

EITI Work Planning a tool for strengthening results and relevance

23 January 2022



The global standard for the good governance
of oil, gas and mineral resources.

Agenda

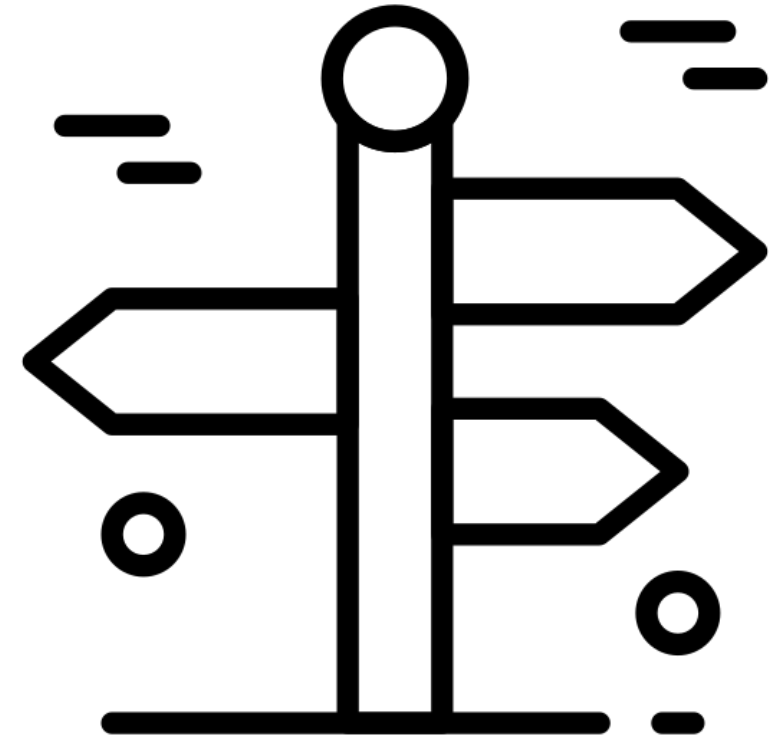
- Introducing new guidance from the International Secretariat
- National priorities and stakeholder consultation
- Key requirements for improvement
- How to use the Guidance note and templates
- Questions, support, and next steps

New Guidance from the International Secretariat

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Why do we need work plans

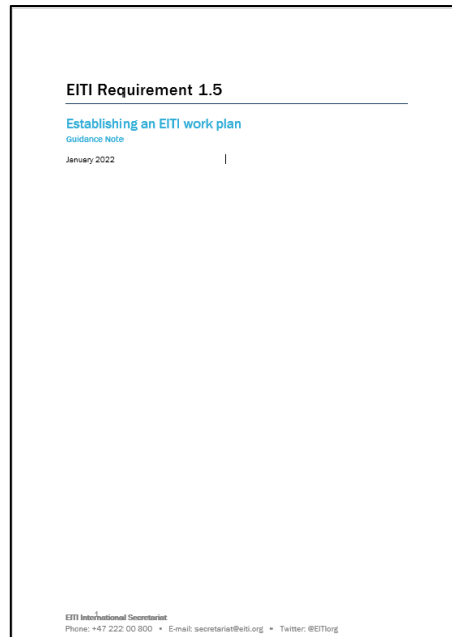
- Work plans should answer the most transcendental question:
 - *Why do we implement the EITI in our country?*
- Then, they should answer how we reach those goals
 - *What do we want to accomplish and how?*
 - *Who is responsible/accountable?*
 - *What are we missing? Why?*
- Work plans must have room to change course, according to the **priorities** defined by the MSG.
- Work plans must also have room to evaluate the journey.
 - *Are we there yet? What's missing?*
 - *Has the journey been good? What shall we change?*



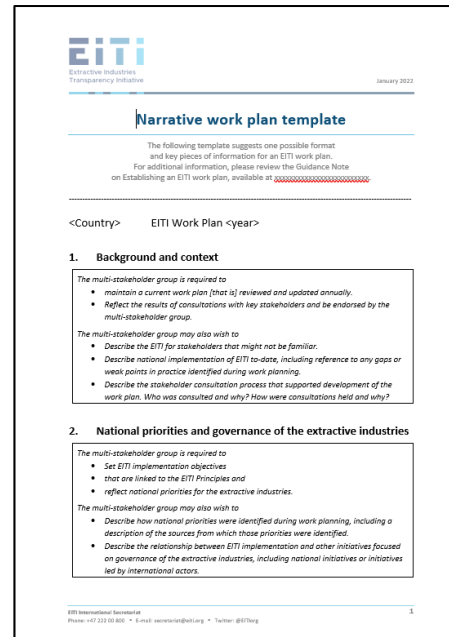
Created by Flatart
from the Noun Project

Updated Guidance Note: 3 tools

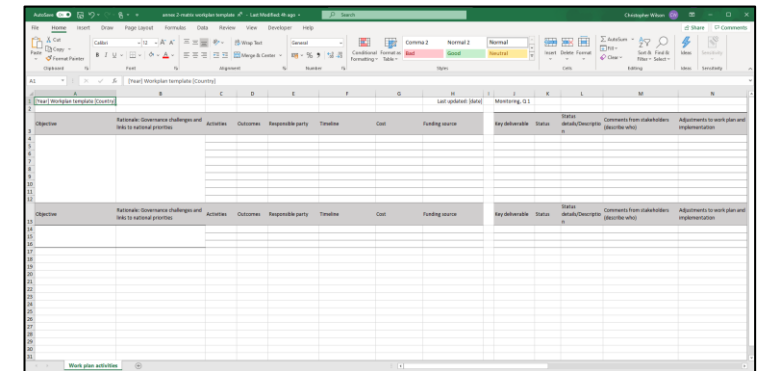
Guidance Note (28pgs)



Annex 1: Narrative Template



Annex 2: Matrix Template



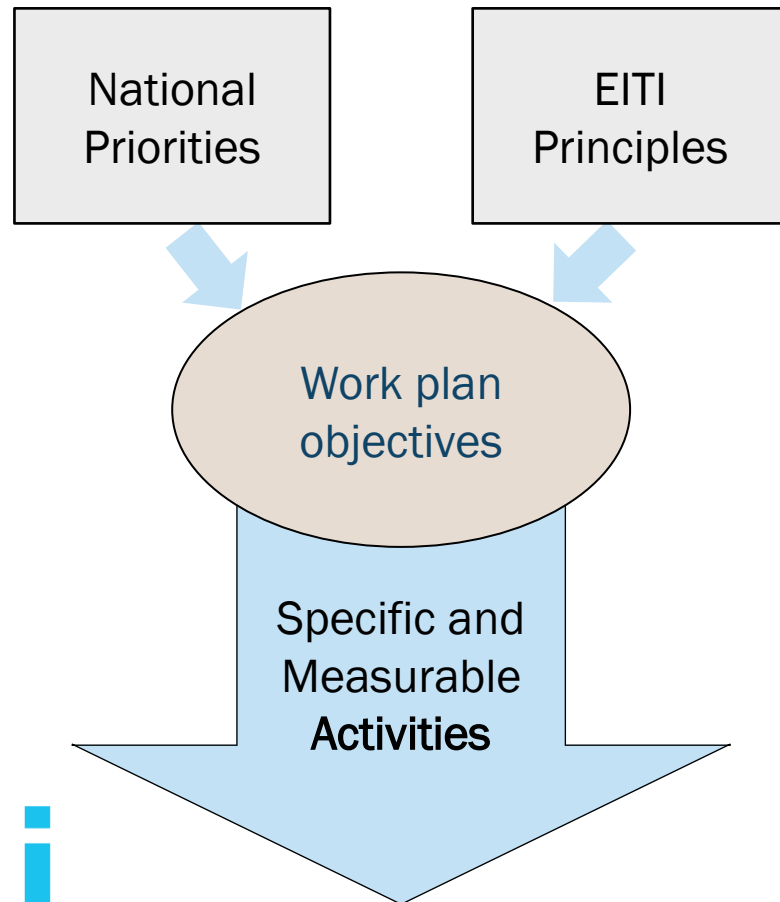
What's new?

- Updates following the 2019 Standard
- Increased emphasis on National Priorities
- Increased emphasis on MEL and the review cycle
- Narrative template

National priorities and stakeholder consultation

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National priorities in work planning



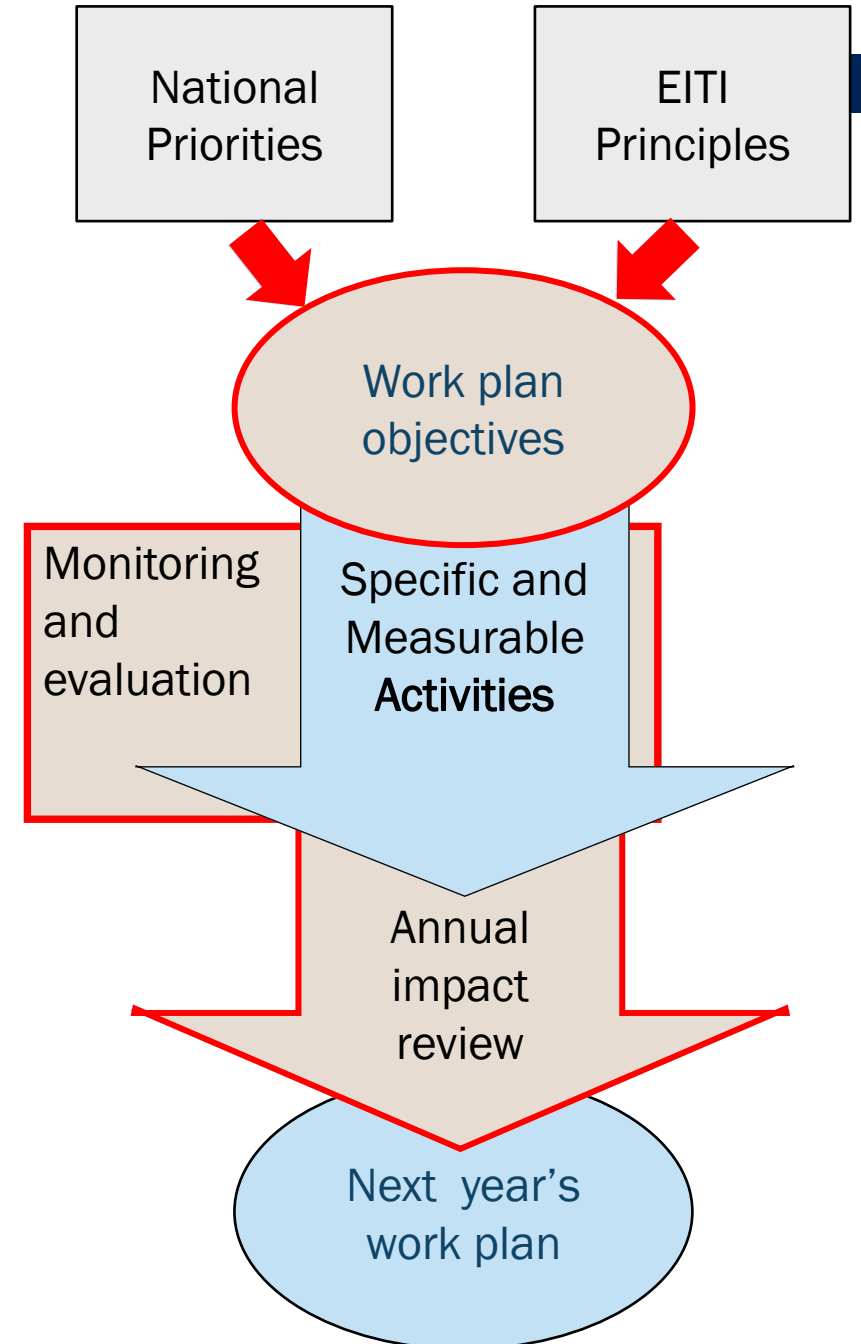
Requirement 1.5:

The multi-stakeholder group is required to maintain a current work plan [...]. The work plan must:

- a) Set EITI implementation objectives that are linked to the EITI Principles and reflect national priorities for the extractive industries [...]
- b) Include measurable and time bound activities to achieve the agreed objectives [...]

Consultation in work planning

- How do stakeholders understand national priorities and current disclosure practices?
- The work plan must be disseminated widely
- Stakeholders should be able to comment on implementation of the work plan
- Stakeholders should be invited to participate in the annual review of EITI implementation



Benefits of national relevance and consultation

- secure buy-in and support
- ensure that the EITI is coherent and complementary
- coordinate and secure resources
- deliver results that meet demand and help solve important problems

Key Requirements for Improvement

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Requirement 1.5

Many details and requirements



1.5 Work plan

Detailed guidance on 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. The work plan must:

- a) Set EITI implementation objectives that are linked to the EITI Principles and reflect national priorities for the extractive industries. The multi-stakeholder group should address the steps needed to mainstream EITI implementation in company and government systems. Multi-stakeholder groups are encouraged to explore innovative approaches to extending EITI implementation to inform public debate about natural resource governance and encourage high standards of transparency and accountability in public life, government operations and in business.
- b) Reflect the results of consultations with key stakeholders, and be endorsed by the multi-stakeholder group.
- c) Include measurable and time bound activities to achieve the agreed objectives. The scope of EITI implementation should be tailored to contribute to the desired objectives that have been identified during the consultation process. The work plan must:
 - i. Assess and outline plans to address any potential capacity constraints in government agencies, companies and civil society that may be an obstacle to effective EITI implementation.
 - ii. Address the scope of EITI implementation, including plans for strengthening systematic disclosures and addressing technical aspects of reporting, such as comprehensiveness and data reliability (4.1 and 4.9).
 - iii. Identify and outline plans to address any potential legal or regulatory obstacles to EITI implementation, including, if applicable, any plans to incorporate the EITI Requirements within national legislation or regulation.
 - iv. Outline the multi-stakeholder group's plans for implementing the recommendations from EITI implementation and Validation.
 - v. Outline plans for disclosing contracts in accordance with Requirement 2.4(b) and beneficial ownership information in accordance with Requirement 2.5(c)-(f), including milestones and deadlines.
- d) Identify domestic and external sources of funding and technical assistance where appropriate in order to ensure timely implementation of the agreed work plan.
- e) Be made widely available to the public, for example published on the national EITI website and/or other relevant ministry and agency websites, in print media or in places that are easily accessible to the public.
- f) Be reviewed and updated annually. In reviewing the work plan, the multi-stakeholder group should consider extending the detail and scope of EITI implementation. In accordance with Requirement 1.4 (b), the multi-stakeholder group is required to document its discussions and decisions.
- g) Include a timetable for implementation that is aligned with the deadlines established by the EITI Board (section 4 - EITI Board oversight of EITI implementation) and that takes into account administrative requirements such as procurement processes and funding.

Requirement 1.5 in summary

The WP must	Activities in the WP must
be current, reviewed and updated annually	Be tailored to objectives
be endorsed by the MSG	Reflect stakeholder consultations
Set objectives linked to the EITI Principles and national priorities	Address capacity constraints
Reflect the results of consultations with key stakeholders	Address plans for strengthening systematic disclosures
Be fully costed and identify sources of funding and assistance	Address technical aspects (comprehensiveness & data reliability)
Be disseminated widely	Address legal or regulatory obstacles
Include a timetable for implementation	Address plans for implementing the recommendations
Include activities measurable and time bound	Address disclosing contracts
	Address beneficial ownership, including milestones and deadlines

Areas for improvement on last work plans

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Reflect the results of consultations with key stakeholders	Address plans for strengthening systematic disclosures
Be fully costed and identify sources of funding and assistance	Address technical aspects (comprehensiveness & data reliability)
Be disseminated widely	Address legal or regulatory obstacles
Include a timetable for implementation	Address plans for implementing the recommendations
Include activities measurable and time bound	Address disclosing contracts
	Address beneficial ownership, including milestones and deadlines

How to use the Guidance Note and Templates

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Guidance Note: step by step

■ 5 Steps

- *Key questions*
- *Country examples*
- *Detailed narrative guidance and explanation*



Overview of steps

Steps	Key considerations	Examples
Step 1: Organise and prepare	<ul style="list-style-type: none"> • Who is responsible for work planning? • How much time and what resources will be needed to produce a robust work plan? • Who are the key stakeholders to consult and how can their views be captured? 	<ul style="list-style-type: none"> • Colombia
Step 2: Identify priority issues	<ul style="list-style-type: none"> • What are the weak points in existing disclosure and implementation practice? • What are the national priorities for the extractive industries? • Who are the key stakeholders to include in developing the work plan and how should they be consulted? • How are current disclosure practices and national priorities understood by stakeholders? 	<ul style="list-style-type: none"> • Albania • Democratic Republic of the Congo • Indonesia • Mauritania • Nigeria • Papua New Guinea • Suriname
Step 3: Define objectives, activities and scope	<ul style="list-style-type: none"> • Which activities will directly contribute to work plan objectives and other aspects of resource governance required by the EITI Standard? • How can activities and results be articulated as measurable and time-bound? • Do activities in the work plan clearly identify costs, funding sources, and responsibilities? • Does the work plan clearly communicate a timetable for implementation, including specific plans for communication and dissemination? 	<ul style="list-style-type: none"> • Democratic Republic of the Congo • Senegal • Zambia
Step 4: Endorse and disseminate the work plan	<ul style="list-style-type: none"> • What are key issues to consider in making workplans more accessible (e.g. local languages, technological literacy, access to media)? • How can stakeholders provide feedback to the work plan during implementation? • What alternative formats might increase the utility and accessibility of the work plan? 	<ul style="list-style-type: none"> • Indonesia • Philippines
Step 5: Monitor and review	<ul style="list-style-type: none"> • How often should the work plan be reviewed and who should be responsible for this? • Is there scope to add a monitoring framework, and what benefits would this add? • How can a review of the work plan help MSGs to adapt and improve activities during implementation? • How will the review of the work plan inform future work planning? 	<ul style="list-style-type: none"> • Armenia • Senegal • Ukraine

Template for Narrative Work Plans

How to use it:

- facilitate planning and discussion in the MSG
- structure presentation and rationale

Each section provides guidance on

- content that is required by the EITI Standard
- content that the MSG may wish to consider

Sections

1. Background and context
2. National priorities and governance of the extractive industries
3. Activities
4. Budget and funding
5. Dissemination and communication
6. Monitoring and review
7. Milestones and timelines

Template for Matrix Work Plans

How to use it:

- Clearly present key information about activities for each objective
- Monitor implementation on a quarterly basis (optional)

Activity planning

1. Objective
2. Rationale
3. Activities
4. Outcomes
5. Responsible party
6. Timeline
7. Cost
8. Funding source

Monitoring by Quarter

1. Key deliverable
2. Status
3. Status details
4. Comments from stakeholders
5. Adjustments

Template for Matrix Work Plans

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File Home Insert Draw Page Layout Formulas Data Review View Developer Help

Clipboard: Cut, Copy, Paste, Format Painter
 Font: Franklin Gothic Boo, 12, Bold, Italic, Underline, Text Color, Background Color
 Alignment: Wrap Text, Merge & Center
 Number: General, Comma, Percent, Decimals, Rounding
 Styles: Comma 2, Normal 2, Normal, Bad, Good, Neutral
 Cells: Insert, Delete, Format
 Editing: AutoSum, Fill, Clear, Sort & Filter, Find & Select
 Analysis: Analyze Data, Sensitivity

A1 | X ✓ fx

Objective	Rationale: Governance challenges and links to national priorities	Activities	Outcomes	Responsible party	Timeline	Cost	Funding source	Key deliverable	Status	Status details/Description	Comments from stakeholders (describe who)	Adjustments to work plan and implementation
Objective 1												
Objective 2												
Objective 3												

Deliverable status categories (can be modified)

- Complete
- On track for delivery by agreed timeline
- Medium risk - not on track for delivery
- High risk - not on track for delivery

Monitoring, Q1



Going the extra mile to strengthen the planning and review cycle

- Rigorously debate national priorities and how they are reflected in EITI implementation
- Engage broadly and innovative ways with external stakeholders
- Incorporate monitoring, evaluation, and learning frameworks
- Use SMART criteria for all activities, targets and objectives

Questions, support, and next steps

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Next steps and support



Step 1 **Organise and prepare**

Developing a results-oriented work plan which reflects views from key stakeholders requires time and effort, but has important benefits related to stakeholder engagement, learning and accountability,

QUESTIONS

- Who is responsible for work planning?
- How much time and what resources will be needed to produce a robust work plan?
- Who are the key stakeholders to consult and how can their views be captured?

Support from the International Secretariat

- Guidance Note and Work Plan Templates
 - Support through country manager
- Trainings and document review on request



Extractive Industries
Transparency Initiative

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OCCASION Webinar on developing a workplan

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