

Development of Annual Workplan Procedure

This “Work Plan Procedure” is intended for LEITI MSG to fulfil their duties in the **annual** updating of LEITI’s work plan as part of EITI’s Standard Requirement 1.5. It is part of the general Constituency Feedback Mechanism.

BACKGROUND

WHAT:

The LEITI Strategic Plan FY 17/18 – 19/20 and its associated Action Plan serves as the starting point for drafting the Annual Workplans, but is complemented and aligned with inputs by a wider group of stakeholders.

WHO:

MSG members should ensure that the views of that wider constituency is taken into consideration. The Secretariat should facilitate the process of bringing MSG members and the wider constituency together to ensure that all views are considered and bridging any potential differences in opinion.

WHEN:

The work plan should be refreshed in the Spring (March/April) to ensure that any activities are submitted in time for the budget allocation process, which has a fiscal years starting 1 July. This timing will allow the MSG members to reflect about the accomplishments (planned vs. realised objectives) and the various activities needed to achieve those objectives. It should also be an opportune moment to examine the results of those activities, to ensure that a culture of monitoring and evaluation is (further) developed. However, make sure to start in time for the annual GoL budget preparation process.

NOTICE:

Send out an agenda/invitation with sufficient background information to allow people to think about their role and what are some of the issues that concern them in the extractive sectors. Include any other short reports or weblinks that may help them formulate a view or better help them understand how LEITI operates, its role and its mandate. **Participants should receive at least two weeks’ notice of the meeting.**

Make sure that the invitation for the consultation is widely distributed in the channels that the wider constituency uses to receive its information (e.g. radio, newspaper). The meeting itself should be planned for approximately a half day.

GUIDE

STEP ONE:

Examine the EITI Standard and what it requires for work plans:

Requirement 1.5 Work plan

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**. Multi-stakeholder groups are encouraged to explore innovative approaches to extending EITI implementation to increase the comprehensiveness of EITI reporting and public understanding of revenues 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 tailored 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 reporting, including plans for addressing technical aspects of reporting, such as comprehensiveness (4.1) and data reliability (4.9).

iii. Identify and outline plans 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 Validation and EITI reporting.

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 multistakeholder group should consider extending the detail and scope of EITI reporting including addressing issues such as revenue management and expenditure (5.3), transportation payments (4.4), discretionary social expenditures (6.1.b), ad hoc subnational transfers (5.2.b), beneficial ownership (2.5) and contracts (2.4). In accordance with Requirement 1.4.b (viii), the multistakeholder group is required to document its discussion and decisions.

g) Include a timetable for implementation that is aligned with the reporting and Validation deadlines established by the EITI Board (8.1-8.4) and that takes into account administrative requirements such as procurement processes and funding.

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STEP TWO (in case no current Strategic Plan is in place, e.g. after FY19/20 – otherwise directly continue with Step three):

The overall process should *examine LEITI's mission and vision and set objectives of the LEITI (as well as other national strategy documents)* - that is what you do and that is the Liberia that you want.

STEP THREE: PREPARE SKELETON ANNUAL WORKPLAN

Consult the “results” column of the three year Action Plan (*or – if no Strategic Plan in place - take the set objectives of the LEITI*): Which results are slated to be achieved or require working towards them during the year ahead?

Extract them and group according to the 5 (6) major themes of the Strategic Plan. Add a column for Activities, but leave empty for now. This is your skeleton Annual Work Plan. Do not add or fill in the other columns (see step five) yet, as it might lead to less focused discussions at the consultation workshop.

STEP FOUR: ANNUAL STAKEHOLDER CONSULTATION WORKSHOP

Present skeleton Annual Workplan together with a brief general introduction to the LEITI, its mission, vision and general objective at the **Annual LEITI Workplan Consultations**.

Open the floor to discussions. Go result by result. With each one, start from the result and look back. How can LEITI's work obtain that result? This is crucial - dig deeper and challenge participants to think about what they want to **ACHIEVE / see achieved**.

Example: “4.6 Social Development Funds become an important part of the public debate, particularly in local communities..”

What activities need to take place for this change to happen?

- Take a baseline survey (of even just a few hundred participants) in the counties with CSOs to understand how much citizens understand about the social development funds. This is your baseline study and will help you know if community understanding is enhanced or whether it becomes an important part of public debate.
- Look closely at the EITI Report and the aspects related to SDFs. Are they easy to understand? Is it too complex for people who may not understand the sector as well as for an MSG member or a LEITI Secretariat member?
- As people will absorb information differently, vary the use of the information. Text is important, but so are charts, tables and images. In addition, is the information broken down into countries and also by company? Consult with those CSOs working on the ground about what works and does not with in presenting material to local communities.
- The media - radio, television, newspapers. Make information for them easy to understand and provide presentation material or A4 briefs on the subject to provide a good overview of the facts and easy to read, understand and refer to.
- Measurement - some months later, take another survey to begin to understand the impact of the work. Is it high on local communities' agenda?

- Have there been a number of press articles about the subject? How many radio programmes? Are SDFs being discussed in electoral campaigns?
- Have any members of the Senate and the House specifically introduced legislation or improvements in the governance of SDFs?

Also: Challenge participants about what they are able and willing to contribute to the LEITI process.

Invite Participants to provide additional input if they feel that the skeleton Annual Workplan is still missing out on something important. Again, use the five themes of the Strategic Plan as structuring tool.

STEP FIVE: DOCUMENTATION

Once the meeting is over, a record of the main points and conclusions should be sent out to the participants for their comments / no objection.

The centerpiece of the Annual Workplan Plan is a table which serves both as an activity planning and rough budgeting tool. It has the following columns.

| Results | Outputs / Activities | Resp. party | Contri. party | Cost | Funding source | Priority | Timeline (start-end) |
|---------|----------------------|-------------|---------------|------|----------------|----------|----------------------|
|---------|----------------------|-------------|---------------|------|----------------|----------|----------------------|

Structure the table along the five themes of the agreed-upon work plan structure:

- Reporting
- Communications
- Sustainability
- Innovation
- Governance

Fill in the columns for activities, responsible parties, cost, funding sources, etc. based on input gathered at the consultation workshop.

Complement the table with necessary narratives on background / introduction, detailed Budgets, description of key activities, and other elements which may be required to satisfy GoL budgeting needs.

STEP SIX: QUALITY ASSURANCE

Are the objectives SMART: Specific, Measurable, Achievable, Responsible, Time-oriented?

Example:

Wide public understanding of the LEITI process and that natural resource governance is among the top five policy debates in the country.

What activities will lead you to that process?

- Creating readable LEITI Reports (readable means that journalists can understand the context within 15 minutes and have three story ideas). It means that they can browse a summary and know the main content and write a story in two hours.
- Readable LEITI Reports are only created if the ToR for the IA indicates the parameters for readable reports (executive summary, significant use of maps, charts, tables and boxes, the use of two columns, percentage of discrepancy (in addition to numbers) specific background on one theme such as beneficial ownership, etc.)
- With that information, LEITI and its stakeholders (CSOs particularly) go to their constituents (media, university and counties) to share the main findings....
- “Wide public understanding” - take a representative survey in several counties (with the assistance of CSOs and other agencies (i.e. Kofi Annan Institute) to judge whether you have reached your goal.

However, most important, start at the end result. What do you want at the end and can it be measured?

STEP SEVEN: FEEDBACK AND FILING

Once the work plan has been updated, attendees should be sent a copy so that they see the final result.

The “recording” of this process is very important. The principle, particularly with regards to the EITI International Secretariat, is that “if it is not documented, then it doesn’t exist.”

This record should be kept both in hard and soft copies for future reference, notably Liberia’s next Validation. If well-run, properly documented and inclusive, LEITI could receive a grade of “beyond” in their next Validation.