

Appendix E

Developing an Internal Government FDP Process



The Commonwealth

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The checklist below is intended to be used as a guide for developing an internal government process for reviewing and approving FDPs.

It is a summary of the recommendations in [Chapter 5](#) of the Commonwealth Secretariat's publication *Field Development Plans: A Handbook for Government Officials*.

STEP 1: Establishing an Intra-Governmental Team (IGT).

The composition and empowerment of the IGT would be central to effective stewardship of the FDP process and would depend on the country's legal framework.

IGT Mandate

The IGT should be established with the ability to make decisions and recommendations on behalf of the respective agencies. Given the context, it is important for the IGT to have political support.

- Is there a clear mandate for the IGT?
- Would a Terms of Reference be useful?
- Is there clear understanding of the scope of the FDP review?

MEMBERSHIP OF IGT

- Is there a lead "Coordinating" institution for the FDP?
Entity Public Utilities, Local Planning, Development and Infrastructure, Social and Community Development, Labour
- Has a stakeholder mapping exercise been conducted to identify relevant ministries, agencies and inform membership of the IGT?
Relevant ministries/agencies may include Ministry of Finance, Energy, Environment, Public Utilities, Local Planning, Development and Infrastructure, Social and Community Development, Labour. Not every government agency, ministry or entity will need to participate directly in the FDP review process or be represented on the IGT but may be called up to provide guidance, information, verification and input when required.
- Is there an assessment of skills and expertise required? Including timing and duration
The IGT would need access to skills and expertise to review the components of the FDP. The government should consider whether it has the capacity to staff the IGT in each of the above listed areas using in-house resources or whether external advisers will be needed.
- If external experts are required, how will the contracting process be managed?
The structure of the IGT should be informed by the government's plans for building a cadre of national experts. Where external experts are hired, the contractual terms should include specific actions and timeframes for documentation, mentoring/coaching to facilitate knowledge transfer.
- Is there clarity on the roles and responsibilities for members of the IGT?
Consider use of RASCI matrix (Responsible, Accountable, Support, Consult, Inform) or similar tool to clarify the roles of each identified government entity or individual.

STEP 2: Establishing Intra-Governmental Team (IGT) Protocols

A holistic, proactive approach to the FDP requires government engagement from discovery. To ensure effective coordination and communication over an extended period of time it is important for the IGT to establish clear protocols for how they will interact with each other and the companies.

Establishing government objectives

- Is there a chairperson and focal point for the FDP process?
This should be a sufficiently experienced and senior member of the IGT.
- Is there clarity on government objectives?
Has each institution identified objectives and expectations for their relevant areas in the FDP? This would help to identify potential misalignments between ministries/agencies
- If there are misalignments, is there a process or mechanism to discuss trade-offs in order to establish a whole-of-government position?

Communication and meeting protocols

These should be aligned to operator-government scheduled reviews. Particular attention should be paid to ensure alignment with the operator's project management process, timelines and key milestones. It is natural that meetings will intensify at critical junctures of the project and when the FDP has been submitted.

- IGT Meeting frequency and objectives.
- IGT Members' communication with principals. Part of each IGT member's role must be to ensure that they disseminate information and provide project updates to the relevant Minister as well as counterparts who may not attend IGT meetings
- How information will be shared, especially with respect to the timing of reports and findings

Process for resolving issues and misalignments between operator and government

It is inevitable that there will be differences between the operator and government. A system should be put in place for these to be resolved in a timely fashion. For example, "critical" or "strategic" matters which will have significant bearing on project design versus areas for clarification.

- Is there an agreed approach to categorising matters?
- Is there a dashboard or tracking tool?

Decision making and escalation protocols

If agreement on critical issues cannot be resolved within the IGT, how will they be managed? This may not present in technical matters but may be of particular relevance on strategic issues:

STEP 3: Ongoing IGT engagement and communication during FDP

It is highly recommended that the government working collaboratively with the operator establishes a schedule of reviews as the FDP is being developed.

As far as possible, engagements on the FDP should be carried out via the existing technical review meetings between the regulator and the company. For example via the Joint Management Committee/Technical Coordination Committee under the Petroleum Agreement/Licence. It would be natural that as the project matures IGT engagement would increase.

STEP 4: Close out and lessons learnt

It is highly recommended that the government working collaboratively with the operator establishes a schedule of reviews as the FDP is being developed.

The IGT should undertake an evaluation of the process and outcomes to ascertain what worked well and where there were opportunities for improvement. This would help to create a basis for knowledge transfer as well as increasing system efficiency.