

Formulating Effective Workplans and Measuring Results in a COVID-19 ERA

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For: Extractives Industry Transparency Initiative

EiTI Region: Anglo-Africa

January 21, 2020



Welcome
Everyone



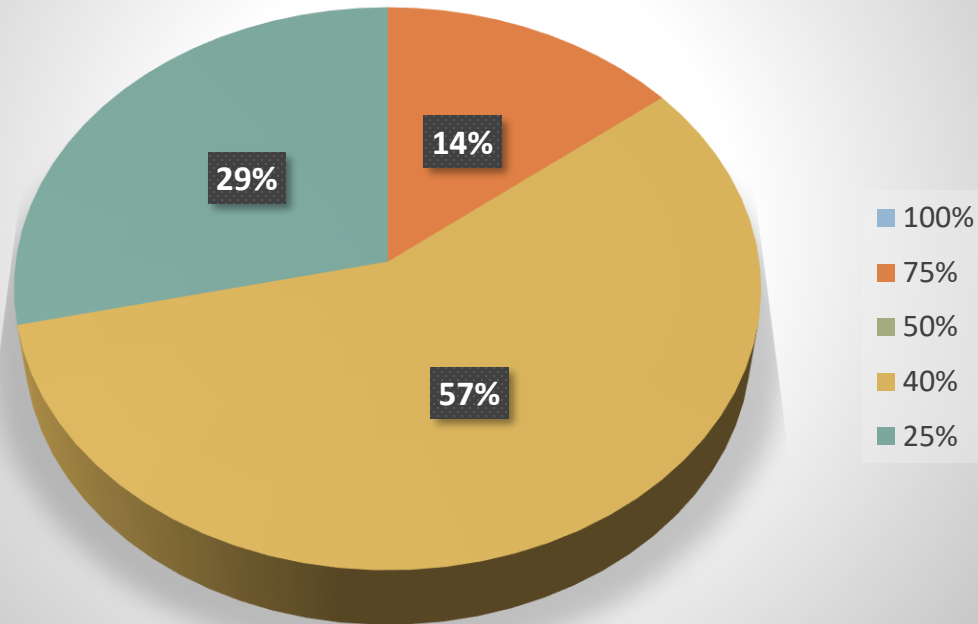
Workshop Agenda

- 1 Welcome and Introduction**
- 2 Survey Overview**
- 3 Overview of Work-planning and Results Based Management**
- 4 Quick Questions and Answers**
- 5 Impact and Effort Matrix**
- 6 3 Action Steps to Create a Strategic RBM Integrated Workplan**
- 7 Sharing Session**




Survey at a Glance: Here are what you had to say

What Percentage of the proposed activities in your Workplan were you able to complete in 2020?



Greatest Challenges

- CoVID-19 largest disruption and obstacle to strategic planning and workplan and activity management
- Arriving at a consensus, prioritizing activities, setting time frames and managing COVID-19 effects and impacts
- 57% of respondents said the the NS and MSG work together to develop the workplan, while 29% states solely the NS and 14% stated solely the MSG
- 100% of respondents stated that more than 6 people are engaged in the design of the workplan
- 83% of respondents stated the NS overseas the implementation of the Workplan and 17% stated the MSG



Overview
Work-Planning and
a Results Based
Management
Approach

Section 1



EITI Workplan Requirements

The EITI work plan **forms the foundation for all EITI activities in implementing countries** and ensures that implementation activities are **targeted to deliver the results desired by stakeholders.**

The work plan sets out **why the EITI is being implemented** and **what issues the EITI process will seek to address.**

Requirement 1.5

The multi-stakeholder group is required to maintain a current work plan, fully costed and aligned with the reporting and Validation deadlines established by the EITI Board.

Why? Observations and Challenges



Overall Observations

- Issues related to Clarity on “Strategic Vision” versus “Objectives”,
- Often limited MSG participation – result is NS develops Workplan,
- Constituent outreach and consultation limited
- Activities are not always achieved as planned
- Activities are not always designed effectively or strategically
- Activities are not always measured or monitored

Annual Workplan Challenges 2020-2021

- COVID-19; face to face connectivity, consultation, communication limited
- Rethinking & redesigning activities for a digital age

Your Workplan and Results Based Management


Organizational tool that lays out your short - medium - long term objectives and goals

Assures you have the financial and human resources, capacity & skills to achieve your objectives & goals

Strategic Vision

Allows you to plan activities in a strategic way that is easy to manage

Helps you monitor and evaluate your activities to ensure EITI Requirements are met



RBM: What can it do for your organization?

1. Gets you thinking about what activities are important
 2. Provides structure/framework to activities & importantly a purpose
 3. Simplifies management and administration of operations
 4. It provides flexibility in planning
-
5. Breaks down tasks into manageable pieces
 6. Feeds into EITI reporting and aligns with Requirements and Standards
 7. Allows you to meet targets and objectives
 8. Permits the measuring of results for reporting purposes
 9. Can be monitored and evaluated with ease

How is RBM used?

Is a management tool that stretches throughout the lifecycle of your Workplan, from planning to implementation to monitoring

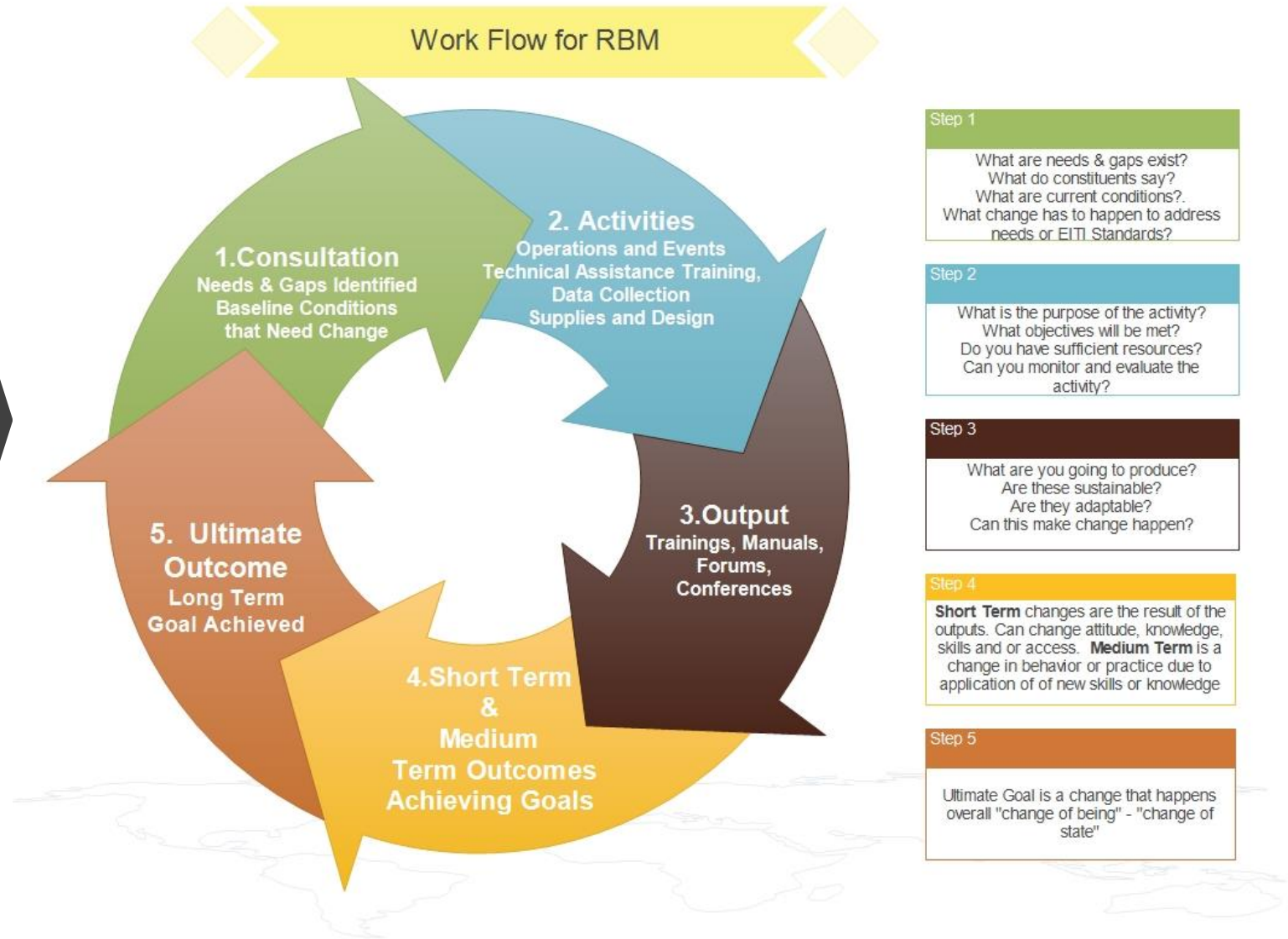
It is used to:

- Plan: Planning around activities based on the results one wants to see. Planning is done with the end in mind.
- Manage and implement: Review what we are doing based upon our plan and our results.
- Monitor: Continually assess progress towards results and reporting this is done internally (MSG & NS) and externally to constituents, partners, donors, EITI and others at large.

RBM is about achieving Results which is much different than just completing an activity



RBM at a Glance



Strategic Vision & Objectives: Ultimate Goal

Set EITI implementation objectives that are linked to the EITI Principles Requirement 1.5 (a)

Vision is “mental image of the future”

- What is your organizations vision?
- How can you achieve this vision?
- What activities can support your organizations vision?

Objective is the “goal or aim”

- What do you want to achieve in the short – medium or long term?
- How are you going to achieve this?
- What are you going to produce?
- Who do you need to consult?
- How are you going to measure this achievement?

Consultation in the Age of COVID-19

Purpose: Workplan

Meetings held with COVID-19 Health and Safety Measures

Phone Connectivity

Send out regular emails to connect with Members and Constituents
Virtual On-Line Platforms (Zoom, Skype, Face Time, Messenger, Other)

Purpose: Outreach and Engagement

Regular social media posts, emailing of newsletters

Mobile Web App Platform all under One Umbrella

Create valuable and interesting content for online platforms

Create On-line Classes, Forums, Meetings or Public Debates

Engage in on-line forums or create your own

Surveys and Questionnaires

Key is to Know your audience well

IAP2 Public Participation

Inform

Consult

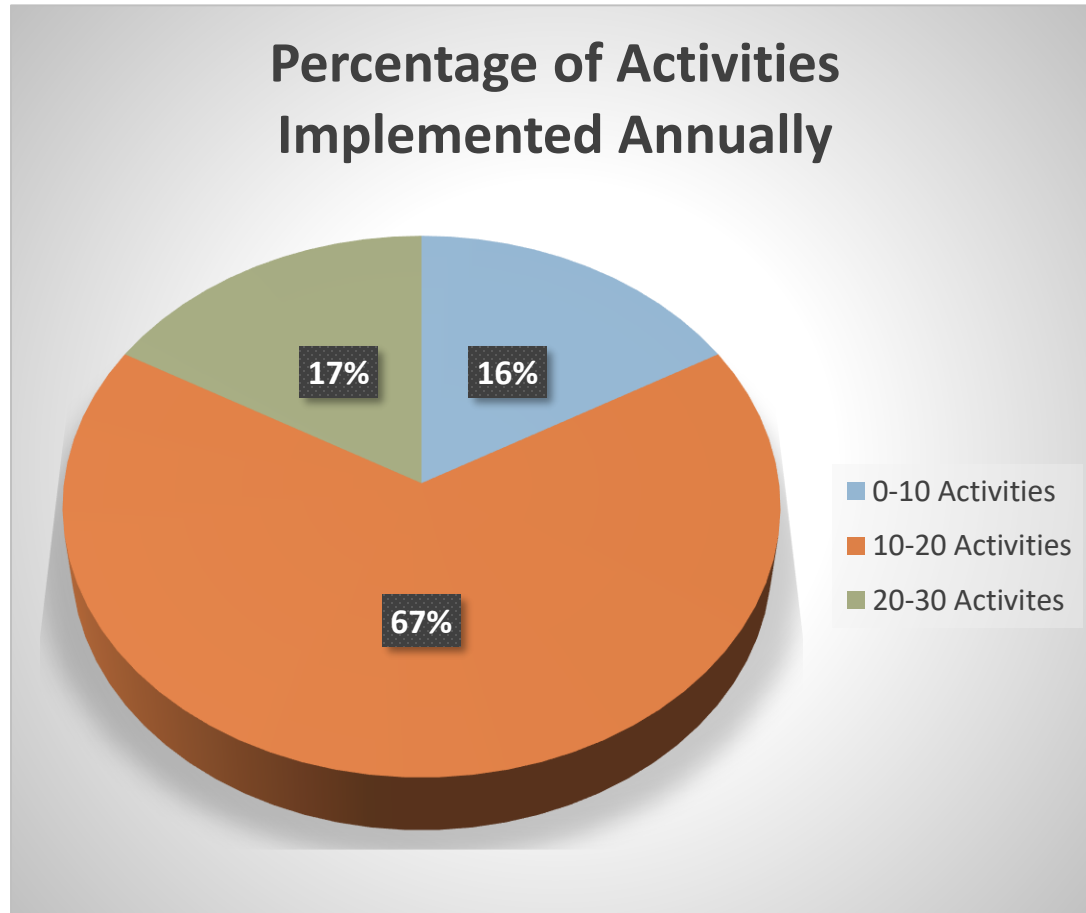
Involve

Collaborate

Empower

Survey at a Glance

Here is what you had to say....

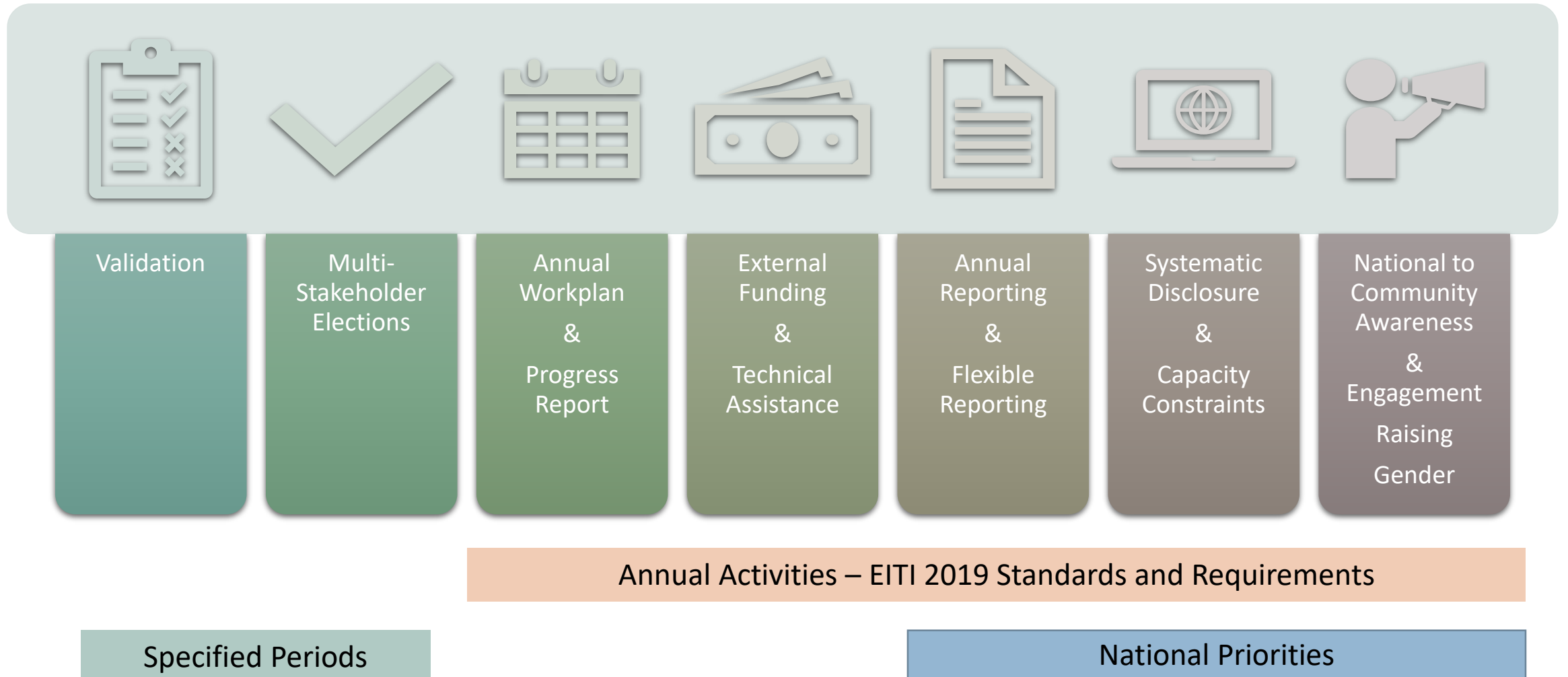



Quick Stats:

- Less than 30 % of activities are focused on Awareness Creation
- 30%-60% activities are focused on Systematic Disclosure
- 30%-60% of activities are centered around MSG-NS Coordination and Management
- Due to COVID-19 and other factors the respondents stated some 30% of activities are carried over from the 2020 Workplan to 2021

Activities to Support Vision & Objectives

EITI 2019 Standards & Requirements



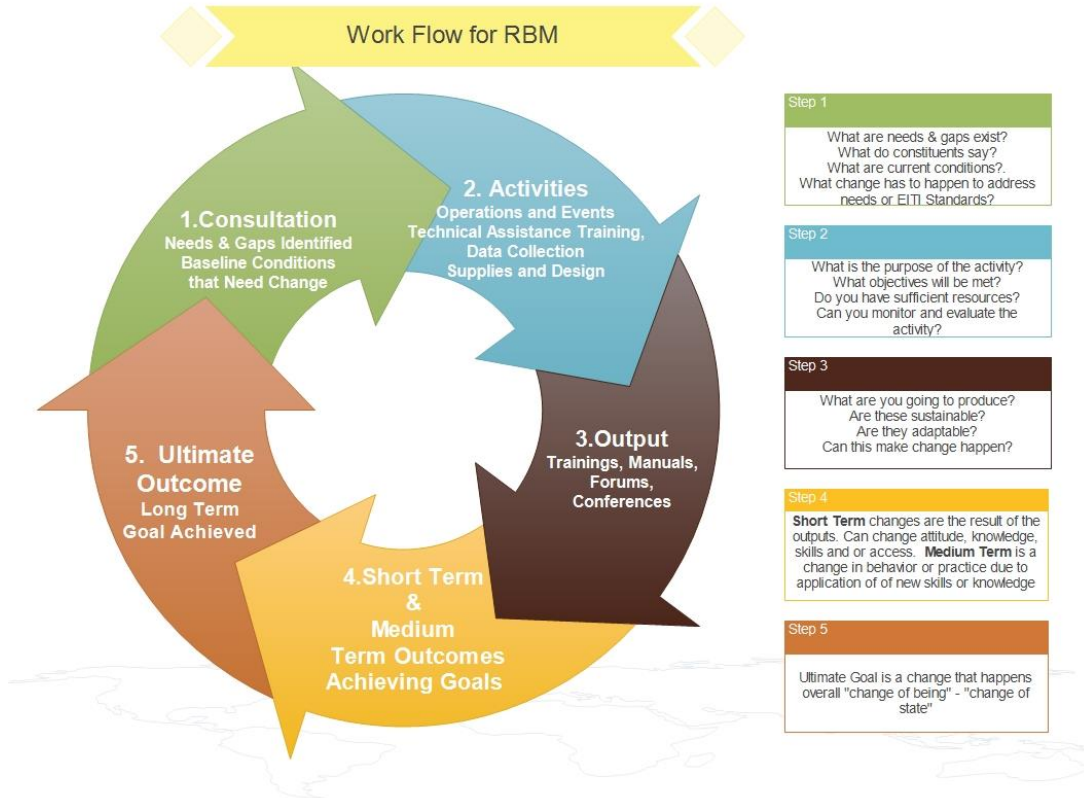


Overview
Impact and Effort
Designing
Meaningful
Activities
Break– Out Session

Section 2

RBM

Simple Activity Matrix: Impact and Effort



Identify a Relevant Activity:

Level of Impact	Short Term	Medium Term	Long Term	How Many People?
Level of Effort	Human Resources	Skills and Capacity	Finances	Time?



3 Action Steps to
Create a Strategic
RBM Integrated
Workplan

Section 2

Action 1 RBM Logic Model

ULTIMATE GOAL Change of State	GOAL Increased number of citizens who are aware of the benefits of transparency and good governance in the Extractives Sector and have the knowledge and skills to lead and stimulate debate around key issues and advocate accordingly			
MEDIUM TERM Objective Change of Performance	OUTCOMES			
	1 Improved ability to communicate and engage multiple stakeholders in discussions and increase awareness around natural resource allocation and sector transparency		2	
SHORT TERM OUTCOMES (Change in Capacity)	1.1 Stakeholders have the knowledge and skills to lead and stimulate debate around sector transparency	1.2 Identify, improve, and enhance techniques and procedures for systematic disclosure	2.1	2.2
OUTPUTS (Activity to Complete)	1.1.0 Develop Strategic Awareness Campaigns	1.2.0 Make 4 th Report accessible and relevant to multi-stakeholders		
	1.1.1 Develop branded tools and materials for the outreach and public engagement	1.2.1 Create forums and knowledge sharing platforms for key government agencies and officials on barriers to mainstreaming		
	1.1.2 Implement platforms (virtual and physical) for knowledge sharing and debate	1.2.2 Establish linkages and exchanges for advocacy of legislative reform and systematic disclosure		

Action 2 Work Breakdown Structure

ULTIMATE OUTCOME	
Increased number of Guyanese Citizens aware of the benefits of transparency and good governance in the Extractives Sector and have the knowledge and skills to lead and stimulate debate around key issues and advocate accordingly	
Intermediate Outcomes	1000 Improved ability to communicate and engage multi-stakeholders in discussions and raising awareness around natural resource allocation and sector transparency
Immediate Outcomes	1100 Stakeholders have the knowledge and skills to lead and stimulate debate around sector transparency
Description of Planned and Proposed Activities	
1100 Output- Develop Strategic Awareness Campaigns (Proposed 4 Campaigns)	
1101	Identify key target audiences and communications messages through EITI consultation
1102	Define appropriate media strategies for internal and external outreach
1103	Prepare a strategic plan including monitoring and evaluation plan for each campaign
1104	Approval from the EITI MSG
1105	Implement Campaign Number 1 to 4
1106	Using approved key communications message: i.e. EITI and EITI develop
1107	Prepare draft materials
1108	Approval of the EITI MSG
1109	Finalize materials for final review
1110	Implement Campaign Number 1 (Air, Platform, Webinar, Town Hall, Radio etc.)
1111	Monitor Campaign and Evaluate Effectiveness
1112	Use a mobile app technology for EITI to campaign and engage in national outreach
1113	Monitor and Evaluate impact

Action 3 Monitoring and Evaluation

- What did we achieve with our activities?
- What was the output? Or result?
- Can we measure this and how?
- How do we monitor progress?
- How do we ensure that we are not incurring risk?
- How do we evaluate this?
- How do we report this and why is this important?



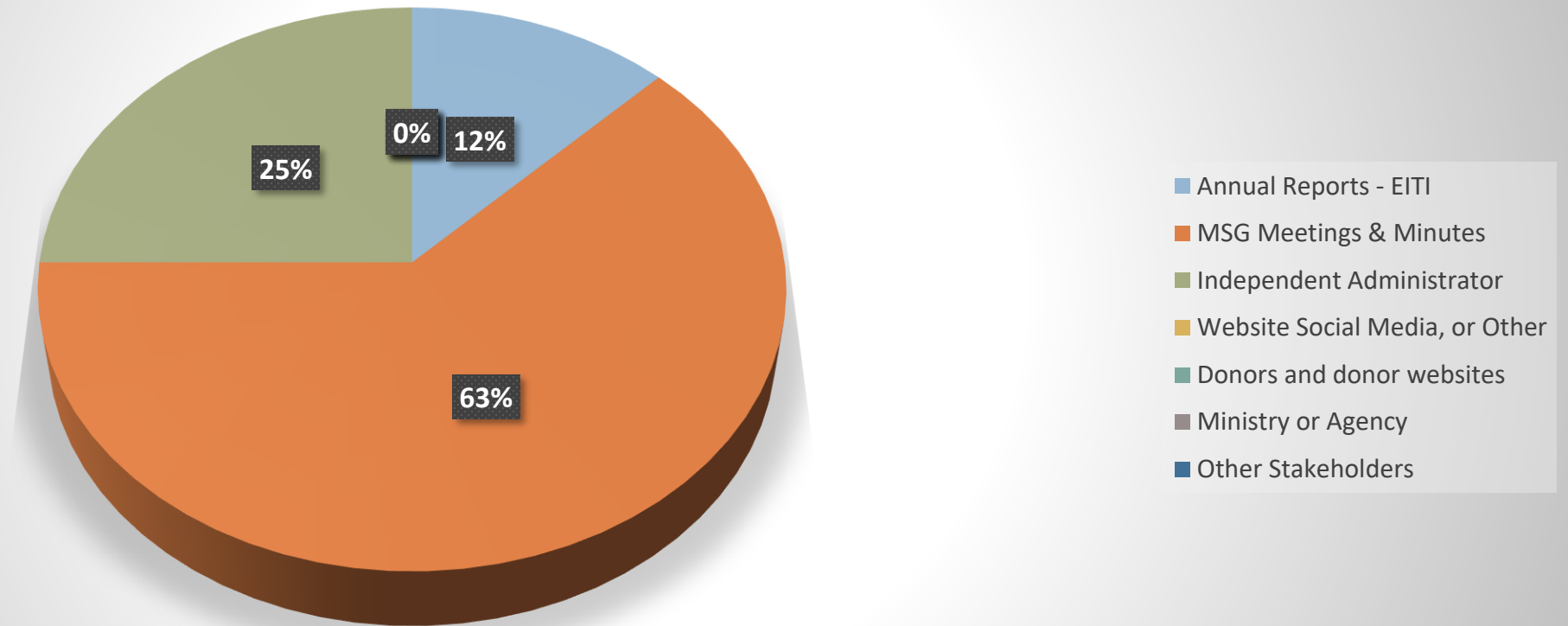
Action 3 Monitoring and Evaluation

Expected results	Indicators	Baseline	Target	Data Sources	Data Collection Methods	Frequency	Responsible
Ultimate Outcome/Goal							
Increased number of Citizens that are aware of the benefits of transparency and good governance in the Extractives Sector and have the knowledge and skills to lead and stimulate debate around key issues and advocate accordingly	Enhanced perception (%) of citizens feeling that EITI is performing its role in increasing	Feasibility Study	Direct and Indirect Stakeholders	Government reform, laws, and regulations	Survey, Interviews	Annually	EITI Member organization
Intermediate Outcome/Medium Term Objective							
1 Improved ability to communicate and engage multiple stakeholders in discussions and increased awareness around natural resource allocation and sector transparency	Increased Awareness and Number of Number of Activities taking place	2019 Annual Progress Report	Member Country MSG, Constituents Stakeholders	Annual Progress Report	Survey, Interviews, Platform tracking on social media	Quarterly	EITI Member organization
Immediate Outcomes/Short Term Objectives							
1.1 Stakeholders have the knowledge and skills to lead and stimulate debate around sector transparency	Increased number of activities related to EITI by constituents	TBD	MSG Constituents CSOS, Industry	TBD	Social Media tracking, conferences and forums	Quarterly	EITI Member organization

Survey at a Glance

Here is what you had to say.....

How are You Reporting on Your Activities?



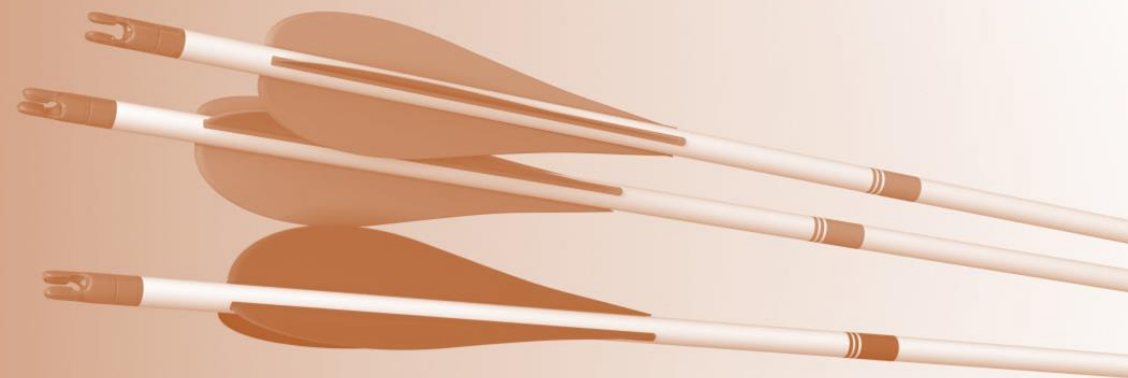
EITI Requirement 7

Outcomes and Impacts

Regular disclosure of extractive industry data is of little practical use **without public awareness, understanding of what the figures mean, and public debate about how resource revenues can be used effectively.**

The EITI Requirements related to outcomes and impact seek to ensure that **stakeholders are engaged in dialogue about natural resource revenue management.** EITI disclosures lead to the fulfilment of the EITI Principles by contributing to wider public debate.

It is also vital that lessons learnt during implementation are acted upon, that recommendations from EITI implementations are considered and acted on where appropriate and that EITI implementation is on a stable, sustainable footing.





EITI Validation:

The Validator is expected to document that a publicly accessible EITI workplan has been agreed by the MSG, and assess whether it includes:

- Objectives for implementation that are linked to the EITI principles and reflect national priorities for the extractive industries (1.5.a). The Validator should document any efforts to consult key stakeholders on the objectives for implementation (1.5.b).
- Measurable and time-bound activities to achieve the agreed objectives (1.5.c).
- Activities aimed at addressing any capacity constraints identified (1.5.c.i).
- Activities related to the scope of EITI implementation, including plans for strengthening systematic disclosures (1.5.c.ii).
- Activities aimed at addressing any legal or regulatory obstacles identified (1.5.c.iii).
- Plans for implementing the recommendations from Validation and EITI implementation (1.5.c.iv).
- Costings and funding sources, including domestic and external sources of funding and technical assistance (1.5.d).
- A timetable for implementation (1.5.g). If the timetable is not being met, the Validator – based on evidence from key stakeholders and others – should give an opinion on whether the delays in meeting the timetable are reasonable. The Validator is invited to comment on the overall progress in implementing the workplan.
- The Validator is expected to document whether the workplan has been made widely available to the public (1.5.e) and has been reviewed and updated annually. The Validator is expected to note whether or not the MSG has considered extending the detail and scope of EITI reporting to address issues such as revenue management and expenditure, transportation payments, discretionary social expenditures, ad-hoc sub-national transfers, beneficial ownership and contracts when reviewing the workplan (1.5.f).



Sharing Session





Questions and Answers

