

**Publish**   
**What You Pay**  
**NORWAY**

**NARRATIVE REPORT FROM MODULE 1**  
**Oslo, 10-21 November 2014**

A programme financed by the Norwegian Agency for Development Cooperation



## Summary

The TRACE Programme, which stands for Transparency and Accountability in the Extractive Industries, is a development program of Publish What You Pay Norway. Its aim is to strengthen civil society's capacity to work effectively on issues related to the extractive industries, and to create an arena for networking and knowledge sharing on this specific theme. The target group of the programme is civil society organisations, worker unions and media houses that are engaged in issues related to the extractive industries and transparency in their respective countries.

In 2014-2015, PWYP Norway conducted the fourth round of its TRACE programme, this time aiming at increasing the capacity of civil society in four resource-rich countries in Latin America. The selected countries were Bolivia, Colombia, Ecuador and Guatemala. They were chosen based on the level of importance that resourced based industries have in each context and the potentiality of creating a regional network. PWYP Norway received over 40 applications to this fourth round of the programme. After a thorough screening process, 21 participants from the countries mentioned above were selected to take part in the programme.

PWYP Norway applies a participatory approach in its programme, which means participants play an active role in shaping the content to meet their organizations' needs and the goals of the programme. Before the first module, the participants' previous knowledge and training needs are mapped through an online Training Needs Assessment. The results of this survey feed directly into the first of the two modules of the programme. The two modules are the two main events and meeting points for the participants during the programme. In addition, in between the modules, work is conducted individually or in country groups.

The first module of Publish What You Pay Norway's TRACE programme 2014-2015 was held in Oslo from the 10<sup>th</sup> to the 21<sup>st</sup> November 2014. This report, based on the daily narrative reports written by the participants, aims to give a brief presentation of the topics discussed in Oslo and present the key learning points, as seen by the participants of the programme. The purpose is to provide relevant information about the programme to interested stakeholders and to PWYP Norway's donor, Norad.

The TRACE programme gives an opportunity for active learning of both theoretical and practical knowledge, experience and skills, so that participants are able to put their learning to good use and into practice before, during and immediately after the programme.

## List of participants

| Country          | Name of Participant             | Name of Organization                                     | Type of Organization |
|------------------|---------------------------------|--|----------------------|
| <b>Bolivia</b>   | Raul Velasquez                  | Fundación Jubileo  | NGO                  |
|                  | Rosmery Quispe Condori          | Centro de Estudios y Apoyo al Desarrollo Local           | NGO                  |
|                  | Edén García Salazar             | Reporte Energía  | Media                |
|                  | Pablo Rojas Paredes             | Sub Central TIPNIS                                       | Labor Union          |
|                  | Rolando Carvajal                | Revista IN   | Media                |
| <b>Colombia</b>  | Tulio Roberto Vargas P          | ISP Internacional de Servicios Públicos                  | Labor Union          |
|                  | Paula Andrea Vidal Arboleda     | SINTRAMBIENTE Afiliada a ISP Colombia                    | Labor Union          |
|                  | Diana Patricia Sánchez García   | Asociación Ambiente y Sociedad                           | NGO                  |
|                  | Gerardo Andres Hernández Montez | Corporación Transparencia por Colombia                   | NGO                  |
|                  | Luis Enrique Orduz Valencia     | Corporación Aury Sará                                    | Labor Union          |
| <b>Ecuador</b>   | Yolanda Maribel Iza Quinatoa    | Pluriversidad Amawtay Wasi                               | NGO                  |
|                  | Juan José Herrera Mera          | Grupo FARO   | NGO                  |
|                  | Mauricio Alarcón Salvador       | Fundación Ciudadanía y Desarrollo                        | NGO                  |
|                  | Juan Gabriel Auz Vaca           | Terra Mater  | NGO                  |
|                  | Tania Laurini                   | Lluviacomunicación                                       | Media                |
| <b>Guatemala</b> | Lourdes Molina                  | Instituto Centroamericano de Estudios Fiscales           | NGO                  |
|                  | Miguel Zamora Mill              | Plataforma   | NGO                  |
|                  | Rosita Cecilia González Urzúa   | Colectivo Madre Selva                                    | NGO                  |
|                  | Marvin David Del Cid Acevedo    | Centro Civitas/Sala de Redacción                         | Media                |
|                  | Marlin Paola Sosa Perez         | Oficina de Derechos Humanos del Arzobispado de Guatemala | NGO                  |
|                  | Carolina Gamazo Aramendia       | Plaza Pública  | Media                |

## Day by day reports

Monday 10<sup>th</sup> November 2014

### Day 1: Understanding the extractive industry- overview, development, roles

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| About PWYP Norway  | By Mona Thowsen, sec. gen., PYWP Norway                                      |
| Petroleum and gas in the world (1/3): 1) What are the particular challenges in your country? 2) What does your organisation do with these problems? 3) Create problem trees.   | By Gunnar Sjøgren, Senior Advisor, The Norwegian Petroleum Directorate       |
| Petroleum and gas in the world (2/3). What are the particular trends? Which are the particular petroleum development challenges in your countries? Which are the differences? Which are the similarities?  | By Gunnar Sjøgren, Senior Advisor, The Norwegian Petroleum Directorate       |
| Petroleum and gas in the world (3/3). Which are the particular challenges for your type of natural resources in the market? Which are the domestic, regional and international challenges that are particular challenges in your country and your region?                                      | By Gunnar Sjøgren, Senior Advisor, The Norwegian Petroleum Directorate       |
| The establishment of a Norwegian system and petroleum revenue management   | By Gunnar Sjøgren, Senior Advisor, The Norwegian Petroleum Directorate       |
| Geology. What resources do you have? What does that mean for your country?   | By Knut Henrik Jakobson, Senior Advisor, The Norwegian Petroleum Directorate |
| The role of unions in the oil industry today: What has been important for unions in Norway? Why? What are the issues? What advocacy do they use? What have they achieved? How can civil society play a role in the management of natural resources? How do unions differ? Roles and alliances? | By Espen Løken, Forbundsstyret i IndustriEnergi                              |

#### **Key Learning Points:**

- The oil industry is the most powerful in the world.
- The world needs energy
- Alternative energy sources are needed
- There is a large oil potential in Latin America
- Dialogue unions and state enterprises

#### **How can this knowledge be used? Why is it important?**

- To require transparency of information in oil companies and state administration
- Best redistribution of resources from oil revenues
- Campaigns for clear legislation on social rights and environment
- In strengthening civil society
- It should serve to diversify the economy

#### **Key messages from civil society to government**

- The oil companies must pay what is require by the state
- The states must require such taxes for the proper redistribution of wealth
- The secret financial mechanisms block the knowledge and taxes, and aggravate inequality
- Transparency, accountability, and free access are vital information in the oil industry
- The struggle for rights can turn a poor country wealthier

### **Are there any policy proposals that can take care of these issues?**

- Hydrocarbons are owned by the nation and there should be a strong state that develops and enforces legislation aimed at human rights for first, second, third and fourth generations.
- This resource can be explored and exploited by any company, but the product extracted must create national wealth and be redistributed equally in society.
- The possession of natural resources must empower a country internationally.
- Training of technical capacities of the national population to develop businesses and labor.
- The oil industry cannot be prioritized over human rights and nature.

**Tuesday 11<sup>th</sup> November 2014**

### **Day 2: The importance of good governance**

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| Natural resources, economic development and institutions   | By Prof. Halvor Mehlum, Institute of Economy, University of Oslo                   |
| How should we understand the type of conflict people in Latin America experience today? How can we understand what is related to natural resources and what is not?<br>Is this different from conflicts other places in the world?   | By senior researcher Siri Camilla Aas Rustad, PRIO and Prof. Mariel Støen SUM      |
| Oil for development: What is the Oil for Development programme? Which advises does the Oil for development programme give for your country? Which advises do you think the OfD should give in your country?  | By Ingvild Bergskaug and Maria Gilani, Oil for Development                         |
| What is the impact of an oil economy on the country? Which examples can we share from the Norwegian economy? What is the impact of the oil fund on the economy? What is the purpose of and the results of the Council of Ethics? Is such a council relevant for your country context?                    | By Bjørn Geir From, Investment director, Asset mgmt., Dep, Min. of Finance, Norway |
| How can the Council of Ethics be used? Which examples do we have in civil society? Is this relevant for your countries?  | By Erik Hagen, Vest-Sahara   |
| The Sami experience in Norway: How are indigenous communities included in decision-making processes?   | By Per Inge Østmoen, leader of the Sami Association in Oslo                        |
| The Council of Ethics for the Norwegian Pension Fund   | By Eli Ane Lund, dir. Secretariate, Coucil of Ethics                               |
| How consultation, consent and compensation practices strengthen or weaken affected peoples' democratic participation and rights to self-determination. The relationship between implementation of international principles in practice and what we know about what happens in conflict driven processes. | By Esben Leifsen doctor,, NBMU   |

### **Key learning points:**

- The right model is one in which resources interact with the quality of institutions.
- Conflicts arise in claims arising in relation to the marginalization and exclusion in ethnic and economic issues. The action and inaction of authorities can make conflicts escalate and create radicalization among some social sectors.
- Do not spend all the money that remains of oil exploration and production; it must be saved in a fund.
- Do not minimize the existence of an Ethics Council, it is necessary that its recommendations will become obligatory.

- Prior consultations should not be binding. Still need to strengthen this issue to prevent its use as a political tool.

**How can this knowledge be used? Why is this important?**

- It should work on strengthening institutions, and should strengthen civil society to participate and influence these institutions.
- To make a comprehensive and historical analysis of conflicts on the ground to overcome their reductionist view and find a real solution to them.
- They should learn from the positive experiences such as Norway, planned long ahead and provide better long-term results.
- If there is an Ethics Council, it is necessary that its recommendations are effective to ensure good use of resources. It is also necessary that it clearly overcomes the rent seeking vision.
- It should work on an agreed legal framework for participation and actual decision of communities.

**Key messages from civil society to government:**

- Latin America is in a critical race for approving a mining law more favourable to businesses.
- No people should be forced to give up their livelihood by selling their resources to mining
- Businesses want profits. Civil society should push for greater honesty.
- Norway: The money that comes from its oil should not be used in spoliation of Latin American territories.
- Norway and its paradoxes. They invest their oil fund in arms.

**Are there any policy proposals that can take care of these issues?**

- Consultation: develop a consensus for conducting a consultation legal framework
- Background: organize all producing countries to have a reserve fund in order to overcome rent seeking economies.
- Ethical Council: create an ethics board with decision power and able to provide clear guidelines that are not subordinated to the Ministry of Finance.
- Radicalisation of conflict: Working in public and social policies to overcome inequalities
- Model for the extraction of natural resources: A policy based on the benefits of extraction of natural resources that channels investment for greater wealth rather than spending it.

**Wednesday 12<sup>th</sup> November 2014**

**Day 3: Understanding international law and contract types**

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| Who owns the resources? Key issues in the management of natural resources on ownership, rights and communities.   | By Tonje Gormley, Senior Lawyer in petroleum law at Arntzen de Besche |
| What are the main elements of a country's legal framework for the petroleum industry? What is the difference between national oil companies and international companies? Why does it matter?                          | By Tonje Gormley, Senior Lawyer in petroleum law at Arntzen de Besche |
| What is a good model for the organization of the management of the petroleum resources and petroleum industry in a host country? Is there such a thing as a best practice? What is the importance of good management? | By Tonje Gormley, Senior Lawyer in petroleum law at Arntzen de Besche |

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|---|---|
| What are the tools for award of E&P rights? What is a PSA? What tools are available to improve model document, licensing and fiscal regimes? What are negotiated where/on which levels? What is in the law and what is left to the contracts? | By Tonje Gormley, Senior Lawyer in petroleum law at Arntzen de Besche |
| Which are the stakeholders? What are their roles? Who gets which information? How does information asymmetry influence petroleum management and policy? What is a good petroleum policy?  | By Tonje Gormley, Senior Lawyer in petroleum law at Arntzen de Besche |
| Does the petroleum industry contribute to a local content? What are the areas where local content can be promoted?  | By Tonje Gormley, Senior Lawyer in petroleum law at Arntzen de Besche |
| Facilitated discussion: Petroleum policy, regulation and legislation. Discussion and questions. Add to problem tree.  | By Tonje Gormley, Senior Lawyer in petroleum law at Arntzen de Besche |
| Indigenous peoples rights, environment, nationalization and investment stability  | By Tonje Gormley, Senior Lawyer in petroleum law at Arntzen de Besche |

### **Key learning points**

- In international law, the owner of all resources is the state, which is where such resources are located and can be operated, both on land and at sea.
- Public policy in Norway is what generates the basis for the creation of national legislation, considering the study of domestic requirements, international obligations and the knowledge of industry.
- Direct contracts present a high risks for corruption, which is why such implementation is not recommended. Oil tenders, on the other hand can incorporate principles of transparency and legal certainty.
- State enterprises should obey the rules of the regulatory agencies to ensure both efficiency and transfer.
- The terms for public tenders should contain high quality standards to ensure a chain of ethical, efficient and sustainable value for all stakeholders

### **How can this knowledge be used? Why is this important?**

- Build and promote transparency through access to information to empower citizens of their fundamental rights.
- Promote the design and practice of good governance, to ensure good management and exploitation of natural resources.
- The State should be the channel for corporate social responsibility, which, through a national development plan, should make sure that the funds are invested holistically.
- States should be prepared to receive the profits from oil exploitation and understand the importance of investing in education and research in order to make the country more competitive.
- National legislation should be designed in a way that covers general topics related to responsible oil exploration, which contracts are related to such legislation and avoid amendment threats.

### **Key messages from civil society to government**

- Paradoxically, the Sami were not consulted to amend the constitution regarding their rights.
- The oil law should regulate all activity, including environmental issues, human rights and taxation.

- The oil companies do not need superlative gains, states must negotiate contracts so that the public goods are especially protected.
- The government should ask companies to not only publish what they pay, but how they make their operations.
- Oil Purchases must be performed after prior consultation and good faith, besides being transparent.

### **Are there any policy proposals that can take care of these issues?**

- The regulation of the transparency policy has been conducted by Colombia in 2014, allowing the initiation of guaranteeing the principle of transparency.
- The state should promote a law requiring oil companies to give preference in hiring local goods and services.
- Promote the development of local oil service companies that aim to meet international standards.
- Negotiation processes for oil concessions should take into consideration other sectors and relate to committees whose purpose is to consolidate good governance.
- Strengthening citizen participation processes seeking transparency and accountability related to the oil industry.

**Thursday 13<sup>th</sup> November 2014**

### **Day 4: Contract transparency: How to get a good deal?**

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| Why does contracts matter? Demystifying the contracts and the language.  | By Susan Maples, Oil, Gas and Mining Legal & Commercial Advisor |
| What is in the contracts and what is not in the contracts? How can we read and understand a contract from the point of view of advocacy, journalism and other watchdog perspectives? Group exercise on reading and answering questions on contracts and law. | By Susan Maples, Oil, Gas and Mining Legal & Commercial Advisor |
| What are the arguments for and against contract transparency? Are they right?  | By Susan Maples, Oil, Gas and Mining Legal & Commercial Advisor |
| Group work: The evidence: Examples of contract transparency in action. How can we improve governance, CSO/Gov/Company relationships, contract terms, attracting investments of a better quality?   | By Susan Maples, Oil, Gas and Mining Legal & Commercial Advisor |
| Facilitated discussion: How to monitor contracts from an NGO advocacy perspective, journalism perspective, union perspective? Activities based on contracts from participating countries.  | By Susan Maples, Oil, Gas and Mining Legal & Commercial Advisor |
| Facilitated discussion: How to monitor contracts from an NGO advocacy perspective, journalism perspective, union perspective? Activities based on contracts from participating countries. Add to problem tree.   | By Susan Maples, Oil, Gas and Mining Legal & Commercial Advisor |
| Global Witness' new online contract tool: Lets try it!   | By Susan Maples, Oil, Gas and Mining Legal & Commercial Advisor |
| What is a transparency guarantee?  | By Susan Maples, Oil, Gas and Mining Legal & Commercial Advisor |



### **Key learning points**

- Contracts are tools to handle uncertainty for both businesses and governments, we seek to maximize profits and reduce risk, and therefore it is necessary to consider equilibrium points.
- Currently the texts of contracts give very general statements and leave much room for ambiguous interpretations.
- In many cases the problem is the lack of governments to exercise the rights of control and supervision of contracts. It is useless to have good contracts if they are not enforced.
- Not any oil discovery implies that it will profit the country or a company, determining the commercial gain is essential.

### **How can this knowledge be used? Why is this important?**

- While analyzing the issue of extractive sector, it is necessary to consider the terms agreed in the contracts. Achieving good management of resources implies that pre manner has a good agreement on the terms of the contract.
- In addition to the tax rates or royalties, it is necessary to take into account many more variables to determine whether a contract is favourable for a country or not. Civil society must have technical, legal and financial support to understand contracts and translate them into plain language.
- When analyzing contracts, the rules and procedures agreed between companies and governments (corporate governance), must be taken into account. While some national regulations are not in the contract, the government has to ensure compliance (environmental and social issues).
- Arguments against contract transparency are few, can address them through dialogue and advocacy from society.

### **Key messages from civil society to government**

- Transparency is the best deal for oil contracts. There are no arguments for secrecy.
- Business must publish what they pay. Governments must publish what they get and how much they spend.
- Production, price, cost and fees: we need this information to evaluate our oil and mining contracts.
- The best plan for the weekend: Read oil contracts published by Open Oil

### **Are there any policy proposals that can take care of these issues?**

- Efforts to strengthen legal frameworks on fiscal, environmental, social, human rights and access to information issues, must go hand in hand with transparency initiatives in contracts.
- Policies to modernize the state should seek to achieve sufficient staff capacity to achieve good conditions in contracts and implementation.
- Education policies should seek to improve academic ability nationwide to participate and monitor the developments in the extractive sector.
- Opening spaces for citizen participation and genuine dialogue with organized civil society are critical for process monitoring and control of the extractive sector.
- It is necessary that the government takes in to consideration the political will of civil society and the arguments of academia for strengthening dialogue.

Friday 14<sup>th</sup> November 2014

Day 5: Understanding the secrecy industry, the market and capital flows

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| Understanding corruption, capital flight and the impact on society? How can we understand which secrecy mechanisms the oil industry use? Who are the actors?   | By Mona, sec.gen., PWYP Norway   |
| What is The Extended country by country reporting standard? The evolution of country by country reporting, from the EITI, to the Dodd-Frank, the EU and the status of an extended CBCR in Norway. The difference between them. | By Mona, sec.gen., PWYP Norway   |
| The accounting principles behind and extended country by country reporting standard.   | By Frian Aarsnes, State authorized public accountant, specialized in extractive industries |
| How does the corporate market work? How can we understand anonymity in the global market? (1)  | By Frian Aarsnes, State authorized public accountant, specialized in extractive industries |
| How does the corporate market work? How can we understand anonymity in the global market? (2)  | By Frian Aarsnes, State authorized public accountant, specialized in extractive industries |
| Facilitated discussion: Creating stakeholder maps. Who are the tax stakeholders? Outlining stakeholders.   | By Frian Aarsnes, State authorized public accountant, specialized in extractive industries |
| Facilitated discussion: Creating stakeholder maps. Who are the tax stakeholders? Outlining stakeholders.   | By Frian Aarsnes, State authorized public accountant, specialized in extractive industries |
| How to analyse and fix resource tax systems? Facilitated discussion: Adding to problem tree  | By Frian Aarsnes, State authorized public accountant, specialized in extractive industries |

**Key learning points**

- Corruption is strengthened if there is no transparency in the management of natural resources.
- Speaking of transparency in the extractive industry involves knowing costs, taxes, profits, production and markets.
- Implementing the extended country by country report is the only way to know completely how resources are being managed and where corporate money is.
- Only knowing the value of how much has been paid by taxes is useless to determine corporate profits.
- The anonymity of large corporations are based in tax havens.

**How can this knowledge be used? Why is this important?**

- To optimize income obtained by countries.
- To generate greater productivity and social and environmental responsibility in companies and governments, strengthening civil society to access information and transparency practices.
- To cross information and uncover the hidden numbers in the extractive industry profitable world.
- To clear reports and implement the expanded country by country report.
- To make real fiscal controls.

**Key messages from civil society to government**

- A country that does not know the cost of oil production cannot know if what companies pay is fair.

- One must know, not only costs but also prices, production and especially profits obtained by manipulating the three previous
- Tax havens favor financial secrecy and encourage corruption.
- Tax havens undermine national economies and quality of life of their populations.
- Hidden or unclear agreements between corporations and governments are a threat to transparency and accountability.

**Are there any policy proposals that can take care of these issues?**

- Governments require oil companies to complete and present reports.
- Oil companies provide annual country by country reports related to the oil industry. Policy proposal should deliver the 8 key accounting figures that are demanded by the extended country by country report.
- States strengthen each other and with support from civil society to manage the changing international rules until mechanisms to ensure proper handling of non-renewable resources equal benefit of society are created.
- Each country will manage mechanisms to disclose information of oil multinationals.
- State policy of transparency in corporate accounting should remove unclear technicalities, set unexpected or unusual tax hikes and particularly prevent companies maximize revenue maximizing costs.

Monday 17<sup>th</sup> November 2014

**Day 6: Understanding tax and the fiscal system: Which transparency mechanisms can deal with what?**

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| What is transfer pricing? What is abuse of derivatives?   | By Frian Aarsnes, State authorized public accountant, specialized in extractive industries                                    |
| What is mark –to market?  | By Frian Aarsnes, State authorized public accountant, specialized in extractive industries                                    |
| Comparing transparency mechanisms. What is the difference between the different transparency initiatives? What kind of information do you get with which initiatives? What kind of information do you NOT get with different initiatives.   | By Mona, sec.gen., PWYP Norway and By Frian Aarsnes, State authorized public accountant, specialized in extractive industries |
| Why did the Norwegian MfA take an interest in capital flight? What are the facts and figures that sparked MfAs work on capital flight? What concretely have the Norwegian MfA done on this topic? What has been successful? And why? What has not been successful? Why not? Who have been important actors for the MfAs work? What are the most positive opportunities and processes that the MfA see right now? What are the challenges right now? | By Jon Åge Øyslebø, MFA   |
| What is the status of the EITI in your country? - Colombia, Guatemala, Honduras, Peru, Trinidad & Tobago are all signed up to the EITI. What is status, and how can we help further transparency in these countries? - What is happening in other countries, such as Brazil, Bolivia and Chile?   | By Dr Francisco Paris, Regional Director at EITI International Secretariat  |
| What are the results of the EITI? What are the limitations and what are the possibilities? - Assessing the results of transparency: EITI as a diagnostic device, a platform for debate, and a tool for creating change.   | By Anders Kråkenes, communications manager, EIT secretariate  |

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| - Looking forward: mainstreaming transparency into our government's systems, and improving accessibility to the public.  |  |
| Lessons learned in communicating our issue to various stakeholders.- Communicating to build trust. How to communicate a complex issue to a disgruntled citizenry. - Communicating to create change. How to present policy recommendations so that they lead to action. | By Anders Kråkenes, communications manager, ETIT secretariat |
| Group work: What could be a scope for the EITI in your country the next five years? - Formulating goals for your own countries.  | By Anders Kråkenes, communications manager, ETIT secretariat |

### **Key learning points**

- Financial derivatives can evade taxes legally.
- The entrepreneurial creativity has no limits. Companies manipulate transfer costs to increase profits by increasing prices through the purchase of goods in countries of its subsidiaries to reduce the tax base.
- There is no perfect transparency mechanism. You need to combine more than one.
- The fact that there is a transparency mechanism as the EITI does not imply that governments act alike. It depends on each stakeholders depth in its application.
- You must use creativity to create public interest in issues of transparency in the extractive industry.

### **How can this knowledge be used? Why is this important?**

- On the basis of understanding the functioning of derivatives, it is possible to apply different models to combat tax evasion.
- Contract clauses to ensure full transparency in all matters relating to the purchase of goods and services, should include active participation of civil society.
- Learning about mechanisms of transparency is key to compare and take advantage of the positive experiences.
- The EITE was established as a diagnostic tool, it is not enough to achieve real results on transparency. The best example is Guatemala, with little action it appears to be a compliant country.

### **Key messages from civil society to government**

- Did you know that the value of derivatives worldwide is equivalent to ten times the world's GDP?
- Striving for transparency is fighting financial derivatives!
- Promoting transparency is to tell stories, more than just publishing a report.
- Companies have all possible mechanisms to evade taxes.
- The Duty Free is the major tax haven in the world.

### **Are there any policy proposals that can take care of these issues?**

- Tax Policies that discourage capital flight to tax havens.
- Tax Policies that establish a control of proper use of financial derivatives.
- Public policy that requires implementing mechanisms for transparency in the extractive industry. Civil society is a key stakeholder to achieve this result.
- Public policy of transparency in the extractive sector has to be built jointly by all stakeholders in the process.
- Public policy should be implemented to make actual transparency, access to public information and open data so that citizens can make full use of it in favor of transparency.

Tuesday 18<sup>th</sup> November 2014

## Day 7: Investigative reporting and how to use open data

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| Following the money across borders: Can you do it too?<br>Group work on methods, sources and types of documents.   | By Kjetil Sæter, Journalist, Dagens Næringsliv         |
| Following the money across borders: Can you do it too?<br>Group work on methods, sources and types of documents.   | By Kjetil Sæter, Journalist, Dagens Næringsliv         |
| Requirements for the following sessions of the day:<br>Participants are expected to bring their own laptops.<br>Preferably with Microsoft Excel or Open Office installed.<br>Google Spreadsheet is also an option. Why visualize data?<br>When is interactive data relevant and interesting? When is traditional static chart enough? Where to go for inspiration? | Jens Finnäs, data journalist, founder of Journalism ++ |
| How to visualize data? What skills do you need? What tools are there? What should you think about? Introduction to the two tools Datawrapper and Infogram.   | Jens Finnäs, data journalist, founder of Journalism ++ |
| Hands-on. Crack and analyze data. How can we use it? What might be interesting information for the media? Core techniques. Create a visualization  | Jens Finnäs, data journalist, founder of Journalism ++ |
| Present your visualizations for the whole group. Discussion and feedback.  | Jens Finnäs, data journalist, founder of Journalism ++ |
| What advocacy messages or stories can you develop from this in Norway? To whom?  | Jens Finnäs, data journalist, founder of Journalism ++ |

### **Key learning points**

- It is important to support investigative journalism for financial information because it can reveal use of tax havens and tax evasion.
- It is essential to use various sources of information, to compare the data when making an inquiry.
- The raw data has no useful communication and therefore low impact.
- The importance of good journalism is to inform, influence and bring about change.
- A good story should go hand in hand with an investigation based on figures and presented in an interactive, friendly, attractive and accurately way.

### **How can this knowledge be used? Why is this important?**

- For further research methods.
- To increase credibility when submitting an inquiry.
- Training in the use of interactive tools to know better how to present the information.
- Develop a communication strategy based on specific objectives and thus provide in depth information.
- Homogenize the visual language within organizations for which we work to create a relationship between the content and the author.

### **Key messages from civil society to government**

- Tax for a few and inequality for all.
- A good story generates greater impact if it includes numbers and colors.
- Watch out you corrupted: We are following the money.

- Dirty laundry is not always washed at home: sometimes washed in Cyprus, Panama and the Bahamas.
- It matters what companies pay, but more important is what you fail to pay.

**Are there any policy proposals that can take care of these issues?**

- That the State requires companies to submit clear, systematic and comprehensible information.
- That international organized prohibitions and sanctions are imposed to tax havens.
- States should implement extraordinary income taxes before the capital leakage.
- Policies should ensure information, freedom of speech and press freedom.
- States should undertake and submit financial information to the public in a timely, clear, interactive and transparent way.

Wednesday 19<sup>th</sup> November 2014

**Day 8: Understanding advocacy: strategic communication planning and political advocacy**

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| Strategic communication planning (1): How does policy change happen in your country? Theories of political elites. How do you identify political processes and targets? Which processes in your country can shape policy formation? When should you promote policy and messages?   | By Mona, sec.gen., PWYP Norway and Joaquin from PWYP Norway |
| Strategic communication planning (2): Who are political targets in your country? How to do strategic messaging to different target groups? How to establish good working relationships with politicians and decision makers?   | By Mona, sec.gen., PWYP Norway and Joaquin from PWYP Norway |
| Political advocacy work in practice. What is effective lobbying? How to communicate complex issues simply both verbally and in writing? How to do strategic messaging to different target groups?  | Gambit H+ K   |
| Understanding the role that your voice will play in an international context? Which added value does it give that you are here? How does it affect your messaging? What messages would you give to our politicians when meeting tomorrow and open conference day? How to prioritize messages to the context and situation? | Gambit H+ K   |
| Strategic use of social media (1). Understanding your target, your messaging and your toolbox.   | Gambit H+ K   |
| Strategic use of social media (2). Making a plan for messaging in 1) Be Democracy tool, 2) the meeting with Norwegian MEP and 3) the half conference day.  | Gambit H+ K   |
| Strategic use of social media (3): How social media influence society and change power?  | Gambit H+ K   |

**Key learning points**

- The political elites are tough and seek to influence institutions for their interests through mechanisms that are not easy to demonstrate.
- A communication strategy is useful to influence elites, but need to plan it properly.
- The best strategic communication messages should be analytical, empathic and concrete.
- The strategic use of social media has the power to influence the thinking of social groups and empower groups.

- It is possible to strengthen the credibility of social organizations by creating partnerships with relevant stakeholders in our purposes.

### **How can this knowledge be used? Why is this important?**

- To address a specific elite we must be able to strengthen our work in national and international networks.
- To generate information that provides the credibility of our work and strengthens our advocacy.
- Strategic communication allows us to connect our purposes with larger populations if we create and convey clear messages.
- Our strategic communication using social networks is essential, but should be planned as a tool for advocacy.

### **Key messages from civil society to government**

- #Norway Parliament, we need Extended Country By Country Reports Proposed by PWYP Norway to clean the oil industry
- Transparency in the extractive sector requires data far beyond just tax, if not, we might be mocked #policynosecrecy
- HansOlavSyverse hear our voices: ECBCR now! #policynosecrecy
- In TrulsWickholm we trust, push Effectively for the Extended Country-By-Country report in Norway #policynosecrecy

### **Are there any policy proposals that can take care of these issues?**

- We must strengthen the capacities of those responsible for communications in our networks and organizations.
- It is necessary to implement the use of social media in communication processes of our organizations.
- Stakeholder analysis must be done prior to the launch of new initiatives for transparency in the extractive sector basis.
- Increase lobby work in local, national and international institutional networks.

**Thursday 20<sup>th</sup> November 2014**

## **Day 9: Understanding advocacy: strategic communication planning and political advocacy**

|  |  |
|--|--|
| Communication plans: Result based communications for organizations, union workers and journalists in the programme   | By PWYP Norway   |
| Presenting your communication plans for the group  | By PWYP Norway   |
| Module 2 discussion and preparations for meeting at the Parliament.  | By PWYP Norway   |
| Meeting with Hans Truls Wickholm, MP for the Labor party and member of the Parliaments Standing Committee of Finance.  | By Christine Amdam, communication advisor, PWYP Norway |
| Visit exhibition BE DEMOCRACY at Nobel Peace Centre. Introduction by project leader. How social media influence politics in Norway. Twitter storm to the Parliament. | By Christine Amdam, communication advisor, PWYP Norway |

### **Key learning points**

- Communication must be:
  - Specified
  - Measurable
  - Attainable
  - Realistic
  - Timely

### **How can this knowledge be used? Why is this important?**

- Must be shared in an understandable and accessible manner
- Each activity should be adapted to the circumstances
- Consider gender issues
- Making public knowledge increases the social democratic activities
- Important for organizations to create national and international networks and other target groups

### **Key messages from civil society to government**

- These powers who want everything secret are eminently Anti-democratic
- Secret is one of the foundations of corruption.
- Real-informed citizens are required to create a real democracy
- Building democracy demands sharing knowledge
- Informed citizens are powerful citizens.

### **Are there any policy proposals that can take care of these issues?**

- Forward campaigns in favor of a tax on international financial transactions
- Develop processes for multinationals to introduce the extended country by country report
- Generate campaigns for greater control of money transfers in extractive industries
- Sharpen a national and international campaign that highlights the policies for tax evasion used by the extractive industry
- Conduct research to clarify how it is that the extractive industries pay taxes
- Conduct research that can inform people or companies about how their money ends in tax havens
- Forward campaigns that advocate for more uniform tax systems worldwide



Friday 21<sup>th</sup>, November 2014

House of Literature, Oslo

Seminar “Politics not charity”

The seminar, attended by 150 people, served as a meeting place between the TRACE participants and several key actors related to academia, public institutions or political entities. Four of the TRACE participants, one representing each country, shared their experience working with transparency in their country, with the Norwegian public. At the end of the day, each TRACE participant had the opportunity to personally meet people from the public and the panelists. The event was organized as follows:

### **Part 1 The industry of tax avoidance**

- Mona Thowsen, Secretary General, PWYP Norway.- “Welcome and introduction.”
- Grace Perez-Navarro, Deputy Director, Tax Policy Administration, OECD.- “Presentation of the BEPS Action Plan. Why is this project important for OECD?”
- Hans Christian Holte, Tax Director at the Norwegian Tax Administration.- “Treasure hunt in multinational companies”

### **Part 2 Political debate: The capture of politics by extractive industries**

- Opening remarks to frame the Norwegian debate by Frian Aarsnes, chair, PWYP Norway
- Panel discussion with representatives from Norwegian political parties: Paal Bjørnstad (FrP), Heidi Nordby Lunde (H), Truls Wickholm (Ap) and Unni Borge (SV)

### **Part 3 Challenges in Latin America**

- Professor Benedicte Bull, Norwegian Latin American Research Network and Researcher Mariel Christina Aguilar Støen, Center for Development and the Environment.- “Challenges in Latin America”
- Conversation with four TRACE- participants: Lourdes Molina Escalante, Juan José Herrera Mera, Gerardo Andres Hernandez Montes and Rosmery Quispe Condori. Moderated by Benedicte Bull and Mariel Christina Aguilar Støen. Local consequences of the Industry of Tax Avoidance in Ecuador, Bolivia, Colombia and Guatemala.

The deputy of the OECD tax administration, Grace Perez-Navarro, said that tax is the key to development. OECD has started a comprehensive plan to fight international tax avoidance, which was one of her focus areas for her speech. The Norwegian tax director, Hans Christian Holte, talked about the work the Norwegian Tax Administration does to study multinational companies presence in Norway. They have found 14 billion Norwegian Kroners that was not taxed in the period 2012-2013.

In the next session, politicians discussed how we could fight secrecy with policy and what Norwegian politicians can do to implement an extended country-by-country reporting? Finally, Professor Benedicte Bull and Mariel Christina Aguilar Støen led the discussion about the realities in Latin America and the relation of environmental conflicts with the extractive industry.