

2015-2018 Strategic Plan of the Extractive Industries Transparency Initiative Coalition of Public Unions

Mission

To achieve transparency in extractive industry and efficient management of natural resources

Targets

1. Application of new EITI Standards in Azerbaijan (target achievement indicator – Validation act);
2. Strengthening the participation of CS in EITI process (indicators: participation of members, strengthened regional representation, increased number of monitoring and researches and media statements);
3. Establishment of legal framework on EITI (indicator: new law or relevant modifications to the existing laws);
4. Increased accountability and transparency of government and companies (indicators: relevance to new standards, quality evaluation of reports);
5. Participation of women and youth in coalition activity increased (indicators: number, special weight, representation in management and dynamics);

Activity directions

On target 1: Application of new EITI standards in Azerbaijan (target achievement indicator – Validation act)

- 1.1. Knowledge and skills of coalition members on new Standard increased (trainings, debates, workshops);
- 1.2. Coalition opinions on EITI developed;
- 1.3. Communalization of reports prepared in line with new Standard;
- 1.4. Cooperation with Validation commission;
- 1.5. Discussion of new Standard with political parties;
- 1.6. Discussion of new Standard with candidates for new elections to Milli Mejlis and promotion of its inclusion to platforms

On target 2: Strengthening the participation of CS in EITI process (indicators: participation of members, strengthened regional representation, increased number of monitoring and researches and media statements)

- 2.1. Knowledge and skills of civil society institutes increased;
- 2.2. Cooperation of civil society institutes with mass media extended;
- 2.3. Strengthened regional representation;
- 2.4. Monitoring in the areas of mining industry extended;

2.5. Benefitting from international and regional cooperation and practice.

On target 3: Establishment of legal framework on EITI (indicator: new law or relevant modifications to the existing laws)

3.1. Activities in a multilateral group;

3.2. Lobbying in Milli Mejlis (establishment of ad hoc partner National Deputies' group);

3.3. Promotion in media;

3.4. Improving legislative proposals;

3.5. Cooperation with partners.

On target 4: Increased accountability and transparency of government and companies (indicators: relevance to new standards)

4.1. Cooperation with the government commission increased;

4.2. Cooperation with local and foreign companies enlarged;

4.3. Activities in multilateral groups;

4.4. Holding public campaigns

On target 5: Participation of women and youth in coalition activity increased (indicators: number, special weight, representation in management and dynamics)

5.1. Involvement of women and youth organizations to the Coalition;

5.2. Participation of women and youth in Coalition management and representation increased;

5.3. Holding events at high education centers;

5.4. Working with communities in the areas of mining industry;

5.5. Involvement of youth and women in the management of projects.

SWOT analysis of the Coalition

STRONG POINTS

Coverage of wider organizations

Representation of professional organizations

Representation of experts recognized on regional and international levels

Representation of specialized organizations in social media? Possibility

Stable, democratic and elective organizational structure

Independence of Coalition (not GONGO)

Consecutive representation at international steering committee

Continuous increase of knowledge and skills of Coalition members? Dynamics is negative

Continuous annual report meetings

Media relations – Weak

Close relations with international organizations

International prestige and reputation

WEAK POINTS

Low public interest to the initiative

Quite small financial support

Weak fundraising

Low activity of member organizations in the activity of coalitions

No access to e-mass media (TV, radio)

Weak relations with print media

Low activity in social media

Weak regional relations

Dependence on grant funds

Weak ICT in the Coalition

Non-regular trainings to increase the knowledge and skills of coalition members

Failure to mobilize in-house capacity

Reduction in the production of methodological facilities

POSSIBILITIES

Logistics

Full-time staff

Expert pool

Access to mass media (social media)

International mandate

Cooperation with the government and companies

Permanent donor support

Healthy cooperation environment

Technical support of the World Bank

New standards

Open government partnership

Adoption of new Memorandum

DANGERS

Name of danger	Probability
Coalition split	Low
Lack of funds	medium

Modifications in the legislation (the activity of non-registered NGOs stopped)	medium
Secession of Azerbaijan from EITI	Low
Coalition activity limited	high
Security problems in the region increased	high
Non existence of EITI legal framework	high

Analysis of interest groups

Allies

Who is it?	What is it's interest?	What are main sources of strength?	How can it help us?
"Publish What You Pay" International NGO Coalition	Good management in mining industry, publication of incomes in that section	International reputation and relations Financial, methodological and technical means	May provide financial, technical and methodological support, and contribute to extend access to international stage
Transparency Azerbaijan	To decrease corruption and increase transparency in Azerbaijan	International network, relations and other resources	May support in increase of lobbying activity on local and international level, and our work on international level
Independent media institutes	To have access to and disseminate the information	Possibility to operatively disseminate the information and wide coverage	May strengthen the access of coalition to media and supports the dissemination of the information to wider circles
State Oil Fund	To develop EITI processes To gain good reputation in accountability and	To be able to influence relations with the government, permanent financial and technical	May support to solve existing problems with the government and mediate in solution of problems with

	transparency and gain political dividend from EITI application.	means, access to mass media and companies. To control EITI secretariat.	the companies.
Political parties and civil society institutes	Transparent and democratic management	Comparatively wide social basis, human resources, media means	Public and political support, international relations, shared resources of interest
Education and scientific-research entities, think-tank centres	To form and increase the number of well educated youth interested in this direction	Wide audience consisting of the youth, continuous scientific research skills.	Possibilities to cooperate in research, as well as advocacy work based on proves

Opponents

Who is it?	What is its interest?	What are main sources of strength?	How can it impede our activity?
Ministry of Justice	Limitation of the activity of civil society to weaken public protection	Administrative resources and legislative means (notary, court, registration)	Misuse of authorities (NGO registration, bank, grant, re-registration)
Banks (commercial) CB	Carefully treating the government and supporting political decision of the government	Strengthening supervision of bank operations and their limitation, using mediation	Financial flows of banks stopped
Central and local Executive Powers	Prevention of public and political activity. Limitation of relations with local business and public entities.	Monopoly in administrative resources.	Impediment in organization and arrangement of events. Financial resources.

Milli Məjlis (legislative body)	Approximation of the legislation to political objectives	Influence of political authority of one-party- system on decisions (majority of votes)	Adoption of belligerent laws limiting the activity of CS/
Fiscal institutes	Tax inspections with political objectives	Complexity of accountability	Obstacles to strengthen activity and their number