



**BLAVATNIK**  
SCHOOL *of* GOVERNMENT



# EXECUTIVE COURSE ON OIL, GAS AND MINING GOVERNANCE

*8-13 September 2014, Blavatnik School of Government, University of Oxford*

## SHORT COURSE FOR SENIOR POLICY MAKERS

An executive-level, challenge-focused course for senior government officials to examine extractive resource management and develop strategies to transform resources into sustained prosperity



# EXECUTIVE COURSE ON OIL, GAS AND MINING GOVERNANCE

## ABOUT THE COURSE

Using the Natural Resource Charter as a guiding framework, this intensive six-day course will provide the training and insight required for senior policy makers to manage and govern their oil, gas or mineral resources for a better future.

Led by globally-recognized experts, the course is designed to encourage senior-level policy makers from different countries to share their own experiences while gaining insights and specialist knowledge about natural resource management. It will explore the many dimensions of oil, gas and mining, including:

- Discovery and managing public expectations
- Tax and contracts
- National resource companies
- Resource revenue management and investment
- Governance and political commitment

The course has been developed through a unique collaboration between Oxford University's Blavatnik School of Government and the Natural Resource Governance Institute (NRGI)\*. It incorporates the latest knowledge from expert faculty, and participants will actively apply these insights during strategy planning sessions.

On completion of the course, participants will have a clear understanding of the elements of a national natural resource strategy, and the ability to lead the formation of such a strategy within their respective governments.

\* NRGI is the result of a recent merger between Revenue Watch Institute and the Natural Resource Charter.

## COURSE STRUCTURE

The course consists of three core components:

- Extractive sector decisions
- Revenue management decisions
- Governance foundations

Sessions will be structured to explore a variety of challenging issues around each component:

### Extractive sector decisions

**Managing the discovery process.** How do I choose where to explore? How do I attract investors? How do I arm myself with geological data?

**Getting the best from national companies.** What role should the national oil company play? How will I finance this role? What are the governance challenges?

**Taxing extraction companies.** What tax regime is best for my objectives? How do I combat tax abuses? How do I negotiate the best terms?

**Seizing the non-fiscal opportunities.** How do I develop local content strategies? How do I find win-win solutions in partnership with international companies?

**Protecting the environment.** How do I protect against disasters? How do I understand and build trust with local communities?

### Revenue management decisions

**Saving, spending and smoothing.** How do I resist the temptation to consume all my income? How do I protect the economy from boom and bust?

**Investing in investing.** How do I ensure that revenues are invested wisely? How do I improve spending mechanisms and remove supply bottlenecks?

**Playing the political game.** How can I establish rules to guide future spending decisions? How can I build consensus among the public? How do political motivations challenge good economic decision making?



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## Governance foundations

**Building effective institutions.** How do I build teams to coordinate and implement the strategy? How do I attract and retain talent?

**Establishing rules and legislature.** How do I balance the stability of legal frameworks and the flexibility of contracts? How do I approach legal reforms? How do I get the best out of the legislature?

**Engaging citizens.** How do I create a critical mass of understanding amongst the public? How do I build consensus around the national vision? How do I ensure strong systems of accountability?

## COURSE SCHEDULE\*

Monday 8 September	Tuesday 9 September	Wednesday 10 September	Thursday 11 September	Friday 12 September	Saturday 13 September
Introduction <i>Ngairé Woods</i>	Framing the challenge <i>Paul Collier</i>	Framing the challenge <i>Paul Collier</i>	Framing the challenge <i>Paul Collier</i>	Framing the challenge <i>Paul Collier</i>	Framing the challenge <i>Paul Collier</i>
Framing the challenge <i>Paul Collier</i>	Taxing extraction companies <i>Philip Daniel</i>	Protecting the environment <i>Antonio La Viña</i>	Saving, spending and smoothing <i>Tony Venables</i>	Building effective institutions	Transforming lessons into action <i>Paul Collier</i>
Managing the discovery process <i>Keith Myers</i>		Seizing the non-fiscal opportunities	Authorising Environment <i>Paul Collier and Mark Henstridge</i>	Investing in investing <i>Paul Collier</i>	
	Company roundtable <i>Daniel Kaufmann</i>		Playing the political game <i>Joe Amoako-Tuffour</i>	Engaging citizens	END
			Authorising Environment <i>Paul Collier</i>		

- Extractive sector decisions
- Revenue management decisions
- Governance foundations

\* schedule subject to change



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## TEACHING FACULTY



**Joe Amoako-Tuffour**

Senior Advisor at ACET, Professor of Economics at St Xavier University, and a member of the NRGi Advisory Council.

Served in different capacities as policy advisor at the Ministry of Finance and Economic Planning (Ghana), and to the governments of South Sudan, Uganda, Mozambique and Liberia. Current research focuses on resource fiscal regimes, revenue management and good governance in resource economies.



**Daniel Kaufmann**

President of the Natural Resource Governance Institute.

Expert on governance, corruption, and development, with emphasis on new approaches to diagnose and analyze country governance. Research published in leading journals on economic development, governance, the unofficial economy, macroeconomics, investment, corruption, privatization, and urban and labour economics.



**Paul Collier**

Professor of Economics and Public Policy at the Blavatnik School of Government, Director of the Centre for the Study of African Economies, and Professorial Fellow of St Antony's College.

Currently adviser to the Strategy and Policy Department of the International Monetary Fund, adviser to the Africa Region of the World Bank, and adviser to DfID. Also on the governing board of NRGi.



**Antonio Gabriel M. La Viña**

Dean of the Ateneo School of Government, Ateneo de Manila University, Senior Fellow on Climate Change at the Manila Observatory, and Vice Chair of the Commission on Environmental Law, IUCN.

Research on local governance, climate change, indigenous people's rights, trade and environmental, forest, mining, and also community-based natural resources management with both national and international donors.



**Philip Daniel**

Advisor, Fiscal Affairs Department, at the IMF, coordinating work on extractive industries. Currently serves on the Advisory Board of the Oxford Centre for the Analysis of Resource Rich Economies, and the NRGi Advisory Council.

Conducted technical assistance projects in all regions of the world on fiscal regime for resource industries, on resource revenue management, and general tax policy.



**Richard Manning**

Senior Research Fellow at the Blavatnik School of Government; Chair of the Boards of the Institute of Development Studies and the International Initiative for Impact Evaluation.

Vice-Chair of the Replenishment of the Global Fund for AIDS, TB and Malaria, and Co-ordinator of the Replenishment of the African Development Fund. Director-General for Policy in the UK's Department for International Development (1996-2003).



**Mark Henstridge**

Chief Economist and Head of Extractives at Oxford Policy Management.

Recent work includes an edited volume on youth unemployment in Africa, international initiatives on resource governance, advice on fiscal reform in Jordan, governance structure of the African Economic Research Consortium, economic sustainability in Indonesia, the practical realization of the Africa Mining Vision, and the economic impact of mining in Zambia.



**Keith Myers**

Partner at Richmond Energy Partners. Formerly Senior Commercial Advisor at BP, leading several major negotiations for new business access, and business strategies in West Africa and BP's strategic alliance with Statoil.

Served on the organizing committee of the Good Governance of the National Petroleum Sector Project at Chatham House, and currently a member of the NRGi Advisory Council.



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**Tony Venables**

*Professor of Economics at the University of Oxford, and Director of the Centre for the Analysis of Resource Rich Economies. Fellow of the British Academy and of the Econometric Society.*

*Former positions include Chief Economist at the UK Department for International Development, professor at the London School of Economics, research manager of the trade research group in the World Bank, and advisor to the UK Treasury.*



**Ngaire Woods**

*Dean of the Blavatnik School of Government and Professor of Global Economic Governance, University of Oxford. Founder and Director of the Global Economic Governance Programme and co-founder of the Oxford-Princeton Global Leaders Fellowship programme.*

*Research on global economic governance, challenges of globalization, global development, and role of international institutions.*

## TESTIMONIALS

What former participants have said about this course:

*“Excellent presentations.”*

*“Very useful session and well delivered.”*

*“Experience matters – thanks for the geopolitical insights.”*

*“I particularly liked the emphasis on learning to feedback into policy design and decision-making.”*

*“Fantastic – it has helped us.”*

*“The framing by Professor Collier every day was excellent – he is a star!”*

*“A great experience and learning opportunity. I leave more informed and empowered to guide the management of the extractive industry in my country.”*

*“I am so glad I came. I have learned a lot, met and made new friends. Thank you for giving me the opportunity.”*

*“It is a well-crafted course with very useful information for reflection and to take home for sharing and action.”*

*“My finest thanks to the organizers and I hope they will continue this course.”*

*“It was a pleasure to attend the course and meet both the resource lecturers and the participants.”*



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## About the Blavatnik School of Government

The Blavatnik School of Government was established at the University of Oxford to inspire and support better public policy and government around the world. The School offers a distinctive global approach to public policy, within a rich, multi-disciplinary curriculum and delivered by world-class faculty. As a critical challenge requiring international cooperation and practical policy solutions, natural resource management is a priority area for the School's research and teaching. [www.bsg.ox.ac.uk](http://www.bsg.ox.ac.uk)

## About the Natural Resource Governance Institute

The Natural Resource Governance Institute (NRGI) helps people to realize the benefits of their countries' endowments of oil, gas and minerals. We do this through technical advice, advocacy, applied research, policy analysis, and capacity development. We work with innovative agents of change within government ministries, civil society, the media, legislatures, the private sector, and international institutions to promote accountable and effective governance in the extractive industries. The Natural Resource Governance Institute is the result of a recent merger between the Revenue Watch Institute and the Natural Resource Charter. [www.resourcegovernance.org](http://www.resourcegovernance.org)

## About the Natural Resource Charter framework

The Natural Resource Charter is the guiding framework of the course; it is a set of principles for governments and societies to manage extractive resources for sustainable prosperity. Written in collaboration with over 200 practitioners and experts and now in its second edition, it is used as the foundation to governance initiatives and analyses in a number of resource-rich countries worldwide. [www.naturalresourcecharter.org](http://www.naturalresourcecharter.org)

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## FURTHER INFORMATION

The total cost of this course is £8,000. This includes accommodation, meals and UK airport transfer to Oxford, but does not cover overseas transport, visas or other incidentals.

For more information or to express interest in this course please contact Bhee Bellew, Head of Academic Services at the Blavatnik School of Government:

Email: [shortcourses@bsg.ox.ac.uk](mailto:shortcourses@bsg.ox.ac.uk)

Telephone: +44 (0)1865 614343

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All photos by John Cairns, Natural Resource Management Short Course 2013

