Reversing the Resource Curse: Theory and Practice

An SPP–RWI–NRC Course

24 March–4 April 2014
Budapest, Hungary
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The effort to promote good governance in resource-rich countries has developed significant momentum over the last decade. At the same time, the degree to which this global agenda finds more than rhetorical support from political elites in both the North and the South is a matter of considerable debate. In particular, it is unclear to what extent rising powers with expanding energy needs support this effort and if and how they will engage in it.

It is equally unclear whether civil society groups in developing countries are strong enough to take full advantage of transparency when it is practiced. In this light, this two-week SPP–RWI–NRC course is designed to equip a pool of exceptional individuals from civil society, government, international organizations, and academia 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 look into how it impacts policy debates and practice, both domestically as well as internationally. The course will also offer practical lessons for policy improvement, based on best practices from across the globe, targeting individuals already engaged in the management and/or oversight of extractive industries.

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 in order to play a more prominent role in developing, monitoring, and/or evaluating the mineral and petroleum sectors in their countries and across the globe.
Using the Natural Resource Charter, the course is divided into three parts:

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

Participants will be able to choose to follow one of two pathways—
Path 1: Getting a Good Deal (upstream issues);
Path 2: Revenue Management (downstream issues).

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 with which 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 being able to evaluate policy choices is therefore an essential skill.

There will be a session on Designing Fiscal Regime in plenary, for all participants to explore the economic theory underpinning the most commonly used fiscal tools in a government’s arsenal. Course participants will gain a better understanding of the key features of these tools, their similarities and differences, and the loopholes and pitfalls that can often undermine their proper application. Participants who chose to take Path 1 will be able to go 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, 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 integrated in Path 1 will include links to cost/benefit analyses, institutional capacity, revenue management and political economy considerations to provide participants with a nuanced and practical understanding of fiscal policy in resource-rich countries.

**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-bust” cycles, redirecting of funds to special interests, patronage, nepotism, and mismanagement generally.

Path 2 will discuss 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 will include: rules describing revenue distribution to the national budget, special funds, sub-national jurisdictions, state-owned companies and even individual citizens; 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. We 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. Basic arithmetic and Excel skills are required.

**The Political Economy of Policymaking in Resource-Rich States**

As a cross-cutting theme, the course will explore the political economy dynamics of the domestic governance of resource-rich states. Its main goal is to demonstrate the crucial impact of politics and power on policy outcomes, focusing on how these factors affect policy selection and implementation in specific areas of sector governance. Rather than stand-alone units, most of the political-economy discussions will be integrated into the sessions on two other topics, reflecting the way in which political and technical factors coexist in real-world decision-making processes.

In line with this approach, much of the political economy content will appear during the sessions dedicated to **Path 1** on fiscal regimes and **Path 2** on revenue management. Participants will engage with real-world illustrations of how political dynamics have altered policy outcomes (for the better, for the worse) as well as theoretical and conceptual approaches to understanding political-economy dynamics of resource rich states. Along with identifying risks—such as the political inconvenience of saving, or principal-agent problems associated with national oil companies—the sessions will suggest tools for how actors can better understand their roles within the political landscape and mitigate obstacles to reform.

To set the context for these policy-focused discussions, the program will address broader issues related to natural resource governance and global commodity markets. Early in the course, experts will present on the deficits in good governance and transparency that pervade many resource rich countries, discuss their implications, and provide an update on global efforts (such as various transparency initiatives) to offer remedies. While the course focuses primarily on dynamics within individual
resource-rich countries, the program will also address the governance of global energy markets so as to contextualize the experience of various producer nations. Taken together, the political economy content will introduce global level dynamics and theoretical considerations which relate to natural resource governance, and then tie these directly to the specific policymaking challenges which dominate the everyday agendas of professionals participating in the course.

**METHODOLOGY**

Each part of the course will include interactive lectures, group discussions, practical skill-building workshops or policy labs, as well as guest presentations by leading experts. Sessions will integrate the following:

i) General Concepts (theory and practice);

ii) Comparative analysis of current situations (globally);

iii) Case studies;

iv) Policy labs to analyze case studies and develop practical analytical skills;

v) Plenary discussions and conclusions; and

vi) Two public panels organized at CEU.
**MONDAY — 24 March, 17:30**

**CEU Auditorium**

**Can Oil, Gas and Minerals Fuel Development in Africa?**

**Welcoming Remark:**  
John SHATTUCK, CEU Rector and President

**Moderator:**
Daniel KAUFMANN, Revenue Watch Institute  
—Natural Resource Charter, London/New York

**Panelists:**
- Ricardo SOARES DE OLIVEIRA, Lecturer in Comparative Politics (African politics), Oxford University
- Prosper NGOWI, Senior Lecturer in Economics, Mzumbe University, Tanzania

Recent discoveries of oil and gas reserves in Kenya, Uganda, Tanzania and Mozambique have the potential to greatly transform economies in East Africa. Used responsibly, billions of dollars of new government revenues will support investments in infrastructure and social services; at the same time, these discoveries could exacerbate local conflicts, fuel corruption, negatively impact the environment, and disrupt local communities and livelihoods. Three panelists will examine the decisions, roles and responsibilities of government, civil society and the international community working together to make the most of this newly found wealth while protecting the rights of people and the environment.

**WEDNESDAY — 26 March, 17:30**

**CEU Auditorium**

**Transformative Resources, Transforming Economies**

**Welcoming Remarks:**
Wolfgang REINICKE, SPP Dean

**Moderator:**
David MANLEY, Revenue Watch Institute  
—Natural Resource Charter, London/New York

**Panelists:**
- Sir Paul COLLIER, Oxford University
- Robert F. CONRAD, Duke University
- Daniel KAUFMANN, Revenue Watch Institute  
—Natural Resource Charter, London/New York
- George SOROS, CEU’s Founder and Honorary Chairman of the Board of Trustees

When abundant natural resources are discovered within a country’s borders it can turn into a long-term economic boon for the many or, if mismanaged, a brief but lucrative jackpot for an unscrupulous few. Whether this natural wealth is transformed into prosperity depends on good decision making and good governance across a wide range of issues from exploration, environmental management, taxation to spending the proceeds. High level conceptual ideas on what governments should do are common, the difficulty is turning these ideas into practice. This panel has unparalleled experience advising presidents and other high-level government executives on these issues. It will discuss how government officials respond to these challenges, coordinate across diverse and often competing departments while fighting their day-to-day political battles. The panel will also look at what civil society, international donors and academics should do to ensure that their advice and their oversight is as effective as possible.
## Course Outline

### Week One (24–28 March 2014)

<table>
<thead>
<tr>
<th>Time</th>
<th>Sunday, 23 March</th>
<th>Monday, 24 March</th>
<th>Tuesday, 25 March</th>
<th>Wednesday, 26 March</th>
<th>Thursday, 27 March</th>
<th>Friday, 28 March</th>
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<tr>
<td>09:00–10:30</td>
<td>Arrival of participants</td>
<td>Welcome remarks, introductions and course overview Wolfgang Reinicke / David Manley / Daniel Kaufmann</td>
<td>Political economy of resource rich states Ricardo Soares de Oliveira</td>
<td>Typology of tax regimes, examination of Fiscal Terms Robert Conrad</td>
<td>Saving and spending decisions Paul Collier</td>
<td>Building blocks of tax analysis (continued) David Manley / Thomas Lassourd</td>
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<td>11:00–12:30</td>
<td></td>
<td>Introduction to the extraction process—challenges and opportunities Daniel Kaufmann / David Manley</td>
<td>Power, politics and policy outcomes Robert Templer</td>
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<td>Investing in Investing Paul Collier</td>
<td>Challenges and opportunities for managing resource revenues Andrew Bauer</td>
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<td>13:30–15:00</td>
<td></td>
<td>Government and civil society’s roles along the decision chain Daniel Kaufmann / David Manley</td>
<td>The natural resource governance deficit Daniel Kaufmann</td>
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<td>Investing for development Paul Collier</td>
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<td>15:30–17:00</td>
<td></td>
<td>Designing and evaluating fiscal regimes—Introduction Robert Conrad</td>
<td>Gains and Losses from Mining including Risk Analysis Robert Conrad</td>
<td>Managing local benefits Andrew Bauer</td>
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<td>Getting a Good Deal—group exercise David Manley / Thomas Lassourd</td>
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<td>17:30</td>
<td>SPP policy panel—CEU Auditorium Daniel Kaufmann / Ricardo Soares de Oliveira / Honest Prosper Ngowi</td>
<td>SPP policy panel—CEU Auditorium Paul Collier / George Soros / Robert Conrad / Daniel Kaufmann</td>
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<td>Session with OFD fellowship recipients and participants from OFD priority countries Ida Aronsen and Nina Sørheim (NORAD) (Popper Room)</td>
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<td>19:15</td>
<td>Welcome drinks and dinner hosted by George Soros (Four Seasons — Gresham Palace)</td>
<td>Reception</td>
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<td>Time</td>
<td>Monday, 31 March</td>
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<td>09:00–10:30</td>
<td>State-owned companies and state participation</td>
<td>Public financial management and budgeting</td>
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<tr>
<td>11:00–12:30</td>
<td>Combating tax abuse</td>
<td>The political economy of getting a good deal</td>
<td>The political economy of getting a good deal</td>
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<td>David Manley</td>
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<td>13:30–15:00</td>
<td>License allocation and legal framework</td>
<td>Smoothing volatile revenues and saving for future generations — group exercise</td>
<td>Smoothing volatile revenues and saving for future generations — group exercise</td>
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<td>Jennifer Blanck</td>
<td>Thomas Lassourd</td>
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<td>15:30–17:30</td>
<td>Group exercise</td>
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<td>19:30</td>
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<td>Policy write-up, communications, wrap up of lessons learnt</td>
<td>Group dinner and Danube cruise (Vén Hajó Étterem)</td>
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The course will take place at the Central European University, which is located at 9 and 11 Nádor street in Budapest, Hungary. Should you have any questions, feel free to contact our staff in charge of the organization of the course.

**COURSE LOCATION**

**Central European University**
Nádor utca 9 and 11
1051 Budapest, Hungary
Phone: (+36 1) 327 3000

In the university buildings all floors are equipped with restrooms and kitchens. Drink and food automats are located in the main lobbies and there are two cafeterias on campus. Smoking is strictly prohibited within five meters of all building entrances; CEU has designated smoking areas at the campus. A cash machine is available in the main CEU building.

A multi-faith quiet lounge and prayer room is available on campus where participants can have an opportunity to 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 (if you have one available), especially for Excel exercises. European plugs (220V) will be available at CEU. Wifi is available on campus.

- Network name: **LAPTOP_AREA**
  with no password in Nádor 9 main entrance (Oktogon), Library, Japanese Garden, Monument Building, Faculty Tower.

- Network name: **LAPTOP_AREA_N11**
  with password nador11access in Tigy seminar room.
When you check in at your hotel, you will be given a welcome bag containing this booklet as well as other relevant materials.

**ACCOMMODATION**

**Radisson Blue Beke Hotel Budapest**
Teréz körút 43, 1067 Budapest, Hungary  
Phone: (+36 1) 889 3900  
Email: sales.budapest@radissonblue.com  
www.radissonblu.com/hotel-budapest

**Star Inn Hotel Budapest Centrum**
Dessewffy utca 36, 1066 Budapest, Hungary  
Phone: (+36-1) 472 2020  
Email: budapest.centrum[at]starinnhotels.com  
www.starinnhotels.com
COURSE COORDINATORS

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Ms. Pusa NASTASE
Senior Program Manager, SPP
Email: nastasep@ceu.hu
Mobile: +36 30 312 0621

Four Season Hotel Gresham Palace Budapest
SOCIAL PROGRAM

SUNDAY — 23 March

The course will be launched on Sunday evening, 23 March, with a dinner reception at Four Seasons Hotel, hosted by Mr George Soros. The reception will start at 7:15 pm.

Four Seasons Hotel
Gresham Palace Budapest
Széchenyi István tér 5–6

Our staff will pick you up at the reception of your hotel:

- Radisson Blue 6:20 pm
- Star Inn Hotel 6:30 pm

Radisson Blue Beke Hotel and Star Inn Hotel Budapest Centrum to Four Seasons Hotel
MONDAY — 24 March

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

Central European University
Nádor utca 9
1051 Budapest, Hungary
Phone: (+36 1) 327 3000

Radisson Blue Beke Hotel and Star Inn Hotel Budapest Centrum
to the Central European University
THURSDAY — 3 April

You are invited to join us for a boat dinner and a cruise on the Danube on Thursday, starting at 7:30 pm.

VENUE:

Vén Hajó Étterem
1052 Budapest
Vigadó tér
Dock 2

Radisson Blue Beke Hotel and Star Inn Hotel Budapest Centrum to Vén Hajó Étterem
A NOTE ON HUNGARY

► **Full Name:** Hungary
► **Capital city:** Budapest
► **Population:** ≈ 9,979,000
► **Population of Budapest**
  ≈ 1,733,685 (only the city)
  3,284,110 (metropolitan area)
► **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**
  The end of March and the beginning of April marks in general the
  beginning of spring in Budapest and when the temperatures become
  warmer. The weather in late March and April is often very agreeable
  during the day and fresh at night. Occasional rainfalls occur. The
  average maximum temperature is 13°C/55°F and the average mini-
  mum temperature is 5°C/41°F. The average daily sunshine hours
  total seven per day.
► **Money**
  The Hungarian currency is Forint (HUF).
  1 EUR = 309 HUF, 1 USD = 226 HUF
You usually CANNOT pay in Euro or US dollars. You can change money at the airport or train stations. Otherwise, you can 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 HEV. 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 from the cashier. Tickets can also be bought at some news stands, 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 it 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 stamping 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 11:00 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 AROUND

We are happy to offer you information and logistical assistance for your weekend plans in Budapest or around. Below you will find our suggestions. Please do not hesitate to ask the course staff for more information or assistance to purchase tickets.

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 centre. As the former home of the Habsburg court and its various empires, the city still has the trappings of the imperial capital it once was, and the historic city centre is inscribed on the UNESCO World Heritage List. If you are interested in spending the weekend 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 city. The ticket costs 33 Euro (9,800 HUF), + optional seat reservation 6 Euro (1,770 HUF). The train ride takes 2h 45min.

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 both Budapest and Europe. It is also very reminiscent of the Roman, Greek and Eastern styles of bathing.

Szentendre

Szentendre is a riverside town in Pest county, Hungary, near the capital city 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.
COURSE INSTRUCTORS

Andrew BAUER
Revenue Watch Institute

Andrew Bauer is an economic analyst at the Revenue Watch Institute. Prior to joining, he served on Canada’s G7/8 and G-20 teams as an international economist at the Department of Finance, where he provided economic policy advice and participated in the planning and execution of the G8 and G-20 Summits as well as the preparatory ministerial meetings during Canada’s host year. At Revenue Watch, 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 MSc in Economics for Development from Oxford University, where he won a thesis distinction for his work on the monetary transmission mechanism in Tanzania. He also received a BA in Economics and International Development Studies from McGill University.

Paul COLLIER
Oxford University

Paul Collier is a professor of Economics and Public Policy at the Blavatnik School of Government, the Director of the Centre for the Study of African Economies, and a Professorial Fellow of St Antony’s College. From 1998–2003 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 invite at Sciences Po, and at Paris 1. In 2008 Paul was awarded a CBE “for services to scholarship and Development.” Paul is currently adviser to the Strategy and Policy Department of the International Monetary Fund, adviser to the Africa Region of the World Bank, and adviser to DfID. He has written for the New York Times, the Financial Times, the Wall Street Journal, and the Washington Post. His research covers the causes and consequences of civil war; the effects of aid and the problems of democracy in low-income and natural-resources rich societies. Recent books include

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 thirty years of experience providing assistance to governments, international organizations and private sector entities tax and natural resource policy. His particular areas of expertise include the overall design of tax systems, mineral taxation and taxation of multinational enterprises. Dr. Conrad has worked in over forty countries, including extensive experience in Russia and Eastern Europe. Dr. Conrad 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, Dr. Conrad served as 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. Dr. Conrad holds a PhD degree in Economics from the University of Wisconsin–Madison.

Alexandra GILLIES
Revenue Watch Institute

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

**Patrick HELLER**  
*Revenue Watch Institute*

Patrick Heller is Head of Legal and Economic Programs at the Revenue Watch Institute, where he counsels governments and civil society groups on legal and contractual regimes governing oil and mineral revenue. He has worked in the developing world for more than twelve years, for organizations including the U.S. State Department, USAID, the Asian Development Bank, and the International Center for Transitional Justice. At Revenue Watch, Patrick focuses on the development of legal frameworks, the role of national oil companies, transparency, and the promotion of government-citizen dialogue. He has worked and conducted research in more than 20 developing countries, including Bolivia, Peru, Liberia, Cote d’Ivoire, Indonesia and Afghanistan. He advised the Governments of Sierra Leone, Guinea, and Ghana on extractive-sector legislation that promotes transparency, accountability, and strong economic returns. He is a research affiliate at the Program on Energy and Sustainable Development at Stanford University, where he contributed to *Oil and Governance*, a book on the strategy and performance of national oil companies. He holds a law degree from Stanford University and a master’s degree from the Johns Hopkins School of Advanced International Studies.

**Daniel KAUFMANN**  
*Revenue Watch 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, Kaufmann also 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 nineties, Kaufmann was the first Chief of Mission of the World Bank to Ukraine, and
then he 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, macroeconomics, investment, corruption, privatization, and urban and labor economics has been published in leading journals. Kaufmann is a Chilean national who received his MA and PhD in Economics at Harvard, and a BA in Economics and Statistics from the Hebrew University of Jerusalem.

Antonio Gabril M. LA VINA
Ateneo School of Government

Antonio Gabril M. La Vina has worked as an expert on policy and governance for more than thirty years and currently serves as Dean of the Ateneo School of Government (ASoG), Ateneo de Manila University, Senior Fellow on Climate Change at the Manila Observatory, and as Vice Chair of the Commission on Environmental Law IUCN. Dr La Vina has performed thorough research on local governance, climate change, indigenous people’s rights, trade and environment, forest, mining, and also community-based natural resources management with both national and international donors, such as UNFCCC Negotiations, ADB, World Resources Institute, NRDC, IACBGR, USAID, UNDP, and the World Bank. He holds a degree from the University of the Philippines and master and doctoral degrees from Yale Law School.

Thomas LASSOURD
Revenue Watch Institute

Thomas Lassourd is an economic analyst at the Revenue Watch Institute. He led RWI’s 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 RWI, 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 Revenue Watch, 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 macroeconomic frameworks and Public Financial Management issues. He also worked for the Belgian Technical Cooperation on tax administration reforms
in Mozambique. Thomas has a Masters degree in Business Administration from HEC Paris and a Masters in economics with a major in public and development economics from the Paris School of Economics.

**David MANLEY**

**Revenue Watch Institute**

David Manley is an Economic Analyst at RWI/NRC. 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 to enable government decision makers. Prior to joining RWI/NRC, 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 modelling of mining companies, and the establishment of a management information system. David previously worked for Oxford Economic Research Associates specialising in European financial regulation. He holds a MSc Economics from the London School and Economics, and a first class BA Economics and Economic History.

**Wolfgang H. Reinicke**

**School of Public Policy**

Wolfgang Reinicke holds degrees from Queen Mary College of London University (BSc in economics) and Johns Hopkins University (MA in international relations and economics). He received his MPhil and PhD in political science from Yale University.

Ricardo SOARES de OLIVEIRA
Oxford University

Ricardo Soares de Oliveira is a University Lecturer in Comparative Politics (African politics) at the Department of Politics and International Relations, Oxford University; fellow of St Peter’s College at Oxford; and a fellow with the Global Public Policy Institute, Berlin. He has been awarded a Leverhulme Research Fellowship for 2011–12. He has worked in the field of governance and the energy sector for the World Bank, the European Commission, Catholic Relief Services and the National Democratic Institute for International Affairs (NDI), among others. He is the author of *Oil and Politics in the Gulf of Guinea* (Columbia University Press, 2007) and a co-editor of *China Returns to Africa: A Rising Power and a Continent Embrace* (with Daniel Large and Chris Alden, Columbia UP 2008) and *The New Protectorates: International Tutelage and the Making of Liberal State* (with James Mayall, Columbia UP 2012). He holds a BA in politics from the University of York, an MPhil in International Relations and a PhD, both from the University of Cambridge.

Robert TEMPLER
CEU School of Public Policy

Robert Templer is Professor of practice at the Central European University’s School of Public Policy. 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.
COURSE PARTICIPANTS

Dozith ABEINOMUGISHA

Dozith Abeinomugisha holds a BPh degree from the Urban University in Rome, Italy, where he graduated in 1990. In 1996 he also received a BSc degree in Geology from the Makerere University in Kampala, Uganda. After graduation he worked on different projects for mineral exploration companies, gold in particular, in Uganda and Kenya, before joining the Petroleum Exploration and Production Department in the Ministry of Energy and Mineral Development of the Ugandan Government in the early 2000s. In 2003 he obtained an MSc degree in Petroleum Structural Geology from Royal Holloway College at the University of London, United Kingdom and returned to Uganda where he currently works. He has since obtained several certificates and diplomas in petroleum management and operations from Norway and the U.S. He has been promoted to Senior Geologist, Principal Geologist and is currently heading the Commercial Unit in the Department.

Diallo ABOUBACAR AKOUMBA

Aboubacar Akoumba is a journalist who has worked in the Guinean mining sector since 1998. He attended the school of journalism at the Foundation of Aboubacar Camara and Kofi Annan University. He started working as an assistant at Reuters in Guinea. In 2000 he created his own newspaper: “L’AUREORE.” Since then he has continued to work for the good governance of the mining sector in Guinea. From 2001 to 2002 he served as the first administrator of the Independent Press Broadcasters Association of Guinea. In April 2005 he was chosen as a delegate for the first EITI national committee. He has served as a member of EITI Guinea since then. In 2006 he joined the national committee of Publish What You Pay. He is also a mining sector specialist at Espace FM Radio, the Lynx newspaper, and Lynx Radio FM. In addition to this, he works for several international newspapers and is member of several NGOs supporting good governance. In 2011 he participated in an international learning program on the invitation of the U.S. government. Later he studied mining fiscality (introductory level) at the Center of Good Governance of Extractive Industries in Yaoundé, Cameroon. In 2013 he was invited by the Revenue Watch Institute to act as a resource manager in the same program.
Natalie ALEM

Natalie Alem is an environmental engineer with an MSc in Environmental System Analysis Management (International Institute for Geo-Information Science and Earth Observation, Enschede–The Netherlands). She works in CENDA and, together with the University College of London, she is conducting research to develop decision-making tools for water risk assessment and management that consider the impacts of both natural processes and human activities on water resources in one of the most polluted and poor mining areas in Bolivia: the Poopo basin. She has experience working with indigenous communities in the Andean and Amazonas areas in Bolivia. In the last few years, Natalie has co-written two books and has published two articles related to the strategies of peasant communities to adapt to climate change in harsh environments, and alternative development models. She also teaches sustainable development at university, loves rock climbing, dancing salsa, and reading.

John AYAKO

John Ayako currently holds the position of Director of Natural Resource Management with the Hela Provincial Government under the Natural Resources Management Division (Papua New Guinea). Prior to that he had been working as the local level government advisor for the Hela Region under the Southern Highlands Provincial Administration, where he has more than thirty years of working experience. He holds a diploma in Local Level Government Administration from the Institute of Public Administration. He led the Hela Provincial Government’s efforts to strengthen and promote transparency and good governance standards in the oil, gas and mineral sector, and he conducts research on natural resource management laws relating to benefits for the Provincial Government and the landowners. John Ayako was involved in the implementation of the Extractive Industries Transparency Initiative (EITI) in PNG in order to promote revenue transparency and good governance. This will be his first training program to build his capacity to implement EITI at the sub-national level by the Hela Provincial Government.
Fred Ayifli

Fred Ayifli is a development practitioner with the Kumasi Institute of Technology, Energy and Environment (KITE) in Ghana. Since joining KITE he has been an integral part of diverse energy related projects implemented within KITE. As project manager he led the assessment of the socio-economic impacts of gas commercialization, seeking to position citizens to take advantage of emerging opportunities. He is a technical team member of the STAR Ghana sponsored project that aims to strengthen transparency and social accountability for petroleum revenues management through an empowered media and citizens’ platform. He was monitoring and evaluation specialist for the World Bank sponsored pilot: “Using ICTs as Two-Way Tool for Transparency and Accountability around the Oil and Gas Sector” in Ghana led by Hatfield Consultants from Canada. Prior to joining KITE he worked, trained and led consultancies with non-governmental organizations within Ghana and abroad. A PhD Researcher with Wageningen University, Netherlands his current research interests include natural resource governance and the socio-environmental impacts of oil and gas explorations. Fred obtained a BA in Sociology from the University of Ghana and completed an MPhil in Sociology and an MSc in International Development at Wageningen University. He participated in advanced training programs at Oxford University, UK (refugee studies) and at the Institute for Advanced Sustainability Studies (IASS) in Germany.

Robert Bangizi

Robert Bangizi holds an MSc in Agricultural Economics and a BA in Economics with Honours from Makerere University, Kampala, Uganda. Mr Bangizi worked as tutorial assistant for four years at the Faculty of Economics and Management of Makerere University. He worked as an assistant economist with Partnerships for Renewal Africa and Infrastructure Design Forum and with Data Capital International Ltd, both consultancy firms in Uganda. Currently he is the Head of Programmes at Water Governance Institute, an NGO with special interest in oil and gas sectors and member of the Civil Society Coalition on Oil and Gas. He is also the Secretary of the Civil Society Coalition on Oil and Gas (CSGO) in Uganda – Revenue Tracking and Contracts Monitoring Thematic Group. This group engages different stakeholders around issues of revenue monitoring, contracts transparency and accountability in the oil and gas sector. Mr Bangizi also participated in policy review and analysis processes of the oil and gas laws through CSGO umbrella. CSGO is a coalition that brings together civil society actors working towards improving
governance of the oil and gas sector in Uganda. He has been involved in a number of consultancies with various organisations including World Bank projects, IFPRI, civil society organisations and the Government of Uganda.

Beverly F. BESMANOS

Beverly F. Besmanos is program officer for Natural Resources Management at the Alternate Forum for Research in Mindanao (AFRIM), Philippines. She graduated with a BS in Biology from Mindanao State University in General Santos City in 2002. After college, she spent almost seven years working as technical staff, biologist, and an urban environmental management specialist in various levels of local government units in General Santos City and Sarangani Province. In 2009 Ms Besmanos worked as a freelance researcher with local NGOs in the province. She conducted documentation and research on land deals and large-scale biofuel investments. This engagement with action research encouraged her to enter an NGO. She joined AFRIM in 2011 and conducted research on coal-fired power plants’ impact on communities and small-scale mining issues in Mindanao and in Northern Philippines. Her organization’s membership in the national coalition of Bantay Kita gave her the opportunity to delve into the critical issues of the extractive industry in the country. She led the implementation of one of Bantay Kita’s sub-national projects on extractive industry in the province of South Cotabato focusing on the capacity building of small-scale mining communities and local governments on transparency and accountability. At present, she is Mindanao Sub-national Coordinator for Transparency and Accountability in the Extractive Industry spearheaded by Bantay Kita.

Benjamin BOAKYE

Benjamin Boakye is an energy professional with the Africa Center for Energy Policy (Ghana), and is currently the Director of Programs at the Center. He holds an MSc in energy studies with a specialization in international oil and gas management from the UK and a BA with honors in Sociology and Information Studies from Ghana. He contributed to the extractive sector governance in Ghana with special focus on corporate social responsibility and international business transactions, stakeholder engagement, and energy sector reforms. He works closely with CSOs in Ghana working in the extractive sector for effective monitoring of resource governance. He is co-author of the Oil Revenue

**Kwaku BOATENG**

Kwaku Boateng is an energy economist with over 15 years of senior management and leadership experience in the oil and gas industry, and a proven record of oil and gas project management and energy policy formulation. Currently he is the Director for Special Services at the Petroleum Commission in Ghana (a Petroleum Upstream Regulator) responsible for local content, licensing and compliance, HSSE, data management, and legal departments. He was a member of the Project Implementation Committee that set up the Ghana National Gas Company and prepared the Project Execution Strategy. He later worked for that company as a Senior Manager for Gas Commercialization. He has also worked at BOST as the Head of the Natural Gas Division, responsible for the company’s natural gas business development. Before joining BOST, Mr Boateng worked with the Ministry of Energy as Head of Petroleum Upstream and later Director of Petroleum responsible for both upstream and downstream operations. He also took part in the preparation of a number of important policy documents including: National Energy Policy, Gas Pricing Policy, Petroleum Revenue Management Regulations and Oil & Gas EITI. He has four years of international consulting and business experience, having worked with international consulting firms. He holds a Master’s degree in Energy Economics & Management from the Graduate School at the Norwegian School of Management in Oslo, Norway, as well as a degree in Economics with a specialization in finance from the University of Helsinki in Finland. He is also qualified in Energy Project Analysis, Offshore Asset Integrity & Management and Oil & Gas Value Chain Management.

**Gantuya BUDDORJ**

Gantuya Buddorj is a board member of the Mongolian Public Policy Research and Analysis Institute and national researcher monitoring development results at the Ministry of Economic Development of Mongolia. From 2008 to 2013 she worked as head of international relations at the Mongolian Competition Commission. During this period she represented her institution in the United Nations Intergovernmental Group of Experts on Competition Policy as well as in the OECD and the International Competition Network among other international organizations. Gantuya received her BA in Communication from the University
Caitlin CORRIGAN

Caitlin Corrigan is a PhD candidate at the University of Pittsburgh’s Graduate School for Public and International Affairs (GSPIA) where she specializes in international development and security. Her current research focuses on how mineral mining industries in developing countries, particularly Africa, can become a positive force for development through more effective governance and corporate social responsibility (CSR). She recently published an article in the journal *Resources Policy* entitled “Breaking the resource curse: Transparency in the natural resource sector and the extractive industries transparency initiative.” Her dissertation research is investigating how local contexts shape CSR strategies by looking at CSR variation across mining operations in Southern Africa within one corporation (De Beers). Corrigan received a Bachelor’s degree in Political Science and International Relations from Carnegie Mellon University, a Master’s degree in Peace and Security Studies from the University of Hamburg and a Master’s degree in International Relations from the Dresden University of Technology. She was awarded a DAAD scholarship for her studies in Germany, and received a grant from GSPIA for travel to Botswana and South Africa where she served as an intern at the University of Witwatersrand’s Graduate School of Public and Development Management and carried out preliminary dissertation research.

Julien COURSON

Julien Courson is Middle East North Africa Capacity Development Officer at the Revenue Watch Institute. He has more than 9 years of experience working as a human rights professional and a trainer in advocacy and conflict transformation. He has consulted, throughout his career, with numerous organizations including New Tactics for Human Rights, Christian Aid, International Relief & Development, UNDP, and the U.S. Institute of Peace in areas ranging from human rights and economic justice to conflict-resolution/negotiation and women’s rights. He has been, since 2004, a lecturer at the Faculty of Economics of the Saint-Joseph University, teaching classes on Human Rights and Development and Current Economic News. From June 2006 to January 2010, Julien founded and directed the Association Libanaise pour l’Education et la Formation, ALEF, one of...
the most influential human rights NGOs in Lebanon. Julien’s work experience has spanned Lebanon, Tunisia, Egypt, Syria, Iraq, Jordan and Morocco. Julien holds a Master’s Degree in Economic Policy and International Development from the Saint-Joseph University and a Bachelor of Arts in Economics. Julien is also a certified professional in mediation as an alternative method for conflict management. He speaks Arabic, English, and French.

Cephas EGBEFOME

Cephas Egbefome works as Research Officer at the Research Department of the Parliament in Ghana. He holds an MSc in Water Science, Policy and Management and a BSc in Agricultural Engineering from the University of Oxford, UK and the Kwame Nkrumah University of Science and Technology in Kumasi, Ghana. He participated at the 2013 Summer School on the Governance of Oil, Gas and Mining Revenues organized by RWI with the support of GIZ in Accra, Ghana. He served as Research Officer to the Committee on Mines and Energy, that is responsible for overseeing the extractive industry. His work includes the preparation of analytical research papers to support the work of the Committee in scrutinizing the legislation on the extractive sector, agreements concluded by the State, the financial policy of the Government and on issues related to the natural resources sector of the country. His current research interests focus on designing fiscal regimes in the extractive sector; the socio-political nature of contract negotiations in the extractive sector; environmental hazards associated with Ghana’s oil and gas fields including the socio-economic threats and institutional and legislative frameworks addressing environmental disasters happening at oil fields.

Daniel GBONDO

Daniel Gbondon is the Environmental and Social Performance Expert at the Millennium Challenge Coordinating Unit (MCCU) in the Office of the Chief of Staff, State House, Sierra Leone. In addition to his core responsibilities at MCCU, Daniel is interested in the good governance of the extractive industries with particular focus on effective policy, legal and regulatory reforms that ensure sustainable utilization of natural resources and transparent and accountable management of revenues from the extractive sector as a pillar for community development, economic growth, peace and security. Originally trained as a sociologist, Daniel started his career as a peace builder in his native Sierra Leone
during the country’s civil war and later worked as Resident Senior Program Officer of the National Democratic Institute providing technical support to Standing Committees of the Sierra Leonean Parliament. He was Field Representative of the U.S.-based Foundation for Environmental Security and Sustainability, supporting mining communities to transform abandoned mined-out lands to productive use for agriculture. He has worked on several legal, policy and regulatory reforms of the extractive industries in Sierra Leone and consulted with international organisations and mining corporations on artisanal mining, community development and environmental sustainability issues. Daniel holds a BA degree from the University of Sierra Leone and an MA in International Peace Studies from the University for Peace. He is currently pursuing an online LLB degree at the University of London.

**Sofi HALLING**

Sofi Halling is working as a Policy Analyst in UNDPs Bureau for Development Policy, where she is implementing UNDPs Global Initiative on Extractive Industries for Sustainable Development. UNDP’s global initiative takes a broad perspective on extractive industry development, including a focus on governance mechanisms, environmental and social sustainability, conflict prevention and recovery, multi-stakeholder engagement, and economic and social policy formulation. Sofi has a background working on Parliamentary Development and climate change. She started her UNDP engagement working on anti-corruption in the Dakar Regional Centre in 2010. Before joining UNDP, Sofi worked for the Extractive Industries Transparency Initiative. She also has a background in the NGO sector, working for Friends of The Earth Norway and has done consultancies for the Norwegian Ministry of Foreign Affairs. She did her Master’s degree on Comparative Politics—Conflict Studies at the London School of Economics, with a special focus on the relationship between natural resources and conflict. Sofi has professional and study experience from Senegal, Madagascar, Bangladesh, Russia, France, UK, U.S., Norway and Ecuador.

**Nils HANDLER**

Nils Handler is working as a consultant in the Fiscal and Municipal Management Department of the Inter-American Development Bank (IDB) in Washington, D.C. He currently conducts a comparative study on the fiscal regimes for mining in 10 countries in Latin America and the Caribbean and also works
on the management of mining revenues at the subnational level. He assisted the research for the chapter “Enhancing revenue management and accountability in large mining projects. The case of Mendoza, Argentina,” which forms part of the IDB publication “Transparent Governance in the Age of Abundance: Experiences from the Extractive Industries in Latin America and the Caribbean.” Prior to his current position, he assisted the Italian Executive Director at the IDB as a Carlo-Schmid Fellow, where he was responsible for the Constituency-report briefing Governors for the IDB Annual Meeting. He holds an MSc in Political Economy of Late Development with distinction from the London School of Economics and pursued undergraduate studies in International Economics with a regional focus on Latin America in Tübingen/Germany and São Paulo/Brazil.

Nisa ISTIQOMAH

Nisa Istiqomah is a researcher at the Indonesian Center for Environmental Law (ICEL). ICEL is a member of Publish What You Pay Indonesia which deals with transparency and accountability in the extractive process and the regulatory framework for advocacy of oil and gas law revisions. During her work in ICEL she has been actively involved in various activities to promote the Public Information Disclosure Act as a tool to access any licenses (on extractive industry, forestry and mining) and the Environmental Impact Assessments. Her current work involves drafting civil society inputs for the revision of oil and gas laws that is currently being debated in the parliament.

Sebastian JARRIN GRIJALBA

Sebastian Jarrin Grijalba graduated from the School of Economics at the Pontifical Catholic University of Ecuador. He also has a degree in economics and management from the University Pierre Mendes in Grenoble, France. Currently he works at Grupo FARO where he has been working as a researcher in the extractive industries team. He collaborated as author and co-author of non-indexed publications on petroleum value chain, as well as generation and usage of revenues from natural resource extractions and a comparative perspective of legal frameworks in Latin America of the oil and mining sectors. He also attended undergraduate training on Extractive Industries. He holds a Diploma in Monitoring and Sustainable Development and a Diploma on Governance of Natural Resources.
Shemshat Kasimova is the Communications and Country Researcher at the Extractive Industries Transparency Initiative (EITI) and has been working there since 2013. Prior to joining EITI she gained experience working at a variety of institutions which raised her research interests in the role of natural resources in developing countries. Having been raised in Turkmenistan, she concentrated on studying the effects of natural resources on sustainable development and, after finishing her BA and MA degrees in Kyrgyzstan at the American University of Central Asia and the OSCE Academy respectively, she was eager to apply her knowledge in the field. Her work experience in Turkmenistan and her training in relevant disciplines at AUCA and OSCE allowed her to apply her interests and skills in rigorous research on developing countries under the aegis of NUPI (Norwegian Institute of International Affairs) and later of the EITI.

Ibrahim E. Kasita is a journalist with Vision Group in Uganda, covering extensive economic, finance and business stories. He is firmly established as an expert on oil and gas, minerals, energy, public policy, poverty and development issues and currently works as senior business writer. Kasita’s coverage of Uganda’s emerging petroleum industry, which spanned close to a decade, has seen him campaign for effective oversight and good governance of oil, gas and mining resources and the potential revenues they will generate. As an energy specialist he played a critical role in helping inform and engage the public, civil society, communities and the parliament on oil and gas resource management, revenue management and environment management, and thus help them hold government and the private sector accountable. Kasita is the founder and president of the Uganda Energy Journalists Association (UEJA) whose purpose is to encourage investigative, in-depth, analytical and enterprising reporting on the extractives industry through training and capacity building workshops and seminars. His investigative story “Government could pay billions for idle rigs” was awarded the “best oil and gas reporting 2011” by the Revenue Watch Institute and the African Centre of Media Excellence (ACME). Kasita holds a Diploma in Mass Communication and a Bachelor of Business Administration (BBA Hon) from Uganda Christian University. He received an MA (Economic Policy Management) from Makerere University.
Belinda Katuramu Kasemiire currently works as Legal Officer and Project Coordinator with Global Rights Alert, a not-for-profit organization that was established in 2008 to promote human rights in Uganda. She handles all the drafting of legal documents at the organization and coordinates the ‘Women and Oil project’ at the organization. She holds a BA degree in Law from the Uganda Christian University, Mukono and a Postgraduate Diploma in Legal Practice from the Law Development Centre, Uganda. She also has a certificate in Project Planning and Management. She has extensive research, report-writing and presentation skills.

Sahr Kendema holds a BA with Honors in Political Science from the Fourah Bay College, University of Sierra Leone. He also holds a Certificate in Governance of Oil, Gas and Mining Revenue from the Ghana Institute of Management and Public Administration (GIMPA), Legon, Accra, Ghana; a Certificate in Project Management, Governance and Accountability and a Certificate in Monitoring and Evaluation from the Kimmange Development Study Center in Dublin, Ireland. Currently he is enrolled in a Master of Social Sciences program in Diplomacy and International Relations at the University of Sierra Leone (graduating 2014). Over the past few years he worked for and with national and international governmental and non-governmental organizations and managed coalitions. He also implemented and managed several governance projects. In 2012 he was appointed by the chairperson of the African Union Commission to serve as an international observer in Ghana's 2012 presidential and parliamentary elections. He was also selected as a member of the African Union Drafting Team and appointed as Head of the African Union Observer Mission Team in Tamali, Northern Ghana. He served as Country Expert Researcher for the Varieties of Democracy Project on Sierra Leone’s elections, political parties, executive, legislature, deliberation, judiciary, civil liberty, sovereignty, civil society, and media and political equality systems. Currently he works as Programme Officer for the Campaign for Good Governance, one of the leading national NGOs in Sierra Leone and he represents the organization in the following coalitions: Conservation Society of Sierra Leone, Natural Coalition on Extractives (NACE), Natural Resource Governance and Economic Justice Network, Action for Large Scale Land Acquisition Transparency and the National Technical Committee Advisory Group on Gender and Development.
Novati Philipo KESSY

Novati Philipo Kessy holds a BSc in Food Science and Technology from the Sokoine University of Agriculture in Morogoro, Tanzania, a PhD in Environmental Management from the Maastricht School of Management, The Netherlands and an MSc in Environmental Sciences from the UNESCO-IHE Institute for Water Management, Delft, The Netherlands. Currently he works as a water scientist at the Lake Victoria Basin Water Office (LVBWO) on the EU funded Dunea dune-LVBWO partnership project, a partnership between Tanzania’s Ministry of Water (Lake Victoria Basin Water Office) and the Netherlands Water Services Company (Dunea–dune). Previously he worked as project officer at the Lake Victoria Environmental Management Project (LVEMP II) and earlier as a water scientist at the Ministry of Water and Irrigation–Lake Victoria Basin. He is an active member of the Tanzania Natural Resource Forum, the Eastern African Water Professionals Networks (EAWA) and the Tanzania Food and Nutrition Society (TAFONUSA).

Razack Bakari LOKINA

Dr. Lokina is Environmental Economist with a PhD degree in Microeconomics, Environmental and Natural Resource Economics, Quantitative methods and Econometrics. He conducts research and consulting in economics, and environmental and social issues. He researched and consulted in the fields of forestry, fisheries and mining. Previously he had responsibilities as a team leader in the Study on the current allocation of Monitoring, Control and Surveillance (MCS) resource and place in the context of the national fisheries (2005), and in the Study on the Establishment of the Mechanism for Payment of Water Environmental Service in Tanzania. He is also involved in project and programme reviews and evaluation on environment and natural resources management as well as information and knowledge management. He was a key researcher and team leader in conducting the Economic Valuation of the Ihefu Wetland, an initiative under the VPO funded by UNEP. He led a team of experts in conducting a study on Poverty-Local Ecosystems Income Generation using Economic Instruments for Sustainable Utilization of Environmental Resources: the case of Lake Victoria region funded by UNDP/UNEP/POPC. Most recently Razack was involved in a study on Managing natural resources for sustainable growth and human development in Tanzania. The study is one of the Background papers to feed into the preparation of Tanzania Human Development Report funded by UNDP/ESRF.
Djomba MARA

From 2003 to 2009 Djomba’s work concentrated on community based development issues and humanitarian work (Food security, WASH, Environmental Protection) where he gained an understanding that communities are often far from the process when the State is making policies regarding natural resources. He served as Priority Zone Coordinator from 2010 to 2012 for the STEWARD program which is a USAID funded program aimed to reinforce the capacities of local communities in managing their resources (land, forest, mines, water) in a sustainable way. From 2012 to August 2013, continuing his work with the U.S. Forest Service, he served as Policy advisor on improving and correcting gaps in the environmental laws and policies as part of the USAID founded Program in Environmental Governance in Guinea. He is involved in developing an ambitious project in artisanal diamond mining sector to help Guinean government improve regulations and laws in order to help communities access local resources. He also works to support the Government to reinforce the Kimberly Process Certification Scheme (KPCS). Djomba is a civil society actor and he is the founder of two local NGOs acting in the domain of community rights and transparency in natural resource management.

Ammon MBELLE

Professor Ammon Mbelle is an economist by training and holds a BA and MA degree from the University of Dar es Salaam, Tanzania and a PhD in Economics from the Gothenburg School of Economics and Commercial Law. He lectures at the University of Dar es Salaam on Environmental Economics, Microeconomics, Development Economics and Industrial Economics. He has been published in reputable international journals, such as World Development, and in regional and local journals. He completed a number of international consultancy appointments for the United Nations Development Programme in Gambia, Jordan, Saudi Arabia, Yemen, Seychelles, and on a local level for bilateral and multilateral organizations. Locally he led the development of policy and strategy documents for Tanzania (both Mainland and Zanzibar). He also served as economic advisor to the Prime Minister of Tanzania. His main research areas are industrial organization, environmental issues, development issues mostly related to the Millennium Development Goals (MDGs). Effective from January 2014, Professor Mbelle is seconded from the University of Dar es Salaam to the Institute of African Leadership for Sustainable Development as Lead Researcher in the development of Tanzania’s Natural Resources Charter.
Lemayon L. MELYOKI

Dr Lemayon L. Melyoki is currently a lecturer at the University of Dar es Salaam Business School in Tanzania and Director of the Entrepreneurship Centre at the University of Dar es Salaam (UDEC). He lectures in Financial and Management Accounting, Corporate Governance and Enterprise Development. His research interests are in the areas of corporate governance, family business, informal economy, and local governance. He is also active in the public sector, where he currently serves as a Technical Advisor on Financial Management for the Tanzanian Legal Sector Reform Program, one of the four core reform programs in the country. More recently, he has been working in the area of entrepreneurship with particular interest in policy entrepreneurship. His recent work has appeared as a book chapter in Management in Africa (2013) and Singapore Management Review (2013).

Dávid MIHÁLYI

Dávid Mihályi has been working as an economist for four years in the Hungarian, British and Sierra Leonean governments. His main areas of work have been fiscal policy, public financial management, macroeconomics and taxation. Prior to joining the Data and Analysis Team at RWI, he completed the Overseas Development Institute Fellowship Scheme as an Economist in the Budget Bureau of the Ministry of Finance–Sierra Leone. His two years in Freetown coincided with a mining boom in the country, hence his work focused on the impact of the extractive sector on the economy and public finances. Previously he was based at the Hungarian Central Bank and the Office of the Fiscal Council in Hungary. In both roles he focused on fiscal forecasting and evaluating budget sustainability. Dávid Mihályi holds a Master's degree in Economics from the University of Nottingham and from the Corvinus University of Budapest. David speaks fluent French, English and Hungarian.
Samuel E.B. MOMOH

Samuel E.B. Momoh is a Senior Assistant Secretary in the Sierra Leone Civil Service. He holds a BA in Social Sciences with honors with a specialization in Economics from Fourah Bay College, University of Sierra Leone, and an MPH in Economics from the University of Ghana. He also has postgraduate diplomas in Education and Public Administration from the University of Sierra Leone. He has a number of certificates to his credit including a Certificate in Petroleum Operation and Development from PETRAD, Norway and a Certificate in Tax Analysis and Revenue Forecasting from Duke University, USA. He has been working with the Revenue and Tax Policy Division, Ministry of Finance and Economic Development in Sierra Leone since 2002. He provides policy advice on issues related to revenue and tax matters, and has extensive experience in policy formulation especially as related to revenue and budget matters. Recently, Mr Momoh has been deeply involved in high level national assignments. In particular, he has been part of the Task Force negotiating mineral agreements with Exploration and Mining Companies. He is also a member of the Sierra Leone Micro-fiscal team that forecasts key macroeconomic indicators for the annual budget process.

Jana MORGAN

Jana Morgan is the National Coordinator for Publish What You Pay United States (PWYP). Jana leads the coalition’s efforts to promote the adoption of good resource governance policies by the U.S. government, multinational companies and international financial institutions. She also collaborates with PWYP coalitions around the world to push for a global transparency standard for the extractive industries. Previously, Jana worked at Global Witness, conducting advocacy and research on the extractive sector of Afghanistan, conflict minerals exploitation in the eastern Democratic Republic of Congo and the development of governance systems for Uganda’s emerging oil sector. She led advocacy efforts in support of the development of regulations by the U.S. Securities and Exchange Commission to implement Section 1502 of the U.S. Dodd-Frank Act on conflict minerals. Jana holds an MA in International Relations from the Maxwell School of Syracuse University and a Certificate of Advanced Study in Conflict Resolution. She received her BA in Government from St. Lawrence University.
Saken MUKAN

Saken Mukan is a PhD Candidate and Senior Lecturer in International Relations at Kazakh Ablai Khan University of International Relations and World Languages in Almaty, Republic of Kazakhstan. He is doing research on “National Interests in Oil and Gas Industries: international experience and Kazakhstan.” Prior to starting the PhD Program in International Relations, he graduated from the OSCE Academy with an MA in Political Science (Central Asia) in 2010. Mr Mukan participated in the course: “Hydrocarbon and minerals: From extraction to the sustainable development,” organized by the RWI and Eurasia Hub Extractive Industries Knowledge in Baku, Azerbaijan in March 2013. In 2004 he started his career as an instructor in International Relations at the Kazakh-American University. In 2006 Mr Mukan began to work as a scientific employee at Kazakhstan Institute of Management, Economics and Strategic Research (KIMEP).

Hon. Adam MUTAWAKILU

Hon. Adam Mutawakilu is an accountant by profession and a politician who is part of the current ruling government of the National Democratic Congress in Ghana. He holds a Commonwealth Executive MBA and BSc in Administration (Accounting Option) from Kwame Nkrumah University of Science and Technology, Kumasi, Ghana and University of Ghana, Legon respectively. Currently he serves as the Honourable Member of the Parliament for Damango Constituency. In the Parliament of Ghana he serves as a Member of the Parliamentary Select Committee on Mines and Energy, the Committee with oversight responsibility over the extractive sector. Together with the other members of the Committee he spearheads the scrutiny of the extractive sector legislation, agreements entered into by State awaiting parliamentary ratifications, the financial policy of the Government on the extractive sector, activities of state agencies in the extractive sector, and other related matters. Prior to his election as the Representative of the Damango Constituency he served as the District Chief Executive, the political head representing the President in the District. He was the District Spending Officer and the agent of rolling out government policies and development projects. Ensuring an efficient and effective management of revenues at the local government level to deliver the development outcome for the citizens has been his passion. He attended a number of international conferences on oil and gas—the most recent one was the Oil and Gas Conference 2013 in Houston, Texas.
Nyein Zarni NAING

Nyein Zarni Naing studied economics and social development at Chulalongkorn University, University of Tokyo and University of Hong Kong. He worked as lecturer of sociology at the Victoria University College in Myanmar from 2010 to 2012. He has experience in conducting a variety of research projects for different international agencies and local civil society organizations, particularly in the areas of social protection, livelihoods and socioeconomic analysis of rural economy. He co-founded the Myanmar Debate Education Society (MDES) in 2011. Since then he has been providing advice for the organization in convening public debates for current political, economic and social issues. Nyein Zarni Naing has been a researcher for the Economic and Environmental Education Programme for the EDULife Youth Development Organization since 2011. Currently he is working at Oxfam in Myanmar as policy lead for issues related to economic justice and as part of his job he does lobbying and research to influence national policies and make strategic links between key national issues and relevant regional and global trends.

Faridah NAKAYIZA

Faridah Nakayiza holds a Master’s degree in Energy and Natural Resources Law from the University of Melbourne, Australia, a Law degree from Makerere University, Kampala and a Diploma in Legal Practice from the Law Development Centre in Kampala. Since 2008 she has been working as a Senior Petroleum Officer/Legal in the Ministry of Energy and Mineral Development. After receiving a Master of Energy and Natural Resources Law degree she was deployed to the Permanent Secretary’s office in addition to her current duties, in order to advise on legal issues concerning all sectors of the energy industry, namely petroleum, minerals, power, renewable energy, and infrastructure. Her duties in the above positions include, among others: reviewing legal and regulatory frameworks in the energy sector; monitoring and enforcement of petroleum laws and regulations; contributing to contract negotiations; handling administrative reviews arising out of licensing processes. From 2003 to 2008 she worked as a State Attorney with the directorate of Public Prosecution where her duties included advising on the line of investigations; handling court cases in all courts of judicature; reviewing laws and advising the Directorate on matters of a criminal nature. She was handling cases on high profile corruption, human and drug trafficking, etc.
Ludovick James NDUHIYE

Ludovick James Nduniye is a Cabinet Assistant Secretary and Acting Cabinet Under-Secretary of the Economic and Finance Committee at the Cabinet Secretariat (Tanzania). His core assignments include policy analysis, systematic review of various strategic issues and advising at the centre of government and Cabinet Secretariat. Concurrently, in 2012–2013, he was a Project Manager of the UNDP supported project on Policy Coherence, in Core Reforms and Whole of Government Monitoring and Evaluation System. Under this project the key assignments included resource mobilization and coordination of efforts for effective implementation and project initiation plan and multi-years project appraisal. Previously, he held positions as Principal Economist responsible for policy issues in the Policy and Planning Coordination Unit at the President’s Office, Assistant Coordinator of the Community Health Fund Programme at the Ministry of Health and Social welfare from 1998 to 2008 and National Facilitator for Cost Sharing (User Fees) programme from 1995 to 1998. He has worked in the government since 1990.

Honest Prosper NGOWI

Honest Prosper Ngowi is a senior lecturer, researcher and consultant in Economics and Business at Mzumbe University, Tanzania. He has published over 50 academic works, written over 60 research and consultancy works and over 200 newspaper and magazine articles on economics and business. In the past two years he has written extensively and raised debates on the oil and gas sector in Tanzania. His writings include: Is Tanzania Ready to be an Oil and Gas Economy?; Would Mwalimu Nyerere Exploit Oil and Gas Now?; Making the Most Out of the Emerging Oil and Gas Economy in Tanzania; Selected Perspectives on Expectations From Oil and Gas in Tanzania; Strong Institutions Are Needed For Successful Gas Sector; Mtwara to Dar Gas Pipeline Demonstration: Selected Economic Perspectives; October 2012 Tanzania’s Natural Gas Draft Policy: Some Comments; The Role of Transparency For Africa to Benefit From Its Extractive Industry; Can Tanzanians Own Oil and Gas Economy?; Tanzania’s Oil and Gas Bonanza: Business Opportunities For None Oil and Gas Enterprises; Local Content in Tanzania’s Natural Gas Policy 2013: Is It Poverty Reducing?; Mapping and analysis of the needs for petroleum related education in Tanzania; Converting future natural gas revenues to pro-poor development (presented at Brookings Institution in Washington, DC, 20th February 2014). Dr Ngowi is also a member of Natural Resources Charter research team for Tanzania on oil and gas.
Akobundu NNAMDI FRANCIS

Akobundu Nnamdi Francis holds a BSc degree in Accounting from the University of Nigeria and was trained with a firm of Chartered Accountants where he specialized in assurance and insolvency. He has several years of banking experience. Mr Akobundu was appointed as an Administrative Assistant to the United Nations Assistance Mission in Afghanistan (UNAMA) before undertaking an appointment to sit on the board of Abia Line Network Ltd, a state agency. He is currently pursuing a career in the oil and gas sector and is the Managing Director of Nobel Productions Ltd, an oil and gas service company.

Bernard OPWONYA

Bernard Opwonya holds a BA degree in Political Science and Literature from Makerere University where he completed his studies in 2004. After graduation he began working as a journalist. He has been working in media for about 10 years and had stints in a tabloid as well as two of Uganda's leading newspapers: Daily Monitor and New Vision. Here he had mentoring and technical roles as News Sub-editor. Mr Opwonya ventured later into television and works currently as News Editor at NBS TV. Previously he was a News Producer at NTV Uganda.

Davis OSORO

Davis Osoro is project coordinator of the extractives industry development program at the Tax Justice Network Africa. He is also the founder and coordinator of the Extractive Sector Observatory (ESO), a new initiative focusing on the growing mining sector in Kenya. His work involves the design and implementation of projects on the extractive industry. He has been active in carrying out research on taxation practices in the mining industry as well as providing technical advice to policy makers so as to drive appropriate policies. Davis is very passionate about the mining sector and has thereby enhanced his knowledge through advanced training and research. He hopes to see stable operational frameworks for the industry in Kenya and he founded the first initiative in Kenya that is entirely dedicated to addressing issues in the extractive industry. He holds a BSc degree from Egerton University, Kenya as well as advanced studies in
marketing (UK) and communication (USA). He is also currently undergoing Mining Industry Association training.

**Fernando PATZY**

Fernando Patzy is an economist from the Universidad San Francisco Xavier, Bolivia, and holds a Master’s degree in Economic Development from Universidad Internacional de Andalucía, Spain and a Master’s degree in Business Administration from INCAE, Costa Rica. In the last 10 years he has been working on issues related to extractive industries in different organizations. First as head of the department of tax refund in the Bolivian Internal Revenue Service where he had to know in detail the oil and gas tax regime as the country mainly exports natural gas. Later he worked as program coordinator of Development and Democracy at the International IDEA in Bolivia where he was coordinating the technical assistance to the government on issues of decentralization and capacity building of CSOs to participate actively in discussion on hydrocarbons revenues management. Fernando currently works as senior regional associate in the Latin America office of RWI, coordinating different activities with CSOs and governments around the IE in Colombia, Ecuador, Peru, Mexico and Bolivia.

**Sara RENDTORFF-SMITH**

Ms. Sara Rendtorff-Smith currently works as a Political Affairs Officer in the UN Department of Political Affairs’s Syria Team, which provides support to the UN Secretary-General’s good offices function and Mr Brahimi’s mediation efforts vis-à-vis the Syrian crisis. She was previously part of a special UN team established to carry out contingency planning on behalf of the UN system in the anticipation of a political transition in Syria. Ms. Rendtorff-Smith has worked on post-conflict recovery and reconciliation issues in Afghanistan, Egypt and Liberia. In her capacity as Peacebuilding Advisor to senior leadership in the UN Peacekeeping Mission in Liberia, she worked with the Government of Liberia and civil society organisations to address root causes for grievances in order to prevent a reversal of the hard-won gains achieved during the decade immediately following the country’s devastating civil war. She also personally advocated for the peacebuilding agenda to be expanded to also address emerging conflict triggers related to large scale agricultural and extractive concessions. As a research analyst for UNDP, she co-authored guidance and policy documents informing the development of an
organisational strategy on conflict prevention in resource-rich economies. Ms. Rendtorff-Smith holds a Master’s degree in international relations from New York University and a certificate in advanced Arabic language from the American University in Cairo.

Amalinda SAVIRANI

Amalinda Savirani holds a degree in Government Studies from Gadjah Mada University (2000), International School for Humanities and Social Sciences (ISHSS, Indonesia) and the University of Amsterdam (2004). Currently she is finishing her PhD dissertation on the political behavior of business actors on responding to domestic political shift (reformasi) and globalization/neoliberal occurrences, in a provincial town of Pekalongan, Central Java. She has a permanent teaching position at Gadjah Mada University at the same department she graduated from. Her research interests are in business-politics relations, state-market and development. Currently she is coordinator of “Expert Survey on Democracy,” part of “Power Welfare and Democracy” (PWD) 2010–2015, a joint collaboration research project between the University of Gadjah Mada and the University of Oslo, Norway. The project is supported by the Norwegian Embassy in Jakarta.

Gerhard TONN

Gerhard Tonn has spent most of his career as both a civil servant and consultant assisting provincial and local governments in managing the development of large mining projects, oil and gas developments and major hydro electric projects. In the past 10 years, his research and practice have focused on the negotiation of effective benefit, mitigation and revenue sharing agreements between local governments, industry, First Nations, and senior governments toward the objective of ensuring sustainable development at the regional and local level. In addition to projects in Canada, he worked on projects in Tanzania, Uganda, Indonesia, South Africa, Sri Lanka, Cambodia, Haiti, St. Kitts and Nevis, Jamaica and the Dominican Republic. Gerhard holds a graduate degree in regional planning and resource management from the University of British Columbia in Canada and has continued his education through various post graduate programs ranging from business administration to international development. He is registered as a professional planner in Canada and actively participates in various professional and industry associations including the Canadian Institute of Planners, International
Evelyne TSAGUE

Evelyne Tsague has been working with RWI since March 2009 as the Francophone Africa Coordinator. She is responsible for strategic leadership, management and coordination with respect to the Francophone Africa portfolio. Evelyne Tsague develops and supports RWI’s activities in the region with an emphasis on Francophone countries. She strengthens on-going activities and initiates research, grant-making, advocacy and technical assistance projects in new countries in consultation with RWI senior staff. Prior to coming to RWI Evelyne worked at the Catholic Relief Services–Cameroon Program as human rights/extractive industries Project Manager. Her work at CRS/CM focused on extractive industry transparency, anti-trafficking and legal assistance in Cameroonian prisons, providing financial analysis, technical assistance and capacity building support to civil society partners. She also oversaw the implementation of grant projects and financial management in CRS/Chad. Previously, Evelyne worked as a legal advisor for human rights victims and as a trainer in human rights at the Justice and Peace Commission of Yaoundé. She also worked as Research Assistant at the Catholic University of Central Africa in Yaoundé, teaching social dialogue to human rights students and supervising social sciences students in their practical work. Evelyne holds a High Diploma in human rights and humanitarian action from the Catholic University of Central Africa in Yaoundé, Cameroon and a “Diplome inter-universitaire de 3e cycle en Droits fondamentaux” from Nantes University, France.

Noble WADZAH

Before enlisting with Oilwatch Ghana, Noble Wadzah was a development programme coordinator with Friends of the Earth-Ghana (FoE), in charge of extractives and coastal resources management programs. Mr Wadzah was also the African Regional focal person coordinating the human and environmental rights dimensions of projects funded by international financial institutions. He has experience in public policy advocacy, lobbying, and campaigns and strategies for mobilization and movement building for change. Situating human rights in the context of natural resources integrity, Mr Wadzah has worked on public interest pro-conservation policy initiatives such as Marine Protected Areas (MPA)
where he was lead team member developing the TOR for the development of Ghana’s premier draft policy framework for MPA. In the past Mr Wadzah has been actively visible in exposing the human and environmental right abuses in West Africa’s gas pipeline development. Noble is founding member of key CSO groups focused on rights based dimensions in the oil and gas sectors. Currently he coordinates Oilwatch Ghana, a part of the federation of Oilwatch Africa, where he serves on the steering committee. Mr Wadzah is a social scientist with his first degree from the University of Ghana and an MA in Development studies from the University of Cape Coast, Ghana. He has additional trainings in public policy advocacy and the management of sustainability with skills in negotiation and consensus building obtained from the Sustainability Challenge Foundation, the Netherlands.

Charles WANGUHU

Charles Wanguhu is a social activist with a strong governance and human rights background. He is the current coordinator of the Kenya Civil Society Platform on Oil and Gas. At the platform he coordinates civil society to provide a collective voice on oil, gas and broader extractive concerns. He previously headed the programme’s department of the Africa Centre for Open Governance (AfriCOG), a think tank with a focus on the structural causes of corruption. Prior to joining AfriCOG, he worked with the Kenya National Commission on Human Rights (KNCHR) and also spent a period at the Danish Institute for Human rights (DIHR) in Copenhagen undertaking research in business and human rights. Charles has wide-ranging experience in assisting multinationals in compliance with human rights principles and risk management. He is an alumnus of the Draper Hills Fellow Program at Stanford University’s Center on Democracy, Development and the Rule of Law and holds an LLM in International and Commercial Dispute Resolution.

Belinda ZIMBA

Belinda is an environmental management consultant specializing in mining and mineral processing operations. She has executed several environmental and socio-economic management consultancies in Zambia’s extractive sector focusing on environmental and social planning, performance monitoring and audits and post-closure reclamation. She has been coordinating projects executed by CBE in partnership with other national and international organisations, spearheading negotiations between communities living in the mining
areas and the mining companies with regard to socio-economic and environmental justice. Belinda has served on several policy working groups at sub-regional levels through the African Initiative on Mining, Environment and Society (AIMES) with support from the Third World Network-Africa; Afrodad and Tax Justice Network-Africa. She is one of the emerging leaders in African Mining, a group facilitated by the International Mining for Development Centre (IM4DC) in collaboration with the African Minerals Development Centre (AMDC). She has attended conferences on extractive industries at national, sub-regional and regional levels. Belinda holds a professional MSc Degree in Environmental Science from Saxion University, Netherlands and an academic MSc Degree in Environmental Science from Greenwich University, United Kingdom. She also holds a BSc degree in Agroforestry from the Copperbelt University, Zambia.
Luis CANO

Luis Cano is a lawyer specialized in constitutional law from the Central European University in Budapest. He received his diploma in Law from the Catholic University Andres Bello in Caracas, Venezuela. Currently he is part of the two year Master in Public Administration at CEU’s School of Public Policy. His work experience includes litigation and research in intellectual property and arbitration. Luis worked as a law practitioner in Venezuelan law firms focused on intellectual property. For two years he worked in administrative law dealing mostly with patents. His experience working for his alma mater moved his area of interest to administrative public law; public policy and human rights were he is focused right now. Currently, Luis is working with other two students from the School in a project for Global Witness. The project aims to find ways to improve international aid policies raising accountability awareness among local communities in developing countries facing the resource curse.

Sanja HAJDINJAK

Sanja Hajdinjak is a PhD student of Political Economy at Central European University. The focus of her research work is on institutional determinants of corruption and rent-seeking in management of natural resources, especially land use in tourism sector. She has written on the role of political and business elites in extraction of natural resources, as well as on the role of NGOs and social movements in monitoring and controlling management of revenues. Sanja is the author of Decoding Success: Cohesion Policy Implementation in Comparative Perspective. Administrative Capacities and Absorption Problems in Ireland and Italy, a monograph that explores governance mechanisms in controlling and monitoring the use of European Union structural and cohesion funds. She worked as Croatia country coordinator on Varieties of Democracy project where her role was coding data on eight components of democracy throughout periods of various Croatian states. Sanja holds an MA degree in International Relations from Central European University and an MA and BA in Political Science from the University of Zagreb.
Dursunjemal HALIMOVA

Before joining the CEU’s School of Public Policy Dursunjemal Halimova received a BA degree in Political Science and International Relations from the American University in Bulgaria. She worked as Vice President of Incoming Exchange at AIESEC, the largest worldwide student run organization. She promoted cultural exchange and exchange of expertise by bringing in foreign interns to work at the local companies in Bulgaria. She also interned at the Cultural Affairs Section of the U.S. Embassy in Turkmenistan where she assisted the allocation of grants to local NGOs, selection of Fulbright Scholarship recipients and promotion of bilateral cooperations. She also interned at the U.S. Senate in Washington, DC. Her academic interests lie within the Central Asia region in particular, and the former Soviet Union in general. She is specifically interested in issues of governance, rule of law, role of civil society and external actors, resource management and economic development.

Dragana MARINKOVIC

Dragana Marinkovic comes from Bosnia and Herzegovina. She spent the last 7 years abroad, studying in Italy, United States, Austria, Germany and now Hungary. She holds a BA degree with a double major in Political Science and International Studies and a minor in German Studies from Macalester College in Minnesota, United States. She has been a visiting student at the University of Vienna and the Austrian-American Institute in Vienna. Dragana’s academic career is focused on post-conflict reconstruction, development, and transitional justice. During her time in Minnesota she worked with Liberian and Somali diaspora populations who recently came from conflict stricken areas assisting them in coping with their experiences and adjusting to the new culture and environment. She also worked in Bosnia in a media-focused nonprofit, Balkan Investigative Reporting Network, where she reported on the war crimes trials. Over the last year her interest has widened to encompass issues of good governance and human development mostly in East and Horn of Africa, including the Sudans but also countries in Asia, like Myanmar. As issues of governance and the resource course are very much linked, she would like to expand her knowledge on the topic and engage more with it, in the context of East Africa.
**Dennis OWARAGA**

Dennis Owaranga is an Advocate of the High Court of Uganda. He holds a BA degree in Law from Makerere University, Kampala, Uganda and a Post Graduate Diploma in Legal Practice from the Law Development Centre in Kampala. Before joining the CEU’s School of Public Policy he was working for Justice and Rights Associates (JURIA), a Non-Governmental Organization he co-founded in 2007. As an organization it implemented programs and projects aimed at enhancing access to justice among vulnerable persons, especially women and children, in selected areas in Uganda through the provision of legal aid services. Since 2008 the organization has provided both primary and secondary legal aid services to thousands of poor rural men and women in the greater north of Uganda, who would otherwise not have access due to poverty, limited knowledge and harmful cultural practices. He is interested in natural resource governance in Africa and particularly in Uganda where the potential revenues from the recently discovered oil reserves in the country presents a great opportunity for the country to provide the much needed public goods and services to the people.

**Róbert PAPP**

Róbert Papp is a Master of Public Administration student at the CEU’s School of Public Policy. Before joining SPP he studied international administration at the Faculty of Public Administration of the Hungarian National University of Public Service. During this time he interned at the Hungarian Ministry of Public Administration and Justice, where he assisted in organizing international conferences and meetings, conducted research on the BRICS countries and assisted in the implementation of the Corruption Prevention Programme of the Public Administration. With the support of the ERASMUS scholarship he also had the opportunity to spend 3 months at the International Anti-Corruption Academy, a young Austria-based international organization in the field of anti-corruption education, training, networking, cooperation, and academic research. His main professional interests are in corruption prevention, transparency, and ethics policies. He speak Hungarian, English and German.
OFD OBSERVERS

Ida ARONSEN

Ms. Aronsen is an advisor in the Oil for Development (OfD) Secretariat in Norad. She is the country coordinator for the OfD program in Lebanon and assists with the OfD program in Tanzania. In addition, she works with cross cutting issues such as anti-corruption, transparency and accountability, including the role of civil society and media. Ida has an MSc in International Finance from SKEMA Business School in France.

Nina Kristin SØRHEIM

Mrs. Sørheim is an advisor in the Oil for Development-Secretariat in Norad and is the country coordinator of the OfD program in Bolivia, Liberia and Sierra Leone. In addition, she works with accountability issues and civil society organizations in the OfD-programme. She has a Masters in Human Rights from the University of Oslo.
COURSE STAFF

Revenue Watch Institute

Angela MUGORE
Senior Capacity Development Program Officer

Angela has worked in NGO Training, Capacity Development and Organisation Development Practice for 13 years, starting her career as regional projects coordinator with Evard with sector responsibilities in disaster management, policy analysis and advocacy. From there, Angela worked as an Organization Development (OD) Practitioner with Concern Universal, executing OD and change management interventions for NGOs in the region with funding from DfID and technical support from INTRAC. Angela moved to the United Kingdom in 2001, to work with Freedom Centre International as project manager/process consultant to help establish their educational arm.

In 2006, she became a Disaster Risk Reduction (DRR) Capacity Building/Technical Advisor with Tearfund, with responsibility for building the capacity of NGO partners in India, Bangladesh, Afghanistan and Malawi. Angela joined RWI in 2008. She leads the strategy and implementation of the Regional Hub mechanism, and also maintains a focus on global capacity development. Angela holds a BSc in Industrial Psychology and Organization Development from the University of Malawi, and an MBA from the University of Leicester with Finance and Management majors.

Helen DEMPSEY
Capacity Development Programme Associate

Helen Dempsey has been the Capacity Development Programme Associate at Revenue Watch 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 a MA in International Development from the University of Manchester, and an MA in Sociology and Anthropology from the University of Glasgow.
Bernhard KNOLL-TUDOR  
**Director of Executive Education and Outreach**

Prior to joining CEU/SPP, Bernhard Knoll-Tudor 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. Knoll-Tudor earned a master in law at the University of Vienna and an MA in international relations and economics at Johns Hopkins/SAIS with a focus in IR theory (Bologna and Washington, D.C.). His PhD (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  
**Senior Program Manager**

As Senior Program Manager at the CEU’s Center for Higher Education Policy, Pusa Nastase is associated with SPP’s Executive Education Programs. 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. Nastase has a BA in Law from the University of Bucharest, an MA in Human rights from CEU and is at present a doctoral student at the Graduate School of Education, Bristol University, UK.
Maja SKALAR
Program Assistant

Maja Skalar joined the School in October 2012 as a Program Assistant in its Professional Development Unit. Previously she has been a Job Skills Trainer at Zavod Papilot in Slovenia and a Research fellow at the Human Rights Initiative at CEU. She holds a BA in Policy Analysis and Public Administration from University of Ljubljana and an MA in Human Rights from CEU.

Ilona ILYES
Program Assistant

Ilona Ilma Ilyes is program assistant for Professional Development at the School of Public Policy and coordinator of the Center for Conflict, Negotiation and Recovery at the same School. Prior to joining SPP Ilona was working in Antananarivo, Madagascar, with the SchoolNet Madagascar NGO on environmental education and TIC in secondary schools. Currently she continues her volunteering activity with the Hungarian Volunteer Sending Foundation in Budapest. Previously she had been working for the Central European regional office of the United Nations High Commissioner for Refugees in Hungary on the annual Age, Gender, Diversity Mainstreaming (AGDM) project and on drafting comments to the new legislation on asylum in Hungary. Ilona holds a BA in Law and History/International Relations from the Babes-Bolyai University, Romania and an MA in International Relations and European Studies from CEU.
**REVENUE WATCH INSTITUTE**

The Revenue Watch Institute is a non-profit policy institute and grant making organization that promotes the effective, transparent and accountable management of oil, gas and mineral resources for the public good. Through capacity building, technical assistance, research and advocacy, we help countries realize the development benefits of their natural resource wealth. RWI is the only organization dedicated exclusively to addressing the problems of countries that are resource rich. These are countries where poverty, corruption and armed conflict too often converge.

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**NATURAL RESOURCE CHARTER**

The Natural Resource Charter is a set of economic principles for governments and societies on how to best manage the opportunities created by natural resources for development. The Charter comprises twelve precepts, or principles, that encapsulate the choices and suggested strategies that governments might pursue to increase the prospects of sustained economic development from natural resource exploitation. The Charter is a set of principles for governments and societies on how to best harness the opportunities created by extractive resources for development. It is not a recipe or blueprint for the policies and institutions countries must build, but instead provides the ingredients successful countries have used.

http://naturalresourcecharter.org
The School of Public Policy at CEU offers professional development programs in various aspects of public policy for current and future leaders. In line with the philosophy of our School, our courses are designed not so much as traditional training seminars but rather as hubs for cross-sectoral dialogue and experience exchange, moderated by the top professionals in the field. Our seminars address the needs of experienced professionals and executives who wish to deepen and broaden their knowledge, bringing them up to date with the latest developments and debates within a specific area of public policy. SPP’s professional development courses and high-level policy dialogues have brought together top politicians, policy-makers and academics to discuss the current challenges of global governance—in fields as diverse as economic policy and development, conflict and democracy, global drug and public health policy, and migration.
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Natural Resource Charter

http://naturalresourcecharter.org