Reversing the Resource Curse: Theory and Practice

An SPP–NRGI Course

— Year 4 —

17–29 April 2016 | Budapest, Hungary
The effort to promote transparency and good governance in resource-rich countries has gained significant momentum over the last decade and made substantial progress. At the same time, the degree to which this agenda finds more than rhetorical support from political elites is questionable. It is equally unclear whether civil society, the media, and parliaments in developing countries are sufficiently well-informed to take full advantage of transparency for more effective oversight. The persistent disconnect between the governance research community and practitioners also hinders innovation in specific contexts.

In this light, the School of Public Policy at Central European University (SPP) and the National Resource Governance Institute (NRGI) designed this two-week course to equip a pool of exceptional individuals from government, civil society, parliaments, media, international development agencies, and
the private sector, as well as academics, researchers, and analysts, with the knowledge and tools necessary to help reverse the “resource curse.” Specifically, the course will examine the political economy of governance in resource-rich states and explore how it impacts domestic policy debates and practice. The course will also offer practical lessons for policy improvement, based on both best practices from around the globe and exchanges among participants.

Using the Natural Resource Charter as a framework and focusing on rigorous analysis and advanced techniques, the course is designed primarily for individuals who already have a solid understanding of the subject matter but are seeking to enhance their knowledge and skills to play a more prominent role in developing, monitoring, and/or evaluating the mining and petroleum sectors in specific countries or globally.
The Course

Using the Natural Resource Charter as a framework, the course covers:

1) Designing and Evaluating Fiscal Regimes
2) Distributing, Managing and Spending Resource Revenues
3) The Political Economy of Policymaking in Resource-Rich States

All participants will attend sessions on the political economy of policymaking in resource-rich states and a basic overview of all policy issues. Thereafter, they will be asked to choose one of two paths:

Path 1: Getting a Good Deal: Designing and Evaluating Fiscal Regimes
Path 2: Distributing, Managing, and Spending Resource Revenues
Path 1: Getting a Good Deal: Designing and Evaluating Fiscal Regimes

A properly designed fiscal regime (i.e., the range of tax, royalty, and other revenue collection tools used by governments) can attract investments and secure substantial resources that can be used to fund development. However, the challenges to good fiscal regime design can be formidable and the choice of a fiscal regime involves significant trade-offs. There is no “one-size-fits-all” model. Understanding the trade-offs and effectively evaluating policy choices is therefore an essential skill, particularly as a significant drop in commodity prices is triggering a wave of tax reforms.

There will be a plenary session on designing fiscal regimes and resource contracts for all participants to explore the economic theory underpinning the most commonly used fiscal tools in a government’s arsenal. Course participants will gain a better understanding of the key features of these tools, their similarities and differences, and the challenges of administering taxes and effectively collecting revenues. Participants who choose Path 1 will be able
to dive deeper into these issues and develop key practical and analytical skills. Their time will be evenly divided between classroom lecture and group work. In guided workshop sessions, Path 1 participants will learn to read and use Excel-based models to evaluate and compare different fiscal regimes, make investment decisions, forecast revenue streams and assess risks of revenue leakages.

Participants will also learn how to use standardized models developed by NRGI to inform policy analysis and decision-making through a mock negotiation exercise. Courses and exercises covered in Path 1 will include licensing and allocation of rights and links to cost-benefit analyses, institutional capacity, revenue management, state-owned companies, and political economy considerations, providing participants with a nuanced and practical understanding of tax policy in resource-rich countries.
Path 2: Distributing, Managing, and Spending Resource Revenues

In resource-rich countries, oil, gas, and mineral revenues offer opportunities to accelerate economic development and reduce poverty. At the same time, their unpredictability, volatility, and size relative to the rest of the economy, as well as their finite nature, can create perverse incentives, complicating economic management and in some cases actually impeding development. Common challenges include over-dependence on a single source of revenue, over-borrowing, followed by debt crises, poor quality public investment, destabilizing “boom-and-bust” cycles, redirection of funds to special interests, patronage, nepotism, and conflict between national and subnational authorities.

Participants in Path 2 will explore how to analyze these problems and overcome them. Sessions will examine the causes of weak development outcomes in resource-rich environments and elaborate on some available tools to improve the distribution, management, and use of oil, gas, and mineral revenues. These tools include: rules describing revenue distribution to the national budget, special funds, sub-national jurisdictions, and state-owned companies; rules
controlling the amount of resource revenues that enter the domestic economy; public accountability mechanisms for revenue and expenditure management; and formulation and implementation of national and sub-national development plans. **Path 2** participants will also examine how national and local economies can benefit from the presence of extractive companies through implementation of “local content” policies and shared-use infrastructure.

Sessions will focus on practical policy options rather than academic research. They will prepare course participants to analyze revenue distribution and management systems and provide advice to policymakers on specific saving and spending choices.
The Political Economy of Policymaking in Resource-Rich States

All course participants will explore different political economy trajectories of domestic governance in resource-rich states. The main goal is to introduce analytical tools of political economy to enhance understanding of the crucial impact of politics and power on policy outcomes. Participants will be exposed to case studies and interactive exercises and assess how political dynamics shape policy in countries relevant to their work. Along with identifying risks—such as the political inconvenience of saving, or principal-agent problems associated with national oil companies—the course will suggest tools that actors can use to better understand their roles within the political landscape and mitigate obstacles to reform. Experts will also discuss the deficits in good governance and transparency that pervade many resource-rich countries, explore their implications, and provide an update on global efforts (such as various transparency initiatives) to remedy the deficits.
## Week One (18–22 April 2016)

<table>
<thead>
<tr>
<th>All</th>
<th>Path 1: Getting a Good Deal: Designing and Evaluating Fiscal Regimes</th>
<th>Path 2: Distributing, Managing &amp; Spending Resource Revenues</th>
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<tr>
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<td>Sunday 17 April</td>
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<td>Monday 18 April</td>
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<td>(Parallel paths begin)</td>
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<tr>
<td>Arrival of participants</td>
<td>Overview</td>
<td>Political economy</td>
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<tr>
<td>9.00–9.15</td>
<td>Welcome remarks Wolfgang Reinicke</td>
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<tr>
<td>9.15–10.45</td>
<td>Overview of the course Leila Fitt</td>
<td>Corruption in natural resources Alex Gillies</td>
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<td>11.00–12.45</td>
<td>Policy levers for reform (rules, institutions, informed citizens) Paul Collier</td>
<td>Transparency and accountability Cristina Corduneanu-Huci &amp; Alex Gillies</td>
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<td>15.45–17.15</td>
<td>Political economy of resource-rich countries Cristina Corduneanu-Huci</td>
<td>Analysis to action lab 2: Applying political economy analysis Cristina Corduneanu-Huci, Alex Gillies &amp; Robert Templer</td>
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<td>17.30–19.00</td>
<td>Optional clinic with experts</td>
<td>SPP public policy panel Paul Collier, Alex Gillies &amp; participants (TBD)</td>
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<td>19.30–</td>
<td>Boat tour &amp; welcome reception</td>
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### Week Two (25 April–29 April 2015)

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<th>Time</th>
<th>Monday, 25 April</th>
<th>Tuesday, 26 April</th>
<th>Wednesday, 27 April</th>
<th>Thursday, 28 April</th>
<th>Friday, 29 April</th>
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<tr>
<td>9.00–9.15</td>
<td>Recap</td>
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| 9.15–10.45 | Tax administration and compliance  
Thomas Lassourd | Budgeting in natural resource-rich settings  
TBD | Analysis to action lab 3  
Leila Fitt | Local content and shared infrastructure  
TBD | Introduction to data sources for political economy analysis  
Cristina Corduneanu-Huci | Analysis to action lab 5: Action planning and wrap-up  
Leila Fitt |
| 11.00–12.45 | Tax analysis exercise 4  
Thomas Lassourd | Development banks, sovereign wealth funds, and other extra-budgetary mechanisms  
Keith Myers &  
Thomas Lassourd | Development strategies at the local and national levels  
Andrew Bauer | Contract negotiation game  
Thomas Lassourd | Local content and shared-use infrastructure exercise  
TBD | Analysis to action lab 4: Applying political economy analysis to participants’ own countries  
TBD | Closing  
Edward Branagan  
Evaluation and certificates  
Tanja Manners |
| 13.30–15.15 | Mitigating and accounting for environmental and social costs  
TBD | State-owned enterprises  
Keith Myers | Contract negotiation game  
Thomas Lassourd | Natural resource revenue sharing  
Andrew Bauer | On- and offsite project work  
Closing lunch |
| 15.30–17.15 | Environmental and social impact exercise  
TBD | Extra-budgetary funds: group exercise  
Keith Myers &  
Thomas Lassourd | State-owned enterprise exercise  
Andrew Bauer | Contract negotiation game  
Thomas Lassourd | Natural resource revenue sharing  
Andrew Bauer |
| 17.30–19.00 | Optional clinics with experts |                   |                     |                  |                  |
| 19.30– | |                   |                     |                  | Farewell dinner at Brody House |
**Aida Peña AAMOT**  
EITI International Secretariat  
Course Participant

“When we are working in the natural resources sector it is important to consider all of the angles. This course pushed us to do that; to go back to our past implementation work and reexamine it with different eyes. It was very useful for so many practitioners to share their experiences and also to get feedback from academics, which can help us to understand the challenges we face in our work.”

**Ingilab AHMADOV**  
Eurasia Extractive Industries Knowledge HUB  
Course Participant

“In Baku we are dealing with issues related to contracting, revenue management, diversification and sustainability. The knowledge, which other course participants shared will be very useful for me in my future work.”
Course Methodology

The course uses the Natural Resource Charter as its primary intellectual framework. The charter is a set of economic principles for governments and societies on how to best manage the opportunities created by natural resources to promote development. It is not a blueprint for the policies and institutions countries must build, but instead provides the ingredients successful countries have used to build such institutions.

www.naturalresourcecharter.org
The Natural Resource Charter Decision Chain

**Discovery and deciding to extract**
- PRECEPT 1: Strategy, consultation and institutions
- PRECEPT 3: Exploration and license allocation
- PRECEPT 4: Taxation
- PRECEPT 5: Local effects
- PRECEPT 6: Nationally owned resource companies

**Getting a good deal**

**Managing revenues**
- PRECEPT 7: Revenue distribution
- PRECEPT 8: Revenue volatility

**Investing for sustainable development**
- PRECEPT 9: Government spending
- PRECEPT 10: Private sector development
- PRECEPT 11: Roles of multinational companies
- PRECEPT 12: Role of international community
Each part of the course will include interactive lectures, group discussions, and practical skill-building workshops or policy labs, as well as guest presentations by leading experts. The course includes the following components:

- General concepts (theory and practice)
- Comparative analysis of current situations (globally)
- Case studies
- Policy labs to analyze case studies and develop practical analytical skills
- Plenary discussions and conclusions
- Exercises in country and mixed teams
- A public panel organized at the Central European University

Participants will also have the opportunity to sign up for one-on-one “clinics” in the evening with course experts to discuss how to target the challenges they face in their countries.
Course Structure

The course is lasts two weeks and maximizes in-person interaction in a classroom setting. Participants will spend most of the first week as a group, then split into two groups according to the path they select. Candidates must indicate a path when submitting their initial applications. The course is delivered in English.

Course Dates

Arrival and reception: Sunday, 17 April 2016
Departure: Friday, 29 April or Saturday, 30 April
(depending on flight connections)

Course Venue

The course will be held at the School of Public Policy, on the campus of the Central European University in Budapest, Hungary.
Eligibility and Course Requirements

The course is open to the following categories of participants:

- Civil society leaders with a track record of analysis, oversight, and policy advocacy around the governance of extractive industries.
- Mid- to senior-level government officials from ministries and departments involved in policy design, implementation, and compliance, including audit agencies.
- Officials from state-owned enterprises.
- Members of parliament, parliamentary staffers, and researchers well versed in the governance of extractive industries.
- Journalists with previous experience reporting on extractive sector governance.
- Academics and doctoral students undertaking applied research or teaching on the governance of natural resources.
- Professionals from development agencies, including consultancies, aid agencies, and international financial institutions.
- Representatives from extractive industry associations such as chambers of energy and minerals or country-level industry think tanks.
Please note this is not an entry-level course. NRGI and partners offer other courses that may be more appropriate for entry- and intermediate-level learners or for top-level government officials (e.g. ministers). Please consult http://www.resourcegovernance.org/training/core-courses for details on other opportunities.

Long-listed applicants will be notified in mid-December and asked to complete a number of pre-course assignments to matriculate into the course. These include an analytical assignment to be submitted by early 2016 and reading to be completed ahead of the course start date.

Good quantitative and Excel skills are required for both paths of the course. A good standard of English is necessary to gain the full benefit of participating in the course. A good understanding of, or background in, economics is highly desirable. These skills will be tested ahead of the course and participants will be offered material and exercises to brush up if necessary.

Scholarship recipients (see below) will be required to complete an assignment after the course concludes as a condition of funding.
Course Fees

The full cost of participation in the course is EUR 2,800. This does not include travel, accommodation, and dinners (lunches and coffee breaks during the course will be provided).

A limited number of scholarships covering travel, accommodation, and the full cost of tuition are available on a competitive basis for members of government, civil society, parliaments, and the media from selected resource-rich countries: Colombia, Democratic Republic of Congo, Ghana, Guinea, Indonesia, Iraq, Libya, Mexico, Mongolia, Myanmar, Nigeria, Tanzania, Tunisia and Uganda. Female applicants are particularly encouraged to apply.

In addition, a number of tuition waivers will be available on a competitive basis for applicants who cover their own travel, hotel accommodation, breakfasts, and dinners (lunches and coffee breaks during the course will be provided). Please contact course organizers for further information.

Note that scholarships or tuition waivers will not be available for applicants from the private sector or international agencies. On a competitive basis, tuition may be waived for doctoral students or representatives from small international NGOs.
Interested individuals should complete the application form at http://spp.ceu.edu/resource-curse-2016 by 27 November 2015.

Applicants will also be asked to upload the following additional documentation:

- A résumé/CV.
- A letter from his/her employer in support of the application. The letter should also describe how the organization’s work relates to extractive industries and the applicant’s responsibilities within it.
- Two short essays on the governance challenges associated with extractive industries in the applicant’s country of origin/residence (or internationally for global practitioners) and the applicant’s expectations of how the course will benefit him or her in efforts to help address those challenges.

Applicants should also indicate which path they wish to take when submitting the application along with an explanation of why the path is most relevant to his or her work. Applicants are strongly urged to read the course overview and schedule closely to make an informed choice. Every effort will be made to accommodate path choice.
Shortlisted applicants will be offered a provisional place the week of **14 December 2015**, and given a pre-course task to be completed and submitted to the course organizers by **3 January 2016**. Failure to submit or complete the task satisfactorily will result in the withdrawal of the provisional offer.

Participants who have satisfactorily completed the pre-course task will receive a definitive confirmation by **29 January 2016**. They will then need to begin preparing for the course by reading the pre-course materials that will be referenced during the residential phase.
Andrew Bauer is a senior economic analyst at the Natural Resource Governance Institute. Prior to joining NRGI, he served on Canada’s G7/8 and G20 teams as an international economist at the department of finance, where he provided economic policy advice and participated in the planning and execution of summits as well as the preparatory ministerial meetings during Canada’s host year. At NRGI, Andrew focuses on economic technical assistance and research, including advising governments and civil society on macroeconomic management, the economic implications of extractive sector policy options, and governance and accountability mechanisms. He has held positions in government, non-profits, and the private sector, having worked for Debt Relief International, UNICEF–Canada, Transparency International-Kenya, the Commission on Human Rights, and Administrative Justice (CHRAJ Ghana), among others. Originally from Montreal, Canada, Andrew holds an MSc in economics for development from Oxford University, where he won a thesis.
distinction for his work on monetary transmission mechanisms in Tanzania. He also received a BA in economics and international development studies from McGill University.

Sir Paul COLLIER
Oxford University

Paul Collier is a professor of economics and public policy at the Blavatnik School of Government, the director of the Centre for the Study of African Economies, and a professorial fellow of St. Antony’s College. From 1998 to 2003 he took a five-year public service leave during which he was director of the Research Development Department of the World Bank. He is currently a professeur invité at Sciences Po, and at Paris 1. In 2008 Paul was awarded a CBE “for services to scholarship and Development.” Paul is currently adviser to the Strategy and Policy Department of the International Monetary Fund, adviser to the Africa Region of the World Bank, and adviser to DfID. He has written for the New York Times, the Financial Times, the Wall Street Journal, and the Washington Post. His research covers the causes and consequences of civil war; the effects of aid; and the problems of democracy in low-income and natural-resource rich countries. Recent books include The Bottom Billion (Oxford University Press, 2007) which in 2008 won the Lionel Gelber, Arthur Ross and Corine Prizes and in May 2009 was the joint winner of the Estoril Global Issues Distinguished Book Prize; Wars, Guns and Votes: Democracy in Dangerous Places (Vintage Books, 2009); and The Plundered Planet: How to Reconcile Prosperity with Nature (Oxford University Press, 2010).
Robert F. CONRAD  
Duke University

Robert Conrad is an authority on the economics of tax policy, mineral taxation, and international tax issues. He has over 30 years of experience providing assistance to governments, international organizations, and private sector entities about tax and natural resource policy. His particular areas of expertise include the overall design of tax systems, mineral taxation, and taxation of multinational enterprises. Robert has worked in over 40 countries and has had extensive experience in Russia and Eastern Europe. He is a member of the faculty at Duke University where he was Director of the Duke Center for International Development. In addition, he currently serves on the Panel of Experts at the International Monetary Fund. Among other positions, Robert is Director of the U.S. Treasury’s Tax Advisory Program for Central and Eastern Europe and the Former Soviet Union and was selected by the United States government and the Russian Federation to coordinate and direct all bilateral technical assistance for tax policy between the two countries. His papers have appeared in journals such as the *Review of Economics and Statistics*, the *Journal of Public Economics*, *The National Tax Journal*, *Resources and Energy*, and *Land Economics*. He holds a PhD in Economics from the University of Wisconsin–Madison.

Cristina CORDUNEANU-HUCI  
CEU School of Public Policy

Cristina Corduneanu-Huci holds a PhD in political science from Duke University and an MA from the University of South Carolina. For her dissertation—*Ambidextrous Regimes: Leadership Survival and Fiscal Transparency*—she conducted extensive fieldwork in Morocco, Turkey, and Romania. Additionally, she has written on social movements, clientelism, bureaucratic...
reform, and the politics of healthcare. Her work has appeared in Comparative Sociology, the World Bank Policy Research Working Papers series and several edited volumes. She co-authored a book entitled Understanding Policy Change: How to Apply Political Economy Concepts in Practice, exploring the complex relationship between collective action and economic development. Cristina also benefitted from a symbiotic relationship between her academic and policy experience. Since 2010, she has worked for the World Bank in Washington, D.C., conducting political economy research and training activities for evidence-based policymaking. In this capacity, she was involved in studies of the distributive implications of natural resources in the Democratic Republic of Congo, healthcare policies in Uruguay, as well as in projects on the rule of law and public financial management in the Middle East and North Africa region. Her research has been accompanied by various training programs prepared or delivered in Ethiopia, Singapore, Sudan, and Ghana. At SPP, Cristina teaches courses on governance and the political economy of development.

Alexandra Gillies is the head of governance at the Natural Resource Governance Institute. She leads the organization’s work to strengthen and promote global transparency and good governance standards, and conducts research on topics including oil trading, the direct distribution of natural resource revenues, and the impact of transparency. Alexandra holds a PhD in International Relations from the University of Cambridge, where her dissertation addressed the political economy of oil-sector policymaking in Africa. She spent 2008 in Nigeria as a Fulbright Fellow at the Centre for Democracy and Development. Prior to joining NRGI, Alexandra consulted for the World Bank, DFID, USAID, and several political risk firms on natural resource governance projects. She previously served as Assistant Director for the Program of African Studies at Northwestern University. She has published academic articles on issues of
transparency and Nigerian politics, and is co-editor of the volume *Smart Aid for African Development* (Lynne Reiner, 2009). Alex also holds degrees from the University of Ghana and Emory University.

**Thomas LASSOURD**  
**Natural Resource Governance Institute**

Thomas Lassourd is an economic analyst at NRGI. He led its technical assistance project in Guinea between 2011 and 2013, based in Conakry, advising the government on mining-sector fiscal regimes, legislative reforms, and a transparent process to review contracts signed under previous regimes. He also developed modeling tools on various iron ore and bauxite mines, including integrated mines-transport infrastructure. At NRGI, Thomas now focuses on economic technical assistance and research, including advising governments and civil society on assessing fiscal and revenue management policies for oil, gas, and mineral resources. Prior to joining NRGI, Thomas took part in the Overseas Development Institute Fellowship Scheme as a government economist in the Poverty Reduction Strategy Unit of the Republic of Burundi, where he worked on macro-economic frameworks and Public Financial Management issues. He also worked for the Belgian Technical Cooperation on tax administration reforms in Mozambique. Thomas has a Master’s degree in Business Administration from HEC Paris and a Master’s in economics with a major in public and development economics from the Paris School of Economics.
Keith Myers is a UK-based oil and gas analyst with over 27 years’ experience in the sector. He is the managing partner at Richmond Energy Partners Ltd. and an independent expert on global exploration and oil company performance for oil company and investor clients. Keith is on the advisory board of the Natural Resource Governance Institute and provides advice to governments and parliaments in emerging oil producing countries. He has acted as an advisor to the World Bank, IMF, and the UN on petroleum governance issues and was an associate fellow at Chatham House. Keith is on the teaching faculty at the Blavatnik School of Governance at the University of Oxford. Previously he worked for BP for 13 years as an exploration geologist and commercial negotiator spending much of his time working on projects in Africa notably in Angola, Algeria, Mozambique, and South Africa.

Eric Parrado is professor of economics and finance at the Universidad Adolfo Ibáñez and consultant for the IMF, the World Bank and the Inter-American Development Bank. He also advises several governments, central banks and companies on international financial matters, asset management and monetary policy. He has coordinated international finances of the Chilean Ministry of Finance and served as senior economist and financial stability manager at the Central Bank of Chile. As a consultant, he has provided advisory services to the central banks of Bolivia, China, Dominican Republic, El Salvador, Guatemala, Kenya, and to the governments of Colombia, Mongolia and Nigeria. Parrado has a doctorate in economics from NYU and a BA in economics from the University
of Chile. He is also a Member of the Global Agenda Council of the World Economic Forum on long-term investment.

Robert TEMPLER
CEU School of Public Policy

Robert Templer is Professor of Practice at SPP. He was the Director of the Asia Program at the International Crisis Group from 2001 until 2012. He opened a dozen offices around the region and was involved in the research and writing of 400 reports on conflicts in more than 20 countries. He has done considerable work on Islamism throughout Asia as well as developed reports on governance, post-conflict development, constitution writing, and security sector reforms. He was formerly a correspondent in several Asian countries and taught at the University of California at Berkeley. He is the author of Shadows and Wind: A View of Modern Vietnam. His articles have appeared in numerous publications around the world.
2014

2015
THE NATURAL RESOURCE GOVERNANCE INSTITUTE

NRGI helps people to realize the benefits of their countries’ endowments of oil, gas, and minerals. We do this through technical advice, advocacy, applied research, policy analysis, and capacity development. We work with innovative agents of change within government ministries, civil society, the media, legislatures, the private sector, and international institutions to promote accountable and effective governance in the extractive industries.

CEU SCHOOL OF PUBLIC POLICY, GLOBAL POLICY ACADEMY

SPP’s Global Policy Academy (GPA) organizes academically rigorous and policy-relevant certificate courses that are designed not so much as traditional training seminars but rather as hubs for sectoral dialogue and experience exchange, moderated by top professionals in the field and open to policy-makers. Participants from the public, private, and non-profit sectors enroll in Global Policy Academy courses to gain relevant practice-oriented skills grounded in research-based knowledge. GPA attracts top policy-makers, NGO leaders, and scholars to discuss the current challenges of global governance in fields as diverse as economic policy and development, conflict and democracy, global drug and public health policy, and migration.