

Natural Resource Governance and Energy Transition: Policies and Practice



Online Course: 06 May – 05 July 2024



- 06 May – 10 May: Introductory Week
- 13 May – 14 June: Self-study Phase
- 17 June – 05 July: Immersion Weeks

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Background

In countries abundant with natural resources, the exploitation of oil, gas, and minerals provides a significant avenue to accelerate economic development and alleviate poverty.

However, the global imperative to transition from fossil fuels to renewable energy creates challenges in harnessing these opportunities.

The advanced course has been designed to empower exceptional individuals from **government, civil society, parliaments, media, international development agencies, the private sector, as well as academics, researchers, and analysts**. The objective is to equip participants with the knowledge and tools essential for enhanced governance and oversight of natural resources, with a particular emphasis on navigating the complexities introduced by the energy transition and its profound impact on the extractives sector.

This advanced course serves as a platform for the in-depth analysis and discussion on the political economy of governance within resource-rich states. These skills are paramount for leaders in natural resource governance who need to navigate the challenges of managing a just and equitable transition, while comprehending the intricate interplay of politics and power on policy outcomes.

Tailored for experienced professionals possessing a robust understanding of the subject matter, the course is geared towards those seeking to augment their knowledge and skills, enabling them to assume more influential roles in the development, monitoring, and evaluation of their mining, gas, and petroleum resources.

This course is delivered **fully online** through an exclusive collaboration between NADEL – Global Cooperation and Sustainable Development at ETH Zurich and the Natural Resource Governance Institute (NRGI).





The course

Innovative methodology and world-class teaching

The program encompasses an introductory week, followed by a five-week online self-study phase, and culminating in one or two immersion weeks, contingent upon participants' capacity and preferences.

In the **introductory week**, participants will gain a comprehensive overview of the course, including its topics and structure. Live sessions during this phase will feature introductory presentations and an overview of a knowledge-to-action exercise. Participants will be introduced to a selected challenge posed by the energy transition in their specific contexts. They will embark on translating their acquired knowledge at each step of the course—from the self-study phase through the immersion weeks and beyond—into actionable insights for application in their professional endeavours.

The **self-study phase** is designed to provide participants with access to diverse online materials and videos. It offers opportunities to engage with peers, refreshing their expertise in

political economy, fiscal regime design, revenue management, and the environmental and local impacts of extraction. While participants have the flexibility to navigate the material at their own pace, the phase introduces structure through weekly group discussions facilitated by module lecturers and organisers.

During the **immersion weeks**, participants have the flexibility to deepen their understanding and acquire hands-on skills in one or two selected topics. Options include fiscal regime design, revenue management and local value creation. Core live lectures by world-class experts, collaborative exercises, interactive games, and discussions with peers and faculty from diverse global backgrounds characterise this phase of the course. Participants can choose their path based on different topics in natural resource governance, attending supplementary optional sessions, and opting for online one-on-one clinics with experts to address individual challenges specific to their countries and seek advice.

Paths:

→ PATH 1

Getting a Good Deal (17–21 June)

Participants opting for Path 1 will delve into the intricacies of fiscal aspects, acquiring essential practical and analytical skills. This path focuses on the evaluation and comparison of diverse fiscal regimes, enabling participants to make informed investment decisions, forecast revenue streams, and assess the risks associated with revenue leakages. Moreover, participants will be equipped with the expertise to interpret and utilise standardised models developed by NRGI, enhancing their ability to contribute to policy analysis and decision-making. An interactive mock negotiation exercise will provide hands-on experience in applying these skills.

→ PATH 2

Managing Resource Revenues (24–28 June)

Participants following Path 2 will explore the root causes of fiscal instability and resource dependency. This path emphasises the familiarisation with tools designed for the distribution and management of resource revenues to promote sustainable development. Participants will acquire practical skills in managing revenue distribution at both national and sub-national levels. The exploration of policies surrounding the effective management of special funds and state-owned enterprises will be a key component. Path 2 participants will engage in an interactive exercise assessing transition risks and evaluating economic consequences.

→ PATH 3

Local Value Creation (1–5 July)

Path 3 participants will confront the challenges posed by the impacts of natural resource extraction. This path focuses on examining policies and practices aimed at maximizing local value creation. Participants will study tools facilitating citizen engagement, mitigating socio-economic impacts and conflicts. The discussions will encompass economic value creation through local content and diversification. Additionally, participants in Path 3 will engage in an interactive mock negotiation exercise centred on community engagement regarding investment decisions related to the energy transition.



The course curriculum encompasses a comprehensive range of topics, including:

1. Energy Transition-related Challenges on Natural Resource Sectors
2. The Political Economy of Natural Resource Extraction
3. Discovery and Allocation of Resource Rights and Licensing
4. Fiscal Regimes and Taxation
5. Managing Natural Resource Revenues and Investment
6. Governance of State-Owned Companies
7. Socio-Environmental Impacts and Conflicts
8. Policies and Initiatives for Citizen Engagement
9. Local Content and Diversification
10. Corruption and Accountability

These key areas are thoughtfully designed to equip participants with a thorough understanding of the multifaceted aspects surrounding natural resource governance, enabling them to address contemporary challenges and contribute to sustainable and responsible resource management.





World-class teaching

The course delivery represents a distinctive collaboration between ETH NADEL and the Natural Resource Governance Institute (NRGI).

Sessions will be conducted by experts from NRGI, ETH researchers, and international professionals, ensuring a comprehensive and cutting-edge approach that incorporates the latest knowledge and techniques. This collaborative effort aims to provide participants with a rich and diverse learning experience, drawing on the expertise of leading figures in the field of natural resource governance.

Previous speakers include:

- **Andrew Bauer**
Independent Consultant
- **Fritz Brugger**
ETH NADEL
- **Ana Carolina González Espinosa**
NRGI
- **Patrick Heller**
NRGI
- **Thomas Lassourd**
Intergovernmental Forum on Mining, Minerals, Metals and Sustainable Development (IGF)
- **David Manley**
NRGI
- **Valérie Marcel**
Chatham House
- **Eric Parrado**
Inter-American Development Bank (IADB)
- **Tobias Schmidt**
ETH ISTP
- **Bernhard Wehrli**
ETH EAWAG



Course Structure, Important Dates, and Workload

Dates and Times (Central European Time, CET) of Live online sessions:

Introductory Week (Approx. 10 hours of study):

- 06-10 May 2024
 - Daily 2 pm – 4 pm CET: Introductory live sessions and exercises
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Self-Study Phase (Approx. 30 hours of study):

- 13 May – 14 June 2024
 - Every Friday 2 pm – 4 pm CET: Live group discussions
-

Immersion Weeks (Approx. 20 hours of study):

Path 1:

- 17-21 June 2024
 - Monday – Thursday 2 pm – 4 pm CET: Immersion live sessions
 - Friday (whole day): Interactive game
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Path 2:

- 24-28 June 2024
 - Monday – Thursday 2 pm – 4 pm CET: Immersion live sessions
 - Friday (whole day): Interactive game
-

Path 3:

- 1-5 July 2024
 - Monday – Thursday 2 pm – 4 pm CET: Immersion live sessions
 - Friday (whole day): Interactive game
-

Supplementary Live Sessions:

Offered at 5 pm CET during the immersion weeks

This course is structured to provide a well-balanced distribution of live sessions, self-study periods, and immersive experiences. The supplementary live sessions at 5 pm CET during the immersion weeks provide additional opportunities for participants to engage with the material and further enhance their understanding of the key concepts presented during the course.

Participant Commitment and Time Allocation:

Participants are required to fully engage in all live online sessions throughout the introductory phase, self-study phase, and the immersion week(s) of the path(s) they select.

It is essential for participants to communicate the time commitment to their employers and obtain acknowledgment for their active participation in the course. In addition to live sessions, participants will allocate time for self-study activities, assignments, and exercises. The overall time commitment is outlined as follows:

Introductory Week:

- Approximately 10 hours
 - Daily 2 pm - 4 pm CET: Introductory live sessions and exercises
-

Self-Study Phase:

- Approximately 30 hours
 - Every Friday 2 pm - 4 pm CET: Live group discussions
-

Immersion Week (Per Path):

- Approximately 20 hours
 - Monday - Thursday 2 pm - 4 pm CET: Immersion live sessions
 - Friday (whole day): Interactive game
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Participants choosing one path commit to approximately 60 hours, while those opting for two paths dedicate approximately 80 hours to the advanced course. This time includes active participation in live online sessions, self-study activities, assignments, and exercises. **It is crucial for participants to ensure they have the support and acknowledgment of their employers to fully benefit from this comprehensive learning experience.**

Course fees

The total cost for participation in this online edition of the course is CHF 1,500.

Scholarships

A limited number of scholarships are available on a competitive basis, covering either the full course fees or a percentage of the course fees. These scholarships are specifically targeted towards members of government, civil society, parliaments, and the media from selected resource-rich countries: Colombia, Democratic Republic of Congo, Ghana, Guinea, Mexico, Mongolia, Nigeria, Peru, Senegal, Tanzania, Tunisia, and Uganda. Applications from women and gender-diverse candidates are strongly encouraged.

Exceptions from the specified country list may be considered for outstanding applicants from other nations, although such exceptions will be limited.

Important information on payment

- Participants may receive an offer for the course without a scholarship, even if they applied for both. Scholarships are limited and will be granted to a restricted number of participants.
- Acceptance of the course offer must be confirmed within one week of receiving it (latest by 29 March).
- Applicants are advised to seek additional funding from alternative sources in case they are accepted to the course but do not receive a scholarship.
- Participants planning to receive (partial) funding from their employer or any third party are encouraged to inform them early about their application. This ensures a timely confirmation of participation and the subsequent online payment process.

Application process



Who should apply?

The course is open to individuals with a minimum of 5 years of experience falling within the following categories:

- **Civil society leaders** with a proven track record in analysis, oversight, and policy advocacy related to the governance of extractive industries.
 - **Mid- to senior-level government officials** from ministries and departments engaged in policy design, implementation, and compliance, including audit agencies.
 - **Officials from state-owned enterprises.**
 - **Members of parliament**, parliamentary staffers, and researchers well-versed in the governance of extractive industries.
 - **Journalists** with prior experience reporting on extractive sector governance.
 - **Academics and doctoral students** involved in applied research or teaching on the governance of natural resources.
 - **Professionals from development agencies**, including consultancies, aid agencies, and international financial institutions.
 - **Representatives from extractive industry associations** such as chambers of energy and minerals or country-level industry think tanks.
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A strong understanding of, or background in, economics is highly desirable. Proficiency in quantitative skills and Excel is preferable for participation in Path 1.

The course is delivered in English.

Applicants who are not native English speakers must demonstrate sufficient proficiency in the language by meeting one of the following requirements before the commencement of the course. Applicants will be accepted if they:

- Have been educated full-time in English.
- Are working in an English-speaking environment.
- Have completed English language proficiency tests.

Please consult www.resourcegovernance.org/learning for details on other opportunities.



How to apply?

Applicants interested in participating in the course are required to follow the outlined steps:

1. Fill out an online application form available on the course website:

[Natural Resource Governance Course – Application Form](#)

2. Upload the following documentation as part of the application process:

- **Personal CV (one page):** Highlighting relevant professional experience and qualifications.
 - **Brief Essay (one page):** Addressing a specific extractive industry governance challenge in the applicant’s country of interest. The essay should indicate how this challenge relates to the chosen path(s). Course participants will work on these individual challenges throughout the course, tracking their learning process and applying course theory to their specific work contexts.
 - **Short Biography** (not more than 200 words): This biography will appear in the participant guide.
 - **Personal Photo** (portrait style): This photo will be used for the participant guide.
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3. Applicants can choose either one or two paths. They must indicate their preference(s) and provide a rationale for why the content of the chosen path(s) is relevant to them. Every effort will be made to accommodate path choices.

4. Visit the course website for the application process and additional details:

[Natural Resource Governance Course – Application Website](#)

Ensure that all required documentation is submitted accurately and within the specified deadlines for a complete application.



Important dates for application process

→ 5 February

Applications open.

→ 1 March

Applications close.

→ 1 March – 18 March

Long-listed applicants will be notified and given a pre-course assessment. They must submit the pre-course assessment within a week after receiving it.

→ 29 March

Short-listed applicants will receive an offer of participation, along with the ETH NADEL and NRGi scholarship offer (if requested and granted). Please note that acceptance to the course does not guarantee a scholarship.

→ 7 April

One week after receiving the offer (!), short-listed applicants must accept the offer by making the online payment of the course fee. To complete this process, candidates will need to register with the ETH University portal and follow the detailed instructions provided via email.

Important Notes:

- To secure participation, accepted candidates are encouraged to explore additional funding opportunities as ETH NADEL and NRGi cannot accommodate all scholarship requests. Acceptance to the course may be offered without the requested scholarship.
- Only complete applications will be considered. Applicants must provide all required information in the application form and submit all necessary documents by 1 March.

Cancellation Policy:

- Cancellation of completed applications up to two weeks before the course commencement is subject to a cancellation fee of 50 CHF.
- Cancellation within two weeks of the course commencement or later is subject to a cancellation fee equal to the full course fee of 1500 CHF.

Candidates are advised to adhere to the specified dates and policies to ensure a smooth application process and secure their participation in the course.



About the organizers



Natural Resource Governance Institute

The Natural Resource Governance Institute is an independent, non-profit organization that supports informed, inclusive decision-making about natural resources and the energy transition. We partner with reformers in government and civil society to design and implement just policies based on evidence and the priorities of citizens in resource-rich developing countries.

www.resourcegovernance.org

NADEL – Global Cooperation and Sustainable Development, ETH Zurich



The mission of NADEL – Global Cooperation and Sustainable Development at ETH Zurich is to build and share knowledge for effective policy making that addresses challenges of sustainable development. This mission is met by offering interdisciplinary postgraduate programs in development and cooperation, by promoting public outreach activities that bridge science and policy, and by engaging in research activities. A key objective of our research is to develop sustainable solutions to poverty reduction and to sustainable resource extraction and management.

www.nadel.ethz.ch

Host Institution (online)

- NADEL, ETH Zurich, Zurich, Switzerland
- Ranks 9th globally and 3rd in Europe in the 2023 QS ranking
- Ranks 11th globally in the 2023 World University Rankings (THE)
- 21 Nobel Prize Winners (including Albert Einstein)

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Testimonials

“Participating in this course has been a transformative experience, providing me with unparalleled insights into the intricate dynamics of resource governance, especially in the context of the ongoing energy transition. The diverse cohort of experts from government, civil society, media, and academia fostered enriching discussions, broadening my perspectives and enhancing my analytical skills. The course structure, expert faculty, and collaborative environment exceeded my expectations, equipping me with valuable tools to contribute effectively to better governance and oversight of natural resources. I am grateful for the opportunity and look forward to applying the knowledge gained in my professional endeavours.”

Freeman Chiwele Mubanga

Head of Research and Studies, Centre for Environmental Justice, Zambia

“The advanced course gave me the opportunity to develop my knowledge in natural resources governance. I am currently better equipped as a Tunisian civil society actor to be involved in fiscal policy projects. I also got in touch with my peers around the world to discuss comparative experiences and to build partnership opportunities between our organizations.”

Mohamed Adem Mokrani

Lawyer & Legal Advisor, Tunisia Energy Society TENS, Tunisia

“The Advanced Course proved to be exceptionally stimulating and engaging, capturing my particular interest in the Energy Transition (ET) topic. This fascination extended to its significance for small-island developing states (SIDs) and fossil fuel resource-dependent developing countries, especially in the global South. Within these contexts, the achievement of crucial global ET objectives, such as a structured decline in fossil fuel usage and a threefold increase in renewables investments, faces significant impediments, primarily in the realm of finance. Delving into the community engagement path, the course facilitated practical application of conceptual learnings through various group activities. The community engagement activity, for example, served as an illuminating illustration of how the formulation of apt government policies and legislation could foster meaningful engagement between oil communities and operators. This engagement, in turn, promotes a mutual understanding of the needs of oil communities, the creation of well-informed community development plans, and the efficient execution of these plans.”

Agbonma Nwosu

Principal Consultant, Crowland, Nigeria



“Taking the advanced course has been one of the best experiences in my professional development. It provided me with a deep understanding of the best practices of governance when dealing with the development of natural resources in developing countries; and excellent tools for my own performance. After finishing the advanced course I had to teach a course on Environmental Management in Mine Operations for government officials in Panama, and the information gained during the virtual training with NADEL and NRGI was instrumental in my preparation for it!”

Freddy Caceres

Manager, Extractive Resource Governance Program (ERGP) – The School of Public Policy, University of Calgary