



CEU SCHOOL OF  
PUBLIC POLICY



# Reversing the Resource Curse: Theory and Practice

## An SPP–NRGI Course

— Year 5 —

7–18 May 2017 | Budapest, Hungary



# Participants' Booklet



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The effort to promote transparency and good governance in resource-rich countries has gained significant momentum over the last decade and made substantial progress. At the same time, the degree to which this agenda finds more than rhetorical support from political elites is questionable. It is equally unclear whether civil society, the media, and parliaments in developing countries are sufficiently well informed to take full advantage of enhanced transparency to secure more effective oversight. The persistent disconnect between the governance research community and practitioners also hinders innovation in specific contexts. In light of this, the School of Public Policy (SPP) at Central European University and the Natural Resource Governance Institute (NRGI) designed this two-week course to equip a pool of exceptional individuals from government, civil society, parliaments, media, international development agencies, and the private sector, as well as academics, researchers, and analysts, with the knowledge and tools necessary to help reverse the “resource curse.” Specifically, the course will examine the political economy of governance in resource-rich states and explore how it impacts domestic policy debates and practice. The course will also offer practical lessons for policy improvement based on best practices from around the globe as well as exchanges among participants. Using the Natural Resource Charter as a framework and focusing on rigorous analysis and advanced techniques, the course is designed primarily for individuals who already have a solid understanding of the subject but are seeking to enhance their knowledge and skills to play a more prominent role in developing, monitoring, and/or evaluating the mining and petroleum sectors in specific countries or globally.

The course covers:

- **The political economy of policymaking in resource-rich states**
- **Designing and evaluating fiscal regimes**
- **Distributing, managing, and spending resource revenues**

All participants will attend sessions on the political economy of policymaking that provide a basic overview of all policy issues. Thereafter, they will be asked to choose one of two paths:

**Path 1: Getting a good deal: designing and evaluating fiscal regimes**

**Path 2: Distributing, managing, and spending resource revenues.**

## **The Political Economy of Policymaking in Resource-Rich States**

All course participants will explore different political economy trajectories of domestic governance in resource-rich states. The main goal is to introduce analytical tools of political economy to enhance understanding of the crucial impact of politics and power on policy outcomes. Participants will be exposed to case studies and interactive exercises and will assess how political dynamics shape policy in countries relevant to their work. Along with identifying risks—such as the political inconvenience of saving or principal-agent problems associated with national oil companies—the course will suggest tools that actors can use to better understand their roles within the political landscape and mitigate obstacles to reform. Experts will also discuss the deficits in good governance and transparency that pervade many resource-rich countries, explore their implications, and provide an update on global efforts (such as various transparency initiatives) to remedy the deficits.

## Path 1: Getting a Good Deal: Designing and Evaluating Fiscal Regimes

A properly designed fiscal regime (i.e., the range of tax, royalty, and other revenue collection tools used by governments) can attract investments and secure substantial resources that can be used to fund development. However, the challenges to good fiscal regime design can be formidable and the choice of a fiscal regime involves significant trade-offs. There is no “one-size-fits-all” model. Understanding the trade-offs and effectively evaluating policy choices is therefore an essential skill, particularly as a significant drop in commodity prices is triggering a wave of tax reforms.

There will be a plenary session on designing fiscal regimes and resource contracts so that all participants can explore the economic theory underpinning the most commonly used fiscal tools in a government’s arsenal. Course participants will gain a better understanding of the key features of these tools, their similarities and differences, and the challenges of administering taxes and effectively collecting revenues. Participants who choose **Path 1** will be able to dive deeper into these



## The Course

issues and develop key practical and analytical skills. Their time will be evenly divided between classroom lecture and group work. In guided workshop sessions, **Path 1** participants will learn to read and use Excel-based models to evaluate and compare different fiscal regimes, make investment decisions, forecast revenue streams, and assess risks of revenue leakages.

Participants will also learn how to use standardized models developed by NREGI to inform policy analysis and decision-making through a mock negotiation exercise. Courses and exercises covered in **Path 1** will include licensing and allocation of rights and links to cost-benefit analyses, institutional capacity, revenue management, state-owned companies, and political economy considerations, providing participants with a nuanced and practical understanding of tax policy in resource-rich countries.





## Path 2: Distributing, Managing, and Spending Resource Revenues

In resource-rich countries, oil, gas, and mineral revenues offer opportunities to accelerate economic development and reduce poverty. At the same time, their unpredictability, volatility, and size relative to the rest of the economy, as well as their finite nature, can create perverse incentives, complicating economic management and in some cases actually impeding development. Common challenges include overdependence on a single source of revenue, over-borrowing followed by debt crises, poor public investment, destabilizing “boom-and-bust” cycles, redirection of funds to special interests, patronage, nepotism, and conflict between national and subnational authorities. Participants in **Path 2** will explore how to analyze and address these problems.

Sessions will examine the causes of weak development outcomes in resource-rich environments and elaborate on some available tools to improve the distribution, management, and use of oil, gas, and mineral revenues. These tools include: rules describing revenue distribution to the national budget, sovereign wealth funds, sub-national jurisdictions, and state-owned companies; rules controlling the amount of resource revenues that enter the domestic economy; public accountability mechanisms for revenue and expenditure management; and formulation and implementation of national and sub-national development plans. **Path 2** participants will also examine how national and local economies can benefit from the presence of extractive companies through implementation of “local content” policies and shared-use infrastructure.

While theory will be covered, sessions will emphasize real-world policy options and case studies. They will prepare course participants to analyze revenue distribution and management systems and provide advice to policymakers on specific saving and spending choices.

The course uses the Natural Resource Charter as its primary intellectual framework. The charter is a set of economic principles for governments and societies on how to best manage the opportunities created by natural resources to promote development. It is not a blueprint for the policies and institutions countries must build, but instead provides the ingredients successful countries have used to build such institutions: [www.naturalresourcecharter.org](http://www.naturalresourcecharter.org)

The course will include interactive lectures, group discussions, and practical skill-building workshops or policy labs, as well as guest presentations by leading experts. The course includes the following components:

- General concepts (theory and practice);
- Comparative analysis of current situations (globally);
- Case studies;
- Policy labs to analyze case studies and develop practical analytical skills;
- Plenary discussions and conclusions;
- Exercises in country- and mixed-teams.

Participants also have the opportunity to sign up for one-on-one “clinics” in the evening with course experts to discuss the challenges they face in their countries and request advice.



## DOMESTIC FOUNDATIONS FOR RESOURCE GOVERNANCE

PRECEPT 1  
Strategy, consultation and institutions

PRECEPT 2  
Accountability and transparency

### Discovery and deciding to extract

PRECEPT 3  
Exploration and license allocation

### Getting a good deal

PRECEPT 4  
Taxation

PRECEPT 5  
Local effects

PRECEPT 6  
Nationally owned resource companies

### Managing revenues

PRECEPT 7  
Revenue distribution

PRECEPT 8  
Revenue volatility

### Investing for sustainable development

PRECEPT 9  
Government spending

PRECEPT 10  
Private sector development



## INTERNATIONAL FOUNDATIONS FOR RESOURCE GOVERNANCE

PRECEPT 11  
Roles of multinational companies

PRECEPT 12  
Role of international community

## Week One (8–12 May 2017)

	Path 1: Getting a Good Deal: Designing and Evaluating Fiscal Regimes		Path 2: Distributing, Managing & Spending Resource Revenues			
	Sunday, 7 May	Monday, 8 May	Tuesday, 9 May	Wednesday, 10 May	Thursday, 11 May	Friday, 12 May
	Arrival of participants	<b>Overview</b>	<b>Political economy</b>	<b>Decision to extract – cost / benefit analysis of natural resource extraction</b>	<b>Distributing, managing &amp; spending resource revenues – designing and evaluating fiscal regimes</b>	<b>State-owned companies – Licensing resource extraction rights</b>
9.00–9.15	1.1	Welcome remarks <b>Julia Buxton</b> Overview of the course <b>Leila Fitt</b>	2.1	3.1	4.1	5.1
9.15–10.45	1.2	Framing the challenge: the decision chain of natural resource management <b>Patrick Heller</b>	2.2	3.2	4.2	5.2
11.15–12.45	1.3	Policy levers for reform (rules, institutions, informed citizens) <b>Patrick Heller</b>	2.3	3.3	4.3	5.3
13.45–15.15	1.4	Analysis to Action: benchmarking <b>Patrick Heller &amp; Leila Fitt</b> (13.45–14.45)	2.4	3.4	4.4	5.4
15.45–17.00	1.5	Analysis to Action: benchmarking (sharing between peers) <b>Patrick Heller &amp; Leila Fitt</b> (15.15–16.30)	2.5	3.5	4.5	5.5
17.30–19.00	Optional clinics with experts					
19.30–	Boat tour & welcome reception					

## Week Two (15–18 May 2017)

	Monday, 15 May <i>(Parallel paths begin)</i>		Tuesday, 16 May		Wednesday, 17 May <i>(Parallel paths continue)</i>		Thursday, 18 May	
9.00–9.15	6.1	Recap	7.1	Recap	8.1	Recap	9.1	Recap
9.15–10.45	6.2	Fiscal regime – conceptual building blocks to fiscal modeling <b>Thomas Lassourd</b>	7.2	Resource revenue sharing <b>Andrew Bauer</b>	8.2	Local content and shared infrastructure <b>Perrine Toledano</b>	9.2	Political economy: Analysis to Action <b>Cristina Corduneanu-Huci &amp; Lella Fitt</b>
11.15–12.45	6.3	Tax analysis exercise 1 – designing a fiscal regime <b>Thomas Lassourd</b>	7.3	Addressing tax avoidance <b>Thomas Lassourd</b>	8.3	Sovereign wealth funds and other extra-budgetary funds <b>Andrew Bauer</b>	8.6	Local benefits negotiation exercise <b>Perrine Toledano</b>
13.45–15.15	6.4	Tax analysis exercise 2 – private sector perspective <b>Thomas Lassourd</b>	7.4	Addressing tax avoidance – exercise <b>Thomas Lassourd</b>	8.4	Sovereign wealth fund and revenue sharing exercises <b>Andrew Bauer</b>	8.7	Local benefits negotiation exercise <b>Perrine Toledano</b>
15.45–17.15	6.5	Tax analysis exercise 3 – State participation <b>Thomas Lassourd</b>	7.5	Addressing tax avoidance – exercise <b>Thomas Lassourd</b>	8.5	Sovereign wealth fund and revenue sharing exercises <b>Andrew Bauer</b>	8.8	Development strategies at the local and national levels <b>Andrew Bauer</b>
17.30–19.00	Optional clinics with experts							
19:30–								Farewell dinner

# Clinics

As part of the Reversing the Resource Curse course, we offer participants the opportunity to sign up for optional “clinics” with session leaders. The purpose of these clinics is to give you the opportunity to meet the expert session leaders in person. You will have dedicated time in which to interrogate the issues you are working on in your countries in more depth.

Clinics should be participant-led and, ideally, problem-focused: you should come prepared with discussion points for a 10–15 minute session. A useful approach could be to think about what you are working on at present and how the experts’ inputs could help you to address the challenges you face.

You could take a more general approach to your clinic by using your time slot to explore session topics in more depth. To make sure the discussion remains relevant to you, it would be good to try to link the themes and issues in question to your country contexts and to seek help from the experts in teasing out responses to the various problems that you are addressing in your work.

Alternatively, you could use your time slot for a more focused discussion. You could present one or two carefully chosen challenges and then use your allocated time to work with the expert, drawing on their knowledge to brainstorm solutions and strategies that you could adopt.

The overall time made available for clinics is from 17:30–19:00 each day. Clinic slots are 10–15 minutes in length, are optional, and are offered on a first-come, first-served basis. Sign-up sheets are available on the day the clinic takes place; you can sign up until the end of the afternoon coffee break (15:30). Room location will be indicated on the sign-up sheets.

Participants are asked to respect the time of the expert and their fellow participants by arriving on time, being prepared, and adhering to their time slot.

## SUNDAY — 7 May

### ARRIVAL AND ACCOMMODATION

The taxi company serving Liszt Ferenc International Airport is Főtaxi. Reservations are made in person outside the exit of the terminal. The fare to the city center will not exceed 8,000 HUF (26 EUR). There is also an airport shuttle which will cost around 4,000 HUF (13 EUR) to the city center. You can order a shuttle to your hotel at the airport shuttle stand when you arrive. The shuttle will probably take slightly longer than a taxi as it is shared with other people.

Scholarship participants will be staying at the **Star Inn Hotel**.

#### VENUE:

#### Star Inn Hotel

Desseffy utca 36  
1066 Budapest  
Tel: (+36 1) 472 2020



### DINNER RECEPTION

The course will be launched on Sunday evening, **7 May**, with a dinner reception on **Millenium 1 boat**. The reception will start at **19:30**.

#### VENUE:

Vigadó tér, 1052 Budapest

The boat will leave from Vigadó tér. The dock number is not known yet. Our staff will **pick you up** at the reception of your hotel at **18:30**.

If you are staying elsewhere, please come to the Star Inn reception 18:30 sharp.



## MONDAY — 8 May

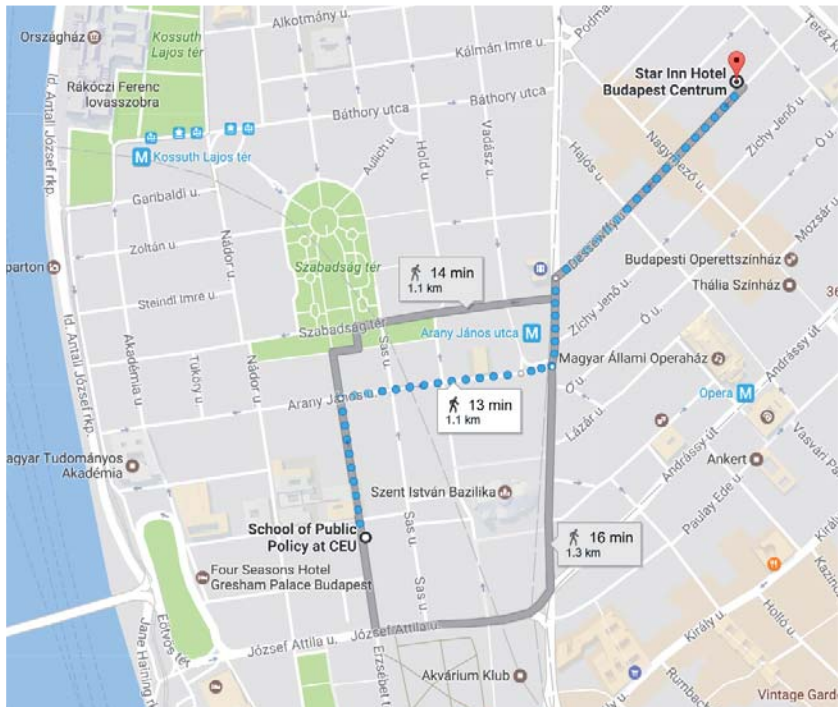
### COURSE VENUE

The course will take place on the ground floor of CEU's School of Public Policy in **Október Hall**. Sessions will begin at 9:00. **Please arrive at the CEU School of Public Policy at 8:45 am** as participants are required to register before the first session.

**VENUE: School of Public Policy  
Október Hall**  
Október 6 utca 7  
H-1051 Budapest



### From Star Inn Hotel to School of Public Policy at





## THURSDAY — 18 May

### FAREWELL RECEPTION

Following the end of the course you are invited to join us for **drinks** and **snacks** at **19:30** at **Aria Hotel High Note Bar** which is located by the Basilica.

#### VENUE:

##### **Aria Hotel**

Hercegprímás utca 5  
1051 Budapest



## COURSE VENUE

There are restrooms on all floors. A drink vending machine is located on the first floor.

## MEALS

Coffee breaks and lunches will be served on the first floor of the building where the course takes place.

## EATING OUT

There are many places that are close to CEU/SPP where you can have dinner. The list below is not exhaustive, so we encourage you to explore the neighborhood. Restaurants marked with an \* offer vegetarian dishes.

### **Bamba Marha Burger Bar**

Október 6. utca 6 | open 11:30–24:00

### **Hummus Bar\***

Október 6. utca 19 | open 10:00 (12:00 on Sun&Sat)–22:00

### **Istanbul Kebab**

Október 6. utca 22 | open 08:00–05:00

### **La Trattoria**

Október 6. utca 13 | open 11:00–23:00





### **Padthai Wokbar\***

Október 6. utca 4 | open 11:00–23:00

### **Rétesház (Strudel House)\***

Október 6. utca 22 | open 9:00–23:00

### **Soup Culture\***

Október 6. utca 19 | open 11:00-19:00, closed on Sundays

## **SMOKING**

Smoking is strictly prohibited within five meters of all building entrances.

## **INTERNET AND WIFI**

Wifi is available on campus.

- Network name: CEU Guest
- Password: Budapest1991

European plugs (220V) are available at CEU.



## **SOCIAL MEDIA**

You will be invited to join an alumni Facebook group.

Also, if you wish to tweet about the event, please use the handles

**@NRGInstitute** and **@SPPGPA**. The hashtag is **#resourcegov**.

## The Chatham House Rule

All sessions during the Executive Course on Oil, Gas, and Mining Governance will be held under the **Chatham House Rule**.

When a meeting is held under the Chatham House Rule, participants are free to use the information received, but neither the identity nor the affiliation of the speaker(s), nor that of any other participant, may be revealed.

The Rule allows people to speak as individuals, and to express views that may not be those of their organisations. It therefore encourages free discussion. People usually feel more relaxed if they don't have to worry about their reputation or the implications if they are publicly quoted.

The rule can be used effectively on social media sites such as Twitter, Facebook, and LinkedIn as long as the person tweeting or messaging reports only what was said at an event and does not identify—directly or indirectly—the speaker or another participant.

## WEATHER AND CLOTHING

May is characterized by abundant sunshine and temperatures start to rise markedly. The weather is typically very sunny and agreeable during the day and cool at night. There is occasional rainfall at this time of year. The average maximum temperature is 21°C and the average minimum temperature is 11°C. Except for the welcome and farewell reception (smart casual), dress code for the course is casual.

## INSURANCE

Having comprehensive medical and travel insurance is a prerequisite for participation, so participants are asked to purchase proper insurance before departing for Hungary. It is each participant's responsibility to ensure that they are insured for extra-curricular trips outside of the country while attending the course (e.g. if they wish to travel to Vienna for the weekend).

## PERSONAL SAFETY AND SECURITY

Budapest is a safe city but as with other popular tourist destinations you need to be vigilant. There are three risks that we want to alert you to:

- Do not hail a cab on the street; call a cab. A reliable company is CITY TAXI, at +36 1 211 1111. Make sure the meter is set at the pickup rate of 470 HUF before you begin any journey.
- Shops, bars, and restaurants may give the wrong change as a result of frequent visitor confusion over the multiple zeros in the currency.
- For male participants: young women may approach you and ask you to buy them drinks or offer to take you to clubs and bars. Male tourists who take them up on these offers will find that the women are in the employ of local bars and clubs, resulting in a hefty bill at the end of the night.

## EMERGENCY NUMBERS

**Any kind of emergency: 112**

Ambulance: 104

Police: 107

Firefighters: 105

General enquiries: 197

Domestic enquiries: 198

International enquiries: 199

Tourist Police (0–24): +36 1 438 8080

24-hour medical assistance in English (Falck SOS Hungary):  
+36 1 2000 100

24-hour pharmacy (District 6, Teréz krt 41, near Oktogon):  
+36 1 3114 439

## MEDICAL CARE

The CEU Medical Center is open to participants with valid medical insurance. There are two qualified English-speaking doctors (male and female) who hold regular consultation hours.

### CEU Medical Center

Nádor utca 11 Building, Courtyard  
Tel.: (+36 1) 327 3815



## COURSE COORDINATORS



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## Q&A ON CENTRAL EUROPEAN UNIVERSITY (CEU) IN THE NEWS

**1. Given the recent controversy around closing Central European University, will the NRG1–CEU course take place?**

Yes. As CEU President and Rector Michael Ignatieff has repeatedly stated, CEU will continue all of its current academic activities as a free and independent graduate university.

**2. Is it true that CEU does not comply with Hungarian higher education regulations?**

This is patently false. CEU has been operating legally in Hungary for over two decades.

**3. Will CEU remain an independent institution able to exercise its academic freedom?**

A crucial part of higher education is the ability of students and professors to be free to research the topics of their choice in an open environment that welcomes debate and discussion. As CEU President and Rector Michael Ignatieff wrote in his *New York Times* op-ed on 3 April 2017, “Central European University, its board and its administration will never surrender its academic freedom to anyone.”

**4. Will CEU’s international faculty, its curriculum or the quality of education be compromised?**

Absolutely not. The quality of our programs and curriculum is well-known throughout Europe and the world. CEU’s academic programs are ranked highly by Times Higher Education and QS *Rankings Worldwide*. CEU is recognized as the 39th best young university in the world according to the latest *Times Higher Education* ranking, published on 5 April 2017. In addition, our degree



PHOTO BY DANIEL VEGEL

programs in the fields of politics and international studies were ranked 42nd in the world according to the latest *Quacquarelli Symonds* (QS) subject ranking, as announced on 8 March 2017. CEU faculty remain dedicated to providing this high level of academic excellence.

**5. *Is it safe for me to travel to Budapest to attend the NRGi course?***

It is absolutely safe for you to travel to Budapest. We encourage all participants to enjoy their stay but we do advise everyone to take responsibility for their own safety. As usual, travelers should always be aware of their surroundings and take caution if necessary. While NRGi and CEU staff are not in a position to produce regular updates, we will review security information on a regular basis in advance of the course and, should any serious issues come to light, circulate it among course participants both prior and during the course. We will in particular draw participants' attention to any incidents or potential threats (such as large-scale demonstrations) in the vicinity of CEU and hotels. Participants are encouraged to note the contact details of their respective embassies and consulates before travelling to Hungary. We advise all participants to note the security contacts included within this booklet [page 19, above]. We require all participants to complete an emergency contact form – our staff will be in touch with each participant.

**6. *How can I show my support for CEU?***

First, thank you for your support!  
We ask you to visit the website  
<https://www.ceu.edu/taxonomy/term/380>  
for ideas on how to show your support.



**7. *Where can I stay up to date with the developments?***

We are dedicated to keeping our community and our supporters informed of the situation. Please check our website: <http://www.ceu.edu> for regular updates and follow us on Facebook and Twitter.



## A NOTE ON HUNGARY

▶ **Capital city:** Budapest

▶ **Population:** ~ 9.9 million

▶ **Population of Budapest**

~ 1.7 million (city)

~ 3.3 million (including periphery)

▶ **Language:** Hungarian

▶ **Religion**

54.5% Catholic, 19.5% Protestant, 0.2% other Christians, 0.1% orthodox Christian, 0.1% Jewish, 0.1% other.

▶ **Electric plug details:** European plug (220V) with two circular metal pins

▶ **Country dialing code**

Hungary: 0036 or +36 (00361 or +361 – for Budapest)

To dial Hungarian numbers from Hungary you can dial:

06 + 1 xxx xxxx (Budapest), or

for cellular phone: 06 + 2/3/7 + 0 + xxx xxxx.

▶ **Money**

The Hungarian currency is the forint (HUF).

1 EUR = 311 HUF, 1 USD = 286 HUF

You usually CANNOT pay in Euro or US dollars. You can exchange money at the airport or train stations, but change as little as possible there since exchange rates at these locations are bad. It is preferable to use one of the many ATMs or cash points across the city.

▶ **Public Transport**

Budapest has an excellent public transit system consisting of subways, buses, trolleys, trams, and electric commuter trains called HÉV. Tickets are available at all metro stations from automated machines, and most stations also have cashiers at ticket windows. As the machines aren't always reliable, it is preferable to buy tickets directly from the cashier. Tickets can also be bought at some newsstands, tram stops, and on some buses, but it is best to purchase tickets at the metro station and keep a supply with you.

Tickets can be bought individually, discounted in books of 10, or in the form of daily, weekly, or monthly passes. You need to validate your ticket before starting your trip on the metro or immediately upon boarding a bus, tram, trolley, or commuter train. Insert the ticket into the machines at metro station entrances and in the red or yellow boxes on trams, buses, and trolleys. The yellow boxes automatically stamp the ticket, but you must pull the black lever on the red boxes towards the ticket to punch it. Tickets are valid for 60 minutes after they have been stamped or for 90 minutes on the night service. Passes and tickets are checked by inspectors at random and you will be fined HUF 8,000 on the spot if you cannot produce your pass or validated ticket. If fined, get a receipt, as foreigners are sometimes overcharged. Public transportation runs from 4:30 until 23:00 and is both regular and frequent. Night trams and buses run on an abbreviated schedule.

Metro and suburban railway lines in Budapest



## WEEKEND OPTIONS IN BUDAPEST AND AROUND

### Budapest spas

Among the most popular attractions in Budapest are its thermal baths, now renowned throughout the world. Its unique facilities were fully recognized by Roman legionaries over 2,000 years ago. Most of the baths that are open today were established by the Turks, examples of which (the Rudas and the Király Baths) are still in operation after 500 years. The Széchenyi Thermal Baths (pictured below), built at the beginning of the 20th century and the first healing baths in Pest, is the biggest bathing complex in Europe. It is also very reminiscent of the Roman, Greek, and Eastern styles of bathing.



### Szentendre

Szentendre is a riverside town in the county of Pest near Budapest. It is known for its museums (most notably the Open-Air Ethnographic Museum), galleries, and artists. Due to its historic architecture and easy rail and river access, it has become a popular destination for tourists staying in Budapest. There are many facilities, including souvenir shops and restaurants, catering to these visitors.



## Vienna

Vienna is the capital of the Republic of Austria. It is the largest city in Austria with a population of almost 2 million, as well as a cultural, economic, and political center. As the former home of the Habsburg court and the capital of its empire, the city still has the trappings of the imperial capital it once was. The historic city center is inscribed on the UNESCO World Heritage List. If you are interested in spending the weekend in Vienna, touring museums, eating at cafes, or visiting imperial palaces, SPP staff can facilitate the purchase of train tickets from Budapest which include public transportation in Vienna. The ticket costs around 35 Euro (HUF 10,800) + optional seat reservation 6 Euro (HUF 1,800). The train ride takes 2 hours and 45 minutes one way. You will have to take your passport with you and you should be in possession of a Schengen visa if you are not an EU citizen.



## USEFUL HUNGARIAN PHRASES

English	Hungarian	Pronunciation
Yes/No	Igen/nem	igen/nem
Thank you	Köszönöm	Kurssurnurm
Hello	Jó napot	Yow nopot
Goodbye	Viszontlátásra	Vissont-latashruh
Please	Kérem szépen	Kherem sehpen
Do you speak English?	Beszél angolul?	Bessayl ungolool?
I can't speak Hungarian	Nem beszélek magyarul	Nem besseylek mud-yarool
Entrance	Bejárat	Beh-yarut
Exit	Kijárat	Ki-yarut
I'm sorry	Elnézést	Ellnezeysht
Toilet	WC	Vaytsay

See below for a list of required and recommended reading for all participants. You have been given access to an e-learning site that contains pre-course readings.

## ► GENERAL READING

### Required reading (May 8 Session)

- Collier, P. (2010), “The Political Economy of Natural Resources” in *Social Research*, Vol. 77, No. 4, pp. 1105–1132
- NRG (2015), *The Resource Curse: The Political and Economic Challenges of Natural Resource Wealth*. NRG Reader, New York
- Natural Resource Governance Institute (2014), *Natural Resource Charter, Second Edition*

## ► POLITICAL ECONOMY

### Recommended reading (May 9 Session)

- Barma, N.H. et al. (2012), *Rents to Riches? The Political Economy of Natural Resource-Led Development* (Chapter 2). Washington, D.C.: The World Bank
- Kaufmann, D. (2015), “Corruption Matters” in *Finance & Development*, September 2015, Vol. 52, No. 3
- Keefe, P.R. (2013), “Buried Secrets: How an Israeli billionaire wrested control of one of Africa’s biggest prizes.” *The New Yorker*. July 8, 2013
- Nash, R. et al. (2006), *Mapping Political Context: A Toolkit for Civil Society Organisations*. London: Overseas Development Institute
- Ross, M. (2015), “What Have We Learned About the Resource Curse?” in *The Annual Review of Political Science*. 18:239–59
- Samset, I. (2009), *Natural Resource Wealth, Conflict, and Peacebuilding*. New York: Program on States and Security, Graduate Center, City University of New York (Synthesis Series)

## ► ENVIRONMENTAL AND SOCIAL COSTS

### Required reading (May 10 Session)

- Wilson, E., Best, S., Blackmore, E. and Ospanova, S. (2016), *Meaningful Community Engagement in the Extractive Industries*. London: International Institute for Environment and Development (Chapters 2 and 3)

### Recommended reading (May 10 Session)

- ELAW (2010), Ájluokta/Drag: Árran Lule Sami Centre. “What Is Free, Prior and Informed Consent?” *Indigenous Peoples and Resource Extraction in the Arctic: Evaluating Ethical Guidelines*
- Buxton, A. and Wilson, E. (2013), *FPIC and the extractive industries: a guide to implementing the spirit of free, prior and informed consent in industrial projects*. London: International Institute for Environment and Development
- ICMM (2015), *Good Practice Guide: Indigenous Peoples and Mining* (second edition). London: International Council on Mining and Metals (Chapters 2, 3 and 4)
- Lewis, J. (2012), *How to implement free, prior informed consent (FPIC) in Participatory Learning and Action 65: Biodiversity and culture: exploring community protocols, rights and consent*
- Mefalopulos, P. (2008), *Development Communication Sourcebook: Broadening the Boundaries of Communication*. Washington, D.C.: World Bank. (Module 1)

## ► FISCAL REGIMES

### Required reading (May 10 and 11 Sessions)

- NRGi (2015), *Legal Framework: Navigating the Web of Laws and Contracts Governing Extractive Industries*. NRGi Reader, New York;
- NRGi (2015), *Fiscal Regime Design: What Revenues the Government Will be Entitled to Collect*. NRGi Reader, New York

## ► MANAGING NATURAL RESOURCE REVENUES

### Required reading (May 11 Session)

- Ossowski, R. (2013), “Managing Non-renewable Resource Revenues” in *The International Handbook of Public Financial Management* (eds. Allen, Hemming and Potter). Palgrave Macmillan: New York

### Recommended reading (May 11 Session)

- Céspedes, L.F. et al. (2014), “Fiscal Rules and the Management of Natural Resource Revenues: The Case of Chile” in *Annual Review of Resource Economics*. 6:105–32

## ► STATE-OWNED COMPANIES AND COMMODITY TRADING

### Required reading (May 11 Session)

- Heller, P., Mahdavi, P. and Schreuder, J. (2014), *Reforming National Oil Companies: Nine Recommendations*. Natural Resource Governance Institute
- Hultz, D. et al. (2014), “Hybrid Governance: State Management of National Oil Companies” and “Major Conclusions and Implication for the Future of the Oil Industry” in *Oil and Governance: State-Owned Enterprises and the World Energy Supply* (eds. Victor, Hults and Thurber). Cambridge UP: Cambridge

### Recommended reading (May 11 Session)

- Lahn, G. et al. (2007), *Good Governance of the National Petroleum Sector – Chatham House Document*, Chatham House
- Marcel, V. (2006), *Oil Titans: National Oil Companies in the Middle East*, Baltimore, MD: Brookings Institution Press & Chatham House; Contribution from John Mitchell (Introduction)
- Marcel, V. (2016), *The Cost of an Emerging National Oil Company*, Chatham House



- Myers, K. and Manley, D. (2015), *Did the U.K. Miss Out on £400 Billion Worth of Oil Revenue? Natural Resource Governance Institute*

## ► MINERAL AND OIL LICENSING

### Required reading (May 12 Session)

- The latest *EITI report from your country*, or if your country does not implement EITI, from the country of your choosing. Please identify and read the section that relates to license and contract allocation. Please try and keep in mind the following questions as you are reading through the section:
  - *Does the government publicly disclose data on extractive resource reserves?*
  - *Does a government agency maintain a publicly available registry of rights and license details (i.e. a cadaster)? What type of information does the register disclose to the public?*
  - *Has the government set pre-defined criteria by which companies become qualified to participate in a licensing process?*
  - *What is the procedure for a company to get a license and/or a contract?*
  - *How much does the government disclose about the companies that have applied/bid for a license/contract?*
  - *Generally, do you think the license/contracting process in this country has allowed the government to attract the types of investors that will operate diligently on the extractive resources sites they have been allocated and will contribute to the country's development? Why/Why not?*

### Recommended reading (May 12 Session)

- Campton, P., *Chapter 5: "How to Best Auction Oil Rights,"* in *Escaping the Resource Curse* (Humphreys, M., Sachs, J.D., Stiglitz, J.E., eds., New York, Columbia University Press, 2007)

- Inkpen, A. and Moffett, M.H. (2011), *The Global Oil and Gas Industry: Management, Strategy and Finance* (Chapter 3), Tulsa: Pennwell

## ▶ LOCAL CONTENT AND SHARED-USED INFRASTRUCTURE

### Required reading (May 17 Sessions)

- Toledano, P., et al. (2014), *A Framework to Approach Shared Use of Mining-Related Infrastructure*. Columbia Center for Sustainable Investment: New York

### Recommended reading (May 17 Sessions)

- Tordo, S., et al. (2012), *Local Content Policies in the Oil and Gas Sector*, World Bank: Washington, D.C.
- World Bank (2012), *Increasing Local Procurement by the Mining Industry in West Africa*. World Bank: Washington, D.C.

## ▶ PATH 1: GETTING A GOOD DEAL: DESIGNING AND EVALUATING FISCAL REGIMES (MAY 15–17)

### Required reading

- Collier, P. (2010), “Principles of Resource Taxation in Low-Income Countries” pp. 75–85 and Daniel et al. (2010): “Evaluating fiscal regimes for resource projects: An example from oil development” pp. 187–225, in *Taxation of Petroleum and Minerals: Principles, Problems and Practice*.  
*Thorough book on fiscal regimes, recommended to anyone wishing to specialize in this topic. In particular, Chapter 3 explains the main concepts and tools used to evaluate fiscal regime for resource projects and includes practical applications. Chapter 7 explains the main concepts and tools used to evaluate fiscal regime for resource projects and includes practical applications.*

- International Monetary Fund, Fiscal Analysis of Resource Industries (FARI).  
*The website contains a short video explaining the FARI model, a more detailed pdf guide, as well as the excel model itself. During the second week of the course, we will use an adapted version of the petroleum FARI model and participants are encouraged to familiarize themselves with the methodology.*
- Calder, J. (2014), *Administering Fiscal Regimes for Extractive Industries: A Handbook*. IMF and WB: Washington, D.C. a video panel discussion organized at the report launch and short primer are available online (see moodle link).  
*This paper fills a gap by developing important considerations and recommendations for tax administration that are specific to the resource sector and its fiscal policy, including capacity, organization and administrative issues.*
- NRGi (2015), *Transfer Pricing in the Mining Sector: Preventing Loss of Income Tax Revenue*. NRGi Reader, New York

## FISCAL REGIMES

### Recommended reading

- Readhead, A. (2016), *Preventing Tax Base Erosion in Africa: A Regional Study of Transfer Pricing Challenges in the Mining Sector*.  
*This study assesses the development and implementation of rules to monitor transfer pricing in the mining sector in countries with varied experiences. Various materials are available on the page, including a podcast of an expert discussion on the topic and five country case studies.*
- OECD, Base Erosion and Profit Shifting, information brief.  
*Developed in the context of the OECD/G20 BEPS Project, the 15 actions set out below equip governments with domestic and international instruments to address tax avoidance, ensuring that profits are taxed where economic activities generating the profits are performed and where value is created.*

- Daniel, P., Keen M., Świstak, A. and Thuronyi, V. (2016), *International Taxation and the Extractive Industries*, Routledge Studies in Development Economics.  
*This book addresses key topics that are not frequently covered in literature on the subject, such as the geo-political implications of cross-border pipelines and the legal implications of mining contracts and regional financial obligations.*

## ► **PATH 2: DISTRIBUTING, MANAGING & SPENDING RESOURCE REVENUES (May 15–17)**

### **Required reading**

- Bauer, A., et al. (2016), *Natural Resource Revenue Sharing*, Natural Resource Governance Institute–UNDP.  
*An introduction to resource tax collection by subnational governments and intergovernmental transfers of resource revenues to subnational authorities*
- NRGI–CCSI (2014), “Natural Resource Fund Governance: The Essentials” in *Managing the public trust: How to make natural resource funds work for citizens*. Natural Resource Governance Institute–Columbia Center on Sustainable Investment.  
*A summary of sovereign wealth fund governance in natural resource-rich settings. Covers deposit, withdrawal, and investment rules, transparency requirements, and independent oversight.*

## **REVENUE MANAGEMENT, SUBNATIONAL DISTRIBUTION AND ECONOMIC DIVERSIFICATION**

### **Recommended reading**

- Bauer, A. (2013), *Subnational Oil, Gas and Mineral Revenue Management*, NRGI
- Commission on Growth and Development (2008), *The Growth Report: Strategies for Sustained Growth and Inclusive Development*, World Bank: Washington, D.C.

- Diamond, J. (2013), “Policy Formulation and the Budget Process” in *The International Handbook of Public Financial Management* (eds. Allen, Hemming and Potter). Palgrave Macmillan: New York
- Frankel, J. (2011), “How Can Commodity Exporters Make Fiscal and Monetary Policy Less Procyclical?” in *Beyond the Curse: Policies to Harness the Power of Natural Resources* (eds. Arezki, Gylfason & Sy). IMF: Washington, D.C.
- IMF (2012), *Macroeconomic Policy Frameworks for Resource-Rich Developing Countries*. IMF: Washington, D.C.
- Ramkumar, V. (2008), *Our Money, Our Responsibility: A Citizens’ Guide to Monitoring Government Expenditures*, International Budget Partnership: Washington, D.C.
- Tomassi, D. (2013), “The Budget Execution Process” in *The International Handbook of Public Financial Management* (eds. Richard Allen, Richard Hemming and Barry H. Potter). Palgrave Macmillan: New York



## COURSE FACULTY

**Andrew BAUER****Natural Resource Governance Institute**

Andrew Bauer is a natural resource governance consultant to governments, parliaments and international organizations. He provides technical assistance on public financial management; sovereign wealth fund governance; intergovernmental transfers and subnational public finance; mining and petroleum sector regulation; economic development strategies; and good governance mechanisms. He is a former senior economic analyst at the Natural Resource Governance Institute (NRGI) where he advised on extractive sector governance in more than 25 countries, including Canada, Ghana, Indonesia, Libya, Mexico, Mongolia, Myanmar, Timor-Leste and Uganda. Prior to joining NRGI, he served on the Government of Canada's G8/20 team in the Department of Finance and has worked for several governmental, private sector, academic and non-profit organizations. He is the author of several publications on public finance and has been cited by *BloombergView*, *The Economist* and *Reuters*. He holds a BA from McGill University and an MSc in Economics for Development from Oxford University. He is based in Montreal, Canada.

**Julia BUXTON****CEU School of Public Policy**

Julia Buxton is Acting Dean and professor of comparative politics at CEU's School of Public Policy. She is a specialist on South America and an expert on Venezuela, receiving her PhD from the LSE, where she also studied for her MA (distinction) in comparative politics. Her current research focuses on the drugs and development nexus and the development impacts of counter narcotics programs. Her publications on drugs include *Drug Crop Production, Poverty and Development* (OSF 2016); *Drugs and Development: The Great Disconnect* (with T. Bingham); *The Rise and Challenge of Dark Net Drug Markets* (both January 2015, Global Drug Policy Observatory, University of Swansea); *The Politics of Drugs* (ed., 2010, Routledge); "Opportunity Lost: Alternative Development in Drug Control" in J. Tokatlian (ed.) *Old Wars: New Thinking* (2010, Libros Zorazal); "A History of Drug Control" in P. Keefer & N. Loayza (eds.), *Innocent Bystanders* (2010, World Bank Publications); "The UK drug problem in global perspective," *Soundings*

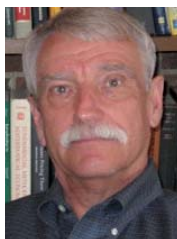
(2009); "The Historical Foundations of the Narcotic Drug Control Regime," *World Bank Policy Research Working Paper* 4553 (2008), and *The Political Economy of Narcotic Drugs* (2006).



## **Elisabeth CAESENS**

### **Open Society Foundations**

Elisabeth Caesens is examining hydroelectricity deals and revenue flows in the Democratic Republic of Congo (DRC) to bring greater transparency and accountability to the country's hydropower sector. Elisabeth is a senior technical advisor and former manager of the Carter Center's Mining Governance Program in DRC. She also serves as a lecturer at the Sciences Po Law School, where she teaches a class on mining revenues and runs a human rights clinic conducting research on hydropower investments in the DRC. She has long worked as a researcher and consultant on extractives and mining investments in the DRC and the African Great Lakes region, with a focus on understanding the influence of natural resource investments on sustainable development in the region. She holds a master of law as well as a master in international relations from Katholieke Universiteit Leuven and an LLM from Columbia University.



## **Robert F. CONRAD**

### **Duke University**

Robert Conrad is an authority on the economics of tax policy, mineral taxation, and international tax issues. He has over 30 years of experience providing assistance to governments, international organizations, and private sector entities about tax and natural resource policy. His particular areas of expertise include the overall design of tax systems, mineral taxation, and taxation of multinational enterprises. Robert has worked in over 40 countries and has had extensive experience in Russia and Eastern Europe. He is a member of the faculty at Duke University where he was director of the Duke Center for International Development. In addition, he currently serves on the Panel of Experts at the International Monetary Fund. Among other positions, Robert is director of the U.S. Treasury's Tax Advisory Program for Central and Eastern Europe and the Former Soviet Union and was selected by the United States government and the Russian Federation to coordinate and direct all bilateral technical assistance for tax policy between the

two countries. His papers have appeared in journals such as the *Review of Economics and Statistics*, the *Journal of Public Economics*, *The National Tax Journal*, *Resources and Energy*, and *Land Economics*. He holds a PhD in economics from the University of Wisconsin–Madison.



## **Cristina CORDUNEANU-HUCI**

### **CEU School of Public Policy**

Cristina Corduneanu-Huci holds a PhD in political science from Duke University and an MA from the University of South Carolina. For her dissertation—*Ambidextrous Regimes: Leadership Survival and Fiscal Transparency*—she conducted extensive fieldwork in Morocco, Turkey, and Romania. Additionally, she has written on social movements, clientelism, bureaucratic reform, and the politics of healthcare. Her work has appeared in *Comparative Sociology*, the World Bank Policy Research Working Papers series, and several edited volumes. She co-authored a book entitled *Understanding Policy Change: How to Apply Political Economy Concepts in Practice*, exploring the complex relationship between collective action and economic development. Cristina has benefitted from a symbiotic relationship between her academic and policy experience. Since 2010, she has worked for the World Bank in Washington, D.C., conducting political economy research and training activities for evidence-based policymaking. In this capacity, she was involved in studies of the distributive implications of natural resources in the Democratic Republic of Congo, healthcare policies in Uruguay, as well as in projects on the rule of law and public financial management in the Middle East and North Africa region. Her research has been accompanied by various training programs prepared or delivered in Ethiopia, Singapore, Sudan, and Ghana. At SPP, Cristina teaches courses on governance and the political economy of development.



## **Patrick HELLER**

### **Natural Resource Governance Institute**

Patrick has worked on legal reform and governance initiatives in the developing world for more than 15 years for organizations including USAID, the U.S. State Department, the Asian Development Bank, Creative Associates International and The International Center for Transitional Justice. He is a research affiliate with the Program on Energy and Sustainable Development at Stanford University. Patrick manages NRGI's legal and economic program team, which leads



the organization's work on legislative and regulatory reform, natural resource contracts, tax policy and macroeconomic management of extractive industries. He contributes extensively to NRG's programs of technical assistance to governments and civil society organizations throughout the world, and to NRG's capacity development efforts. He has facilitated courses on oil, gas and mining legal frameworks with partner institutions including the University of Oxford, Columbia University, Gadjah Mada University (Indonesia), the Catholic University of Central Africa (Cameroon) and Externado University (Colombia). Patrick's research work focuses heavily on the governance and management of state-owned oil and mining companies, oil sector institutional structure and the analysis of extractive industry contracts. He holds a law degree from Stanford University and a master's in international relations from the Johns Hopkins School of Advanced International Studies.



## **Gabriela FLORES ZAVALA**

### **Independent communications and engagement specialist**

Gabriela Flores Zavala is a communications and engagement specialist working in the interface of the extractive industries and sustainable development. She has held management positions in the UK Government's Equality and Human Rights Commission and the International Council on Mining and Metals. She has also worked at the European Bank for Reconstruction and Development, the International Institute for Environment and Development, and the World Bank. Gabriela led the communications program of the landmark Mining, Minerals and Sustainable Development (MMSD) project and has since worked as part of multi-disciplinary teams in artisanal and small-scale mining, sustainable development policy, transparency, certified gold, and gender equality. She has worked with local communities in developing countries to present their views about the environment and social exclusion to wider audiences through advocacy and innovative communications. She has also supported communities, the staff of local NGOs, and country teams of international NGOs to strengthen their communications capabilities. She currently consults for a mixture of research, multilateral, and corporate clients, including Chatham House, UNDP, and ICMM. Gabriela has an MS in development studies from the London School of Economics and is fluent in English, Spanish, French, and Portuguese.



## Thomas LASSOURD

### Natural Resource Governance Institute

Thomas Lassourd is a senior economic analyst at NRGi. He led its technical assistance project in Guinea between 2011 and 2013, based in Conakry, advising the government on mining-sector fiscal regimes, legislative reforms, and a transparent process to review contracts signed under previous regimes.

He also developed modeling tools on various iron ore and bauxite mines, including integrated mines-transport infrastructure. At NRGi, Thomas focuses on economic technical assistance and research, including advising governments and civil society on assessing fiscal and revenue management policies for oil, gas, and mineral resources. Prior to joining NRGi, Thomas took part in the Overseas Development Institute Fellowship Scheme as a government economist in the Poverty Reduction Strategy Unit of the Republic of Burundi, where he worked on macro-economic frameworks and public financial management issues. He also worked for the Belgian Technical Cooperation on tax administration reforms in Mozambique. Thomas has a master's degree in business administration from HEC Paris and a master's in economics with a major in public and development economics from the Paris School of Economics.



## Valérie MARCEL

### Chatham House

Valérie Marcel is an associate fellow at Chatham House and leads the New Petroleum Producers Discussion Group. She is an expert on national oil companies and petroleum sector governance, and has carried out extensive fieldwork to gain an understanding of the perspectives of producer countries. She is

the author (with John V. Mitchell) of *Oil Titans: National Oil Companies in the Middle East* (Chatham House/Brookings, 2006). Her current research focuses on governance issues in emerging producers in sub-Saharan Africa, the Eastern Mediterranean, and the Caribbean. She is a member of KPMG's advisory team for energy-sector governance. She also provides thought leadership for the Global Agenda Council on the Future of Oil and Gas at the World Economic Forum. Valérie previously led energy research at Chatham House and taught international relations at the Institut d'études politiques (Sciences Po), Paris, and at Cairo University.



## Dávid MIHÁLYI

### Natural Resource Governance Institute

Dávid Mihályi worked as an economist for four years in the Hungarian, British, and Sierra Leonean governments. His main areas of work have been fiscal policy, public financial management, macroeconomics, and taxation. Prior to joining NRG, Dávid completed the Overseas Development Institute Fellowship Scheme as an economist in Sierra Leone's Budget Bureau of the Ministry of Finance. His two years in Freetown coincided with a mining boom in the country and his work focused on the impact of the extractive sector on the economy and public finances. Previously, Dávid was based at the Hungarian Central Bank and the Office of the Fiscal Council in Hungary. In both roles, he focused on fiscal forecasting and evaluating budget sustainability. He holds a MS from the University of Nottingham and from the Corvinus University of Budapest. Dávid is currently a fellow at CEU's School of Public Policy.



## Eric PARRADO

### Universidad Adolfo Ibáñez

Eric Parrado is professor of economics and finance at the Universidad Adolfo Ibáñez and consultant for the IMF, the World Bank, and the Inter-American Development Bank. He also advises several governments, central banks, and companies on international financial matters, asset management, and monetary policy. He has coordinated the international finances of the Chilean Ministry of Finance and served as senior economist and financial stability manager at the Central Bank of Chile. As a consultant, he has provided advisory services to the central banks of Bolivia, China, Dominican Republic, El Salvador, Guatemala, Kenya, and to the governments of Colombia, Mongolia, and Nigeria. Eric has a doctorate in economics from NYU and a BA in economics from the University of Chile. He is also a member of the Global Agenda Council of the World Economic Forum on long-term investment.



## **Gábor PÉTERI**

### **Local Government Innovation and Development**

Gábor Petéri started his career at the City of Budapest, Planning and Economic Department. After working a decade at the Hungarian Institute of Public Administration he consulted on several projects with the British Know How Fund, USAID, and the World Bank in Hungary. In 1996–97 he was actively involved in launching the Council of Local Government Associations, an umbrella organization of municipal associations. Since 1999 he has worked as the research director of the Local Government Innovation and Development (LGID). Since its establishment, LGID has been providing training and technical assistance to central, regional, and local governments, operating in the areas of public administration and public sector reform, decentralization and efficient management of public services, and transparency. As LGID's director since 2004, Gábor's expertise centers around public finance, fiscal decentralization, public financial management, intergovernmental fiscal relations, organization and management of public services, primarily local utilities, and public education. At SPP, Gábor currently teaches a two-credit course on public financial management.



## **Perrine TOLEDANO**

### **Columbia Center on Sustainable Investment**

Perrine Toledano heads the center's focus on extractive industries and sustainable development. She leads research, training, and advisory projects on fiscal regimes, financial modeling, and leveraging extractive industry investments in rail, port, telecommunications, water, and energy infrastructure for broader development needs, local content, revenue management, contract transparency, and optimal legal provisions for development benefits. Perrine has led projects in DRC, Liberia, Paraguay, Mozambique, Sierra Leone, Tanzania, and Timor-Leste, and assisted many more government teams remotely. Perrine also jointly developed curricula for a master's and an executive course on extractives and sustainable development taught at Columbia University. Prior to joining CCSI, she worked as a consultant for several non-profit organizations, including the World Bank, DFID, and Revenue Watch Institute, and private sector companies, including Natixis Corporate Investment Bank and Ernst and Young. Her experience includes auditing, financial analysis, IT for capital markets, public policy evaluation, and cross-border project management. She has an MBA from ESSEC in Paris, France, and an MPA from Columbia University.

## COURSE PARTICIPANTS



### Mumin ABDUL-RAHMAN

#### CEU School of Public Policy | Ghana

Mumin hails from Ghana. He is an MPA student at CEU's School of Public Policy where he specializes in governance and development. He is currently part of the student project team working on preparing outreach strategies for the Kosovo Specialists Chamber and Specialists Prosecutor's Office located in The Hague. Prior to joining CEU, Mumin received a bachelor's degree in political science from the University of Ghana, Legon. After his graduation, he taught government and social studies at Dagbang State Senior High School, Ghana.



### Afua Manko ABEDI-LARTEY

#### Ghana Institute of Management and Public Administration | Ghana

Afua is a Ghanaian community social engagement specialist with ten years' experience in Ghana's extractive industry working with Newmont Gold, Golder Associates, and Adamus Resources and with brief work experience in Liberia and South Africa. Afua specializes in stakeholder engagement, public sensitivity analysis, application of International Finance Corporation (IFC) and equator principles, environmental impact assessment, health & safety, and research in rural communities. She holds a bachelor's in social work (University of Ghana), a master's in public policy (University of Ghana), and a master's in development management (Ghana Institute of Management and Public Administration, GIMPA). Afua is currently enrolled in a PhD program in governance and leadership at GIMPA. She is the editorial assistant for the *Journal of Business and Estate Management Research*.



## **Stanley ACHONU**

### **BudgIT | Nigeria**

Stanley is the operations lead at BudgIT, a company which simplifies public finance data using technology, infographics, and social media, advocating institutional reform through civic engagement. Stanley manages the day-to-day operation of BudgIT's programs, working on several projects funded by regional and international donors including UK DFID, Omidyar Networks, and Nigeria Extractive Industries Transparency Initiative (NEITI). In the extractives sector, Stanley has led BudgIT's provision of training to NEITI staff on "Creative Communication of Audit Reports," also pioneering the conversion of monthly account statements from Nigeria's national oil company into formats comprehensible and widely accessible by civil society, ordinary citizens, and parliament. He is currently overseeing Open Alliance Nigeria, which coordinates CSOs involved in the Open Government Partnership implementation in Nigeria. Stanley also served as technical consultant on the Access Nigeria/Sierra Leone Project backed by the US International Bureau of Narcotics and Law Enforcement to improve the security and justice sectors in both countries. He has an MS in business intelligence systems and data mining from De Montfort University, Leicester (UK).



## **Aisha ADAM**

### **Natural Resource Governance Institute | Ghana**

Aisha provides support across NRGi's portfolio in sub-Saharan Africa, with particular emphasis on Ghana and West Africa more broadly. She supports NRGi's economic research, technical assistance, and capacity building activities across Africa in coordination with relevant regional and technical staff. Prior to NRGi, Aisha was an Overseas Development Institute (ODI) fellow working in the Budget Reform Unit of the Budget Office of the National Treasury of South Africa. She recently authored a paper on how to reform South Africa's rollover process used by national departments to shift unspent budgets into future financial years and engaged with organizations such as the International Budget Partnership and the Open Government Partnership on how to improve budget transparency in South Africa. Aisha has also worked as a research assistant in the economics department of the University of Ghana, where she conducted research on environmental issues and how to manage the environment for sustainable development in Ghana. She obtained her BA in economics from the University of Ghana, Legon, and her MS in economic policy from University College London.



## **Anwie Nadege AGU**

### **International Center for Environmental Education & Community Development | Cameroon**

Anwie is an oil and gas management expert with an interest in natural resources research and analysis. She is currently a part-time lecturer at the Cameroon Petrochemical Engineering (CPE) Academy and serves as a consultant at the International Center for Environmental Education & Community Development (ICENECDEV), analyzing projects in natural resource management and sustainable development. As a Coventry University graduate, Anwie earned her MS in oil and gas management from the Ghana Technology University College, and a BS in geology from the University of Buea, Cameroon. Anwie has also received a Project Management Certificate at the Center for Research Information Technology and Advance Computing in Accra, Ghana. She has conducted research with an emphasis on production performance and cost-effectiveness of petroleum techniques in the oil and gas industry. A believer in advancement that can positively impact society, Anwie is currently working on an article on integrating African women in the energy world of natural resources.



## **Peninah AHEEBWA**

### **Petroleum Authority | Uganda**

Peninah works for the Petroleum Authority of Uganda as director for Technical Support Services which is in charge of regulating national content, cost monitoring, economic evaluation, data management, and information and communications technology and Health, Safety, Security, Social, and Environment (HSSSE). Peninah holds an MS in energy studies specializing in oil and gas economics from the University of Dundee, UK, and an MA in economic policy and planning from Makerere University. She previously worked with the Ministry of Energy and Mineral Development, starting in 2002, where she rose through the ranks to the position of principal petroleum officer in 2015. Peninah has vast experience in the areas of economics, commercial aspects, policy, and planning for the oil and gas sector.



## **Paiman AHMAD**

### **National University of Public Service Budapest | Iraq**

Paiman was born in Iraq's Kurdistan region and graduated from Koya University in 2007 with a degree in English. Between 2008 and 2010 she studied at Bilkent University in Ankara as a scholarship student. In 2010, she was awarded an MA in international affairs and public policy making. The following year, she taught in the College of Languages at Qaladze/Koya University and from 2011 to 2014 she directed the Office of International Relations and Media at the University of Raparin. Paiman is currently a PhD student with a focus on state and economics at the National University of Public Service, Faculty of Political Science and Public Administration, in Budapest. Paiman's research interests are economic growth, energy governance, good governance, energy politics, oil price politics, rentier economies, economic development, and sustainability in developing countries. She is writing her dissertation on good governance in the petroleum sector.



## **Yoga AKBAR**

### **Ministry of National Development Planning | Indonesia**

Working for the senior advisor to the minister of national development planning on institutional relations, Yoga mainly deals in policy and regulatory planning. He analyses regulation and government policy programs which concern the regulatory reform agenda. Yoga conceptualizes national strategic planning on regulatory policy and provides technical support early in the policy process. Yoga is also involved in the national strategic plan on preventing corruption based on Presidential Regulation 55/2012. Yoga graduated in 2006 with a BA from the Law Faculty of Universitas Jenderal Soedirman.



## **Francisca DICKSON ARHIN**

### **EIB Network | Ghana**

Francisca is a business news reporter with EIB network (GhoneTv) and a member of the Institute of Finance and Economic Journalists (IFEJ) where she attends workshops to review reports on natural resource management by institutions like the Public Interest Accountability Committee (PIAC) and



GHETI's yearly report on the Oil and Gas sector. She took part in a six-month training organized by the Africa Centre for Energy Policy (ACEP) for journalists on oil and gas for media personnel on how to report on natural resources governance. She also participated in the 2016 summer school organized by NRGi on governance of oil, gas, and mining revenues. In her reporting, Francisca focuses on oil, gas, mining, environment, and climate. She has completed a certificate program in languages where she studied French, German, and Spanish in the Ghana Institute of Languages and received training in journalism at Fordham Institute.



## **Nazaket AZIMLI**

### **Eurasia Extractive Industries Knowledge Hub | Azerbaijan**

Nazaket joined NRGi's Eurasia hub as a communications and development manager in 2016. She is also an adjunct lecturer at Khazar University, holding an MA from King's College London in international political economy (2015). Her latest research work analyzes the impact of local content policies on human capital development. Her previous research work included the oil curse theory and analysis of the challenges in communication strategies of sovereign wealth funds. Prior to joining the Eurasia hub, Nazaket worked as a political risk consultant in London. She is among the organizers of the Equals Initiative, which promotes public discussion around gender equality topics and carries out research on the gendered resource curse.



## **Munkhsoyol BAATARJAV**

### **Institute for National Strategy | Mongolia**

Munkhsoyol is the CEO of the Institute for National Strategy, a non-profit and nongovernmental organization which seeks to fill Mongolia's gap in public policy debate on strategic development and economic management based on rigorous and unbiased research. She also works as a consultant on public finance management for the Energy Efficiency Project of the German International Cooperation Agency. Prior to joining INS, she worked as an economic policy program manager at the Open Society Forum Foundation, which encourages public participation in policy making and supports quality research and analysis to inform decision making. She has over 14 years of experience supervising economic and business development research and policy analysis, projects, and programs. Prior

to her work at OSF, she worked as a senior professional on a number of development projects such as the Gobi Regional Economic Growth Initiative, funded by USAID, and the Poverty Research and Employment Facilitation for Policy Development, funded by UNDP/SIDA and MSWL. She was a lecturer at the Mongolian University of Science and Technology. Munkhsoyol's background is in economics, business administration, and international finance and she holds an MBA from the Asian Institute of Technology in Thailand and an MS from the European School of Management in France. She completed the Hubert Humphrey Fellowship Program at the Michigan State University in 2011.



## **Abiodun BAIYEWU-TERU**

### **Global Rights | Nigeria**

Abiodun is Global Rights' Country Director in Nigeria where she directs the organization's natural resource governance programs with a particular focus on solid minerals. She is an alumna of the Georgetown University Law Center in Washington DC, where she was also a Women's Law and Public Policy Fellow in the Leadership and Advocacy for Women in Africa Program. She is an accredited mediator, dispute resolution trainer, and an HIV/AIDS youth counsellor. She is currently co-chair of the African Coalition for Corporate Accountability; a member of the Board of Annie's Place; and the chair of the Justice Empowerment Initiative. Abiodun also serves on the civil society steering committee of the Board of the Nigeria Extractive Industry Transparency Initiative (NEITI) and participates in the mining implementation strategy team advising the Minister for Mines and Steel Development in Nigeria.



## **Mamadou Tanou BALDE**

### **Center for Studies and Research on International Development | Guinea**

Mamadou is currently studying at the Center for Studies and Research on International Development (CERDI). He is a second-year PhD candidate in development economics with particular interests in macroeconomic and fiscal management in natural resource-rich developing countries and financial system development in transition economies. Mamadou holds an MS in public finances in developing and transitional economies from the School of Economics Clermont-Ferrand I, University

of Auvergne, an MS in analysis and economic policy with a specialization in monetary policy from the University of Burgundy, and a specialized master's in money, banking, and finance from the University Mohammed V Agdal (Rabat, Morocco).



## **Mamoudou BARRY**

### **World Bank Group/Ministry of Mines | Guinea**

Mamoudou has over seven years' experience in private and mining sector development, DVA policy making, financial sector development, investment promotion and follow-up, research in banking and regulation, and teaching. He has worked as a consultant in trade and competitiveness for the World Bank Group, as a national expert in investment for UNDP and the Private Investments Promotion Agency of Guinea, as a bank supervisor at the Central Bank of Guinea, a controller at Total Guinea SA, and as a financial auditor at KPMG Guinea. He holds two master's degrees (from the Center for Development Economics of Williams College, Massachusetts) in economic policy and financial strategy, and two bachelor's degrees in economics and international law. Mamoudou was selected to participate in President Obama's Mandela Washington Fellowship of the Young African Leaders Initiative for which he attended an intensive training program in public management at Georgia State University's Andrew Young School of Policy Studies. He has also attended short-term trainings and workshops at the World Bank Headquarters, the IMF Institute of Capacity Building, and the Bank of France, among others. In his spare time, Mamoudou teaches economics and volunteers in youth education and employment organizations and in the fight against corruption.



## **Abdulrahman CHIHALO**

### **Extractive Industries Transparency Initiative | Malawi**

Abdulrahman is a financial management specialist with over ten years' work experience in the public and private sector. Over the years, he has worked in different senior level positions including as a senior consultant with Bonakude Consulting (Pty) Ltd., as a management and projects accountant with the Southern Region Water Board, and as senior auditor with Ernst & Young. Currently Abdulrahman works with EITI Malawi as project accountant. He holds an MA in finance and controlling from Amity University and is a Chartered Accountant with ACCA and a member of the Institute of Chartered Accountants in Malawi.



## Narantuya CHULUUNBAT

**National University of Mongolia | Mongolia**

Narantuya is a professor at the economics department of the National University of Mongolia (NUM). She teaches undergraduate and graduate courses in microeconomics, economic development, public sector economics, and new institutional economics. Her research interests include political economy, transition, public finance, institutions, and governance. Her most recent research is related to fiscal accountability mechanisms in Mongolia and measuring the transaction costs of small and medium enterprises in Mongolia. Narantuya is a permanent member of the doctoral defense committees in economics and in public administration. She is a member of the Economic Council with the Office of the Prime Minister of Mongolia. She also serves as advisory board member of the Economic Research Institute and board member of the Mongolia-South Korea Economic Council. Narantuya received her PhD in policy studies from the University of Maryland, College Park, Maryland, United States. Her doctoral research was on the political and economic transition in Mongolia in 1990–96. She also studied at the Moscow State University, Russia, and the University of Sydney, Australia.



## Mung DON

**Humanity Institute | Myanmar**

Mung held several leadership positions in student and youth organizations before working as a human rights activist in the 2007 Saffron Revolution in Myanmar. He graduated from Myitkyina Technological University with a bachelor's degree in engineering in 2006 and received an LLM from Hong Kong University in 2013. While acting as the chairperson of Human Rights for All (Burma), he was awarded the International Visitor Leadership Program of ASEAN Human Rights Monitoring and Protection by the U.S. Department of State in 2009. He also received a Distinguished Visitor Award from the Urban Morgan Institute for Human Rights, University of Cincinnati, College of Law. He was a member of the delegation to China, the UK, and Switzerland. He was a Kachin delegate to the Union Peace Convention of Myanmar held in 2016. Currently, he is the director of the Humanity Institute and chief executive officer of the *Kachin Times* magazine while representing state and national level CSO networks for transparency and accountability networks such as the Myanmar Alliance for Transparency and Accountability. In the Extractive Industry Transparency Initiative (EITI) process, Mung is a member of the Multi-Stakeholder Group (MSG) and of the Steering Committee for gemstone sector reform.



## Joseph Siba DOPAVOGUI

**National Office of Geo-services | Guinea**

Joseph is the deputy general director of the National Office of Geo-services leading the implementation of the government's policies in the applied geology field particularly geotechnical and hydrogeology studies and related private sector activities monitoring. He leads the national conference committee on geotechnical studies awareness in mining and territorial management organized by the National Office of Geo-services. He previously spent over ten years as an exploration geologist for Wega Mining Guinea and Avocet Mining in Guinea and Burkina Faso. His experience covers preliminary exploration phases to completed feasibility studies, through environmental and social impacts assessment of mining projects. He has also advised several junior mining companies on exploration strategies and provides assistance in technical reporting. Joseph is the president-founder of Mines without Poverty Association (AMSP), a Guinean NGO committed to promoting good governance and integrated sustainable mining in Guinea. AMSP's current activity focuses on public participation (affected communities), enhancement to mining ESIA's process, and related ESMP implementation monitoring in Guinea. Joseph received an MS in exploration geology from Rhodes University in South Africa in 2015. He graduated from the Institut Supérieur des Mines et Géologie de Boké (Guinea) as a geological engineer with distinction in 2005.



## Sergei ERMOLAEV

**Plekhanov Russian University | Russia**

Sergei graduated in 2001 from Ulyanovsk State University with a degree in finance and credit. After graduation, he worked for a couple of years in the finance department of a brewery, but realized that this was not his calling. He enrolled in graduate school and studied economic theory. In 2005 he defended his PhD on the diversification of the Russian economy. Since 2010, Sergei has been teaching at the Plekhanov Russian University in Moscow. His area of interest is commodity dependence of the Russian economy.



## **Gabriela ESLAVA BEJARANO**

### **Dejusticia | Colombia**

Gabriela is a lawyer who received her law degree from the Universidad de los Andes where she also earned a minor in journalism and literature. She worked as political advisor at Colombia's Congress where she focused on issues such as environmental justice, economic instruments for biodiversity conservation, human right to water, and animal rights. She is currently a researcher at the Center for Law, Justice and Society (Dejusticia), based in Bogotá. Gabriela works in the litigation area on strengthening the rule of law and promoting human rights in Colombia.



## **Rachel Melody ETTER-PHOYA**

### **Citizens for Justice | Malawi**

Since completing her postgraduate studies with a focus on development and mining six years ago, Rachel has been working in the extractives industries with a focus on Malawi, where she grew up. She currently serves as a Centre for International Migration and Development (CIM) integrated expert in the role of head of accountability, policy and programs with Citizens for Justice in Lilongwe, Malawi, and participates in the Malawi Extractives Industries Transparency Initiative Multi-Stakeholder Group. Prior to this, Rachel consulted as a senior revenue specialist for the Revenue Development Foundation in Malawi's Ministry of Natural Resources, Energy and Mining. She has been engaged in a number of other extractives-related projects including with Resources for Development and Southern Africa Resource Watch and runs Malawi's only website dedicated to the extractive industries.



## **Liliana Gabriela FERNANDEZ CARRUCI**

### **CEU School of Public Policy | Venezuela**

Liliana is an MPA student at the School of Public Policy at CEU. Liliana works as a part-time researcher for a Venezuelan NGO that provides technical capacity to local mayors in the field of management, legislation, and political communication. She is doing research on the effect of anti-corruption measures

in the transitional justice process in South Africa and Guatemala. Liliana is also interested in fiscal transparency, oil revenues management, and financial inclusion. She has worked for the Venezuelan Central Bank at the office of international relations, drafting reports on comparative macroeconomics in Latin America, and Venezuelan oil management. She was a lecturer at the Alejandro Humboldt University teaching trade and macroeconomics. Liliana also interned with the Grameen Bank in Bangladesh, researching on the role of microloans in poverty reduction.



## **Silvia FONTANA**

**University of Padova | Italy**

Silvia is a peace ambassador for the Institute for Economics and Peace. She is currently pursuing a PhD in human rights, society, and multi-level governance at the University of Padua in natural resource-rich countries. She has experience in developing and managing complex projects in crisis and post-conflict zones: she coordinated an impact evaluation project for the World Bank and held increasingly responsible positions with Médecins Sans Frontières, including human resource and administrative coordinator with a staff of 460 in the DRC. As a Rotary Peace Fellow, she studied international development policy, peace, and conflict resolution at the Sanford School of Public Policy, Duke University (USA). Silvia is also the Scientific Committee Coordinator of the Premio Valeria Solesin award in memory of Valeria Solesin, an Italian researcher killed in the Paris terrorist attack at the Bataclan in 2015. Recently she has been selected as moderator for the General State of Erasmus Generation meeting in Rome, to support youth in better understanding the meaning of European citizenship.



## **Misheelt GANBOLD**

**National Development Agency | Mongolia**

Misheelt is currently working as an investment policy officer at the National Development Agency (NDA), a government regulatory agency of Mongolia. Prior to joining the NDA, he worked in the Ministry of Economic Development and in the National Development and Innovation Committee as an officer in charge of mining and energy policy. He has primarily worked on development projects in mining, heavy industry and energy. He has also worked on extractive industry policy formulation, the elaboration of a public investment program and

the implementation of national development plans. Throughout his work, he has been involved in a number of resource development projects of national strategic importance, including the development of the Gatsuurt gold project by Centerra Gold, the OyuTolgoi open pit mine project by Rio Tinto, financing issues for the Tsagaan-Suvarga copper, and the molybdenum project by MAK. Misheelt holds a master's degree in development from the University of Queensland and a bachelor's degree in business administration from the China University of Petroleum. He completed his master's thesis on "Resource nationalism and Mongolia: The role of state ownership in mining development."



## **Narangoo GANTUMUR**

**Ministry of Finance | Mongolia**

Narangoo graduated from the National University of Mongolia with a BA in economics and statistics in 2015. After graduation, she worked for a year as a junior consultant for the UNDP project "Strengthening the capacity of national development planning system of Mongolia," which was implemented by the Ministry of Finance. As a consultant, she worked on establishing the procedure for drafting policy planning documents and conducted research on the labor market by using techniques of input/output tables. Since 2016 Narangoo has been working in the Ministry of Finance's economic policy department where she analyzes policy planning documents to ensure correspondence and other standards.



## **Gaspar Andrés GARCÍA-HUIDOBRO RODRÍGUEZ**

**CEU School of Public Policy | Chile**

Gaspar completed his BA in socio-economics in Chile where he also worked for a research center analyzing the earnings of the Chilean copper industry, exploring their productivity, taxes, and profits. His findings were presented in parliament to inform the debate on the tax reform of 2010. He grew interested in the relation between natural resources, governance, and development, and how states should invest their revenues. Gaspar is also researching different roles that nationally-owned companies have around the globe, as well as their economic sustainability and benefits. His current area of specialization involves political economy, social policies, and welfare states.





## Johanna GISLADOTTIR

**University of Iceland | Iceland**

Johanna is currently doing a joint PhD at the University of Iceland and University of Stockholm in environment and natural resources. She has a bachelor's degree in political science from the University of Iceland and a master's degree in system dynamics from the University of Bergen, Norway.

She is studying the link between corruption, trust, democracy, and natural resources.



## Denis Mwinkpeng GYAYIR

**Public Interest and Accountability Committee | Ghana**

Denis is a petroleum economist and researcher. He holds an MS in oil and gas management from Coventry University in the UK and a BA in integrated development studies (economics and entrepreneurship development) from the University for Development Studies (UDS) in Ghana. He currently serves

as technical officer for the Public Interest and Accountability Committee (PIAC), which provides independent oversight over the collection, allocation, and utilization of Ghana's petroleum revenues. In this role, he assists in PIAC's program design, research, planning, and budgeting and leads in the organization's communication, public, and media engagements, ensuring that the public is empowered to demand accountability for the use of petroleum revenues. Before joining PIAC, Denis lectured part-time at the Graduate School of Governance and Leadership (GSGL) in Accra where he facilitated courses in oil and gas trading and filling station management among others. He has published on various topics including petroleum subsidies, monetization of stranded natural gas, the Dutch disease, and the impact of oil production in relation to the Ghana Shared Growth and Development Agenda (GSGDA).



## George HARAWA

**Ministry of Finance | Malawi**

George has an MS in applied environmental economics from the University of London, Imperial College. He is assistant director of revenue policy in the Ministry of Finance in Malawi as well as the national coordinator of the EITI in Malawi. He is responsible for revenue policy analysis for the extractive

sector and coordinates the EITI in Malawi. In 2014 and 2015, he coordinated the review of the mining fiscal regime which was approved by parliament in June 2016. George previously worked as an environmental economist in the Ministry of Natural Resources for nine years.



## **Dominic HLORDZI**

### **Ghana Broadcasting Corporation | Ghana**

Dominic is a senior news editor and parliamentary correspondent with the Ghana Broadcasting Corporation, GBC. He was acting head of news at Obonu FM, a regional FM station of the Ghana Broadcasting Corporation, Tema, the capital of the Greater Accra Region of Ghana, from 2007 to 2009. Dominic is an award-winning journalist, having been selected Best Radio News Journalist in Ghana in 2009, 2011, and 2012 by the Ghana Journalists Association. He has specialized in writing on topics such as governance, extractives and agriculture. His work has attracted wide public interest and stimulated policy debates resulting in the implementation of programs to address the challenges raised in the stories. He is also the chairman of the Tema Regional Chapter of the Ghana Journalists Association and chairman of the Tema District Oversight Committee of the National Governing Council of the African Peer Review Mechanism, APRM. Dominic holds a BA in linguistics and political science from the University of Ghana and a diploma in communication studies from the Africa University College of Communications (AUCC–Ghana) as well as a diploma in business management and administration from the Institute of Commercial Management, UK.



## **Stephanie HOUVENAGHEI-SINES**

### **International Finance Corporation | Senegal**

Stephanie is a community investment and local sourcing specialist for IFC's Infrastructure and Natural Resources advisory unit based in Dakar, Senegal. She has 15 years of experience working on development programs in Africa, the Middle East, and Asia including eight years on local procurement development and mining community investment. Her key areas of focus include community investment strategy assessment and development, SME capacity building and financing, and coordination between mining, donor, and government stakeholders. Stephanie was the program manager for the IFC/GAC Linkages Pilot

Program from 2008 to 2011, the IFC/Simfer Linkages Pilot from 2009 to 2012, and Technical Advisor to the IFC/Simer Local Supplier Development Program from 2012 to 2016. Stephanie holds an MBA from Georgetown University and a dual BA from Smith College in government and French studies.



## **Irine Handika IKASARI**

**Universitas GadjahMada | Indonesia**

Irine is a lecturer at the Faculty of Law at the Universitas Gadjah Mada (UGM) where she earned a law degree and an LLM. She was a lecturer of tax law at the Indonesian State College of Land, teaching notary candidates and employees at the National Land Authority. She now teaches a class on Indonesian upstream oil and gas law at the Pertamina Training Center. She is currently pursuing a doctoral degree at UGM. She is deeply interested in taxation and focuses her passion and practice area on electricity, fuel energy, renewable energy, mining, and coal policy. She actively participates in government and university research projects, being actively involved in the draft bill on oil and gas, natural gas allocation, and the CO<sub>2</sub> tax scheme.



## **Ibrahim ISA**

**Department of Petroleum Resources | Nigeria**

Ibrahim is a chemical engineer with extensive experience in the oil and gas sector and currently works with the Department of Petroleum Resources, the top regulatory agency in Nigeria's oil and gas industry. He is responsible for licensing new and existing plants and also monitoring their operational activities and is currently part of a team working on the Dangote Refinery and Petrochemical project. Ibrahim holds a bachelor's of engineering (BEng) in chemical engineering from Ahmadu Bello University (Nigeria) and an MS in process systems engineering from the University of Surrey, UK.



## **Blandina KILAMA**

**REPOA | Tanzania**

Blandina has experience in research, training, and policy analysis. She works with REPOA, a Tanzanian think tank based in Dar es Salaam. In addition to training and providing technical assistance to the Tanzania Second Five Year Development Plan, she works on economic transformation, financial inclusion, SDGs, women empowerment, and poverty mapping, and is a joint program director of the five-year research program on ‘Tanzania as a future petro state’ working on the component on Data for Policy Making and Public Engagement. She holds a PhD from Leiden University, and a master’s (MPAID) from the Harvard Kennedy School.



## **Anthony Sunday Peter KIMULI**

**Office of the Auditor General | Uganda**

Anthony is currently the assistant director of audit at the office of the Auditor General in charge of EI audits. He has over 20 years’ experience in government audits. For the last six years he has been in charge of supervising the audits of EI, which include audits of recoverable costs for the oil and gas companies under production sharing agreements, mineral concessions and compliance with relevant laws, regulations, and agreements. Anthony has also been managing performance audits in the EI sector assessing government implementation and monitoring of sustainability issues to do with local content, gender, and environmental management. He oversees the audit of energy entities and projects (electricity generation, distribution and transmission), including rural electrification schemes, hydropower dams, IPPs, regulatory authorities, and various concessioned utilities. He is a Chartered Accountant (FCCA), holds an MS in oil and gas accounting (distinction) from the Robert Gordon University, Scotland, and an MBA from EBS–Herriot Watt, UK.



## Samuel KIYINGI

### Ministry of Finance, Planning and Economic Development | Uganda

Samuel is an economist working with the Ministry of Finance, Planning and Economic Development in the tax policy department (under the Natural Resource Taxation section). He possesses a sound grasp of economic and policy issues associated with the international petroleum industry within the evolving global economy. He has participated in the formulation of petroleum/mining sector fiscal regimes and oil and gas revenue management policies. He is also a member of the Energy Institute. Samuel has prepared a number of research papers including “How can Uganda avoid the resource curse,” “Future direction for Uganda’s effective revenue management,” and “Effective renewable energy technology in Sub-Saharan Africa.” Samuel holds an MS in energy studies with specialization in energy economics (distinction) from the University of Dundee, and a bachelor’s in development economics from Makerere University.



## Temitope Joseph LANIRAN

### Centre for Petroleum, Energy Economics and Law | Nigeria

Temitope earned a BS in economics from Bowen University Iwo and an MS in economics and finance for development from the Bradford Centre for International Development (BCID), University of Bradford. He was awarded an Erasmus grant from the EU’s lifelong learning program to study human development and food security at the Roma Tre Università Degli Studi in Rome, Italy. Since then he has simultaneously worked with the Centre for Petroleum, Energy Economics and Law (CPEEL), the University of Ibadan, as well as with Equilibra Consulting, both in Nigeria. He is currently pursuing a PhD in development and economic studies and is a research associate at the John and Elnora Ferguson Centre for African Studies at the University of Bradford. Prior to joining CPEEL, he served in different capacities including the Centre for Management Development, Lagos (Economic Management Department). Tope is a member of the Development Studies Association (DSA), the Nigerian and International Association of Energy Economics (NAEE&IAEE), and the Nigerian Economic Society (NES). His research interest is focused around economic growth and development issues of natural resource-rich countries.



## **Dina Diana LONGWE**

**Bwanje Cement Company | Malawi**

Dina has been the business development director for Bwanje Cement Company based in Lilongwe, Malawi, for the past seven years. She focuses on market research, identifying potential financial providers and suppliers. She has also worked in a transport and logistics company as administration and personnel manager responsible for Malawi and Tanzania. Dina is a member of the Multi Stakeholder Group of the Malawi Extractive Industry Transparency Initiative (MWEITI) as well as a council member of the Chamber of Mines and Energy Malawi. She holds an MBA, a bachelor of technology (marketing) and diploma in marketing as well as a certificate in human resource management.



## **Bernard LORD**

**Ministry of Finance | Guyana**

Bernard is a development planner working as department head of the Project Cycle Management Division in Guyana's Ministry of Finance. He is responsible for the annual budget planning based on national policies and priorities with specific responsibility for domestically financed projects and programs.

He has over 13 years of public sector experience having been employed with the Ministry of Finance since 2004. He previously worked as an economist on an Inter-American Development Bank project (2004–06) and as an economic and financial analyst within the Project Cycle Management Division, Ministry of Finance (2006–12). Bernard graduated from the University of Guyana with a bachelor's in social sciences degree in economics and successfully pursued a diploma in development studies at the same institution. He serves on the Board of Directors of the Caribbean Community (CARICOM) Development Fund, chairman of the Basic Needs Trust Fund Oversight Entity, and is a member of the board of directors to government cooperation and statutory bodies including the Guyana National Shipping Limited, the National Drainage and Irrigation Authority, and the National Procurement and Tender Administration.



## **Khin Khin LWIN**

### **Ministry of Planning and Finance | Myanmar**

Khin Khin Lwin is the director of the budget department's Fiscal Policy, Strategy and EITI Division within the Ministry of Planning and Finance. Prior to this, she worked for the Asian Development Bank (ADB) for three years as an alternate executive director on the Board of Directors. She completed her MPP at Saitama University, Japan, in 1998. She holds a diploma in computer science from the Institute of Computer Science and Technology, Yangon, and received her bachelor's in economics with a major in statistics in 1986 from the Institute of Economics, Myanmar. She has experience in budgeting, allocation of resources, government spending, and government revenue. Being responsible for the EITI unit of the MEITI Secretariat, Khin Khin Lwin does her best for the EITI implementation process fulfilling international EITI requirements by cooperating with development partners, CSOs, government officials in different ministries, and private sector participants.



## **Hichem MANSOUR**

### **Soldiar Tunisia | Tunisia**

Hichem was exposed to the oil & gas industry straight after graduating from engineering school in Tunis in 1994, when he was recruited by Schlumberger as a field engineer covering Tunisia and then Libya. Four years later he moved to a sales position with Regus to launch Tunisia's first business center. A year later, he returned to Schlumberger where he held various positions based in Dubai within the company's acquisition and divestiture group, and then the water and carbon group covering North Africa. He then became the Tunisia general manager overseeing over 500 employees and working with major stakeholders, government, and civil society representatives. Hichem moved to the UAE in 2012 to assume a regional role, before setting up his own consulting business in Tunisia in 2016. He completed an MS at the Heriot-Watt University in the UK in 2015. He is a founding member of Solidar Tunisia, one of the first think tanks in the country focusing on governance, investment stimulation, and energy transition. He is a former SPE and AIPN member.



## Wendy MASSOY

### National Audit Office | Tanzania

Wendy is currently the deputy auditor general responsible for performance and specialised audit in Tanzania's National Audit Office (NAOT). She has over 13 years of extensive experience in the field of public sector auditing. She has supervised five performance audits relating to extractive industry operations.

The resulting audit reports were tabled in the parliament of Tanzania in April 2016. Two audits are in progress under her supervision and expected to be tabled in the coming months. She is a performance audit trainer and has facilitated various performance audit courses organized by the African Organisation of English-speaking Supreme Audit Institutions (AFROSAI-E). Wendy has also been involved in various support missions to other Supreme Audit Institutions (SAIs) in the region, including Mozambique's SAI. She took part in the quality assurance exercises of various SAIs in the AFROSAI-E region and recently was involved in the quality assurance of Kenya's SAI and was also responsible for checking their performance audit practices. Wendy holds an MBA in finance and banking from Mzumbe University as well as an advanced diploma in certified accountancy from the same institution. She is a registered certified public accountant in public practice and also a certified procurement and supplies professional.



## Keith MATANDA

### Malawi Extractive Industries Transparency Initiative | Malawi

Keith is the communications and engagement specialist for the Malawi Extractive Industries Transparency Initiative (MWEITI). He is responsible for leading communications and engagement assignments helping citizens of Malawi benefit from natural resources and working on subjects that relate to sustainable social development and to the extractive industries. He has 12 years' experience covering two countries (Malawi and South Africa) and sectors that include the newspaper industry, developmental organizations, tertiary education, and corporate training and development. He is passionate about communicating and engaging stakeholders on strategies and policies aimed at aligning their interests for mutually beneficial outcomes in the extractive industries in Malawi.





## Ali D. A. MEHDAWI

### Arabian Gulf Oil Company | Libya

Ali is a Libyan geologist holding a PhD in geology from the University of Sheffield, UK. He currently works as geology lab and core store superintendent at the Arabian Gulf Oil Company, one of Libya's large state-owned companies. Ali has 30 years of experience in the oil industry, including working as a well-site geologist and as a consultant for various international oil companies operating in Libya. He has extensive experience in age dating and interpreting palaeo-depositional environments of the sedimentary rocks subcrop in Libya's sedimentary basins and has published several geological papers. Ali has also taught geology at the Earth Science Department of Benghazi University, Libya. As someone who is involved in civic activities, Ali has participated in many programs including controlling and monitoring election cycles with a focus on the development of strong inter-linkages between reconciliation and electoral processes. He has also focused on strengthening civic engagement, including among women and youth. Ali is currently the executive director and one of the founders of the non-governmental and non-profitable National Organization for Democracy and Electoral Support (NDEO), which is concerned with establishing and strengthening democratic conceptions and awareness. His ongoing mission is to develop accountability and transparency in the oil industry.



## Vitima MKANDAWIRE

### Ministry of Finance | Malawi

Vitima has been working in the extractives sector for over two years with the support of the Malawi EITI Secretariat (MWEITI). He was part of the core team that supported the multi-stakeholder group in the setting up of the MWEITI Secretariat, including recruitment of staff. He currently serves as a public financial management (PFM) advisor in the Ministry of Finance, where among other roles, he coordinates development partners' support to Malawi's EITI process, especially support provided by GIZ and DFID. Previously, Vitima worked for the EU delegation to Malawi as an economist/program manager responsible for PFM and budget support operations. Vitima has completed graduate studies in both political science and economics.



## Saparna MOOKRAM

### Guyana Geology and Mines Commission | Guyana

Saparna is a petroleum economist at the Guyana Geology and Mines Commission, Guyana's technical extractive industry's regulator. She completed her undergraduate degree in economics at the University of Guyana in 2010, after which she worked as a statistician at Guyana's Bureau of Statistics for two years. In 2012, she lived in the UK and completed her MS in energy economics and policy at the University of Surrey. Saparna then returned to Guyana in 2013 with the main purpose of giving back to her country. She is an active member of the volunteer group Guyana Foundation.



## Sam MUCUNGUZI

### Citizens Concern Africa | Uganda

Sam is a graduate of Makerere University, a social scientist by profession, a researcher with qualitative and quantitative expertise, monitoring and evaluation skills, an oil and gas local content follower and learner, and also a teacher. He is currently the programs coordinator at Citizens Concern Africa, a local NGO that advocates good governance (transparency and accountability), environment conservation and protection, and the sustainable use of oil and gas in Uganda. Sam has worked in both the public and private sectors as a research and advocacy person in health, politics, education, transport, and communication. He has worked with both local and international organizations, including UNICEF, CARE, and USAID. He recently returned from Latin America where he represented Uganda in learning new practices at the Evidence and Lessons from Latin America (ELLA) program sponsored by the think tank Grupo FARO.



## Tun Tun NAING

### UK Department for International Development | Myanmar

Tun Tun Naing is a program manager working with the UK Department for International Development (DFID) in Myanmar. He graduated from Yangon University with a BS in physics in 2006 and from the Yangon University of Economics with a master of public administration in 2016. Based on his interest in natural resource management, he chose EITI for the topic of his MPA dissertation with a focus on civil society engagement and transparency in the extractive sector. He

has been involved in the humanitarian and development sector in Myanmar, managing a wide range of multi-sectoral projects and programs by working with different organizations such as the Red Cross, international NGOs, and the UN. Tun Tun Naing has been in his current position as program manager since 2014, managing DFID's Public Financial Management (PFM) programs. He has been one of the key people at DFID in managing and delivering PFM support projects at the union level, in states and regions, and in improving fiscal transparency and EITI projects that would enable Myanmar to explore more options to improve natural resource management.



## Wassim NAJAR

### Assembly of the Representatives of the People | Tunisia

Wassim has a master's degree in management. He is a senior parliamentary advisor at the cabinet of the President of the Parliament of Tunisia. Wassim is in charge of following up on the commission on finance, planning, and development and for the special commission on administrative reform, good governance, anti-corruption, and oversight on the management of public money. He has more than ten years' of comprehensive experience in public procurements, policy and legal analysis, budget management, auditing, and public finance. He is also in charge of following up for the commission on rights, freedoms, and foreign affairs. In addition, Wassim is one of the founders and vice president of the Tunisian Association of Parliamentary Advisors (ATCP), an organization that focuses on building the capacity of the parliamentary administration to control government action under the new constitution. Within the ATCP, he is working on the governance of natural resources and Tunisia's mining policy.



## Hanh NGUYEN THI HONG

### CEU School of Public Policy | Vietnam

Hanh is an MPA candidate at the CEU School of Public Policy where she focuses her studies on the climate change policy process in emerging economies and international regimes in climate change control. She received a bronze medal from the Centre for International Sustainable Development Law for her essay on harmonizing domestic policies with international agreements on climate change mitigation, presented at the Conference of Parties (COP) 22 in Morocco (2016). Hanh has worked on several regional climate change and environmental projects in Vietnam and Southeast Asia. She is currently an off-site research associate

with the G20 Research Group and the G7 Research Group based in Toronto, Canada. In this role, she has contributed to the climate change compliance report aimed at assessing the commitment of G20 members. She is also doing research on the relationship between women's leadership and climate governance. Hanh is in charge of data analysis and quantitative evaluation of G7 and G20 compliance catalysts. She is also responsible for the methodology of a student research project with the European Bank for Reconstruction and Development (EBRD).



## **Atsu NORGBEDZI**

### **Office of the Administrator of Stool Lands | Ghana**

Atsu is a land economist by profession. He had his basic education in a remote town in the Volta region of Ghana called Mafi Kumase and continued with his university education at the Kwame Nkrumah University of Science and Technology where he studied for a BS in land economy. He is a public servant in one of Ghana's land sector agencies, the Office of the Administrator of Stool Lands. He has a passion for the environment and sustainable use of natural resources. After about seven years of service, he pursued a program in environmental resource management at the University College Dublin (UCD) in Ireland. He has since returned home to contribute to the agenda of ensuring an improved land governance and resource appropriation towards poverty alleviation and accelerated development. His career objective is to become an astute and a professional land administrator.

## **David NUNGU**

### **Ministry of Finance, Economic Planning and Development | Malawi**

David has been working as the national technical expert and manager for the Malawi Extractive Industries Transparency Initiative (EITI) since 2016. His responsibilities include the management and leadership of the Malawi EITI secretariat, promoting EITI implementation in Malawi and coordinating policy research and advocacy. He holds an MA in economics and a Bachelor of Social Science in economics and demography. He is currently working on an MSc in leadership and change management.



## Godfrey NYAMRUNDA

### Institute of African Leadership for Sustainable Development | Tanzania

Godfrey is a researcher in the areas of natural resources management and macro-economic policy at the Institute of African Leadership for Sustainable Development (UONGOZI Institute). Before joining the Institute in 2014, Godfrey spent three years at the University of Hull (UK) as a lecturer in economics where he participated in many academic and research activities. Godfrey's current areas of research includes social license to operate in the extractive sector of Tanzania, small scale and artisanal mining in Tanzania, and investment vs. spending options for selected local authorities with extractive resources. Apart from research, Godfrey contributes to the coordination and conceptualization of policy issues which are discussed through high level local and regional seminars/roundtables. In this capacity, he is responsible for organizing at least two high-level regional (Africa) policy events and at least four local-level (Tanzania) events.



## John ODYEK

### New Vision | Uganda

John is a business journalist and one of the leading writers on the extractive sector in Uganda. He wants to acquire advanced knowledge in the extractive sector to inform society, positively influence public policy, and improve governance in the sector, which has become important following the first commercial discovery of oil in 2006 in Uganda. A lack of transparency in the sector led to a parliamentary enquiry, resulting in the enactment of several laws aimed at improving governance. Business journalists now need advanced training as the oil and gas sector has entered into the development and production stage. John works closely with civil society on issues of the extractive sector.



## Silk Ugwu OGBU

### Pan Atlantic University | Nigeria

Silk is a public relations consultant, a political analyst and a communication strategist. His early education was at the University of Calabar, where he received a BS in political science. He later enrolled at Enugu State University of

Science and Technology where he earned both an MS and a PhD in political science (international relations). He also holds an MS and another PhD in marketing (public relations) from the University of Nigeria. His research interests include conflict management, political and development communication, branding, corporate reputation management, leadership strategies, community development, and stakeholder relations management. He has extensive experience from many years of private sector practice and has also contributed immensely to the pursuit of academic excellence through numerous conferences and publications. He currently lectures at the School of Media and Communication, Pan-Atlantic University, Lagos.



## **Chinenye OKECHUKWU**

### **Nigeria Extractive Industry Transparency Initiative | Nigeria**

Chinenye is a professional with expertise in the financial, mining, and resource management sector. She holds a BS in geology from the University of Maiduguri and an MS (distinction) in human resource management and development from the University of Leicester, UK. She began her career in the private sector at Zenith Bank. After four years, she joined the Nigerian Geological Survey Agency as a geologist. She participated in the World Bank funded Geochemical Mapping exercise of Nigeria, focusing on the Kaduna/Niger, Kogi/FCT state cell under the supervision of the British Geological Survey. She has also worked in Niger Insurance Plc. and the FCT Water Board. She joined NEITI in 2010 as a remediation officer, acting as a remediation analyst. She is presently a senior officer, where she is at the forefront of direct review of all industry reports with specific focus on remedial issues. She is also directly responsible for coordinating all efforts by the NEITI Secretariat to work with relevant government agencies highlighted by NEITI Audit Reports on implementation of specific remedial issues in the respective agencies. Apart from managing the Secretariat of the Inter-Ministerial Task Team (IMTT), she also supports CSO advocacy programs and outreach on remediation. In 2011, she represented Nigeria as a Young Professional chosen from 13 African countries under the funding of the German Home Office for a specialized training in Natural Resource Governance in Berlin. She is a member of the Nigerian Mining and Geosciences Society and Council of Mining Engineers.



**Lulu OLAN'G**  
**REPOA | Tanzania**

Lulu is an assistant researcher with REPOA, a think tank in Tanzania. She has practical knowledge and skills to carry out empirical economic valuation techniques modelling oil and gas investment risks. In her master's thesis she carried out a study analyzing the effect of different economic situations on the design of the Tanzanian natural gas fiscal system and how both government and investors can maximize revenues. Prior to joining REPOA, Lulu worked as a commercial analyst with a consultancy company in Tanzania. Her main areas of work have been preparing analytical pieces of work for clients based on political and fiscal issues of the oil and gas sector. She has carried out extensive fieldwork in the mining sector during her work with Hakimadinia, a not-for-profit organization in Tanzania advocating for good governance. Her current research focuses on intra-governmental coordination and exchange of information in the Tanzanian oil and gas sector. Lulu received a master's degree in petroleum, energy economics, and finance from the University of Aberdeen and a bachelor's degree in economic policy and planning from Mzumbe University.



**Oscar Alejandro PARAMOROJAS**  
**National Planning Department | Colombia**

Oscar is an advisor at the National Planning Department (DNP) of Colombia, responsible for mining and hydrocarbons policy. Oscar grew up in Medellin, Colombia, where he obtained a BA and an MS in economics from the Universidad de Antioquia and the Universidad EAFIT, respectively. He had an enlightening experience working at the Central Bank, where he contributed to a study about the importance of the oil sector in the Colombian economy. This sector faces important challenges in social and environmental issues. These challenges motivated Oscar to find solutions through policy making. His current work in the DNP is focused on the implementation of the international sustainable development agenda.



## **Elisa PETER**

**Publish What You Pay | United Kingdom**

Elisa is the executive director of Publish What You Pay (PWYP), an international coalition of non-profit organizations working to promote transparency and accountability in the extractives sector. Elisa joined PWYP in February 2016, bringing 20 years of experience in international campaigning, grassroots movement building, and high-level advocacy. She has worked and lived in Central and North America, Europe, and Russia – including five years in the arctic addressing the social and environmental impacts of large-scale forest exploitation. Elisa also spent six years in the United Nations system, first as a policy analyst with the Food and Agriculture Organisation (FAO) and then as the head of the UN's Non-Governmental Liaison Service (UNNGLS), advocating for and supporting civil society's participation in the UN's decision making processes. Most recently, she advised The Elders, a group of former heads of state and Nobel Prize winners, on their political strategy related to peace and security, sustainable development, and women's rights. Elisa holds a master's degree in public administration from the Harvard Kennedy School.



## **Fahmy RADHI**

**Gadjah Mada University | Indonesia**

Fahmy is a research fellow at the Center for People's Economics Studies, Gadjah Mada University, based in Yogyakarta, Indonesia. He holds a master's degree in management of technology from the Asian Institute of Technology, Bangkok, and PhD in economics from the School of Economics and Policy, Newcastle University, Australia. He has been involved in various studies of Indonesian energy sovereignty and economy of energy. He was also a member of the oil and gas governance reform team, under the Ministry of Energy and Mineral Resources in Indonesia. Aside from being a university lecturer, Fahmy has worked with various partners within the Indonesian government, non-governmental organizations, and international organizations, including the World Bank and UNDP. He writes about Indonesian energy issues in regional and national newspapers.





## **Veetal RAJKUMAR**

### **Ministry of Natural Resources | Guyana**

Veetal became involved in Guyana's rich natural resources, biodiversity, and tropical rainforests at an early age. These encounters led to an appreciation of the extraordinary wilderness that Guyana has to offer. He later moved to Canada to pursue his academic career. He completed his bachelor in environmental studies (BES, with specialized honors in urban and regional environments), a certificate in Geographic Information Systems (GIS) and remote sensing, and a master's in environmental studies (MES), specializing in natural resource and environment management. He gained professional and practical experience at the Institute of Applied Science and Technology, Guyana Forestry Commission and the Ministry of Natural Resources in Guyana. Currently, Veetal is the head of the Policy Planning and Coordination Unit at the ministry responsible for coordinating policy initiatives and projects in the natural resources agencies in the sector.



## **Slamet RIYADI**

### **Parliament | Indonesia**

Slamet works with the Parliament of Republic of Indonesia as an expert staff in Commission VII where he serves as one of its five leaders. His responsibility is to give advice to MPs on various issues related to oil and gas policies. In addition to this, he is responsible for providing sources for lawmaking, including reviewing agreements in the field of oil, gas and mining. He also helps MPs conduct their budgeting responsibilities by performing monthly reviews on the budget proposed by related ministries. Slamet completed his bachelor's and master's degrees at University of Indonesia, both with scholarships.



## **Stephanie ROCHFORD**

### **Publish What You Pay | United Kingdom**

Stephanie is the program manager at the Publish What You Pay (PWYP) International Secretariat and is based in their London office. The global PWYP campaign comprises over 40 national coalitions working for transparency and accountability throughout the extractive sector value chain to achieve PWYP's

vision of a world where all citizens benefit from their natural resources, today and tomorrow. PWYP members work on a diverse range of issues including free, prior, and informed consent (FPIC), licensing and contract transparency, mandatory and voluntary revenue disclosures, participatory budgeting, and monitoring the environmental and social impact of extractive activities on local communities. Stephanie is responsible for developing PWYP's programs, within the framework of PWYP's Vision 20/20 strategy, to support the advocacy, strategic planning, and institutional development of PWYP's members across the world.



## **Andrés Felipe SANCHEZ PENA**

### **Organization of American States | Colombia**

Andrés is an environmental economist from Los Andes University in Bogotá. He holds further degrees in business administration and on integrated water resources management, as well as a master's degree in environmental sciences and policy from Johns Hopkins University. Andrés works for the

Department of Sustainable Development (DSD) of the Organization of American States (OAS) supporting the formulation, implementation, and execution of the Global Environmental Facility (GEF) projects portfolio. He also works on project coordination and formulation of new proposals on integrated management of superficial and ground water in the Americas and supports efforts under those initiatives that promote the work with youth for the sustainable development in the region. Within his areas of interest and experience are environmental and economic management, energy production, governance, social development, policy analysis, and the development of multidisciplinary frameworks towards environmental management.



## **Thomas SCURFIELD**

### **NRGI | Tanzania**

Thomas is currently the economic analyst for NRGI in Tanzania, leading the project's technical assistance, research, and capacity building on taxation, revenue management, and restructuring of the national oil company. His previous work with NRGI involved supporting the Sierra Leone Natural Resource

Charter benchmarking exercise and the "Unlocking EITI Data for Meaningful Reforms" project. Prior to joining NRGI, he spent three years working in Sierra Leone's Ministry of Finance on extractive industry issues, first as an Overseas Development Institute fellow and then as an independent advisor. During this time, he supported the development

of tax policy for the extractive industries, led the ministry's work on tax modelling for mining companies, and worked to improve intra-governmental coordination in these areas. He has also worked with DFID as a member of the technical support team to improve governance and management of Sierra Leone's extractive industries. He led an assessment of the institutional development and capacity needs of the Ministry of Mines, National Minerals Agency, and National Revenue Authority. Thomas holds an MS in development economics from the School of Oriental and African Studies, University of London, and a BA (Hons) in economics from the University of Nottingham.



## **Mohamed SDIRI**

### **Ministry of Energy Mines | Tunisia**

Mohamed obtained an MA in multimedia and information systems in 2006 and a professional master's degree in computer information security in 2010. Since then, he has worked as an analyst in the Ministry of Industry and Trade where he was in charge of information systems, databases and the ministry's security policy network. Later he worked as an information analyst and decision maker in construction materials, working in a team towards obtaining ISO management certification. In 2014, he moved to the general department of energy of within the Ministry of Energy Mines. His work consists of monitoring the energy sector, administrating the open data platform, analyzing data, evaluating the energy sector's monthly situation and the publication of statistical information. Mohamed is also involved in governance policy in the ministry and coordinating the NREGI and OGP program in Tunisia.



## **Success SIKWESE**

### **Catholic Commission for Justice and Peace | Malawi**

Success was born in Lilongwe, the capital city of Malawi. He graduated from the Catholic University of Malawi in 2013, with a BA in social science (political leadership major, social work minor). Since 2013, he has been working for the Catholic Commission for Justice and Peace (CCJP) as an officer responsible for the Extractive Industry (EI) Desk. As EI desk officer, he is responsible for coordinating implementation of various mining governance projects. He also represents CCJP in the Malawi Extractive Industry Transparency Initiative Multi-Stakeholder Group which is implementing EITI in Malawi. Success is involved in many charitable activities in Malawi.



## **Michael SMALL**

**Ministry of Natural Resources | Guyana**

Born in Georgetown, Guyana, Michael migrated to the UK in 2005 and graduated from the University of Western England, Bristol, with a BA (honours) in economics in 2013. Upon graduating, Michael returned to Guyana and worked as financial analyst / projects officer at the National Industrial and Commercial Investments Limited (NICIL), the state's privatization and investment agency. In this position, he developed skills in creating financial models, project financing, and project management through projects such as the Amaila Falls Hydro Plant, Marriott Hotel Project, and Hope Beach Wind Farm. Michael has been in his current position as special project officer at the Ministry of Natural Resources since 2016. He is currently assisting with the development of the local content policy framework and the development of an on-shore supply base facility and industrial zone to support the petroleum industry.



## **Antonio Henrique SMITH BRAVO**

**CEU Department of Political Science | Venezuela**

Antonio has acquired professional experience in the central bank and the major private commercial bank in his home country. He graduated at the top of his class following his BA studies in economics from the Universidad Católica Andrés Bello in Caracas. He has an MS from the Center for Monetary and Financial Studies (CEMFI) of the Bank of Spain in Madrid, and an MPP with a minor in economic policy and development from the Hertie School of Governance in Berlin, Germany. He enrolled in the PhD program in political science at CEU in the political economy track in 2016. Antonio's dissertation studies the effects of natural resource revenues on political constraints in the executive branch in petro-states. His research interests focus on the political economy of natural resources, especially oil and policy-making in Latin America.



## Bright SOWU

### Ghana Anti-Corruption Coalition | Ghana

Bright is the senior research officer at the Ghana Anti-Corruption Coalition (GACC), a cross-sectoral grouping of public, private, and civil society organizations with a focus on promoting good governance and fighting corruption in Ghana. He is the focal person for the extractives industry in the coalition. Bright believes there has been commendable progress with the management of Ghana's oil and gas industry and advocates for similar steps to be taken in other extractives, particularly at the sub-national level. Bright has previously worked with the International Programs Office of the University of Ghana, the economic and economic cooperation section of the Embassy of Japan, Accra, and the macroeconomic and trade section of the Delegation of the European Union in Ghana. Bright holds an MPhil in development studies from the University of Cambridge, UK, where he was a commonwealth scholar. He also holds an MA in international affairs and a BA in psychology, both degrees awarded by the University of Ghana.



## Aron SUBA

### CEU School of Public Policy | Hungary

Aron earned his BA in journalism from Edinburgh Napier University and is currently a second-year MPA candidate at the School of Public Policy at CEU. He has a special interest in Myanmar's transition in thematic issues ranging from human rights and forced displacement, ethnic armed conflicts, drug policies, rural poverty reduction, and natural resource governance. Driven by his experiences in Myanmar's Shan, Rakhine, and Chin states, he is expanding his knowledge of the governance of natural resources to understand how Myanmar's mining, forestry, gas, and oil sectors could better contribute to more inclusive economic growth including for the country's rural poor. Besides his interests in natural resource governance, Aron has previously worked as an intern for UNHCR for almost a year including in Hungary's transit zones in its southern border areas.



## Mohamed Baba SYLLA

### Mining Promotion and Development Center | Guinea

Mohamed has been the deputy director-general of the Mining Promotion and Development Center of the Republic of Guinea for almost a year, during which he headed the modernization of the mining cadaster which now enables an efficient and transparent management of mining titles and authorizations.

Prior to this he worked as a chief operation officer at Fatthiam SARL Niger, defining and implementing a strategy of transformation and development for the company. He also worked as a project manager, architect and information system senior consultant for various French companies including Accord, Cap Gemini and T-Systems. He spent six years working in Montreal as a software engineer and consultant for several big companies, including the investment bank, Morgan Stanley. Mohamed has a diploma in telecom engineering and an MA in computer engineering from École Polytechnique of Montreal. He also has an MA in strategic management from the Conservatoire National des Arts et Métiers de Paris



## Mohamad Ben Fouad TOORABALLY

### Moore Stephens | United Kingdom

Ben qualified as a chartered accountant in 1991 and has 25 years' experience ranging from statutory audit and AIM floats to project audits and EITI assignments. He started his career in 1992 at Arthur Andersen in Mauritius before moving to PWC in 1995 as an auditor. In 1997, Ben returned to the UK at

City firm Hacker Young, where he worked mainly on medium-sized owner managed businesses, including a client exploiting a timber concession in Gabon. In 2003, he joined the Public Sector Group of Moore Stephens and has since specialized in the audit of donor-funded projects. Ben is now the head of three Moore Stephens IFI offices, namely: Maghreb, Madagascar, and Lebanon, where a significant part of the work involves assignments in the EITI sector.



## Luis Mauricio TORRES ALCOCER

**Mexican Institute for Competitiveness (IMCO) | Mexico**

Luis Mauricio holds a bachelor's in economics from the Universidad de las Américas Puebla (UDLAP) in Mexico and participated in an international exchange program at the Singapore Management University (SMU). He has experience as a research analyst at UDLAP's Economics Department, the Family Business Research Centre, CIEF (UDLAP-PricewaterhouseCoopers partnership) and México ¿Cómo vamos?, an economic monitoring think tank. Since 2011, Luis Mauricio has collaborated with the Mexican Institute for Competitiveness (IMCO) as a senior researcher. His diverse analytical tools and communications skills have allowed him to participate in a wide range of tasks at the institution, from economic analysis, quantitative methods research or report writing about financial sector competitiveness, industrial policy, productivity, growth, macroeconomics, and labor markets. Recently his research has focused on financial inclusion, education policy, fiscal transparency in the extractive industries, and fiscal reform to reduce labor informality.



## Mamoudou TOURE

**Office of the Prime Minister | Guinea**

Mamoudou is a citizen of both Guinea and France. After completing his degree in economics and management at the University Kofi Annan in Conakry, he continued his studies in international economics in 2002 at the University of Lyon. He then joined the University of Strasbourg in 2005 for a master's degree in statistics and econometrics and obtained a PhD in economics in 2010. From 2006 to 2014, he taught at the University of Strasbourg, researched at the Center of Economy of Paris Nord, and was an associate professor at the Jean Monnet University of Saint-Etienne. Mamoudou returned to Guinea in 2014 to work in the Prime Minister's Office as a consultant. Since 2015, he has been coordinating the technical unit of the permanent secretariat of the consultation and coordination framework between the government and development partners. In addition to his role as a coordinator, since January 2016, he has been assistant to the Minister of Budget in charge of reforms monitoring.



## Baasanpurev TUMURBAATAR

### Mineral Resources and Petroleum Authority | Mongolia

Baasanpurev is a senior officer at Mineral Resources and Petroleum Authority of Mongolia. He received a bachelor in industrial management in 2002, a master's in business administration in financial management in 2008, and an MS in mineral and energy economics in 2012. He has 15 years' professional experience working in private and government organizations within the Mongolian mining sector. Baasanpurev is a qualified mineral economist with extensive knowledge of cash flow modelling and has expertise in creating, evaluating, and forecasting financial and economic models.



## Nomuuntugs TUVAAAN

### Natural Resource Governance Institute | Mongolia

Nomuuntugs has been working as an officer in NRGi's Mongolia office since July 2016. He is involved in NRGi's work with civil society organizations, government institutions, and other key stakeholders in the extractive industry by supporting an informed development and revision of oil, gas, and mining legal frameworks as well as their enforcement. He is also responsible for overall country program implementation, capacity building, and grant making and conducts analytical research. Before joining NRGi, he worked for the World Bank, the Ministry of Finance, the Nippon Foundation, and in the private sector. At the World Bank, he primarily worked on mining, infrastructure, environment, natural resource management, energy, and rural and urban development projects. While working at the Ministry of Finance, he was responsible for aid coordination and development effectiveness. His role at the Nippon Foundation was to manage primary health care projects, covering five provinces, 15 districts, and over 10,000 households. Nomuuntugs holds a master's degree in environmental management and development from Crawford School of Public Policy, Australian National University, and a bachelor's degree in business administration from National University of Mongolia. He is interested in policy analysis and advocacy.





## Marco ZAPLAN

### Bantay Kita | Philippines

Marco works at Bantay Kita (Publish What You Pay Philippines) as research and communications officer. Bantay Kita is a coalition of civil society organizations advocating good governance in the extractive industries. He works on open data, data visualization, open contracting, open governments, capacity building, civic technology, extractives mapping, fiscal transparency, financial modeling, mining fiscal policy reforms, and Extractive Industries Transparency Initiative-related advocacy. He is part of the PWYP Data Extractors Program and the Hivos Open Contracting Program working on increasing access, understanding, and utilization of relevant mining data among CSOs and communities. He conducts workshops on open data related to resource governance and also develops simple tech platforms for CSOs in the extractives. Marco works with indigenous peoples, youth groups, NGOs, research institutions, and government agencies. He graduated with a bachelor's degree in economics from the University of the Philippines in 2015. He blogs on resource governance topics at [www.marcozaps.com](http://www.marcozaps.com) and tweets using the handle @zaplanmarco.

## NRGI STAFF



**Leila FITT**  
**Capacity Development Officer**

Leila Fitt is a development practitioner who has been working in the international aid and development sector since the mid-2000s. Her current responsibilities at NRGi include managing NRGi's flagship global courses, including "Reversing the Resource Curse," in partnership with CEU. Prior to joining NRGi, Leila worked on both humanitarian response and disaster preparedness programs in Asia and the Caribbean and on development programs across a global portfolio, partnering with locally-based NGOs and CSOs to work on, variously, gender, HIV/AIDs, land rights, livelihoods, governance, extractives, and conflict transformation. She has also worked in the elections sector, spent some time in Asia, Russia and Romania and worked on educational programs with refugee groups in the UK. Leila read English literature, linguistics, Russian, and development studies at universities in London.

## SPP GLOBAL POLICY ACADEMY STAFF



**Bernhard KNOLL-TUDOR**  
**Director**

Prior to his appointment at CEU, Bernhard worked for the OSCE, an international organization devoted to "hard" security as well as to human rights diplomacy. He was involved in policy design and public relations, both at the level of field missions (Sarajevo, 1999–2000; Prishtina, 2000–02), and at the OSCE Office for Democratic Institutions and Human Rights (Warsaw, 2006–12). He has held positions at the European Union Monitoring Mission (deputy head, Political and Information Division, Bosnia & Herzegovina, 1998); the United Nations Administration Mission in Kosovo (acting Temporary Media Commissioner, 2003); and with the Austrian Ministry of Foreign Affairs (Political Directorate, desk officer for EU accession countries, 2005–06). Bernhard earned a master in law at the University of Vienna and an MA in international relations and economics at Johns Hopkins/SAIS with a focus on IR theory (Bologna and Washington, DC). He obtained his PhD from the European University Institute (Florence, Italy), and is the author of *Legal Status of Territories Subject to Administration of International Organisations* (Cambridge

University Press, 2008). He has published widely on human rights protection in post-conflict situations in leading academic journals and currently teaches a two-credit elective course on international law at SPP.



**Tanja K. MANNERS**  
**Senior Program Manager**

Tanja spent the past decade working in education both in front of the classroom and behind the scenes, teaching mathematics in Micronesia and Austria and working in administration at the Institute of Education, University College London, and King's College London. She has a degree in applied mathematics from Brown University and a master's degree in comparative education from the Institute of Education of the University of London. She moved to Hungary in summer 2015 after spending a year as an education consultant in Shanghai.



**Livia MARSCHALL**  
**Program Coordinator**

Livia joined CEU as a program assistant at the Roma Access Programs Unit in 2014. She was appointed to her present role as part-time program coordinator at SPP's Global Policy Academy in 2015. She holds an MA in cultural anthropology and English language and literature from Eötvös Loránd University (ELTE) in Budapest. At university, she conducted fieldwork in a Hungarian Roma community and has participated in various Roma advocacy projects. Livia is also currently working as a curator at Gallery8–Roma Contemporary Art Space.



**Ilona PUSKÁS**  
**Events Manager and Program Assistant**

As a devoted communications professional, Ilona liaises with creative practitioners, the business sector, and the media. She has a background in cultural project management. Involved in contemporary fine art, she has been researching the role of the curator in facilitating sustainability and solidarity in curatorial praxis. She earned an MA in art and design management from the Moholy-Nagy University of Art and Design and a BA in communication and media studies (specialization in journalism) from Eötvös Loránd University (ELTE) in Budapest.

## Natural Resource Governance Institute



NRGI helps people to realize the benefits of their countries' endowments of oil, gas, and minerals. We do this through technical advice, advocacy, applied research, policy analysis, and capacity development. We work with innovative agents of change within government ministries, civil society, the media, legislatures, the private sector, and international institutions to promote accountable and effective governance in the extractive industries.

## CEU School of Public Policy, Global Policy Academy



SPP's Global Policy Academy (GPA) organizes academically rigorous and policy-relevant courses that are designed not so much as traditional training seminars but rather as hubs for sectoral dialogue and experience exchange. The Academy leverages the broad and deep expertise of SPP faculty to address the needs of policy professionals who wish to broaden their knowledge as they serve the public good. Participants from the public, private, and non-profit sectors enroll in GPA courses to gain relevant practice-oriented skills grounded in research-based knowledge. They also take advantage of the School's global reach to grow and enrich their professional networks in an exceptional learning environment.



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