EITI Key Performance Indicators (KPIs)

Contents

Structure of Key Performance Indicators

The KPIs are organised into the following three categories:

1. Secretariat effectiveness indicators	These track how the International Secretariat operates and provides critical support services to the EITI Board and to implementing countries. • **Finance and management** are tracked according to targets set in annual work planning. • **Support to the EITI Board** is tracked according to the number of meetings and papers, as well as a simple survey on Board member satisfaction. • **Country support** is tracked according to work plan targets for the EITI strategic priorities, as well as an annual national coordinator survey with International Secretariat support.
2. Country outcome and context indicators	These track country performance on implementing the EITI Standard and the national context within which implementation takes place. • **Validation scores** are aggregated for the year and historically, by module, including a measure of improvements made by countries in successive Validations. • **Implementation status** is tracked by assessing the aggregate rate of systematic disclosure in EITI implementing countries, the quality of most recent work plans and EITI reports as assessed by the International Secretariat.
3. Global performance indicators	These track the EITI as an international initiative and its wider significance. • **EITI's influence on global norms and behaviour** is captured according to the numbers of participating countries and companies, and their performance in Validations and in adhering to company expectations. • **Communications and uptake of EITI information** is captured through indicators on the International Secretariat's international communications activities, rates for downloads of EITI bulk data, and instances of EITI contributions to global policy discourse and debate. • **Governance and investment climates** are tracked through international comparative metrics, and how those contexts have changed since countries began to implement the EITI.

EITI International Secretariat
Phone: +47 222 00 800 • E-mail: secretariat@eiti.org • Twitter: @EITIorg
Address: Rådhusgata 26, 0151 Oslo, Norway • www.eiti.org

3

Focus and detailed content of proposed revisions

Indicator		Detail	Data source	Change from current KPIs
Secretariat effectiveness				
Finance and management	Revenue	Actual vs work plan target, and for previous 2 calendar years	IS administrative data	Not previously reported
	Expenditure			
	Management support to International Secretariat activities			Unchanged
	Staff retention			Unchanged
	Gender balance	M/F representation in International Secretariat		Unchanged
Board support	Meetings	By Board and Committees	IS administrative data	Previously reported only for Board in aggregate
	Papers submitted			
	Effectiveness	Ratio of Board decisions/papers and Committee recommendations/papers for each committee	Board decision register	New
	Board satisfaction by EITI Board and committee	1-5, average survey response	Board survey	Not previously reported
	Board satisfaction by constituency			

EITI International Secretariat
Phone: +47 222 00 800 • E-mail: secretariat@eiti.org • Twitter: @EITIorg
Address: Rådhusgata 26, 0151 Oslo, Norway • www.eiti.org

4

	Indicator	Detail	Data source	Change from current KPIs
Country support	# International Secretariat support activities	By strategic priority	Work plan and monitoring	Not previously reported
	# Papers and briefs			
	# Countries supported	Actual vs WP target		
	Satisfaction (general)	1-5 ranking	NC survey	
	Areas of country satisfaction	Top 3 areas reported for each		
	Areas for improvement			
Country outcomes and implementation				
Validation scores	# of Validations completed	#	Validation data	Unchanged
	Distribution of scores for validations last year	Donut charts for each module		Now reported graphically
	Distribution of scores all countries most recent validation.			Validations for last year presented separately
	Improvements in Validation	Average % change		Not previously reported
Country implementation status	Systematic disclosure	Average % available systematically or through reports	SDTs and EITI dashboard	Not previously reported
	EITI Report quality	% High, med or low	Internal International Secretariat tracking data	
	Work plan quality			
	Stakeholder engagement per constituency			

EITI International Secretariat
Phone: +47 222 00 800 • E-mail: secretariat@eiti.org • Twitter: @EITIorg
Address: Rådhusgata 26, 0151 Oslo, Norway • www.eiti.org

5

	Indicator	Detail	Data source	Change from current KPIs
	EITI embedded through law or policy framework	% of countries		
Global performance				
Governance and investment climate	Government effectiveness	Harmonised indicators (0-100). Averages for EITI countries Average change since joining EITI	World Bank WGI	These were previously accompanied by the WGI political stability indicator, TI's Corruption Perception Index, the Freedom House Index, and NRGI's Resource Governance Index.
	Control of Corruption			
	Voice and Accountability			
	FDI (inflows as % of GDP)		OECD	Previously reported on WEF score and OECD Country Risk Classification (many EITI countries not covered), and the WB's Doing Business Index (discontinued).
	Tax efficiency (as % of GDP)		World Bank	Not previously reported
Global stakeholder engagement	Countries implementing the EITI Standard	#	EITI admin data	Unchanged
	Financial contributions from ICs	#		
	Countries with overall high score on most recent Validation	#	Validation data	Unchanged
	Countries supported for outreach	# Countries	OCC data	Replaces # of outreach missions
	Countries independently accessing International Secretariat guidance online	#	Website analytics	Not previously reported
	Civil society organisational members	#	Membership register	New

EITI International Secretariat
Phone: +47 222 00 800 • E-mail: secretariat@eiti.org • Twitter: @EITIorg
Address: Rådhusgata 26, 0151 Oslo, Norway • www.eiti.org

6

	Indicator	Detail	Data source	Change from current KPIs
	Supporting countries	#	EITI admin data	Unchanged
	Financial contributions from supporting countries	#		Unchanged
	Supporting companies	#	EITI admin data	Unchanged
	Financial contributions from companies	#		
	Supporting companies' adherence to expectations	Table displaying proportion of companies by the number of expectations to which they are assessed as adhering to	Company expectations assessment outcomes	Not previously reported
Communications and contribution to global debate	Newsletters & recipients	# Newsletters # Subscribers % Open rate (aggregate average of all languages)	Secretariat data	Previously only reported # newsletters
	Website content & traffic	# Web users Top 10 countries by users, #visits for each country and % total	Website analytics	Previously reported website visits and social media posts
	Data access	# Bulk data downloads Top 10 countries by DLs, #DLs for each country and % total		Requires new analytics feature

EITI International Secretariat
Phone: +47 222 00 800 • E-mail: secretariat@eiti.org • Twitter: @EITIorg
Address: Rådhusgata 26, 0151 Oslo, Norway • www.eiti.org

7

	Indicator	Detail	Data source	Change from current KPIs
	Contributions to global debate	List of events (own events and others), attendance rates and contributions	Secretariat data	Requires new analytics feature

EITI International Secretariat
Phone: +47 222 00 800 • E-mail: secretariat@eiti.org • Twitter: @EITIorg
Address: Rådhusgata 26, 0151 Oslo, Norway • www.eiti.org

8

Illustration of proposed KPI reporting for 2021

Numbers below are based on 2021 where data is available. For indicators where no data is available, "xx" indicates hypothetical, illustrative data.

Secretariat effectiveness indicators

Finances and management 2021

	2019	2020	2021 Target	2021 Actual
Revenues (USD)	6.75m	6.7m	8.56m	8.76m
Expenditure (USD)	7.15m	5.63m	8.49m	7.93m
Management support (% of total budget)	16.4	23.2	17.1	14.1
Staff retention	73	94	xx	84.4
Gender balance	Executive Director: 0 / 1, Deputy Head: 0 / 1, Director: 6 / 7, Manager: 10 / 4, Officer: 11 / 4, Intern: 2 / 0			

Support to EITI Board and Chair

	Board	FC	GOC	IC	OCC	RRC	VC
Meetings	4	5	8	8	4	7	12
Papers	43	6	23	30	6	9	48
Effectiveness*	xx%	xx%	xx%	xx%	xx%	xx%	xx%
Satisfaction*	x.x	x.x	x.x	x.x	x.x	x.x	x.x

*= Ratio of Board decisions/papers and Committee recommendations/papers for each committee
**= Average results from survey question: "How satisfied are you with the support you receive from the International Secretariat to perform your duties as an EITI Board/Committee member, on a scale of 1-5, and where 5 is very satisfied?"

Country support

Work plan objectives and strategic priorities

Strategic objectives and priorities*	support activities** (/target)	countries supported (/ target)	papers and briefs (/ target)
Energy transition	x/x	x/x	x/x
Corruption risk	x/x	x/x	x/x
Revenue mobilisation	x/x	x/x	x/x
Open data, use and analysis	x/x	x/x	x/x
Measuring impact	x/x	x/x	x/x

*	= drawn from workplan and strategic priorities, ** = workshops, meetings, webinars

EITI International Secretariat 9
Phone: +47 222 00 800 • E-mail: secretariat@eiti.org • Twitter: @EITIorg
Address: Rådhusgata 26, 0151 Oslo, Norway • www.eiti.org

Satisfaction with International Secretariat support**:

Min	x	Top 3 areas of satisfaction†	Top 3 areas for improvement†
Average	x.x	• xxxxxxxxxxxxxxx	• xxxxxxxxxxxxxxx
Max	x	• xxxxxxxxxxxxxxx	• xxxxxxxxxxxxxxx
(1=very dissatisfied, 5= very satisfied)		• xxxxxxxxxxxxxxx	• xxxxxxxxxxxxxxx

**= 1. "How satisfied are you with the support you receive from the International Secretariat to perform your duties as an EITI Board member, on a scale of 1-5, and where 5 is very satisfied?" 2. What are the types of support from the International Secretariat that you are most satisfied with? (open text). 3. What are the types of support from the International Secretariat that you think could be improved? (open text).

Country implementation and context indicators

Validation scores*

Low	Fairly low	Moderate	High	Very high

	Stakeholder engagement	Transparency	Outcomes and impact
4 Validations in 2021 (Netherlands, Senegal, UK, Zambia)	1, 1, 2	1, 3	1, 0, 1, 2
Countries validated to date (n=48)	6, 1, 1, 24, 16	9, 0, 24, 15	3, 4, 3, 24, 14
Average change since previous Validations **	+xx pts†	-x pts†	+xx pts†

*= To apply categories from the new Validation model to prior Validations, assessments of individual requirements were converted into numerical scores, which were then aggregated into an overall score and category for each component.
**= Average change in scores from previous Validation, applies to 27 countries.

EITI International Secretariat
Phone: +47 222 00 800 • E-mail: secretariat@eiti.org • Twitter: @EITIorg
Address: Rådhusgata 26, 0151 Oslo, Norway • www.eiti.org

10

Country implementation status 2021

Systematic disclosure
(% of EITI data that is available in implementing countries)

22% not available	24% through systematic disclosure	54% through EITI reporting

EITI report quality*
(IS assessment of most recent report)

xx% low	xx% medium	xx % high	

Work plan status & quality*
(IS assessment of work plan published and covering past year)

xx % not published	xx% low	xx % medium	xx % high quality

EITI is nationally embedded*
(through reference in legislation or policy framework)

xx % no	xx % yes

* = as assessed by International Secretariat country managers

National stakeholder engagement by constituency

As assessed by the International Secretariat.

Government	xx % low	xx % medium	xx % high
Industry	xx % low	xx % medium	xx % high
Civil society	xx % low	xx % medium	xx % high

Global performance indicators

Investment and governance climate

Global indicator	2020 Average	Change since joining EITI		
		Min	Max	Average
Government effectiveness (WGI)	40.8	-8.1	15.2	1.2
Regulatory quality (WGI)	44	-11.2	15.0	0.1
Control of corruption (WGI)	41.1	-11.4	15.8	1.6
Civic Space (WGI Voice and Accountability)	45.6	-19.1	13.7	0.9
FDI (inflows as % of GDP, OECD)**	39.2	-32.1	23.2	-0.8
Tax Efficiency (Tax as % of GDP, World Bank)	13.2	-14.6	14.8	-0.9

Global stakeholder engagement

Countries implementing the Standard	56
Financial contributions from implementing countries	$70'
Countries with overall high score on most recent Validation	8

# of supporting countries	15
Financial contributions from supporting countries	$5,534'
Supporting companies	65

EITI International Secretariat
Phone: +47 222 00 800 • E-mail: secretariat@eiti.org • Twitter: @EITIorg
Address: Rådhusgata 26, 0151 Oslo, Norway • www.eiti.org

11

Countries supported for outreach	13
Countries accessing International Secretariat guidance online	*xxx*

Financial contributions from companies	$647'
Civil society organisational members	235

Company adherence to expectations

# of expectations adhered to	3	4	5	6	7	8	9
% of companies	xx%	xx%	xx%	xx%	xx%	xx%	xx%

Global stakeholder engagement by constituency

As assessed by the International Secretariat.

Government	xx % low	xx % medium	xx % high	
Industry	xx % low	xx % medium		xx % high
Civil society	xx % low	xx % medium	xx % high	

Communications and uptake

Website traffic		
Total web users	390,182	
Top countries by users	#	% total users
1. USA	50,748	13%
2. UK	33,110	8%
3. Nigeria	21,735	6%
4. France	13,597	3%
5. Philippines	11,144	3%

Data access		
Total bulk data downloads	xxx	
Top countries by visit†	#	%
1. Armenia	xx	x%
2. Mexico	xx	x%
3. Argentina	xx	x%
4. Sierra Leone	xx	x%
5. Philippines	xx	x%

*= Users in Norway excluded

Newsletters & recipients	10 newsletters sent to 15,509 recipients, with a 27% open rate.
Contributions to global debate	• UN High-level Round Table on Extractive Industries Convening Beneficial Ownership Transparency Forum (London, Sept) • Energy Transition Planning panel at COP26 (Virtual, Nov) • EITI Ministerial Energy Dialogue at Africa Oil Week (Dubai, Nov) • SOE Leaders' Summit at Africa Oil Week (Dubai, Nov)

EITI International Secretariat
Phone: +47 222 00 800 • E-mail: secretariat@eiti.org • Twitter: @EITIorg
Address: Rådhusgata 26, 0151 Oslo, Norway • www.eiti.org

12

Key features of the revised KPIs

The EITI Board considered some of the following issues when reviewing proposed revisions. Each describes a strategy that identified KPIs that are more fit for purpose as accountability and oversight tools.

Reduction and simplification

The revised KPIs reduce the total number of KPIs from 92 to 48. This is accompanied by a move away from tabular presentation to more graphic and text-based presentation, in an effort to make the KPIs more useful and accessible. Some inputs to the revision process have recommended a more radical reduction, but this would be in tension with the number of indicators demanded by the breadth of EITI's activities.

Focus on work planning targets rather than trends by year

In order to align KPIs with work planning, the revisions include several indicators as compared with targets that were set in the International Secretariat annual work plan. This replaces the previous practice of reporting KPIs for several years previous in order to indicate trends over time. Attempts to capture both of these dynamics proved to overly complicate the KPIs. The dynamic focus of work planning may result in some structural changes over time, including changes to the Strategic Priorities highlighted in Secretariat Effectiveness KPIs on support to implementing countries. Such changes will be reflected in both Secretariat annual work plans and KPIs as reported to the EITI Board.

Presentation of Validation results

In keeping with the effort towards simplicity, the KPIs do not present average Validation scores for each Requirement or provide scores for past years, but present Validation scores graphically and in aggregate for each of the three components of the new Validation model (Outcomes and Impact, Transparency, and Stakeholder Engagement). Additionally, a new metric is presented to indicate changes in the scores of countries' successive Validations, such that improvements from the first to the second or second to third Validation can be captured. It should also be noted that there has been some concern about including Validation scores in the KPIs, as country performance in Validations is subject to a variety of external factors, and Validation scores are set by the International Secretariat, so this might be seen as a conflict of interest. They are nevertheless proposed for inclusion here as a key indicator that the EITI Board may wish to monitor, but explicitly grouped with country context and performance indicators, rather than Secretariat Effectiveness or Global Performance.

EITI International Secretariat
Phone: +47 222 00 800 • E-mail: secretariat@eiti.org • Twitter: @EITIorg
Address: Rådhusgata 26, 0151 Oslo, Norway • www.eiti.org

13

Revised approach to investment and governance climate

Previous KPI reporting included 10 "big picture" global indicators, primarily drawn from global comparative governance and development indices. Noting the discontinuation of some indices and general lack of clear causal links with EITI implementation, these indicators have been reduced to focus on countries' investment and governance contexts. This includes the WGI measure of voice and accountability, as a proxy for civic space in implementing countries, noting that this cannot be attributed to EITI implementation, and in the belief that an aggregate measure is nevertheless relevant to the KPIs. In addition to simple average scores of EITI countries, these KPIs present an average change of countries' scores since beginning EITI implementation.

KPIs based on internal tracking

Several of the Country Performance KPIs draw on internal performance tracking metrics currently being piloted by the International Secretariat. These include assessments of the quality of countries' annual work plans, EITI Reports, and the engagement of each constituency in national implementation, as assessed by country managers at the International Secretariat. This does not include a measure of gender equality in multi-stakeholder groups, due to a lack of accessible data and a prioritisation of key performance areas. These internal tracking measures are subjective, and also duplicate key aspects of Validation scores. The Secretariat is working to ensure consistency in these measures, and believes that more regular monitoring is valuable to strengthen country support, in between Validation every third year. In this spirit, subjective tracking measures are also proposed here, as they may be useful to the EITI Board on an annual basis and in aggregate form.

KPIs Assessing company engagement

The independent evaluation of the EITI emphasises the importance of tracking company engagement in EITI's KPIs. This has been pursued through the proposal for aggregate country manager assessment of company engagement described above, as well as five indicators on company engagement under Global Performance Indicators (# of supporting companies, financial contributions from companies, # of supporting companies adhering to at least 5 of the 9 expectations, # of company focused webinars/events held, and # of EITI Events with active company presentation/support). Although these are only very indirect measures, they are proposed as a best effort to capture global engagement of the company constituency.

Satisfaction surveys to board members and national coordinators

The Secretariat effectiveness indicators have a significant focus on support to the International Board and support to implementing countries, both of which are partly measured by satisfaction surveys which would be conducted on an annual basis. In the case of Board support, this might imply revisions and simplification of the existing Board survey, which has been administered every 18 months in recent years. In the case of country support, this would imply an entirely new survey administered to National Coordinators. In both instances, a premium would be placed on

EITI International Secretariat
Phone: +47 222 00 800 • E-mail: secretariat@eiti.org • Twitter: @EITIorg
Address: Rådhusgata 26, 0151 Oslo, Norway • www.eiti.org

14

simplifying the survey instrument in order to minimise the burden of response. This would produce crude measures of satisfaction (a 1-5 scale rating is proposed for each, accompanied by areas of top satisfaction and improvement reported by NCs). These measures are proposed in the belief that they would nonetheless provide useful insights on how Secretariat support is perceived by EITI Board members and by National Coordinators.

Timing of KPI reporting

Consultations on revising the KPIs revealed a variety of perspectives on how often the KPIs should be reporting to the EITI Board, including some interest in continuous monitoring. After reviewing the costs and demands of maintaining the proposed KPIs, it is proposed that as a point of departure, revised KPIs be reported to the EITI Board annually in Q1 of each year, in alignment with the annual work planning cycle and together with financial reporting for the previous year. It is further suggested that the question of timing is revisited as part of a more general GOC review of the revised KPIs following reporting for the 2023 financial and calendar year.

EITI International Secretariat
Phone: +47 222 00 800 • E-mail: secretariat@eiti.org • Twitter: @EITIorg
Address: Rådhusgata 26, 0151 Oslo, Norway • www.eiti.org

15