

Natural Resource Governance Institute

2024 Year in Review

Contents

page 3

Introduction

page 5

Transforming the governance of minerals

page 10

Transforming the governance of fossil fuels

page 14

Cross-cutting

page 16

Looking ahead

Cover image: Smederevac for iStock

Introduction

NRGI envisions a world where natural resources enable fair, prosperous and sustainable societies, instead of undermining them. We exist because decisions about how natural resources are governed determine the well-being of people in resource-rich countries, and of the planet. Our mission is to support informed, inclusive decision-making about natural resources and the energy transition.



NRGI is one of many actors working in concert to advance natural resource governance. Our unique contributions focus on evidence, policy advocacy, alliances, and accompaniment: we produce evidence to inform and enable action; we support and advocate for policy reform; we build and convene partnerships and alliances, and we accompany decision-makers and accountability actors as a trusted source of technical assistance.

In 2024, we collaboratively built and defined our strategy for 2025-2030 and furthered our efforts to shape the governance of minerals and fossil fuels – with the long-term aim of unlocking the transformative potential of resource governance to build more inclusive, resilient and prosperous societies.

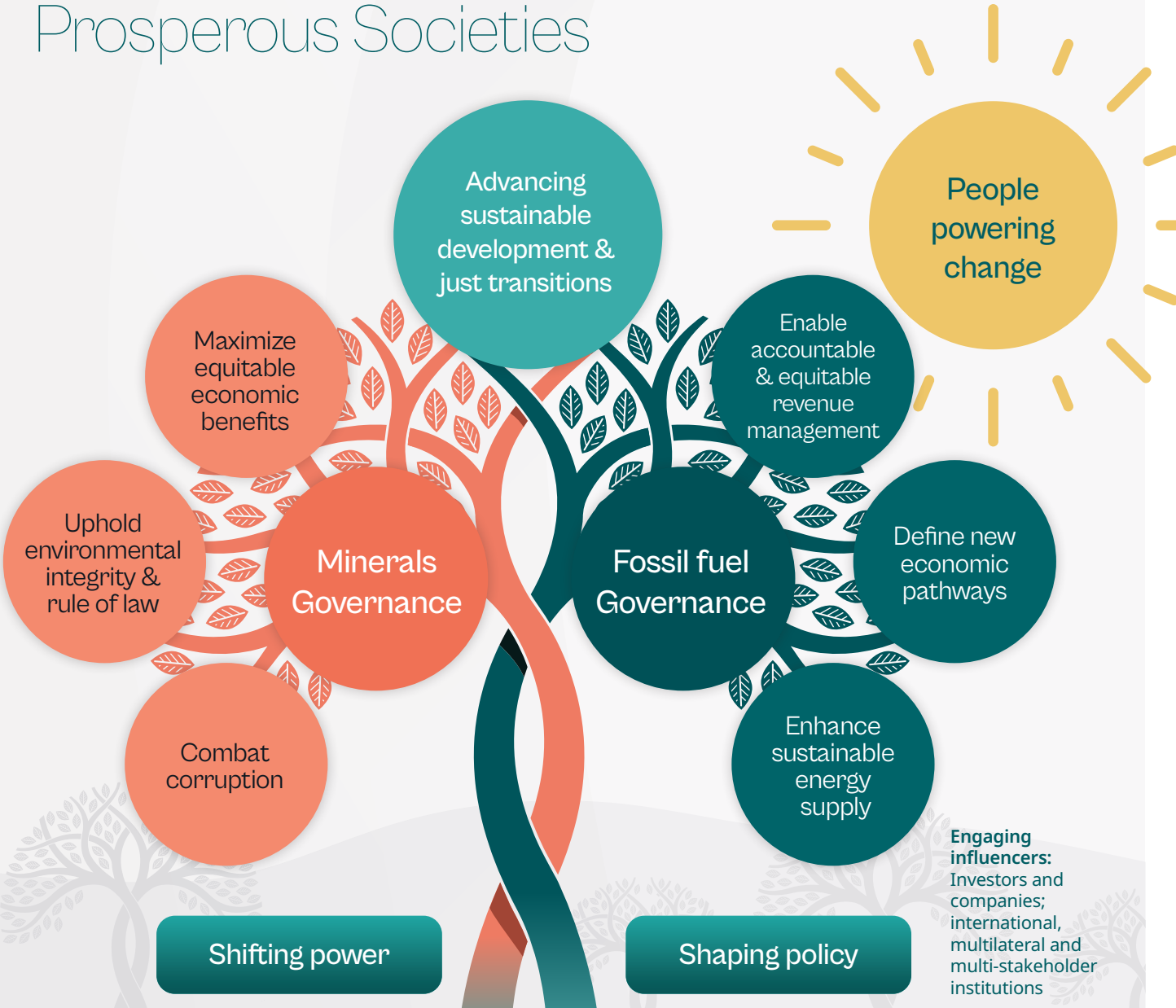
The role of critical minerals as central to the climate agenda—and the opportunities and risks this entails—continued to gain increasing recognition in 2024, with governments, civil society organizations (CSOs) and international forums showing more interest in engaging with this topic. In this context, we played a pivotal role in the global discussion through our participation in the UN panel on critical energy transition minerals. We also brought together actors from the extractive industry and climate community to discuss these issues in various spaces, and reinforced content on transition minerals in our courses.

At the same time, the different and specific political and economic challenges that fossil fuel producing countries face in planning for a global energy transition became more evident, including the acute impacts at the subnational level and the roles of the international community and climate finance. Over the year, we facilitated dialogues across actors and levels, produced and shared research and evidence, and built partnerships and alliances around a new global energy diplomacy strategy in support of just transitions in fossil fuel producing countries.

This annual review offers an overview of highlights from across our work.

Photo by Wirestock for iStock

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



Engaging influencers: Investors and companies; international, multilateral and multi-stakeholder institutions

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.

Transforming the governance of minerals

The global energy transition has increased the demand for critical minerals, creating opportunities and challenges for producer countries. In this context, NRGI works with government ministries, civil society, academia and communities to transform the governance of minerals, with a focus on maximizing equitable economic benefits, integrating environmental integrity and human rights, and preventing corruption.



In 2024, our work was shaped by a deepening global recognition of the critical role that mineral-rich countries play in enabling the energy transition. Throughout the year, we focused on ensuring that voices from these countries were heard in global forums, that national policies and strategies promoted equitable and responsible mining practices, and that efforts to mitigate corruption risks were strengthened.

Photo by Phil Whitehouse for Flickr

We leveraged our core contributions—evidence, accompaniment, advocacy and alliances—to amplify producer countries' perspectives, promote policy and practice reforms, and foster more transparent and accountable mineral value chains.

Advancing equity in global and regional policy debates on transition minerals

A significant milestone in 2024 was our participation—as one of two CSOs—in the UN Secretary-General's Panel on Critical Energy Transition Minerals. The panel's report, which includes principles and actions, represents a key contribution toward advancing a more just and equitable paradigm for responsible mining. Our technical and strategic inputs throughout the process helped to ensure that the principles of equity and justice were embedded in the panel's final recommendations. Following the launch of the panel's report, we convened and engaged actors to discuss next steps and implementation of the recommendations.

During the New York Climate Week in September, and in partnership with Oxfam and Publish What You Pay, we co-organized a public briefing with panel members on the outcomes of the process and next steps. At COP16 on biodiversity in Cali, we supported Colombia's launch of a joint voluntary declaration on responsible mining practices, and the country's call for establishment of a multi-stakeholder group to begin discussions ahead of COP30 on climate change, which aligns with the UN panel's recommendations and is a key step toward establishing a binding international agreement on traceability and due diligence. At COP29, drawing connections to the panel's recommendations on value addition, benefit sharing, economic diversification, traceability and centrality of human rights, we emphasized the importance of financing, anticorruption and civic space for just and equitable transition mineral supply chains. In December, we hosted a convening at The Rockefeller Foundation's Bellagio Center that brought together government, industry, and civil society from Africa, Asia and Latin America to discuss recommended next steps on the panel's recommended actions regarding benefit sharing for lower- and middle-income countries, value addition in transition minerals, and the advancement of sustainable development goals. In parallel to these forums, we continued to develop written guidance for stakeholders in key policy areas, such as mineral value addition.

Recognizing the growing importance of state-state mining partnerships, NRGI proactively engaged with international actors to highlight gaps in transparency and governance within these emerging mineral supply agreements. During the opening panel of the Organisation for Economic Co-operation and Development (OECD) Responsible Minerals Forum in May, we emphasized the need for transparency, concrete measures and resources to ensure that these partnerships help advance a just and equitable energy transition. We also co-organized a session at the forum on levers for policy action, where we highlighted measures to make global standards and legislation in the mining sector more effective. We updated ResourceContracts.org—a repository of publicly available oil, gas and mining contracts—with documents related to these types of state-state mining partnerships, to ensure that details of available partnerships are accessible.

In collaboration with the International Energy Agency, with whom we formalized a partnership through a memorandum of understanding in July, we stressed the importance of improving these partnerships through enhanced transparency, greater attention to mineral producing countries' needs, incorporation of incentives for responsible mining practices, and ensuring consultation with relevant stakeholders, including civil society and rightsholders. We spoke at the annual meeting of the Intergovernmental Forum on Mining, Minerals, Metals and Sustainable Development on how these partnerships intersect with lower-income countries' goals of value addition, and we participated in the invitation-only Minerals Security Partnership Forum during the European Union Raw Materials Week in December.

At the Africa Mining Indaba in February, we played an active role leading and contributing to several discussions. We emphasized the need for tax reforms, value addition, and inclusive and responsible mining practices to ensure that citizens benefit from their countries' natural resources, and we produced an opinion piece highlighting the need to include community voices in the Mining Indaba. At the Alternative Mining Indaba, we led a capacity-building workshop on "Addressing Corruption in Energy Transition Minerals in Africa—How can Women and Communities Benefit?", in collaboration with the Extractive Industries Transparency Initiative (EITI). These platforms provided opportunities to share our latest analyses and thinking, and amplify calls for enhanced mineral governance in panel discussions.

In Asia, as part of our global priority to support the fair and sustainable management of the race for transition minerals, we renewed our engagement in Indonesia, collaborating with ViriyaENB in December to convene more than 30 national experts to discuss how Indonesian citizens can further benefit from the country's transition minerals wealth, while addressing key governance challenges.

Through targeted analysis, accompaniment and convening efforts, we bridged information gaps and worked to facilitate entry points for producer countries to engage meaningfully in shaping global mineral governance frameworks. This year's work laid a foundation not only for continued engagement, but also for leveraging the multi-stakeholder principles established by the UN panel in the years ahead.

Promoting environmentally responsible, inclusive and transparent mining governance

In 2024, NRGI supported efforts to strengthen the environmental and social integrity of mining governance and to ensure more inclusive, transparent and responsible mining practices across diverse contexts.

The intersection of mineral extraction, biodiversity conservation and the protection of local people, especially Indigenous Peoples, remains a focus of NRGI's work in the Colombian and Peruvian Amazon. In 2024, we emphasized the importance of holistic governance frameworks that align mineral extraction with biodiversity protection and Indigenous Peoples' rights. This has included the call for "no-go" zones for mining in ecologically sensitive areas, in alignment with the UN Secretary-General's Panel on Critical Energy Transition Minerals. An important achievement of this work was our support to the Colombian government to announce during COP16 a call for a joint voluntary declaration on responsible mining practices.

In alignment with the UN panel's recommendations, this initiative seeks to establish a global framework for traceability, transparency and accountability along the entire minerals value chain, and aims to curb illegal mining, safeguard human rights and protect critical ecosystems like the Amazon.

We provided technical support to Colombia's Ministry of Environment, emphasizing the importance of promoting a binding treaty for traceability and due diligence mechanisms across the entire value chain. We also encouraged alignment between Colombia's traceability efforts and the UN panel by using the panel's recommendations as a framework for Colombia's efforts. As such, NRGI has helped shape the scope of this Colombian initiative. Looking ahead, a multi-stakeholder group is expected to deliver concrete actionable steps at COP30 in Brazil.

By promoting integrated approaches that address both legal and illegal mining activities, our work seeks to mitigate the socioenvironmental harms associated with mineral extraction. These initiatives reflect our broader commitment to connecting national and international governance efforts, ensuring that environmental integrity and human rights remain central to discussions on transition minerals.



Photo by Yanuar Dani Alfarizi for iStock

Beyond the Amazon, NRGI advanced efforts to strengthen the environmental and social dimensions of mining governance in other resource-rich countries, including Chile, Ghana, Mexico and Mongolia.

In Ghana, we engaged on environmental laws and regulation of transition minerals, hosting a stakeholder dialogue in December which helped identify gaps and highlighted the need for revisions to the environmental provisions of the Minerals and Mining Act and related guidelines, to ensure safe and socially responsible transition mineral extraction and processing.

In Chile, we continued to support the government's implementation of its National Lithium Strategy, focusing on enhancing transparency in revenue flows and strengthening stakeholder participation. Working alongside Fundación Terram and other Chilean partners, we helped conduct diagnostics and action plans on corruption risks, following NRGI's methodology, and supported research efforts key to demonstrating difficulties in accessing information on tax revenues, royalty payments and revenue distribution to local communities, and the lack of accountability of actors who share lithium revenues. In response to concerns about the socioenvironmental impacts of lithium extraction in the Atacama salt flat, NRGI worked to evaluate the different points of view through visits to producing companies and by systematizing existing research in collaboration with Fundación Terram. with Fundación Terram.

In Mexico, through collaborative discussion with mining experts and civil society representatives, we developed 41 actionable recommendations focused on preventive and remediation measures, social impact assessments and robust validation mechanisms. Our team is actively engaging with the Mexican Ministry of Environment to advocate for implementation of these recommendations, which align with global standards such as the UN principles for guiding equitable and just energy transition minerals. Guiding equitable and just energy transition minerals.

In Mongolia, we conducted two studies on key aspects of good governance in the extractive sector: contract transparency and state-owned enterprise accountability. While the country has made significant progress in contract disclosure, there is room for improvement in government policies and practices regarding full disclosure. State-owned enterprises play a crucial role in the mining sector, but continue to face governance and transparency challenges. With the adoption of the 2023 EITI Standard, Mongolia must ensure its national EITI reports fully align with the updated disclosure requirements, particularly for state-owned enterprises.

Reducing corruption risks in Africa's mining sector: A unified journey across Ghana, Senegal and the DRC

The energy transition has brought Africa's resource-rich nations into sharp focus, particularly as global demand for transition minerals rises. However, this new frontier comes with heightened corruption risks that can undermine governance, public trust and equitable development. Across Ghana, Senegal and the Democratic Republic of Congo (DRC), NRGI has been at the forefront of combating corruption in the extractive sector, empowering governments, civil society and the media to turn challenges into opportunities for reform. We have adapted our cross-cutting research on the mining-sector—including a new report on the particular corruption risks inherent in licensing for transition minerals—to support and influence policy debate in these key countries.

In Ghana, we engaged stakeholders from state institutions, civil society and the media, and deployed our Corruption Diagnostic Tool to assess vulnerabilities in licensing, contracting and revenue management processes. In May, we organized a dialogue with representatives from the media, Parliament, civil society and key state institutions responsible for implementing mining laws and regulations, to equip stakeholders to identify corruption risks in the sector and develop mitigation plans.

In November, we held two dialogues in Accra and Kumasi to deepen participants' understanding of corruption risks specifically in the transition minerals value chain, using NRGI's Corruption Diagnostic Tool and previewing our latest research on corruption risks in the licensing and contracting of transition minerals projects. The Accra event brought together representatives from key state institutions—including the Economic and Organized Crime Organization and the Commission on Human Rights and Administrative Justice—parliamentarians and civil society actors, while a specialized media session equipped journalists to identify and highlight corruption risks. In Kumasi, subnational stakeholders engaged in discussions on tackling local-level corruption, ensuring community engagement in the anticorruption agenda.

Senegal's adoption of the 2023 EITI Standard provided an opportune moment to confront corruption in mining. We capitalized on this by partnering with Publish What You Pay Senegal, parliamentarians and the National EITI Committee, and facilitating training sessions in April to introduce these stakeholders to our Corruption Diagnostic Tool, enabling them to assess risks, from licensing to socioenvironmental impacts. Separately, but also in an effort toward combating corruption, we published a report on illicit financial flows and organized a dissemination session which attracted national media coverage and public attention. This momentum aligns with the emphasis of Senegal's new administration on good governance, creating fertile ground for reform. By empowering civil society and informing the public, NRGI is working to transform transparency into a national movement against corruption in the extractive sector.

In the DRC, we partnered with the Agency for the Prevention and Fight Against Corruption to map and address corruption risks using our Corruption Diagnostic Tool. Bringing together civil society, government ministries and international organizations, the initiative established a steering committee to guide the diagnostic process. This process represents a modest yet critical first step toward improving governance in the DRC's extractive sector. While the path ahead is long, this initiative offers a promising start to transforming the country's natural resources into tangible benefits for its citizens.

Across Ghana, Senegal and the DRC, NRGI's anti-corruption work demonstrates the power of collaboration in transforming the extractive sector. It builds on our experiences piloting the corruption diagnostic tool in Mongolia and supporting civil society in Guinea to diagnose corruption risks in the bauxite sector, and lessons learned on the importance of continued support to help actors turn diagnostics into real reforms. By equipping stakeholders with tools to diagnose risks, fostering inclusive dialogues and amplifying the voices of civil society, NRGI is laying the groundwork for sustainable governance. While each country faces unique challenges, the collective progress achieved signals a broader shift: one where Africa's natural resources are no longer a source of exploitation, but a foundation for equitable growth and prosperity.



Photo by Getty Images

Transforming the governance of fossil fuels

NRGI works with governments, civil society, youth and women's groups, academia and local authorities to transform the governance of fossil fuels, with a focus on enabling equitable and accountable revenue management, defining economic pathways for a just transition, and enhancing sustainable energy supply.



In 2024, we continued to assist fossil fuel producing countries in navigating the complexities of the global and local energy transitions. Through evidence, accompaniment, advocacy and alliances, we sought to create spaces for inclusive and evidence-based dialogue, strengthen capacities, and foster transparency in policies and practices.

Working toward just transitions in fossil fuel producing countries

NRGI has focused on supporting just transitions in regions such as the Middle East and North Africa (MENA), Latin America and Sub-Saharan Africa, by facilitating inclusive dialogues, co-creating narratives, and conducting and sharing rigorous research to inform policy discussions and decisions.

In Mexico, our research on the national oil company (NOC) Pemex and the country's energy transition gained significant traction in 2024. Our report, Pemex and the Energy Transition: Timely Answers to Growing Challenges, was widely cited in national media outlets such as Forbes, El Financiero and Energía a Debate, and over 150 people attended the report's launch webinar, including representatives of the Secretariat of Environment, the National Hydrocarbons Commission and the Chamber of Deputies. We also contributed to making the future of Pemex a more prominent issue during the presidential campaign, through our participation in discussions about the National Decarbonization Plan.

Photo by Tolu Owoeye for iStock

In May, we met with members of the Emerging Markets Investors Alliance to stress the need for stronger regulatory oversight of Pemex's emission reduction targets—further detailed in our report, Closing Implementation Gaps: Recommendations for Pemex to Meet its Emission Reduction Goals. After the elections, we emphasized Pemex's role in climate and energy transition plans, by sending a technical note on transition risks to the Ministry of Energy and engaging with think-tank experts at Chatham House. This engagement amplified our messages internationally through media such as Climate Home News, the BBC and El País. At COP29, we highlighted the need to include Pemex in Mexico's updated Nationally Determined Contribution to support its net-zero ambition for 2050, and the importance of greater accountability in Pemex's emission reduction plan, given its significant emissions impact. Additionally, as part of our efforts to identify youth concerns about the energy transition, we led a workshop at the Regional Conference of Youth 2024, where we addressed equity challenges and aspirations for a just energy transition from a Latin American youth perspective, and highlighted proposals from Mexico's National Decarbonization Plan and Reflections for a Regional Plan, developed with the Resilient Mexico Coalition.

In Colombia, we continued our efforts on narratives around just energy transitions, aiming to amplify diverse voices in a public discourse often dominated by economic and political actors opposed to anticipating and planning for a probable fossil fuel phase-down. Building on our work in 2023, where we engaged closely with civil society to co-create a metanarrative emphasizing the country's potential beyond oil and gas, this year we validated the narrative with a broader group of CSOs and local communities. Together, we worked on narratives at the subnational level, in one coal-producing region and two oil-producing regions, recognizing that regions face diverse challenges and that communities have varying priorities, and highlighting these specificities. We went beyond understanding the possible impacts of oil decline, to identify economic alternatives and diversification options for oil producing regions, in partnership with an academic institution, El Centro Interdisciplinario de Estudios sobre Desarrollo, at the Universidad de los Andes. In coal producing regions, we identified barriers to a just transition and proposed recommendations on the importance of multi-stakeholder dialogues, institutional capacities and finance mechanisms where the energy transition is already happening.

In Peru, our research highlighted the economic challenges of continuing fossil fuel exploitation in the Amazon region, given the need for large investments to develop fields and pipelines; high operation costs in a scenario of unpredictable oil prices, and latent social tensions due to the environmental impacts of past oil spills. We presented the study in Iquitos in January 2024, through a public workshop and to the Loreto regional government. To complement this, we collaborated with the Interethnic Association for the Development of the Peruvian Rainforest, a national Indigenous rights organization, to organize a seminar on just energy transition. This engaged Indigenous leaders from Loreto—specifically from areas impacted by oil activities—with the aim of initiating discussions on the energy transition and starting to outline an Indigenous vision of a just transition process. Through a participatory methodology, Indigenous leaders shared their experiences, concerns and demands regarding a potential energy transition in the region. Participants developed a communication proposal to be submitted to the Ministry of Energy and Mines, advocating for meaningful Indigenous participation in the ongoing revision and coordination of the national energy policy.

In the MENA region, we continued to foster knowledge exchange and facilitate dialogue through our energy transition platform, which provides an inclusive space to examine the energy transition from economic, social, environmental and political perspectives. The platform brings together experts from across the region to discuss the varied challenges and opportunities, while encouraging evidence-based policy debates. To date, we have organized 13 webcasts and established an advisory group of eight experts. By facilitating these conversations, the platform has given voice to experts from the region, opening space for activists, communities and decision-makers to discuss what matters for countries and the region.

In Tunisia, we continued to foster multi-stakeholder cooperation and to empower civil society actors to represent the demands of marginalized oil-producing communities in engagements with governments and decision-makers. In early 2024, we trained over 60 civil society actors in Kebili and Tataouine, through two capacity-development workshops focused on proposal writing and project management. We also provided nine subgrants to CSOs operating in oil-producing regions, which went on to successfully implement projects despite facing complexities and constraints, showcasing the resilience and commitment of local organizations in advocating for their communities.

In addition, the 2024 Open Government Partnership report for Tunisia recognized NRGI's contributions as a key driver of progress toward open government reform in the country, and cited NRGI's role as "particularly vital in backing Tunisia's dossier for membership in the Extractive Industries Transparency Initiative (EITI)", including through organizing consultations with various stakeholders.

Promoting transparency and accountability in the oil and gas sectors in Senegal, Nigeria and Uganda

Transparency in fossil fuel governance is essential to ensure that resource wealth translates into public benefit. In Senegal, Nigeria and Uganda, we have worked through evidence, convening and advocacy to advance progress in public disclosure practices.

In Uganda, we analyzed the potential costs and benefits of a proposed government stake in a national oil refinery project, particularly in the context of the energy transition, and published a briefing which has been cited in media reports, informing public knowledge.

We accompanied the Nigeria Extractive Industries Transparency Initiative (NEITI) by developing a new data collection template that was integrated into NEITI's 2022 and 2023 oil and gas audits, resulting in 15 companies disclosing their greenhouse gas and methane emissions. This advancement aligns with global best practices and empowers civil society and the public to hold both government and private actors accountable for their environmental impacts. Additionally, following years of advocacy by CSOs including NRGI, Nigeria's Decade of Gas plan was officially published in May, marking a significant milestone for transparency and accountability, as civil society actors and the public now can review, understand and interrogate the government's gas strategy. This ensures that gas development aligns with a sustainable energy future and a just energy transition. We are continuing to recommend ways in which the Decade of Gas plan can strengthen its financial sustainability, alignment with adequate domestic energy access, and adaptability to the global energy transition context.

In Senegal, the publication on the EITI website of annexes to the country's 2019 Petroleum Code is a development long sought by accountability actors, and was a recommendation in our 2023 briefing paper Why Senegal Should Minimize Petroleum Operations Emissions, which received significant attention and press coverage. Publication of the annexes is an important initial step to facilitate informed public debate, greater public scrutiny and open avenues for more informed discussions on emissions reduction and resource management.

In addition, our research on the gas-to-power sector in Senegal, published in July 2024, arrived at a crucial moment, as the nation strives to reduce electricity costs and expand its energy capacity by up to 3 gigawatts. The gas-to-power project is seen as a cornerstone for Senegal's energy future, especially for the 4 million rural citizens still without reliable electricity. However, the report highlights the significant information gaps between the government, civil society and the media, where public discourse is overly centered on a divisive debate about gas use, further complicated by government opacity and outdated strategies. The report was shared with key stakeholders and policy-makers, and a dedicated discussion was co-hosted by NRGI and key partners in October with these stakeholders, civil society and the media. The report has contributed to managing public expectations, highlighting challenges associated with large-scale gas expansion, and increasing attention to renewable energy, as reflected in the Vision 2050, which explicitly references a target of 50 percent new energy capacity coming from renewables. As Senegal forges ahead, the report's recommendations will be pivotal in helping create realistic expectations, ensuring an optimal gas expansion and guiding a sustainable energy transition that meaningfully increases people's access to energy and takes opportunities to expand renewables and energy efficiency.

Expanding evidence and facilitating dialogue for well-funded and responsible changes in fossil fuel governance

In 2024, NRGI deepened and expanded our evidence base and thought leadership on fossil fuel governance, including focusing on legal, environmental and social dimensions of the energy transition.

We updated our comprehensive NOC database, a key tool to inform research and advocacy on these key companies. We also highlighted the global trend of oil and gas assets being transferred from public to private companies and to NOCs, and the role of government in regulating these transfers in our briefing, Responsible Change: How Governments Can Address Environmental, Social and Governance Challenges When Petroleum Assets Change Hands. In partnership with the Carbon Tracker Initiative, we also published Responsible Exit Principles for Oil and Gas companies, which aims to provide a framework to ensure environmental and operational integrity during oil and gas asset transfers.

Expanding our regional thought leadership in Africa, NRGI hosted a two-day dialogue in Ethiopia in November on financing the energy transition in African countries. This brought together government technocrats, international development finance experts, civil society actors and NRGI staff to explore effective financing approaches for oil, gas and mining countries to navigate the transition in a just and sustainable manner. These efforts underscore NRGI's commitment to equip governments and stakeholders with evidence and tools to navigate fossil fuel transitions equitably and sustainably.



Photo by Miguel Gutierrez Chero for NRGI

Cross-cutting

Defining our just transition framework through cross-regional learning

Recognizing the multifaceted nature of just energy transitions, NRGI convened staff and partners from seven countries—Colombia, Ghana, Mexico, Nigeria, Peru, Senegal and Uganda—for a workshop in Accra in January 2024. This event brought together program teams and representatives from close partner organizations to assess ongoing just transition efforts, share lessons learned and define NRGI's institutional approach to just transitions in low- and middle-income countries that produce oil, gas and minerals. Discussions covered the diverse socioeconomic, environmental and governance challenges facing resource-rich countries, including the complexities of phasing out oil and gas production, the rapid growth in demand for transition minerals, and the impacts of large-scale renewable energy projects in contexts of inadequate energy access. Participants emphasized the importance of integrating community engagement, youth inclusion and gender considerations into transition planning.

Insights from the workshop informed the development of NRGI's Just Transition Framework, the Framework for people-powered energy transitions, published in the OECD's 2024 Development Co-operation Report, Tackling Poverty and Inequalities through the Green Transition. The framework makes the case that only a people-powered and equitable transition can achieve the scale of transformation necessary for a green future, and is rooted in four core principles—recognizing human rights, strengthening governance and accountability, ensuring equitable distribution of benefits and compensation, and addressing global power imbalances. It emphasizes meaningful community participation in decision-making, highlights the shared but differentiated responsibilities of various actors, and provides lessons on context-specific policies to fairly balance the costs and benefits of climate action.

Since its release, the framework has been shared by policy experts and partners alike. NRGI plans to host a second workshop in 2025, focusing specifically on oil and gas-producing regions, to continue fostering South-South learning and deepen the framework's application across our programs.

Facilitating capacity development and knowledge sharing on resource governance and the energy transition

Building capacity among various stakeholders remains a cornerstone of our work. In 2024, NRGI co-hosted an advanced course with ETH Zurich's NADEL Center for Development and Cooperation, entitled "Natural Resource Governance and Energy Transition: Policies and Practice". This aimed to equip practitioners and policy-makers with knowledge and practical tools to navigate the energy transition and improve extractive industry governance and oversight, for a better and more just future. Within the course, in collaboration with the Gordon and Betty Moore Foundation, we organized a panel discussion, "Forests and the Energy Transition: Navigating Sustainable and Just Pathways". This focused on Colombia, the DRC, Indonesia and Peru, as countries significantly impacted by deforestation, internal extraction, oil production and energy generation, and examined the complexities of energy transition initiatives in the context of ongoing environmental concerns, Indigenous rights and socioeconomic dynamics. Planning for the 2025 course is already underway, with an expanded curriculum that will further explore forest conservation and the socioenvironmental impacts of energy projects.

NRGI also collaborated with the Blavatnik School of Government at Oxford University to host the annual Executive Course on Managing Mining, Oil and Gas for National Development.

Held in September, the course brought together 53 participants from 19 countries, covering technical policy aspects of resource management and facilitating dialogue among diverse stakeholders. We organized a Gender Breakfast during the course, which convened 30 participants and seven faculty members to discuss gender dynamics in the extractive industries. Discussions highlighted how energy transitions often overlook the needs of women, particularly those in lower-skilled or vulnerable roles, which can lead to them being disproportionately affected. During the event, we introduced our newly published primer, Fostering Gender-Just Energy Transitions in Mineral- and Fossil Fuel-Producing Countries, which outlines challenges, opportunities and practical recommendations for integrating gender considerations into resource governance.

In addition to these global courses, NRGI organized two regional summer schools in Africa. In July, the Francophone Africa Extractive Industries Knowledge Hub hosted a session in Yaoundé, Cameroon, gathering 23 participants from eight francophone African countries to explore topics including contracts, mining and oil taxation, revenue management, and environmental and social impacts, with each mainstreaming energy transition issues. Participants also attended an international conference under the theme "Socially Just and Inclusive Energy Transition in Africa: Issues and Challenges". In August, together with the Africa Centre for Energy Policy, we organized a one-week intensive summer school with a similar program in Accra, Ghana, which brought together over 30 participants from eight countries across Anglophone Africa to examine extractive governance challenges and opportunities during the energy transition. Joining with experts, participants explored topics such as resource extraction, the energy transition and transition mineral governance, and engaged in a policy lab discussion to rethink energy and extractive governance in Africa. They also gained practical insights by attending the "Future of Energy Conference", which offers a platform to explore innovative solutions and strategies for a sustainable energy future for Africa.



Photo by Suthep Kritsanavarin for NRGI

Looking ahead

As we launch NRGI's 2025-2030 Strategy, we will build on progress and lessons from 2024 to deepen our work and impact in transforming the governance of minerals and fossil fuels. We will do this by continuing to produce evidence to enable action, advocate for policy reform, convene partnerships and alliances, and accompany stakeholders with trusted technical assistance.



As we work toward our 2030 goals, we are committed to centering equity, vision and voice. 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 providing technical analysis and policy support, and convening a wide range of stakeholders.

The achievement of sustainable development and just transitions requires more equitable voice and participation within and between countries. We support people in our focus countries—leaders in government and civil society, as well as those most impacted by extraction and traditionally excluded from decision-making—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.

Photo by Fawn-Love for iStock

About NRGI

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. Learn more at **www.resourcegovernance.org**

Natural Resource Governance Institute