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

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For: Extractives Industry Transparency Initiative
EITI Region: Anglo-Africa
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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?

- 29% of respondents
- 57% of respondents
- 14% of respondents

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.
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

Why?

Observations and Challenges
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

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

Strategic Vision
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 then just completing an activity
RBM at a Glance

Work Flow for RBM

1. Consultation
   Needs & Gaps Identified
   Baseline Conditions that Need Change

2. Activities
   Operations and Events
   Technical Assistance Training
   Data Collection
   Supplies and Design

3. Output
   Trainings, Manuals, Forums, Conferences

4. Short Term & Medium Term Outcomes
   Achieving Goals

5. Ultimate Outcome
   Long Term Goal Achieved

Step 1
What are needs & gaps exist?
What do constituents say?
What are current conditions?
What change has to happen to address needs or E&I Standards?

Step 2
What is the purpose of the activity?
What objectives will be met?
Do you have sufficient resources?
Can you monitor and evaluate the activity?

Step 3
What are you going to produce?
Are those sustainable?
Are they acceptable?
Can this make change happen?

Step 4
Short Term changes are the result of the outputs. Can change attitude, knowledge, skills and or access. Medium Term is a change in behavior or practice due to application of new skills or knowledge.

Step 5
Ultimate Goal is a change that happens overall "change of being" - "change of state"
Strategic Vision & Objectives: Ultimate Goal

Vision is “mental image of the future”
- What is your organization's vision?
- How can you achieve this vision?
- What activities can support your organization's 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?

*Set EITI implementation objectives that are linked to the EITI Principles*

*Requirement 1.5 (a)*
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

Validation
Multi-Stakeholder Elections
Annual Workplan & Progress Report
External Funding & Technical Assistance
Annual Reporting & Flexible Reporting
Systematic Disclosure & Capacity Constraints
National to Community Awareness & Engagement Raising Gender

Annual Activities – EITI 2019 Standards and Requirements

Specified Periods
National Priorities
Overview
Impact and Effort
Designing Meaningful Activities
Break–Out Session

Section 2
RBM

Simple Activity Matrix: Impact and Effort

Identify a Relevant Activity:

<table>
<thead>
<tr>
<th>Level of Impact</th>
<th>Short Term</th>
<th>Medium Term</th>
<th>Long Term</th>
<th>How Many People?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Level of Effort</td>
<td>Human Resources</td>
<td>Skills and Capacity</td>
<td>Finances</td>
<td>Time?</td>
</tr>
</tbody>
</table>
3 Action Steps to Create a Strategic RBM Integrated Workplan

Section 2
## Action 1 RBM Logic Model

<table>
<thead>
<tr>
<th>ULTIMATE GOAL</th>
<th>GOAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Change of State</td>
<td>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</td>
</tr>
</tbody>
</table>

### MEDIUM TERM Objective Change of Performance

#### OUTCOMES

<table>
<thead>
<tr>
<th>1</th>
<th>2</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>OUTCOMES</strong></td>
<td><strong>OUTCOMES</strong></td>
</tr>
<tr>
<td>Improved ability to communicate and engage multiple stakeholders in discussions and increase awareness around natural resource allocation and sector transparency</td>
<td></td>
</tr>
</tbody>
</table>

### SHORT TERM OUTCOMES (Change in Capacity)

#### OUTPUTS (Activity to Complete)

<table>
<thead>
<tr>
<th>1.1</th>
<th>1.2</th>
<th>2.1</th>
<th>2.2</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Stakeholders have the knowledge and skills to lead and stimulate debate around sector transparency</strong></td>
<td><strong>Identify, improve, and enhance techniques and procedures for systematic disclosure</strong></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>1.1.0</th>
<th>1.2.0</th>
<th>1.1.1</th>
<th>1.2.1</th>
<th>1.1.2</th>
<th>1.2.2</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Develop Strategic Awareness Campaigns</strong></td>
<td><strong>Make 4th Report accessible and relevant to multi-stakeholders</strong></td>
<td><strong>Develop branded tools and materials for the outreach and public engagement</strong></td>
<td><strong>Create forums and knowledge sharing platforms for key government agencies and officials on barriers to mainstreaming</strong></td>
<td><strong>Implement platforms (virtual and physical) for knowledge sharing and debate</strong></td>
<td><strong>Establish linkages and exchanges for advocacy of legislative reform and systematic disclosure</strong></td>
</tr>
</tbody>
</table>
## Action 2 Work Breakdown Structure

<table>
<thead>
<tr>
<th>Intermediate Outcomes</th>
<th>1000</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Improved ability to communicate and engage multi-stakeholders in discussions and raising awareness around natural resource allocation and sector transparency</td>
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</table>

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**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

**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
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

<table>
<thead>
<tr>
<th>Ultimate Outcome/Goal</th>
<th>Indicators</th>
<th>Baseline</th>
<th>Target</th>
<th>Data Sources</th>
<th>Data Collection Methods</th>
<th>Frequency</th>
<th>Responsible</th>
</tr>
</thead>
<tbody>
<tr>
<td>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</td>
<td>Enhanced perception (%) of citizens feeling that EITI is performing its role in increasing</td>
<td>Feasibility Study</td>
<td>Direct and Indirect Stakeholders</td>
<td>Government reform, laws, and regulations</td>
<td>Survey, Interviews</td>
<td>Annually</td>
<td>EITI Member organization</td>
</tr>
</tbody>
</table>

### 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

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<th>Indicators</th>
<th>Baseline</th>
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<th>Data Sources</th>
<th>Data Collection Methods</th>
<th>Frequency</th>
<th>Responsible</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increased Awareness and Number of Number of Activities taking place</td>
<td>2019 Annual Progress Report</td>
<td>Member Country MSG, Constituents Stakeholders</td>
<td>Annual Progress Report</td>
<td>Survey, Interviews, Platform tracking on social media</td>
<td>Quarterly</td>
<td>EITI Member organization</td>
</tr>
</tbody>
</table>

### Immediate Outcomes/Short Term Objectives

1.1. Stakeholders have the knowledge and skills to lead and stimulate debate around sector transparency

<table>
<thead>
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<th>Indicators</th>
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<th>Target</th>
<th>Data Sources</th>
<th>Data Collection Methods</th>
<th>Frequency</th>
<th>Responsible</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increased number of activities related to EITI by constituents</td>
<td>TBD</td>
<td>MSG Constituents CSOS, Industry</td>
<td>TBD</td>
<td>Social Media tracking, conferences and forums</td>
<td>Quarterly</td>
<td>EITI Member organization</td>
</tr>
</tbody>
</table>
Survey at a Glance
Here is what you had to say.....

How are You Reporting on Your Activities?

- Annual Reports - EITI: 25%
- MSG Meetings & Minutes: 0%
- Independent Administrator: 12%
- Website Social Media, or Other: 0%
- Donors and donor websites: 0%
- Ministry or Agency: 0%
- Other Stakeholders: 0%
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