

FACING DISRUPTION TOGETHER



PUBLISH WHAT
YOU PAY

**ADVOCATING FOR A PEOPLE-
CENTRED EXTRACTIVE SECTOR
IN TIMES OF CHANGE**



**PWYP International Secretariat
Trustees' annual report and financial accounts 2020**

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INTRODUCTION

2020 was highly anticipated at Publish What You Pay (PWYP), as the first year of implementing our new five-year strategy, [Vision 2025](#). The strategy defines our people-centred agenda for the extractive sector through four goals: to make PWYP better informed, more influential, widely heard and well connected across our network. But Covid-19 shifted the ground under all our feet.

The pandemic has had devastating impacts on people, communities and economies around the world. It has also accelerated worrying trends in closing civic space, with many governments passing more restrictive laws, curbing fundamental liberties in the name of protecting public health. Meanwhile, lower oil demand with declining prices and mining supply chain disruptions provided a taste of what is to come as the climate crisis takes hold.

It's a bleak picture. But against the odds, as they have always done, PWYP members around the world have risen to the challenge.

At the international secretariat, we sought to emulate the fortitude and

ingenuity of our members, quickly adapting to ensure our global movement remained supported and effective. We rapidly repurposed core funding originally intended for in-person events into subgrants to provide direct support to PWYP coalitions. And, like many organisations, we shifted quickly to online events and meetings to maintain a dynamic movement, sharing learning and coordinating our actions.

In late October 2020, as a second wave of Covid-19 swept across the Northern Hemisphere – and it had become clear that the disruption from the pandemic would be long-lived – the PWYP Secretariat hosted a global conversation to stress-test our movement's carefully crafted strategy.

Guided by one of Africa's leading futurists, we explored [four possible future scenarios](#) that could emerge from the pandemic. We finished up with a strategic steer which can flex to the different futures Covid-19 might bring, helping us respond to uncertainty.

In a difficult year, we are particularly proud to have made significant progress toward the joint goals outlined in Vision 2025.

We launched [#DisclosetheDeal](#), our major global campaign for contract transparency in the extractive sector. The campaign reflects our strategic emphasis on influence and impact, ensuring the voice of our movement is greater than the sum of its parts. Further PWYP campaigns to influence global norms in extractives governance will follow in 2021 and beyond.

We used PWYP's new strategic framework on civic space to respond to PWYP activists coming under threat or being imprisoned in the Republic of Congo and Niger.

We continued to advance natural resource governance through a feminist lens throughout 2020. A learning review of our pilot gender project in West Africa informed our successful application to renew and increase the funding for this work, and to expand it to Ukraine and Kyrgyzstan. We joined with women's rights and feminist organisations in our Gender Justice and Extractive Industries working group, coordinating the development of [18 policy asks](#) to influence UN Women's Generation Equality Forum, developing concrete actions for governments to progress towards gender equality over 2021-2025.

In 2020, we grew our movement, welcoming PWYP coalitions in India, Lebanon and South Sudan. We also built the secretariat to better support our new strategy, appointing four key new managerial roles and securing a major five-year unrestricted grant. We continued to build strategic partnerships and to look ahead, articulating our commitment to an equitable, transparent transition to clean energy.

We were struck by the sheer power of PWYP when looking at the results of our [baseline survey](#) of National Coalition Coordinators. Of the 48 respondents, 32 reported that their national coalitions had made advances in advocacy in the previous year. However, there is still work to be done. The survey also showed that men outnumber women overall by two to one on the governance boards of their national coalitions. We know we must change this.

The year has been one of great challenges and loss, but also of resilience and courage, within and beyond our movement. People are still ready to fight for extractives industries that benefit and don't harm them. PWYP activists around the world remain engaged and even more convinced of the importance of our fight for transparency. Especially now that the covid pandemic has made evident that every resource embezzled or diverted from the public coffers directly affects lives, particularly the poor and marginalised. Enhanced accountability of the extractive industries is a prerequisite for resource rich countries to tackle fundamental challenges, like climate change and inequality, and improve the life of millions of people around the world.



Elisa Peter
Executive Director



Carlo Merla
Chair of PWYP's Board
of Trustees



Olena Pavlenko
Chair of PWYP's
Global Council

OBJECTIVES AND ACTIVITIES

1.1. Our purpose

Publish What You Pay (PWYP) is a global movement of civil society organisations united in their call for an open and accountable extractive industry. We are a registered charity (Registered Charity Number 1170959). Our mission is to build a global movement of civil society organisations making oil, gas and mineral governance open, accountable, sustainable, equitable and responsive to all people.

PWYP's work in 2020 was guided by our [Operational Plan](#), which aimed to set the foundations for how the secretariat will implement the four global goals of our Vision 2025 strategy. Vision 2025 opens an exciting new chapter for PWYP, with our movement uniting across 51 countries to push forward an ambitious agenda for reform of extractive sector governance, starting with the public disclosure of contracts.

The four global goals of Vision 2025 set out how PWYP can best deliver an open, accountable, sustainable, equitable and responsive extractive sector that benefits everyone. The goals are:

The secretariat will work together with members on all four of these global goals, aiming for more impactful, evidence-based advocacy and a more effective, inclusive and diverse global movement.

The PWYP Secretariat has six closely interconnected functions which support two overarching objectives: to enable impactful, evidence-based advocacy, carried out by an effective, diverse movement:



To be informed, by defending and extending transparency and campaigning for new types of disclosure – for example, on the environmental and social impacts of extraction.



To be influential, by putting transparency to work to inform and empower citizens and influence the actions of governments and companies.

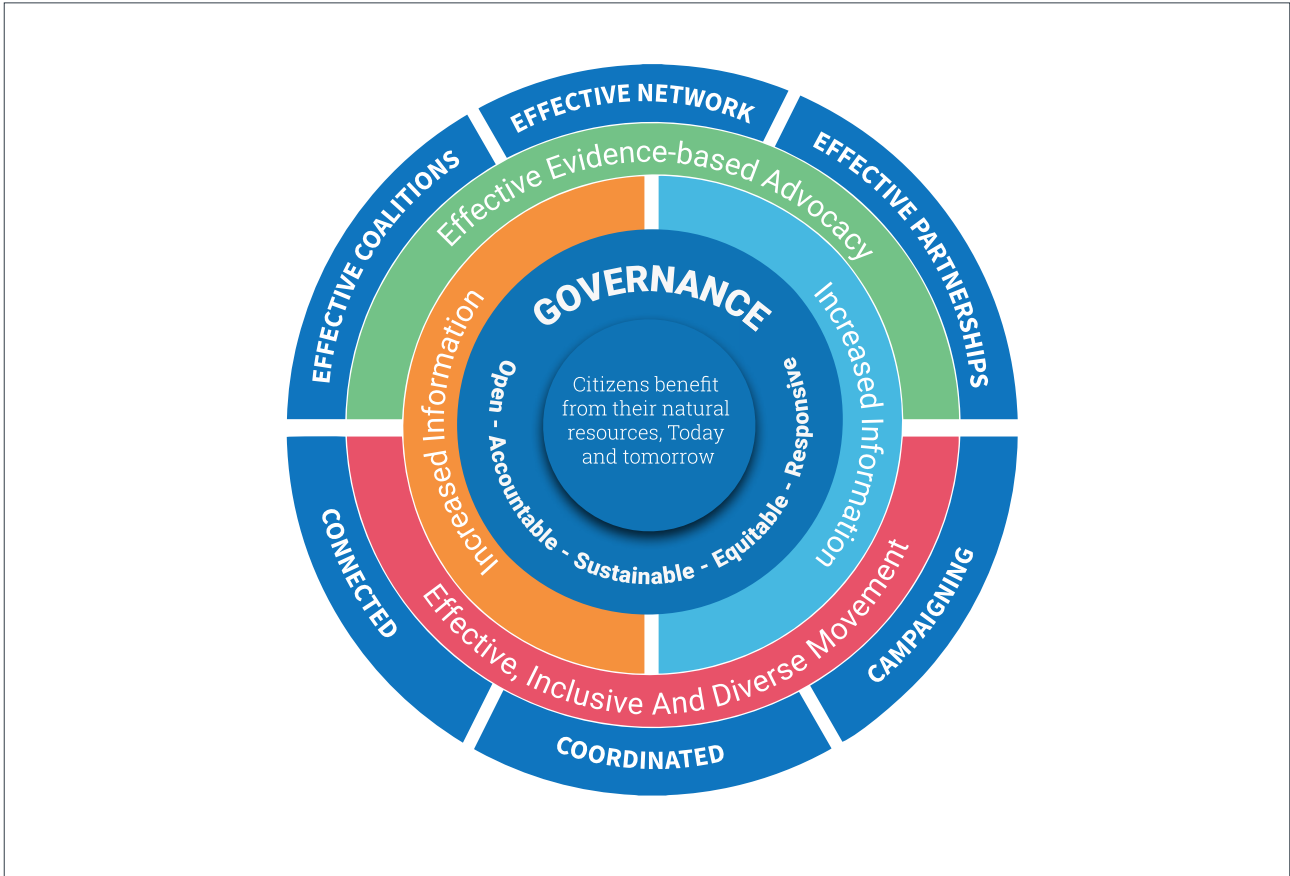


To be heard, by increasing citizens' participation in the governance of their natural resources and in decisions which affect them, particularly citizens from marginalised groups, such as women and indigenous communities.



To be connected, by making PWYP as strong and inclusive as possible, working through collective action and partnering with other movements and institutions around the world.

1. **Coordinated advocacy** – identifying and amplifying shared demands and supporting members in joint advocacy at regional or global levels, at key moments of opportunity.
2. **Campaigning** – working with PWYP members at national, regional and international levels to identify our focus and compile comprehensive global campaign plans around shared priorities.
3. **Connected advocacy** – supporting research and knowledge exchange between members over shared thematic priorities, and leveraging members' expertise to benefit the whole network.
4. **Effective coalitions** – providing members with capacity building, support, information and training – including on protecting civic space.
5. **Effective network** – supporting our governance bodies in strengthening PWYP's global movement, and enabling effective information sharing across the network.
6. **Effective Partnerships** – establishing and cultivating relationships, including with donors, multilateral institutions and groups working in areas such as human rights, women's equality or tax justice.



These functions are embedded in the secretariat’s 2020-2022 Operational Plan, which was developed in close collaboration with members and approved by the Board in December 2019.

1.2. Our charitable objects

The objects of the Charity are to promote sustainable development for the benefit of the public by:

- the promotion of ethical standards of conduct and compliance with the law by governmental, industrial, voluntary and professional organisations in international and domestic initiatives relating to the extractive industry, such as the Extractive Industries Transparency Initiative (EITI)
- the prevention or relief of poverty and the improvement of the conditions of life in socially and economically disadvantaged communities affected by the extraction and supply of natural resources

- the advancement of education and research into the extraction and supply of natural resources and their value chains, and the publishing and promotion of the useful results of such investigations and research to the public.

Sustainable development means “development that meets the needs of the present without compromising the ability of future generations to meet their own needs”.

This report sets out in detail our activities, which we have carried out in line with our charitable objectives. The Trustees are therefore confident that PWYP has complied with the duty in section 17 of the Charities Act 2011 to have due regard for public benefit guidance published by the Charity Commission.



South Africa

Credit: Mark Olalde/#MineAlert. South Africa

The Trustees confirm that they have referred to the Charity Commission's general guidance on public benefit when reviewing the organisation's aims and objectives and in planning future activities.

PWYP carries out its charitable objects by:

- engaging with governments and companies through the multi-stakeholder EITI to develop an effective Standard and to support civil society participation in the initiative
- promoting the use and analysis of data from the EITI and mandatory disclosure initiatives to support good governance in the extractive sector
- commissioning research into natural resource extraction and value chains, and promoting the useful results of such investigations and research to the wider public
- supporting civil society organisations, in particular those concerned with the promotion of human rights.

FIT FOR THE FUTURE: ADAPTING TO COVID-19

The world has changed in unprecedented ways in the wake of the Covid-19 pandemic. The ensuing humanitarian, economic, financial and political crises have badly affected the most vulnerable in our societies. Meanwhile, many governments have responded with authoritarian measures that severely curtail civic engagement and oversight.

The limitations arising from the pandemic significantly impacted our ability to deliver our 2020 plans across the PWYP movement. Meetings, training sessions, workshops, events and programme activities were moved online or postponed. The pandemic has also exacerbated existing socio-economic issues in our project regions, further reducing our network's capacity to carry out planned activities, particularly for grassroots members working with remote communities.

Swift adaptation

The PWYP movement adapted quickly, transitioning to a largely virtual working environment and creating a living webpage with links to diverse resources by PWYP members on their responses to the crisis, and its impact on their work. We established a volunteer Covid-19 working group, which regularly checks in with staff and provides support in managing changes to our working environments.

We found innovative ways to develop our network and advance our advocacy agenda so we could continue to implement our strategy. Through online platforms, webinars, videos, digital training tools and impact stories, we brought together members across the world, ensuring we remain a connected movement drawing on each other's strengths.


To inform our strategic response to Covid-19, PWYP's Global Council (virtually) convened more frequently and consulted PWYP's membership more often during 2020, so our actions reflected voices and perspectives from across the network. Amid the risks and uncertainties, we sought opportunities: the pandemic offers a unique chance to push for economic diversification and an equitable transition to a low-carbon economy over the next few years.

Stress-testing our five-year strategy

These adaptations enabled us to remain an effective, connected network, but as the year unfolded, we thought it important to ensure our strategy, crafted pre-Covid-19, was still fit for purpose. To consider possible future contexts for our work and how to maximise our effectiveness, the secretariat organised two webinars in October, with 40 participants from diverse backgrounds in over 30 countries. Together, [we used a tool created by Deloitte](#), outlining four possible scenarios resulting from the pandemic, to stress-test our Vision 2025 global strategy.

Our analysis of these scenarios found that Vision 2025 remains relevant in the pandemic context, but identified key areas to address as we move forward. These include how can we better address negative trends accelerated by Covid-19, such as rising inequality and less influential global frameworks; how we should adjust our advocacy, given declining government power; how to work more effectively with companies, financiers and investors, and how to strengthen our influence in Asia and our focus on ensuring a fair and equitable transition to renewable energy.

We have incorporated these findings into PWYP's operational planning for 2021 and beyond, and will continue to ensure the voices of our members and the communities they work with are heard – to achieve the goals of Vision 2025 and keep people at the heart of our agenda for global change.



**IMPACTFUL ADVOCACY BY
AN EFFECTIVE MOVEMENT:
PWYP'S WORK IN 2020**

3.1. Coordinated advocacy

Key achievements:

Contributing to an in-depth review of the EITI validation process, culminating in the adoption of a revised validation model, safeguarding the EITI Civil Society Protocol.

Providing regular support to civil society EITI Board members on key policy areas, through monthly coordination calls and pre-Board meeting strategy sessions.

Drawing on the learning review of our pilot gender project in West Africa to successfully increase funding for this work and expand it to Ukraine and Kyrgyzstan.

Coordinating civil society partners to develop 18 gender equality policy asks for UN Women's Generation Equality Forum.

Using the civic space strategy to secure the freedom and safety of activists imprisoned or under threat in Niger and the Republic of Congo.

Prompting Total to commit to resuming dialogue with Kazakhstan's government on the publication of fiscal contract terms, based on PWYP's analysis of extractive data.

Early in 2020, several PWYP members and the PWYP International Secretariat participated in a Chatham House meeting on the EITI's role in supporting an equitable energy transition. This meeting informed the EITI Board's first debate on these issues. Achieving EITI Board agreement that the energy transition is within the EITI's remit, and that it should support countries in informed debate about the opportunities and risks of transition, was a major step forward for our movement.

Our joint advocacy helped prompt an in-depth review of the EITI validation process (beginning in December 2019). Following months of consultations within civil society and intense negotiations with the EITI's government and business constituencies, the process culminated in the adoption of a revised validation model in late 2020. The new model safeguards the EITI Civil Society Protocol, requires a description of the civic space context in EITI validation reports, and calls for a public consultation and external experts to be involved in validation, especially if there are concerns about citizens' ability to freely engage in national EITI processes. Working with the International Centre for Not-for-Profit Law, PWYP produced the first ever framework to guide validation of the Civil Society Protocol. Although not included in the EITI's final documents, the framework greatly inspired the EITI validation guide. With shrinking civic space a leading operational challenge for PWYP members and the communities they work with, this is a welcome breakthrough.

We continue to work closely with EITI Secretariat staff at country level and to explore ways within the PWYP network of using virtual spaces to influence EITI Board members. As the official civil society constituency focal point, the

Strengthening the EITI

The coronavirus pandemic greatly affected our partners and stakeholders, including the EITI International Secretariat. EITI Board meetings moved online and board members' attention was diverted to addressing Covid-related EITI implementation challenges.

PWYP International Secretariat supported EITI civil society board members over key policies and processes, with monthly coordination calls and pre-Board meeting strategy sessions.

Gender equality and women's rights

We began the year with a learning review of our pilot project to advance gender equality and women's rights through the EITI, convening the coalition focal points from each of the pilot countries (Senegal, Guinea and Burkina Faso). The group drew on lessons learnt in the research and capacity-building phases of the pilot to reflect on future research and advocacy objectives.

The meeting informed our successful application to renew and increase the funding for this work, and to expand it to Ukraine and Kyrgyzstan. Due to the coronavirus pandemic, we held virtual inception meetings to launch the new phase of work with our coalition partners in West Africa and Eurasia, and designed and delivered online training sessions in October 2020 (in Russian and French) on the EITI Standard Guidance Note for implementing gender provisions. PWYP coalitions in Burkina Faso, Guinea, Senegal, Kyrgyzstan and Ukraine have started developing national project proposals, for implementation during 2021 and 2022.

In Ghana and Nigeria, PWYP is working with Gender at Work (G@W) to implement a Gender Action Learning (GAL) process. During the inception phase, G@W is working with participating PWYP member organisations to define the issues they want to address and tailoring the GAL process to activists' specific national contexts. Due to the pandemic, G@W is revising the process to be entirely online, and we are working with our partners in Ghana and Nigeria to ensure buy-in and address logistical challenges. The GAL process will be approved ahead of implementation in the first half of 2021.

Leading the dialogue on gender justice in extraction

We are continuing to engage with gender equality and women's rights organisations via our Gender Justice and Extractive Industries working group (comprising PWYP, Oxfam, the Natural Resource Governance Institute (NRGI), the World Resources Institute, Development Gateway and FEMNET). The working group coordinated the development of 18 policy asks to influence UN Women's Generation Equality Forum, highlighting the gendered dimensions of extractive governance in the context of Covid-19 and the climate crisis, and including concrete actions for governments to progress towards gender equality from 2021 to 2025.

Building on our gender work to date, we are contributing with our members and partners in West Africa to the development of the Economic Community of West African States (ECOWAS) Charter on Gender Mainstreaming in the Geo-extractives Sector. PWYP Burkina Faso member, AFEMIB, is leading on drafting the charter, and PWYP is working with partners Oxfam West Africa and WACSOF to ensure wide civil society consultation during its development.

Defending civic space

Based on consultations across the PWYP network in 2019, we finalised our first global civic space strategy, aimed at prevention of closing civic space around extraction, protection of civil society organisations and activists facing threats or abuse, and advocacy to fulfil the needs and rights of people working for natural resource governance. We organised webinars in all regions to discuss the strategy and identify implementation priorities, and developed draft guidelines for emergency response coordination across the coalition. A pilot project in Francophone Africa is being developed to refine this tool.

The strategy informed our approach to securing the safety and freedom of activists under threat or imprisoned in the Republic of Congo and Niger. We also worked on risk-management strategies with coalitions in these and other high-risk countries with elections in 2020, and supported online training on human rights, civic space, and physical and digital security for members.

Promoting transparency and good governance in the energy transition

The acceleration of the energy transition to a zero carbon economy reinforces the central message of our Vision 2025 strategy and adds additional impetus to our vision of a world where natural resources benefit and do not harm citizens. A member survey in mid-2020 found strong support for PWYP to use its position to ensure the energy transition is people-centred and that historically marginalised voices are heard. PWYP's Global Council [wrote to the EITI International Board](#) in October 2020 highlighting the importance of the energy transition for a resilient post-pandemic recovery, and to

tackle climate change and secure sustainable development. But if governments, companies and civil society fail to manage the process, the energy transition risks being inadequate and unfair. The letter called for the urgent development of EITI disclosures around climate risk, and for the EITI to consider how it can help ensure the energy transition is transparent.

Advocacy at the EU

In early 2020, we identified the Non-Financial Reporting Directive (NFRD) as an opportunity for PWYP to advance our advocacy priorities including disclosures by extractive companies of their climate-related risks and impact and of the deals they enter into with governments in resource rich countries (contract transparency). PWYP's EU members coordinated a submission to the European Commission's consultation on the NFRD in June 2020, after which PWYP was invited to join the Alliance for Corporate Transparency. We are now working within the alliance to advocate for sector specific disclosure requirements for extractive companies covered by the directive.

PWYP Ukraine

Credit: Ganna Kiyashchenko



Advocacy for worldwide mandatory disclosures PWYP coalitions and members in Australia, Canada, France, the UK and the United States continued their work to push for or safeguard mandatory disclosure commitments, promoting a global payment reporting standard for extractive companies, so payment data can be used to hold companies and governments to account. PWYP US worked with national coalitions and partners across our global network to gather submissions for a strong implementing rule by the Securities and Exchange Commission (SEC) for Section 1504 of the Dodd-Frank Law on mandatory disclosures. This resulted in 86 submissions to the SEC, exceeding our targets. However, the outgoing US administration passed a weak rule, allowing continued extractive industry secrecy. In the UK, PWYP obtained pro bono legal advice on post-Brexit amendments to disclosure regulations, finding no substantive change to the way extractive companies must report payments under UK law.

Strengthening civil society oversight in Iraq, Kenya and Lebanon

During 2020 we began a three-year project to strengthen oversight actors in Iraq, Kenya and Lebanon. Due to the pandemic and political unrest in project countries, partners held virtual inception meetings and carried out activities in innovative ways. Research on gender and youth in Lebanon's oil and gas sector was completed successfully, although the scheduled launch at the Lebanese Parliament was delayed due to Covid-19. In a key milestone, the project helped establish PWYP Lebanon, the Coalition for Energy Governance. With fewer travel bans later in 2020, Iraqi project partners successfully delivered community activities on youth engagement, balanced gender participation and diversity. Under Covid-19 restrictions in Kenya, community capacity building, a contract transparency campaign and a civil society oil forum were postponed to 2021.

Using the data

PWYP UK has progressed three data-based collaborations with PWYP members in Brazil, Kazakhstan and Nigeria. All involve joint analyses of company payments data downloaded from NRGI's online platform, ResourceProjects.org, and other sources, such as EITI reports. In Kazakhstan, PWYP [published joint research](#) with partners on two large oil and gas fields, one involving Total, exposing these as high-cost projects with few public benefits. Total subsequently committed to resuming dialogue with the government on publication of its fiscal contract terms. Research from Brazil and Nigeria will be released mid-2021. This collaboration, in part, led PWYP Nigeria member, Policy Alert, to name PWYP UK as its [Outstanding Civil Society Partner 2019](#).

Ensuring extractive revenues benefit communities

Sharing the benefits of extraction fairly PWYP members continued their work to ensure the benefits of extraction reach everybody, especially in affected communities. To support the movement's global advocacy, we organised a virtual meeting on how benefits in the mining sector are shared, and the barriers to sharing, attended by PWYP members and Ford Foundation grantees. We also held a capacity-building webinar on advocacy techniques to improve revenue sharing.

Promoting tax justice in East and Southern Africa

"Promoting Equitable Tax Transparency" is a project exploring tax justice, focused on East and Southern Africa. Begun in 2019, it aims to promote information disclosure and analysis of extractive tax revenues, and to support civil society in using information effectively to drive fiscal reform. The project is implemented with PWYP coalitions in Uganda, Tanzania and Mozambique, whose research on fiscal transparency and gender will inform policy

briefs, media outreach and advocacy with national and regional policymakers. Community engagement around participation in decision making, including gender equality, was disrupted by Covid-19 and will take place in 2021.

Raising community voices in African mining

In February 2020, almost 30 PWYP members attended the Alternative Mining Indaba (AMI), created to promote the voices of affected communities in the future of African mining.

Themed around promoting citizen engagement in demanding legal reforms and accountability in the mining sector, the AMI brought together almost 200 delegates in Cape Town, South Africa. PWYP co-organised a breakout session on optimising mineral revenues through effective tax systems. Delegates presented the [2020 AMI Declaration](#) to government and business representatives attending the African Mining Indaba.



A new global campaign for contract transparency in the oil, gas and mining industries.

#DiscloseTheDeal



3.2. Campaigning

Key achievements:

Launch of #DiscloseTheDeal, PWYP's new global campaign for all extractive sector contracts to be published.

Building on the success of PWYP's 15-year global campaign for disclosure of companies' payments to governments, and a decade of campaigning to make contract transparency a global norm, the secretariat worked with PWYP members to identify and initiate a new global campaign for all extractive sector contracts to be published in full. Our #DiscloseTheDeal campaign launched digitally in December on International Anti-Corruption Day, in coordination with the EITI's awareness-raising week for its new contract transparency requirements – an essential step towards ensuring citizens get a

fair deal from their natural resources. With a [dedicated website](#) in English and French, the campaign forms an important component of our Vision 2025 strategy, demonstrating our emphasis on impact and influence.

Before the launch, we organised coordination calls with PWYP coalitions in Indonesia, Iraq and Ukraine, and held special sessions on the campaign during the Asia Pacific and Eurasia regional meetings. Panellists from PWYP Ukraine, Mozambique and the United States promoted #DiscloseTheDeal at the International Anti-Corruption Conference in December, working in advance with the secretariat to develop specific messaging. The campaign prioritises a collective approach, with members uniting to make the voice of the PWYP movement more powerful than the sum of its parts

3.3. Connected advocacy

Key achievements

Using webinars, blogs, social media and virtual meetings to maintain dynamic member engagement and knowledge exchange, despite Covid-19.

Working with members to document eight powerful impact stories on issues faced by many coalitions worldwide, to serve as valuable learning tools for other coalitions.

Holding a wide range of webinars, including on the energy transition, benefit sharing, and tools for advocacy relating to Covid-19 and oil dependency.

Publishing compelling blogs on topics such as civic space threats to PWYP activists and the implications of the pandemic for our work.

Building knowledge through research, including on tax justice, implementation of the African Mining Vision, and youth and gender in Lebanon.

Promoting knowledge-sharing among PWYP members

Creating innovative learning products through use of online platforms, webinars, videos, digital training tools and impact stories, we supported members to stay connected during the Covid-19 crisis – while also exploring ways to overcome the digital divide. The secretariat supported the development of a range of learning products that capture coalitions' advocacy experiences, and shared

these through social media, our website, regional and coordination meetings, and thematic webinars across the network. These included two webinars to discuss key findings from the data collaboration research between PWYP UK and PWYP Kazakhstan, and a webinar on tools for advocacy relating to Covid-19 and oil dependency, organised with PWYP coalitions in the United States, Iraq, Uganda and Kazakhstan, and OpenOil. We also held webinars for PWYP members and partners from Francophone Africa on energy transition, benefit sharing and the impacts of Covid-19 on natural resource governance (in collaboration with Afrique Mine Développement). The webinars and accompanying blogs – on threats to PWYP activists, and the implications of Covid-19 and oil dependency – enabled PWYP members to continue learning and sharing on key issues, despite not being able to meet in person to do so.

Documenting members' powerful impact stories

The secretariat worked closely with national coalitions to document eight powerful stories of change – including three on gender equality and three on sharing the benefits of extraction fairly with communities. Four additional stories were documented for publication in 2021. From halting uranium mining in Kyrgyzstan to strengthening public oversight of Lebanese oil and gas deals, the stories show the impact PWYP members have across the world.

Supporting members' knowledge exchange

In Eurasia, PWYP initiated "Coalitions Talk", a webinar series organised by and for PWYP coalitions to share knowledge and identify opportunities for joint advocacy. Topics included

local transparency and accountability, and greening the extractive industries.

As co-convenor of the 2020 Pan-African Conference on Tax and Illicit Financial Flows, PWYP ran a virtual meeting in November, themed “What resource-rich countries should do to secure a good deal”. A panel of experts from NRG, ActionAid and PWYP Mozambique and Tanzania discussed taxation and fiscal policies to optimise revenues post-Covid-19.

Pioneering research to inform advocacy

We commissioned a consultant to analyse work during the past decade by PWYP coalitions in Africa to advance implementation of the African

Mining Vision (AMV), and identify key policy asks. The report found that AMV uptake is still weak. Recommendations included that PWYP coalitions in Africa should define a more precise strategy to better integrate the vision into national and regional regulations and practice.

We also published research on youth and gender in Lebanon, and on transparency, participation and accountability in Kazakhstan. Ongoing work includes research on gender equality and fiscal transparency in East Africa.

3.4. Effective coalitions

Key achievements

Adapting to the Covid-19 pandemic by significantly increasing sub-granting to national coalitions.

Diversifying the membership of PWYP coalitions in Burkina Faso, Guinea, Iraq, Lebanon and Senegal, with climate, legal, human rights, media, academic, women's and youth organisations.

Welcoming new PWYP coalitions in India, Lebanon and South Sudan.

Holding capacity-building sessions with 14 coalitions – eight on benefit sharing, three on gender and three on tax justice, with training around civic space planned for 2021.

New and more diverse coalitions

The secretariat worked with national coalitions with whom we have jointly fundraised to increase their inclusivity of marginalised groups, diversity, technical and strategic skills, and resilience to civic space threats. Coalitions in Burkina Faso, Guinea and Senegal welcomed women's and youth organisations, and media representatives, while in Iraq and Lebanon, coalitions added environmental, legal, human rights, academic, women's and youth organisations, and increased their geographical representation. In 2020 we welcomed three new coalitions to the global movement, in India, Lebanon and South Sudan.

Supporting members' sustainability Subgranting to reallocate budget and support members

As the Covid-19 pandemic struck, the PWYP Secretariat addressed coalitions' urgent needs by providing subgrants to members. With PWYP



PWYP Global
Credit: PWYP Global Assembly 2019

regional meetings moved online, along with key external events, a significant portion of our unrestricted funds became available for other uses. We assessed the pandemic's impact on PWYP coalitions and saw that by redirecting core funds to members, we could support some of their immediate institutional or advocacy needs. In response, we made 28 unrestricted sub-grants (up from the planned 13 in our original 2020 budget), significantly increasing the volume of our unrestricted sub-granting for 2020 compared to our original plans before the pandemic.

Supporting members' fundraising activities

With regional support, PWYP coalitions in Senegal and Guinea secured funds from Oxfam, while four small research grants were allocated to PWYP members in Kazakhstan, Kyrgyzstan and Ukraine through joint planning with NRGi. The research focuses on using extractive industry payments data to develop policy recommendations. The Westminster Foundation for Democracy directly funded the PWYP Notre Dame University Society, a member of PWYP Lebanon, to research gender and youth in the country's oil and gas sector.

Capacity building for members

The secretariat fostered initiatives across the PWYP network, asking coalitions to lead webinars, regional meetings and working groups, and recognising that the regional impacts of Covid-19 require more local initiatives in response. We held capacity-building sessions with 14 coalitions – eight on benefit sharing, three on gender and three on tax justice.

3.5. An Effective network

Key achievements:

Holding successful online regional meetings in the Middle East and North Africa (MENA), Eurasia and Asia-Pacific, in lieu of in-person meetings due to Covid-19.

Revising the PWYP Africa Charter after extensive member consultation, including new regulations for gender balance on the Africa Steering Committee.

Preparation for the PWYP Africa Conference, to be held virtually in March 2021.

The secretariat continued to support network leaders – in particular, the Global Council, the Africa Steering Committee and civil society EITI Board representatives – to amplify members’ collective voice and project a strong, coherent PWYP. Regions identified their advocacy priorities, as the first step towards advancing regional civic space agendas.

Exploring thematic priorities at virtual regional meetings

Civic space priorities were discussed at PWYP regional meetings in 2020, in MENA, Eurasia, Asia-Pacific and East & Southern Africa. Participants in Eurasia discussed using the EITI Civil Society Protocol to protect civic space, and addressing restrictive national legislation, while Asia-Pacific members explored leveraging external mechanisms to support PWYP activists and freedom of expression. Other priorities included the energy transition and contract transparency in MENA, the environmental impact of extraction in Eurasia, and participation by Asia-Pacific members in our global contract transparency campaign.

Updating PWYP’s Africa Charter

The PWYP Africa Steering Committee (ASC) carried out its three-yearly review of the governing document for coalitions on the continent, the PWYP Africa Charter. The ASC consulted members on key priority areas, including gender representation and the role of civil society EITI Board members on the committee. The revised draft was presented

to members in a webinar, for further input. A significant majority was in favour of the proposal to institutionalise gender balance on the ASC, and agreed that civil society EITI Board members should remain on the committee. The revised Africa Charter will be published in English and French and adopted in 2021 at the PWYP Africa Conference, postponed from 2020 due to Covid-19.



PWYP Zimbabwe
Credit: Cosmas Sunguro

3.6. Effective Partnerships

Key achievements:

Collaborating closely with key partners to stress-test our Vision 2025 strategy against possible future scenarios following the outbreak of Covid-19.

Consolidating relationships with CSOs such as Tax Justice Network Africa, the pan-African women's organisation FEMNET, and human rights organisation AEDH.

Organising a virtual session at the UN Forum for Business and Human Rights, to discuss corporate responsibility in human rights protection.

Working with the International Council on Mining and Metals to convene a virtual meeting on ways companies and civil society could mitigate negative impacts of extractives on communities.

Partnering with key donors

We worked closely with key partners to stress-test our Vision 2025 strategy in the context of Covid-19. Many contributed substantially to the exercise and gained insights to inform their grant-making. PWYP is lucky to have funders that understand the importance of building an agile movement, able to adapt to crises. By working with us to stress-test our strategy, they helped us ensure we remain sustainable and effective over the long term.

Consolidating civil society relationships

We consolidated relationships with other NGOs and coalitions, including human rights group Tournons La Page, pan-African women's organisation FEMNET, and human

rights organisation AEDH. We also signed a memorandum of understanding with Tax Justice Network Africa committing to work together on joint research, advocacy and campaigning.

PWYP's Executive Director joined the Advisory Committee of the International Centre for Not-for-Profit Law in 2020, to promote strategic cooperation on EITI validation and other issues. She also continued to serve on the Open Government Partnership (OGP) Steering Committee, contributing to OGP's "Open Response and Open Recovery" campaign during the pandemic. More than 100 new OGP Action Plans are expected in 2021, providing additional opportunities for PWYP members to advocate for transformative commitments in natural resource governance.

Working with companies and intergovernmental organisations

Due to other civic space priorities, including support for members under attack, a planned strategy for engaging companies in civic space has yet to be developed. However, with NGO allies, PWYP organised a virtual session at the UN Forum for Business and Human Rights in October, to discuss corporate responsibility in protecting human rights defenders. In November, we convened a virtual meeting with the International Council on Mining and Metals, where PWYP representatives raised the negative impact of extraction on communities and how companies and civil society could address these issues.

Although Covid-19 limited our outreach to intergovernmental organisations, PWYP made a submission to the Office of the UN High Commissioner for Human Rights for a consultation on civic space.

BUILDING THE SECRETARIAT TO SUPPORT THE MOVEMENT

PWYP has welcomed staff in key new roles, including Fundraising Manager, Strategic Communications and Campaigns Manager, Monitoring, Evaluation and Learning (MEL) Coordinator and an Operations Manager. The introduction of a management level into the organisation has enabled us to strengthen PWYP's institutional and campaigning capacity, with direct impact on programme staff – for example, through the valuable MEL support to build reporting capacity in our project to strengthen civil society oversight in Lebanon, Iraq and Kenya. These new roles provide critical capacity within the secretariat as we continue adapting to the impact of Covid-19 in delivering our Vision 2025 strategy.

Initial recommendations have been made, and development of a gender policy will be prioritised in 2021, before its adoption at our 2022 Global Assembly.

In March 2020, the secretariat carried out the first of an annual survey of National Coalition Coordinators [to assess network impact and monitor our progress](#) implementing Vision 2025. The baseline survey explored coalitions' activities over the previous 12 months, revealing the breadth of their achievements – from strengthened mining laws in Malawi to the suspension of damaging hydroelectric plants in Kosovo. Thirty-two of the 48 respondents reported that their national coalitions had made advances in advocacy. [The survey](#) also found that while PWYP coalitions are promoting the rights of marginalised groups, their own governance boards need to do more to include women, with male board members outnumbering female overall by two to one. We released a blog announcing the findings and distributed a briefing to donors and partners. The survey acts as a baseline and will be repeated over the 2020-2025 strategy period, so we can measure progress and adjust our approach accordingly.

The secretariat also began forming a new MEL framework in early 2020. As it evolves, the framework will provide a more comprehensive and nuanced picture of impact and progress, enabling the PWYP secretariat to learn, adapt and become more effective.

In October, in close consultation with staff, we closed the PWYP office in London, in response to Covid-19. We will book meeting spaces when possible and necessary, potentially reopening shared workspace in 2022. This is a significant adjustment, but as a decentralised organisation with staff in seven countries, we have experience of working as a virtual team, and staff quickly adapted.

After carrying out a learning review, we updated our joint fundraising and regranting policy, and shared it with members and partners. The policy is publicly available on the PWYP website in five languages.

We held digital Global Council meetings on themes including contract transparency, civic space and the energy transition, along with four virtual Board meetings and three Africa Steering Committee meetings.

During 2020, the PWYP Secretariat gained a new donor, the Norwegian Agency for Development Cooperation. We also secured a five-year BUILD grant from the Ford Foundation, providing a unique opportunity to strengthen our core functions. This allows us to better support PWYP national coalitions to deliver the goals of Vision 2025.

WHAT WE LEARNED IN 2020

Throughout 2020, we drew key lessons to strengthen our movement and impact

- We need to retain the agility that helped us navigate the pandemic – for example, increasing our regrants by 110 per cent in response to the crisis.
- How much we can achieve digitally, from webinars and Global Council meetings, to network-wide consultations – but we need to find ways to overcome the digital divide, and increase the diversity and inclusiveness of virtual ways of working. This requires us to reassess our support for coalitions to be more diverse and inclusive.
- Our survey of National Coordinators showed how much members have achieved, but highlighted the need to increase women members of coalitions' governing boards.
- The value of PWYP's first civic space strategic framework, as members came under attack and were challenged to an

unprecedented degree during 2020.

- The importance of looking ahead, so we are well-placed to take advantage of critical opportunities – such as the pandemic-driven acceleration of the energy transition.
- The contribution MEL can make to strengthening our programme of work and facilitating institutional learning.
- Having dedicated campaigns expertise

within our team provides vital coherence and focus to our global campaign for contract transparency, #DisclosetheDeal.

- There is a need to continue widening our range of external partners and develop strategic relationships with expert partners in order to boost our influencing capacity.

PWYP Zimbabwe

Credit: Cosmas Sunguro



LOOKING FORWARD TO 2021

The PWYP Secretariat's 2021 Programme of Work is designed to advance progress towards a people-centred extractive sector, and to build resilience and sustainability across our movement, so we remain effective in the volatile global context. During 2021, we will focus on continuing to support members to work together towards the four global goals of our Vision 2025 strategy: to be better informed (access to data, contracts and payments), more influential (effective, evidence-based advocacy), widely heard (increased participation) and well connected (an effective, inclusive global movement). The 2021 work programme also integrates the findings from stress-testing our strategy.

1. Coordinated advocacy

During 2021, we will plan for the EITI Global Conference in 2022, with PWYP members jointly developing network-wide policy asks in areas such as contract disclosure, gender equality, civic space and the energy transition. We will support leadership across the network and scope advocacy opportunities to advance a just energy transition. In response to increasing restrictions, we will continue to support members to protect civic space, promoting ongoing EITI implementation and effective civil society engagement in the validation process. We will also continue to develop a coordinated global response to attacks, threats and intimidation against members across our network.

2. Campaigning

Building on the secretariat's shift towards global advocacy campaigns, we will support PWYP members to coordinate advocacy in #DisclosetheDeal, our contract disclosure campaign, providing global-level political analysis while spearheading collective initiatives across our network. A menu of advocacy options and tools will support tailored national-level advocacy, building a solid case for policy and governance reforms for the full disclosure of all mining licences and oil production agreements. We will also develop a global PWYP position on the energy transition to inform our role in addressing the climate crisis.

3. Connected advocacy

We will support members' knowledge exchange and engagement with mainstream and social media, developing powerful stories on contract transparency, feminist natural resource governance, civic space and tax justice. Our storytelling will stress the benefits of reform, making it relevant to the context, particularly Covid-19 and an equitable energy transition. We

will support members' collaboration to advance a shared change agenda and learn from advocacy experiences on regional thematic priorities.

4. Effective coalitions

We will strengthen the PWYP movement, building resilience by ensuring coalitions receive financial and technical support to maintain effective operations, especially those in high-risk civic spaces and countries dependent on fossil fuels or transition minerals. We will also commission research on different types of coalition models and indicators of effectiveness. We will continue to gather data on the impact of the movement through our annual membership survey.

5. Effective network

We will enhance our finance and operational functions, including establishing a legal entity in Belgium to facilitate fundraising and advocacy, developing high-performing fundraising and regrating functions and developing our capacity for effective MEL. As well as our virtual Africa Conference in March 2021, the year will involve essential planning for PWYP's Global Assembly in 2022.

6. Partnerships

We will promote strong and diverse partnerships with new allies, including human rights, feminist and climate organisations, to extend our influence on transparency and accountability in extraction. The 2021 PWYP Africa Conference will provide a unique opportunity to collaborate with existing and new partners.

FINANCIAL REVIEW

PWYP's total income in 2020 was £3,339,478, which was all in the form of grants except for £292 of bank deposit interest. Of this income, £2,523,735 (76 per cent) was unrestricted, while the remaining £815,743 was restricted.

In addition to this income, we had an opening balance of £871,910 from grants received in previous years: £541,910 to be used for activities in 2020 and £330,000 of reserves. Of this balance, £639,081 was unrestricted and £232,829 was restricted. This brought the total funds available to be used in 2020 to £4,211,388.

The unrestricted income included grants from the Open Society Foundations of £770,366, from Luminate of £324,491, Ford Foundation of £438,597, Danida of £203,384, The William and Flora Hewlett Foundation of £686,605, including £279,107 to support gender work and the Sigrid Rausing Trust of £100,000 to cover core running costs.

All the restricted income was received for specific projects and included grants from The Norwegian Agency for Development Cooperation of £351,154 and Finland Ministry of Foreign Affairs of £451,345

Our expenditure for the year totalled £2,562,205, of which £1,707,300 was unrestricted funds and £854,905 was restricted (project) funds. There is a small in year deficit on the restricted funds of £39,162 due to spending down funds brought forward. Full details are given in note 12 to the accounts.

Total funds carried forward at the end of the year were £1,649,183. Of this £1,488,685 are unrestricted, available for use in pursuit of

PWYP's charitable objectives. £908,685 is to be used for activities in 2021 with £430,000 in a designated operational reserve and £150,000 in a designated Covid 19 reserve representing the unspent funds in 2020 due to the global pandemic. The remaining amount of £160,498 has donor restrictions and will be used for specific projects and activities agreed with those donors.

7.1. Going concern

With unrestricted funds at 31 December 2020 of £1,488,685, and net current assets of £1,634,212, the Trustees consider that PWYP has sufficient resources and liquidity to continue for the foreseeable future and maintain a sufficient flow of funds to be spent fulfilling our charitable objectives.

7.2. Reserves policy

The Board of Trustees has adopted an operating reserve policy in order to ensure the stability of the mission, programmes, employment and ongoing operations of PWYP.

The operating reserve is intended to provide an internal source of funds for situations such as a sudden increase in expenses, one-time unbudgeted expenses, an unanticipated reduction in funding, or uninsured losses. The reserve may also be used for one-off, non-recurring expenses that will build long-term capacity. It is not intended to replace a permanent loss of funds or eliminate an ongoing budget gap. The intention of the Trustees is that the operating reserve, if used, should be replenished within 12 months.

The policy requires a target minimum of three months' average operating costs to be held as

an operating reserve, and that this reserve be held in cash or cash-equivalent funds.

As at 31 December 2020, after transfers, the reserve was £430,000. The Board agreed a budget to ensure that reserves increase each year, with the intention of building reserves as the Charity grows.

In 2020 an additional surplus was generated due to activities not being able to take place because of the Covid 19 global pandemic. The Board decided to designate £150,000 from this additional surplus to allow increased future activities once global travel restrictions have been lifted.

7.3. Funding strategy

Our funding strategy, established in 2017, enables us to balance our need for sustainable income sources against the risks of over-reliance on a small number of large donors and limited revenue streams. As of 2019, this strategy is updated on an annual basis to assess risks and opportunities for the coming year.

PWYP now has six core donors and we believe this to be a good balance of support, representing 76 percent of our income in 2020.

The Board continues to review our income sources with a view to achieving the donor diversity outlined in the funding strategy.

7.4. Joint fundraising policy

As we continue to consolidate our position as a major civil society actor in natural resource governance, we are committed to helping our members access technical and financial support for their work. We continue to regrant funds to members via our joint fundraising policy, which provides clarity and transparency to members on how funds are mobilised and redistributed by the Secretariat, and under what circumstances. A review of Secretariat regranting over 2016-2019 was completed and published in early 2020 - this informed our updated joint fundraising and regranting policy, released in June 2020. The findings of the review, updated policy, and FAQs to assist members in navigating the joint fundraising and regranting processes is publicly [available on the PWYP website](#).

7.5. Fundraising

All funds raised by PWYP are raised by existing staff. A full-time Fundraising Manager was recruited in April 2020 to support the Secretariat's fundraising and donor-relations management. All income received in the period was in the form of grants. The Charity is not required to report its fundraising activities. Funds are raised in line with the principles and goals of the funding strategy and the joint fundraising policy (see above), from grant-giving entities such as foundations, non-government organisations, and bilateral agencies. Grants are secured through a process of submitting grant proposals.

RISKS AND UNCERTAINTIES

Our programmes continue to take place amid challenging external political, financial and economic trends. Across our global network, we see a decline in respect for human rights, with civic space and fundamental freedoms threatened on a daily basis. The risks for those working on the ground are significant. During 2020, Covid-19 dramatically changed the way all stakeholders can work. We have had to find different approaches, including greater reliance on digital methods of communication, which poses its own risks.

It is against this backdrop that the Board of Trustees takes an active role in the management of risks faced by PWYP as we seek to deliver on our mission and vision in a complicated and volatile environment.

Our risk register is developed by PWYP staff and the Board of Trustees, and is reviewed and re-assessed at Trustee meetings. We pay attention to risks in the following categories:

- Governance
- Operational
- Financial
- External/environmental
- Compliance.

Throughout the year, the Trustees have monitored the key risks that, without effective mitigation and control, were likely to have had a significant impact on our work, our reputation or our ability to achieve our objectives. The nature of our work means that despite our efforts to mitigate against them, some risks inevitably remain high. As such, we see the same types of risks showing as significant each year.

In 2020 the Board of Trustees held a meeting to discuss the impact and risks associated

specifically with Covid-19. The risks register was updated to include Covid-19-related risks and mitigating actions being taken by the secretariat to ensure the safety and welfare of our staff and stakeholders. We will continue to monitor the situation and make any changes and improvements we can, in line with government guidelines.

8.1. Staff safety

The risk to PWYP staff has been noted in every annual report and continues to remain high. Our staff sometimes have to travel to conflict regions or countries with a hostile attitude to PWYP's work.

In response, we have developed policies on staff travel, including the need to follow the advice provided by the UK Foreign and Commonwealth Office. We continue to work with our insurers to make sure that our insurance policies are fit for purpose and can meet our needs.

We are aware that the staff safety situation continues to evolve and presents an ongoing risk. We liaise with our networks regularly so we understand the situation on the ground, and we impress on staff that their safety is of utmost importance. If we deem the risk to staff too great, we will pull out of trips. We recognise that the increasing threats to PWYP members over the year may correlate to increased risk for our staff.

At the time of writing, PWYP has ceased all work-related travel and all staff are working from home as a result of the Covid-19 pandemic. These restrictions will remain in place until we deem it safe for staff and other stakeholders to travel on PWYP business.

We also recognise the psychosocial impact that the pandemic has on the small team of staff at

the secretariat. We have measures in place to support the team through this difficult period, including access to our Employee Assistance Plan, which includes provision for mental health support; additional leave allowances; coaching support to allow the senior management team and managers to adapt and lead in this difficult time, and regular meetings with all staff to discuss further adaptations necessary or beneficial to wellbeing.

8.2. Fraud or error

The Board of Trustees has reviewed and authorised comprehensive financial policies and procedures in order to mitigate against fraud or error.

While these risks can never be eliminated, the Trustees are confident that our systems are robust and that they minimise the potential for fraud or error. We have a highly skilled senior management team to manage PWYP on a day-to-day basis. As an organisation operating across multiple countries, we recognise the need to exercise comprehensive due diligence to ensure that the risk of fraud or error is minimised. With these controls in place, we believe the internal risk of fraud and error is reduced.

PWYP provides sub-grants to PWYP members where funds are available. Grant funds are usually structured in instalments, and grantees must report on the use of these funds appropriately before further funds are released. In this way, the financial impact of a potential fraud or error is greatly reduced. PWYP's joint fundraising and re-granting policy outlines the due diligence required for sub-granting. Due diligence is undertaken by both the programmatic and the Finance and Operations teams.

PWYP also undertook a full review of its due diligence processes in 2020 and developed our end-to-end subgrants management system.

We recognise that threats to digital security and associated risks are increasing. We have

engaged a specialised consultancy to assess our risks, with a view to implementing a plan to strengthen our systems.

8.3. Increased joint fundraising and grant-making

The increase in our joint fundraising and grant-making is in part linked to the above risks. We have seen an increase in regranting during PWYP's existence, and while we are keen that members are supported, the secretariat was not established as a grant-making body. There are therefore inherent risks in this increase. As noted above, we have started to build the secretariat's capacity to manage subgrants (this includes managing the risk of fraud). We ensure that PWYP systems meet all legal requirements, including anti-terrorism and anti-money laundering laws, as well as laws pertaining to our international donors' legal requirements, such as the US Foreign Corrupt Practices Act.

The ease with which we can raise funds varies according to region, with some countries much more difficult to raise funds for or conduct fundraising activities in. There is a need to take all these factors into account when allocating resources to each region.

PWYP undertook a full review of its joint fundraising and regranting policy, with the updated policy made publicly available on our website in 2020.

8.4. Changes in government policies at local, national and international levels

We recognise that changes in government policies may adversely affect PWYP's funding sources or our ability to continue our core work.

We manage these risks by monitoring proposed legal and regulatory changes, and nominating key Board and senior management team members to assess their potential impact on PWYP's work.

GOVERNANCE AND MANAGEMENT

Publish What You Pay (PWYP) is a charity registered in England and Wales (charity number 1170959) and a company registered in England and limited by guarantee (registration number 9533183). Our objects and powers are set out in our Memorandum and Articles of Association. Additionally, the charity has a trading subsidiary, Publish What You Pay Trading Limited (10894073). The purpose of this subsidiary is to allow PWYP to receive non-grant income in order to support its charitable activities. The company has not yet traded.

9.1. Governance structure

PWYP is a global coalition of national coalitions and member organisations, supported by a small international secretariat. This report refers to the governance of the PWYP International Secretariat and the global coalition. National coalitions have their own governance structures and are autonomous, but are required to adhere to the [PWYP Operating Principles](#), a set of 10 principles which encapsulate the highest values and standards of transparency and good governance.

9.2. Board of Trustees

The PWYP Board is composed of up to nine Trustees, including both PWYP members and individuals who are not members of PWYP but who bring specific skills and experience. In close coordination with the PWYP Global Council, the Board is able to appoint co-opted Trustees on the basis of the skills that they bring. The Trustees take primary responsibility for ensuring that the objectives and interests of PWYP, as a registered charity, are protected and advanced. Trustees govern PWYP in the interests of the members globally and collectively, and will normally accept recommendations on strategy

and policy from the Global Council, unless there are good reasons of legal or financial probity for not doing so. The Trustees appoint and ensure the effectiveness of the Executive Director.

Details of the PWYP Trustees can be found on the [PWYP website](#), and their responsibilities are set out in the Terms of Reference and Role Descriptions in the [Governance Manual](#).

The Board meets for one to two days, a minimum of three times a year.

All Trustees give their time freely and receive no remuneration for their service. New Trustees are inducted to the Board by the Executive Director, the Director of Finance and Operations, the Director of Member Engagement and the Chair of the Board, using an induction pack prepared by PWYP. In addition, Trustees are supported in their role by training sessions at each Board meeting. The Board also maintains a skills matrix which it reviews regularly to ensure that it has the necessary skills and experience to govern PWYP effectively (see [Board webpage](#) for more information).

9.3. Global Council

The Global Council is an elected body of 10 PWYP member representatives, which develops strategies and prioritises activities in operational plans, making recommendations to the Executive Director and Board as appropriate. It does so through expression of, and debate between, the diversity of voices of PWYP members. It aims for decisions to be reached by consensus, but votes on recommendations when necessary. Global Council members give their time freely and receive no remuneration for their service.

The Global Council is accountable to the Global Assembly of members for its work. Its responsibilities are set out in the Terms of Reference and Role Descriptions in PWYP’s Governance Manual.

The [Global Council](#) webpage contains details of its representatives, its full Terms of Reference and the minutes of its predecessor body, the Global Steering Committee.

9.4. The Global Assembly

This is a three-yearly meeting of PWYP member organisations to discuss progress and achievements, and to engage in strategy and policy review. PWYP held its most recent Global Assembly in Dakar, Senegal, in January 2019.

9.5. Africa Steering Committee

The [Africa Steering Committee](#) is composed of representatives from African sub-regions: Eastern and Southern Africa; Central Africa; Anglophone West Africa, and Francophone West Africa. Members’ terms are of three years. The committee’s role is to provide strategic guidance

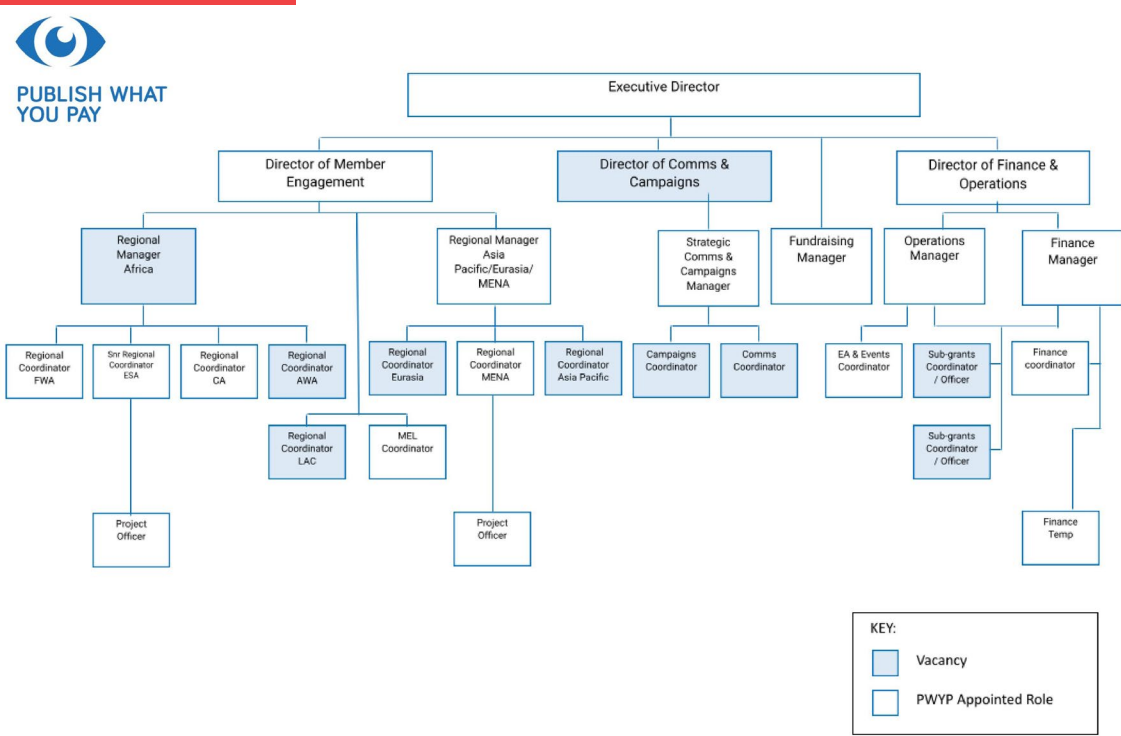
to PWYP members in Africa and to ensure that national coalitions and members comply with PWYP principles and standards.

9.6. The Secretariat

A small, decentralised secretariat, with staff in seven countries. Its role is to support national coalitions in their strategy, governance, management, communication and delivery of work plans. It is facilitative and enabling, and does not have a supervisory role over the national coalitions. The secretariat also has responsibility for coordinating PWYP work at international and regional levels, as well as joint fundraising and coordinating the implementation of funded projects.

With the launch of the new strategy in 2019, the secretariat undertook a review of its staff structure to ensure that it could deliver on the strategy. A number of new posts were created as a result of that review and the new structure will be implemented over the course of 2020-2021 (funding dependent).

9.7. Organogram



9.8. Decision-making processes and delegation of authority

At the triannual Trustees' meetings, the Trustees agree the broad strategy and areas of activity for PWYP, including consideration of financial management, reserves and risk management policies, and performance. Day-to-day administration, financial planning and reporting is delegated to the Executive Director.

9.9. Management structure

The Executive Director of the secretariat oversees the work and performance of a decentralised team. She reports to the Chair of the Board.

9.10. Methods for the recruitment and appointment of Trustees

PWYP closely follows the guidelines of the Charity Commission and its Articles of Association regarding the appointment of new Trustees. Our Governance Manual provides for a minimum of three and a maximum of nine Trustees. Of these, three are elected by the Global Council from a list of nominations made by PWYP members. This includes one member selected from and by the Global Council, sitting on both bodies. Up to six additional Board members are selected from external stakeholders, to ensure that all required governance skills are present on the Board. The Board maintains a skills matrix of its Trustees, and new Trustees are chosen in consultation with the full Board to ensure that collectively, members have the necessary skills and experience to operate effectively.

Board members will serve for a term of three years. At the end of this period, they may be re-nominated for up to two further three-year terms, so the maximum period for which a Board member may serve is nine years. After this, there must be a break of at least one year before a former Board member may be eligible for nomination or selection again.

9.11. Policies and procedures for the induction and training of new Trustees

All PWYP Trustees follow the guidelines set out by the Charity Commission, in particular the Commission's guidance on "The Essential Trustee: What You Need to Know" and "Charities and Public Benefit". We ensure that new Trustees build an understanding of PWYP and establish relationships with the management team and main strategic partners. The Trustees were given a formal introduction to their role and obligations by a lawyer in the UK as PWYP prepared to become a UK-registered charity in December 2016. They are supported in their role with training sessions provided at Board meetings annually.

9.12. Public benefit

PWYP exists to help people and communities living in resource-rich countries where the wealth generated from gas, oil and mineral resources is not always translated into adequate standards of living or access to basic services. We therefore consider our "public" to be citizens in resource-rich countries who are currently not benefiting from the resources that exist in their countries. PWYP focuses on supporting and representing the interests of some of the most marginalised populations, who are often disproportionately affected by extractive projects and are politically disenfranchised – such as indigenous peoples in remote locations, and women. We aim to support the long-term sustainable development of these communities. There is no restriction on the benefits to any specific section of the public.

The Trustees confirm that they have given due regard to the Charity Commission's public benefit guides PB1, PB2 and PB3 in determining the activities undertaken by PWYP. We consider that PWYP's work is demonstrably for the public benefit, in that PWYP's main activities focus on:

- Promotion of ethical standards of conduct and compliance with the law:** By promoting transparency and accountability in all aspects of the management of the natural resource sector – including investment decisions and the use of revenues generated – PWYP brings about positive change that will improve the lives of all citizens, particularly communities living close to extractive sites, who often experience only the negative impact of natural resource extraction.
- Prevention or relief of poverty and improvement of the conditions of life in socially and economically disadvantaged communities affected by the extraction and supply of natural resources:** By promoting government revenue-sharing schemes, PWYP encourages the allocation of funds derived from the extraction of natural resources to affected communities, as well as the redistribution of revenues to benefit citizens in other (non-extractive) regions throughout a country. At local level, this can translate into payment of annual dividends to communities affected by extractive operations. At national level, special development funds endowed with extractives revenues can contribute to the budgets of local authorities, helping to redistribute revenues and eradicate poverty.
- Advancement of education and research into the extraction supply and value chains for natural resources, and publication and promotion of the useful results of such investigations and research to the public:** Access to reader-friendly information related to the extractive sector, and relevant training, will benefit all citizens of resource-rich countries, by enabling them to hold governments and companies to account for the revenues generated by the exploitation of natural resources.

STATEMENT OF TRUSTEES' RESPONSIBILITIES

The Trustees (who are also directors of the charitable company for the purposes of company law) are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare financial statements for each financial year, which give a true and fair view of the state of affairs of the charitable company, and of the income and expenditure of the charitable company for that year. In preparing the financial statements, the Trustees are required to:

- Select suitable accounting policies and apply them consistently
- Observe the methods and principles in the Charities Statement of Recommended Practice (SORP), and make judgements and estimates that are reasonable and prudent
- State whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements
- Prepare the financial statements on the going concern basis, unless it is inappropriate to presume that the charity will continue in operation.

The Trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the charity and which enable them to ensure that the accounts comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Insofar as the Trustees are aware, there is no relevant audit information of which the charitable company's auditor is unaware, and each Trustee has taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

The Trustees' Annual Report and Strategic Report were approved by the Board of Trustees on 14 May 2021 and signed on its behalf by:



Susan Hazledine
Director / Trustee
Date: 14 May 2021

Legal and administrative information
(registration number 9533183)

Trustees

Carlo Merla – Chair
Alan Detheridge – Treasurer
Ali Idrissa
Julie McCarthy
Susan Hazledine
Athayde Jose Ada Motta Filho
Victoria Ibezim-Ohaeri (Appointed 28 February 2020)

Company Secretary

Susan Hazledine

Management

Elisa Peter, Executive Director
Caroline Macleod, Director of Finance and Operations (resigned, 30 September 2020)
Alison Smith, Interim Director of Finance (started, 5 October 2020)
Stephanie Rochford, Director of Member Engagement

Registered Office

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London SE1 1JA
Tel: +44 20 3817 7639
Email: info@pwyp.org

Independent Auditors

Critchleys Audit LLP
Beaver House
23-38 Hythe Bridge Street
Oxford
OX1 2EP

Solicitors

Bates Wells Braithwaite
10 Queen Street Place
London EC4R 1BE

Bankers

Barclays Bank PLC, Corporate Banking Oxford & Swindon
Wytham Court, 11 West Way, Oxford, OX2 0JB

Ebury Partners UK Limited, 3rd floor, 100 Victoria Street
London, SW1E 5JL

AUDITORS REPORT AND STATUTORY ACCOUNTS

Independent auditor's report to the members of Publish What You Pay

Opinion

We have audited the financial statements of Publish What You Pay (the "Charity") for the year ended 31 December 2020, which comprise the Statement of Financial Activities, Balance Sheet, Statement of Cash Flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102: The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the Charity's affairs as at 31 December 2020 and of its income and expenditure for the year then ended
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (ISAs) (UK) and applicable law. Our responsibilities under those standards are further described in the section of our report covering the Auditor's responsibilities for the audit of the financial statements. We are independent of the Charity in accordance with the ethical requirements

that are relevant to our audit of the financial statements in the UK, including the Financial Reporting Council's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate. Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the entity's ability to continue as a going concern for a period of at least 12 months from when the financial statements are authorised for issue. Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information

The Trustees are responsible for the other information. The other information comprises the information included in the annual report other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise

appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Trustees' report (incorporating the strategic report and the directors' report) for the financial year for which the financial statements are prepared is consistent with the financial statements, and
- the Trustees' report (incorporating the strategic report and the directors' report) has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' report. We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- sufficient accounting records have not been kept
- the financial statements are not in agreement with the accounting records and returns
- certain disclosures of Trustees' remuneration specified by law are not made, or

- we have not obtained all the information and explanations necessary for the purposes of our audit.

Responsibilities of the Trustees

As explained more fully in the Trustees' responsibilities statement [set out on page 38], the Trustees are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Trustees are responsible for assessing the Charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting, unless the Trustees either intend to liquidate the Charity or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements. Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect

material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

Our approach to identifying and assessing the risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, was as follows:

- the engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;
- we identified the laws and regulations applicable to the charity through discussions with Trustees and other management, and from our knowledge and experience of the client's operational sector;
- we focused on specific laws and regulations which we considered may have a direct material effect on the financial statements or the operations of the charity, including the terms of grant agreements
- we assessed the extent of compliance with the laws and regulations identified above through making enquiries of management; and
- identified laws and regulations were communicated within the audit team regularly and the team remained alert to instances of non-compliance throughout the audit.

We assessed the susceptibility of the charity's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by:

- making enquiries of management as to where they considered there was susceptibility to fraud, their knowledge of actual, suspected and alleged fraud; and

- considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations;

To address the risk of fraud through management bias and override of controls, we:

- performed analytical procedures to identify any unusual or unexpected relationships;
- tested journal entries to identify unusual transactions;
- assessed whether judgements and assumptions made in determining the accounting estimates were indicative of potential bias; and
- investigated the rationale behind significant or unusual transactions;

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

- agreeing financial statement disclosures to underlying supporting documentation;
- reading the minutes of meetings of those charged with governance;
- enquiring of management as to actual and potential litigation and claims; and
- reviewed the terms of grant agreements.

There are inherent limitations in our audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of the Trustees and other management and the inspection of regulatory and legal correspondence, if any. Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

A further description of our responsibilities is available on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities.

This description forms part of our auditor's report.

Use of our Report

This report is made solely to the Charity's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the Charity's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Charity's members as a body, for our audit work, for this report, or for the opinions we have formed.

Colin Mills (Senior Statutory Auditor)

For and on behalf of Critchleys Audit LLP
(Statutory Auditor), Oxford

Date:

Statement of financial activities

(Including Income and Expenditure Account)
for the year ended 31 December 2020

	NOTE	UNRESTRICTED FUNDS £	RESTRICTED FUNDS £	2020 TOTAL FUNDS £	2019 TOTAL FUNDS £
INCOME AND ENDOWMENTS FROM:					
Grants	3	2,523,443	815,743	3,339,186	2,621,525
Bank interest		292		292	656
Total income		2,523,735	815,743	3,339,478	2,622,181
EXPENDITURE ON:					
Raising funds		156,603		156,603	70,001
Charitable activities:	5				
Movement Building		1,359,521	844,991	2,204,512	2,348,484
Advocacy		191,176	9,914	201,090	326,651
Total expenditure		1,707,300	854,905	2,562,205	2,745,136
Net (expenditure)/income		816,435	(39,162)	777,273	(122,955)
Transfers	11,12	33,169	(33,169)	-	-
Net movement in funds		849,604	(72,331)	777,273	(122,955)
Total funds brought forward at 1 January 2020		639,081	232,829	871,910	994,865
Total funds carried forward at 31 December 2020	11,12	1,488,685	160,498	1,649,183	871,910

Statement of financial activities (comparatives)

for the year ended 31 December 2020

(including income and expenditure account)

	NOTE	UNRESTRICTED FUNDS £	RESTRICTED FUNDS £	2019 TOTAL FUNDS £	2018 TOTAL FUNDS £
INCOME AND ENDOWMENTS FROM:					
Grants	3	1,633,592	987,933	2,621,525	2,325,072
Bank interest		656	-	656	385
Total income		1,634,248	987,933	2,622,181	2,325,457
EXPENDITURE ON:					
Raising funds		70,001	-	70,001	46,674
Charitable activities:	5				
Movement Building		1,326,655	1,021,829	2,348,484	1,522,274
Advocacy		247,433	79,218	326,651	367,131
Total expenditure		1,644,089	1,101,047	2,745,136	1,936,079
Net (expenditure)/income		(9,841)	(113,114)	(122,955)	389,378
Transfers	11,12	(33,169)	33,169	-	-
Net movement in funds		(43,010)	(79,945)	(122,955)	389,378
Total funds brought forward at 1 January 2020		682,091	312,774	994,865	605,487
Total funds carried forward at 31 December 2020	11,12	639,081	232,829	871,910	994,865

Balance sheet

as at 31 December 2020

	NOTE	2020 £	2019 £
FIXED ASSETS			
Tangible fixed assets	8	14,971	15,000
TOTAL FIXED ASSETS		14,971	15,000
CURRENT ASSETS			
Debtors	9	40,092	18,830
Cash at bank and in hand		2,544,965	1,251,811
TOTAL CURRENT ASSETS		2,585,057	1,270,641
CURRENT LIABILITIES:			
Amounts falling due within one year	10	(950,845)	(413,731)
NET CURRENT ASSETS		1,634,212	856,910
TOTAL ASSETS LESS CURRENT LIABILITIES		1,649,183	871,910
FUNDS			
Unrestricted funds	11	1,488,685	639,081
Restricted funds	12	160,498	232,829
TOTAL		1,649,183	871,910

Approved and authorised for issue by the Directors on 14 May 2021 and signed on their behalf by:

Susan Hazledine
Director / Trustee
Date: 14 May 2021

Statement of cash flows

for the year ended 31 December 2020

	2020	2019
Cash flows from operating activities		
Net cash (used in)/provided by operating activities (below)	1,305,772	(332,093)
Cash flows from investing activities		
Purchase of tangible fixed assets	(12,618)	(19,644)
Proceeds on disposal of tangible fixed assets	-	-
Change in cash and cash equivalents in the reporting period	1,293,154	(351,737)
Cash and cash equivalents at the beginning of the reporting period	1,251,811	1,603,548
Cash and cash equivalents at the end of the reporting period	2,544,965	1,251,811
Reconciliation of net incomes to net cash flow from operating activities		
Net (expenditure)/income for the reporting period	777,273	(122,955)
ADJUSTMENTS FOR:		
Depreciation	12,647	9,219
Loss on disposal of fixed asset	-	2,908
Decrease/(increase) in debtors	(21,262)	174,049
(Decrease)/increase in creditors	537,114	(395,314)
NET CASH (USED IN)/PROVIDED BY OPERATING ACTIVITIES:	1,305,772	(332,093)

Notes to the accounts

Notes to the accounts for the year ended 31 December 2020

1. Company Information

Publish What You Pay is a company limited by guarantee incorporated in the United Kingdom. Its registered office address is The Office Group, 201 Borough high Street, London SE1 1JA The charity is limited by guarantee and does not have a share capital. Each member gives a guarantee to contribute a sum, not exceeding £1, to the charity should it be wound up.

2. Accounting policies

a) Basis of accounting

The accounts are prepared under the historical cost convention and in accordance with the Statement of Recommended Practice 'Accounting and Reporting by Charities' (Charities SORP (FRS102)), FRS102 and the Companies Act 2006. Publish What You Pay is a public benefit entity. There are no material uncertainties about the charity's ability to continue as a going concern.

b) Income

All income is included in the Statement of Financial Activities when the charity is legally entitled to the income and the amount can be quantified with reasonable accuracy. If income is received in advance where the donor has specified this must be spent in a future year this is carried forward as deferred income.

Restricted income not expended in the year is carried forward within restricted fund balances (see note 12).

c) Expenditure

Expenditure is accounted for on an accruals basis and gross of any related income. They are classified under headings that aggregate all costs related to the category. Where costs cannot be directly attributed to particular headings, they have been allocated to activities on a basis consistent with use of the resources.

Costs of raising funds comprise the costs associated with income generation via fundraising, including the salary of the Fundraising Manager.

Expenditure on charitable activities comprises direct charitable expenditure and support costs. Where costs cannot be directly attributed, they have been allocated to activities on a basis consistent with the use of resources.

Grants which the trustees have committed themselves to making are charged in the Statement of Financial Activities in the year in which the commitment is made.

d) Depreciation

Depreciation of fixed assets is calculated to write off their cost or valuation less any residual value over their estimated useful lives as follows:

Fixtures and fittings - 33.33% straight line
Computer equipment - 33.33% straight line

e) Leases and hire purchase contracts

Rentals paid under operating leases are charged to income as incurred.

f) Funds accounting

Unrestricted funds are available for use at the discretion of the Trustees in furtherance of the general objectives of the charity. Designated funds are unrestricted funds which the Trustees have set aside for specific purposes. Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the charity for particular purposes.

g) Foreign currencies

Transactions in foreign currencies are recorded at the rate ruling at the date of the transaction. Monetary assets and liabilities are retranslated at the rate of exchange ruling at the balance sheet date. All differences are taken to the Statement of Financial Activities.

h) Pensions

Contributions to defined contribution pension schemes are recognised in the Statement of Financial Activities in the period in which they become payable.

3. Grants

DONOR	TYPE	2020 £	2019 £
Cordaid	Restricted Funds	(3,515)	49,986
Danida	Unrestricted Funds	203,384	205,677
Finland Ministry of Foreign Affairs	Restricted Funds	451,345	442,948
Ford Foundation	Restricted Funds	-	154,262
Ford Foundation- Institute of International-Franco Regional	Restricted Funds	-	36,416
Ford Foundation Build Grant	Unrestricted Funds	438,597	-
Luminate	Unrestricted Funds	324,491	291,210
Luminate - Mandatory Disclosure	Restricted Funds	-	145,605
Luminate 2019 Global Assembly	Restricted Funds	-	10,000
Natural Resource Global Initiative	Restricted Funds	-	38,331
The Norwegian Agency for Development Cooperation (NORAD)	Restricted Funds	351,154	-
Open Society Foundations	Unrestricted Funds	770,366	697,026
Open Society Initiative for Southern Africa, grant via Southern Africa Resource Watch (SARW)	Restricted Funds	16,759	14,385
Sigrid Rausing Trust	Unrestricted Funds	100,000	100,000
The William and Flora Hewlett Foundation	Unrestricted Funds	407,498	339,679
The William and Flora Hewlett Foundation (Gender Project)	Unrestricted Funds	279,107	-
The William and Flora Hewlett Foundation (Gender Pilot Project)	Restricted Funds	-	96,000
TOTAL		3,339,186	2,621,525

4. Net income / (expenditure)

	2020 £	2019 £
This is stated after charging:		
Auditor's remuneration (audit)	9,900	8,100
Auditor's remuneration – tax services	960	1,920
Depreciation of tangible fixed assets (note 8)	12,647	9,219

5. Costs of charitable activities

2020	NOTE	MOVEMENT BUILDING (PREVIOUSLY MEMBER ENGAGEMENT) £	ADVOCACY (PREVIOUSLY GLOBAL INITIATIVES AND IMPACT) £	TOTAL 2020 £	TOTAL 2019 £
Grants payable	6	636,692	25,034	661,726	589,918
Grants payable Costs directly allocated to activities					
Programme Costs		432,763	27,274	460,037	576,003
Staff costs		430,318	54,648	484,966	324,699
Travel		13,456	628	14,084	222,428
Communications		6,998		6,998	13,720
Total costs directly allocated to activities		883,535	82,550	966,085	1,136,850
Support Costs Allocated To Activities					
Staff costs		432,729	59,131	491,860	577,404
Recruitment		3,265		3,265	453
Office costs		182,919	25,444	208,363	344,645
Foreign exchange (gain)/loss		32,296	4,414	36,710	(3,393)
Governance costs:					
Global meetings and other governance costs		24,364	3,329	27,693	21,158
Audit		8,712	1,188	9,900	8,100
Total Support and Governance costs		684,285	93,506	777,791	948,367
Total cost of Charitable activities		2,204,512	201,090	2,405,602	2,675,135

6. Grants payable

GRANTS WERE PAID DURING THE YEAR TO THE FOLLOWING INSTITUTIONS:	2020 £	2019 £
Action Aid Australia	56,756	
Association Africaine de Défense des Droits l'Homme	-	8,653
Association Energy Transparency	4,553	-
Association pour l'autopromotion des communautés de base (PWYP Togo)	9,677	-
Association Tunisienne De Droit Du Developpement	13,351	-
Bantay Kita	15,034	
Center for Environmental Policy and Advocacy	14,880	
Conference Episcopale du Cameroun	7,513	
Consensus Building Institute	-	32,685
Core Group Transparency	4,409	
Dynamique Mondaiale des Jeunes	7,651	
Economic Justice Network	-	(37,688)
Environics Trust	2,019	12,016
Fund for Constitutional Government (PWYP US)	-	44,200
General Assembly of PWYP Gabon	-	5,200
Hakirasilimali	14,762	113,994
Human Development Center 'Tree of Life'	4,501	
Impact (PWYP Canada)	23,923	37,603
Institute of National Affairs	4,485	
Katiba Institute	78,805	
KUWUKA JDA - Juventude Desenvolvimento e Advocacia	35,031	130,822
Lebanese Oil and Gas Initiative	113,457	
Lebanese Transparency Association	18,494	
Levizja Fol	4,551	
Mines alerte (PCQVP Burkina Faso)	9,017	7,852
ONG Lumiere (PWYP Senegal)	-	7,852
Owners of Khuvsgul Lake movement	-	5,327
Oxfam France (PWYP France)	19,936	11,130
Pro-biodiversity Conservationists in Uganda	43,124	127,626
Public Organisation 'Jahon'	6,874	
Publiez Ce Que Vous Payez - Guinee	-	7,852
Publiez Ce Que Vous Payez Coalition Malienne	11,147	
Publish What You Pay Senegal - Comité Sénégalais des Droits de l'Homme (CSDH)	-	11,617

GRANTS WERE PAID DURING THE YEAR TO THE FOLLOWING INSTITUTIONS:	2020 £	2019 £
PWYP Niger - ROTAB	10,000	16,488
PWYP Transparency Initiative Nigeria	3,825	17,381
The Creative Organisation for Development	13,204	
The ONE Campaign	37,387	28,301
Ther Development Center	52,435	
Transparency International Mongolia	4,494	
World Dynamics of Young People	-	1,007
Yayasan Transparasi Sumberdaya Ekstraktif	4,551	
Zimbabwe Environmental Law Association	11,880	
	661,726	589,918

7. Staff and Trustee Costs

	2020 £	2019 £
Wages and salaries	616,113	519,073
Hosted staff costs	334,067	297,206
Social security costs	63,100	57,674
Pensions	56,672	54,255
	1,069,952	928,208

During the year ended 31 December 2020 the charity employed 9 full-time members (2019: 8). Included in wages and salaries are severance payments totalling £25,500 (2019: none).

The Senior Management team comprise the key management personnel of the charity in charge of directing and controlling, running and operating the charity on a day to day basis.

Key management personnel remuneration in the period was £373,961 (2019: £334,179).

The number of employees whose employee benefits (excluding employer's pension costs and employer's NI) fell within the following bands was:

	2020 NO.	2019 NO.
£70,001 - £80,000	1	1
£80,001 - £90,000		1
£90,001 - £100,000	1	1
£110,001 - £120,000	1	

During the year, no trustees received any remuneration or medical benefits (2019: none). Payment of remuneration to a trustee for services rendered is permitted by the Articles of Association.

During the period, none of the trustees received reimbursement for expenses (2019: four trustees were reimbursed travel expenses totalling £4,908).

8. Tangible fixed assets

	COMPUTER EQUIPMENT £	FIXTURES & FITTINGS £	TOTAL £
COST			
At 1 January 2020	47,090	2,460	49,550
Additions	12,618	-	12,618
Disposals	(13,938)		(13,938)
At 31 December 2020	45,770	2,460	48,230
Depreciation			
At 1 January 2020	32,414	2,136	34,550
Charge for year	12,323	324	12,647
Eliminated on disposal	(13,938)		(13,938)
At 31 December 2020	30,799	2,460	33,259
Net book value			
At 31 December 2020	14,971	-	14,971
At 1 January 2020	14,676	324	15,000

9. Debtors

	2020 £	2019 £
Trade debtors	4,804	
Other debtors	-	8,000
Prepayments and accrued income	35,288	10,830
Total	40,092	18,830

10. Creditors: amounts falling due within one year

	2020 £	2019 £
Trade creditors	60,129	35,441
Accruals	347,095	353,143
Deferred income	510,830	-
Other creditors	32,791	25,147
Total	950,845	413,731

Deferred income represents grants and donations received for specific future programmes. Deferred income movements can be summarised as follows:

	2020 £	2019 £
Brought forward	-	697,026
Recognised as income in the year	-	(697,026)
Deferred in the year	510,830	-
Carried forward	510,830	-

11. Unrestricted funds

2020	OPERATIONAL RESERVE £	COVID 19 RESERVE £	GENERAL FUNDS £	TOTAL £
At 1 January 2020	330,000	-	309,081	639,081
Transfers - restricted funds	-	-	33,169	33,169
Transfers to designated reserves	100,000	150,000	(250,000)	-
Income/(expenditure) for period retained	-	-	816,435	816,435
At 31 December 2020	430,000	150,000	908,685	1,488,685

The purpose of the PWYP Operational Reserve is to ensure the stability of the mission, programmes, employment and ongoing operations of the organisation. The Operational Reserve is intended to provide an internal source of funds for situations such as a sudden increase in expenses, one-time unbudgeted expenses, unanticipated loss in funding, or uninsured losses. The reserve may also be used for one-time, non-recurring expenses that will build long-term capacity, such as staff development, research and development, or investment in infrastructure.

The PWYP Covid 19 Reserve was created in 2020 from additional surplus generated because activities were not able to take place as planned due to the Covid 19 global pandemic. The purpose of this reserve is to allow increased activities once global travel restrictions have been lifted.

2019	OPERATIONAL RESERVE £	GLOBAL ASSEMBLY £	GENERAL FUNDS £	TOTAL £
At 1 January 2019	270,000	111,227	300,864	682,091
Transfers - Global Assembly utilised		(111,227)	111,227	-
Transfers - restricted funds			(33,169)	(33,169)
Transfers - increase operational reserve	60,000		(60,000)	-
Income/(expenditure) for period retained	-	-	(9,841)	(9,841)
At 31 December 2019	330,000	-	309,081	639,081

12. Restricted funds

2020	OPENING FUNDS	INCOME	EXPENDITURE	TRANSFERS	CLOSING FUNDS
Cordaid	7,352	(3,515)	3,837	-	-
Finland Ministry of Foreign Affairs	-	451,345	263,189	(33,169)	154,987
Ford Foundation	138,260	-	132,749	-	5,511
Luminate - Mandatory Disclosures	35,164	-	35,164	-	-
Natural Resource Governance Institute (Mandatory Disclosures)	20,108	-	20,108	-	-
OSISA grant via SARW for Global Assembly	-	16,759	16,759	-	-
Norwegian Agency for Development Cooperation	-	351,154	351,154	-	-
The William and Flora Hewlett Foundation (Gender Pilot Project)	31,945	-	31,945	-	-
Total	232,829	815,743	854,905	(33,169)	160,498

Cordaid: Grant to support a project that focused on strengthening the influencing skills of the PWYP Africa Steering Committee (ASC) members to use the Africa Mining Vision (AMV) as a strategic advocacy focus; as well as to support country level work of civil society in the Democratic Republic of Congo and in South Sudan.

Ministry of Foreign Affairs Finland: Grant to support capacity building, peer-learning, knowledge-sharing and advocacy by civil society organisations in Sub-Saharan Africa to monitor the tax payments made by extractive companies to governments with a view to ensuring that they contribute to equitable and sustainable development.

Ford Foundation: Grant to foster civil society leadership, learning, and networking in order to enhance gender responsiveness, equitable benefit sharing, and defense of civic space in the extractives sector in Africa.

Luminate: Grants to facilitate the Mandatory Disclosures Campaign in Canada, the UK, Australia and France; and to support PWYP’s organisational development and overall strategy implementation.
 Natural Resource and Governance Institute: Grant provided to support PWYP work towards a global mandatory disclosure reporting standard in the extractive sector.

The Norwegian Agency for Development Cooperation: Grant to facilitate a project to support improved transparency and accountability in the petroleum sector. The grant is being used to support organisations in Lebanon, Iraq and Kenya.

The William and Flora Hewlett Foundation: Grant for a pilot project to promote a gender-responsive Extractive Industries Transparency Initiative.

		INCOME	EXPENDITURE	TRANSFERS	CLOSING FUNDS
Cordaid 2018	4,401	-	4,401	-	-
Cordaid 2019	-	49,986	42,634	-	7,352
Finland Ministry of Foreign Affairs 2019-2020	-	442,948	476,117	33,169	-
Ford Foundation	144,990	154,262	160,992	-	138,260
Ford Foundation- Institute of International-Franco Regional	-	36,416	36,416	-	-
Luminate - Mandatory Disclosures	13,044	145,605	123,485	-	35,164
Luminate (2019 Global Assembly) Natural Resource Governance	7,852	10,000	17,852	-	-
Institute (Mandatory Disclosures)	-	38,331	18,223	-	20,108
Open Society Foundations - EU	17,821	-	17,821	-	-
Open Society Foundations - Transition	3,794	-	3,794	-	-
Open Society Foundations - Civic Space	66,740	-	66,740	-	-
OSIWA	-	14,385	14,385	-	-
OSIWA (2019 Global Assembly)	22,067	-	22,067	-	-
The William and Flora Hewlett Foundation (Gender Project)	32,065	96,000	96,120	-	31,945
Total	312,774	987,933	1,101,047	33,169	232,829

13. Analysis of net assets

2020	RESTRICTED £	UNRESTRICTED £	TOTAL £
Fixed assets	-	14,971	14,971
Net current assets	160,498	1,473,714	1,634,212
Total	160,498	1,488,685	1,649,183

2019	RESTRICTED £	UNRESTRICTED £	TOTAL £
Fixed assets	-	15,000	15,000
Net current assets	232,829	624,081	856,910
Total	232,829	639,081	871,910

14. Related party transactions

There were no payments to or for related parties during the year ended 31 December 2020 (2019: none).

There are no outstanding balances or provisions for doubtful debts with the related parties for the year ended 31 December 2020 (2019: none).

15. Lease commitments

Due to the Covid 19 Pandemic staff were working from home, so notice was given on the office premises and the lease terminated with effect from 13 October 2020. At 31 December 2020 the lease commitment was zero (2019: £24,000). The rental charge in the period was £46,609 (2019: £67,603).



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