

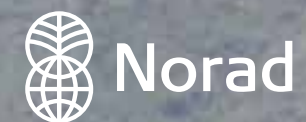
2014

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THE OIL FOR DEVELOPMENT PROGRAMME ANNUAL REPORT 2014

THROUGH THE OFD PROGRAMME, NORWAY SHARES ITS EXPERIENCE FROM FIVE DECADES OF MANAGING OIL AND GAS RESOURCES

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WE ATTACH GREAT
IMPORTANCE TO
OBTAINING TANGIBLE
AND DOCUMENTED
RESULTS

Preface

Half a century of domestic oil and gas activities has taught Norway that the management of petroleum resources is a challenging task. By learning, and making adjustments along the way, we have developed what is generally considered to be an example of good governance in the petroleum sector.

We share this experience with developing countries through the Oil for Development (OfD) Programme. The objective of the Programme is to contribute to responsible management of petroleum resources, and ultimately to lasting poverty reduction in our partner countries.

Norway has taken an integrated approach to its activities in the oil and gas sector, and this is one of the key principles underlying the OfD Programme. Good governance in this area is not limited to the management of the actual petroleum resources, but includes taking into consideration the environment and climate change, safety, and the management of the revenues generated. None of these matters should be addressed in isolation. Furthermore, it is crucial to have an informed public, both in order to develop a sound national policy and so that the authorities are held accountable for their management of the petroleum resources. To this end, the OfD Programme works with civil society organisations, the media and parliamentarians. Anti-corruption and gender equality are cross-cutting considerations.

The Programme is internationally recognised and in great demand. However, the human resources available to the OfD Programme in Norwegian ministries and directorates are limited. Furthermore, and with a view to increasing effectiveness, it is a priority for the Government to narrow the focus of Norway's development assistance and reduce the number of partner countries. The number of OfD partner countries was reduced during 2014, while the level of funding available to the Programme has been maintained, reflecting an increased emphasis on comprehensive country programmes and quality assurance. This is in line with the general recommendations given by the OECD DAC's 2013 peer review of Norway's development assistance.

We attach great importance to obtaining tangible and documented results from our cooperation under the OfD Programme, and to building capacity in the institutions that participate in the Programme. Long-term collaboration between the Norwegian sector authorities and partner institutions is essential in this context.

Oil and gas resources have clearly benefited our country. Through the Oil for Development Programme, our aim is that partner countries will be able to draw on our experience and improve their economic and social development through sound management of their petroleum resources.



BØRGE BRENDE
Minister of Foreign Affairs

←
Processing plant in Palougue,
South Sudan.

Introduction

THE OIL FOR DEVELOPMENT PROGRAMME

The Oil for Development (OfD) Programme offers assistance to developing countries in their efforts to manage petroleum resources in a sustainable manner. Oil and gas play an important role in an increasing number of developing countries, and have the potential to generate economic and social development. In several cases, however, it has proven difficult to translate the resource into improved welfare for citizens of those countries.

Through the OfD Programme, Norway shares its experience from five decades of managing oil and gas resources. Some key characteristics of the Norwegian experience are: strategic ownership by the state, strong and competent institutions, continual accumulation of technical knowledge, an advanced regulatory system with high respect for the environment, health and safety, and perhaps above all – society's determination to secure national control over its petroleum resources. Norway continues to receive numerous requests from countries that wish to learn from this experience, which is why the Government of Norway initiated the OfD Programme in 2005.

KEY DEVELOPMENTS IN 2014

The country programmes constitute the core of the OfD Programme. At the end of 2014, the OfD country portfolio counted 11 countries. The Programme entered into new long-term agreements in Angola, Cuba, Lebanon and Mozambique. Extensive efforts were put into the planning and preparatory phase of these new programmes. An extensive end review of the five-year long Ghana programme pointed to major achievements, and it was decided to continue the cooperation in a new phase. It was also agreed to continue the Uganda programme for a three-year period. The country programmes in Bolivia, Liberia, Nicaragua, Sierra Leone, São Tomé and Príncipe were concluded in 2014, and the already concluded programme in Timor-Leste was formally removed from the OfD portfolio.

The Programme continued to build a broader set of partnerships with civil society organizations. In total, the Programme disbursed approximately NOK 30 million to six Norwegian and four international non-governmental organizations (NGOs) in 2014: Friends of the Earth

THE OIL FOR DEVELOPMENT PROGRAMME

- > A flagship programme in Norwegian development cooperation
- > Long-term collaboration with partner countries
- > Targets poverty reduction through responsible management of petroleum resources
- > Supports capacity development through institutional cooperation
- > Takes a holistic approach to petroleum management
- > Cooperates with a range of multilateral actors, civil society, the media and academia

Norway, Norwegian Church Aid, Norwegian People's Aid, Students' and Academics' International Assistance Fund, the Norwegian Confederation of Trade Unions, WWF Norway, and Global Witness, Natural Resource Governance Institute, Oxfam America and Thomson Reuters Foundation. Key focus areas for civil society support are transparency in petroleum revenue management, environmental management, and safety policies related to the industry.

The Programme also continued its cooperation with the International Monetary Fund (IMF) in 2014, in order to provide more assistance to petroleum revenue management. New IMF projects were introduced in Lebanon and South Sudan, and IMF assistance was provided to Mozambique, Tanzania and Uganda. The IMF cooperation also included activities in Liberia and São Tomé and Príncipe.

→
Ghana's Environmental Protection Agency carried out an inspection at the Zeal incineration plant to monitor compliance with the environmental permit. The inspection was carried out with assistance by the Norwegian Environment Agency under the OfD programme.



TRANSPARENCY IN PETROLEUM
REVENUE MANAGEMENT,
ENVIRONMENTAL MANAGEMENT
AND SAFETY POLICIES
RELATED TO THE INDUSTRY
ARE KEY FOCUS AREAS FOR
CIVIL SOCIETY SUPPORT

Key Achievements in the Country Programmes

1
POLICY MAKERS
SET GOALS AND
DEFINE AND ASSIGN
RESPONSIBILITIES

2
THE AUTHORITIES
REGULATING THE
PETROLEUM SECTOR
CARRY OUT THEIR
ASSIGNED
RESPONSIBILITIES

3
POLICY MAKERS
AND REGULATORY
AUTHORITIES ARE HELD
ACCOUNTABLE FOR
THEIR MANAGEMENT
OF THE PETROLEUM
SECTOR

THE OIL FOR DEVELOPMENT PROGRAMME'S THEORY OF CHANGE

Petroleum resources are challenging to manage. The term “resource curse” refers to the counter-intuitive finding in the literature that suggests that countries and regions well endowed with finite, point source natural resources, particularly minerals and fossil fuels, exhibit poorer performance across a range of development performance indicators compared to countries with fewer natural resources.

The OfD Programme targets poverty reduction through responsible management of petroleum resources. It aims to contribute to this goal by providing assistance directed towards three main outcomes:

1 Policy makers set goals and define and assign responsibilities

Sound policies and legislation must be in place, and responsibilities organized in a manner that ensures oversight and minimizes conflict of interest and duplication of effort. To help partner countries address these issues, the OfD Programme provides capacity development related to the policies and the legal framework governing the petroleum sector.

2 The authorities regulating the petroleum sector carry out their assigned responsibilities

For the sector to be well managed the authorities must have the capacity and resources to carry out their responsibilities as defined in the legal framework. The OfD Programme develops capacity mainly through long-term institutional collaboration between Norwegian sector authorities and partner institutions.

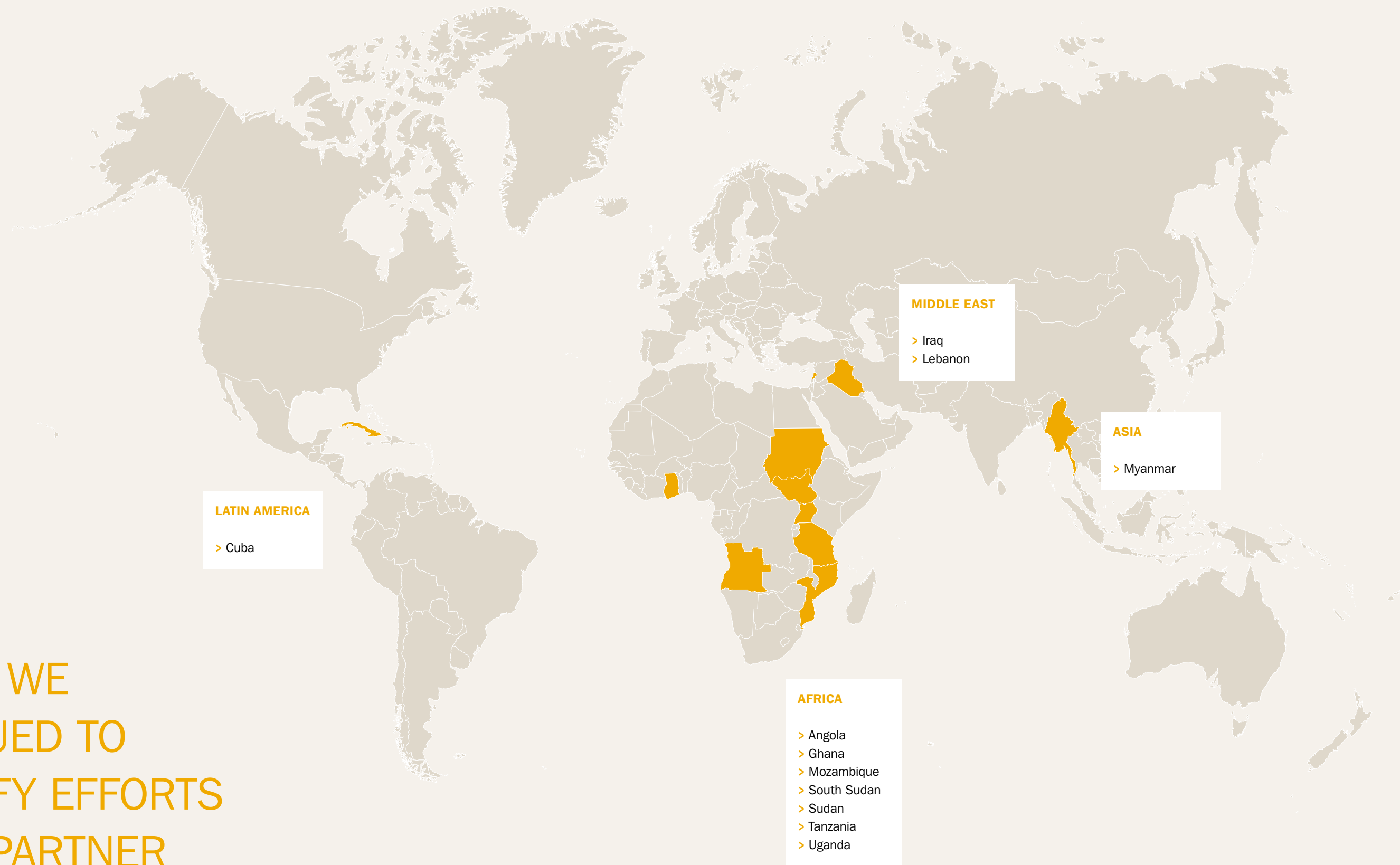
3 Policy makers and regulatory authorities are held accountable for their management of the petroleum sector

Accountability is necessary both for preventing wrongdoing and for addressing offences where they have occurred. In dialogue with partner institutions, the OfD Programme suggests opportunities for transparency and inclusion in institutional frameworks and in their implementation. Parliamentary committees, civil society organizations and media are crucial in holding the executive body to account. In order to play a meaningful role, these actors should have independence, relevant competence and capacity as well as access to information about the petroleum sector. The Programme supports a number of organizations working to enhance such capacity.

It is widely recognized that these factors – a legitimate and accountable management of the sector and high-quality institutions – are necessary for resource-dependent countries to achieve sustainable development-oriented policies and poverty reduction.

Key achievements within these three dimensions in 2014 are highlighted on the following pages. Some of the results are directly linked to OfD’s activities, whereas the Programme may have made minor contributions towards others. Whether the results have led to reduced poverty is difficult to measure, especially after a short period of time, and depends on many variables external to the OfD Programme. An impact evaluation would need to be counterfactual; what would have happened without the OfD intervention? This Annual Report confirms, however, that with OfD support, partner countries do deliver tangible results that are prerequisites for responsible governance of the petroleum sector and thus their overall development objectives.

Partner countries



IN 2014 WE
CONTINUED TO
INTENSIFY EFFORTS
IN OUR PARTNER
COUNTRIES

ANGOLA



AFRICA

KEY FACTS

Disbursed 2014: NOK 10 million

Civil Society organizations supported: Norwegian Church Aid

Partner country implementing institutions: Ministry of Petroleum

Norwegian implementing institutions: Ministry of Petroleum and Energy, Norwegian Petroleum Directorate, Norwegian Coastal Administration

Norway has provided petroleum related assistance to Angola since 1987. In 2011, Angola requested a further renewal of the agreement. In July 2014 the governments of Angola and Norway, represented by the Ministry of Petroleum and the Norwegian Embassy in Luanda signed a new Programme Agreement. An Institutional Cooperation Agreement between the Ministry of Petroleum and the Norwegian Ministry of Petroleum and Energy was signed in January 2015. As a result, no programme activities were carried out in 2014. Norwegian Church Aid continued to receive OfD support to promote budget monitoring and transparency through the project "Accountable governance of oil revenues in Angola". In addition, significant support was provided to a research cooperation programme between Chr. Michelsen Institute in Norway and the Angolan Centro de Estudos e Investigação Científica, contributing to resource policy analysis.



PHOTO: AMPE ROGÉRIO / REDE ANGOLA

Angolan Centro de Estudos e Investigação Científica.

CUBA



LATIN AMERICA

KEY FACTS

Disbursed 2014: NOK 1.2 million

Civil Society organizations supported: The Norwegian Confederation of Trade Unions

Partner country implementing institutions: Ministry of Foreign Trade and Foreign Investment, Ministry of Energy and Mines

Norwegian implementing institutions: Ministry of Petroleum and Energy, Norwegian Petroleum Directorate, Norwegian Coastal Administration, Petroleum Safety Authority Norway, Norwegian Coastal Administration



PHOTO: HANS PETER CHRISTOPHERSEN

Petroleum production in Matanzas, Cuba.

A three-year OfD cooperation between Cuba and Norway was concluded in 2013. A request from Cuba for a continuation was received in March 2013, and approved by the OfD Steering Committee in December 2013. Planning for the new programme together with the Cuban petroleum sector authorities took place during most of 2014. The Cuban Ministerio del Comercio Exterior and Norad signed a three-year Programme Agreement in October 2014.



KEY FACTS

Disbursed 2014: NOK 26.8 million

Partner country implementing institutions: Ministry of Petroleum, Petroleum Commission, Ghana National Petroleum Corporation, Ministry of Environment, Science, Technology and Innovation, Environmental Protection Agency

Norwegian implementing institutions: Ministry of Petroleum and Energy, Ministry of Climate and Environment Norwegian Petroleum Directorate, Norwegian Environment Agency, Petroleum Safety Authority Norway, Norwegian Coastal Administration, Petrad

Civil Society organizations supported: Oxfam, Natural Resource Governance Institute, The Norwegian Confederation of Trade Unions



Ghana and Norway have had an extensive cooperation within the OfD Programme since 2008. A five-year cooperation programme ended in 2014 and Ghana requested a new phase. An extensive review of the programme was undertaken in 2014 and concluded that the OfD support had contributed significantly to the structuring of the Ghanaian petroleum sector. For instance, petroleum legislation had been developed, a regulator had been established and environmental management had improved. In June 2014, the OfD Steering Committee formally approved a new five-year programme, with a continued focus on resource, environment and safety management. Revenue management activities were approved in 2013. Accountability and anti-corruption remain important areas.

KEY ACHIEVEMENTS 2014

1 Policy makers set goals and define and assign responsibilities

- > *The revised Petroleum Exploration and Production Bill* was submitted to Parliament for approval. Over the last four years OfD has extensively supported this effort under Ghanaian leadership. As part of the support programme, regulations regarding working environment, fiscal metering, drilling and reservoir management have been drafted.
- > *Data management regulations and guidelines* have been further developed.

- > *Draft waste regulations* were developed, governing the handling of hazardous and non-hazardous waste.
- > *Environmental Impact Assessment guidelines* for onshore oil and gas projects were developed to improve the clarity, consistency, and overall quality of the EIA process.

2 The authorities regulating the petroleum sector carry out their assigned responsibilities

- > *The Petroleum Commission is now operational* as the upstream regulator with a staff of 65. The capacity of the new institution was developed through comprehensive OfD training programmes. The training covered topics such as resource assessment, petroleum economics, fiscal metering, working environment and safety, drilling and reservoir management.
- > *The National Data Repository* was established within the Petroleum Commission, which is an important asset for Ghana's control of their proprietary data. OfD contributed by sharing Norway's experience with advanced management of geophysical and other data, both with the Petroleum Commission and with the national oil company.
- > *An Oil and Gas Unit* was established under the Environmental Directorate in the Ministry of Environment, Science, Technology and Innovation. The Unit will be responsible for the Ministry's management and policy formulation for the oil and gas sector in Ghana.

- > *Capacity in environmental monitoring:* The Environmental Protection Agency's (EPA's) Petroleum Department continued to develop capacity with OfD support. Special attention was given to the management of chemical waste and compliance monitoring. The agency successfully completed an audit of the waste treatment plant in Takoradi.
- > *Competence in Geographic Information Systems:* Staff members from the Petroleum Department were trained in the use of GPS to aid the integration of Geographic Information Systems into the programs and reporting of the Department.
- > *An environmental baseline* was developed with data collected by the research vessel Dr. Fridtjof Nansen financed by the OfD Programme. The information constitutes the first major environmental baseline survey across the Ghanaian coastline, and a base for sensitivity analyses and maps.
- > *Policy and management competence:* Representatives from the Petroleum Commission, the Ministry of Petroleum, the Oil and Gas Unit in Ministry of Environment, Science, Technology and Innovation and the Petroleum Department of the EPA enhanced their competence within petroleum policy and management through their participation in Petrad's annual 8-week course in Stavanger.

- > *Competence in Environmental Impact Assessments* was enhanced in the EPA's Petroleum Department and in the Petroleum Directorate through training at a conference of the International Association for Impact Assessment.
- > *Competence in petroleum revenue management* was developed among institutions such as the Ministry of Finance, the Ghana Revenue Authority, the Bank of Ghana and in civil society through two workshops.

3 Policy makers and regulatory authorities are held accountable for their management of the petroleum sector

- > *An Environmental Information Network* was established, and relevant stakeholders signed a draft Memorandum of Understanding outlining responsibilities to ensure effective collaboration on the collection, sharing and management of environmental information.
- > *Stakeholder participation in Strategic Environmental Assessment:* A final Strategic Environmental Assessment report was completed and effectively communicated, after a process of broad stakeholder participation at regional and national levels.
- > *Sector management insight:* A study tour to Norway gave President Mahama and four ministers the opportunity to discuss responsible management of the petroleum sector with petroleum authorities in Oslo and Stavanger, including research and education institutions.



MIDDLE EAST

KEY FACTS

Disbursed 2014: NOK 5.4 million

Partner country implementing institutions: Ministry of Oil

Norwegian implementing institutions: Ministry of Petroleum and Energy, Norwegian Petroleum Directorate, Norwegian Environment Agency, Petroleum Safety Authority Norway

International organizations supported: Global Gas Flaring Reduction Partnership

Civil Society organizations supported: Norwegian People's Aid, Thomson Reuters Foundation

Norway has cooperated with Iraq on the management of petroleum resources since 2005, and a five-year cooperation programme ended in 2009. While interim activities were conducted, the OfD cooperation with Iraq formally resumed in 2013 when the Norwegian Ministry of Petroleum and Energy and the Iraqi Ministry of Oil entered into a three-year Institutional Cooperation Contract. The new programme focuses on resource and environmental management.

KEY ACHIEVEMENTS 2014

1 Policy makers set goals and define and assign responsibilities

- > *Preparing for a petroleum policy:* OfD supported high level policy work conducted with an Iraqi delegation headed by the Deputy Minister for Oil.
- > *Competence on HSE regulations and roles* was developed through a targeted OfD workshop on modern HSE regulations and the roles of regulatory authorities.
- > *The development of a national supply and service industry* was addressed in an OfD workshop with broad representation from Iraqi ministries, laying the foundation for an increased level of local content in the petroleum sector.

2 The authorities regulating the petroleum sector carry out their assigned responsibilities

- > *Competence in data management:* Several ministries and national oil companies developed their petroleum data management capacity through a work visit to Norway. Members of the delegation expressed that the visit was highly relevant for the ongoing work on establishing a national geodata bank for Iraq, and that their understanding of the challenges the country is facing in this area had increased substantially.
- > *Competence in Geographical Information Systems:* An Iraqi delegation acquired competence on the topics of e-base maps, data acquisition and databases, and how Geographical Information Systems are being used by environmental authorities and petroleum authorities. The emphasis was placed on standards and procedures rather than technology.
- > *Competence was developed* through workshops on issues such as fiscal metering, laboratory sampling and economic modelling as well as environmental impact assessments and supervision.

OIL AND GAS PLAY AN IMPORTANT ROLE IN AN INCREASING NUMBER OF DEVELOPING COUNTRIES, AND HAVE THE POTENTIAL TO GENERATE ECONOMIC AND SOCIAL DEVELOPMENT





MIDDLE EAST

KEY FACTS

Disbursed 2014: NOK 4.8 million

Partner country implementing institutions: The Lebanese Petroleum Administration, the Ministry of Energy and Water, the Ministry of Environment, the Ministry of Finance

Norwegian implementing institutions: Ministry of Petroleum and Energy, Ministry of Climate and Environment, Ministry of Finance, Norwegian Petroleum Directorate, Norwegian Environment Agency, Petroleum Safety Authority Norway, Norwegian Coastal Administration, Oil Taxation Office Norway

International organizations supported: IMF

Civil Society organizations supported: Lebanese Centre for Policy Studies, Samir Kassir Foundation

The first phase of the OfD programme in Lebanon, initiated in 2006, ended in 2012. In March 2013, the OfD Steering Committee formally approved a second phase of the programme. A wide range of institutions has been involved in the planning and preparation of phase two of the cooperation. In 2014, the parties finalized a programme document for a three-year programme, including all four components (resource, revenue, environment and safety management) in addition to cross-cutting issues. The programme is based on an agreement between Norad, the Ministry of Foreign Affairs and Emigrants and the Ministry of Energy and Water, and a joint institutional cooperation agreement between the Lebanese Petroleum Administration and the Norwegian implementing institutions with endorsement letters from the Lebanese Ministry of Energy and Water, the Lebanese Ministry of Environment and the Lebanese Ministry of Finance.

KEY ACHIEVEMENTS 2014

1 Policy makers set goals and define and assign responsibilities

> *Launch of tax regime assistance:* The IMF launched a two-year project to assist the Lebanese authorities in developing and implementing a modern tax regime for the petroleum sector, funded through bilateral OfD cooperation.

> *Improvements to the legislative and regulatory regime:* IMF undertook two missions recommending amendments to the Lebanese fiscal regime and petroleum taxation law. The amendments have to a large extent been incorporated in the new draft Exploration and Production Agreement and Petroleum Taxation Law.

2 The authorities regulating the petroleum sector carry out their assigned responsibilities

> *Competence in tax and accounting issues* was strengthened when regulators of the petroleum sector in Lebanon, such as the Ministry of Finance and the Lebanese Petroleum Administration, attended a comprehensive OfD workshop.

> *Competence in contingency planning, emergency preparedness and HSE:* The capacities of a broad range of government institutions, including the Ministries of Environment, Public Health, Agriculture, Labour, Public Works and Transport, Interior and Municipalities, Defence, Industry and Finance, and the Lebanese Petroleum Administration were developed through two workshops in Beirut. Topics included the Norwegian experience in contingency planning, emergency preparedness and HSE. Due to the broad spectrum of participants, the workshops constituted an important platform for dialogue between the various ministries involved in emergency response and HSE work in the petroleum sector.

3 Policy makers and regulatory authorities are held accountable for their management of the petroleum sector

> *The media's capacity to report on the petroleum sector* was developed when a group of internationally renowned journalists in the energy sector visited 12 Lebanese media outlets and provided individual training, in addition to a one-day workshop for 35 journalists covering the sector.

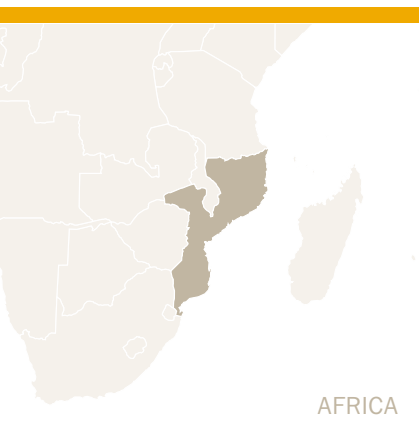
> *Monitoring media coverage of the oil and gas sector:* The Samir Kassir foundation produced a monitoring report that analyses the scope and quality of media coverage of the oil and gas sector. The report was prepared in cooperation with the Middle East Strategic Perspective and with the support of the Global Center for Journalism and Democracy at Sam Houston State University.

> *Civil society's understanding of the petroleum industry* was developed through training provided by the Lebanese Center for Policy Studies in cooperation with the Natural Resources Governance Institute, tailored to the regional extractive industries context.



Trans Arabian Pipeline.

MOZAMBIQUE



AFRICA

KEY FACTS

Disbursed 2014: NOK 22.5 million

Partner country implementing institutions: Ministry of Mineral Resources and the National Petroleum Institute

Norwegian implementing institutions: Ministry of Petroleum and Energy, Norwegian Petroleum Directorate. Contributions from Norwegian Environment Agency and Petroleum Safety Authority Norway on an ad hoc basis.

International organizations supported: IMF

Civil Society organizations supported: Oxfam, The Norwegian Confederation of Trade Unions, European Parliamentarians for Africa, WWF (representing a Civil Society platform)



Norway has provided petroleum-related assistance to Mozambique for more than 30 years, and the two countries have cooperated within the OfD Programme since 2005. The Norwegian Petroleum Directorate and the National Petroleum Institute entered into a four-year Cooperation Contract in late 2011. In recent years, Norway has also provided support to the strengthening of environmental institutions in Mozambique. In 2014, the Norwegian Ministry of Foreign Affairs and the Government of the Republic of Mozambique entered into a new four-year Programme Agreement. In mid-2014, the Norwegian Ministry of Petroleum and Energy and the National Petroleum Institute signed an Institutional Cooperation Contract.

KEY ACHIEVEMENTS 2014

1 Policy makers set goals and define and assign responsibilities

- > A new organizational structure for The National Petroleum Institute (INP) was presented to the board. The structure was largely based on an OfD supported study from 2013, which was further developed by INP.
- > The Amended Petroleum Law was developed by INP and the Ministry of Mineral Resources with extensive OfD support. Together with the approved Enabling Law and Decree Law, this provides a regulatory basis for the development of the major gas fields discovered in 2011. It is supplemented by particular Host Government Agreements and amended Exploration and Production Concession Contracts.

- > Juridical matrices were developed in cooperation with a legal team from the OfD Programme. The matrices provide for systematic assessments of the consequences of the Amended Petroleum Law and Decree Law for necessary changes to the Petroleum Operation Regulations.

- > A scope for a new Model Exploration and Production Concession Contract was developed by INP in close cooperation with OfD legal experts. The final model contract will also depend on the content in the new Petroleum Operations Regulations.

- > A legal analysis related to the production of Liquefied Natural Gas (LNG) and the use of Special Purpose Vehicles and currency issues, made by OfD experts at INP request, improved the basis for decision making related to the development of LNG facilities.

2 The authorities regulating the petroleum sector carry out their assigned responsibilities

- > The 5th Licensing Round was prepared by the INP, with OfD assistance in determining the number and size of offered blocks, bidding criteria and procedures for evaluation, the up-front assessment of prospectivity, and initial discussions of work programs.
- > Assistance to field development planning enabled INP to assess the documentation presented by the energy company ENI for the Coral Field Floating LNG development, and procure technical assistance for the Plan for Production and Field Development and production plans.

- > Upgraded information and communications technology (ICT) systems, safe data storage and remote networks: INP upgraded their ICT systems to secure the organization's functionality and to provide improved data safety. The new storage facility for core samples will soon be ready for the first samples. The new data system comprises links to the storage facilities, and to the Pemba regional office.

- > Two HSE audits were completed with the support of OfD experts. The first audit concerned an uncontrolled mud release, and the second was a safety audit of the Sasol Pande Temane Central Processing Facility and the pipeline system.

- > Institutional Capacity Development: The institutions involved in project specific environmental impact assessments acquired basic petroleum knowledge through tailored OfD training.


- > Capacity in fiscal metering was developed through training of INP representatives on how to monitor fiscal metering systems and to conduct metering audits.

3 Policy makers and regulatory authorities are held accountable for their management of the petroleum sector

- > Informing the public about the petroleum sector: Supported by the OfD Programme, the Center for Public Integrity continued publishing articles putting the spotlight on the management of the petroleum sector in Mozambique, particularly in relation to disclosure of contracts.

2014 CHALLENGES

The Petroleum Operation Regulations were not finalized because the Parliament made substantial changes to the Petroleum Law, which will need further clarifications. Certain planned activities related to production and field development were delayed, mainly due to a combination of capacity constraints in both country institutions and development plans being delayed from the concessionaires. Practical training in audit of offshore petroleum activity in Norway was cancelled because the relevant institutions were unable to nominate individuals who would be assigned this work task in the future.



NORWAY HAS TAKEN AN INTEGRATED APPROACH TO ITS ACTIVITIES IN THE OIL AND GAS SECTOR, AND THIS IS ONE OF THE KEY PRINCIPLES UNDERLYING THE OFD PROGRAMME

MYANMAR

KEY FACTS

Disbursed 2014: NOK 6.9 million

Civil Society organizations supported: The Norwegian Church Aid



In September 2013, the OfD Steering Committee formally approved the planning of a possible OfD programme in Myanmar. In 2014, the parties worked together to map the status and needs of the Myanmar petroleum sector, and to prepare for a proposal for an OfD programme. The planning included several preparatory workshops.

KEY ACHIEVEMENTS 2014

2 The authorities regulating the petroleum sector carry out their assigned responsibilities

- > *Competence in environmental and safety issues* was increased for staff from the Ministry of Environment, Conservation and Forestry and the Ministry of Energy through a targeted OfD training course.
- > *Shared experience on revenue management*: An expert on sovereign wealth fund and asset management shared Norway's experience with natural resource revenue management at a high-level meeting for several ministers, including the Minister of Finance, the Minister of Energy, a minister at the Office of the President and the deputy Governor of Myanmar Central Bank.

←
Test center for oil spill preparedness equipment at the Norwegian Coastal Administration.

> *Industry insight and network*: A delegation from Myanmar, headed by the Minister of Energy attended the Offshore Northern Seas exhibition event in Stavanger.

> *Basic petroleum knowledge* was strengthened among civil servants working in various ministries through their participation in a course arranged by Petrad.

> *Policy and management competence* of three staff members from the Ministry of Energy was strengthened through their participation in Petrad's annual 8-week course in Stavanger.

> *Revenue management competence*: OfD organised two workshops in collaboration with the Natural Resource Governance Institute on petroleum revenue management for staff from different ministries and parliamentarians.

3 Policy makers and regulatory authorities are held accountable for their management of the petroleum sector

> *Access to governance information for the public* was improved, as the Norwegian Church Aid's local partner organization Spectrum translated simplified petroleum governance information and information from the Extractive Industries Transparency Initiative into local language and distributed it.

> *Knowledge of Oil and Gas activities* was increased among local NGOs that have participated in training activities.

SOUTH SUDAN



AFRICA

KEY FACTS

Disbursed 2014: NOK 24.7 million

Partner country implementing institutions: Ministry of Petroleum and Mining, Ministry of Finance, Commerce and Economic Planning, Ministry of Environment

Norwegian implementing institutions: Ministry of Petroleum and Energy, Ministry of Finance, Norwegian Petroleum Directorate, Norwegian Environment Agency, Petroleum Safety Authority Norway

International organizations supported: IMF

Civil Society organizations supported: Norwegian People's Aid, Global Watch



Norway has assisted the Government of South Sudan (initially Southern Sudan) as a part of the implementation of the Comprehensive Peace Agreement, since 2005. In 2012, the Norwegian Ministry of Petroleum and Energy and South Sudan's Ministry of Petroleum and Mining entered into a two-year Institutional Cooperation Contract. As the programme has been affected by the armed conflict in South Sudan, the parties agreed to extend the cooperation until June 31, 2015.

KEY ACHIEVEMENTS 2014

1 Policy makers set goals and define and assign responsibilities

> *Guidelines on Occupational Health and Safety* were completed and published. In cooperation with USAID and Deloitte, OfD advisors provided training on legal drafting.



South Sudanese soldiers overlook the shutdown of PetroDar facilities.

2 The authorities regulating the petroleum sector carry out their assigned responsibilities

> *Fiscal metering capacity development:* Significant progress has been made within fiscal metering where a competent and dedicated team from the Ministry of Petroleum and Mining was mobilized. In cooperation with their OfD counterpart, the team developed and implemented a crude oil loading auditing procedure for the Port Sudan marine terminal. This effort is important as it contributes to the accuracy of oil allocation and sales figures.

> *Capacity development in HSE audits:* Staff members from the HSE unit were trained in an OfD course for HSE audits at Bagamoyo in Tanzania. Instruction was further augmented through tutoring in the application of the newly acquired techniques with direct relevance to the South Sudanese factual and regulatory situation.

> *Basic petroleum knowledge:* A one-week training course on basic petroleum industry knowledge, with special attention to HSE, was conducted in Entebbe. The training increased the participants' technical understanding of the upstream petroleum value chain with a view to enhancing their communication skills with the industry and ultimately to improving, in the longer term, their effectiveness in contributing to regulating the industry.

> *Concession Map:* The OfD programme assisted the Ministry of Petroleum and Mining in constructing their first map showing the licensed areas in the petroleum industry. Through technical assistance and discussions, the Ministry staff gained competence in the tools to design the map.

2014 CHALLENGES

The conflict in South Sudan, which erupted in December 2013, has severely affected the efficiency of the OfD programme in South Sudan. First, it is extremely challenging for the Ministry of Petroleum and Mining to give attention to long term capacity development in the face of constant crises. Second, the security situation has prevented OfD advisors from traveling to Juba. To be able to continue the implementation in this situation, the OfD programme has organized training, meetings and workshops in Entebbe and at other locations outside South Sudan. Some activities have been followed up through video- and phone conferences.

SUDAN



KEY FACTS

Disbursed 2014: NOK 13 million

Partner country implementing institutions: Ministry of Petroleum, Oil Exploration and Production Administration, General Directorate for Environment and Safety

Norwegian implementing institutions: Ministry of Petroleum and Energy, Norwegian Petroleum Directorate, Norwegian Environment Agency, Petroleum Safety Authority Norway

A cooperation agreement between the governments of Sudan and Norway, represented by the Sudanese Ministry of Petroleum and the Norwegian Embassy in Khartoum was signed in February 2012. In 2012, the Sudanese Ministry of Petroleum and the Norwegian Ministry of Petroleum and Energy signed an Institutional Cooperation Contract. In 2014, the parties agreed to extend the programme until December 2015. Key topics in the cooperation programme include legislation and policy assistance, environmental data management, HSE and handling of produced water, and resource management.

KEY ACHIEVEMENTS 2014

1 Policy makers set goals and define and assign responsibilities

> *Petroleum policy analysis:* The Ministry of Petroleum continued to prepare for a new Petroleum Policy for Sudan, and took full ownership of the process. The policy committee drafted a paper on the petroleum policies that had been applied in previous years. This document allows for an analysis of which policy areas should be altered for the future to enhance the overall benefit derived from the petroleum resources of the Republic of Sudan.

2 The authorities regulating the petroleum sector carry out their assigned responsibilities

- > *Company audit:* Representatives from the Ministry of Petroleum followed a practical training session for inspectors auditing the Petrodar Operating Company, inspecting their Bashayer 2 Marine Terminal in Port Sudan. The Ministry and the General Directorate for Environment and Safety carried out an audit according to the plan, with OfD supervision, resulting in an audit report to Petrodar.
- > *Capacity regarding enhanced oil recovery* was significantly strengthened in the Ministry of Petroleum through the Improved (Enhanced) Oil Recovery project, concluded in 2014. The project achieved its main objectives of exploring and identifying increased oil opportunities for the Heglig field. The project has included courses and seconded staff from Sudan participating in the work.

→
Exchanging experiences and learning about oil related environmental regulations and community rights. Under a regional initiative, the NGO Friends of the Earth Norway has together with National Association of Professional Environmentalists established a network of 50 communities in the region Hoima and Buliisa, Uganda.

A photograph showing a group of people, including men and women, sitting around a table in what appears to be a meeting or training session. In the foreground, the back of a woman's head and shoulders are visible; she is wearing a white t-shirt with the text 'Please Parliament, DON'T GIVE UGANDA'S OIL TO ONE INDIVIDUAL' printed on it in bold, black, sans-serif font. The background shows other participants and a room with blue walls and wooden pillars.

IT IS CRUCIAL TO HAVE AN INFORMED PUBLIC, BOTH IN ORDER TO DEVELOP A SOUND NATIONAL POLICY AND SO THAT THE AUTHORITIES ARE HELD ACCOUNTABLE FOR THEIR MANAGEMENT OF THE PETROLEUM RESOURCES



KEY FACTS

Disbursed 2014: NOK 28.8 million

Partner country implementing institutions: Ministry of Energy and Petroleum, Tanzania Petroleum Development Cooperation, Ministry of Lands, Housing, Water and Energy (Zanzibar), Ministry of Labour, Youth and Employment Development, Occupational Safety and Health Agency, Vice President's Office – Environmental Division, Vice President's Office – National Environment Management Council, Surface and Marine Transport Regulatory Authority, Ministry of Natural Resources and Tourism, Deep Sea Fishing Authority

Norwegian implementing institutions: Ministry of Petroleum and Energy, Norwegian Petroleum Directorate, Norwegian Environment Agency, Norwegian Coastal Administration, Petroleum Safety Authority Norway

Civil Society organizations supported: The Norwegian Church Aid, Oxfam, WWF, the Norwegian Confederation of Trade Unions

Norway has provided assistance to the Tanzanian petroleum sector periodically since 1985. In March 2012, the Government of Tanzania and the Norwegian Ministry of Foreign Affairs signed a Programme Agreement for a new phase of the OfD programme. In February 2013, the Norwegian Ministry of Petroleum and Energy and the Tanzanian Ministry of Energy and Minerals signed an Institutional Cooperation Contract, formally establishing a three-year OfD programme in Tanzania. The programme is extensive and involves a range of institutions and thematic areas, including resource, environmental and safety management. The first annual meeting was held in February 2014, and 2014 was the first full year of activities in all programme components.

KEY ACHIEVEMENTS 2014

1 Policy makers set goals and define and assign responsibilities

- > *The Petroleum Policy Document* was updated after a comprehensive consultation process involving a wide range of government and non-governmental stakeholders.
- > *The foundation for a new Petroleum Act:* A Legal Strategy Group was established, broadly composed of members on ministry level. Supported by OfD legal experts, the group established a baseline on existing regulations, identified gaps, and performed benchmarking exercises as a basis for the drafting of a new Petroleum Act.

2 The authorities regulating the petroleum sector carry out their assigned responsibilities

- > *Increased safety competence:* Competence of personnel involved in safety and risk management, HSE data management, contingency and audit methodology was enhanced through targeted seminars and safety workshops.
- > *Increased capacity for environmental management:* A series of training activities built capacity of relevant personnel in environmental management, in areas such as environmental impact assessment, oil spill response and environmental data management.
- > *Basic petroleum knowledge* was developed through a one-week training programme. The training increased the participants' technical understanding of the upstream petroleum value chain with a view to enhancing their communication skills within the industry and ultimately to improving, in the longer term, their effectiveness in contributing to regulating the industry.
- > *A training needs assessment* was conducted: The assessment provides a basis for future work to strengthen government authorities' competence to fulfil their roles and responsibilities for the upstream petroleum sub-sector, and also provides input to the upcoming institutional review in the upstream petroleum sub-sector.



Worker welding firefighting equipment at a petrol depot in Dar Es Salaam.

3 Policy makers and regulatory authorities are held accountable for their management of the petroleum sector

- > *Improved understanding of petroleum sector management among religious leaders:* 16 religious leaders from local communities affected by potential petroleum activities improved their understanding of petroleum management through a one-week study trip to Norway.
- > *NGO influence on local content policy:* The OfD supported WWF assisted local NGOs in responding to a draft local content policy. Comments and recommendations regarding, among other things, benefit sharing, transparency and beneficial ownership, were registered and taken into account by the Government.

- > *Tools and organization to track public expenditure:* Norwegian Church Aid has mobilized local communities to form committees employing a Public Expenditure Tracking System, in order to hold local government accountable to the management of public resources.



KEY FACTS

Disbursed 2014: NOK 47.3 million

Partner country implementing institutions: Ministry of Energy and Mineral Development, Ministry of Finance, Planning and Economic Development, Ministry of Water and Environment, National Environmental Management Authority, Uganda Revenue Authority

Norwegian implementing institutions: Ministry of Petroleum and Energy, Ministry of Climate and Environment, Ministry of Finance, Norwegian Petroleum Directorate, Norwegian Environment Agency, Petroleum Safety Authority Norway, Oil Taxation Office Norway

Civil Society organizations supported: WWF, Global Witness, Thomson Reuters Foundation



Norway and Uganda have cooperated within the OfD Programme since 2006. A five-year Programme Agreement covering resource, environmental and revenue management ended in December 2014. An end review pointed to concrete achievements in establishing a framework for the management of the Ugandan petroleum sector. In September 2014, the OfD Steering Committee formally approved a new phase of the cooperation for a three-year period, with limited scope compared to the previous programme.

KEY ACHIEVEMENTS 2014

1 Policy makers set goals and define and assign responsibilities

- > *Framework for regulations:* Petroleum upstream and midstream regulations are under elaboration with substantial OfD support. The Ministry of Energy and Mineral Development with its Petroleum Exploration and Production Department developed general rules for regulations and an adequate supervisory framework.
- > *Monitoring guidelines implemented:* The Petroleum Exploration and Production Department implemented and shared guidelines for the monitoring of field operations with the National Environment Management Authority (NEMA).



Drilling rig in the outskirts of Kyabasumbu, Uganda, a fishing village on the west coast of Lake Albert. PHOTO: TROND SIMENSEN

- > *Preconditions for a new licensing round:* With OfD assistance, a licensing strategy and plan was developed and sent to the Cabinet for approval. A draft model contract for commercial seismic activities was completed, and a grid system was approved.
- > *A draft Petroleum Tax Manual* was developed, to be completed in 2015.

2 The authorities regulating the petroleum sector carry out their assigned responsibilities

- > *Clarified roles and interfaces:* The competence of several government institutions has been enhanced on topics such as data management, resource assessment and geophysical and geological work through extensive OfD training. A functional analysis clarifying the roles of the new institutions; the regulator, the petroleum directorate and the national oil company, and the drafting of a coordination document were important results.
- > *Transitional units and recruitment:* The OfD programme supported strategic organizational initiatives for the new institutions. Development of human resources and recruitment plans were key elements, including the recruitment of staff and unit heads. Four transitional units were established, and capacity development activities were initiated.
- > *Developing the Capacity for Environmental Management:* NEMA increased its competence in environmental management challenges in the oil and gas industry.
- > *Environmental assessments:* With OfD support, NEMA produced reports related to the Environmental Risk Assessment and an Oil Spill Contingency Analysis.
- > *Strategic plan for infrastructure:* A proposal for a national strategic plan for development of petroleum pipelines and storage facilities was developed.

3 Policy makers and regulatory authorities are held accountable for their management of the petroleum sector

- > *Information to the public:* Implementing a National Communication Strategy for the oil and gas sector, the Ugandan resource authorities disseminated information through the media, stakeholder sensitisation programs and a website, among other channels, and contributed to a more inclusive public debate.

2014 CHALLENGES

The work with the revenue component has produced the least results so far. A key factor has been the non-passage of the Public Finance Bill, which has put many follow-up activities on hold. Contributing to this is the fact that revenues have yet to start flowing, pending the start of petroleum production. The Ministry of Finance, Planning and Economic Development staff are still largely dealing with hypothetical situations and unresolved political questions.

Long-term cooperation preparing for commercial oil: **The Nicaragua Case**

The programme in Nicaragua was concluded in 2014. The country started to work to reactivate its oil exploration in the 1980s. These efforts were strengthened in 1989 with the signing of the first cooperation agreement between the Government of Nicaragua and the Government of Norway, regarding assistance to the petroleum sector in Nicaragua. Since then, experts from the Norwegian Petroleum Directorate, as well as the Norwegian Environment Agency and the Petroleum Safety Authority Norway, have provided technical assistance in five phases of the programme, with total expenditures amounting to NOK 21 million.

The combination of the longer timeframes used in oil activities and the fact that the petroleum sector in Nicaragua needed to be reconstructed from scratch in 1989 helps to explain why this country has received support from Norway for almost 25 years, despite the fact that no commercial oil has been found. However, the country is now well prepared for future phases.

In the external end review, the programme was described as highly relevant and remarkably effective. What would have happened without the programme? "The answer is simple: none of the achievements made would have happened."

KEY ACHIEVEMENTS THROUGHOUT THE COOPERATION HAVE BEEN:

- > The design and implementation of a new regulatory framework for the petroleum sector, including Law 286/98 (the 'Special Law for Exploration and Exploitation of Hydrocarbons') and its regulation (Decree No. 43-98).
- > The collection and processing of all available data from the 1960s and 70s and the creation of a Petroleum Database.
- > The implementation of a monitoring and evaluation system relating to health, safety and the environment for offshore operations.
- > Analysis of new seismic data.
- > An international promotional campaign highlighting the value of Nicaragua as a potential destination for investors.
- > The updating and improving of the National Contingency Plan for Emergencies, related to the exploration and exploitation of resources.

SEVERAL LEARNING POINTS WERE HIGHLIGHTED:

- > Profound institutional transformations may be achieved with limited resources.
- > The development of relationships based on mutual trust was a critical success factor.
- > The Nicaraguan counterpart valued intangible elements, like the reputation of the cooperating institutions.
- > Although the programme was tailored to the demands of the local counterpart, joint decision making was considered necessary and successful.



→ Interpreting seismic data at the annual Petrad 8-week course.

FOR THE SECTOR TO BE WELL
MANAGED THE AUTHORITIES
MUST HAVE THE CAPACITY AND
RESOURCES TO CARRY OUT
THEIR RESPONSIBILITIES



THE MAIN APPROACH OF THE OFD PROGRAMME IS SUPPORT FOR CAPACITY DEVELOPMENT THROUGH INSTITUTIONAL COLLABORATION

Oil for Development input for results

THE FOUR COMPONENTS OF A HOLISTIC APPROACH TO PETROLEUM MANAGEMENT

EXAMPLES OF TOPICS COVERED BY THE COMPONENTS

RESOURCES: Legal frameworks for the petroleum sector, mapping of resources, data management and resource extraction, and environmental impact assessments.

REVENUES: Petroleum fiscal regimes, petroleum fund issues, macroeconomic and fiscal frameworks, revenue administration and initiatives to promote transparency.

ENVIRONMENT: Legal frameworks, environmental sensitivity mapping, environmental impact assessments, permitting, oil spill response plans, compliance monitoring and issues related to climate change.

SAFETY: Disaster prevention, HSE legislation and institutionalization, and three-party cooperation between trade unions, employer unions and the authorities.

Anti-corruption and **gender** are cross-cutting considerations in the OfD Programme.

BUILDING PARTNERSHIPS

The main approach of the OfD Programme is support for capacity development through institutional collaboration. This involves Norwegian public institutions entering into long-term cooperation agreements with public institutions in partner countries. Local demand and ownership is considered crucial for building and maintaining successful partnerships.

The Norwegian public institutions involved in the OfD Programme are:

THE NORWEGIAN PETROLEUM DIRECTORATE

THE NORWEGIAN ENVIRONMENT AGENCY

THE PETROLEUM SAFETY AUTHORITY NORWAY

THE OIL TAXATION OFFICE NORWAY

THE NORWEGIAN COASTAL ADMINISTRATION

STATISTICS NORWAY

Their assistance is overseen by the Ministry of Petroleum and Energy, the Ministry of Climate and Environment and the Ministry of Finance. The Ministry of Labour and Social Affairs and the Ministry of Transport and Communications are also involved. In addition, the Programme coordinates activities with the Office of the Auditor General of Norway.

Other partners involved in the Programme are consultancies and research institutions, multilateral actors such as the IMF and the World Bank, the foundation Petrad, and civil society organizations, the media and academia.

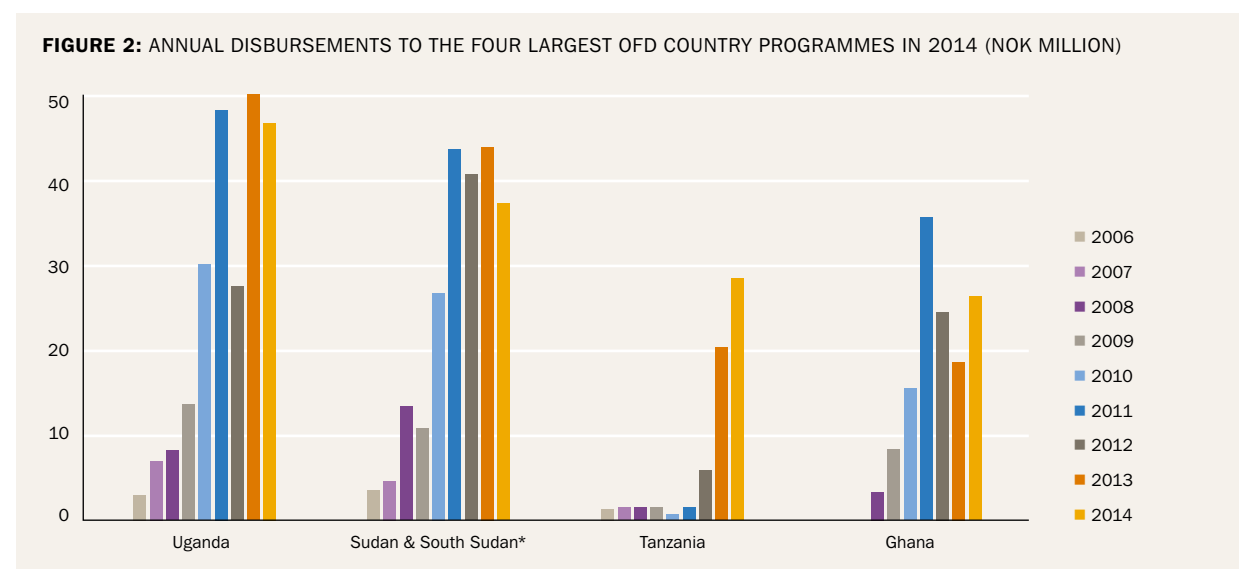
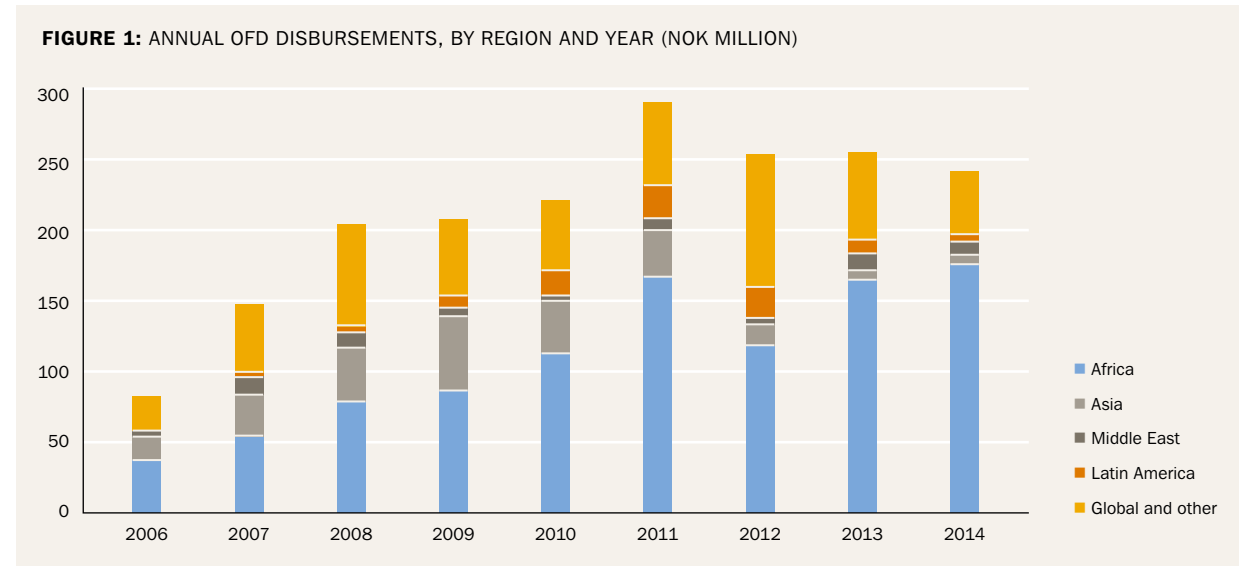
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Building site of the first waste treatment plant in Uganda.

OFD IN NUMBERS

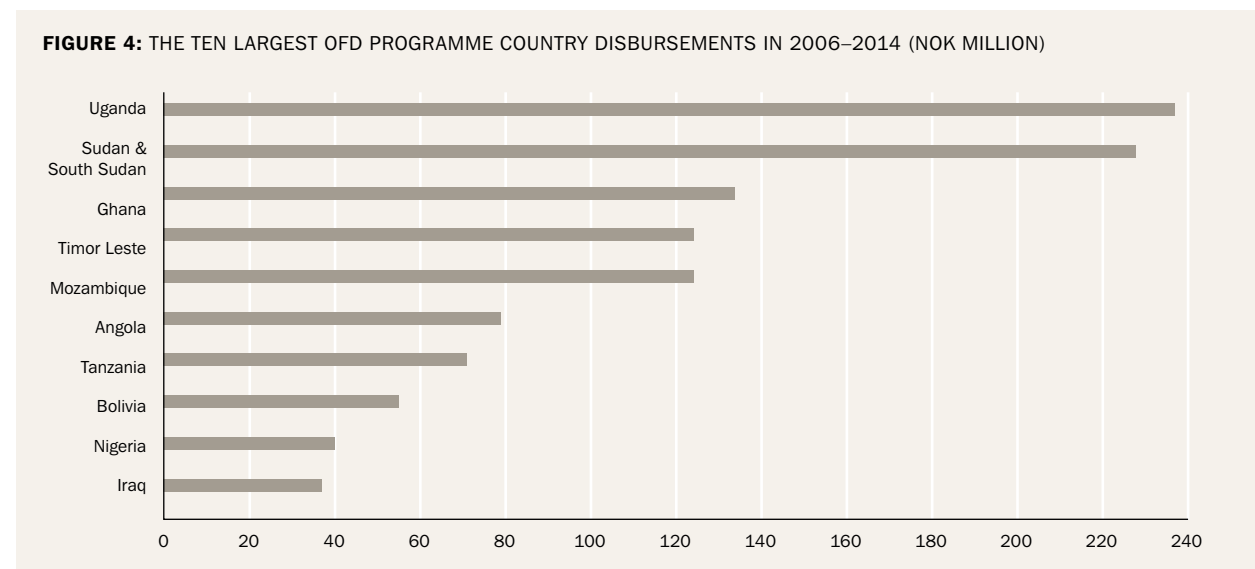
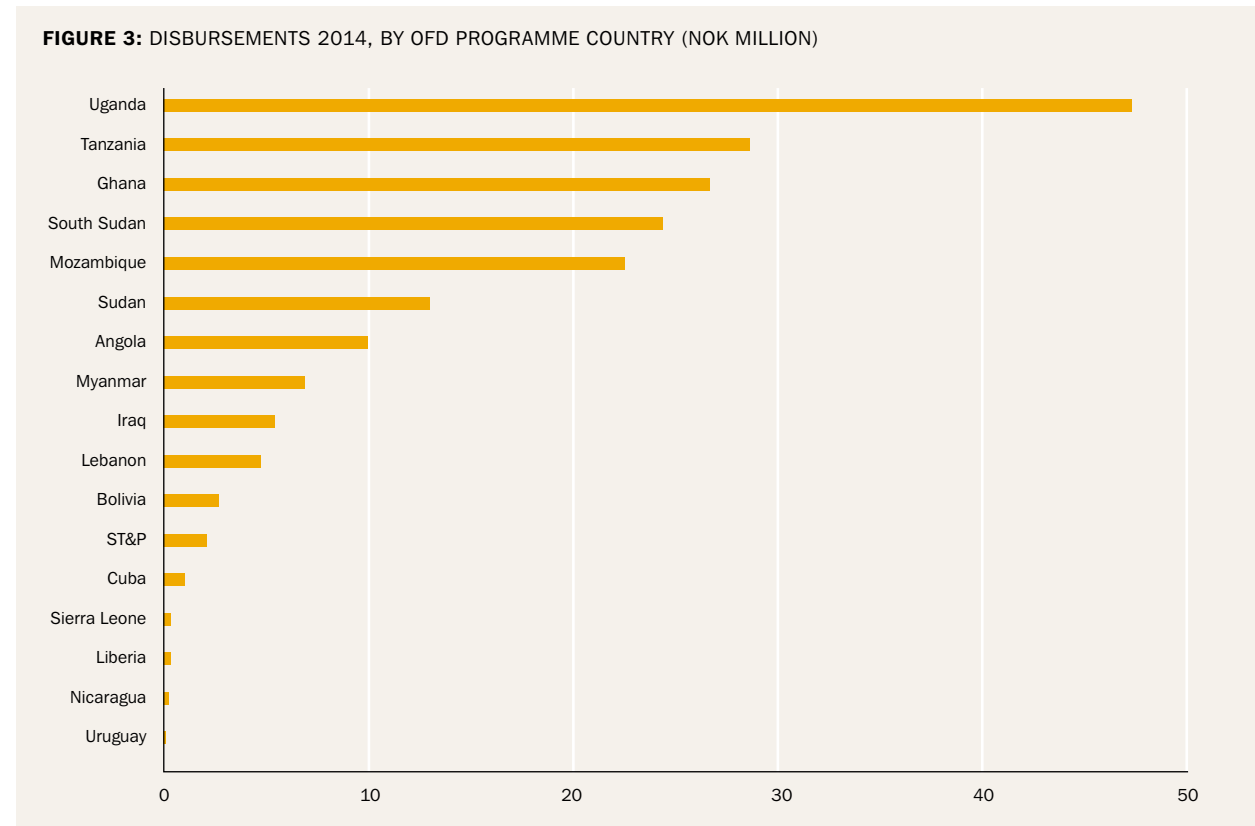
The OfD Programme was initiated by the Norwegian Government in 2005, and 2006 was the Programme's first full year of operation. From a budget of NOK 60 million in 2006, the OfD Programme has expanded rapidly, with a total 2014 disbursement amounting to NOK 242 million. The OfD Programme has always allocated most of its resources to African countries, and the share of disbursements to Africa has increased steadily from 56% in 2009, to almost 90% in 2014 (Figure 1).

The four largest OfD country programmes in 2014, which accounted for close to 60% of OfD country disbursements, were all in Africa (Figure 2).

In 2014, there were OfD disbursements to 17 countries. Uganda by far had the highest disbursement level, at more than NOK 47 million (Figure 3). With a few exceptions, the major country programmes in 2014 are also the largest country programmes in the history of the OfD Programme (Figure 4).



* For the purpose of statistical comparison, Sudan and South Sudan are counted together here. Since South Sudan gained its independence in 2011, funding has been provided separately to the two countries.



ANNEX

TABLE 1 / FIGURE 1: ANNUAL OFD DISBURSEMENTS, BY REGION AND YEAR (NOK 1000)

	2006	2007	2008	2009	2010	2011	2012	2013	2014	TOTAL 2006-14
Africa	35 678	52 429	78 507	86 438	112 000	167 150	117 388	164 492	176 009	990 091
Asia	18 195	30 908	37 773	52 635	37 738	32 850	15 608	7 139	6 889	239 735
Middle East	3 000	13 310	11 144	5 717	3 686	8 150	5 255	12 023	10 231	72 516
Latin America	353	2 058	4 875	9 155	17 991	24 050	20 349	9 851	4 326	93 008
Global and other	25 108	49 295	72 701	53 055	50 647	58 950	95 787	61 308	44 828	511 639
Total	82 334	148 000	205 000	207 000	222 062	291 150	254 387	254 813	242 283	1 906 989

TABLE 2 / FIGURE 2: ANNUAL DISBURSEMENTS TO THE FOUR LARGEST OFD COUNTRY PROGRAMMES IN 2014 (NOK 1000)

	2006	2007	2008	2009	2010	2011	2012	2013	2014	TOTAL 2006-14
Uganda	3 055	7 121	8 419	13 808	30 298	48 800	27 818	50 609	47 333	237 261
Sudan & South Sudan	3 539	4 800	13 476	10 951	27 037	44 200	41 238	44 421	37 735	227 397
Tanzania	1 210	1 431	1 447	1 492	623	1 500	5 944	20 453	28 775	62 875
Ghana	0	0	3 428	8 308	15 576	36 000	24 791	19 092	26 787	133 982
Subtotal	9 810	15 359	25 350	28 260	59 968	96 511	77 012	117 496	115 857	545 623

TABLE 3 / FIGURE 3, 4: ANNUAL DISBURSEMENTS TO OFD COUNTRY PROGRAMMES IN THE PERIOD 2006-2014 (NOK 1000)

	2006	2007	2008	2009	2010	2011	2012	2013	2014	TOTAL 2006-14
Afghanistan	64	3 289	8 570	13 039	5 738	3 100	0	0	0	33 800
Angola	2 984	11 162	7 888	13 548	15 635	9 100	2 332	1 456	9 988	79 193
Bangladesh	3 045	3 045	10 210	8 783	3 000	0	0	0	0	28 083
Bolivia	353	1 401	2 805	5 976	8 696	12 800	15 252	4 564	2 839	54 686
Cambodia	107	2 410	2 773	3 907	856	0	0	0	0	10 053
Cuba	0	0	0	0	1 073	3 400	3 097	4 556	1 101	13 227
Ecuador	0	657	1 724	1 954	3 803	3 300	0	0	0	11 438
Ghana	0	0	3 428	8 308	15 576	36 000	24 791	19 092	26 787	133 982
Indonesia	500	500	1 010	0	0	0	0	0	0	2 010
Iraq	3 000	10 500	4 844	3 286	1 392	550	375	7 383	5 434	36 764
Ivory Coast	0	0	1 148	3 463	51	0	4	0	0	4 666
Kenya	0	30	1 500	1 163	700	0	0	0	0	3 393
Lebanon	0	2 422	5 600	2 431	2 111	7 600	4 880	4 640	4 797	34 481
Liberia	0	0	0	0	0	550	206	395	345	1 496
Madagascar	643	6 272	12 574	4 303	91	0	0	0	0	23 883
Mauritania	315	358	745	815	854	0	0	0	0	3 087
Mozambique	8 496	14 900	18 802	13 861	5 614	17 200	4 429	18 131	22 525	123 958
Myanmar	0	0	0	0	0	0	0	1 181	6 889	8 070
Nicaragua	0	0	346	1 225	869	1 000	2 000	720	328	6 488
Nigeria	6 769	5 655	4 511	4 559	3 743	4 600	6 941	3 387	0	40 165
Palestine	0	388	700	0	0	0	0	0	0	1 088
Sao Tomé and Príncipe	607	200	50	1 125	1 874	1 600	3 505	1 448	2 112	12 521
Sierra Leone	0	0	0	0	0	550	184	0	409	1 143
South Africa	6 000	500	2 392	1 102	0	0	0	0	0	9 994
Sudan	5 039	4 800	13 476	10 951	27 037	44 200	13 262	26 084	13 000	157 849
South Sudan							27 976	18 337	24 735	71 048
Tanzania	700	1 431	1 447	1 492	623	1 500	5 944	20 453	28 775	62 365
Timor-Leste	14 258	15 889	13 553	19 670	21 570	19 800	13 738	5 958	0	124 436
Uganda	3 055	7 121	8 419	13 808	30 298	48 800	27 818	50 609	47 333	237 261
Uruguay	0	0	0	0	0	0	0	11	58	69
Vietnam	221	5 775	1 657	2 464	1 523	1 500	1 870	0	0	15 010
Zambia	1 070	0	2 127	1 978	13	0	0	0	0	5 188
Subtotal	57 226	98 705	132 299	143 211	152 740	217 150	158 604	193 505	197 455	1 350 895
<i>Regional</i>	0	2 700	4 283	10 734	18 685	15 050	95 787	61 308		253 375
<i>Global</i>	25 108	46 595	68 364	53 055	50 647	58 950			44 828	302 719
Subtotal	25 108	49 295	72 647	63 789	69 332	74 000	95 787	61 308	44 828	556 094
Total	82 334	148 000	204 946	207 000	222 072	291 150	254 391	254 813	242 283	1 906 989

