



**GLOBAL POLICY  
ACADEMY**

**CEU SCHOOL OF  
PUBLIC POLICY**



Natural  
Resource  
Governance  
Institute

# Reversing the Resource Curse: Theory and Practice

**YEAR 6**



## Participants' Booklet

15–26 April 2018 | Budapest, Hungary

**An SPP–NRGI Course**



Welcome ..... 3

The Course ..... 4

    The Political Economy of Policymaking  
    in Resource-Rich States ..... 4

    Path 1: Getting a Good Deal: Designing and  
    Evaluating Fiscal Regimes ..... 4

    Path 2: Distributing, Managing, and Spending  
    Resource Revenues..... 6

    Methodology ..... 7

    Course Schedule ..... 9

    Clinics ..... 11

Readings..... 12

Program ..... 20

    Arrival and Accommodation ..... 20

    Dinner Reception ..... 20

    Course Venue..... 21

    Special Lecture: Thomas Piketty ..... 22

    Farewell Reception ..... 22

**Course Participants 2017**



# Table of Contents

Logistical Information .....	23
Code of Conduct for Participants .....	23
Course Venue .....	23
Meals .....	23
Eating Out .....	24
Smoking .....	25
Internet and Wifi .....	25
Social Media .....	25
Chatham House Rule .....	25
Weather and Clothing .....	26
Personal Safety and Security .....	26
Emergency Numbers .....	27
Insurance .....	27
Medical Care .....	27
Course Coordinators .....	28
A Note on Hungary .....	29
Metro and Suburban Railway Lines in Budapest .....	30
Weekend Options in Budapest and Surrounding Areas .....	31
Useful Hungarian Phrases .....	32
Biographies .....	33
Course Faculty .....	33
Course Participants .....	40
NRGI Staff .....	64
SPP Global Policy Academy Staff .....	66
Organizers .....	68

## Dear course participants,

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 you—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.”

Now in its sixth year, 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 for 60 participants who are committed to enhancing 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.

## WE WISH YOU AN EXCITING TIME IN BUDAPEST!

Global Policy Academy  
CEU School of Public Policy

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 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.



## METHODOLOGY

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

# COURSE SCHEDULE

## Week One (15–20 April 2018)

All	Path 1: Getting a Good Deal: Designing and Evaluating Fiscal Regimes				Path 2: Distributing, Managing & Spending Resource Revenues				Optional
	Sunday, 15 April	Monday, 16 April	Tuesday, 17 April	Wednesday, 18 April	Thursday, 19 April	Friday, 20 April	State-owned Resource Companies and Social and Environmental Impacts		
9:00–9:15	Arrival of participants	<b>1.1</b> Welcome remarks <b>Rebecca Iwerks</b> Overview of the course <b>Andrew Bauer</b>	<b>2.1</b> Recap	Recap	<b>4.1</b> Recap	<b>5.1</b> Recap			
9:15–10:45	<b>1.2</b> Framing the challenge: the decision chain of natural resource management <b>Andrew Bauer</b>	<b>2.2</b> Licensing <b>Elisabeth Caesens</b>	<b>3.2</b> Political economy	<b>Cristina Corduneanu-Huci</b>	<b>4.2</b> Managing natural resource revenues: Opportunities and challenges <b>Eric Parrado</b>	<b>5.2</b> State-owned companies: governance, roles and performance <b>Valerie Marcel</b>			
11:15–12:45	<b>1.3</b> Policy levers for reform	<b>2.3</b> Licensing – group exercise <b>Elisabeth Caesens</b>	<b>3.3</b> Political economy ( <i>continued</i> ) <b>Cristina Corduneanu-Huci</b> and <b>Dávid Mihályi</b>		<b>4.3</b> Managing natural resource revenues: Macroeconomic management <b>Eric Parrado</b>	<b>5.3</b> State-owned companies: financing <b>Valerie Marcel</b>			
13:45–15:15	<b>1.4</b> Policy levers for reform ( <i>continued</i> )	<b>2.4</b> Corruption <b>Laury Haylayan</b> and <b>Elisabeth Caesens</b>	<b>3.4</b> Introduction to fiscal regimes <b>Robert Conrad</b>		<b>4.4</b> Examination of tax structures <b>Robert Conrad</b>	<b>5.4</b> Measuring the non-fiscal costs and benefits of extraction <b>Tim Grice</b> and <b>Nicola Woodroffe</b>			
15:45–17:15	<b>1.5</b> Data and policy change <b>Daniel Kaufmann</b>	<b>2.5</b> Corruption ( <i>continued</i> ) <b>Laury Haylayan</b> and <b>Elisabeth Caesens</b>	<b>3.5</b> Introduction to fiscal regimes <b>Robert Conrad</b>		<b>4.5</b> Examination of tax structures <b>Robert Conrad</b>	<b>5.5</b> Measuring the non-fiscal costs and benefits of extraction <b>Tim Grice</b> and <b>Nicola Woodroffe</b>			
17:30–19:00		Optional clinics with experts	Rethinking Open Society <b>Thomas Piketty</b> Nádor u. 15, Auditorium A						Optional clinics with experts
19:30–	Welcome reception								



## CLINICS

As part of the 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 one-on-one sessions. 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.

Required and recommended reading for all participants. You have been given access to an e-learning site that contains pre-course readings.

## ► GENERAL

### Required readings (16 April Sessions)

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

## ► LICENSING

### Required reading (17 April Sessions)

- 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 type of investors that will diligently operate the extractive resources sites they have been allocated and will contribute to the country's development? Why (not)?

### Recommended readings (17 April Sessions)

- Humphreys, M., Sachs, J.D. and Stiglitz, J.E. (2007) *Escaping the Resource Curse* (chapter 5 by Campton, P., “How to Best Auction Oil Rights”), New York, Columbia University Press;
- Sayne, A., Gillies, A. and Watkins, A. (2017) *Twelve Red Flags: Corruption Risks in the Award of Extractive Sector Licenses and Contracts*, NRG1;

## ► POLITICAL ECONOMY

### Recommended readings (17–18 April Sessions)

- 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*. 8 July 2013;
- 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).

## ► FISCAL REGIMES

### Required readings (19–20 April 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;
- NRGi (2016) *Transfer Pricing in the Mining Sector: Preventing Loss of Income Tax Revenue*. NRGi Reader, New York.

## ► MANAGING NATURAL RESOURCE REVENUES

### Required reading (19 April Sessions)

- 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 (19 April Sessions)

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

## ► STATE-OWNED COMPANIES

### Required readings (20 April Sessions)

- 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 readings (20 April Sessions)**

- Lahn G., Marcel V., Mitchell, J., et al. (2007) *Good Governance of the National Petroleum Sector: The 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, New York;
- NRGi (2018) *Guide to Extractive Sector State-Owned Enterprise Disclosures*, Natural Resource Governance Institute, New York.

**► ENVIRONMENTAL AND SOCIAL COSTS****Required reading (20 April Sessions)**

- Grice, T. (2015) *Total Economic Values of the Impacts of Largescale Mining in Palawan, Oriental Mindoro and Albay*, report ABS-CBN Lingkod Kapamilya Foundation;
- Costanza, R. et al. (2014) “Changes in the Global Value of Ecosystem Services”, *Global Environmental Change* 26, pp. 152–158;

**Recommended reading (20 April Sessions)**

- Pacific Community (Cardno, 2016) *An Assessment of the Costs and Benefits of Mining Deep-Sea Minerals in the Pacific Island Region: Deep-Sea Mining Cost-Benefit Analysis*
- Australian Office of Best Practice Regulation (2014), Department of the Prime Minister and Cabinet. *Environmental Valuation and Uncertainty*, Research Report;
- Bureau of Meteorology (2013) *Guide to Environmental Accounting in Australia*, Environmental Information Programme Publication Series No. 3, Canberra.

## ► NATURAL RESOURCE REVENUE SHARING

### Required reading (24 April Session)

- Bauer, A. et al. (2016) *Natural Resource Revenue Sharing*, NRGU-UNDP.

## ► LOCAL CONTENT AND SHARED-USED INFRASTRUCTURE

### Required reading (25 April 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 (25 April Session)

- 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 (23–26 APRIL)

### Required reading

- 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;*
- Hubert, D. (2017) *Many Ways to Lose a Billion: how governments fail to secure a fair share of natural resource wealth*, PWYP Canada.
- NRGU (2015) *Transfer Pricing in the Mining Sector: Preventing Loss of Income Tax Revenue*. NRGU Reader, New York.

## FISCAL REGIMES

### Recommended reading

- Collier, P. (2010) “Principles of Resource Taxation in Low-Income Countries” pp. 75–85 and Daniel, P. 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: the 3<sup>rd</sup> chapter explains the main concepts and tools used to evaluate fiscal regime for resource projects, and includes practical applications. The 7<sup>th</sup> chapter explains the main concepts and tools used to evaluate fiscal regime for resource projects, and includes practical applications;*
- Calder J. (2014) *Administering Fiscal Regimes for Extractive Industries: A Handbook*. IMF and WB: Washington, D.C.. Video panel discussion organized at the report launch and short primer 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;*
- Cottarelli, C. (2012) *Fiscal Regimes for Extractive Industries: Design and Implementation*, IMF: Washington, D.C.;
- 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 material 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 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;*
- Platform for Cooperation on Tax (2017): *Addressing the Information Gaps on Prices of Minerals Sold in an Intermediate Form*, supplementary report of *A Toolkit for Addressing Difficulties in Accessing Comparables Data for Transfer Pricing Analyses*, OECD;
- Daniel, P. et al. (2016) *International Taxation and the Extractive Industries*, Routledge Studies in Development Economics.
  - *This book addresses key topics that are not frequently covered in the literature, 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 (23–26 April)

### Required reading

- NRG-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 AND ECONOMIC DEVELOPMENT

### Recommended reading

- Bauer, A. (2017) “Playthings and Parallel Budgets: Sovereign Wealth Fund Economic and Governance Performance” in *The New Frontiers of Sovereign Investment* (eds. Reitveld and Toledano). Columbia University Press: New York;
- 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 and Sy). IMF: Washington, D.C.;
- International Monetary Fund (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.

**SUNDAY — 15 April 2018**

## ARRIVAL AND ACCOMMODATION

The taxi company serving Liszt Ferenc International Airport is Főtaxi. Re-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 **Hotel Central Basilica**.

### VENUE:

#### **Hotel Central Basilica**

Hercegprímás utca 8

1051 Budapest

Tel: (+36 1) 328-5010



## DINNER RECEPTION

The course will be launched on Sunday evening, **15 April**, with a dinner reception on **Millenium 1 boat**. The reception will start at **19:30**.

### VENUE:

Kossuth Hajó / Vénhajó Étterem

The boat will leave from Kossuth Hajó / Vénhajó Étterem.



**Our staff will pick you up in front of the hotel at 19:00.** If you are staying elsewhere, please come to the **Hotel Central Basilica** by 19:00 sharp.

MONDAY — 16 April

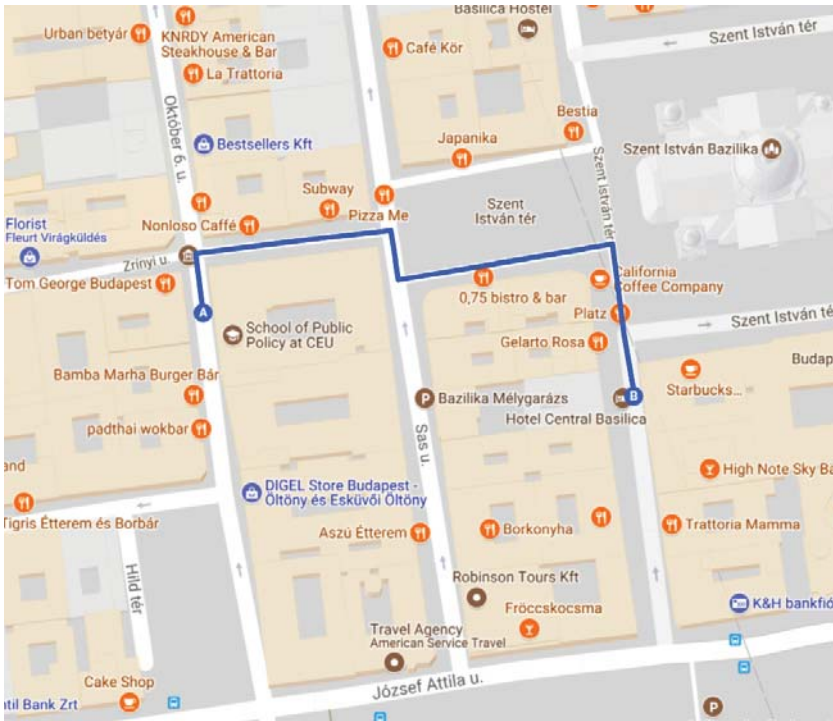
## COURSE VENUE

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 by 8:45** 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 **A** School of Public Policy to **B** Hotel Central Basilica



**THURSDAY — 18 April****SPECIAL LECTURE****Thomas Piketty on “Rethinking Open Society”***5:30 pm, Nádor u. 15, Auditorium A*

Thomas Piketty is Professor at EHESS and at the Paris School of Economics. His bestseller “Capital in the 21st century” is one of the most widely discussed Economics writings of the recent past. He is the author of numerous articles published in journals such as the *Quarterly Journal of Economics*, the *Journal of Political Economy*, the *American Economic Review*, the *Review of Economic Studies*, *Econometrica*, *Explorations in Economic History*, *Annales: Histoire, Sciences Sociales*, and of a dozen books. He has done major historical and theoretical work on the interplay between economic development and the distribution of income and wealth. In particular, he is the initiator of the recent literature on the long run evolution of top income shares in national income (now available in the World Wealth and Income Database). These works have led to radically question the optimistic relationship between development and inequality posited by Kuznets, and to emphasize the role of political, social and fiscal institutions in the historical evolution of income and wealth distribution.

**THURSDAY — 26 April****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





## CODE OF CONDUCT FOR PARTICIPANTS

In all our courses, NRG1 and CEU strive to provide training environments in which all individuals are treated with respect and dignity. Each individual has the right to learn and work in a professional atmosphere free from bullying and discrimination. This includes freedom from sexual harassment and harassment based on race, colour, creed, religion, gender, sexual orientation, marital status, national origin, age, disability, genetic information, or other status protected by federal, state or local law.

NRG1 and CEU have a zero tolerance policy for any forms of inappropriate behavior by any training provider or participant towards any individual participating in or working on our courses. However, we also recognize as people come together from different cultures and background it can be hard to distinguish what is appropriate.

If you feel that you been the target or witness to inappropriate behavior, please feel free to tell Tanja or Sidra in person or via email. If you would feel more comfortable, you can also directly reach out to NRG1's Director of Human Resources Emma Kalonzo at [ekalonzo@resourcegovernance.org](mailto:ekalonzo@resourcegovernance.org). NRG1 and CEU will work to address the matter swiftly and confidentially.

If necessary, the organizers reserve the right to terminate the participation of anyone at the event if they are in violation of the code of conduct.

## 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**.

## CHATHAM HOUSE RULE

All sessions during the executive course will be held under the Chatham House Rule. Participants are free to use social media to attribute ideas and quotations presented by the course's expert instructors during lectures. However, all comments made by fellow participants should not be attributed. The rule allows people to express views that may not be those of their organisations; they usually feel more relaxed if they do not need to worry about the implications of quote that becomes part of the public record. The rule can be used effectively on social media sites such as Twitter, Facebook, and LinkedIn.

## WEATHER AND CLOTHING

April is characterized by abundant sunshine and temperatures start to rise markedly. The weather is often very agreeable during the day and cool at night. There is occasional rainfall at this time of year. The average maximum temperature is 17°C and the average minimum temperature is 6°C. Except for the welcome and farewell reception (smart casual), dress code for the course is casual.

## PERSONAL SAFETY AND SECURITY

Budapest is a safe city but as with other popular tourist destinations you need to be vigilant. There are four 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.
- There may be public protest in the two weeks you spend in Budapest. **Whatever your political leanings, we ask for your safety that you avoid any protest during your time at CEU.** Some parties have claimed that protests are fueled by paid foreigners, and your presence would only give credence to that claim. Further, while generally peaceful, demonstrations could quickly change tone based because of either the participants or police response. As a non-native participant, it may be hard to pick up on these shifts and respond appropriately.

## 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

## INSURANCE

Having comprehensive medical and travel insurance is a prerequisite for participation. 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).

## 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



**Tanja MANNERS**

Mobile: +36 30 943 0332

Email: [MannersT@spp.ceu.edu](mailto:MannersT@spp.ceu.edu)



**Livia MARSCHALL**

Mobile: +36 30 629 1807

Email: [MarschallL@spp.ceu.edu](mailto:MarschallL@spp.ceu.edu)



**Ilona PUSKÁS**

Mobile: +36 20 945 4291

Email: [PuskasI@spp.ceu.edu](mailto:PuskasI@spp.ceu.edu)

## 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 = 313 HUF, 1 USD = 252 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. They 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. 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 advise on 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.



## USEFUL HUNGARIAN PHRASES

English	Hungarian	Pronunciation
Yes/No	Igen/nem	igen/nem
Thank you	Köszönöm	Kurssurnurm
Hello	Jó napot	Yow nopot
Goodbye	Vizszontlátásra	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

## COURSE FACULTY



**Andrew BAUER**

**Natural Resource Governance Institute**

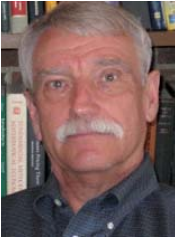
Andrew Bauer is a natural resource governance consultant to governments, parliaments and international organizations. He provides technical assistance on public financial management; sovereign wealth fund governance; intergovernmental transfers and subnational public finance; mining and petroleum sector regulation; economic development strategies; and good governance mechanisms. Now a consultant, he was formerly a senior economic analyst at NRG I 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 NRG I, 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 the BBC, *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.



**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.



**Tim GRICE**

**Leapfrog International**

Tim Grice is an honorary senior research fellow at the University of Queensland's Centre for Social Responsibility in Mining and the founding director of Leapfrog International. He is a natural resource governance specialist with broader experience in the design and delivery of international development programs across Asia Pacific, South America and Africa. Tim has led resource governance projects for the World Bank, the International Finance Corporation, UNDP, the Extractive Industries Transparency Initiative, Transparency International and the Australian Department of Foreign Affairs and Trade. Tim lived and worked in Papua New Guinea for six years, leading Newcrest Mining Limited's Sustainable Development Department at the Lihir Gold Mine. He holds a PhD from the University of Queensland and is a member of Transparency International and the World Future Society. Tim is experimenting with new approaches to research and praxis, including digital storytelling and problem-driven iterative adaptation.



**Laury HAYTAYAN**

**Natural Resource Governance Institute**

Laury Haytayan is the acting MENA regional program manager/senior officer at NRGI and assists with strategic planning, project management and capacity building. She leads regional parliamentary projects and the development of a MENA extractive industries knowledge hub. Previously, she was executive director of the Beirut-based Arab Region Parliamentarians against Corruption (ARPAC), where she worked with parliamentarians and civil society groups to strengthen legislators' oversight and legislative capacities. Prior to working with ARPAC, she was in charge of regional grassroots projects in Bahrain, Yemen and Saudi Arabia focusing on promoting the role of women in development and

policymaking. She also worked as grant manager, advocacy specialist and trainer for several international NGOs, including IREX, ACIDI/VOCA and the U.N. Economic and Social Commission for Western Asia. There, she mainly focused on civil society democracy campaigns in Lebanon and Iraq. Laury holds a master's in Middle East politics from the University of Exeter and a BA in communication arts from the Lebanese American University. She speaks Arabic, French, English and Armenian.



## **Daniel KAUFMANN**

### **Natural Resource Governance Institute**

Daniel Kaufmann is a world-renowned writer on governance, corruption, and development, who, with colleagues, has pioneered new approaches to diagnose and analyze country governance. Previously at the World Bank, Dani held senior positions focused on finance, regulation, and anti-corruption, as well as on capacity building for Latin America. He also served as lead economist both in economies in transition as well as in the World Bank's research department, and earlier in his career was a senior economist in Africa. In the early 1990s, Dani was the first chief of mission of the World Bank to Ukraine. He later held a visiting position at Harvard University, prior to resuming his career at the World Bank. He is also a member of the World Economic Forum (Davos) faculty. His research on economic development, governance, the unofficial economy, macro-economics, investment, corruption, privatization, and urban and labor economics has been published in leading journals. He received his MA and PhD in economics at Harvard, and a BA in economics and statistics from the Hebrew University of Jerusalem.



## **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.



## **Cathal LONG**

### **Overseas Development Institute**

Cathal Long is a research fellow at the Overseas Development Institute (ODI) specialising in public finance reforms in low income and fragile states. His current research is particularly focused on domestic resource mobilisation and social sector spending. He also works on technical assistance programs in Uganda and South Sudan through ODI's Budget Strengthening Initiative. Previously he was an ODI fellow in the Ministry of Economic Planning and Development in Swaziland where he worked in the Macroeconomic Division. Prior to joining ODI he worked in public sector consultancy. He holds a MA in economics from University College Dublin and is an associate member of the Chartered Institute of Management Accountants.



## **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

### Central European University

Dávid Mihályi is an economic analyst at NRGi and a visiting fellow at CEU's School of Public Policy. Dávid works on research, data analysis and technical assistance to improve the macroeconomic management of resource revenues and to further the use of open data for policy oversight. He led the development of several extractive data tools, economic models for Ghana, Mongolia and Tanzania, and the methodology of the World Bank's Mining Investment and Governance Review. His research focuses on the "resource curse": the macroeconomic challenges caused by expectations of future resource wealth. Prior to joining NRGi, Dávid completed the Overseas Development Institute Fellowship Scheme as an economist in the Budget Bureau of Sierra Leone's 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 MSc from the University of Nottingham.



## 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.





## **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.



## **Nicola WOODROFFE**

### **Natural Resource Governance Institute**

Nicola Woodroffe is a legal analyst and focuses on technical assistance, capacity development and analysis on issues related to legislative and policy reform, contract negotiation and monitoring, and the institutions governing the extractive sector. Prior to joining NRGi, she worked as a consultant at the World Bank, where she contributed papers, presentations and legal analysis to advise countries in central and southeast Africa on governance and management of extractive industries. She also worked as an associate at the international law firm Hogan Lovells, where she advised clients on corporate and securities law. In her pro bono work there, she supported the International Senior Lawyers Project in advising African governments on mining and agricultural concession agreements. Nicola has a BA in economics from Swarthmore College and a J.D. from Harvard Law School. At Harvard, she received a Chayes International Public Service Fellowship to work in the trial chambers of the International Criminal Tribunal for Rwanda. She also served as a legal intern for the deputy chief justice of the Supreme Court of Rwanda.

## COURSE PARTICIPANTS



**John ABEBRESE BOATENG**

**Parliamentary Research Department | Ghana**

John is a researcher at the Parliamentary Research Department of Ghana. He contributes to the compilation and analysis of macroeconomic data, data on oil, gas and mining revenues, distribution and utilization, and preparation of policy briefs, fact sheets and working paper series. In addition, he has published a number of policy briefs on transparency and accountability in the oil industry, how Ghana can efficiently use its oil revenues, and a review of legislative developments in the management of oil revenues in Ghana. He holds a doctorate in development studies from the Institute of Statistical, Social and Economic Research (ISSER), University of Ghana. He was a visiting doctoral scholar at the Centre for Development Research (ZEF), University of Bonn, Germany; Brown International Advanced Research Institute (BIARI), Brown University, USA; University of Helsinki, Finland; and Peking University, China. He also holds a post-graduate diploma in sustainable local economic development jointly organized by the International Institute of Social Studies (ISS), The Hague, and the Institute of Housing and Urban Development Studies (IHS), Erasmus University Rotterdam, Netherlands.



**Maria Rita ACETOSO**

**UNESCO | Italy**

Maria Rita is a culture specialist with more than ten years of experience in the field of tangible heritage management and cultural cooperation, at both national and international levels. She received a PhD in conservation of cultural heritage, a master of advanced studies in conservation of cultural and natural heritage from the University of Rome, and a master in architecture from the University of Venice. Since 2015, she has been working at the UNESCO Office for Afghanistan as project manager and team leader for tangible heritage, in charge of managing, supervising and coordinating the UNESCO's initiatives for the protection and management of cultural physical resources in the country. One of her main fields of action has been the development and promotion of suitable strategies to integrate cultural heritage protection within the extractive sector in Afghanistan. Before joining the UNESCO Office for Afghanistan, she served as culture specialist in

a number of cultural programs promoted by UN agencies, governmental institutions and universities, both in Italy and abroad.



## **Stanley ACHONU**

### **Open Government Partnership (OGP) | Nigeria**

Stanley is the civil society adviser at the OGP Nigeria Secretariat and is currently based in the Federal Ministry of Justice, tasked with ensuring civil society participation and co-creation in the implementation of Nigeria's OGP National Action Plan.

Stanley coordinates over 200 civil society organizations, ensuring smooth working relationships between CSOs and government, including the implementation of commitments around Nigeria's extractive sector. Until recently, he was the operations lead at BudgetIT, an NGO which simplifies public finance data using technology, infographics, and social media, advocating institutional reform through civic engagement. Stanley led the provision of training to NEITI staff on "Creative Communication of Audit Reports," and also pioneered 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 was the pioneer coordinator of Open Alliance Nigeria, a coalition of over 100 CSOs that successfully worked on Nigeria's membership in the OGP. Stanley served as a 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 a master's degree in business intelligence systems and data mining from De Montfort University, Leicester (UK).



## **Sholpan AITENOVA**

### **Zertteu Research Institute | Kazakhstan**

Sholpan is co-founder and executive director of the non-governmental think tank Zertteu Research Institute. She has 15 years' comprehensive experience in public policy, public finance, and public monitoring. She is also experienced in the promotion of international good governance initiatives and standards such as Extractive Industry Transparency Initiative (EITI), Open Budget Index (OBI), Open Local Budget Index (OLBI), and local self-government. Sholpan is a member of the National Stakeholders' Council on EITI, the Eurasian Alliance of National Evaluation Associations and co-founder of the National Budget Network

of Kazakhstan (NBSK). She has experience in legislative activities, research, and evaluation of state programs, consultancy and trainings. She has a master's degree in finance and studied at the International Human Rights Advanced Course at Helsinki Foundation for Human Rights, Warsaw (2002–2004). Sholpan is alumna of the Local Government and Public Service Reform Initiative (LGI) of the Open Society Institute, Budapest (2008).



## **Toyin AKINNIYI**

### **Natural Resource Governance Institute (NRGI) | Nigeria**

Toyin is a media development professional based in Abuja. She has led media development initiatives on topics including extractive sector governance, investigative journalism, human rights, and overall social justice themes in Africa. As media development associate with the NRGI, she coordinates the Media for Oil Reform Fellowship program as part of a broader media development program in Nigeria; manages NRGI's media program in Uganda, and supports the global media development program. Toyin contributed a chapter to *Africa Muckraking* - the first collection of African investigative and campaigning journalism written by Africans and about Africa. She has a BA in English, MA in peace and conflict studies and certificates in journalism, communication for development, e-facilitation and project management.



## **Bayu ALFADIYANTO**

### **SKK Migas | Indonesia**

Bayu has been working for the Special Task Force for Upstream Oil & Gas Business Activities (SKK Migas) since 2008. SKK Migas manages upstream oil and gas business activities under a cooperation contract and was established to maximize the benefits and revenue to the state for the greatest welfare of the people. He has been involved in numerous upstream projects of oil and gas including Chevron Rapak, ENI Muara Bakau, and Pertamina Hulu Mahakam, with a focus on setting financial agreements, fiscal terms and sharing mechanisms between SKK Migas and contractors. He has also been involved in formulating commercial contracts and regulations for oil and gas industries. Prior to joining SKK Migas, Bayu worked as an external auditor in public accounting firms for three years.



## Marilyn ANIWA

### Public Interest and Accountability Committee (PIAC) | Ghana

Marilyn is a population and development specialist with close to 25 years development experience. She holds a post-graduate diploma in population and development from the Institute of Social Studies, The Hague; an MA in population studies from the Regional Institute of Population Studies; and a BA in archaeology and history from the University of Ghana. She is currently the coordinator of PIAC and worked previously as executive director of the Union for African Population Studies. Prior to joining the Union, she worked with the Parliamentary Centre of Canada as in-country coordinator for Ghana; with the Canadian International Development Agency (CIDA) as development officer, the British Council as assistant director, and as a lecturer at the Ghana Institute of Journalism. Marilyn has been a member of the Action Aid Ghana Board since 2009 and board chair since 2011. She is also the international representative on the ActionAid UK Board of Trustees.



## Pearl ARIGYE

### Africa Centre for Energy and Mineral Policy | Uganda

Pearl is the programs officer in charge of natural resource governance at the Africa Centre for Energy and Mineral Policy. She holds a bachelor's degree in environmental engineering and management from Kyambogo University in Kampala, a certificate in governance of oil, gas and mining revenues from the NRGi Summer School in Accra and has undergone various professional trainings which include project planning and management. Pearl is charged with building the capacities of artisanal and small scale miners, engaging key stakeholders on policy issues in the sector, and is responsible for promoting good governance, environmentally friendly and internationally acceptable mining practices and standards for the extractives sector in Uganda.



## **Mai Hla AYE**

**Central European University | Myanmar**

Mai Hla Aye is a member of the ethnic group of the Chin in Myanmar pursuing an MPA at CEU's School of Public Policy. Her fields of interest are gender and drug policy, natural resource governance, gender and securitization, and making documentaries and podcasts. Currently, she is working with the Global Drug Policy Observatory for her Applied Policy Project. Before coming to SPP, she worked with civil society organizations and in the private sector for both local and international organizations in Myanmar for around seven years on environmental justice, natural resource governance and local economic empowerment programs. Mai Hla Aye also volunteers for the Kachin Peace Network by setting up the fundraising campaign 'Concern Care and Contribute to IDPs NOW' to help internally displaced persons in Northern Myanmar, Kachin State and Shan State.



## **Enkhbaatar BAASANJAV**

**Democratic Party | Mongolia**

Enkhbaatar is mining branch chair of the Mining and Heavy Industry Policy Coordination Board of the Democratic Party of Mongolia. He undertakes mining and mega project feasibility studies and has worked extensively in matters involving large scale projects including a World Bank project in Mongolia and underground water monitoring and supply at the Gobi desert area province mining. He also manages feasibility studies in the steel industry and coal mining. Prior to joining the World Bank, Enkhbaatar spent over ten years as a specialist at the Mongolian Ministry of Mining and Energy. He has written and lectured on mining topics relating primarily to surface and mining optimization at the School Mining of the Mongolian University of Science and Technology. Enkhbaatar is a member of the various mining associations and also managed the Mongolian Mining Club. He earned his MS in mining technology in 2003 from South Dakota School of Mines; his MBA in 2008 from WASEDA University, Japan; and his BSc in mining engineering in 2000 from Mongolian Tech.



## Medhi BEN AMEUR

### Ministry of Energy, Mines and Renewable Energy | Tunisia

Medhi's work focuses on finance, economic analysis and fiscal issues related to the hydrocarbon sector. His ten years' experience familiarized him with fossil energy projects from prospecting to production and abandonment. He has also accumulated a background on energy subsidies and the way to reform them to attain social equity and macroeconomic stability. He participated in the elaboration of the national energy strategy vision towards 2030. In July 2017 he became a member of EITI's permanent secretariat in Tunisia working on the application of EITI rules for the hydrocarbons and mines sector.



## Michel BISSOU

### Extractive Industries Transparency Initiative (EITI) | Cameroon

At the EITI Secretariat Cameroon, Michel is currently in charge of conciliation, databases, recommendations and follow-ups. He participated in the drafting of several studies on the governance of extractive industries including the process of allocation of mining concessions; the monitoring of tax obligations and local content; the implementation of the EITI and the Kimberley Process; development minerals in Cameroon; the taxation of quarrymen; and a guide on local procurement for West Africa. Many of these studies were conducted as part of projects funded by NRGi in Cameroon. He also took part in the recent revision of the Cameroon Mining Code. In terms of academic and professional training, he has expertise in economic policy analysis, public economics, development economics, econometrics and quantitative techniques, natural resource governance, and environmental assessment. Michel is in his ninth year of professional experience in the extractive sector governance sector.



## Konstantin BORN

### National Minerals Agency Sierra Leone | Germany

Konstantin is an economist and Overseas Development Institute (ODI) fellow at the Sierra Leonean mining regulatory body, the National Minerals Agency (NMA). After gaining experience on project economics in the infrastructure sector, he has been

based in Freetown since 2016 and provides technical assistance and policy advice to the government of Sierra Leone by producing analyses and assessments of the economics and financing of mining projects and by advising the government on fiscal and legislative reform of the mining sector. In this function, he has developed various modelling tools for iron ore, bauxite, diamond and mineral sand mines, as well as sector-wide models used for forecasting and fiscal regime analysis. He is also a member of Sierra Leone's macro-fiscal working group, the government's mining contract negotiations team and the Sierra Leone Extractive Industries Transparency Initiative (SLEITI) technical working group and multi-stakeholder group. He holds a BA in economics and political science from McGill University and an MSc in development management from the London School of Economics and Political Science.



## **Mendbayar BUDEE**

### **Erdenes | Mongolia**

Budee is a monitoring, evaluation and sustainable development specialist at Erdenes Mongol state owned company which manages strategic mineral assets and develops mining, infrastructure, energy, and industrial projects through its subsidiaries and affiliates. She developed a methodology for responsible mining benchmarks which refers to advocacy to reform mining activity, as well as to a marketing strategy used by mining companies to promote their operations as environmentally or socially sound. She worked as a consultant for projects on environmental governance for sustainable natural resource management, as a gender specialist and as head of ICD of Ministry of construction and urban development and as a consultant for MPs between 2009 and 2015. She has experience in mining operations management, good governance, environment and social issues at civil society. She is also a professional member of the Institute of Internal Auditors. Budee holds a BA in international economics and an MA in public policy from School of International Relation and Public Administration, National University of Mongolia.



## **Diana BYONGE**

### **Tanzania Petroleum Development Corporation (TPDC) | Tanzania**

Diana has a BA and an MA in economics, both from the University of Dar es Salaam. Before joining TPDC, she worked with the University of Dar es Salaam as a tutorial assistant and as a researcher. She has more than five years of experience in



economics including four years in oil and gas industry and one year in research. She has spent the last four years working with TPDC as an economist with responsibilities in planning of corporate projects and investments. In this role, she has gained experience in application in leadership, economic and financial modelling, strategic planning, pricing calculation and drafting policy papers. She has participated in several teams of LNG projects and in petroleum (natural gas pricing) regulations and natural gas tariff calculation teams which modelled natural gas project pricing and planning. Diana is experienced in financial and economic modelling, data analysis, strategic planning, corporate and government planning and implementation, and reaching a final decision (gas prices, strategic plan document or a decision paper).



### Jessie CATO

#### **Publish What You Pay (PWYP) | Australia**

Since 2015, Jessie has been the national coordinator of PWYP Australia, a coalition of 25 organizations campaigning for greater transparency and accountability in the mining, oil and gas sector. She is a member of the Australian Extractive Industries Transparency Initiative Multi Stakeholder Group and is active in the Australian Open Government Partnership process, with PWYP Australia being the lead civil society organization for commitments on EITI, open contracting, and beneficial ownership. Before joining PWYP Australia, Jessie was based in Timor Leste as a gender officer with Seeds of Life and has also worked as a ministerial adviser to the South Australian government. Jessie holds a bachelor in social sciences from the University of Adelaide and is based in Melbourne.



### Shaua Fui CHEN

#### **Central European University | Malaysia**

Shaua Fui is an MPA student at CEU's School of Public Policy. She has worked as a journalist in Malaysia for more than a decade. Her interests include the political economy of energy policy and environmental policy, as well as impact evaluation. She had covered issues related to economy, politics and policies, environment and human rights during her stints with local print and online media. She was also a fellow of the Southeast Asia Press Alliance in 2013. The fellowship enabled her to work on in-depth stories related to internet governance in Myanmar in 2013.



## **Khaled DRAOUIL**

### **Ministry of Energy, Mines and Renewable Energy | Tunisia**

Khalid is a process engineer who graduated from the Ecole Nationale d'Ingénieurs de Gabès in Tunisia in 2009. He worked as a senior engineer responsible for quality control of the industrial manufactories in the Ministry of Trade from 2010 to 2015. In 2015, he joined the Ministry of Energy, Mines and Renewable Energy as a senior engineer responsible for the country procurement of oil, oil products and LPG and crude oil transport network and refining company STIR activities. In 2016, he transferred to the Department of Convention and Contracts (concessions, exploration and research permits) assigned as conventions and contracts deputy manager. Khaled's main tasks include bids for new permits and the technical and commercial evaluation and organization, and acting as a member of Hydrocarbons Advisory Committee, preparing legal texts and minutes for/of the meetings.



## **Elizabeth ECHAVARRIA**

### **Alliance for Responsible Mining | Colombia**

Elizabeth is head of governance for Sustainable ASM (artisanal and small-scale mining) at the Alliance for Responsible Mining, a global pioneer organization that works for the development of artisanal and small-scale mining in the global south. Her responsibilities include designing, coordinating and supervising the organization's local and regional policy intervention; leading and advising on advocacy actions; and coordinating the design and implementation of bottom-up policy making. She has four years of experience in the non-profit sector, and earned a BA in political science from the National University of Colombia.



## **Hassana Adamu FIKA**

### **Office of the Auditor General | Nigeria**

Hassana began her career in 2001 with the Office of Auditor General for the Federation (SAI-Nigeria) as an auditor with a BSc in accounting (1998) from ABU-Zaria, Nigeria. She has been a chartered accountant (CNA – 8190) since 2006 and started her first appointment as auditor (II) and was

progressively promoted to the ranks of auditor (I), senior auditor, principal auditor and assistant chief auditor (grade level 13). She has been involved in specialized audits and trainings in extractive industries in collaboration with AFROSAI-E, INTOSAI Development Initiative (IDI), and INTOSAI-WGEI. Hassana was a fellow at the 2016 International Auditor Fellowship Program coordinated by the US GAO in Washington, D.C., where she developed a strategy paper on the audit of extractive industries.



## **Victor GARZON**

### **German Development Cooperation (GIZ) | Chile & Colombia**

Victor is a mining and metallurgy engineer from the National University of Colombia with a master's degree in metallurgy from the Universidad Católica del Norte (Antofagasta, Chile). Since 2013, he has worked on issues of governance of natural resources, specifically transparency, public-private partnerships, taxation, gender studies, among others. His interest is to analyze and propose the best ways in which an adequate management of mineral resources can be translated into long-term development for the host countries and territories. He has supported governmental institutions, civil society organizations and multi-stakeholder groups in the Andean region. Previously he worked in the private sector as an operations and planning engineer and as a research and development engineer in underground gold and copper mines in Chile and Colombia. Currently, he focuses on transparency and mining taxation issues and the analysis of the 2030 development agenda and its relationship with the mining sector.



## **Ricardo Angel GRANADOS LÓPEZ**

### **Ombudsman Energía México (OEM) | Mexico**

Ricardo has a bachelor's in industrial engineering and a master's degree in IT management from the Monterrey Institute of Technology. He has been working in the Mexican energy sector since 2010, having started in the state owned oil company PEMEX working on different topics including the retirement fund. He worked as advisor to the board of directors and worked on the investment committee and environmental and social affairs committee. In 2014, Ricardo started working as an independent consultant for private companies on the energy sector and in 2015 he joined OEM as head of economic and social impacts of the extractive industry.



## **Moise Nelson HAUMOU**

### **Ministry of Mines and Geology | Guinea**

Moise graduated with a bachelor's degree in applied informatics for management in Tunisia. He is an official of the Ministry of Mines and Geology in the Republic of Guinea, where he has held the position of assistant to the Chief of Staff since 2014. He was previously in charge of studies at the Strategy and Development Office. Moise is a member of Guinea's advisory group to the OECD in the natural resources-based development policy dialogue process. He contributed to the implementation of the Responsible Mining Development Initiative (RMDI) in Guinea with the WEF in 2017. As part of the revival of post-Ebola mining promotion, Moise was also a member of the organizing committee of the 2017 Guinea Mines Symposium.



## **Wissem HENI**

### **Natural Resource Governance Institute (NRGI) | Tunisia**

Before joining NRGI, Wissem worked in a number of departments within the Tunisian government. He held positions at the Hydrocarbon and the Mining Advisory Commissions, which provide advice to the Ministry of Industry prior to signing licenses with international oil companies. He was also in charge of the industry portfolio, where he worked on monitoring the legality of hydrocarbon and mining permits and licenses and gained knowledge and experience on the Tunisian extractive industries sector. Besides having strong and direct relations with key actors in the hydrocarbon sector, Wissem worked closely with the Ministry of Industry on the interpretation of Article 13 of the Tunisian constitution. He holds a bachelor's degree in law from Tunis as well as a master's in administration. He also received training on sustainable development, anticorruption and bilateral investment.



## **Khin Saw HTAY**

### **Natural Resource Governance Institute (NRGI) | Myanmar**

Khin Saw Htay is an associate at NRGI and assists the Myanmar EITI National Coordination Secretariat as a technical advisor. She is currently involved in policy research, works on state-owned economic enterprises reform and also contributed to

the Natural Resource Federalism report. She worked for the Myanmar Development Research Institute (Centre for Economic and Social Development) as program coordinator for M-EITI. Prior to that, she worked in the humanitarian and development fields. Khin Saw Htay holds an executive master of public administration and a diploma of research from the Yangon University of Economics.



## **Nader KHALIFA**

### **Ministry of Petroleum & Gas | Sudan**

Nader is a petroleum economist working in the Ministry of Petroleum & Gas of Sudan with experience in the petroleum sector. Her key areas of expertise include petroleum economics, petroleum law and policy, fiscal terms analysis, petroleum contracts negotiations, business strategy and analysis, and the oil and gas value chain. She earned an Honors BEng in petroleum engineering from Sudan University of Science & Technology in 2006 and a postgraduate diploma in international business from Fundesem Business School (Spain) in 2009. She participated in the International Youth Forum (Business & Innovation Sessions) in Seliger/Russia, attended Global Village of Future Leaders of Business & Industry in Lehigh University/Iacocca Institute (USA) in 2011 and attended the 20<sup>th</sup> World Petroleum Congress in Qatar in 2011. Nader received a Chevening Scholarship through which she gained an MSc in oil & gas economics from CEPMLP at the University of Dundee (UK) in 2012.



## **Marentyas Miftakhul KHOIROH**

### **Ministry for Economic Affairs | Indonesia**

Marentyas received her master's of economics at the University of Indonesia. She now works for the Ministry for Economic Affairs of the Republic of Indonesia. This is her fourth year working in extractive industries. She has a high interest in extractive industries management, especially in minerals and coal. Besides her main job as a civil servant, she is a romance novel addict and always spends her time reading even on the terrible trains of Jakarta.



## **Holomo Koni KOUROUMA**

### **National Assembly | Guinea**

Holomo is a member of the Guinean parliament and sits on the Economic, Planning, Financial Affairs and Planning Commission. Before joining Guinea's legislative body, Koni garnered solid work experience in the private sector (as a financial analyst for Exxon Mobil's Guinean affiliate from 2001 to 2004) and in international development (as finance and administration director and programs director for Catholic Relief Services' Guinea Programs from 2004–2013). At Catholic Relief Services, he oversaw the development and implementation of major projects in the areas of governance, health and education. Koni is a Fulbright alumnus and holds a master's in international political economy and development with a specialization in international banking and finance (Fordham University, New York, 2010), and a bachelor's in management (Université de Conakry, Guinée, 2000).



## **Aung Myat KYAW**

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

Aung Myat Kyaw graduated with a BSc from the Defence Services Academy in 2000. In 2008, he received a diploma in advanced computing and also has an MSc and a PhD in mathematics from Yangon University. He has been the director for the State Economics Enterprise Budget Division, Budget Department of the Ministry of Planning and Finance since 2016. He is also a member of committees related to state economics enterprises reform in Myanmar and was part of the budget department since 2011. Prior to 2011, Aung Myat Kyaw was an assistant lecturer in mathematics and acquired extensive work experience in budgeting of the state economic enterprises, public sector and line ministries for budgetary reform and PFM reform.



## **Temitope LANIRAN**

**University of Bradford | Nigeria**

Temitope earned a BSc in economics from Bowen University Iwo and an MSc in economics & finance for development from the Bradford Centre for International Development (BCID), University of Bradford. He was awarded an Erasmus grant from the European Union Lifelong Learning Programme to study human development and food security at the Roma Tre Università Degli Studi Rome, Italy. Since then he has simultaneously worked with the Centre for Petroleum, Energy Economics and Law (CPEEL), University of Ibadan, as well as 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. Before joining CPEEL, he served in different capacities including the Centre for Management Development, Lagos (Economic Management Department). Temitope is a member of the Development Studies Association (DSA), the Nigerian and International Association of Energy Economics (NAEE&IAEE), the Berkeley Institute for Transparency in the Social Sciences (BITSS) and the Nigerian Economic Society (NES). His research interest is focused around economic growth and development issues of natural resource-rich countries and fragile state economies. Temitope is a member of the Beehive Bradford Poetry Group and volunteers with a charity that works with asylum seekers in Bradford.



## **Shari LEINEN**

**German Development Cooperation (GIZ) | Germany**

Shari works for the GIZ as an advisor in its Extractives for Development Programme. The program advises the German Ministry for Economic Cooperation and Development regarding its positioning on the issue of extractives and development at national and international levels. It devises new approaches and instruments and piloting these in many partner countries to make them widely available for German and international development cooperation activities. Shari works on a variety of issues such as resource governance and the Agenda 2030 as well as on gender in the extractives sector and is especially interested in questions related to the political economy of resource-rich countries. Before her post in Germany, Shari worked with GIZ and an international NGO in Vietnam. She also worked and lived in Malawi and South Africa. Shari has a background in economics, international politics and philosophy with a focus on institutional economics and global governance.



## Jean Paul LONEMA

### IMPACT | Democratic Republic of Congo

Jean Paul supports mineral certification and due diligence in the French-speaking countries of the Great Lakes Region of Africa. As IMPACT's certification officer, he liaises with the International Conference in the Great Lakes Region (ICGLR) and government officials to carry out stakeholder sensitization and coordinate capacity building and technical trainings. Jean Paul is also a former community development officer, a consultant and a researcher specializing in the mining and hydrocarbon sector. In his previous roles he provided technical advice on artisanal gold mining, analyzed mining contracts and other aspects of the industrial mining sector as mineral taxation, mining regulations, and the EITI process. Jean Paul studied philosophy and has a bachelor's degree in economic and social law at the University of Bunia.



## Asma'u Dahiru MAIBE

### Nigeria Extractive Industries Transparency Initiative | Nigeria

Asma'u joined the Nigeria EITI eight years ago. She currently works in the oil and gas unit and is a key member of the team that is responsible for the conduct of the annual EITI Reports for Nigeria. She has acquired skills in oil sector governance, fiscal policy in the oil sector, evaluating public policy implementation and project management. Asma'u is driven by the vision of seeing Nigeria achieve sustainable development for its population from the utilization of its enormous natural resources. She is a graduate of economics with a master's degree in business administration.



## Viktor MAK

### Central European University | Hungary & United States

Viktor is pursuing an MPA at CEU's School of Public Policy. Previously, he attended Colgate University in New York, where he completed his bachelors in global studies and philosophy. After graduating, he worked in Washington, D.C., in banking. He enjoys long distance hiking, baking and listening to



audiobooks. While at CEU, Viktor has explored the human rights implications of natural resource extraction and the challenges that the international system faces in regulating conflict resources. Through this course, he hopes to gain a better understanding of what domestic governments can do to better regulate and distribute the extraction of these resources.



## Alexandra MALMQVIST

### **Publish What You Pay (PWYP) | France & Sweden**

Alexandra joined the PWYP team as the communications coordinator in 2015. She is responsible for developing and implementing a communications strategy and for promoting the achievements of PWYP members, sharing knowledge and lessons-learned across the network. In addition, she is responsible for supporting PWYP in developing and promoting a strong brand and key messages, and for promoting the achievements of PWYP members around the world. Previously, Alex worked as a digital editor for Family for Every Child and as communications coordinator at the Water Integrity Network at Transparency International. She has a bachelor's in media studies from the University of Westminster and a master's in communications for development from Malmö University. She has lived in France, Sweden, Germany and the UK.



## Rosemary MIRONDO

### **The Citizen | Tanzania**

Rosemary is a journalist with Mwananchi Communications Ltd. working for *The Citizen* newspaper. She is a reporter who mostly does interviews and investigative journalism and is actively involved in writing business and economic news including on gas and oil, minerals, and agriculture. She has 15 years' experience in the media industry and has worked with The Guardian newspaper (Tanzania) and The East African regional newspaper. She actively contributes to the industry as a member of Tanzania Agriculture Journalists Forum (TAJF) and Tanzania Association of Journalists for Children (TAJOC). She holds a bachelor's degree in mass communication from the Open University of Tanzania.



## **François-Frederick MUNONO MUTEBA**

**OCEAN | Democratic Republic of Congo**

François received a bachelor's degree private and judicial law from the University of Kinshasa and a degree in geology from the University of Lubumbashi. Since 2012, he has been in charge of the follow-up of local content and the EITI/OCEAN Kinshasa process. He is a member of the Civil Society Working Group of the Initiative for the Transparency of Extractive Industries in the DRC EITI (2013–2017) and a member of the Coordination Office of Civil Society Organizations involved in natural resources issues (2013–2017). He was also a member of the National Coalition against Illegal Logging (2014–2016). Between 2012 and 2014, François was in charge of legal studies / Natural Resources OCEAN with the flagship project on transparency and accountability on the perception and redistribution of forest fees in the eastern province of DR Congo. From 2002 to 2010, he was project manager of the program Support for Child Development Initiatives.



## **Abdoulaye N'DIAYE**

**Black Pearl Investment Fund | Ivory Coast**

N'Diaye is an Ivorian with a master's degree in financial law. From 2015 to 2017, she was a junior lawyer at the Bilé-Aka Brizoua-Bi & Associates law firm as well as a member of the research team of the African Mining Legislation Atlas (AMLA) project. She is currently a legal advisor in the Black Pearl Investment Fund. She discovered the extractive industries sector through the AMLA project and is particularly interested in the distribution of mining revenues and the benefit to local populations who are the first affected by the adverse effects of industrial exploitation of natural resources. Because of this interest, she conducted a study on the involvement of local populations in industrial mining in the Tongon gold mine, the largest Ivorian mine in operation. She is convinced that the extractive industries sector could be a factor of development for countries, and that requires well-trained human resources, capable of reversing the curse of natural resources.



## Stephen NARTEY

**Multimedia Group Limited | Ghana**

Stephen is a multiple award-winning investigative journalist; his undercover name is Kwetey Nartey. He has infiltrated the ranks of rebels, exposed a human trafficking syndicate and high profile corruption cases leading to the resignation of top government officials. He relies on disguise and pen names to outwit his targets. In his almost a decade of practice, he has dedicated his skills to fighting the injustice in the Ghanaian society, corruption at high places and abuse of public office. He is a senior broadcast journalist with Joy News, one of the leading English media networks in Ghana.



## Emily NICKERSON

**Engineers Without Borders | Canada**

Emily is the director of programs at Mining Shared Value (MSV). Her work includes leading partnerships to develop research on local procurement policies with the Canadian International Resources and Development Institute (CIRDI) and the International Institute for Sustainable Investment (IISD) as well as the recently released Mining Local Procurement Reporting Mechanism with GIZ. Before joining MSV, Emily worked with Pollen Group evaluating systems-change approaches to agricultural market development in Tanzania. Previously at Purpose Capital, an impact investment advisory firm, she supported business plan development for social enterprises to launch and grow. She holds a degree in water resources engineering at the University of Guelph.



## Khin Maung NYUNT

**Myanmar Development Institute | Myanmar**

Khin Maung Nyunt has been working as a senior research fellow at Myanmar Development Institute, a government think tank in Nay Pyi Taw since 2017. Prior to this, he worked as a senior economist at the ASEAN Australia Development Cooperation Program Phase 2 at the ASEAN Secretariat, Jakarta, from 2010-2016. He was an assistant professor at the School of Management, Mae Fah Luang University, Thailand, from 2002 to 2010. He also worked as a research associate at

the ASEAN Economic Research Unit, Institute of Southeast Asian Studies (ISEAS), Singapore, and at Chulalongkorn University in Thailand. Khin Maung Nyunt holds a PhD in economics from the University of Sydney; a master's degree in international finance from the Department of Finance, University of Cambridge; and a master's of social science from the National University of Singapore. He worked as a consultant (2008–2010) for the Trade and Investment Division (TID), United Nations Economic Commission for Asia and the Pacific (UNESCAP), Bangkok, and the ASEC, Jakarta. He teaches a macroeconomic modeling course at the Ministry of Planning Finance to set up a Macroeconomic and Forecasting Unit.



## **Jacques NZUMBU MWANGA**

### **Arrupe Center | Democratic Republic of Congo**

Jacques is a researcher specializing in natural resource governance and the director of research at the Arrupe Center in Lubumbashi (Katanga-DRC). He holds a university degree in social sciences and management, a bachelor's degree in legal and political sciences and a master's degree in governance and public policy all from the Catholic University of Central Africa (UCAC) Yaoundé. Jacques has a master's in international affairs from ICADE-COMILLAS (Madrid), organized with Georgetown University and a master's in Ignatian Leadership also from COMILLAS. His work focuses on natural resource issues, mining governance, socially responsible mining investment, extractive industry transparency, income redistribution, the issue of artisanal mining and sustainable development. Jacques worked and conducted research at the Center for Social Action Studies (CEPAS) in Kinshasa and the Ministry of Mines of the DRC in 2007 and 2009, and at Entre Culturas (Madrid) in 2014. In 2011, he published *Power and Business in a Zone with Governance Deficit: The Challenges of Mining Reform in the DRC*.



## **Joshua OLUFEMI**

### **Premium Times | Nigeria**

Joshua is a senior level program management executive with eight years' experience spanning media development, data and investigative journalism, open data advocacy, civic innovation, program management, research, and training. He is the head of the knowledge and innovation unit of Premium Times where he leads on digital innovations and knowledge development. He doubles as the program director of the Premium Times Centre for Investigative Journalism

(PTCIJ) where he coordinates grant management, program development, and projects implementation. Joshua has successfully managed more than eight major accountability and governance projects cutting across the extractives, parliamentary, election monitoring, public procurement transparency, health, security, press freedom, police reform and campus journalism. He engaged in data-driven investigations and reported on corruption, failure of regulatory agencies, and human rights abuses. Joshua has a bachelor's degree in economics and education and a master's degree in measurement and evaluation.



## **Edna OSEI**

### **Natural Resource Governance Institute (NRGI) | Ghana**

Edna supports the implementation of NRGI's activities across Anglophone Africa with particular emphasis on Ghana, Tanzania and Zambia. She generates regional and country-level research on the management of oil, gas and mineral revenues in Africa and works with various stakeholders to promote more effective management of the region's mineral and petroleum resources, including through capacity development, technical assistance, and the provision of policy advice to government actors, parliamentary bodies, civil society, media and other agents of change. Prior to joining NRGI, Edna was an economic research analyst with the Institute for Fiscal Studies (IFS) in Ghana, where she led several projects, one of which was a project to publish on Ghana's fiscal decentralization and how Ghana's central government resource allocation structure helps or hurts local governments in their ability to raise their own revenue for local development. Edna earned a BA in economics and mathematics from the University of Ghana, and an MA in economics from the State University of New York at Albany.



## **Ryan POWELL**

### **Natural Resource Governance Institute (NRGI) | United States**

Based in Dar es Salaam, Ryan is a media development associate for NRGI. He strategizes and implements media capacity building projects in Tanzania and Ghana and supervises research and programming globally. He was a research consultant for Open Knowledge International and has advised investment funds on emerging media markets. He has extensive research, analysis and stakeholder engagement experience. Before working in international development, he was a

journalist based in Turkey and Germany. He holds an MPhil in development studies from Oxford University and a BA in international affairs from Suffolk University. He speaks German, Turkish, and is refining his Swahili.



## Juan Pablo REMOLINA

### National Planning Department | Colombia

Juan Pablo is deputy director on subnational institutional strengthening at the National Planning Department of Colombia (DNP) and professor of comparative public management at Externado University in Bogota. Previously, he worked as deputy director on monitoring and evaluation of royalties at DNP; advisor for the Colombian Inspector General on transparency and anti-corruption issues; public sector analyst at the Royal Bank of Scotland (RBS) in Paris; and as a consultant for the Colombian Ministry of Finances. Juan Pablo is author of the book *Decentralization and Local Governments* and the paper “The Open Government Index Initiative: A Colombian Tool for Preventing Institutional Corruption.” Juan Pablo holds an MPA from the Harvard Kennedy School of Government, an MPA from the Paris Institute of Political Studies (Sciences Po) and a bachelor’s degree in government and international relations from Externado University in Bogota, Colombia.



## Deisy Inssa RIBEIRO

### African Mining Legislation Atlas | Mozambique

Deisy is a junior lawyer who has been working in extractives since her last year in university, when she joined the legal research team for the African Mining Legislation Atlas, developed by the World Bank in partnership with the African Legal Support Facility. Later, Deisy served as legal assistant in a law firm specializing in energy and natural resources, where she was able to assist investors, governmental institutions and NGOs in the energy and natural resources sector, before she joined an oil company operating in Mozambique. Deisy is a registered lawyer with the Mozambican Bar Association and holds a BA (honors) in law from Universidade Eduardo Mondlane. She is an alumna of the NRGi Anglophone Africa Extractives Regional Hub 2017 Summer School on Oil, Gas and Mining Governance.



## Jo Ann Takyiwah SACEY

### Africa Centre for Energy Policy | Ghana & United States

Jo Ann is a senior policy analyst with the Africa Centre for Energy Policy, a leading policy and advocacy think tank based in Ghana with a focus on the extractive sector. She obtained her bachelor's degree in economics from the Kwame Nkrumah University of Science and Technology and an MSc (with distinction) in energy economics and policy from the University of Surrey, UK. Her research interests include the impact of oil prices on the economy of Ghana, value for money analysis on the utilization of petroleum revenues, promoting energy access for sustainable development and rural electrification via renewable energy.



## Kyaw THET

### Ministry of Natural Resources | Myanmar

Kyaw Thet is deputy director general at the Department of Mines, Ministry of Natural Resources and Environmental Conservation. He obtained a bachelor's in mechanical engineering from the Rangoon Institute of Technology (RIT) and master's in mechanical engineering (specializing in material reliability) from Yamaguchi University of Japan. He started his career as assistance engineer in mining enterprises between 1992 and 2000. In 2001, he moved to the Department of Mines. In 2010, he was assigned as a director and became a division head of inspection division that is responsible for mine safety, oil storage license, issuing permissions for private filling stations and explosive magazines. In 2013, he was assigned as a director of the Mineral Development Division that crafts policy and the legal framework of the mineral sector. Kyaw Thet was also appointed as a focal point for international relation of the ministry. In 2017, he was promoted to the position of deputy director general of the Department of Mines.



## **Kaisa TOROSKAINEN**

**Natural Resource Governance Institute (NRGI) | Finland**

Kaisa is a Program Officer at NRGI and works on research, technical assistance and advocacy on various areas of governance such as contracting and SOEs, mainly in Guinea, DRC, Tanzania, Ghana, Uganda and Nigeria. She also works on the Resource Governance Index. Prior to NRGI, Kaisa worked in management consulting and the Ministry of Foreign Affairs of Finland and studied at the University of Helsinki and London School of Economics



## **Oliana VALIGUAR**

**EITI International Secretariat | Ukraine**

Oliana is country manager at the EITI international secretariat working on Eastern Europe, the Caucasus and Central Asia. Prior to joining the EITI in November 2015, she was a regional coordinator for Eurasia at the global civil society network Publish What You Pay. Oliana has extensive experience as a civil society activist and youth leader, advocating for better management of energy sector and greater reforms in Ukraine. She holds a bachelor's degree in international relations and a master's in political analysis. Besides speaking Ukrainian, Russian and English, Oliana continues to study French, Japanese and Norwegian.



## **Reja Gladys Joseph WAIWAI**

**Central European University | South Sudan**

Reja is from South Sudan and is an MA student studying Economic Policy and Global Markets at CEU's Department of Economics and Business, where she specializes in political economy. Reja is passionate about transparency, accountability and integrity in all financial transactions in public, private and humanitarian institutions. She is currently writing her thesis on institutional quality and the natural resource curse in the African resource rich countries, with an emphasis on South Sudan. Prior to joining CEU, Reja worked for five years in the banking sector as financial analyst. She received a bachelor's degree in economics and management from Uganda Christian University.





## Indah Surya WARDHANI

**Universitas Gadjah Mada | Indonesia**

Indah is a researcher affiliated with Research Centre for Politics and Government (PolGov) under the Department of Politics and Government, Faculty of Social and Political Science, Universitas Gadjah Mada. Her research area lies in the natural resource governance cluster, specifically focused on conflict management and transparency initiatives. Her formal studies were in sociology at Universitas Gadjah Mada, and in urban management and development at IHS-Erasmus University, Rotterdam, The Netherlands. Currently, she is part of a research team conducting fieldwork in a number of resource-rich regions. One of the fieldwork locations is in Bojonegoro district where she assesses the policy-making of sovereign wealth funds at the subnational level. In addition, she is involved in a research project in Belitung to examine the extent of post-mining activities initiated by local communities as well as local governments replacing the mining economy and growing into sustainable economic developments. Indah is also part of the organizing team of the Asia Pacific Hub, which carries out the program of resource governance in the Asia Pacific (RegINA). The hub has offered an annual two-week course on Advancing Accountable Resource Governance in the Asia Pacific since 2013.

## NRGI STAFF

**Margarita BATLLE****Capacity Development Officer**

As part of the capacity development team, Margarita leads on delivering our global courses and partnerships with our regional hubs. Before joining NRGi, Margarita spent the last ten years working as a political science professor and researcher at different Latin American universities and as a consultant for public and multilateral institutions such as UNDP and UN Women. She recently spent time as visiting researcher at the University of Oxford and Queen Mary University, London. Her research has mainly focused on political parties, subnational politics and women's political representation in Latin America. Margarita has also extensive experience supporting civil society, government officials, parliamentarians, and political parties in promoting change. She holds a BA in political science from the University of Buenos Aires (Argentina) and a masters in Latin American studies and a PhD in political science from the University of Salamanca (Spain). Margarita has lived and worked in Argentina, Spain, Colombia, Chile and the United Kingdom.

**Rebecca IWERKS****Director of Capacity Development**

As a lawyer based in New York, Rebecca coordinates and draws lessons from NRGi's work with civil society and subnational actors. Passionate about utilizing best practices for teaching and learning, she supports the capacity building team in developing curriculum for NRGi to most effectively help other actors translate our research into effective policy change. She comes with over ten years of experience promoting human rights and good governance, ranging from directly representing victims of trafficking in New York to conducting fact-finding missions documenting access to water in Israel and Palestine. Her deep commitment to the value of not-state actors in effective governance can be seen through her years supporting the development of organizations and coalitions in Southeast Asia as part of the Revenue Watch Institute and Open Society Foundations. She holds a degree in law from Fordham University, where she was a Stein Scholar, and a bachelor's in political science and astronomy from the University of Massachusetts.



## Sidra KHALID

### Capacity Development Program Assistant

Sidra previously worked at ISEAL, an international think tank for sustainability standards, where she managed external communications, including webinars, newsletters, social media and blog articles. Prior to this, she spent six months in the role of conference intern, helping arrange ISEAL's annual conference in Berlin. Alongside her work at ISEAL, Sidra volunteered for one year at Development in Action, a youth-run charity promoting development education and global citizenship. Sidra holds an MSc in anthropology of development from Durham University, where her master's thesis focused on the transnational identities of British Pakistanis living in Manchester. She also holds bachelor's degree in social sciences from Lahore University of Management Sciences, where she conducted a qualitative, ethnographic fieldwork on the gendered experiences of women parliamentarians in Pakistan as part of her undergraduate thesis. She has also volunteered at London Sustainability Exchange, focusing on the Green Mosques project, which aimed to help London's Muslims live more sustainably. Sidra is fluent in Urdu, English and Pashto, and has working knowledge of French and Persian.

## 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, D.C.). 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 teaches a 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 assumed 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. She 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.



## **School of Public Policy at Central European University**

Nádor utca 9

H-1051 Budapest, Hungary

Phone: +36 1 327-3110

Email: [gpa@spp.ceu.edu](mailto:gpa@spp.ceu.edu)

<http://spp.ceu.edu>

## **Natural Resource Governance Institute**

80 Broad Street, Suite 1801

New York, NY 10004, USA

Phone: +1 646 929-9750

Email: [info@resourcegovernance.org](mailto:info@resourcegovernance.org)

[www.resourcegovernance.org](http://www.resourcegovernance.org)

Copyright © SPP, 2018. All rights reserved.

Design, layout: Judit Kovács | Createch Ltd.

Cover photo: <http://breakingenergy.com/wp-content/uploads/sites/2/2013/10/174322649.jpg>

Photo on page 5: © Daniel Vegel | School of Public Policy at CEU