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Cover photo: 2021 Sebastian Janicki/Shutterstock
ACKNOWLEDGEMENTS

The EGPS Annual Implementation Progress Report is published by the EGPS Program Secretariat on behalf of the World Bank as the administrator of the trust fund. This report was written by Charlotte Ampaire (External Affairs Officer) with preparation support from Zahra Hassanali (Results Measurement Specialist) and the EGPS core team: David W. Wachira (Public Sector Specialist), Dolly Aziz (Operations Officer), and Sven Renner (Program Manager).

Special thanks are extended to Jane Sunderland for copyediting and to the World Bank design team for design work.

This report is built on input provided by the World Bank task teams working on projects/grants financed through EGPS and benefits from the engagement and support provided by government counterparts and the EITI Secretariat.

The World Bank is grateful to its donors for financing this important engagement.

EGPS TRUST FUND BASIC DATA

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<tr>
<td></td>
<td>Kingdom</td>
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<td></td>
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<td>Infra Energy Extractive Industry</td>
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<td>Sven Renner</td>
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<td>Rachel Perks and Michael Stanley</td>
</tr>
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ABBREVIATIONS AND ACRONYMS

AFDB  African Development Bank
ASM  artisanal and small-scale mining
ATF  associated trust funds
BE  bank-executed (projects/grants implemented by the World Bank)
CCUS  carbon capture storage and utilization
CIMA  Mining Information Center of Argentina
CoP  community of practice
CSM  Climate-Smart Mining
CSO  civil society organization
EGPS  Extractives Global Programmatic Support
EI  extractive industries
EITI  Extractive Industries Transparency Initiative
EITI-SR  Extractive Industries Transparency Initiative in Suriname
ELLED  extractives-led local economic diversification
FDI  foreign direct investment
FY  fiscal year
GDP  gross domestic product
GIZ  Deutsche Gesellschaft für Internationale Zusammenarbeit (German Corporation for International Cooperation)
IDB  Inter-American Development Bank
IFC  International Finance Corporation
IMF  International Monetary Fund
IPF  Investment Project Financing
KEITI  Kyrgyzstan Extractive Industries Transparency Initiative
LMS  learning management system
MCS  mineral cadastre system
MINEM  Ministry of Energy and Mines (Peru)
MOGE  Myanmar Oil & Gas Enterprise
MSD  Mining Sector Diagnostic (tool)
In 2019, the World Bank changed the terminology of the governing body for an Umbrella trust fund from Steering Committee to Partnership Council. With EGPS-2 formally set up as the World Bank’s Umbrella trust fund program on extractives, this annual report will refer to the EGPS governing body as the Partnership Council.

**MSF** multi-stakeholder forum
**MSG** multi-stakeholder group
**NEITI** Nigeria Extractive Industries Transparency Initiative
**NNPC** Nigerian National Petroleum Corporation
**Norad** Norwegian Agency for Development Cooperation
**NTPS** National Technical Permanent Secretariat (Chad)
**OECD** Organisation for Economic Co-operation and Development
**PC** Partnership Council (previously named the Steering Committee)
**PNG** Papua New Guinea
**PSC** production sharing contract
**RE** recipient-executed (projects/grants implemented by the recipient government agency or CSO)
**SCIESU** State Committee on Industry, Energy and Subsoil Use (Kyrgyz Republic)
**SDG** Sustainable Development Goal
**SOE** state-owned enterprise
**TEITI** Tanzania Extractive Industries Transparency Initiative
**TF** trust fund
**UNDP** United Nations Development Programme
**WBUA** Western Balkans and Ukraine

*All dollars are U.S. dollars unless otherwise indicated*

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**INTRODUCTION**

**EGPS Overview**

The Extractives Global Programmatic Support (EGPS) multidonor trust fund helps resource-dependent developing countries manage their oil, gas, and mining resources to support poverty reduction and boost inclusive, sustainable growth and development. EGPS work focuses on four key areas:

- **Component 1**: Revenue transparency and efficiency of public management systems
- **Component 2**: Evidence-based, effective regulation and institutional strengthening
- **Component 3**: Local value and diversification
- **Component 4**: Local community benefits for all and mitigating impacts on local ecosystems

EGPS was established as the Umbrella covering the oil and gas and mining sectors. As a result of this consolidation, the EGPS Umbrella has become the overarching structure that hosts all associated trust funds (ATFs) that relate to extractive industries. The EGPS annual report provides an overview of activities under the Umbrella and all ATFs, focusing on key results and impacts from their work programs. All ATFs feed into the single, integrated (EGPS) results framework.

**Structure of the FY2021 Report**

The *EGPS Annual Report 2021* covers fiscal year 2021 (FY2021), which spanned July 1, 2020, to June 30, 2021. It provides details on projects under the Umbrella’s anchor trust fund (EGPS-2) and the ATFs. This year’s report also focuses on how EGPS reacted to the ongoing crisis stemming from the COVID-19 pandemic.

Highlight stories demonstrate how EGPS, through its grants, has helped its clients achieve greater development outcomes and impacts over the last years. After this introductory chapter, the report is structured into seven chapters:

- **EGPS Portfolio**—EGPS highlights
- **EGPS Response to the COVID-19 Crisis**—How EGPS responded to the immediate health and economic crisis stemming from the COVID-19 pandemic, including the COVID-19 emergency response for artisanal and small-scale mining
- **Component 1: Revenue transparency**—What progress EGPS-financed countries have made toward implementing and mainstreaming the Extractive Industries Transparency Initiative (EITI) into public financial management
systems, to ensure the long-term sustainability of transparency reforms

- **Component 2: Regulation and Institutional Strengthening**—How EGPS supports stakeholders to identify key sector issues, define reform priorities, and design adequate regulatory and management solutions for the extractives sector
- **Component 3: Local Value and Diversification**—How EGPS supports countries in creating new opportunities for local value and shared infrastructure in the context of green growth through the promotion of innovation, long-term competitiveness, and regional collaboration
- **Component 4: Local Communities and Ecosystems**—How EGPS engages in consolidating environmental protection and community benefits while supporting activities to minimize the environmental impact of extractive industries as well as develop workable solutions and remedies to mitigate their adverse effects
- **Associated Trust Funds under the EGPS Umbrella**—Climate-Smart Mining

### Cross-Cutting Themes

#### Gender

EGPS supports the implementation of policies and strategies to increase the meaningful economic engagement of women (in good employment, local procurement, and decision-making, and gaining greater respect for women’s rights) and combat discrimination, harassment, and violence. This engagement to close the gender gap cuts across the entire EGPS portfolio.

The EGPS project portfolio met and surpassed many of its gender-related objectives set out in its FY2021 business plan and gender strategy. Most notably, the 55 percent target for EGPS activities to be gender related was exceeded this year, with 77 percent of proposals featuring gender activities and reporting on gender-sensitive indicators in the EGPS results framework.

This was achieved in part by ensuring that dedicated personnel were available to the task team leaders to ensure that gender objectives in the EGPS results framework and business plan were accounted for at every stage of the project life cycle. EGPS also funded a gender program within the World Bank’s Energy and Extractives Global Practice to provide operational support to IEEXI lending operations to include gender gap analysis, gender-related project design, and targeted gender progress monitoring. Five lending projects have benefited from the support of this project. Four of the five projects (80 percent) have been approved by the Board and categorized as gender tagged by the Gender Group; one project is expected to be approved in FY2022.

#### Communications and Outreach

EGPS shares its knowledge, advocacy, and analysis through a wide range of communication channels, including regional and global events, social media platforms, and other online venues.

This financial year was busy on the communications front. A public affairs officer was hired to build visibility and outreach infrastructure. The Partnership Council developed and approved a communications and visibility plan in December 2020 to ensure strategic engagement and clear, effective communications and branding at both the secretariat and project level.

- **EGPS website**: The website was redesigned to include multimedia content and improve the dissemination of knowledge. In FY2020, the website averaged around 180 monthly visitors; in FY2021, the average grew to more than 1,000 visitors a month—a 450 percent increase. The revamp improved access to the website, allowing EGPS content to reach a new, broader audience.
- **EGPS newsletter**: The secretariat introduced a quarterly EGPS newsletter (The EGPS Update) to keep stakeholders abreast of EGPS activities and projects. Four issues have been sent out, averaging an open rate of 75 percent, which is 53 percent above the industry average of 22 percent.
- **Webinar series**: The program launched a Meet the TTL seminar series to shed more light on the progress and challenges of EGPS projects and to facilitate direct interaction between donors and implementing teams. Four successful webinars have since been held on topics of interest. In addition, the team organized several internal webinars for the World Bank team working on the oil and gas and mining sectors to keep them abreast of what is happening in the sectors.
- **EGPS overview video**: In July 2020, EGPS launched a new overview video, “Maximizing the Benefits of Oil, Gas, and Mining for Developing Countries.” It highlights how EGPS supports resource-dependent developing countries to build extractives sectors that drive inclusive, sustainable growth and development and, ultimately, poverty reduction, and it explains the positive outcomes of our work, linked to our mission. The video had 989 views on YouTube at the time of reporting.
- **Social media**: Throughout the year, EGPS used the World Bank’s social media channels to establish digital conversation around our work on oil, gas, and mining; to support EGPS external engagements, such as events and launches; and to promote general EGPS communications products, such as videos. This online engagement grew increasingly important as the COVID-19 pandemic took hold and in-person interactions became limited.

---

1. EGPS gender strategy thematic areas include (a) promoting more data and research; (b) ensuring an enabling legal and regulatory environment for women; (c) building women’s leadership, voice, and agency; (d) providing education and training; and (e) preventing and responding to gender-based violence.
Event Highlights

COVID-19 restrictions limited the possibility to host the EGPS Second Global Gender in Oil, Gas, and Mining Conference in person. The event, themed “Getting to Equal in a Changing World,” was organized with the Inter-American Development Bank (IDB) and the International Finance Corporation (IFC) and held on March 3–4, 2021. The virtual format allowed for greater global participation. More than 800 people from governments, academia, industry, and civil society attended, making it a major highlight for the gender portfolio this year. Through social media, the online conversation on the conference themes reached more than 250,000 people.

EGPS organized several other online events, including “Rethinking ASM Formalization: How COVID-19’s Disruption Can Be Catalyzed for Development,” the launch of the Platform Initiative in Support of Coal Regions in Transition in Western Balkans and Ukraine, and two regional events as part of the launch of the 2020 State of the ASM Sector Report. EGPS was also represented at a number of events on the global stage, including the PDAC convention (February 2021), and the International Round Table on Mineral Criticality (November 17, 2020).

There were also several in-country project-level events. In Uzbekistan, for example, the government with support from the World Bank, the African Development Bank, and the European Bank for Reconstruction and Development teams organized the second roundtable on the energy sector reform on October 23, 2020. The event was to review the country’s progress and future plans in reforming the gas and electricity sectors, as well as to discuss how the World Bank Group and other international financial institutions could further support these initiatives. The event was shared widely on social media and covered by Uzbekistan’s leading media outlets.

Publications

The report microsite generated more than 1,061 visits in the first week alone.

Watch a webinar discussing key findings from the report here.

EGPS work was also profiled here.

Monitoring and Evaluation

EGPS monitors its programs and projects on a regular basis. The EGPS Program Secretariat updates and reports to donors during the Partnership Council meetings, in Meet the TTL webinars, and through the annual report.

At the EGPS program level, the secretariat regularly monitors funding allocation and ensures that grants/projects are implemented in a timely manner and as approved. The secretariat, using the results framework, also monitors the annual submission of progress/status reports for each grant/project, to ensure that results are achieved as agreed. The secretariat is in continual contact with task team leaders to support their project design, data collection, and reporting efforts to maintain consistent quality reporting on the EGPS results framework.

At the project/grant level, each task team leader prepares and submits to the secretariat an annual status report reflecting the progress of each grant/project and results achieved. Information from these status reports/progress reviews are consolidated and incorporated in the EGPS annual report.
Challenges of Project Delivery during the COVID-19 Pandemic

The unprecedented COVID-19 crisis had a big impact on EGPS projects. The projects faced numerous implementation challenges because of global shutdowns and many other restrictions. These challenges included changed priorities as governments focused on responding to the pandemic, travel and worksite restrictions delaying project activities, and poor or lack of infrastructure and technology for remote work during lockdowns making it difficult to get hold of people for stakeholder consultations. Eventually, some projects were able to pivot where possible through the use of or the change to remote tools and activities—conducting data collection and follow-up interviews remotely via email, phone calls, and virtual meeting—and by increasing their reliance on local/in-country consultants. The move to virtual or internet-based communication created opportunities to introduce new levels of learning among beneficiaries with low levels of digital literacy. All projects adapted to a work environment with less social interactions.

EGPS PORTFOLIO

EGPS Highlights

COMPONENT 1: CONTINUING SUPPORT FOR EITI IMPLEMENTATION
- $25.3 million (45 percent) of the total EGPS allocation from both EGPS-1 and EGPS-2 was allocated to Component 1 as of June 30, 2021, covering 53 country-specific activities and 5 global activities, with $2.7 million (11 percent) allocated to the 5 global activities.
- EGPS provided the most EITI support for countries in Africa, with funding of $7.9 million (31 percent) to a total of 14 countries.
- EGPS grants supported successful validation, with all EGPS-financed EITI countries rated “satisfactory” or “meaningful progress” against the 2016 EITI Standard.
- In FY2021, $5.5 million in new financing was allocated to 11 countries for implementation of the EITI. Of the 11 countries that received funding in FY2021, Argentina, Guinea, and Mali are new recipients of EGPS funding.

COMPONENT 2: ACCELERATING EXTRACTIVE INDUSTRIES REFORMS
- EGPS allocated $12.6 million to extractive industries reform, including creating effective policy, legal, and regulatory frameworks and strengthening institutions.
- EGPS has a robust, geographically diverse Component 2 portfolio, with 42 grants at the end of the FY2021:
  - Six new grants ($2.7 million) were approved in FY2021.
  - The country-specific grants went to Azerbaijan, Peru, Serbia, and the Western Balkans, with Serbia being a new recipient of EGPS funding.

COMPONENT 3: PROMOTING LOCAL VALUE AND ECONOMIC DIVERSIFICATION
- With $3.8 million at the end of FY2021, Component 3 accounts for the smallest share of financing.
- Component 3 comprises 12 grants financing 6 country-specific activities and 6 global activities.
- Two new grants for $1.0 million were approved in FY2021: 1 for global activities and 1 for country-specific activities.

COMPONENT 4: ENSURING LOCAL COMMUNITY BENEFITS FOR ALL AND MITIGATING IMPACTS ON LOCAL ECOSYSTEMS
- The total financing for Component 4 is $13.1 million, with $7.2 million allocated in FY2021 (or this fiscal year).
- Component 4 has 33 grants both for country-specific and global activities, exploring a range of topical policy themes in the extractives sector.
EGPS Portfolio Allocation

EGPS builds its portfolio from regular calls for proposals. EGPS focuses primarily on resource-rich developing countries (RRDCs). Target countries for EGPS engagement are low-income countries (LICs), lower middle-income countries (LMICs), and upper middle-income countries (UMIC) in this sequence of priority. Within these groups, preference is given to countries affected by fragility, conflict, and violence (FCV).

Successful country-specific proposals demonstrate demand and strong government ownership and are consistent with one or more core elements of the relevant World Bank country’s priorities. The proposals are also assessed and selected based on soundness of the proposal, readiness for implementation, ability to show measurable impact, clear monitoring and evaluation of EGPS performance indicators, and strategic alignment with other World Bank work (to obtain leverage).

EGPS has conducted 11 proposal selection rounds (8 under EGPS-1 and 3 under EGPS-2), resulting in 131 grants (with a total allocation of $55.8 million) approved by the EGPS Partnership Council to receive funding as of June 30, 2021.

Two proposal selection rounds were conducted in FY2021 under EGPS-2 (Round 10 in December 2021 and Round 11 in May 2021), including an allocation under the COVID-19 emergency support window in October 2020 for the Emergency Response Artisanal Mining Communities Impacted by COVID-19 ($5.3 million). Twenty-two grants totaling $10.8 million were awarded funding and added to the EGPS portfolio.

Of the 131 grants, 91 are country-specific grants, covering 47 countries and accounting for $36.8 million, or 66 percent of funding, and 39 are global or regional grants, accounting for $18.99 million, or 34 percent of funding (Figure 1).

Transparency is a powerful change agent to ensure that natural resource revenues have transformative impacts on local development. EGPS grants through Component 1 help finance countries’ efforts to improve extractives sector revenue transparency and efficiency, of which support to EITI remains at the core. Component 1 projects/grants dominate the EGPS portfolio (Figure 2).

Figure 3 illustrates the geographical allocation of EGPS funding. Most country-specific activities were carried out in Africa (21.9 percent). Global and regional activities make up 34 percent of the EGPS portfolio.

Donor contributions (including pledges not yet received but being processed by the donor) make up EGPS’s revenues. Once donors have made core (unrestricted) contributions, they can make, in exceptional cases, a contribution limited to a specific purpose (preference for a specific component). Donor contributions to EGPS can be found in Table 1.

Figure 1: Cumulative Allocation and Disbursement by Country and Global/Regional Activities as of June 30, 2021 (US$, millions)

<table>
<thead>
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<th>Country-Specific Activities</th>
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<td>34%</td>
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<tr>
<td>$36.8 million</td>
<td>$18.99 million</td>
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Note: Includes supervision and reflects the cumulative allocation and disbursement for EGPS-1 (Rounds 1-8) and EGPS-2 (Rounds 9-11, COVID-19 emergency response for artisanal and small-scale mining, climate-smart mining).

Figure 2: Cumulative Allocation by Component as of June 30, 2021 (US$, millions)

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Note: Includes supervision and reflects the cumulative allocation and disbursement for EGPS-1 (Rounds 1-8) and EGPS-2 (Rounds 9-11, COVID-19 emergency response for artisanal and small-scale mining, climate-smart mining).
TABLE 1: EGPS-1 Donor Contributions Received as of June 30, 2021
(US$ millions, equivalent)

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<td>3.82</td>
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</tr>
<tr>
<td>Canada</td>
<td>4.56</td>
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<td><strong>Total Net Contributions</strong></td>
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<td>42.36</td>
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*Contribution preferred for Component 1 (EITI).

Note: Includes supervision and reflects the cumulative allocation and disbursement for EGPS-1 (Rounds 1–8) and EGPS-2 (Rounds 9–11). COVID-19 emergency response for artisanal and small-scale mining, climate-smart mining). AFR = Africa; EAP = East Asia and Pacific; ECA = Europe and Central Asia; LAC = Latin America and the Caribbean; MENA = Middle East and North Africa; SAR = South Asia.

FIGURE 3: Cumulative Allocation by Region as of June 30, 2021
(US$, millions)

![Diagram showing cumulative allocation by region](image)

TABLE 2: EGPS-2 Donor Contributions Received as of June 30, 2021
(US$ millions, equivalent)

<table>
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*Based on the current exchange rate
1 US$1 million preferred for Climate-Smart Mining (CSM)
2 Switzerland has pledged to contribute 10 million Swiss francs towards Artisanal Small-Scale Mining in Sahel Associated Trust Fund (in preparation).
**EGPS RESPONSE TO THE COVID-19 CRISIS**

What started as a worldwide public health emergency quickly became an international economic crisis, affecting all economic and social sectors from health to the environment, industry and jobs, the macroeconomy, and government debt, among others. Measures to limit the spread of the virus came at a cost as shutdowns led to reduced economic activity and a sharp contraction of state revenues, especially in developing countries. The negative impact on state revenues and the surge of unemployment in countries has exacerbated the high levels of informal labor, such as in the artisanal and small-scale mining sector, along with all its complications and risks. In many developing countries, economic recovery, and the way back to normalcy, will depend heavily on the extractives sector.

At the start of the pandemic, EGPS identified two areas where it could make a unique contribution:

- Understanding the economic impact of halted and reduced mining activity on state revenues and developing economies more broadly and assessing the role of the sector in economic recovery
- Addressing the impact of the COVID-19 crisis on communities that rely on artisanal and small-scale mining as a primary source of livelihood

**Understanding COVID-19’s Impacts on the Extractives Sector and State Revenues**

Resource-based economies, such as Mozambique, Papua New Guinea, and Peru, depend heavily on the extractives sector for employment, export of mineral commodities, and state revenues. Consequently, COVID-19 was expected to significantly impact the short-term economic outlook for these countries. A preliminary assessment forecasted a worldwide drop in demand for oil, gas, and minerals that would not only impact anticipated revenues from existing projects but also delay investments, leading to cancellations of new resource megaprojects of transformational importance in their host countries.

Supported by an EGPS grant, a World Bank team together with the country economists in Mozambique and Peru set out to understand the short- to medium-term effects of the pandemic-induced impacts in the oil and gas and metal sectors on GDP, employment, and fiscal revenues in client countries, based on a project-by-project breakdown of existing and prospective operations that allows for a quantified forecast of the aggregated impact on the macro level. The team also identified relevant sector-specific policies, regulation, and management processes to mitigate this impact.

The project, executed in just under three months from late April 2020 to early July 2020, generated a first, high-level outlook of the anticipated impact of COVID-19. It resulted in a fully operational integrated macroeconomic and gas megaproject model attuned to the national accounts of Mozambique. With the help of this model, the team managed to simulate the impact of the COVID-19 pandemic on key macroeconomic indicators, that is, fiscal revenue and debt sustainability of the country.

In parallel, the team developed an outlook for commodity prices for key export and fiscal revenue-generating minerals in both Mozambique and Peru. In a separate report, the team presented an outlook of the impact of COVID-19 on future development prospects in the mining sector in both countries.

**COVID-19 Emergency Response for Artisanal and Small-Scale Mining Communities**

In developing countries, the COVID-19 crisis is having an immediate and amplified impact on the poorest and most vulnerable regions. The estimated 44 million people working in artisanal and small-scale mining (ASM) worldwide are particularly at risk as many of them work in the informal sector and are not supported by government social security safety nets.

EGPS’s early warning that COVID-19 could pose serious risks to many artisanal miners and their communities set the tone for a global response. In May 2020, EGPS financed a global data collection initiative to capture how immediate lockdowns and travel restrictions, in response to the crisis, were impacting ASM communities worldwide. The data collection surveys were conducted by the World Bank working with 17 partner institutions in 22 countries across three continents. The findings of the surveys were published on the Delve platform and provided critical insights in all aspects of life—personal security, income earned, food security, and supply chain challenges. The data set remains to date the only publicly available global data set on the impacts of the evolving crisis on ASM communities.

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Some of the poorest and most vulnerable people work in artisanal and small-scale mining, and we are deeply concerned by the effects of COVID-19 on their lives and livelihoods. We are convinced that EGPS is well-placed to provide significant and concerted support, with its evidence-based approach.

—Monica Rubiolo, Head of Trade Promotion, Swiss State Secretariat for Economic Affairs

The global data collection initiative informed the EGPS design of a targeted [COVID-19 emergency response](https://www.swiss-chamber.com/en) to help address vulnerabilities of artisanal miners and their communities around the world to better cope with pandemic-related impacts. The emergency response was established in June 2020 with seed funding of 1 million Swiss francs from...
The COVID-19 pandemic has been a massive shock for informal workers around the world and threatens to reverse the enormous progress that ASM communities have undertaken to formalize the sector. As the impacts of COVID-19 continue to evolve, EGPS has adjusted its work program to address these vulnerabilities and created this emergency response to provide immediate action in support of the highly vulnerable miners living and working in remote, rural areas.

—Christopher Sheldon, Practice Manager, Energy and Extractives Global Practice at the World Bank

The emergency response provided short- and medium-term assistance to a range of international, regional, national, and local organizations engaged in artisanal and small-scale mining in three rounds:

- **Round 1**: Short-term relief (3–6 months)—projects responding to the immediate health and economic impacts of the crisis
- **Rounds 2 and 3**: Medium-term relief (up to 1 year)—projects focusing on restructuring and resilient recovery stages, helping ASM communities build greater resilience for the future

Over the reporting period, funds were provided to 28 organizations engaged in artisanal mining in more than 25 countries in Africa, Asia, and Latin America and the Caribbean. More than 85 percent of the organizations had not previously received funding from the World Bank, about a third were women mining organizations, and most were local grassroot organizations.

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HEALTH—ADOPTION OF COVID-19 PREVENTATIVE MEASURES IN COLOMBIA

Beneficiary: Colombia Mining Association (ASOMINEROS)

Objective: Mitigation and reduction of the impacts by COVID-19 in artisanal and small-scale miners and their families in the municipality of Vetas, Santander, Colombia

The project supported 300 families to protect themselves from COVID-19 by sensitizing the ASM communities on procedures for preventing the spread of COVID-19. The project supported the establishment of health committees to liaise with local government and the mayor’s office and to implement safety measures on mining sites, such as protocols with local health authorities that provided timely monitoring and provision of care to the community.

I am a mining technician and an explosives handler within the La Elsy company. I received training from ASOMINEROS where they explained the proper use and care of personal items to prevent COVID-19, as well as handwashing, disinfection of areas, and the care of me and my family.

—Norbey Rodriguez Villamizar, an employee of La Elsy

REDUCING GENDER-BASED VIOLENCE

Beneficiary: Women’s Right to Education Programme (WREP)

Objective: Mitigating the impact of COVID-19 on women through training and adoption of a gender-based violence (GBV) warning app in Nigeria

Since the outbreak of COVID-19, data and reports from those on the front lines have shown that all types of violence against women and girls, particularly domestic violence, intensified. This project aimed to create safe spaces for women who work in ASM in their local communities and to reduce the incidences of gender-based violence.

The project put in place structures for the protection of survivors of GBV and used the ConstantSee app to report cases of GBV to a hub created in partnership with the Women Arise Development and Humanitarian Initiative (WADHI) and the Nigeria Ministry of Women Affairs. WREP trained 24 people as vanguards within these communities to operate the tool and to provide help through existing channels.

The lockdown really affected my only source of income as it became hard for me to feed my children. Since the country was on lockdown, customers were no longer coming to buy our crushed stones, making the situation for us to earn money much more difficult. This project was a lifesaver. Aside from the reduction of harassment of women and girls both sexually and otherwise, I was able to learn how to produce liquid soap and hand sanitizer, I also learnt about menstrual hygiene management.

—Amina Umar Ibrahim, a 32-year-old mother of two who works at a rock crushing site in Alizaga community, Nasarawa State, Nigeria
FINANCIAL LITERACY AND ALTERNATIVE AND COMPLEMENTARY LIVELIHOOD SUPPORT

Beneficiary: Association of Women in Energy and Extractives in Kenya (AWEIK)

Objective: Supporting women artisanal miners to address challenges caused by COVID-19 and to assess the barriers to their participation in the mining sector in Kenya

Government-issued lockdowns, movement restrictions, and the closure of some mine sites prevented most gemstone miners from easily accessing markets, placing great hardship on those who depend on mining and trading gemstones for their livelihoods. This project provided financial literacy training and built partnerships with certified gold buyers to help women artisanal miners create alternative livelihoods.

“...One of the things I learnt from the AWEIK trainings that I implemented immediately was to open an alternative business, a butchery, so as to have a secondary source of income aside from my mining business. Although I already ran a formalized business prior to the trainings supported by this project, I have significantly improved my records keeping in the office and started being compliant with business regulations such as filing returns with various government bodies and following due process. From the trainings, I am also currently working on expanding my participation in gemstone value chain by investing in personal training on value addition. I can now make necklaces, earrings, and bracelets from gemstones and beads. This project has really empowered me as a woman.”

—Esther Okeno, a widow and mother of three who owns and operates a gemstone mining and dealing company in Taita Taveta County, Kenya

STRENGTHENING CAPACITIES FOR ALTERNATIVE AND COMPLEMENTARY LIVELIHOODS

Beneficiary: SRADHA

Objective: Mitigating the impacts of COVID-19 in ASM communities in KBK regions of Odisha, India

The project supported ASM workers who belong to marginalized tribal families by raising awareness of the challenges they face and by building capacities of ASM communities through trainings and creation of a virtual learning and networking platform. The project also gave support to existing and alternative livelihoods for miners wishing to complement their income or transition out of ASM.

Janaki Padhan, a single mother of three, is an ASM worker from Ulanda Block of Subarnapur District. She pans gold from the bed of the Mahanadi River with other community members and also catches fish, which she dries and then sells at a local market. During pandemic-induced lockdowns, Janaki could not pursue her ASM activity, losing her source of income.

“Since COVID-19, our lives have not been the same as before. Under normal circumstances, I make about INR 1,500 in a week from mining and I am regularly paid. This was reduced to zero and my savings in cash, kind (grains and pulses), and poultry birds were exhausted in feeding my children a meal per day, which lasted for 1½ months. My dry fish business stopped as I could not reach the buyers in the local market due to complete lockdown.”

—Janaki Padhan

In early December 2020, Janaki received training on hygienically processing and packaging of dried fish to strengthen her alternative livelihood option. Project staff linked her to local buyers of hygienically packed fish and farm products who procure online or by telephone and supply using door-to-door delivery. Although she has since resumed gold mining, Janaki continues to sell fish. She mobilized other female artisanal miners in her community to procure and process dried fish, which she then sells to the local supply chain, profiting everyone involved.
ACCESS TO MARKETS AND INCOME GENERATION

Beneficiary: Virtu Gem

Objective: Restoring a disrupted supply chain in Zambia

Gemstone mining communities rely on sales of gems to support themselves and their families. The pandemic disrupted the gemstone supply chain throughout Zambia. Rural mining communities faced food insecurity from lack of income and health risks for those who were still working. With the EGPS grant, the Virtu Gem program created a virtual gem store to bring immediate economic and health support to artisanal gemstone miners in Zambia by providing access to international markets.

The Virtu Gem online gemstone sales platform has resulted in more income for marginalized ASM communities in rural Zambia, who were unable to sell their wares in the capital city and onward to international markets. It has clearly disrupted the business-as-usual approach and paved the way for continued and greater access to markets.

RAISING AWARENESS AND INFORMING POLICY ON GENDERED APPROACH TO ASM

Beneficiary: Action Mines (AMINES)

Objective: The promotion of socioeconomic rights of women in artisanal mining in Guinea

The project objective was to support the economic well-being of women involved in artisanal and small-scale mining while strengthening the resilience of local women’s associations and groups from the impacts of COVID-19.

As part of its activities, this project organized a roundtable to advocate for women in the ASM sector. The meeting brought together various stakeholders of the mining industry, including government representatives, private sector, and civil society organizations, to discuss how to integrate the concerns of women working in ASM into public policies in order to strengthen the economic footprint of women after the COVID-19 crisis. Following the meeting, AMINES established a partnership with state authorities—including the Ministry of Mines and Geology, Ministry of Empowerment and Women’s Rights, and Ministry of Social Action, Women’s Promotion and Childhood—and local authorities to ensure that the recommendations of the project are implemented.

The organization also signed a memorandum of understanding with the industrial and small to medium enterprise development fund Fond de Développement Industriel et de PME (FODIP), which has made a commitment to include the women economic interest groups in its monitoring portfolio.
Revenue transparency and efficiency of public financial management systems is a cornerstone of extractive industries governance. Implementation of the Extractive Industries Transparency Initiative and strengthening of civil society organizations’ capacity to engage in the transparency agenda creates benefits for citizens in resource-rich developing countries.

OVERVIEW

Transparency and accountability are essential for an inclusive and sustainable extractives sector. Component 1 focuses on revenue transparency and efficiency of public financial management systems. EGPS provides financial and advisory support to governments of resource-rich developing countries in their implementation of the EITI.

Under Component 1, EGPS supports the following activities:

- EITI implementation at national and subnational levels, including activities to close the gender gap
- Strengthening capacity of civil society organizations (CSOs) to engage in the transparency agenda
## COMPONENT 1: ALLOCATION BY REGION (EGPS-1 AND EGPS-2)*

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* Listed activities and budgets refer to both EGPS-1 and EGPS-2.

### Summary of Component 1 Portfolio*

- $25.3 million (45 per cent) of the total EGPS allocation from both EGPS-1 and EGPS-2 was allocated to Component 1 as of June 30, 2021, covering 34 country-specific activities and 5 global activities.
- $2.7 million (11 per cent) was allocated to 5 global activities.
- $5.5 million in new financing was allocated to 11 countries in FY2021 for EITI implementation.

### Summary of Portfolio Implementation

- 14 country-specific grants were completed in FY2021 (13 recipient executed and 1 Bank executed).
- 22 grants under Component 1 are ongoing.

*Listed activities and budgets refer to both EGPS-1 and EGPS-2.
COUNTRY-LEVEL IMPLEMENTATION OF THE EXTRACTIVE INDUSTRIES TRANSPARENCY INITIATIVE

EITI implementation sheds light on the entire extractive industries value chain: from the point of extraction to how the revenue makes its way through the government, to how it benefits the public. EGPS pays special attention to integrating the EITI into public financial management systems (mainstreaming the EITI), to ensure the long-term sustainability of transparency reforms. By the end of FY2021, EGPS-financed countries had made significant progress toward implementing and mainstreaming the EITI into public financial management systems.

Data Disclosure and Dissemination Channels

Implementation of the EITI requires that companies that apply for or hold a participating interest in an oil, gas, or mining license or contract disclose their beneficial owners. Many grant-recipient countries have developed beneficial ownership road maps with EGPS support.

In Armenia, despite the COVID-19 pandemic, armed conflict, and other challenges, the EITI implementation has kept on track. This year, the country published its third EITI report, *EITI Armenia National Report 2019*, and operationalized the Beneficial Ownership Electronic Declaration System, in which all metal mining operations in the country disclosed their beneficial owners in open data format for the first time for all citizens to access. Both the report and the beneficial ownership system were presented at the EITI Armenia Annual Conference on July 23, 2021. The Armenia beneficial ownership disclosure was considered to have made “satisfactory progress” toward the 2019 EITI Standard.

In Togo, EGPS grant support is focused on accountability of beneficial ownership and contract transparency, as well as strengthening multi-stakeholder groups governance. A transparency study of beneficial ownership of mining companies and an institutional analysis for the internal governance of EITI Togo and its business planning were completed. Overall, Togo has made progress both in general EITI implementation and in addressing the corrective actions required for the EITI validation. Togo plans to publish its 2018 EITI reconciliation report in July 2021.

Strengthening Subnational Dialogue

In Indonesia, EGPS contributes to improving management and governance in the mining sector at the subnational level through collaborative social accountability mechanisms. The proposed operation will take a problem-driven approach to address key governance challenges in the mining sector in select provinces. The team has facilitated a series of community discussions, completed a scoping study on mining licensing and organized a multi-stakeholder forum on improving mining licensing governance at the provincial level. These activities are contributing to ongoing public discussion on revenue management at the subnational level.

EGPS is supporting Colombia to enhance transparency and accountability in its extractives sector governance by deepening the implementation of the EITI into municipalities to improve revenue management transparency at the local level. The team conducted a prioritization study identifying four regions/municipalities for local EITI implementation. Local stakeholders developed a strategy in each of the four locations. The subnational structure is ready to be implemented in the selected regions. The lessons learned from this exercise and a model reporting template created by the team can be replicated in other regions/municipalities.

Mainstreaming the EITI into Public Financial Management Systems

Weak governance in the mining sector tends to create productive and allocation inefficiencies, negative impacts on communities around mine sites, and opportunities for rent-seeking and tax avoidance. In Chad, EGPS is strengthening the capacity of the National Technical Permanent Secretariat (NTPS) to plan and execute its work program and to assess its communication effectiveness. A well-functioning secretariat is essential to promote cultural change in the administration and to act as catalyst and platform for public debate. The NTPS internal administrative procedures were developed, adopted, and posted on the Chad EITI website. The project, which closed during FY2021, was able to carry out its activities despite the challenges posed by the COVID-19 pandemic and the military coup in April 2021.
Development impact can seldom be attributed to individual activities or initiatives. Without claiming attributability, EGPS has been tracking a trajectory from EITI reports produced to reforms toward sector transparency and good governance in some of its client countries.

Albania has made progress in attaining compliance under the 2016 EITI Standard. The country’s latest EITI report, published in December 2020, covered the 2017-2018 fiscal years. The country continues to report on mining, oil and gas, and hydro-power and to disclose relevant information on commodity trading. Following the conclusion of Albania’s second validation of 2019, the EITI Board concluded that Albania has made meaningful progress overall in implementing the EITI Standard, with considerable improvements across individual requirements.

With EGPS support, Nigeria’s national oil company, the Nigerian National Petroleum Corporation (NNPC), launched a new data series titled “EITI Support (Open Data),” which is regularly updated with Excel files. The NNPC began posting Excel files containing data on its external website in January 2021. The data coverage is comprehensive, covering oil production, oil lifting, gas production, gas use breakdown (power and to disclose relevant information on commodity trading. Following the conclusion of Albania’s second validation of 2019, the EITI Board concluded that Albania has made meaningful progress overall in implementing the EITI Standard, with considerable improvements across individual requirements.

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The NNPC now plays a very important role. In 2018, Argentina created the website Mining Information Center of Argentina (CIMA), which discloses information on the sector. A large amount of data is gathered, but the CIMA repository stores information in a static way and without possibilities of crossings and interoperability. In addition, the information is incomplete and unranked, the databases do not include the corresponding metadata, and the site requires a better process for regular updating. Argentina requested support for enhancing its information systems that handle and disclose mining activity data in line with the EITI Standard. A newly approved EGPS grant aims to support the country in improving the transparency of the mining value chain through the dissemination of up-to-date and systematic information and EITI reporting. Activities supported by this grant will focus on setting up the data information system for the mining sector.

In Suriname, at the closure of the grant supporting the country’s participation in the EITI toward more transparent and efficient management of its mining and oil sectors, the project achievements included the publication of EITI reports, improvements in public involvement, and trained staff. From July 2020 through September 2020, when the project closed, project implementation was severely impacted by the COVID-19 pandemic, the July 2020 elections, and the subsequent change in government (and key staff in the implementing agency). In addition, planned training activities and several outreach events had to be canceled as a result of travel/gathering restrictions associated with the pandemic. However, the Suriname EITI website, developed with grant support, has provided an important platform for citizens to learn more about the country’s extractive industries as well as engage the government toward enhanced accountability and improved governance.

**Government Ownership**

In Ecuador, country ownership and pursuit of the transparency agenda have accelerated project results. The project EITI scoping report, Feasibility Report for Ecuador’s Adhesion to the EITI (2019), catalyzed the vice-ministry’s application for EITI candidacy in 2020. The vice minister of mines championed the submission of Ecuador’s application, which was discussed at the EITI Board meeting in October 2020. The project’s intense sensitization work has led to the establishment of a multi-stakeholder group, the amendment of related regulations, and the development of a work plan for EITI implementation (July 2020). The project also analyzed and evaluated the existing Ecuadorian cadastral management information system and computing resource capacity to establish a new system. Several reports established the initial framework for implementation of the new system under the new WGS-84 geodetic reference system with GPS compatibility. A substantial part of this engagement on mining cadastre was carried out in close coordination and collaboration with the IDB.

**Capacity Building and Knowledge Work**

In Papua New Guinea (PNG), EGPS is supporting extractive industries accountability and strengthening institutional capacity to achieve compliance with the 2016 EITI Standard. The project activities include strengthening institutional capacity and accountability at provincial or subnational levels, improving public understanding of extractive industry benefits, and advising on the design of an online service to operationalize the national EITI website and educational mainstreaming through EITI educational curricula and syllabi. The project completed the scoping studies, but COVID-19 travel and meeting restrictions prevented the team from completing the important outstanding subnational awareness and roadshows to complement the PNG EITI Secretariat’s efforts in policy-driven provincial and regional outreach activities, EITI education and provincial mainstreaming programs, and electronic data portal development. However, the canceled parts of the project have been funded through an additional, subsequent grant.
COMPONENT 2

REGULATION AND INSTITUTIONAL STRENGTHENING

Evidence-based, effective regulation and institutional strengthening set the framework for an extractives sector that enables investment and ensures inclusive and sustainable development at local and national levels.

OVERVIEW

The extractives sector’s contribution to social and economic development is largely determined by a country’s policy, legal, regulatory, contractual, and fiscal frameworks and its institutional capacity to implement and enforce them. EGPS assists governments in three areas of sector reform: the development of evidence-based, inclusive, and transparent policies; the design of efficient legal frameworks; and strengthening institutional capacity based on performance assessment of the country’s extractives sector.

There are two main types of activities under this component: In-country engagement, to provide targeted assistance to governments and their reform agenda, and global knowledge work, to advance the understanding of current and upcoming challenges (in extractives sector management) and to improve the quality and responsiveness of the World Bank’s support to its client countries.
IN-COUNTRY ENGAGEMENT

With in-country assistance, EGPS helps strengthen the capacity of countries to create evidence-based, inclusive, and transparent policies reflective of a country’s priorities through specialized technical knowledge to policy makers, legislators, regulators, and civil society organizations. EGPS supports stakeholders to identify key sector issues, define reform priorities, and design adequate regulatory and management solutions for the extractives sector.

Sector Analysis/Reform

Extractive resources such as oil, gas, and minerals can have a transformative impact on the development trajectory of a country; however, harnessing these opportunities presents numerous challenges. This is especially true in countries affected by fragility, conflict, and violence whose economies depend on extractive industries, especially oil and gas.

Papua New Guinea has a wealth of natural resources. Revenue from these resources could contribute to reducing poverty and improving the lives of the country’s citizens. The devastating impact of COVID-19 and an increased focus on climate change have stoked the urgency to develop a national mineral and oil and gas development strategy, which would allow the government to better plan and manage the huge potential socioeconomic benefits of the country’s mineral resources. An EGPS grant-funded activity is supporting the government to address these strategic challenges. The work consists of building capacity in the relevant institutions to create and implement a national mineral and oil and gas resource development strategy, modeling the economic and social benefits of developing resource megaprojects, and developing a national fuel strategy across all sectors of the economy. This year, the project team developed an integrated macroeconomic/extractives sector project model specific to the country’s economy and is finalizing its transfer to the country.

In Nigeria, EGPS is contributing to the analysis of the Petroleum Industry Act, signed into law on August 16, 2021. The team had reviewed several successive versions of the Petroleum Industry Bill and had shared its assessment with government counterparts and development partners, including the International Monetary Fund (IMF) and bilateral donors. After the law was passed, the team was asked by government counterparts to help them understand the implications of the new law and, to the extent that there are ambiguities or inconsistencies, how best to handle them.

In Uzbekistan, an EGPS project is supporting the Ministry of Energy to undertake reforms to improve security, sustainability, and governance of the gas sector. Reforms are required to ensure longer-term affordable and secure domestic supply. The sector reform takes place in the context of a broad market-oriented five-year reform program transforming the country into an open economy, announced by the government in 2016. The first wave of sector reforms predominantly targeted institutional reforms. The second one, supported by the World Bank, aspires to achieve a comprehensive set of legal, regulatory, financial, market, institutional, and governance reforms. In phase 1, the Gas Sector Reform Roadmap and Reform Implementation Plan for the second reform wave were delivered to the Ministry of Energy in September 2020. In October 2020, the government, supported by this EGPS project, organized the Reform Roundtable, which endorsed the road map and implementation plan. Last November (2020) the Supervisory Control and Data Acquisition (SCADA) technology concept was also finalized. Upon successful execution by the state-owned transmission network operator, methane emissions and thus commercial volume losses would be reduced. In phase 2, set to begin in July 2021, EGPS will provide international best-practice guidance to the government’s implementation scheme to fully liberalize the gas market over the course of 2021–2022.

Improving Investment Climate

Under this pillar, EGPS also shares insights and analysis with decision-makers to clarify strategic directions, leading to more sustainable mining investment and benefit flows over the long term.

Georgia, a mineral-rich country in the Caucasus, has a history of mining that for decades has helped generate revenues important to the national and regional budgets and employ up to 45,000 people. In the last five years, renewed interest in the minerals sector has emerged; an estimated 35 percent of exports are mineral-related (metals and concentrates). In 2017, the country started a mining sector reform and modernization process to boost investments in the sector and grow the country’s GDP and rural development. EGPS is assisting the government of Georgia in promoting its mineral potential to attract more responsible investors. An assessment of the current state of

Summary of Component 2 Portfolio*

- The total allocation for the EGPS Component 2 portfolio is $12.6 million (33 Bank-executed grants and 9 recipient-executed grants).
- EGPS has a robust, geographically diverse Component 2 portfolio, with 42 grants at the end of FY2021:
  - Six new grants (with a total budget of $2.7 million) were approved in FY2021.

* Listed activities and budgets refer to both EGPS-1 and EGPS-2.
mining licensing and geological information systems in Georgia and best practices was produced, as well as initial mining brochures to promote selected mineral deposits. This project is expected to deliver digitization of maps, a communication strategy, and a catalogue with at least 20 project brochures presenting potential reserves.

In Mongolia, the government wants to boost revenues, retain more value in-country, and create conditions for more diversified economic growth in the future. An EGPS-financed project is assessing drivers of sustainable mineral resource development and models for generating public and private capital, as well as doing a review of the governance of state-owned mining enterprises. The project has drafted several strategic reports: (a) an analysis of the economic performance of developing strategic mineral deposits, (b) a benchmarking study on the costs and benefits of different models of state participation in mining, and (c) an evaluation of tax structures for the government to consider; the final reports, incorporating stakeholder feedback, are expected in early FY2022. In addition, a report specifically on sovereign wealth funds was also completed and delivered to the government. The final output of this project will provide a basis for future donor engagement with the government on its reform agenda.

**Extractives Resources Can Be Key for Nation Building**

Somalia and its international partners committed to aligning behind Somalia’s new National Development Plan (2017–2020, 2020–2023). The development plan’s importance to the country’s state-building process was reinforced by the New Partnership for Somalia agreed at the London Conference in May 2017. It aspires to resolve the country’s future petroleum sector development, one of the most contentious issues in the state-building process, especially as it relates to revenue sharing between the regions. EGPS funding supported the petroleum reforms and institutional capacity building to help the government’s new administrative efforts for deriving agreements of ownership and revenue sharing for all of Somalia’s natural resources. This project, which closed in December 2020, achieved its objective of strengthening the capacity of the Federal Government of Somalia to manage its petroleum sector. The Somalia Petroleum Authority was set
changes made the operating environment for mining companies more restrictive. EGPS financed an impact assessment of the reforms and a dialogue process between stakeholders from government and industry on the way forward. The team undertook field research surveys in Dar es Salaam, Dodoma, Shinyanga, and Mara, where they interviewed key stakeholders and made direct observations of the three identified and selected gold mining sites. The team is finalizing the report, which includes an assessment of the impact of current policies and regulations on Tanzania’s competitiveness for mining foreign direct investments as well as lessons and recommendations for the government of Tanzania.

According to the USGS’s latest lithium report, Bolivia has the largest known resources of lithium in the world. The lithium market is growing exponentially because of its importance for the global battery industry, which in turn is key for the expansion of electric vehicles and energy storage from renewables more broadly. Despite the growing demand, and even though Bolivia identified lithium as a strategic resource and national priority in 2008, the country has so far failed to become a player on the global lithium market. An EGPS grant is financing a review of the current lithium policy and the preparation of a policy note that will include (a) advice for improving the legal, institutional, and regulatory framework, competitiveness, and sustainability, and for strengthening public policy on lithium; and (b) an analysis of alternative paths to advance along the value chain and the industrialization strategy. This examination will be complemented by advice on strategies for addressing technical, economic, environmental, and social challenges.

**Generation of Global Knowledge**

Through this pillar, EGPS provides global knowledge to advance the understanding of current and upcoming challenges (in extractives sector management as well as sector taxation) and to improve the quality and responsiveness of the World Bank’s support to its client countries.

The future of oil and gas taxation: The tax policy and tax administration challenges associated with the increasing digitalization of the economy are a recent interest of the Organisation for Economic Co-operation and Development (OECD) and the IMF. Increasing digitalization across industries is testing the fundamental elements and effectiveness of the global tax system—that is, where taxes should be paid and what portion of profits should be taxed. Despite a notable advancement in standard setting and international cooperation, vulnerabilities remain and are exacerbated by the growing trend of digitalization in industries across the board. Currently, no research is available on the challenges associated with taxing oil and gas activities in an increasingly digitized world, or on the economic impact and administrability of emerging tax schemes in capacity-constrained petroleum producing countries. EGPS is supporting a global research project, Tax Challenges of the Digitalization of the Oil and Gas Sector, to change that. This study will advance the understanding of the challenges for petroleum-producing developing countries’ tax policy and tax administration associated with the increasing uptake of digital technologies in the oil and gas upstream sector and will improve the quality of the World Bank’s support to its client countries.

The Mining Sector Diagnostic (MSD) tool, an EGPS flagship project, is designed to comprehensively assess a country’s mining sector to inform dialogue and engagement across government, the private sector, and civil society while also identifying priority areas for reform. During FY2021, two MSD assessments were completed—for Peru and Afghanistan. The Afghanistan assessment was a significantly updated version to reflect changes in the legal and regulatory framework as well as to increase stakeholder inputs from industry and civil society. The Peru MSD assessment, carried out from April to November 2020, was presented by the World Bank at the PDAC 2021 convention held in February. The report includes a module focused on the transportation of minerals, which is of particular concern in Peru, illustrating the flexibility of the MSD tool. The government of Peru was briefed on the results and subsequently requested World Bank assistance in designing a national mineral policy (see the highlight story on Peru) and further analytical work related to the sustainable use of the country’s mineral wealth.
The economic reforms of the 1990s helped reverse Peru’s harsh economic, social, and political crisis of the previous decade. Today, the country’s geological potential together with its legal security position it among the top countries in the region in mining investment, growth, and economic stability. In recent years, however, questions have arisen about the sector’s social sustainability and loss of competitiveness for attracting investment.

Currently, the sector faces the challenge of creating the necessary conditions to move forward with the development of an extensive mining project pipeline within a context of social legitimacy. The profile of the mining investment portfolio requires it: 90 percent of Peru’s 48 projects totaling $57 billion are located in areas with no previous formal mining operations and almost 60 percent are open pit mines. Implementing these high-impact projects in new areas will require social acceptance by communities and regions.

Promoting exploration, making the projects in the pipeline viable, and ensuring the normal operation of current activities require strengthening environmental sustainability and improving the socioeconomic impact of mining projects. Mining investment has suffered from a lack of social legitimacy and acceptance, which is expressed in direct actions and protests against mining projects in several regions. In some cases, despite having all the necessary permits, new mining projects could not be developed, thereby slowing implementation of the pipeline of new investments totaling some $57 billion.
In recent years, social conflicts have delayed several projects worth US$12 billion. Taking full advantage of the mining sector’s potential for sustainable, inclusive development requires improving the quality of Peru’s mining institutions, regulatory framework, and infrastructure. Additionally, it calls for the creation of an efficient model where the wealth generated by mining activity contributes to the well-being of the inhabitants of mining communities and regions, generating shared prosperity.

It was in response to this challenge that the country’s Ministry of Energy and Mines and the Ministry of Economy and Finance requested a Mining Sector Diagnostic (MSD) from the World Bank. This tool provides a comprehensive assessment of current regulations and policies in the mining sector and the gap between policy and practice. It is a systematic, practical assessment that provides data-driven, evidence-based conclusions. It also offers a structured analysis of the perspectives of the three main stakeholders: government, industry and civil society.

The MSD explains why the current management framework, focused mainly on attracting mining investment, will no longer suffice for the future development of the industry, and above all, of Peru. To reach this conclusion, it carefully analyzes the management and each of the stages of the sector’s value chain, identifying areas that can be improved, both in the regulations and their enforcement.

The final section of the MSD outlines a potential change agenda and recommendations for harmonizing competitiveness with sustainability, the goal being to boost national economic development and, especially, territorial development in mining regions.

The MSD’s most important recommendation is to design a long-term, concerted national mining policy that provides guidance to regulators and stakeholders and enables constructive inter-ministerial coordination for improved competitiveness, sustainability and development impact.

We invite all interested parties to read the report and its recommendations. We hope that it will serve the government administration in the 2021–2026 period and that it will help the Peruvian mining sector promote inclusive, equitable development.

Marianne Fay
World Bank Director for Bolivia, Chile, Ecuador, and Peru

Note: Originally published as the foreword to the Peru MSD report.
COMPONENT 3

LOCAL VALUE AND DIVERSIFICATION

Sustainability and resilience of local economies in resource-rich developing countries hinges on structural economic development and diversification at the local and national levels and integration of extractive industries into the local economy.

OVERVIEW

This component is designed to support the development of sustainable and resilient local economies in resource-rich developing countries by promoting innovation, long-term competitiveness, and regional collaboration. Through this component, EGPS supports countries to create local value and tap opportunities provided by shared infrastructure and green growth.

Under Component 3, EGPS supports the following activities:

- Strengthening global knowledge and dialogue on local economic development
- Providing governments and other stakeholders with knowledge and reform recommendations on relevant topics (such as green growth, clean energy transition, economic diversification, shared infrastructure; women’s participation, and local employment and employability)
Decarbonization Pathways for the Oil and Gas Sector

The oil and gas industry contributes approximately 15 percent of overall energy sector greenhouse gas emissions. The industry can therefore make significant contributions to emissions reduction through decarbonization of its core business as well as investment in clean energy technologies. Another opportunity lies in using oil and gas industries’ unique capabilities, such as large-scale engineering and project management, cutting-edge visualization, measurement and analytical tools, and sizable long-term capital investment for a greener economy.

For the sector to realize this potential, well-designed policies from governments (such as carbon pricing and taxation) are necessary to promote research, development, and large-scale deployment of the relevant technologies and infrastructure, which in turn will require the identification of a clear transition path for industry to navigate. EGPS is supporting a research project to identify opportunities and strategies to facilitate and accelerate the transition of the hydrocarbons sector to a low-carbon future. This research project intends to inform the debate on the extent and prioritization of petroleum sector reforms toward a low-carbon energy transition.

A key contribution of the study will be the creation of an oil and gas sector decarbonization assessment framework that will provide a clear approach toward understanding how ready a country is to support the decarbonization of its oil and gas sector. The framework will be used to identify practical steps toward decarbonization of the sector, including the potential economic and social impacts. It will also identify potential vulnerabilities and help countries prioritize potential areas of focus, measure their progress, and facilitate discussions with stakeholders on their respective roles and responsibilities.

Decarbonization and Clean Energy Transition in the Western Balkans

Coal is the dominant source of energy in the Western Balkans, providing around 70 percent of all electricity in the region. In 2020, the Western Balkans leaders issued the Sofia Declaration, which committed the region to rapid decarbonization in order to achieve net-zero emissions by 2050 by transitioning away from coal. The closure of coal mines in the Western Balkans will require huge efforts. Coal mines will need to be decommissioned while meeting environmental standards. More importantly, decarbonization will require a complex transformation and major shake-up of current economic structures, energy supplies, and sources of livelihoods, a process with significant potential for social unrest and conflict.

The EGPS project Decarbonization and Clean Energy Transition in the Western Balkans Region focuses on enhancing the capacity of coal-dependent regions in the Western Balkans to plan for a just transition, one that is good for people and the planet. It builds on lessons learned in previous projects in Bulgaria, Greece, Herzegovina, Serbia, Ukraine, and Western Macedonia, as well as long-standing experience from Poland, Romania, and the Russian Federation, where the World Bank has been advising on solutions for decarbonization.

The project is building an evidence base for decarbonization by assessing the coal sector, the current plans for decommissioning, the socioeconomic impact of coal mine closures, and constraints to the transition. In addition, the team is investigating how natural gas can help with the energy transition. This research and accompanying focus group discussions will help highlight the priorities and prerequisites needed to ensure a just transition in the Western Balkans.

Water Management in Oil and Gas Operations: Industry Practice and Policy Guidelines for Developing Countries

The “industrial” sector, including the oil and gas industry, accounts for 7 percent of global withdrawal of freshwater. In many countries, freshwater remains the major source of water for oil and gas operations, and water produced during oil and gas operations is dumped on the earth’s surface often with insufficient treatment. If properly treated, produced water from oil and gas operations can serve to create important links in the local economy. Regulatory approaches for produced water vary considerably across countries and destination use.

Because water is not part of a petroleum ministry’s (or other relevant government authority’s) mandate, water treatment and disposal arrangements data, typically part of the field development plans submitted by the operator, are not shared with the relevant water authority for analysis and policy making. As such, policy makers are rarely aware of the challenges and opportunities associated with water produced in oil and gas operations, even in water-stressed regions. Yet access to such data is required to prioritize policy and regulatory solutions as well as to identify cost-effective solutions.

A new EGPS grant will finance the review of industry practice and public policy regarding freshwater abstraction and the management of produced water, with the objective to identify policy and regulatory options for the management of water in oil and gas upstream operations.
HIGHLIGHT STORY

EXTRACTIVES-LED LOCAL ECONOMIC DIVERSIFICATION KNOWLEDGE PROGRAM

Extractives-led local economic diversification (ELLED) is a complex and rapidly evolving policy area. Extractive policies and regulations differ widely among countries, and at times between oil and gas and mining in the same country. For ELLED policies to achieve their potential, there needs to be a common understanding, shared value, and collaboration among stakeholders.

EGPS funds an ELLED knowledge program to support innovative thinking and partnership approaches for the design and implementation of sustainable development policies and projects. The program helps address knowledge gaps in countries’ policies and regulations to improve policy design and implementation and increase awareness; it has provided a platform for knowledge creation and sharing and enabled sustained professional learning.

This is done through selected research targeting knowledge gaps through the ELLED interactive framework (delivered FY2020), outreach and advocacy, workshops and training programs, and establishment of the ELLED community of practice (CoP) to support the development of strategic partnerships.

The online ELLED CoP connects policy makers, companies, practitioners, and other stakeholders and supports continuous professional learning. It continues to rank very highly among the World Bank’s communities of practice, with a strong and growing member base and a large body of knowledge on extractives policies.

At the end of May 2021, the CoP had 500 members (a 15.7 percent increase from May 2020). Members’ engagement rates are strong: The monthly newsletter’s open rate stands far above the sector average at 40.4 percent (versus 24.1 percent for nonprofit sector worldwide, and 26.5 percent for the government sector worldwide) and it has a click rate of 6.8 percent (versus 2.6 percent for the nonprofit sector worldwide, and 3.6 percent for the government sector worldwide). The annual member satisfaction survey shows that 88.9 percent of respondents find the ELLED CoP features useful and relevant to their work, with 66.7 percent classifying it as very useful; 87.5 percent would recommend the CoP to a colleague or friend, and 55 percent post on the CoP at least once a month.

Since 2020, the ELLED CoP online forum is jointly administered and financed by EGPS and Engineers Without Borders Canada and relies on the voluntary contribution of time and knowledge of its members.

Member Testimonials

The CoP is a valuable source of research and information on the latest research and thinking in the sustainable economic development space. The network of experts as well as upcoming events and discussions provide busy practitioners the opportunity to learn and stay current on external trends. It’s an extremely useful platform!

—Kathy Khuu, Senior Adviser, Economic Development and Local Content, Government Relations, Shell International B.V.

The ELLED community of practice helped me a lot in my work on local content with its huge variety of related articles and papers. To see how many different other colleagues are working on this issue within the community is fascinating.

—Thomas Grupp, Research Associate, Extractives and Development BGR, German Federal Institute for Geosciences and Natural Resources
COMPONENT 4

LOCAL COMMUNITIES AND ECOSYSTEMS

Mitigating environmental and social impact and strengthening community benefits from extractive industries includes mitigating socioeconomic impacts of coal mine closure in coal regions, supporting ASM communities affected by the COVID-19 pandemic and broad engagement to close the gender gap in extractive industries.

OVERVIEW

EGPS engages in consolidating community benefits from extractive industries as well as developing workable solutions and remedies to mitigate their adverse effects. These activities include advocacy leveraging the World Bank’s convening power to close the gender gap in extractive industries, policy advice on the national level, baseline studies and road maps in regions of coal transition, and direct support to communities for help in securing their livelihoods and better coping with COVID-19-related adverse impacts.
**Summary of Component 4 Portfolio**

- As of June 30, 2021, the Component 4 portfolio accounted for $13.1 million total financing in allocation, with $7.2 million allocated in FY2021.
- Ten new grants were allocated to Component 4 in FY2021 (3 country-specific and 7 global).

* Listed activities and budgets refer to both EGPS-1 and EGPS-2.

Under this component, EGPS generates global knowledge and innovative approaches, disseminates best practices, and explores topical policy themes such as the following:

- Artisanal and small-scale mining
- Gender inequality in the extractives sector
- Clean energy transition and coal mine closure
- Climate-smart mining
- Artisanal and small-scale mining

Artisanal and small-scale mining provides a livelihood for an estimated 100 million people in more than 80 developing countries in Africa, Latin America, and the Asia-Pacific region. EGPS support provides leverage to create positive impact and improve gender equality, protect the environment, and address broader social issues related to ASM.

**Delve Platform**

EGPS financed the development of the Delve platform, the first global database for ASM data, to help policy makers and practitioners take an informed approach to the sector. The Delve platform has continued to successfully operate over the past year, with its crowning achievement being the prominent role it played in coordinating information sharing on COVID responses in the ASM sector. Delve established a dedicated website to share resources on COVID and to host a bi-weekly call that served as a critical forum for information sharing among partner institutions, which further positioned Delve as the global go-to for information on the sector.

As the COVID-19 crisis unfolded, EGPS made a grant available to collect firsthand information on the impacts of the pandemic on select ASM communities. The Delve platform was instrumental in the quick data collection through a survey that involved 17 partners across 22 countries.

The findings were published on the Delve platform; summarized in a short video, “Tackling the Impacts of the COVID-19 Crisis on Artisanal and Small-Scale Mining Communities”; and discussed at a conference, “Rethinking ASM Formalization: How COVID-19’s Disruption Can Be Catalyzed for Development.”

The survey and its findings also laid the analytic foundation for the design and (ongoing) delivery of the EGPS COVID-19 emergency response facility for ASM miners and their communities. The emergency response provided short-term assistance to a range of international, regional, national, and local organizations focusing on areas such as knowledge on COVID-19 and its prevention, access to work, food security, human security, and supply chains.

Through the Delve platform, EGPS has committed to producing an annual State of the ASM Sector report that highlights the sector’s contribution to the Sustainable Development Goals (SDGs) by focusing on a critical sector theme/SDG link. The 2020 report focuses on the ASM link to SDG 8 (promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all).

The report was released with two 60-minute regional virtual events cohosted with regional partners: the University of Surrey cohosted the Africa, Americas, Europe Regional Launch Event, and the Sustainable Minerals Institute at The University of Queensland co-hosted the Asia, Australia, Pacific Regional Launch Event. A summary of the key findings were shared in a press release, “Better Working Conditions Can Improve Safety and Productivity of Artisanal and Small-Scale Miners Around the World.”

**Closing the Gender Gap in Extractives**

Gender gaps in asset ownership, labor, livelihoods, social norms, legislation, and decision-making mean that men and women are affected by extractive industries’ activities in different ways. Through its Closing the Gender Gap in Extractives Project, EGPS sponsors and organizes the Global Gender in Oil, Gas, and Mining Conference every two years. The event brings together stakeholders to share and build knowledge on actions that can reduce the gender gaps in the extractives sector. This year, the project team brought in the IDB as cosponsor and organizer, which opened the conference to Latin American audiences and provided a strong regional dimension.
QUOTES:

The first conference was a game changer for me. My team and I will stop at nothing until all the companies operating in Cameroon give us equal access to these platforms. Imagine being trained as a well site geologist and you are expected to just do administrative work behind the desk. It was a perfect timing as I am attending this second conference from offshore, with my work vest on, just to show everyone how far we've come.

—Yjojen Fienmaih Jane, Chief of Service, Hydrocarbon Exploitation, Ministry of Mines, Industry and Technological Development (MINMIDT), Cameroon, on being inspired to lobby for accommodation for women on the oil rigs in Cameroon

Promoting gender equality in the extractives industries is not only the right thing to do; it also makes for a strong business case. Addressing gender equality cannot wait. Not even for a pandemic.

—Sandie Okoro, Senior Vice President and General Counsel, World Bank, at the opening of the conference

In addition to the conference, the project team completed a piece of research on the status of Women in Mining organizations that will serve as the basis for a global capacity-building program.

Getting to Equal in Oil, Gas, and Mining

Unprecedented digital disruption and automation is reshaping the opportunities available to men and women working in the global oil and gas and mining sectors. The economic fallout from the COVID-19 pandemic has stalled progress on women’s participation in the sector, with gendered impacts on job loss, income reduction, and transition education. How to navigate this rapidly changing landscape influenced the theme of the Second Global Gender in Oil, Gas, and Mining Conference, “Getting to Equal in a Changing World,” organized by EGPS and the IDB.

The objective of the conference, held virtually on March 3–4, 2021, was to share and build greater knowledge among governments, academia, industry, and civil society on actions that could enhance gender equality in oil, gas, and mining. The 800-plus attendees discussed a number of issues, including the following: Where does gender equality fit into a rapidly shifting global oil, gas, and mining landscape? What impacts are the global crisis and recession having on progress toward gender parity? What needs to be done to improve women’s economic opportunities in the oil and gas and mining sectors?

The discussions highlighted the importance of creating an enabling environment for women to thrive. They emphasized how technology, accompanied by education, can be a lever to enhance the greater participation of women in the sector. The conference also discussed the progress made by various stakeholders since the First Global Gender in Oil, Gas, and Mining Conference, held in Washington, D.C., in June 2018.

At the conference, the World Bank’s Energy and Extractives Unit committed to building the organizational capacity of women in extractive industries and to improving gender-related data on oil, gas, and mining.

Mine Closure

Orphaned, abandoned, and closing mines have proved to be among the most intractable issues facing the mining sector globally. Environmental and social challenges related to mine closure and decommissioning can affect entire regions, not only the countries in which it is happening. Insufficient regulation and poor practices in the past have put the financial burden of the cleanup on today’s governments, while the social impacts of economic transformation can mark mining regions for generations. Mine closure and its challenges are gaining additional gravity, as transitioning away from coal is increasingly considered a cornerstone of climate change action.

EGPS supports both the GOXI Regional Platform for Coal Regions in Western Balkans and Ukraine and the Decarbonization and Clean Energy Transition in the Western...
Balkans Region Project. As part of these projects, the World Bank cofounded the Platform Initiative for Coal Regions in Western Balkans and Ukraine, created in September 2019. This initiative assists coal regions in developing and implementing comprehensive policies that enable inclusive strategies for transitioning to low-carbon energy systems. It was established based on the Western Balkan countries’ commitment to clean energy transition expressed in the Podgorica Joint Statement of February 21, 2019, and Ukraine’s 2050 Low Emission Development Strategy of November 2017. The project virtually launched the initiative on December 10–11, 2020. The event brought together representatives from coal regions of the Western Balkans and Ukraine to share experiences, best practices, and lessons learned on the energy transition.

Gendered impact of energy transition is an issue that was often raised but was rarely thoroughly examined before the launch of an EGPS-funded study, the Gender Impact on Energy Transition in Coal Regions Global Knowledge Project. The study’s report, which is nearly complete, will provide a comprehensive overview of the issues related to gender, coal, and energy transition. It is expected to generate practical tools and frameworks for task teams when approaching gender issues in energy transition.

OPINION: To Achieve Decent Work, We Must Improve the Health and Safety of ‘Hidden’ Artisanal Miners

By Demetrios Papathanasiou, Global Director, Energy and Extractives Global Practice, World Bank, and Kurt MacLeod, Senior Vice President, Programs, Pact

Each day an estimated 45 million artisanal and small-scale miners worldwide go to work in difficult and dangerous conditions. Working almost exclusively in the informal economy, these women, men and sometimes children, are the world’s hidden workforce, mining the minerals and metals used to produce everything from electronics to luxury jewelry.

Artisanal and small-scale mining produces approximately 12-24% of the world’s cobalt used in electric vehicle batteries, 20% of the world’s gold and 25% of tin and 26% of tantalum (found in smartphones and laptops). Despite its importance, there is very limited data on ASM and little attention—if any—is given to improving miners’ occupational health and safety (OHS).

Although there is an assumption that ASM is inherently unsafe, we need to better understand the causes and size of the OHS issue while identifying practical solutions that miners can implement themselves.

Building such an evidence base would help galvanize policy makers and the global community to act. It would also demonstrate how improving occupational health and safety in artisanal mining is essential to achieving the United Nations’ Sustainable Development Goal 8: sustained, inclusive and sustainable economic growth, full and productive employment, and decent work for all.

The 2020 State of the ASM Sector Report, published by Delve, a global platform for ASM data developed by the World Bank and the Washington-based international development nonprofit Pact, has started to plug this gap. The report finds that the ASM sector had the same fatality rate in 1999 as large-scale coal mining in the United States and gold mining in South Africa had in the 1970s and 1980s, respectively. Applied to today’s global employment estimate of 45 million artisanal miners, this 1999 fatality rate would equal approximately 30,000 deaths annually—a sobering figure and one we must improve.

In contrast, the fatality rates in large-scale mining today are close to zero. In U.S. coal mining, for example, the establishment of the Department of Labor’s Mine Safety & Health Administration in 1977, which now has annual budget of $376 million, has helped reduce the fatality frequency rate by over six times. This improvement in the safety of large-scale mining over the past 40-50 years shows what is possible with concerted efforts and dedicated resources. It raises the prospect of whether similar results could also be achieved in ASM.
Several case studies illustrate the opportunities, especially when the economic returns of improving mine safety are made clear to miners and mine owners.

In Rwanda, installing low-cost winches to transport ore up steep, unstable ravines to mineral processing sites reduced the risk of injury from carrying these materials. This simple “fix” improves working conditions and frees up more miners to extract ore, increasing productivity without lost livelihoods.

In the Democratic Republic of Congo, the ASM cooperative at the Mutoshi cobalt pilot could safely mine and process cobalt above ground once machinery was used to remove the top layers of soil and rock. Miners also received protective equipment and free onsite healthcare to treat illnesses such as malaria and diarrhea. The result was a safer and healthier workforce where miners reported better working conditions. Indeed, the cooperative reported a record 6 million work hours without a fatality during the pilot.

We have a collective responsibility to ensure that the world’s hidden mining workforce, supplying the materials we use in our daily lives, enjoy safe and productive working conditions. There are examples that are well underway to improve OHS in ASM. However, we need more data to understand the challenges, more collaboration to identify appropriate solutions and more financing to achieve SDG8 within this highly informal and often invisible sector.

Note: This opinion piece was originally published by the Thomson Reuters Foundation.
In FY2021, the initiative raised awareness of the role of minerals and metals in achieving a low-carbon future, and it highlighted the important role that developing countries will have in enabling this transition and benefiting from it, as well as the challenges that may emerge if the clean energy transition is not managed responsibly and sustainably. In addition to successful advocacy and raising awareness, this active engagement on CSM includes completed reports and continuing work on toolkits and road maps, among other analytical and operational/country-specific results.

This fiscal year, the initiative focused on road maps for Chile and Indonesia. As part of a lithium-ion battery recycling project aiming to showcase how developing countries can be provided with tools and capacity to make use of a second-life global battery market, the report *Reuse and Recycling: Environmental Sustainability of Lithium-Ion Battery Energy Storage Systems* was published in August 2020 in partnership with the Energy Storage Partnership (ESP). The team is also developing, in partnership with the Global Battery Alliance, a follow-up program focusing on concrete opportunities for reuse and recycling in Africa.

In June 2021, the initiative, in collaboration with the International Finance Corporation (IFC), published *The Business Case for Gender-Responsive Climate-Smart Mining*. This toolkit consists of a series of instruments to help understand the business case and the roles and responsibilities of various stakeholders in addressing challenges, and to unlock opportunities for women and points of entry for concrete actions across the building blocks of the initiative.

Draft guidelines on forest-smart mining for the use of carbon financing by the mining sector were published in February 2021, with the final forest-smart mining toolkit to be finalized in November 2021. The objective of this activity is to identify and promote policies and practices that incentivize the mining industry and its investors to finance nature-based climate solutions.

An analytical piece composed of three parts is also being finalized on the opportunities for decarbonizing aluminum for solar PV, consisting of a main report on global aluminum supply chains and two case studies on bauxite mining and refining in Brazil and Guinea. The purpose of the grant is to develop a cost analysis tool for producing green aluminum and to identify opportunities for implementing CSM practices more broadly in the global aluminum supply chain. Delivery is estimated for December 2021.

Research and building of a Lithium Carbon Footprint Dashboard is also under way to provide a platform to measure lithium’s carbon dioxide emissions from mine to end use throughout the entire mineral value chain. The dashboard was soft launched at the World Bank’s annual Innovate4Climate Event in May 2021, where it was introduced by Demetrios Papathanasiou, global director for the Energy and Extractives Global Practice.
In terms of outreach, CSM presented 20 panels during FY2021 to promote and inform stakeholders of the initiative as well as to continue dissemination and outreach around a new report, Minerals for Climate Action: The Mineral Intensity of the Clean Energy Transition, published in May 2020. Included in these events were the CSO roundtable hosted by CSM and IFC (October 2020) and participation in the European Union’s Raw Materials Dialogue (November 2020) and in the flagship Minerals Council Australia Minerals Week (June 2021).

In addition, a joint World Bank–IFC workshop on implementing CSM practices in Africa was held in FY2021 during Energy Indaba 2020.
While over 3 billion tons of metals and minerals will be needed by 2050 to scale up wind, solar and geothermal power and energy storage to reach a below 2°C future, the exact amount will vary, according to what the energy transition looks like. In other words, how much is needed of any given mineral will depend on how widely that mineral is used, across renewable energy technologies.

While some minerals, like copper and molybdenum, will be used in a range of technologies, others, such as graphite and lithium, may be needed for just one technology: battery storage. This means that any changes in clean energy technology deployments could have significant consequences on demand for certain minerals.

While we cannot fully predict the future, we can gain some insight into who the new (mineral) kids on the block will be, by 2050. Based upon what we call the demand risk matrix, we know that aluminum, copper and nickel are “critical” minerals that will play a strong role in the transition to a low-carbon future, as they will be needed for a wide variety of technologies.

Graphite and lithium are also “critical,” but their outlook depends on the extent to which battery storage is deployed between now and 2050.

• Minerals that are both “high-impact” and “cross-cutting” will be used in a wide range of technologies and a great amount of them will be required to meet projected demand in a low-carbon world. One example is aluminum: it is used widely for both energy generation and storage technologies, with roughly 103 million tons of aluminum needed.
to supply 87% of solar PV and a range of other clean energy technologies to achieve a below 2°C future. Aluminum is thus a “critical” mineral because it will be necessary for the clean energy transition, regardless of scenario plays out.

• Minerals that are “cross-cutting” will be important because they will be used across a wide variety of technologies. One example is copper: it is used across all 10 energy technologies—so regardless of the low-carbon “pathway,” it is likely to be relevant in 2050. It also means that the clean energy transition will depend very much on the availability of copper itself.

• “High-impact” minerals only feature in a small number of technologies, but their future demand is significantly greater than today. One example is lithium, which will only be used in energy storage, but must ramp up its production by 488% to meet demand. Cobalt and graphite fall in the same category.

• “Medium-impact” minerals, such as neodymium and silver, will be needed for a small range of energy technologies, and their demand is not expected to grow significantly between now and 2050. However, neodymium is a key ingredient for offshore wind turbines.

The good news is that regardless of the future clean energy pathway, developing countries, from Guinea to Madagascar to Peru to Zambia, have a real opportunity to benefit from the rise in demand for critical minerals. However, they will also have to manage a range of risks and challenges associated with increased mining activities. Without climate-smart mining practices, the negative impacts from mining activities will increase, affecting vulnerable communities and the environment and potentially endangering progress on tackling climate change. If unchecked, the volume of mining over such a short time frame (between 2020 and 2050) would increase global emissions, water use, deforestation, and waste. Mineral-rich countries will also need to plan for a range of so-called “pathways” and pay close attention to how the nature of the clean energy transition will shape future demand.

The World Bank is committed to helping countries to manage the clean energy transition. Our support will include implementing climate-smart mining practices and minimizing associated social, environmental, and climate footprints. With our partners, the World Bank wants to build a world where governments and companies use renewable energy to power mines, recycle minerals, and leverage innovation to reduce the industry’s footprint. Together with the full range of actors in the supply chain, from extraction at the mine site to end use by the consumer, we can accelerate this transition in a sustainable and responsible way, that protects both people and the planet and fosters growth and development.

APPENDIX A | COMPLETED, NEW, AND ONGOING ACTIVITIES, FY2021

All World Bank projects, whether financed by a loan, credit, or grant made by the Bank from its own resources or trust funds funded by donors, are referenced by a project identification number (project ID), and identified with the letter P, followed by a unique number (P#). The project ID (numeric code) is used to generate the coding structure for recording costs and commitments for corporate reporting and is generated when projects are approved through the Bank’s systems. A project ID may be associated with more than one loan, credit, or grant.

Financing/funds for the proposals approved by the Partnership Council from the EGPS Program are provided as “grants” (without repayment obligations). Each grant is linked to a project ID: in some cases, more than one grant is linked to the same project, depending on the overall development objective and activities.

A grant provided to an external recipient is termed a recipient-executed grant (RETF) and a grant made available to the Bank for implementation of specific project activities is a Bank-executed grant (BETF). A country-specific grant finances activity in one country; a global grant finances activity in more than one country or in more than one region.
Indonesia: Citizen Monitoring for Transparency and Accountability of Licensing and Revenue Management in the Mining Sector

**Project ID:** P163797  
**Total Budget:** $475,000  
**EGPS Grant #:** TF0B3137  
**Effective:** November 2020; **Closing:** March 2022; **Status:** Ongoing

**Context**

Decentralization of the mineral licensing process was intended to empower citizens to hold their local government accountable for how mineral resources are managed and how revenues are used. Bringing decision-making on mineral resource exploitation closer to communities was a measure adopted to ensure that mining policies reflect local needs and priorities. However, in practice, citizens, and government authorities at the subnational level to some extent, face numerous constraints that limit their ability to effectively promote and manage mineral resources. Mechanisms for ensuring public oversight and accountability in the mining sector remain underdeveloped relative to other sectors. A weak governance system is prone to create productive and allocative inefficiencies, negative externalities on surrounding communities, and opportunities for rent-seeking and tax avoidance.

The project development objective is to contribute to improving the management and governance in the mining sector at the subnational level in select provinces in Indonesia through collaborative social accountability mechanisms.

**Approach**

The proposed operation will take a problem-driven approach to address key governance challenges in the mining sector at the subnational level. The project will be measured by (a) the percentage of problems in the licensing systems identified and followed up through the project’s multi-stakeholder forums (MSFs) and (b) the percentage of problems in revenue management identified and followed up through the project’s MSFs.

**Results**

To date, the project has achieved the following according to its workplan:

- The implementing partner and local coalitions have facilitated a series of community discussions in three provinces (Aceh, East Kalimantan, and Southeast Sulawesi) to conduct stakeholder mapping, raise community awareness, and strengthen their capacity on varied topics such as participatory monitoring, mining revenue, and so on. The scoping study on mining licensing has been completed. It involved a series of focus group discussions with key stakeholders, including national and local governments, the private sector, civil society, and mining-impacted communities.

- Organized an MSF on improving mining licensing governance at the provincial level, a public discussion on revenue management at the national level, and a discussion on the mainstreaming of EITI principles in the government’s policy and implementation process.

- In consultation with the Bank’s country external communications team, newsletters, media briefings, and other communications products (infographics and video graphics) were designed and disseminated, as part of the Extractives transparency and accountability campaign of the project.
Implementation Challenges

The Kyrgyz Republic has seen several major changes recently: A new president was elected in January 2021; a constitutional referendum was held in April 2021; the government was restructured in May 2021; and parliamentary elections are expected in November 2021. The country has faced political instability since October 2021.

In addition, the January 2021 presidential decree calling for a mining code (to replace the Subsoil Law, which is not mining specific) included a directive not to allow foreign investment in the future development of nationally significant mines. The government took control of the largest gold mine in May 2021 after alleging that Centerra Gold Inc. failed to comply with local environmental laws.

Results

The project team focused on research and analysis, promoting stakeholder dialogue, and partnering with civil society and businesses. The team consulted with civil society and businesses through the MSD workshops and designed assignments to address their demands. The first direct meeting with the government happened in August 2021. The team is making progress to contract out the remaining work. The project team plans to deliver a first draft of the MSD report by the end of October 2021.

Context

The Kyrgyz Republic extractives sector contributes close to 10 percent of gross domestic product (GDP), over half of industrial output, and nearly 40 percent of export earnings (KEITI Report 2015–2017). Nearly 10 percent of the formal workforce is engaged in mining and hydrocarbon sectors. The Kumtor gold mine alone contributed 9.7 percent of GDP (2017), but it is mature and likely to close as soon as 2026. Therefore, the government wishes to mobilize investment in new mines and has begun to identify key reforms that will result in not only new investment but also stronger performance by operators and regulators so that the public enjoys the full benefits of mining sector development. Reforms include the Kyrgyzstan Extractive Industries Transparency Initiative (KEITI) launched in 2014. KEITI was established under the State Committee on Industry, Energy and Subsoil Use (SCIESU), which is responsible for collecting extractive industries data for disclosure in accordance with the 2018 Subsoil Law.

KEITI implementation has been impeded by insufficient funding from the state budget and external sources. This has been a function of limited fiscal space and political instability, exacerbated in 2021 by COVID-19–related economic impacts and restrictions. KEITI nonetheless underwent the second validation, beginning in late 2019, which resulted in the EITI International Board lifting the Kyrgyz Republic from suspension on September 29, 2021, because of “meaningful progress” in implementing the 2016 EITI Standard. KEITI will have 18 months to take corrective actions before undertaking the third validation to achieve full compliance (“satisfactory progress”). SCIESU requested World Bank support to achieve full KEITI compliance at the next validation implementation.

The project objective is to provide financial sustainability to underpin implementation of the KEITI work plan in accordance with the 2019 EITI Standard.

Approach

The grant finances the sharing of international best practices, generating expert policy analysis, and fostering stakeholder dialogue to underpin reforms in the governance of the extractives sector. The scope of work covers several aspects of governance, including efficient and nondiscriminatory licensing, effective regulation to high operational and environmental, social, and governance standards, and suitable benefit-sharing arrangements at both national and subnational levels. KEITI consultations at the subnational level will ensure increased female participation. To contribute to the policy dialogue across these issues, the grant will finance a Mining Sector Diagnostic (MSD). There will be a special focus on activities that contribute to the country’s compliance with the EITI.
the direct purchase–direct sale arrangement. At the same time, the NNPC also began publishing its monthly submissions to the Federation Account Allocation Committee. These submissions contain, among others, oil and gas revenue transfers to the Federation Account and gasoline subsidy amounts deducted (falling under quasi-fiscal expenditures). These two sets of data series mark significant steps in realizing the EITI’s long-term goal of timely online disclosure of data related to the upstream oil and gas sector. Importantly, NEITI is no longer the only main institution collecting and publishing disaggregated data. The NNPC is now playing a very important role.

NEITI completed the annual report for the oil and gas sector covering 2019 by January 2021. However, the five-year term of the national multi-stakeholder working group ended soon thereafter and the new working group, whom the president of Nigeria appoints, was not reconstituted until July 2021. As a result, NEITI sought permission from the EITI International Secretariat to publish the annual report without clearance from the multi-stakeholder working group. The waiver authorization was granted subject to an independent verification by various stakeholders, and the annual report was published in June 2021.

Context

Nigeria is Africa’s largest oil exporter and has the largest natural gas reserves on the continent, yet almost 83 million people—or 40 percent of its population—lived below the poverty line in 2019, according to the National Bureau of Statistics. For decades, Nigeria’s oil sector was opaque and synonymous with corruption. The government’s concern about the revenue flows through the sector led Nigeria to become one of the first oil-producing developing countries to engage with the EITI and, equally important, enact the Nigeria EITI Act in 2007, thereby creating a law devoted to improving transparency, accountability, and good governance through EITI implementation.

For many years, the Nigeria Extractive Industries Transparency Initiative (NEITI) was the only source of disaggregated information about revenue flows through the oil and gas sector, and the information provided was invaluable to government institutions and civil society alike. For a variety of reasons, however, report publication had been delayed by years, in part because NEITI was single-handedly responsible for publication of all and any data on oil and gas revenue flows to the three tiers of the government.

The objective of this activity is to assist Nigeria in meeting the EITI requirement for data timeliness so that information can be shared with the public in a timelier manner.

Approach

NEITI contracted a firm to act as the independent administrator and to undertake work needed to move to e-reporting. NEITI engages with other stakeholders to encourage them to publish information about the oil and gas sector.

Results

An important development is the launch of a new data series by Nigeria’s national oil company, the Nigerian National Petroleum Corporation (NNPC), entitled “EITI Support (Open Data),” which is regularly updated with Excel files. In January 2021, the NNPC began posting Excel files containing data on its external website. The data coverage is comprehensive, covering oil production, oil lifting, gas production, gas use breakdown (power generation, industrial use, petrochemicals, exported, flared, re-injected, natural gas liquid extraction, and so on), royalties paid, taxes paid, gasoline imports (disaggregated into each shipment with the shipper’s and vessel names, dates of the bill of lading and laycan, Platts quotation, premium or discount applied, and volume), and crude oil sold under
Zimbabwe: Supporting EITI Scoping and Potential Implementation in Zimbabwe

Project ID: P170557

Total Budget: $335,408

EGPS Grant #  Effective Closing Status
TF0B2777  April 2020 June 2021 Closed
TF0B5832  July 2021 March 2022 Ongoing

Context

It is indisputable that the extractive industries will play a vital role if the World Bank is to achieve its twin objectives of poverty reduction and promoting inclusive growth in the years to come. At the same time, it is evident that the oil, gas, and mining industries failed to deliver the “development dividend” that many observers expected at the height of the commodity “super-cycle” about 10 years ago. Countries with little or no history of oil, gas, and mining operations saw an influx of investors. However, the bullish investment projections made at the peak of the investment boom have fallen short of projections in most developing countries because commitments failed to materialize. This abrupt downturn was explained by a slump in commodity prices combined with a sharp swing in investor preferences toward traditional investment destinations in countries with more firmly established extractive industries.

Additionally, even where investment did benefit host countries, revenue from tax and nontax sources was lower than expected. Job creation and local economic links have also failed to deliver the economic returns that national decision-makers and local communities expected. In sum, several resource-rich nations have yet to capitalize on their resource endowments. Although parts of the unrealized development dividend can be explained by the cyclical downturn of commodity prices, it is evident that shortcomings in sector governance have also contributed to these less than desired results.

It is in this context that several development partners have mobilized funding through the EGPS Trust Fund, administered by the World Bank, to facilitate advisory services and dissemination of good practices toward improved sector governance in resource-rich nations.

Project development objective: To empower governments to develop evidence-based and sound sector policies, regulation, and management processes to promote transparency, accountability, and job creation in the extractive industries.

Approach

It is proposed that the Bank-executed advisory activities be delivered through a programmatic Advisory Services and Analytics (ASA) activity to simplify processing requirements and facilitate responses to urgent situations and demands. The program will promote transparency and accountability. Activities to be financed include the following:

• Identifying roadblocks and building understanding among policy makers about improving the investment climate in the mining sector
• Conducting analytical work on various transparency initiatives in the mining sector, including EITI together with their legal, institutional, and participatory requirements and the implications for Zimbabwe
• Capacity building of stakeholders and supporting cross-government collaborative processes to improve governance to promote investment and lower country risk perceptions
• Supporting intra-government processes that ensure further disclosures can be met by the cadastre information and mining revenues data systems

Results

This project only began in May 2020, but engagement with relevant parties and groups is under way and additional steps will soon be forthcoming.

Flight and travel restrictions related to the COVID-19 pandemic have complicated engagement with the government and stakeholders.
Armenia: Extractive Industries Transparency Initiative (EITI) Support

Project ID: P166274

Total Budget: $850,000

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<td>March 2024</td>
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Context
Armenia is a resource-rich country. The mining sector—with 25 metal mines and more than 400 non-metal mines—is a significant contributor to the country’s export (accounting for 36 percent in 2018) and GDP (accounting for 2.9 percent in 2018). The sector also has a significant influence on rural employment. However, the extractives sector was characterized by the absence of trust between civil society organizations (CSOs), the government, and private enterprises. The mistrust hindered collaboration between the key stakeholders, and hence the pursuit of the solutions for existing problems.

To address this and other issues, the Armenian government, supported by the World Bank, enrolled in the Extractive Industries Transparency Initiative, becoming a member of the program on March 9, 2017. In 2018, the new government became actively engaged with EITI implementation and committed to undertake systemic institutional and legal reforms, emphasizing as an important breakthrough the preparation of the country’s first EITI report.

In parallel with the formulation of legal amendments to the Mining Code and related laws, required for the satisfactory first EITI report, the authorities launched an online reporting system for industry and government agencies to electronically collect and disclose EITI data. Armenia’s first EITI report was published in January 2019 and covered fiscal years 2016 and 2017. It was the first time in the country’s history that mining data were compiled and made publicly available.

The country received a grant from the EGPS Trust Fund to support the implementation of the guidance tailored to international standards. The costs of supporting the Armenian EITI National Secretariat were covered by the state budget.

The objective of this project is to assist the government of Armenia to increase transparency and accountability in the mining sector by implementing the EITI Standard.

Approach
Two capacity-building events, organized with the support from the World Bank, provided the foundation for the formation of the multi-stakeholder group (MSG) and the development of a two-year EITI implementation action plan.

The formation of the MSG was a challenging task. Mistrust among the representatives of the government, the private enterprises, and CSOs hindered collaboration to the extent that the formation of the working groups was completed only after more than six months. Currently, however, the MSG works harmoniously, and it not only serves the EITI mission but also is involved in other state-level discussions.

Implementation Challenges
Frequent changes in the government have required multiple changes of membership in the MSG, creating delays. However, the MSG alternate representatives from each constituency are now actively involved, minimizing the impacts of political changes.

Results
Despite the overall challenges in 2021, including the COVID-19 pandemic and conflict, EITI implementation has kept on track:

- The EITI third report was produced and published.
- The scoping study on mineral water and refiners has been completed.
- The electronic system for beneficial ownership disclosure has been operationalized.
- Several trainings and capacity-building activities have been carried out.

The main achievement is that all metal mining companies have already disclosed their beneficial owners, which is available in open data format for all citizens. It is first time in Armenia that citizens have access to beneficial ownership data. Armenia received the highest “satisfactory progress” rating for beneficial ownership disclosure fulfillment.

With the additional financing, the EITI National Secretariat and MSG will be able to implement the roadmap on mainstreaming. This will allow citizens daily access to mining data.
Chad: Mainstreaming the Extractive Industries Transparency Initiative

Project ID: P168666
Total Budget: $350,000
EGPS Grant #: TF0B1475
Effective: November 2019; Closing: April 2021; Status: Ongoing

Context
Chad is a leading producer of crude oil in Central Africa, but the nation ranks 187 out of 189 countries in the United Nations Development Programme’s 2019 Human Development Index. Social conflicts and public debate have arisen in Chad around the management of oil revenues, including oil-backed loans granted by Glencore in 2013 and 2014, as well as controversy over the environmental impact of extractive industries and poverty alleviation.

The petroleum sector is the main economic driving force in Chad: It contributed about 2 percentage points to GDP growth in 2018. Harnessing the petroleum sector for fiscal sustainability is a priority for Chad’s long-term development strategy.

The EITI has contributed to bringing transparency in the oil and gas sector in Chad, and EITI reports are a trusted source of information for all stakeholders. Chad has gradually extended the scope of EITI reporting—first to transport of petroleum by pipeline, then to domestic petroleum refineries. While Chad’s EITI implementation is compliant with the 2011 EITI Standard, its compliance with the 2016 EITI Standard is the object of an ongoing assessment by the EITI International Secretariat and the independent validator.

To prepare for such validation, the National Technical Permanent Secretariat (NTPS)—the technical arm of the National High Committee (the MSG that oversees the EITI implementation in Chad)—carried out a self-evaluation in 2018, which identified several shortcomings to achieve the 2016 EITI Standard. These findings have already triggered important policy changes, reducing the gap toward Chad attaining full compliance with the new EITI Standard.

The project objective is to strengthen the capacity of the NTPS to plan and execute its work program and to assess its communication effectiveness.

Approach
There are two main components to this program: (a) strengthening the NTPS’s internal controls and management capacity, and (b) project management. The components include the following activities:

• The development of procedures and infrastructure for contract and information disclosure, which supported the implementation of the government disclosure policy through the compilation of a mini cadastre and the revamping of the Chad EITI website to improve access and document searches
• Strengthening the communication and dissemination effectiveness of the EITI National Secretariat, which supported the preparation of stakeholders mapping, communication channels and strategies, and the identification and use of communication effectiveness indicators
• Strengthening the EITI National Secretariat’s administrative processes and internal controls, which supported the establishment and automation of internal administrative processes and procedures, and the development and implementation of a monitoring and results framework to support cost efficiency
• A scoping study to identify efficient institutional arrangements for the collection and reporting of government revenue under the EITI, and the extent of possible automation in the production of information and supporting documentation

Implementation Challenges
Despite the simple project design and streamlined implementation arrangements, the project suffered considerable implementation delays. Low institutional capacity and complex local procurement regulations are among the main causes of delays. The COVID-19 pandemic further compounded project implementation difficulties owing to travel restrictions that severely hampered the consultant’s ability to carry out stakeholders’ consultations as well as provide in-country training to the EITI National Secretariat. While mitigation for travel limitations was provided through virtual missions, the local procurement law was eventually revised only in October 2021, which explains the sharp uptake in project activities toward the end of the project’s life.

Results
Except for the project audit, all planned activities were completed. The completion report, which will assess the effectiveness of implementation arrangements and the degree of attainment of project objectives, is currently under way.
Dominican Republic: Implementing EITI

Project ID: P161434
Total Budget: $250,000
EGPS Grant #: TF0B1484
Effective: December 2019; Closing: April 2022; Status: Ongoing

Context

The Dominican Republic’s mining sector, dominated by gold and nickel production, expanded significantly in the last decade. It accounted for almost 50 percent of the country’s GDP per capita growth between 2000 and 2011, 19 percent of the total GDP in 2017, 40 percent of total exports in 2017, and 29.4 percent of all foreign direct investment (FDI) inflows between 2009 and 2013. Artisanal and small-scale mining activity also grew in this period, generating an estimated $20 million in 2014 alone.

However, starting in late 2014, declining commodity prices, growing environmental and social tensions, and delays in titleing led mining companies to delay or abandon projects. The resulting decline in FDI inflows subsequently led to a decline in mining production, exports, and fiscal revenues. This shift has become a concern for the Dominican government and for the communities that directly or indirectly benefit from mining. The country’s hydrocarbon potential remains untapped, but its development is high on the government’s agenda.

In this context, the government joined the EITI in 2016 and requested EGPS support for its efforts to improve the management of the extractive industries, including the establishment and mainstreaming of EITI mechanisms.

Approach

The activities to be implemented under this grant include (a) operational support to the Dominican EITI National Secretariat; (b) capacity-building activities for the MSG, technical working group, EITI National Secretariat staff, and other EITI stakeholders, including communications and public engagement training; and (c) publication of the national EITI work plan and first EITI report, including the production of summary reports, launch conferences, and communication outreach and engagement tailored to specific constituencies.

Thanks to strong ownership by all stakeholders, substantial progress has been achieved in a relatively short time, but much remains to be done. Consequently, the government requested and received an additional EGPS grant to finance the following:

- A feasibility study and technical solution design for mainstreaming the EITI reporting process
- Capacity building for in-house production of EITI reports

Implementation Challenges

One of the main challenges for grant execution during this period is to achieve approval of the Extractive Industries Transparency Initiative in the Dominican Republic (EITI-RD) National Committee’s work plan for 2021, considering the dissent among stakeholder sectors concerning inclusion of a fifth objective regarding the environment proposed by civil society for the work plan. Because of delays caused by the COVID-19 pandemic, the Ministry of Energy and Mines (leader of the EITI-RD) asked the World Bank to extend the closing date of the TF0B1484 grant, which had been set for February 2021. On February 19, 2021, the World Bank issued a communication approving an extension to April 2022.

Another challenge for the project was complying with the procurement plan’s activity timeline, which involved handling detailed World Bank’s administrative processes and guidelines for executing the grant. Notably, training on the requisite aspects of project management has been necessary because of the change of government and turnover of public officials.

Results

The first EITI report covering 2015 data was published in November 2017, the second report with 2016 data followed in December 2018. The EGPS grant financed dissemination, communication, and training around the results of the first EITI report. Twelve EITI report-related workshops and events took place around the country. In August 2017, EITI-RD launched its data portal containing information on the legal framework for natural resources, licensing, mineral production, revenue distribution, and the economic contribution of the sector.

The country’s validation against the 2016 EITI Standard started in January 2019. Simultaneously, the Ministry of Energy and Mines focused on improving the mining legal framework, which resulted in a draft national mining bill.

After the procurement plan for the TF0B1484 grant was restructured, with April 2022 as the new closing date, significant progress has been made on implementing the main activities, which are in either the negotiation phase or the implementation phase.

As the entity responsible for implementation of this grant, the Ministry of Energy and Mines has confirmed its commitment to satisfactorily completing the acquisition plan by the established deadlines.

Likewise, the Dominican government has demonstrated its interest and support for the EITI-RD by including it as a presidential goal, which implies steady monitoring of compliance with the EITI Standards and related activities.
Implementation Challenges

Although slower than initially planned, the project progressed smoothly, and the government completed its EITI application process successfully. The completion of the diagnosis and the adoption of a road map for the reform of the mining cadastre faced several diverse challenges: a lack of transparency and vulnerability in the previous management of the mining cadastre, which made it difficult to clean the database; a lack of funds to finance the local team that consolidated the database; and a lack of leadership in the mining authorities on the mining cadastre issues.

The project resulted in the establishment of a local technical team financed by other donors and then the setup of a task force made up of the team of local operators, World Bank experts, and a project manager appointed by the minister. This task force achieved a proper implementation of project’s tasks until the ministry of the sector adopted the reform road map.

Results

Country ownership and pursuit of the transparency agenda have accelerated project results. The project EITI scoping report, *Feasibility Report for Ecuador’s Adhesion to the EITI* (2019), catalyzed the vice minister’s application for EITI candidacy in 2020. The vice minister of mines championed the submission of Ecuador’s application, which is likely to be discussed at the EITI Board meeting in October 2021. The project’s intense sensitization work has led to the establishment of an MSG, the amendment of related regulations, and the developing of a work plan for EITI implementation (July 2020). The project analyzed and evaluated the existing Ecuadorian cadastral management information system and computing resource capacity to establish a new system. Several reports were produced that established the initial framework for implementation of the new system. The project has also identified the WGS-84 geodetic system, with GPS compatibility, as the cadastral reference system to be implemented for these proposed programs. Final activities of the project were canceled because of imposed COVID-19-related restrictions.
Papua New Guinea: Extractive Industries (EITI) Accountability & Governance Enhancement

**Project ID:** PI67472
**Total Budget:** $118,239
**EGPS Grant #:** TFOA9051
**Effective:** January 2019; **Closing:** June 2021; **Status:** Ongoing

### Context

Papua New Guinea (PNG) has a wealth of natural resources. Revenue from these resources could contribute to reducing poverty and improving the lives of the country’s citizens; however, 37.5 percent of the population continues to live below the national poverty line. Papua New Guinea is classified as “low human development,” ranking 155 out of 189 countries (HDI for 2020). Papua New Guinea has been exposed to global commodity price cycles and is prone to natural disasters. Economic growth is erratic, and the country has been unable to build savings from its resource wealth. As a result, the nation continues to rely on external financial assistance to manage economic downturns, such as the current pandemic.

Papua New Guinea has so far published five EITI reports and underwent its first country validation in 2018. The EITI support is linked to the Australia’s Department of Foreign Affairs and Trade (DFAT)-funded PNG Governance Facility ($360 million for 2016–20), which supports the PNG government to strengthen the institutions and processes that contribute to security, stability, and inclusive economic growth. Other related programs included the recently completed CSO support funded through EGPS and the Mining Sector Diagnostic, or MinGov, program.

The project development objective is to support extractive industries accountability and strengthen institutional capacity for Papua New Guinea to achieve compliance with the 2016 EITI Standard.

### Approach

The deliverables under this program include strengthening institutional capacity and accountability at provincial or subnational levels, improving public understanding of extractive industry benefits, and advising on the design of an online service to operationalize the national EITI website and educational mainstreaming through EITI educational curriculum and syllabi.

Project support complements the PNG EITI Secretariat’s efforts in policy-driven provincial and regional outreach activities. EITI education and provincial mainstreaming programs, and data portal development. Outreach and roadshows program support will cover extractive projects Memorandum of Understanding (MOA) awareness, MSG meetings, follow-up beneficial ownership disclosure forums, subnational payments, open data partnerships, report dissemination, and provincial policy mainstreaming. A consultant will be engaged to deliver a report on the outreach activities, including provincial EITI mainstreaming and setup of subprovincial MSG and provincial extractive desk focal points. Support for educational mainstreaming would include the development of EITI educational curriculum and a syllabus for public training institutions and senior high schools. A curriculum development consultant has been engaged to support this component and report on the outcome. Support for the data portal would include an online data presentation portal as well as the development of an online educational module and an online MSG reporting module. Deloitte has been engaged to support the data portal component.

### Implementation Challenges

Challenges revolve around gaining stakeholder cooperation and delayed activities because of the COVID-19 lockdown. There has been a general lack of cooperation from relevant government ministries. The project suffered delays after approval to adapt project deliverables to a Bank-execution modality and to obtain expressions of interest from qualified consultants. During this time, disbursement was limited to project supervision and client engagement.

The COVID-19 lockdown further delayed activities related to the electronic platform, education mainstreaming, and subnational awareness campaigns. For instance, the scoping study for the electronic platform was delayed because of meeting limitations and holdups in procurement. To mitigate these challenges, the project was extended to FY2021 to complete education mainstreaming and subnational awareness.

### Results

With the easing of COVID-19, the project is on track to complete these deliverables by the second or third quarter of FY2021.

This EGPS-funded project completed three deliverables: (a) Electronic Platform Scoping Study, (b) Education Main Streaming Scoping Study; and (c) PNG Resource Governance Coalition (PNGRGC) Operationalization Scoping Study and Roadmap.

Peer reviewers, PNG EITI Secretariat on behalf of government of Papua New Guinea, CSOs, and the Papua New Guinea EITI MSG commended the team on the quality of the reports and for completing the scoping studies despite COVID-19 challenges. They also noted the exclusion of the fourth deliverable of subnational and provincial roadshows due to COVID-related travel restrictions and delayed completion of the first three deliverables. The meeting advised that the activity could be revisited if funding is available in the future. The unused project balance of $381,760.71 could be utilized in FY2022 to complete the subnational awareness and roadshows.

At this stage, the PNG government, CSOs, and the EITI MSG are looking at funding options to implement and operationalize the recommendations of the three scoping studies and complete the important outstanding subnational awareness and roadshows to complement the PNG EITI Secretariat’s efforts in policy-driven provincial and regional outreach activities, EITI education and provincial mainstreaming programs, and electronic data portal development. Outreach and roadshows program support will cover extractive projects Memorandum of Understanding (MOA) awareness, MSG meetings, follow-up beneficial ownership disclosure forums, subnational payments, open data partnerships, report disseminations, and provincial policy mainstreaming. The subnational outreach activities are a platform for local communities to put forward their grievances on the way natural resources are managed. The EITI serves as channel for these grievances to be heard at the national level.
support setup for proposed future interventions at the subnational level, a territorial assessment has been conducted around the following themes: subnational fiscal capacity and stakeholder mappings, soil and subsoil natural resources; environmental, demographic, socioeconomic, and administrative characteristics; access and quality of infrastructure and basic public services; and economic activities, productive links, and value chains. In this manner, the project provides timely support to the Ministry of Energy and Mines (MINEM).

Implementation Challenges

The main challenge on implementing the planned activities has been government instability. Ministerial changes have affected the pace of implementation of this project. Six ministers of energy and mines were appointed between January 2020 and October 2021, along with new vice ministers. The project team is currently interacting with the new sector’s leadership to get them up to speed, following the recent government transition to the new administration of President Castillo.

Results

The project will inform two eventual national investment programs or projects, one aimed at strengthening the mining sector management framework and institutional capacity, and a second aimed at articulating public and private sector investment in regional investment in the southern corridor to economic opportunities for the local population. For this, the grant has made progress on the following:

• Setting up a multisectoral government working group through a ministerial resolution that drives the initial stage for drafting a national multisectoral mining policy
• Completion of the “business case” report (Analysis of Pertinence) and deliverance of it by MINEM to the National Planning Authority (CEPLAN)

Once CEPLAN reviews and approves the Analysis of Pertinence delivered by MINEM to the National Planning Authority (CEPLAN), the government would be able to launch formally a systematic and participatory process of policy formulation to develop the new national mining policy for Peru.
The development objective is to support Suriname’s participation in the EITI toward more transparent and efficient management of its mining and oil sectors.

**Approach**

The Extractive Industries Transparency Initiative in Suriname (EITI-SR) supports the country’s adherence to the global standard for the open and accountable management of oil, gas, and mineral resources. The initiative seeks to inform public debate and ensure recommendations are followed up, by publishing accurate information on key aspects of Suriname’s natural resource management, including how licenses are allocated, how much tax, royalties, and social contributions companies are paying, and where these funds end up in the government.

The EITI-SR is supported by the multi-stakeholder group—a coalition of government, companies, and civil society—which is a platform that provides the opportunity to build trust and encourage dialogue between all the parties involved in this initiative. With its second EITI report for Suriname, covering 2017, the MSG showed its full commitment to the successful implementation of the EITI Standard in the country. This project supports the publication of EITI reports, citizen engagement in accountability, and governance of extractive industries via dissemination of the EITI and outreach activities (including the public launch of the two EITI national reports), facilitating EITI MSG meetings, and training members of the EITI-SR Secretariat and other key stakeholders on the EITI (including the EITI validation process).

**Implementation Challenges**

From July 2021 through September 2021, when the project closed, project implementation was severely impacted by the COVID-19 pandemic, the July 2021 elections, and the subsequent change in government (and key staff in the implementing agency). Planned training activities for the EITI-SR Secretariat staff and EITI stakeholders and several outreach events had to be canceled because of travel/gathering restrictions associated with the pandemic. Ultimately, because of these cancellations, the project was not able to fully meet all its intermediate results indicators. Nevertheless, four large stakeholder engagement events were organized around the launch of the two EITI national reports. Moreover, the EITI-SR website (http://eitisuriname.org/en/) developed under the project has provided an important platform for citizens to learn more about Suriname’s extractive industries as well as engage the government toward enhanced accountability and improved governance.

**Results**

At closure, the project’s performance was considered moderately satisfactory, with the project achieving its development objective of supporting Suriname’s participation in the EITI toward more transparent and efficient management of its mining and oil sectors. The project achieved most of its benchmarks. These included the publication of the EITI reports, improvements in public involvement, and staff training. Suriname’s first two EITI reports were published in May 2019 and December 2019. While the first report (2016) was not published on time, the MSG along with the Ministry of Natural Resources, the Ministry of Finance, private sector, and civil society was able to meet the deadline for the second report (December 31, 2019) under the strict guidance of the independent administrator (BDO Suriname).

Key lessons learned include the following:

- The information provided through the EITI is crucial to mitigate political and reputational risks negatively affecting businesses and governments alike. Extractive industries pose governance challenges because of issues related to transparency and accountability, revenue sharing, and environmental and social impacts. In countries such as Cameroon, Nigeria, Madagascar, and Mozambique, addressing these challenges combined with parallel support for EITI implementation has proven to be an effective way to engage with stakeholders and prioritize sector reforms. Building on this experience, the project supported the government in establishing sector reform plans and strengthening institutional management related to mining and advancing the EITI process.

- In new country engagements, project design must be informed by the need for simplicity and flexibility. Operations need to focus on building government capacity and keep activities streamlined and focused.

- To ensure an effective project implementation, the Project Implementation Unit needs to be properly staffed with staff assigned to clearly designated tasks. It is key to build capacity and establish internal quality controls within the unit to address quality issues.

- Since the inception, it is crucial to aim for the financial sustainability of the institutions involved in the EITI process, building resilience that will allow them to weather the instability of budget cycles.
Togo: EITI Implementation Support Project

Project ID: P163207
Total Budget: USD $152,548
EGPS Grant #: TFOA8623
Effective: March 2018; Closing: December 2020; Status: Closed

Context

Togo’s 2018 National Development Plan aims to accelerate sustainable economic growth, create employment opportunities, and promote all dimensions of human development, within a time frame ending in 2022. The plan identifies the mining industry as one of the strategic growth poles for the national economy, with the objective to accelerate job creation as well as government revenue collection for that nation. Mineral tax collection remains inefficient because of poor control of the company’s declared production and exports. Abandoned mine sites are increasing in Togo, and there are general grievances related to land grabs. Moreover, audit functions are nearly nonexistent, and payments are a function of self-declarations by companies, which are rarely challenged or verified by tax and customs authorities.

Consequently, there is a considerable risk of lost government revenue because of under declarations or profit-shifting that is funneled to offshore companies. Similarly, cases of conflicts of interest are reported to be prevalent among politically connected persons, who are seen enjoying direct or indirect ownership of mining companies. This has led to numerous investment agreements being biased in favor of private owners at the expense of the interests of the state. While the EITI process has limited scope to strengthen the bargaining power of the state, it can be very effective in enhancing oversight and accountability of the industry. In combination with the IDA-financed Mining Governance and Development Project (MGD) Project, the EITI offers a combination of technical assistance, accountability, and policy dialogue that can unlock the Togolese potential from its mineral resources.

Prior to grant approval in 2018, Togo had just undergone an EITI validation, which evaluated the EITI in Togo and developed suitable recommendations. The main gaps identified and determined by that report included MSG governance (updating internal governance documents and clarifying constituency representation and reporting procedures, renewing the MSG, having clearer rules on conflicts of interest), work planning, having a publicly available cadastre (in line with the Mining Governance and Development Project support), state participation (clarifying the financial relationship between the New Society of Phosphates of Togo (SNPT) and the state), contract transparency (clarifying the government’s stated policies, transparency of barter agreements and contracts, subnational transfers disclosing the revenue-sharing formula and the actual amounts transferred), as well as addressing recommendations from reconciliation and validation reports.

The project development objective is to support implementation and sustainability of the EITI in Togo.

Activities

The project development objective will be achieved through improved reporting procedures for production and revenue data from the extractive industries, strategic communication with stakeholders, as well as business planning for the Togo EITI Secretariat.

Specifically, activities include the following:

- Feasibility study of the portal for automated EITI declarations
- Guidelines for beneficial ownership declarations
- Options study on the long-term sustainability of EITI implementation in Togo
- Administrative support to work plan and governance arrangements

Results

Notwithstanding challenges such as delays caused by administrative bottlenecks, staff turnover, and obstacles posed by COVID-19–induced lockdowns and national election campaigns, progress has been observed both in general EITI implementation and in addressing the corrective actions required for the EITI validation.

After pausing its systematic outreach and dissemination of the 2017 EITI Report in early 2020 because of the COVID-19 pandemic, Togo resumed it, following COVID protocols, in December 2020. In July 2021, Togo published the 2018 EITI Reconciliation Report. This most recent reconciliation report covers 27 companies that represent over 99 percent of the total government revenue collected from the extractive industries. Revenues reconciled through the report amounted to 93 percent, an increase from 85 percent the year prior, the remaining revenue declared unilaterally by the government. EITI implementation awareness increased from 47 to 80 percent among authorities and industry stakeholders between 2017 and 2019, as reported by mineral sector and EITI perception surveys; a further update is expected in late 2021.

This grant has also been instrumental in supporting the EITI MSG by addressing the corrective actions required for achieving validation in accordance with international EITI requirements. In 2017, the EITI International Board identified seven corrective actions. In its second validation from September 2020, the Board judged that Togo made significant progress on all the EITI’s requirements and corrective measures, although two had yet to meet a satisfactory level. These issues pertain to MSG governance and work planning. Grant financing focused on accountability of beneficial ownership and contract transparency, as well as strengthening MSG governance. A transparency study of beneficial ownership of mining companies was completed under the grant, as was an institutional analysis for the internal governance of EITI Togo and its business planning. Progress on MSG governance improved from inadequate to meaningful, whereas all other requirements related to licenses and contracts, revenue collection, and allocation are now satisfactory.
The sanitary emergency has continued to cause implementation delays, particularly at the subnational level. The Colombia EITI Secretariat has presented a timeline to implement the project under the new schedule. In sum, a procurement specialist is on board, regions have been ranked and four selected based on the methodology, and a model for engagement, communication, and implementation of the EITI in the selected territories has been proposed.

**Results**

Under the identification of the four selected regions/municipalities, with the prioritization made in 2020, the MSG validated the first four regions (Cesar, Casanare, Boyacá Oriente, and Santander), based on specific parameters, which resulted in 41 municipalities selected out of 600 municipalities. The subnational structure is ready to be implemented in the selected regions with all the supporting material, the subnational EITI model to be applied, the tax payment and contribution information of the selected regions, and the methodology of awareness and training with stakeholders, along with a stakeholder mapping. There is also a proposal of the content that should be included in subnational EITI reports.

**Context**

Colombia has made significant progress in extractives sector governance by adopting a transparent mechanism for reporting extractive industries revenues. The country has been implementing the EITI since 2014. Through the support of the World Bank, Colombia became the first country in the Latin-America and Caribbean Region to achieve “satisfactory progress” under the EITI, the highest possible compliance rating. After such progress and thus far implementation at a national level, it has become necessary to deepen the EITI process at the subnational level.

The project deepens the implementation of the EITI at the subnational level in selected municipalities/regions, thereby enhancing the transparency and accountability of municipal institutions, national entities, and extractives companies operating in those selected regions/municipalities. In addition to the enhanced capacity for natural resource management, and support for improved governance across the extractive industries value chain in prioritized regions/municipalities, the project facilitates the improved fiscal management of extractives sector revenues in Colombia by enhancing fiscal data reporting on the extractives sector to the central government from municipalities, and thus in turn supporting efforts at fiscal consolidation and improved and informed extractives sector governance by the government of Colombia.

The project development objective is to support enhanced transparency and accountability in Colombia’s extractives sector governance by deepening the implementation of the EITI into municipalities and mainstreaming its use in governmental institutions.

**Approach**

The approach of the grant is based on the implementation of four components: (1) identification of four selected regions/municipalities; (2) stakeholder training, and capacity building; (3) supporting subnational EITI reporting; and (4) generating increased demand for transparency.

**Implementation Challenges**

At the beginning of the implementation of the project, challenges regarding the inclusion and budgeting of the financial resources led to some delays in the schedule of acquisitions. The Project Implementation Unit resolved both issues by hiring a procurement specialist to expedite contracting activities under the project.
Context
The current Argentine government has pledged to maintain the commitments with EITI International in 2019, and the Technical Secretariat of EITI Argentina has been strengthened with the incorporation of a multidisciplinary technical team. Argentina requested support from EGPS for enhancing its information systems that handle and disclose mining activity data in line with the EITI Standard. In 2018, Argentina created the website Mining Information Center of Argentina (CIMA), a repository of information on the sector. Despite the large amount of data gathered, CIMA stores information in a static way and without possibilities of crossings and interoperability. Also, the information is still incomplete and unranked, the databases do not include the corresponding metadata, and it requires a better process for regular updating. The project aims at informing the strategies of disclosure of mining information based on global standards, with a focus on local conditions and circumstances, while addressing the heterogeneity of the provinces of the country and considering the scale and diversity of the activity. The project has a federal perspective within a development framework aligned with principles of social inclusion and gender diversity. The project development objective is to improve the transparency of the mining value chain through the dissemination of up-to-date and systematic information and EITI reporting.

Approach
The project focuses on activities related to setting up the data information system for the mining sector. It is working on relevant outputs, namely, reports related to identifying information gaps, analysis, and design of the platform for the information transparency system, and communication of mining information. The project includes activities aimed at creating opportunities for women's participation in Argentina's extractives sector, particularly in mining provinces. The team appointed at the Mining Directorate was first led by a woman and the organization has clear policies on gender participation promoted across all steps of the decision-making process in the mining sector.

Implementation Challenges
Since provinces own the resources, the federal government faces challenges in terms of access to the data and the provincial information system. To address this, the profile for the firm to be contracted should include a provincial university (or a local firm) that has direct knowledge and local networking that provides access to the needed information.

Appendix A | Completed, New, and Ongoing Activities, FY2021

Argentina: Mainstreaming Mining Sector Data Collection and Dissemination through EITI Program Implementation

Project ID: P176138
Total Budget: $450,000
EGPS Grant #: TF0B5439
Effective: January 2019; Closing: December 2022; Status: Ongoing

There has been a recent change at the mining sector authority: The team will continue working with the Federal Secretary of Mines but with a newly designated technical counterpart. Lastly, the COVID-19 situation in Argentina has prevented the team from visiting the country and accelerating the implementation pace. Regular virtual meetings have been held.

Results
The project is in the process of contracting a firm to conduct the relevant studies/project activities. The terms of reference have been agreed with the government’s technical team and six firms have expressed their interest on participating. The process will continue once the new technical counterpart is fully on board and ready to work with the World Bank team leading the project.
Context
Tanzania joined the EITI in February 2009, yet the process has not demonstrated tangible progress commensurate to 12 years of implementation. It was a great achievement to create a space and the framework for transparent governance of the extractives sector; however, many in Tanzania and elsewhere are becoming impatient to see the extractives sector make a greater contribution to the socioeconomic development of the country. As it stands, the transparency configuration itself is not firm enough to play its role adequately; (a) The Tanzania Extractive Industries Transparency Initiative (TEITI) Secretariat faces some governance and institutional issues after having been years without a permanent national coordinator; (b) its institutional arrangement under the Ministry of Minerals is not consistent with TEITI’s role as a watchdog for the extractives sector; (c) TEITI lacks the financial resources to fulfill its mission without external assistance; (d) the capacity issues extend to technical capacities of its staff; and (e) TEITI has missed deadlines to comply with key requirements of the EITI Standard, such as the publication of beneficial ownership and the publication of all extractives sector contracts.

Approach
The World Bank is implementing a technical assistance project to help TEITI achieve compliance with the TEITA act, prepare for validation according to the 2019 EITI Standard, and improve the investment climate in the extractives sector by advancing a constructive dialogue on the impacts and benefits of the extractive industries between the government and the private sector.

The project’s activities will help the TEITI Committee effectively carry out its mandate as a platform for multi-stakeholder policy debate. Moreover, the project will help extractive-affected communities be better informed about the activities of the sector so that they can engage effectively.

Implementation Challenges
Implementation capacity issues were identified in project preparation with regard to procurement. Training was provided to the beneficiary by World Bank fiduciary teams. Because TEITI and the Ministry of Minerals lack the financial means to advance funds, project activities were slow to start. The project’s supervision has been done virtually since its start. The TEITI team attends periodic meetings from the World Bank conference room in Dodoma, which has worked very well so far. However, because implementation capacity issues persist, a field mission will be considered in the weeks ahead.

Results
The project continues to experience implementation capacity issues. Some remedial actions are being discussed with the beneficiaries: TEITI and its implementation partner, the Ministry of Minerals. The Bank recommended the recruitment of an experienced procurement consultant on a part-time basis; however, the ministry did not mobilize such a person.

After a change in disbursement methods, the project was able to disburse 50 percent of the grant. This could help fund training activities in the weeks ahead.

At this point, it is difficult to envisage that all the grant’s activities will be implemented by the closing date in March 2022. Based on the commitment level demonstrated by the beneficiaries, the Bank may consider an extension of the closing date.
COMPONENT 2
REGULATION AND INSTITUTIONAL STRENGTHENING

Context

Nigeria is a major oil exporter and the largest producer of crude oil in Africa. After years of efforts to diversify the economy away from oil, the federal government in 2019 still relied on the upstream oil and gas sector for 40 percent of its total revenue. Further, oil revenue flows are not necessarily transparent; questions have been raised for decades about the extent to which Nigerian citizens are benefiting from oil revenue. In this light, the Ministry of Petroleum Resources, together with other ministries and agencies that work on matters related to oil and gas, has asked the World Bank for help in strengthening sector policy making, implementation capacity and analysis, and forecasting of oil revenue.

In FY2019, this activity focused on oil revenue analysis as well as gas flaring reduction. With respect to the former, the Ministry of Petroleum Resources, Budget Office of the Federation under the then Ministry of Budget and National Planning, Office of the Auditor-General for the Federation, and Nigeria Extractive Industries Transparency Initiative (NEITI) asked for specialized training on the oil revenue model developed by the World Bank, in coordination with the Ministry of Finance and the Budget Office of the Federation. This activity contributed to the acquisition of the data needed in the model, online Excel training, and face-to-face training on the oil revenue model. The model format was modified in response to feedback received during the training sessions.

In addition, this activity contributed to the Nigerian Flare Gas Commercialization Program by offering technical assistance to the preparation of documents needed and providing technical advice more generally, with the aim of reducing routine gas flaring, where associated gas is flared (burned) during oil production. In July 2018, the government published in the official gazette the Flare Gas (Prevention of Waste and Pollution) Regulations, 2018, which formed the legal basis for the commercialization program developed by the World Bank, in coordination with the Ministry of Finance and the Budget Office of the Federation. This activity contributed to the acquisition of the data needed in the model, online Excel training, and face-to-face training on the oil revenue model. The model format was modified in response to feedback received during the training sessions.

Approach

This activity has reviewed several successive versions of the Petroleum Industry Bill, including the executive bill delivered to the National Assembly on September 28, 2020, and the revised House and Senate versions presented for the third reading in the National Assembly in June 2021. Unlike the corresponding bills of 2018—the so-called legislative bills drafted by committees in the National Assembly (comprising four bills rather than one)—the September 2020 bill was an executive bill drafted by a team managed by the Office of the President.

Results

There were important changes between the September 2020 bill and the June 2021 House and Senate versions. The bills passed the third reading (they are publicly available and have been analyzed under this activity), following which the two chambers also voted on and passed the so-called harmonized version. The World Bank exchanged its assessment of the first three versions of the bill (September 2020 and June 2021 House and Senate versions) with government counterparts and development partners, including the implications of the key provisions of the bill for the federation’s revenue as well as the governance structure of the sector.

The World Bank has interacted frequently with the International Monetary Fund, which has been testing the new fiscal terms in its fiscal model, and development partners to arrive at a common understanding of the implications of the bill.

The harmonized version of the bill was submitted to the Office of the President during the second week of August and was signed into law on August 16, 2021. This activity has not yet analyzed the final signed bill and will continue helping the government understand the implications and steps needed to address new issues that arise from the Petroleum Industry Act.
Background

Papua New Guinea has a wealth of natural resources. Revenue from these resources could contribute to reducing poverty and improving the lives of the country’s citizens. However, 37.5 percent of the population continues to live below the national poverty line. Papua New Guinea has been exposed to global commodity price cycles and is prone to natural disasters. Economic growth is erratic, and the country has been unable to build savings from its resource wealth. As a result, the nation continues to rely on external financial assistance to manage economic downturns, such as the current pandemic.

Over the last few years, the World Bank has been supporting the government in a range of fiscal, policy, and commercial areas critical to further development of the country’s mining and oil and gas sector. This includes fiscal expertise to support the Treasury to understand different options for taxation and participation by the state in resource projects, as well as support to the Ministry of Petroleum to better understand and to develop policy and regulation on key issues such as local content (“national content”), third-party access to infrastructure, and domestic gas (“domestic market obligation”). The World Bank has also provided capacity building to the national utility company, PNG Power, to identify opportunities to use gas domestically for power generation, aimed at increasing access of the population to affordable and reliable energy.

The devastating impact of COVID-19, which has hit the country’s fragile economy disproportionately hard, has only increased the urgency to develop a national mineral and oil and gas development strategy, which would allow the government to better plan and manage the huge potential socioeconomic benefits of the country’s mineral resources for the people of Papua New Guinea. At the same time, the increased focus on climate change, which is also affecting the country disproportionately, is forcing the government to make fundamental choices about the use of domestic mineral energy resources—that is, coal, oil, and gas—in the local economy. The goal of this grant-funded activity is to support the PNG government to address these strategic challenges in the extractives sector.

Approach

The activity aims to further build capacity and develop tools at the relevant entities of the state (Department of Treasury, Bank of PNG, Department of Petroleum and Energy, Mineral Resource Authority) to do the following:

- Develop a national mineral and oil and gas resource development strategy.
- Carry out macroeconomic modeling of economic and social benefits of developing resource megaprojects, including fiscal revenues, local economic growth, and job creation, both directly from the projects as well as indirectly through links between the extractives sector and other sectors of the economy.
- Develop a national fuel strategy across all sectors of the economy, considering all forms of fuel and energy, and driven by long-term national strategic goals, such as climate goals.
- Share best practices and lessons learned in other countries on relevant institutions and regulations required to implement the national fuel strategy.

To this end, the World Bank deploys a team of international and local mining and gas experts—both Bank staff and individual consultants and consulting firms—to bring international best practices and lessons learned from elsewhere to Papua New Guinea. The work consists of supporting and empowering staff of relevant state entities to build capacity and to create and issue the policy, strategy, and planning documents described above.

The work is done in close collaboration with the macro team in the Bank (the country economist) to reflect the significant role of the extractives sector in the economy of Papua New Guinea.

Implementation Challenges

COVID-19 has had a devastating and disproportionate impact on everyday life in Papua New Guinea over the last 12 to 18 months. Consequently, it has been hard for the project team to engage with our counterparts at the relevant state entities and to set up the basic day-to-day working model required to achieve the main objectives of this activity, to build capacity and to co-create the different tools and products described above. As a result, the implementation of this activity has been delayed by approximately six to eight months. The project team thus requested a four-month extension of the activity, which was kindly granted by the EGPS program. To date, the project has used only about 20 percent of its allocated budget.

Results

To date, the project team has developed an integrated macroeconomic/extractives sector project model specific to the PNG economy. The team is ready to engage with our counterparts to bring them on board and to transfer this capacity to the country, starting early September 2021. Overall, the main deliveries from this activity, all co-created by the PNG government in close collaboration with and supported by the World Bank team, are as follows:

- An integrated macroeconomic/extractives sector project model for carrying out macroeconomic analysis of strategic development choices
- A strategy document presenting the position of the state to develop the country’s mineral and oil and gas resources, balancing the significant potential socioeconomic benefits from resource megaprojects against adverse impacts on the environment and reflecting the country’s ambition of becoming a carbon-neutral economy by 2050
- A strategy document presenting the fuel mix over time in different sectors of the economy, balancing affordability of energy for the people of Papua New Guinea against adverse impacts of the use of fossil fuel on the environment and reflecting the country’s ambition of becoming a carbon-neutral economy by 2050
Context

Mining dominates the Mongolian economy, accounting for some 80 percent of exports and contributing a quarter of the GDP, yet only a small portion of the country’s abundant known mineral resources has been commercially developed and only limited value addition takes place within Mongolia. In July 2020, the newly elected government reaffirmed its commitment to bring into production more of Mongolia’s mineral deposits and to process minerals locally instead of exporting them. Its objectives are to boost government revenues, retain more value in country, and create conditions for more diversified economic growth in the future.

The project development objective is to share insights and analysis with decision-makers in the government to clarify strategic directions leading to more sustainable mining investment and benefit flows over the long term.

Approach

EGPS-financed activities will support the government to identify a more optimal strategy for the use of scarce public funds and mobilization of fresh private capital. Analysis is planned on the drivers of viable mineral resource development, models for mobilizing public and private capital, and a review of governance of mining state-owned enterprises. A policy note series will capture insights from the analysis and be disseminated for stakeholder debate. The outcome will be reflected in a strategic options paper for government consideration.

- Refresh the techno-economic analysis conducted by Worley Parsons in 2010 (financed by World Bank Investment Project Financing (IPF) on optimal development of strategic mineral deposits.
- Conduct international benchmarking study on the costs and benefits of different modalities of state participation in mining.
- Undertake quantitative evaluation of public financing/tax structures that meet Mongolian government state participation goals.
- Drawing on (a) to (c), deliver a policy note series on critical aspects of planning and financing mine, mineral processing, and related infrastructure projects, to include state equity, shared mining/public infrastructure, and environmental and social safeguard considerations.
- Conduct a mix of open stakeholder roundtables and closed government of Mongolia workshops to discuss (d) and deliver reports on each.
- Deliver a strategy note to capture the outcomes of (a)–(e), including criterion for the designation of deposits as strategic.
- Conduct one high-level dialogue with government of Mongolia decision-makers after completing (f).

Implementation Challenges

Travel restrictions have caused slight delays in output delivery. During the year, work has been done remotely, with communication via video conference and email. Although challenging at times, all participants have contributed to facilitating content exchanges, from data to ideas.

Results

Draft reports were received for (a) the techno-economic analysis on optimal development of strategic mineral deposits, (b) the benchmarking study on the costs and benefits of different modalities of state participation in mining, and (c) the evaluation of public financing/tax structures. Following the feedback provide, final reports are expected early in FY2022.

In addition, a report specifically on sovereign wealth funds was also completed and delivered to the government of Mongolia. The output of this project will provide a source for donor engagement with the government on its reform agenda. Ideally, it will be followed by reforms, which can be supported by the World Bank Group through Development Policy Lending (DPL) and IPF.
Global: Impact of COVID-19-Induced Recession in World Oil & Gas and Mineral Markets

**Project ID:** P170557  
**Total Budget:** $250,000  
**EGPS Grant #:** TF0B3968  
**Effective:** May 2020; **Closing:** October 2020; **Status:** Closed

**Background**

In 2020, the COVID-19 crisis caused a global economic standstill that was expected to have significant impact on short- and medium-term demand, and world market prices, for oil, gas, and minerals. Early in the year, oil spot prices plummeted to historically low levels, and oil futures through to 2025 dropped from around $50 to under $40 per barrel.

Resource-based economies, such as Papua New Guinea, Mozambique, and Peru, depend heavily on the extractives sector in terms of employment, export of mineral commodities, and state (fiscal) revenues. Consequently, COVID-19 was expected to significantly impact the short-term economic outlook for these countries. The worldwide drop in demand for oil, gas, and minerals was not just going to have an impact on anticipated revenues from existing projects; it was expected to delay and even lead to cancellations of investments in new resource megaprojects that could have (had) a transformational impact on the economy in these countries.

There was a strong interest in the World Bank to understand the short- to medium-term impact of COVID-19 on client countries. The Extractives team in the Bank came to an understanding, together with the country economists in Mozambique and Peru, that it is important to have a project-by-project breakdown of the impact of COVID-19 on existing and prospective resource megaprojects, given that a reduction in anticipated revenues and/or a delay in execution of each project would have a measurable impact on economic activity at the macro level.

The goal of this grant-funded activity has been to assess the short-term impact of the COVID-19–induced recession in world oil, gas, and mineral markets on key macroeconomic parameters (GDP, employment, and fiscal revenues) in Papua New Guinea, Mozambique, and Peru, based on a bottom-up analysis of resource megaprojects, as well as to identify relevant extractives sector-specific policies, regulation, and management processes to mitigate this impact on resource-based economies.

**Approach**

The project set out to identify and select legacy and prospective resource projects that have a significant impact on the economy of the country (“megaprojects”) in Papua New Guinea, Mozambique, and Peru.

The next step was to assess the impact of COVID-19–induced commercial and operational issues on the revenues and the timeline of these megaprojects, as well as the decision to invest in new project in the first place; this involved consultations with relevant stakeholders such as government officials and private sector project developers. The contribution of these megaprojects to the economy and the impact of COVID-19 were aggregated in integrated macroeconomic and resource project models in close collaboration with the country economic teams in the Bank. The goal of this exercise was to identify possible elements of a post–COVID-19 work program to address the specific medium-term economic effects caused by the virus in the extractives sector and possible ways to speed up recovery in the sector.

Separately, the project aimed to take stock of COVID-19 impacts on the mining industry—estimating global demand losses for key commodities, recent patterns of supply disruption, forward guidance on short-term price outlooks, and price risk assessment—and to undertake a deep dive into national sector and budgetary impacts, including assessment of the current resilience of selected national mining industries to the COVID-19 pandemic, the impact on production and investment in the mining sector, scenario-based evaluation of future industry conditions and their possible impact on future export and fiscal revenues, and links between the mining sector and other sectors of the economy with regard to production (value added) and employment.

**Implementation Challenges**

The project was executed in just under three months, from late April until early July 2020, during which it was only possible to generate a first, high-level outlook for the anticipated impact of COVID-19. Furthermore, the project was executed while everybody was just getting used to working from home. Consequently, it was difficult to get hold of people for stakeholder consultations.

**Results**

The activity resulted in a fully operational integrated macroeconomic and gas megaproject model tuned to the national accounts of Mozambique. With the help of this model, the team managed to simulate the impact of the COVID-19 pandemic on key macroeconomic indicators, that is, fiscal revenue, and debt sustainability of the country.

In parallel, with help from the consultant firm CRU, the team developed an outlook for commodity prices for key export and fiscal revenue-generating minerals in both Mozambique and Peru. In a separate report, the team presented an outlook of the impact of COVID-19 on future development prospects in the mining sector in both countries.

The PNG analysis is much deeper and still ongoing in a follow-up project, PNG Mineral and Oil & Gas Resources and Domestic Market Development, which is also funded by the EGPS Trust Fund.
Context

The potential for mining and mineral processing in Azerbaijan is likely significant. Azerbaijan has rich variety of known metallic (especially gold and copper, but also other base metals) and nonmetallic mineral resources, and a good potential to expand its resource base and contribute more to the economy exists. However, Azerbaijan is likely to remain known primarily as a major oil and gas producer in the short run given the outdated exploration data and the time needed to develop new mining projects.

Key policy choices need to be made to orient reform toward either attracting exploration and world-class mining companies or developing national companies with strong public sector involvement. If Azerbaijan plans to attract mining players like leading mining jurisdictions, it may have to embark on significant policy and legal reform. If Azerbaijan chooses to rely on its historical capacity and current legal framework as well as on its newly formed state-owned company to further develop the sector, the country is unlikely to attract investors but could still learn lessons from good practices, especially regarding environmental and social impact management of mining and processing.

The government of Azerbaijan approached the World Bank for support in the mining sector. In response, the Bank has undertaken a brief preliminary assessment to identify opportunities and challenges in the country’s mining sector.

The development objective is to assess the potential for mining and the gaps in mining governance in Azerbaijan.

Approach

The approach was to carry out an assessment of the geological potential and of the overall governance environment based on the existing (limited) literature. A preliminary assessment of mining in Azerbaijan was produced, presenting both the opportunities and the challenges. It also included proposals for further World Bank technical and financial support to the National Agency for Minerals.

Implementation Challenges

Engaging with a new client without the option to physically meet and visit the country was challenging. Judging the preparedness of the government to reform the sector and incorporate lessons from the international experience has proved hard.

Results

A rapid assessment was produced and is currently being finalized, with the objective to further engage with the authorities and decide which type of assistance should follow.

The main conclusion is that Azerbaijan is likely to remain known primarily as a major oil and gas producer in the years to come given the low level of exploration and the time needed to develop new mining projects. However, if the environmental impact can be offset, the country may have a comparative advantage in the processing of minerals.

Additionally, Azerbaijan has rich variety of known metallic (especially gold and copper) and nonmetallic mineral resources, and a good potential to expand the resource base and contribute more to the economy exists. The two main issues standing in the way of such resource development are the lack of an investor-friendly mining law and outdated geological information.
Context

Georgia is a country in the Caucasus rich in mineral resources. For decades, mining has helped generate revenues important to the national and regional budgets. Georgia’s mining sector is characterized by several significant deposits and investments in manganese, copper, and gold and small-to-medium size quarry operations (primarily marble and construction materials).

In the last five years, renewed interest in Georgia’s minerals sector has emerged; an estimated 35 percent of exports are mineral related (raw, processed, and semi processed minerals). Apparently because of its untaxed export policy, Georgia has quietly become a “re-export” or transit country for gold, copper, and ferrous metals mined in other countries. It is estimated that up to 45,000 Georgians work in the minerals sector.

Despite the growing importance of the sector, Georgia’s mining sector legislation still closely follows the Soviet-era model. Existing legal and fiscal regimes as well as institutional arrangements are not attractive for investors, and environmental and social standards are insufficient. The capacity of the recently established main regulator of the sector, National Agency of Mines (NAM), needs strengthening. Geological data that cover a large part of the country exist but have not been updated and are difficult to access for potential investors.

In 2017, the Ministry of Economy and Sustainable Development through NAM started a mining sector governance improvement process. NAM started a modernization process with the general aim to improve sustainability in the mining sector and boost investments. One of the key priorities is to support the growth of Georgia’s GDP and rural development by attracting investments in the mining sector. The objective of the grant is to assist the Georgian government in promoting its mineral potential to attract more responsible investors in the mining sector.

Approach

Based on an official request from the Parliament and government of Georgia, the World Bank mining team started discussions with NAM in 2017. Several capacity-building activities were carried out on environmental protection, social, and economic aspects of the mining sector as well as on the EITI. An assessment of the current state of mining licensing and geological information systems in Georgia and best practices of the world was produced, as well as initial mining brochures to promote selected mineral deposits. Georgia was involved in several regional and world assessments, including those on forest and mining, and mine closure and economic regeneration.

Implementation Challenges

Several long discussions with the counterpart have been held to design the activities under the grant. To cover what could not be included in this short-term grant, it was agreed that a separate recipient-executed grant could be submitted in the EGPS autumn call for grant proposals. The new grant proposal would be a continuation of the existing grant and could form a basis for larger project discussions.

Results

The project implementation started recently and there are no major achievements yet. However, the grant is almost fully committed, and a consulting firm was selected and has started to work on the maps’ digitization and communication strategy development. An individual consultant is working in parallel on the finalization of the mining catalog. The catalog will consist of at least 20 project brochures presenting potential reserves. It will be ready by the end of August 2021.
Context

To embark on extractives sector reforms, countries need to conduct a systematic and comprehensive diagnostic analysis along the entire value chain of the sector. Such an analysis works best if it identifies the strengths and weaknesses of sector management and assesses institutional and legal frameworks, as well as their implementation and enforcement mechanisms.

In response to demand from client countries, the World Bank launched in 2013 a project originally titled the Mining Investment and Governance Review (MinGov).

The project development objective is to develop and maintain an analytical tool that can be used to strengthen the mining sector’s governance, investment environment, and development impact.

Approach

Phase 1 of the project focused on the development of methodology, which was then rolled out in eight primarily African countries. Phase 2 started in the fourth quarter of 2016 with a revision of the MinGov, followed by the midterm review in July/August 2017. These exercises led to the improved focus on the mining sector’s comprehensive and systematic assessment rather than specifically its governance aspect.

Implementation Challenges

The primary implementation challenge during FY2021 resulted from COVID-19-related restrictions. Data collection and follow-up interviews had to be conducted remotely via email, phone calls, and virtual meetings. With increased reliance on local consultants, this approach worked quite well. Dedicated follow-up by a local consultant yielded a robust database for the Afghanistan assessment—reflecting substantially increased participation from industry and civil society respondents compared with an earlier assessment. In Peru, the Mining Sector Diagnostic assessment team included two local academics/former government officials, who greatly facilitated access to respondents as well as added in-depth knowledge on issues.

Also related to the ongoing pandemic was the relatively low demand for MSD assessments as country authorities were focused on managing the pandemic response and the resulting economic challenges. This resulted in fewer assessments than would otherwise be expected; however, it is expected that stronger interest in MSD assessments will resurface post-pandemic.

The MSD currently does not explicitly address issues related to climate-smart mining in the context of the transition to a low-carbon environment. To keep the MSD relevant, work is being initiated to determine how climate-smart mining issues could be addressed within the tool.

Results

Five MSD assessments (Afghanistan, Colombia, Indonesia, Papua New Guinea, and Serbia) were completed during FY2019 and FY2020; a further three assessments—all based on requests from the respective governments—were completed during the same period for Argentina (two provinces: Salta and Buenos Aires), Liberia, and the Philippines. In addition, data collection was completed for Myanmar.

During FY2021, two MSD assessments were completed—for Peru and Afghanistan. The Peru assessment was one of the best completed to date and the World Bank presented the findings at the PDAC 2021 convention held in February. The authorities were briefed on the results and subsequently requested World Bank assistance in designing the National Mineral Policy and further analytical work related to the sustainable use of the country’s mineral wealth.

The Afghanistan assessment was a significantly updated version to reflect changes in the legal and regulatory framework as well as to increase stakeholder inputs from industry and civil society. Although the assessment was significantly improved, the prevailing political situation limits World Bank follow-up on the assessment.

In addition, data collection started in the Kyrgyz Republic and preparatory work for an MSD assessment was initiated in Kazakhstan.
**Context**

The standardization of mineral fiscal policy making and administration remains at the forefront of the global debate about sustainable development of the mineral industry. The topic is also a central pillar of technical assistance activities in most World Bank client countries. Many countries, mainly in West Africa (Burkina Faso, Côte d’Ivoire, Mali, Togo), have expressed a strong demand for good practices and peer-to-peer learning. Development partners (GIZ, AfDB, and others) have also indicated a strong interest in project partnership collaboration programs on this topic.

The project development objective is to build an in-depth transparent report and toolkit identifying relevant fiscal policies and mineral tax administration, within the core groups of sector experts who are engaged from participating countries to communicate on these issues.

**Approach**

Against this background, the EGPS sourcebook *How to Improve Mining Tax Administration and Collection Frameworks* and the existing training material offer a powerful toolkit to be deployed across a wider group of client countries with many advantages. Using a predefined curriculum of tax policy and tax administration topics, a series of 3–5 weeklong seminars will be conducted. The project will finance two to three trainers who will update and present the existing training material.

The deliverables for this training will contain a set of course materials, which may be reused or replicated in future training events. A synopsis and course evaluation will also be prepared to capture lesson objectives and learning goals, describe a methodology for course outlines and organization, and highlight the proposed conduct of future courses. If successful, the course may be replicated in collaboration with development partners, including the IMF, GIZ, or others. The material may also serve as training content for a future broader engagement in the management of tax administration.

**Results**

The planned activities have been suspended because of COVID-19-related travel restrictions and general health concerns related to cross-border workshop arrangements. It was concluded that virtual meetings would not yield the intended results in peer learning and with training programs evolving around real-life case studies. Alternative training modules are available online from multilateral and bilateral partners. For that reason, the team found no added value to enter this field. The team is hopeful to reengage, through new funding, once travel restrictions ease.
Armenia: Armenia Mineral Sector Policy Grant II

Project ID: P173686
Total Budget: $475,000

EGPS Grant # | Effective | Closing | Status
--- | --- | --- | ---
TF0B3556 | February 2021 | April 2022 | Ongoing
TFOA5519 | November 2017 | April 2020 | Closed

**Context**

Armenia is rich in mineral resources, including copper, gold, steel, zinc, magnesium, and molybdenum (11th in the world by the reserves). In 2016, the mineral extraction industries made up 17.9 percent of the country’s total industrial production, and the export of minerals accounted for 26.4 percent of total export revenues. The industry directly employs around 9,000 workers, concentrated in rural areas, amounting to approximately 0.8 percent of the country’s total employed population.

Despite the potential for growth, the mining industry has been a contested subject in Armenia. The country has lacked a defined mining sector policy. Historically, there has been a strong public distrust of mining activities, largely fueled by the lack of publicly available information, miscommunication between stakeholders, and the fact that most mines originated in the Soviet era under weak environmental and social standards.

Between October 2015 and April 2016, the World Bank–managed multidonor trust fund EI-TAF (Extractive Industries Technical Advisory Facility) produced a report that provided a review of the Armenian mining sector and an assessment of its potential to contribute to sustainable economic growth and development of the country. Based on the findings, the report offered recommendations for the creation of a mineral sector policy that would embody guidance for better governance of the mining sector, building trust among the stakeholders, and generate higher environmental and social standards.

Implementation Challenges

The implementation of this project has faced multiple challenges:

- During elaboration of the mineral sector policy, Armenia went through radical political changes, with a “velvet revolution” taking place amid the project implementation period.
- An overhaul of the government, followed by the parliamentarian elections in 2018, led to the replacement of most government representatives with many young people, including civil society representatives and journalists. This created quite some delays, needing them to catch up with ongoing activities.
- It was difficult to find the right consultants for the planned analytical works, which caused further delays. The last complicating factor was the closing date of the parent trust fund.

For these reasons, the government of Armenia requested an extension and additional financing for the Mineral Sector Policy Grant. However, the World Bank was not able to satisfy the request for administrative reasons, and, instead, based on discussions with the EGPS, agreed to allow for a new grant to enable completion of the work. The new grant was put in place in July 2020 to assist the government with the finalization and implementation of the mineral sector policy.

**Approach**

To support the development of a long-term policy, the project helped undertake a series of diagnostic studies to fill the existing knowledge gap and identify the priorities, means, and measures for producing a policy that could be translated into an action plan. The economic assessment evaluated the economic viability of different types of mining investments for Armenia, considering their (potential) contribution to local, regional, and national development, and the potential to develop stronger economic links along the supply chain. The environmental and health assessment evaluated the risks that the mineral sector development poses to local communities, and how these risks can be effectively addressed in the mineral sector policy.

**Results**

Reacting to the COVID-19 outbreak, the government conducted a rapid assessment of the pandemic’s impact on the mining sector, focusing on the economic and health-related effects of the pandemic. Considering the vulnerability of the sector to the virus, the government transferred part of the grant’s capacity-building budget to finance the training of more than 1,700 doctors and nurses in mining regions.

The Mineral Sector Policy Grant II (P173686) allowed restarting the development of the mineral sector policy. The consulting company is now selected and will start engaging stakeholders in September 2021. Besides the completion of the policy development, the new grant will assist the Armenian authorities to bring key elements of the existing legislation in line with international best practices and conduct capacity-building and awareness-raising activities for the key stakeholders.
The analysis was structured in two phases: Approach

Areas for engagement, which might form the object of a future sector-specific IPF as well as inform key policy lending and associated technical assistance.

The project development objective was to carry out a diagnostic of the petroleum sector to identify reforms, improved fiscal management, and the promotion of economic diversification in key real sectors.

The Petroleum Sector Diagnostics was launched against this backdrop. Its purpose was to identify the 2014 oil price shock, Chad was forced to pursue a severe fiscal adjustment and, subsequently, fiscal consolidation. This led to a series of development policy lending, which were structured around governance reforms, improved fiscal management, and the promotion of economic diversification in key real sectors.

The Petroleum Sector Diagnostics was launched against this backdrop. Its purpose was to identify areas for engagement to inform the structuring of the World Bank’s and other donors’ development policy lending and associated technical assistance.

The project development objective was to carry out a diagnostic of the petroleum sector to identify areas for engagement, which might form the object of a future sector-specific IPF as well as inform key sector reforms under the Development Policy Operation (DPO) series.

The analysis was structured in two phases:

1. The sector diagnostic, which was publicly completed in February 2019. The study was designed to identify the strengths and weaknesses of Chad’s approach to the exploitation of petroleum resources, and the management of the economic and social impact of such exploitation. Priority reforms were grouped under common themes and validated through stakeholders’ consultation. These included:
   i. Defining and disseminating sector policies; Law 006/PR/2007 (Petroleum Law)
   ii. Promoting the optimal development of petroleum resources
   iii. Harmonizing the system of laws, regulations, and contracts
   iv. Strengthening institutions and institutional capacity
   v. Administering and collecting taxes and royalty
   vi. Managing extractive industry revenues
   vii. Setting the basis for sustainable development

2. The value chain diagnostics (Chad SME Competitiveness and Global Value Chain Upgrading Diagnostics), which was completed in October 2020. This study explored how key competencies of the oil and gas industry could be leveraged to support the diversification of the Chadian economy. The study hypotheses were refined through interviews with multiple experts who either work for development organizations or are technical and engineering specialists. The analysis focused on identifying opportunities and prioritizing core competencies in specific segments of the oil and gas value chain where economic activities have the potential to grow and increase cross-pollination, which can be achieved through policy reforms or the provision of public and private inputs. The study applied a strategic segmentation and gap analysis approach to the oil and gas industry, and it identified three unique core competencies that have the potential to create cross-industry links and spillover effects:
   i. Advanced data management
   ii. Water management
   iii. Shared infrastructure and logistics

Implementation Challenges

Stakeholders’ consultation is critical not only for fact-checking but to create a shared vision and ownership of the study findings. Both phases of the study relied on interviews with public sector actors, industry experts, and local businesses. Findings were also presented and discussed with interviewees.

This approach resulted in a longer-than-planned completion lead time, particularly in the second part of the study, which was heavily affected by the COVID-19 pandemic and associated limitations on travel and in-person gatherings. On the other hand, broad consultation (both within the World Bank Group and in country) allowed the team to socialize concept and ideas, which ultimately facilitated the discussion on priority areas and concrete reforms to be considered for technical assistance and development policy lending. Setting up a research board comprising key constituencies could have further enhanced ownership and trust, although this would have imposed a longer completion lead time.

Results

Links with existing or planned lending operations ensure that policy recommendations become an integral part of the country dialogue. The purpose of the study was to identify areas for engagement in the petroleum sector to inform the structuring of development policy lending and technical assistance programs under preparation. This imperative guided the study’s research methodology, scope, and timeline so that data-based solutions could be proposed and discussed with the government to address specific challenges. This context gave focus and purpose to the study and helped create and maintain a constructive engagement with government counterparts. Issues and solutions identified through the study were discussed and validated with the relevant stakeholders and adapted to reflect their feedback. The findings of the study informed the preparation of the following projects:

Phase 1: The Chad Domestic Resource Mobilization and Management Project and the first and second Economic Recovery and Resilience Development Policy Operation, as well as the technical assistance to the Ministry of Finance and Budget for setting up a long-term macroeconomic model to help define the government’s fiscal policy stance

Phase 2: The Risk and Resilience Assessment (RRA) and associated Eligibility Note for Access to the Prevention and Resilience Allocation (PRA), as well as the systematic country diagnostic update

The concept of leveraging key competencies of the petroleum sector as an anchor for economic diversification, developed in phase 2 of the study, elicited particular interest. This approach was found more promising than the current local content policies, which tend to create further dependence on the petroleum sector and increase exposure to its economic cycles.
Context

To support growth and meet its universal access goals, Myanmar will have to address key energy challenges, grouped into three thematic areas: accelerating access to clean energy for all, ensuring sufficient and reliable power supply, and pricing policies and inefficiencies in energy consumption.

Myanmar’s electricity demand is growing at more than 10 percent a year, and natural gas-fired generation is expected to be the main source of new electricity supply. However, the existing fiscal, contractual, and governance framework for the gas sector is out of date and uncompetitive. The model production sharing contract (PSC), while workable for Myanmar’s earlier shallow-water projects, is proving to be inadequate and unbalanced as activity moves increasingly to deeper water. Moreover, Myanmar’s upstream governance framework vests almost total responsibility for the sector in the hands of the national oil company, Myanmar Oil & Gas Enterprise (MOGE). Efforts to adjust the fiscal, contractual, and governance structure have been slow, and capacity within the government of Myanmar to make policy and regulatory decisions is extremely limited.

For the last 40 years, the country’s upstream oil and gas sector has generally been managed by MOGE, which currently sits under the Ministry of Energy and Electricity. Since the 1990s, exploration and production rights have been granted to foreign companies under PSCs with MOGE based on model PSCs developed by MOGE. Neither MOGE’s assumed mandate nor the concept of PSCs as the contractual mechanism for the conduct of petroleum operations has been contemplated in any legislation or regulation. Hence, reform of sector legislation is urgently required, so the National Economic Coordinating Committee (NECC), the highest policy-making body in the country, requested the Bank’s assistance to address the fiscal and governance framework of upstream gas, electricity pricing reform, power system dispatch optimization, and capacity building of sector entities.

The project activities are structured around three pillars:

- Inclusive access to clean and reliable energy, covering the access agenda and power supply reliability challenges
- Efficient energy services and low-carbon electricity services, including exploring interventions to support supply and demand-side management
- Governance, planning, and financial viability, which would continue the ongoing dialogue on fiscal and governance framework of upstream gas, electricity pricing reform, power system dispatch optimization, and capacity building of sector entities

The just-in-time advice was provided in the form of comments to drafts of (a) a new petroleum upstream law and (b) a revised model PSC.

The Bank team undertook a quality assurance process to ensure that advice provided on this high-visibility task aligned with international best practices. To this end, a virtual review meeting was held May 13–20. The recommendations from the peer reviewers were incorporated in the latest rounds of advice to government and are reflected in this summary note.

Results

The project made good progress in two areas that targeted the fiscal framework and draft petroleum law.

Against the anticipated outcome to develop an upstream gas fiscal framework, the project developed a revenue forecasting model that is being used by the Myanmar government. Myanmar used this model to prepare publicly disclosed revenue forecasts for FY2020/21. The Bank team also provided training and modeling to support Myanmar’s analysis of new fiscal terms.

Against the intended outcome around an improved gas governance framework, the project provided inputs into the new petroleum law. The final Draft 4 shared with NECC by Norad incorporated almost all the Bank’s suggestions. Key changes in the law included governance structure, permitting, fiscal terms, and transparency and environment.

The government has requested further support. Continued engagement with the NECC, Ministry of Electricity and Energy (MOEE), and other stakeholders is expected to continue under the Myanmar Energy Policy Dialog and Sector Development Project (P171461) with funding from the EGPS Trust Fund.
**Context**

Petroleum has been identified in Somalia since the 1960s, with hydrocarbons detected onshore and offshore. The government aspires to start offshore exploration drilling activities in the near term. Regulatory oversight capability is nascent. Somalia and its international partners have committed to aligning behind Somalia’s new National Development Plan (2017–20, 2020–23), reinforced by the New Partnership for Somalia agreed at the London Conference in May 2017. The plan outlines the development of an inclusive petroleum sector that contributes to future income streams and socioeconomic development. The sector-specific plan target is “to build a robust institutional structure that consists of i) a Ministry that sets policies, ii) a Somalia Petroleum Authority (SPA) that regulates, and iii) a Somalia Petroleum Company (SPC) that represents the commercial interest of the state.” The time frame of (ii) is driven by the first offshore petroleum licensing round since the 1990s, active from Q3 2020 to Q2 2021, imminently to be followed by the bid evaluation, award, and exploration drilling. This technical assistance program contributed to items (i) and (ii).

The project development objective is to strengthen the capacity of the Federal Government of Somalia to manage its petroleum sector.

**Approach**

Strengthening the capacity of the Federal Government of Somalia to manage the petroleum sector is performed by supporting the development of a national communications strategy to empower a greater proportion of the Somali public, including Federal Member States, to effectively participate in the ongoing dialogue on using the petroleum deposits as a source of national wealth and to build trust and organizational structure, human resources framework) provided in December 2020. This capacity building through the establishment of a project management unit within the Ministry of Petroleum and Mineral Resources.

**Implementation Challenges**

This project is the first recipient-executed project of the Ministry of Petroleum and Mineral Resources. It followed a previous Bank-executed technical assistance program (Petroleum Sector Inclusive Development, P150467, 2014–19). The initial project duration of 1.5 years was extended twice to 2.5 years, for many reasons: (a) The ministry had insufficient quality and quantity of staff to manage the challenges faced by the administration and the sector in particular; (b) a lack of experience with World Bank procurement processes caused delays in awarding contracts for two of the three project activities; (c) internal administrative and human resource matters at the ministry, including recruiting a successor after the resignation of the first director general early 2019; and (d) in Q3 2020, the COVID-19 pandemic and the political uncertainty created by the change of the prime minister and cabinet of the Federal Government of Somalia caused slippages in the implementation of the Somalia Petroleum Authority activities. Upon renomination of the minister of petroleum and mineral resources, this project got back on track and finished in December 2020.

**Results**

The development objective has successfully been achieved. All activities were fully implemented by the project closing date.

1. The Somalia Petroleum Authority was set up in July 2020 with the basic tools (institutional and organizational structure, human resources framework) provided in December 2020. This is expected to build the highly important institutional regulatory capacity as per the 2020 Petroleum Law.

2. The National Communication Strategy and Implementation Plan was finalized at the end of 2019 for the upstream sector enabling future rollout by the ministry, ideally before the start of exploration drilling. The Federal Government of Somalia is responsible for the execution of the implementation plan as it falls outside the scope of this project.

3. The draft Strategic Environmental and Social Assessment terms of reference was finalized in May 2019. It is available for any future significant technical assistance program in the sector.

4. A project management unit was established and has been effectively operating since the end of 2018. It is fully staffed by a coordinator, procurement specialist, and a financial specialist, who all, throughout the project, received extensive coaching from the entire Bank task team around setting up processes, procedures, and systems, enabling monitoring and evaluation of project performance.
Activities related to the preparation of the study include the following:

- Data collection: Foreign direct investment inflows in comparison with other capital sources, main countries of origin and destination of investment; subsectoral distribution by type of mineral; geographical distribution; form of investment (greenfield, acquisition, joint ventures, alliances, subcontracting, licensing); main characteristics of investors (e.g., junior exploration, large multinational, small-scale and medium mining)
- Methodology: Statistical regressions, industry and sector studies, company case studies, management interviews, data collection through firm surveys, and cost-benefit analyses of individual projects
- Main determinants of mining FDI in Tanzania: Economic growth prospects, macroeconomic and political instability, mining potential, regulatory framework, physical and financial infrastructure
- Competitiveness analysis: Benchmarking with mining countries with similar potential
- Impact of new policies and regulations: FDI projections, impact on current account (FDI earnings projection, FDI position, FDI flows), impact on GDP, impact on labor productivity and employment
- Conclusions and strategic options: Formulation of recommendations to achieve optimal benefit sharing, avoid tax evasion, and create a forum for private-public dialogue to address tax disputes and defuse crises

Results

Some initial reports were developed from desk research and literature reviews; field research surveys in Dar es Salaam, Dodoma, Shinyanga, and Mara, which included interviews, consultations with key informants, and key stakeholders, including the Bank of Tanzania, Tanzania Revenue Authority (TRA), Tanzania Investment Centre (TIC), TCCIA, Chambers of Mines, FEMATA, and others; and visits to three gold-mining sites.

The team made several visits to Dodoma between October 2019 and November 2020 for government consultations. These government consultations aimed to search for common ground and views on strategic options, which included formulation of recommendations to achieve optimal benefit sharing, tax evasion avoidance, and creating a forum for private-public dialogue to address tax disputes and diffuse crises.

The study is being finalized. The report provides the following:

- An analysis of the growth, trends, and patterns of mining FDIs’ inflow in Tanzania
- An assessment of the impact of current policies and regulations on Tanzania’s competitiveness for mining FDIs
- An evaluation of the impact on FDI plans for the next 10 years
- An estimate of the macroeconomic impact of the estimated changes on FDIs
- A benchmark of Tanzania’s case against other mining countries
- Lessons and recommendations for Tanzania

Context

Tanzania is a mineral-rich country with large deposits of gold, diamonds, tanzanite, and coal, and mines iron ore, base metals, uranium, and gemstones. Tanzania is Africa’s fourth-largest gold producer and accounts for 1.3 percent of total global production. It is also the only country in the world that produces tanzanite.

The extractive industries’ contribution to Tanzania’s total GDP was 4.8 percent in 2016 and 2017, with an estimated 1.4 percent of GDP accounted for by the extractives informal sector. The extractives sector also contributes about 1.4 percent of formal employment in Tanzania.

The past few years have also seen a big increase in exploration for gas and oil along the coast. Recent oil and gas exploration activities have proved that there are offshore gas reserves in the south of the country, but no crude oil discovery has yet been made. Tanzania currently produces natural gas from proven reserves in Mnazi Bay and on Songo Island. With significant offshore gas discoveries, the country is planning to become an exporter of liquefied natural gas in the future.

While Tanzania has successfully attracted investments in the mining industry, concerns about the sector’s socioeconomic impacts were frequently raised by affected communities and other stakeholders. Criticisms included the lack of institutional capacity to oversee the sector, inadequate value added in exported minerals, and insufficient integration of mining into the national economy, among others. Intending to address these criticisms, the government in 2017 passed key reforms to the legal and regulatory framework governing the extractive industries.

The project development objective is the preparation of an assessment of the impact of the 2017 regulatory changes in the mining sector in Tanzania and to facilitate the dialogue on the sustainable development of the mineral sector between the government and the private sector.

Approach

Activities related to the preparation of the study include the following:

- Data collection: Foreign direct investment inflows in comparison with other capital sources, main countries of origin and destination of investment; subsectoral distribution by type of mineral; geographical distribution; form of investment (greenfield, acquisition, joint ventures, alliances, subcontracting, licensing); main characteristics of investors (e.g., junior exploration, large multinational, small-scale and medium mining)
Uzbekistan: Uzbekistan Gas Sector Reforms Implementation (Support Uzbekistan Gas Sector Roadmap (SUGSR))

Project ID: P72414
Total Budget: $1,199,637

EGPS Grant # Effective Closing Status
TF0B1285 October 2019 December 2020 Closed
TFOB3916 November 2020 June 2022 Ongoing

Context
The oil and gas sector is a major contributor to Uzbekistan’s GDP. The sector is not only a large revenue generator but also a major supporter of capital investments, and it is one of the biggest employers in the country. Uzbekistan is the third-largest natural gas producer in Eurasia and ranks 15th globally. Hydrocarbons, predominantly gas, contribute to more than 95 percent of the domestic energy supply. About 25 percent of annual gas production is exported, mainly to Russia and China, through the Central Asia-China pipeline.

Reform is necessary, however, to secure supply and ensure affordability, among other reasons. The development of the national oil and gas industry has been hampered by the outdated and nontransparent management system that is still in place, and production levels by state-owned enterprises (SOEs) have been decreasing over the past decade. The average rate of proven natural gas reserves replacement is lagging. A growing national energy demand, coupled with aging gas and outdated energy infrastructure, has led to a nonreliable domestic power supply and reduced potential for gas exports. The average consumer gas tariffs are below cost recovery level and, on top of that, SOEs subsidize oil and gas tariffs, thus impacting their balance sheets. Consequently, the government faces challenges of financing the replacement of antiquated infrastructure and of fostering monetization of gas discoveries by the private sector. In late 2016, the government announced a broad market-oriented five-year reform program transforming the country into an open economy. This includes the modernization of its oil and gas sector for 2017–21. Presidential Decree #PP-4388, July 9, 2019, defines the measures necessary to improve the management system of the oil and gas industry while increasing its competitiveness. EGPS funding supports the necessary reform of the gas sector.

The project development objective is to support reforms that improve security, sustainability, and governance of the gas sector.

Approach
In phase 1 (October 2019 to December 2020), EGPS supported the second wave of reforms that improve security, sustainability, and governance of the gas sector by the creation of the Gas Sector Reform Roadmap and Implementation Plan. A government roundtable was organized to endorse the road map and implementation plan. A supervisory control and data acquisition (SCADA) technology design was developed for the SOE that enables tracking, tracing, and rectification of some current gas system volume losses in the national gas transmission network. The upgrade of the network forms the basis for a possible increase in gas exports. Just-in-time support to SOEs about first wave reform-scoping activities was also provided.

In phase 2 (November 2020 to December 2021), guidance about initial steps introducing a competitive gas market and input to modernization of the legal and regulatory framework were delivered, targeting the mid- and downstream gas value chain. While the World Bank initially agreed with the government of Uzbekistan on assisting with execution of the endorsed implementation plan by focusing on modernizing the legislative framework, more recent dialogue is shifting toward gas sector decarbonization pathways. As there is budget remaining, some of these future activities might commence.

Implementation Challenges
This project is the Bank’s first Extractives Global Practice technical assistance to Uzbekistan’s Ministry of Energy. The Ministry of Energy has a long-standing experience with receiving support from the Bank’s Energy Global Practice as well as from other international gas sector donors. The implementation challenges relate to changes in government administration and support received from other international donors.

The changes in administration enhanced the importance of the Ministry of Energy as the sector reform accountable agency. The initial government project focal point was the director of state enterprises reforms within the Ministry of Finance. Upon formation of the Reforms Coordination Project Management Office (PMO) within the Ministry of Energy in Q2 2020, its head took over the focal point role. This head was also nominated as chairman of the Government Project Steering Committee. This refocus on overarching sector reforms resulted in the cancellation of the activity for introducing international financing reporting standards to SOE financial statements. In April 2020, the director of the Upstream Department was promoted to deputy minister of energy, oil, and gas sector. Over the summer in 2020, the head of PMO, the project focal point of just a few months, also moved on to a new role, so the project focal point had to be replaced again. Though all within the initial phase 1 project duration, this caused the government to shift the final approval of the proposed sector reform road map and to reschedule the target date for the roundtable.

Financed by another international donor, the SCADA concept design of a small section of Uzbekistan’s transmission gas network was developed by a third-party company. The activity had commenced by the time the Bank-funded design concept started covering the rest of the entire national network. The Bank initiated a liaison with this company after client approval. This company did not show intent for collaboration. In the final report, the Bank included as a way forward some key steps to assure successful technical integration of the two concept designs prior moving to the next stage—that is, maturing and tendering this facility engineering project. The Bank encouraged the government to take the lead in coordinating international donor support to execute the endorsed second wave Reform Implementation Plan. It resulted in a clear ring-fenced scope of phase 2 technical assistance work targeting a liberalized gas market near term.
Results

In phase 1, the Gas Sector Reform Roadmap and Reform Implementation Plan for the second wave of reforms was delivered to the Ministry of Energy in September 2020. At the end of October 2019, the government, supported by the World Bank, organized the Reform Roundtable, which endorsed this road map and implementation plan. Last November, the SCADA design together with execution costs was finalized. Upon successful implementation by the state-owned transmission network operator, emissions commercial volume losses will be reduced. Several terms of references, related to human resources and investment competencies, were also drafted for SOEs, supporting scoping executions of the first wave of reforms.

In phase 2, international best practices have been offered to successfully open the gas market in phases for third-party access by early July 2021. Recommendations will also be provided for the necessary modernization of the mid/downstream legal and regulatory framework (including a new gas law) by the end of August. This would meet the government timeline to fully liberalize the gas market over the course of 2021/22.

In March 2020, as part of phase 2, the Bank made a presentation about “Low Carbon Hydrogen Pathways” to the Ministry of Energy. It shared possible low-carbon growth options to help Uzbekistan gain a better understanding of the broader economic value and impacts of investments in decarbonization. The government was advised to timely start preparation for low-carbon energy transition, enabling monetizing domestic gas resources in the medium to long term.

Context

Madagascar: Mining Technical Assistance

Project ID: P173440
Total Budget: $600,000
EGPS Grant #: TF0B2107
Effective: February 2020; Closing: June 2022; Status: Ongoing

With a $527 GDP per capita in 2018, Madagascar’s population is among the world’s poorest. Madagascar has embarked on an ambitious program of reforms laid out in the Plan Emergence Madagascar (PEM 2019–2023). The objectives assigned to the mining sector are to increase its contribution to the GDP as well as the benefits to the population. The government initiated a reform of the Mining Code in November 2019, which raised concern among the private sector and civil society in terms of business climate and environmental and social standards. In December 2019, Madagascar’s president confirmed the need for assistance from the World Bank to provide expertise as part of the design of key sectoral reforms.

The project development objective of the proposed activity is to improve the capacity of government to design legal, fiscal, and institutional reforms for effective, transparent, and sustainable development of the mining sector.

Approach

Following discussions with the administration, the private sector, CSOs, and international partners and donors, the following priority needs were identified: (a) assistance in designing mining policy, legal, regulatory, and fiscal frameworks, including in the context of the COVID-19 crisis; (b) analytical work to promote the future exploitation of strategic minerals sustainably; and (c) assistance in streamlining the EITI.

Implementation Challenges

The sector is in poor shape overall because of the health and economic crises as well as a lack of direction in policy. The project started in May 2020 and delivered a range of technical assistance on mining policy priorities as well as specific legal issues like the management of mining titles throughout the calendar year.

However, the project was slowed down by the COVID crisis, which significantly delayed government ambition to reform the policy and regulatory framework. In early 2021, joint efforts with the IMF succeeded in assisting the government with both modeling and fiscal policy advice based on international practices. The government, however, tried to impose nonconsensual measures that industry strongly rejected, which stalled the process until the government was completely reshuffled in August 2021.
EITI implementation has been slow these past few months, but a new executive secretariat was appointed in September 2020 and some government funding has been allocated in support of the initiative.

Results

On policy and legal technical assistance, a series of thematic policy briefs have been produced. These sum up the advice based on international experience for possible application in Madagascar, with a focus on the implications of the COVID-19 crisis. The briefs cover the experience worldwide on gold purchasing mechanisms established by certain states to build national reserves or for other purposes. Joint assistance with the IMF produced a range of modeling tools and policy advice on fiscal regimes.

On the EITI, the project has commissioned an experimented firm (EY) to provide technical support and capacity building to the new team.

On the climate-smart mining assessment, a study is being designed to estimate the potential for energy minerals in Madagascar and possible actions to prioritize them in the context of growing demand, as well as avenues for their exploitation in compliance with sustainable development principles.

Global: Tax Challenges of the Digitalization of the Oil and Gas Sector:
A Developing and Emerging Economies’ Perspective

Project ID: P170557
Total Budget: $110,000
EGPS Grant #: TF0B5798
Effective: May 2021; Closing: March 2022; Status: Ongoing

Context

The tax policy and tax administration challenges associated with the increasing digitalization of the economy are areas of focus of a recent public consultation led by the OECD, focusing on base erosion and profit shifting, as well as a recent IMF Board paper on corporate taxation in the global economy.

Increasing digitalization across industries is testing the fundamental elements and effectiveness of the global tax system—that is, where taxes should be paid (“nexus” rules based on physical presence) and what portion of profits should be taxed (“profit allocation” rules based on the arm’s length principle).

Three important phenomena are associated with digitalization: scale without mass, reliance on intangible assets, and the centrality of data emphasize an old taxation challenge arising from the globalization of value chains and the tax planning by multinational enterprises. Notwithstanding the notable advancement in standard setting and international cooperation, vulnerabilities remain and are exacerbated by the growing trend of digitalization in industries across the board.

Because of globalization and the digitalization of the economy, some businesses can develop an active and sustained engagement in a market jurisdiction, beyond the mere conclusion of sales, without necessarily investing in local infrastructure and operations. Although the oil industry has so far adopted a cautious approach to digitalization, persistent low-price scenarios, competition from alternative sources of energy, and falling return-on-shareholders’ investment are pushing companies to close the digital gap, moving beyond mechanizing processes and sensorizing equipment toward integrated analytics, augmented decision-making, and smart equipment and intelligent robots, with little to no physical presence required.

While most of these initiatives are likely to drive cost efficiency and improve operational resilience to disruptors (including pandemics like COVID-19), their deployment requires collaborative models across affiliates and third-party companies (with associated shifting of profits) as well as increased emphasis on intangibles, with potentially important effects on government tax revenue.

Currently, no research is available on the challenges associated with taxing oil and gas activities in an increasingly digitized world, or on the economic impact and administrability of emerging tax-schemes in capacity-constrained petroleum-producing countries.

Project development objective: To advance the understanding of upcoming challenges for petroleum-producing developing countries’ tax policy and tax administration associated with the increasing
uptake of digital technologies in the oil and gas upstream sector and improve the quality of the World Bank’s support to its client countries.

**Approach**

This grant will finance research to advance the understanding of upcoming challenges for petroleum-producing developing countries’ tax policy and tax administration associated with the increasing uptake of digital technologies in the oil and gas upstream sector. To this end, a team of tax and digital economy experts has been identified and is carrying out research on digital trends in oil and gas exploration, development and production activities, and their impact on organizational models and taxation. Questionnaires and focused group discussion for data sourcing and validation of the research hypotheses will complement desk research.

**Implementation Challenges**

This is a new area of research. Data required to model the impact of digitalization trends on tax and government revenue are not publicly available and will need to be sourced through questionnaires and voluntary contributions from the private sector and industry regulators.

**Results**

The research outline was finalized and discussed with key stakeholders. A preliminary analysis of digitalization trends as they apply to the oil and gas upstream industry was carried out in July. The research team is currently preparing the questionnaire and identifying the target group of respondents, with a view to launch the survey by mid-September 2021.

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**Bolivia: Lithium Mining**

**Project ID:** P170557  
**Total Budget:** $140,000  
**EGPS Grant #:** TF0B3105  
**Effective:** July 2020; **Closing:** June 2022; **Status:** Ongoing

**Context**

Beyond the serious challenges that COVID-19 is posing to the country’s economy, this year the foundations of Bolivia’s economy are going to be tested. Historically a global player, Bolivia’s mining industry seems to have stalled. Although investment in mining has been consistently low, the sector remains critical to the national economy. Attempts to consolidate a strong and modern state-managed mining sector have not been very successful.

Long-term access to lithium chemicals is essential for the global battery supply industry that supports the expansion of electric vehicles and energy storage from renewables. The lithium market is growing exponentially, but it is marked by volatility in the short term. According to the USGS’s latest lithium report, Bolivia has the largest known resources of lithium in the world, but this hasn’t been translated into quantified reserves. Despite its resource riches, Bolivia has so far failed to become a lithium industry player.

In 2008, the country branded lithium as a strategic resource and national priority. By all accounts, lithium policy implementation has moved slowly, though some claim that Bolivia has also made progress. For its first commercial lithium project, Bolivia planned to construct a midsized operation plant capable of producing 30,000 tons of lithium carbonate a year at Salar de Uyuni. To seize the emergent demand for lithium hydroxide, in late 2018 the Bolivian government also signed a joint venture agreement with the German firm ACI Systems. In early 2019, Bolivia chose a Chinese consortium to become its strategic partner on new $2.3 billion lithium projects, giving China a potential anchor in the country’s huge untapped reserves of lithium. The size of the opportunity for Bolivia is still big, but its development depends on a sound policy approach.

The project development objective is to prepare a policy note on lithium informed by a stock-taking of the current state of the Bolivian lithium policy implemented over the last decade, evaluating overall progress, results, shortcomings, and challenges.
Approach

The team will conduct a number of activities with regard to recommending a road map for developing responsible lithium mining in Bolivia, including the following:

- Advice for improved management, regulations and institutional (?) framework for the lithium policy
- Advice on strategies for addressing technical, economic, environmental, and social challenges
- Advice for a strengthened institutional framework for improved governance
- Analysis of alternative path for the lithium policy, equating pros, cons, and trade-offs

Implementation Challenges

Because of the COVID-19 context, the instability of the previous government, and the difficulties to access and the difficulties to access information from the state lithium company (Yacimientos de Litio Bolivianos), the consultancy faced many implementation challenges, which were mitigated through virtual meetings, contacts with other specialists and different sources and levels of government, as well as comprehensive reports elaborated by the lithium state company at the request of the Bolivian Congress.

Results

During the last fiscal year, EGPS has financed a comprehensive study on lithium in Bolivia. This country is highly relevant to the coming electric vehicle era because it holds the world’s largest lithium resources. The team has initiated the preparation of a publishable summary of the detailed research previously done, including an analysis of the current and future lithium market, technological and regulatory trends of the global lithium industry, the global energy lithium value chain, as well as the legal, institutional, and regulatory framework, competitiveness and sustainability, alternative paths to advance along the value chain, industrialization strategy, and public policy of lithium and other evaporite resources in Bolivia. This examination will be complemented with an environmental assessment focused on the use of water in the Bolivian lithium industry considering the lessons learned from the experience of Argentina and Chile.

Peru: Support for Improved Management of Mining and Sustainable Development

Project ID: P173795
Total Budget: $450,000
EGPS Grant #: TF0B2452
Effective: February 2020; Closing: December 2021; Status: Ongoing

Context

From approximately 2008 to 2018, Peru witnessed an average economic growth rate of 5 percent. Poverty was reduced thanks to improved macroeconomic management and increased investment, particularly in the mining sector. At the same time, Peru underwent an exceptional moment of political instability with the president’s resignation in 2018 and the closure of Congress in 2019. Against this background, public and private investments have slowed down, including in the mining sector, which is the main contributor to GDP growth.

Despite its importance to the Peruvian economy, the mining sector faces major challenges in terms of governance, environmental, and social sustainability. Local economic benefits in the “resource-rich economic corridors,” or mining regions, remain limited. The sector still lacks a clear, demonstrative case of territorial development with transformational impact on the well-being of people living in the mining regions. The World Bank and the Peruvian government advanced discussions to identify possible reforms to respond to these challenges.

In the short term, the government is considering adjustments to the legal and institutional framework that regulates mining operations and investments. In the medium term, the government is looking to promote investments in the economic corridors that support broad-based economic growth within a sustainable territorial development approach. To this end, a technical discussion with the Bank proposed regulatory improvements to the mining sector in matters such as exploration, tax stabilization contracts, mining procedures and permits, mine closure, environmental management, and prior consultations. The government has asked the Bank for technical assistance to address these challenges.

The project development objective is to support both the regulatory framework for sustainable use of mineral resources and to identify and prepare interventions to support sustainable territorial development in resource-rich regions.

Approach

The project focuses on producing assessments around the regulatory framework for sustainable use of mineral resources as well as sustainable territorial development in resource-rich regions. The assessment of best-practice regulatory reform and the dissemination of results through consultative workshops with key stakeholders is informing discussions within the government about possible improvements to the regulatory framework. To inform the institutional design and implementation support setup for
proposed future interventions at the subnational level, a territorial assessment was conducted around the following themes: subnational fiscal capacity and stakeholder mappings, soil and subsoil natural resources; environmental, demographic, socioeconomic, and administrative characteristics; access and quality of infrastructure and basic public services; and economic activities, productive links and value chains. In this manner, the project provides just in time support to the Ministry of Energy and Mines (MINEM).

Implementation Challenges
The main challenge on implementing the planned activities referred to government instability and excessive rotation of mining sector authorities. Ministerial changes within MINEM have affected the pace of implementation. Six ministers were appointed between January 2020 and October 2021, along with new vice ministers. The project team is currently interacting with the new sector’s leadership to get them up to speed, following the recent government transition to the new administration of President Castillo.

Results
The project will inform two eventual national investment programs or projects, one aimed at strengthening the mining sector management framework and institutional capacity, and a second aimed at articulating public and private sector investment in regional investment in the southern corridor to economic opportunities for the local population. For this, the grant has made progress on the following:

- Setting up a multisectoral government working group through a ministerial resolution that drives the initial stage for drafting a national multisectoral mining policy
- Completion of the “business case” report (Analysis of Pertinence) by the working group, which MINEM delivered to CEPLAN, the national planning authority

Once CEPLAN reviews and approves the Analysis of Pertinence, the government would be able to launch formally a systematic and participatory process of policy formulation to develop the new national mining policy for Peru.

Western Balkans: Regional Platform for Coal Regions in Western Balkans and Ukraine (Regional Platform) Initiative’s page on GOXI

Project ID: P171194
Total Budget: $140,000
EGPS Grant #: TF0B3682
Effective: June 2020; Closing: September 2021; Status: Ongoing

Context
The World Bank is committed to helping countries achieve their nationally defined clean energy transitions. In 2019, the new trust fund initiative Supporting Energy Transition in Coal Regions was established. Under Component 1 of the initiative, the project team is working closely with the European Commission to establish a Regional Platform for Coal Regions in Western Balkans and Ukraine, which will convene 14 different coal regions undergoing energy transition within that geography to (a) share knowledge and compare experiences, (b) conduct peer-to-peer learning activities, (c) receive formal training to prepare for the transition, (d) receive World Bank technical assistance, and (e) implement transition programs.

GOXI (www.goxi.org) is a standing online platform for dialogue, interactive learning, connections, innovation, and collaboration across stakeholder groups, countries, and initiatives that aims to strengthen governance of the extractives sector. For this proposed activity, a dedicated space will be created on GOXI named “Regional Platform for Coal Regions in Western Balkans and Ukraine,” which will become a membership-based interactive platform for all coal regions in transition in the Western Balkans and Ukraine as well as relevant stakeholders. The project development objective is to facilitate knowledge exchange, experience sharing, and learning among coal regions in the Western Balkans and Ukraine.

This grant directly supports Component 1 and Component 3 of the EGPS’ Supporting Energy Transition in Coal Regions Program. It is aligned with the World Bank and the Energy and Extractives Global Practice’s objectives by facilitating a managed process during the global energy transition, and by providing timely knowledge and assistance on energy transition to clients during the COVID-19 pandemic.

Approach
Activities relate to the establishment of an online platform specific to the Western Balkans and Ukrainian region and training relevant stakeholders to ensure functionality and use.

Implementation Challenges
The project faced delays in the overall development of the Coal Regions Learning Academy e-learning courses. Once knowledge providers for the different modules of each course were identified, the College of Europe liaised closely with them on the delivery of knowledge contributions, which included available research and/or practical lessons learned (case studies) and other relevant knowledge resources. However, the delayed delivery of content by some knowledge providers slowed down the
overall completion of courses. Consequently, this pushed the proposed timeline for the College of Europe to curate and package the knowledge pieces within the learning curriculum and generate SCORM packages for each course to be uploaded in the learning management system (LMS) for the Learning Academy on GOXI. To help mitigate prolonged and future delays, the Bank team supported the College of Europe in facilitating outreach and follow-up with knowledge providers on the delivery of their knowledge contributions. In addition, the Bank team worked with Assyst to provide a flexible approach where the College of Europe could deliver SCORM packages for each module as soon as these were generated, without waiting to have the full course finalized. This measure has helped facilitate the review and user acceptance testing (UAT) processes that are required before moving courses to production in the LMS. Given the timeline delays, the Bank team requested a three-month extension from September 30, 2021, to December 31, 2021, to help with the ongoing activities. The request was approved, and the team is confident the first three e-learning courses will be available in the LMS by the end of October 2021, with all six available by December 2021.

Results

The GOXI Platform Initiative in Support of Coal Regions in Transition in Western Balkans and Ukraine (WBUA) was officially launched virtually on December 10–11, 2020. Over 180 participants from Bosnia and Herzegovina, Germany, Greece, Kosovo, Montenegro, North Macedonia, Poland, Serbia, Ukraine, and the United States joined the two-day event online to share experiences and lessons learned on the energy transition. The annual meeting of the initiative took place on June 23–24, 2021, with wide representation from coal regions, governments, civil society, workers, enterprises, and development agencies.

After the launch of the GOXI Platform Initiative in Support of Coal Regions in Transition in Western Balkans and Ukraine, activities focused on the development of a dedicated LMS on GOXI that will host the Coal Regions Learning Academy for the Western Balkans and Ukraine. During the development phase, the Bank team worked closely with Assyst in the interactive design of the LMS to ensure full functionality and the creation of dashboards for the various users (students, course coordinators, and administrator) of the Learning Academy. The Learning Academy will initially host six e-learning courses composed of five modules each and provide access to key knowledge resources.

College of Europe, the World Bank’s knowledge partner for the Learning Academy, has been responsible for substantive input and preparation of the e-learning courses. For the content development of the online courses, the College of Europe conducted surveys to identify stakeholders’ topics of interest and selected experts as knowledge providers for the different modules under each course. The courses use a logical framework aligned with the Bank’s three-by-three assessment methodology dashboard supporting energy transition in coal regions: (a) the three-phase programmatic approach (pre-closure, closure, regional transition), and (b) the three key thematic areas (institutional governance, people and communities, and environmental reclamation and repurposing land and assets). The first three courses focus on horizontal learning; the next three provide sectoral deep dives related to energy sector transition.

As of September 2021, the LMS contains Course 1: Just Transition Process, after undergoing UAT. In addition, the knowledge packages curated by Ecorys, which include background documents pointing to basic definitions, processes, and literature, were also developed and are part of the Learning Academy’s knowledge repository. An interactive version of the three-by-three assessment methodology dashboard is also accessible from the Learning Academy’s homepage, pointing users to relevant knowledge resources. By the end of 2021, six online courses with their respective course materials will be available, allowing participants to progress module by module, passing tests, and finally obtaining a certificate of completion. In addition, users will be able to interact with knowledge providers included in GOXI’s member database and engage in discussions with other members. It is expected that additional course offerings prepared for the Learning Academy will also be included.
**Context**

The World Bank’s support to coal regions in transition draws on lessons learned from current projects in Bulgaria, Greece, Herzegovina, Serbia, Ukraine, and Western Macedonia, as well as long-standing experience from Poland, Romania, and the Russian Federation. The Bank is advising countries on solutions for decarbonization that are economically viable, tailored to their unique needs, and reflect the latest policy, financial, and technological innovations. As part of the Supporting Energy Transition in Coal Regions Initiative, the Bank together with the European Commission assists coal regions in developing road maps that implement effective policies and strengthen institutional capacities. Ongoing assistance to coal regions can take many forms, spanning a variety of challenges and solutions associated with regional transformation.

The project development objective is for assisted coal-dependent regions in the Western Balkans to be equipped to manage the energy transition they face. The grant focuses on enhancing the capacity of coal regions to plan for a just transition through job creation, repurposing of former mining lands, and stakeholder engagement.

**Approach**

Building the evidence base for decarbonization by assessing the coal sectors, understanding the current plans for decommissioning and the socioeconomic impact of coal mine closure. The project team will also investigate how natural gas can help with the energy transition, along with demand-supply forecasting for natural gas. Furthermore, the team will commission research to develop an understanding of constraints to a just transition. The purpose of the survey and accompanying focus group discussions will be to highlight to client countries where efforts in citizen and broad stakeholder engagement will need to be made to ensure a just transition.

**Results**

The project has made good progress against the intended deliverables. The status reports for the coal sectors and thermal power plant in the region are almost finalized. The gas transition study on the potential role of natural gas in WB6 energy transition has completed the first round of peer review and has been shared with the Western Balkans Country Management Unit and country managers for further comments. Data collection has been finalized for the regionwide stakeholder survey to enhance understanding of the constraints to a just transition.
Context

Extractives-led local economic diversification (ELLED) is a complex and rapidly evolving policy area. Policies and regulations differ widely among countries and, at times, between oil and gas and mining in the same country. While these policies have the potential to stimulate broad-based economic development, their application in petroleum and mineral-rich countries has achieved mixed results. For ELLED policies to achieve their potential, there is a need for creating common understanding, shared values, and collaboration among stakeholders.

This knowledge program is part of a wider initiative aimed at supporting inclusive growth by promoting innovation, long-term competitiveness, and regional synergies.

The project development objective is to address knowledge gaps for improved policy design and implementation, improve awareness, and provide a platform for knowledge creation and sharing, and sustained professional learning.

Activities

The objective of this project will be achieved through selected research targeting knowledge gaps, outreach and advocacy, workshops and training programs, and the establishment of an online community of practice (CoP) to support the development of strategic partnerships. The program will also provide the theoretical foundations for World Bank Group operations.

There are three deliverables for this program of work:

- Knowledge creation
  - Leveraging the mining sector to achieve green growth—delivered March 31, 2019
  - ELLED interactive framework—delivered December 31, 2019
- Knowledge sharing and outreach—ELLED CoP

Results

In FY2021, the ELLED CoP continued to rank very highly among the World Bank Group’s various CoPs, with a strong and growing member base and a large body of knowledge on extractives policies. At the end of May 2021, the CoP had 500 members (a 15.7 percent increase from May 2020). Members’ engagement rates are strong: The monthly newsletter’s open rate stands far above sector average at 40.4 percent (versus 24.1 percent for the nonprofit sector worldwide, and 26.5 percent for the government sector worldwide), and has a click rate of 6.8 percent (versus 2.6 percent for the nonprofit sector worldwide, and 3.6 percent for the government sector worldwide). The annual member satisfaction survey shows that 88.9 percent of respondents find the CoP features useful and relevant to their work, with 66.7 percent classifying the CoP as very useful; 87.5 percent would recommend the CoP to a colleague or friend, and 55 percent post on the CoP at least once a month.
Global: Decarbonization Pathways for the Oil and Gas Sector

Project ID: P156743
Total Budget: $400,000
EGPS Grant #: TF0B5225
Effective: February 2021; Closing: April 2022; Status: Ongoing

Context

A successful transition to a green economy requires a focus on industries and institutions that have a meaningful economic impact. The oil and gas industry, which is a critical economic driver for both producing and importing countries, is one such industry. With an estimated 5.4 gigatons of carbon dioxide equivalent emissions (scopes 1 and 2), representing approximately 15 percent of overall energy sector GHG emissions, the oil and gas industry is facing increasing demands to clarify how its operations affect energy transition efforts and the path to decarbonization toward achieving the goals of the Paris Agreement.

A clear opportunity exists to utilize the oil and gas industry’s unique capabilities for a greener economy: large-scale engineering and project management; cutting-edge visualization, measurement, and analytical tools; and sizable and long-term capital investment.

These factors could make a critical contribution to driving capital-intensive clean energy technologies to maturity (through economies of scale and scope), helping to tackle emissions. This includes the development of carbon capture storage and utilization (CCUS), low-carbon hydrogen, biofuels, and offshore wind. For example, according to the U.S. Energy Information Administration’s latest estimates, the oil and gas industry accounts for over 33 percent of CCUS investment, and 75 percent of the carbon dioxide captured today in large-scale CCUS facilities comes from its operations.

The oil and gas industry has ample potential to contribute to a low-carbon future through the decarbonization of its core business as well as investment in lateral technologies for which its capabilities position it uniquely. Closer collaboration between industry, governments, and other stakeholders could result in viable business models for large-scale investment and boost their deployment.

For the sector to actualize this potential, well-designed policies from governments (including carbon pricing and taxation) are necessary to promote research, development, and large-scale deployment of the relevant technologies and infrastructure, which in turn will require the identification of a clear transition path for industry to navigate. Addressing this challenge will require programmatic and targeted support from development organizations, nongovernmental organizations, and private sector investors. This knowledge-generation project intends to inform the debate on the extent and prioritization of petroleum sector reforms toward a low-carbon energy transition.

Approach

The purpose of the proposed knowledge work is to identify opportunities and strategies to facilitate and accelerate the transition of the hydrocarbons sector to a low-carbon future. To this end, the study will identify best-practice strategies being implemented by both the private sector (operational innovations) and the public sector (helpful policies that support a robust enabling environment), distill lessons learned and guidelines for reducing the carbon impact of oil and gas operations addressing both climate mitigation and adaptation, and socialize findings with industry and policy professionals and incorporate real-time feedback into the guidelines.

Results

A competitive tender was launched to identify suitable firms to carry out the assignment. The selection process is expected to be completed in October 2021.

A key contribution of the study will be the creation of the oil and gas sector decarbonization assessment framework (OGDAF), whose purpose would be to provide a clear approach/goalpost toward understanding how ready a country is to support the decarbonization of its oil and gas sector. The decarbonization of oil and gas operations requires (a) a clearly defined operating framework that is consistent with good practice, (b) sound implementation, and (c) effective systems for accountability. The framework would be used to identify practical steps toward the decarbonization of the sector in oil and gas producing developing and emerging economies, including the potential economic and social impacts. It could also be used as a tool to identify potential vulnerabilities and to help prioritize potential areas of focus as well as in the self-evaluation of progress, and to facilitate discussions with different stakeholders on their respective roles and responsibilities.
Global: Water Management in Oil and Gas Operations: Industry Practice and Policy Guidelines for Developing Countries

Project ID: PI56743
Total Budget: $500,000
EGPS Grant #: TF0B5071
Effective: February 2021; Closing: April 2022; Status: Ongoing

Context

The industrial sector, including the oil and gas industry, accounts for 7 percent of global withdrawal of freshwater. In the United States, where more detailed water data are available, the oil and gas sector accounts for around 2 percent of all water withdrawals, corresponding to 30 million cubic meters of freshwater in 2010. This percentage is expected to be much higher in countries affected by water scarcity.

In many countries, freshwater remains the major source of water for oil and gas operations and water produced during oil and gas operations is dumped on the earth surface often with insufficient treatment. If properly treated, produced water from oil and gas operations can serve to create important links in the local economy. Beneficial uses of produced water can be grouped in three categories: land application (e.g., irrigation, road spreading), introduction to water bodies (e.g., discharges to surface water, injection, or infiltration to aquifers), and other industrial uses (e.g., industrial feed streams, product, or mineral mining).

Regulatory approaches for produced water vary considerably across countries and destination use. While some produced water management activities are subject to regulatory standards, others are subject to operational standards set by operators or end users. Developed economies such as the United States and the United Kingdom are generally held as examples by other countries looking to establish guidelines and policy signals to decrease the environmental impact of wastewater and promote its beneficial use in a safe and sustainable manner.

Water treatment and disposal arrangements are typically part of the field development plans submitted by the operator to a ministry of petroleum (or other relevant government authority). Because water is not part of a petroleum ministry's mandate, data on water production and abduction in oil and gas operations are typically not recorded in databanks or analyzed in detail. Limited capacity and low inter-ministerial collaboration often mean that these data are not shared with the relevant water authority for analysis and policy making. Data and information on the volume and quality of water produced by the oil and gas industry are scarce, particularly in developing countries. As such, the awareness of policy makers of the challenges and opportunities associated with water produced is very limited, even in water-stressed regions.

Approach

The grant will finance the review of industry practice and public policy regarding freshwater abstraction and the management of produced water in oil and gas upstream operations, with the objective to identify policy and regulatory options for the management of water in oil and gas upstream operations.

Implementation Challenges

This specialized area of research and policy work requires knowledge of upstream oil and gas operations and of water treatment technologies and uses. Publicly available data on water production and water abstraction in oil and gas operations are scarce. Yet access to such data is required to prioritize policy and regulatory solutions as well as to identify cost-effective solutions. We anticipate this lack of data to be the main challenge for this knowledge work.

Results

A competitive tender was launched in July to identify firms with expertise and a network of experts that are necessary to carry out the research. Access to a wide network of international experts is one of the features that would improve access to information and cost-effective implementation.
Background

In developing countries, the COVID-19 crisis is having an immediate and amplified impact on the poorest and most vulnerable regions. The 40 million people working in informal and often illegal, precarious conditions in artisanal and small-scale mining (ASM) worldwide are particularly vulnerable. This emergency response builds on the World Bank’s work to promote ASM formalization through long-term engagement and government-owned policy reforms. It uses the full range of EGPS capabilities, responding to crises as they unfold in vulnerable, rural ASM areas.

In April 2020, EGPS financed a systematic data collection exercise on how COVID-19 had affected ASM communities. Working with 17 partners across 22 countries, the Bank was able to quickly investigate and publish on the DELVE platform specific COVID-19 impacts on select ASM communities that inform this emergency relief response. The research findings revealed encouragingly high levels of COVID-19 health awareness in remote mining communities. They found that miners were relatively confident that, if needed, they have adequate access to health support. However, an overwhelming number of miners are facing food insecurity because of cost inflation of basic goods and reduced income resulting from temporary mine closures, a drop in mineral prices, and disruptions in the gold trade chains of ASM-sourced products/materials.

The findings informed the design of a targeted COVID-19 emergency response facility under EGPS. The emergency response was formally established in June 2020 with seed funding of 1 million Swiss francs from the Swiss State Secretariat of Economic Affairs (SECO). The window has since received $4.8 million from Belgium and Germany. The EGPS emergency relief response addresses ASM vulnerabilities and provides short-term assistance to a range of international, regional, national, and local organizations engaged in artisanal mining. A total of $5.2 million was approved, for a project from October 2020 to May 2022.

The overarching goal is to strengthen local community benefits for all and mitigate adverse impacts on the local ecosystem. The aim is to strengthen institutional capacity to deliver services among governments as well as ASM rural communities. The project objective is to respond to COVID-related impacts in select artisanal and small-scale mining communities.

Approach

Using a phased approach spanning three rounds of financing to date, the range of interventions considered by the emergency response includes but is not limited to activities that do the following:

- Address health and well-being impacts by improving access to clean water, sanitation stations and health information campaigns.
- Support social protection measures for miners and their households, such as assistance for miners who have had to re-enter their home communities due to temporary mine closures or special measures to protect children during this crisis period.
- Assist with alternative livelihoods for miners wishing to transition out of ASM.
- Support women to mitigate social and health vulnerabilities from the crisis, such as job loss, income reduction, childcare, and transition education.
- Monitor capacities to prevent encroachment into protected areas and other sensitive ecosystems.
- Facilitate trade and avoid an increase in smuggling, illicit financial flows, and financing of organized crime.
- Build access to finance and other forms of support to small mining cooperatives and entities.
- Strengthen the organizational capacity of local governments, cooperatives, and other ASM entities to provide ongoing support to these communities.

Top-up funding has also been made available to round 1 grantees to scope out, scale out, or prolong activities where the need for top-up funding was demonstrated and where the organization has successfully implemented the original project. Scope out refers to having the same beneficiaries as the round 1 grant but with different activities. Scale out refers to having the same activities as the round 1 grant but with different beneficiaries. Prolong refers to keeping the same beneficiaries and the same activities as the round 1 grant to prolong the benefits of project implementation.

The first round of funding of $948,189 began allocation at the end of 2020, going to 22 organizations for short-term (three-to-six-month) activities related to health awareness, training on environmentally friendly mining methods, gender-based violence, and alternative livelihoods and economic support to mining cooperatives and self-help groups. Emphasis was on COVID-19 awareness and prevention and efforts to mitigate pandemic impacts. Recipients spanned 18 countries, with just over half of the organizations in Africa and two each in East Asia and the Pacific, South Asia, and Latin America and the Caribbean.

For round 2, from February 2021 to May 2022, the focus moved to medium-term (up to one year) activities, with $3,745,641 awarded for five grants: one global project covering Africa, East Asia and the Pacific, South Asia, Latin America and the Caribbean, and three awards for Sub-Saharan Africa. Activities worked on formalizing and aiding disrupted supply chains, environmental cleanup, and mining site improvements, as well as capacity building of government monitoring systems, local mining cooperatives, and other mining-related groups. Funds also helped with expansion and continuation of...
phase 1 COVID-19 awareness campaigns and activities. Research on innovation to reimagine the diamond supply chain is under way along with work on formalization, network building along the ASM value chain, and ASM exchange platforms. For round 3, most of the four projects are in preliminary stages, with two contracts released in August 2021 and about to be launched and another selection process for a project in Burkina Faso on hold. A final project in Colombia-Brazil is currently being evaluated. Final round 3 tenders with a $1,125,000 budget were released in May 2021. These focused on Latin America and both economic and environmental activities, with four expressions of interest. Of four awards, three will target formalization and three will target gender mainstreaming.

Implementation Challenges

Many projects faced challenges in implementation, with most primarily related to the COVID-19 pandemic. This included challenges of staff contracting COVID-19 (Côte d’Ivoire), COVID-19 defiance among beneficiaries (Afghanistan, Burkina Faso, Colombia, Democratic Republic of Congo, India, Nigeria), and implementation of lockdowns and restrictions (Afghanistan, Brazil, Colombia, Côte d’Ivoire, Ghana, India, Indonesia, Kenya, Mongolia, Mozambique, Uganda). In many projects, impacts were addressed through the use of or change to remote tools and activities (Brazil, Ghana, Mongolia). In some cases (Mongolia), this transformation led to additional challenges because of low levels of digital literacy, although the team in Mongolia and others note this as opportunities to introduce new levels of learning among beneficiaries. In several places, testing of staff for COVID-19 was needed (Guinea, India, Mozambique). In other instances, activity locations were swapped (Burkina Faso, India, Nigeria). Other projects (Burkina Faso, Ghana, Mozambique, Nigeria, Uganda) also faced other general external challenges, including local elections, regional insecurity, conflict at mining sites, or challenges from local response to issues related to women’s rights. More than 85 percent of grantees had previously never received grants from the World Bank and most of them are local grassroot organizations. The project team provided support and guidance to organizations and thereby helped increase their organizational capacities.

Results

The project comprised two phases and three rounds of grants, resulting in 28 grants issued (a third of which included women mining organizations). Eighty percent of recipients led COVID-19 awareness campaigns and activities such as social protection for vulnerable populations and improvement of conditions of women miners. Another 13 percent engaged in economic activities such as mining cooperatives work on debt escalation, formalized/translucent trade chains, and improved ASM market access. Seven percent of the funding moved forward environmental activities such as prevention of encroachment in protected areas. Most grants were successfully closed. In terms of top-up financing, selection is ongoing, with six contracts issued to date. To date, there are many success stories.

Context

The World Bank has committed to increasing the number of operations (IDA and IBRD) that are gender tagged. Gender tagged implies that a lending project intends to bring about transformational change when it comes to gender gaps in development. These gaps are (a) human endowments, (b) ownership of assets, (c) better jobs, and (d) voice and agency. There is a need to assist in task teams, whose projects are in the pipeline for FY2019 and FY2020, designing gender elements into their projects to increase the chances of receiving the gender tag.

Lending projects in Afghanistan, Burkina Faso, Ghana, Guyana, Mali, and Niger have benefited from the gender team expertise. The Guyana and Mali projects successfully went through the World Bank Board approval and were gender tagged, giving the department a 100 percent gender-tag rating for FY2019. The gender team’s contribution typically involves assistance with completing the identification and analysis of the specific gender gaps and their underlying reasons, and incorporation of the tangible and measurable remedy actions and results indicators into the project design. To further promote the knowledge and lessons learned shared at the conference among the gender team, the team has produced a video series that documents the conference and highlights its most informative and telling discussions. The team has also been working on a special issue in the Extractives Industries and Society journal, which will include papers submitted by conference panels as well as other experts on the topic. The team is now preparing for the Second Global Gender Conference on Oil, Gas and Mining, to be held in 2020. The theme of the conference will be developed around the future of mining and its gendered impacts.

Project development objective: To provide operational support to extractives task teams to close the gender gap in lending operations.

Approach

Through the Closing the Gender Equity Gap Project, EGPS provided direct operational support and monitoring and evaluation training for the Extractives Unit’s task team leaders to introduce measures (and related results indicators) to close gender gaps in the extractives sector’s lending projects, including in Burkina Faso, Mali, and Niger. Key deliverables included a virtual follow-up Global Conference on Gender, Oil, Gas and Mining (follow-up to June 2018) and producing the report Closing the Gender Gaps: Summary Report of Support to Task Teams.
Implementation Challenges

COVID-19 restricted our ability to host in-person our Second Global Gender in Oil, Gas and Mining Conference. The team made the event virtual, which in the end allowed for a greater global participation. Challenges related to adapting to the online format included the need to hire a firm to handle all the pre-recordings, building out a platform site to host the event, and dealing with new IT logistical challenges.

Results

Notwithstanding the challenges, the global conference was a major highlight for the gender portfolio this year. This year, the project team brought in the Inter-American Development Bank, which gave the conference a very strong Latin America and Caribbean regional dimension. With the conference having been virtual, we have a living memory of it (full recording) that we can share with partners and refer to in communications. In addition to the conference, the support to gender tagging ensured that all Extractives lending operations were successfully tagged. And lastly, the project team completed a groundbreaking piece of research on the status of Women in Mining organizations that will serve as the basis for a global capacity-building program.

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1 The gender tag was adopted by the World Bank in 2018 to strengthen links between country level and/or sector gender equality objectives and World Bank Group operations, and to identify those operations that meaningfully narrow gaps between males and females in the four key pillars of the strategy. The gender tag identifies projects that have a clear results chain (for example, links analysis, actions, and monitoring and evaluation).

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Lao PDR: Sustainable Mining Investment and Benefit Flows

Project ID: P170557
Total Budget: $600,000
EGPS Grant #: TF0B4865
Status: Ongoing; Effective: January 2021; Closing: December 2021

Context

The Lao People’s Democratic Republic hosts a variety of mineral resources that have only been partially explored and have attracted only intermittent interest from investors. The mining sector contribution to the Lao economy, which peaked at 12 percent in 2014, is already less than 5 percent and is forecast to fall further as economic reserves of the initial discoveries run out. Assorted small- and medium-scale operations mine diverse metallic and non-metallic minerals in many parts of Lao PDR, but they are mostly undercapitalized and often operate to low technical, environmental, and social standards. The country faces the challenge of a sector whose benefits and sustainability are declining, while the authorities and host communities face a mounting burden to mitigate environmental and social impacts.

A revision of the Mining Law was approved in 2018 and addressed some of the deficiencies of the former law, including a clearer assignment of responsibility for sector management to the Ministry of Energy and Mining. Nevertheless, proper implementation requires completion of a set of new regulations, across a range of licensing and compliance issues.

In January 2021, the government lifted a long-time moratorium imposed on new licensing of metallic minerals exploration at a time when it feared the sector could not be managed effectively and regulation would be overwhelmed. Ending the moratorium is planned in the context of a mining sector strategy that aims to relaunch the sector as one of the key drivers of socioeconomic development.

Timely support and advisory services would increase the chances that the Ministry of Energy and Mining will be able to perform its responsibilities effectively and fairly when the moratorium is lifted. Failure by the ministry to do this would result in the perpetuation of a situation in which the mining sector fails to deliver potential benefits while imposing a growing burden on the authorities to mitigate the impacts of poorly performing and regulated operators, with many of the costs falling on host communities.

The objective of the advisory activities is to strengthen capacity of the Lao government to adequately plan and regulate the mining sector with the ultimate objective of improving the generation of benefits and operational performance.
**Approach**

Mineral license management will be supported at three levels: (a) technical assessment of the merits of investment proposals in order to approve and promote proposals with the highest expected returns to the national economy; (b) administrative support to modernize and upgrade the mineral cadastre management system, which functions as the backbone for regulation of the sector activities; and (c) support to monitoring and enforcement of investors' performance to rigorously track exploration and pre-production activities with a special emphasis on rare earth developments.

**Challenges**

In the absence of nationally based industry experts, the travel restrictions imposed by COVID-19 have seriously hampered dialogue and support. Video conferencing dialogue has facilitated implementation, but actual on-the-job training continues to be off-limits.

Political influence on investment decisions remains a challenge to objective administration of the licensing and approval process. Dialogue with decision-makers persists, although to date, the lifting of the moratorium has yet to take full effect. Sustained support to the technical and administrative levels is intended to provide proof of concept for the various system enhancements that have been supported in recent years.

**Results**

A sector strategy document has been developed and presented to government. In addition, a functional analysis of the mineral cadastre management system has been prepared. Both documents will guide the implementation of detailed advisory services.

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**Global: Global Mineral Cadastre Review**

- **Project ID:** P170557
- **Total Budget:** $92,348
- **EGPS Grant #:** TF0B0024
- **Status:** Closed; **Effective:** April 2019; **Closing:** June 2021

**Context**

A well-functioning mineral cadastre system (MCS) is a precondition for sustainable sector management since it executes and safeguards property rights of national landowners and investors alike in the country. An effective MCS enables a level of transparency and data comprehensiveness that links ownership, rights, and obligations to offer a balanced economic advantage for all parties.

A solid MCS is a foundation for effective monitoring and oversight of the operator’s performance, ranging from minimum investment requirements to control of production, as well as standardizes environmental and social compliance requirements. It is also a tool for sector planning and integration of the mining industry in the national economic development plans of a country.

With the rapid expansion of information technologies, demands on the functionality of MCS have further increased. A modern MCS is expected to, among other factors, (a) perform digital data management and automated reporting, (b) integrate seamlessly with other aspects of land and spatial management, and (c) support EITI data disclosure and parallel accountability initiatives. In response to the dispersion of demands to functionality and data availability of cadastre management systems, a variety of system solutions is now available with varying levels of adaptability and sophistication of data processing.

Moreover, technical solutions continue to gain complexity and refinement as access to technology and data availability has expanded. Given the rapidly changing context of the mining sector, a review of implementation experiences and practical results among mining countries around the world would be timely. Such a review would identify minimum requirements and recommend valid rules for design, installation, and operation of a high-quality MCS. The objective of the review is to develop “best practice guidelines for design, installation, and operation of digital mineral rights management systems.”

**Approach**

This initiative’s goal will be accomplished through a comparative review of representative MCSs across the world. The review will evaluate technical assistance projects provided by the World Bank over the past two decades and compare these systems to management systems in jurisdictions that are the best performing on a global basis. The review will also analyze alternative approaches to mineral rights management.
i. Consultations and comparisons have been conducted across a variety of mineral jurisdictions.

ii. A comparative study will be completed to analyze functionality, sustainability, and other parameters of user satisfaction.

iii. Good-practice notes will be developed for users and policy makers on system design considerations, GIS functionality, public interface and transparency, and system sustainability.

Results

Work is planned in Ecuador and Bolivia. In the latter, the project aims to study Bolivian lithium policy over the last 10 years with a focus on results, progress, challenges, and goals.

The team organized three internal learning events: two in the fall of 2019 and one in April 2020.

The practice paper/working paper will be a non-peer-reviewed paper on global experiences and good practices. The study and practice notes will be completed before December 31, 2021.

Global: Delve: ASM Global Database and Data Collaboration for Improved Policy Responses to COVID-Related Impacts in ASM Communities

Project ID: P159661
Total Budget: $1,147,741

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Context

Artisanal and small-scale mining is a vital livelihood for over 40 million people in developing countries, particularly for those living in remote, rural areas. Although ASM is the most important rural, non-farming activity in the developing world, the sector remains under-researched and its potential to be part of broader development initiatives has not been realized.

EGPS, alongside partner Pact, decided to shine a light on this vital sector by creating Delve, a global platform for ASM data. As the sole database covering ASM across the world, Delve is necessary for policy makers and practitioners to take an informed approach to the sector.

The vision for this project is to scale up the database, have it link with other specialist sources of ASM information, and transform it into the global gateway for accurate and integrated ASM data. The current phase of the activity, as described below, concerns this second level of usage.

Approach

The project aimed to operationalize the Delve platform in interested countries and produce the 2020 State of the ASM Sector report. The platform-related activities comprised a series of best practices, which included a roadshow rollout, securing a protocol for data sharing globally, and identifying a social enterprise model to optimize the database’s long-term sustainability. The 2020 State of the ASM Sector report focuses on SDG 8 and the contribution that ASM makes to this SDG.

Implementation Challenges

The publication of the 2020 State of the ASM Sector report required an immense amount of coordination across the 56 contributing organizations. This resulted in a delay to the publication, which we had wished to be published in late 2019.
Results

The Delve platform has continued to successfully operate over the last year, taking on a more prominent role in coordinating information sharing on COVID responses in the ASM sector. The 2020 State of the ASM Sector report made a big splash, with press coverage across several regions and subsequent op-eds and interviews. The theme of making 2020 the Year of Occupational Health and Safety has gained traction, with interest by many partners to join and improve our track record on this subject. However, the crowning achievement of Delve 1.0 was the support to a COVID-19 rapid baseline survey at the beginning of the pandemic, which laid the analytic foundation for the design and (ongoing) delivery of an emergency window for ASM and COVID. Delve established a dedicated website to share resources on COVID and to host a biweekly call that served as a critical forum for information sharing among parties. The response to COVID with this type of data transparency initiative has further positioned Delve as the global go-to for information on the sector.

Global: Delve: Data Collaboration for Improved Policy Responses to COVID-related Impacts in ASM Communities

Project ID: P159661
Total Budget: $399,988.07
EGPS Grant #: TF0B3969
Effective: April 2020; Closing: October 2021; Status: Closed

Context

COVID-19 is not only a worldwide public health emergency but an international economic crisis that could surpass the global financial crisis of 2008–09. Right now, containment and mitigation measures are necessary to limit the spread of the virus and save lives. However, they come at a cost as shutdowns imply reducing economic activity. These human and economic costs are likely to be larger for developing countries where the informal labor sector plays an important role in economic and social cohesion. The impact on state income and surge of unemployment will likely lead to an increase in migratory movements and a surge of already high levels of informal labor. This, combined with a significant increase in the price of gold because of tanking stock markets, will probably lead to a substantial and chaotic growth of informal mining and an amplification of its complications and risks.

Already, artisanal mining employs 40 million people across the globe—a substantial increase from the estimated 10 million first suggested 20 years ago. Increasingly, ASM is the principal income source for miners and their households, debunking the myth that it is a short-term, poverty-driven activity. In fact, wages earned in ASM typically outcompete other rural livelihoods such as agriculture and petty trade, making it a primary employment opportunity. Currently, ASM accounts for 25 percent of diamond production, 25 percent of cobalt production, 20 percent of gold production, and 80 percent of sapphire production.

The project development objective was to assess the short-term impact of the current COVID-19-induced recession in world oil, gas, and mineral markets on fiscal revenues and the GDP of selected countries, based on a project-by-project analysis, and to use these insights to identify a relevant work program to provide medium-term sector-specific support to rebuild the economy in client countries, specifically, Mozambique, Papua New Guinea, and Peru.

Approach

A rapid data collection exercise was conducted in 22 countries with 18 partner organizations over a two-month period. This activity and opportunity created the most engagement among external partners in the Delve platform to date. These included collecting “snapshots” of how COVID impacted selected ASM communities, which were then uploaded to the Delve website. Informed by the data collection exercise, the COVID-19 emergency support window of policy and programming initiatives for vulnerable ASM communities globally was launched. To ensure an iterative cycle of practice informing further research and lessons learned, diverse outreach activities were conducted. These included
producing a video on ASM communities, facilitating a data seminar as well as practical sessions on mitigating implementation challenges, and connecting networks of organizations which have received grants to implement activities under the emergency window.

Implementation Challenges

The data collection process had some challenges, which the project team mitigated as follows:

1. **Funds to support costs**: Funding was made available by EGPS to support data collection, which made data collection possible in contexts where networks existed, but covering researchers’ time was a limiting factor.

2. **More testing of survey prior to release to work out bugs and issues in reporting**: The project team encountered some errors in the form structure, question wording, and data output that resulted in minor changes to select question wording between versions.

3. **Improved data visualization and sharing**: Some of the response data were not able to be visualized using the PowerBI system. More testing up front and planning for data visualization would help promote analysis and presentation of the data.

4. **Limitations of methodology**: Because of the complexity, the project team did not track a consistent cohort of respondents for each geography over time, presenting some limitations to interpreting changes in the data across reporting periods. Additionally, the sample size varied across regions and different periods, as respondents were not always able to accommodate requests from researchers due to availability.

5. **Reciprocity for respondents**: Data were not always shared back with respondents and respondents were not compensated for participation in the survey when it did produce costs for respondents in the form of time and phone credits. More efforts could be placed on enabling data ownership and shared value for respondents in future data collection efforts.

**Results**

The COVID-19 Impact Reporting Initiative created a valuable network of partners for future engagement and influenced response efforts to the pandemic. The data collection exercise yielded many quantitative and qualitative outputs, including snapshots of key ASM communities (on the Delve website), multiple publications, data seminars, and a video. Qualitative reports on the impacts of COVID-19 were especially beneficial complements to the data analysis and were produced by some data collection partners. These reports provided more novel insights into the factors influencing the response data.

These in turn catalyzed policy and programming initiatives. Specifically, it informed the World Bank fundraising for the COVID in ASM emergency support window worth $5.5 million to implement policy and programming responses by host governments and CSOs globally.

Realizing that lessons could be learned on how data can be used to improve understanding of ASM communities’ needs for donors, the project team published materials on COVID-related impacts in ASM communities by journalists, academics, and other organizations or institutions with reference to Delve. The data collection exercise created the most engagement among external partners on the Delve platform to date.

**Lao PDR: Sustainable Energy & Extractives—Mining**

**Project ID:** P171029  
**Total Budget:** $400,000  
**EGPS Grant #:** TF081375  
**Effective:** October 2019; **Closing:** June 2020; **Status:** Ongoing

**Context**

The Lao economy is expected to continue relying on the exploitation of its natural resources for economic growth. Mining and energy contributed 6.6 percent and 10.5 percent, respectively, to the Lao GDP in 2018. The eighth National Socio-Economic Development Plan for 2016–2020 (8th NSDP) cites the two sectors as major contributors to the state budget, economic development, and employment, and refers to ensuring safeguards and environmental sustainability. There is a moratorium in place on new licensing of metallic mines since 2012. One condition for lifting the moratorium and promoting investment again is that health, safety, environmental, and social risks are better mitigated.

The Lao government revised the Mining Law in 2018 and is preparing regulations and guidelines to better implement the provisions relating to health, safety, environmental, and social risks. A prime ministerial regulation on mine closure was issued early in 2019. Also, the Ministry of Natural Resources and Environment (MONRE) seeks better cooperation and coordination with the Department of Mine Management at the Ministry of Energy and Mines, especially after incidents of dam collapses, water pollution, and abandoned but unrehabilitated mines.

The key regulatory challenges in the mining sector are to better monitor and enforce compliance by operators with good mining, safety, environmental, and social standards; restoration of incentives to invest by streamlining and making more consistent review and approval processes for the award of mineral licenses; improve design of the fiscal system to incentivize investment but minimize revenue leakage; and build greater accountability in the way the sector is managed.

The objective of this project is to strengthen capacity of the government of Lao PDR to adequately plan and regulate the energy and extractives sectors to improve their financial and operational performance. This project is a part of a wider programmatic project with several pillars.

**Approach**

Project activities included (a) support to the development of the Ministry of Energy and Mines five-year strategic plan, (b) a review of implementation of recommendations from the Strategic Environmental and Social Assessment (SESA) program, (c) a mine waste management study, and (d) development of a guidance document on mine closure.
Results

To respond to the regulatory challenges, this project worked to strengthen the regulatory capacity of the Lao government to better manage health, safety, environmental, and social risks of mining. The two national action plans for the mining sector were delivered and have full governmental backing. Many core topics that had previously not been considered were included in the plan—for example, cadastral system, licensing system, compliance and enforcement of the Mineral Law, inspection system, fiscal regime, and tax payments. The National Mining Strategy was also adopted based on inputs and recommendations from the project. The National Mining Strategy should correctly be coined as an outcome since it was prepared and owned by government. No presidential decree has been promulgated.

Global: Global Knowledge & Gender Impact on Energy Transition in Coal Regions

Project ID: P171194
Total Budget: $950,816
EGPS Grant #: TF0B1089
Effective: October 2019; Closing: June 202; Status: Ongoing

Context

Coal mine closure is part of the global energy transition, driven by country governments’ commitments to decarbonization and clean air, technology development and mine mechanization, national policies, and competitions from other fuels in downstream energy demand markets. There is tremendous inertia around governments facing a transition from coal in coal-dependent regions. Smaller, loss-making mines and assets along the value chain are closing, but governments are shifting some coal production and redundant labor to larger mines, creating the potential for even greater disruption in the future.

The narrow economic base of coal mining regions requires careful mitigation of coal sector transition impacts. The reduction of coal production capacity and loss of mining employment substantially reduce the flow of income through the local economies—directly and indirectly affecting retail, food services, and other dependent sectors, as well as social services. Globally, most coal-dependent regions in transition have experienced severe impacts to labor and community, resulting in job losses and lagging economies lasting for decades. Therefore, coal sector transition and coal mine closure are, in large part, about mitigating impacts on affected people and communities.

This grant fell under the broad Supporting Energy Transition in Coal Regions global initiative, which aims to assist coal-dependent regions to be equipped to manage the energy transition they face. This grant addressed global knowledge gaps on coal mine closure, especially in the aspects of environmental reclamation, land, and assets repurposing, abandoned mine methane capturing, and gender differentiated impacts of coal transition.

Approach

On August 14, 2019, the World Bank’s Energy and Extractives Global Practice approved a new trust-funded initiative titled Supporting Energy Transition in Coal Regions. This initiative has three programmatic components: (1) Regional and bilateral dialogues, which focuses on building dialogue, facilitating exchange of experiences, and providing just-in-time knowledge to countries that are in the preliminary stages of reducing the share of coal-derived power in their total energy mix; (2) country-level engagements, which supports client coal regions (and countries) that have taken the decision to transition; and (3) global knowledge on transition in coal regions, which seeks to close global knowledge gaps on approaches and measures to support coal regions in transition.
Under this initiative, and with the objective to facilitate knowledge sharing and address global knowledge gap on coal mine closure, this grant focused on the following activities:

- Official launch of the Platform Initiative in Support of Coal Regions in Transition in Western Balkans and Ukraine (WBUA) (partial contribution)
- Poland-Ukraine Coal Regions Twinning Activities (full contribution)
- Coal Regions in Transition Learning Academy (full contribution)
- Communication materials related to “just transition” (full contribution)
- Knowledge product: Socioeconomic Transition in the Appalachia Coal Region Case Study (partial contribution)
- Knowledge product: Repurposing of Land and Other Assets, A Toolkit for Implementation (full contribution)
- Knowledge products: Mitigation of Abandoned Mine Methane (AMM) and Coal Mine Methane (CMM) Monitoring and Utilization after Coal Mine Closure (full contribution)
- Knowledge product: Just Transition for All: A Feminist Approach for the Coal Sector (full contribution)

**Implementation Challenges**

The team foresees client-buy-in risks related to this proposed project. The decision to transition away from coal is generally taken at a higher level of the government and is, in most cases, contingent on the nation’s overall strategy for energy transition. Despite advice provided by the World Bank team during project implementation, it is not certain that government clients would take the decision to decarbonize their energy sector right away.

To mitigate this risk, the project team has engaged broad stakeholders and development partners to raise awareness and collaborate on the topic of coal regions in transition. Through the launch of the Platform Initiative in Support of Coal Regions in Transition in Western Balkans and Ukraine (WBUA), and Coal Regions in Transition Academy, the project team unpacked the complex issues related to coal regions in transition into digestible modules with real experience and country case studies.

**Results**

- **Official launch of the Platform Initiative in Support of Coal Regions in Transition in Western Balkans and Ukraine:** This took place virtually on December 10–11, 2020. Over 180 participants from Bosnia and Herzegovina, Germany, Greece, Kosovo, Montenegro, North Macedonia, Poland, Serbia, Ukraine, and the United States joined the two-day event online to share experiences and lessons learned on the energy transition. The annual meeting of the initiative took place on June 23–24, 2021, with wide representation from coal regions, governments, civil society, workers, enterprises, and development agencies.

- **Poland-Ukraine Twinning:** The Energy and Extractives Global Practice designed and launched a knowledge exchange between Ukrainian and Polish coal regions. This twinning activity consists of successive learning events, also commonly referred to as study tours, in which delegations from five Ukrainian coal regions visit Poland to gain lessons learned associated with preparatory

- **Coal Regions in Transition Learning Academy:**
  - Since July 2020, 16 videos have been recorded, with topics ranging from governance arrangements for coal transition to the future of jobs in coal-dependent regions, from lessons learned during World Bank technical assistance to transition experience in the Appalachian region of the United States, from socioeconomic transition to repurposing of land and coal-fired power plants. The project team continues to work with partners (such as the European Bank for Reconstruction and Development, European Commission) to record videos on diverse topics.
  - The College of Europe Natolin Campus is now implementing a user needs assessment, working in partnership with the Platform Initiative Secretariat and the European Commission DG Energy. Additionally, the new secretariat (Ecorys) is taking a greater role in assisting with identification of potential students for the Learning Academy, their needs, and learning materials to be contributed.
  - Work on revising the World Bank’s GOXI platform for use in the Learning Academy is ongoing.
  - The Poland–Ukraine Twinning activity is using the GOXI platform and this is troubleshooting issues for the Learning Academy.
  - An online virtual delivery of a first WBUA Learning Academy is being finalized in September 2021, with the College of Europe delivering learning modules that are being uploaded to the online GOXI platform ahead of the New York Global Summit and COP26 Glasgow in 2021.

- **Communication:** Slide decks for external and internal presentations were delivered in July 2020, and presentations have been made to (a) VP INF (and the Acting VP INF), (b) CD Europe, (c) MDB Paris Alignment Working Group (PAWG) Building Block 41 in preparation for COP26, (d) UN ESCAP Roundtable “The Energy Transition and Extractive Industries Development” in the Asia-Pacific region, (e) first launch of the Platform Initiative, (f) Poland–Ukraine Twinning, and (g) International Finance Corporation (IFC). The slide deck has been further modified to clarify the World Bank’s “three-phase, three-pillar approach,” and this content has been integrated into a slide deck presented to VP EAP and now submitted to the MDs office for a meeting mid-March on Bank support to coal phaseout. Integration of content on decommissioning thermal power plants is pending.

- **Socioeconomic Transition in the Appalachia Coal Region Case Study:** This study identifies Appalachian counties that have successfully transitioned from dependence on coal while sustaining growth and assesses factors that facilitate more successful community transition. The key goal is to determine why some communities perform better to draw lessons for other communities facing transition challenges. The following conclusions emerge from the analysis: (1) Very few Appalachian counties have managed a positive transition from coal dependence; (2) in terms of economic well-being, the level of success of the four counties is modest; (3) severe
economic structural impediments across Appalachia constrain growth; (4) nonstructural impediments reinforce poor economic outcomes and reduce local economic resilience; (5) institutional capacity and social capital have helped some counties transition more successfully; and (6) transition paths in our four “successful” Appalachian counties each have their own unique features and success factors, making it difficult to generalize approaches for other counties. Nonetheless, the analysis highlights some broad policy areas for addressing common economic development impediments in Appalachia: (a) enhance connectivity; (b) invest in human capital; (c) seek economic diversification to ease “boom and bust” cycles; (d) build local institutional capacity; and (e) coordinate economic development strategies. This study will be publicly available by the end of October 2021.

- **Global Perspective on Coal Jobs and Managing Labor Transition Out of Coal: Key Issues and Policy Responses**: This issue paper analyzes the status of coal phaseout around the world, the magnitude and character of coal sector jobs, and the challenges associated with future labor transition. The analysis exploits differences in transition stages to draw lessons from countries that have experienced coal mine closures in the past and uses these lessons to inform policy responses in the context of future decarbonization, with particular attention on facilitating the transition of affected workers into alternative employment.

- **Repurposing of Land and Other Assets, A Toolkit for Implementation**: This product has been concurrently developed and tested with other relevant technical assistance projects, such as those in Greece (A Just Transition for All: Preparing for a Managed Transition of Coal-Dependent Regions in Western Macedonia, Greece, P169761), China (China Energy Revolution Programmatic ASA, P172281), and Poland (Support Polish Coal Regions in Transition, P173079). A Land Utilization Rating Application (LURA) User’s Guide has been completed.

- **Mitigation of Abandoned Mine Methane (AMM) and Coal Mine Methane (CMM) Monitoring and Utilization after Coal Mine Closure**: Two technical notes have been prepared: The first one, prepared during FY20, presents the basics of coal associated methane; the second one, drafted during FY2021, explores the costs and benefits of reducing coal methane emissions. In addition, the World Bank has gradually entered the global dialogue on the subject, with various contributions and discussions with the United Nations Economic Commission for Europe (UNECE), which is pushing forward the idea of a “decade for methane management”; the Global Methane Initiative (GMI), whose mandate has recently been extended for another 10 years; and the International Energy Agency, whose 2020 global energy outlook emphasizes coal methane. Coal methane has also been part of engagements with client countries like China in the context of the Energy DPO, or Poland as part of the coal phaseout road map.

- **Gendered impacts of coal mine closure**: The paper Just Transition for All: A Feminist Approach for the Coal Sector is an important analytical piece that introduces—for the first time ever—a feminist approach to consider just transition in the coal sector undergoing energy transformation. Based on evidence of gendered impacts of mine closure collated from around the world and paired with qualitative and quantitative analysis on major coal-producing countries in the global South, this research paper offers an intersectionality-informed gender transformative perspective for the transition along with an easily adaptable framework. As suggested by the World Bank Energy and Extractives Global director, the team is working with the World Bank Corporate Gender Group to possibly transform this study in operational guidance for all task teams within the World Bank. This paper will be finalized and disclosed by the end of the calendar year 2021.
Climate-Smart Mining (CSM) supports the responsible extraction, processing, and recycling of minerals needed for low-carbon technologies by minimizing their climate and material footprints from extraction to end use by scaling up technical assistance and investments in mineral-rich developing countries. With international cooperation at its core, CSM specifically aids governments in building a robust policy, regulatory, and legal framework that promotes the CSM concept and creates an enabling environment for private capital.

Approach

CSM achieves this objective by focusing its activities on a framework (building blocks) developed in consultation with key stakeholders in government, industry, and civil society, serving as guidance to help developing countries and projects integrate climate-smart approaches through four pillars: (1) climate mitigation, (2) climate resilience, (3) circular economy, and (4) creating market opportunities. The CSM Initiative is a partnership with IFC, which is implementing the private sector aspects of the initiative.

The CSM Initiative is continuing to scale up and prioritize its CSM country road maps that provide a gap analysis between current extractives activities and countries’ climate ambitions, enabling each government to develop a CSM road map to limit GHG emissions and reduce the environmental impacts from mineral production to meet the new demand from low-carbon technologies. Following from the delivery of a CSM copper road map for the government of Chile, CSM initiated its first in-depth country road map on nickel for Indonesia, with the first scoping phase under way and to be completed by December 2021. These projects have engendered significant interest from other client countries—notably, Kenya, South Africa, and Suriname—on developing similar CSM country road maps for FY2022.

Within the next four years (2021–25), CSM has the objective of coordinating with the World Bank Climate Action Plan and aligning client countries’ Nationally Determined Contributions objectives. Many of the currently ongoing analytical activities continue to focus on identifying opportunities to develop pilots in selected developing countries and/or integrate the CSM building block themes in the global policy debate. For CSM to enhance its visibility into the fast-moving space of critical minerals for the clean energy transition, the initiative needs to continue securing additional funding from public and private sources that will enable the CSM program to take the knowledge and lessons learned from these activities and operationalize them at a country level.

Results

The initiative not only raised awareness of the role of minerals and metals to achieve a low-carbon future, but also highlighted the important role that developing countries will have in enabling this transition and benefitting from it, as well as the challenges that may emerge if the clean energy transition is not managed responsibly and sustainably. In addition to successful advocacy and raising awareness, this active engagement on CSM includes completed reports and continuing work on toolkits and road maps, among other analytical and operational/country-specific results. Ultimately, financing EGPS’ analytical work and country-specific projects is advancing the knowledge and implementation of the CSM framework in World Bank client countries.

From July 1, 2020, to June 30, 2021, the initiative focused on the two road maps for Chile and Indonesia, as well as several analytical outputs. As part of a lithium-ion battery recycling project aiming to showcase how developing countries can be provided with tools and capacity to make use of a second-life global battery market, Reuse and Recycling: Environmental Sustainability of Lithium-Ion Battery Energy Storage Systems, was published in August 2020 in partnership with the Energy Storage Partnership (ESP). The team is also developing a follow-up program focusing on concrete opportunities for reuse and recycling in Africa, in partnership with the Global Battery Alliance.

Also published, in June 2021, was The Business Case for Gender-Responsive Climate-Smart Mining, in collaboration with IFC. The toolkit consists of a series of instruments to help understand the business case, the roles, and responsibilities of various stakeholders in addressing challenges, and to unlock opportunities for women and points of entry for concrete actions across the building blocks of the initiative.

Draft guidelines on forest-smart mining for the use of carbon financing by the mining sector were published in February 2021, and the final forest-smart mining toolkit will be finalized in November 2021. The objective of this activity is to identify and promote policies and practices that incentivize the mining industry and its investors to finance nature-based climate solutions.

An analytical piece composed of three parts is also being finalized on the opportunities for decarbonizing aluminum for solar PV, consisting of a main report on global aluminum supply chains, and two case studies on bauxite mining and refining in Brazil and Guinea. The purpose of this project is to develop a cost analysis tool for producing green aluminum and identify opportunities for implementing CSM practices more broadly in the global aluminum supply chain. Delivery is estimated for December 2021.

Research and building of a Lithium Carbon Footprint Dashboard is also under way to provide a platform to measure lithium’s carbon dioxide emissions from mine to end use throughout the entire mineral value chain. The dashboard was soft launched at the World Bank’s annual Innovate4Climate Event in May 2021 and introduced by Demetrios Papathanasiou, the director of the Energy and Exteratives Global Practice.

In terms of outreach, CSM presented in 20 panels during FY2021 to promote and inform stakeholders of the CSM Initiative, as well as continue dissemination and outreach around the new report Minerals for Climate Action: The Mineral Intensity of the Clean Energy Transition, published in May 2020. Included in these events are the CSO roundtable hosted by CSM and IFC (October 2020); participation in the...
In addition, a joint World Bank–IFC workshop on implementing CSM practices in Africa was held in FY2021 during Energy Indaba 2020.

APPENDIX B | FINANCIAL REPORT, FY2021

Table B.1: EGPS-1 Grant Implementation Status
Table B.2: EGPS-2 Grant Implementation Status
Table B.3: Recipient-Executed Grant Process Tracking
Table B.4: Bank-Executed Grant Process Tracking
### TABLE B.1: EGPS-1 Grant Implementation Status

#### Africa

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**Total for Africa:**
- **Total Budget:** $4,536,000
- **Disbursed + Committed:** $7,880,000
- **Percentage Completed:** 92%
## East Asia and Pacific

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| Total for Latin America and the Caribbean | 2,271 | 432  | 130 | 0   | 455 | 3,289 | 3,011 | 92 |

EGPS ANNUAL REPORT 2021

APPENDIX B | FINANCIAL REPORT, FY2021
## Middle East and North Africa

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**Total for Global**: 1,688 2,478 1,641 4,281 77 11,019 8,624 78

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**TABLE B.2: EGPS-2 Grant Implementation Status**

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## Europe and Central Asia

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### Total for Europe and Central Asia

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¹/ Project numbers are assigned only when a grant is processed/approved through the Bank's system; therefore, some of the grants do not have a project number. Refer to the table's “Status” column.
### TABLE B.3: Recipient-Executed Grant Process Tracking

#### EGPS-1 Africa

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<th>Country</th>
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<th>Activity Initiation Note</th>
<th>Project Paper Approved</th>
<th>Grant Agreement Signed by WB</th>
<th>Effective (counter-sign) Date</th>
<th>1st Disbursement Date</th>
<th>Closing Date</th>
<th>Status</th>
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<td>20-Nov-17</td>
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### EGPS-1 East Asia and Pacific

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### EGPS-1 Europe and Central Asia

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## EGPS-1 Middle East and North Africa

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1/ Project numbers are assigned only when a grant is processed/approved through the Bank’s system; therefore, some of the grants do not have a project number. Refer to the table’s “Status” column.

## EGPS-2 Global

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## TABLE B.4: Bank-Executed Grant Process Tracking

### EGPS-1 Africa

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### EGPS-1 East Asia and Pacific

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### EGPS-1 Europe and Central Asia

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## EGPS-1 Europe and Central Asia

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### EGPS-2 Africa

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1/ Project numbers are assigned only when a grant is processed/approved through the Bank’s system; therefore, some of the grants do not have a project number. Refer to the table’s “Status” column.