

Annual Progress Review and Work Planning Workshop



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

The Planning and Review Cycle

Defining National Priorities

The Disclosure Cycle

Annual disclosure cycle

Maximising and evaluating impact of EITI disclosures

COMPLETE “Outcomes and impact template”

MSG with support from the national secretariat

COMPLETE “Stakeholder engagement template”

MSG with support from the national secretariat and each constituency

MSG with support from the national secretariat and each constituency

Review outcomes and impact **6**

Analyse and communicate data **5**

COMPLETE “Transparency template”

MSG with support from the national secretariat, consultant and/or Independent Administrator

Oversee disclosures **4**

1 Establish objectives for EITI

AGREE work plan

MSG with support from the national secretariat, in consultation with broader constituencies

2 Review disclosures

MAP existing disclosures using “Transparency template” tool

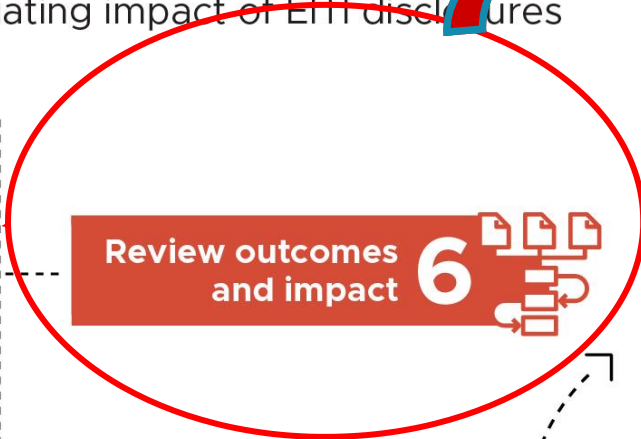
MSG with support from national secretariat, consultant or Independent Administrator

3 Disclose data

COLLECT AND DISCLOSE data through government and company systems / EITI Report

Government agencies, companies and Independent Administrator

1 year
External Validation every 12 to 36 months



From APRs to Work planning to a virtuous cycle



Annual Progress Review

- Report against work plan
- Progress by activity
- All stakeholders should be able to participate

Work plan

- Updated annually
- Aligned with national priorities and stakeholder consultations
- Specific, costed, measurable activities
- Tailored to reach work plan objectives

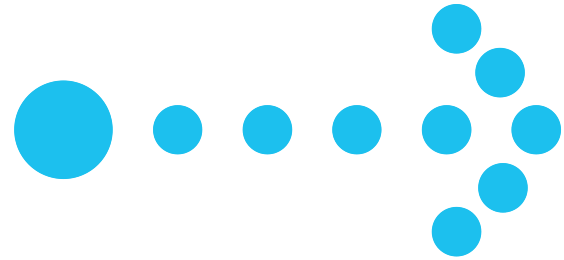
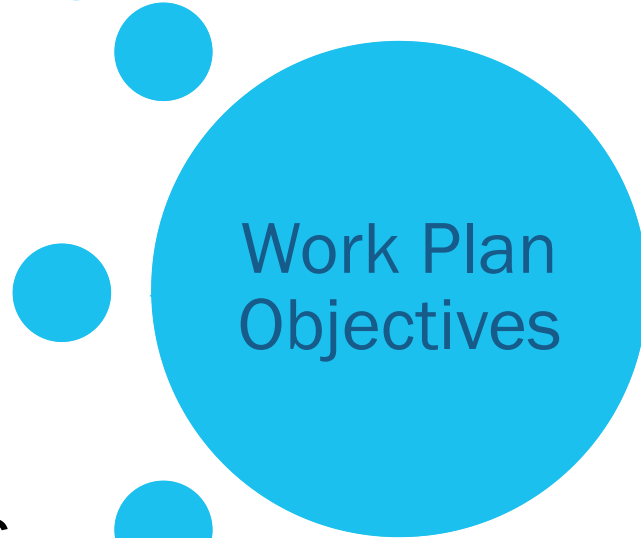
National priorities



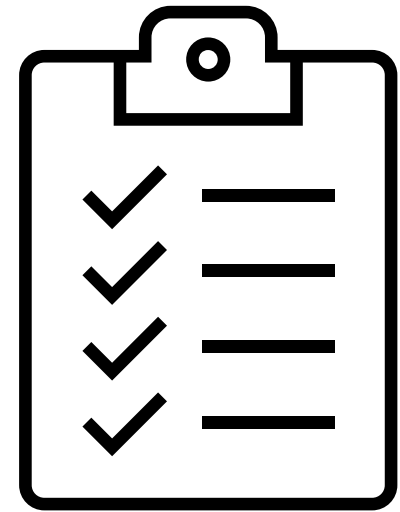
Governance gaps (APR)



Stakeholder consultations

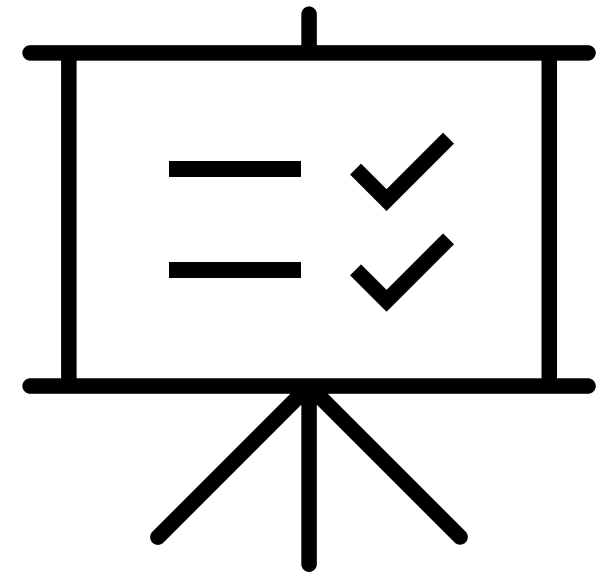


Work plan activities



Sources for national priorities

- **Government policies or strategies** for the extractive sector, **public debates** about issues in the extractive sector, and analysis and research undertaken by **government, media, NGOs, companies or other institutions**.
- Existing **reform efforts** aimed at improving extractive sector governance in the country, and how the EITI may be linked operationally or financially to these efforts.
- **International commitments**, for example to international development banks and institutions, or other multi-stakeholder initiatives such as the Open Government Partnership (OGP).
- Recent **external reports and studies** on the sector conducted by civil society, industry or international development actors such as the World Bank or IMF.



Examples of national priorities 1/5: Burkina Faso 2019-2021

Objectives for the mining sector, drawn from Phase II of the National Economic and Social Development Plan (NDDP) and the Open Government Partnership (OGP).

- *increase the share of extractive industries in GDP from 15% in 2020 to an average of 20% per year over the period 2021-2025;*
- *increase the proportion of local purchases in the food consumption of the mining industries from 20% in 2020 to 35% by 2025;*
- *increase the average amount of local investment made by the mining industry to CFAF 6 billion in 2025;*
- *Increase the cumulative number of direct and indirect jobs created by the mining sector from 51,500 in 2020 to 100,000 in 2025.*

Examples of national priorities 2/5: Seychelles 2014-2016

Drawn from various government policy objectives for the sector

- *Promote petroleum exploration in the Seychelles EEZ by putting in place fiscal and regulatory incentives that attract oil companies, expedite exploration and allow an early commercial discovery. This is a priority objective.*
- *Improve energy security, develop renewable energy and reduce oil price volatility.*
- *Attract foreign direct investment and stimulate ancillary economic growth in the services and other sectors, generating additional inflows of foreign exchange.*
- *Ensure transfer of technology and know-how from international oil companies to enable PetroSeychelles to effectively supervise petroleum agreements and manage resources.*
- *Maximize the economic benefit at minimum risk to safety and the environment.*
- *Systematically build up a comprehensive data-base on all aspects of petroleum activity in Seychelles. This will entail proper collection, sorting, processing, storage, and dissemination of data.*

Examples of national priorities 3/5: Malawi 2020-2021

Malawi embeds National sector priorities in a 4 year Strategic plan, which is then used as the starting point for annual work plans. The strategic plan has four key strategic areas:

- *Increased sector contribution to GDP*
- *Improved extractives sector growth and performance*
- *Improved information, openness, awareness on issues of extractive industries*
- *Enhanced capacity of MWEITI and its stakeholders to implement EITI Standards.*

Examples of national priorities 4/5: Chad 2022

Chad's work plan is structured around contributions to countries structural development plan for 2017-2021, which reflects the national authorities' 2030 vision, and has four strategic axes:

- Strengthening national unity;
- Strengthening Good Governance and the Rule of Law;
- Development of a diversified and competitive economy;
- Improvement of the quality of life of the population.

Examples of national priorities 5/5: Ghana 2021

Ghana's work plan articulates national priorities in terms of EITI's contribution:

- */capture of Beneficial Ownership (BO) information*
- *tackle key fundamental challenges and emerging issues that confront Ghana's extractive sector such as **ASM sector formalization, potential impact of energy transition** among others;*
- *contribute to the **nation's policy discourse** and direction of enhancing transparency and accountability with a view to deepening good governance particularly in the extractive sector*
- *contribute in **domestic revenue mobilization** to support Ghana's development agenda with a view to reducing the negative effect of resource constraints imposed by Covid-19 pandemic.*

Questions to ask when defining work plan objectives

- What are the national priorities in T. Leste's extractive sector?
- What role could EITI play in supporting these national priorities?
- How can this role be reflected as objectives in the work plan?
- How do we measure if we have achieved these objectives? What are the indicators?

Stakeholder consultations

-

Stakeholder mapping

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Stakeholder consultations

Why?

- Ensure ownership and support
- Validate assumptions

What?

- Progress and impact
- National priorities, EITI objectives and activities

How?

- Workshops and hearings?
- Online events?
- Open email?
- Documents for comment?
- Co-creation?
- Survey`?

Consultation Sample Survey

Access and copy the model survey at <https://bit.ly/WP-priorities-survey>.

Example survey: How the EITI can contribute to national priorities

Key to the EITI's success is that stakeholders agree on the purpose of the EITI. It ensures continued support (both political and financial) from a variety of stakeholders because it demonstrates the the relevance and effectiveness of the EITI to the government, technical partners, the reporting entities and society in a wider sense. Having a common understanding what the issues are and how the EITI can address those is also key to ensure the EITI is relevant and contributes to the work of what other stakeholders might be doing. It will allow to demonstrate impact and make support you in mobilising the funds necessary to execute that work.

As part of the work plan development, countries need to identify the national priorities that the EITI can contribute to (requirement 1.5 a). They should also be linked to the EITI Principles (<https://eiti.org/document/eiti-principles>).

Some examples for national priorities that could be relevant for the EITI are: economic growth (driven by the extractives sector), improving public financial management, fighting corruption in the mining sector, improving regulation, fighting financial crime (implementing anti-money laundering legislation), building trust in a tense (or post-conflict) environment, understanding the positive and negative impacts of the sector on society, public finances and the environment, strengthening women and minorities, domestic resource mobilisation, the energy transition.

We invite you to reflect from your personal perspective:

1. What are the most pressing problems of the sector today? Which ones of those do you think the EITI can address?
2. What the relevant national priorities are, and what document / statement you are drawing on?
3. How the EITI can contribute to those national priorities?

This survey is anonymous. We ask you to kindly indicate the stakeholder group you belong to.

The results of this exercise will be presented at the workshop. It will be used to identify a common set of objectives that ensure that the EITI is addressing the right problems.

* Required

1. In your opinion, what are some of the problems with the extractive sector today? (Or: what do we need to fix?)

Enter your answer

2. Can the EITI help fixing those? If yes, how? *

Enter your answer

3. What are the key national priority documents (including, but not limited to, the extractive sector) in your country? There can be more than one.
Example: National growth strategy, public financial reform agenda, social compact to strengthen women and minorities, strategy for a greener economy... *

Enter your answer

4. From analysing the national priority document(s), what are some of the key national priorities you think the EITI can contribute to? Please reference the source of the priority.
Example: National priority: Strengthen the role of the mining sector through reform (source: National strategy document, 2020, by the Prime Minister). Contribution of the EITI: A review of the current regulation and current practice (is the law being followed?). Identifying the weaknesses and needs of stakeholders (if not done through public consultations) to improve the sector regulation.

Enter your answer

5. What stakeholder group do you represent? *

The government

Civil society

Companies (mining)

Companies (oil and gas)

The national secretariat

Other

6. What are some other initiatives that are happening in the "EITI space" that the EITI should be aware of or cooperate with? *

Enter your answer

Submit

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SMART activities

- Review criteria
- Review examples
- Questions

Learning from implementation

- Review activity status from previous work plan (handout)
- Discuss pending activities in groups
- Plenary discussion on implications for work planning

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

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Example from Nigeria: linking nat' priorities, WP objectives, & activities

National priority	Corporate governance and anti-corruption
Long term EITI strategic goal	Strategic Goal 1: Deepen openness in the extractive sector through timely audits and other impactful studies
Work plan objective	Achieve regular audits reporting of the extractive industries sector, automate NEITI data gathering process and implementation of remediation issues from the audit.
Activity	Scoping study for 2017 Oil and Gas Audit and template review for Oil and Gas Report



Source: Nigeria EITI (2018), NEITI Country 2019 Work Plan, <https://eiti.org/document/neiti-2019-work-plan>.

SMART Activities

S	Specific	Who? What? Where? How?
M	Measurable	Can you measure whether or not you have started or completed this activity?
A	Attainable	Is this realistic in a 2 year work plan?
R	Relevant	Does this relate to the work plan objectives?
T	Timely	When will it happen?

Example 1

SMART

Scoping study for Beneficial Ownership transparency conducted by a Consultant and published on EITI Website in Q3, as contracted by the Ministry of Finance.

Not SMART

Better understand the potential for Beneficial Ownership reforms to strengthen regulatory capacity in the extractives sector.

Example 2

SMART

2 public events promoting the EITI Report to be held in each of the provinces with active extractive licenses, organized by the national secretariat in collaboration with regional media before the end of the year.

Not SMART

Awareness raising activities to sensitize the general public about the availability of EITI data.

Example 3- fill in the blank

SMART

Not SMART

Build the capacity of MSG members in regard to the implications of the energy transition for the national extractives sector.

Identifying Activities for Objectives

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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, Color, Background Color
 Alignment: Wrap Text, Merge & Center
 Number: General, Comma, Percent, Decimals
 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 |

[Country] [year] EITI Work plan													
Consider placing EITI logo(s) here		Last updated: [DD Month YYYY]											
Objective		Rationale: Governance challenges and links to national priorities	Activities	Outcomes	Responsible party	Timeline	Cost	Funding source	Monitoring, Q1				
									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

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



Extractive Industries
Transparency Initiative

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Thank you

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