Workplans for impact

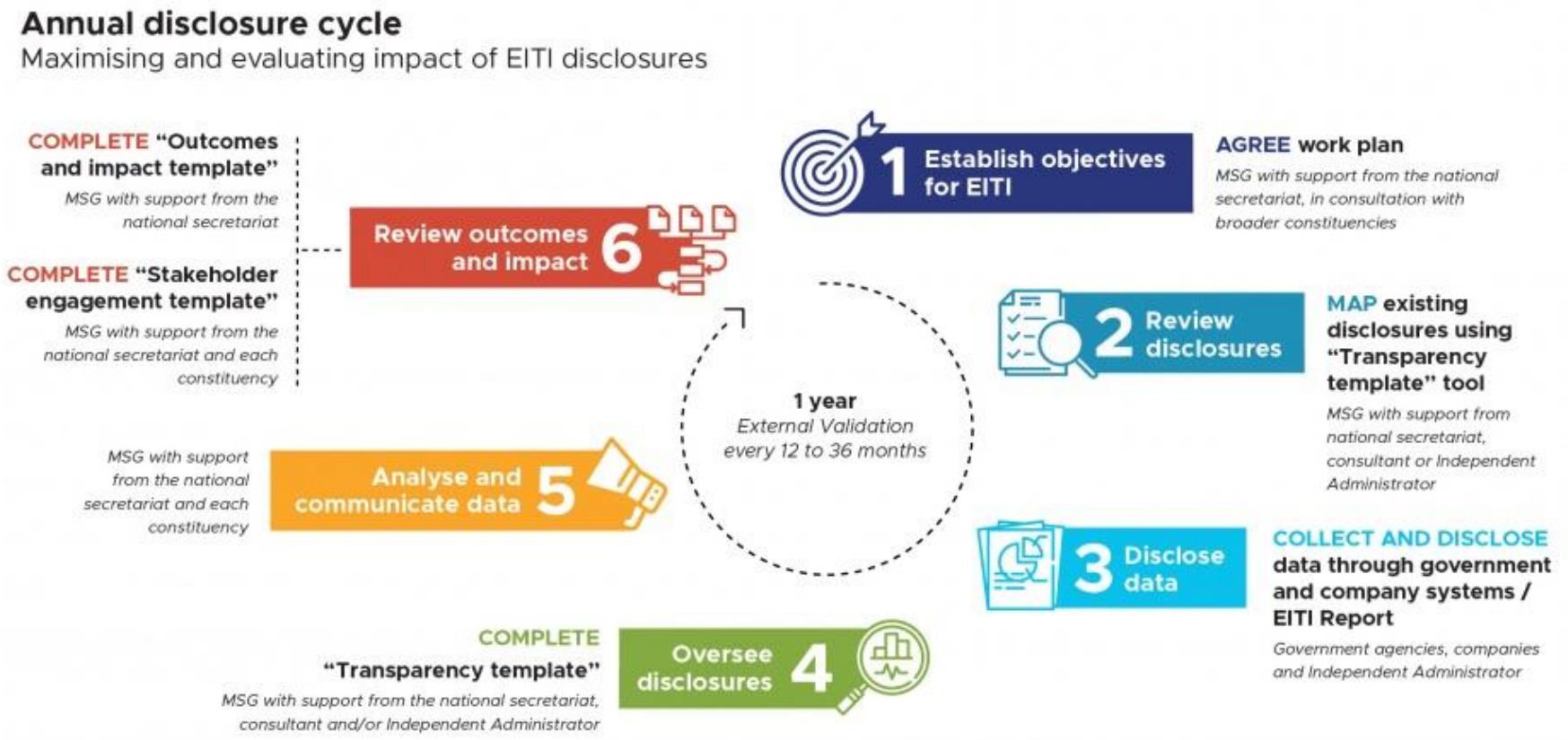
Regional training & peer-exchange
November 2021

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

Agenda

- Introduction – 10 mins (Edwin)
- Peer-learning session: Lessons learnt from implementing RBM workplan - 40 mins (Edwin)
  - *Liberia, Malawi, Sierra Leone*
  - *Q&A and discussions*
- Review of best practices in developing effective workplan for impactful implementation – 30 mins (Edwin and Chris)
  - *Recap of key steps and tools*
  - *Country input to updated guidance notes*
- Summary of discussions and survey – 10 mins (Michael, Marie)

RBM workplan to effective implementation: Why and how?



Peer-learning session

- Lessons learnt on developing a result-based monitoring workplan
  - What has worked and what has not worked?
  - What are the substantial improvement in the current workplan since the targeted support?
  - How is the MSG using RBM workplan to track progress in achieving results chain
  - What are the challenges faced in developing a RBM workplan

- What are the next steps for the MSG to improve the development and use of workplan for impactful implementation

6 steps and best practices for impactful work planning

Step 1: Consult stakeholders and organise

Who	How
• All constituencies within the MSG • Wider constituency members beyond the MSG. • Development and technical partners, communities and citizens • Consider gender, marginalised communities and groups	• IAP2 Public participation tool • Virtual or in-person MSG meetings • Technical working groups • Social media (WhatsApp, Facebook) • Survey • Report dissemination activities

Tools: Consultation and dissemination

Consultation and planning sessions

- Virtual or Physical meetings: Observe COVID-19 protocols
- Send out regular emails to connect with Members and Constituents
- Virtual On-Line Platforms (Zoom, Skype, Messenger, Other)

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

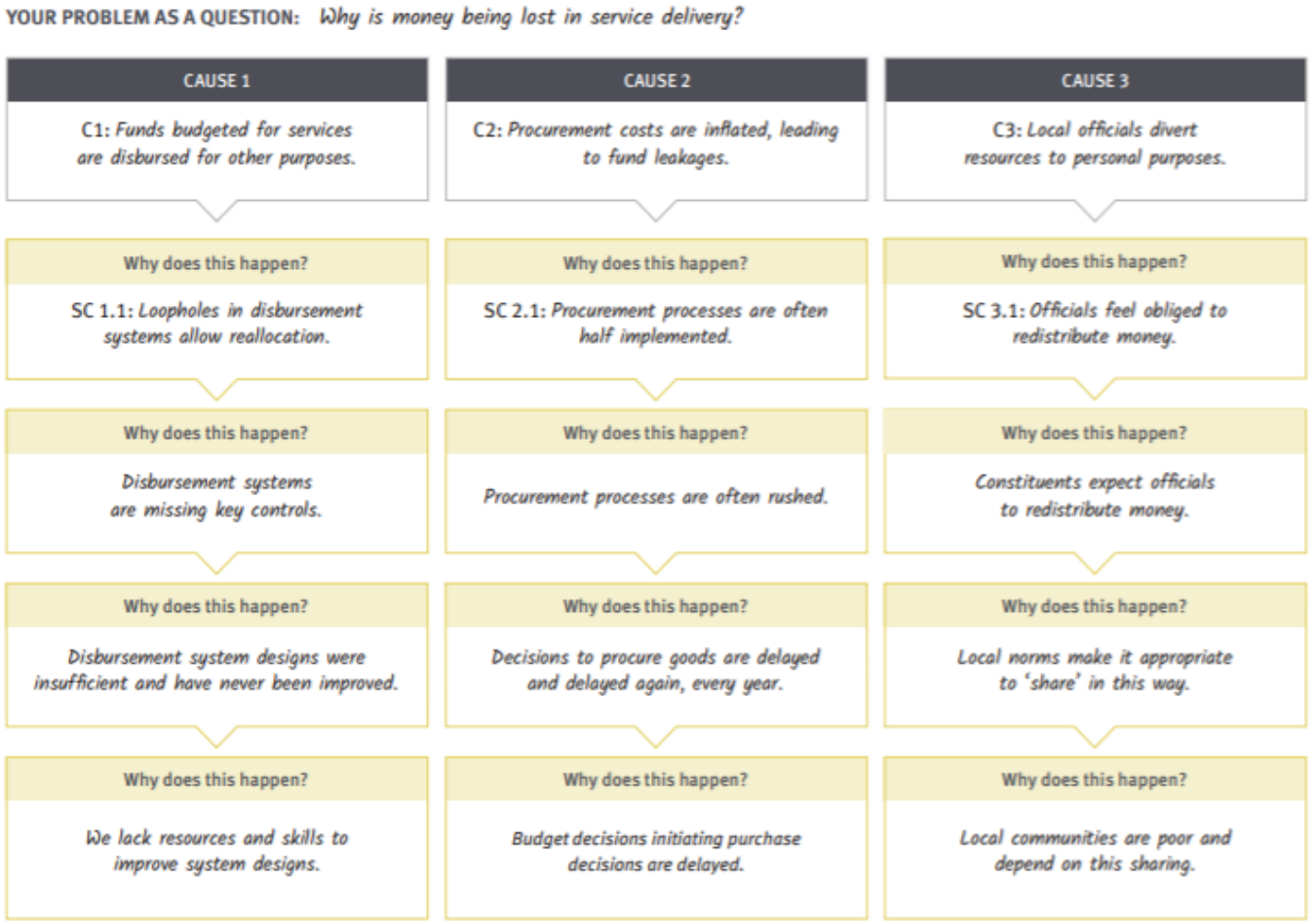
IAP2 Public Participation

Inform	Consult	Involve	Collaborate	Empower

Step 2: Map disclosures and identify objectives

- Developing objectives
  - *What national/stakeholder priorities are we trying to address? (economic, social, environmental)*
  - *What are the challenges to achieving these priorities?*
  - *What are we doing to address these challenges to achieve these priorities?*
  - *How can the EITI contribute to our efforts?*
- Mapping disclosures
  - *Has the MSG ensured that all applicable EITI requirements are being addressed?*
  - *Have recommendations from Validations and previous reports fed into the workplan?*
  - *Have there been adequate consideration for addressing frontier and crosscutting themes?*
- How
  - *The Problem Driven Iterative Adaptation (PDIA) model*
  - *Logical framework model workplan template*

Tools: Developing objectives through Problem Driven Iterative Adaptation (PDIA)



- https://bsc.cid.harvard.edu/PDIAtoolkit

Strategising objectives using the 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 4th 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	1230 Establish linkages and exchanges for advocacy of legislative reform and systematic disclosure		

Step 3: Identify appropriate activities and link them to results

- Map out challenges-solution oriented activities
  - *All activities from stakeholder consultation and objectives identification*
- Prioritise and streamlining action
  - *Of the many activities, which are feasible (financial, capacity etc), practically mergeable and measurably impactful (timing, opportunity, needs)*
  - *Is there a good balance between consistency and redundancy?*
- Align activities to results
  - *Supporting < agency XYZ> in collecting and publishing beneficial owners and PEPs support existing efforts to target conflict of interest and breaches of laws. It can also support tax collection agencies in identifying potential red flags of tax avoidance.*
- How
  - *Logical framework model workplan template*

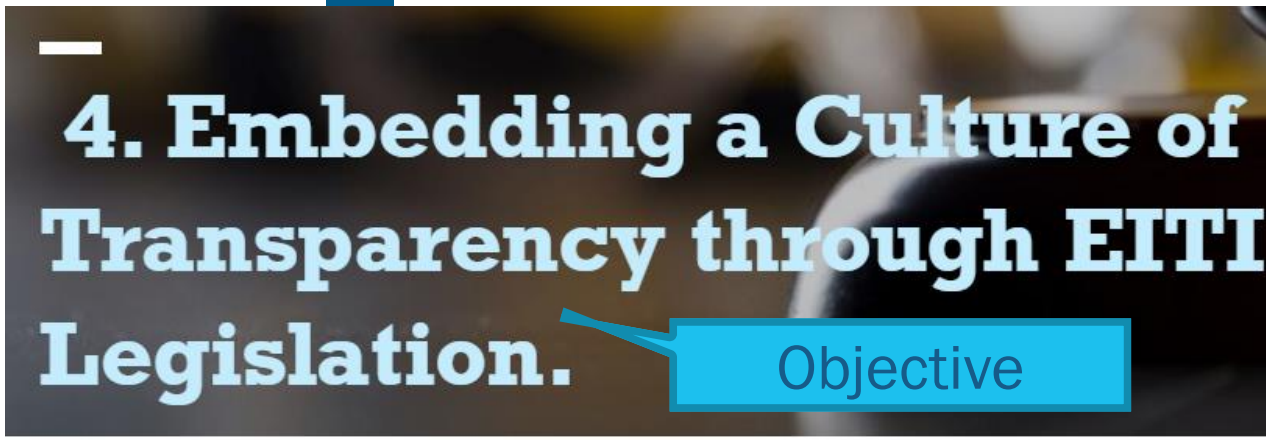
Tools: Activity-Outcome thread lining

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

Step 4: Draft and endorse

- What to consider:
  - *Detailed: Narrative and financial*
  - *Factor operational and procedural activities*
  - *Fully costed*
  - *Clarify timeline*
  - *Clarify drafting and oversight roles (MSG v NS)*
  - *Clarify activity responsibility (MDAs)*
  - *Aligned with the reporting and Validation deadlines*
  - *Keep it current and dynamic*

- How
  - *Special MSG meeting*
  - *Technical working group*
  - *Logical framework model workplan template*



The absence of national EITI legislation has significant implications for the culture of transparency within the extractive sector. Not only are extractive sector companies **not obligated** to adhere to the transparency requirements of the EITI Standard 2019, but the provisions of the Income Tax Act also hamper any reconciliation and audit of extractive sector payments received by the Inland Revenue Division.

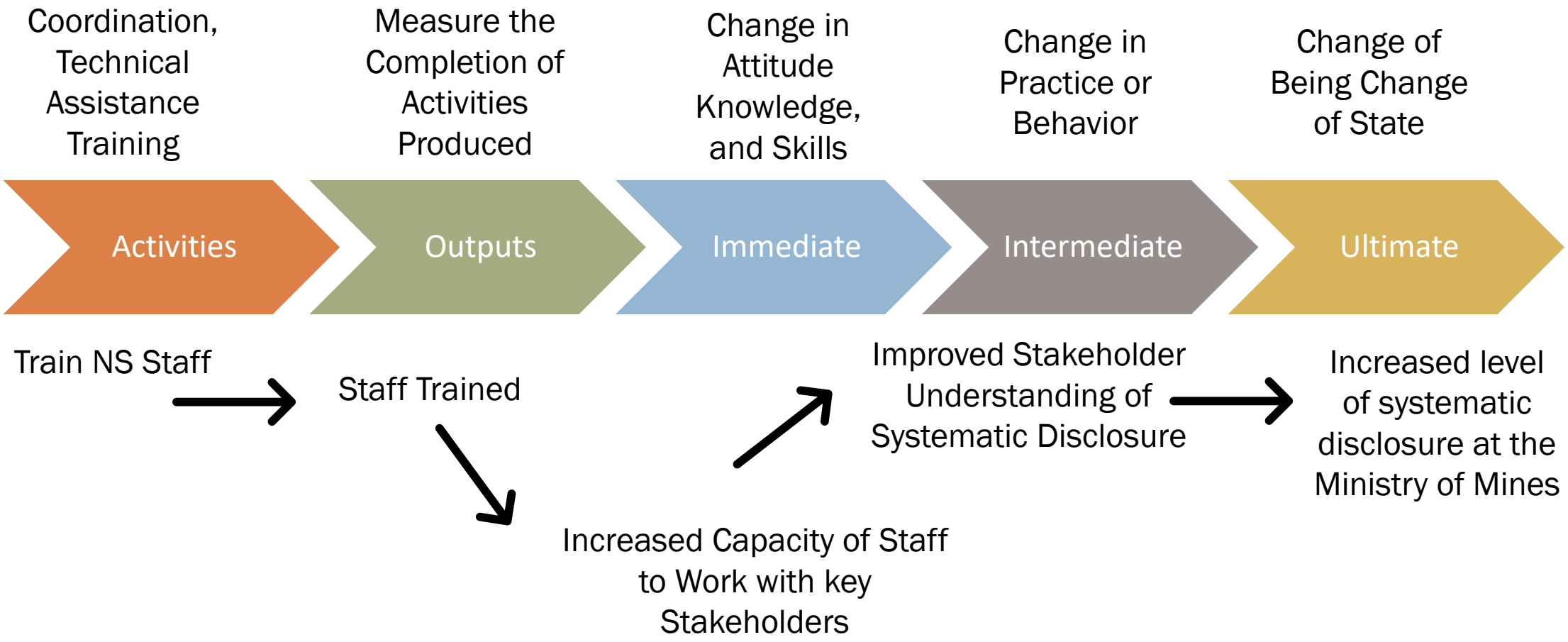
Rationale

In 2014, a draft EITI Law prepared by consultants was shared with the Minister of Energy for Cabinet approval. However, the EITI law is still before the Minister.

- **ACTIVITY 4:** Devise and adopt a new approach to advance EITI Legislation. This action will be a collaborative effort between the Strategic Communications Agency and the TTEITI Steering Committee.
- **DESIRED OUTCOMES:** a) the EITI Independent Administrator and the Auditor General are given access to the BIR's data, and b) EITI reporting is made a requirement in new Production Sharing Contracts or E&P Licenses.
- **TIMELINE:** Q1 2020- Q3 2020
- **COST:** TT$ 25,000

Activity

Tools: The Logic Model Results Chain



Step 5: Disseminate the workplan

- Who
  - *IAP2 Public participation*
  - *Accountability and transparency to stakeholders*

- How
  - *Publication: National EITI Website as default, International Secretariat country page, government entities, partners, CSO websites as supplementary*
  - *Various communication and destination tools*

Step 6: Monitor and Review

- **Work plan:**
  - *Build in impact and outcomes review into work planning*
  - *Keep it SMART (objectives and activities)*
  - *Be specific about resource needs, commitment to what, when and who. Basic accountability tool*

- How
  - *Logical framework model workplan template*

- **Monitoring, evaluation and learning framework**
  - ***Track:*** *routinely. e.g. Several times in the year*
    - Disclosures, activities
    - Transparency template, workplan
    - MSG, IA and Nat Sec
  - ***Monitor:*** *regularly. e.g., quarterly, annually*
    - activities, outputs and outcomes
    - Outcomes and impact template
    - MSG, IA and Nat Sec
  - ***Evaluate:*** *Need basis. e.g., annually, triennially*
    - Outcome and impacts e.g., DRM, Anticorruption
    - Independent evaluator, Constituency-led deep dives
  - ***Learn:*** *Always*

Tools: Result-based 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 organisation
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 organisation
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 fourms	Quarterly	EITI Member organisation

Logframe

Outputs	Description	Indicators			Method	Q1	Q2	Q3
		Indicator	Baseline	Endline target				
Output #1	Govt ministries and companies are aware of expectation	% of stakeholders briefed			Briefing (virtual) meetings with all stakeholders	*Target: Realised:*	*Target: Realised:*	*Target: Realised:*
Output #2	Working group established with Treasury, Ministry of Energy and Nat. Sec /MSG	MoU for working together for more real time data publication	0%	100%	Agreement is in place, funding secured and MSG approved.	*Target: Agreement in place Realised:*	*Target: 0% Realised:*	*Target: 50% Realised:*
Output #3	Data collection for tax and non-tax revenue with new method is agreed	Final report	0%	100%	IA, IT specialist from treasury and Minstry of Energy, Nat Sec develop options.	*Target: Draft Realized:*	*Target: updated draft Realised:*	*Target:Final Realised:*
Output #4	Companies have reviewed and provided feedback on reporting method	% of companies reviewed and given feedback	0%	80%	Delivered workshops and survey result. Review of feedback of companies	*Target: Realised:*	*Target: Realised:*	*Target: Realised:*

Tools: Validation templates for tracking and monitoring

Requirement	How is this disclosed?	Where is this systematically disclosed?	Where is this disclosed in the EITI Report?	Gaps or weaknesses in comprehensiveness, data quality, disaggregation and accessibility identified (by MSG, IA, others)
Government policy on contract disclosure	*< EITI reporting or systematically disclosed? >*	*URL*	*EITI Report page reference*	
For contracts executed after 1 January 2021: Are contracts texts including annexes and amendments fully disclosed?	*< EITI reporting or systematically disclosed? >*	*URL*	*EITI Report page reference*	
For licenses executed after 1 January 2021 Are license texts including annexes and amendments fully disclosed?	*< EITI reporting or systematically disclosed? >*	*URL*	*EITI Report page reference*	
Contract register for mining sector	*< EITI reporting or systematically disclosed? >*	*URL*	*EITI Report page reference*	
Contract register for petroleum sector	*< EITI reporting or systematically disclosed? >*	*URL*	*EITI Report page reference*	
Contract register for other sector(s) - add rows if several	*< In EITI Report or systematically disclosed? >*	*URL*	*EITI Report page reference*	
Is there a publicly accessible list of all active exploitation and exploration contracts?	*< In EITI Report or systematically disclosed? >*	*URL*	*EITI Report page reference*	
Are there contracts/licenses executed before 1 January 2021, that are publicly disclosed?	*< In EITI Report or systematically disclosed? >*	*URL*	*EITI Report page reference*	

ntroduction | About | #2.1 | #2.2 | #2.3 | **#2.4** | #2.5 | #2.6 | #3.1 | #3.2 | #3.3 | #4.1 | #4.1 - Reporting entities | #4.1 - Government | #4.1 - Company | #4.2 ...

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Discussions and Q&A

Country input to updated guidance notes

Summary and next steps

- Context matters, adapt and apply tools based on need, capacity, resources etc
- Need for continued support in monitoring and evaluation and linking this into reporting requirements and Validation templates, etc.
- Targeted support on identifying funding sources and engaging government on “timely” financial support
- Peer sessions on strategies to engage stakeholders
- Identifying and developing community stakeholder databases, and their purpose in raising awareness and in maximising contributions, opportunities and benefits to the organisation.
- Provide support developing creative and cost effective on communication activities
- Capacity building and strengthening on advocacy techniques and methodologies
- Organisational assessments and MSG health checks

Extractive Industries Transparency Initiative

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