



Natural Resource
Governance Institute



NRGI's Strategy: **2025-2030**

Building Inclusive, Resilient
and Prosperous Societies

An unprecedented opportunity for **people and planet**

Oil, gas and mineral resources have shaped the political, economic, social and environmental trajectories of societies for generations. For people living in low- and middle-income producing countries the extractive sector has been a source of potential—for public revenues, technological innovation and economic opportunity. But too often the sector has generated false promise – fueling conflict, corruption, poverty, inequality, and environmental harm, rather than sustainable development and public benefit.

The current context introduces new challenges.

The ongoing energy transition is characterized by deep uncertainties—around the pace of changes in demand for fossil fuels and transition minerals, the scale of increase in access to clean and reliable energy and the power of citizens to shape transition agendas that serve their development needs. But it also has brought tremendous attention to the role of the extractive sector for people and the planet.

And with it, the opportunity for concerted progress to address longstanding inequities for countries with oil, gas and mineral resources.

At this critical juncture, NRGi's laser sharp focus on resource governance will help seize this opportunity to advance sustainable development and just transitions.

Leveraging two decades of experience, we serve as a trusted convener in an era of increasing polarization and persistent uncertainty. Our knowledge and experience, including deep country expertise and global influence, help shape effective policies and build bridges between decision makers, impacted communities, and the private sector and between the development and climate communities. Our commitment to equity helps people – including the most vulnerable – put their needs and ideas at the center of public narratives and decision-making.



By 2030, we aim to unlock the transformative potential of resource governance to build more inclusive, resilient and prosperous societies.



Leveraging the transformative potential of **resource governance**



More than 2.4 billion people live in countries that are economically dependent on extracting oil, gas or minerals. Among them, at least 1.2 billion people live in poverty—half of the populations of these countries and a third of the global poor.

Why does governance matter?

Through our focus on resource governance, we compel and sustain progress. Governance is about the rules of the game; who decides what the future will hold; who benefits; and who is accountable and for what results. Robust governance optimizes resources for sustainable development and more equitable benefit sharing and guards against negative environmental and social impacts. And good governance reinforces long-term prospects for reform.

4x

Increase in demand for minerals in clean energy technologies necessary by 2040 to achieve IEA's Sustainable Development Scenario.

(Source: IEA)

up to 40%

Proportion of required future production of clean technology minerals that could come from countries with weak, poor or failing governance.

(Source: Watari et. al.)

2-3 yrs

Average reduction in mining lead times that good governance can enable, increasing production and associated revenues.

(Source: Khan et. al.)

\$3.71 billion

Revenues that the DRC stands to lose over the life of six major mining deals if identified governance shortcomings not addressed.

(Source: Congo is Not for Sale)

NRGI's Strategy:

What we seek to achieve



NRGI's Guiding Light

People in low- and middle-income, oil-, gas- and mineral-producing countries build inclusive, resilient and prosperous societies, and advance just energy transitions.



Goal 1:

Transform the governance of minerals, particularly those needed for the energy transition

Objective 1. Maximize equitable economic benefits within and across mining countries. Coherent strategies enhance inclusive value addition, fair mining agreements and taxation, and accountable revenue management.

Objective 2. Uphold environmental integrity and human rights in mining. Governance frameworks advance responsible mining.

Objective 3. Combat corruption in mining. Ethical decision-making enables more responsible production of minerals.



Goal 2:

Transform the governance of fossil fuels and advance economic and energy systems beyond oil and gas

Objective 1. Enable equitable and accountable fossil-fuel revenue management. Manage and use revenues from oil and gas effectively, equitably and transparently, with a view towards more diversified economies.

Objective 2. Define economic paths to navigate the global fossil fuel phase-out. Address risks, challenge vested interests and drive energy transition plans.

Objective 3. Enhance sustainable energy supply. Decisions about electricity systems support equitable socioeconomic development and positive environmental impacts.

NRGI's unique contributions

Evidence

Conducting, collaborating on and sharing rigorous research, data collection, and analysis to inform and enable action.



In action: Governments and civil society in low- and middle-income mineral-producing countries are pushing for more domestic value addition to boost exports, create jobs, and support their economies. Consumer-country governments and multistakeholder initiatives are also recognizing the inequity in global mineral value chains. NRGI developed research to highlight key steps to make progress toward these aims through improved governance of viable value addition projects that benefit producing countries.



Policy Advocacy

Supporting policy reform efforts and strategic communications, exchanging and leveraging local and global knowledge for change.

In action: In 2024, we were one of three civil society organizations invited to contribute the UN Secretary-General's Panel on Critical Energy Transition Minerals, and developed consolidated asks agreed by 300 civil society partners worldwide.



Accompaniment

A trusted source of technical assistance, enabling capacity development and fostering peer exchange.

In action: A unique collaboration between NRGI and the University of Oxford's Blavatnik School of Government, NRGI offers an intensive five-day course for senior policy-makers from around the world to manage and govern their nation's oil, gas or mineral resources for a better future. The 2024 course included 53 participants from 19 countries.



Alliances

Building partnerships, convening coalitions, facilitating multistakeholder engagement and grantmaking.

In action: NRGI's "Financing the Energy Transition in Africa" workshop in Addis Ababa, brought together government representatives from Ghana, Uganda, Senegal, Zambia and the DRC, experts from the Africa Minerals Development Centre (AMDC), the United Nations Economic Commission for Africa, and the Africa Legal Support Facility, as well as civil society leaders.

Toward 2030: Centering equity, vision and voice



New economic and energy visions

Reaching an equitable future requires not just mitigating risk, but proactively **shaping new, positive visions for sustainable development**. In response to demand, we will support efforts to **define new economic and energy paths, rooted in evidence** of the challenges and opportunities the transition presents. We will help decision-makers and civil society bring those visions to life through technical analysis policy support, and multi-stakeholder convening.



Inclusion of all voices

The achievement of sustainable development and just transitions requires more equitable voice and participation within and between countries. We support people in our countries of work-leaders in government and civil society, as well as those most impacted and traditionally excluded—to drive vision, policy and strategy on governance of the sector. We will work in partnership and through multi-stakeholder convening and technical support to connect dialogue and decision-making at the local, national and global levels.



In action: In Colombia, we are amplifying peoples' voices and enabling future economic and energy visions through our Energy Transition Narratives Initiative. We developed a "meta-narrative" with Colombian civil society, laying out a set of ambitions around how the country can advance just transitions. We will use strategic communications to bring these visions front and center in public discourse and are building bridges between these narratives and our technical assistance to the Colombian government's efforts to build a successful economy beyond oil and gas.



The image shows two miners in a dark, rocky tunnel. They are wearing hard hats with headlamps. The miner on the right is wearing glasses and a light-colored shirt, while the miner on the left is wearing a dark shirt. The tunnel is dimly lit, with a bright light source visible in the background.

Goal 1

Transform
the governance
of minerals

Goal 1: What success looks like



Objective 1

Maximize equitable economic benefits within and across mining countries.

Enhance inclusive value addition, fair mining agreements and taxation, and accountable revenue management.

- Governments create and implement policies and regulatory frameworks that support the development of domestic and regional mineral processing and manufacturing capabilities, characterized by equitable and inclusive benefit sharing.
- Governments ensure fair taxation and manage mining revenues—at the national and subnational levels—to grow more resilient, diversified economies. Civil society organizations, women, youth, local communities (including Indigenous Peoples), and other accountability actors have the capacity to build strong narratives and visions for mining's contribution to a just energy transition. They drive strategies, practices and monitoring, leading to more equitable benefit sharing and inclusive prosperity.
- International and regional finance and development institutions provide technical and financial support to address infrastructure, utility and trade barriers to value addition, strengthen governance norms and frameworks, and help accelerate responsible mining.

\$16
trillion

Potential global revenues from copper, nickel, cobalt and lithium over next 25 years. How these revenues are distributed within and across countries will have a massive impact on equity in the minerals boom.

(Source: IMF)

Goal 1: What success looks like



Objective 2

Uphold environmental integrity and human rights in mining.

Governance frameworks advance responsible mining.

- Governments in producing countries adopt and enforce inclusive and transparent mining policies that protect the environment, respect human rights and protect communities against harms.
- Mining companies, investors and enablers commit to responsible practices at all stages—before operation begins through free, prior and informed consent (FPIC) and robust environmental and social impact assessments (ESIAs); during operations; and after, with robust and funded decommissioning. They also respect internationally recognized standards on the right to a healthy environment.
- International bodies support the adoption and enforcement of strong global standards and norms.
- Civil society organizations, women, youth and local communities, including Indigenous Peoples—and other accountability actors play a key role in shaping strategies, practices and monitoring efforts that protect the environment and uphold human rights.

67%

EITI implementing countries where abuses against human rights defenders and journalists, or strategic lawsuits against public participation (SLAPPs), were recorded.

(Source: NRG1)

Goal 1: What success looks like



Objective 3

Combat corruption in mining.

Ethical decision-making enables more responsible production of minerals.

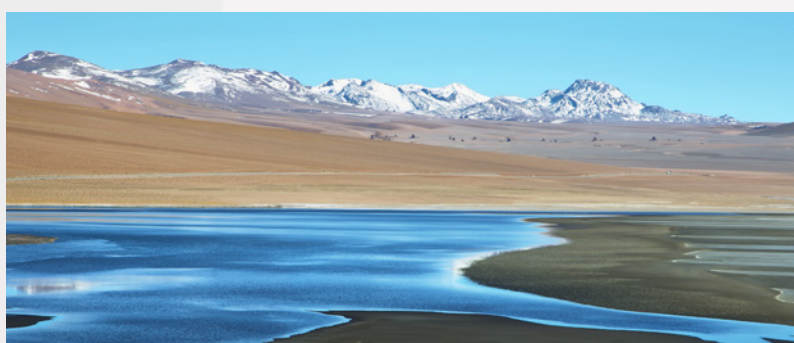
- Regulatory bodies strengthen and enforce anticorruption laws and regulations.
- Mining companies adhere to transparency rules, especially in contracting and financial dealings.
- International bodies support the development, adaptation and enforcement of strong global anticorruption standards and norms.
- Civil society organizations and other accountability actors enhance oversight and accountability mechanisms, including by promoting revenue transparency and traceability of beneficial owners, contracts, extractive revenue flows and environmental and social impact assessments.

70%

Proportion of cobalt located in countries with high levels of corruption (59% for nickel, 41% for copper, 34% for lithium).

(Source: Transparency International)

Goal 1 in action: Supporting Chilean stakeholders to develop lithium value chains, manage revenue effectively and protect the environment.



We work with government ministries, civil society, academia and communities to transform the governance of minerals. To advance our strategy we do the following:

- **Maximizing equitable economic benefits:** We are supporting government to establish EITI, shape policy on lithium revenue management and subnational distribution, and implement national lithium strategy on value addition, and strengthen state-owned enterprise governance.
- **Environmental integrity and human rights:** Partnering with civil society, we work to strengthen local governance and empower communities in mining territories.
- **Preventing corruption:** We support civil society with the tools to diagnose governance risks, undertake transparency assessment and helped organize an anti-corruption webinar series.



Goal 2

Transform the
governance of
fossil fuels

Goal 2: What success looks like



Objective 1

Enable equitable and accountable fossil-fuel revenue management.

Authorities manage and use revenues from oil and gas effectively, equitably and transparently, with a view toward more diversified economies.

- Governments and national oil companies (NOCs) make effective decisions about use of oil and gas revenues aligned with spending priorities and prudent savings and debt management. This includes through more effective, transparent and accountable sovereign wealth funds that insulate against volatility.
- Government policies and decision-making, including around the extractive sector and the collection and use of revenues, promote a more diversified economy and a cleaner energy future.
- Governments and companies identify and address corruption risks to revenue management, including through increased transparency and traceability.
- Subnational governments have realistic expectations about the benefits and risks of extractive revenues—including in the context of the energy transition—and design and implement systems to manage revenues effectively and accountably.
- Civil society organizations, women, youth, local communities and other accountability actors access information about revenues. They contribute to strategies and practices related to corruption risk monitoring and revenue management, and shape realistic expectations for future revenue flows.

63%

Average shortfall in actual petroleum revenues compared with original projections across new African oil producers during 2001–2020. Managing spending and public expectations is a critical task.

(Source: Mihalyi and Scurfield)

Goal 2: What success looks like



Objective 2

Define economic pathways to navigate the global fossil fuel phase-out.

Address risks, challenge vested interests and drive energy transition plans.

- Governments, both national and subnational, prepare for a likely decline in fossil fuel revenues and prioritize resources for economic diversification, shaped by the needs and views of people.
- Governments ensure the phased and responsible exit of oil and gas companies by mitigating the social, fiscal and environmental impacts of exit.
- National oil companies credibly assess transition risk and withdraw public capital from projects likely to fail. Governments and national oil companies pursue new business paths for NOCs that make the country's economy more resilient and advance broader national transition and diversification goals.
- International institutions increase public concessional transition finance for just transition priorities in lower- and middle-income resource-producing countries.
- Governments and NOCs reduce the emissions generated by their fossil fuel production to contribute to national climate commitments, maintain the competitiveness of their existing oil and gas sectors, and reduce environmental and health impacts for communities.
- Civil society organizations, women, youth and local communities—including those in fossil fuel-dependent regions—understand the economic and socioenvironmental risks and opportunities of the energy transition and decommissioning oil assets. They build narratives that shape public discourse and the energy transition plans of governments and national oil companies.

9
out
of
21

National Oil Companies analyzed by NRG1 acknowledge the risk that the energy transition poses to their traditional business model. Even fewer disclosed concrete adaptation plans.

(Source: NRG1)

Goal 2: What success looks like



Objective 3

Enhance sustainable energy supply.

Decisions about electricity systems support equitable socioeconomic development and positive environmental impacts.

- Governments support and adopt plans and policies for governing and right-sizing gas power that protect public revenues, benefit people and communities equitably, and mitigate dependency risks.
- Governments, civil society organizations, communities and relevant stakeholders understand and reduce the social, political and institutional barriers that block a fair and well-governed expansion of renewable energies. They build policies that ensure transparency, equitable benefit sharing, and access to energy for people and communities, including women and youth.

85%

Proportion of people living without electricity worldwide by 2030 who are expected to be in Africa.

(Source: IEA)

Goal 2 in action: Supporting Senegalese stakeholders to manage oil and gas in the public interest, scale up energy access and build an inclusive and resilient future economy.



Afrique

Sénégal: un rapport remet en lumière les pertes financières liées à la fraude et l'évitement fiscal

C'est un défi pour tous les pays : s'assurer que les entreprises versent à l'État ce qu'elles lui doivent sous la forme d'impôts. C'est particulièrement vrai sur le continent africain et pour les industries extractives au Sénégal puisqu'elles pourraient représenter jusqu'à 9% des recettes fiscales du pays en 2030. Mais elles sont nombreuses à déployer des stratégies pour ne pas s'en acquitter. Stratégies mises en lumière par un rapport du Natural Resource Governance Institute publié le 25 novembre 2024.

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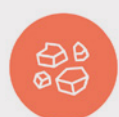
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We work with governments, civil society, youth and women's groups, academia and local authorities to transform governance of fossil fuels. To advance our strategy we do the following:

- **Equitable and accountable revenue management:** We support policy reforms to reduce tax avoidance, enhance domestic resource mobilization and manage gas revenues accountability. We also strengthen EITI implementation and analyze contract renegotiation ambitions.
- **Economic pathways for a just transition:** We provide analysis and technical support on Petrosen's transition pathways, foster public dialogue and transparency on methane emissions, and assist Regional Development Agencies with transition planning. We also support just transition groups in extractives-rich localities.
- **Sustainable energy supply:** We provide analysis and technical support on gas-to-power ambitions, scale, accountability and interaction with renewables targets. We also facilitate public dialogue and transparency on Senegal's Just Energy Transition Partnership.

Transforming governance of mining and fossil fuels



Goal 1: Transform the governance of minerals



Goal 2: Transform the governance of fossil fuels

Country-focused work in:

Sub-Saharan Africa: DRC, Guinea, Ghana, Nigeria, Senegal, Uganda, Zambia

Asia-Pacific: Indonesia, Mongolia

Latin America: Chile, Colombia, Mexico, Peru

MENA: Morocco, Tunisia

Country Selection Criteria:

Impact: Where our expertise can play a decisive role, add substantial value and ensure impact.

Stakeholder demand: Where there is demand, openness and opportunities for engagement with both government and accountability actors.

Resource dependence: Where there is significant resource dependence, unless there is an opportunity for significant reform or a potential demonstration effect.

Governance challenges: Where the scale of governance challenges means our interventions can add significant value.

An **ecosystem** approach



Partnership animates and amplifies NREGI's work.

We are mindful of the powerful ecosystem of actors whose experience, expertise and actions powers that transformative change we collectively seek. Our strategy seeks to concertedly and strategically marshal our resources in line with our comparative advantage within this ecosystem. **As such, there are key issues where we will support actions by partners, contribute our voice to joint advocacy and convene actors to join up discussions, but where we do not envision major investments in expertise within NREGI:**



On mining:

- Circular economies
- Recycling and the importance of limiting demand within planetary boundaries
- Decarbonization of mining
- Artisanal and small-scale mining policy
- Corruption investigations



On oil and gas:

- Governance and integrity of licensing processes for new oil and gas projects
- Maximizing tax revenues from oil and gas projects (we will concentrate our new oil and gas fiscal policy work on ideas to advance transition resilience)
- In-depth technical analysis on energy systems, e.g., better grid management, tariff and subsidy reform

A sampling of our partners



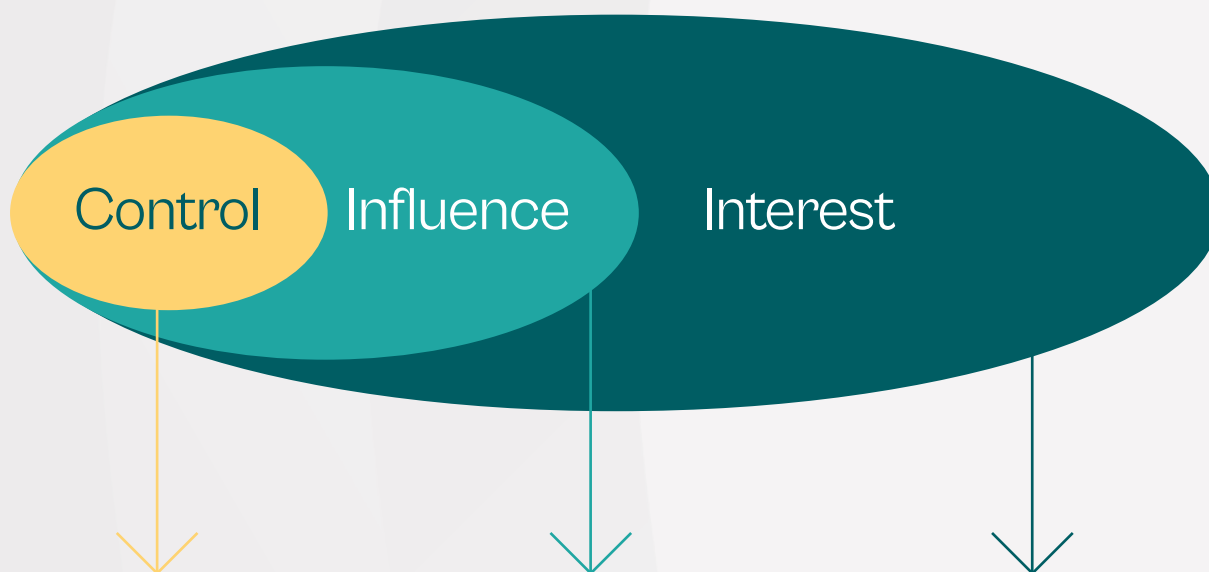
Key:

- International
- National
- Sub-national

A group of construction workers wearing hard hats and safety gear are working in a deep trench to install a large, dark-colored pipe. The workers are positioned around the pipe, some using tools to secure it. The trench is dug into a dirt embankment, and a dirt road is visible in the background. The scene is set in a rural, wooded area.

Accountability for Impact

How we will **track** and **assess** our work



Our offerings

What this captures:

Activities and outputs. Direct products or services delivered by NREGI based on our capabilities.

Examples: Number of capacity development workshops held, publications released, or advocacy materials distributed.

NREGI's role: Full control over these results, with some delivered in partnership.

People, power, policies

What this captures:

Outcomes and impact. Changes in behaviors, practices or decisions influenced by NREGI's work.

Examples: Adoption of improved governance frameworks, implementation of policies or increased collaboration among stakeholders.

NREGI's role: Outcomes depend on partner actions as well as external factors.

Our Guiding Light

What this captures: Long-term societal or systemic changes aligned with NREGI's mission.

Examples: Reduction in corruption, increased economic equity or successful energy transitions in focus countries.

NREGI's role: These changes result from collective efforts across many actors and systems.

An example: Working towards impact in Ghana

Sphere of Control: What NRGi did

Context: In July 2021, Ghana's national oil company (GNPC) stated its intention to purchase a share of Aker Energy's offshore oil projects.

Building on prior research (Risky Bet), NRGi provided technical analysis to an alliance of civil society actors scrutinizing GNPC's acquisition proposal. Building on this technical analysis, NRGi actively participated in the coalition's advocacy efforts and contributed to the development of communication materials.

→ **NRGI offerings:** Evidence, alliances, accompaniment and advocacy

Sphere of Influence: What behaviors, practices or decisions were influenced

The advocacy campaign, backed by credible, rigorous data, raised awareness of the deal as a "risky bet". Persistent efforts led the Ghanaian government to reduce the value of assets in the Aker-GNPC transaction from \$1.65 billion to \$1.1 billion. In December 2021, the government established the National Energy Transition Committee (NETC), crediting NRGi and CSOs for shaping their approach and seeking NRGi's technical support for the development of an energy transition plan. By May 2023, Aker returned ownership of the two offshore blocks to Ghana for \$1. The coalition advocacy around Aker, supported by NRGi, contributed to saving the government and people of Ghana \$1.65 billion – the amount that was originally to be paid to Aker for only a partial stake in the blocks. The alliance continues to bear fruit in Ghana, fostering greater accountability and informed decision-making in the extractive sector.

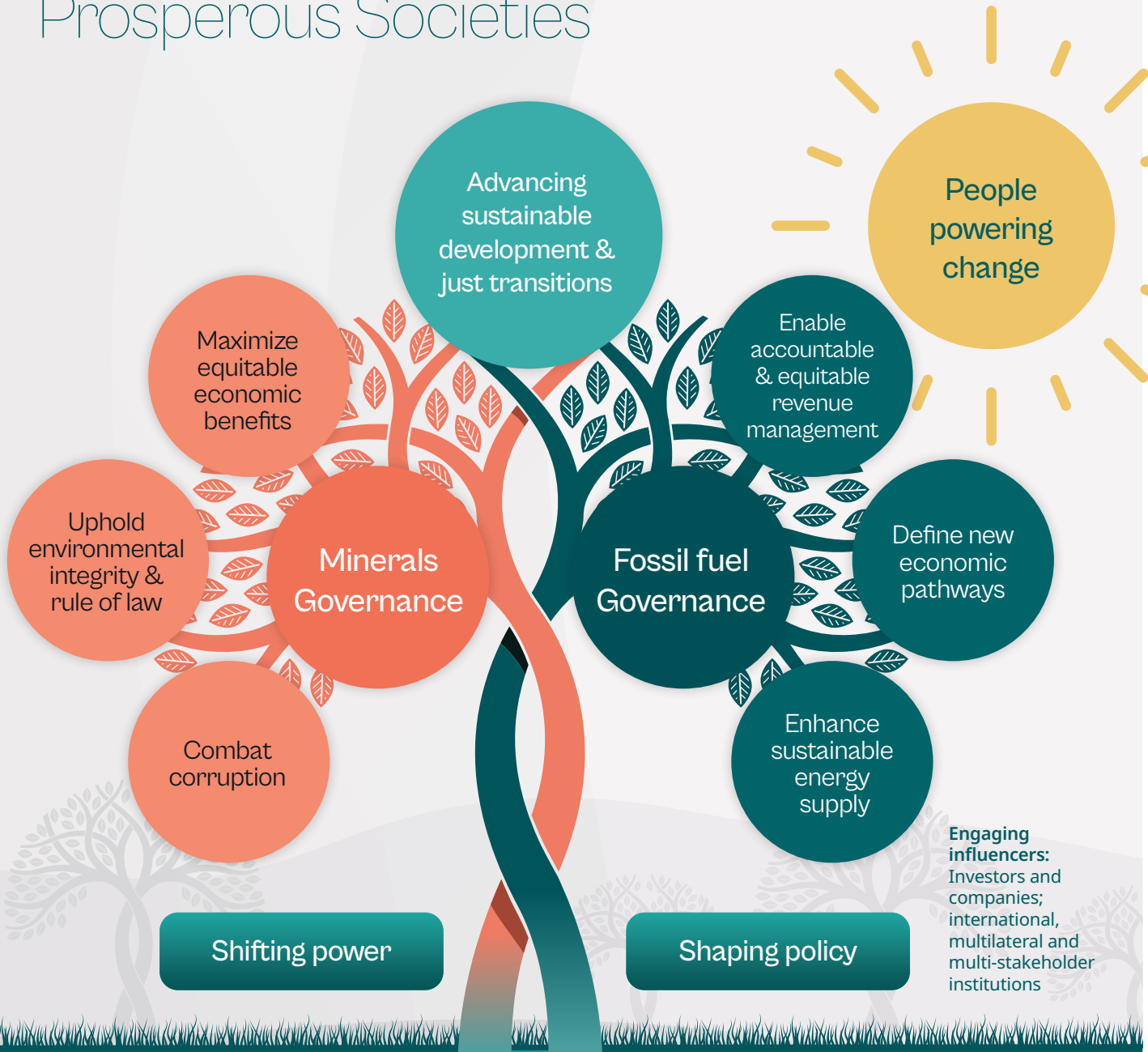
→ **Paths to change:** People powering change, shaping policy

Sphere of Interest: What implications this has for long-term societal and systemic changes

The amount saved is equivalent to over half the value of the three-year loan Ghana is currently negotiating with the IMF or is comparable to the country's annual education budget. These debt savings enable the government to channel funds toward achieving the Sustainable Development Goals.

→ **Long-term goal:** Transforming the governance of fossil fuels

NRGI's Strategy 2025-2030: Building Inclusive, Resilient and Prosperous Societies



We support

National and subnational policy makers; organized civil society, media, informal and social leaders, local communities, women, and youth

Our offerings

Evidence

Advocacy

Accompaniment

Alliances

Our learning

We listen, experiment, learn and adapt, building on two decades of experience.