



Oxford Policy Management

‘Beyond CSR’

Department for International Development

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26th September, 2013

'Beyond CSR'



- Jobs & skills
- Transparency
- Mechanisms to promote sustainable development



Asset transformation



Discovery

Production

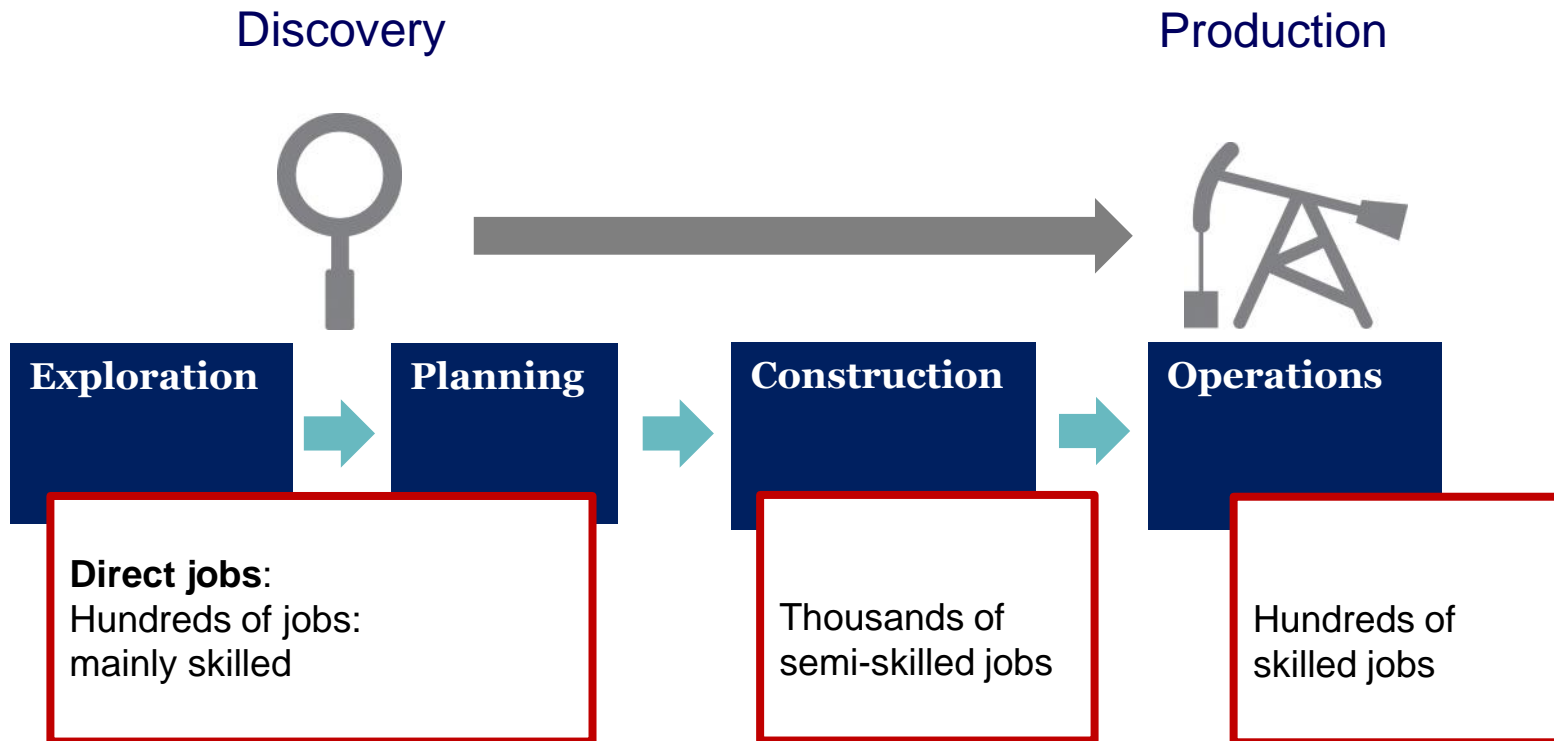
Revenue

Investment

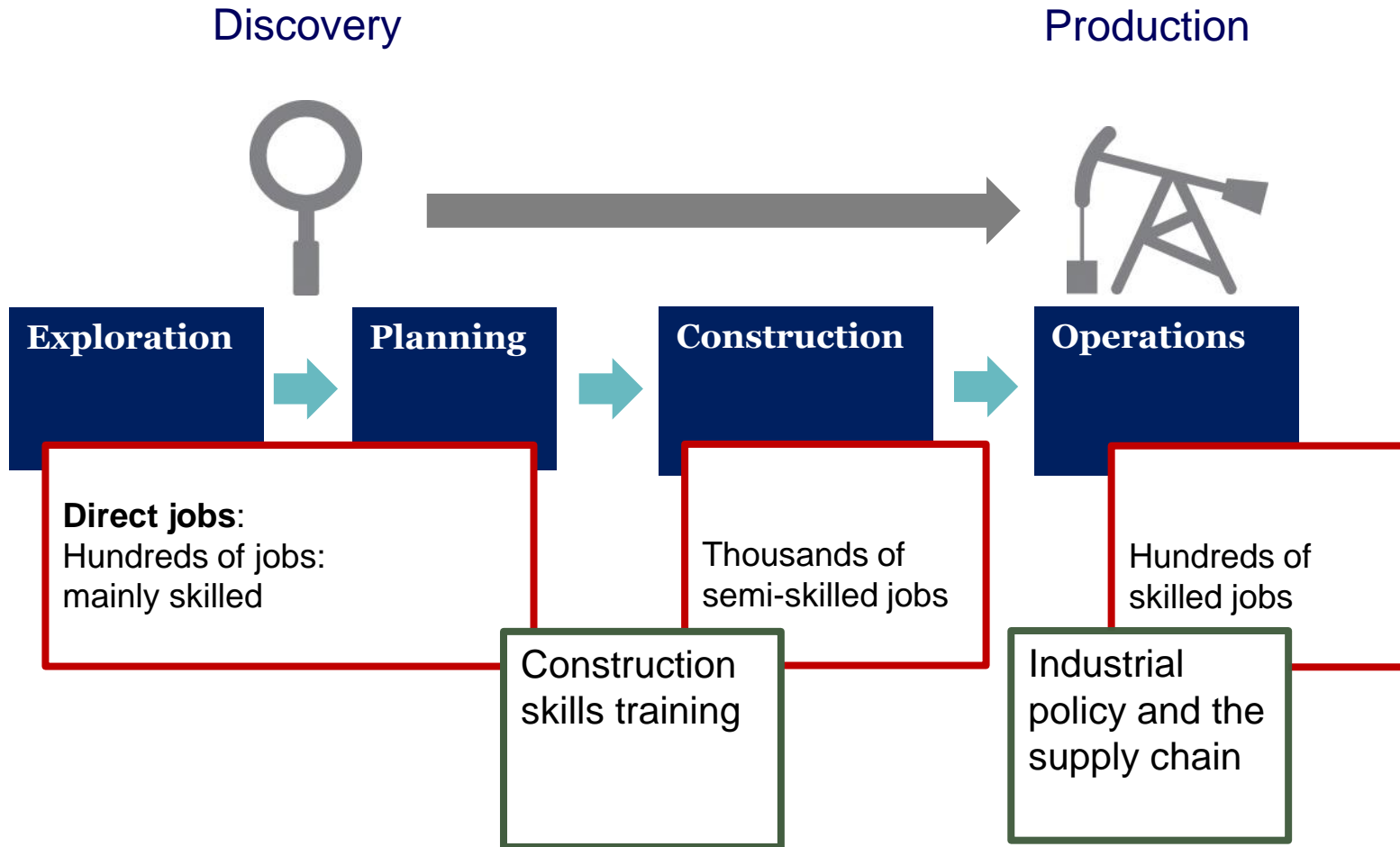
Human
Development



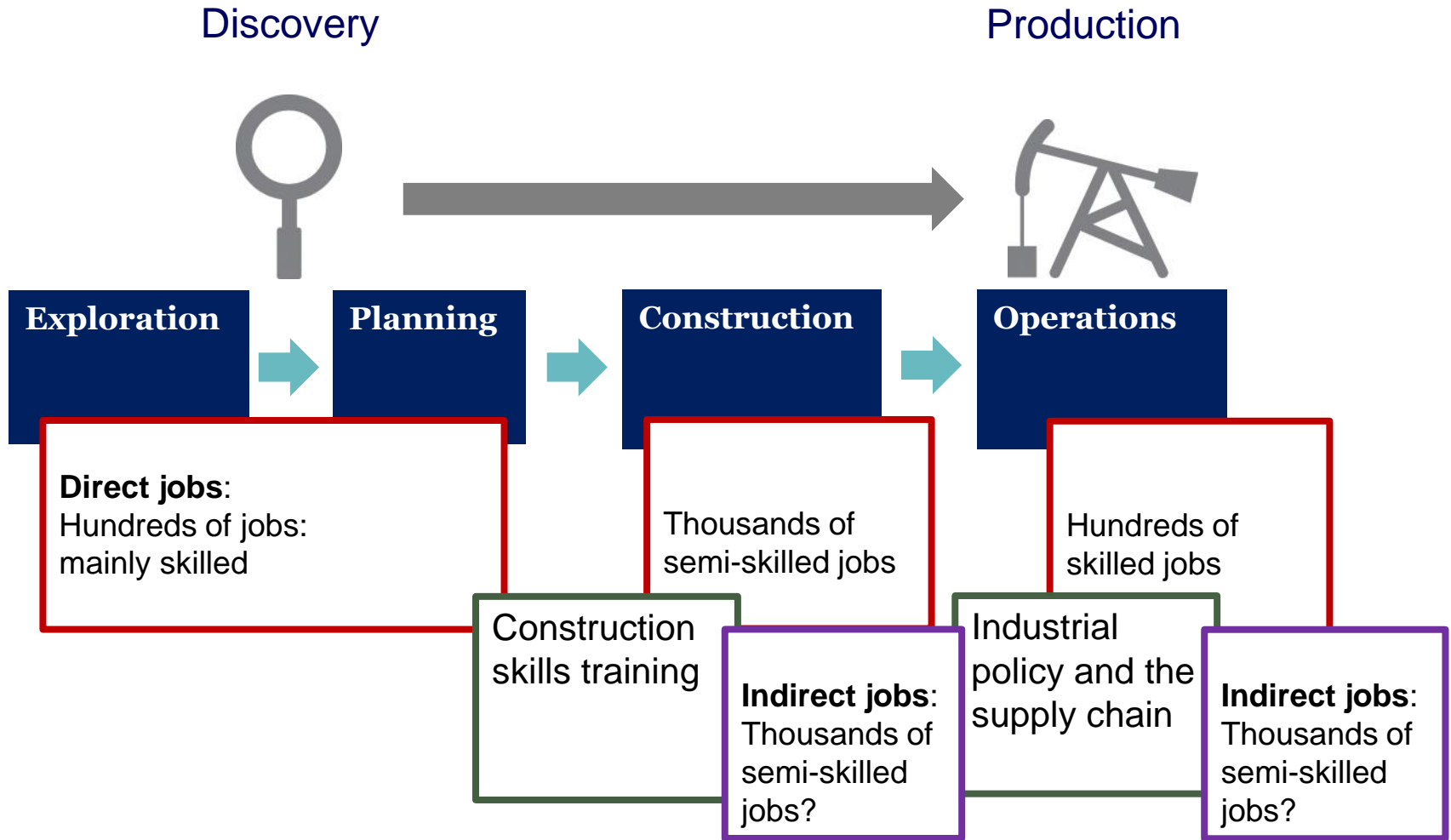
Jobs: project phases



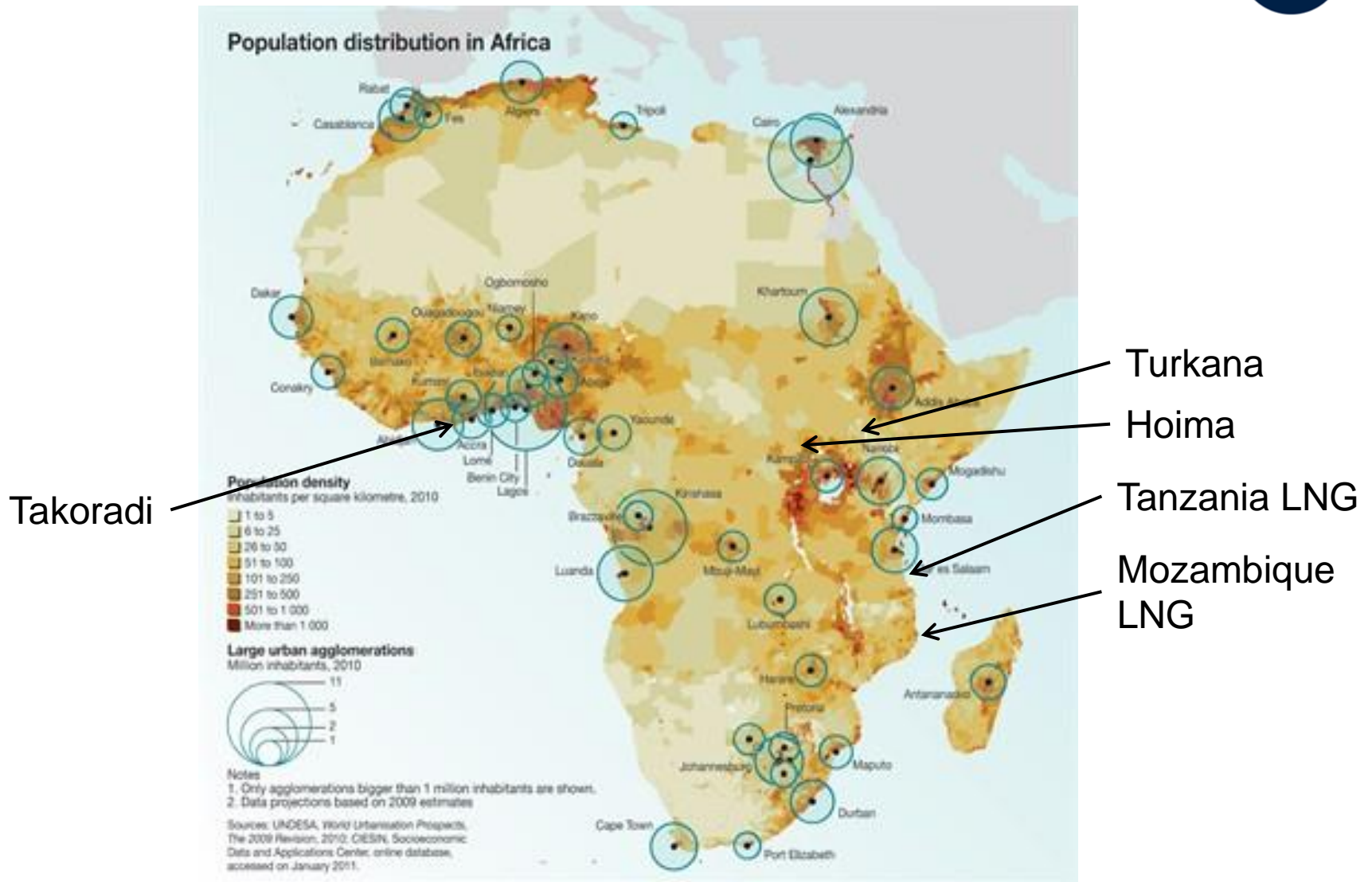
Jobs: project phases



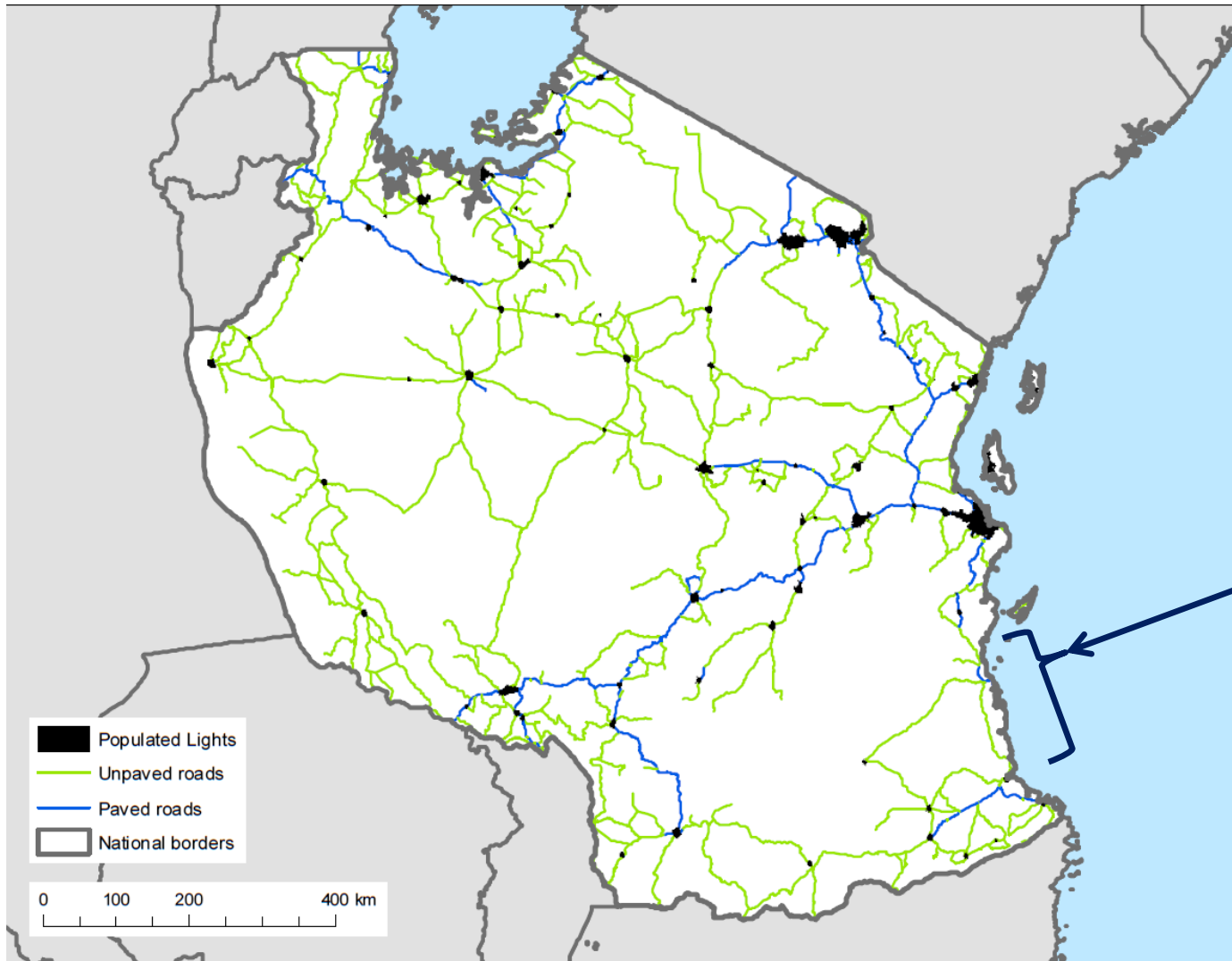
Jobs: project phases



Jobs: spatial distribution



Tanzania: roads and centres of population



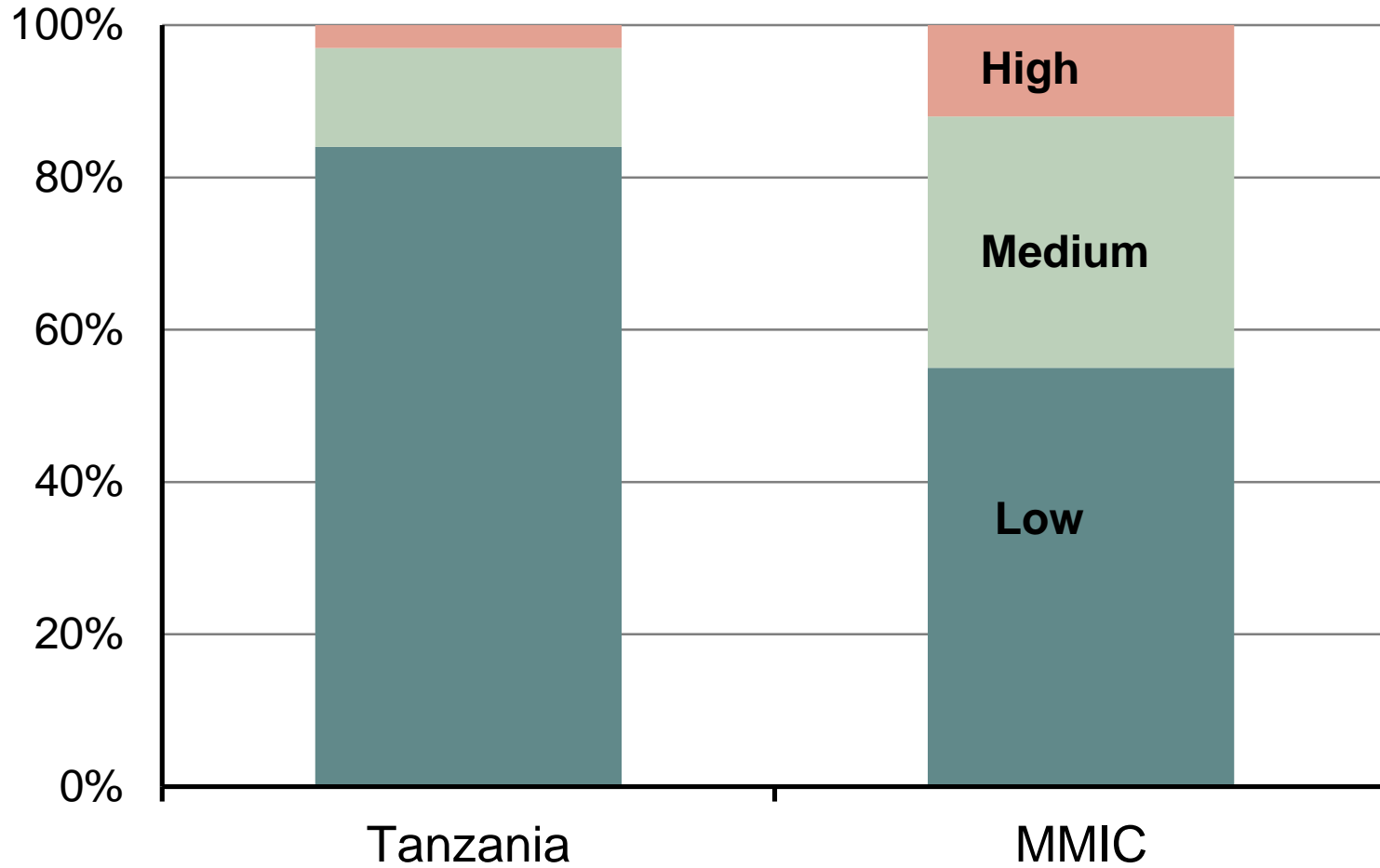
**Tanzania
LNG?**

Source:
Adam Storeygard
[“Farther on down the road: transport costs, trade and urban growth in sub-Saharan Africa”](#)
Review of Economic Studies (forthcoming)



Tanzania: skills

Share of the labour force



Source: Moyo et al (2012), ILFS data

Jobs and industrialisation



- **Direct jobs** – direct hires by the industry
- **Indirect jobs** – in the industry supply chain
- **‘Induced’ job creation** – from strong, broad-based economic growth

An Enterprise Map of **Tanzania**

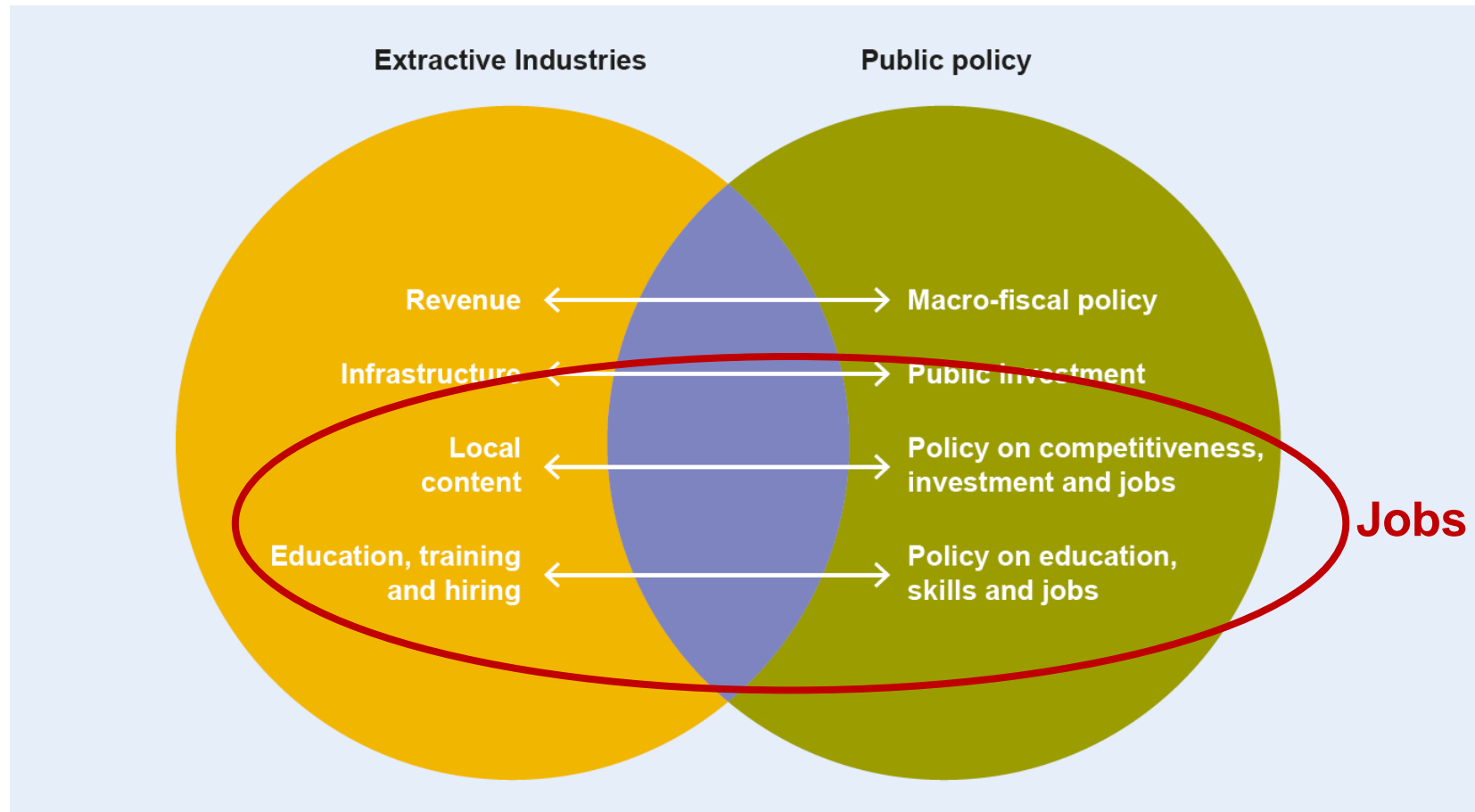


IGC International
Growth Centre

John Sutton
and
Donath Olomi

- ❧ “If oil industry supply chains can be fully integrated with Tanzania’s domestic industrial sector, then the payoff to medium term growth will be huge...”
- ❧ “No single issue in Enterprise policy is more important right now....”

A shared agenda...?





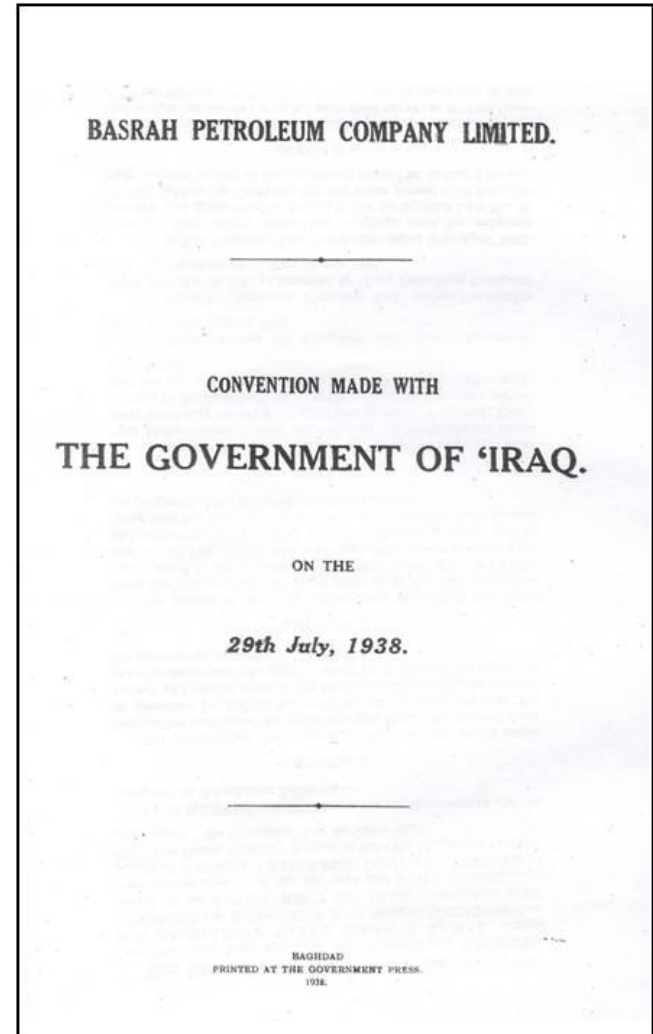
Transparency: concession

States granted to IOCs:

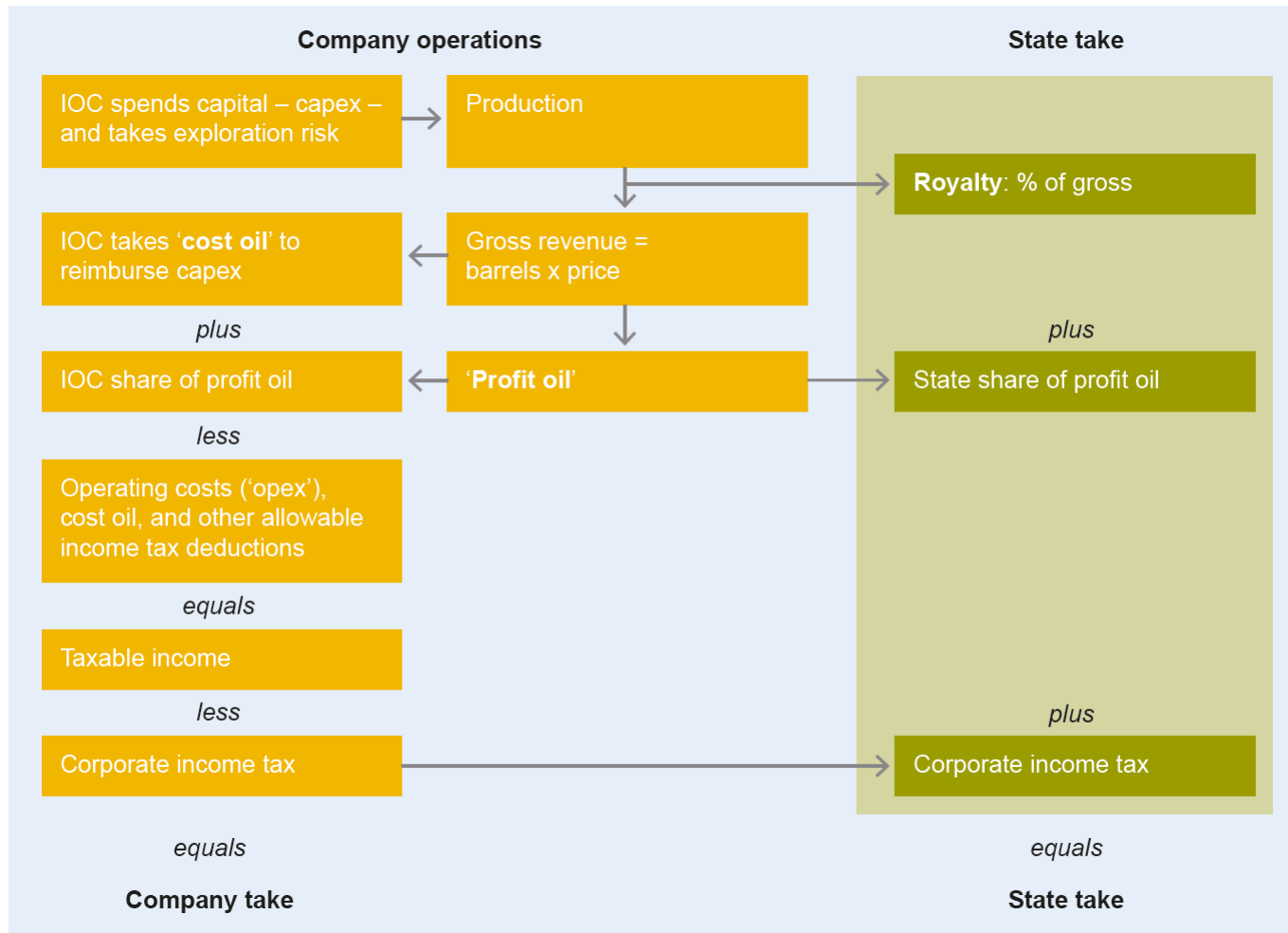
- Large areas
- Long periods ... 50+ years
- Exclusive rights - explore/exploit
- Ownership - reserves/production
- Control - activities / policies
- Control - marketing / pricing

States received from IOCs

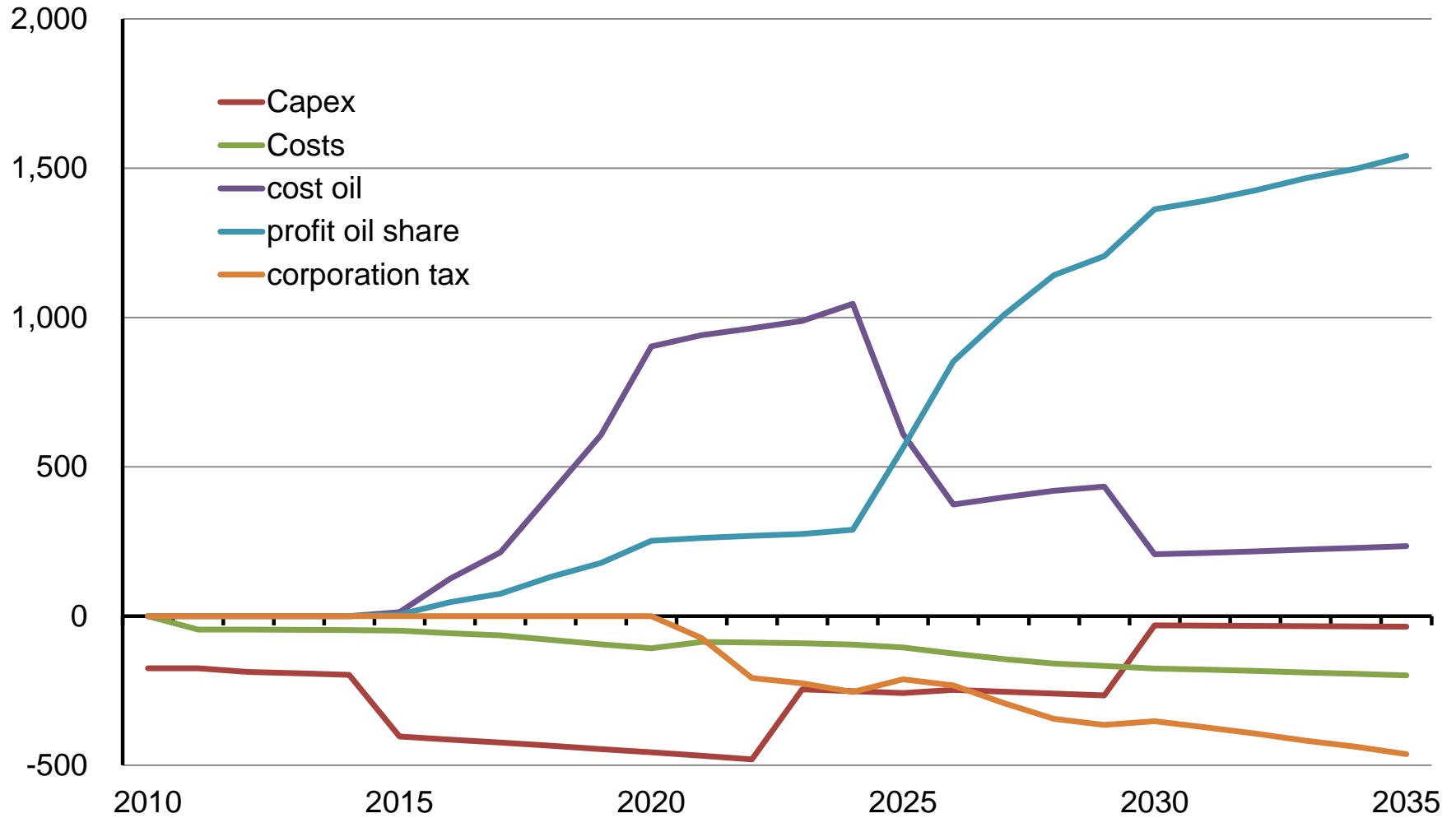
- Royalty



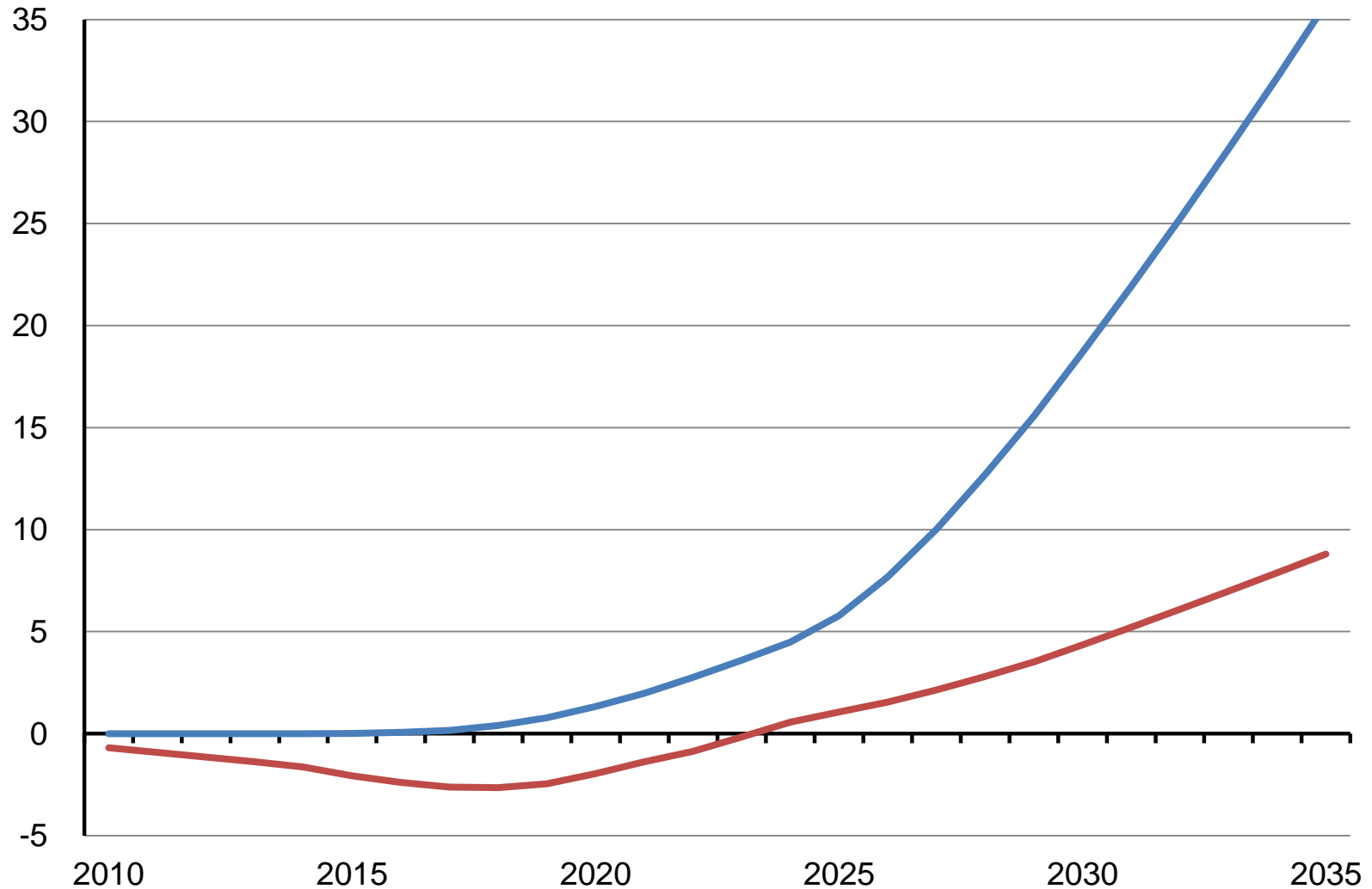
Transparency: PSA



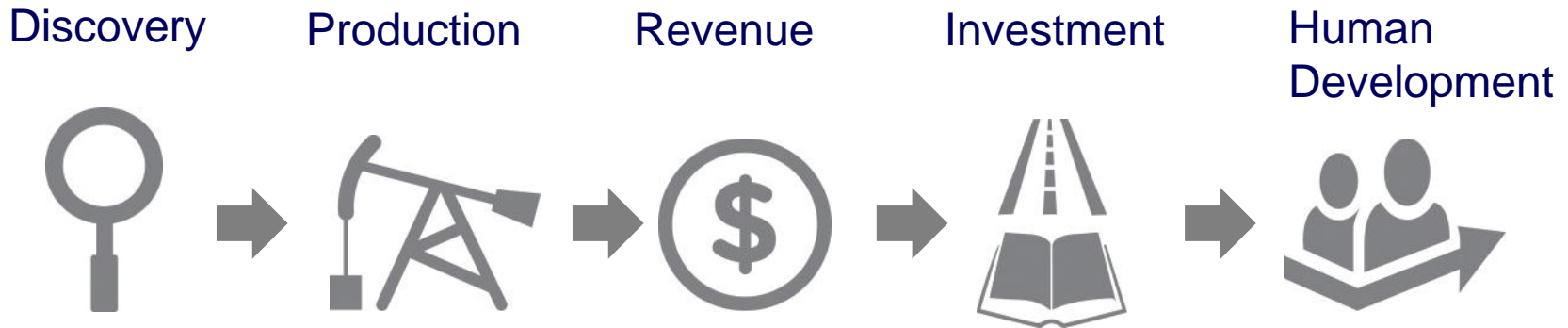
Transparency: IOC Cashflows



Transparency: IOC and State cashflows



Transparency

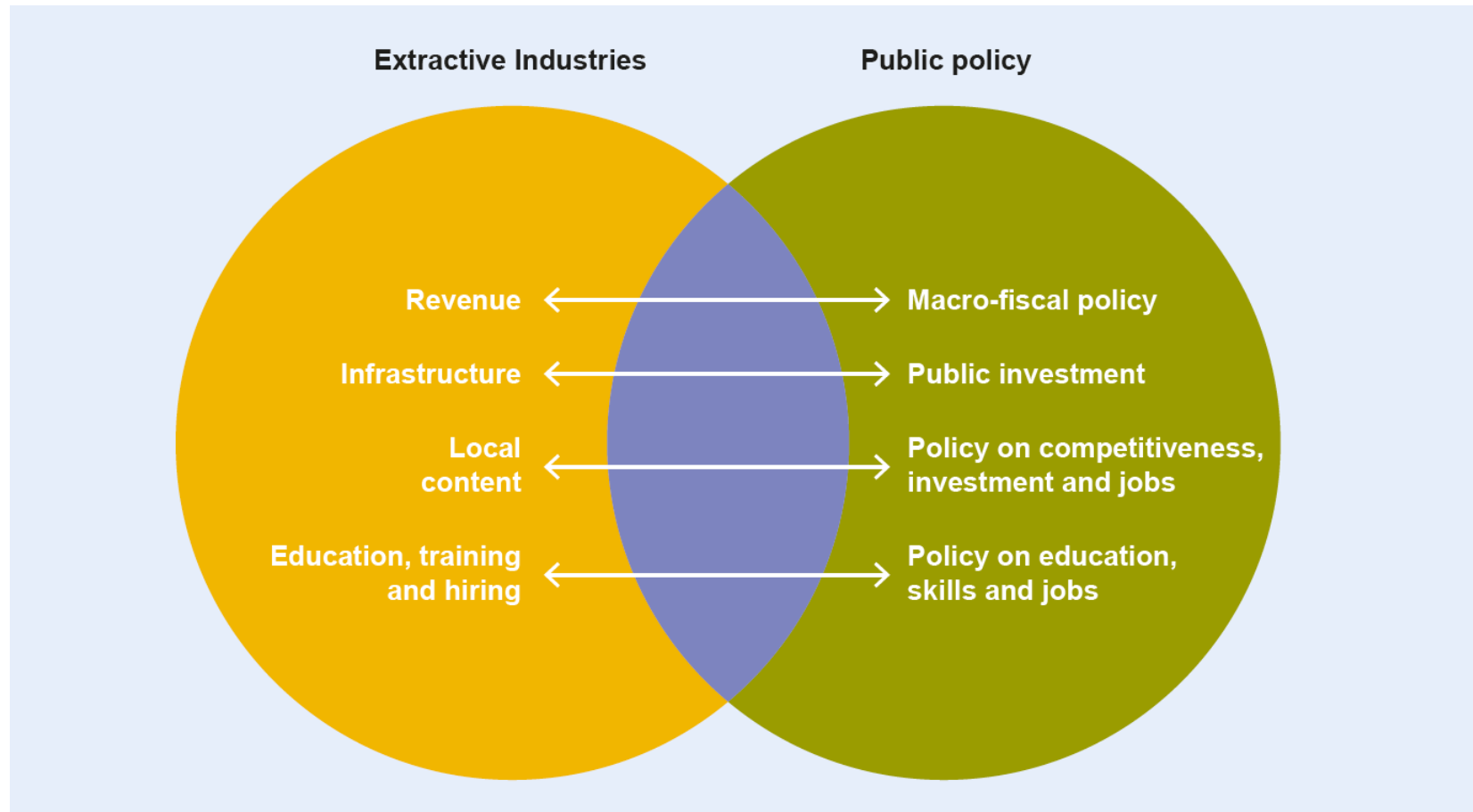


**Revenue
Transparency**
PWYP
RWI
EITI

**Fiscal transparency and
governance**
IMF-ROSC
PEFA
BSI

Accountability and governance of public administration and finance
Auditor-General
Parliament

Promoting sustainable development





Promoting sustainable development

- Common knowledge?
- Common language?
- Shared interests and incentives?

- “Licence to operate”
- “Good corporate citizen”
- “Corporate Social Responsibility”



BP non-technical risk framework

- Operating risk
- Market risk
- Shareholder risk
- Reputation risk



Performance management

- Business case?
e.g., non-technical risk mitigation
- Activity
e.g., development project
- Impact?
e.g., shared benefits, or lower risk
- Objective achieved?

- Baseline data
- Delivery of outputs
- Monitoring
- Evaluation



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Thank you

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