

End-of-Year Review 2021



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**Looking
ahead**



At the beginning of 2021
NRGI's staff leveraged our
unique expertise, rigorous
analysis and extensive
partnerships to help citizens
and officials in resource-
rich developing countries
navigate uncertain futures.

Introduction

Progress amid adversity

At NRGi, we envision a world where natural resources enable fair, prosperous and sustainable societies—not undermine them. We seek to address longstanding inequities and power imbalances through informed, inclusive decision-making about the resource and energy sectors.

In 2021—the second year of our six-year strategy—resource-rich developing countries faced stark and unprecedented economic, governance and social justice challenges. The climate crisis, the coronavirus pandemic and dramatic changes in global energy markets all increased the importance of good governance. At the beginning of 2021 NRGi's 77 staff leveraged our unique expertise, rigorous analysis and extensive partnerships to help citizens and officials in resource-rich developing countries navigate uncertain futures.

Further momentum came with the appointment of Suneeta Kaimal as NRGi's president and CEO. She undertook a "listening tour" and learned from more than two hundred of our partners, board members, advisory council members and funders. Together we identified the strategic evolutions and pivots that will mark our future path, and honed approaches to delivering on our strategy and ensuring our organizational sustainability.

Faced with both new and longstanding resource governance challenges in 2021 we deployed targeted and concrete programming, focused on using our skills and deepening our engagement where our expertise was most valuable. Supporting resource-rich countries to navigate the energy transition was a top priority; we worked closely with partners to help fossil fuel- and mineral-rich countries to make sensible extractives sector policy, investment and governance choices.

We also supported anticorruption actors as they tackled the complex and sensitive challenge of extractive sector corruption more effectively.

We built analytical tools that provide a resource governance evidence base. We collaborated with governments and civil society organizations (CSOs) on targeted solutions to transparency, accountability, corruption, policy development and implementation challenges.

In the resource-rich countries in which we operate we convened thousands of partners and stakeholders, building alliances and growing our networks to include many with whom we have not traditionally engaged. At the global level we continued to push for change with international influencers, informing and strengthening international governance standards.

This report highlights just some of the positive outcomes brought about by NRGi, and our partners, in 2021. We head into 2022 energized and excited to continue our work with change-makers on solutions to an ever-evolving set of critical resource governance challenges.

As actors in the resource governance field, it is our responsibility to help make extractive industries more just. Deepening diversity, equity and inclusion will be at the heart of our policies, practices and programming.

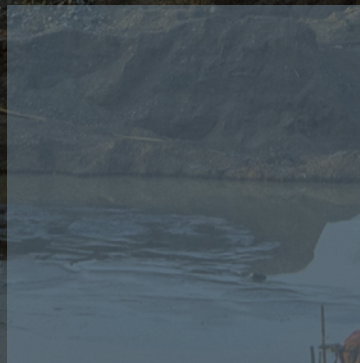


Photo: Minzayar Oo for NRG

Lessons and adaptations

Responding to political evolutions and openings

Amid the coronavirus pandemic, a decline in trust in government, crippling vaccine inequity and continued corruption we navigated political turmoil in several of our focus countries including Guinea, Lebanon, Myanmar, Peru, Tunisia and Uganda. Over the course of the year, we monitored developments and adapted our work to seize opportunities for reform and guard against backsliding in governance.



| Photo: Luis Quintero for Pexels (via Canva)

We opened a new Dakar regional office for Francophone Africa and expanded our programming and staffing in Senegal. The country's government has set high expectations around the fiscal and economic impacts of the country's first large-scale oil and gas production.

However, NRGI's research has shown that the economic benefits of petroleum production in many of the newer producer countries has been disappointing, and the unpredictable pace of the global energy transition creates new challenges. This makes it more crucial than ever to manage the sector accountably.

We have built strong relationships with key players within the Senegalese government, civil society and parliament and supported ongoing reforms of Senegal's institutional and regulatory frameworks for the extractive sector.

We also re-established our presence in Nigeria, raising awareness of energy transition priorities and generating momentum by working with our allies to help shape the 2023 national election agenda and build support for a "post-oil economy."

In Tanzania, the inauguration of a new president in the country presented the opportunity for NRGI to build the capacity of civil society on extractive taxation and transparency and accountability, on the mainland and in Zanzibar.

Achieving connection and impact in a virtual era

We started 2021 with a sense of optimism about the resumption of in-person convenings. However the coronavirus continued to surge and as an organization we further innovated ways to achieve impact in a virtual world.

We tested new online approaches to training, partnering and influencing. We kept our advanced course Natural Resource Governance and Development: Policies and Practice, produced with NADEL, ETH Zurich, solely online. Virtually we were able to equip exceptional leaders from government, civil society, parliaments, media, international development agencies, industry associations, research organizations and academia with the knowledge and tools necessary to contribute towards better governance and oversight of natural resources.



| Photo: Christin Hume for Unsplash

In most countries we re-designed and delivered research projects, capacity development interventions, multi-stakeholder dialogue efforts and technical assistance, including with CSOs and government actors. We had originally designed a three-day in-person training to connect civil society activists from Guinea with their counterparts from Côte d'Ivoire to share experiences on community monitoring of contractual and legal obligations of mining projects. This became an online series of seven half-day interactive sessions.

We produced new resources to enhance the learning experience of participants, and invited civil society members from Burkina Faso, Democratic Republic of Congo and Guinea to join and share experiences and multimedia content online. In this way a broader range of learners from multiple countries benefited from what was originally a small training for people in just two.

In Latin America, we moved our project on governance of critical minerals in the Andes online. This resulted in partner organizations from Bolivia, Chile, Colombia and Peru adapting their research objectives and designing innovative ways to engage with and strengthen local actors' capacity. Delivering this project virtually involved developing videos to disseminate research and allowed us to reach regional stakeholders with whom we had not previously worked.

In Ghana, we successfully organized a national dialogue on extractive policy online with partners from the Ghana Extractive Industries Transparency Initiative (GHEITI), Africa Centre for Energy Policy (ACEP) and the Public Interest Accountability Committee. The two-day event attracted and engaged representatives of relevant government agencies and CSOs. NRGi's strong partnership with key organizations in the country was essential to the dialogue's success.

As part of efforts to better engage online, we hosted the first ever "NRGI Fest," an internal initiative to bolster collaboration and interaction among NRGi staff who at times felt disconnected given the ongoing challenges of the pandemic. The four-day event focused on topics of import to NRGi's agenda, such as critical minerals and international enablers of corruption, as well as skill building around communications and digital presentations.

As 2021 closed, our learning journey took another turn as we carefully determined how to responsibly return to convening and attending in-person events. In 2022 we will apply the best practice learned in the virtual era to develop hybrid and impactful ways to deliver on our mission.

A year of learning on diversity, equity and inclusion

NRGI recognizes that the extractive industries in developing countries are largely a legacy of colonialism and have long featured structural inequalities which persist at a global scale today.

As actors in the resource governance field, it is our responsibility to help make extractive industries more just. That starts with “walking the talk” internally.

In 2021, the NRGi action group on diversity, equity and inclusion (DEI)—comprising 12 staff across five continents—worked closely with NRGi’s senior management and South Africa-based social change consultancy [Under the Rainbow](#) to devise a concrete plan and initiate change within the organization.

The consultants conducted a demographic survey; focus groups; and confidential interviews with staff across NRGi, as well as board members and colleagues at partner organizations. We began to learn how individual experiences shaped the organizational culture at NRGi and identified what we had been doing right that we could continue—and elsewhere how we might improve.



This learning journey was complemented by monthly meetings of the DEI action group members under the guidance of [Under the Rainbow](#), where we explored lived experiences of power and privilege, unconscious bias, decolonization, intersectionality, discrimination, racism and gender bias.

By the year’s end we concluded that NRGi must be more explicit about our intention to address systemic power relations in both the way we work and through the substance of our work in extractives. We closed 2021 with collective determination to prioritize:

- A language and a common understanding of DEI ambitions that are shared by all staff
- An inclusive culture which celebrates diversity and addresses current power imbalances
- A composition of staff, management and wider “brain trust” which reflects our commitment to diversity, equity and inclusion



| Photo: Daniel Vogel for NRGi



Despite significant gains made in the past two decades, we recognize that resource governance must further evolve to contribute to the health of the planet and democracy.

NRGI impacts

Supporting resource-rich countries through the energy transition

The transition to greener forms of energy has major implications for countries that produce fossil fuels or minerals needed for sustainable technologies.

Public dialogue around critical minerals extraction in Latin America

Demand for the “critical minerals” needed for energy transition technology is generating significant ambitions in many producing countries, as well as questions about how to govern a new mining boom and take advantage of economic opportunities. Mexico’s president proposed a controversial constitutional amendment on concessions for lithium and other strategic minerals.



| Photo: CIFOR for Flickr

In 2021, NRGI partnered with the Economic Commission for Latin America and the Caribbean (ECLAC), researchers and CSOs from Mexico and across Latin America to convene public dialogue and share a comparative analysis of experiences in other countries. We detailed how new approaches to critical mineral extraction could usher in improvements to mining governance in Mexico and provided capacity development to mining-focused CSOs so that critical minerals and lithium are integrated into their research and advocacy activities.

NRGI recognized the need to link new global trends on sustainable supply chains and the growing demand for minerals for use in green tech. We organized capacity development initiatives for civil society organizations in the Andean region; participating actors improved their understanding of the international dynamics and the complexity of the interests around critical minerals and are now able to promote strengthened governance of mining supply chains.

This work included delivery of a series of webinars on the topic, the publication of reports and videos and the organization of subnational workshops. As a result, several partners are now actively working on this issue.

Ghana plans for energy transition and limits a risky bet

A successful advocacy campaign led by an alliance of CSOs in Ghana, with technical support from NRGI, slowed down a risky transaction between the national oil company and Aker Energy, and reduced the public capital at risk in the prospective transaction by at least \$550 million.

In July 2021, Ghana's national oil company, the Ghana National Petroleum Corporation (GNPC) stated its intention to purchase a share of Aker Energy's offshore oil projects in Ghana, after Aker had tried unsuccessfully to find private buyers to take on this stake. The minister of energy submitted a memo to the parliament requesting \$1.65 billion for the government to finalize negotiations.



| Photo: Arvind Vallabh for Unsplash

Investing so much public money in the declining oil industry was deemed by many, including NRGI, to be a risky bet; an accelerated energy transition would reduce the financial returns on this investment and divert funds away from programs that were potentially more socially beneficial. NRGI provided technical support to an alliance of CSOs working on extractives, anticorruption and good governance, which then interrogated the government's analysis and raised several questions about the value of the asset, the capacity of GNPC to take on production, and the risk level of the investment in the light of energy transition.

These informed a months-long advocacy campaign and called for a halt in the transaction and for the development of a national policy on energy transition.

NRGI's prior research on national oil companies enabled us to provide financial and technical support for the alliance's advocacy activities to sustain the advocacy campaign and ensure results. NRGI analyzed publicly available data related to the transaction between GNPC and Aker, GNPC's past activities, its strategic position, and emerging implications of energy transition on Ghana's oil sector, revenue flow and economy.

NRGI provided data and technical support to the alliance to engage professionally and meaningfully on the issues with different stakeholders in government, the diplomatic community and the Ghanaian public. Members of the CSO alliance also spoke to the media, wrote articles, engaged in public forums and called for government officials to be transparent about the deal.

In response to the CSO advocacy demands and emerging issues, the government constituted the National Energy Transition Committee hosted at the Ministry of Energy. The committee was tasked with developing an energy transition plan to inform a policy for the country and mandated to carry out a nationwide consultation with various stakeholders including CSOs. GNPC and the Government of Ghana credited the work of NRGI and the alliance of CSOs as significant influences on the evolution of their approach, and has requested NRGI's technical assistance in the development of an energy transition plan.

Technical analysis of energy transition challenges in East Africa

In 2021 NRGI undertook analysis and provided support to civil society actors and government reformers who raised critical policy questions in Tanzania and Uganda.



We published [analysis of the impacts of proposed domestic supply obligations on the economic prospects of Tanzania's offshore liquefied natural gas \(LNG\) project](#), the country's energy ambitions and prospects for renewable energy growth. A domestic supply obligation is the amount of gas that the project must supply to the domestic market rather than export.

In Tanzania, the size of this required domestic supply has been a sticking point between the government and investors as they seek agreement on the regulatory framework for the LNG project, and NRGI disseminated our findings with key stakeholders including the Ministry of Energy, Tanzania Petroleum Development Corporation (TPDC), and civil society organizations.

In Uganda NRGI engaged with key government agencies on the energy transition risks of the country's nascent oil and gas production, leveraging our research and the New Producers Group (further detail on page 15) to provide technical assistance and capacity development. NRGI helped to build the capacity of senior managers in the Uganda National Oil Company (UNOC).

We provided training for UNOC and government officials on the coordination of policy ambitions across the petroleum, energy and climate sectors, and assisted them to assess energy transition risks related to UNOC's envisaged equity stake in a planned refinery. We also commenced engagement with UNOC on a risk mitigation strategy.

Shining a light on national oil companies and climate change—globally and within key countries

In 2021 NRGI published field-leading research on the role that state-owned national oil companies (NOCs) play in the global climate crisis and the energy transition pathways of oil-rich countries.

NOCs produce more than half of the world's oil and gas and are planning more than \$2 trillion in new investment in the sector over the next decade, and these investments impose significant risks on their producing economies. But despite NOCs' importance, governments and even climate advocates have largely ignored them in international efforts to promote climate responsibility among oil companies.

Our report [Risky Bet](#) found that more than \$400 billion in planned investments in fossil fuel extraction won't break even if Paris Agreement goals are met, meaning that these governments' investments will only generate returns for their citizens if climate progress is catastrophically slow.

This analysis generated major attention from [leading global climate activists](#) and [international media](#), and via NRGI's direct outreach, including presentations to more than 2,500 participants across NRGI and partner-organized webinars.

We also developed targeted analysis on the impact of national oil company spending plans on economic sustainability in [Ghana](#), [Mexico](#), [Latin America](#) and the [Middle East and North Africa](#), which fed directly into advocacy and country-focused policy processes.

This work helped to spotlight the key role of NOCs in global climate action. NRGI was invited to contribute data and analysis on NOCs to the flagship [Production Gap Report](#) produced by the United Nations Environment Programme (UNEP) and leading climate organizations (including the Stockholm Environment Institute, International Institute for Sustainable Development, Overseas Development Institute and E3G).

We followed up on the influence of the report with a series of webinars, [National Oil Companies and Climate Change](#), co-organized with the International Institute for Sustainable Development. The series brought together experts from the natural resource governance and climate communities as well as from producer-country governments and NOCs.



| Photo: Solidarity Center/ Robert Armocida for Flickr

The series drew strong participation, with more than 1,000 viewers across the constituent events, accompanied by an expert group that drew together key lessons. The series led to the publication of [National Oil Companies and Climate Change: Insights for Advocates](#), which provides practical guidance for how climate advocates can engage more effectively to promote more sustainable NOC practices.

New Producers Group helps align sector officials with climate, energy and national development goals

The New Producers Group, led by NRGI and partners Chatham House and the Commonwealth Secretariat, organized a two-week training course aimed at aligning petroleum sector officials with climate, energy and national development goals.

It brought together more than 70 public officials from five countries (Guyana, Lebanon, Somalia, Suriname and Uganda) to identify and address contradictions between their climate and energy/petroleum policies, and to consider reforms to enhance the sustainability of their approaches (including the carbon intensity of their production, risks associated with large-scale gas infrastructure, and the importance of scenario planning).

The course was part of a broader approach to help new producer governments navigate the energy transition and its implications for their economies, including via the project's annual meeting, which focused on the transition, and a series of webinars co-organized with other partners including UNEP.

The New Producers Group also organized "Climate Change and New Petroleum Producing Countries," an event at COP26 in Glasgow. It was part of a broader set of activities at COP by NRGI and partners drawing attention to the need for equity and investment in good governance in producer countries as part of a just transition.

Influencing and strengthening global standards

In 2021 we continued to influence the development of global standards, including through our contributions to the OECD's "How to address bribery and corruption risks in mineral supply chains."

This document provides practical answers to frequently asked questions about how companies can identify, prevent, mitigate and report on risks of contributing to bribery and corruption through their mineral sourcing.

As a member of the working group on the Global Reporting Initiative (GRI) Sector Standard for Oil and Gas we pushed for environmental, social and governance (ESG) and sustainability standards and climate risk disclosures to include extractives-specific requirements that enable greater scrutiny of oil and gas companies (with reporting set to begin from 1 January 2023).

The GRI Standards are the most widely-adopted global standards for company sustainability reporting and the launch of the new Sector Standard for Oil and Gas represented an important step toward establishing such extractives-specific approaches.

NRGI is also a member of the Mining Sector Standard working group and in 2022 will contribute to the process to develop the new mining standard.

NRGI impacts

Addressing corruption

Corruption is one of the greatest obstacles to the accountable and sustainable management of natural resources. It can undermine the efforts of resource-rich countries to reduce poverty, diversify economically, achieve democratic governance and address the climate crisis.



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Diagnostic tool provides evidence-based assessments of extractive sector corruption risks

In 2021 NRGI finalized and published the first-ever corruption diagnostic tool focusing on the extractive sector. This tool supports Extractive Industries Transparency Initiative (EITI) multi-stakeholder groups (MSGs) as well as anticorruption commissions and other national actors to conduct evidence-based and inclusive assessments of extractive sector corruption risks. It also includes risk mitigation recommendations. The tool helps anticorruption actors identify and understand the most concerning forms of corruption in their countries' extractive sector and develop context-specific action plans.

Using this new tool, the Mongolia Extractive Industries Transparency Initiative confronted conflicts of interests in the mining sector operations—issues at the heart of recent controversies in the country. The diagnostic process helped Mongolia EITI members identify specific solutions, such as strengthening collaboration with the anticorruption commission to verify the asset and income declarations of senior officials in the extractive sector. A CSO in Colombia is already using the tool; civil society partners in Guinea also plan to adopt it, as do EITI groups in Togo and the Philippines.

Corruption diagnostic tool

The corruption diagnostic tool features a six-step process to help anticorruption actors conduct participatory research to identify and understand the most concerning forms of corruption in their countries' extractive sectors. Based on this analysis, they then develop an action plan tailored to the corruption risks and anticorruption opportunities in their context.

01



Choose sector
and set goals

02



Review existing
data

03



Select areas
of focus

04



Diagnose
corruption

05



Prioritize for
action

06



Develop an
action plan

Supporting EITI efforts to contribute more to anticorruption

Anticorruption is a key EITI priority and the initiative encourages implementing countries to identify anticorruption objectives and plan anticorruption-related activities.

With a staff member sitting on the EITI international board, and working closely with Transparency International's Accountable Mining Program, NRGi has contributed to EITI momentum around anticorruption. We published two targeted publications: one on [how anticorruption actors can use EITI disclosures](#) (based on the review of EITI reports from 17 countries) and another on [recommendations to improve EITI's role in anticorruption](#). The recommendations speak to how EITI could strengthen reporting by requiring more efficient documentation of corruption-related information.

Disclosures could cover governance vulnerabilities, suspicious practices and areas at high risk for corruption (e.g., subcontracting). These publications will be the foundation of NRGi's contributions to the refinement of the 2023 EITI Standard's provisions on anticorruption. NRGi has already engaged closely with the EITI International Secretariat, working on the published [official guidance for multi-stakeholder groups on anticorruption](#).

(See page 16 for more on country-specific use of NRGi's corruption diagnostic tool.)

Paving the way for improved governance of resource-backed loans

During the commodity boom of the last two decades, many governments and state-owned enterprises in developing countries signed significant "resource-backed loans" (RBLs).

These loans provide governments with access to finance in exchange for future streams of income from natural resource wealth, such as oil and minerals.

Without sufficient checks and balances and effective public scrutiny, these deals can be prone to mismanagement and corruption. Building on our field-leading [2020 RBLs study](#) and [follow-up research](#), in 2021 we helped further elevate the importance of RBL governance issues in the debt policy and extractives governance spaces. This included helping to convince the [World Bank](#), a key player on debt policy, of the needs for stricter scrutiny in approval and implementation of RBLs and to enhance [RBL transparency](#).

Our thought leadership around RBL governance includes country-level work. In Ghana we drew attention to RBLs at a [November 2021 convening](#)

where NRGi and its civil society partners called for greater scrutiny of the utility and negotiation of these loans.

An official from the Debt Management and Treasury Division of the Ministry of Finance then committed the ministry to ensuring broad-based consultations in the design of future RBLs as well as disclosing terms, disbursements and utilization of proceeds from the loans.

In the Democratic Republic of Congo, NRGi financially supported the preparation of an EITI thematic report on the SICOMINES project which includes an RBL component. The EITI report set out important revelations, including around the slow disbursement of associated infrastructure loans and the existence of a previously undisclosed fourth amendment to the loan largely detrimental to the interests of the DRC.

Ongoing global events—
the pandemic, geopolitical
tensions and the climate
crisis—serve as a litmus test
for resource governance.

NRGI impacts

Accountability and citizen empowerment



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Tunisian grassroots organizations influence government reform agendas

In 2021 NRGI supported grassroots organizations in Tunisia’s hydrocarbon and mineral-producing regions (Gafsa, Kebilli and Tataouine) to contribute to the [4th Open Government Partnership National Action Plan for Tunisia](#).

The plan contains several major natural resource governance elements, including the creation of a new data portal with information responding to international norms, standards for transparency related to renewable energy, continuation of the EITI accession process and the finalization of a corporate social responsibility law.

Alumni broaden policy dialogue and lead change in Francophone Africa

NRGI and Cameroon’s Université Catholique d’Afrique Centrale (UCAC) virtually deployed the 10th annual Summer School on the Governance of Extractive Industries in Francophone Africa in 2021.

Fifty participants benefited from expert training on issues from legal and regulatory frameworks, taxation, revenue management, economic diversification and social and environmental impacts of extractive activities.

Course participants used their newly acquired knowledge to launch a radio program, “[Le club des mines](#),” in Guinea, providing a space for others to learn from the course content. Other alumni used the course knowledge to build an [advocacy campaign](#) on sovereign wealth fund governance in the DRC.

Mining industry body commits to contract disclosure

Following several years of NRGI engagement with the International Council on Mining and Metals (ICMM) on the importance of contract disclosure, alongside efforts by other partner organizations including Publish What You Pay (PWYP) and Oxfam, ICMM announced a [new position statement](#) on contract transparency.

The [new commitment](#) requires ICMM member companies—which make up around a third of the global mining industry—to disclose all mineral development contracts granted or entered into from 1 January 2021. The position statement also encouraged members to disclose earlier mineral development contracts.



| Photo: The World Traveller for Shutterstock

Exploring the intersection of gender and resource governance

In 2021, in line with NRGI's commitment to better understand the intersection of gender and resource governance, we built a framework for the assessment of gender laws and policies related to extractive sectors.

The research process, drawing on experiences and expertise of a range of stakeholders, culminated in the publication of [Gender and Extractive Governance: Lessons from Existing Legal and Policy Frameworks](#), jointly with the World Resources Institute (WRI). NRGI and WRI launched a first-of-its-kind [database](#) of laws and policies and a repository on www.ResourceData.org to further develop stakeholders' understanding of gender provisions and policies in the extractive sector.

We produced two short films and disseminated lessons from this work through networks and events that reflected on the specific cases of [gender and extractives in Sierra Leone](#) and [Mongolia](#). The films informed webinars, training sessions and discussions among stakeholders working toward gender-transformative change in local extractive communities and advocating for the implementation of existing laws.

We supported dialogue between governments and civil society actors in Mexico, Sierra Leone and Mongolia, and expanded our awareness of concerned organizations. Through ongoing relationships, we will continue to integrate gender and resource governance considerations throughout our programming.

2021 Resource Governance Index drives reform in NRGi focus countries

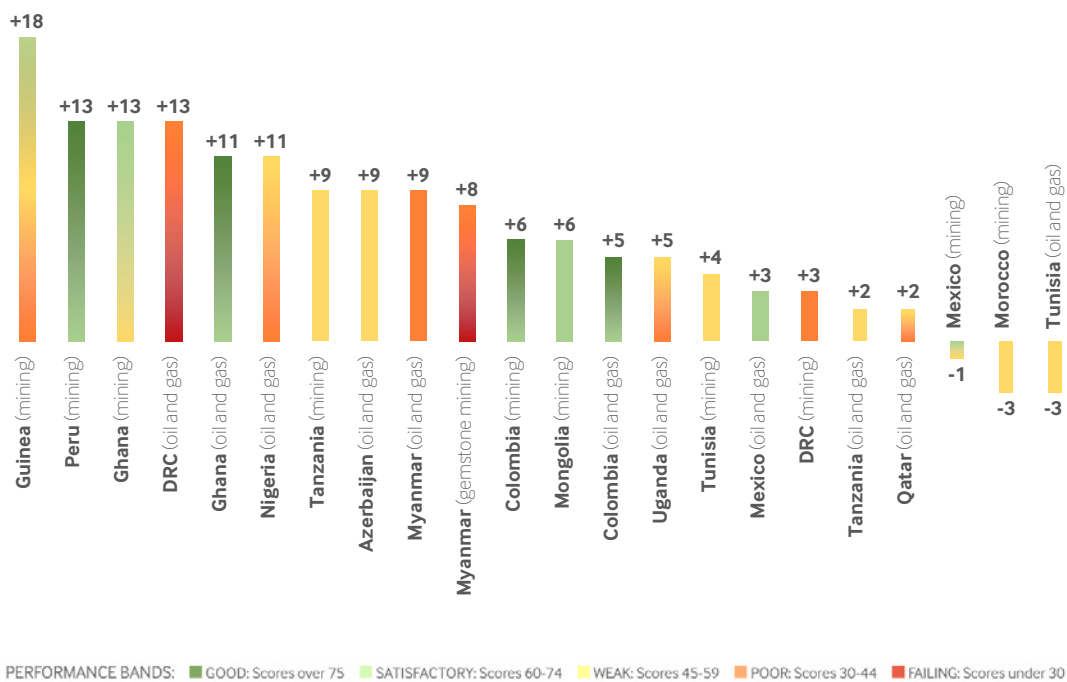
One of NRGi’s flagship contributions in pursuit of increasing transparency and accountability in the extractive sector is the [Resource Governance Index \(RGI\)](#), a free data tool that helps key stakeholders—government officials, staff at civil society organizations, oversight actors and private sector executives—to better understand the state of resource governance in countries around the world.

NRGI last released the index in [2017](#), empowering and enabling public officials, communities and organizations to push for greater transparency, accountability, and reform within the oil, gas and mining sectors.

In [2021](#) NRGi took a new approach, with the staggered release of 18 country assessments over several months, including both established mineral and hydrocarbon producers, as well as new and prospective entrants to natural resource production.

This approach enabled us to host a series of national launch events and deliver targeted advocacy programs based on the results for each country. We then published an [analysis of the assessments](#) in December 2021.

Score and performance band shifts between the 2017 and 2021 Resource Governance Indices



The 2021 RGI will continue to inform programming over the course of 2022 and our remaining strategy period but it has already driven positive developments:

RGI stakeholder engagement leads to mining agreements disclosure in Guinea

The RGI assessment for Guinea found that the publication of mining agreements was no longer systematic or timely, demonstrating backsliding since the 2017 RGI. NNGI arranged consultations with stakeholders, including the Ministry of Mines and Geology, the state-owned enterprise SOGUIPAMI, and the Ministries of Budget, Environment and Economy and Finance to explain the results and how to improve disclosures.

As a result, the Ministry of Mines and Geology published four missing mining agreements, including the flagship [Simandou project](#), on NNGI's www.resourcecontracts.org platform, ensuring systematic disclosure in partnership with EITI Guinea, in line with the 2019 EITI Standard.

RGI leads to commitment to improve local impact transparency in Mexico's mining sector

NRGI presented the RGI results to officials at Mexico's Secretariat of Economy and the Environmental Ministry and pointed out the poor transparency practices surrounding the local impacts of mining. Both agencies committed to improving transparency of environmental and social information of mining projects and engagement is ongoing.

New NRGI program in Senegal uses RGI to trigger disclosures

Following stakeholder consultation on Senegal's RGI results with the Ministry of Mines and Geology, the Ministry of Oil and Energy and state-owned oil enterprise PETROSEN, the government accelerated public disclosure and in mid-2021 published all mining and oil contracts, the oil and mining cadastres, and financial statements of PETROSEN.

RGI for Uganda supports demand for greater transparency

The RGI assessment for Uganda highlighted gaps in disclosure and transparency in the extractives sector. It also revealed the lack of fiscal rules for petroleum revenue management. Our subsequent engagement with officials resulted in the government instituting fiscal rules in the Charter of Fiscal Responsibility.

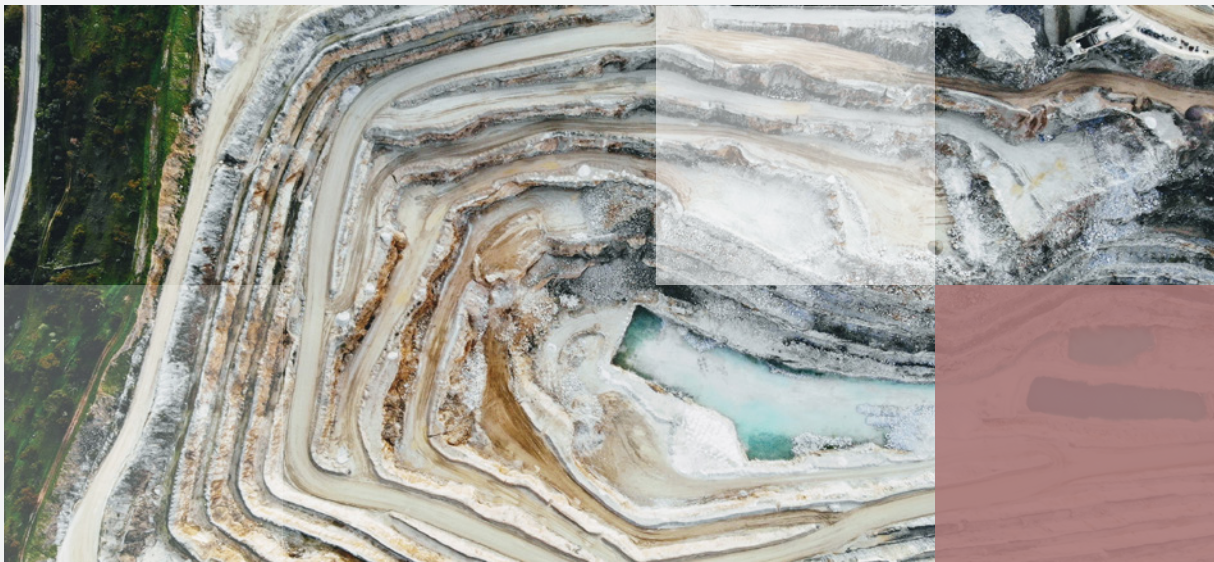
We continue to leverage the RGI as a basis for capacity building for enhanced transparency and disclosure. In partnership with the Africa Centre for Media Excellence we ran civil society media training, with a focus on the RGI finding that there remains gap between laws on the books and their implementation.

We will continue the hallmark provision of rigorous analysis on the policy decisions facing governments. And we will remain steadfast supporters of civil society actors as they assess challenges and advocate for equitable and sustainable change.

| Photo: Unsplash

Looking ahead

Ongoing global events—the pandemic, geopolitical tensions and the climate crisis—serve as a litmus test for resource governance.



The Russian invasion of Ukraine and associated humanitarian and political chaos expose once more the staggering challenges of global resource governance and underline the grave costs of the world's continued dependence on fossil fuels. Despite significant gains made in the past two decades, we recognize that resource governance must further evolve to contribute to the health of the planet and democracy.

This has only served to reinforce NRG's commitment and support to an equitable and sustainable [energy transition](#). We will push for stronger global commitments to finance the transition and support good governance in resource-rich developing countries, and stronger global transparency standards to inform producer-country policies on transition. Within our [focus countries](#) we will support efforts to develop accountable and inclusive visions for energy transition, via several interconnected pathways.

Production of [critical minerals](#) such as lithium, graphite, cobalt and nickel must increase dramatically if the world is to deploy electric vehicles, solar photovoltaics, wind turbines and other clean energy technology at the pace necessary to meet climate goals. The International Energy Agency [estimates](#) that a fourfold increase in the use of critical minerals in clean energy technology by 2040 is necessary to limit global warming in line with the Paris climate agreement.

We published research on [cobalt](#) in early 2022, which highlights that the time available for the [DRC](#) and other countries to benefit from mining the metal may be short, and proper governance is important both for people in mining countries and for climate progress. We will continue to work to ensure that demand for critical minerals such as cobalt and lithium generates sustainable benefits for citizens in producing countries.

Within fossil fuel-producing countries, we will support the development of inclusive energy transition strategies that reflect citizens' development needs. Our advocacy around the National Energy Transition Committee process in Ghana is one early example of NRG's evolving work to help stakeholders [map their energy transition journeys](#), and we are gaining experience around these issues in other countries as well. We will also build a suite of capacity development tools to enhance the knowledge and strategic foundations of civil society actors and government officials contending with new realities of the climate crisis and economic impacts of the pandemic.

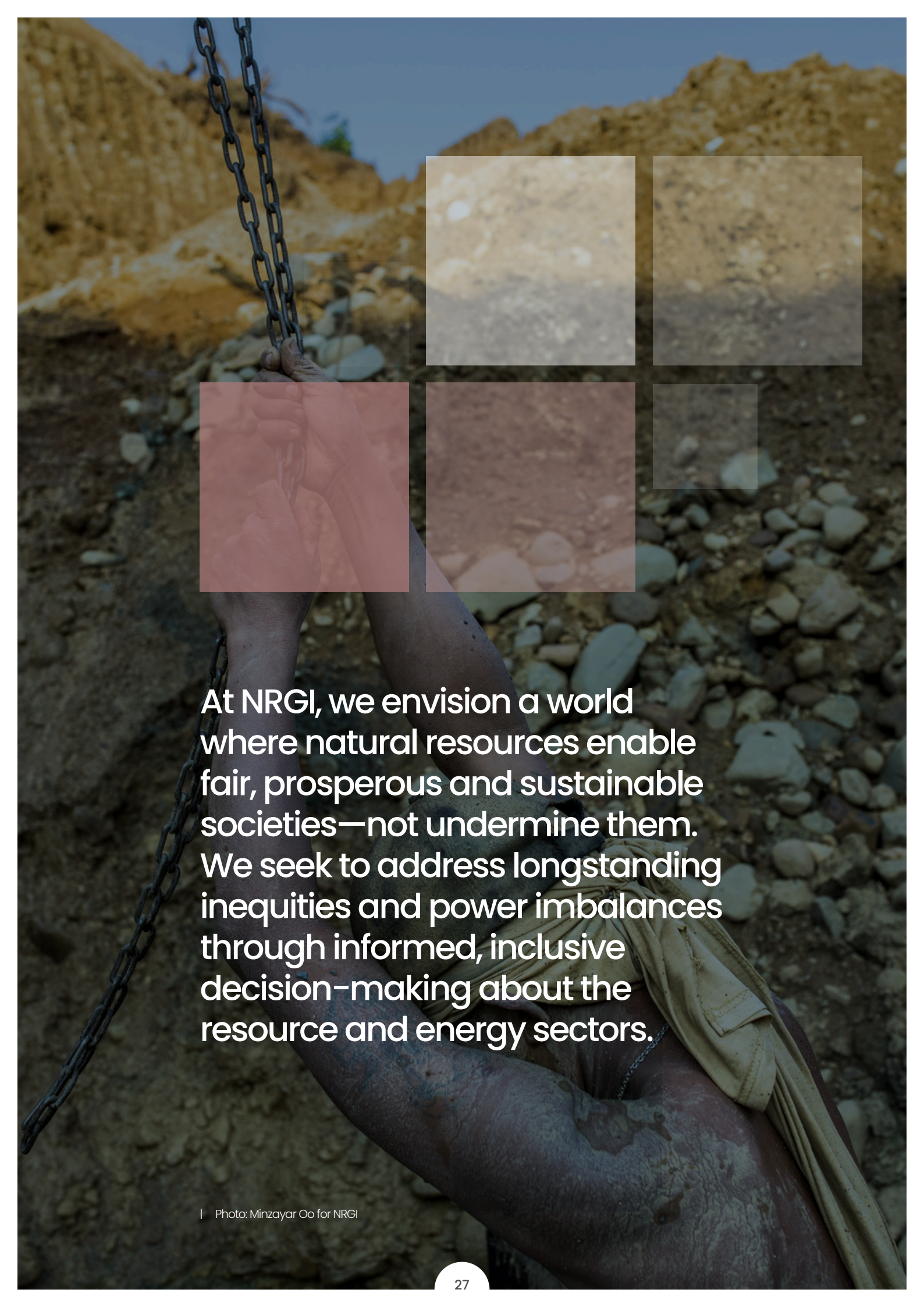
NRGI also continues to build on our field-leading work on [the risks that NOC investments pose to their countries' economic sustainability](#) and their [impact on global climate objectives](#). At the global level, we will work with climate and resource governance advocacy organizations to shape climate risk, ESG, sustainability and transparency standards. We will also contribute to emerging areas of debate, building on past [commentary and events](#), to advocate for a more equitable transition and to explore whether and how NRG can support accountable governance in the renewable energy sector.

To enable these strategic and programmatic pivots we must ensure that the organization is also fit for purpose. We will strengthen NRG by further investing in strategic communications, and internal and external capacity development, and reinvigorating our approaches to grant-making and partnerships. Deepening diversity, equity and inclusion will be at the heart of our policies, practices and programming.

In 2022 we will advance concretely on various fronts, including our embrace of diversity of languages and communications styles in publications; leaders from the Global South playing increasingly prominent roles in shaping NRG's strategy, and contributions to global debates; a refresh of our ways of working, recruitment and retention practices; and continued investment in better understanding DEI issues among staff members.

NRG's new governing board chair, [Gilbert Hounibo](#), will guide us through this journey, having taken over from interim chair Smita Singh at the beginning of 2022. We will undertake this exciting work under the leadership of Suneeta Kaimal, as well as newly appointed chief program officer [Patrick Heller](#) and senior director for programs [Ana Carolina Gonzalez](#).

Our 2021 experiences and lessons will serve us well in 2022. We have begun the year energized and ready to tackle complex resource governance challenges. We will continue the hallmark provision of rigorous analysis on the policy decisions facing governments. And we will remain steadfast supporters of civil society actors as they assess challenges and advocate for equitable and sustainable change.



At NRGi, we envision a world where natural resources enable fair, prosperous and sustainable societies—not undermine them. We seek to address longstanding inequities and power imbalances through informed, inclusive decision-making about the resource and energy sectors.

| Photo: Minzayar Oo for NRGi

NRGI works to ensure that countries rich in oil, gas and minerals achieve sustainable, inclusive development and that people receive lasting benefits from extractives and experience reduced harms.

For more information visit
www.resourcegovernance.org



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