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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.

The School of Public Policy at Central European University (SPP) and the Natural Resource Governance Institute (NRGI) have 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 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.
Using the Natural Resource Charter as a framework, the course covers:

- **Designing and evaluating fiscal regimes**
- **Distributing, managing, and spending resource revenues**
- **The political economy of policymaking in resource-rich states**

All participants will attend sessions on the political economy of policymaking in resource-rich states that provide 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 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.

There will be a session on designing fiscal regimes for all participants that explores 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 loopholes and pitfalls (e.g., transfer pricing, thin capitalization, cost recovery rules) that can often undermine the proper application of these tools. 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 computer lab work. In guided workshop sessions, **Path 1** participants will
learn to develop and use Excel-based models to evaluate and compare different fiscal regimes.

Exercises will start with a refresher on cash flow analysis and net present values and will progress to the development of sophisticated risk analysis techniques. Participants will learn how to use the models they have developed 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, and political economy considerations, providing participants with a nuanced and practical understanding of fiscal 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, poor quality investment, destabilizing “boom-and-bust” cycles, redirection of funds to special interests, patronage, nepotism, and general mismanagement.

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.

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.
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

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 also have the opportunity to sign up for one-on-one “clinics” in the evening with course experts to discuss the challenges they face in their countries and request advice.
Course Methodology
# Course Schedule

## Week One (12–17 April 2015)

<table>
<thead>
<tr>
<th>All</th>
<th>Path 1: Getting a good deal: designing &amp; evaluating fiscal regimes</th>
<th>Path 2: Distributing, managing &amp; spending resource revenues</th>
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<tr>
<td></td>
<td><strong>Sunday, 12 April</strong></td>
<td><strong>Monday, 13 April</strong></td>
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<td></td>
<td>Arrival of participants</td>
<td><strong>Overview</strong></td>
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<td>Auditorium</td>
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<tr>
<td>9.00–10.45</td>
<td>Welcome remarks John Shattuck &amp; Daniel Kaufmann Framing the challenges you face (the decision chain) <strong>Paul Collier</strong></td>
<td>Introduction to the political economy of resource-rich countries <strong>Cristina Corduneanu-Huci</strong></td>
</tr>
<tr>
<td>11.00–12.45</td>
<td>Analysis to action lab I: What are your challenges and successes? (Sharing among peers) <strong>Paul Collier</strong></td>
<td>Transparency, oversight, accountability in natural resource management <strong>Andrew Bauer</strong></td>
</tr>
<tr>
<td>13.30–15:15</td>
<td>Policy levers for reform (rules, institutions, informed citizens) <strong>Paul Collier</strong></td>
<td>Applying the political economy analysis toolkit <strong>Robert Templer</strong></td>
</tr>
<tr>
<td>15.30–17:15</td>
<td>Accountability, transparency and corruption <strong>Paul Collier &amp; Daniel Kaufmann</strong></td>
<td>Interactive case study: applying political economy analysis tools <strong>Okey Ikeanyibe</strong></td>
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<tr>
<td>17:30–19:00</td>
<td>SPP public policy panel <strong>Paul Collier, Daniel Kaufmann (chair) &amp; guests</strong></td>
<td>Optional clinics with experts TIGY Room (except 16 April: Auditorium)</td>
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<td>19:30</td>
<td>Boat tour and welcome reception</td>
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## Week Two (18–24 April 2015)

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<th>Monday, 20 April</th>
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<th>Wednesday, 22 April</th>
<th>Thursday, 23 April</th>
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<tr>
<td>(Parallel paths continue)</td>
<td>(Parallel paths continue)</td>
<td>Political economy</td>
<td>Action planning &amp; closing</td>
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<td>Room 201</td>
<td>Room 004</td>
<td>Auditorium</td>
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<td>9.00–10.45</td>
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<tr>
<td>Analyzing risk in tax regimes</td>
<td>Analysis to action lab II</td>
<td>Analysis to action lab III</td>
<td>Introduction to data sources for Political Economy</td>
<td>Analysis to action lab IV</td>
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<tr>
<td>Robert Conrad &amp; Thomas Lassourd</td>
<td>David Manley &amp; Leila Fitt</td>
<td>David Manley &amp; Leila Fitt</td>
<td>Cristina Corduneanu-Huci</td>
<td>David Manley, Matteo Pelegrini &amp; Leila Fitt</td>
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<td>Development banks, sovereign wealth funds, and other extra-budgetary mechanisms</td>
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<tr>
<td>Andrew Bauer</td>
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<tr>
<td>11.00–12.45</td>
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<td>Tax analysis exercise 4</td>
<td>State-owned enterprises</td>
<td>Contract negotiation game</td>
<td>Applying political economy analysis tools to participants’ own countries</td>
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<tr>
<td>Robert Conrad &amp; Thomas Lassourd</td>
<td>Keith Myers</td>
<td>Thomas Lassourd</td>
<td>Perrine Toledano</td>
<td>Robert Templer</td>
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<td>Extra-budgetary funds: group exercise</td>
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<td>Andrew Bauer</td>
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<tr>
<td>Mitigating and accounting for environmental and social costs</td>
<td>State-owned enterprise exercise</td>
<td>Contract negotiation game</td>
<td>Development strategies at the local and national levels</td>
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<tr>
<td>Sandra Nichols</td>
<td>Keith Myers &amp; Thomas Lassourd</td>
<td>Thomas Lassourd &amp; David Manley</td>
<td>Andrew Bauer &amp; Paolo de Renzio</td>
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<td>State-owned enterprise exercise</td>
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<td>Andrew Bauer</td>
<td>Andrew Bauer</td>
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<tr>
<td>Environmental and social impact exercise</td>
<td>Monetary policy in natural resource-rich countries</td>
<td>Contract negotiation game</td>
<td>Budgeting in natural resource-rich settings</td>
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<tr>
<td>Sandra Nichols &amp; Thomas Lassourd</td>
<td>Keith Myers &amp; Thomas Lassourd</td>
<td>Thomas Lassourd &amp; David Manley</td>
<td>Paolo de Renzio</td>
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<td>Mineral and petroleum licensing</td>
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<td>Andrew Bauer</td>
<td>Andrew Bauer</td>
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<td>Optional clinics with experts</td>
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<td>Farewell dinner at Brody Studios</td>
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**SUNDAY — 12 April**

The course will be launched on Sunday evening, **12 April**, with a dinner reception on **Millenium I.** boat. The reception will start at **7:30 pm**.

**VENUE:** 1052 Budapest, Vigadó tér

The dock number is not known yet. Our staff will **pick you up** at the reception of your hotel: **Regency 7:00 pm** and **Arcadia 7:10 pm**.

**MONDAY — 13 April**

The course will formally begin at 9 am; please arrive at Nádor utca 9 at 8:45 am. We will accompany you to the Auditorium where the plenary sessions will be held.

**Central European University**  
**Monument Building**  
Nádor utca 9  
H–1051 Budapest  
Tel: +36 1 327 3000
At 5:30 pm you are invited to attend a public panel in CEU’s Auditorium followed by a reception.

**Falling Commodity Prices, Rising Tensions. Have Countries Learned from the Past to Navigate the Future?**

**WELCOMING REMARKS:**  
- John SHATTUCK, CEU President and Rector

**PANELISTS:**  
- Sir Paul COLLIER  
- Daniel KAUFMANN  
  and guests

After more than a decade of historically high prices, the value of oil and other commodities has fallen dramatically over the past six months. Developing and emerging countries reliant on extractive resources are starting to feel the pressure. What countries have used the years of plenty to prepare for a future of paucity? How can governments and communities learn from their experience in past episodes of prices crashes? At this pivotal juncture, our panel will unpick the threads of a complicated economic narrative, examining the implications, repercussions, and lessons for resource-rich countries.

*SPP-NRGI public panel on the resource curse, March 2013*
THURSDAY — 23 April

You are invited to join us for a farewell reception and dinner starting at 7:30 pm.

VENUE:

Brody Studios
Vőrősmarty utca 38
1064 Budapest
Tel: (+36 1) 266 3707

From Regency Suites & Arcadia Hotels to Brody Studios
The course will take place at the Central European University (CEU).

Central European University
Monument Building, Room 201
Nádor utca 9
H–1051 Budapest
Tel: (+36 1) 327 3000

In the university buildings all floors are equipped with restrooms. Drink and food automats are located in the main lobbies and there is a cafeteria on campus. Coffee breaks and lunches will be served in the same building where the sessions will be held. Smoking is strictly prohibited within five meters of all building entrances.

A multi-faith quiet lounge and prayer room can be accessed on the main CEU campus where participants can unwind and meditate. A room is designated for participants with young children, for quiet time or nursing. The CEU Medical Center is open to participants with a valid medical insurance. There are two qualified English-speaking doctors (male and female) who hold regular consultation hours.

We encourage you to bring your laptop, especially for Excel exercises. European plugs (220V) will be available at CEU.

Wifi is available on campus.
- Network name: CEU Guest
- Password: Budapest 1991
When you check in at your hotel, you will be given a welcome bag containing this booklet as well as other relevant materials.

**ACCOMMODATION**

**Regency Suites Hotel**  
Madách Imre tér 2  
1075 Budapest  
Tel: (+36 1) 801 6300

**Arcadia Hotel**  
Madách Imre tér 3  
1075 Budapest  
Tel: (+36 1) 796 2071

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**From Regency/Arcadia to CEU**
COURSE COORDINATORS

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Email: marschallL@spp.ceu.edu
A NOTE ON HUNGARY

- **Capital city:** Budapest
- **Population:** ~ 9.9 million
- **Population of Budapest**
  ~ 1.7 million (city)
  ~ 3.3 million (including periphery)
- **Language:** Hungarian
- **Religion**
  54.5% Catholic, 19.5% Protestant, 0.2% other Christians, 0.1% orthodox Christian, 0.1% Judaism, 0.1% other.
- **Electric plug details:** European plug with two circular metal pins
- **Country Dialing Code**
  Hungary: 0036 or +36 (00361 or +361 – for Budapest)
  To dial Hungarian numbers from Hungary you can dial: 06 + 1 xxx xxxx (Budapest), or for cellular phone: 06 + 2/3/7 + 0 + xxx xxxx.
- **Weather overview**
  April is characterized by abundant sunshine and temperatures start to rise markedly. The weather is often very agreeable during the day and cool at night. There is occasional rainfall at this time of year. The average maximum temperature is 17°C and the average minimum temperature is 6°C.
- **Money**
  The Hungarian currency is Forint (HUF).
  1 EUR = 300 HUF, 1 USD = 275 HUF
  You usually CANNOT pay in Euro or US dollars. You can change money at the airport or train stations, but change as little as possible there since exchange rates at this point are bad. It is preferable to instead use one of the many ATMs or cash points across the city.
Public transport

Budapest has an excellent public transit system consisting of subways, buses, trolleys, trams, and electric commuter trains called HÉV. Tickets are available at all Metro stations from automated machines, and most stations also have cashiers at ticket windows. As the machines aren’t always reliable, you are best off buying tickets directly from the cashier. Tickets can also be bought at some newsstands, tram stops, and on some buses, but to be safe you are probably better off purchasing them at the Metro station and keeping a supply with you. Tickets can be bought individually, discounted in books of 10, or in the form of daily, weekly, or monthly passes. You need to validate your ticket before starting your trip on the Metro or immediately upon boarding a bus, tram, trolley, or commuter train. Insert the ticket into the machines at Metro station entrances and in the red or yellow boxes on trams, buses, and trolleys. The yellow boxes automatically stamp the ticket, but you must pull the black lever on the red boxes towards the ticket to punch it.

Tickets are valid for 60 minutes after they have been stamped or for 90 minutes on the night service. Passes and tickets are checked by inspectors at random and you will be fined HUF 6,000 on the spot if you cannot produce your pass or validated ticket. If fined, get a receipt, as foreigners can be overcharged. Public transportation runs from 4:30 am through 11 pm and is both regular and frequent. Night trams and buses run on an abbreviated schedule. Schedules are posted at all stops and detailed system maps are posted in all Metro stations.

Emergency Numbers

Any kind of emergency: 112
Police: 107
Ambulance: 104
Fire-fighters: 105
WEEKEND OPTIONS IN BUDAPEST AND SURROUNDING AREAS

We are happy to offer you information and logistical assistance for your plans on Sunday and Monday (19 and 20 April). Below you will find our suggestions. Please do not hesitate to ask the course staff for more information or assistance to purchase tickets.

Budapest Spas

Among the most popular attractions of Budapest are its thermal baths, now renowned throughout the world. Its unique facilities were fully recognized by Roman legionaries over 2000 years ago. Most of the baths open today were established by the Turks, examples of which (the Rudas and the Kiraly Baths) are still in operation after five hundred years. The Szechenyi Thermal Baths (picture below), built at the beginning of the 20th century and the first healing baths in Pest, is the biggest bathing complex in Europe. It is also very reminiscent of the Roman, Greek, and Eastern styles of bathing.
Szentendre

Szentendre is a riverside town in the county of Pest near Budapest. It is known for its museums (most notably the Open-Air Ethnographic Museum), galleries, and artists. Due to its historic architecture and easy rail and river access, it has become a popular destination for tourists staying in Budapest. There are many facilities, including souvenir shops and restaurants, catering to these visitors.
**Vienna**

Vienna is the capital of the Republic of Austria. It is the largest city in Austria with its population of almost 2 million, as well as its cultural, economic, and political center. As the former home of the Habsburg court and its empires, the city still has the trappings of the imperial capital it once was. The historic city center is inscribed on the UNESCO World Heritage List. If you are interested in spending Sunday and/or Monday in Vienna, touring museums, cafes or visiting imperial palaces we can facilitate the purchase of train tickets from Budapest which include public transportation in Vienna. The ticket costs 33 Euro (9,800 HUF), + optional seat reservation 6 Euro (HUF 1,770). The train ride takes 2 hours and 45 minutes one way. You will have to take your passport with you.
POLITICAL ECONOMY

Required Reading


Recommended Reading


- ‘Case Study: The Nigerian National Petroleum Corporation,’ University of Texas, Austin: Center for Energy Economics.


PATH 1: GETTING A GOOD DEAL: DESIGNING AND EVALUATING FISCAL REGIMES

Required Reading


- Natural Resource Charter, Precept 4, Fiscal regimes and contract terms, level 3. The level 3 of Precept 4 of the Natural Resource Charter gives an overview description of the main categories of fiscal regimes as well as specific fiscal terms most commonly found in oil, gas or mining contracts, in light of the main objectives and challenges of resource taxation. All the topics summarized in this paper will be developed during plenary and pillar sessions.

Recommended Reading

- Aarsnes F. and Lundstøl J. (2013), The Case for Windfall Taxes—a guide to optimal resource taxation, PWYP Norway. This paper provides interesting civil society perspectives on good resource taxation, with a focus on closing loopholes in fiscal regimes and calibrating a sound and balanced tax system. The distinction between resource rent taxes and windfall taxes is well detailed.


- Calder J. (2014), Administering Fiscal Regimes for Extractive Industries: A Handbook. IMF and WB: Washington, DC. This recent paper fills a gap by developing important considerations and recommendations for tax administration that are specific to the resource sector and its fiscal policy, including capacity, organization, and administrative issues.
- Cottarelli C. (2012), *Fiscal Regimes for Extractive Industries: Design and Implementation*, IMF: Washington, DC. This is a widely read paper prepared by the Fiscal Affairs Department of the IMF. Its substance underpins the recent IMF approach to resource revenue taxation in its technical assistance portfolios, based on maximizing revenue generation. It contains useful illustrations and benchmarks of average effective tax rates.

- Daniel et. al (2010), ‘Evaluating fiscal regimes for resource projects: An example from oil development’ (pp. 187-225), in *Taxation of Petroleum and Minerals: Principles, Problems and Practice*. The 7th chapter explains the main concepts and tools used to evaluate fiscal regime for resource projects, and includes practical applications.

**State-Owned Companies Reading**

- Ericsson M. (2011), *Overview of State Ownership in the Global Minerals Industry, Long Term Trends and Future*, World Bank. This paper discusses the increasing role of governments in the mining industry in various regions in the world and different commodities.

- Gillies A., Guéniat M. & Kummer L. (2014), *Big Spenderson Swiss trading companies, African oil and the risks of opacity*, NRGI/BD/Swissaid. This paper highlights the issue of opaque oil sales from NOCs, the potential for corruption and loss of revenue to governments, and the role of Swiss-based and other intermediaries.
Heller, P., Mahdavi, P. & Schreuder, J. (2014), ‘Reforming National Oil Companies: Nine Recommendations’, NRGI. *This paper is based on the analysis of 12 NOCs in various contexts, from which it draws lessons and best practices on reforming NOCs with the aim of improving governance and commercial efficiency.*

Hultz D., Victor G., & Thurber M. (2014), Oil and Governance: State-Owned Enterprises and the World Energy Supply, in *Hybrid Governance: State Management of National Oil Companies and Major Conclusions and Implication for the Future of the Oil Industry.* This book is the product of extensive research and experience, and contains many relevant analyses of NOCs and key governance challenges. Two chapters are particularly relevant for this reading list: State Management of National Oil Companies and Major Conclusions and Implication for the Future of the Oil Industry.

Tordo S. (2011), *National Oil Companies and Value Creation*, World Bank. *This paper focuses on the value creation potential of NOCs, and introduces a value creation index.*

### PATH 2: DISTRIBUTING, MANAGING & SPENDING RESOURCE REVENUES

**Required Reading**

- Bauer, A. (2012) *Subnational Oil, Gas and Mineral Revenue Management*, RWI. *The paper links many of the issues in the revenue management pillar, namely managing resource revenue volatility, Dutch disease and exhaustibility, along with the challenges of relying on intergovernmental transfers.*


**Recommended Reading**


Morgandi, M. (2008), Extractive Industries Revenues Distribution at the Sub-National Level. Revenue Watch Institute. This brief discusses the basic elements of intergovernmental transfers of natural resource revenues. Includes seven case studies.


Tordo, S., et al. (2012): Local Content Policies in the Oil and Gas Sector, World Bank: Washington DC.
Andrew BAUER  
Natural Resource Governance Institute

Andrew Bauer is an 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, nonprofits, 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 MS 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 and CEU School of Public Policy

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 and distinguished visiting professor at CEU’s School of Public Policy. In 2008 Paul was awarded a CBE ‘for Services to Scholarship and Development.’ Paul is currently advisor to the Strategy and Policy Department of the International Monetary Fund, advisor to the Africa Region of the World Bank, and advisor 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
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, DC, 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.

**Paolo DE RENZIO**

*International Budget Partnership*

Paolo De Renzio joined IBP in October 2010 as senior research fellow and is based in Rio de Janeiro, Brazil. He is responsible for developing and promoting a research agenda on budget transparency and accountability and supporting the Open Budget Survey. Prior to joining IBP, he worked as a research fellow in the Centre for Aid and Public Expenditure at the Overseas Development Institute; as an economist and policy advisor in Papua New Guinea’s Ministry of Finance; and as a UNDP public sector specialist, lecturer, and independent consultant in Mozambique. Paolo has been a consultant for the World Bank, the Organisation for Economic Co-operation and Development, the European Commission, and for bilateral donor agencies, and international nongovernmental organizations. His research includes topics such as aid architecture and mutual accountability, donor conditionalities and general budget support, and quality assessments and reform of budget systems. He recently completed his PhD at the University of Oxford, focusing on the impact of donor policies and aid modalities on budget systems in developing countries. He also holds an MS in development studies from the London School of Economics and a bachelor’s degree in economics from Bocconi in Milan, Italy.
Okey IKEANYIBE

**CEU School of Public Policy**

Okey Marcellus Ikeanyibe is currently a visiting research fellow at CEU’s School of Public Policy. He is a senior lecturer at the Department of Public Administration and Local Government in Nigeria’s premier university, University of Nigeria. Okey has published extensively in both national (Nigeria) and international journals and books. His current books are *Principles and Practice of Personnel Administration: A Nigerian Perspective* published by Lambert Academic Publishing, Germany and *Public Policy in Nigeria: Perspectives on Social Policy and Administration*. He also co-edited the book *An Anthology of Theories for Social Research*, published in Nigeria. Okey’s most recent journal publication is entitled “Internal Party Democracy, Party Candidature, and Democratic Consolidation in Nigeria’s Fourth Republic” (*Politics & Policy*, 2014). Okey is a member of many professional bodies and is engaged in consultancy services for the in-service training of government employees, especially those working in local governments in Nigeria.

Daniel KAUFMANN

**Natural Resource Governance Institute**

Daniel Kaufmann is a world-renowned writer on governance, corruption, and development, who, with colleagues, has pioneered new approaches to diagnose and analyze country governance. Previously at the World Bank, Dan held senior positions focused on finance, regulation, and anti-corruption, as well as on capacity building for Latin America. He also served as lead economist both in economies in transition as well as in the World Bank’s research department, and earlier in his career was a senior economist in Africa. In the early 1990s, Dan was the first chief of mission of the World Bank to Ukraine. He later held a visiting position at Harvard University, prior to resuming his career at the World Bank. He is also a member of the World Economic Forum (Davos) faculty. His research on economic development, governance, the unofficial economy, macro-economics, investment, corruption, privatization, and urban and labor economics has been published in leading journals. He received his MA and PhD in economics at Harvard, and a BA in economics and statistics from the Hebrew University of Jerusalem.
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.

David MANLEY
Natural Resource Governance Institute

David Manley is an economic analyst at NRGI. His work involves strategic issues across the decision chain of extractive industry management, including producing the Natural Resource Charter and the establishment of the Benchmarking Framework tool for government decision makers. Prior to joining NRGI, David was an Overseas Development Institute fellow and senior economist in the Zambia Revenue Authority, focused on mining fiscal policy and tax administration issues. He led the tax authority's work on the tax modeling of mining companies, and the establishment of a management information system. David previously worked for Oxford Economic Research Associates specializing in European financial regulation. He holds an MS in economics from the London School of Economics, and a first class BA in economics and economic history.
Keith MYERS

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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.

Sandra NICHOLS

Natural Resource Governance Institute

Sandra Nichols coordinates mining sector technical assistance in Guinea for NRGI. She is an attorney with over ten years’ experience in natural resource governance, institutional and individual capacity building, and community resource rights. Sandra came to NRGI from the Environmental Law Institute (ELI) where she worked on participatory management, accountability, and enforcement in a number of sectors including forest and marine management, protected areas, land rights, pollution control, and climate adaptation in the U.S., Africa, Latin America, and the Caribbean. She co-directed ELI’s Africa program and was deputy director of its pioneering judicial training program. Previously, Sandra represented citizens’ groups on environmental issues with WildLaw in Montgomery, Alabama. In 2012 she served as an advisor to the Liberian minister of justice. Sandra’s recent research has focused on the role of natural resources in post-conflict peace building. Sandra has been an adjunct professor at American University and Troy University, and was a Peace Corps volunteer in Côte d’Ivoire from 1998 to 2000.
Eric PARRADO  
Universidad Adolfo Ibáñez

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.

Wolfgang H. REINICKE  
CEU School of Public Policy

Wolfgang H. Reinicke is the founding dean of the School of Public Policy (SPP) launched at Central European University in September 2011. He is also director of the Global Public Policy Institute (GPPi) and a non-resident senior fellow in the Foreign Policy Studies program at the Brookings Institution in Washington, DC. His areas of expertise include global governance, global finance, international economic institutions, public-private partnerships, and global public policy networks as well as EU–US relations. His numerous publications include Global Public Policy. Governing without Government? (Brookings Institution Press 1998), Critical Choices. The United Nations, Networks, and the Future of Global Governance (with Francis Deng, Thorsten Benner, Jan Martin Witte, IDRC Publishers 2000) and Business UNUsual. Facilitating United Nations Reform Through Partnerships (with Jan Martin Witte, United Nations Publications 2005). Wolfgang was a senior scholar with the Brookings Institution from 1991–1998 and a senior partner and senior economist in the Corporate Strategy Group of the World Bank in Washington, DC, from 1998–2000. From 1999–2000, while in Washington, he directed the Global Public Policy Project, which provided strategic guidance on global governance for the UN Secretary General’s Millennium Report. He co-founded the Global Public Policy Institute in 2003. Wolfgang holds degrees from Queen Mary College of London University (BS in economics) and Johns Hopkins University (MA in international relations and economics). He received his MPhil and PhD in political science from Yale University.
John SHATTUCK  
**President and Rector of Central European University**

John Shattuck came to CEU after a distinguished career spanning more than three decades in higher education, international diplomacy, foreign policy and human rights. He served as Assistant Secretary of State for Democracy, Human Rights and Labor under President Clinton, playing a major role in the establishment by the United Nations of the International Criminal Tribunals for Rwanda and the former Yugoslavia; assisting an international coalition under UN authority to restore a democratically-elected government to Haiti; and negotiating the Dayton Peace Agreement and other efforts to end the war in Bosnia. Subsequently he served as US Ambassador to the Czech Republic, working with the Czech government to assist in overhauling the country's legal system, and with Czech educators to support innovative civic education programs in the country's schools and universities. In recognition of his human rights leadership, he has received the International Human Rights Award from the United Nations Association of Boston; the Ambassador's Award from the American Bar Association Central and East European Law Initiative; and the Tufts University Jean Mayer Global Citizenship Award. Prior to his government service, President Shattuck was a Vice-President at Harvard University, taught at the Harvard Law School, and was a Research Associate at the Kennedy School of Government. Shattuck’s career began at the American Civil Liberties Union, where he served as Executive Director of the Washington Office and National Staff Counsel. Shattuck is the author of three books, including Freedom on Fire, a study of the international response to genocide and crimes against humanity in the 1990s, published by Harvard University Press, and Rights of Privacy, a casebook on US constitutional law and the protection of privacy.

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.

**Perrine TOLEDANO**

*Columbia Center on Sustainable Investment (CCSI), Columbia University*

Perrine Toledano is an economics and policy researcher at CCSI and leads the Center’s focus on extractive industries and sustainable development. She leads research, training and advisory projects on fiscal regimes, financial modeling, leveraging extractive industry investments in rail, port, telecommunications, water and energy infrastructure for broader development needs, local content, revenue management, and optimal legal provisions for development benefits. Prior to joining CCSI, she worked as a consultant for several non-profit organizations, including the World Bank, DFID and RWI, as well as for private sector companies such as Natixis Corporate Investment Bank and Ernst & Young. Her experience includes auditing, financial analysis, IT for capital markets, public policy evaluation and cross-border project management. She has an MBA from ESSEC in Paris and a MPA from Columbia University.
COURSE PARTICIPANTS

Oyinda ADEDOKUN
Facility for Oil Sector Transparency in Nigeria | Nigeria
PATH: Distributing, managing and spending resource revenues

Oyinda Adedokun is an international development consultant with over eight years of experience in the Nigerian extractive industry. Her work has focused primarily on increased transparency and accountability in the management of extractive industry revenues. Prior to this, she worked in the Economic and Financial Crimes Commission (Nigeria’s foremost anti-corruption agency) and other government reform institutions. Oyinda has played a key role in various reform projects such as the Economic Reform and Governance Project (World Bank), the Economic and Financial Crime Preventions Initiatives (UNDP), Support to the Economic and Financial Crimes Commission (EU), and the Coalitions for Change Program (DFID). She has experience in liaising/building relationships with key government institutions, corporate organizations, local and international NGOs, and program management, and is skilled in policy analysis, project initiation, development and design, implementation, coordination, reporting, financial management/analysis, budgeting, personnel management, and political analysis. Oyinda has a first degree in psychology and a master’s degree in international management. She has attended workshops/trainings on different aspects of project management as well as the Making Markets Work (Markets for the Poor) training. Currently she is a work stream lead in the DFID-funded project called FOSTER–Facility for Oil Sector Transparency in Nigeria.

Raphael Kwami AHIABENU
International Institute for ICT Journalism | Ghana
PATH: Getting a good deal: designing and evaluating fiscal regimes

Kwami Ahiabenu is the founder and president of the International Institute for ICT Journalism, an Accra-based organization that promotes journalistic innovation and professionalism across Africa through the effective use of information communication technologies (ICT). Under his leadership, the institute established the African Elections Project, which seeks to enhance
the ability of mainstream media and citizen journalists to harness the power of ICT technologies to provide timely, relevant, and impartial election coverage and analysis. One of Ghana’s foremost experts in IT and democracy, Kwami has conducted numerous trainings for African journalists and has written extensively on the political uses of IT, including mobile phones, micro-blogging, community radio, and social media. He is also involved in accountability projects aimed at strengthening the media and with civil society oversight of the extractive sector in Ghana, Liberia, Tanzania, and Uganda. Kwami is a Foster Davis Fellow and Steve Biko Fellow. He is also a Reagan-Fascell Democracy Fellow at the National Endowment for Democracy, Washington, DC, where he worked on guidelines for enabling ordinary citizens to use IT to track local government expenditure and ensure that public funds are being used for their intended purpose.

Aderoju ALAO
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Aderoju Alao has a master’s degree in peace and conflict studies with a specialization in environmental conflict from the University of Ibadan, Nigeria, and a bachelor of science degree in policy and strategic studies from Covenant University, Nigeria. She is particularly interested in the links between good governance, environmental democracy, and sustainable peace and development in extractive countries. Aderoju is a member of the Society for Peace Studies and Practice (SPSP). She has worked with the Department of Defence and Strategic Studies of the Nigerian Defence Academy and has undergone certificate trainings in human rights advocacy, third party dispute resolution processes (conciliation, negotiation, mediation, and arbitration) as well as project/program design, implementation, and evaluation. As a member of a ‘Passion Project’ team, a required component of SPP’s MPA program, she currently works for a private equity firm to track the history of social and environmental violations in the textile/garment industry supply chain and the companies responsible for them.
Josiah ARAMIDE
Center for Public Policy Alternatives l Nigeria
PATH: Getting a good deal: designing and evaluating fiscal regimes

Josiah Aramide is a development consultant and scientist with over eight years’ experience. He holds an MS degree in physics from the University of Ibadan, Nigeria. Since 2010, he has helped organizations find solutions to public policy issues and projects in the energy, oil and gas, transportation, environment, and governance sectors. In 2014, Josiah led a research team to complete the second edition of the benchmarking exercise for the Nigeria Natural Resource Charter. Presently, his interests span evidence-based research, sustainable development strategies, good governance, infrastructure policy innovation, the environment, and the delivery of efficient energy projects. Josiah has a strong analytical background coupled with a passion for change that drives a unique worldview when dealing with diverse situations.

Jonathan ATKINSON
Department for International Development (DFID) l United Kingdom
PATH: Distributing, managing and spending resource revenues

Jonathan Atkinson is an extractives advisor at DFID, which leads the UK’s work to end extreme poverty. Extractives are now a significant priority for DFID which works with partner governments, private sector, civil society, other UK government departments, and international organizations to ensure that oil, gas, and mineral resources in developing countries are used to improve the lives of poor people and communities for current and future generations. Jonathan leads DFID’s extractives transparency, accountability, and governance work at the international level, which includes using technology to make extractives data accessible and enabling accountability and policy reform. Prior to this, Jonathan worked as a conflict advisor, focused on the Middle East and North Africa region, and a Middle East political analyst. Jonathan studied at Durham University, and at the University of St. Andrews in Scotland. He is learning Arabic and Italian, and is a keen runner.
Maw Htun AUNG

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PATH: Getting a good deal: designing and evaluating fiscal regimes

A Kachin, Maw Htun has on-the-ground experiences as a humanitarian and development worker, a coalition builder, and as a policy reform advocate. He finished his MPA at Cornell University and joined NRGI in February 2015. He was previously the program coordinator of SPECTRUM, a leading independent local NGO in Burma/Myanmar. In this capacity, Maw Htun developed joint advocacy strategies with civil society organizations targeting Parliament, the government’s executive branch, the donor community, and corporations to adopt budget, revenue, and contract transparency frameworks. In this designation, he pioneered the advocacy work of EITI, which led to the declaration of intent by the Myanmar Government to join EITI. He was actively involved in promoting human rights, free prior and informed consent, and anti-corruption standards in the governance of the country’s natural resources. Overseeing staff and programs, he led the formation of Myanmar Transparency Coalition, a civil society network for the formation of multi-stakeholder group for EITI and the Myanmar Green Network that now has over 90 organization members. Earlier, Maw Htun worked with the Korea International Cooperation Agency (KOICA), World Vision, and the Myanmar Compassion Project designing, implementing, and monitoring rural development, humanitarian, health and education, forest and dry zone rehabilitation, micro finance, and protection of vulnerable children programs. He received his master’s in social policy and social development from Hong Kong Polytechnic University and his BA in computer science at Yangon’s University of Computer Studies.

Amadou BAH

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PATH: Distributing, managing and spending resource revenues

Amadou Bah is a Guinean journalist. He has a master’s degree in modern arts and a degree in literature and communication from the University Center of Kindia (CUK). Amadou began his journalism career as a trainee in 2009 with a local private radio called Liberté Fm. He worked for another private radio, Sweet Fm in 2011, and is now working for Bonheur Fm where he has been since 2012. Amadou is also editor of the Sans Tabou Guinee newspaper. He
Alsény BANGOURA
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PATH: Getting a good deal: designing and evaluating fiscal regimes

Alsény Bangoura is an IT engineer, with a master's degree in engineering and technology of automation (Technical University of Moscow, 1988). Since 2003, he has been working in the Office of Studies and Strategy at the Ministry of Mines and Geology of the Republic of Guinea. He has extensive experience in mining administration. His primary responsibilities in his current position are developing and monitoring the implementation of the department’s action plan; managing the department computer network; monitoring and analyzing markets and commodity exchanges; and collecting, processing, and disseminating statistical data.

Samuel Osei BEKOE
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PATH: Getting a good deal: designing and evaluating fiscal regimes

Samuel Osei Bekoe is NRGI’s Anglophone Africa regional associate, serving as a joint member of the Governance and Africa teams. Based in Accra, he works to ensure that transparent information actually generates accountability and better governance across Anglophone Africa. He does this by coordinating NRGI’s EITI work in the region and by serving as a resource for report analysis and data utilization. He also leads the Ghana portion of NRGI’s CODEX project, which aims to increase the use of extractive industry data to improve linkages between extractive revenues and human development outcomes. Before joining NRGI, Samuel worked as an Overseas Development Institute Fellow in Guyana, where he supported the Project Management Office within the Office of the President, a unit responsible for overseeing and managing all projects under the Guyana Low Carbon Development Strategy. During his two years in Guyana, he worked on a wide range of project management and coordination activities, including the development and implementation of strategies for managing extractive industry projects.
of environmental projects that gave him first-hand experience navigating politics and bureaucracies, engaging with host communities, and managing complex projects. Prior to his time in Guyana, he worked as an environmental analyst in a private company in the UK. Samuel holds an MPhil in development studies from the University of Cambridge, an MS in environment and development from LSE, and a BA in economics from the Kwame Nkrumah University of Science and Technology in Ghana. Samuel enjoys watching and playing football in his leisure time.

Delgermaa BOLDBAATAR
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Path: Distributing, managing and spending resource revenues

Mrs Delgermaa Boldbaatar initially worked as a Finance Officer at EITI Mongolia Secretariat from 2010 to 2013 before coming Communications Officer in 2013. Her current duties are the development of stakeholder mapping, undertaking surveys and the analysis of citizen’s awareness and knowledge about EITI in order to convey a better understanding of the needs and the concerns emerging with mining. Further, she revises and implements EITI Communications strategy, develops communication platforms and mechanisms for systematic publicity about EITI in Mongolia and organizes capacity building trainings for stakeholders providing technical assistance to sub-national council members. Previously she worked in private sector as a Business Development Manager and executed market researches, business plans and was responsible for evaluating subsidiary operations, budgeting for upcoming projects and coordinating and carrying out market research. She holds a Bachelor degree in Arts majoring Economics and International Trade.

Stanley BYERS
Sylvan Frontier | United States

PATH: Getting a good deal: designing and evaluating fiscal regimes

Stanley Byers is an expert on sustainable investment in complex markets in Africa, Latin America, and Afghanistan. On the White House National Security Council he served as the lead for economics and development for the Afghanistan-Pakistan Directorate, advising the National Security Advisor and the president on economic strategy in the region. He then acted as senior
advisor for energy and trade for the Power Africa Presidential Initiative, focused on increasing investment opportunities to expand energy access in Sub-Saharan Africa. As a senior official for the U.S. Embassy in Afghanistan, he was the Development Advisor to U.S. Special Operations Forces and founded and led a team to improve U.S. stabilization operations. His anti-corruption efforts were the foundation of a major new USAID program to reduce corruption in contracting. Other work in Afghanistan included directing a survey of private business to guide the first IMF Investment Climate Assessment in a post-conflict country and a nationwide analysis of media development and information consumption patterns. As the executive director of the Global Fairness Initiative, a trade-focused nonprofit guided by President Bill Clinton, he helped negotiate a fair trade compact in Guatemala between local business, labor unions and government, and global apparel companies. Stan earned a BS in ecology from Purdue University and an MPP from the Harvard Kennedy School with a focus on economics and development. He speaks Portuguese and is working on Spanish, French, and Turkish.

Francisco BRIOSA E GALA

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PATH: Getting a good deal: designing and evaluating fiscal regimes

Francisco Briosa E Gala is a member of SPDI–Sociedade Portuguesa de Direito Internacional (Portuguese Association of International Law), the Portuguese branch of the International Law Association (ILA London), and a lawyer registered with the Portuguese Bar Association. He has a law degree from the Law School of the University of Lisbon and did postgraduate work in energy law. He also earned a master in international law from the Law School of the Nova University of Lisbon, where he is currently a doctoral student. Francisco was previously a visiting scholar at the University of Texas School of Law. His main research fields are energy law, international petroleum transactions, and contract law. His focus has been on multidisciplinary approaches, searching for connections that could lead to sustainable development in an unsustainable activity such as oil production. Francisco has authored one book and several articles, and has been an organizer or speaker at various conferences on energy-related topics.
Tuva BUGGE
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PATH: Distributing, managing and spending resource revenues

Tuva Bugge is the Africa Advisor of the Norwegian Confederation of Trade Unions (LO-Norway). She is responsible for partners and projects in Africa, including the role of trade unions in ensuring decent work and sound resource management. She has previously worked for UNDP, both at the NY headquarters on democratic governance and electoral policy, and in Johannesburg with the Regional Office for Southern and East Africa on economic governance and anti-corruption. She holds a postgraduate joint degree in African politics and development studies from the School of Oriental and African Studies (SOAS) in London.

Ernesto Fuentes BULAYOG
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PATH: Getting a good deal: designing and evaluating fiscal regimes

Ernesto Fuentes Bulayog is an associate professor in economics at Visayas State University. In addition to his teaching responsibilities, he is engaged in research and development initiatives in poor and small communities in the resource-rich island of Leyte, which was devastated by Typhoon Haiyan in 2013. He has been advising undergraduate students with research interests in extractive industries. Ernesto has a BS degree in agricultural economics (Visayas State University), an MS in economics (Thammasat University, Thailand), and is a PhD candidate (Zhejiang Gongshang University, China).

Christian BWENDA KATOBO
Protection des écorégions des Miombo au Congo (PREMI-Congo) | Democratic Republic of Congo

PATH: Distributing, managing and spending resource revenues

Christian Bwenda Katobo has been working for PREMI-Congo, an NGO for the development and protection of the Miombo ecoregions in Congo, since 2002. He has held several positions: outreach supervisor (2002–05), program
manager (2005–08), and coordinator (2008–15). Christian was the focal point for the Civil Society Natural Resources network in the province of Katanga from 2006 until 2010. He is a member and co-founder of POM (Platform of Civil Society Organizations), which is involved in the mining sector. As a POM representative, he attended the tripartite workshop (Government-Mining Companies-Civil Society) on the review of the Mining Code in November and December 2013. He chaired the POM committee of the Mining Code review process in 2014. Christian has a degree in labor science from ISES (Social Studies Higher Institute, 2009) and a degree in management from ISGEA (Business and Management Higher Institute, 1993). He has published several articles and reports on mining and forestry governance in the province of Katanga.

Don Binyina BWESIGYE

Africa Centre for Energy and Mineral Policy (ACEMP) | Uganda

PATH: Distributing, managing and spending resource revenues

Don Binyina Bwesigye is an oil, gas, and mining specialist with over eight years of practice and experience. He represents civil society on the International Conference of the Great Lakes Region (ICGLR) Natural Resources Audit Committee and has consulted for civil society, local and international media, private industry firms, and international institutions. Don has been engaged by the World Bank as a national mineral development consultant under the Country Economic Memorandum (CEM 2014) project and as a senior mining consultant facilitating the Inter-Ministerial Committee Task Force that is reviewing the Mining Policy, Law, and Fiscal Regimes (2014-15). He lectures on international oil and gas markets at Victoria University Kampala and is part of the team hired by Tetratech, a USAID contractor, to develop an Oil & Gas Environmental Management Certificate Courses Curriculum for Tertiary Institutions in Uganda (2015). Don holds a master of science (mineral and energy economics) from Curtin University, Western Australia, a bachelor’s degree in law (LLB) (Hons) from Makerere University, and a diploma in law from LDC. He is an alumnus of the International Mining For Development Centre (IM4DC)—Australia.
Zeinab CAMARA
Women in Mining Guinea | Guinea

**PATH: Distributing, managing and spending resource revenues**

Zeinab Camara is an expert in sustainable social investments and partnership in the mining sector. She is an entrepreneur, youth leader, civil society activist, mother, and an executive in one of the mining sector’s Big Three. She has a great passion for women’s and young people’s empowerment and is involved in transformational initiatives. She is the founder and president of Women in Mining Guinea, working to ensure that women’s interests are at the forefront of the male-dominated mining sector in Guinea and Africa. She is a member of the Network of Women in Mining in West Africa and chapter head of Guinea for Africa 2.0, and has been designated as the Zero Ebola Global Lead for Africa 2.0. Camara is a Tutu Fellow, making her the first Guinean to attend the prestigious Desmond Tutu leadership programme, and a member of the Africa Leadership Network. She is also a CRANS MONTANA Forum Future Leader of Tomorrow; and received the Exemplary Leadership Award 2014 from the Women Empowerment Network.

Wigke CAPRI ARTI
Department of Politics and Government, Universitas Gadjah Mada | Indonesia

**PATH: Distributing, managing and spending resource revenues**

Wigke Capri Arti has been a researcher in the Department of Politics and Government (PolGov) at the Universitas Gadjah Mada for more than five years. She is particularly interested in minority rights, social movement, and natural resource governance, and has authored several publications such as *Institutionalized Open Governance in Managing Oil In Bojonegoro, East Java*, with support from Partnership Indonesia; *Equipping Marginalized Groups for Just Social Benefit of Extractive Industries in ASEAN*, co-authored with Novadonna Bayo; *Social Inequality in Extractive Industries: Posing the Challenge*. etc. Prior to PolGov, she worked as a researcher at the Centre for Policy and Population in Universitas Gadjah Mada, and as a reporter for national magazines and newspapers based in Jakarta.
John CHIKOMO  
**Journalists Environmental Association of Tanzania | Tanzania**  
**PATH: Distributing, managing and spending resource revenues**

John Chikomo is the executive director of the Journalists’ Environmental Association of Tanzania (JET). He has been working professionally since 2003 with international organizations, partners, and NGOs in various regions in strategic planning, environmental research, extractive industries issues, advocacy, awareness, and capacity building as coordinator of Fredskorpset (FK) Norway Exchange program for six countries (Kenya, Uganda, Malawi, Ethiopia, Rwanda, and Tanzania). John has conducted extensive research on environmental issues and sustainable land management and has delivered papers at international conferences including the United Nations Convention to Combat Desertification (UNCCD). During the past year, John has coordinated the Ardhi Yetu Program on civil society and land rights strengthening in Tanzania. He graduated with a BA in sociology and anthropology from the University of Dar es Salaam.

Erdenechimeg DASHDORJ  
**Open Society Forum in Mongolia | Mongolia**  
**PATH: Getting a good deal: designing and evaluating fiscal regimes**

Erdenechimeg Dashdorj, a lawyer and member of the Mongolian Lawyers’ Association, is currently working with the Open Society Forum of Mongolia (OSF) as a manager of the Economic Governance Program. She obtained her bachelor of law degree in Mongolia in 2000 and LLM in 2003 at the Law School of the National University of Mongolia. In 2014, Erdenechimeg obtained an LLM (advanced) at the University of Queensland. She has been practicing law since 2004 when she became a member of the Association of Mongolian Advocates (AMA). In 2008-09, she was head of the Advocates Committee on Public Interest Litigation of the AMA. She has several years of experience teaching law in Mongolia, 2000-05. She started practicing environmental law in 2005 when she started working with the Centre for Human Rights and Development (CHRHD). In 2007-08, she worked with the Asian Forum for Human Rights and Development (FORUM-ASIA), a Bangkok-based regional human rights organization. At FORUM-ASIA, she gained experience on international human rights advocacy engaging with international human rights institutions. From 2008 to 2013, she worked again with CHRHD as a program
coordinator of the Human Rights Advocacy Program and engaged with environmental public interest litigation. She joined OSF in November 2014 after graduating from the University of Queensland in Australia.

Isaac DWAMENA
Public Interest and Accountability Committee (PIAC) | Ghana

PATH: Distributing, managing and spending resource revenues

Isaac Dwamena has been working as coordinator at the PIAC secretariat for a little more than two years. He feels strongly that the natural resources of a nation should be managed in a transparent, prudent, and accountable way to improve the quality of life of its citizens. He holds an MBA from the University of the District of Columbia in Washington, DC, a BA from the University of Cape Coast, Ghana, and is a graduate of the Institute of Chartered Secretaries and Administrators, UK.

Grameyru Prabu EDWARD
Ministry of Finance | Indonesia

PATH: Getting a good deal: designing and evaluating fiscal regimes

Grameyru Prabu Edward is a financial analyst at the Head Office of the Indonesian Directorate General of Tax. He has more than five years of experience in Indonesian taxation, particularly in corporate tax compliance assessment. His recent assignments encompassing the analysis of financial transactions, financial reports, and tax returns have been focused on the mining industry. He has also lectured on tax fraud cases at the Regional Tax Offices. Grameyru completed his master’s degree from the University of Denver in 2013 where he specialized in oil and gas law. He was awarded a full scholarship from USAID. Prior to pursuing his postgraduate education, he received a bachelor degree in accounting from Sekolah Tinggi Akuntansi Negara as a scholar of the Indonesian Ministry of Finance. Grameyru has a strong interest in extractive industries’ fiscal regimes, financial statement analysis, and capital budgeting. He enjoys reading about Indonesian history, as well as traveling to see his home country.
Richard ELLIMAH
Centre for Social Impact Studies (CeSIS) | Ghana

**PATH: Distributing, managing and spending resource revenues**

Richard Ellimah has been the executive director of CeSIS, a research and advocacy organization he co-founded with his friends, since 2011. Originally from Kikam in oil-rich South-Western Ghana, Richard attended school at Christ the King Catholic School and Accra Academy before proceeding to the Ghana Institute of Journalism (GIJ). He later went to the Kwame Nkrumah University of Science and Technology (KNUST), Kumasi where he obtained both his first and second degrees in development planning. He has also earned certificates from Maastricht School of Management, Queensland University, and Marquette University. After working with Shaft FM as a news editor, Richard moved on to work for Wacam, a mining and human rights advocacy organization as a programs officer. His work with Wacam involved community mobilization around issues of human rights and livelihood. Since 2007 he has served on the Steering Committee of Publish What You Pay, Ghana. An avid reader, Richard has written a number of articles, mostly on extractives and governance.

Malick Mbengue FALL
Open Society Initiative for West Africa (OSIWA) | Senegal

**PATH: Distributing, managing and spending resource revenues**

Malick Fall is currently a program associate for OSIWA’s Senegal Program based in Dakar. He and the Senegal country manager are in charge of all programmatic interventions in the country including helping to develop and implement the country strategy on key intervention sectors (political and economic governance, law, justice and human rights, and special initiatives); identifying key partners and building network; and facilitating the OSF network program’s interventions in Senegal. Malick is a PhD candidate in the Political Science Department of Gaston Berger University (Senegal). His research is focused on the relations between the state and society: civic movements dynamics in the consolidation of democracy in sub-Saharan Africa: the case of Senegal. Malick holds an MA in political science and in literature and civilization of the Anglophone world from Gaston Berger University.
Eryan Dewi FATMAWATI
Local Government of Bojonegoro Regency | Indonesia

**PATH: Distributing, managing and spending resource revenues**

Eryan Dewi Fatmawati is an officer in the local government of Bojonegoro. She works in the regional planning office as the head of the economic section. Her responsibilities are to formulate policies, coordinate policy implementation among stakeholders, and evaluate the policies taken regularly in the economic sector. Her related fields of responsibilities are agriculture, forestry, husbandry, plantation, fishery, investment, trade, industry, tourism, and mining sector (oil and gas industry sector). Eryan completed her undergraduate study in accounting at Airlangga University. She continued her master’s degree in economics at the University of Indonesia and has a master’s degree in economic development and policies from Kobe University. Since the Bojonegoro regency produces 20% of Indonesian crude oil, she has recently been focusing on developing policies to maximize the benefit of the presence of the oil and gas industries for local people, and maximizing revenue utilization for current and future development. In her spare time, Eryan enjoys reading and travelling, and hopes that within the next two years she will be able to establish oil and gas industry tourism as a form of educational tourism.

Daniel FISCHER
GIZ (German Development Cooperation) | Germany

**PATH: Distributing, managing and spending resource revenues**

Daniel Fischer started working at GIZ in 2010 for the Strategy Center New Partnerships for Global Development analyzing the role, technical cooperation activities, and modalities of emerging economies in international cooperation. Since 2012, he has been working at GIZ as an advisor to the Federal Ministry for Economic Cooperation and Development (BMZ) on Good Financial Governance (GFG), resource governance, and transparency initiatives being responsible for GIZ’s capacity development program on GFG in the resources sector and in support of the Extractive Industries Transparency Initiative (EITI). He holds an MS in political sciences from Johann Wolfgang Goethe-University in Frankfurt/Main.
Adams FUSHEINI  
Natural Resource Governance Institute | Ghana  

**PATH:** Distributing, managing and spending resource revenues

Adams Fusheini works to build capacity among Ghana’s parliamentarians and other oil, gas, and mining stakeholders in Anglophone Africa. He specializes in project planning, design, implementation, and reporting. Before joining NRGI, Adams served for nearly a decade at the Parliamentary Centre, where he managed various projects. In the last four years he has been the regional program manager for a CIDA-funded parliamentary budget oversight program in Benin, Ghana, Kenya, Senegal, Tanzania, Uganda and Zambia. Prior to that he was the information resource coordinator and later the in-country project coordinator for the Ghana Parliamentary Committees Support Project, where he engaged and supported civil society and parliamentarians. Adams earned a master’s degree in development studies from Erasmus University Rotterdam, where he was a Nuffic Fellow at the International Institute of Social Studies. He holds a bachelor’s degree in geography and resource development from the University of Ghana.

Jelson GARCIA  
Natural Resource Governance Institute | Philippines  

**PATH:** Distributing, managing and spending resource revenues

Jelson Garcia joined NRGI in February 2015 as the Asia Pacific Regional Director. He oversees the strategy to advance resource governance reforms in Myanmar, Indonesia, the Philippines, Vietnam, and Timor Leste, and developing advocacy strategy targeting regional institutions including ASEAN in collaboration with key stakeholders and decision makers. Before joining NRGI, he was the Asia Program Director of the Bank Information Center where he was responsible for strategic programming, fundraising, and staff presence. Jelson provided analytical and convening services to civil society movements for robust environmental and social safeguards, transparency, and accountability in the World Bank Group and Asian Development Bank’s public and private sector investments. For 18 years, he has performed management and coordinating roles for international NGOs, grassroots networks, and the Philippine President’s Office, which catalyzed his extensive involvement in peace building programs, development and climate finance, corporate accountability, agrarian reform, and rural cooperatives. He is experienced in action research and training, evidence-based advocacy, campaign management,
and convening various interest groups. Jelson attended Macquarie University in Sydney, Australia where he earned his BA in anthropology and comparative sociology and the University of the Philippines for his master’s studies in anthropology. He is on the Board of Directors of Earthrights International and IFI Watch Myanmar.

Laury HAYTAYAN
Natural Resource Governance Institute | Lebanon

PATH: Getting a good deal: designing and evaluating fiscal regimes

Laury Haytayan is the MENA Senior Associate at NRGI. She leads the regional parliamentary and media capacity building programs and was involved in the development and launch of the MENA Extractive Industries Knowledge Hub. Prior to joining NRGI, Laury was the executive director of Arab Region Parliamentarians Against Corruption (ARPAC). She worked with parliamentarians from Arab parliaments, developing strategies and action plans to strengthen the oversight and legislative capacities of parliamentarians to promote accountability and transparency. For the past ten years, Laury has been working with different stakeholders such as youth, women, devastated communities, and parliamentarians to build “pro-active” societies, and to promote a culture of accountability and transparency, and rule of law in public spheres and institutions in the region.

Naw Mu Paw HTOO
SPECTRUM (Sustainable development knowledge Network) | Myanmar

PATH: Distributing, managing and spending resource revenues

Naw Mu Paw Htoo has been working for SPECTRUM focusing on rights and resources since 2011. Her responsibilities include coordinating the promotion of revenue transparency across multiple stakeholders, making information available by helping to provide Burmese translations of publications such as the Natural Resource Charter, EITI policy briefs, EITI standard, budget transparency policy briefs, and UN guiding principles on business and human rights. Naw also coordinates information dissemination of the publications to the ministries of mining, energy, and revenue, and the upper and lower houses of Parliaments. Naw is currently involved in the gender movement for justice, equality, empowerment of civil society representation in the peace process, and women’s land rights in the agrarian
reform process in Myanmar. She completed her BA in English in 2004. She then volunteered for many years with a Karen youth development program assisting with public awareness on environmental education, capacity building on leadership for youth, and a community development education program for social workers.

A’nzam IBOND RUPAS
Plateforme des Organisation de la Société civile œuvrant dans le Secteur Minier au Katanga (POM) | Democratic Republic of Congo

PATH: Getting a good deal: designing and evaluating fiscal regimes

A’nzam Ibond Rupas is a graduate in economics from the University of Lubumbashi. He was hired as an accountant for the Regional Integrated Development Support Service (SADRI) of the Church of Christ in Congo in 2002, and became the administrative and financial assistant in 2004. He has been the director since 2007. A’nzam has also been the coordinator of the platform of the civil society organizations involved in the mining sector (POM) since 2011, and is a member of the Executive Committee of the EITI in the DRC since 2014. He has 14 years of experience in higher and university education. A’nzam joined the academic staff at the University of Kolwezi in 2011. He is currently registered for the Diploma of Advanced Studies in economics and management at the University of Lubumbashi.

Godson JIM-DORGU
MacJim Foundation | Nigeria

PATH: Distributing, managing and spending resource revenues

Godson Jim-Dorgu was educated at Rivers State College of Education in Rumuolumeni, Port Harcourt, Nigeria, where he received a bachelor of education in political science. Godson also has a MA in international law and diplomacy and an MEd in education administration from Rivers State University of Science and Technology. He has conducted research in regional peace keeping initiatives and Nigerian diplomatic relations. He contributed a chapter on the Community Development Foundation Model in the ICCR’S Social Sustainability Resource Guide (2011). Godson led BANGOF, the leading NGO network in Bayelsa State and lobbied for a transparency Law for Bayelsa, which was ultimately passed in 2012 as the Bayelsa Income and Expenditure Transparency Law (BIET).
He has experience in initiating programs that sensitize and create public awareness for peaceful and harmonious relationships, as well as healthy corporate-community relations in the Niger Delta. Godson has served in different capacities as HOD of Education, HOD of Administration, and as Junior Staff Management Committee Secretary at the Nembe West Local Government Council. He is currently the Head of Personnel Management Nembe Rural Development Authority (Local Government).

Moses KABANDA
Ministry of Finance, Planning & Economic Development
Uganda
PATH: Distributing, managing and spending resource revenues

Moses Kabanda is a public sector economist with 14 years of public sector policy experience. He is currently working with the Ministry of Finance, Planning and Economic Development as a principal economist. His primary areas of expertise and interests are macroeconomic modeling and policy analysis, fiscal policy management, energy and environment policy modeling, and regional economic integration. Moses holds an MS in energy studies with a specialization in energy economics and policy (University of Dundee, Scotland) and an MS in economics (University of Birmingham, UK).

Burchard KAKULU KAKULU
Ministry of Finance
Tanzania
Path: Distributing, managing & spending resource revenues

Lucas KATERA
Policy Research for Development (REPOA)
Tanzania
PATH: Distributing, managing and spending resource revenues

Lucas Katera is an economist with practical experience on research and policy analysis particularly in the areas of poverty, public policy, governance, and service delivery. He has worked and published extensively on local government in areas of service delivery; finance and financial management; and governance and accountability. In his recent assignment, Lucas led a team
of researchers working on the World Bank Service Delivery Indicators (SDI) survey, a research that benchmarks health and education indicators for future impact assessment. The survey is being conducted in seven African countries. In addition, Lucas is a team member of the five-year research program on Tanzania as a Future Petro State, a collaborative project between REPOA and Christian Michelsen Institute (CMI) in Norway. His focus in this research program is on the governance of natural resources.

Betty Nayah KOBERE
Parliament of Uganda | Uganda

PATH: Distributing, managing and spending resource revenues

Betty Nayah Kobere holds a BS in industrial chemistry from Makerere University and an MS in refinery design and operation from the University of Manchester. From 2007 to 2010, she served as a petroleum inspector with the Uganda National Bureau of Standards (UNBS), overseeing quality control of Uganda’s petroleum imports. Thereafter, she was promoted to the position of standards officer, where she spearheaded the development of at least 90 national standards for the petroleum sector, including the current East African specifications for white products. Betty currently works as a senior research officer for the Parliament of Uganda, where she provides technical oversight to the Committee on Natural Resources which oversees the extractive industry. She prepares research reports on topical issues to guide Members of Parliament (MPs) in carrying out their legislative roles. She also participates in analysis, monitoring, and evaluation of bills, policies, agreements and other documents required to assist MPs to carry out their oversight and representative roles. Her primary research interests are transparent resource management and sustainable development.

Judith KUNERT
GIZ (German Development Cooperation) | Germany

PATH: Distributing, managing and spending resource revenues

Judith Kunert works as an advisor with the Global Extractive Resources Initiative (GeRI) at GIZ. At GeRI, Judith supports a pilot project in Mauritania, aiming to assist the Mauritanian government in developing an extractive sector strategy and in knowledge management processes and the development of innovative programming concepts and tools. Before joining GIZ in
summer 2014, Judith worked as a consultant for different mining companies such as the Tenke Fungurume Mining (TFM) project in Katanga, DR Congo, and the Simandou project of Rio Tinto in Guinea, as well as for the ITRI Tin Supply Chain Initiative (iTSCi), establishing a chain of custody system for so-called ‘conflict’ minerals. In addition, Judith worked as a research assistant at the Overseas Development Institute (ODI) as well as for different NGOs in the field of development cooperation. Judith studied development studies and political science at the London School of Economics.

Juan Roberto LOZANO MAYA
Asia Pacific Energy Research Centre (APERC) | Mexico

PATH: Getting a good deal: designing and evaluating fiscal regimes

Lozano Maya is an economist with experience on energy policy and planning issues. Since 2011 he has been a researcher at Tokyo-based APERC, where he leads two projects centered respectively on the design of a policy framework for shale gas development, and on the implementation of mechanisms to facilitate LNG trade. He is also responsible for Mexico’s energy picture in APEC. Prior to assuming his current position, he worked at Mexico’s Ministry of Energy, where he was in charge of the strategic reports on the energy sector submitted by the Mexican president and the energy minister for the approval of Congress. Previously, he was responsible for an annual outlook on domestic gas markets. Early in his career he undertook energy research and modeling tasks at the Energy Economics Unit of Mexico’s Petroleum Institute. Lozano holds a bachelor’s degree in economics from the National Autonomous University of Mexico (UNAM) where he was awarded a silver medal as the best student in his class. He also has a master’s degree in international management with specialization in oil and gas from the University of Liverpool. He is fluent in English, Spanish, and Portuguese.

George W. LUGALAMBI
Natural Resource Governance Institute | Uganda

PATH: Getting a good deal: designing and evaluating fiscal regimes

George W. Lugalambi works with NRGI as the program officer for media capacity development. He oversees a global program for strengthening media oversight over the extractive sector, with current projects in Sub-Saharan Africa, the Middle East/North Africa, and Asia Pacific. Working with local partners, George has helped to design and implement a capacity development
program through which more than 200 journalists have been trained to report effectively on governance issues in the oil, gas, and mining sectors. Prior to joining NRGI, George was a media educator and scholar in the Department of Journalism and Communication at Makerere University. In addition to his academic and research interests, George has been a newspaper journalist, editor, columnist, and consultant on media and communication. His research and publications have focused on democratization, public affairs, media development, as well as the state of journalism practice and education in Africa. A former Fulbright scholar, George holds a PhD in mass communication from Pennsylvania State University.

William MANGIMELA

CEU School of Public Policy | Zambia

PATH: Getting a good deal: designing and evaluating fiscal regimes

William Mangimela has a BA in library and information studies and public administration from the University of Zambia. Before coming to SPP, he worked as senior health information officer for the Ministry of Health in Zambia and at both the district and provincial levels of government. There, he provided technical oversight and leadership on health information management and health systems in a province with 10 districts and 227 health facilities. At SPP, William opted for the Regional and Global Governance concentration track which allowed him to develop his research interests in China-Africa studies. His thesis topic is *Deepening South—South Dependency? China, cooperative rhetoric and development reality in Zambia*. Upon completing his MPA he will work in the public sector in Zambia.

Grace Bayona MASALAKULANGWA

Christian Council of Tanzania (CCT) | Tanzania

PATH: Distributing, managing and spending resource revenues

Grace Bayona Masalakulangwa enrolled at Daystar University in Kenya in 1988 to study communications and graduated in 1992. She did graduate studies at Wheaton Graduate School in Illinois from 1994 to 1996, graduating with an MA in education. In 2010, Grace graduated with an MBA from Mzumbe University in Tanzania. She has worked with African Enterprise Tanzania as a communicator and administrator, and is currently coordinator of an In-
terfaith Committee involved in extractive industry advocacy issues with the Christian Council of Tanzania.

Rumbidzai MASANGO
CEU School of Public Policy | Zimbabwe

PATH: Distributing, managing and spending resource revenues

Rumbidzai Masango has a bachelor of social science from the University of Cape Town (UCT). She began her career at the Economic Justice Network (EJN) in 2008, a regional nongovernmental organization, where she worked on trade and development as well as on advocacy issues in the extractive sector. She is a 2011 Fredskorpset (FK)/Norwegian Peace Corps Exchange fellow and a 2014 Open Society Rights and Governance Fellow. While at the CEU’s School of Public Policy, Rumbi took the Human Security and Sustainable Development concentration track. This allowed her to develop her research interests in China-Africa relations and the broader development implications of this partnership. Upon completing her MPA, she intends to return to the NGO sector and take part in high level policy engagements—lobbying and advocating for human rights.

Eva MEYER
GIZ (German Development Cooperation) | Germany

PATH: Distributing, managing and spending resource revenues

Eva Meyer has seven years of professional experience in the area of international development and sustainable investments with a focus on economic development and rehabilitation in fragile settings. After having started out as a humanitarian aid worker, she decided to redirect her career towards more long-term development issues. She currently works as the project director for the ‘Improving Mineral Resource Governance in Mali’ project, which GIZ began in August 2014. The goal of the project is to support the government of Mali to find the right balance between attracting investors in the mining sector while at the same time using the sector as a driver for more growth and development. She was previously an account executive for European clients for MSCI, one of the leading global financial services providers in the area of stock market indices and investment research. In this capacity she advised pension funds and asset and wealth managers on environmental, social and governance issues with a focus on extractives, oil and
gas, textiles, and pharmaceuticals to design more sustainable portfolios or investment strategies. Eva holds a master’s degree in development management from LSE. She is fluent in English, French, and German.

Fátima Fernandes MIMBIRE  
Centre for Public Integrity | Mozambique

**PATH: Getting a good deal: designing and evaluating fiscal regimes**

Fátima Fernandes Mimbire graduated with a degree in journalism from Eduardo Mondlane University in 2008. She has eight years’ experience as a journalist. She worked for the first weekly newspaper in Mozambique, *Savana Newspaper*, as a junior reporter on economics issues. From 2006 to 2013, Fátima worked for the Mozambique News Agency as a reporter on political and economic issues. Between 2010 and 2012, she was an assistant at the College of Advanced Education in Journalism, teaching journalism theories and techniques, journalism for development, and journalism writing. Since 2013, Fátima works for the Centre for Public Integrity (CIP) as a researcher on extractive industry and mineral resources. She is currently coordinating research in this area and is part of the management board of the institution. She is a CIP and Civil Society Platform on Extractive Industry and Mineral Resources representative in the EITI Multistakeholder Group.

Lufuno Lynn MMBADI  
Auditor General South Africa (AGSA) | South Africa

**PATH: Distributing, managing and spending resource revenues**

Lufuno Lynn Mmbadi works at the Auditor General of South Africa (AGSA) as a senior audit manager. She has ten years of experience in public sector auditing, assessing the stewardship of public funds, implementing government policies, and ensuring compliance with key legislation in an objective manner. As a senior manager she is also responsible for briefing those charged with governance including the portfolio committee (parliament oversight committee that oversees the overall performance and functioning of government entities) on audit outcomes and also makes recommendations on how to address deficiencies in order to enable them to effectively execute their oversight responsibilities. In November 2014 she participated in the International Organization of Supreme Audit Institution Development Initiative and English speaking African Organisation of
Supreme Audit Institution (AFROSAI-E) cooperation program on cooperative audit on extractive industries. Lufuno is a registered government auditor and was among the top 15 students in 2008 obtaining her qualification from the South African Institute of Government Auditors (SAIGA). She also has a BA in accounting science from the University of South Africa.

Annet Mmbazi
Governance Facility | Uganda

PATH: Distributing, managing and spending resource revenues

Annet Mmbazi works with the Natural Resources Governance component of the Democratic Governance Facility (DGF) in Uganda. The DGF is a joint effort by embassies from seven countries—Austria, Denmark, the Netherlands, Norway, Sweden, Ireland, the UK—and the European Union to help strengthen democratic governance in Uganda. The work she does is specifically focused on strengthening governance in the oil sector through improved transparency and accountability. Annet works with local and international civil society organizations including the Civil Society Coalition on Oil and Gas, International Alert, Global Witness, and the local NRGI representative to critically review developments in Uganda’s nascent oil sector and to promote best practices from elsewhere. She has also been working with MPs to help them to better understand and strengthen the legal, regulatory, and institutional framework for oil production. Annet completed a bachelor’s degree in community psychology at Makerere University and has a masters’ in international cooperation and development from the Università Cattolica del Sacro Cuore in Milan.

Allen Goodwin Moova
Tanzania Revenue Authority (TRA) | Tanzania

PATH: Getting a good deal: designing and evaluating fiscal regimes

Allen Goodwin Moova has been a senior tax officer at the TRA since 2012. He joined TRA in April 2004 as a tax auditor. Allen is a registered certified public accountant and has extensive experience auditing financial institutions, insurance, and pensions funds. He has also participated in drafting various tax reforms including reforms of the extractive industry. Allen is a member of the government negotiating team for various natural resources agreements
especially in the oil and gas sectors. He is a part-time trainer in tax and tax-related subjects. As a member of the Tax Task Force of the Ministry of Finance he has attended various tax law legislation sessions.

**Nasima NAZRIEVA**

*Open Society Assistance Foundation in Tajikistan | Tajikistan*

**PATH: Distributing, managing and spending resource revenues**

Nasima Nazrieva is a program coordinator for the Transparency and Accountability Program at the Open Society Institute—Assistance Foundation in Tajikistan. She leads different initiatives under this program such as EITI, Open Budget Initiatives, and Transparency in Electricity Sector. She also works with partner organizations to promote anticorruption work in Tajikistan. Nasima worked in different international organizations and agencies focused on broad aspects of human rights, conflict mitigation, education, and gender. She holds an MA in development studies from the University of Leeds, School of Political and International Studies, UK. Her master’s dissertation was focused on the effects of corruption on the economic and political development of Tajikistan.

**Joko PURWANTO**

*Bojonegoro Institute | Indonesia*

**PATH: Distributing, managing and spending resource revenues**

Joko Purwanto founded the Bojonegoro Institute in 2005, a local NGO that focuses on extractive issues. Between 2009 and 2011, he led development projects in the oil and gas revenue transparency mechanism model at the sub national level, focusing on the social and economic development of the region in Blora, Central Java and Bojonegoro, East Java. The aim of this project was to introduce several innovations, such as: oil and gas transparency mechanisms, local content rules, participatory planning, saving revenue from oil and gas, etc. These innovations have been adopted by several districts in Indonesia and abroad. At the national level, Joko is a strong advocate in the extractive sector, and is among those who actively encourage EITI. He is now one of the representatives of civil society in EITI Indonesia.
James ROYSTON
Publish What You Pay | United Kingdom

PATH: Getting a good deal: designing and evaluating fiscal regimes

James Royston is advocacy officer for Publish What You Pay International. He is responsible for coordinating the efforts of PWYP members and coalitions worldwide in pursuit of strong mandatory disclosure legislation for extractive industries. James previously worked as political advisor to the Socialists and Democrats (S&D) Group in the European Parliament, which included responsibility for the EU Accounting and Transparency Directives. Prior to that, he worked for the ONE Campaign’s Brussels office, as well as for UK Members of the European Parliament. He holds a BA in politics and development studies from London’s School of Oriental and African Studies (SOAS).

Bernard TABAIRE
African Centre for Media Excellence | Uganda

PATH: Distributing, managing and spending resource revenues

Bernard Tabaire is a media trainer and director of programs at the Kampala-based African Centre for Media Excellence, a not-for-profit professional organization he co-founded in 2009 to advance journalistic and communication excellence in the East Africa region. Bernard writes a weekly column for the Sunday Monitor and is also a radio and television commentator on public and current affairs. Until October 2008 he managed the Daily Monitor, Uganda’s leading independent newspaper. Bernard holds a bachelor’s degree in sociology and literature in English from Makerere University and a master’s in journalism from the University of Illinois at Urbana-Champaign. He was a 2006–07 visiting journalist fellow at the Reuters Institute for the Study of Journalism at Oxford University. He has taught journalism at Makerere University and consulted for various Ugandan and international organizations on journalism and mass communication. He is a short story writer, and loves reading (for knowledge and escape) and hiking.
**Fabby TUMIWA**  
*Institute for Essential Services Reform (IESR) | Indonesia*

**PATH: Getting a good deal: designing and evaluating fiscal regimes**

Fabby Tumiwa is the executive director of IESR, a Jakarta-based NGO that works on public policy analysis and promotes reform on energy, climate, and extractive industries in Indonesia. Fabby has been working on energy policies and governance of the energy sector in Indonesia for more than 15 years. Since 2008, he has been working on extractive industries governance and supporting the EITI in Indonesia through Publish What You Pay Indonesia. In 2009, he led an initiative to bring together civil society organizations from Indonesia, Cambodia, Philippines, Vietnam, and Timor Leste to promote EITI in South East Asia. As part of this project, IESR also developed and launched the ‘Framework for Extractive Industries Governance in South East Asia’ that will be used to identify gaps and opportunities for policy reform with the aim of improving the governance of the oil, gas and mineral sector. Fabby was elected to the board of EITI representing CSOs from Asia and Pacific. He is also chairperson of PWYP Indonesia. He studied electronic engineering at Satya Wacana Christian University at Salatiga.

**Andre UFER**  
*GIZ (German Development Cooperation) | Germany*

**PATH: Distributing, managing and spending resource revenues**

André Ufer is a development economist by training, and currently serves as a mineral governance advisor for the ‘Extractives for Development’ initiative of GIZ. The initiative pilots new mineral sector support activities in resource rich developing countries. In this capacity, André is coordinating the initiative’s collaboration with international partners like the African Minerals Development Center (AMDC), the EU, the Gates Foundation, and others. Prior to joining GIZ in 2013, he worked as a project officer for the Mineral Policy Division of the World Bank where he was involved in the planning and monitoring of the World Bank’s mining sector projects worldwide.
Kate WATTERS
Crude Accountability | United States

PATH: Distributing, managing and spending resource revenues

Kate Watters is co-founder and executive director of Crude Accountability, an environmental and human rights nonprofit organization working with natural resource impacted communities in the Caspian and Black Sea regions. Kate works closely with activists in affected communities to develop strategies and campaigns to protect environmental and human rights on the local, national, and international levels. She has conducted a wide variety of trainings and workshops, including on human rights awareness, popular epidemiology, and community air monitoring in affected communities and for activists who work with them. She has trained local activists to understand compliance and accountability mechanisms at the World Bank and other international financial institutions. Kate has been working with human rights and environmental activists in the former Soviet Union since the early 1990s. She is the author of numerous reports and articles on civil society in this region and has been interviewed for print media, radio, and television about the environment, oil and gas, and human rights in Central Asia, the Caucasus, and Russia. Kate holds an MA in Russian Area Studies from Georgetown University and a BA in Russian literature from UMASS-Amherst.

Sun WIN
Ministry of Finance | Myanmar

PATH: Distributing, managing and spending resource revenues

Sun Win joined the Ministry of Finance in May 2012 as an assistant director of the Ministry’s International Relations Department, charged with responsibility for ASEAN Affairs and the Myanmar EITI. Prior to that he worked at the Central Bank of Myanmar for nearly ten years where he served in the Internal Audit and Banking Supervision Department analyzing bank returns for safety and soundness of the banking system as a whole. Before joining the Central Bank of Myanmar, he embarked on a banking career as a manager of Myawaddy Bank Limited, one of the leading semi-government banks, for five years where he served in various positions, including as an in-charge of Nostro Account Section of Foreign Banking Department and manager of Loans Recovery Section of Loans and Advances Department. Sun has honours and master’s degrees in economics from Yangon Insti-
Merveille YANDOKULU YANGALA  
Ministère des Mines/Mining Ministry | Democratic Republic of Congo  

**PATH:** Distributing, managing and spending resource revenues

Merveille Yandokulu Yangala has been working as a civil servant assigned to the Department of Planning and Studies in the Ministry of Mines in the DRC since 2010. She has earned degrees in international public law from the Protestant University of Congo, and was certified as a mining and hydrocarbons inspector in 2012. Merveille participated in a training workshop in Beijing organized by the Government of China in collaboration with the Government of the DRC in mining exploration and production. In 2014, she was trained as an expert in the environmental management of the mining sector at PROMINES.

Simon YIN  
Center for Natural Resources, Hefei University of Technology | China  

**PATH:** Distributing, managing and spending resource revenues

Simon Yin is a professor at Hebei University where he teaches both undergraduate and graduate students (including MPA and MBA students) and does research and consultancy independently and in cooperation with other scholars and practitioners. He received his bachelor’s degree from Beijing University, a master’s degree from Harvard University, and a PhD from the University of Tübingen. He has been a visiting research fellow at universities worldwide and an advisor to government agencies, nongovernmental organizations, and international organizations. His major academic interest is civil society and sustainable economic development in the age of globalization. He has worked in particular on the extractives industry in China and globally. He enjoys the multidisciplinary approach, applying economic analysis and comparative perspective to public policy. He has published extensively both domestically and internationally, traveled widely, and is a member of many professional organizations.
Dursunjemal HALIMOVA
Turkmenistan
CEU School of Public Policy

Dursunjemal Halimova is an MPA student at SPP, specializing in human security and sustainable development. She previously worked on a ‘Passion Project’ with NRGI that dealt with youth mobilization for better management of natural resources in Myanmar. Before joining CEU, Dursun received her BA from American University in Bulgaria. While there, she worked as vice president of incoming exchange at AIESEC, the largest worldwide student-run organization. She interned at the Cultural Affairs Section of the US Embassy in Turkmenistan where she assisted with the allocation of grants to local NGOs, the selection of Fulbright scholarship recipients, and the promotion of bilateral cooperation. Her research interests include political economy of authoritarian regimes, natural resource management, equitable and sustainable development, youth education, and employment. Her geographical focus is on Central and Southeastern Asia.

Agatha SIWALE
Zambia
Central European University

Agatha Siwale received her BA from the University of Zambia and her MSc in Applied Development Studies from the University of Reading in December 2012. She is currently a probationary doctoral candidate in the Doctoral School of Political Science at CEU. Her research focus is on how perceptions, belief and value-systems influence both policy-making and policy-response in resource-rich states. Prior to joining CEU she was Head of Research and Analysis at the Policy Monitoring and Research Centre - an independent policy think-tank in Zambia where she was engaged in research in the areas of mining policy and state-civil society relations. Agatha has also previously tutored and lectured at the University of Zambia and Northrise University, respectively in Development Studies and related fields.
NRGI STAFF

Matteo PELLEGRINI
Capacity Development Director

Matteo Pellegrini leads NRGI’s work to develop capacity to manage and oversee the best use of resources. He manages the team responsible for key development programs in producing countries—those focused on the needs of the media and parliaments, the development of a network of regional training hubs, our fellowships program, and our work on governance at the sub-national level. He is based at the NRGI London office. Prior to joining NRGI, Matteo was the regional Africa coordinator of the Publish What You Pay coalition, based in Yaoundé, Cameroon. Previously he worked in Washington, DC as a consultant for the World Bank in the field of corporate governance. He holds a master’s degree from the School of Advanced International Studies of the Johns Hopkins University and a bachelor’s degree in European Studies from the Royal Holloway University. Matteo grew up near Rome, Italy, and lived in several countries thereafter, including the UK, France, Belgium, Germany, the US, Tanzania, and Cameroon. He is fluent in French and Italian and conversant in German and Spanish.

Leila FITT
Capacity Development Officer

Leila Fitt is a development practitioner who has been working in the international aid and development sector since the mid-2000s. Her current responsibilities at NRGI include managing NRGI’s flagship global courses, including ‘Reversing the Resource Curse’, in partnership with CEU. Prior to joining NRGI, Leila worked on both humanitarian response and disaster preparedness programmes in Asia and the Caribbean and on development programmes across a global portfolio, partnering with locally-based NGOs and CSOs to work on, variously, gender, HIV/AIDS, land rights, livelihoods, governance, extractives and conflict transformation. She has also worked in the elections sector, spent some time based in Asia, Moscow and Romania and worked on educational programmes with refugee groups in the UK. Leila read English literature, linguistics, Russian and development studies at universities in London.
Helen DEMPSEY
Capacity Development Associate

Helen Dempsey has been the capacity development programme associate at NRGI since June 2013. She supports the Capacity Development and Training team focusing particularly on supporting the global hub program and executive training course. Prior to this, she was program assistant at the Natural Resource Charter. She holds an MA in international development from the University of Manchester, and an MA in sociology and anthropology from the University of Glasgow.

SPP STAFF

Bernhard KNOLL-TUDOR
Director of SPP’s Global Policy Academy

Prior to joining CEU/SPP, Bernhard worked for the OSCE, an international organization devoted to ‘hard’ security as well as to human rights diplomacy. He was involved in policy design and public relations, both at the level of field missions (Bosnia and Kosovo) and at the OSCE Office for Democratic Institutions and Human Rights (ODIHR) in Warsaw. Bernhard earned a master in law at the University of Vienna and an M.A. in international relations and economics at Johns Hopkins/SAIS with a focus in IR theory (Bologna and Washington, DC). His Ph.D. (European University Institute, Florence) on the subject of United Nation governance of non-state territorial entities was published by Cambridge University Press in 2008.

Pusa NASTASE
GPA Senior Program Manager

As Senior Program Manager at the CEU’s Center for Higher Education Policy, Pusa Nastase is associated with SPP’s Global Policy Academy. Her responsibilities include identifying institutional partners for the courses, managing events and facilitating sessions in her area of expertise. Her research interests include higher education policies, university governance and management, cooperation with the business sector and university branding. Pusa has a B.A. in Law from the University of Bucharest, an M.A. in Human rights from CEU and is at present a doctoral student at the Graduate School of Education, Bristol University, UK.
Dumitrita HOLDIS  
**GPA Program Assistant**

Dumitrita Holdis is working as a Program Assistant for the Center for Media, Data and Society and the Global Policy Academy at the CEU School of Public Policy. She previously worked in a similar position for the Food and Agricultural Organization—Regional Office for Europe and Central Asia in Budapest. She holds a BA in Sociology from the Babes Bolyai University, Cluj-Napoca and a MA degree in Sociology and Social Anthropology from the CEU. Dumitrita has worked and lived in Romania, Hungary, France and Turkey. Her professional background is in project management and administration and her educational background is in sociology and social research.

Nvard LORYAN  
**GPA Intern**

Nvard Loryan is a master’s student at the School of Public Policy. She is currently an intern at SPP’s Global Policy Academy unit. She was previously the assistant to the president and project manager of the “Armenia Against Corruption” project at the Armenian Young Lawyers Association. She also volunteered with the Armenian Red Cross Youth and was involved with the Rome Model UN 2014. Nvard graduated with an MA in International Affairs and BA in Linguistics from the Yerevan State Linguistic University.

Livia MARSCHALL  
**GPA Program Assistant**

Lívia Marschall joined CEU as a Program Assistant at the Roma Access Programs Unit in 2014. She was appointed to her present role as part-time Program Assistant at SPP’s Global Policy Academy in early 2015. She holds an MA in Cultural Anthropology and English Language and Literature from Eötvös Loránd University (ELTE) in Budapest. During her university years, she conducted fieldwork in a Hungarian Roma community and has partaken in various Roma advocacy projects. Livia is also currently working as a curator at Gallery8—Roma Contemporary Art Space.
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.

SPP’s Global Policy Academy (GPA) organizes academically rigorous and policy-relevant courses that are designed not so much as traditional training seminars but rather as hubs for sectoral dialogue and experience exchange. The Academy leverages the broad and deep expertise of SPP faculty to address the needs of policy professionals who wish to broaden their knowledge as they serve the public good. Participants from the public, private, and nonprofit sectors enroll in GPA courses to gain relevant practice-oriented skills grounded in research-based knowledge. They also take advantage of the School’s global reach to grow and enrich their professional networks in an exceptional learning environment.