

## Tools & Resources

### INVESTMENTS IN EXTRACTIVE INDUSTRIES

#### STAGE 1: SETTING THE LEGAL AND POLICY FRAMEWORK

| NAME  | DESCRIPTION   | SOURCE                     |
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| <a href="#">A Practical Guide to Increasing Mining Local Procurement in West Africa</a> | <p>This guide provides information, guidance and tools to support decision-making, planning and implementation of mining local procurement in West Africa, in particular at a country level. It can be used by individual role players as well as form the basis of consultative processes. The guide can also support regional harmonization relating to mining local procurement.</p> <p>The guide addresses questions that are commonly asked by governments, companies, and citizens in the region. How do we define and measure local procurement? Do we create a specific policy or legislation to encourage mining companies to buy more locally? If so, what do these look like, and what has led to successful outcomes in other countries? Do we pick winner productive sectors? How do we best support suppliers to develop the right capacities and standards to meet mine requirements? What institutional framework and which actors need to be involved to deliver? Rather than laying the main responsibility for increasing domestic sourcing on the mining sector, the guide aims at promoting a multi-stakeholder approach, in which all actors have clear roles and responsibilities. This guide has been organised into eight modules that each address a set of related questions that have been consistently raised by role players.</p> | <a href="#">World Bank</a> |

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| <a href="#">Administering Fiscal Regimes for Extractive Industries : A Handbook</a> | <p>Revenues from natural resources often pose unique challenges for tax administration. This Handbook is one of the first of its kind to focus attention on effectively administering revenues from extractive industries. It provides policymakers and officials in developing and emerging market economies with practical guidelines to establish a robust legal framework, organization, and procedures for administering revenue from these industries. It discusses transparency and how to promote it in the face of increasing demands for clarity and accountability in the administration of public revenues from extractive industries, and discusses how developing countries can strengthen their managerial and technical capacity to administer these revenues.</p> | <a href="#">International Monetary Fund</a>                        |
| <a href="#">AIPN Model Oil &amp; Gas Model Contracts</a>                            | <p>A set of model oil &amp; gas contracts, including farmout agreements, joint operating agreements, gas sales agreements, gas transportation agreements, and LNG master agreements, that are available for purchase. Arabic, French, Portuguese, and Spanish translations of joint operating agreements (JOAs) and confidentiality agreements are also available.</p>   | <a href="#">Association of International Petroleum Negotiators</a> |

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| <p><a href="#">CCSI Research: Local Content Laws &amp; Contractual Provisions</a></p>             | <p>Resource-rich countries are increasingly inserting requirements for <a href="#">local content</a> (“local content provisions”) into their legal framework, through legislation, regulations, contracts and bidding practices. If successful, a policy to increase local content can lead to job creation, boost the domestic private sector, facilitate technology transfer and build a competitive local workforce. However, local content goals are often unfulfilled and the opportunities are not captured.</p> <p>CCSI has conducted a survey of the local content frameworks of a number of countries, identifying the key legislation, regulations, contracts and non-binding policies and frameworks dealing with local content issues in the mining and <a href="#">petroleum</a> sectors. A profile was created for each country, summarizing the provisions in the legal instruments dealing with local content and highlighting examples of high impact clauses. The profiles examine provisions dealing with local employment, training, procurement, technology transfer, local content plans as well as local ownership, depending on the country’s approach to and definition of local content. In addition, the profiles look at implementation, monitoring and enforcement provisions, as well as the government’s role in expanding local involvement. CCSI also surveyed the relevant WTO agreements and <a href="#">investment treaties</a> in each country profiled to identify the provisions that may prevent, counsel against, and/or shield local content standards.</p> <p>The profiles are intended as a tool for policy makers, researchers and citizens seeking to understand and compare how local content is dealt with in their own and other countries, and to provide some examples of language that might be adopted in a framework to achieve local content goals. Hyperlinks are provided to the source legislation, regulations, policies and contracts where available.</p> <p>As local content policies are so context specific, CCSI welcomes comments and corrections on these profiles from practitioners in the reviewed countries, including with respect to any omissions.</p> | <p><a href="#">Columbia Center for Sustainable Investment</a></p>    |
| <p><a href="#">Community Development Agreement Model Regulations &amp; Example Guidelines</a></p> | <p>This report provides a draft model community development agreement regulations suitable for adoption into legislation or which can be modified for use as guidelines.</p>   | <p><a href="#">World Bank</a></p>                                    |
| <p><a href="#">Extractive Industries Transparency Initiative (EITI) Standard</a></p>              | <p>The EITI Standard is an authoritative source on how countries can implement the EITI. Countries implement the EITI Standard to ensure full disclosure of taxes and other payments made by oil, gas and mining companies to governments. These payments are disclosed in an annual EITI Report, which allows citizens to see for themselves how much their government is receiving from their country’s natural resources. To see all EITI Reports, go to <a href="#">data.eiti.org</a>.</p>   | <p><a href="#">Extractive Industries Transparency Initiative</a></p> |

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| <a href="#">Fiscal Systems for Hydrocarbons Design Issues</a>  | <p>This paper examines the key elements of the legal and fiscal frameworks utilized in the petroleum sector and aims to outline desirable features that should be considered in the design of fiscal policy with the objective of optimizing the host government's benefits, taking into account the effect that this would have on the private sector's investment.</p>  | <a href="#">World Bank</a>                                |
| <a href="#">Foreign Investment, Law and Sustainable Development: A Handbook on Agriculture and Extractive Industries</a>           | <p>The handbook is about how to use law to make foreign investment work for sustainable development. It aims to provide a rigorous yet accessible analysis of the law regulating foreign investment in low and middle-income countries, what this law is, how it works, and how to use it most effectively. Topics covered include:</p> <ul style="list-style-type: none"> <li>Laws promoting investment flows</li> <li>Achieving a fair economic deal (corporate structure; taxation regime)</li> <li>Social and Environmental considerations</li> <li>Transparency, anti-corruption, other investment issues.</li> </ul> <p>The handbook aims to support government officials in low and middle-income countries in their management of foreign investment for sustainable development, and to support civil society efforts to influence decisions and hold government and investors to account.</p> | <a href="#">IIED</a>                                      |
| <a href="#">Framework to Approach Shared Use of Mining-Related Infrastructure</a>  | <p>The framework aims to provide guidance to policy makers on how to approach the question of shared use of mining-related infrastructure (rails, ports, power, water, and ICT), highlighting the operational models that are necessary for implementation, the key-success factors, the enabling conditions and how to ultimately better coordinate major investments in physical infrastructure by privately-owned natural resource concessionaires with national infrastructure development plans.</p> <p>The framework also equips policy makers with a set of questions that should help conduct the negotiations on shared use with companies. The goal of the framework is to include shared infrastructure use as part of the planning and negotiation stages of extractive industry investments.</p>   | <a href="#">Columbia Center on Sustainable Investment</a> |
| <a href="#">Good-fit Practice Activities in the International Oil, Gas and Mining Industries: Fiscal Design and Administration</a> | <p>This chapter of the EI Sourcebook discusses the design and administration of fiscal regimes in the extractives industries sector. Topics covered include:</p> <ul style="list-style-type: none"> <li>• Fiscal Objectives</li> <li>• Fiscal Instruments</li> <li>• Special Fiscal Topics and Provisions</li> <li>• Fiscal Systems</li> <li>• Fiscal Administration</li> <li>• Summary and Recommendations</li> </ul>  | <a href="#">EI Sourcebook</a>                             |

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| <a href="#">Good-fit Practice Activities in the International Oil, Gas and Mining Industries: Policy, Legal and Contractual Framework</a> | <p>This chapter of the EI sourcebook covers issues related to sector policy, legislation, contracts, award of contracts and licenses, and regulation. Topics include:</p> <ul style="list-style-type: none"> <li>• Policy Context</li> <li>• Sector Legislation: Design</li> <li>• Sector Legislation: Content</li> <li>• Contracts and Licenses</li> <li>• Local Content</li> <li>• The Award of Contracts and Licenses</li> <li>• Regulations</li> <li>• Contract Negotiations and Dispute Settlement</li> </ul>  | <a href="#">EI Sourcebook</a>                       |
| <a href="#">Guidelines for Good Governance in Emerging Oil and Gas Producers</a>  | <p>The guidelines aim to promote effective decisions about the structure and rules of the petroleum sector in a context of low institutional and sector capacity. They offer recommendations for emerging producers, drawn from a workshop that brought together new and established producers, as well as technical advisory groups active in these countries.</p>   | <a href="#">Chatham House</a>                       |
| <a href="#">Guiding Principles on Business and Human Rights: Implementing the United Nations "Protect, Respect and Remedy" Framework</a>  | <p>In June 2011, in an unprecedented step, the United Nations Human Rights Council unanimously endorsed a set of Guiding Principles on Business and Human Rights. The Guiding Principles establish an authoritative global standard on the respective roles of businesses and governments in helping ensure that companies respect human rights in their own operations and through their business relationships.</p> <p>The Guiding Principles were developed by the Special Representative of the UN Secretary-General for Business and Human Rights, Professor John Ruggie of Harvard Kennedy School, over the six years of his UN mandate from 2005 to 2011. They elaborate on the three pillars of the UN "Protect, Respect and Remedy" Framework that Prof. Ruggie proposed to the Human Rights Council in 2008. The three pillars of the Framework are:</p> <p>The state duty to protect against human rights abuses by third parties, including business, through appropriate policies, regulation, and adjudication;</p> <p>The corporate responsibility to respect human rights, that is, to act with due diligence to avoid infringing on the rights of others and address adverse impacts with which they are involved;</p> <p>and</p> <p>The need for greater access by victims to effective remedy, both judicial and non-judicial.</p> | <a href="#">United Nations Human Rights Council</a> |

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| <a href="#">How To Improve Mining Tax Administration and Collection Frameworks</a>         | <p>Governments of mineral-rich countries formulate and use a variety of financial imposts to collect a share of the revenue generated by mining companies. Instruments include the full range of taxes, fees, and charges that generally apply to all normal commercial operations. In addition to these measures, most governments use mineral royalties along with variations to the corporate taxation measures, customs duties, and value-added taxes that apply just to mining. This sourcebook focuses on mineral royalties and on other taxation measures that are specific to mining activities, with particular emphasis on imposts of common application in most developing countries, which may create challenges in their administration. The legislative framework establishing these taxes in developing countries that are experiencing an accelerated pace of resource development is in most cases relatively modern and largely adequate, but the supporting administrative capability, procedures, and systems have tended to lag behind. This sourcebook presents a practical overview of how to analyze and improve the administrative frameworks and systems for mineral royalties and other taxes specific to mining.</p> <p>This sourcebook provides a structured approach to help the ministries of finance and mines analyze and improve their effectiveness and efficiency in handling common issues and challenges; avoid duplication of effort; and overcome the organizational, structural, and resourcing difficulties generally encountered in the administration of various elements of mining regimes.</p> <p>Available in Arabic, Chinese, English, French, Spanish, and Russian</p> | <a href="#">World Bank</a> |
| <a href="#">IFC Performance Standards on Environmental and Social Sustainability</a>       | <p>The IFC's Performance Standards on Social and Environmental Sustainability are considered to be the gold standard in achieving sustainable development.</p>  | <a href="#">IFC</a>        |
| <a href="#">IGF Mining Policy Framework</a>  | <p>The Mining Policy Framework (MPF) is a compendium of best practices in mining law and governance. It was developed by governments to provide a framework to guide governments to come up with a mineral regime for sustainable development. It is available in English, French, Spanish, and Russian.</p>  | <a href="#">World Bank</a> |
| <a href="#">Implementing EITI for Impact: A Handbook for Policymakers and Stakeholders</a> | <p>This particular guide is aimed at policymakers, industry, and civil society members who wish to implement the EITI standard. It details what types of regulations must be implemented to become a candidate for the EITI and to comply and remain EITI-compliant.</p>  | <a href="#">IIED</a>       |

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| <a href="#">Investment Contracts and Sustainable Development: How to Make Contracts for fairer and More Sustainable Natural Resource Investments</a> | <p>This guide discusses options to structure investment contracts in the natural resource sector in ways that maximize the investment’s contribution to sustainable development.</p> <p>The guide draws on test trainings in Ghana and Central Asia and aims to provide up-to-date and comprehensive learning material for both host governments and civil society. It can be used as a background document for training sessions, but it may also be used by readers accessing the material on their own.</p>   | <a href="#">Natural Resource Governance Institute</a>   |
| <a href="#">Local Content Initiatives: Enhancing the Subnational Benefits of the Oil, Gas and Mining Sectors</a>                                     | <p>This paper offers guidance on designing and implementing local content initiatives in the oil, gas and mining sectors to ensure economic sustainability within producing regions. It aims to answer the question of how national and subnational governments, industry and civil society can maximize local benefits through partnerships among governments, companies and civil society organizations.</p>   | <a href="#">International Monetary Fund</a>   |
| <a href="#">Macroeconomic Policy Frameworks for Resource-Rich Developing Countries</a>   | <p>The guide aims to help countries achieve an investment framework that provides long-term growth and helps avoid the volatility associated with investment in natural resource industries. It provides:</p> <ul style="list-style-type: none"> <li>A fiscal sustainability framework that accounts for the growth impact of public investment;</li> <li>Offers a tool for countries to analyze the fiscal and macroeconomic implications of different savings/investment scenarios;</li> <li>Proposes indicators for measuring revenue use; and</li> <li>offers a toolkit for designing fiscal rules.</li> </ul> | <a href="#">International Monetary Fund</a>   |
| <a href="#">Mineral Royalties and other Mining-Specific Taxes</a>  | <p>Using operations in Australia as an example, this guide provides a comparison between different fiscal regimes and offers advice on how to design the most beneficial taxing regime for host countries.</p>   | <a href="#">IM4DC</a>   |
| <a href="#">Minerals Taxation Regimes</a>  | <p>The report analyzes the strengths and weaknesses of different structures of minerals taxation regimes and concludes with a number of observations on the design and application of minerals taxation regimes.</p> <p>One clear message emerging from the report is that there is significant room for agreement between companies and governments – provided that both adopt a long-term perspective. In particular, both parties have an interest in taxation regimes that are widely perceived to be legitimate.</p>  | <a href="#">Oxford Policy Management (OPM) and the Centre for Energy, Petroleum and Mineral Law and Policy (CEPMLP)</a> |

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| <a href="#">Mining Contracts: How to Read and Understand Them</a>  | <p>A book created to highlight strong contract clauses and explore how others could be improved. It goes beyond legal considerations to explore the policy questions and company interests underlying contract provisions—issues that are crucial for understanding and negotiating contracts, and for monitoring their enforcement.</p>  |   |
| <a href="#">Mining Royalties: A Global Study of their Impact on Investors, Government and Civil Society</a>  | <p>A comprehensive reference on mineral resource taxation. The report discusses the history of royalties and the types currently in use, covering key practical issues such as tax administration, revenue distribution and reporting. It identifies the strengths and weaknesses of various tax approaches, including the economic impact of these approaches on production decisions and mine economics, and the effect of royalty taxes on the investment climate, civil society and markets.</p>  | <a href="#">World Bank</a>  |
| <a href="#">Mining royalties: a global study of their impact on investors, government, and civil society</a> | <p>Mineral sector regulatory and fiscal systems have been undergoing major reforms across the globe. This book focuses on information and analysis relating to mineral royalties. It provides a general discussion of the concepts behind mining taxation, a guide to royalties, examples of royalty calculations and the ways in which these interact with other forms of taxation, as well as financial effects on investments under varying conditions. Primary information includes royalty legislation from over forty nations. The book discusses implications for investors and governments of various tax regimes and provides specific country case examples. A chapter is included on transparency, governance, and management of revenue streams. The appendices, in the second volume, contain brief summaries and selected statutes relating to royalties in a broad cross-section of nations around the world; sample spreadsheets of the results of mine models that were analyzed; and examples of administrative and distributional approaches to collecting royalties.</p> <p>Available in Arabic, Chinese, English, French, Spanish, and Russian</p> | <a href="#">World Bank</a>  |
| <a href="#">Model Mining Development Agreement 1.0</a>   | <p>MMDA 1.0 is a collection of examples from existing mine development agreements and other materials that are designed to help negotiators and drafters by stimulating them to think about some of the difficult issues of legality, fairness, and balance presented by large foreign natural resource investment, particularly in developing countries. On one hand, MMDA 1.0 may be useful as an agenda for negotiating such an investment. On the other hand, MMDA 1.0 may be useful to the lawyers tasked with drafting an agreement for such an investment.</p> <p>Available in English, French, Portuguese, and Spanish.</p>   | <a href="#">Mining Law Committee of the International Bar Association</a> |



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| <a href="#">Natural Resource Charter</a>   | <p>The Natural Resource Charter is a set of principles to guide governments and societies' use of natural resources so these economic opportunities result in maximum and sustained returns for a country's citizens. The Charter outlines tools and policy options designed to avoid the mismanagement of these natural diminishing riches and work towards ensuring their ongoing benefits.</p>   | <a href="#">Natural Resource Charter</a>              |
| <a href="#">Natural Resource Governance Institute Training Modules on the EITI</a>                           | <p>Training kit consisting of a set of modules that cover the whole EITI process from implementation to monitoring and compliance.</p>  | <a href="#">Natural Resource Governance Institute</a> |
| <a href="#">NRGI Guide to the EITI Standard</a>  | <p>The guide is an online, interactive reference that allows users to explore the opportunities in the EITI Standard in seven policy areas. These areas are based on the extractive industries decision chain and reflect some of the governance challenges most frequently raised by stakeholders. The guide also covers two process areas: civil society participation and multi-stakeholder group governance.</p>                                      | <a href="#">Natural Resource Governance Institute</a> |
| <a href="#">NRGI Reader   Contract Transparency: Creating Conditions To Improve Contract Quality</a>         | <p>This reader comes from a series of 20 short, illustrated overviews of key topics in the extractives sector. Together they serve as a robust introduction for the lay reader to fundamental issues and concepts in oil, gas and mining sector governance. They contain helpful figures and infographics, and each reader has a standard format: key messages, concepts, case examples, and a final set of practitioner-orientated questions to ask.</p> | <a href="#">Natural Resource Governance Institute</a> |
| <a href="#">NRGI Reader   Fiscal Regime Design: What Revenues the Government Will be Entitled to Collect</a> | <p>This reader comes from a series of 20 short, illustrated overviews of key topics in the extractives sector. Together they serve as a robust introduction for the lay reader to fundamental issues and concepts in oil, gas and mining sector governance. They contain helpful figures and infographics, and each reader has a standard format: key messages, concepts, case examples, and a final set of practitioner-orientated questions to ask.</p> | <a href="#">Natural Resource Governance Institute</a> |

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| <a href="#">NRGI Reader   Fiscal Rules and Natural Resource Funds: Methods to Save and Stabilize Revenues</a>  | <p>This reader comes from a series of 20 short, illustrated overviews of key topics in the extractives sector. Together they serve as a robust introduction for the lay reader to fundamental issues and concepts in oil, gas and mining sector governance. They contain helpful figures and infographics, and each reader has a standard format: key messages, concepts, case examples, and a final set of practitioner-orientated questions to ask.</p> | <a href="#">Natural Resource Governance Institute</a> |
| <a href="#">NRGI Reader   Granting Rights to Natural Resources: Determining Who Takes Natural Resources Out of the Ground</a>                          | <p>This reader comes from a series of 20 short, illustrated overviews of key topics in the extractives sector. Together they serve as a robust introduction for the lay reader to fundamental issues and concepts in oil, gas and mining sector governance. They contain helpful figures and infographics, and each reader has a standard format: key messages, concepts, case examples, and a final set of practitioner-orientated questions to ask.</p> | <a href="#">Natural Resource Governance Institute</a> |
| <a href="#">NRGI Reader   Legal Framework: Navigating the Web of Laws and Contracts Governing Extractive Industries</a>                                | <p>This reader comes from a series of 20 short, illustrated overviews of key topics in the extractives sector. Together they serve as a robust introduction for the lay reader to fundamental issues and concepts in oil, gas and mining sector governance. They contain helpful figures and infographics, and each reader has a standard format: key messages, concepts, case examples, and a final set of practitioner-orientated questions to ask.</p> | <a href="#">Natural Resource Governance Institute</a> |
| <a href="#">NRGI Reader   Publish What You Pay: A Civil Society Coalition for Extractive Sector Transparency and Accountability</a>                    | <p>This reader comes from a series of 20 short, illustrated overviews of key topics in the extractives sector. Together they serve as a robust introduction for the lay reader to fundamental issues and concepts in oil, gas and mining sector governance. They contain helpful figures and infographics, and each reader has a standard format: key messages, concepts, case examples, and a final set of practitioner-orientated questions to ask.</p> | <a href="#">Natural Resource Governance Institute</a> |
| <a href="#">NRGI Reader   Revenue Management and Distribution: Addressing the Special Challenges of Resource Revenues To Generate Lasting Benefits</a> | <p>This reader comes from a series of 20 short, illustrated overviews of key topics in the extractives sector. Together they serve as a robust introduction for the lay reader to fundamental issues and concepts in oil, gas and mining sector governance. They contain helpful figures and infographics, and each reader has a standard format: key messages, concepts, case examples, and a final set of practitioner-orientated questions to ask.</p> | <a href="#">Natural Resource Governance Institute</a> |
| <a href="#">NRGI Reader   Subnational Revenue Distribution: Natural Resource Revenues in a Decentralized Context</a>                                   | <p>This reader comes from a series of 20 short, illustrated overviews of key topics in the extractives sector. Together they serve as a robust introduction for the lay reader to fundamental issues and concepts in oil, gas and mining sector governance. They contain helpful figures and infographics, and each reader has a standard format: key messages, concepts, case examples, and a final set of practitioner-orientated questions to ask.</p> | <a href="#">Natural Resource Governance Institute</a> |

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| <a href="#">NRGI Reader   Subnational Revenue Management: Improving Local Development Through Resource Wealth</a>           | <p>This reader comes from a series of 20 short, illustrated overviews of key topics in the extractives sector. Together they serve as a robust introduction for the lay reader to fundamental issues and concepts in oil, gas and mining sector governance. They contain helpful figures and infographics, and each reader has a standard format: key messages, concepts, case examples, and a final set of practitioner-orientated questions to ask.</p>                                 | <a href="#">Natural Resource Governance Institute</a> |
| <a href="#">NRGI Reader   The Extractive Industries Transparency Initiative (EITI): Using EITI to Promote Policy Reform</a> | <p>This reader comes from a series of 20 short, illustrated overviews of key topics in the extractives sector. Together they serve as a robust introduction for the lay reader to fundamental issues and concepts in oil, gas and mining sector governance. They contain helpful figures and infographics, and each reader has a standard format: key messages, concepts, case examples, and a final set of practitioner-orientated questions to ask.</p>                                 | <a href="#">Natural Resource Governance Institute</a> |
| <a href="#">NRGI Reader   The Natural Resource Charter Decision Chain: Converting Resources into Development</a>            | <p>This reader comes from a series of 20 short, illustrated overviews of key topics in the extractives sector. Together they serve as a robust introduction for the lay reader to fundamental issues and concepts in oil, gas and mining sector governance. They contain helpful figures and infographics, and each reader has a standard format: key messages, concepts, case examples, and a final set of practitioner-orientated questions to ask.</p>                                 | <a href="#">Natural Resource Governance Institute</a> |
| <a href="#">NRGI Reader   Transparency Mechanisms and Movements: Tools to Foster Openness and Accountability</a>            | <p>This reader comes from a series of 20 short, illustrated overviews of key topics in the extractives sector. Together they serve as a robust introduction for the lay reader to fundamental issues and concepts in oil, gas and mining sector governance. They contain helpful figures and infographics, and each reader has a standard format: key messages, concepts, case examples, and a final set of practitioner-orientated questions to ask.</p>                                 | <a href="#">Natural Resource Governance Institute</a> |
| <a href="#">Oil Contracts: How to Read and Understand Them</a>  | <p>Walk-through guide on oil contracts: what they are, who participates in them, how the revenues should be handled and divided, what the different impacts of an oil project are, what its role is in fostering economic development, and how disputes between parties can be resolved.</p>  | <a href="#">OpenOil</a>                               |
| <a href="#">Petroleum Allocation and Exploration Rights: Allocation Strategies and Design Issues</a>                        | <p>An introduction to the factors that affect the efficient and transparent allocation of <a href="#">petroleumexploration</a>, development, and <a href="#">production</a> rights. It discusses the different political, economic and social interests that go into the allocation of these rights and touches upon various approaches to allocate them, including legal and fiscal issues. It then guides the reader through how to design an appropriate rights allocation system.</p> | <a href="#">World Bank</a>                            |

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| <p><a href="#">Practical Guide: Mining and Communities</a></p>  | <p>Written in a question-and-answer format with dialogues among local people, the 300-page combined reference manual and interactive curriculum addresses: mines &amp; communities, meaning the mine life cycle, the changes it brings, how to participate in an <a href="#">impact assessment</a> and monitor the management plan; the rule of law, including human rights and the roles and responsibilities of each actor; conflict and violence prevention and tools supporting improved communication, negotiation and community cohesion, including consultation or community protocols and participatory land use planning; the possible benefits of mining, and tools to capture mining’s benefits, including <a href="#">local content</a> strategies, <a href="#">community development agreements</a>, and local financial management; ways to address and minimize impacts on land (compensation mechanisms, and resettlement), environment and cultural sites; what actions people can take locally to voice their concerns, how to document and monitor (including baseline studies, community-controlled <a href="#">impact assessments</a>, joint participatory monitoring) and options for access to remedy locally, nationally, regionally and internationally.</p> <p>In each of the Modules, the Guide draws on and summarizes relevant aspects of domestic law (not only the mining law, but also the Constitution, law of decentralization, land law, environmental protection law, water law, public health law, and more), regional and international human rights law, gender, industry best practice, and advice and case studies from affected communities around the world.</p> <p>The Guide is available in French. An abridged summary version of the Guide is available in French and English. A folder with the Guide’s reference documents is available on Dropbox.</p> | <p><a href="#">Communities First</a></p>       |
| <p><a href="#">Principles for Responsible Contracts: Integrating the Management of Human Rights Risks into State-Investor Contract Negotiations: Guidance for Negotiators</a></p> | <p>A guide that sets out and explains 10 principles that can help guide the integration of human rights risk management into contract negotiations.</p>  | <p><a href="#">UN Human Rights Council</a></p> |

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| <a href="#">The Extractive Industries Sector: Essentials for Economists, Public Finance Professionals, and Policy Makers</a>                | <p>The extractive industries (EI) sector occupies an outsize space in the economies of many developing countries. Economists, public finance professionals, and policy makers working in such countries are frequently confronted with issues that require an in-depth understanding of the sector. The objective of this volume is to provide a concise overview of EI-related topics these professionals are likely to encounter. The volume provides an overview of issues central to EI economics; discusses key components of the sector’s governance, policy, and institutional frameworks; and identifies the public sector’s EI-related financing obligations. Its discussion of EI economics covers the valuation of subsoil assets, the economic interpretation of ore, and the structure of energy and mineral markets. The volume maps the responsibilities of relevant government entities and outlines the characteristics of the EI sector’s legal and regulatory frameworks. Specific key functions of the sector are briefly discussed, as are the financial structures that underpin environmental and social safeguards; investment of public revenues generated from oil, gas, or minerals; as well as extractive-based economic diversification. The authors hope that decision makers in ministries of finance, international organizations, and other relevant entities will find the study useful to their understanding and analysis of the EI sector.</p> | <a href="#">World Bank</a> |
| <a href="#">Towards Sustainable Decommissioning and Closure of Oil Fields and Mines: A Toolkit to Assist Government Agencies</a>            | <p>This toolkit is designed to increase the level of awareness on decommissioning and closure issues. It serves as guidance to government authorities, institutions and regulatory agencies, in natural-resource rich, developing countries, seeking to establish or improve closure and decommissioning programs for the extractives sectors.</p>  | <a href="#">World Bank</a> |
| <a href="#">Tripartite declaration of principles concerning multinational enterprises and social policy (MNE Declaration) - 4th Edition</a> | <p>The principles laid down in this universal instrument offer guidelines to MNEs, governments, and employers’ and workers’ organizations in such areas as employment, training, conditions of work and life, and industrial relations.</p> <p>The prominent role of MNEs in the process of social and economic globalization renders the application of the principles of the MNE Declaration as timely and necessary as they were at the time of adoption. As efforts to attract and boost foreign direct investment gather momentum within and across many parts of the world, the parties concerned have a new opportunity to use the principles of the Declaration as guidelines for enhancing the positive social and labour effects of the operations of MNEs.</p>   | <a href="#">ILO</a>        |

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| <p><a href="#">WRI Rights to Resources Interactive Map: Sub-Saharan Africa</a></p> | <p>The Rights to Resources interactive map presents information on citizen and community rights to natural resources in sub-Saharan Africa. National framework laws for each of the 49 countries in the region were reviewed to answer eleven questions about local use rights to five natural resources: water, trees, wildlife, minerals, and <a href="#">petroleum</a>. The information on the map can help Governments compare property rights regimes across natural resources and countries. Users can also download the data set in <a href="#">Excel format</a>.</p> | <p><a href="#">World Resources Institute (WRI)</a></p> |
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## STAGE 2: PRE-NEGOTIATION

| NAME   | DESCRIPTION   | SOURCE  |
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| <a href="#">A Good Deal Better? Uganda's Secret Oil Contracts (Plus Economic Model) Explained</a>        | Global Witness has analysed and made public two “production sharing agreements” signed by the Ugandan Government and international oil companies in February 2012. They determine what share of oil revenues the Government of Uganda will get and almost every aspect of its relationship with the oil companies. This is the first time this information has been made public.<br>Their analysis shows that the Ugandan Government has succeeded in negotiating a better financial deal in these contracts compared with older contracts – for which it should be congratulated. But there are some significant weaknesses that still need to be addressed. The contracts lack some important human rights and environmental safeguards. This is of particular concern given the unique habitats of the oil region in Uganda which sits on the border with the Democratic Republic of Congo and the Nile River. To see how Uganda’s oil money will be shared and evaluate the new contracts against the old contracts see the <a href="#">Revenue Infographic</a> . You can also download Global Witness' open source <a href="#">Economic Model</a> , the first of its kind, which can be updated when new information becomes available or adapted for other countries’ contracts. A guide is also available <a href="#">here</a> . | <a href="#">Global Witness</a>                              |
| <a href="#">50 Pieces of Advice to an Official who is Engaged in the Negotiation of Mining Contracts</a> | The governments of resource rich countries have a responsibility to be well prepared and knowledgeable in contract negotiations for natural resource extraction and long-term land leases – not just for the sake of securing a balanced financial deal, but to promote high standards in labour and human rights, environmental protection, health, safety, transparency and fiscal management. The Handbook provides fifty pieces of advice to ensure good governance, capacity building and sustainable development for resource rich countries.   | <a href="#">International Mining for Development Centre</a> |
| <a href="#">Administering Fiscal Regimes for Extractive Industries : A Handbook</a>                      | Revenues from natural resources often pose unique challenges for tax administration. This Handbook is one of the first of its kind to focus attention on effectively administering revenues from extractive industries. It provides policymakers and officials in developing and emerging market economies with practical guidelines to establish a robust legal framework, organization, and procedures for administering revenue from these industries. It discusses transparency and how to promote it in the face of increasing demands for clarity and accountability in the administration of public revenues from extractive industries, and discusses how developing countries can strengthen their managerial and technical capacity to administer these revenues.   | <a href="#">International Monetary Fund</a>                 |
| <a href="#">Biodiversity Management Handbook</a>   | Handbook on how to manage and maintain biodiversity standards in mining operations. This handbook outlines the key principles and procedures now recognized as leading practice for assessing biodiversity values, namely:<br>identifying any primary, secondary or cumulative impacts on biodiversity values<br>minimizing and managing these impacts<br>restoring conservation values<br>managing conservation values on a sustainable basis.   |   |

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| <a href="#">BP energy charting tool and app</a>   | <p>The BP energy charting tool allows you to interrogate data, create charts and download reports from the Statistical Review of World Energy. The BP World Energy App - using the same data from the Statistical Review of World Energy - allows users to download the interactive data to their devices.</p>  | <a href="#">BP Global</a>                            |
| <a href="#">Community Guide to Getting a Fair Deal from Companies and Investors</a>                 | <p>This is a “How To” guide for rural communities considering whether to share their land and natural resources with investors. The guide explains how a community can proactively prepare themselves before an investor approaches them, what questions community members should ask both themselves and investors before going into contract negotiations, and how to ensure that they receive truly equitable benefits in return for sharing their land and resources. The guide also includes actions that communities can take if, having already signed an agreement in the past, they feel as though they are being treated unfairly or want to enforce elements of the contractual agreement.</p> | <a href="#">Namati</a>                               |
| <a href="#">CompareTheMap.com</a>   | <p>Developers extracted data from GapMinder and <a href="#">EITI</a> to create graphical tools for comparing extractive revenue with poverty indicators.</p>  | <a href="#">CompareTheMap</a>                        |
| <a href="#">Energy &amp; Biodiversity Initiative Products in relation to the Oil and Gas Sector</a> | <p>The Energy and Biodiversity Initiative (EBI) guide on integrating diversity into oil and gas development and its accompanying products provide guidance for integrating biodiversity conservation into upstream oil and gas development. Available in English, French, Portuguese, Spanish, and Chinese.</p>   | <a href="#">Energy and Biodiversity Initiative</a>   |
| <a href="#">Environmental Impact Assessment Law Matrix</a>  | <p>A website that enables users to easily access EIA laws and regulations, to view summaries of the EIA system for selected countries, and to make comparisons among all of the laws included in the database.</p>  | <a href="#">Environmental Law Alliance Worldwide</a> |
| <a href="#">Financial Valuation Tool</a>  | <p>This model calculates a probable range for the NPV of a portfolio of sustainability investments, including both the direct value creation and the indirect value protection of these investments.</p>  | <a href="#">CommDev</a>                              |



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| <a href="#">Fiscal Analysis of Resource Industries (FARI)</a>  | <p>Proper evaluation of fiscal regimes for extractive industries (EI) requires economic and financial analysis at the project level. This website introduces key concepts and methodology used by the Fiscal Affairs Department (FAD) in its fiscal analysis of resource industries (FARI) framework. FARI is primarily used in advisory work by FAD on fiscal regime design. In parallel to that, FARI has also been used for revenue forecasting, to analyze revenue management issues (including quantification of fiscal rules), and to better integrate the EI sector in the country macroeconomic frameworks. Looking forward, the model presents a useful tool for revenue administration practitioners, allowing them to compare actual, realized revenues with model results in tax gap analysis.</p>  | <a href="#">International Monetary Fund (IMF)</a>    |
| <a href="#">Foreign Investment, Law and Sustainable Development: A Handbook on Agriculture and Extractive Industries</a> | <p>The handbook is about how to use law to make foreign investment work for sustainable development. It aims to provide a rigorous yet accessible analysis of the law regulating foreign investment in low and middle-income countries, what this law is, how it works, and how to use it most effectively. Topics covered include:</p> <ul style="list-style-type: none"> <li>Laws promoting investment flows</li> <li>Achieving a fair economic deal (corporate structure; taxation regime)</li> <li>Social and Environmental considerations</li> <li>Transparency, anti-corruption, other investment issues.</li> </ul> <p>The handbook aims to support government officials in low and middle-income countries in their management of foreign investment for sustainable development, and to support civil society efforts to influence decisions and hold government and investors to account.</p> | <a href="#">IIED</a>                                 |
| <a href="#">Getting it Right: Human Rights Impact Assessment Guide</a>   | <p>This guide is a step-by-step process that allows assessment teams to take stock of the positive and negative human rights impacts of an investment project. Throughout the steps, information and additional references are provided including reference documents on human rights, examples of research techniques, relevant websites, and details on where to find specific information.</p>   |  |
| <a href="#">Guidebook for Evaluating Mining Project EIAs</a>   | <p>The guidebook will help governments, public interest lawyers, grassroots advocates, and community members understand mining EIAs, identify flaws in mining project plans, and explore ways that mining companies can reduce the public health hazards associated with mining.</p>  | <a href="#">Environmental Law Alliance Worldwide</a> |

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| <a href="#">Guiding Principles on Business and Human Rights: Implementing the United Nations "Protect, Respect and Remedy" Framework</a>             | <p>In June 2011, in an unprecedented step, the United Nations Human Rights Council unanimously endorsed a set of Guiding Principles on Business and Human Rights. The Guiding Principles establish an authoritative global standard on the respective roles of businesses and governments in helping ensure that companies respect human rights in their own operations and through their business relationships. The Guiding Principles were developed by the Special Representative of the UN Secretary-General for Business and Human Rights, Professor John Ruggie of Harvard Kennedy School, over the six years of his UN mandate from 2005 to 2011. They elaborate on the three pillars of the UN "Protect, Respect and Remedy" Framework that Prof. Ruggie proposed to the Human Rights Council in 2008. The three pillars of the Framework are:</p> <p>The state duty to protect against human rights abuses by third parties, including business, through appropriate policies, regulation, and adjudication;</p> <p>The corporate responsibility to respect human rights, that is, to act with due diligence to avoid infringing on the rights of others and address adverse impacts with which they are involved; and</p> <p>The need for greater access by victims to effective remedy, both judicial and non-judicial.</p> | <a href="#">United Nations Human Rights Council</a>   |
| <a href="#">Handling and Resolving Local Level Concerns and Grievances</a>   | <p>Guide on how to handle and resolve issues of concern for local communities affected by mining projects. It shows the user how to design and establish a credible local mechanism to resolve disputes. It deals both with the overarching design principles (how to build trust for the dispute mechanism, how to create an organizational structure that supports the mechanism) and with the design of the mechanism itself (how to assess complaints, how to involve a third party and set up an independent forum).</p>   | <a href="#">ICMM</a>                                  |
| <a href="#">ICMM Mining Partnerships for Development Toolkit</a>   | <p>Methodology for assessing the mining environment in which a potential project will take place as well as the social and economic impacts of the project. It includes advice on how to measure impact on local communities and a mine's life cycle, governance-related issues, and an overview of the different actors and interests involved in investment projects.</p>   | <a href="#">ICMM</a>                                  |
| <a href="#">International Energy Agency (IEA) Energy Atlas</a>   | <p>Interactive world map features for eight different energy sources and measures: CO2 Emission from Fuel Combustion, Coal, Electricity, Energy Balance, Energy Indicators, Natural Gas, Oil, and Renewables.</p>   | <a href="#">International Energy Agency (IEA)</a>     |
| <a href="#">Investment Contracts and Sustainable Development: How to Make Contracts for fairer and More Sustainable Natural Resource Investments</a> | <p>This guide discusses options to structure investment contracts in the natural resource sector in ways that maximize the investment's contribution to sustainable development. The guide draws on test trainings in Ghana and Central Asia and aims to provide up-to-date and comprehensive learning material for both host governments and civil society. It can be used as a background document for training sessions, but it may also be used by readers accessing the material on their own.</p>   | <a href="#">Natural Resource Governance Institute</a> |

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| <a href="#">Mineral Resource Tenders and Mining Infrastructure Projects: Guiding Principles</a>                              | <p>A guide on how to tender mineral assets and mining-related infrastructure. It offers advice on how to choose the appropriate tendering process, a review of recent trends in the tendering of mineral resources and a discussion of the structure of the tender and of the PPP process.</p> <p>The guide also contains a detailed case study of Afghanistan’s Aynak copper deposit to illustrate the application of an international competitive bidding procedure in the tendering of mineral resources in a developing country.</p> | <a href="#">World Bank</a>                            |
| <a href="#">Mining and Critical Ecosystems: Mapping the Risks</a>  | <p>Guidelines for assessing the viability of a project in environmentally or socially vulnerable areas that can help governments determine “no-go” areas for mining. It offers a general framework that can be used to identify risk areas globally and two case studies.</p>  | <a href="#">World Resources Institute</a>             |
| <a href="#">Mining Contracts: How to Read and Understand Them</a>  | <p>A book created to highlight strong contract clauses and explore how others could be improved. It goes beyond legal considerations to explore the policy questions and company interests underlying contract provisions—issues that are crucial for understanding and negotiating contracts, and for monitoring their enforcement.</p>   |   |
| <a href="#">Natural Resource Charter</a>   | <p>The Natural Resource Charter is a set of principles to guide governments and societies’ use of natural resources so these economic opportunities result in maximum and sustained returns for a country’s citizens. The Charter outlines tools and policy options designed to avoid the mismanagement of these natural diminishing riches and work towards ensuring their ongoing benefits.</p>  | <a href="#">Natural Resource Charter</a>              |
| <a href="#">NPV model to analyze PSAs/PSCs or Concessionary Arrangements</a>   | <p>The website offers an economic model that estimates expected cash flows for an upstream petroleum project (petroleum exploration, development and production). Host governments can use it to increase their understanding of the revenue they can expect from the project at each stage.</p>   |   |
| <a href="#">NRGI Reader   Extractives-Linked Infrastructure: Exploring Options for Shared Use of Infrastructure Projects</a> | <p>This reader comes from a series of 20 short, illustrated overviews of key topics in the extractives sector. Together they serve as a robust introduction for the lay reader to fundamental issues and concepts in oil, gas and mining sector governance. They contain helpful figures and infographics, and each reader has a standard format: key messages, concepts, case examples, and a final set of practitioner-orientated questions to ask.</p>  | <a href="#">Natural Resource Governance Institute</a> |
| <a href="#">NRGI Reader   Fiscal Regime Design: What Revenues the Government Will be Entitled to Collect</a>                 | <p>This reader comes from a series of 20 short, illustrated overviews of key topics in the extractives sector. Together they serve as a robust introduction for the lay reader to fundamental issues and concepts in oil, gas and mining sector governance. They contain helpful figures and infographics, and each reader has a standard format: key messages, concepts, case examples, and a final set of practitioner-orientated questions to ask.</p>  | <a href="#">Natural Resource Governance Institute</a> |
| <a href="#">NRGI Reader   Granting Rights to Natural Resources: Determining Who Takes Natural</a>                            | <p>This reader comes from a series of 20 short, illustrated overviews of key topics in the extractives sector. Together they serve as a robust introduction for the lay reader to fundamental issues and concepts in oil, gas and mining sector governance. They contain helpful figures and infographics, and each reader has a standard format: key messages, concepts, case examples, and a final set of practitioner-orientated questions to ask.</p>  | <a href="#">Natural Resource Governance Institute</a> |

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| <a href="#">Resources Out of the Ground</a>  |   |   |
| <a href="#">NRGI Reader   Local Content: Strengthening the Local Economy and Workforce</a>                       | This reader comes from a series of 20 short, illustrated overviews of key topics in the extractives sector. Together they serve as a robust introduction for the lay reader to fundamental issues and concepts in oil, gas and mining sector governance. They contain helpful figures and infographics, and each reader has a standard format: key messages, concepts, case examples, and a final set of practitioner-orientated questions to ask.  | <a href="#">Natural Resource Governance Institute</a> |
| <a href="#">NRGI Reader   State Participation and State-Owned Enterprises Roles, Benefits and Challenges</a>     | This reader comes from a series of 20 short, illustrated overviews of key topics in the extractives sector. Together they serve as a robust introduction for the lay reader to fundamental issues and concepts in oil, gas and mining sector governance. They contain helpful figures and infographics, and each reader has a standard format: key messages, concepts, case examples, and a final set of practitioner-orientated questions to ask.  | <a href="#">Natural Resource Governance Institute</a> |
| <a href="#">NRGI Reader   The Natural Resource Charter Decision Chain: Converting Resources into Development</a> | This reader comes from a series of 20 short, illustrated overviews of key topics in the extractives sector. Together they serve as a robust introduction for the lay reader to fundamental issues and concepts in oil, gas and mining sector governance. They contain helpful figures and infographics, and each reader has a standard format: key messages, concepts, case examples, and a final set of practitioner-orientated questions to ask.  | <a href="#">Natural Resource Governance Institute</a> |
| <a href="#">OECD Procurement Toolbox</a>   | This Toolbox is an on-line resource that captures emerging good practice to enhance corruption prevention and good management in public procurement in OECD and non-OECD countries. The tools contained in this website have been compiled from practices which have been successfully tested in a number of countries.<br>The tools are classified according to their use in the procurement cycle (pre-tendering phase, tendering phase, post-award phase, or entire procurement cycle) and also by theme according to the pillars underlying the OECD Recommendation (transparency, good management, prevention of misconduct, or accountability and control.) | <a href="#">OECD</a>                                  |
| <a href="#">Oil Contracts: How to Read and Understand Them</a>   | Walk-through guide on oil contracts: what they are, who participates in them, how the revenues should be handled and divided, what the different impacts of an oil project are, what its role is in fostering economic development, and how disputes between parties can be resolved.   | <a href="#">OpenOil</a>                               |

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| <a href="#">Open Contracting</a>   | <p>A collaborative online platform for public procurement practitioners, this online platform seeks to provide a space where interested stakeholders from civil society, government, the private sector, media, academia, and others can share, learn, connect and collaborate around experiences in open contracting.</p> <p>Open Contracting seeks to help ensure broader consensus around the importance of enhanced disclosure and participation in public contracting, at all stages of the contracting process and across all sectors. This community is used to support knowledge exchange between countries, identifying challenges and proposing solutions needed to address those challenges.</p> <p>The Open Contracting Resources section contains a list of monitoring resources and a database of tender information from countries around the world.</p>  |                                   |
| <a href="#">Petroleum Allocation and Exploration Rights: Allocation Strategies and Design Issues</a> | <p>An introduction to the factors that affect the efficient and transparent allocation of <a href="#">petroleum exploration</a>, development, and <a href="#">production</a> rights. It discusses the different political, economic and social interests that go into the allocation of these rights and touches upon various approaches to allocate them, including legal and fiscal issues. It then guides the reader through how to design an appropriate rights allocation system.</p>   | <a href="#">World Bank</a>        |
| <a href="#">Practical Guide: Mining and Communities</a>  | <p>Written in a question-and-answer format with dialogues among local people, the 300-page combined reference manual and interactive curriculum addresses: mines &amp; communities, meaning the mine life cycle, the changes it brings, how to participate in an <a href="#">impact assessment</a> and monitor the management plan; the rule of law, including human rights and the roles and responsibilities of each actor; conflict and violence prevention and tools supporting improved communication, negotiation and community cohesion, including consultation or community protocols and participatory land use planning; the possible benefits of mining, and tools to capture mining's benefits, including <a href="#">local content</a> strategies, <a href="#">community development agreements</a>, and local financial management; ways to address and minimize impacts on land (compensation mechanisms, and resettlement), environment and cultural sites; what actions people can take locally to voice their concerns, how to document and monitor (including baseline studies, community-controlled <a href="#">impact assessments</a>, joint participatory monitoring) and options for access to remedy locally, nationally, regionally and internationally.</p> <p>In each of the Modules, the Guide draws on and summarizes relevant aspects of domestic law (not only the mining law, but also the Constitution, law of decentralization, land law, environmental protection law, water law, public health law, and more), regional and international human rights law, gender, industry best practice, and advice and case studies from affected communities around the world.</p> <p>The Guide is available in French. An abridged summary version of the Guide is available in French and English. A folder with the Guide's reference documents is available on Dropbox.</p> | <a href="#">Communities First</a> |

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| <a href="#">Principles for Responsible Contracts: Integrating the Management of Human Rights Risks into State-Investor Contract Negotiations: Guidance for Negotiators</a> | <p>A guide that sets out and explains 10 principles that can help guide the integration of human rights risk management into contract negotiations.</p>   | <a href="#">UN Human Rights Council</a>         |
| <a href="#">Stakeholder Engagement: Feasibility Studies and Project Planning</a>   | <p>A guide that details how to engage project stakeholders in environmental and social impact assessment (ESIA) studies, as well as describing actions that must be taken to ensure that all stakeholders are listened to and included in the project's feasibility assessment.</p>   | <a href="#">International Finance Corporate</a> |
| <a href="#">Stakeholder Identification and Analysis</a>  | <p>Contains guidance questions, case studies and brief explanations to lead the user through the process of identifying stakeholders who are affected by a project, to what degree and how they can influence the project. This guidance will then help to build a stakeholder engagement process.</p>  | <a href="#">International Finance Corporate</a> |
| <a href="#">The Extractive Industries Sector : Essentials for Economists, Public Finance Professionals, and Policy Makers</a>  | <p>The extractive industries (EI) sector occupies an outsize space in the economies of many developing countries. Economists, public finance professionals, and policy makers working in such countries are frequently confronted with issues that require an in-depth understanding of the sector. The objective of this volume is to provide a concise overview of EI-related topics these professionals are likely to encounter. The volume provides an overview of issues central to EI economics; discusses key components of the sector's governance, policy, and institutional frameworks; and identifies the public sector's EI-related financing obligations. Its discussion of EI economics covers the valuation of subsoil assets, the economic interpretation of ore, and the structure of energy and mineral markets. The volume maps the responsibilities of relevant government entities and outlines the characteristics of the EI sector's legal and regulatory frameworks. Specific key functions of the sector are briefly discussed, as are the financial structures that underpin environmental and social safeguards; investment of public revenues generated from oil, gas, or minerals; as well as extractive-based economic diversification. The authors hope that decision makers in ministries of finance, international organizations, and other relevant entities will find the study useful to their understanding and analysis of the EI sector.</p> | <a href="#">World Bank</a>                      |

### STAGE 3: CONTRACT NEGOTIATION

| NAME   | DESCRIPTION  | SOURCE  |
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| <a href="#">A Good Deal Better? Uganda's Secret Oil Contracts (Plus Economic Model) Explained</a>        | <p>Global Witness has analysed and made public two “production sharing agreements” signed by the Ugandan Government and international oil companies in February 2012. They determine what share of oil revenues the Government of Uganda will get and almost every aspect of its relationship with the oil companies. This is the first time this information has been made public.</p> <p>Their analysis shows that the Ugandan Government has succeeded in negotiating a better financial deal in these contracts compared with older contracts – for which it should be congratulated. But there are some significant weaknesses that still need to be addressed. The contracts lack some important human rights and environmental safeguards. This is of particular concern given the unique habitats of the oil region in Uganda which sits on the border with the Democratic Republic of Congo and the Nile River.</p> <p>To see how Uganda’s oil money will be shared and evaluate the new contracts against the old contracts see the <a href="#">Revenue Infographic</a>. You can also download Global Witness' open source <a href="#">Economic Model</a>, the first of its kind, which can be updated when new information becomes available or adapted for other countries' contracts. A guide is also available <a href="#">here</a>.</p> | <a href="#">Global Witness</a>                              |
| <a href="#">50 Pieces of Advice to an Official who is Engaged in the Negotiation of Mining Contracts</a> | <p>The governments of resource rich countries have a responsibility to be well prepared and knowledgeable in contract negotiations for natural resource extraction and long-term land leases – not just for the sake of securing a balanced financial deal, but to promote high standards in labour and human rights, environmental protection, health, safety, transparency and fiscal management.</p> <p>The Handbook provides fifty pieces of advice to ensure good governance, capacity building and sustainable development for resource rich countries.</p>  | <a href="#">International Mining for Development Centre</a> |
| <a href="#">A Practical Guide to Increasing Mining Local Procurement in West Africa</a>                  | <p>This guide provides information, guidance and tools to support decision-making, planning and implementation of mining local procurement in West Africa, in particular at a country level. It can be used by individual role players as well as form the basis of consultative processes. The guide can also support regional harmonization relating to mining local procurement.</p> <p>The guide addresses questions that are commonly asked by governments, companies, and citizens in the region. How do we define and measure local procurement? Do we create a specific policy or legislation to encourage mining companies to buy more locally? If so, what do these look like, and what has led to successful outcomes in other countries? Do we pick winner productive sectors? How do we best support suppliers to develop the right capacities and standards to meet mine requirements? What institutional framework</p>  |   |

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|  | and which actors need to be involved to deliver? Rather than laying the main responsibility for increasing domestic sourcing on the mining sector, the guide aims at promoting a multi-stakeholder approach, in which all actors have clear roles and responsibilities. This guide has been organised into eight modules that each address a set of related questions that have been consistently raised by role players.   |   |
| <a href="#">ABC's of Petroleum Contracts: License-Concession Agreements, Joint Ventures, and Production-Sharing</a>      | This documents takes a more detailed look at the differences and similarities between different types of oil contracts that the governments of resource rich countries can make with international and national oil companies.  | <a href="#">OpenOil</a>   |
| <a href="#">AIPN Model Oil &amp; Gas Model Contracts</a>   | A set of model oil & gas contracts, including farmout agreements, joint operating agreements, gas sales agreements, gas transportation agreements, and LNG master agreements, that are available for purchase. Arabic, French, Portuguese, and Spanish translations of joint operating agreements (JOAs) and confidentiality agreements are also available.   | <a href="#">Association of International Petroleum Negotiators</a>                  |
| <a href="#">ATNS Database: Agreements, Treaties and Negotiated Settlements with Indigenous Peoples in Settler States</a> | A database of agreements between indigenous peoples and others in Australia, Canada, New Zealand, and South Africa.<br>The database offers a range of features including: <ul style="list-style-type: none"> <li>• Background information on each agreement;</li> <li>• Links to related agreements, organizations, signatories and events;</li> <li>• A glossary of relevant terminology; and</li> <li>• Direct access to published and online resources.</li> </ul>   | <a href="#">The Agreements, Treaties and Negotiated Settlements database (ATNS)</a> |
| <a href="#">Energy Charter Model Agreements for Cross-Border Pipelines and Electricity Projects</a>                      | The Energy Charter Conference welcomed the work of the Energy Charter Secretariat, with the valuable assistance of the Legal Advisory Task Force in preparing and updating Model Agreements as a set of non-legally-binding guidelines for the negotiation of cross-border projects.<br>These have been developed with a view to providing interested parties to energy-related projects with a neutral and non-prescriptive starting point for negotiations, and thus, facilitating project-specific talks. This work was done with the help of a professional consultant and with the valuable assistance of the voluntary Legal Advisory Task Force. The Model Agreements were prepared based on best international practices and with the aim of reflecting as much as possible the interests of the different parties concerned. This work began with the preparation of Model Agreements for Cross-Border Pipelines (Pipeline Model Agreements, or PMAs), which were released in 2004 following the | <a href="#">Energy Charter</a>  |



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|  | <p>approval of the Energy Charter Conference. Subsequently, the PMAs were revised and updated; this second edition was published in 2008.</p> <p>The Secretariat then developed Model Agreements for Cross-Border Electricity Projects (Electricity Model Agreements, or EMAs) and, as a supplement to EMAs, the Market and System Inter-Operability Agreement Guidelines for Cross-Border Electricity Projects (Guidelines to Electricity Model Agreements, or GEMA).</p> <p>Currently, the Secretariat is working on an Investment Model Agreements (IMAs).</p>   |   |
| <a href="#">Financial Valuation Tool</a>   | <p>This model calculates a probable range for the NPV of a portfolio of sustainability investments, including both the direct value creation and the indirect value protection of these investments.</p>  | <a href="#">CommDev</a>   |
| <a href="#">Fiscal Analysis of Resource Industries (FARI)</a>  | <p>Proper evaluation of fiscal regimes for extractive industries (EI) requires economic and financial analysis at the project level. This website introduces key concepts and methodology used by the Fiscal Affairs Department (FAD) in its fiscal analysis of resource industries (FARI) framework. FARI is primarily used in advisory work by FAD on fiscal regime design. In parallel to that, FARI has also been used for revenue forecasting, to analyze revenue management issues (including quantification of fiscal rules), and to better integrate the EI sector in the country macroeconomic frameworks. Looking forward, the model presents a useful tool for revenue administration practitioners, allowing them to compare actual, realized revenues with model results in tax gap analysis.</p>  | <a href="#">International Monetary Fund (IMF)</a>                 |
| <a href="#">Foreign Investment, Law and Sustainable Development: A Handbook on Agriculture and Extractive Industries</a> | <p>The handbook is about how to use law to make foreign investment work for sustainable development. It aims to provide a rigorous yet accessible analysis of the law regulating foreign investment in low and middle-income countries, what this law is, how it works, and how to use it most effectively. Topics covered include:</p> <ul style="list-style-type: none"> <li>Laws promoting investment flows</li> <li>Achieving a fair economic deal (corporate structure; taxation regime)</li> <li>Social and Environmental considerations</li> <li>Transparency, anti-corruption, other investment issues.</li> </ul> <p>The handbook aims to support government officials in low and middle-income countries in their management of foreign investment for sustainable development, and to support civil society efforts to influence decisions and hold government and investors to account.</p> | <a href="#">IIED</a>  |
| <a href="#">Framework to Approach Shared Use of Mining-Related Infrastructure</a>  | <p>The framework aims to provide guidance to policy makers on how to approach the question of shared use of mining-related infrastructure (rails, ports, power, water, and ICT), highlighting the operational models that are necessary for implementation, the key-success factors, the enabling conditions and how to ultimately better coordinate major investments in physical infrastructure by privately-owned natural resource concessionaires with national infrastructure development plans.</p> <p>The framework also equips policy makers with a set of questions that should help conduct the negotiations on shared use with companies. The goal of the framework is to include shared infrastructure use as part of the planning and negotiation stages of extractive</p>   | <a href="#">Columbia Center for Sustainable Investment (CCSI)</a> |

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|  | industry investments.   |   |
| <a href="#">Getting a Better Deal from the Extractive Sector: Concession Negotiation in Liberia, 2006-2008</a>                           | Getting a Better Deal from the Extractive Sector demonstrates the need for more equitable terms in natural resource contracts and the pivotal role that the contract process can play in economic recovery and development. The report was prepared for the Office of the President of Liberia by Natural Resource Governance Institute staff who were closely involved with Liberia's Firestone and ArcelorMittal negotiations. The report includes forewords by Liberian president Ellen Johnson Sirleaf and Open Society Institute chairman George Soros.  | <a href="#">Natural Resource Governance Institute</a>       |
| <a href="#">Guide to Extractive Industries Documents - Mining</a>  | A guide that describes the common provisions that are included in mining contracts and provides some examples of key provisions.  | <a href="#">Allen &amp; Overy LLP</a>                       |
| <a href="#">Guide to Extractive Industries Documents - Oil and Gas</a>   | Provides an overview of how oil and gas agreements are structured: their common provisions, key terms in their negotiation, and the areas to cover in the negotiation process. This offers an investor-friendly introduction to how contracts in this industry are drafted.   | <a href="#">Allen &amp; Overy LLP</a>                       |
| <a href="#">Guiding Principles on Business and Human Rights: Implementing the United Nations "Protect, Respect and Remedy" Framework</a> | <p>In June 2011, in an unprecedented step, the United Nations Human Rights Council unanimously endorsed a set of Guiding Principles on Business and Human Rights. The Guiding Principles establish an authoritative global standard on the respective roles of businesses and governments in helping ensure that companies respect human rights in their own operations and through their business relationships.</p> <p>The Guiding Principles were developed by the Special Representative of the UN Secretary-General for Business and Human Rights, Professor John Ruggie of Harvard Kennedy School, over the six years of his UN mandate from 2005 to 2011. They elaborate on the three pillars of the UN "Protect, Respect and Remedy" Framework that Prof. Ruggie proposed to the Human Rights Council in 2008. The three pillars of the Framework are:</p> <ul style="list-style-type: none"> <li>• The state duty to protect against human rights abuses by third parties, including business, through appropriate policies, regulation, and adjudication;</li> <li>• The corporate responsibility to respect human rights, that is, to act with due diligence to avoid infringing on the rights of others and address adverse impacts with which they are involved; and</li> <li>• The need for greater access by victims to effective remedy, both judicial and non-judicial.</li> </ul> | <a href="#">Business &amp; Human Rights Resource Center</a> |
| <a href="#">How to Negotiate an Oil Agreement</a>  | This document identifies the key areas on which governments should focus during their negotiations of oil agreements. It provides guidance regarding: who should be negotiating, over what issues, with what informational environment, and with what time horizon. Features such as contract structure are also examined and a set of especially tricky issues are discussed, including accounting standards; the role of social projects; health and  | <a href="#">Institute for Policy Dialogue</a>               |

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|  | environment concerns; stabilization clauses; and contract termination provisions.  |   |
| <a href="#">How to Negotiate the 'Right' Petroleum Contract</a>  | A brief and clear introduction to the main issues to be considered when drafting a <a href="#">petroleum</a> contract: type of agreement to enter into, taxes to apply, <a href="#">stabilization clauses</a> to include, termination conditions, and so on. It can also serve as a guide for other large-scale investment projects.<br>For a power point presentation on the content of the paper, see <a href="#">here</a> .   | <a href="#">UNDP</a>                                  |
| <a href="#">IBA Community Toolkit Section 3: Preparing for Negotiations</a>  | A section of the IBA Community Toolkit that addresses how communities to get organized for negotiations with investors by developing a structure for managing negotiations, gathering information materials, developing strategies, and establishing negotiation positions.  |   |
| <a href="#">Investment Contracts and Sustainable Development: How to Make Contracts for fairer and More Sustainable Natural Resource Investments</a> | This guide discusses options to structure investment contracts in the natural resource sector in ways that maximize the investment's contribution to sustainable development. The guide draws on test trainings in Ghana and Central Asia and aims to provide up-to-date and comprehensive learning material for both host governments and civil society. It can be used as a background document for training sessions, but it may also be used by readers accessing the material on their own. | <a href="#">Natural Resource Governance Institute</a> |
| <a href="#">Mining Contracts: How to Read and Understand Them</a>  | A book created to highlight strong contract clauses and explore how others could be improved. It goes beyond legal considerations to explore the policy questions and company interests underlying contract provisions—issues that are crucial for understanding and negotiating contracts, and for monitoring their enforcement.  |   |

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| <a href="#">Model Mining Development Agreement 1.0</a>                       | <p>MMDA 1.0 is a collection of examples from existing mine development agreements and other materials that are designed to help negotiators and drafters by stimulating them to think about some of the difficult issues of legality, fairness, and balance presented by large foreign natural resource investment, particularly in developing countries. On one hand, MMDA 1.0 may be useful as an agenda for negotiating such an investment. On the other hand, MMDA 1.0 may be useful to the lawyers tasked with drafting an agreement for such an investment.</p> <p>Available in English, French, Portuguese, Russian and Spanish.</p> | <a href="#">International Bar Association</a>        |
| <a href="#">Natural Resource Charter</a>                                     | <p>The Natural Resource Charter is a set of principles to guide governments and societies' use of natural resources so these economic opportunities result in maximum and sustained returns for a country's citizens. The Charter outlines tools and policy options designed to avoid the mismanagement of these natural diminishing riches and work towards ensuring their ongoing benefits.</p> <p>Available in Arabic, Bahasa, English, French, and Spanish.</p>   | <a href="#">Natural Resource Charter</a>             |
| <a href="#">Natural Resource Contracts: A Practical Guide</a>                | <p>The goal of this guide is to explain common topics that are addressed in natural resource contracts and to provide suggestions for improving contracts that are vague or unfavorable to host countries.</p> <p>The guide also includes references to additional resources that will be useful for advocates who want to learn more about particular topics and issues.</p>   | <a href="#">Environmental Law Alliance Worldwide</a> |
| <a href="#">NPV model to analyze PSAs/PSCs or Concessionary Arrangements</a> | <p>The website offers an economic model that estimates expected cash flows for an upstream petroleum project (petroleum exploration, development and production). Host governments can use it to increase their understanding of the revenue they can expect from the project at each stage.</p>  |  |

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| <a href="#">NRGI Reader   Extractives-Linked Infrastructure: Exploring Options for Shared Use of Infrastructure Projects</a> | <p>This reader comes from a series of 20 short, illustrated overviews of key topics in the extractives sector. Together they serve as a robust introduction for the lay reader to fundamental issues and concepts in oil, gas and mining sector governance. They contain helpful figures and infographics, and each reader has a standard format: key messages, concepts, case examples, and a final set of practitioner-orientated questions to ask.</p> | <a href="#">Natural Resource Governance Institute</a> |
| <a href="#">NRGI Reader   Fiscal Regime Design: What Revenues the Government Will be Entitled to Collect</a>                 | <p>This reader comes from a series of 20 short, illustrated overviews of key topics in the extractives sector. Together they serve as a robust introduction for the lay reader to fundamental issues and concepts in oil, gas and mining sector governance. They contain helpful figures and infographics, and each reader has a standard format: key messages, concepts, case examples, and a final set of practitioner-orientated questions to ask.</p> | <a href="#">Natural Resource Governance Institute</a> |
| <a href="#">NRGI Reader   Local Content: Strengthening the Local Economy and Workforce</a>                                   | <p>This reader comes from a series of 20 short, illustrated overviews of key topics in the extractives sector. Together they serve as a robust introduction for the lay reader to fundamental issues and concepts in oil, gas and mining sector governance. They contain helpful figures and infographics, and each reader has a standard format: key messages, concepts, case examples, and a final set of practitioner-orientated questions to ask.</p> | <a href="#">Natural Resource Governance Institute</a> |
| <a href="#">NRGI Reader   State Participation and State-Owned Enterprises Roles, Benefits and Challenges</a>                 | <p>This reader comes from a series of 20 short, illustrated overviews of key topics in the extractives sector. Together they serve as a robust introduction for the lay reader to fundamental issues and concepts in oil, gas and mining sector governance. They contain helpful figures and infographics, and each reader has a standard format: key messages, concepts, case examples, and a final set of practitioner-orientated questions to ask.</p> | <a href="#">Natural Resource Governance Institute</a> |
| <a href="#">NRGI Reader   The Natural Resource Charter Decision Chain: Converting Resources into Development</a>             | <p>This reader comes from a series of 20 short, illustrated overviews of key topics in the extractives sector. Together they serve as a robust introduction for the lay reader to fundamental issues and concepts in oil, gas and mining sector governance. They contain helpful figures and infographics, and each reader has a standard format: key messages, concepts, case examples, and a final set of practitioner-orientated questions to ask.</p> | <a href="#">Natural Resource Governance Institute</a> |

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| <a href="#">Oil Contracts: How to Read and Understand Them</a>   | <p>Walk-through guide on oil contracts: what they are, who participates in them, how the revenues should be handled and divided, what the different impacts of an oil project are, what its role is in fostering economic development, and how disputes between parties can be resolved.</p>  | <a href="#">OpenOil</a>  |
| <a href="#">OpenOil Repository of Oil Contracts</a>  | <p>A growing repository of oil contracts from over 55 countries.</p>  | <a href="#">OpenOil</a>  |
| <a href="#">Principles for Responsible Contracts: Integrating the Management of Human Rights Risks into State-Investor Contract Negotiations: Guidance for Negotiators</a> | <p>A guide that sets out and explains 10 principles that can help guide the integration of human rights risk management into contract negotiations.</p>   | <a href="#">UN Human Rights Council</a>                            |
| <a href="#">ResourceContracts.org - An Oil and Mining Contracts Database</a>   | <p>A searchable database of oil and mining contracts, agreements and key terms</p>  | <a href="#">CCSI</a>   |
| <a href="#">Risk Allocation in Oil and Gas Contracts</a>   | <p>This paper analyses various standard clauses to apportion liability in the oil and gas industry. The issues touched upon are indemnity, exclusion of liability, and limitation of liability. It offers a discussion and explanation of each as well as examples from <a href="#">model contracts</a>, and tips on how to negotiate, draft, and interpret each type of clause</p> |  |
| <a href="#">Stabilization Clauses and Human Rights</a>   | <p>A study on the impact of <a href="#">stabilization clauses</a> in <a href="#">investment contracts</a> that affect a state's action to implement its international human rights obligations.</p>   | <a href="#">International Finance Corporation – The World Bank</a> |

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| <p><a href="#">The Extractive Industries Sector : Essentials for Economists, Public Finance Professionals, and Policy Makers</a></p> | <p>The extractive industries (EI) sector occupies an outsize space in the economies of many developing countries. Economists, public finance professionals, and policy makers working in such countries are frequently confronted with issues that require an in-depth understanding of the sector. The objective of this volume is to provide a concise overview of EI-related topics these professionals are likely to encounter. The volume provides an overview of issues central to EI economics; discusses key components of the sector's governance, policy, and institutional frameworks; and identifies the public sector's EI-related financing obligations. Its discussion of EI economics covers the valuation of subsoil assets, the economic interpretation of ore, and the structure of energy and mineral markets. The volume maps the responsibilities of relevant government entities and outlines the characteristics of the EI sector's legal and regulatory frameworks. Specific key functions of the sector are briefly discussed, as are the financial structures that underpin environmental and social safeguards; investment of public revenues generated from oil, gas, or minerals; as well as extractive-based economic diversification. The authors hope that decision makers in ministries of finance, international organizations, and other relevant entities will find the study useful to their understanding and analysis of the EI sector.</p> | <p><a href="#">World Bank</a></p> |
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## STAGE 4: IMPLEMENTATION & MONITORING

| NAME   | DESCRIPTION   | SOURCE  |
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| <a href="#">50 Pieces of Advice to an Official who is Engaged in the Negotiation of Mining Contracts</a> | The governments of resource rich countries have a responsibility to be well prepared and knowledgeable in contract negotiations for natural resource extraction and long-term land leases – not just for the sake of securing a balanced financial deal, but to promote high standards in labour and human rights, environmental protection, health, safety, transparency and fiscal management. This handbook provides fifty pieces of advice to ensure good governance, capacity building and <a href="#">sustainable development</a> for resource rich countries.  | <a href="#">International Mining for Development Centre</a>             |
| <a href="#">Administering Fiscal Regimes for Extractive Industries : A Handbook</a>                      | Revenues from natural resources often pose unique challenges for tax administration. This Handbook is one of the first of its kind to focus attention on effectively administering revenues from extractive industries. It provides policymakers and officials in developing and emerging market economies with practical guidelines to establish a robust legal framework, organization, and procedures for administering revenue from these industries. It discusses transparency and how to promote it in the face of increasing demands for clarity and accountability in the administration of public revenues from extractive industries, and discusses how developing countries can strengthen their managerial and technical capacity to administer these revenues. | <a href="#">International Monetary Fund</a>                             |
| <a href="#">ATNS Database</a>  | A database of agreements between indigenous peoples and others in Australia, Canada, New Zealand, and South Africa.<br>The database offers a range of features including: <ul style="list-style-type: none"> <li>• Background information on each agreement;</li> <li>• Links to related agreements, organizations, signatories and events;</li> <li>• A glossary of relevant terminology; and</li> <li>• Direct access to published and online resources.</li> </ul>   | <a href="#">Agreements, Treaties and Negotiated Settlements Project</a> |
| <a href="#">Biodiversity Management Handbook</a>   | Handbook on how to manage and maintain biodiversity standards in mining operations. This handbook outlines the key principles and procedures now recognized as leading practice for assessing biodiversity values, namely: <ul style="list-style-type: none"> <li>• Identifying any primary, secondary or cumulative impacts on biodiversity values;</li> <li>• Minimizing and managing these impacts;</li> <li>• Restoring conservation values; and</li> <li>• Managing conservation values on a sustainable basis.</li> </ul>   |   |



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| <a href="#">Community Development Agreement Library</a>                                    | <p>SDSG is establishing a public library of materials related to Community Development Agreements (CDA) between resource companies and local communities. Some of these may also involve government at the national or local levels. The goal of the library project is to allow sharing of experience and actual models from different countries and regions.</p> <p>This library includes materials about Community Development Agreements, which are also called by different names, such as IBAs, or “Impact Benefit Agreements.”Some of the materials also include discussions of how CDAs are negotiated, or which discuss overcoming the difference in capacity of the various parties to negotiation.</p> <p>In addition, the library includes copies of actual agreements that have been negotiated in different communities, in any language.</p>   | <a href="#">Sustainable Development Strategies Group</a> |
| <a href="#">Community Development Agreement Model Regulations &amp; Example Guidelines</a> | <p>This report provides a draft model community development agreement regulations suitable for adoption into legislation or which can be modified for use as guidelines.</p>  | <a href="#">World Bank</a>                               |
| <a href="#">Contract Monitoring Roadmap</a>  | <p>A step-by-step guide to understanding how to monitor a contract in the extractive industries, including tools, resources and case studies for each step. It leads the reader through the process of choosing a monitoring goal, establishing the monitoring mechanism, collecting and analyzing data, and finally publicizing and using data to ensure contract implementation.</p>  | <a href="#">World Bank Institute</a>                     |
| <a href="#">Enforcing the Rules: Conclusions and Recommendations</a>                       | <p>A report that aims at helping government and civil society actors understand the challenges and good practices associated with effective oversight and enforcement in the mining industry.</p> <p>To monitor, mining obligations must first be identified, but they are not always obvious.</p>  | <a href="#">Natural Resource Governance Institute</a>    |
| <a href="#">Environmental Impact Assessment Law Matrix</a>                                 | <p>A website that enables users to easily access EIA laws and regulations, to view summaries of the EIA system for selected countries, and to make comparisons among all of the laws included in the database.</p>  | <a href="#">Environmental Law Alliance Worldwide</a>     |
| <a href="#">EO100™ Standard</a>  | <p>The Equitable Origin System includes a rigorous, comprehensive standard for oil and gas <a href="#">exploration</a> and <a href="#">production</a>, as well as a certificate trading system and ecolabel program that enables <a href="#">downstream</a> customers to support better <a href="#">production</a> practices.</p> <p>The EO100™ Standard creates metrics and performance targets that address the social and environmental impacts of oil and gas <a href="#">exploration</a> and production. The six principles of the EO100™ Standard build upon the recommendations of the oil and gas industry, leading international NGOs focused on oil and gas production and indigenous communities affected by oil and gas exploration and production. The standard also incorporates the results of analyses of and dialogues with a variety of social and environmental initiatives, standards, conventions and declarations. A full list of those references is included in the EO100™ Standard</p> <p>By achieving consensus from the oil and gas industry, NGOs, indigenous communities and</p> | <a href="#">Equitable Origin</a>                         |

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|   | <p>governmental agencies, Equitable Origin provides a framework for responsible oil and gas exploration and production that encourages and incentivizes social and environmental excellence. Coupled with the market mechanism, the Equitable Origin certification system makes improved practices in the oil and gas industry financially viable.</p> <p>The <a href="#">EO100™ Standard</a> does not specify required technologies to reduce environmental and social impact, but rather provides a rating system with which such impact is evaluated. The standard defines a minimum level of performance below which certification to the <a href="#">EO100™ Standard</a> will not be awarded. Above the minimum level of performance, a given production operation can earn extra qualifying points.</p> |  |
| <a href="#">ERBD Guidance Note on Grievance Management</a>                    | This guidance note is produced by the European Bank for Reconstruction and Development (ERBD) and outlines the internal requirements, specifications, and principles behind the ERBD's grievance management process. This resource is a helpful example from a large development bank on its <a href="#">grievance mechanisms</a> .   | <a href="#">European Bank for Reconstruction and Development</a> |
| <a href="#">Evaluating a Grievance Redress Mechanism Worksheet</a>            | A worksheet created by the World Bank for the Forest Carbon Partnership Facility (FCPF) posing important questions for evaluating a grievance redress mechanism.  | <a href="#">Forest Carbon Partnership Facility (FCPF)</a>        |
| <a href="#">Extractive Industries Transparency Initiative (EITI) Standard</a> | The EITI Standard is an authoritative source on how countries can implement the EITI. Countries implement the EITI Standard to ensure full disclosure of taxes and other payments made by oil, gas and mining companies to governments. These payments are disclosed in an annual EITI Report, which allows citizens to see for themselves how much their government is receiving from their country's natural resources. To see all EITI Reports, go to <a href="http://data.eiti.org">data.eiti.org</a> .   | <a href="#">Extractive Industries Transparency Initiative</a>    |
| <a href="#">FCPF Grievance Redress Mechanism Manual</a>                       | This manual has been prepared for the Forest Carbon Partnership based on good practices identified in World Bank projects and beyond. It intends to serve as a starting point for project teams who need to work with clients to establish grievance redress mechanisms on the ground. It describes the procedures that will be followed by (client / contractor) to address complaints or concerns submitted by people who may be benefitted or impacted by (name of the project). It intends to provide clarity and predictability on how complaints will be received, assessed, sorted, and resolved, and monitored. Specific activities are described for each of these steps.  | <a href="#">Forest Carbon Partnership Facility (FCPF)</a>        |
| <a href="#">Getting it Right: Human Rights Impact Assessment Guide</a>        | This guide is a step-by-step process that allows assessment teams to take stock of the positive and negative human rights impacts of an investment project. Throughout the steps, information and additional references are provided including reference documents on human rights, examples of research techniques, relevant websites, and details on where to find specific information.  |  |

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| <a href="#">Good-fit Practice Activities in the International Oil, Gas and Mining Industries: Fiscal Design and Administration</a>       | <p>This chapter of the EI Sourcebook discusses the design and administration of fiscal regimes in the extractives industries sector. Topics covered include:</p> <ul style="list-style-type: none"> <li>• Fiscal Objectives</li> <li>• Fiscal Instruments</li> <li>• Special Fiscal Topics and Provisions</li> <li>• Fiscal Systems</li> <li>• Fiscal Administration</li> <li>• Summary and Recommendations</li> </ul>  | <a href="#">EI Sourcebook</a>                               |
| <a href="#">Guidebook for Evaluating Mining Project EIAs</a>   | <p>The guidebook will help governments, public interest lawyers, grassroots advocates, and community members understand mining EIAs, identify flaws in mining project plans, and explore ways that mining companies can reduce the public health hazards associated with mining.</p>  | <a href="#">Environmental Law Alliance Worldwide</a>        |
| <a href="#">Guiding Principles on Business and Human Rights: Implementing the United Nations "Protect, Respect and Remedy" Framework</a> | <p>In June 2011, in an unprecedented step, the United Nations Human Rights Council unanimously endorsed a set of Guiding Principles on Business and Human Rights. The Guiding Principles establish an authoritative global standard on the respective roles of businesses and governments in helping ensure that companies respect human rights in their own operations and through their business relationships.</p> <p>The Guiding Principles were developed by the Special Representative of the UN Secretary-General for Business and Human Rights, Professor John Ruggie of Harvard Kennedy School, over the six years of his UN mandate from 2005 to 2011. They elaborate on the three pillars of the UN "Protect, Respect and Remedy" Framework that Prof. Ruggie proposed to the Human Rights Council in 2008. The three pillars of the Framework are:</p> <ul style="list-style-type: none"> <li>• The state duty to protect against human rights abuses by third parties, including business, through appropriate policies, regulation, and adjudication;</li> <li>• The corporate responsibility to respect human rights, that is, to act with due diligence to avoid infringing on the rights of others and address adverse impacts with which they are involved; and</li> <li>• The need for greater access by victims to effective remedy, both judicial and non-judicial.</li> </ul> | <a href="#">Business &amp; Human Rights Resource Center</a> |
| <a href="#">Handling and Resolving Local Level Concerns and Grievances</a>   | <p>Guide on how to handle and resolve issues of concern for local communities affected by mining projects. It shows the user how to design and establish a credible local mechanism to resolve disputes. It deals both with the overarching design principles (how to build trust for the dispute mechanism, how to create an organizational structure that supports the mechanism) and with the design of the mechanism itself (how to assess complaints, how to involve a third party and set up an independent forum).</p>   | <a href="#">ICMM</a>  |
| <a href="#">How To Improve Mining Tax Administration and Collection Frameworks</a>   | <p>Governments of mineral-rich countries formulate and use a variety of financial instruments to collect a share of the revenue generated by mining companies. Instruments include the full range of taxes, fees, and charges that generally apply to all normal commercial operations. In addition to these measures, most governments use mineral <a href="#">royalties</a> along with variations to the corporate taxation measures, customs duties, and value-added taxes that apply just to mining.</p> <p>This sourcebook focuses on mineral royalties and on other taxation measures that are specific to mining activities, with particular emphasis on imposts of common application in most developing countries,</p>   | <a href="#">World Bank</a>                                  |

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|  | <p>which may create challenges in their administration. The legislative framework establishing these taxes in developing countries that are experiencing an accelerated pace of resource development is in most cases relatively modern and largely adequate, but the supporting administrative capability, procedures, and systems have tended to lag behind.</p> <p>This sourcebook presents a practical overview of how to analyze and improve the administrative frameworks and systems for mineral royalties and other taxes specific to mining.</p> <p>This sourcebook provides a structured approach to help the ministries of finance and mines analyze and improve their effectiveness and efficiency in handling common issues and challenges; avoid duplication of effort; and overcome the organizational, structural, and resourcing difficulties generally encountered in the administration of various elements of mining regimes.</p> <p><b>Available in Arabic, Chinese, English, French, Spanish, and Russian</b></p> |                      |
| <a href="#">How to Scrutinise a Production Sharing Agreement</a>                     | <p>The guide discusses the provisions of a particular type of oil and gas contract, the Production Sharing Agreement (PSA). While the guide is aimed at a general civil society readership, it draws particularly on experience from Kazakhstan. Its purpose is to give an accessible account of some key characteristics of PSAs, with a focus on revenue issues, and to suggest action points for civil society organisations involved with monitoring extractive industries. Indeed, in recent years the management of extractive industry revenues has become of growing concern to public opinion in resource-rich states.</p>   | <a href="#">IIED</a> |
| <a href="#">ICMM Land Acquisition and Resettlement: Lessons Learned</a>              | <p>The publication provides recommendations for managing the resettlement of local communities who have been displaced or whose livelihoods have been impacted due to the presence of mining. This includes ensuring adequate compensation and development opportunities.</p> <p>The document is structured around 10 modules that cover planning, stakeholder engagement, compensation, livelihood restoration and monitoring impacts among other topics.</p> <p>It is targeted primarily at companies, but also contains information and guidance relevant for all stakeholders, including government representatives.</p>  | <a href="#">ICMM</a> |
| <a href="#">ICMM Mining Partnerships for Development Toolkit</a>                     | <p>Methodology for assessing the mining environment in which a potential project will take place as well as the social and economic impacts of the project. It includes advice on how to measure impact on local communities and a mine's life cycle, governance-related issues, and an overview of the different actors and interests involved in investment projects.</p>   | <a href="#">ICMM</a> |
| <a href="#">IFC Performance Standards on Environmental and Social Sustainability</a> | <p>The IFC's Performance Standards on Social and Environmental Sustainability are considered to be the gold standard in achieving sustainable development.</p>  | <a href="#">IFC</a>  |

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| <a href="#">Implementing EITI for Impact: A Handbook for Policymakers and Stakeholders</a>   | <p>This particular guide is aimed at policymakers, industry, and civil society members who wish to implement the EITI standard. It details what types of regulations must be implemented to become a candidate for the EITI and to comply and remain EITI-compliant.</p>  | <a href="#">IIED</a>  |
| <a href="#">Investment Contracts and Sustainable Development: How to Make Contracts for fairer and More Sustainable Natural Resource Investments</a> | <p>This guide discusses options to structure <a href="#">investment contracts</a> in the natural resource sector in ways that maximize the investment's contribution to <a href="#">sustainable development</a>. The guide draws on test trainings in Ghana and Central Asia and aims to provide up-to-date and comprehensive learning material for both host governments and civil society. It can be used as a background document for training sessions, but it may also be used by readers accessing the material on their own.</p> | <a href="#">IIED</a>  |
| <a href="#">Mining Contracts: How to Read and Understand Them</a>  | <p>A book created to highlight strong contract clauses and explore how others could be improved. It goes beyond legal considerations to explore the policy questions and company interests underlying contract provisions—issues that are crucial for understanding and negotiating contracts, and for monitoring their enforcement.<br/>Available in English and French</p>  | <a href="#">Natural Resource Governance Institute</a>       |
| <a href="#">Natural Resource Charter</a>   | <p>The Natural Resource Charter is a set of principles to guide governments and societies' use of natural resources so these economic opportunities result in maximum and sustained returns for a country's citizens. The Charter outlines tools and policy options designed to avoid the mismanagement of these natural diminishing riches and work towards ensuring their ongoing benefits.<br/>Available in Arabic, Bahasa, English, French, and Spanish.</p>  | <a href="#">Natural Resource Charter</a>                    |
| <a href="#">Natural Resource Contracts: A Practical Guide</a>  | <p>The goal of this guide is to explain common topics that are addressed in natural resource contracts and to provide suggestions for improving contracts that are vague or unfavorable to host countries. The guide also includes references to additional resources that will be useful for advocates who want to learn more about particular topics and issues.</p>  | <a href="#">Environmental Law Alliance Worldwide (ELAW)</a> |
| <a href="#">Natural Resource Governance Institute Training Modules on the EITI</a>   | <p>Training kit consisting of a set of modules that cover the whole EITI process from implementation to monitoring and compliance.</p>  | <a href="#">Natural Resource Governance Institute</a>       |

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| <a href="#">NPV model to analyze PSAs/PSCs or Concessionary Arrangements</a>   | <p>The website offers an economic model that estimates expected cash flows for an <a href="#">upstream petroleum</a> project (petroleum <a href="#">exploration</a>, development and <a href="#">production</a>). Host governments can use it to increase their understanding of the revenue they can expect from the project at each stage.</p>  |  |
| <a href="#">NRGI Guide to the EITI Standard</a>  | <p>The guide is an online, interactive reference that allows users to explore the opportunities in the EITI Standard in seven policy areas. These areas are based on the extractive industries decision chain and reflect some of the governance challenges most frequently raised by stakeholders. The guide also covers two process areas: civil society participation and multi-stakeholder group governance.</p>                                      | <a href="#">Natural Resource Governance Institute</a>  |
| <a href="#">NRGI Reader   Contract Transparency: Creating Conditions To Improve Contract Quality</a>                         | <p>This reader comes from a series of 20 short, illustrated overviews of key topics in the extractives sector. Together they serve as a robust introduction for the lay reader to fundamental issues and concepts in oil, gas and mining sector governance. They contain helpful figures and infographics, and each reader has a standard format: key messages, concepts, case examples, and a final set of practitioner-orientated questions to ask.</p> | <a href="#">Natural Resource Governance Institute</a><br><a href="#">Natural Resource Governance Institute</a> |
| <a href="#">NRGI Reader   Extractives-Linked Infrastructure: Exploring Options for Shared Use of Infrastructure Projects</a> | <p>This reader comes from a series of 20 short, illustrated overviews of key topics in the extractives sector. Together they serve as a robust introduction for the lay reader to fundamental issues and concepts in oil, gas and mining sector governance. They contain helpful figures and infographics, and each reader has a standard format: key messages, concepts, case examples, and a final set of practitioner-orientated questions to ask.</p> | <a href="#">Natural Resource Governance Institute</a>  |
| <a href="#">NRGI Reader   Fiscal Rules and Natural Resource Funds: Methods to Save and Stabilize Revenues</a>                | <p>This reader comes from a series of 20 short, illustrated overviews of key topics in the extractives sector. Together they serve as a robust introduction for the lay reader to fundamental issues and concepts in oil, gas and mining sector governance. They contain helpful figures and infographics, and each reader has a standard format: key messages, concepts, case examples, and a final set of practitioner-orientated questions to ask.</p> | <a href="#">Natural Resource Governance Institute</a>  |
| <a href="#">NRGI Reader   Local Content: Strengthening the Local Economy and Workforce</a>                                   | <p>This reader comes from a series of 20 short, illustrated overviews of key topics in the extractives sector. Together they serve as a robust introduction for the lay reader to fundamental issues and concepts in oil, gas and mining sector governance. They contain helpful figures and infographics, and each reader has a standard format: key messages, concepts, case examples, and a final set of practitioner-orientated questions to ask.</p> | <a href="#">Natural Resource Governance Institute</a>  |

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| <a href="#">NRGI Reader   Publish What You Pay: A Civil Society Coalition for Extractive Sector Transparency and Accountability</a>                    | <p>This reader comes from a series of 20 short, illustrated overviews of key topics in the extractives sector. Together they serve as a robust introduction for the lay reader to fundamental issues and concepts in oil, gas and mining sector governance. They contain helpful figures and infographics, and each reader has a standard format: key messages, concepts, case examples, and a final set of practitioner-orientated questions to ask.</p> | <a href="#">Natural Resource Governance Institute</a> |
| <a href="#">NRGI Reader   Revenue Management and Distribution: Addressing the Special Challenges of Resource Revenues To Generate Lasting Benefits</a> | <p>This reader comes from a series of 20 short, illustrated overviews of key topics in the extractives sector. Together they serve as a robust introduction for the lay reader to fundamental issues and concepts in oil, gas and mining sector governance. They contain helpful figures and infographics, and each reader has a standard format: key messages, concepts, case examples, and a final set of practitioner-orientated questions to ask.</p> | <a href="#">Natural Resource Governance Institute</a> |
| <a href="#">NRGI Reader   Subnational Revenue Distribution: Natural Resource Revenues in a Decentralized Context</a>                                   | <p>This reader comes from a series of 20 short, illustrated overviews of key topics in the extractives sector. Together they serve as a robust introduction for the lay reader to fundamental issues and concepts in oil, gas and mining sector governance. They contain helpful figures and infographics, and each reader has a standard format: key messages, concepts, case examples, and a final set of practitioner-orientated questions to ask.</p> | <a href="#">Natural Resource Governance Institute</a> |
| <a href="#">NRGI Reader   Subnational Revenue Management: Improving Local Development Through Resource Wealth</a>                                      | <p>This reader comes from a series of 20 short, illustrated overviews of key topics in the extractives sector. Together they serve as a robust introduction for the lay reader to fundamental issues and concepts in oil, gas and mining sector governance. They contain helpful figures and infographics, and each reader has a standard format: key messages, concepts, case examples, and a final set of practitioner-orientated questions to ask.</p> | <a href="#">Natural Resource Governance Institute</a> |
| <a href="#">NRGI Reader   The Extractive Industries Transparency Initiative (EITI): Using EITI to Promote Policy Reform</a>                            | <p>This reader comes from a series of 20 short, illustrated overviews of key topics in the extractives sector. Together they serve as a robust introduction for the lay reader to fundamental issues and concepts in oil, gas and mining sector governance. They contain helpful figures and infographics, and each reader has a standard format: key messages, concepts, case examples, and a final set of practitioner-orientated questions to ask.</p> | <a href="#">Natural Resource Governance Institute</a> |

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| <a href="#">NRGI Reader   The Natural Resource Charter Decision Chain: Converting Resources into Development</a>   | <p>This reader comes from a series of 20 short, illustrated overviews of key topics in the extractives sector. Together they serve as a robust introduction for the lay reader to fundamental issues and concepts in oil, gas and mining sector governance. They contain helpful figures and infographics, and each reader has a standard format: key messages, concepts, case examples, and a final set of practitioner-orientated questions to ask.</p>   | <a href="#">Natural Resource Governance Institute</a>                    |
| <a href="#">Oil Contracts: How to Read and Understand Them</a>   | <p>Walk-through guide on oil contracts: what they are, who participates in them, how the revenues should be handled and divided, what the different impacts of an oil project are, what its role is in fostering economic development, and how disputes between parties can be resolved.</p>  | <a href="#">OpenOil</a>  |
| <a href="#">Principles for Responsible Contracts: Integrating the Management of Human Rights Risks into State-Investor Contract Negotiations: Guidance for Negotiators</a> | <p>A guide that sets out and explains 10 principles that can help guide the integration of human rights risk management into contract negotiations.</p>   | <a href="#">U.N. Human Rights Council</a>                                |
| <a href="#">Resource Governance Index</a>  | <p>A measure of transparency and accountability in the oil, gas and mining sectors. The RGI scores and ranks the countries, relying on a detailed questionnaire completed by researchers with expertise in the extractive industries. The Index assesses the quality of four key governance components: Institutional and Legal Setting; Reporting Practices; Safeguards and Quality Controls; and Enabling Environment. It also includes information on three special mechanisms used commonly to govern oil, gas and minerals—state-owned companies, natural resource funds and subnational revenue transfers.</p>  | <a href="#">Natural Resource Governance Index</a>                        |
| <a href="#">Rights-Compatible Grievance Mechanisms</a>   | <p>An effective <a href="#">grievance mechanism</a> is an essential addition for any responsible company to its tools for monitoring, auditing and stakeholder engagement. But what exactly makes a grievance mechanism effective? This guidance aims to help answer that question. It provides a tool for companies and their local stakeholders jointly to devise rights-compatible, effective grievance mechanisms that maximise the opportunities to achieve sustainable solutions to disputes. A rights-compatible mechanism integrates human rights norms and standards into its processes and is based on principles of nondiscrimination, equity, accountability, empowerment and participation. It can deal with most kinds of grievances (bar those raising criminal liability), including – but by no means limited to – those that reflect substantive human/labour rights concerns. Ensuring it is rights-compatible in both its process and outcomes is vital to the mechanism’s credibility and legitimacy, both locally and internationally, as well as to its potential success in practice.</p> | <a href="#">John F. Kennedy School of Government, Harvard University</a> |



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| <a href="#">The Extractive Industries Sector : Essentials for Economists, Public Finance Professionals, and Policy Makers</a>               | <p>The extractive industries (EI) sector occupies an outsize space in the economies of many developing countries. Economists, public finance professionals, and policy makers working in such countries are frequently confronted with issues that require an in-depth understanding of the sector. The objective of this volume is to provide a concise overview of EI-related topics these professionals are likely to encounter. The volume provides an overview of issues central to EI economics; discusses key components of the sector's governance, policy, and institutional frameworks; and identifies the public sector's EI-related financing obligations. Its discussion of EI economics covers the valuation of subsoil assets, the economic interpretation of ore, and the structure of energy and mineral markets. The volume maps the responsibilities of relevant government entities and outlines the characteristics of the EI sector's legal and regulatory frameworks. Specific key functions of the sector are briefly discussed, as are the financial structures that underpin environmental and social safeguards; investment of public revenues generated from oil, gas, or minerals; as well as extractive-based economic diversification. The authors hope that decision makers in ministries of finance, international organizations, and other relevant entities will find the study useful to their understanding and analysis of the EI sector.</p> | <a href="#">World Bank</a>                        |
| <a href="#">Towards Sustainable Decommissioning and Closure of Oil Fields and Mines: A Toolkit to Assist Government Agencies</a>            | <p>This toolkit is designed to increase the level of awareness on decommissioning and closure issues. It serves as guidance to government authorities, institutions and regulatory agencies, in natural-resource rich, developing countries, seeking to establish or improve closure and decommissioning programs for the extractives sectors.</p>  | <a href="#">World Bank</a>                        |
| <a href="#">Tripartite declaration of principles concerning multinational enterprises and social policy (MNE Declaration) - 4th Edition</a> | <p>The principles laid down in this universal instrument offer guidelines to MNEs, governments, and employers' and workers' organizations in such areas as employment, training, conditions of work and life, and industrial relations.</p> <p>The prominent role of MNEs in the process of social and economic globalization renders the application of the principles of the MNE Declaration as timely and necessary as they were at the time of adoption. As efforts to attract and boost <a href="#">foreign direct investment</a> gather momentum within and across many parts of the world, the parties concerned have a new opportunity to use the principles of the Declaration as guidelines for enhancing the positive social and labour effects of the operations of MNEs.</p> <p>Available in Arabic, Bahasa Indonesian, Chinese, English, French, German, Italian, Japanese, Portuguese, Russian, and Spanish.</p>   | <a href="#">International Labour Organisation</a> |
| <a href="#">WRI Rights to Resources Interactive Map: Sub-Saharan Africa</a>   | <p>The Rights to Resources interactive map presents information on citizen and community rights to natural resources in sub-Saharan Africa. National framework laws for each of the 49 countries in the region were reviewed to answer eleven questions about local use rights to five natural resources: water, trees, wildlife, minerals, and <a href="#">petroleum</a>.</p> <p>The information on the map can help Governments compare property rights regimes across natural resources and countries.</p> <p>Users can also download the data set in <a href="#">Excel format</a>.</p>  | <a href="#">World Resources Institute (WRI)</a>   |

