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Global Council and Board meeting (videoconference)

London, 27 September 2019

MINUTES

Participants

Global Council

Adnan Bahiya, Iraq (MENA) (AB)

Aigul Sultanova, Kyrgyz Republic (Eurasia) (AS)

Athayde Motta, Brazil (Latin America) (AM)

Chenai Mukumba, PWYP Zambia (Anglophone Africa) (Global Council Chair) (CM)

Isabel Munilla, USA (Global Reach) (IM)

Miles Litvinoff, UK (Europe and North America) (ML)

Mariatou Amadou, Niger (Francophone Africa) (MA)

Board

Alan Detheridge (Treasurer) (AD)

Ali Idrissa (AI)

Carlo Merla (Chair) (CM)

Susan Hazledine (SH)

Invitees

Sarah Pray, OSF (SP)

Secretariat

Caroline Macleod, Director of Finance and Operations (CJM)

Catherine Turner, Director of Advocacy & Learning (CT)

Elisa Peter, Executive Director (EP)

Sandrine Levy, Executive Administrator (SL)

Stephanie Rochford, Director of Member Engagement (SR)

Apologies

Chadwick Llanos, Philippines (Global Council, Asia Pacific)

Dupleix Kuenzob, Cameroon (Global Council, ASC representative)

Julie McCarthy, OSF (board)

Joe Williams, UK (Global Council, Global Reach)

ACTIONS



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Action	By Who	By when
Provide first draft of Operational Plan and MEL framework 2020-2022	Secretariat	11 November
Circulate list of national priorities by coalition	Secretariat	By end of November (following all regional meetings)

Introduction

CM introduced the purpose of this joint board and Global Council (GC) meeting, being to provide feedback on the development of the Operational Plan for Vision 2025 from 2020-2022. CM recalled the four goals of the Vision 2025 strategy - Informed, Influential, Heard, Connected; and that the strategy was adopted at the Global Assembly in January 2019. CM noted the discussions at the joint GC/board meeting in May 2019 which have helped to inform the development of the draft operational plan, along with the regional meetings with PWYP members which have been taking place since June. CM noted the second objective of the call, being to reflect on the findings of the external assessment of the Secretariat business plan for 2016-2018.

PWYP business plan 2016 - 2018 Evaluation

EP presented the main findings of the evaluation that has just been concluded to assess the implementation of PWYP's 2016-2018 business plan. The lessons are very timely and will inform the development, with the GC and board, of the implementation plan for the first three years of the Vision 2025 strategy. The evaluation makes a broad distinction between the efforts achieved to date in terms of reinforcing *network health* (governance and coalition building); and the ambitions which were not so comprehensively achieved in terms of *network impact* (advocacy).

The key findings are:

- Operational plans need to be more specific as to the role, function and objectives of the Secretariat
- Operational plans, Secretariat and Governance bodies need to rebalance governance and advocacy support, enabling a more active advocacy convening role
- Need for expectation management and more specific and realistic commitments e.g. to EITI work
- Need for further knowledge management, connectivity and shared learning

The key recommendations relate to three broad areas: more responsive and specific operational plans; a more active advocacy and convening role; and enhancing knowledge management and shared learning, all of which have implications for the Global Council and Board to reflect on.



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Among the key recommendations, EP highlighted the following issues for particular reflection by the GC and board:

- The Secretariat can add more value and provide more effective support to coordinate clusters of PWYP coalitions on thematic areas rather than supporting discrete advocacy efforts at the national level
- There is a trade-off that needs to be recognised between demands to invest in governance and expectations of achieving clearer advocacy impacts

EP encouraged the GC and board to read the full report which is rich in detail and analysis, and invited questions and comments.

IM noted the need to make very clear the division of labour between the Secretariat and the members, in order to clarify expectations and enable the Secretariat to say no. IM suggested that the support from the Secretariat for EITI (global level) is fundamental and should continue, but that the workload should be distributed with members that are also doing working at this level.

MA noted that many coalitions have only recently joined the movement and may need additional support in order to function effectively in clusters of coordination. AI requested clarification and some concerns about how the Secretariat would engage with national coalitions when implementing the operational plan. EP clarified that, with more than 45 coalitions, there is a risk of dispersed impact if the Secretariat supports each of them individually at a national level; and that the proposed approach is to continue supporting all national coalitions but with a focus on collective, shared goals, in order to have the potential for greater impact as a global network. ML supported the recommendations and findings, which are balanced and accurate from his experience. ML requested clarification on whether campaigning for mandatory disclosure legislation in India, Australia and South Africa is viewed as a global priority for the Secretariat to coordinate or resource.

EP noted that the questions relate to the next presentation about the plans for implementing Vision 2025 over the coming three years, and invited CT to present the initial proposal of the Secretariat's operational plan and accompanying Monitoring, Evaluation and Learning (MEL) framework to track the Secretariat's impact for 2020-2022. The Secretariat is planning to develop a separate MEL framework for the movement as a whole, based on the collection and sharing of stories of change across the network ("outcome harvesting"). All coalitions would have opportunities and would be encouraged and supported to feed into the stories of change on a voluntary basis.

CT noted that the Secretariat has documented national priorities of PWYP members, as well as the regional priorities (captured through regional consultations to date) and that the Secretariat would be happy to share that list.



CT noted that the Secretariat has now consulted with 80% of the global membership via a series of regional meetings¹. CT noted that national priorities do not necessarily map directly to regional priorities, since the regional priorities also depend on a broad contextual understanding of the opportunities. CT noted that mapping priorities directly to the four Global Goals (Informed, Influential, Heard, Connected) didn't work as an organising structure for the secretariat's operational plan, because the goals are very inter-connected and as such many priorities fit under many of the Global Goals. The Secretariat is being guided in the proposed operational plan framework by what is the most effective for enabling the impact of PWYP members.

CT presented the proposed organising framework which is an "impact map" or "wheel of change", with the PWYP vision at the very center of the wheel. The other circles include the mission, the goals and the Secretariat's functions at the very outer edge of the circle. The six proposed functions of the Secretariat are: connecting, coordinating, campaigning, effective coalitions, effective network, effective partnerships. All are very interconnected and complementary, even if some functions are more outward focused and others more internally focused. Campaigning is the one function that's relatively new for the Secretariat - as it was not a primary focus of the Secretariat in 2016-2018.

Effective evidence-based advocacy:

- Connecting members on thematic areas of common interest. The role of the Secretariat would be to support research and information sharing on issues high on members' agenda and leverage members' expertise for the benefit of the whole network (e.g. as we are doing currently with work on tax justice, revenue sharing mechanisms, contract transparency, etc.)
- Coordinating members on joint advocacy initiatives. The role of the Secretariat would be to help identify and amplify joint advocacy demands. This has been done in the past and/or is currently being done for areas, such as gender equality, civic space, mandatory disclosure at regional or global levels in specific contexts (e.g. EITI, OGP) at key moments of political opportunities
- Campaigning together on one global campaign that would be rolled out at national, regional and international levels. It will take some time to identify the exact focus of a PWYP campaign. One idea that has been suggested is a global campaign on the "true costs" of extraction. The role of the Secretariat initially would be to undertake a scoping exercise to put a comprehensive campaign plan together, encompassing for example, bringing PWYP members along around a set of joint priorities, as well as to identify relevant campaign avenues, including international and regional mechanisms, and media and corporate engagement strategies, etc. This may take up to a year to fully conceptualise, develop and operationalise.

¹ Regional meetings have taken place in MENA (Lebanon, June), Francophone Africa (Côte d'Ivoire, July), Europe and North America (UK, July), East and Southern Africa (Uganda, August) and Eurasia (Kyrgyzstan, September). Regional meetings are due to take place in Asia Pacific (Philippines, October) and Anglophone West Africa (November). The Secretariat presented the strategy and invited input into the operational plan from the regional network in Latin America, RLIE, via teleconference in September.



Effective, inclusive and diverse movement:

- Effective coalitions. The role of the Secretariat would be to provide capacity building and support to coalitions, e.g. through provision of information and training including on civic space protection.
- Effective network. The role of the Secretariat would be to support the governance bodies in strengthening the global network and supporting effective knowledge management and information-sharing across the movement (eg through a newsletter, our website, email lists, working groups, etc.)
- Effective partnerships. The role of the Secretariat would be to seek to establish new and cultivate existing strategic partnerships of relevance to the whole network, including with donors and institutions such as EITI, OGP, UN, as well as reaching out to human rights, women's, tax justice groups, etc.

CT briefly presented the draft log frame which translates the six functions of the Secretariat, identified in the “wheel”, and provides a framework for identifying outcomes, outputs, activities, milestones, means of verification and assumptions and risks for each. CT noted that the framework incorporates both the outcomes that the Secretariat is trying to achieve and also the monitoring, evaluation and learning elements of the plan. The focus of the framework is on outcomes (rather than activities) in order to ensure a strong focus on the changes and results that we want to see. The Secretariat will develop annual work plans which go into more detail about specific activities and outputs etc.

AM indicated his agreement with the proposed approach and noted that PWYP is currently reviewing its approach in Latin America where we have worked, uniquely, at a regional level only to date. While the move to a national level engagement takes place over the coming year, this may mean that the focus for members in the region may be more of an emphasis on “network health” initially before shifting its emphasis to “network impact” in time.

CM indicated his support for the overall approach, including clusters which are not necessarily directed by the Secretariat but are rather leveraged and enabled by the Secretariat. CM particularly welcomed the proposal of a global campaign which unites the global coalition from the local to the global level; and noted the importance of both civic space (as a core issue) and of supporting global EITI coordination. CM noted an opportunity for clarification of the roles of the different governing bodies, particularly in responding to crises. CT emphasised that civic space has been discussed in all the regional meetings to the extent that it is seen as a pre-condition, rather than a priority, for PWYP's work, and therefore features in all aspects of the functions of the Secretariat. These reflections will inform the development of the operational plan and budget.



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ML indicated his support of the approach and encouraged further reflection on how best to make more and more effective use of the payments to governments data which was the data obtained through PWYP's original campaign focus and we should not lose sight of that as we implement Vision 2025. IM noted the value of the findings from the regional meetings and proposed that these be explored further to inform the collective efforts of the network, in particular the environmental impact and transparency work where there are many opportunities to engage with other campaigns and with our partners in Latin America and the Caribbean (LAC). IM encouraged reflection on which PWYP issues are included in the context of EITI and which are not, in order to inform our collective strategic approach to addressing those issues.

The Secretariat is aiming to circulate a draft of the 2020-2022 operational plan for the Global Council to review by mid-November. The Board is due to meet in early December to approve the Secretariat's 2020 annual plan and budget.

EP thanked the participants for their feedback which is really important and indicates that the planning is on the right track. EP also conveyed the enthusiasm expressed by PWYP members during the regional meetings, both to continue working on the original objectives of the movement but also including a renewed focus on communities and the people most impacted by the sector.