



PUBLISH WHAT YOU PAY

Hundreds of PWYP members have contributed to the development of this strategy throughout 2017 and 2018.

# Vision 2025

## A people-centred agenda for the extractive sector



PUBLISH WHAT YOU PAY

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Our strategic goals for 2020-2025

# Vision 2025

## The change we want to see



In developing our Global Strategy, PWYP has considered important trends in the economic, social, political and environmental contexts, including rising inequalities around the world, closing civic space, a rise in autocracy, the energy transition to a low-carbon economy and Africa's growing debt crisis.

**Publish What You Pay is many things to many people: a call to action, a source of protection, a global community, a vision of a better world. Above all, we are a force for change.**

Our Global Strategy for 2020 to 2025 defines four collective global goals which will guide us towards our vision of a world where all people benefit from their natural resources, today and tomorrow. It lays out the collective priorities of PWYP members worldwide for delivering on our mission to build a global civil society movement that is informed, influential, heard and connected – so we can make the oil, gas and mining sectors open, accountable, sustainable, equitable and responsive to all people.

### So what will it take to achieve each of the global goals?

Our strategic focus on prioritising greater citizen participation in the governance of oil, gas and mineral extraction means that by 2025, we will see more people – particularly women and those from marginalised communities – speaking for themselves in decision-making forums, from local to global levels. This includes strengthening standards for inclusion and meaningful participation in the Extractive Industries Transparency Initiative (EITI) and the Open Government Partnership (OGP), as well as within our own PWYP movement. It also means leveraging global commitments to influence local processes, including proper implementation of Free, Prior and Informed Consent processes with communities affected by extraction, or to design benefit-sharing mechanisms and responsive budgeting processes that meet the needs of all stakeholders.

By 2025, we intend our collective efforts to result in contract transparency and the disclosure of beneficial owners of extractive companies and others in the supply chain being the global norms, as revenue disclosure is. Our strategic approach to demanding and using data will bring our members from across the world more closely together to influence companies and governments to continue to disclose payments and revenues from extraction. PWYP members will also partner to develop the skills required to analyse and use those disclosures to influence the development of other global norms that curb and deter corruption effectively.

A critical element of our global strategy will be to advocate for disclosure of the implications for the extractive sector of the energy transition to a low-carbon economy. We will ask challenging questions about the economic viability of new fossil fuel projects and will support calls for the full disclosure of the environmental and social impacts of extractive projects, so we can better answer the question "to extract or not to extract"? By 2025, more communities will be able to make that decision – including saying no to extraction – with the information, the courage and the respect of their rights that they need in order to do so.

As you read PWYP's Global Strategy 2020-2025, I invite you to picture the world that we all want to see in 2025 – a world of open societies in which all people can take part in decisions that affect them and can hold the powerful to account. We welcome the energy, expertise, creativity and enthusiasm that you bring to our collective movement and look forward to ensuring that, together, we can achieve this vision!

In solidarity,

A handwritten signature in blue ink, appearing to read 'Elisa Peter', with a horizontal line extending to the right.

**Elisa Peter**  
Executive Director





**“What makes me excited about the future of PWYP is that it’s a growing coalition. We started as a small group of people and now we have many more members establishing the coalition at country and regional levels. So it is growing! It is a sign that our movement is needed.”**

**Camilo Nhancale  
PWYP Mozambique**



# About our strategic approach

## OUR VISION

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

**“The strength of PWYP is that country specific concerns have become global issues. We have been able to place the question of transparency in the management of natural resources onto the world stage.”**

**Brice Mackosso**  
PWYP Congo-Brazzaville

## OUR MISSION

To build a global movement of civil society organisations making oil, gas and mineral governance open, accountable, sustainable, equitable and responsive to all people.

Citizens have a right to participate in the governance of their countries' natural resources. We will work to ensure that we, as citizens, have the information we need, and we will champion and defend our right to participation, so that natural resources are managed sustainably for the benefit of current and future generations.



## OUR JOURNEY

### PWYP's achievements

At the start of this century, payments to governments by oil, gas and mining companies were shrouded in opacity in many countries, or even treated as state secrets. Citizens often had no way of knowing how much their countries were earning from these natural resources. Corruption and waste could flourish unchecked.

Publish What You Pay was launched in 2002 to campaign for oil, gas and mining companies to publish their payments to governments, and for governments to publish their receipts. The campaign arose from the insight that such transparency was an essential first step towards empowering citizens to combat a phenomenon known as the “resource curse” – the tendency of countries dependent on natural resources to be poorer and worse-governed than their peers without these resources.

The global campaign for greater transparency has been an extraordinary success. The Extractive Industries Transparency Initiative (EITI) was created in response to PWYP's campaigning, and more than 50 countries now produce regular, public and increasingly detailed EITI reports on the flow of public revenues from the oil, gas and mining industries. Many governments increasingly recognise the right of civil society to participate in public debates about resource governance. Giant extractive companies have been compelled to accept that they must talk to civil society groups instead of stonewalling them.



Laws have been passed in more than 30 countries, notably across the European Union and in Canada, which require extractive companies to publish their payments to governments. Progress has been made towards making the publication of extractive contracts, which determine how much money countries make from their oil, gas and minerals, a global norm. Advances are also being made towards full public disclosure of the ultimate beneficial owners of extractive companies, to deter corrupt officials from using front companies to pillage the sector.

None of this would have happened without the efforts of PWYP, which tirelessly organised and argued and persuaded governments and companies around the world to bring these changes about. Today, PWYP has grown into a global movement of more than 700 civil society organisations in more than 45 countries, compared to 24 a decade ago.

PWYP now works to promote transparency, accountability and citizen participation at every level of the extractive sector: from local communities in mining areas to national governments, to regional mineral governance frameworks like the African Mining Vision, to the international level, notably via the EITI. For example, PWYP members have helped to organise Alternative Mining Indabas in Africa which help communities affected by mining to share experiences and plan collectively to realise their rights in relation to natural resource extraction.

# 50+

Number of EITI implementing countries

# 30

Number of countries requiring payments to government reports

# 40%

Percentage of top 100 oil and gas companies required to report

# 45%

Percentage of top 100 mining companies required to report

**“We need to engage more people at the grassroots level, people in communities. They understand what the issues are and know what to put on the table when it comes to negotiating.”**

Faith Nwadishi  
PWYP Nigeria

## The challenges facing PWYP

To build on our success in ensuring greater transparency, PWYP must respond to the challenges of a world which has changed greatly since 2002. The global commodity boom of the last decade has ended and some resource-dependent countries are now deeply in debt. The common belief that oil, gas and minerals offer a golden key to future prosperity is giving way to the realisation that these resources are inherently hard to manage well. Their extraction commonly inflicts a cost on nature and local communities and their value can suddenly swing up or down with volatile markets. The resource will one day run out, meaning that the revenue must be used carefully if it is to create lasting benefits for future generations of citizens.

Looming over the sector is the global crisis of climate change, which means that some oil, gas and coal deposits can never be exploited without doing catastrophic damage to the planet and to humanity. Countries which rely on fossil fuel exports must start planning now for a low-carbon future, in which some projects may become unviable. Existing revenues must be used carefully because they will ultimately decline or even dry up altogether. At the same time, a global shift away from fossil fuels will create new opportunities and challenges, for example in the extraction of minerals needed for the renewable energy industry.

In the decade since the 2008 global financial crisis, the problems of inequality and excessive corporate power have pushed their way onto the global agenda. Concerns that corporations and the super-rich are acquiring a disproportionate share of the wealth of countries, and avoiding or evading tax on it, map directly onto PWYP's work on the extractive sector. This is an area where PWYP and governments may have similar concerns, and many of the interim solutions proposed for these problems centre on transparency.

The task of ensuring greater transparency in the extractive industries is far from complete, because there are still many gaps in the published record which enable governments and companies to avoid public scrutiny. There is a need for more and better public information on extractive revenues (which is still long-delayed or of poor quality in some cases), on extractive contracts and licencing and on company ownership; on the trading of oil, gas and minerals; and on the social and environmental costs of extraction for local communities, in particular for women and indigenous groups whose voices too often go unheard in policy debates.

However, we have also learned that greater transparency, though essential for informed debate and public scrutiny, is insufficient in itself to unlock problems of natural resource governance which are often deep-seated and complex. We have had more success in getting governments and companies to disclose information than in making governments more responsive to citizens, or in improving people's lives.

Technical interventions, laws and policies, international initiatives and capacity building since 2002 have made much more data and more knowledge about the extractive sector available, thus creating opportunities for civil society to act. But such initiatives have often done too little to shift the behaviour of the powerful or ensure greater benefits for citizens. They are usually promoted in a technocratic spirit which aspires to be politically neutral and does not recognise the hard realities of politics and power.

So the challenge for PWYP is to ensure that more and better information flows into the public domain while using that information more effectively to foster citizen action which leads to greater and more lasting benefits to citizens from countries rich in natural resources.







## Our response to a fast-changing world

A related challenge for PWYP is to defend the space for civil society organisations to do their work, since there is no value in distributing more data on the extractive sector if people are prevented from making effective use of it. PWYP national coalitions are often in countries where this space is limited and in many cases shrinking.

Civil society organisations' legitimacy is challenged by governments and companies and many activists are experiencing intimidation, threats and violence. In other places, new laws are restricting civil society organisations from accessing the resources they need for their work, such as funding from abroad. Governments can still draw legitimacy from taking part in international transparency and accountability initiatives while at the same time harassing or arresting activists working on extractives governance. In some countries, activists have been killed with impunity.

The global success of PWYP in creating and widening a huge new area for action has created dilemmas for our movement. Our members need to maintain and deepen their connections with citizens and communities, yet they must also devote scarce time and resources to engaging in highly technical policy debates and attracting funds from international donors whose priorities and ways of working may be at odds with their own. It can be a challenge for some PWYP members to use data effectively while also having to battle constantly for resources and political space.

**“Globally we’re seeing a crackdown on civil society, particularly as we have become even more powerful. We are seeing civil society activists come under increasing risk of harassment and abuse.”**

**Suneeta Kaimal**  
PWYP US

We have made significant progress, as our track record shows, but we could do more to understand how and why we succeed in bringing about change. We need to do more to share experiences and lessons across a big and diverse movement and, given our limited resources, to collaborate as effectively as possible with each other and with other civil society movements.

The Global Strategy 2020-2025 has been developed with our members in an eighteen month-long participatory process guided by our Global Council. It identifies high-level goals and priorities where we will work together, enabled by our Secretariat. A more detailed operational plan will be developed in 2019.

The original focus of PWYP was on public disclosure of payments by extractive companies to governments, and the empowerment of citizens to use those disclosures to press for government and corporate accountability. Vision 20/20, and its strategic framework, the Chain for Change, evolved from the recognition that we needed to work on the entire value chain of the extractive industries, from the initial decision to extract through to the allocation of the money via national budgets. This strategy provided a range of ‘a la carte’ options for PWYP members to choose their own strategic advocacy priorities.



The Global Strategy 2020-2025 builds on our success in securing unprecedented levels of transparency from the extractive industry and responds to the challenges of a fast-changing world. We will continue to work on deepening and widening the flow of public information from the extractive industries.

However, the Global Strategy 2020-2025 places more emphasis on ensuring that transparency contributes to broader changes in policy and behaviour which improve the lives of citizens in resource-rich countries. There is a focus on defending people’s rights to participate in decisions which affect them, on expanding and deepening space for citizen participation and on building more connected and resilient coalitions. We will use our collective power to respond to shrinking civic space and we will continue to work in countries where this space is limited.

We will seek to be a strong, effective and inclusive voice on the governance of natural resources and we will strive to connect our work with that of other civil society movements around the world, such as the gender justice, climate justice and tax justice movements, noting that many PWYP members are already part of these movements. We will aim to relate our work to international efforts to curb poverty and promote sustainable development, redress inequality and prevent disastrous climate change.



# Our four strategic goals for 2020-2025

## INFORMED

### Defending and extending transparency

We will identify and campaign for information which needs to be in the public domain for citizens to use. This means:

- Defending and consolidating existing disclosures of payments by extractive companies to governments, both via voluntary and legislative mechanisms, and improving the quality and timeliness of this data. This will include data on payments to governments from the trading of oil, gas and minerals.
- Calling for full disclosure of extractive contracts and the ultimate beneficial owners of extractive companies.
- Identifying and working for new and necessary types of transparency, for example for governments to provide communities with the information about social, environmental and fiscal impacts of new extractive projects.

## INFLUENTIAL

### Putting transparency to work

We will use information to drive the changes we want to see. This means:

- Working together on transnational advocacy to promote change in the governance of natural resources, supported and co-ordinated by the PWYP Secretariat. Our advocacy will be based on the information we have.
- Strengthening our capacity to use and collect information. We will do this through new partnerships and training, linking our members in different countries and developing new tools and means of sharing information.
- Documenting examples of our use of data, analysing what worked or did not work in the national context, then drawing and sharing general lessons for the global coalition.

## HEARD

### Increasing civic participation in natural resource governance

We will promote, support and defend the right of citizens, particularly the most marginalised, to be involved in decisions that affect them. This means:

- Advocating for citizen-led reforms to natural resource governance, including reviews of government policy or its implementation.
- Being a strong voice in initiatives such as the EITI and OGP and mobilising in collective support when we or our members are threatened as a result of engagement in natural resource governance.
- Working for the right of communities to Free, Prior and Informed Consent on planned extractive projects and the ability to call into question official decisions related to the management of oil, gas and minerals.
- Documenting and sharing experiences of participatory approaches to extractive governance – for example in sub-national revenue and benefit-sharing, open contracting and participatory budgeting – and assessing how they can contribute to better outcomes for citizens.

## CONNECTED

### Strengthening our movement

We will be an effective and inclusive global coalition which works through collective action. This means:

- Fostering knowledge sharing across the coalition. We will gather, analyse and communicate evidence of our impact, and of the ways in which transparency contributes to accountability and better lives for citizens.
- Conducting research and sharing lessons and experience about the benefits and costs of extraction, including in relation to the global transition away from fossil fuels. This will support our advocacy and enable us to take more informed positions about when and whether extraction is in the best interests of current and future generations of citizens.
- Becoming more effective and inclusive. We will strengthen our capacity to conduct evidence-based advocacy, engage in collective leadership and building effective and well-governed coalitions. We will be inclusive of marginalised communities and strengthen our links with citizens in general. We will scale up our engagement with communities affected by extraction and ensure gender equity in the way that we ourselves work.
- Forging links with other civil society movements, such as those for gender justice, climate justice and tax justice, and seeking synergies between their work and ours.

## OUTCOMES FOR 2025

The overarching aim of this strategy is that by 2025, PWYP's work on the extractive sector will have brought about systemically important changes in policy and behaviour on the part of governments and extractive companies which have tangibly improved the lives of citizens in countries where PWYP works and helped these countries to prepare themselves for the future.

Opposite are the five outcomes that we aim to achieve with our global strategy by 2025. We anticipate that these outcomes may change slightly over time as the political and economic context evolves; and we will therefore revisit these outcomes each year of the strategy implementation. In addition, our annual work plans throughout 2020 to 2025 will include annual intermediary outcomes which will help us to achieve the longer-term outcomes by 2025.

1

Governments and extractive companies disclose more comprehensive, timely, reliable, accessible and demand-driven information.

2

Publish What You Pay is better able to use the information available to build a strong evidence base for improved governance.

3

Publish What You Pay coordinates more transnational advocacy efforts to drive normative, policy and behavioural change for greater accountability of governments and companies to citizens.

4

Publish What You Pay enables more active participation of communities, women and youth in relevant extractive governance initiatives.

5

Publish What You Pay is a more inclusive and diverse movement, better able to demonstrate our impact and learn from our collective experience.