

# 2017



## The Oil for Development Programme

**ANNUAL REPORT 2017**



**OIL** FOR DEVELOPMENT

# CONTENTS

<b>Introduction</b> .....	2
The Oil for Development Programme .....	2
The institutions involved .....	2
Key developments in 2017 .....	3
Oil for Development's Theory of Change .....	4
<b>Programme countries 2017</b> .....	6
Angola .....	8
Cuba .....	10
Ghana .....	12
Iraq .....	14
Kenya .....	16
Lebanon .....	18
Mozambique .....	20
Myanmar .....	22
South Sudan .....	24
Sudan .....	26
Tanzania .....	28
Uganda .....	32
<b>Annex</b> .....	35

# Introduction

## THE OIL FOR DEVELOPMENT PROGRAMME

The Oil for Development (OfD) programme was initiated in 2005 and is today an important contributor to Norway's development assistance. Norway shares its experience of developing a robust petroleum management regime through long-term institutional cooperation agreements with partner countries. In 2017, twelve countries were included in the OfD portfolio.

The OfD programme is based on the premise that responsible governance is an important prerequisite for sustainable economic growth and the welfare of the citizens. It provides broad-based institutional capacity support to the management of petroleum resources, environmental and safety issues, and revenues earned from the petroleum sector.

## THE INSTITUTIONS INVOLVED

The following Norwegian governmental institutions are involved in the OfD programme:

Five ministries form the Steering Committee:

- > The Ministry of Foreign Affairs
- > The Ministry of Petroleum and Energy
- > The Ministry of Climate and Environment
- > The Ministry of Finance
- > The Ministry of Transport and Communications

In addition, implementing institutions include:

- > The Norwegian Petroleum Directorate
- > The Norwegian Environment Agency
- > The Petroleum Safety Authority Norway
- > The Oil Taxation Office Norway
- > The Norwegian Coastal Administration
- > Statistics Norway

Other important contributors to the programme are consultancies, research institutions, and multilateral actors.

## THE OFD PROGRAMME IS A NORWEGIAN DEVELOPMENT COOPERATION PROGRAMME THAT:

- > Aims for responsible management of petroleum resources as a means to reduce poverty
- > Works through long-term collaboration with partner countries
- > Develops capacity primarily through institutional cooperation
- > Includes cooperation with multilateral actors, civil society, the media and academia

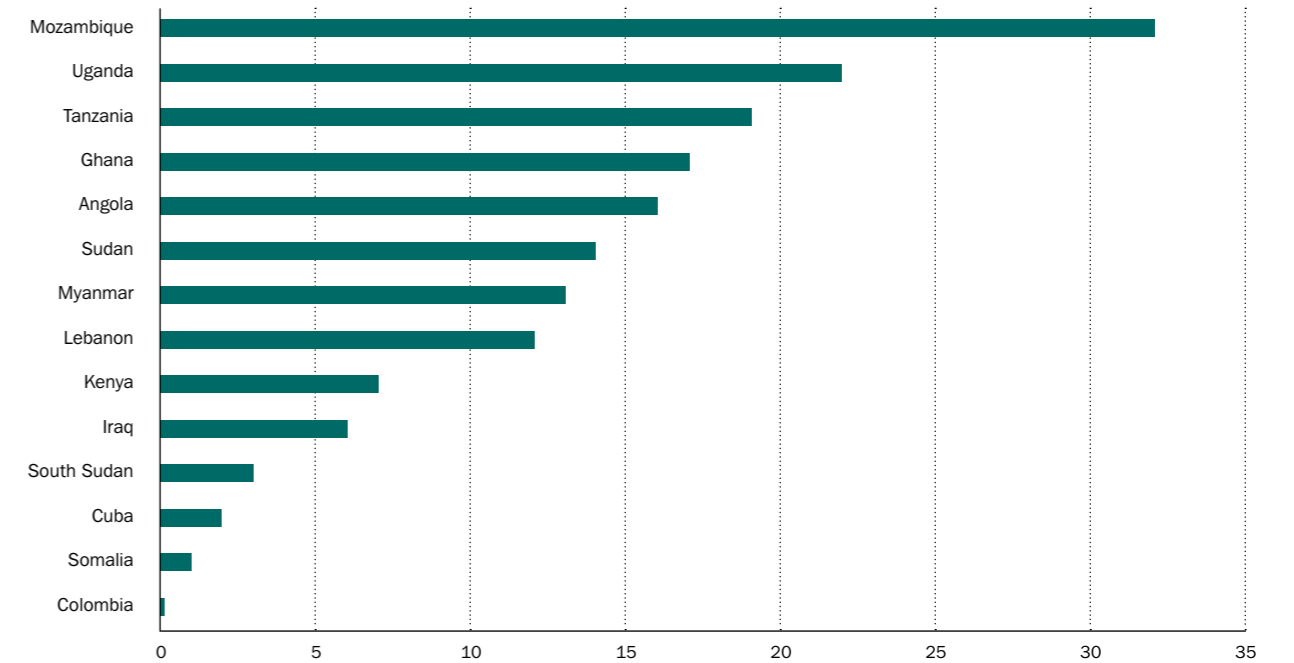


The four components illustrated in the figure above define the scope of the programme's work and determine the division of responsibilities among the Norwegian public institutions involved in implementing the programme goals.

The programme also supports civil society organizations, parliament, the media, and other relevant actors that contribute to holding authorities accountable.

# 2017 in brief

FIGURE 1: DISBURSEMENTS 2017, BY OFD PARTNER COUNTRY (MILLION NOK)



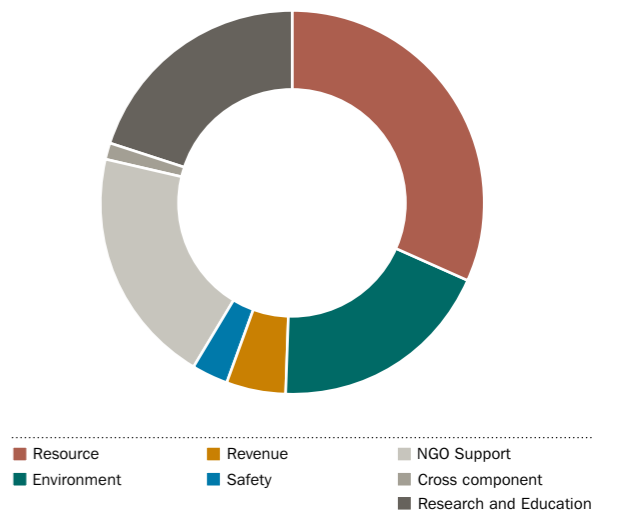
## KEY DEVELOPMENTS

- ✓ Colombia was accepted into the OfD portfolio, thus entering into a programme planning phase.
- ✓ It was decided to start planning for a continuation of the cooperation with Uganda, Lebanon, Iraq and Mozambique.

## THE NUMBERS

- ✓ A total of 217,8 million NOK was disbursed through the OfD programme in 2017, compared to 210,6 million NOK in 2016.

FIGURE 2 PROGRAMME DISBURSEMENT BY COMPONENT/ AREA OF SUPPORT (TOTAL 217,8 MILLION NOK)



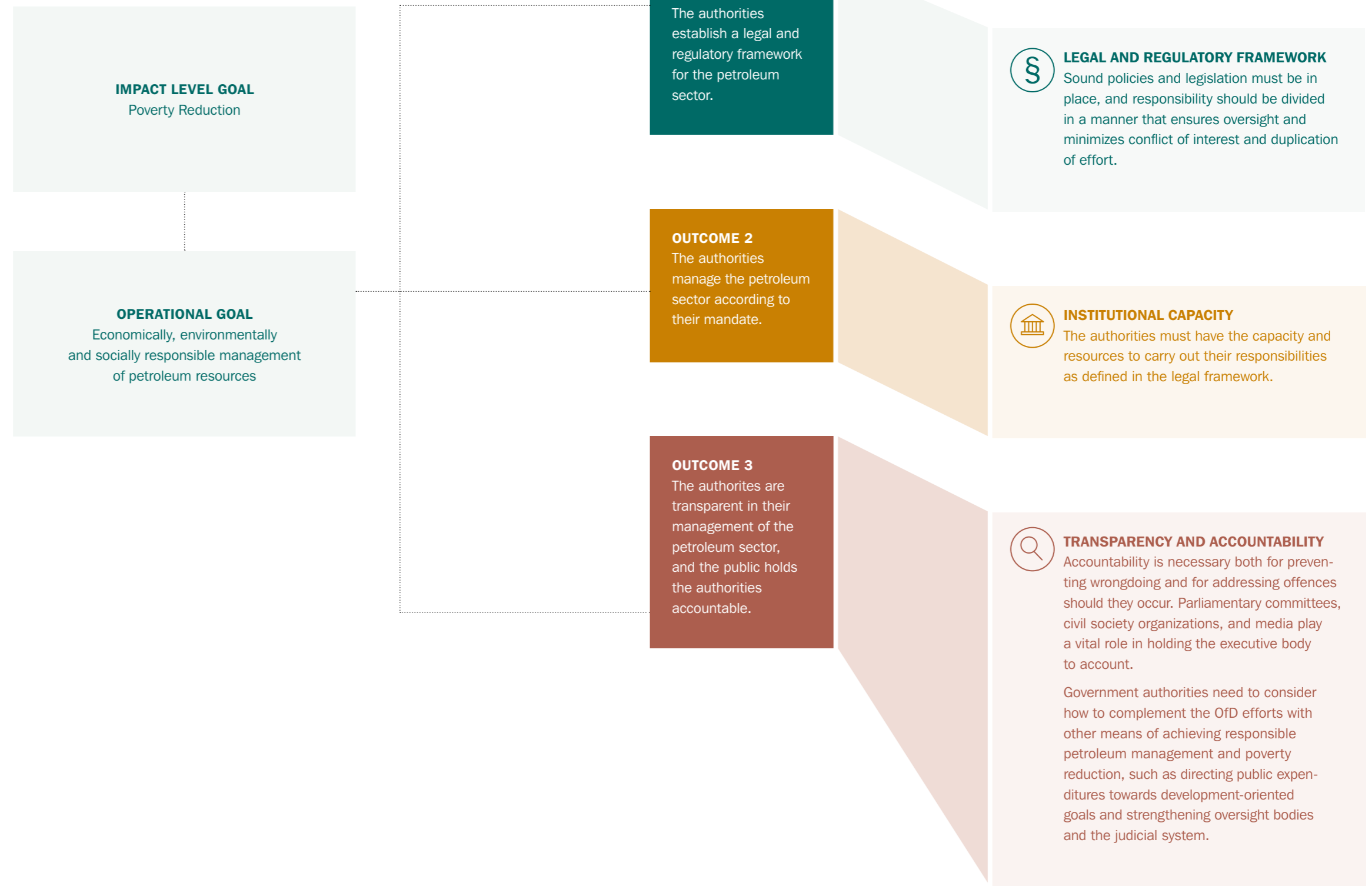
# Oil for Development's Theory of Change

Petroleum resources are challenging to manage. The term 'resource curse' refers to the paradox that countries and regions that are well endowed with finite natural resources often exhibit poorer results across a range of development performance indicators compared to countries with fewer natural resources.

It is widely recognized that having high-quality institutions that manage the petroleum sector in a legitimate and accountable manner is a necessary precondition for achieving sustainable development-oriented policies.

Poverty reduction is the programme's long-term goal, also described as its intended social effect or *impact*. According to the programme's Theory of Change, achieving results related to the operative goal of 'economically, environmentally and socially responsible management of petroleum resources' could contribute to reducing poverty in a given country. However, it cannot be expected that the OfD programme alone will achieve the goal of reducing poverty; success also depends on factors that lie outside the programme's mandate and control, and is partly related to whether a country is committed to development-focused policies in the long term, as well as whether risks are mitigated.

## THE OFD PROGRAMME'S GOAL HIERARCHY



Programme countries in 2017

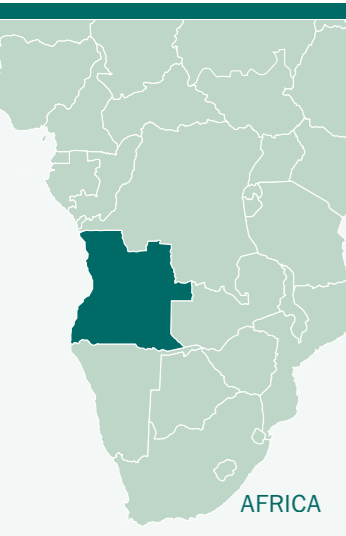


**LATIN AMERICA**  
> Cuba

**MIDDLE EAST**  
> Iraq  
> Lebanon

**ASIA**  
> Myanmar

**AFRICA**  
> Angola  
> Ghana  
> Kenya  
> Mozambique  
> South Sudan  
> Sudan  
> Tanzania  
> Uganda



## KEY PROGRAMME FACTS

**Disbursed 2017:** 16,3 million NOK

**Angolan implementing institutions:** Ministry of Mineral Resources and Petroleum

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

**Civil society organizations supported:** Norwegian Church Aid

**Research support:** Centro de Estudos e Investigação Científica

Angola is currently the second largest oil producer in Sub-Saharan Africa after Nigeria. The country has received petroleum-related assistance through the OfD Programme since 2006.

In 2014, the governments of Angola and Norway signed a five-year programme agreement. In 2017, activities focused mainly on safety and emergency preparedness issues, as well as general management of petroleum resources.

## KEY ACHIEVEMENTS OF PROGRAMME ACTIVITIES

### Increased institutional capacity:

- > The Ministry of Mineral Resources and Petroleum (MIREMPET) improved its knowledge and capacity within core operational and technical safety engineering disciplines through workshops and advanced training courses. Focusing on government interventions to monitor compliance within the existing regulations, a three step programme started in 2017. The programme combines capacity training and supervisory activities, and includes training in drilling in addition to well technology and process safety.

- > MIREMPET has to some extent improved its capacity to monitor the oil companies as a result of training in petroleum economics and the provision of English courses.

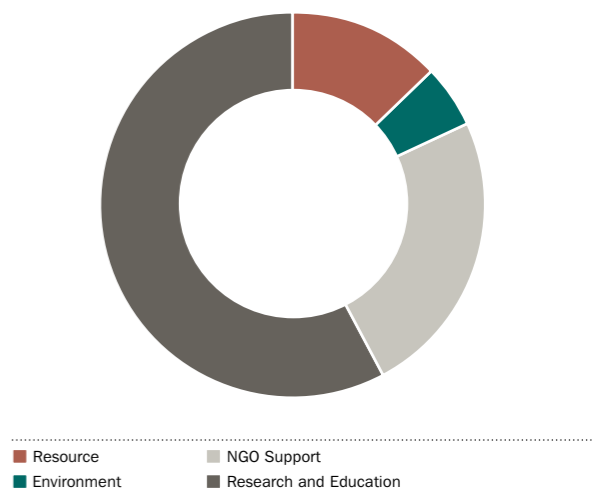
### Increased transparency and accountability:

- > Norwegian Church Aid partners used a combination of social monitoring, media campaigns, public debate and advocacy efforts to influence the Angolan government to comply with public demands and respond to evidence-based advocacy. One example of a result from this effort in 2017 was the reopening of a primary school and medical centre that had been abandoned before completion of construction for more than six years. This was a result of four years of reporting on the situation and advocating for the projects to be completed.
- > The long-lasting cooperation with the research institution Centro de Estudos e Investigação Científica (CEIC) has contributed to increased research-based knowledge on the economic and social situation in Angola. In 2017, the project resulted in two research reports about rural and urban poverty in Angola, as well as an article on the decentralization process.

## PROGRAMME CHALLENGES:

A major restructuring of the petroleum sector, including the national oil company Sonangol was initiated in 2016. The reform is set to continue under the new president João Lourenco, and other initiatives to strengthen the sector have been announced. A new minister is appointed for the new Ministry of Mineral Resources and Petroleum (MIREMPET). Reorganizations and change of personnel in MIREMPET is initiated. The ongoing changes could affect the sector responsibilities of MIREMPET and therefore the relevance of the OfD programme. However, the result could also provide a necessary strengthening of the political and managerial support of the programme. A stronger mandate for institutional development as well as making more human resources available for the programme is needed to make the OfD effort in Angola sustainable.

**TOTAL DISBURSEMENT TO ANGOLA IN 2017, BY OFD COMPONENT (16,3 MILLION NOK)**





## KEY PROGRAMME FACTS

**Disbursed 2017:** 2,4 million NOK

**Cuban 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, Oil Taxation Office Norway, Norwegian Environment Agency, Petroleum Safety Authority Norway, Norwegian Coastal Administration.

While Cuba has been an oil producing country for decades, the move towards offshore production in the Gulf of Mexico is a recent development.

Norway's engagement was initiated in the wake of the Deepwater Horizon oil spill in the Gulf of Mexico in 2010. The main component of the programme has been an annual four-week training course in basic petroleum management and administration, covering all four OfD components: Resource management, safety management, environmental management and revenue management. Activities will conclude in 2018, and a decision regarding continuation of the programme into a new phase will be made the same year.

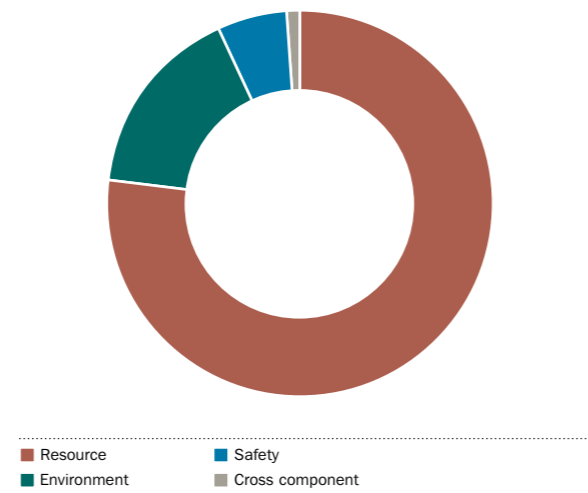
## KEY ACHIEVEMENTS OF PROGRAMME ACTIVITIES

### Increased institutional capacity:

- > The Norwegian implementing institutions successfully conducted the final of three annual four-week training courses. In addition, the Norwegian Petroleum Directorate provided an in-depth workshop on international petroleum contract regimes upon request from Cuban authorities. 65 Cuban public officials benefited from the training courses in 2017.

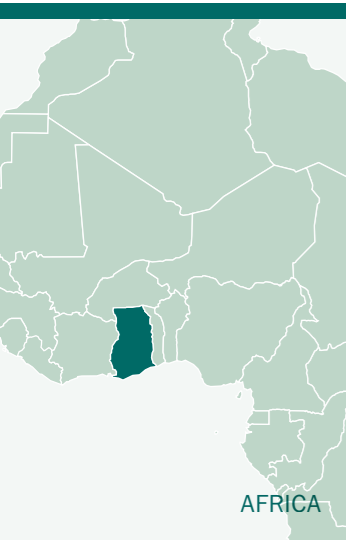
- > An near-end review of the OfD program in Cuba found that the programme has contributed significantly to enhanced competence in the Ministry of Energy and Mines (MINEM) and the national oil company CUPET, which is an integrated part of the Ministry, and inspired a number of regulatory processes in the country.

TOTAL DISBURSEMENT TO CUBA IN 2017, BY OFD COMPONENT (2,4 MILLION NOK)



→ An oil pump of Cuba's state-run CUPET is pictured, near the coast, on the outskirts of Havana.  
PHOTO: ENRIQUE DE LA OSA/REUTERS/NTB SCANPIX.





## KEY PROGRAMME FACTS

**Disbursed 2017:** 16,9 million NOK

**Ghanaian implementing institutions:** Ministry of Petroleum, Petroleum Commission, Ministry of Environment, Science, Technology and Innovation, Environmental Protection Agency, Ministry of Finance, Ghana Statistical Service, Ghana Revenue Authority

**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, Statistics Norway, Oil Taxation Office

**Civil society organizations supported:** Natural Resource Governance Institute, Africa Center for Energy Policy (through Oxfam America)

**International institution supported:** International Monetary Fund

Ghana has Africa's fifth-largest oil reserves and sixth-largest natural gas reserves. The country started producing oil in commercial quantities in 2010. Ghana sought assistance early on from Norway and other partners, with the aim of managing these natural resources well.

The aim is to enhance the legal framework and public sector capacity to avoid the 'resource curse' and secure inclusive growth from petroleum revenues. Ghana has been a partner to the OfD programme since 2007 and now shares its expertise with other African countries that are embarking on oil and gas production. The first five-year OfD programme between Ghana and Norway ended in 2014. Two new agreements on resource and environment governance were signed in 2015 and will continue through 2019. A new three-year agreement on petroleum revenue management was signed in 2018.

## KEY ACHIEVEMENTS OF PROGRAMME ACTIVITIES

### § Enhanced legal and regulatory framework:

- > Ghana's Ministry of Petroleum and Petroleum Commission has completed further regulations relating to the new petroleum exploration and production law with support from Norway's Ministry of Petroleum and

Energy, Petroleum Directorate, Petroleum Safety Authority and legal experts. The petroleum HSE and data management regulations were passed by parliament and came into force in December 2017. The draft general petroleum regulations are nearly complete.

- > A draft environmental policy related to the petroleum sector has been issued for stakeholder hearings. The OfD programme has assisted in drafting a regulation for pollution control of petroleum exploration and exploitation activities.

### 🏛️ Increased institutional capacity:

- > The data management capacity of the Petroleum Commission was strengthened, with support from the Norwegian Petroleum Directorate. The new National Data Repository is near completion.
- > Ghana received further assistance from the Norwegian Petroleum Directorate and the Petroleum Safety Authority Norway in the evaluation of Plans for Development and Operations and in developing guidelines for start-up consent and production permits.
- > With support from the Norwegian Petroleum Directorate, the Petroleum Commission undertook the first major audit on the offshore TEN oilfield fiscal metering system based on the new Petroleum Measurement Regulations from 2016.

- > The environmental authorities in Ghana enhanced their capacity within environmental data management, environmental audits, management of emissions to air/climate change and the use of chemicals in the petroleum industry with support from the Norwegian Environment Agency.

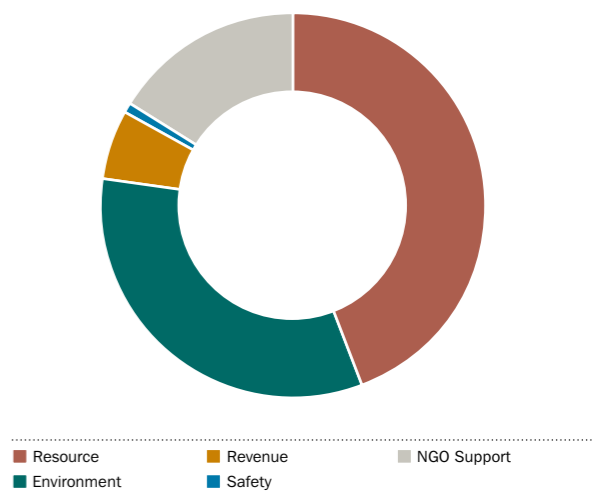
- > Cooperation between Statistics Norway and the Ghana Statistical Service resulted in the publication of data from the Integrated Business Establishment Survey, establishment of a Statistical Business Register and development of questionnaires to acquire information on oil investments in Ghana.

### 🔍 Increased transparency and accountability:

- > The public's understanding and knowledge of the petroleum sector and its impact on the environment and society was increased in the SEA hearing process with local government and stakeholders in the Voltain Basin. The current analysis phase of SEA started in 2017 and is expected to be completed in 2018.
- > An OfD meeting with stakeholders from civil society, think tanks and media was organized at the Norwegian Embassy in Accra in March 2017. Press and civil society learned about environmental issues related to the petroleum sector through a seminar held in Takoradi with assistance from the Norwegian Environment Agency.

- > Oxfam facilitated exchanges and trainings aimed at increasing women's empowerment in the field of petroleum governance and community rights. This enabled women activists who have been leaders in mining advocacy, to connect with like-minded activists from petroleum-producing areas in western Ghana. This helped to boost the courage, knowledge, and enthusiasm of women activists in the petroleum sector.

**TOTAL DISBURSEMENT TO GHANA IN 2017, BY OFD COMPONENT (16,9 MILLION NOK)**







## KEY PROGRAMME FACTS

**Disbursed 2017:** 6,1 million NOK

**Iraqi implementing institutions:** Ministry of Oil and Ministry of Health and Environment

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

**International institution supported:** UN Environment

Iraq has the world's fifth largest proven petroleum reserves, and the country is currently re-developing its oil and gas reserves after years of sanctions and wars.

The first five-year cooperation programme between Iraq and Norway ended in 2009. The cooperation resumed in 2013 and expired in the first quarter of 2018. A new programme is currently being planned.

## KEY ACHIEVEMENTS OF PROGRAMME ACTIVITIES

### § Enhanced legal and regulatory framework:

- > Guidelines for Environmental Impact Assessments (EIAs) were completed and approved under the supervision of the Norwegian Environment Agency and the Norwegian Petroleum Directorate.

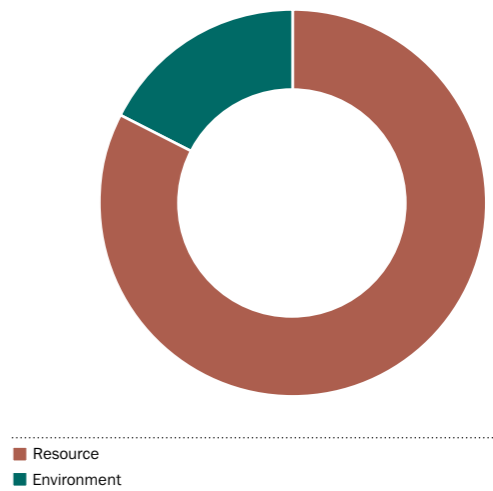
### 🏛️ Increased institutional capacity:

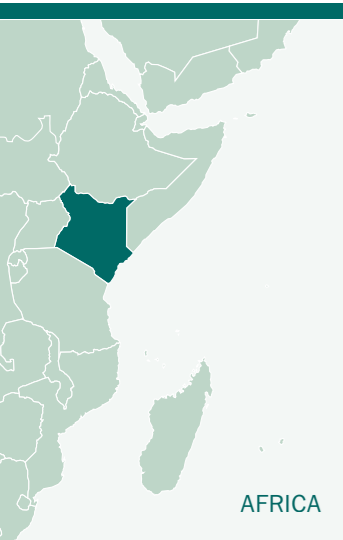
- > The capacity of the Ministry of Oil and the Ministry of Health and Environment to address challenges posed by flaring of associated gas was strengthened through the reduced gas flaring project. The project has established a modelling tool for Iraq to calculate costs for reduced flaring projects and to calculate reductions in emissions. This model is useful in comparing cost/efficiency of different projects. The project has identified the Nasiriyah field as a test case for obtaining 'green funding' to finance flare reduction. The capacity building has also focused on how to qualify for different 'green /climate' funding and on how to improve reporting under the Paris Agreement.
- > Training in data management and in the use of Geographic Information Systems (GIS) continued. Increased use of GIS will enhance the Ministry's capacity for planning and presenting data to the public.
- > Capacity was increased in the Ministry of Oil and the Ministry of Health and Environment in enforcement of environmental requirements.

## PROGRAMME CHALLENGES:

Due to security considerations, all OfD activities have been conducted outside of Iraq. Severe financial and political challenges lead to uncertainty for the OfD programme and its partners.

**TOTAL DISBURSEMENT TO IRAQ IN 2017, BY OFD COMPONENT (6,1 MILLION NOK)**





AFRICA

## KEY PROGRAMME FACTS

**Disbursed 2017:** 6,6 million NOK

**Kenyan implementing institutions:** Not applicable, as no agreement signed yet

**Norwegian implementing institutions:** Not applicable, as no agreement signed yet

**International organization supported:** International Monetary Fund

**Civil society organization supported:** World Wildlife Foundation

The OfD Steering Committee approved a programme in Kenya in December 2015. Since then, Kenyan and Norwegian institutions have developed a comprehensive programme of cooperation. In parallel, the Norwegian institutions provided initial technical assistance on selected topics. The formal commencement of the OfD programme has been delayed.

## KEY ACHIEVEMENTS

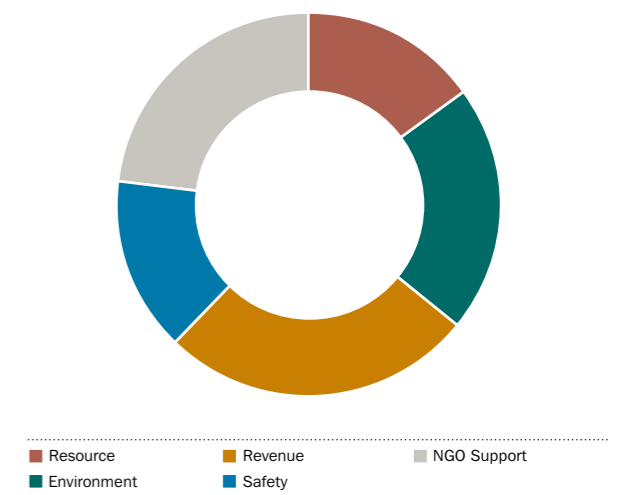
The assistance provided in 2017 was based on a draft programme document developed over the last two years. Notable results were:

- > Key staff from the Ministry of Petroleum and Minerals enhanced their competence on how to systematically record and analyze information about wells, production sharing contracts, petroleum resources and financial data through training provided by the Norwegian Petroleum Directorate.
- > The Norwegian Petroleum Safety Authority Norway hosted a workshop in Stavanger for officials from the resource, environmental and safety authorities of Kenya that gave the participants insight into the theoretical and practical aspects of petroleum drilling and production.
- > Statistics Norway commenced the work to assist Kenya to incorporate the petroleum sector into its national macroeconomic modelling toolkits.

- > The IMF conducted a workshop on fiscal decentralization and public investment management with a total of 60 participants from the National Treasury and multiple other government ministries. Good public investment management is crucial in order for Kenya to achieve the desired social and economic development outcomes from its petroleum revenues.

WWF contributed to stricter environmental regulations for petroleum exploration activities in Lamu. Meetings were facilitated to review and provide recommendations to the National Environment Management Authority (NEMA) for oil exploration in Lamu by Zarara Oil and Gas Company. The civil society organizations requested strict adherence to the company environmental management plan, grievance mechanism and resettlement plan as well as adequate consultation. These points were reflected in the license granted to the company.

**TOTAL DISBURSEMENT TO KENYA IN 2017, BY OFD COMPONENT (6,6 MILLION NOK)**





## KEY PROGRAMME FACTS

**Disbursed 2017:** 12,3 million NOK

**Lebanese implementing institutions:** The Lebanese Petroleum Administration, Ministry of Energy and Water, Ministry of Environment, 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 organization supported:** International Monetary Fund, UN Environment

**Civil society organization supported:** Norwegian People's Aid

While the petroleum sector is in an early phase of development, 2017 witnessed a series of milestones for the oil and gas sector in Lebanon.

Two decrees related to block delineation, the tender protocol and the model exploration and production agreement were approved. After carrying out necessary evaluations, Lebanon accepted two offers on blocks 4 and 9, and the Council of Ministers approved the signature of the Exploration and Production Agreements. Lebanon is therefore finally entering the exploration phase.

OfD support to Lebanon started in 2006. The second phase of the programme began in January 2015 and the third phase is expected to commence with the signing of new agreements in 2018.

## KEY ACHIEVEMENTS OF PROGRAMME ACTIVITIES

### § Enhanced legal and regulatory framework:

- > Three decrees were drafted related to i) registration, mortgaging and transfer of petroleum rights, ii) disclosure of contracts, iii) safety zones. These are important steps towards completing an appropriate supervisory framework for monitoring and supervising petroleum exploration and production activities in Lebanon.

### 🏛️ Increased institutional capacity:

- > The Lebanese Petroleum Administration (LPA) carried out its first licensing round. While OfD was not directly involved in the actual licensing process, the Programme has provided capacity development to the LPA since its inception, and has supported the development of the licensing strategy.
- > LPA completed a comprehensive study describing high-level long-term scenarios for the development of the oil and gas sector in Lebanon, with OfD support. The scenarios were complemented with an analysis of the impacts of the oil and gas sector directly and indirectly on the Lebanese economy. These efforts enhanced the LPA's strategic understanding and provided reliable communication material for expectation management and awareness purposes.
- > LPA was equipped with software tools to conduct in-house assessments of the Lebanese hydrocarbon potential incorporating knowledge and data acquired from the exploration activities. This will contribute to informed decision-making in future licensing rounds.
- > Work continued to address gaps in the current regulatory framework for occupational health, safety and environment, finding the best approach to amend these gaps and prepare for follow-up and supervision.

Several guidelines covering the exploration plan, the drilling and well-related activities, the discovery notification and appraisal plan, as well as materials and data collection and handling were drafted.

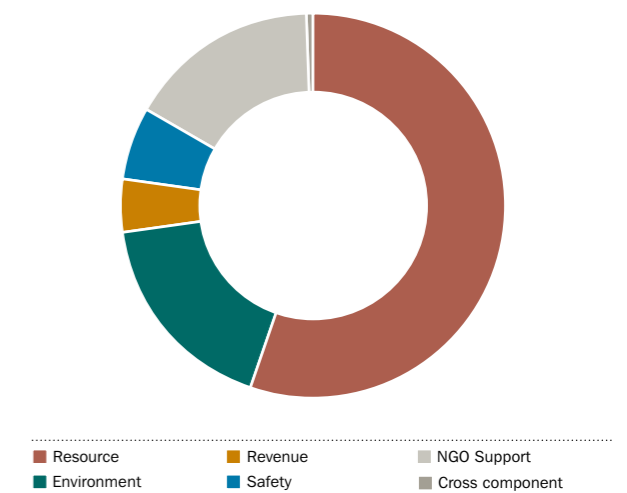
### 🔍 Increased transparency and accountability:

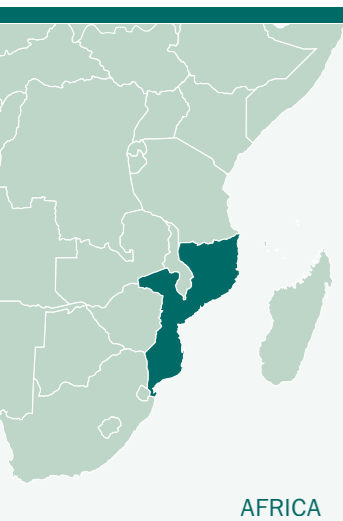
- > A delegation from the Parliament of Lebanon undertook a study tour to Norway. The purpose was to deepen their understanding of the petroleum sector while drawing on the Norwegian experience in resource, revenue, safety and environmental management. Particular attention was given to providing participants with a clear understanding of a realistic timeframe associated with the petroleum value chain, including key milestones for the licensing and exploration phases.
- > Norwegian People's Aid, a civil society organization, partnered with the Lebanese Oil and Gas Initiative (LOGI), to develop four animated videos to raise awareness of the Lebanese public on issues related to the oil sector.

## PROGRAMME CHALLENGES:

Increased coordination on both the Lebanese and Norwegian sides is required to reflect the holistic nature of the support that Lebanon needs at the current stage of the sector development.

**TOTAL DISBURSEMENT TO LEBANON IN 2017, BY OFD COMPONENT (12,3 MILLION NOK)**





AFRICA

## KEY PROGRAMME FACTS

**Disbursed 2017:** 31,7 million NOK

**Mozambican implementing institutions:** Ministry of Mineral Resources and Energy, the National Petroleum Institute

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

**International organization supported:** International Monetary Fund, UN Environment

**Civil society organizations supported:** Centre for Public Integrity, Oxfam America, Norwegian People's Aid, World Wildlife Foundation Mozambique

Mozambique is the third-largest natural gas reserve holder in Africa. Operators are currently planning both onshore and floating liquefied natural gas plants in northern Mozambique. Norway has provided petroleum-related support to Mozambique for more than thirty years.

Since 2005 there has been an OfD programme in the country. In 2014, Mozambique and Norway signed a four-year programme agreement for the resource and safety components. The programme will be extended while a new programme is planned, starting with the resource and safety components, with environmental and possibly finance components to be phased in later.

## KEY ACHIEVEMENTS OF PROGRAMME ACTIVITIES

### § Enhanced legal and regulatory framework:

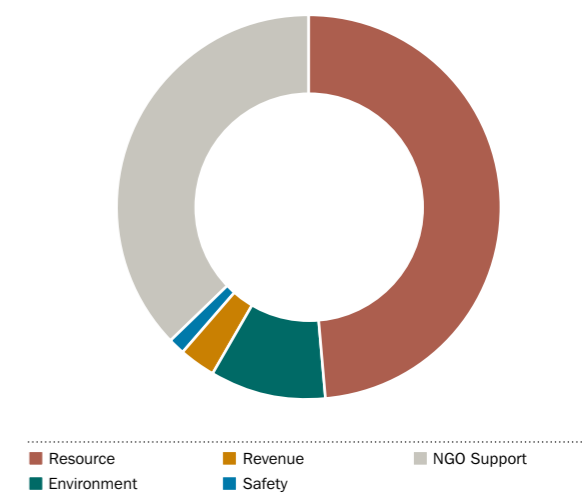
- > Laws on accounting and currency transactions for the petroleum sector and other applicable laws/regulations were amended, with the assistance of the contracted legal experts.
- > The National Petroleum Institute (INP) completed standard contracts for multi-client seismic data collections.
- 🏛️ **Increased institutional capacity:**
  - > INP's review of Anadarko's final plan for the development of Area 1 (Golfinho-Atum) was an important confirmation of their current capacity. The review served as the basis for the Council of Ministers' subsequent approval.
  - > NPD assisted the INP in establishing standard procedures for the companies' reporting of resource and reserve data to the petroleum sector regulator. The INP has, with support, developed a more comprehensive petroleum resource inventory.
  - > The INP data model was further developed with NPD support, with focus on production data. INP staff enhanced their competence through training and co-operation with other OfD countries.
  - > A safety audit of a Sasol well in Inhassoro was carried out with support from the Petroleum Safety Authority Norway (PSA).

- > The INP was trained in blowout contingency planning by the PSA.
- > INPs assessment of safety and risk issues for the plan for development for Golfinho-Atum field was based on training provided by the PSA.
- > INP reviewed the fiscal metering systems at Temane Central Processing Facility with NPD support. A good metering system is the basis for correct reporting of production volumes, and hence correct taxation.
- > INP's formal audit competence was improved to ISO 19011 standard, as preparation for 2018 field audits.
- 🔍 **Increased transparency and accountability:**
  - > Communities affected by gas extraction infrastructures received training by ACCORD, the Norwegian People's Aid local partner, in the topics of land entitlements and rights to compensation for legally relocated populations.
  - > The improved environmental performance of extractive companies and regulatory government agencies in Mozambique was supported by the WWF and numerous local partners through civil society engagement and advocacy.
  - > INP updated their well data web page with assistance from the NPD.

## PROGRAMME CHALLENGES:

The concessionaires and the government have been struggling to finalize the last unresolved regulatory issues for the 5th licensing round. Key staff in the INP face a heavy workload and the institution is still waiting for the final approval of its new organizational structure.

**TOTAL DISBURSEMENT TO MOZAMBIQUE IN 2017, BY OFD COMPONENT (31,7 MILLION NOK)**



# Myanmar



## KEY PROGRAMME FACTS

**Disbursed 2017:** 13 million NOK

**Myanmar implementing institutions:** Not applicable, as no agreement signed yet

**Norwegian implementing institutions:** Not applicable, as no agreement signed yet

**International organization supported:** International Monetary Fund

**Civil society organizations supported:** Global Witness, NRGi; Norwegian Peoples Aid

Myanmar is one of the world's oldest oil producers with production going back to the 19th century. Natural gas comprises 90 per cent of total production.

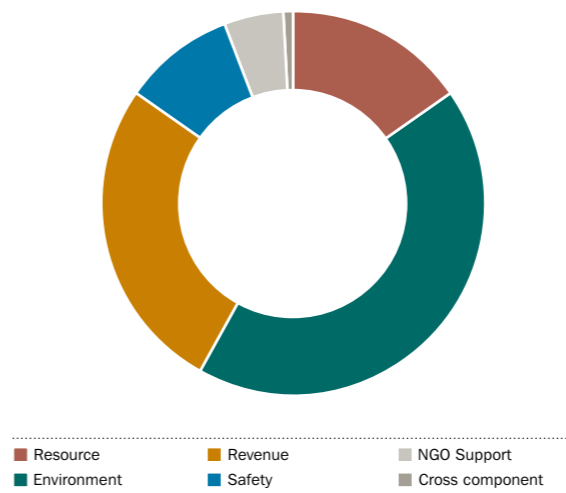
The OfD Steering Committee agreed that the planning of an OfD programme could start in 2016, and a five-year programme document was finalized in 2017. A Memorandum of Understanding (MoU) between Norway and Myanmar, covering the OfD programme, was signed in May 2017. The next step is for the Norwegian and Myanmar institutions to enter into bilateral institutional cooperation agreements. In 2017 several activities were carried out in parallel with the planning of the programme:

- > The Ministry of Electricity and Energy and the Norwegian Petroleum Directorate cooperated on assessing the needs for a stable IT network.
- > The Large Taxpayers Office increased its knowledge of how to plan and conduct audits of petroleum companies with support from an OfD petroleum tax expert.
- > The Norwegian Ministry of Petroleum and Energy provided comments to the draft Petroleum Upstream Law.

- > The Ministry of Natural Resources and Environmental Conservation (MONREC) enhanced its competence regarding handling and approving environmental impact assessments with support from the Norwegian Environment Agency.
- > The Norwegian Environment Agency assisted in the development of a map showing vulnerable biodiversity resources and eco-systems overlapping with oil and gas blocks, and assisted MONREC in the EIA-processes.
- > The Norwegian Coastal Administration participated in a working group developing a National Plan against Acute Pollution.
- > The Ministry of Electricity and Energy and the Ministry of Planning and Finance increased their competence regarding project economics and modelling of the fiscal regime through a training provided by OfD in cooperation with the IMF.
- > The civil society platform MATA raised awareness regarding various topics related to the petroleum sector and transparency through participation in several workshops.

- > The Ministry of Electricity and Energy increased its knowledge regarding pipeline safety and handling of Field Development Plans, while the Myanmar Oil and Gas Enterprise enhanced its competence regarding technical disciplines. This was a result of seminars and trainings offered by the Petroleum Safety Authority Norway.

**TOTAL DISBURSEMENT TO MYANMAR IN 2017, BY OFD COMPONENT (13 MILLION NOK)**



# South Sudan



## KEY PROGRAMME FACTS

**Disbursed 2017:** 2,7 million NOK

**South Sudanese implementing institutions:** Not applicable

**Norwegian implementing institutions:** Not applicable

**International organization supported:** International Monetary Fund

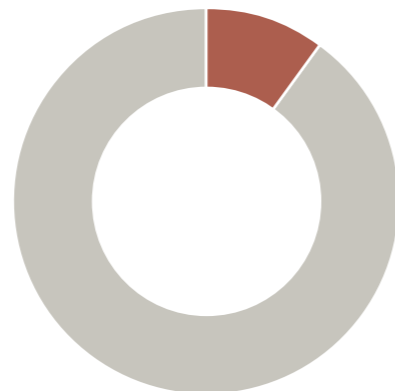
**Civil society organizations supported:** Global Witness, Norwegian Peoples Aid

South Sudan gained its independence as a sovereign state in 2011. The country's petroleum resources account for more than 90 per cent of the total state revenues. In July 2016, when conflict once again erupted in Juba, activities were put on hold, and a new phase of institutional collaboration has been postponed indefinitely.

Further OfD support to South Sudanese authorities is contingent on political commitment to implementing the peace agreement and progress towards resolving the military conflict in the country.

Thus, OfD support to South Sudan in 2017 was mainly channelled through IMF and civil society organizations.

**TOTAL DISBURSEMENT TO SOUTH SUDAN IN 2017,  
BY OFD COMPONENT (2,7 MILLION NOK)**



■ Resource  
■ NGO Support

→  
A general view of the Heglig oil processing facility in Sudan's South Kordofan state.

PHOTO: MOHAMED NURELDIN ABDALLAH/REUTERS/NTB SCANPIX.





## KEY PROGRAMME FACTS

**Disbursed 2017:** 14,4 million NOK

**Sudanese implementing institutions:** Ministry of Petroleum and Gas, Oil Exploration and Production Administration, General Directorate for Environment, Safety and Health

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

The secession of South Sudan in 2011 has had dramatic consequences for Sudan's income from oil production, as almost 80 percent of the oil came from the southern part of the country. Despite the lifting of US sanctions, 2017 was characterized by a declining economy and popular protests against austerity measures. Since 2005, Norway has assisted both South Sudan and Sudan in the implementation of the Comprehensive Peace Agreement and later agreements.

A programme agreement between the governments of Sudan and Norway was signed in 2012. In 2016, Norway and Sudan signed a new four-year agreement for an OfD programme, building on the achievements from the previous phase.

## KEY ACHIEVEMENTS OF PROGRAMME ACTIVITIES

### § Enhanced legal and regulatory framework:

- > Sudan's first comprehensive petroleum policy was nearly completed. Much of 2017 was spent finalizing the draft and ensuring ownership and commitment to the policy within the Ministry of Petroleum and Gas

(MOPG). When the policy is finalized, it will provide the basis for a revision of the legal framework in Sudan. The policy document analyses Sudan's experience as a petroleum producing nation and points to the future of the upstream petroleum sector.

### 🏛️ Increased institutional capacity:

- > Through training and assistance from the Norwegian Mapping Authority, the MOPG has now enhanced its capacity to apply GIS software and to utilize the Sudan Petroleum Interactive Base Map. GIS is used to produce maps that show geological structures and may significantly enhance accuracy in the exploration phase.
- > Capacity and awareness regarding key aspects of responsible petroleum management were raised through two extensive training modules arranged by the MOPG and the Norwegian Petroleum Directorate in Khartoum. The first module gathered more than 100 participants, and focused on the legal foundations for responsible petroleum management, while the second module provided insight on geology and enhanced oil recovery.
- > The General Directorate for Environment, Safety and Health (GDESH) has enhanced its understanding of management of waste from the petroleum industry. In 2017, GDESH and a consultancy team gathered

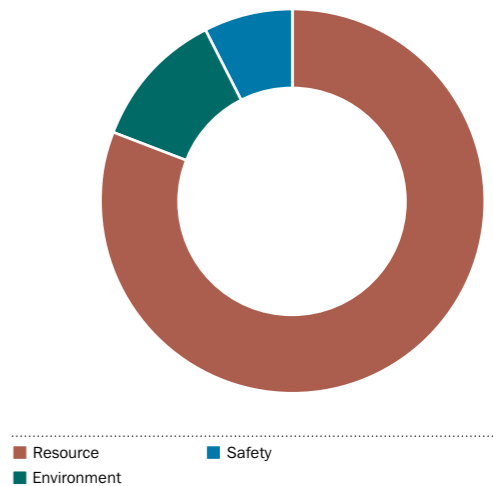
samples of solid and waste fluids at the oil fields Heglig and Baleela, and analyzed data. This will be followed by a final report including proposals for treatment options for waste management in Sudan in 2018.

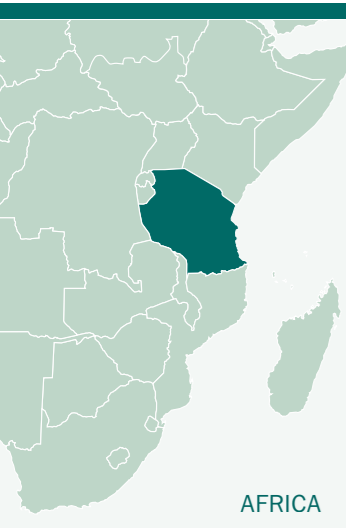
- > GDESH enhanced its knowledge on produced water and its effect on the environment, through sample-collection and analyses undertaken with assistance from the Norwegian Environment Agency and a consultancy team.
- > The Petroleum Safety Authority performed supervision training that enables the MOPG Safety Inspector to perform audits. Through an extensive HSE training program carried out in Norway, covering governance, collaboration between institutions, emergency preparedness, process safety and drilling and well safety, MOPG has enhanced its understanding and capacities on sound HSE management.

## PROGRAMME CHALLENGES:

While the cooperation has seen good progress in certain areas in 2017, progress is still lacking in some key projects in the cooperation such as data management and gas management. The Sudan context is challenging, and transparency and accountability are not easily addressed.

**TOTAL DISBURSEMENT TO SUDAN IN 2017, BY OFD COMPONENT (14,4 MILLION NOK)**





AFRICA

## KEY PROGRAMME FACTS

**Disbursed 2017:** 18,7 million NOK

**Tanzanian implementing institutions:** Ministry of Energy, Petroleum Upstream Regulatory Authority, Prime Minister's Office (Labour and Employment), Occupational Safety and Health Agency, Vice President's Office – Environmental Division, National Environment Management Council, Surface and Marine Transport Regulatory Authority, Ministry of Lands, Housing, Water, and Energy (Zanzibar), Zanzibar Petroleum Regulatory Authority, Zanzibar Environmental Management Authority, and Zanzibar Maritime 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:** Natural Resource Governance Institute, World Wildlife Foundation, Oxfam America.

**Research support:** Twinning arrangement between REPOA – Policy Research for Development, and CMI – Chr. Michelsen Institute.

## Massive discoveries in recent years have raised the estimated gas reserves in Tanzania to more than 55 trillion cubic feet.

The first phase of the OfD programme expired in December 2016. During the first half of 2017 the partners to the programme completed their final preparations for a new programme phase. Expecting an expeditious signing of a new programme agreement, government representatives from both Tanzania and Norway officially launched the programme in June, and activities began. The programme agreement has still not been signed by Tanzania, and programme activities have been halted.

## KEY ACHIEVEMENTS OF PROGRAMME ACTIVITIES

### § Enhanced legal and regulatory framework:

- > Petroleum regulatory competence was strengthened among leaders and colleagues in several institutions on mainland Tanzania and on Zanzibar through a study trip to Ghana's petroleum regulatory institutions.
- > The Strategic Environmental Assessment (SEA) of opening areas in Zanzibar for the oil and gas sector started with support from the OfD programme. The SEA will guide the government in further decision-making regarding oil and gas exploration and development, including impacts on the environment, social aspects and possible consequences for other economic sectors such as tourism. Alternative scenarios for the oil and gas sector in Zanzibar were developed in order to focus the discussion on future challenges and opportunities.

### 🏛️ Increased institutional capacity:

- > Civil servants responsible for data management in the Petroleum Upstream Regulatory Authorities on mainland Tanzania and on Zanzibar have strengthened their competencies through four weeks of activities including (i) interaction with the ICT industry, (ii) introduction to Norwegian practice and experience, (iii) exchange of experiences with comparable countries, and (iv) development of own data management systems. Tanzania is part of the Africa Data Management Committee established under the resource component of the OfD, for information sharing and support between African countries.
- > A first full-scale oil spill exercise was planned and conducted offshore Zanzibar. Government- and non-government resources from mainland Tanzania, Zanzibar and Mafia Island were mobilized. The exercise gave stakeholders a better understanding of different roles and responsibilities and revealed both strengths and weaknesses in existing procedures and equipment.
- > A workshop on audits and regulations regarding petroleum safety and occupational health has led to (i) increased awareness of the legal basis and the regulative framework, (ii) better knowledge of routines and procedures, (iii) improved dialogue between institutions and the operating companies and (iv) increased safety awareness among operating

companies and their suppliers. Institutions from both mainland Tanzania and Zanzibar participated.

### 🔍 Increased transparency and accountability:

- > The WWF and their local partners influenced the newly enacted environmental impact assessment (EIA) guideline under the Environment Act to allow for the participation of Civil Society Organizations (CSOs) in EIAs. CSOs are now allowed to provide input to the planning of EIAs, and they can review and provide input to the EIA report and its monitoring plan. WWF partners influenced the government through a multi-stakeholder meeting facilitated by the WWF, and by submitting policy briefs.
- > Oxfam in Tanzania uses an animation approach, engaging local communities as key change agents. A total of 55 animators (28 female) were involved in capacity building around key extractive industry issues. For example, at Ruvula village, animators discovered that the community had not received the agreed pipeline security fee. Village leaders had not supplied banking information.



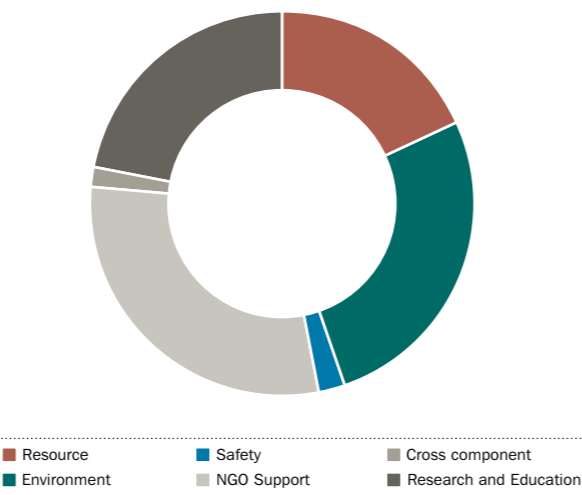
**PROGRAMME CHALLENGES:**

Delayed operationalization of the main cooperating institution for resource management, the Petroleum Upstream Regulatory Authority, restricts the institution's absorption capacity.

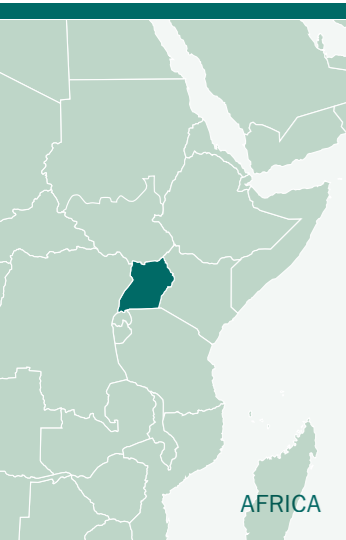
Administrative issues have prevented the signing of the new programme agreement, and caused delayed programme implementation.

Tanzanian institutions' commitment to the programme in terms of mobilization of staff and the ability to move processes ahead, has been below expectations for some parts of the programme. The postponed signing of the new phase of the agreement may account for this development.

TOTAL DISBURSEMENT TO TANZANIA IN 2017, BY OFD COMPONENT (18,7 MILLION NOK)



→ Captain Juma, Director of Maritime Safety and Security at Zanzibar Maritime Authority, is supervising an oil spill response exercise in Zanzibar waters. PHOTO: VEGARD PEDERSEN.



## KEY PROGRAMME FACTS

**Disbursed 2017:** 21,5 million NOK

**Ugandan implementing institutions:** Ministry of Energy and Mineral Development, Petroleum Authority Uganda, Ministry of Finance, Planning and Economic Development, Ministry of Gender, Labour and Social Development, Ministry of Water and Environment, Ministry of Lands, Housing and Urban Development, Ministry of Agriculture, Animal Industry and Fishing, Office of the Prime Minister, National Environmental Management Authority, Uganda Wildlife Authority, Uganda Revenue Authority, Uganda Bureau of Statistics

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

**Civil society organizations supported:** Global Witness, World Wildlife Foundation, Natural Resource Governance Institute

**International institution supported:** UN Environment

Norway has assisted Uganda in developing the country's petroleum sector since the 1980s. The current three-year programme comprises management support within the resource, environment and revenue components and ends in 2018. A new comprehensive five-year OfD programme is being prepared.

## KEY ACHIEVEMENTS OF PROGRAMME ACTIVITIES

### § Enhanced legal and regulatory framework:

- > The new National Environment Management Bill was finalized and read for the first time in parliament in December 2017. The legal and regulatory work was done by a team headed by the National Environment Management Authority, supported by the Norwegian Environment Agency.
- > The Model Joint Operating Agreement (JOA) and Joint Venture Agreement (JVA) were developed and finalized.
- > A working group led by the Disaster Preparedness Department of the Office of the Prime Minister developed a national oil spill contingency plan, in cooperation with the National Environment Management Authority.

- > A Petroleum Fund Management Agreement was developed by the Ministry of Finance, Planning and Economic Development together with the Bank of Uganda.



### Increased institutional capacity:

- > The Uganda Bureau of Statistics was supported by Statistics Norway in developing investment statistics in order to include oil and gas in the Uganda national accounts. The statistics provides information on current and future anticipated investments in the oil and gas sector. This information is used by different stakeholders for policy development, decision making as well as to highlight the contribution of the oil and gas sector to the economy.
- > The Ministry of Energy and Mineral Development (MEMD) has established the Petroleum Authority Uganda (PAU) as its own regulator, and established UNOC as a state-owned company.
- > The PAU increased its knowledge and experience in regulating midstream infrastructure such as the East African Oil Export Pipeline (EACOP) which, together with a planned oil refinery, is a key element for further upstream development in the Lake Albert area.
- > MEMD gained valuable competence in resource accounting and field development. The first resource

account report for Uganda is ready for publishing, and field development plans (FDPs) are reviewed regularly.

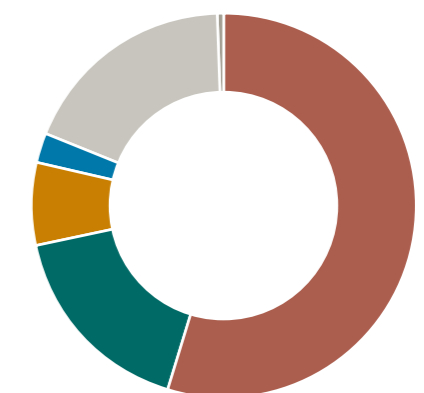
### 🔍 Increased transparency and accountability:

- > The OfD programme has assisted the petroleum authorities in developing a communication strategy, where information to the public about sector development plays an important role. The environmental authorities have carried out extensive regional interest collections as part of the work on the new environmental law. In 2017, a dialogue meeting was held between the authorities and civil society organizations.
- > The WWF published a 'preliminary environmental and socio-economic threat analysis' regarding the 1,400 km long pipeline that will transport crude oil from the oil fields in Hoima in Uganda to the coastal town of Tanga in Tanzania. The study shows the overlaps of the pipeline route with biodiversity hotspots, human settlements and community livelihoods. The publication generated greater public interest in possible environmental implications of the petroleum infrastructure development.

## PROGRAMME CHALLENGES:

Significant oil discoveries have been made in Uganda, and the development of fields and infrastructure represent formidable tasks for the country in the coming years. The authorities expect oil production to start by 2020, which is a challenging timetable given the need for new infrastructure development. Solutions for pipeline oil export via a neighbouring state are required.

**TOTAL DISBURSEMENT TO UGANDA IN 2017, BY OFD COMPONENT (21,5 MILLION NOK)**



■ Resource ■ Revenue ■ NGO Support  
■ Environment ■ Safety ■ Cross component

# Annex



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

	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	TOTAL 2006-17
Africa	35 678	52 429	79 655	89 901	102 109	164 100	117 392	164 492	176 009	134 848	151 272	129 316	<b>1 397 201</b>
Asia	18 195	30 908	37 773	52 635	32 687	24 400	15 608	7 139	6 889	11 331	9 656	13 042	<b>260 263</b>
Middle East	3 000	13 310	11 144	5 717	3 503	8 150	5 255	12 023	10 231	14 059	14 162	18 407	<b>118 961</b>
Latin America	353	2 058	4 875	9 155	14 441	20 500	20 349	9 851	4 326	4 514	3 124	2 742	<b>96 288</b>
Global and other	25 108	49 295	71 499	49 592	69 332	74 000	95 787	61 308	44 828	46 090	32 370	54 312	<b>673 521</b>
<b>Total</b>	<b>82 334</b>	<b>148 000</b>	<b>204 946</b>	<b>207 000</b>	<b>222 072</b>	<b>291 150</b>	<b>254 391</b>	<b>254 813</b>	<b>242 283</b>	<b>210 842</b>	<b>210 584</b>	<b>217 819</b>	<b>2 546 234</b>

**TABLE 2: ANNUAL DISBURSEMENTS TO THE FOUR LARGEST OFD COUNTRY PROGRAMMES IN 2017 (1000 NOK)**

	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	TOTAL 2006-17
Mozambique	8 496	14 900	18 802	13 861	5 614	17 200	4 429	18 131	22 525	37 947	32 307	31 653	<b>225 865</b>
Tanzania	700	1 431	1 447	1 492	623	1 500	5 944	20 453	28 775	30 314	31 211	18 689	<b>142 579</b>
Uganda	3 055	7 121	8 419	13 808	30 298	48 800	27 818	50 609	47 333	16 820	26 799	21 552	<b>302 432</b>
Ghana	0	0	3 428	8 308	15 576	36 000	24 791	19 092	26 787	15 202	22 688	16 938	<b>188 810</b>
<b>Subtotal</b>	<b>12 251</b>	<b>23 452</b>	<b>32 096</b>	<b>37 469</b>	<b>52 111</b>	<b>103 500</b>	<b>62 982</b>	<b>108 285</b>	<b>125 420</b>	<b>100 283</b>	<b>113 005</b>	<b>88 832</b>	<b>859 686</b>

**TABLE 3: DISBURSEMENTS TO OFD COUNTRY PROGRAMMES IN 2017, BY COMPONENT/AREA OF SUPPORT (1000 NOK)**

Country	Resource	Environment	Revenue	Safety	NGO support	Cross component	Research and Education	TOTAL
Angola	2 125	856	0	0	3 897	0	9 399	16 277
Cuba	1 877	399	0	136	0	27	0	2 439
Colombia	144	0	100	59	0	0	0	303
Ghana	7 509	5 600	991	138	2 700	0	0	16 938
Iraq	5 063	1 062	0	0	0	0	0	6 125
Kenya	987	1 377	1 736	957	1 511	0	0	6 568
Lebanon	6 812	2 172	554	727	2 000	18	0	12 282
Mozambique	15 401	3 151	937	457	11 707	0	0	31 653
Myanmar	2 012	5 573	3 500	1 232	651	76	0	13 042
Somalia	75	0	0	0	0	458	0	533
South Sudan	280	0	0	0	2 447	0	0	2 727
Sudan	11 655	1 656	0	1 067	0	0	0	14 379
Tanzania	3 422	4 966	0	428	5 465	331	4 076	18 689
Uganda	11 899	3 650	1 517	543	3 935	9	0	21 552
<b>Subtotal</b>	<b>69 259</b>	<b>30 462</b>	<b>9 334</b>	<b>5 744</b>	<b>34 313</b>	<b>918</b>	<b>13 475</b>	<b>163 506</b>
Regional	0	0	0	0	1 603	1 909	0	3 511
Global	22	10 612	1 922	750	7 400	391	29 704	50 801
<b>Subtotal</b>	<b>22</b>	<b>10 612</b>	<b>1 922</b>	<b>750</b>	<b>9 003</b>	<b>2 299</b>	<b>29 704</b>	<b>54 312</b>
<b>Total</b>	<b>69 281</b>	<b>41 075</b>	<b>11 257</b>	<b>6 494</b>	<b>43 315</b>	<b>3 218</b>	<b>43 179</b>	<b>217 819</b>

**TABLE 4: ANNUAL DISBURSEMENTS TO OFD COUNTRY PROGRAMMES IN THE PERIOD 2006–2017 (1000 NOK)**

	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	TOTAL 2006–17
Afghanistan	64	3 289	8 570	13 039	5 738	3 100	0	0	0	0	0	0	33 800
Angola	2 984	11 162	7 888	13 548	15 635	9 100	2 332	6 556	9 988	8 637	18 834	16 277	122 941
Bangladesh	3 045	3 045	10 210	8 783	3 000	0	0	0	0	0	0	0	28 083
Bolivia	353	1 401	2 805	5 976	8 696	12 800	15 252	4 564	2 839	0	0	0	54 686
Cambodia	107	2 410	2 773	3 907	856	0	0	0	0	0	0	0	10 053
Colombia	0	0	0	0	0	0	0	0	0	0	0	303	303
Cuba	0	0	0	0	1 073	3 400	3 097	4 556	1 101	4 514	3 124	2 439	23 304
Equador	0	657	1 724	1 954	3 803	3 300	0	0	0	0	0	0	11 438
Ghana	0	0	3 428	8 308	15 576	36 000	24 791	19 092	26 787	15 202	22 688	16 938	188 810
Indonesia	500	500	1 010	0	0	0	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	3 048	1 396	6 125	47 333
Ivory Coast	0	0	1 148	3 463	51	0	4	0	0	0	0	0	4 666
Kenya	0	30	1 500	1 163	700	0	0	0	0	2 285	4 933	6 568	17 179
Lebanon	0	2 422	5 600	2 431	2 111	7 600	4 880	4 640	4 797	11 011	12 766	12 282	70 540
Liberia	0	0	0	0	0	550	206	395	345	0	0	0	1 496
Madagascar	643	6 272	12 574	4 303	91	0	0	0	0	0	0	0	23 883
Mauritania	315	358	745	815	854	0	0	0	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	37 947	32 307	31 653	225 865
Myanmar	0	0	0	0	0	0	0	1 181	6 889	11 331	9 656	13 042	42 099
Nicaragua	0	0	346	1 225	869	1 000	2 000	720	328	0	0	0	6 488
Nigeria	6 769	5 655	4 511	4 559	3 743	4 600	6 941	3 387	0	0	0	0	40 165
Palestinian Territory	0	388	700	0	0	0	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	0	0	0	12 521
Sierra Leone	0	0	0	0	0	550	184	0	409	0	0	0	1 143
Somalia	0	0	0	0	0	0	0	0	0	0	682	533	1 215
South Africa	6 000	500	2 392	1 102	0	0	0	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	8 770	2 079	14 379	183 077
South Sudan	0	0	0	0	0	0	27 976	18 337	24 735	14 873	11 739	2 727	100 387
Tanzania	700	1 431	1 447	1 492	623	1 500	5 944	20 453	28 775	30 314	31 211	18 689	142 579
Timor Leste	14 258	15 889	13 553	19 670	21 570	19 800	13 738	5 958	0	0	0	0	124 436
Uganda	3 055	7 121	8 419	13 808	30 298	48 800	27 818	50 609	47 333	16 820	26 799	21 552	302 432
Uruguay	0	0	0	0	0	0	0	11	58	0	0	0	69
Vietnam	221	5 775	1 657	2 464	1 523	1 500	1 870	0	0	0	0	0	15 010
Zambia	1 070	0	2 127	1 978	13	0	0	0	0	0	0	0	5 188
<b>Subtotal</b>	<b>57 226</b>	<b>98 705</b>	<b>132 299</b>	<b>143 211</b>	<b>152 740</b>	<b>217 150</b>	<b>158 604</b>	<b>193 505</b>	<b>197 455</b>	<b>164 752</b>	<b>178 214</b>	<b>163 507</b>	<b>1 857 368</b>
Regional	0	2 700	4 283	10 734	18 685	15 050	0	0	0	0	0	3 511	54 963
Global	25 108	46 595	68 364	53 055	50 647	58 950	95 787	61 308	44 828	46 090	32 370	50 801	633 903
<b>Subtotal</b>	<b>25 108</b>	<b>49 295</b>	<b>72 647</b>	<b>63 789</b>	<b>69 332</b>	<b>74 000</b>	<b>95 787</b>	<b>61 308</b>	<b>44 828</b>	<b>46 090</b>	<b>32 370</b>	<b>54 312</b>	<b>688 866</b>
<b>Total</b>	<b>82 334</b>	<b>148 000</b>	<b>204 946</b>	<b>207 000</b>	<b>222 072</b>	<b>291 150</b>	<b>254 391</b>	<b>254 813</b>	<b>242 283</b>	<b>210 842</b>	<b>210 584</b>	<b>217 819</b>	<b>2 546 234</b>

 Norwegian Ministry of Foreign Affairs

 Norwegian Ministry of Finance

 Norwegian Ministry of Transport and Communications

 Norwegian Ministry of Climate and Environment

 Norwegian Ministry of Petroleum and Energy



June 2018  
 Cover photo: Workers walk past storage tanks at Tullow Oil's Ngamia 8 drilling site in Lokichar, Turkana County, Kenya  
 Photo: Baz Ratner/Reuters/NTB Scanpix  
 Printing: Konsis  
 No of copies: 1600  
 ISBN: 978-82-7548-971-3

**Norad**

Norwegian Agency for Development Cooperation

Postal address: P.O. Box 8034 Dep, NO-0030 OSLO

Office address: Bygdøy allé 2, 0257 Oslo, Norway

Tel: +47 23 98 00 00 / Fax: +47 23 98 00 99

postmottak@norad.no / www.norad.no

