

Publish What You Pay



**EXTRACTING
THE TRUTH**

VISION 20/20

A world where all citizens benefit from their natural resources, today and tomorrow.

MISSION STATEMENT

Publish What You Pay (PWYP) is a global network of civil society organisations united in their call for an open and accountable extractive sector, so that oil, gas and mining revenues form the basis for development and improve the lives of women, men and youth in resource-rich countries.

All these principles, guidelines and standards have been developed in collaboration with the PWYP coalition as a whole.

In October 2011 PWYP launched a new strategy development process. Following an in-depth in-person consultation with a tenth of our members – all of whom strongly argued for PWYP to overhaul of its governance structure – the new governance principles and structure were drafted. These were submitted to our members at Regional Workshops and National Consultations. After comments, rejections and amendments these principles and standards were approved.

As a coalition we believe that flexibility is a key to effectiveness and as a result we strive for our governance structure to reflect that value. The standards and principles that follow are up for revision at the International Coalition Strategy Meeting, which will take place every three years.

THEORY OF CHANGE

PWYP is guided by the belief that effectively coordinating the collective actions, skills and interests of a diverse coalition of civil society organisations is the most effective way to influence key stakeholders and to drive policy and practice change in the extractive industries and the governmental sector.

1. OPERATING PRINCIPLES

- 1.** PWYP is a family, and as a solidarity and value-based movement we are committed to creating a safe environment and to put in place policies and systems to protect our members.
- 2.** PWYP works in a spirit of honesty, integrity and openness; coalition member organisations are accountable to each other, the global coalition and to our donors.
- 3.** PWYP constructively engages with other stakeholders to ensure an open debate for good governance in the extractive industries.
- 4.** PWYP freely shares knowledge and information within and across coalitions to promote change in a multi-disciplinary, cross-regional and multilingual way.
- 5.** PWYP respects cultural diversity and opposes all forms of discrimination; PWYP coalitions are non-partisan.

6. PWYP's strength lies in our members; we recognise and value our members' courage commitment and contribution.

7. PWYP is a dynamic network; we strive for flexibility, responsiveness and innovation through self-questioning and learning.

8. PWYP membership is open to all civil society organisations that share our vision, mission and principles; we embrace partnerships to leverage our campaign.

9. PWYP is an independent movement and will always advocate and campaign freely, no matter the origins of its financial resources.

10. PWYP practises what it preaches in terms of financial transparency, fundraising and management, avoiding all conflicts of interests and mismanagement. PWYP has a zero tolerance policy for corruption.

2. COALITION MEMBERSHIP STANDARDS

2.1 PWYP's membership standards are that all members will:

- 1.** Advocate for the mandatory disclosure of payments made by extractive industry companies, both multinational and state-owned enterprises, to all national governments on a disaggregated and country-by-country basis.
- 2.** Constructively engage with other coalition members, companies, governments and other relevant actors at national levels.
- 3.** Provide regular updates on activities, strategies and plans related to the campaign.
- 4.** Proactively speak out to the media and public on the issue of good governance, promote Publish What You Pay, and widely disseminate relevant and important information on the campaign.
- 5.** Be registered civil society organisations or community-based organisations, unless there are compelling reasons making this not possible.
- 6.** Commit to PWYP's principles (above) and to its coalition membership standards (below and where applicable).

2.2 PWYP's national coalition standards are that:

- 1.** A coalition should have a strategic plan based on the local context and aligned to the global strategy with clear indicators and targets; this plan should be available upon request but preferably available online.
- 2.** A coalition needs to “practise what we preach” and have clear guidelines or a MoU for financial management, fundraising and information sharing.
- 3.** A coalition should have an open and participatory governance structure made up of members; members who support the coalition financially should not make up the majority of the governing body unless the national coalition has agreed to this governance structure.
- 4.** Coalition decision-making should be by consensus or when necessary by majority vote.
- 5.** While we are not interested in building infrastructure and bureaucracy a coalition should have a dedicated resources person in place who can devote most of her/his time to coordinate the campaign and its members; if hosted by a member organisation, this does not automatically mean that the host organisation is the leader of the campaign.

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2.2 PWYP's national coalition standards continued:

- 6.** A coordinator should be recruited/selected based on merit and through an objective process; s/he should be accountable to the governing body.
- 7.** A coalition should have a system to regularly review its membership and develop opt-out guidelines.
- 8.** Where possible, a coalition should have members that are community-based organisations affected by EI activities.
- 9.** PWYP national coalitions are autonomous and may have a broader national mandate than is stated in PWYP's global strategy; for regional and international campaigning, coalitions must coordinate with the International Secretariat and other coalitions to ensure coherence and harmonisation.
- 10.** There can only be one PWYP-affiliated coalition per country.

3. COMMUNICATIONS AND GUIDELINES FOR USE OF LOGO

As PWYP's members, coalitions and Secretariat, we need to communicate with each other and with our external partners and stakeholders – including with companies, governments and intergovernmental organisations—in a coherent, consistent and accessible way. This does not mean that every specific policy detail must be bureaucratically agreed by the global coalition before we can communicate it. But it does mean that our messages should be clear and in harmony with our vision, mission, pillars, principles and standards. The tone of PWYP messages should be constructive and respectful at all times – as well as critical where necessary.

PWYP's logo is valuable intellectual property that we as a global coalition own collectively. We need to use the logo with care to maintain its value.

3.1 Guidelines for use of the PWYP logo:

- 1.** National coalitions and the Secretariat are free to use the PWYP logo for public messages.
- 2.** Individual member organisations should use the logo only with agreement from the coordinator of their national coalition or from the International Secretariat.
- 3.** Co-branding a document or other communication or event using PWYP's logo with the logos of other organisations or coalitions is welcome, provided this has agreement from the appropriate national coordinator or the International Secretariat.
- 4.** Members should raise with their national coordinator or the International Secretariat any concerns they may have about actual or potential misuse of the logo.
- 5.** Using the logo and/or name for fundraising purposes should always be coordinated with the International Secretariat.

4. GOVERNANCE STRUCTURE

4.1 PWYP International Coalition Strategy Meeting

Representatives from the global coalition will meet every three years for an International Coalition Strategy Meeting (ICSM).

The overall objectives of the meeting are to:

- Review progress made on PWYP’s international strategic priorities and, where necessary, adopt changes to the strategy or adopt a new strategy.
- Elect the Global Steering Committee through regional nomination mechanisms. (Each region will decide and coordinate its own mechanism prior to or during the meeting. The International Director will shortlist donor representatives nominated from coalition members that are donors, plus one non-member donor. Nominations will be validated and endorsed by the elected regional representatives on the GSC.)
- Evaluate opportunities to strengthen and broaden civil society participation in the global PWYP movement.
- Exchange lessons learned and best practices.
- Review and adopt any recommended changes to PWYP’s principles and membership standards.

4.2 PWYP Global Steering Committee

The Secretariat and coalition are governed by the Global Steering Committee, (GSC) made up of regional representatives as well as donor organisations. This is based on the Africa Steering Committee model. Other regions are welcome to develop their own regional governance structure when appropriate.

The terms of reference for the GSC would be as follows:

- To oversee implementation of PWYP's strategic plan and provide strategic leadership as needed.
- To help identify priority areas for advocacy and campaigning at regional and global levels.
- To identify financing mechanisms for the coalition and International Secretariat.
- To uphold, and provide governance according to, the coalition's principles and membership standards. This will include developing and implementing policies on potential repercussions for non-compliance to the principles and standards.
- To review and where appropriate recommend changes to the operating principles and membership and coalition standards.
- To advise on the development and implementation of PWYP's conflict mediation policy, and where appropriate mediate when conflicts occur in and/or between coalitions.

- To oversee implementation of PWYP's global protection policy.
- To develop and supervise the nomination process of the CSO board members on the EITI International Board.
- To provide input into the performance management of the International Director.

4.3 Composition of Global Steering Committee:

1. Seven PWYP coalition representatives, elected by each region, and preferably from local CSOs. A region has a representative if there are at least two coalitions and the number of representatives is based on the number of coalitions in that region:

a. Africa will have three representatives based on the following number and sub-regional division of coalitions:

- Francophone Africa : Burkina Faso, CAR, Cameroon , Chad, Congo-Brazzaville, Cote d'Ivoire, DRC, Gabon, Guinea, Madagascar, Mali, Mauretania, Niger
- Anglophone West Africa: Sierra Leone, Nigeria, Liberia and Ghana
- East and Southern Africa: Mozambique, Tanzania, Uganda, Zambia and Zimbabwe

One representative will be nominated by the Africa Steering Committee. In addition there will be one Anglophone and one

Francophone representative, where sub-regional and gender balance should be observed.

b. Asia-Pacific (coalitions in Cambodia, Indonesia, Papua New Guinea, Philippines and Timor-Leste, Australia) – one representative.

c. Central Asia (coalitions in Azerbaijan, Kazakhstan, Kyrgyzstan and Mongolia) – one representative.

d. North America and Europe (coalitions in Canada, France, Netherlands, Norway, UK and USA) – one representative.

e. Middle East and North Africa (coalitions in Iraq and Yemen) – one representative.

No single region can hold more than half the positions available for PWYP member representatives.

2. Two donor representatives, of which one is preferably not a member of the coalition. The International Director will shortlist donor representatives nominated from coalition members that are donors, plus one non-member donor. Nominations will be validated and endorsed by the elected regional representatives on the GSC.

3. An observer, who is either expert in the field of good governance or from a network and/or region where the GSC does not have representation, as agreed by other GSC members. This will be done based on need.

The GSC should aspire to be gender balanced. It will hold two face-to-face meetings each year. Members will be elected by the International Coalition Strategy Meeting for a term of three years. No GSC member can serve more than two terms.

4.4 PWYP Patrons

The Secretariat would also like to propose a new body for the coalition: PWYP Patrons. Patrons will be regional role-models who stand for integrity, transparency and accountability, take pride in their association with PWYP and add value to our mission. Patrons will act as ambassadors, to help increase PWYP's visibility and profile and open doors to key people within governments, intergovernmental organisations and the donor community.

Terms of Reference for the PWYP Patrons are:

- 1.** A PWYP Patron has earned her/his profile as a beacon of integrity, transparency and accountability.
- 2.** A Patron has an extensive network of government, intergovernmental and donor contacts and is willing to share these and open doors.
- 3.** A Patron is financially independent (the position is non-remunerated).
- 4.** A Patron may have a background in civil society, the extractives sector or work in governmental or intergovernmental organisations.

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