

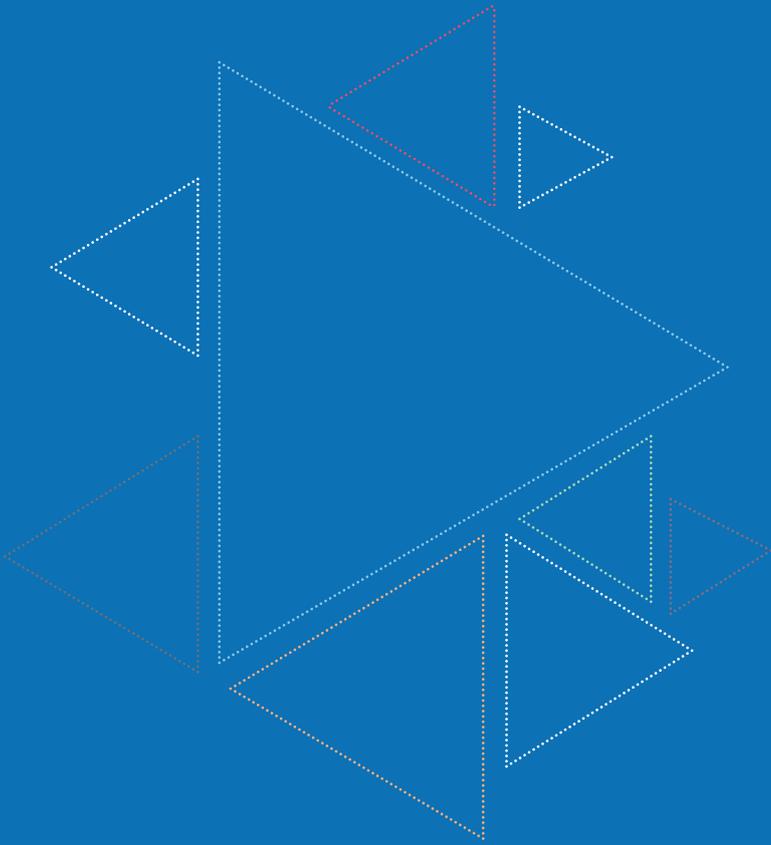


PWYP
SECRETARIAT
OPERATIONAL
PLAN

2023-2024



PUBLISH WHAT
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This Operational Plan lays out what the PWYP Secretariat plans to prioritise in the period 2023 to 2024 to implement PWYP’s global strategy, Vision 2025: A People-centred Agenda for the Extractive Sector. The Plan also identifies what PWYP members and partners can expect of the Secretariat over this period. The writing of this plan was informed by positions developed in the first phase of the strategy, including PWYP’s [civic space plan](#), [energy transition positions](#) and [gender policy](#); as well as by lessons identified in a [mid-term review](#) of Vision 2025 that was undertaken in broad consultation with members. PWYP’s Global Council was also consulted in the development of this plan in October 2022.

Vision 2025 sets out how PWYP will make oil, gas and mineral governance open, accountable, sustainable, equitable and responsive to all

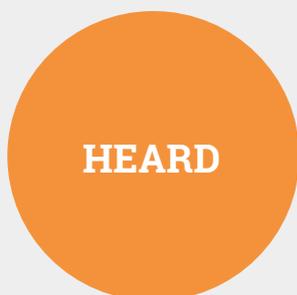
people. Our strategy is rooted in the pursuit of four global goals:



.....
by defending and extending transparency and campaigning for new types of disclosure, for example on extraction's environmental and social impacts.



.....
by putting transparency to work to inform and empower citizens and influence the actions of governments and companies.



.....
by increasing the participation of citizens in the governance of their natural resources and in decisions which affect them, particularly citizens from marginalised groups such as women and indigenous communities.



.....
by making PWYP as strong and inclusive as possible, working through collective action and allying with other movements and institutions around the world.

This operational plan was developed to provide additional clarity on how the Secretariat will support the achievement of these goals. Like our [previous operational plan](#) for the period 2020 to 2022, it assumes that the Secretariat's comparative advantage lies in two areas: supporting more effective, evidence-based

advocacy; and building a more effective, inclusive and diverse global movement. These are interlinked objectives as a strong movement is needed to lead effective and impactful advocacy. The exact balance of our focus will vary from region to region in light of different contexts and members' support needs.



Adjusting to a rapidly changing world

The last few years have seen seismic shifts, like the Covid-19 pandemic, that have profoundly impacted PWYP's work. The current global geopolitical context remains highly volatile and uncertain, calling on us to be adaptable and responsive to more changes as we embark on the final two years of implementation of the Vision 2025 strategy.

The energy transition is well underway, presenting both risks and opportunities for our work. While not accelerating fast enough to avert the catastrophic consequences of global warming, energy transition debates and reforms have gained traction in the wake of the Covid-19 pandemic and, more recently, as Russia's war of aggression on Ukraine has brought under focus the energy supply and security risks of ongoing reliance on fossil fuel production. In this context, PWYP must remain vigilant to ensure that the most disenfranchised do not suffer disproportionately from the fallout of a poorly managed transition to a low carbon economy, with millions of low skilled and informal jobs at risk of disappearing. As the exploitation of minerals that are needed for the transition to a low carbon economy ramps up, communities are also at risk of experiencing the brunt of the costs and few of the benefits. This calls for reasserting their right to free, prior and informed consent (FPIC) and fostering responsive governance of these resources. With public and private donors gradually repositioning towards energy transition efforts, finding our niche and asserting influence on energy transition debates will ensure our movement's ongoing relevance and sustainability.

Ongoing transitions could exacerbate or address entrenched inequalities. Extractive communities continue to suffer from poor access to basic

services such as water, sanitation and health, while simultaneously being most exposed to the negative impacts of extraction. Similarly, there is abundant evidence that women and girls stand to gain little from the economic opportunities from extraction while being disproportionately harmed by it. Global warming is worsening an already precarious situation: communities in extractive areas and less developed countries with the lowest carbon emissions footprint risk being those most impacted by the destructive effects of global warming. Energy transition debates are an opportunity to fundamentally re-imagine the prevailing socio-economic model in favour of greater equality between people and countries. To do so, PWYP must remain a close champion of those groups that are excluded or marginalised from ongoing debates.

Despite our resistance, civic space remains under threat. Recent years have been characterised by a progressive erosion of those democratic standards and fundamental human rights that are the cornerstone of citizen voice and government accountability. The Covid-19 pandemic has frequently been used as a pretext to curtail the voice and influence of civil society and communities. Russia's war against Ukraine rests on the rejection of democratic values, including Ukraine's sovereign right to chart a democratic future. It has also been accompanied by a sustained crackdown of civic freedoms within Russia. While the mid-term strategy review suggests that PWYP has mounted an effective defence of civic space in the past three years, the overall picture remains bleak. An ongoing focus on protecting civic space, including by working with our partners in the human rights and democracy movement, will remain central to achieving our mission.

Balancing ambition and focus

PWYP has recently celebrated its 20th anniversary. Since 2002, we have grown into a global movement of over 50 national coalitions and more than 1,000 members. Yet the Secretariat remains intentionally nimble and is made up of fewer than 25 [staff](#). Our role can only be one of support to the broader membership base, which will continue to take the lead in advancing our agenda at the national level. The Secretariat's support to members must remain focused on high return investments that are strategic and most impactful for the movement, and feasible to deliver.

This operational plan identifies those areas where the Secretariat can contribute most to implementation of the global strategy, including promoting joint working across borders and the sharing of ideas, knowledge and experience across the movement. The Secretariat will focus its fund-raising efforts on opportunities

to influence change in more than one country. The exception will be when rapid responses are needed to prevent or respond to targeted threats to PWYP members, which may be in a specific country. The Secretariat will continue to work in close coordination with PWYP members and in support of the regional and thematic priorities which members have endorsed. The plan assumes that the strategic thinking, energy and commitment to move forward with these priorities will come from PWYP members themselves, in particular those in leadership positions (e.g. Global Council and Africa Steering Committee members, as well as PWYP National Coordinators).

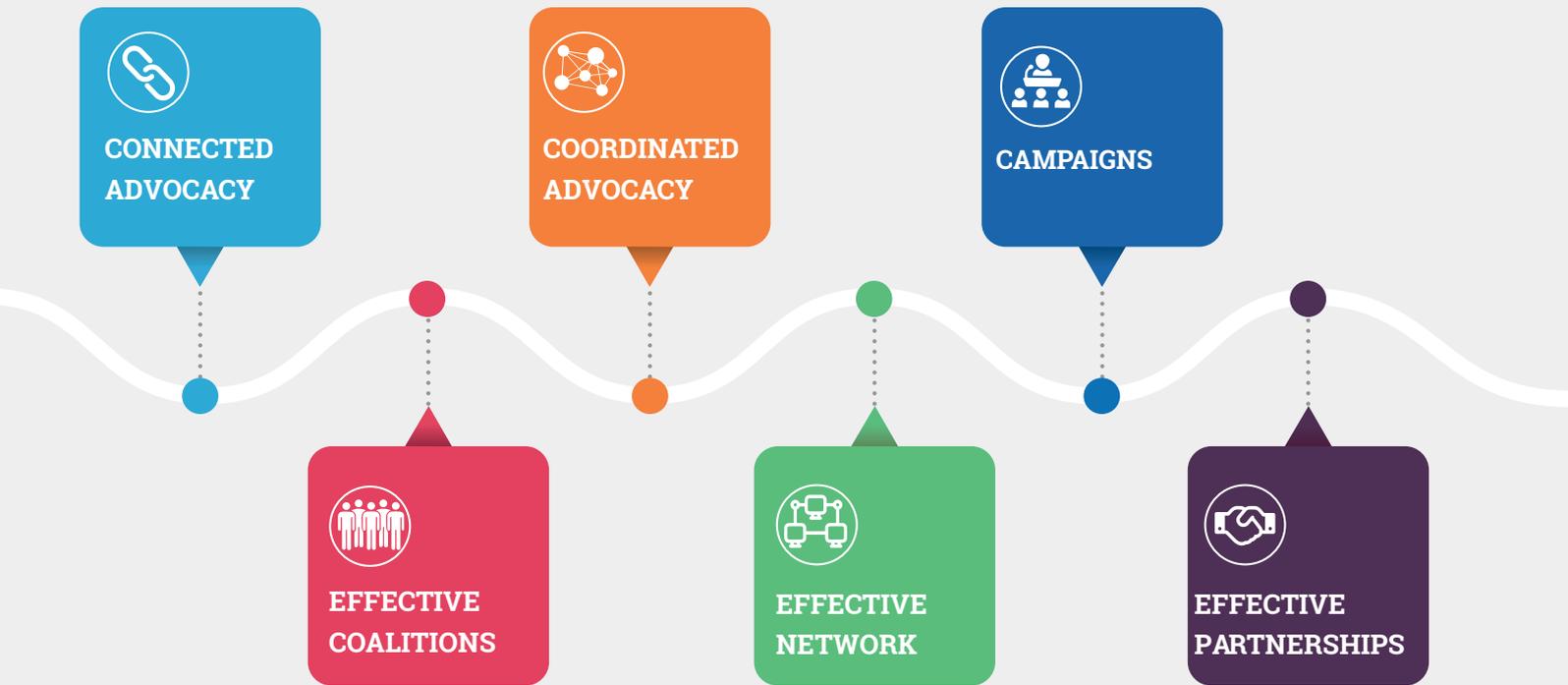
The relationship between the work of the Secretariat in 2023-2024 and the goals of PWYP are expressed in this diagram – which illustrate our theory of change and theory of action.



Our operational plan distinguishes between programmatic and institutional outcomes and indicators. The outer ring of the figure above comprises the six core functions of the Secretariat, which describe at a high level our programmatic work and specify how the

Secretariat will support the PWYP movement in this period. For each function, the next section highlights key ambitions and indicators to be met by the end of 2024, the final year of implementing Vision 2025.

THE SIX FUNCTIONS OF THE SECRETARIAT:



The last section of this plan outlines key priorities in relation to institutional strengthening of the

Secretariat, so that we are in a position to deliver on our support to the movement.

Programmatic Outcomes and Indicators



Outcome: PWYP members are sharing and learning from their advocacy experiences.

We believe that a regular flow of lessons and good practices across the PWYP movement will inspire and strengthen member action and ultimately increase our impact. Rather than being the sole or principal driver of learning and sharing within the network, the Secretariat

seeks to create an environment where members proactively share information or successes - which can motivate peers or provide actionable learning - without the Secretariat's intermediation. To do so, we will continue to provide platforms and opportunities (e.g., thematic lists, in-person

meetings, webinars etc.) that members can tap into to independently share information with their peers. We will also create opportunities for members to use their own voice to present their success and dissect lessons from their work while simultaneously engaging their peers in joint reflection to extrapolate good practices that may be relevant in other contexts (e.g., via webinars to present and jointly discuss takeaways from stories of change).

In the coming years, we want to foster an environment where sharing is highly strategic. This means that we will collectively ask what the purpose of sharing is (why?); whether what we are sharing is relevant and useful for our target audiences (for whom?); and whether the formats we are using for sharing are suitable in light of how intended users digest information (how?) In addition, our focus will be on areas of learning that are of highest relevance to the network and can support increased network impact. In general

terms, this includes showcasing successful advocacy tactics, factors that have supported or hindered progress, instances of successful transnational collaborations and wins, and examples of members adjusting their strategies and tactics in response to their own learning or learning from others.

For learning to be conducive to better advocacy it needs to happen within and across regions. Within regions, sharing enables peers to learn about what works in similar contexts, and it fosters synergies in animating regional campaigns. Across regions, it supports PWYP members' active participation in global campaign priorities as well as the circulation of good practice across the entire network. We will make sure that learning and sharing extends beyond the PWYP network, so that we can learn from the work of other movements and in turn share our lessons with them.

INDICATORS	TARGET
PWYP members and coalitions have proactively shared advocacy information or successes with each other via email lists, WhatsApp, webinars and other means.	Instances of PWYP members proactively sharing advocacy information or successes with peers (Y1: 4; Y2: 6)
Stories of advocacy successes are shared strategically by the Secretariat within and outside of the network	<ul style="list-style-type: none"> • Number of stories of change documented and shared within and outside the movement (Y1: 3; Y2: 3) • Number of page view on PWYP website per article (Y1: 150; Y2: 200).
PWYP members report that their advocacy approaches have been informed by lessons or strategies learned from other members	Number of instances of learning and adaptation that relate to advocacy approaches and issues that are of high relevance to the PWYP network (Y1: 5; Y2: 5).





COORDINATED ADVOCACY

Outcome: PWYP members collaborate transnationally to advance shared advocacy on energy transition, contract transparency, gender justice and civic space

PWYP is most impactful when its members leverage their respective skills, entry points and networks towards shared goals. The Secretariat will continue to support advocacy across borders, within and across regions, on those thematic areas which are at the core of Vision 2025. For this final implementation phase of Vision 2025, key priorities will include consolidated areas of work where significant progress has been made in the first phase of the strategy (i.e., contract transparency, gender justice and civic space) as well as an increased focus on ensuring a just energy transition through a managed decline of fossil fuels and improved governance of transition minerals, in line with [PWYP's energy transition positions](#). We will be flexible and adaptive in our approach, so that we can adjust our focus as political, economic and financial opportunities arise, while also being laser focused on high return investments so as to make the most of our human and financial resources.

PWYP will continue to rely on internal working groups comprising PWYP members and leaders as the primary mechanisms to jointly plan and implement coordinated advocacy. Currently, working groups exist at both global and regional levels on a range of issues considered in our strategy. They include the gender and extractives working group, and a set of emerging regional working groups on a just

energy transition. Participation in these groups often extends to non-member organisations, thus enabling PWYP to plan its advocacy jointly with peers from other movements for combined influence and impact.

Via these working groups, or through other bilateral collaborations between members, PWYP will develop and implement coordinated advocacy plans and develop joint positions, statements, and/or press releases in response to key events or to set the agenda for the broader extractive governance field. As outlined below, we will also continue to strategically plan and organise the attendance of PWYP members and leaders at key sectoral events and conferences to strengthen our networks and project our voice.

The 2023 EITI Conference will be one such moment for coordinated advocacy. We have ambitious [goals](#) for the revision of the EITI standard that will ensure the EITI's ongoing relevance in a world where energy transition debates have gained pace and traction. We will also advocate for new or strengthened provisions on contracts, gender, anti corruption and environmental issues to ensure mandatory disclosure of essential information that is central to community concerns and yet still kept from public view.



INDICATORS	TARGET
PWYP members plan collective advocacy with members from other countries	Number of instances of joint plans on issues of strategic importance (Y1: 5; Y2: 5)
Instances of joint advocacy have taken place, for example through joint statements, press releases, attendance at conferences	Number of instances of joint statements, press releases, and advocacy at events by members (Y1: 3; Y2: 3)
PWYP secures priority revisions to the EITI standard on contracts, gender and energy transition and follows up on implementation	<ul style="list-style-type: none"> 75% of priority policy asks are adopted in the EITI revision of the standard One revision to the standard takes place on responding to PWYP asks on energy transition



Outcome: PWYP members collectively influence better transition minerals governance, a fair and equitable decline of fossil fuels, and contract transparency.

In addition to supporting coordinated advocacy, PWYP will continue to lead concerted, global campaigns. These will be time-bound efforts with clear goals in relation to global norms as well as regional and country level reform. Campaigns are spearheaded by the Secretariat but involve broad-based mobilisation and active participation of all members in coordinated advocacy and public outreach, particularly at the grass-roots and community level where national coalitions are well placed to ensure effective advocacy engagement mechanisms are in place. Dedicated resources and energy are earmarked to PWYP’s campaigns. This includes Secretariat support to members in sharpening advocacy messages and strengthening the public visibility of their work, including through strategic use of social media.

Since 2021, PWYP has been implementing the [#DiscloseTheDeal](#) campaign to make a concerted push for the disclosure of extractives contracts and important ancillary fiscal, social and environmental information demanded by citizens and communities. The campaign has resulted in important new disclosures, or commitments to disclose, in Mali, Senegal, Ukraine and Nigeria. The International Council of Mining and Metals has also required its member companies to align their contract disclosure practice with the EITI standard. As we move to the final years of Vision

2025, the Secretariat will continue supporting members with dedicated funding and technical guidance on advocacy to secure additional advances in relation to campaign goals. We hope that through our collective efforts contract transparency will come to be recognized as a widely accepted norm in extractive sector governance. Our efforts will be informed by lessons from the mid-strategy review and a dedicated #DiscloseTheDeal learning framework.

As part of this operational plan we will also implement a pivot towards the energy transition. This may take the form of two global campaigns that account for the differential opportunities and challenges that the ongoing transition to a low carbon future sets for emerging and established fossil fuel producers and countries that are rich in the minerals required to scale up the use of low-carbon technologies. Our immediate focus will be on securing a transformative governance of transition minerals. This is an area where early intervention is needed to ensure that countries make use of the limited window of opportunity to harness the benefits of the boom in demand for these minerals. It is also important to steer the governance of these minerals to be more responsive to the communities that live in extractive areas, ensuring respect for FPIC and equity in allocating benefits.



The second prospective campaign will be focused on a fair and equitable decline of fossil fuels. Findings from the mid-term strategy evaluation suggest that more time is needed for PWYP members to distil sharp advocacy asks that translate our global positions into an impactful campaign. In this vein, we have been implementing with partners sustained regional learning, dialogue and research efforts in Africa, Asia Pacific, Eurasia, and Latin America to build member capacity and arrive at clear advocacy asks that the whole movement will be invested in. It is possible that these efforts will culminate

in distinct regional campaigns that account for the divergent historical contributions in CO2 emissions and different policy asks that reflect the unique support that less developed countries will require to divest from fossil fuels in a fair and equitable manner.

These dedicated campaigns will complement ongoing coordinated advocacy in the US, Europe and at EITI level on the disclosure of climate risk information that is essential to track divestment pathways.

INDICATORS	TARGET
A global transition minerals campaign is launched, with the Secretariat supporting the development of campaign goals, strategy and communications	<ul style="list-style-type: none"> • Y1: Campaign plan on transition minerals endorsed by the PWYP Global Council • Y2: Campaigning by PWYP members is happening in 10 transition minerals countries • Y2: at least two partial or full policy changes materialise at global, regional or national level as a result of PWYP's transition minerals campaign
Significant advances made in contract transparency as a result of the #DiscloseTheDeal campaign	<ul style="list-style-type: none"> • Y1: 1 partial or full result against campaign goals • Y2: 2 partial or full results against campaign goals • Y1: Member in 25 countries leading on or committed to the campaign
Regional and global campaigning is underway on the fair and equitable decline of fossil fuels	<ul style="list-style-type: none"> • Y1: Scoping for regional and/or global campaigns on fair and equitable decline of fossil fuels • Y2: at least one regional campaign is launched • Y2: global campaign plan developed in line with global strategy development



EFFECTIVE COALITIONS

Outcome: PWYP coalitions increasingly have the diversity, skills and resilience to influence extractive governance in the context of a just energy transition.

For PWYP to be effective and impactful in its advocacy, its member coalitions and organisations need to be inclusive, diverse, skilled and resilient. Building on the progress made so far, the Secretariat will provide support to coalitions to open up to and be responsive to the needs and priorities of marginalised groups, such as women, youth, indigenous communities and people with disabilities as well as the organisations that represent them. Specifically, we will continue working with members and coalitions so that these groups have adequate representation in both membership and leadership of national coalitions and global governing bodies. We expect that giving a voice and platform to underrepresented groups will in turn strengthen our legitimacy and collective influence as a movement. The recent approval of a PWYP [global gender policy](#) provides clear directions and benchmarks for PWYP leaders and members to advance gender justice across all aspects of our work.

We will continue to work with members to hone their skills and increase their readiness to tackle the challenges that a just energy transition raises for all aspects of our work, from its impact on core extractive sector governance issues to its implications for our work on gender justice and civic space. We will do so primarily by facilitating dialogues, meetings, and webinars bringing together our members to update them on the latest thinking, allow them to reflect together, while also collectively strategising on our responses.

The Secretariat will also continue supporting members to build confidence to anticipate, respond to and shape civic space trends. This will include mobilising funds, experts or partners in the extractive sector and human rights spheres to respond to civic space threats. We will also leverage strategic entry points to protect the free voice of civil society in public debates; this will be primarily achieved via strategic use of EITI validations to test and affirm the principles enshrined in the EITI civil society protocol.



INDICATORS	TARGET
<p>PWYP coalitions are increasingly diverse and inclusive of women's, youth, indigenous and disability rights actors, including in leadership roles.</p>	<ul style="list-style-type: none"> • 5 percentage point increase in proportion of marginalised group representation in PWYP coalition membership (each year) • 5 percentage point increase in the number of women in national steering committees (each year) • At least 12 national coalitions have designated gender champions
<p>PWYP members have increased capacity to formulate policy asks, and lead programmes, to facilitate a just energy transition.</p>	<ul style="list-style-type: none"> • Each year: The PWYP Secretariat and/or members organise at least 3 global or regional dialogues, meetings, webinars to strengthen member capacity on relevant skills and topics. • Y2: At least 50% of webinar/training participants report increased capacity in how to formulate policy asks, and lead programmes, to facilitate a just energy transition
<p>PWYP mobilises financial and/or technical resources to support civic space advocacy, including through EITI validations.</p>	<ul style="list-style-type: none"> • EITI Validation support enables civil society to push for specific civic space reforms. Y1: 4 coalitions. Y2: 4 coalitions. • Funds are mobilised to respond to civic space threats on a needs basis • Members in need are able to connect with human rights organisations or legal experts to provide responsive support





EFFECTIVE NETWORK

Outcome: PWYP's regional and global leaders effectively guide the strategic direction of the movement through engagement with members and global policy implementation.

PWYP leaders in the Global Council (GC), the Africa Steering Committee (ASC) and civil society representatives on the EITI board play a critical role in the collective stewardship, representation and impact of the PWYP movement. The Global Council and Africa Steering Committee are elected by civil society in each region to champion their positions within the movement as well as at external fora where PWYP projects its voice and positions to other stakeholders and partners. Their success is premised on active consultation of members and ongoing accountability to them in the discharge of their functions.

The Secretariat will work with the GC and ASC to consult and support the broader movement as we ramp up our work on energy transition. Concretely, this will see the active involvement of PWYP leaders in energy transition working groups as well as planned campaigns. The implementation of the gender policy will also be a key concern for the GC and ASC for the coming years: gender champions will be designated to promote the principles enshrined in the policy, monitor its implementation, and ensure that adequate resources are earmarked.

A critical priority for the Global Council, with support from the Secretariat, will be agreeing a process to develop a new, global strategy. We anticipate that the strategy development process will see broad consultation of members and consider PWYP's strengths as well as progress and lessons in implementing our Vision 2025 strategy. We will also interrogate our changing political and economic landscape and the opportunities and consequent shifts that it brings to our work. We expect the strategy development process to consider the implications of a just energy transition, ongoing threats to civic space, and broader geopolitical shifts, to ensure that our work and movement maintain their strategic relevance in the years to come.

Following the rotation of GC members in June 2022, the Secretariat will support the election process for a new ASC in 2024 and the elections of new civil society members of the EITI Board in 2023. A list of pipeline candidates for the next election of the GC (in 2025) will be identified in 2024.



INDICATORS	TARGET
PWYP regional and global leaders engage in timely and responsive communication with members to solicit input into the strategic direction and impact of the movement.	PWYP elects/selects (as relevant) competent representatives for the ASC and EITI board (Y1) and has a pipeline of candidates for the GC (Y2)
The next PWYP strategy sets a clear direction for the movement which responds to members' priorities, opportunities for impact and external contextual shifts.	<ul style="list-style-type: none"> The strategy development process includes wide consultation with PWYP members, funding partners and other relevant stakeholders PWYP leaders actively participate in LAC Just Energy Transition Working Group and the Africa Transition Minerals working groups
Designated gender champions on the Global Council and Africa Steering Committee contribute to driving forward the implementation of the Global Gender Policy.	<ul style="list-style-type: none"> Governing bodies designate gender champions Dedicated funding is budgeted for policy implementation in Secretariat work plans New campaigns reflect gender responsive analysis and actions



Outcome: The PWYP movement is more influential, sustainable and visible as a result of strategic collaborations.

PWYP's influence is strengthened through strategic collaborations and partnerships with influential actors. These include norm-setting actors that have a direct influence on extractive sector policy and related fields as well as players that can take up and amplify our advocacy messages and help us influence duty bearers.

In line with our strategy, we will continue to be intentional in building bridges and linkages to actors that intervene in related social movements. In the first phase of Vision 2025, we have built solid partnerships with players in the democracy and human rights sphere as well as the feminist movement. Nurturing and deepening these partnerships will remain a key aim for the remainder of Vision 2025. Further, in line with our increased focus on energy transition, we will cultivate emerging partnerships with players that are at the forefront of efforts to tackle the climate crisis. We expect these partnerships to

produce greater agenda alignment and to result in collaborative work to further our strategic aims at the regional and global levels.

We will continue to leverage flagship sectoral events to connect with and influence decision makers, and increase our overall visibility. The Secretariat will support PWYP members and leaders in preparing for, and strategically using, these events to further our objectives. We will identify key outreach targets (i.e., individuals or organisations that can be allies of our cause) and help members prepare for panels or side events so that they can convincingly communicate and advance PWYP's positions. We will focus primarily on sectoral events that are central to shaping a just energy transition and where PWYP has a successful track record of engagement. This includes the EITI Conference, the Alternative Mining Indaba (AMI), and the United Nations Climate Change Conference (COP).

PWYP will also continue investing in developing long-term partnerships with a broad range of donors to mobilise the resources we need to achieve our mission. Concretely, the Secretariat will support members in the pursuit of joint fundraising, and in the process strengthen member capacity to independently secure the resources that they need to lead work.

Anticipating that a number of important grants come to an end in the coming years, our focus will also be on securing the resources that the Secretariat needs to be able about to discharge its support functions while also retaining a cushion of resources that can be strategically re-granted to members to strengthen our collective action on issues of strategic importance.

INDICATORS	TARGET
PWYP members and regional and global leaders actively engage in key events including the EITI Conference, AMI, and COP	<ul style="list-style-type: none"> • PWYP contributes to the agenda of key events (e.g. EITI, AMI, OGP) and/or leads side events to further its strategic priorities • PWYP leaders and members attend, present or undertake targeted outreach at key events (including EITI, AMI, COP, IACC and OGP)
PWYP builds and strengthens relationships with strategic actors to enhance our ability to influence power	<ul style="list-style-type: none"> • Number of partnerships developed with key influencers (Y1: 1; Y2: 1) • Number of instances of policy/practice changes that PWYP contributes to as a result of strategic collaborations with existing and new partners (Y1: 1; Y2: 1)
PWYP develops strong, long-term partnerships with existing and new donors to mobilise the resources it needs to achieve its vision, including through joint fundraising with coalitions	<ul style="list-style-type: none"> • New donors identified to support required levels of funding • Submission of successful joint fundraising proposals <ul style="list-style-type: none"> • Y1:3 • Y2:3

Institutional outcomes and indicators

In addition to the six functions identified in our theory of change, the Secretariat has identified three institutional outcomes to guide its work

on maintaining and improving its financial and operational capacity over the coming two years.



Outcome: PWYP has the necessary resources, deployed effectively, to drive forward our mission and to support organisational sustainability

In order to provide high quality, impactful support to its members, the PWYP secretariat must have adequate resources - both human and financial - and deploy these resources effectively. Long-term, flexible funding commitments allow the Secretariat to be dynamic in its work, responding to the needs of its members and to opportunities and challenges as they arise. The Secretariat will work with existing and new donors to secure such commitments, safeguarding its ability to support the PWYP movement in years to come.

Once such funding is secured, it needs to be managed effectively. PWYP will ensure it takes a strategic approach to finance, planning for the long term to ensure sustainability, deploying its funds in high impact, efficient ways, and ensuring strong financial management processes are in place. Finally, to ensure the Secretariat continues to add value to the wider PWYP movement, it must invest in its people. The Secretariat will ensure it attracts and retains skilled, passionate people who reflect the diversity of the wider movement.

INDICATORS	TARGET
Financial - PWYP maintains effective financial management, oversight and stewardship of PWYP's financial resources to ensure organisational sustainability and resilience	PWYP maintains adequate reserves (as per its reserves policy) to ensure resilience of the organisation
Fundraising - PWYP has long-term funding commitments to deliver on key strategic priorities	PWYP secures new core funding of at least \$1M per year from 2024 onwards
Human Resources - PWYP recruits and retains a diverse, effective and accountable workforce to meet the needs of the organisation	<ul style="list-style-type: none"> Y1: successful recruitment of target roles within two months (Comms Coordinator, Member Engagement Manager Africa, Policy Coordinator) Y2: Staff retention rate above 80% Y2: successful recruitment of target roles within two months

**PROCESSES
AND
OVERSIGHT**

Outcome: PWYP's governance, internal structures and processes ensure compliance, a culture of excellence and the legitimacy of our work

Given the nature of our work, it is critical that the Secretariat is seen to have legitimacy in the eyes of the wider PWYP movement, its funders and other stakeholders. As such, we will continue to strengthen our existing governance structures, ensuring diversity and the right skills mix in our governing bodies, operating with full transparency and in compliance with all applicable legislation.

This effective governance will be underpinned by having a full suite of clear, relevant policies that guide our work and ensure best practice within the Secretariat in all areas. We will continue to invest in our monitoring, evaluation and learning systems, ensuring we collect relevant data and use this data to drive improvement and innovation, sharing lessons and best practice across the PWYP network.

INDICATORS	TARGET
Governance - PWYP has effective & representative governance structures & meets its legal & financial reporting requirements	<ul style="list-style-type: none"> • Y1 and Y2: at least one in-person meeting for PWYP's governing bodies • Y1: recruitment of one new board member • Y2: recruitment of new board Treasurer and Chair • Y1 and Y2: clean audits
Policies - PWYP has an up to date, compliant suite of policies to guide and inform our work and operating principles	Y1 and Y2: annual review of policy suite and policies updated in line with review
Monitoring, Evaluation and Learning (MEL) - PWYP has systems and processes that support a culture of learning and improvement to demonstrate the impact of our work	<ul style="list-style-type: none"> • Y1 and Y2: Trackers in use for major projects/ campaigns by ME and CC Teams • Y1 and Y2: learning agendas defined and actioned in line with annual plans



SYSTEMS

Outcome: The Secretariat has effective & integrated systems that strengthen its ability to enhance the work of the PWYP network

PWYP will invest in its systems to ensure it is well positioned to support and enhance the work of the wider movement. It will undertake a comprehensive review of its ICT systems, with a focus on ensuring information and knowledge can be shared across PWYP in a safe and effective manner, enhancing collaboration and coordinated advocacy efforts. It will also invest in its subgranting management systems. This will

increase the capacity of the Secretariat to initiate, track and manage subgrants, an important tool to strengthen the PWYP movement. Finally, by moving to a new finance system that integrates with its existing fundraising system, the Secretariat will ensure it is able to better manage financial and fundraising information, including joint fundraising efforts with the wider movement.

INDICATORS	TARGET
ICT – PWYP has effective ICT systems and processes that enables effective and secure collaboration across the network	<ul style="list-style-type: none">• Strategic review of ICT systems delivered in 2023• Recommendations of the review implemented by end of 2024
PWYP has integrated finance and fundraising systems that support information sharing, collaboration and accurate reporting.	<ul style="list-style-type: none">• Y1: New finance system adopted & implemented• Y2: Integration between finance & fundraising systems
Sub-granting – PWYP has an effective, end-to-end system to manage and facilitate strategic sub-granting, thus strengthening the wider network	<ul style="list-style-type: none">• Y1: Tailored software solution to manage subgranting developed & implemented• Y2: Review of PWYP's sub-granting policy in line with new strategy development



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