EITI Work Planning
a tool for strengthening results and relevance

23 January 2022
Agenda

■ Meaningful implementation: national context and priorities
■ The importance of stakeholder consultation
■ EITI Standard Requirement 1.5 on Work Plans
■ New Guidance from the International Secretariat
■ Questions, support, and next steps
Work plans for more meaningful implementation
Why do we need work plans

- Work plans should answer the most existential 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?
Requirement 1.5 on national relevance

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 [...]
National relevance in the EITI Standard

Requirement 1.5:
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b) Include measurable and time bound activities to achieve the agreed objectives [...]

![Diagram showing the relationship between National Priorities, EITI Principles, Specific and Measurable Activities, and Work plan objectives]
Benefits of strengthening national relevance

Anchoring EITI work plans and implementation in national priorities can help to

- secure **buy-in and support** from key stakeholders
- ensure that the EITI is **coherent and complementary** to other efforts.
- coordinate and secure **resources**
- **deliver results** that meet national demand and contribute to solving actual problems
The Importance of stakeholder consultation
Consultation in developing a workplan

- Who are the most relevant stakeholders for EITI implementation?
- What do they think are the national priorities for the extractives sector?
- How do they experience current disclosure practices?
- Mapping stakeholders and input can help identify obstacles and opportunities
- Inclusive planning facilitates meaningful activities and results.
Consultation in monitoring and reviewing

- 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
The Virtuous Cycle

Annual disclosure cycle
Maximising and evaluating impact of EITI disclosures

1. Establish objectives for EITI
   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

4. Oversee disclosures
   COMPLETE “Transparency template”
   MSG with support from the national secretariat, consultant and/or independent Administrator

5. Analyse and communicate data
   COMPLETE “Stakeholder engagement template”
   MSG with support from the national secretariat and each constituency

6. Review outcomes and impact
   COMPLETE “Outcomes and impact template”
   MSG with support from the national secretariat

1 year
External Validation every 12 to 36 months
The Virtuous Cycle

**Annual disclosure cycle**
Maximising and evaluating impact of EITI disclosures

1. **Input to annual review of outcomes and impact**
2. **Establish objectives**
   - MSG with support from national secretariat and consultation with broader constituencies
3. **Complete “Outcomes and impact template”**
   - MSG with support from the national secretariat and consultation with broader constituencies
4. **Complete “Stakeholder engagement template”**
   - MSG with support from national secretariat and consultation with broader constituencies

**BENEFITS**
1. National relevance and support
2. Better results
3. Coordinate/secure funding
4. Hold the EITI accountable

**National Priorities**

**EITI Principles**

**Work plan objectives**

**Specific and Measurable Activities**

**MONITORING AND EVALUATION**

- MAP existing disclosures using “Transparency template” tool
- MSG with support from national secretariat, consultant or independent administrator
- Collect and disclose data through government and company systems / EITI Report
- Government agencies, companies and independent administrator

**COMMENTS**

- National relevance and support
- Better results
- Coordinate/secure funding
- Hold the EITI accountable
About Work Planning and Req 1.5
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 tailor 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. Outline and plan 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)(d), 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 in the 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

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## Areas for Improvement on last work plans

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How to do it
Updated Guidance Note: 3 tools

Guidance Note (28pgs)

Annex 1: Narrative Template

Annex 2: Matrix Template
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)
The extra mile

BENEFITS

1. Relevance and support in national political context
2. Better results
3. Coordinate/secure funding
4. Hold the EITI accountable.

To strengthen work planning and review cycles

- 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
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.

Support from the International Secretariat

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

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?