

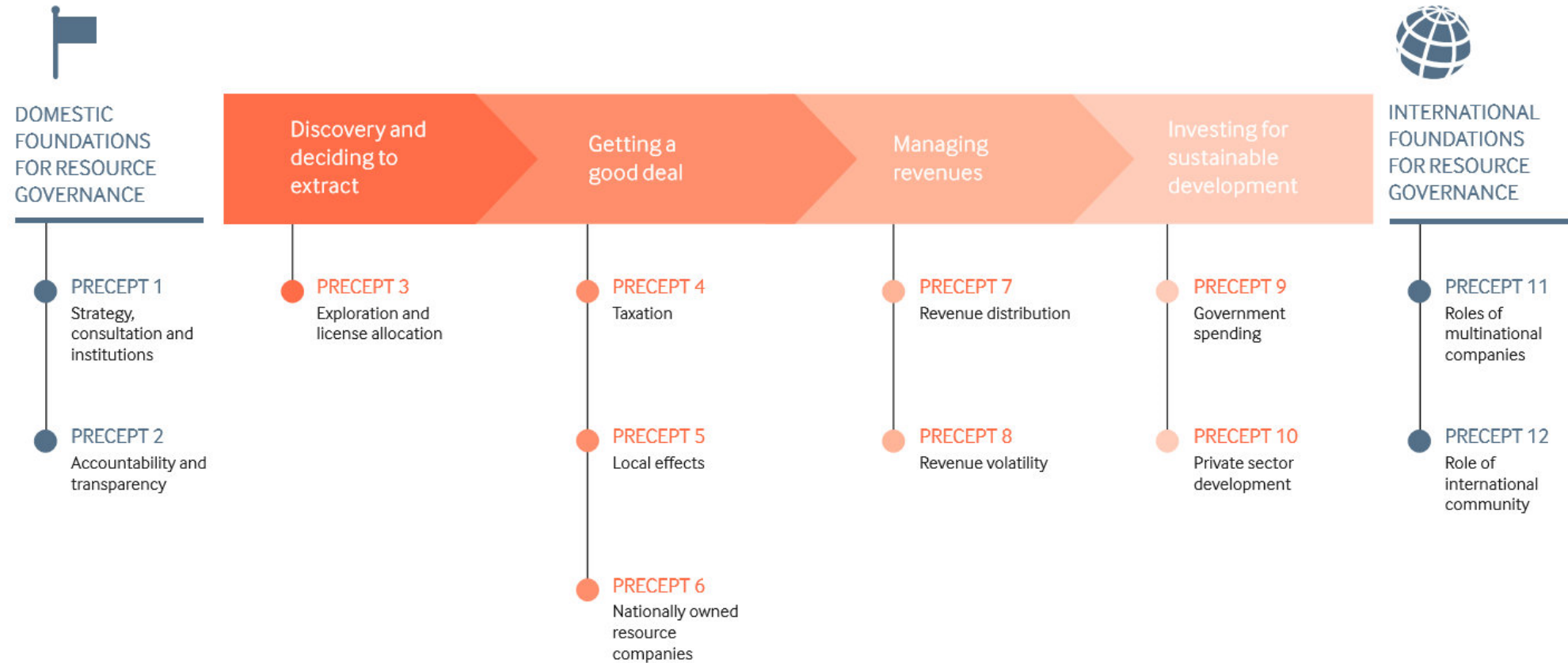


Transforming Natural Resource Wealth into Sustainable Prosperity

May 21 – 28, 2016

Baku, Azerbaijan

The Natural Resource Charter Decision Chain



Domestic foundations for resource governance

1. Strategy, Consultations and Institutions
2. Accountability and Transparency

Discovery and Deciding to Extract

3. Exploration and License Allocation

Getting a Good Deal

4. Taxation
5. Local effects
6. Nationally Owned Resource Companies

Managing Revenues

7. Revenue Distribution
8. Revenue Volatility

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9. Government Spending
10. Private Sector Development

International Foundations for Resource Governance

11. Role of Multinational Companies
12. Role of International Community

Day 1, May 21, 2016

8:30

Registration

9:00 - 10:00

Opening remarks and welcoming
Interactive introduction of the participants

10:00 – 10:30

Overview of the course program

10:30 – 11:00

Panel : The end of the commodities super cycle: impact and adaptation

11:30 – 12:00

Panel : Q&A

11:00 - 11:30



INSTRUCTORS:



Galib Efendiev



Ingilab Ahmadov



Ilham Shaban

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DAY 1, May 21, 2016

12:00 – 13:00

Introduction to Natural Resource Charter as the intellectual framework of the course

14:00 – 17:00

Strategy, Consultations and Institutions (practice)

In small country groups participants will examine broadly existence, effectiveness and implementation quality of current strategies, institutional structure and legal framework of natural resource governance in their own countries.

Group Work

17:00 – 18:00

Strategy, Consultations and Institutions (practice)

Group presentations

13:00 – 14:00



15:30 – 16:00



INSTRUCTORS:



Galib Efendiev



Ingilab Ahmadov

DAY 2, May 22, 2016

Domestic foundations for resource governance

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9:00 – 10:30

Exploration and License Allocation (Theory)

Efficient exploration and production operations, transparent allocation of rights.

Is exploration done efficiently in line with national objectives?

Are rights allocated to the most financially and technically competent companies available?

#verify_jurisdiction, #resource_base, #property_rights, #methods_of_rights_allocation, #development_plan, #accounts_of_resource

10:30 – 11:00

Exploration and License Allocation (Practice)

Based on the pre-set questions participants in small country groups will examine current systems for exploration and license allocation, drawing conclusions and making presentations on the existing gaps.

11:00 – 11:30



INSTRUCTORS:



Amir Shafaie

DAY 2, May 22, 2016

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11:30 – 13:00

Taxation (Theory)

Effective Tax regimes and contractual terms enabling the government to realize the full value of its resources consistent with attracting necessary investment, and maintaining flexibility to changing circumstances

#function_not_form, #use_royalties, #tax_income_and_rent,
 #avoid_tax_incentives, #simplify_tax, #state_equity,
 #tax_administration, #tax_avoidance_rules, #transparency, #stability,
 #robustness

14:00 – 18:00

Taxation (Practice)

Participants will have an in-depth overview of **Fiscal Regimes in Natural Resource Rich Counties**, with short interactive buzz sessions and exercises.

13:00 – 14:00



15:30 - 16:00



INSTRUCTORS:



Amir Shafaie

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DAY 3, May 23, 2016

9:00 – 13:00

Environmental and Social Costs (Theory and Practice)

Pursuing opportunities for local benefits, and accounting for, mitigating and offsetting the environmental and social costs of resource extraction projects

#local_communities_involvement, #ownership_rights, #measure_effects,
#develop_local_benefits, #local_capacity

Resource projects can incur significant environmental and social costs that are often borne disproportionately by those in the vicinity of the extraction. However, extractive projects also have the potential to generate benefits for local communities through employment and the demand for goods and services, at least while operations continue.

Course participants will be exposed to various scenarios minimizing the costs for affected communities, while enhancing the benefits.

INSTRUCTORS:



11:00 – 11:30



13:00 – 14:00



DAY 3, May 23, 2016

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14:00 – 18:00 POLICY LAB

Country team policy lab – Participants will be required to work as a group to answer the following questions that will help them build the final anti-crisis strategy:

- Understanding the key concepts
- Applying the concepts to their country challenges
- Analyzing strategies to action

INSTRUCTORS:



Amir Shafaie

15:30 – 16:00



DAY 4 , May 24, 2016

9:00 – 13:00

POLICY FORUM

LOW COMMODITY PRICES AS AN OPPORTUNITY FOR REFORMS

Expert presentations from around Eurasia moderated by
Eurasia Hub Director Ingilab Ahmadov

14:00 – 16:00

Eurasia HUB Board Meeting (for Board Members only)

11:00 - 11:30



13:00 – 14:00



Discovery and Deciding to Extract

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DAY 5, May 25, 2016

Domestic foundations for resource governance

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9:00 - 13:00

Revenue Volatility

Smoothing domestic spending of revenues to account for revenue volatility

#commodity_prices, #resource_dependence, #long_term_solution, #hedging_contracts, #accumulation_foreign_assets, #short_term_borrowing, #investment_expenditure, #recurring_expenditure, #appropriate_use_instruments

Prices of natural resources, called commodity prices, fluctuate according to market forces. When government revenues are tied to natural resources, their revenues will fluctuate accordingly. Volatility is amplified by production cycles and unexpected stoppages. This makes development planning difficult. It also leads to incentives to overspend on grandiose legacy projects when prices rise and go into debt when revenues decline in order to maintain the same standard of living as before the slump. The consequence is poor investment decisions and higher probability of debt crises.

Through theoretical and practical approach, in these sessions participants will be introduced to various techniques that can be employed to respond to the special challenges of natural resource revenues.

INSTRUCTORS:



Ingilab Ahmadov



Farid Guliyev

11:00 - 11:30



13:00 - 14:00



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DAY 5, May 25, 2016

14: 00 - 18:00

Elective 1: Sovereign Wealth Fund

Discusses the objectives of SWFs and their benefits for the country, transparency and accountability mechanisms and their management effectiveness. How does the government's investment strategy help achieve the fund's objectives? Fiscal rules (deposit and withdrawal) of different SWFs.

Elective 2: Revenue Distribution

Investing revenues to achieve optimal and equitable outcomes for current and future generations.

#national_budget, #sub_national_budget, #resource_funds, #boom_bust, #dutch_disease, #devaluation, #inflation, #efficient_investment, #future_generations, #development_banks, #debt_policy, #swf

In this session participants will examine fiscally sustainable spending paths, accounting for the depletion of extractive resources, focusing on such questions as:

- What are the principal challenges in managing non-renewable resource revenues?
- How should governments manage resource revenues?
- How do governments manage resource revenues?

15:30 - 16:00



INSTRUCTORS:



Kenan Aslanli



Ingilab Ahmadov

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DAY 6, May 26, 2016

9:00 – 11:00

Policy Lab

Country team policy lab – Participants will be required to work as a group to answer the following questions that will help them build the final anti-crisis strategy:

- Understanding the key concepts
- Applying the concepts to their country challenges
- Analyzing strategies to action

11:30 – 13:00

Government Spending (Theory and Practice)

Using revenues as an opportunity to increase the efficiency of public spending at the national and sub-national levels.

#spending_policies, #inflationary_pressure, #economy_deterioration, #multi_year_plans, #transparent_procurement, #independent_audit, #only_budget_expenditure, #oversight, #internal_control

In countries with weak public sector bureaucracies and small economies, effective investment can be challenging. First, government bureaucracy may be too small to manage larger budgets, requiring more project selection and assessment. Second, high expenditure of resource revenues can affect the wider economy, causing inflationary pressures, and thus may reduce the value of the revenues. Third, resource extraction may increase inequality: leading to public calls for reform or, at the extreme, conflict. Finally, poor transparency and accountability can lead to high rates of leakage throughout the spending process.

11:00 – 11:30



13:00 – 14:00



INSTRUCTORS:



Azer Mehtiyev



Fuat Rasulov

DAY 6, May 26, 2016

Domestic foundations for resource governance

1. Strategy, Consultations and Institutions
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14:00 – 18:00

Private Sector Development (Theory and Practice)

One way for resource-rich states to ensure sustained economic growth is through support for private sector development. This includes the establishment of enabling business environment and local content policies. Using resource revenues to grow the domestic economy depends crucially on significant increases in private sector investment—from large-scale infrastructure to smallholder farms yet, encouraging sustained growth beyond resource extraction has been a challenge for many resource-rich countries.

#domestic_economy, #reduced_competitiveness, #public_investment,
 #private_investment_needs, #complementary_economic_inputs,
 #environment_private_investment, #construction_sector, #finance_sector,
 #tariff_reduction, #targeted_support_business #local_content_regulations,
 #downstream, #diversification

15:30 – 16:00



INSTRUCTORS:



Farid Guliyev



Fuat Rasulov

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DAY 7, May 27, 2016

9:00 – 11:00 Investing for Sustainable Development

Translating resource wealth into sustainable and inclusive development. The session will cover basic definitions and practical concepts of sustainable development, interlinkages with natural resources governance and environmental sustainability.

11:30 – 13:00 Policy Lab

Country team policy lab – Participants will be required to work as a group to answer the following questions that will help them build the final anti-crisis strategy:

- Understanding the key concepts
- Applying the concepts to their country challenges
- Analyzing strategies to action

INSTRUCTORS:



Kenan Aslanli



Farid Guliyev

11:30 - 12:00



13:00 – 14:00



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DAY 7, May 27, 2016

14:00 – 15:30

Key Actors – State-Owned Enterprises (SOEs)

SOEs or Nationally Owned Resource Companies (NORC) have contributed heavily to successful efforts to harness benefits from the extractive sector and drive broader national development. In other cases, however the companies have become inefficient managers of national resources, obstacles to private investment, drains on public coffers, or sources of patronage and corruption. As such, NORC reform—incremental in some cases, fundamental in others—lies at or near the top of the policy agendas of many resource rich countries

In this session participants will closely examine various models of NORCs, together with benefits and challenges as well as best and worst practices from around the world to draw useful lessons and conclusions relative to countries of the course participants.

16:00 – 18:00

Key Actors – Companies and International Organizations

The role of Companies and International Community (donors, home countries, multilaterals) in resource governance. Both Companies and the international community can support resource governance by advancing transparency, ensuring compliance with internationally recognized standards of human rights and environmental, social and health protection and on working to reduce illicit financial flows and corruption.

11:30 - 12:00



13:00 – 14:00



INSTRUCTORS:



Galib Efendiev

DAY 8, May 28, 2016

Domestic foundations for resource governance

1. Strategy, Consultations and Institutions
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09:00 – 11:00 Policy Lab

Country team policy lab – Participants will be required to work as a group to answer the following questions that will help them build the final anti-crisis strategy:

- Understanding the key concepts
- Applying the concepts to their country challenges
- Analyzing strategies to action

11:30 – 15:30 Anti-crisis strategy (Presentations)

Each country team will be joined by the course instructor to develop an anti-crisis strategy using the Natural Resource Governance Decision Chain framework covered in the course. Country teams will present developed strategies that will be scrutinized and commented upon by the rest of the course participants.

16:00 – 16:30 Course feedback and evaluation session

16:30 – 17:00 Course certificate award ceremony

INSTRUCTORS:



Ingilab Ahmadov



Galib Efendiev

11:00 - 11:30

15:30 - 16:00



13:00 – 14:00



Readings & Videos

- Mandatory
- Recommended
- Latest EITI Reports
- Instructional Videos

Reading Materials

Mandatory

1. Natural Resource Charter (Second Edition), 6 August 2014
http://www.resourcegovernance.org/sites/default/files/NRCJ1193_natural_resource_charter_19.6.14.pdf
2. NRGi Readers: A Primer Series about Resource Governance (April 2015)
http://www.resourcegovernance.org/sites/default/files/documents/nrgi_readers_compilation.pdf
3. EITI Standard 2016, 15 February 2016:
https://eiti.org/files/english_eiti_standard_0.pdf

Recommended

1. Venables, A. (2016). “Using Natural Resources for Development: Why Has It Proven So Difficult?”, *Journal of Economic Perspectives* 30: 1 (2016): 161-184. <https://drive.google.com/file/d/0B7Kf9tTJBBpuT0pyUERkN0RuS2s/view?usp=sharing>
2. Karl, T. L. (2007). “Oil-led Development: Social, Political, and Economic Consequences,” *Encyclopedia of Energy*: 661-672.
<https://swap.stanford.edu/20141110193621/https://politicalscience.stanford.edu/sites/default/files/documents/KarlEoE.pdf>
3. Caucasus Analytical Digest No. 83 <http://www.laender-analysen.de/cad/>

Latest EITI Reports

1. Azerbaijan 2013 EITI report: https://eiti.org/files/aze_eiti_report_2013.pdf
2. Kazakhstan 2014 EITI report: https://eiti.org/files/kazakhstan_eiti_report_2014_eng.pdf
3. Kyrgyzstan 2013-14 EITI report: https://eiti.org/files/eiti_otchet_ipdo_2013-2014_final_-1.pdf
4. Mongolia 2014 EITI report: https://eiti.org/files/2014_m_eiti_report.pdf
5. Tajikistan 2014 EITI report: [http://eiti.tj/files/EITI_Report_\(eng\).pdf](http://eiti.tj/files/EITI_Report_(eng).pdf)
6. Ukraine 2013 EITI report: <https://eiti.org/files/uaeiti-2013-report-en.pdf>

Readings & Videos

- Mandatory
- Recommended
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Instructional Videos

Reading Materials

- Jeffrey Sachs - Short history of oil, gas, and mining:
<https://youtu.be/YakBy9VXR54?list=PLzW0Ub5HJkzRFAq7wXgZDatURIBPlsfoW>
- Alexandra Gillies - How natural resources shape and are shaped by political context:
<https://youtu.be/J11lxdHMBwI?list=PLzW0Ub5HJkzRFAq7wXgZDatURIBPlsfoW>
- Paul Collier - The decision chain of natural resource management:
<https://youtu.be/GfvFCr7cq4w?list=PLzW0Ub5HJkzRFAq7wXgZDatURIBPlsfoW>
- Patrick Heller – Legal and regulatory framework:
<https://youtu.be/3EwMmlwiEDg?list=PLzW0Ub5HJkzRFAq7wXgZDatURIBPlsfoW>
- Bryan Land - Fiscal policy principles and practice: <https://youtu.be/KarW13-tehk?list=PLzW0Ub5HJkzRFAq7wXgZDatURIBPlsfoW>
- Daniel Franks - Environmental challenges and trends:
<https://youtu.be/fE2Z512KWRM?list=PLzW0Ub5HJkzRFAq7wXgZDatURIBPlsfoW>
- Cielo Magno – Social impacts & community development agreements:
<https://youtu.be/61BpumrS6mg?list=PLzW0Ub5HJkzRFAq7wXgZDatURIBPlsfoW>
- Mohammed Amin Adam – Challenges of revenue management:
<https://youtu.be/K8rjalnRfI0?list=PLzW0Ub5HJkzRFAq7wXgZDatURIBPlsfoW>
- Mohammed Amin Adam - Revenue sharing and decentralization:
<https://youtu.be/ReHnLGoyle0?list=PLzW0Ub5HJkzRFAq7wXgZDatURIBPlsfoW>
- Perrine Toledano - Leveraging extractive industries for infrastructure:
<https://youtu.be/d6m2HbcGbrw?list=PLzW0Ub5HJkzRFAq7wXgZDatURIBPlsfoW>
- Anthony Paul – Economic linkages to extractive sectors:
<https://youtu.be/00aT8Gy0SVI?list=PLzW0Ub5HJkzRFAq7wXgZDatURIBPlsfoW>
- Paul Collier: Investing in Investing:
<https://youtu.be/iQp8t0RIF4w?list=PLzW0Ub5HJkzRFAq7wXgZDatURIBPlsfoW>

Course Instructors

Amir Shafaie



Senior Legal Analyst, NRGi

Amir focuses on technical assistance programs to help governments improve legal regimes and contracts. He also works to strengthen capacity for natural resource sector oversight, particularly in Africa and the Middle East. Amir has a J.D. and a B.A. (History), both from the University of California, Berkeley. He also studied international relations at the Institut d'Etudes Politiques de Paris (Sciences Po). Amir is fluent in English, French and Farsi and has aspirations of speaking Arabic.

Galib Efendiev



Eurasia Director, NRGi

As NRGi's Central Asia/Caucasus Regional Director, Galib provides guidance to consolidate local monitoring activities and helps to manage local research, monitoring, advocacy and technical assistance. Priority countries include Azerbaijan, Kazakhstan, Mongolia and Russia, with smaller-scale activities in Georgia, Kyrgyz Republic and Ukraine. He holds a BS from Rutgers University, with majors on Finance and Management and Eastern European Studies, and speaks Russian and Turkish.

Ingilab Ahmadov



Director of Eurasia Hub

Prof. Ahmadov became director of Eurasia Extractive Industries Knowledge Hub and Dean of the School of Economics and Management at Khazar University in 2010. His research interests are oil & gas economy and impact of oil revenues on economy, Caspian energy resources, and oil contracts. He mainly teaches courses in Energy Management and Caspian Energy. Prof. Ahmadov is a visiting professor of leading universities such as Kiel Institute for the World Economy as well as Oxford and Reading University.

Course Instructors

Azer Mehtiyev



Professor of Economics

Azer Mehtiyev acts as the trainer on budgeting process, monitoring of budget expenses and budget advocacy issues organized for NGO representatives and journalists. He is also a member of NGO Alliance for the Development of Municipalities that deals with decentralization initiatives and advocacy of the development of local self-governance and acted as the coordinator of this Alliance in 2011-2013. Azer Mehtiyev is the lecturer for the School of “Enterprise Economy” of Azerbaijan State Economic University.

Farid Guliyev



Research Associate at Eurasia Hub

Farid Guliyev is a research associate and project coordinator affiliated with the Eurasia Knowledge Hub. He holds a Ph.D. in Political Science from Jacobs University in Bremen, Germany (2014), and an MA from Central European University in Budapest (2004). His current research focuses on the comparative study of political institutions, governance of natural resources, and public policy in developing countries. His recent publication (co-authored with Anar K. Ahmadov): “Tackling the Resource Curse: The role of democracy in achieving sustainable development in resource-rich countries”, IDEA Discussion Paper 2016.

Fuat Rasulov



Trainer, Eurasia Hub

Fuat Rasulov is Professor of Managerial Sciences and vice-dean of Khazar University's School of Economics and Management. He has been affiliated with the Eurasia EI Knowledge Hub as a trainer since 2010. Dr. Rasulov is a board member of the National Budget Group and a member of Azerbaijan's EITI NGO Coalition. He has conducted training courses on resource revenue management and extractives in Azerbaijan, Kazakhstan, Kyrgyzstan, Tajikistan, and Georgia. His research and publications focus on the budgeting process and extractive industries.

Kenan Aslanli



Consultant and Policy Analyst

Kenan Aslanli is a policy analyst examining fiscal, macroeconomic and energy policy issues at the Public Finance Monitoring Center (Baku, Azerbaijan). He is also a consultant for International Budget Partnership (Washington DC, USA) on Open Budget Index in Azerbaijan.

Mr. Aslanli holds a BA from the Academy of Public Administration and an MA from State Economic University (Baku, Azerbaijan). He has successfully passed short term intensive courses on energy economics and emerging markets at Central European University (Budapest, Hungary) and Jiangxi University of Finance and Economics (Nanchang, China).

Course Participants

Azerbaijan

1. Emil Omarov
2. Farid Nabiyeu
3. Hajar Huseynova
4. Ilaha Abasli
5. Samir Aliyev
6. Shahin Nasrullayev

Emil Omarov - Eurasia Regional Coordinator, Publish what you pay emarov@publishwhatyoupay.org

Farid Nabiyeu - Researcher. Khazar University faridnabiyeu19@gmail.com

Hajar Huseynova - Researcher. ADA hhuseynova2014@ada.edu.az

Ilaha Abasli - Program consultant. AZPROMO/GIZ ilaha.abasli92@gmail.com

Samir Aliyev - Analyst, Center For Support For Economic Initiatives samir_aliyev@yahoo.com

Shahin Nasrullayev - Youth coordinator at Euroscience Azerbaijan regional section snasrullayev@gmail.com

Kazakhstan

1. Aizhan Akhmedova
2. Asem Doldakhanova
3. Ruslan Baymishev
4. Svetlana Glushkova

Aizhan Akhmedova – Project Coordinator. NGO "Civil Alliance of Mangistau region" aizhan_a_k@mail.ru

Asem Doldakhanova – Deputy Head of NGO "Center for Social and Economic Research and Forecasts". asem.dolser@gmail.com

Ruslan Baymishev – National Secretary EITI in Kazakhstan, Ministry of Investments and Development of the RK rbaimishev@geology.kz

Svetlana Glushkova – Journalist of website Radio Liberty (<http://rus.azattyq.org>) sweta.glushkova@gmail.com

Kyrgyzstan

1. Adilet Kydyrmaev
2. Chingiz Beksultanov
3. Ilham Saypidinov
4. Nazgul Begalieva
5. Taalaykul Toktakunova
6. Tologan Arbaev

Adilet Kydyrmaev - Leading specialist Ministry of Economy of the Kyrgyz Republic kydyrmaev@hotmail.com

Chingiz Beksultanov - Director of the NGO "Forum on Official Assistance on Development" beksultanov.kg@gmail.com

Ilham Saypidinov - Internet newspaper "White Sail" diplomats33@gmail.com

Nazgul Begalieva - Journalist of Publishing House "Evening Bishkek" nasik9970@gmail.com

Taalaygul Toktakunova - Member of the Public Supervisory Council under the State Agency on GMR of the KR toktakunova@avers.kg

Tologan Arbaev – Specialist. State Agency for Geology and Mineral Resources under the Government of the KR toktakunova@avers.kg

Course Participants

Georgia

David Tsiskaridze

David Tsiskaridze - Director. International Business and Economic Development Center davit.tsiskaridze@gmail.com

Kosovo

Luan Shllaku

Luan Shllaku - Executive director of the Kosovo Foundation for Open Society (KFOS) luans@kfos.org

Mongolia

Therenjav Demberel

Tserenjav Demberel - Executive director of NGO “Transparency Foundation” tseren2005@yahoo.com

Tajikistan

1. Said Yakhyoev
2. Sobir Vazirov

Said Yakhyoev – Consultative Council on improvement of Investment Climate under the President of RT yakhyoev@gmail.com

Sobir Vazirov - Head of Tax Administration, Member of EITI, Tajikistan vsobir@gmail.com

Ukraine

1. Anastasiya Yermakova
2. Maksym Shmerego
3. Olesya Nekhoroshko
4. Svitlana Mizina

Anastasiya Yermakova - Deputy Chief Editor, Information and analytical resource «Energy Reforms Enref.org» a.yermakova@dixigroup.org

Maksym Shmerego - Senior consultant, Committee on Fuel and Energy Complex, Nuclear Policy and Safety mshmereho@rada.gov.ua

Olesya Nekhoroshko - Advisor of the Ministry of Energy and Coal Industry of Ukraine olesya.nekhoroshko@gmail.com

Svetlana Mizina - External expert of communication of the EITI Secretariat msv.ngs@gmail.com