

Final Report on Selection Process

May 2023

This report presents a review of the nominations process of 10 civil society representatives to the EITI International Board, the Initiative's global governing body, for the 3-year mandate term 2023-2026. The report summarizes the methodology for the selection process.

Constituency Guidelines

The selection process, as well as the role and expectations of CSO Board members, is outlined in detail in the [Guidelines Civil Society Constituency](#) and was followed scrupulously. The Guidelines provide specific criteria — both competency-based and balancing regions, gender, expertise, national and international focus etc. — for the selection of Board members, which is merit-based. These criteria were at the center of the CSAG's inquiries and deliberations throughout the selection process. They were transparently disclosed to candidates in the Call for Applications and candidates were encouraged to address them in their own Statements of Interest and provide them to their recommenders as an important point of reference.

Call for Application

A Call for Application was launched on 9 February 2023 on the website of the independent organization facilitating the process, the Consensus Building Institute (CBI), and published also on the websites of the EITI International Secretariat and Publish What You Pay, which acts as the CSO Constituency Focal Point. It was circulated widely through social media.

The Call for Applications included detailed overviews of the selection process and criteria, the role and composition of the CSAG, and the roles and responsibilities of CSO Board members.

Applications were accepted in English, French, Spanish, and Russian. Candidates were required to submit some individual and professional information, a Curriculum Vitae, an affirmation of the EITI Code of Conduct, and a Statement of Interest (minimum 1 page, maximum 2 pages) clearly addressing the ways in which the candidate meets the criteria and would endeavor to strategically use an International Board membership to advance the EITI at the global, regional, and/or national level.

The Call for Applications closed on 23 February 2023.

Shortlisting Process

The total number of applications received was 32. Of these, 30 were deemed complete and valid based on an initial screening against threshold eligibility criteria, i.e. applicants needed to be members of independent civil society organizations (from both EITI implementing and non-

implementing countries) and could not have served twice previously on the EITI International Board at any time.

To create a shortlist, CSAG members each numerically scored 2-5 applicants on the basis of the resume and Statement of Interest. Candidates were ranked on a scale from 1 to 4 (1: Poor Match; 2: Fair Match; 3: Good Match; 4: Excellent Match; Don't Know (material does not provide sufficient basis for answering)) for each of the 11 competency criteria included in the [Guidelines for the Civil Society Constituency](#). Names were redacted, and care was taken, to the maximum extent possible given language constraints, to assign reviews to avoid CSAG members judging candidates from their own region or organization. The results of these assessments were collected via an online form, which provided the raw data for a comprehensive analysis to develop a short list of candidates to move to the next phase.

21 candidates were retained for further consideration based on their score (which was averaged across the 11 criteria). The benchmark for making the shortlist was 3.0, with a few exceptions. For control purposes, CBI undertook parallel assessments using the same approach as the CSAG. CBI's assessments were largely in line with those of CSAG members, but not completely. Specifically, three candidates were identified by CSAG members as having a comparatively high score while CBI's assessment came out lower; in those cases, the CSAG score prevailed, and the candidates were included in the shortlist. By contrast, two candidates that were scored highly by CBI (above 3.5 points out of 4 points) were also included in the shortlist despite scores lower than 3.0 from the CSAG. Before the interviews began, one shortlisted candidate withdrew his application without explanation. The CSAG then agreed to add another candidate to the pool to ensure adequate representation across regions. 21 candidates (13 men and 8 women) made up the final shortlist, which was publicized on the CBI website. The regional breakdown was as follows:

- Francophone Africa: 6
- Anglophone and Lusophone Africa: 3
- Eurasia: 3
- Europe, North America, Middle East, and North Africa: 4
- Asia Pacific: 2
- Latin America and the Caribbean: 3

Interviews, Professional References and Statements of Support from Peer Organizations

The CSAG conducted 60-minute *interviews* with each shortlisted candidate following a common template to ensure consistency across interviews. The questions were crafted to be thorough and probe for capacity to be strategic, compelling, and think on one's feet. Interviews also addressed motivation for serving on the Board and issues of negotiation, team building, and ethical concerns, that are all important skills and characteristics necessary for CSO EITI Board members to be effective.

Each interview was conducted by two CSAG members, who *independently* submitted numerical ratings evaluating the candidate's response to each of the 8 questions. The scale used was of 1-3

(1=poor answer; 2=good answer; 3=excellent answer). CSAG members also submitted comments explaining their ratings. In assigning the interviews, at least one of the two CSAG members had to have a different regional affiliation than the candidate if possible. The exceptions were for language purposes, with the Latin American and Caribbean candidates interviewing in Spanish with CSAG members from the same region. In no case did a CSAG member interview a candidate from his/her own organization.

Each candidate obtained an interview performance score. The top ten scorers received 84 points (out of a possible 100) or higher.

In addition, the CSAG agreed that each candidate was required to solicit two **letters of professional reference** by a current or former colleague who would be able to attest to the abilities and achievements of the candidate and assess their suitability for service on the Board. CBI reviewed each of the letters and provided summaries focusing on: (1) the level of enthusiasm and depth with which the candidate was described in the letters and (2) the degree to which the letter directly and specifically addressed the candidate's suitability for EITI Board service. The CSAG had access to the full complement of letters and the identity of the two referees of each candidate.

One candidate was removed from the shortlist as their professional references were not received.

In addition, candidates on a voluntary basis were able to solicit **statements of support** from CSOs working at the local, regional, or international levels to gauge a candidate's experience in reaching out and mobilizing the broader Constituency. Eleven of the 20 candidates received such statements of support with one candidate receiving 35 statements and half of the candidates receiving 1-3. These statements were equally summarized by CBI as well as made available to the CSAG in their original form and considered in the final determination.

As a basis for the final selection, the remaining 20 candidates were ranked using a multivariable analysis that accorded the following weights to the different components of the application package:

40% – Written Submissions (CV and Statement of Interest)

60% – Interview Assessment Results

The reviews of the references and statements of support by CSOs was qualitative

The top ten candidates that emerged from this exercise had a compound score of 85% or higher.

Balancing Criteria and Final Selection

The CSAG then had to decide on ten nominees, drawing on the pool of talented, committed candidates each of whom had significant strengths for the EITI CSO constituency. To support its decision making, the CSAG considered the balancing criteria. As noted in the Call for Applications, the Guidelines state the following in this regard:

“In determining the final list of CSO Nominees to the EITI Board, the CSAG will balance a series of important considerations to ensure the success of CSO Board Members as a group. The considerations are:

- Geographic balance and diversity
- Gender
- Experience working directly with communities affected by extractive industries
- Substantive and diplomatic/negotiation skills needed to proactively take on complex policy issues
- Representation of local and international CSOs”

Please note that the Guidelines contain no specific quotas. In addition, there are no directives as to how to allocate Full and Alternate Board membership. The CSO Board members have been working in a very equitable way, with Alternates taking on important roles and having their voice heard equally within a team that collectively represents the diversity of the CSO Constituency. In this regard, the balancing criteria help ensure that the CSO Board members as a group encompass complementary experiences and skillsets as well as breadth and depth of capacity in presenting a strong civil society voice on diverse fronts. More specifically the candidates’ backgrounds were examined in terms of their professional experience, substantive expertise on different elements across the extractives value chain, and focus on work at the global, regional, national, and sub-national level respectively.

Applying the balancing criteria above through a careful review of all the materials submitted and generated throughout the application process, the CSAG had a series of verbal exchanges to arrive at the 10 nominees. In this process it was established that, as a group, the top 10 numerically scoring candidates also well reflected qualitative and diversity considerations. It is particularly noteworthy that, for the first time, CSOs will be represented on the EITI Board by a preponderance of women (with a gender balance of 6 women and 4 men). The CSAG subsequently designated candidates as full Members and Alternates Members respectively, reaching consensus via an email exchange.

Complaints Period

CSO constituency members received notification via web sites, emails, and social media about the CSAG’s selection and invited well-substantiated questions or complaints to be submitted between 22 April – 5 May 2023. Information in the candidates were made available on the dedicated website managed by CBI. No complaints were received.

Recommendations for the Future

While the preferred practice is for two CSAG members to simultaneously conduct interviews with board candidates, the CSAG would recommend consideration of an exception in future processes. If a CSAG member is unable to participate in the interview at the last moment (due to technical or personal problems, etc.), and the interview cannot be rescheduled for another time, the CSAG member who is present should conduct the interview and record it. The absent CSAG member should then review the recording and conduct the evaluation of the candidate on that basis.