Work plans for impact

Virtual regional training & peer-exchange on 2021 work plans, 26 October 2020

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

Agenda

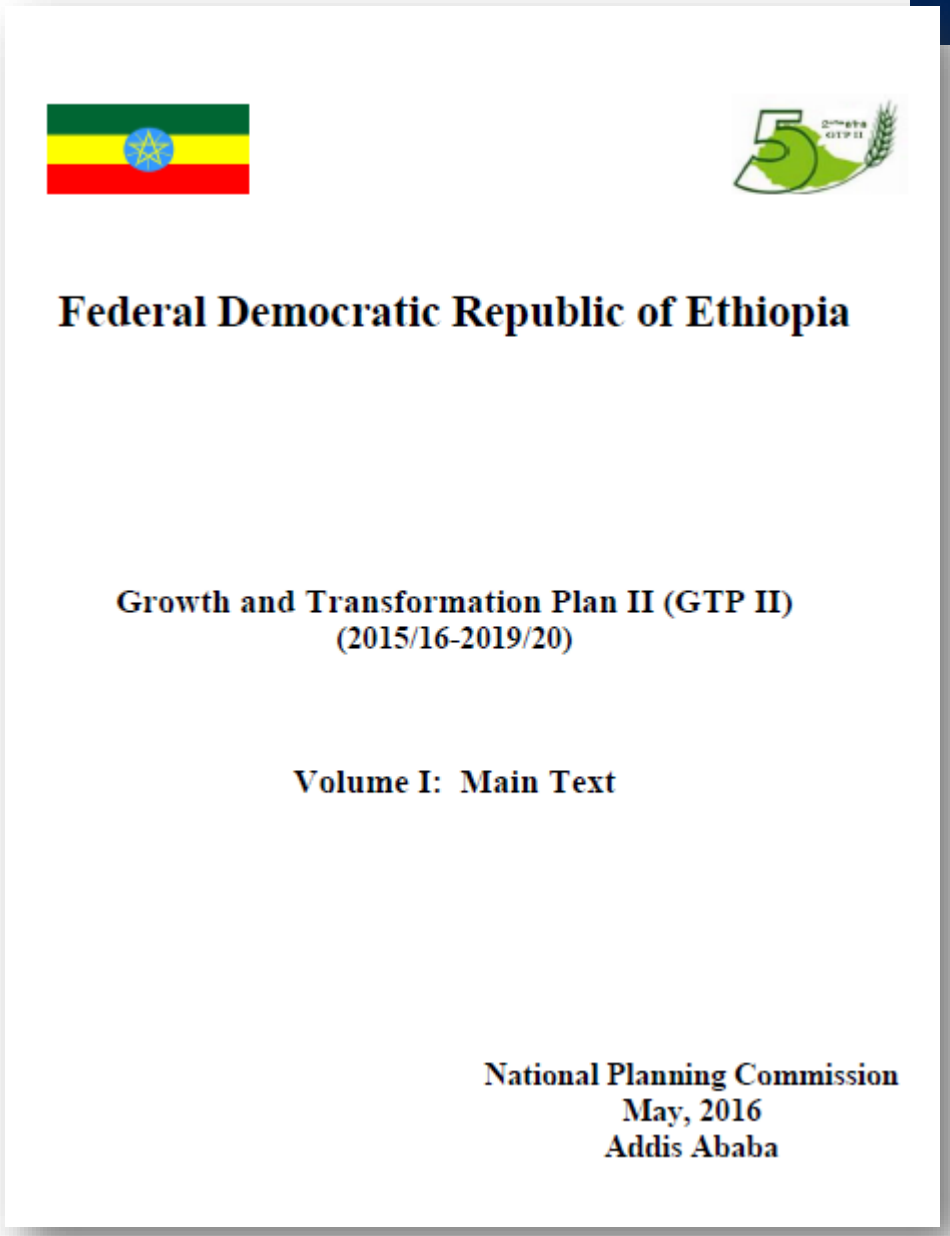
- Introduction – 5mins (Ian and Gilbert)
- Work plan objectives and national priorities – 10 mins (Christina)
- Systematic disclosure and Contract Transparency steps in workplans – 10 mins (Edwin)
- Developing work plans with country sensitive M&E framework
  - *Peer exchange presentation by NEITI on their M&E framework - 5 mins (Mohammed Buba)*
  - *How to develop an MEL framework that measures impact - 15 min (Christina)*
  - *Q&A and discussions – 10 mins*
- Updates and peer discussions - 20 mins (Ian)
  - *Funding and budget considerations for 2021*
  - *Energy transition*
  - *Anti-corruption*
- Summary of discussions and next steps – 5 mins

Work plan objectives and national priorities

- Work plan demonstrates why EITI is <u>useful</u> in your country
- Why is EITI relevant today?
- How is it contributing to national objectives?
- How is EITI contributing to key stakeholder's expectations?

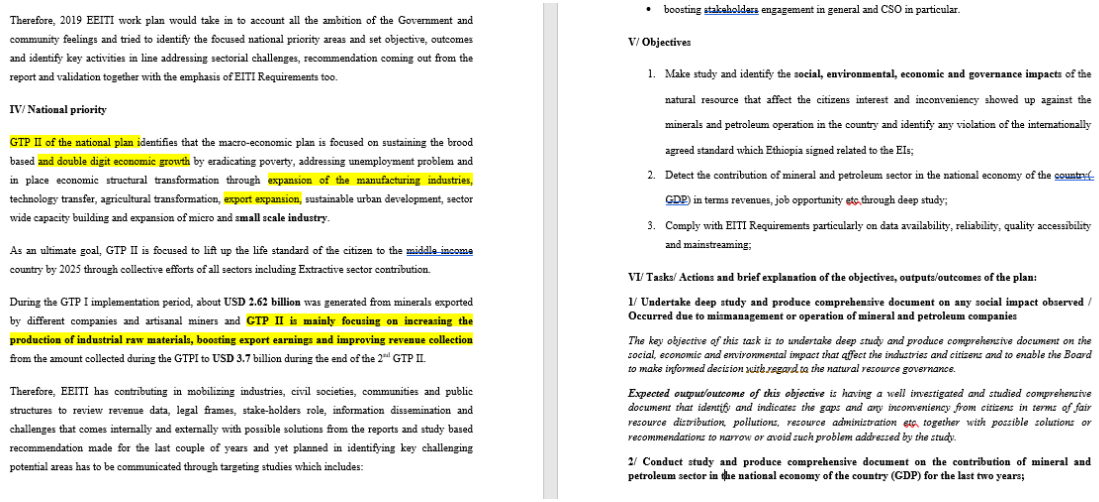
Making the case for EITI: connecting to national priorities

- Ethiopia: Growth and Transformation Plan II (GTP II), (2015/16-2019/20)
- Goal: Ethiopia to become a lower middle-income country by 2025.



2019 Work plan Ethiopia – 3 objectives

- Detect the **contribution of mineral and petroleum sector in the national economy** of the country(GDP) in terms revenues,
- Study and identify the **social, environmental, economic and governance impacts** of extractive industry; identify any violation of the internationally agreed standard which Ethiopia signed related to the EIs;
- **Comply with EITI Requirements** particularly on data availability, reliability, quality accessibility and mainstreaming;



Therefore, 2019 EEITI work plan would take in to account all the ambition of the Government and community feelings and tried to identify the focused national priority areas and set objective, outcomes and identify key activities in line addressing sectorial challenges, recommendation coming out from the report and validation together with the emphasis of EITI Requirements too.

IV/ National priority

GTP II of the national plan identifies that the macro-economic plan is focused on sustaining the brood based and double digit economic growth by eradicating poverty, addressing unemployment problem and in place economic structural transformation through expansion of the manufacturing industries, technology transfer, agricultural transformation, export expansion, sustainable urban development, sector wide capacity building and expansion of micro and **small scale industry**.

As an ultimate goal, GTP II is focused to lift up the life standard of the citizen to the middle-income country by 2025 through collective efforts of all sectors including Extractive sector contribution.

During the GTP I implementation period, about **USD 2.62 billion** was generated from minerals exported by different companies and artisanal miners and **GTP II is mainly focusing on increasing the production of industrial raw materials, boosting export earnings and improving revenue collection** from the amount collected during the GTPI to **USD 3.7** billion during the end of the 2nd GTP II.

Therefore, EEITI has contributing in mobilizing industries, civil societies, communities and public structures to review revenue data, legal frames, stake-holders role, information dissemination and challenges that comes internally and externally with possible solutions from the reports and study based recommendation made for the last couple of years and yet planned in identifying key challenging potential areas has to be communicated through targeting studies which includes:

- boosting stakeholders engagement in general and CSO in particular.

V/ Objectives

1. Make study and identify the **social, environmental, economic and governance impacts** of the natural resource that affect the citizens interest and inconveniency showed up against the minerals and petroleum operation in the country and identify any violation of the internationally agreed standard which Ethiopia signed related to the EIs;
2. Detect the contribution of mineral and petroleum sector in the national economy of the country(GDP) in terms revenues, job opportunity etc through deep study;
3. Comply with EITI Requirements particularly on data availability, reliability, quality accessibility and mainstreaming;

VI/ Tasks/ Actions and brief explanation of the objectives, outputs/outcomes of the plan:

1/ Undertake deep study and produce comprehensive document on any social impact observed / Occurred due to mismanagement or operation of mineral and petroleum companies

The key objective of this task is to undertake deep study and produce comprehensive document on the social, economic and environmental impact that affect the industries and citizens and to enable the Board to make informed decision with regard to the natural resource governance.

***Expected output/outcome of this objective** is having a well investigated and studied comprehensive document that identify and indicates the gaps and any inconveniency from citizens in terms of fair resource distribution, pollutions, resource administration etc, together with possible solutions or recommendations to narrow or avoid such problem addressed by the study.*

2/ Conduct study and produce comprehensive document on the contribution of mineral and petroleum sector in the national economy of the country (GDP) for the last two years;

GTP II - Mining specific objectives

The development objectives of GTP II are:

i. enhancing the implementation capacity of the sector by **improving policy, legal frameworks, regulatory and working systems;**

ii. **increasing export** revenues through promoting **mining-value** creation activities;

iii. saving foreign currency by producing minerals inputs for import substituting manufacturing development, mainly to speed up the sector's transformation;

iv. enabling the mining sector to meet **national and international environmental standards** and **regulations**;

v. expanding **the Geo-sciences mapping coverage** of the country both in quality and accessibility;

vi. saving fuel costs, specifically, as alternative energy sources for vehicles, using bio-fuel and gas-oil in line with the green economy development strategy of the country and

vii. reducing wastage and environmental impacts of fuel oil by setting standards and regulations in fuel extraction, blending, storing, transporting and distributing processes in the country.

Other relevant objectives that EITI can contribute to

- **Improving tax information systems (p. 198)**
- **Improving the governance of public financial management system** is another mechanism that would be given utmost attention in GTP II. (p. 199)
- Improve law enforcement **to prosecute tax evasion, tax avoidance, misuse of tax privileges and incentives (p. 199)**
- Strengthening **the information management system in tax and customs management**
- **Anti-corruption efforts (p.200).** Full implementation of the working system of the Citizens' Charter will contribute to building transparent and accountable government institutions.

→ Legal and beneficial ownership information, sharing of data between institutions, Improving tax systems.

- Invigorating the **capacity** of elected people's **representatives** and the direct participation of the public, strengthen the organized public mobilization, **enhance institutional capacity building**
- **Women to benefit from economic development (p. 211). S**pecial emphasis will be given to women and youth mainly to ensuring their benefits from forestry development and natural resources conservation. **(Gender)**
- Efforts will also be made to implementing Climate Resilient Green Economy (CRGE) at all levels. **(Energy transition)**

→ Strengthening parliamentarian capacity, impact on women, building a resilient economy

National priorities are also public priorities

- Doesn’t only need to be from government.
- What are citizens most concerned about?
- What are companies most concerned about?

- Public concerns change – EITI objectives can and should change to inform public debate
- Work plans is a working document. Needs MSG agreement, but can be changed at any time.

Possible EITI objectives drawing on GTP II

Improve governance

- Issue recommendations from the review of law and practice of oil, gas and mining. Improvements to legal framework & oversight of sector.
- Oversight of improvements to geo-mapping

Improve public financial management

- Recommendations to tax authority on lessons learned from EITI reporting – how can improve tax and non-tax collection and allocation?
- Explore with reporting entities if payments data can be published in real time, or quarterly, per company (and project).

EITI objectives

Gauge environmental impact

- Review environmental standards, rules and practice in EI. Issue recommendations on improving and aligning with international standards.
- Oversight of actions taken on reduction of impacts of oil

Improve public understanding of EI

- Brief parliamentarians on key issues of EI: current status, functioning, challenges and improvements
- Present key contributions and challenges of EI sector, how these are being addressed. Engage with reporting entities. Regular oversight report on progress.

EITI objectives

EI's contribution to the energy transition

- Identify what elements of mining most relevant for plans to energy transition
- Engage with stakeholders in area of energy transition to identify EITI's contribution to ongoing work streams

Considering citizens' concerns, and women in particular

- Engage with CSO to identify most burning issues on EI that affects their well being.
- Identify, with existing organisations, the issues from EI that affect women's well-being most
- Ensure women's representation on MSG

How do we link?

Example

- A narrative connects:
  - *National priorities < as listed in strategy XYZ > are < X Y Z>.*
  - *As you can see in this work plan, the EITI's activities contribute to achieving national goals, in particular:*
    - Collection of revenue and production data supports tax collecting entities in ensuring that the right amount was paid, thereby strengthening existing tax collection and administration
    - 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.
    - EITI will survey current environmental standards that are applicable in mining sector and review if involved entities are complying.
    - Building capacity of parliamentarians: EITI has a working group that briefs parliamentarians on specific topics which are of particular interest. Also on demand.

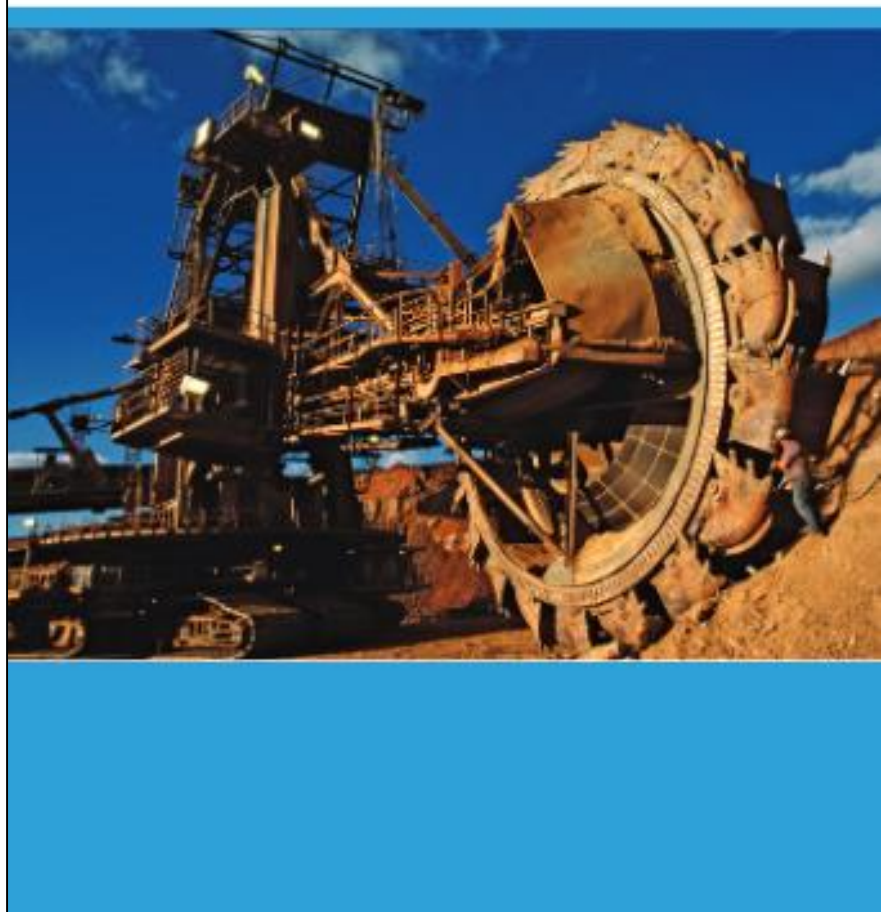
Including activities on systematic disclosure

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

Not a new idea: Mainstreaming at heart of EITI mission

2005: Report of the International Advisory Group

"It was recognised that an international structure was required to channel advice and financial support and to exchange lessons learnt. However, such a structure should be light touch and designed with an eye on ***the ultimate goal for EITI to be 'mainstreamed', with its criteria and principles becoming the normal way of working in all the relevant extractive industries within three to five years****"*



From reporting to overseeing & strengthening

Mainstreaming scenario:

EITI Board assesses between 3-36 months

MSG **oversees** routine disclosures – are in line with Standard? **analyses and communicates in line with EITI objectives**

Summary reports, recommendations, briefs

Contracts | Licenses | Revenues | Legal and beneficial owners

Information is published more timely by entities themselves – on government and company websites, in the **public** domain.

MSG defines in work plan what national priorities to contribute to; defines how to achieve outcome

Means: more engagement with others

- Less reporting to EITI
- More direct publication by reporting entities, engagement with EITI or other bodies on how to improve, exploring ways to publish routinely
- **In work plan: Actions are carried out with others**
- **Shift in role of the secretariat and MSG**

Expectation on work plan

By end 2018, all implementing countries are expected to develop a **costed work plan** for 2019 and onwards that includes steps to **mainstream EITI implementation in company and government systems within 3-5 years.**

- 12.02.2018, Decision 2018-08/BM-39: https://eiti.org/board-decision/2018-08

- These are not mainstreaming activities
  - *Building an EITI e-reporting portal.*
  - *Building an EITI open data portal / EITI data dashboard*
- You don't need to do everything at once.
- Work with reporting agencies. They publish, EITI oversees, collates, explains.

Data disclosure

Actual disclosure is just the tip of the iceberg.

Good quality disclosure is the result of a sound **record management. Managing records and archiving is the responsibility of goverment. It's pieces of evidence.**

Information management is the digital counterpart. Much information is held in government. Not everything should or can be public.
Identify what of that information needs to be published:

- **Minimum disclosure (EITI Requirement)**
- **Particular national context (can be more than EITI)**
- **Context:** Do you need to add labels so can search information, filter? What functionality on website needed to fulfill a task?

Mainstreaming activities

1. **Stock take:** what information is routinely available? What quality? Regular, comprehensive? **Work with reporting entities! Statistics office, Ministry of Mines and Petroleum, Tax authority / treasury, commercial register, companies, SOEs, SAIs, …**
   Checklist: https://eiti.org/document/systematic-disclosure-toolkit
2. Identify areas of particular **high interest to stakeholders** and focus on regular, public disclosures → more impact
   1. *For example, if there is high public interest (from companies, government and civil society) for combatting tax evasion, due diligence with business partners and PEPs holding EI licenses, then prioritise mainstreaming legal and beneficial ownership publication.*
3. Identify the relevant reporting agencies. **Mainstreaming activities must be done with reporting entities. Otherwise it's not mainstreaming**

Ghana mainstreaming activities

OBJECTIVE	ACTIVITIES	OUTPUT	RESPONSIBLE PARTY	TIMELINE	COST (GHS)	FUNDING SOURCE	OUTCOMES
Objective 4: To improve routine disclosure of government, SOE and company Information (Production, export, sub-national transfers,quasi fiscal expenditures and state participation information through mainstreaming)	Production and export data: The upgraded Minerals Commission website to include production/export volumes and values per mineral commodity.	Production & export information by volumes and values published on the upgraded website	Minerals Commission/GHEITI Sec/MSG	April, 2019	-	MinCom	The Minerals Commission website provides production volumes and values for each mineral commodity produced and/or exported in the year under review.
	Subnational transfers: The OASL to publish information on disbursements of subnational royalty transfers per LGU on either its website or the MLNR website, in consultation with MDF Secretariat.	Subnational transfers published on website	GHEITI Sec/ MSG/ OASL/MDF Sec	Dec. 2019	-	OASL	The OASL or MLNR website to provide all information listed under Requirement 5.2.a (disaggregated by local government).

Including steps on contract transparency

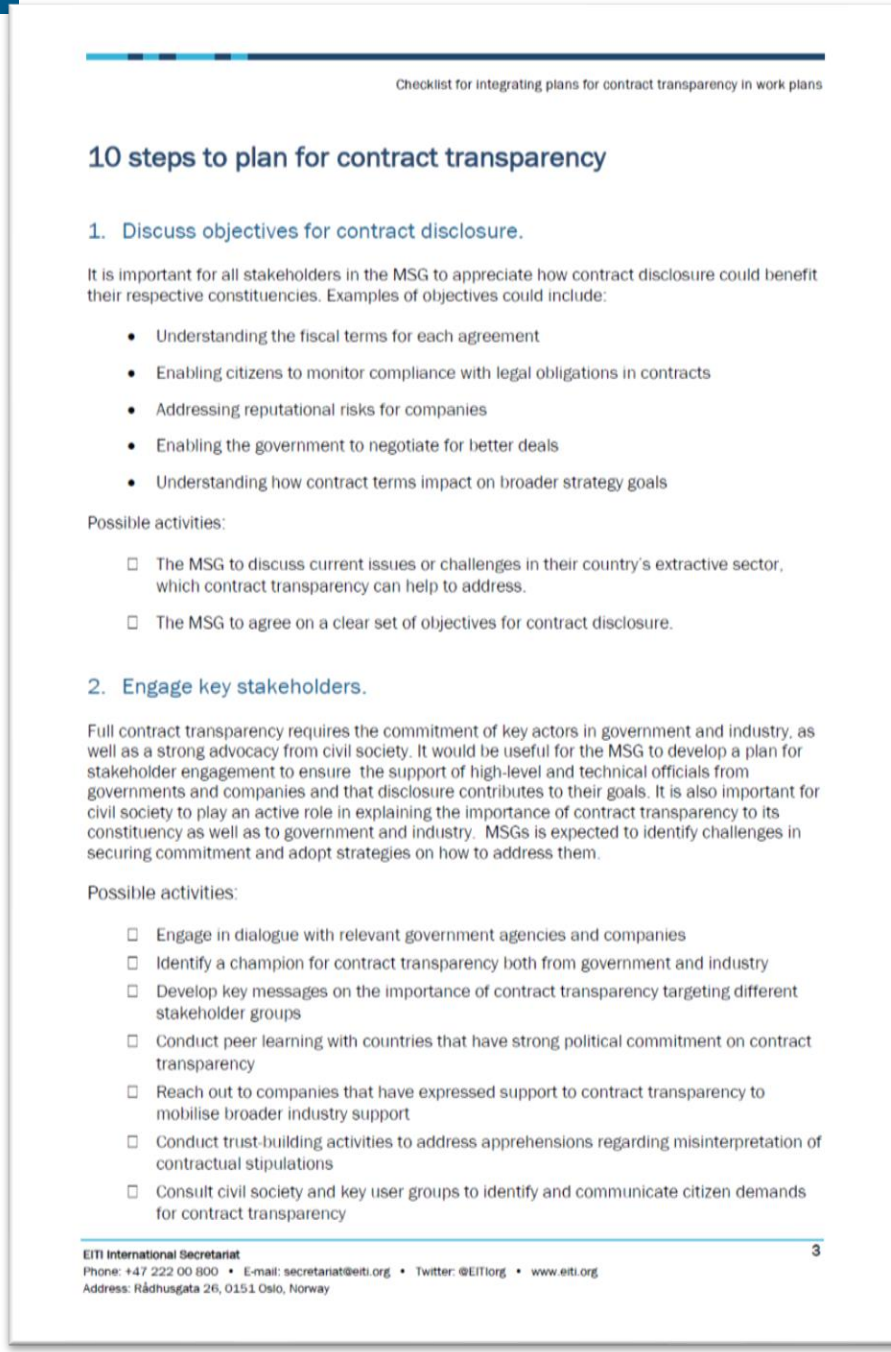
Including contract disclosure

The 2019 EITI Standard

- Disclose any contracts and licenses that are granted, entered into or amended after 1 January 2021.
- Document the government's policy on disclosure of contracts and licenses that govern the exploration and exploitation of oil, gas and minerals.
- Encourage to do this in mainstreamed approach: publication through responsible government agency. EITI reporting evaluates comprehensiveness, access, etc

Checklist

- Activities to include in your work plan on contracts
- Sent via NSC:
- https://eiti.org/files/documents/contract_transparency_checklist_2.pdf



Checklist for integrating plans for contract transparency in work plans

10 steps to plan for contract transparency

1. Discuss objectives for contract disclosure.

It is important for all stakeholders in the MSG to appreciate how contract disclosure could benefit their respective constituencies. Examples of objectives could include:

- Understanding the fiscal terms for each agreement
- Enabling citizens to monitor compliance with legal obligations in contracts
- Addressing reputational risks for companies
- Enabling the government to negotiate for better deals
- Understanding how contract terms impact on broader strategy goals

Possible activities:

- ☐ The MSG to discuss current issues or challenges in their country's extractive sector, which contract transparency can help to address.
- ☐ The MSG to agree on a clear set of objectives for contract disclosure.

2. Engage key stakeholders.

Full contract transparency requires the commitment of key actors in government and industry, as well as a strong advocacy from civil society. It would be useful for the MSG to develop a plan for stakeholder engagement to ensure the support of high-level and technical officials from governments and companies and that disclosure contributes to their goals. It is also important for civil society to play an active role in explaining the importance of contract transparency to its constituency as well as to government and industry. MSGs is expected to identify challenges in securing commitment and adopt strategies on how to address them.

Possible activities:

- ☐ Engage in dialogue with relevant government agencies and companies
- ☐ Identify a champion for contract transparency both from government and industry
- ☐ Develop key messages on the importance of contract transparency targeting different stakeholder groups
- ☐ Conduct peer learning with countries that have strong political commitment on contract transparency
- ☐ Reach out to companies that have expressed support to contract transparency to mobilise broader industry support
- ☐ Conduct trust-building activities to address apprehensions regarding misinterpretation of contractual stipulations
- ☐ Consult civil society and key user groups to identify and communicate citizen demands for contract transparency

10 steps – do not need to be consecutive

1. Discuss objectives for contract disclosure.
2. Engage key stakeholders.
3. Secure or produce a list of all active extractive contracts in your country, as well as potential contracts that would be entered into by 1 January 2021.
4. Understand the current state of your country's contract disclosure practices and identify low hanging fruit.
5. Undertake a legal review and agree on recommendations for addressing legal barriers.
6. Agree on methods for disclosure
7. Conduct capacity building activities.
8. Actual disclosure.
9. Identify resources.
10. Determine a feasible timeline for all activities.

Country Example: Tanzania

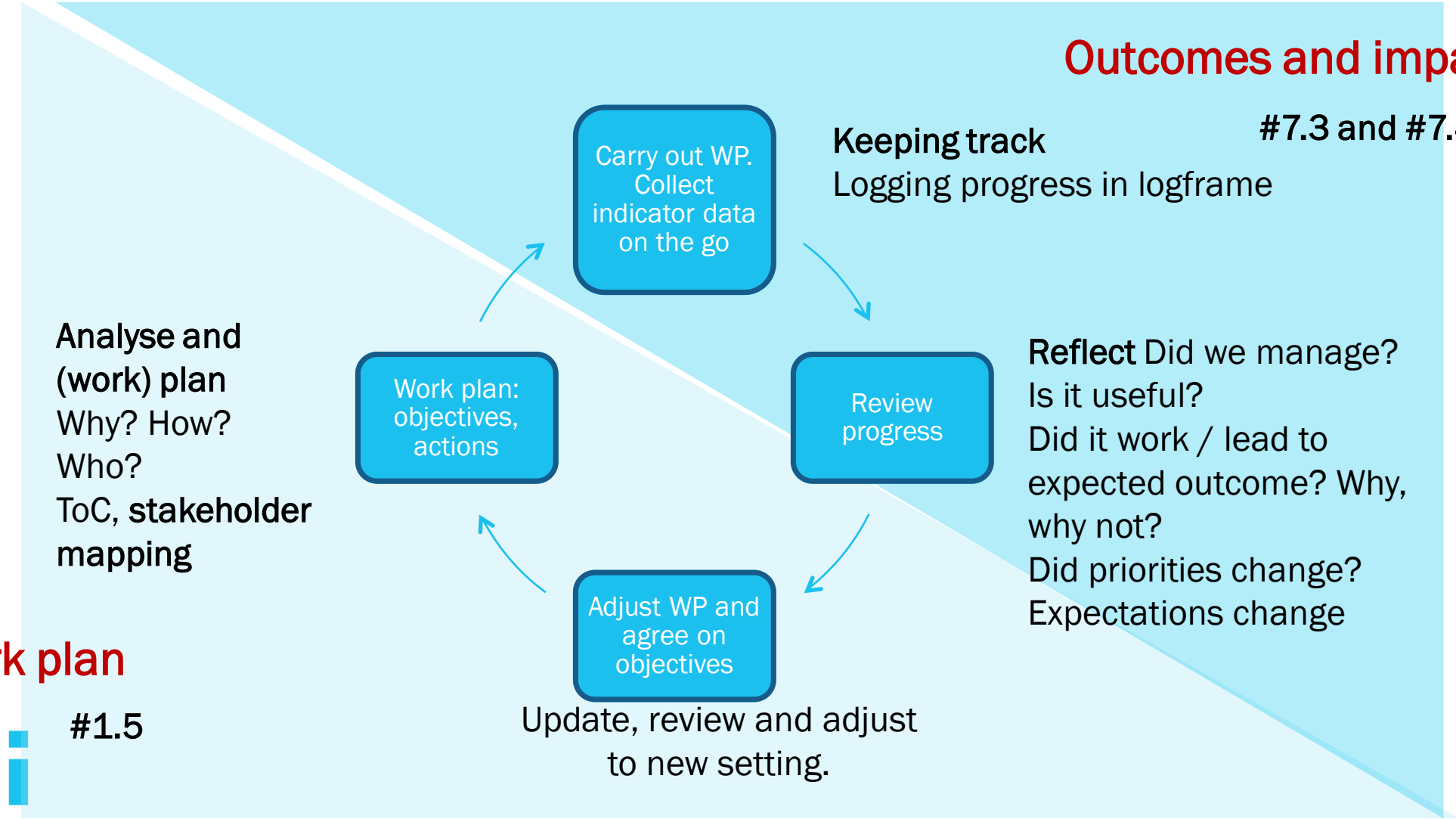
- Working towards developing an open contract registry
  - *Engage EI companies and Government in reaching consensus on establishing open contracts registry*
  - *Conduct two (2) consultation meetings with Government entities*
  - *Organize two (2) workshops on open contract registry*

Monitoring and evaluating progress

Presentation by NEITI

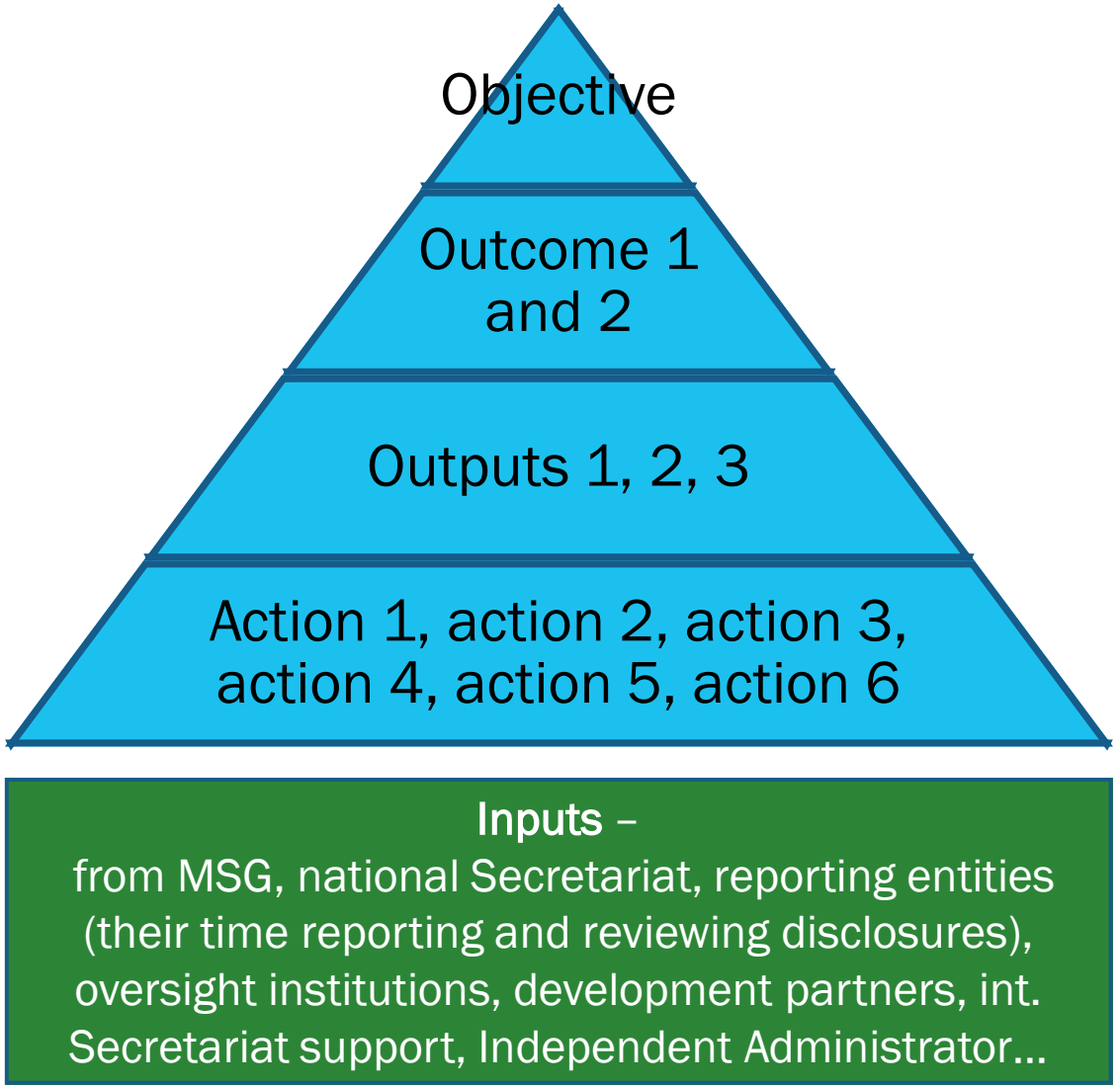
Monitoring and evaluating impact – current practice

The EITI Standard – learn and adapt



Objectives

- What the aim and goal is
- Has link to national priority
- To achieve objective, need several outcomes.
- **Outcomes is what EITI can influence directly**
- One outcome is achieved through a collection of outputs
- To get outputs, you need activities
- To carry those out, you need to be resourced (input).



Building a work plan for monitoring impact

- To show impact, you need to show outcomes
- SMART objectives and activities

Specific, Measurable, Achievable, Relevant, Time-bound

- If specific and measurable, then you can define and track success, impact

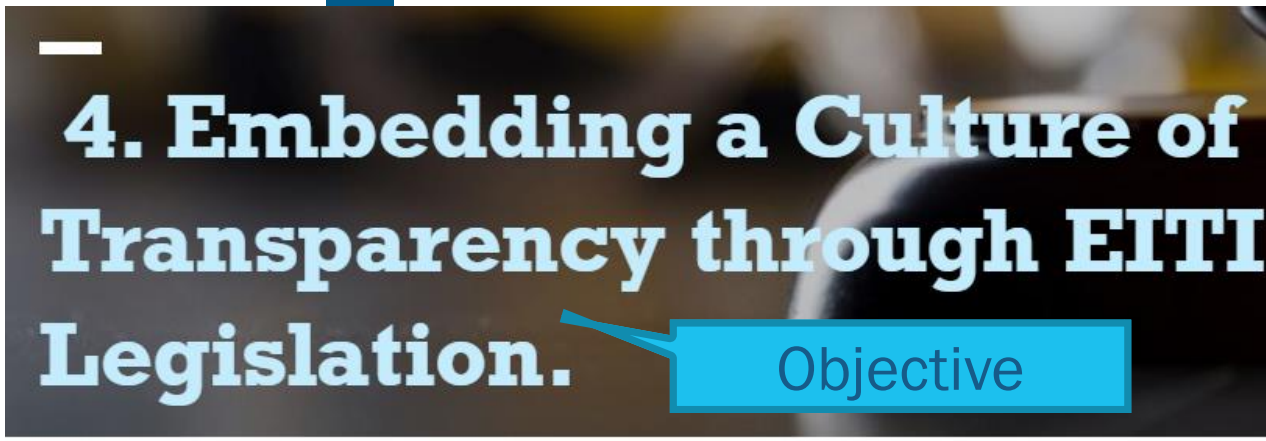
- **Monitor**: measure regularly.
- **Evaluate**: Did we meet the benchmark?
- **Learn**: Why did we achieve what we wanted to? Why didn't we for other outcomes? → helps adapt, improve over time

- **Work plan:**
  specific about resource needs, commitment to what, when and who.
  Basic accountability tool.

- **Monitoring, evaluation and learning framework:**
  track indicators over time, accountability towards MSG, reporting entities, the public and government. Data driven, impartial, evidence

SMART design

- Specific, Measurable, Achievable, Relevant, Time-bound
- How achieve objectives?
- Split into activities that have clear outcomes, measurable, costed.
- Example T&T
  - *T&T providing objective, rationale, activity, outcomes, time, cost.*
  - *Clearly written*
  - *Indicate responsible person / entity for action*



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

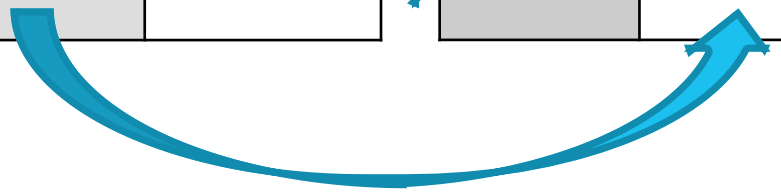
How work plan relates to MEL

Work plan

Inputs	Activities	Outputs	Outcomes
Sec staff Stakeholder meetings			

Measurement / log frame

	Output	Descr	Indicator	Method	Q1. Q2 etc
Outcome 1					
Outcome 2					
Outcome 3					



Tracking progress – detailed log frame

	Outputs	Description	Indicators			Method	Q1	Q2	Q3
			Indicator	Baseline	Endline target				
1	**Outcome #1**						*Target:* *Realized:*	*Target:* *Realized:*	*Target:* *Realized:*
	Output #1						*Target:* *Realized:*	*Target:* *Realized:*	*Target:* *Realized:*
	Output #2						*Target:* *Realized:*	*Target:* *Realized:*	*Target:* *Realized:*
	Output #3						*Target:* *Realized:*	*Target:* *Realized:*	*Target:* *Realized:*
	Output #4						*Target:* *Realized:*	*Target:* *Realized:*	*Target:* *Realized:*
2	**Outcome #2**						*Target:* *Realized:*	*Target:* *Realized:*	*Target:* *Realized:*
	Output #1						*Target:* *Realized:*	*Target:* *Realized:*	*Target:* *Realized:*
	Output #2						*Target:* *Realized:*	*Target:* *Realized:*	*Target:* *Realized:*
	Output #3						*Target:* *Realized:*	*Target:* *Realized:*	*Target:* *Realized:*
	Output #4						*Target:* *Realized:*	*Target:* *Realized:*	*Target:* *Realized:*
	Outcome #3						*Target:* *Realized:*	*Target:* *Realized:*	*Target:* *Realized:*
	Output #1						*Target:*	*Target:*	*Target:*

Beyond the log frame

- Log frame is for data collection
- Progress reporting based on facts / data (log frame) but can allow for **broader reflections:**
  - *How did context change? Political change, regulartory change etc*
  - *Stakeholder mapping: new people / actors that need to be consulted?*
  - *Are there enough resources?*
  - *What didn't work? What work stream should be abondoned, what should be added? (→ feeds into work plan of the following year)*
  - *Is our theory of change still right?*
- **Communicate** impact: narrative on what goals have been met

Example – Country A

- Joined EITI primarily to achieve economic impacts – growth, strengthening of sector (impact)
  - *EITI programme focused on contributing to fiscal transparency intermediate impact*
  - *Timely information on company payments (more efficient for govt and companies), highlighting red flags for tax avoidance, reviewing if "correct" contribution was made all are outcome*
  - *Activities that lead to those outcomes, via outputs*
  - *Focus of MEL framework is to develop indicators around those outcomes and outputs*
- Collecting data: MEL should allow for quantitative and qualitative evidence
- Is anyone already collecting data on indicators? CSO, academia, a government department?

Let’s break this down

- Goal: Timely information on company payments that actually went to the Treasury (and to MoE – who issue project-level invoices) are known to all stakeholders with a delay of 1Q+1 month.

- Be specific - SMART
- Ensure that payments by companies which contributed to more than 5% of revenues last year publicly available online (at Treasury website and Ministry of Mines for non-tax / published by companies themselves) no later than 3 months after the end of each financial year.

Logframe

Outputs	Description	Indicators			Method	Q1	Q2	Q3
		Indicator	Baseline	Endline target				
Outcome #1	that payments by companies which contributed to more than 5% of revenues last year publicly available online (at Treasury website and Ministry of Mines for non-tax / published by companies themselves) on quarterly basis (Q+1Q).	# of companies that published revenues no later than 3 months after financial yr, accurate info.	0	100%	Match materiality review of companies on yearly basis with published data on Ministry of Energy and Treasury.	*Target: 0%* *Realized:*	*Target: 5%* *Realized:*	*Target: 10%* *Realized:*

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: Realized:*	*Target: Realized:*	*Target: Realized:*
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 Realized:*	*Target: 0% Realized:*	*Target: 50% Realized:*
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 Realized:*	*Target:Final Realized:*
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: Realized:*	*Target: Realized:*	*Target: Realized:*

Logframe

Outputs	Description	Indicators			Method	Q1	Q2	Q3
		Indicator	Baseline	Endline target				
Output #5	Government entities provided feedback on reporting and publishing method	% of govt entities (public servants, administrators)	0%	80%	Delivered workshops and survey result. Review of feedback of govt entities	*Target: Realized:*	*Target: Realized:*	*Target: Realized:*
Output #6	Data sumbission system that allows for submission +Q, directly to govt, is in place and functioning	# of company submissions that are complete	0%	100%	Review submissions in system, compare to companies that are material for that quarter	*Target: 0% Realized:*	*Target: 0% Realized:*	*Target: 50% Realized:*
Output #7	Pilot data is reviewed for quality, comprehensiveness	% of submissions reviewed	0%	100%	IA and National Secretariat review pilot data for underlying audit methods, missing data	*Target: 50% Realized:*	*Target: 50% Realized:*	*Target: 100% Realized:*
Output #8	Pilot data is collected for one quarter	Five largest companies submitted data	0%	100%	Review # of companies that submitted	*Target: 50% Realized:*	*Target: 100% Realized:*	*Target: Realized:*
Output #9	Attestation method is agreed and in place	All companies and MSG agree with e-signature	0	100%	Received signed document to agree on attestation	*Target: 50% Realized:*	*Target: 100% Realized:*	*Target: Realized:*

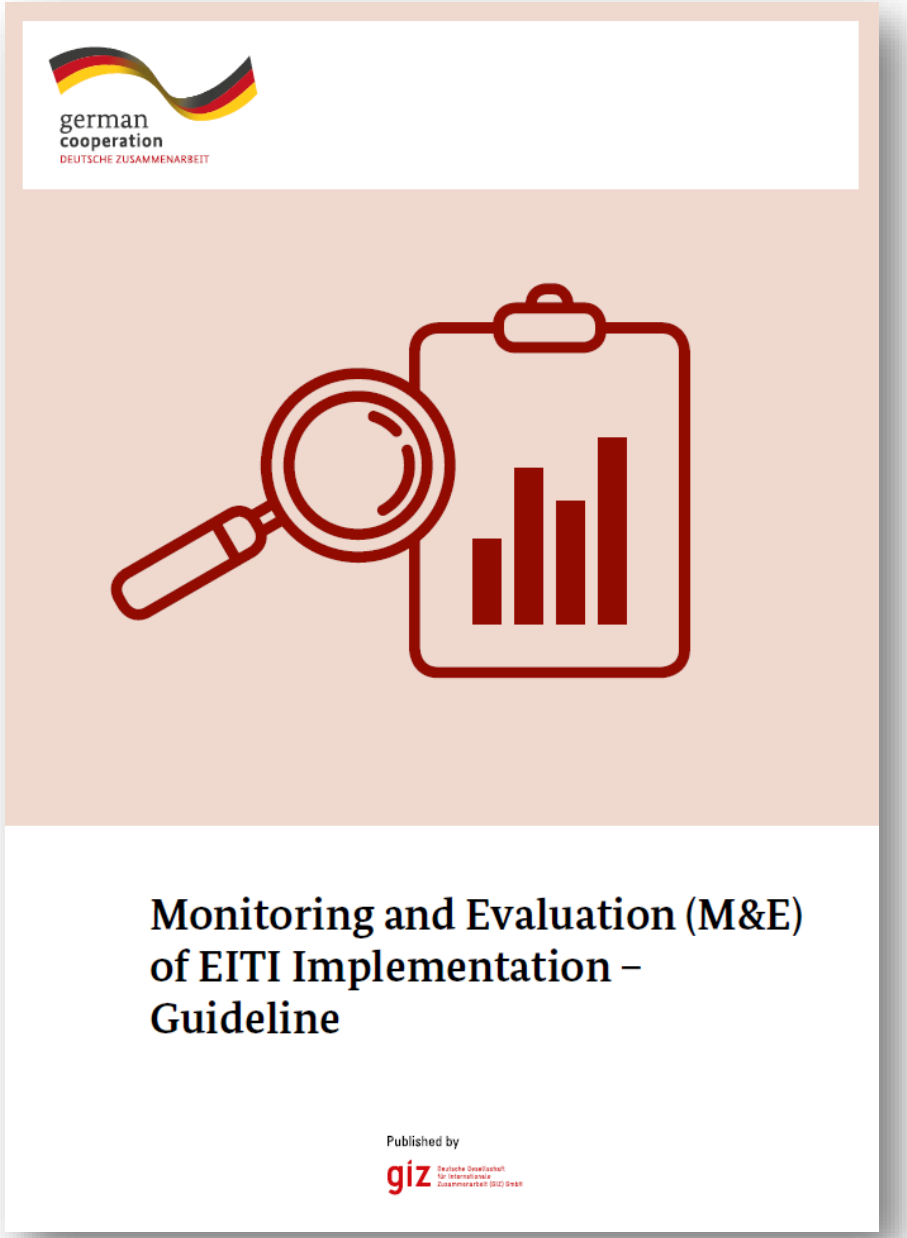
Logframe

Outputs	Description	Indicators			Method	Q1	Q2	Q3
		Indicator	Baseline	Endline target				
Output #10	Submission method is rolled out to all (material) companies	% of companies onboarded on new submission mechanism	0%	100%	Log-in and test submission of all companies realised	*Target:* *Realized:*	*Target:* *Realized:*	*Target:* *Realized:*
Output #11	Review of submissions is rolled out to all government entities	# of company submissions that are complete	0%	100%	Review submissions in system, compare to companies that are material for that quarter	*Target: 0%* *Realized:*	*Target: 0%* *Realized:*	*Target: 50%* *Realized:*
Output #12	Reviewed submissions are published on govt entity website latest +Q+1 month	Disaggregegregated payments covering a year	0%	100%	IA and National Secretariat review pilot data for underlying audit methods, missing data	*Target: 50%* *Realized:*	*Target: 50%* *Realized:*	*Target: 100%* *Realized:*

Guidance from GIZ

- In particular section 8
- https://eiti.org/document/giz-monitoring-evaluation-me-of-eiti-implementation

- EITI Int Secretariat to review guidance notes and materials on work plans, progress reporting and MEL.



Peer discussions and Q&A

Updates from countries on work plan preparation activities and questions on M&E

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