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<td>Tea/Coffee Break</td>
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<td>15:30–16:30</td>
<td>Macro-Economic Frameworks</td>
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<td>16:30–17:30</td>
<td>Review of exercises (optional, 1:1) Matthew Genasci</td>
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<td>17:30–19:00</td>
<td>Public Panel: Paul Collier Daniel Kaufmann</td>
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<td>19:00–21:30</td>
<td>Welcome drink and dinner</td>
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**Course Outline**

**WEEK 2 — 12–20 March 2013**

- **Tuesday 12 March**: Arrival
- **Wednesday 13 March**: Introduction
- **Thursday 14 March**: Macro-Economic Frameworks
- **Friday 15 March**: Savings and Investment
- **Saturday 16 March**: Revenue Management Policy Lab
- **Monday 18 March**: Political Economy: Domestic Politics of Resource Rich-States: Resources and Institutions Ricardo Soares de Oliveira
- **Tuesday 19 March**: Political Economy: The Transparency Debates Ricardo Soares de Oliveira
- **Wednesday 20 March**: Political Economy: Major Domestic Reform Efforts: Focus on Nigeria’s NEITI Peter Lewis
The course will take place at the Central European University, which is located at 9 Nádor street in Budapest, Hungary. If you have any questions, please contact the SPP course coordinators.

COURSE LOCATION

Central European University
Nádor utca 9
1051 Budapest, Hungary
Phone: (+36 1) 327 3000

When you check in at your hotel, you will receive a welcome bag containing this booklet as well as other relevant materials.

ACCOMMODATION

K&K Hotel Opera
Révay utca 24
1065 Budapest, Hungary
Phone: (+36 1) 269 022
COURSE COORDINATORS

Ms. Maja SKALAR
Program Assistant, SPP
Email: skalarm@ceu.hu
Mobile: + 36 70 345 2145

Ms. Pusa NASTASE
Senior Program Manager, SPP
Email: nastasep@ceu.hu
Mobile: + 36 30 312 0621

Budapest – Chain Bridge and the Castle area
TUESDAY — 12 March

The course will be launched on Tuesday evening, 12 March, with a dinner reception at Trófea Grill restaurant on Király street 30–32.

► Pick-up at hotel

K&K 18:45 pm
our colleague Pusa Nastase (+ 36 30 312 0621) will pick you up at the hotel

► Walk over to
Trófea Grill restaurant

WEDNESDAY — 13 March

The course will formally begin at 9 am. It will be held at the Karl Popper and Ernest Gellner rooms at CEU, which are located at 9 Nador street.
THURSDAY — 14 March


► CEU Auditorium, 17.30

Opening Remarks: Wolfgang REINICKE, Dean CEU School of Public Policy

Panelists: Paul COLLIER, Oxford University
Daniel KAUFMANN, President Revenue Watch Institute

Moderator: Jim CUST, Natural Resource Charter

The past decade of high commodity prices triggered a burst of investment in prospecting for natural resources. Many of the world’s poorest countries have been the new frontier for those investments and the beneficiaries of major new non-renewable resource discoveries. The challenge now is to harness the exploitation of oil and minerals for sustained economic development. The history of resource plunder in poor countries tells us that this is not easy. But countries like Botswana and Chile stand as beacons of how resource-rich countries can transform themselves through carefully navigating the complex chain of decisions from extraction through to the management of revenues for the benefits of the citizens.

In parallel, significant progress has been made toward improving natural resource revenue transparency. Secrecy around oil, gas and mineral revenues is being legally challenged by the international community, starting by new US regulations mandating multinational corporations to disclose payments to governments, soon to be adopted in Europe as well. Reams of data on payments made from companies to governments are starting to flow, and will further increase. Yet even if the quality, coverage and use of data is enhanced, governance of natural resources may not necessarily improve. Transparency in itself may be a precondition for improved accountability and policy-making, yet it is not sufficient. Do we know enough what the key complements to transparency are? Which institutional reforms are critical, and how context-specific are they?

The high-level panel will discuss the roles of government, civil society, academia and the private sector in fostering improved natural resource policy-making and in harnessing oil, gas and mineral resources for sustained economic development.
A: Central European University  
Nádor utca 9, 1051 Budapest, Hungary  
Phone: (+36 1) 327 3100

B: K&K Hotel Opera  
Révay utca 24, 1065 Budapest, Hungary  
Phone: (+36 1) 269 022
Walking instructions between the Central European University (A) and the K+K Hotel Opera (B)

Walking instructions between the K+K Hotel Opera (A) and Trófea Grill Restaurant (B)
A NOTE ON HUNGARY

- **Full Name:** Hungary
- **Capital city:** Budapest
- **Population:** ~ 9,979,000
- **Population of Budapest**
  ~ 1,733,685 (within city limits)
  3,300,000 (metro area)
- **Language:** Hungarian
- **Electric plug details:** European plug with two circular metal pins
- **Country Dialing Code**
  Hungary: 0036 or +36 (00361 or +361 – for Budapest)
  To dial Hungarian numbers from Hungary you can dial:
  06 + 1 xxx xxxx (Budapest), or
  for cellular phone: 06 + 2/3/7 + 0 + xxx xxxx.

- **Weather Overview**
  March marks the start of spring in Budapest. The weather turns pleasant during the day, but the nights are still a little chilly with occasional rainfall. The average maximum temperature during day is 10°C and the average minimum temperature is 2°C. The average sunshine hours total 7 per day, with an average rainfall of 11 days per month.

- **Money**
  The Hungarian currency is Forint (HUF).
  1 EUR appr. = 295 HUF, 1 USD appr. = 227 HUF
  You usually CANNOT pay in euro or US dollars in Hungary. You can change money at the airport and/or train stations but rates there are not favorable to the customer, so change as little money as possible at those locations. There are many ATMs and decent change bureaus downtown, near your hotels.
Public transport

Budapest has an excellent public transportation system. Tickets—which MUST BE VALIDATED before starting your trip (metro) or as soon as your board your bus/tram/trolley—are available at all metro stations, at some newsstands, and usually from the bus/tram/trolley operator. If you wish, you could purchase a weekly pass or a discounted book of 10 tickets. If you get checked by a ticket inspector and cannot produce a validated ticket, you will be fined. Please get a receipt as visitors can be overcharged by unscrupulous inspectors.

Emergency Numbers

Any kind of emergency: 112
Police: 107
Ambulance: 104
Fire-fighters: 105
COURSE INSTRUCTORS

Andrew BAUER
Revenue Watch Institute

Andrew Bauer is an economic analyst at the Revenue Watch Institute. Prior to joining, he served on Canada’s G7/8 and G-20 teams as an international economist at the Department of Finance, where he provided economic policy advice and participated in the planning and execution of the G8 and G-20 Summits as well as the preparatory ministerial meetings during Canada’s host year. At Revenue Watch, Andrew focuses on economic technical assistance and research, including advising governments and civil society on macroeconomic management, the economic implications of extractive sector policy options and governance and accountability mechanisms. He has held positions in government, nonprofits and the private sector, having worked for Debt Relief International, UNICEF-Canada, Transparency International-Kenya, the Commission on Human Rights and Administrative Justice (CHRAJ-Ghana), among others. Originally from Montreal, Canada, Andrew holds an M.Sc. in Economics for Development from Oxford University, where he won a thesis distinction for his work on the monetary transmission mechanism in Tanzania. He also received a B.A. in Economics and International Development Studies from McGill University.

Paul COLLIER
Oxford University

Paul Collier is Professor of Economics and Director of the Centre for the Study of African Economies, Oxford University. An esteemed expert in resource governance and macroeconomic management, Paul is the author of The Bottom Billion, which in 2008 won the Lionel Gelber, Arthur Ross and Corine prizes and in May 2009 was the joint winner of the Estoril Global Issues Distinguished Book prize. His second book, Wars, Guns and Votes: Democracy in Dangerous Places was published in March 2009; and his latest book, The Plundered Planet: How to Reconcile Prosperity with Nature was published in May 2010, focusing on natural resource governance. In addition, Paul was one of the founding members of the Natural Resource Charter.
Paul acts as an advisor to numerous resource rich governments as well as international organisations. He is currently Advisor to the Strategy and Policy Department of the IMF, advisor to the Africa Region of the World Bank; and he has advised the British Government on its recent White Paper on economic development policy. He sits on the Advisory Boards of many civil society organisations including the Revenue Watch Institute, ONE and Academics Stand Against Poverty. His research covers the causes and consequences of civil war; the effects of aid and the challenges of natural resource management in low income countries.

Matthew GENASCI  
Revenue Watch Institute

Matthew Genasci heads the legal and economics team at the Revenue Watch Institute in New York. He has an extensive background in tax law and policy, having served as lead corporate and international tax counsel on the staff of the U.S. Senate Committee on Finance from 2003 to 2005, during a major reform of the US tax code. Prior to that, he worked as an attorney in a Washington, D.C. law firm, where he advised energy, private equity and hedge fund clients on the design of complex tax-favorable transactions. Matthew oversees Revenue Watch’s legal and economic research and its offer of advisory services to the governments of resource rich states. He has worked with government officials in Africa, Latin America and Asia on the development and analysis of mining laws and policies and serves as a member of an international advisory team supporting the review and renegotiation of several mining contracts in West Africa. Matthew also supports Revenue Watch’s efforts to build parliamentary and oversight capacity in resource dependent countries through the design and delivery of a range of training programs and the provision of remote technical support.

Matthew previously worked as a consultant at the International Energy Agency in Paris, where he conducted research on the intersection of international trade law and climate change policies. Matthew has a law degree from Stanford Law School and a Masters degree in international relations and international economics from the Johns Hopkins University, SAIS.
Daniel KAUFMANN
Revenue Watch Institute

Daniel Kaufmann is President of the Revenue Watch Institute. An economist, he has pioneered innovative approaches to measure and analyze governance and corruption, and has deep practical experience in helping countries formulate and carry out governance reforms. His research has extended to economic development, investment, privatization and urban and labor economics.

Kaufmann served as a senior fellow in the Global Economy and Development Program at the Brookings Institution. He previously served as a director of the World Bank Institute. He held senior management positions focused on governance, finance and anti-corruption, and was lead economist is the World Bank’s research department. He was first Chief of Mission of the World Bank to Ukraine, worked on capacity building in Latin America and on economic reforms in Africa.

Kaufmann, a Chilean, received an M.A. and Ph.D. in economics at Harvard, and a B.A. in economics and statistics from the Hebrew University of Jerusalem. He has authored hundreds of scholarly articles, presentations and policy briefs on governance, corruption, trade, labor and economic reform.

Peter LEWIS
Johns Hopkins University's School of Advanced International Studies (SAIS)

Peter Lewis is Director of African Studies and Associate Professor at the Johns Hopkins University’s School of Advanced International Studies (SAIS). His work focuses on economic reform and political transition in developing countries, with particular emphasis on governance and development in Sub-Saharan Africa. He has written extensively on questions of economic adjustment, democratization, and civil society in Africa; democratic reform and political economy in Nigeria; public attitudes toward reform and democracy in West Africa; and the comparative politics of economic change in Africa and Southeast Asia. His most recent book, Growing Apart: Politics and Economic Change in Indonesia and Nigeria is concerned with the institutional basis of economic development, drawing upon a comparative study. Dr. Lewis has published other coauthored and edited books, in addition to articles in World Politics, World Development, the Journal of Democracy, the Journal of Modern African Studies, African Affairs and others, and numerous book chapters. He is a member of Council on Foreign Relations and the Research Council
of the International Forum for Democratic Studies, and a Senior Associate at the Center for Strategic and International Studies. He has consulted for the Ford Foundation, the Carter Center, the Council on Foreign Relations, Freedom House, USAID, and the World Bank. He received a B.A. degree from the University of California, Berkeley, and MA and Ph.D. degrees from Princeton University.

Ricardo SOARES de OLIVEIRA
Oxford University

Ricardo Soares de Oliveira is a University Lecturer in Comparative Politics (African politics) at the Department of Politics and International Relations, Oxford University; fellow of St Peter’s College at Oxford; and a fellow with the Global Public Policy Institute, Berlin. He has been awarded a Leverhulme Research Fellowship for 2011–12. He has worked in the field of governance and the energy sector for the World Bank, the European Commission, Catholic Relief Services and the National Democratic Institute for International Affairs (NDI), among others. He is the author of Oil and Politics in the Gulf of Guinea (Columbia University Press, 2007) and a co-editor of China Returns to Africa: A Rising Power and a Continent Embrace (with Daniel Large and Chris Alden, Columbia UP 2008) and The New Protectorates: International Tutelage and the Making of Liberal State (with James Mayall, Columbia UP 2012). He holds a B.A. in politics from the University of York, an MPhil in International Relations and a Ph.D., both from the University of Cambridge.

Diarmid O’SULLIVAN
Open Society Foundations

Diarmid O’Sullivan is an Open Society Fellow researching the impact of transparency on the governance of natural resources in Liberia, Timor Leste and other countries which are implementing the Extractive Industries Transparency Initiative. He worked on oil, mining and governance issues for eight years for the UK-based campaign group Global Witness, including three years on the international board of the EITI. Before becoming a campaigner, Diarmid was a journalist based in the UK, the Middle East and Indonesia. He has a degree in Arabic and Middle Eastern Studies from Oxford University.”
Aida Peña AAMOT

Aida Peña Aamot is Programme Coordinator at the EITI International Secretariat. Prior to joining, she worked for several non-governmental organizations and for the private sector in Colombia and in Norway. At the EITI International Secretariat, she focuses on analysing EITI Reports, on developing the EITI Database and on supporting implementation in Latin America and the Caribbean. Originally from Barranquilla, Colombia, Aida holds an M.Phil. Degree in Culture, Environment and Development from University of Oslo. Her research topics cover global governance issues, development assistance programmes in the energy sector and the Norwegian welfare state model based on natural resource management. She also received a B.A. in International Relation Studies from Universidad del Norte in Colombia.

Ingilab AHMADOV

Prof. Ingilab Ahmadov obtained a Doctor of Science in Economics from the Saint-Petersburg (Russia) State University of Economics and Finance. In 2008 as a Chevening Fellow, Ingilab Ahmadov studied “Economics of Energy” course in Reading University (UK). His working experience is both extensive and outstanding. He started his career as an instructor at Azerbaijan State Oil Academy and scientific employee at the Center for Strategic and International Studies. He has been appointed Advisor to the Minister at the Ministry of Economy of the Republic of Azerbaijan. Since 1995 he acts as Director General of the “Trend” analytical information agency and between 2004 and 2010 he was a director of Public Finance Monitoring Center—an NGO located in Baku. Prof. Ahmadov has research collaborations with and is a visiting professor of leading universities such as Kiel Institute for the World Economy, Oxford, and Reading Universities. His research interests are oil & gas economy and impact of oil revenues on economy, Caspian energy resources, and oil contracts. Prof. Ahmadov has more than 30 research papers and books. Mr. Ahmadov joined School of Economics and Management, Khazar University in 2008. Main lecturing subjects are Energy Management, Caspian Energy.

Ingilab Ahmadov was a member of the International Board of the Extractive Industries Transparency Initiative.
Prof. Ahmadov became director of Eurasia Extractive Industries Knowledge Hub and Dean of the School of Economics and Management at Khazar University in 2010.

**Akua APPIAH-AKURAMAA**

Akua Appiah-Akuramaa has a B.Sc. in Geological Engineering, Post Graduate Diploma in Geographic Information Management and a Master in Public Management. In the beginning of her career, she worked with some exploration companies in Ghana. This field opened her mind to the question of why Ghana had so much gold but it did not reflect in the countries wealth. Working for the mining industry for her was no more working for Ghana thus she decided to work for the government and started to work at the Ghana Geological Survey Department in January 2004. Facing the challenges of being a Civil Servant in a developing country, she was inspired to do her Masters in Public Management hoping to be a part of the solution to some of these challenges. After the Master program, she developed a great interest in finding out how Ghana can make maximum gain from its natural resources and thus developed a proposal for a Ph.D. in this area. She is currently a part time student in the University of Potsdam, Germany and the National Coordinator for Publish What You Pay, Ghana.

**Franklin ASHIADEY**

Mr. Franklin Ashiadey is a Principal Economist with the Ministry of Finance and Economic Planning. He holds MPhil. Public Policy (Cand. Polit), University of Oslo Norway, M.A. Economics, University of Ghana, Legon, B.A. Economics and Political Science, University of Ghana, Legon. He has had several trainings in Finance, Macro Economic Management, Economic Modeling and Policy Analysis from the International Monetary Fund (IMF), Washington, D.C., USA and Policy Research Institute (PRI), Tokyo, Japan. He has also had training in oil and gas (Mini MBA) from the CWC School of Energy, Houston Texas, USA.

Mr. Ashiadey has worked with the Ministry of Finance and Economic Planning for the past 15 years in the Macro—Economic Policy Analysis and Economic Research and Forecasting Divisions of the Ministry. Presently, he is the National Coordinator of Ghana Extractive Industries Transparency Initiative (GHEITI). He is also the Coordinator of Ghana Natural Resources and the Environmental Governance (NREG) Programme which are all based at the Ministry of Finance and Economic Planning.
Jaff Napoleon Bamenjo

Jaff Napoleon Bamenjo is the Coordinator of a Cameroonian civil society organization, Reseau de Lutte Contre la Faim (RELUFA). He coordinates the activities of the organization notably its advocacy campaigns on transparency in the extractive industries and land justice. Jaff started working with RELUFA in 2009 as extractive industries program assistant and in 2011 was promoted as the Coordinator of the network. He has a Masters degree in Development Studies from the Institute of Social Studies in the Hague, the Netherlands where he majored in the Politics of Alternative Development and a Bachelors degree in Political Science from the University of Yaounde II in Cameroon.

Jaff has published many reports and articles, one of which is *Environmental NGO Advocacy Campaigns and Oil projects: Case of the Chad Cameroon Oil Pipeline*.

Gubad Bayramov


He has commenced his career at Economic Research Center since 1999. Initially, he was dealing with management issues within the organization and in last 3 years he has been mostly engaged in conducting researches. Currently, he is the coordinator of “Managing oil revenues in Azerbaijan and Kazakhstan” project and he is the team leader of researches conducted within the framework of this project.

He has been selected to management staff of various civil society alliances. He is member of EITI Multi-stakeholder Group (MSG), Board Member of NBG (National Budget Group); Member of Euro integration National Public Committee in Azerbaijan, Board member of Civil Society Defense Committee, and a member of the US-Educated Azerbaijani Alumni Association.

He was also a member of coalitions operating on regional and international level, such as Steering Committee of Black Sea NGO Forum and Strategy Advisory Group of Publish What You Pay International Coalition.
Dr. Bayramov is a chairman of Public Initiatives Center in Azerbaijan. He is a member of the Steering Committee of the Eastern Partnership Program’s Civil Society Forum as a country facilitator in Azerbaijan.

Luis BUSTILLO

Luis Bustillo is from La Paz, where he currently lives working as an economic analyst of regulated hydrocarbons activities for the National Hydrocarbons Agency of Bolivia. He holds a bachelor degree in engineering from Utah State University and an MBA offered jointly by Bolivia’s Military School of Engineering and Monterrey Institute of Technology. He has also studied regulatory economics and mathematical statistics.

Mr. Bustillo has worked for Bolivia’s National Oil Company conducting cost/benefit analysis of investments projects in field operations, transport, refining and sales of oil and gas. He then held the post of Director of Strategic Planning for the Superintendency of Hydrocarbons, where he seconded to the Ministry of Hydrocarbons working with a team in charge of developing a new hydrocarbons law and seeing it through to Congress. Mr. Bustillo has also worked at the Electricity Regulatory Agency, performing economic analysis of electricity generation and transmission prices and electricity distribution tariffs.

Vladimir R. GIL

Dr. Vladimir Gil is a professor and researcher at the Environmental Development Master Program and the Department of Social Sciences at the Catholic University of Peru, and the Graduate Program in Mining Law & Environment at the Pacific University. He is Adjunct Senior Research Scientist at the Center for Environmental Research & Conservation – The Earth Institute at Columbia University; as well as the University of California, and was recently selected as a Fulbright Nexus Scholar.

Dr. Gil obtained his Ph.D., M.Phil., and M.A. degrees in Ecological and Economic Anthropology from Yale University’s Department of Anthropology with coursework at the School of Forestry & Environmental Studies, where he was a Fulbright fellow. He also holds a B.A. in Social Sciences and Anthropology from the Catholic University of Peru.

Dr. Gil is the General Coordinator of the Consortium for the Study of the Economic Impact of Climate Change in Peru, a national study of climate change impacts on
well-being and economic productivity. Dr. Gil is also the Director of the Consortium for the Climate Vulnerability Impact Assessment of the Global Ecosystem-based Adaptation Project in the Andes, formed by UNALM and Columbia University. Previously, Dr. Gil was Associate Researcher at the UP Research Center. He also had a Post-Doctoral Research Fellow at the Earth Institute at Columbia University. Dr. Gil’s research focuses on socio-environmental issues, including the challenges of development, social conflicts and extractive industries, as well as adaptation to climate uncertainties in the Andean-Amazonian region.

Dr. Gil has published on issues of climate change and mining conflicts on several academic journals, and his forthcoming book on mining conflicts in the Andes will be published by The Arizona University Press, following his book *Aterrizaje Minero* (IEP 2009).

Dr. Gil was recently appointed as a Fulbright Nexus Scholar

### Andrés F. GÓMEZ

Political scientist from Bogotá, Colombia. Currently engaged in a two-year M.A. program in Public Policy and Public Administration jointly offered by the University of York (UK) and Central European University (Hu). Professional experience in Public Administration acquired at different positions in the National Development Agency and the Agency for Poverty Relief in Colombia. Academic experience acquired through research on taxes and state building at the National University of Colombia. Interested in the role that taxation plays on state building and economic development. Recent research interests revolve around the influence of state intervention in late economic development and the role of taxation in this enterprise. Long-term goals include going back to Colombia to work for the civil service.

### Hasrul HANIF

Hasrul Hanif is currently a lecturer at Department of Politics and Government, Faculty of Social and Political Sciences, Gadjah Mada University, Indonesia. He is also a chief of cluster at Politics and Government (POLGOV) Research Center, Gadjah Mada University, a center of excellence on advocating issues of governance reform in Indonesia. He accomplished a BA in Political Science at Department of Government, Gadjah Mada University, Indonesia. Supported by NOMA scholarship from Royal Norwegian
Government, He has graduated from Master program on Human Rights and Democracy in Southeast Asia, a Master program conducted by Gadjah Mada with collaboration University of Oslo, Norway, at 2010. He also attended some courses related to democracy studies, at University of Oslo, Norway in spring 2008. He has been interested on political economy of development and democracy issues. This interest had been pulling him to involve strongly with various academic and advocacy activities in the field of democracy, and development; governance and public budgeting reform; political economy of welfare and resource; and politics of social citizenship. One of his recent publications is *Securing Pace and Direction of Indonesian Democratization* (2010, co-author).

**Juan José HERRERA MERA**

Juan José studied economics at the Catholic University of Ecuador. He has a master’s degree in Social Studies with a major in Energy Governance at the Latin American Faculty of Social Sciences, and a Diploma of Specialization in Extractive Industries, Monitoring, and Sustainable Development at the Catholic University of Peru. He previously worked at the Central Bank of Ecuador and at the National Oil Company of Ecuador “Petroecuador” and currently works as a coordinator for more than two years in “Grupo FARO,” a think tank that conducts research in Ecuador to influence public policy. Its activities focus on research on transparency in the generation and distribution of income by the Extractive Industries in Ecuador.

He has several publications on issues of oil and mining contracts, energy matrix, environmental conflicts caused by extractive industries, generation and distribution of oil revenues, among others.

**Robinah KAJWENGE**

Robinah Kajwenge holds a Masters in International Peace Studies from the UN mandated University for Peace in Costa Rica; a Bachelors degree in Social Sciences from Makerere University, and certificates for trainings in oil governance, human rights and gender related studies. She is currently employed with the Democratic Governance Facility in Uganda, with a specific focus on strengthening governance in the oil sector, most especially through improved transparency and accountability. She previously worked with International Alert engaging in research and advocacy with local and international civil society organizations (including Publish What You Pay
Uganda, the Civil Society Coalition on Oil and Gas (CSCO), Global Witness, Revenue Watch etc to critically review developments in Uganda’s incipient oil sector and to promote best practices. As representative of International Alert to CSCO, she held the position of Secretary to the executive committee. She actively participates in the review of Uganda’s draft Petroleum Laws together with other civil society members and continues to engage with Members of Parliament with a view of enhancing their capacities around the regulatory and institutional frameworks for the oil industry. She undoubtedly has immense knowledge, understanding and experience of policy discourses in the democratic governance and local accountability sector, the subsectors of lands, environmental management and oil governance.

Abou Bakarr KAMARA

Abou Bakarr Kamara, a Policy Analyst at the Strategy and Policy Unit, Office of the President, State House, Freetown, Sierra Leone, manages the Secretariat for the Government’s Negotiating Team for the review/negotiations of large scale mining agreements. Undertake background research (including due diligence), evaluation of financing models of mining companies and analysis that form the basis for team’s position.

Prior to working at the Strategy and Policy Unit, he was a Senior Research Assistant in a think tank, the Centre for Economic and Social Policy analysis where he was part of the team that undertook a number of independent and critical researches to inform policy decisions.

Abou Bakarr holds a Masters Degree in Economic Policy Management from the University of Ghana, masters degree in economics from the Njala University and a honours Bachelors degree in Economics from the University of Sierra Leone.

Edmond KANGAMUNGAZI

Edmond Kangamungazi is an Economist working for Caritas Zambia, an evidenced based advocacy organisation with a mandate of fostering and upholding human dignity through promotion of integral human development through research, advocacy, monitoring and participation in the formulation of economic and social policies. Within Caritas Zambia, he is the programme specialist of the Economic and Environmental Justice Programme. His work is concerned with issues of economic and social justice arising from the implementation of national and international policies- specifically on
issues of; natural resource management (e.g mining), taxation, environment, public finance, Trade and Aid. His programme is designed to conscientise, train and involve communities throughout the country on the above issues with an aim of promoting and influence the formulation of sound economic policy, which aims to eradicate poverty. He is also a member of the Zambia Extractive Industry Transparency initiative (ZEITI) Board and the coordinator of the Publish What You Pay (PWYP) Zambia coalition.

Samuel KIMEU

Mr. Samuel Kimeu is the Executive Director of the Kenyan Chapter of Transparency International. He joined TI-Kenya in 2010 from the Embassy of Finland, Nairobi where he served as the Governance Advisor since October 2007. He has previously been the Executive Director of the Kenyan Section of the International Commission of Jurists (ICJ-Kenya) and taught law at the Kenyatta University School of Law, Nairobi. He is an Advocate of the High Court of Kenya and holds a Masters Degree in International Human Rights Law from the University of Notre Dame, Indiana, USA. He received his Bachelor of Law degree from the University of Nairobi.

Delali Wisdom Kwaku KLUBI

Delali Klubi is a Tax Administrator with over 25 years working experience. He is currently an Assistant Commissioner and the Head of the Petroleum Unit of the Domestic Tax Revenue Division of the Ghana Revenue Authority. His Unit is responsible for the assessment and collection of all petroleum revenue from the upstream, midstream and the downstream petroleum sectors.

He is a member of the Ghana Government Standing Committee for the negotiation of petroleum exploration and production agreements. He is also the Ghana Competent Authority for the exchange of information on matters relating to oil and petroleum industry under the Double Taxation Convention between Ghana and the United Kingdom. He is a member of the National Steering Committee of the Ghana Extractive Industries Transparency Initiative (GHEITI). He also provided tax advice to the Project Implementation Committee set up by Ghana, Togo, Benin and Nigeria to negotiate the West African Gas Pipeline Agreements with Chevron/Texaco and other sponsors of the Pipeline.
Delali Klubi holds the BA (Hons) Degree in Economics and Sociology from the University of Ghana, Legon. He is also a member of the Chartered Institute of Taxation, Ghana. He has attended various local and overseas courses in Taxation, Management and Accounting. Notable ones include the Commonwealth Tax Inspectors Course organised by Commonwealth Association of Tax Administrators (CATA); Taxation of International Transactions organised by CATA; Oil and Gas Financial Management at the University of Texas at Dallas; Tax Auditing organized by the Australian Taxation Office; Tax Analysis and Revenue Forecasting by Duke University; World Fiscal Systems for Oil and Gas by the CWC School for Energy; etc. He has also presented technical papers at various seminars and workshops. He is married to Gladys and they have three children.

**Allan LASSEY**

Allan Lassey is currently an advisor on the governance of extractive industries for the German Development Cooperation in Ghana. He is now advising the Ministry of Finance and Economic Planning on promoting revenue transparency in the extractive sector through the implementation of the Ghana Extractive Industry Transparency Initiative; the Public Interest and Accountability Committee (PIAC); and the Extractive Industry Knowledge Hub. Previously, among others, he was instrumental in Ghana’s achievement of EITI Compliance Status; spear-headed inter-Ministerial discussions on the extension of EITI to the oil and gas sector in Ghana; initiated a campaign that led to the establishment of the National Coalition against Mining in Forest Reserves in Ghana; and advocated extensively on corporate accountability within the mining and gas industries in Africa, Asia and the United States.

**Tyanai MASIYA**

Tyanai Masiya is the Regional Coordinator of the Center for Research and Development (Zimbabwe). CRD has been at the forefront of investigating human rights abuses in Zimbabwe’s alluvial diamond fields. He holds a Masters Degree in Public Administration and is currently a Doctoral candidate in the African Center for Citizenship and Democracy, University of Western Cape, South Africa. Tyanai has also previously worked for Parliament of Zimbabwe, Africa University, Midlands State University and as a visiting scholar at Trinity College (Hartford, CT). His areas of interest include politics and governance, political economy of natural resources and citizen participation.
Some of the major consultancies that Tyanai has previously participated in include those commissioned by the European Union, Kellogg Foundation, and the South Africa Water Research Commission. He is a past recipient of the DAAD Fellowship (Germany), Institute of International Education (USA) Fellowship, and the IREX Community Solutions fellowship (US Department of State).

**Armando Mendoza NAVA**

Armando Mendoza Nava holds an M.A. in international economics, with extensive interest in the extractive industries field and sustainable development issues.

During the last few years he has conducted research work related to the extractive industries for several public agencies and non governmental organizations; including the Revenue Watch Institute.

He is the author of several books and papers on social and economic development, international trade, environmental issues and sustainable development. He is also a regular contributor to Peruvian newspapers, commenting on leading topics in national and international economics.

Currently, he is in charge of the Economic Studies Bureau at PETROPERU, Peru’s national oil company. Previously, he held a position as Economic Affairs Officer at the Economic Commission for Latin America and the Caribbean Region, conducting research on the impact of extractive industries on small economies.

**Javed NOORANI**

Javed Noorani is a researcher at Integrity Watch Afghanistan. He is a survey and socio-research specialist with seven years of experience in different fields of program design, implementation, research and monitoring and evaluation. He has worked on major research assignments with different local and international consulting firms in Afghanistan, India and Pakistan in areas such as governance, security, development, conflict and natural resources. He holds several degrees, including an M.A. in Conflict Analysis and Peace-building from Nelson Mandela Centre for Peace and Conflict Resolution Jamia Millia Islamia, New Delhi–India.
Elvira NURIEVA

Elvira Nurieva holds her first Master’s degree in Linguistics and Intercultural Communication from Tomsk State University, Tomsk (Russia) and a second degree in Political Science from Central European University, Budapest (Hungary). Her research focuses on federalism, governance, self-determination and the rights of indigenous peoples. Nurieva was a Fulbright Fellow in the United States in 2008–2009 and received the Ernest Hemingway Research Grant in 2005. Currently her non-academic essays on critical issues (climate change, natural resource management, indigenous knowledge, etc.) feature at the blog of Minority Rights Group International.

Hannah OWUSU-KORANTENG

Hannah Owusu-Koranteng has been the Associate Executive Director of Wacam, an environmental and human rights NGO, in Ghana, since 2011. She was previously Wacam’s Director of Training and Research, between 2003 and 2011. Her areas of specialization include: rural work and the informal sector; gender issues; community mobilization and activism in areas of human rights/environment; research and training skills using participatory techniques; and labour relations. She is widely published and has participated in a variety of conferences, workshops and trainings in Ghana and abroad. She holds an M.A. Environmental Management and Policy from the University of Cape Coast and is a member of the international board of EITI.

Alice POWELL

Alice Powell is the Communications Assistant at Publish What You Pay. She holds an M.Sc. in Comparative European Politics from Trinity College Dublin and a B.A. in History from the University of Cambridge. Before joining PWYP in 2010 Alice worked at Global Policy Forum, New York, coordinating meetings between the NGO Working Group on the Security Council and the UN Security Council ambassadors. She is bilingual in French and English, speaks German and is learning Spanish.
Abdullilah QADEER

Abdullilah Qadeer is an accomplished professional with over five years of experience in Business Development and Investment Promotion. Mr. Qadeer has been working with the Ministry of Mines, Afghanistan for the last two years as an Energy Liaison and Adviser on the Hydrocarbon related projects.

Over the last two years, he has been an integral part of the major hydrocarbon projects in Afghanistan in different capacities. Some of these projects include: Amu Darya Oil Tender, a project that will generate approximately $7 Billion USD over the life of the contract, Afghan–Tajik Oil and Gas Tender, blocks on offer with an estimated resources of several hundred million barrels of oil equivalent. Furthermore, he is also a part of Compressed Natural Gas (CNG) Pilot Project, a project that will bring down the cost of transportation and reduce the greenhouse gas emissions substantially.

Mr. Qadeer has a bachelor’s degree in the Business Administration from Iqra University, a business school in Karachi, Pakistan. Originally hailing from the troubled region of Kandahar, he currently resides in Kabul, Afghanistan.

Kahima John REBMAN

Kahima works with International Alert in Uganda. He joined international Alert in 2009 and has since been working to promote higher levels of trust and accountability concerning oil and gas between government/oil companies and Ugandan citizens; as well as between different communities. This is through creating strong and informed networks of civil society and parliament able to hold both government and oil companies accountable regarding oil activity; and mitigate conflict risks, improving information flow concerning oil in Uganda through regional partners, supporting oil companies operating in Uganda to integrate conflict-sensitive business practices in their work, and establishing channels of cross-border exchange and solidarity about oil among DRC and Uganda stakeholders.

Kahima holds an M.A. in Human Rights and before joining International Alert, he worked with the Africa Regional Office of Minority Rights Group International where he worked to sensitise and advocate for the rights of ethnic minorities in Uganda and East Africa.
Okolo Ben SIMON

Dr. Okolo Ben Simon is currently a JSPS Postdoctoral fellow with the United Nations University, (UNU) Institute for Sustainability and Peace (UNU-ISP), Tokyo, Japan, where he is conducting research on Sustainable Development and Natural Resource Management in Africa focusing on Sudan, South Sudan and Nigeria. He also serves as a voluntary fundraiser and Human Security and Conflict analyst at the Centre for Human Development and Social Transformation, Port Harcourt, Nigeria. Prior to joining the UNU-ISP in 2011, he was a lecturer at the department of International Law, University of Nigeria, Nsukka, Enugu Nigeria, and an adjunct lecturer at the Faculty of Law, Enugu State University, Nigeria. He was also a research fellow and a doctoral fellow at the Centre for Africa’s International Relations, at the University of the Witwatersrand, Johannesburg, South Africa. He has equally worked in various capacities both at government and Civil Society Organization’s level.

Dr. Simon’s Ph.D. thesis is titled *The Principle of the Responsibility to Protect: the Darfur Conflict as a Test of its Applicability*. He has published in the areas of peace, security and sustainable development in Africa. His research interests include Natural Resources and Sustainable development, and Peace and Security issues.

Marinke van Riet

Marinke van Riet is PWYP’s International Director. Marinke joined PWYP in August 2011 and previously worked at Marie Stopes International where she was Regional Advisor/Country Director in Waiting for the past 2 years. Prior to that, she spent 4 years as the CEO of the International Forum for Rural Transport and Development, a global policy advocacy network of 30 national networks and 4,000 individual members in the private, public and NGO sectors advocating for pro-poor transport sector policies. With over 10 years management experience and an M.A. in African Studies from the University of Leiden, Marinke has lived, studied and worked in a number of Anglophone and Francophone African countries. A native Dutch speaker, Marinke is fluent in English and also speaks French and Swahili.
Juliane WEYMANN

After completing her Bachelor degree in Social Sciences in Germany and the Netherlands, Juliane Weymann moved to Sweden in 2007 to attend the Master Programme in ‘Global Studies’ at the University of Gothenburg. International relations and development studies with a strong orientation towards (good) governance questions found my particular interest and study focus. Having already been to Botswana for an internship and some research in 2006, data collection for her Master thesis brought her back to Africa in 2008. This time she went to Sierra Leone and did research on the implementation of a human rights based approach to development. She graduated in September 2009 and instantly started working with the GIZ (formerly GTZ), the implementing agency for development cooperation in Germany. Her main work consisted of advising the German government with respect to the overarching policy approach towards poverty reduction and the achievement of the MDGs.

In 2011 Juliane got the chance to move to Liberia to work as advisor in the GIZ programme ‘Regional Resource Governance in the Fragile States in West Africa’ to apply her experiences with governance issues to a sector which rather recently gained a lot of relevance and attention. She provides advisory services and technical support to the Liberian governmental institutions such as Ministry of Lands, Mines and Energy as well as to the civil society and also private sector entities.

Joseph WILLIAMS

Joseph William is Publish What You Pay Senior Advocacy and Communications Officer. Joseph leads on coordination of Publish What You Pay’s advocacy agenda and campaign plans which span voluntary and mandatory measures along the extractive industry value chain. Joseph has been coordinating the European campaign for mandatory financial disclosure by oil, gas and mining companies through the EU Accounting and Transparency Directives since 2010. He is also responsible for managing communications and information resources for the PWYP international coalition.

Prior to joining PWYP in January 2009, he worked at the International Crisis Group on its Central Africa Project and then moved to China where he was writing for London-based newspaper Africa–Asia Confidential on relations between China and Africa. Joseph’s previous experience includes research, project management and advocacy work in Brussels where he worked for various EU institutions including the European
Parliament. He holds a Master of Arts in European Studies from the University of Exeter and a Master of Science in Development Management from the Open University.

Joseph first became acquainted with the clear need for better governance and greater accountability in the extractive industries through the lens of conflict while working at the International Crisis Group. While in China he gained insight into China’s domestic rationale for the large infrastructure projects and oil deals between China and various African countries.

Paula ZULUAGA BORRERO

Paula Zuluaga Borrero is the Decentralization and Territorial Management consultant for the Ministry of Interior of Colombia and a researcher at the Political Studies and International Relations Institute, National University of Colombia. She has professional and research experience on state building, decentralization, extractives industries and royalties’ management. Within the Ministry of Interior, she is part of the Governance and Territorial Management Department. This unit is in charge of facilitating fiscal, political and administrative decentralization in Colombia, and it provides local governments, at municipal and departmental level, with the necessary information and assessment so they can optimize the use of the economic resources they are entitled to have by law. A significant part of this task relates to the “correct” or developmental use of royalties and transferences from central government. She has worked in the field of Decentralization, human development and citizen oversight for the United Nations Development Program (UNDP) and NGOs as Corpovisionarios. She has also worked as a Political Sciences teacher for several universities.
COURSE STAFF

Revenue Watch Institute

Angela MUGORE
Senior Capacity Development Program Officer

Angela has worked in NGO Training, Capacity Development and Organisation Development Practice for 13 years, starting her career as regional projects coordinator with Evard with sector responsibilities in disaster management, policy analysis and advocacy. From there, Angela worked as an Organization Development (OD) Practitioner with Concern Universal, executing OD and change management interventions for NGOs in the region with funding from DfID and technical support from INTRAC.

Angela moved to the United Kingdom in 2001, to work with Freedom Centre International as project manager/process consultant to help establish their educational arm. In 2006, she became a Disaster Risk Reduction (DRR) Capacity Building/Technical Advisor with Tearfund, with responsibility for building the capacity of NGO partners in India, Bangladesh, Afghanistan and Malawi.

Angela joined RWI in 2008. She leads the strategy and implementation of the Regional Hub mechanism, and also maintains a focus on global capacity development. Angela holds a Bsc in Industrial Psychology and Organization Development from the University of Malawi, and an MBA from the University of Leicester with Finance and Management majors.

Juliette SYN

Juliette Syn is an American-trained lawyer with a background in international human rights law. She has worked in Liberia and South Sudan on land and natural resource-related issues, displacement issues, and customary law and practice, and is joining Revenue Watch as the Asia Pacific Senior Regional Associate.
Jim CUST  
Acting Director

Jim Cust is the Acting Director of the Natural Resource Charter and a member of the Oxford Centre for the Analysis of Resource Rich Economies (Oxcarre) at Oxford University. His research focuses on the economic geography effects of natural resource wealth and the interactions between governance and economic performance in resource rich economies. His work focuses on sub-Saharan Africa and Indonesia.

The Natural Resource Charter is a practical guide, for the governments and citizens of resource-rich countries to assist them in navigating the challenges associated with harnessing resource wealth. The Charter draws upon the latest academic research, case studies and evidence-based policy making. As part his work with the Natural Resource Charter, Jim leads the country assistance work which supports resource-rich countries to identify and assess key policy, capacity and governance challenges along the decision chain, from resources discovery through to investing for sustainable development.

Helen DEMPSEY  
Program Assistant

Helen Dempsey has been a Program Assistant at the Natural Resource Charter since March 2012, having previously worked with the Revenue Watch Institute since 2010. She has spent much of the past year working between London and Kampala. She completed a master degree in international development at the University of Manchester.

David MANLEY  
Research Officer

David Manley is a Research Officer at the Natural Resource Charter (NRC). His work involves issues across the decision chain of extractives industry management including the design of fiscal systems and revenue management.
Prior to joining NRC, David was an Overseas Development Institute Fellow and Senior Economist in the Zambia Revenue Authority, working on mining fiscal policy and tax administration issues. He also led the tax authority's work on the tax modelling of mining companies, and the establishment of a management information system. David has also worked for Oxford Economic Research Associates specialising in European financial regulation.

He holds an M.Sc. Economics from the London School and Economics, and a first class honours degree in Economics from the University of Manchester.

ROBERT PITMAN
Program Officer

Robert Pitman is Program Officer at the Natural Resource Charter. In this role he leads the implementation of Natural Resource Charter Country Assessment Exercises throughout the world. Prior to working for the Natural Resource Charter, Mr. Pitman worked for the Carter Center Conflict Resolution Programme in Atlanta, and as a lead member of the Carter Center Access to Justice and Governance Programme in Liberia. Beyond Liberia, he has experience working in Namibia and India. He holds an MSc in Human Rights from the London School of Economics.

Max GEORGE-WAGNER
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Max George-Wagner is Programme Assistant at the Natural Resource Charter. In this role he provides support in the implementation of the Natural Resource Charter Country Assessment Exercises. Prior to working for the Natural Resource Charter, Mr. George-Wagner spent 6 months in Liberia and Sierra Leone working as an intern for a GIZ natural resource governance project. He has also worked as a visiting researcher for the German Institute for Economic Research in Berlin, and as an intern for International Alert in London. He holds an MSc in Development Studies from the London School of Economics.
Ilona Ilyes re-joined the School of Public Policy as assistant for Executive Programs after working for the SchoolNet Madagascar NGO in Antananarivo, Madagascar. Previously she has been working for the regional office of the United Nations High Commissioner for Refugees in Hungary.

Ilona holds a B.A. in Law and History/International Relations from the Babes-Bolyai University, Romania and an MA in International Relations and European Studies from CEU.

Prior to joining CEU/SPP, Bernhard Knoll-Tudor worked for the OSCE, an international organization devoted to ‘hard’ security as well as to human rights diplomacy. He was involved in policy design and public relations, both at the level of field missions (Bosnia and Kosovo) and at the OSCE Office for Democratic Institutions and Human Rights (ODIHR) in Warsaw.

Knoll-Tudor earned a master in law at the University of Vienna and an M.A. in international relations and economics at Johns Hopkins/SAIS with a focus in IR theory (Bologna and Washington, D.C.). His Ph.D. (European University Institute, Florence) on the subject of United Nation governance of non-state territorial entities was published by Cambridge University Press in 2008. He contributed to journals such as the European Journal of International Law, the Review of Central and East European Law, the European Constitutional Law Review, the Leiden Journal of International Law and the Finnish Yearbook of International Law and has written for Die Zeit, Foreign Policy, the Frankfurter Allgemeine Zeitung and profil, among others. He was awarded the highest prize in Austrian radio journalism in 1992.
Pusa NASTASE
Senior Program Manager

As Senior Program Manager at the CEU’s Center for Higher Education Policy, Pusa Nastase is associated with SPP’s Executive Education Programs. Her responsibilities include identifying institutional partners for the courses, managing events and facilitating sessions in her area of expertise. Her research interests include higher education policies, university governance and management, cooperation with the business sector and university branding.

Nastase has a B.A. in Law from the University of Bucharest, an M.A. in Human rights from CEU and is at present a doctoral student at the Graduate School of Education, Bristol University, UK.

Maja SKALAR
Program Assistant

Maja Skalar joined the School in October 2012 as an Program Assistant in its Executive Education Unit. Previously she has been a Job Skills Trainer at Zavod Papilot in Slovenia and a Research fellow at the Human RightS Initiative at CEU. She holds a B.A. in Policy Analysis and Public Administration from University of Ljubljana and an M.A. in Human Rights from CEU.