

MEITI Capacity Building Strategy (Draft)

1. Introduction

Myanmar Extractive Industries Transparency Initiative (MEITI) was established by the Presidential Decree 99/2012 in December 2012 which formally established EITI and stated the Government's intention and commitment to implement EITI. Myanmar submitted its application to become an 'EITI Candidate' country to the EITI Board in May 2014. At the EITI Board 27th meeting in Mexico in early July 2014, the EITI Board approved Myanmar's candidacy application, and granted Myanmar until January 2016 to produce its first EITI Report. On 18 February 2014, a Multi-Stakeholder Group (MSG) was formed to oversee EITI implementation in Myanmar.

Under the new government, implementing of EITI program has been re-launched on 19 December 2016. The Union Minister for the Ministry of Planning and Finance has been appointed the National Champion and the Chair of the Leading Committee. The Multi-Stakeholders Group (MSG) was re-established through written notification on 28 February 2017. The MSG consists of 25 members from (7) representatives from government, (7) representatives from private sector and (9) representatives from civil society organizations, and one Chair and Vice-Chair by issuing State notification in February 2017.

At present the Government of the Union of Myanmar is still only a candidate country for EITI. In January 2016, the first Myanmar EITI Report was produced and published. The Second MEITI Report for two fiscal year 2014-2015 and 2015-2016 covering oil and gas, gem and jade, minerals and pearl sectors has been completed on 30 March 2018 under the close management of MEITI-MSG. The MEITI report for forestry sector has being prepared and will be completed by end of July 2018.

In the long term, it is envisaged that extractive industry transparency should become an integral part of how governments manage the sector and how companies operate. Rather than simply relying on the EITI reporting mechanism to bring about transparency, governments implementing the EITI are encouraged to explore how to make the information required by the EITI Standard available through government and corporate reporting systems such as databases, websites, annual reports, portals, registers, etc. In this regards capacity and capability of government as well as private sector are very important to meet above mentioned EITI requirement. Capacity development plan is essential for MEITI process.

2. Objective of the Capacity Building Plan

The overall objective of the Action Plan is to facilitate and support the development and strengthening of capacities of Multi-stakeholders Group (MSG) representatives, members of Mining Cadastre Sub-committee and Beneficial Ownership Task Force, Parliament Members, Government Entities, CSOs, Sub-national Coordination Unit and NCS Team for the effective implementation of the provisions of the MEITI process relating to EITI Standard, skill development on Data/Report analysis, natural resource governance, Beneficial Ownership and contract transparency.

The specific objectives are as follows:

- (a) To support the extractive industries principles set out in the 2016 EITI Standard;

- (b) To improve skill development and knowledge of key stakeholders in MEITI process;
- (c) To support effective multi-stakeholder oversight involving the government, companies, and the full, independent, active and effective participation of civil society.

The implementation of the Action Plan at the national, sub-regional, regional and international levels should involve government, private sector, CSOs and local communities and all relevant stakeholders.

Capacity-building for MEITI process constitutes an integral part of efforts to build the capacities of MSG representatives, Government Entities and CSOs to contribute to broader reform of resource governance in Myanmar and to support enabling environment for EITI.

3. Key areas requiring capacity-building

With reference to the draft MEITI Communication Strategy it was highlighted the following components which will be related the Capacity Building Plan:

- **Education** : It is crucial that all the stakeholders who get involve in the process need to understand the complexity of EITI process around extractive sector in order to turn down several misunderstandings that may cause throughout the process.
- **Awareness** : All the stakeholders should be fed on awareness of EITI processes and the potential management in government policies and the impact of economic development and social impacts around extractive industries.
- **Data Analysis** : Data related to EITI report and audit reports from private sectors should be disclosed and digest by stakeholders in order to analyze the discrepancies around extractive data for greater transparency.
- **Policy Reform** : The fact that EITI reporting process would look into several steps around extractive sectors governance of which will give more opportunities for stakeholders and policy makers to contribute/ propose better policy options and strong legislations in extractive industries.

Key areas that require capacity-building initiatives have been discussed and decided during the MSG and Sub-committee meetings. Capacities should be strengthened at the systemic, institutional and organizational levels in the following key areas:

(a) Institutional capacity-building:

- (i) Study tour for experience of implementing EITI process in other countries;
- (ii) Training/Workshop on Data/Report Analysis ;

(iii) Participate EITI International Conference 2019;

(iv) Participate Beneficial Ownership Global Workshop;

(v) Study tour for Artisanal and small-scale conference and study tour in Zambia;

(b) Awareness Raising on general knowledge of EITI;

Awareness on general knowledge on EITI is very limited for public compare with relevant staff from concerned government entities and CSOs. Distribution of MEITI pamphlet and EITI Standard, article on EITI in newspapers and journals and discussion on EITI through TV are useful tools for awareness raising.

(c) Specific Topics on EITI

The capacity of Government Entities, private sector and CSOs on Basic Natural Resource Governance Training and Advance Natural Resource Governance Training for Government Entities, private sector and CSOs are planned. Government Commitment, Beneficial Ownership and contract transparency, Fiscal Regime and Framework Training, Financial Management Training, Revenue sharing practice in Global and consideration for Myanmar in resource federalism will be conducted with the technical assistance of NORAD and other development partners;

(d) EITI Workshop on update the progress of MEITI process and discuss about potential EITI related law amendments for Parliament members;

The workshop on EITI will be conducted collaboration with UNDP and World Bank for Members of Parliament after completion of reviewing the existing policies and legislation on extractive industries. The meeting on development of legal framework for EITI in Myanmar including an EITI law that can be harmonized with existing legislation will be conducted.

(e) Report and Data analysis, Communication strategies and tools and Capacity Building Workshop on MEITI process for NCS Team;

The trainings on oil and gas sector revenue management will be conducted with the technical assistance of NORAD, gem and jade sector revenue management by NRCI and knowledge on anti-corruption will be conducted by Transparency International.

4. Mechanisms for the implementation of capacity-building in key areas

There are four types of mechanism, namely,

- (a) Awareness raising activity;
- (b) Conducting study tour;
- (c) Conducting workshop; and
- (d) Conducting training.

5. Requirement for capacity building

Steps for capacity development:

Step 1: engage stakeholders in capacity development

Step 1 involves identifying all of the stakeholders (government, private, CSOs and community) who should be involved during the capacity development process, as well as when and how they should be involved. Stakeholder involvement is especially important for EITI due to the multi-sectoral, multi-disciplinary, collaborative nature of environmental decision-making. Early and continued involvement will help to ensure that the process is equitable and accountable, and that priority needs are addressed. 14 meetings of Multi-stakeholder Group (MSG) have been conducted.

Types of stakeholder engagement

1. Awareness-raising: aims to inform and educate stakeholders about EITI process. The tools are printed materials, website, presentation, media and community events. (MEITI Pamphlet, 2006 EITI Standard English and Myanmar, Biennial Ownership Pamphlet, power point presentations on MEITI, Validation process, MEITI Website, related link like NRGJ Jade Portal, etc.)
2. Consultation: aims to collect stakeholder comments and opinions on capacity assets and needs and solutions at each stage of the process. The techniques are workshop, interview, focus group, surveys, site visit, story-telling. (Recommendation Consultation Workshop, Knowledge sharing workshop on Liberia EITI experience))
3. Involvement: aims to have stakeholders collaborate and/or share responsibility for all or part of the EITI initiative. The techniques are self-assessment, participatory research, working groups, advisory groups, partnerships, networks. (Working groups in government entities, self-assessment for validation)

Step 2: assess capacity assets and needs

This step aims to identify the focus for capacity development efforts. Capacity assessment includes the following elements:

- Identification of priority issues to be addressed through capacity development;
- Identification of priority capacities and sub-capacities to be assessed;
- Identification of cross-cutting topics and issues that may require particular attention;

The sample of individual capacity assessment format was shown in Annex 1.

Step 3: evaluate capacity development results

Capacity development is inherently more challenging to evaluate than more technical interventions but standard results based management and capacity measurement tools can be used strategically, e. g., defining substantive EITI goals and outcomes in relation to priority environmental issues;

- devising participatory monitoring systems that facilitate adaptive, collaborative approaches to EITI and incorporate performance indicators that are “smart” (specific, measurable, achievable, realistic and time-bound); and
- clearly distinguishing between EITI activities (e.g., policy analysis, workshops); outputs (e.g., a revised policy, leadership training); and outcomes, expressed as measurable results (e.g., higher compliance rates on EITI Standard; response and follow up actions on recommendations in EITI reports).

(b) Sustainability

Task Forces for MEITI have been formed in related government entities for smooth and effective implementation in respective sectors. Private sector and relevant association are involving in MEITI process. Selection of candidates to participate in study tour/workshop/training for oversea is very important and it needs to consider continuity of experience and knowledge of candidate that mean to identify suitable candidate for training, workshop and study tour.

(c) Knowledge sharing

After completion of capacity development event covering training/workshop/study tour it was decided for knowledge sharing presentation by the candidate. Knowledge sharing presentation by the candidate needs to revitalize in the MSG meeting or sub-committee meeting and government entities.

(d) Mainstreaming

With reference to 2016 the EITI Standard, EITI programme needs to encourage “mainstreamed” EITI implementation. The 2016 EITI Standard “encourages countries to build on their existing reporting systems and practices for EITI data collection, rather than burdening themselves by duplicating the process through EITI reporting”. Capacity Building Plan should envisage long term of MEITI programme.

Individual Capacity Assessment

Before undertaking capacity development activity it needs to conduct individual capacity assessment. The sample of “individual capacity assessment sheet” is prepared with reference to JICA. The candidate is expected to contribute to his/her directorate/unit/organization/sector to accomplish its mandate as a staff/member. The assessment would be realized the present capacity of candidate and how the candidate could contribute to the goal of MEITI objectives.

Section Main Contents

1. Individual capacity assessment

- Assess his/her present capacity level.
- Record the reason for this year’s evaluation comparing to the previous year.
- Keep the assessment results in record.

2. Priority Capacity Development Areas (Subjects).

- Identify his/her priority capacity development areas (3 out of the 5 essential capacities).
- Write the reasons why he/she chooses the 3 capacities.

3. Preferable types of training and plan of application of learned skills to his/her daily work.

- List the attended training courses in the previous year.
- List preferable types and themes of training in the year.
- Express his/her plan on how to apply the learned skills to his/her daily work.

4. His/her idea/plan on how to improve work/organization supporting MEITI process in 5 years or longer.

- Write his/her mid-term and long-term visions.
- Write his/her idea on how to improve the Directorate/Unit and his/herself.

5. Preferable reforms in the Directorate/Unit.

- Write about his/her preferable change in the Directorate/Unit.
- Write the reason what he/she expects to happen.