

2017 Work Plan Evaluation Report

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Department.

**Nigeria Extractive
Industries Transparency
Initiative**

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2017 Edition

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Introduction

The 2017 work plan is an approved document, itemizing detailed action plans developed to guide the successful implementation of the NEITI strategic objective during the year. The work plan was developed in accordance with the key requirement of EITI reflecting national priorities and inputs from Government, Companies and the Civil Society.

Overall Objective

The evaluation report objective is to assess the level of compliance and implementation of the work plan within the reporting time. The purpose is to ensure optimum compliance with the requirement 1.5 of the EITI standard, and to sustain the international best practice process, policy formulation review and implementation within the reporting year.

2017 Work Plan Objectives

The 2017 NEITI Work Plan is developed to consolidate on the change mantra of the FGN and to ensure successful transition of the 2013-16 NEITI Strategic plan to 2017-21, while awaiting the completion and approval of the new strategic goal 2017-2021.

The Plan is intended to:

- I. Deepen the ongoing transparency and accountability drive in the extractive sector.
- II. Ensure International best practice in EITI Implementation, governance and resource management.
- III. Promote the needed debate and advocacy for reforms in the country's extractive industry.

National Core Priority Objectives

The National priority objectives of the Federal Government of Nigeria include:

- Economic Diversification
- Corporate governance and Anti-corruption
- State and Regional Development
- Infrastructure and Social Development
- Environmental protection

Methodology

Modified Logical Framework Analysis (MLFA) was adopted for the 2017 work plan Evaluation. The template was populated on the basis of the 2017 approved work plan.

The work plan activities were evaluated on the basis of the information supplied by departments in filling the MLFA template and absolute conformity with the NEITI Financial Guidelines.

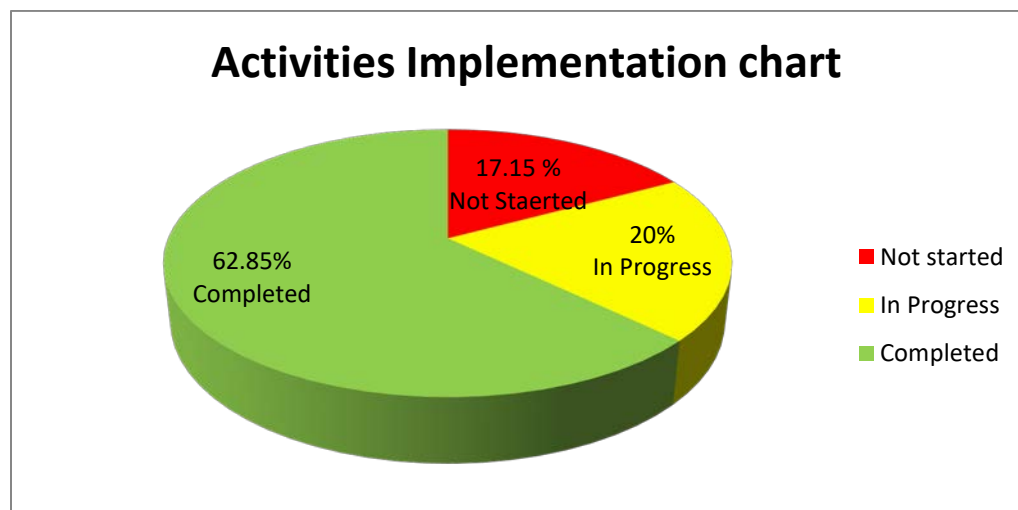
Activities evaluated were not necessarily completed within the Scheduled time frame as in the work plan but were completed within the Reporting period.

Basis of Evaluation

- Activities were measured on the basis status (ie **not started, in progress or completed**) within the reporting period.
- Simple average of activities were taken to determine the success or otherwise of activities on % basis. (ie) number of activities in a status divided by the Total number of year activities multiplied by hundred.
- Activities are considered 'in progress' where financial commitments are made and not where the deliverables are not completed during the reporting period.

Executive Summary

The evaluation of the NEITI work plan covers the **period January- December 2017**. The overall performance of the evaluation report indicated **62.85%** of the activities were completed, **20%** in progress and **17.15%** not started as at reporting period. The breakdown is as shown below:



The evaluation covers **70** numbers of activities from **5** Department and covered **3** strategic Goals Namely

The Goals are:

GOAL 1- Achieve Operational Excellence in Regulation and Enforcement across the Extractive Industries: To develop an effective comprehensive framework for the delivery of effective Audit, continuous Monitoring and Evaluation, stronger regulation, enforcement and compliance management.

The objective and priority is to ensure:

- Regular Reporting Industry Audits
- Data Automation
- Audit Remediation
- Research & Policy Development
- Business process Engineering
- Legal compliance of NEITI mandates. (Enforcement & regulation).
- Effective Monitoring & Evaluation

GOAL 2 - Attain Optimum Stakeholder Development in Extractive Industries

Transparency and Accountability: To develop a Robust Multi-Stakeholder Communication and Mobilization Strategy/Framework for effective stakeholder relationship management, collaboration and cooperation.

The objective and priority is to deepen:

- Public Education, information and enlightenment on NEITI issues
- Publicity and Dissemination of NEITI audit Reports
- Cooperation with other anti- corruption agencies
-

GOAL 3 - NEITI Capacity Building: To develop Organizational and Funding Capacity to achieve the NEITI Mandate, Vision and Strategy.

The Objective is to sustain the:

- Implementation a financial management system that will ensure adequate funding & management of financial resources.
- Provide corporate governance of NEITI
- Maintain conducive working environment through effective management of facilities.

Table 2: General Performance Trend Analysis

YEAR	COMPLETED	IN PROGRESS	NOT STARTED
2015	71.3%	14.8%	13.9%
2016	56.82%	30.68%	12.5%
2017	62.85%	20%	17.15%
Average	63.65%	21.82%	14.51%

The above table indicates that there has been significant improvement from year 2016-2017, the number of planned activities increased from **56.82%** in 2016 to **63.65%** in 2017 while Planned activities in progress as at reporting date also reduced from **30.68%** in 2016 to **20%** in 2017. Activities not started increase d by 4%.

Generally in the year 2015 a lot has been achieved this is due to the fact that it is an election year and the government has released substantial funding to MDA,s while the dwindling economic fortune in the country in 2016 has affected funding to key sectors of the economy thereby affecting implementation of planned activities. Unlike in 2017, the economy has picked up and a concerted effort was made to attract funding from donor agencies to support and augment the planned activities.

Critical Success factor

The critical success factor in the overall implementation of the NEITI work plan in the years under review has been funding & frequent changes in government policy directives.

Limitations

- The 2017 work plan did not make provision for adjustment of unforeseen implementation challenges such as funding & changes in the economic and political environment.
- The outcomes and performance indicators in some cases are ambiguous and not available thereby making evaluation process cumbersome.
- SMART Criteria need to be improved and adhered to (Specific, Measurable, Achievable, Relevance and Time bound).

Recommendations.

- NEITI work plan should make provision for adjustment by continuous monitoring and routine reviews to take care of implementation challenges.
- A robust M&E framework is required in 2018 to adequately address the challenges on monitoring and evaluation in NEITI.
- Whilst developing the work plan, outcomes, performance indicators and outputs should be as SMART as possible.
- Activities should be broken into task and subtasks where need be to enable proper monitoring and assessment of the activity.
- Management to set out session for work plan development, the Planning Monitoring & Evaluation unit is to develop template to fit into strategic goal of NEITI to meet the EITI requirement.
- Capacity building is required for focal persons at departmental level to aid effective work plan development and Monitoring & Evaluation function.

Table 3: Activity report evaluation status.

S/n	Activity	Objective	Start/End Month	KPI	Status of Activity (Items remove from WP should be mark not started .)			Output	Outcomes
	From work plan		From work plan	From work plan	Not Started	In Progress	Completed	As stated in the work plan	As stated in the work plan
1.10	Oil and gas Audit 2015	Achieve Regular Reporting in Industry Audits	July - December 2017	Approved Oil & Gas Report				O&G Report	Improved Compliance to the EITI Requirements on Regular Audit Reporting.
1.11	Solid Minerals Audit 2015		July - December 2017	Approve SM Report				SM Report	
1.12	FASD Audit 2012/15		July - December 2017	Approve FASD Report				FASD Report	
1.13	Value for Money Audit Scoping Study		Apr/2017	Report				Report	
1.14	Audit Progress, Monitoring and Evaluation		May-17	Report				Audit Report	
1.15	Revenue Management Tracking		Dec-17	Report				Revenue Profile Report	
1.16	Simplification of Audit Report		Dec-17	Simplified Report				Simplified Report	
1.17	Data Automation Infrastructure	Improved NEITI Data Gathering	Dec, 2017	Installed Hard Ware				Installed Hard Ware	Improved Audit Process

1.18	Software Development		Dec, 2017	Installed Information Mgt. System				Installed Information Mgt. System	
1.19	Design and Develop Data Automation System		Dec, 2017	Installed Information Mgt. System				Installed Information Mgt. System	
1.20	Testing		Dec, 2017	Report				Report	
1.21	Deployment		Dec, 2017	Report				Report	
1.22	Beneficial Ownership Disclosure (Road Map Development & Implementation)	Improved B.O disclosure, data mainstreaming and enhanced remediation of the audits		Report				B.O Disclosure	No. of Reforms Initiated as a result of the Remediation
1.23	Open Data Policy (Mainstreaming & EITI Implementation)			Report				Mainstreaming	
1.24	Capacity Building		Dec, 2017						
1.25	Manages and Tracks Implementation of Remediation Action Plan Items For Previous Audit(s)		Dec, 2017	Resolve Issues from the Report				Report	
1.26	Track and Recommended Steps on Policy Issues from the Audits		Aug-17	Resolve Issues from the Report				Report	
1.27	Outcome Assessment of all Remediation Activities		Jul-17	Resolve Issues from the Report				Report	
1.28	The Effect of the Decline in the Price of Crude Oil on the Oil & Gas Sector in Nigeria.		Apr/2017	Policy Document				Research Report / Paper	Improved Policy advocacy, Legislative, Reviews and Review of

1.29	Economic and Environmental Impact of Small Scale Mining Activities in Some Selected States		May/2017	Policy Document				Research Report / Paper	Law/Act Policy.
1.30	Conduct Research to Provide Policy Direction in Line with Evolving Global Trend in Oil & Gas Industry		Jul/2017	Policy Document				Research Report / Paper	
1.31	Review of Existing Reforms in the Oil & Gas Sector		Aug/2017	Policy Document				Research Report / Paper	
1.32	Review of Existing Reforms in the Solid Minerals Sector		Mar-17	Policy Document				Research Report / Paper	
2.01	Legal Retainership	Ensure Regulation and enforcement of NEITI mandate.	Jan-Dec	Signed Contract				Signed Contract	Improved No. of compliance issues resolved and Amended NEITI act.
2.02	Round table meetings on compliance with covered entities		Mar- Nov	Minutes Of Meetings				Minutes Of Meetings	
2.03	Development of a comprehensive framework for the Implementation and enforcement compliance with NEITI related laws and EITI Standards.		Oct	Signed MOU				Signed MOU	
2.04	Purchase of E- books		Jun	E- Books				E- Books	
2.05	Review of NEITI Act		Jan-Dec	Reviewed Act				Reviewed Act	
2.06	Development of 2018 Annual work plan.	Effective Implementation of internal control Mechanism through	Jan	Developed WP				Developed WP	Approved work plan Document.
2.07	Work Plan Monitoring, Implementation & Evaluation		Jan-Dec	M&E Reports				M&E Reports	M&E Report.

2.08	Development of EITI Annual Activity Report		May- Jun	EITI Report				EITI Report	EITI Annual Progress Report
2.09	Assist in desk review for Dev of NEITI strategic Plan 2017-20		Jan Mar	Strategic Plan.				Strategic Plan.	Approved Strategic Plan Document
2.10	Assist in Dev of 2018 Annual Budget		Aug Sept	Annual Budget				Annual Budget	Draft 2018 Annual Budget.
2.11	Assist in Dev of MTSS and MTEF 2017-19		Apr	MTSS				MTSS	MTSS Approved Document.
2.12	Development Of Risk Profile		Jan-Dec	Risk Profile Report				Risk Profile Report	Improved compliance to Standard operating procedures and practices.
2.13	Workshop on Internal Audit Process and procedures		Apr & Sept	Report				Create Awareness	
2.14	Dev of Procurement Manual.		Jan-Dec	Procurement Manual.				Procurement Manual.	
2.15	Procurement Hand Bills		Quarterly	Procurement Handbills.				Procurement Handbills.	
2.16	Pre Bid Meetings		Mar & Jun	Bid Meetings				Bid Meetings	Improved compliance to Standard operating procedures and practices
3.01	Simplification of NEITI Industry Audit Reports-Oil & Gas and Solid Minerals with infographics		Oct.-Nov. 2017	Simplified Audit reports				Copies of simplified audit reports	Increased citizens awareness and understanding of NEITI audit reports

3.02	Development and production of fact sheets on NEITI Audit reports and processes.		Nov. 2017	Eight fact sheets on issues contained in NEITI Audit reports				Copies of fact sheet made available to the public	Increased citizens awareness and understanding of NEITI audit reports
3.03	Engagements on NEITI policy briefs.		March - Dec. 2017	Four engagements on NEITI policy briefs on specific extractive industries issues held				Report of the events.	Increased citizens awareness and understanding of NEITI audit reports
3.04	Public presentation of the Industry Audit Reports		Nov. 2017	Report of the presentation				Reports, attendance lists, news mentions/clips of the presentation, video recordings and photographs of the event	Increased citizens knowledge on NEITI mandate, issues in the EI and the 2014 audit reports
3.05	Presentation of the Reports in the Geo-political zones	To provide timely information, education and enlightenment on NEITI and NEITI activities and promote government reform initiative in the extractive sector	January-August 2-17	Report of the zonal presentations				Reports, attendance lists, photographs, video	Increased citizens knowledge on NEITI mandate, issues in the EI and the 2014 audit reports
3.06	Media campaigns on NEITI issues using both traditional and social media		Jan-Dec. 2017					Media packs, attendance list, reports, news mentions and photographs.	Increased citizens knowledge on NEITI mandate, issues in the EI and the 2014 audit reports
3.07	Stakeholder's dialogue on the NEITI audit Reports		Dec. 2017	Report of the dialogue with action points and next steps for the extractive industries				Communicues, reports, attendance lists, photographs, video recordings, news reportage of the events and actionable points.	Increased citizens knowledge on NEITI mandate, issues in the EI and the 2014 audit reports

3.08	Productions of short video clips on EI and NEITI issues for upload on NEITI		January-Nov. 2-17	12 video clips on NEITI related issues produced				Copies of the video clips	
3.09	Production and broadcast of radio programme on EI and NEITI Activities;		Jan- Dec	No. of Radio broadcast , jingles & Reports					
3.10	Civil Society and professional associations roundtable/capacity building Two capacity building programmes in the south and north of the country		May-Jun	No. of Zonal capacity building for CSO					
3.11	Media Roundtable/capacity building	To broaden and deepen engagements with stakeholders at national and sub national level.	Apr-Nov	No. of Capacity Building for Media					
3.12	Engagement with legislature		May -Jun	Reports of Legislative engagement.					
3.13	Dialogue with State Executive Councils		Apr- Nov	Minutes of Meetings					
3.14	Sensitisation workshop for state Assemblies		Apr- Nov	Reports of meetings					
3.15	Town hall meetings in geo political zones FBOs etc.		Jan- Dec	Reports of Meetings					
3.16	Campus Outreach		Feb - Oct	No. of Outreach flagged off.					

3.17	Review of NEITI Communication Strategy		Mar- Aug	Reviewed Strategy Doc.					
4.01	Scoping and Gap Analysis of ethics environment in Nigeria	Monitor and evaluate governance of anti-corruption initiatives.	Q1-Q4	Report					
4.02	Implementation of Budget Efficiency project		Q1-Q4	KPI Developed					
4.03	Gap Analysis Study on existing legal & policy Framework on B.O disclosure		Q1-Q4	Report					
4.04	Development of a platform for updating anti-corruption database	Conduct impact analysis and construct country specific indicators and tools for governance of anti-corruption monitoring	Q1-Q4	Data Base Developed					
4.05	Research Studies of Anti-Corruption and Governance Survey		Q1-Q4	Report					
4.06	Publication and Launch of Phase IV Scoping Survey Report		Q1-Q4	Report					
4.07	Adoption and Implementation of the National Anti-Corruption Strategy		Q1-Q4	Adapted NACs					
4.08	Development and publication of the TUGAR Policy (White Paper) Series		Q1-Q4	No. of Policy Papers					
4.09	Corruption Risk Assessment in MDAs		Q1-Q4	Report					
4.10	Implementation of the Integrity Plan in the MDG Related MDA		Q1-Q4	No. of reforms Implemented.					

4.11	Review of Nigeria's Implementation of the UNCAC (2nd Cycle) and implementation of the Remediation Plan for the 1st review Cycle		Q1-Q4	Reviewed Docs					
4.12	Joint Commemoration of the International Anti-Corruption Day.		Q4	Ac Day Report					
5.01	Financial Management control & compliance.	Achieve effective financial and administrative support							
5.02	Administration and support services								
	Total				12	14	44		

Work plan costing

Summary of core priorities and funding of the work plan include:

Core Priority	Total	FGN	Donor	Gap
Regular Audit Reporting	350,208,500.00		292,268,500.00	57,940,000.00
Dissemination, Education & Public Enlightenment	171,904,000.00		161,800,000.00	10,104,000.00
Effective implementation of internal control mechanism	16,850,000.00		16,850,000.00	-
Monitor and evaluate governance and anti-corruption initiatives	146,000,000.00		20,000,000	126,000,000.00
To provide Human Resource Management & Secretariat support	190,436,992.00		168,804,117.00	21,632,875.00
Financial Support Services	16,376,000.00		16,376,000.00	-
Grand Total	891,775,492.00		661,248,617.00	230,526,875.00

