

# **APPROVED MWEITI 2022 ANNUAL WORKPLAN**

**2022/2023**

**MALAWI COVID ERA 2022/23 ANNUAL WORK PLAN**  
**APPROVED BY MSG ON 26Th May 2022**  
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## List of Acronyms

ACB	Anti-Corruption Bureau
ASM	Artisanal and Small-scale Mining
AWP	Annual Work Plan
BO	Beneficial Ownership
BOD	Beneficial Ownership Disclosure
CE	Company and Enterprise
CEPA	Center for Policy Advocacy
CSO	Civil Society Organization
DSA	Daily subsistence allowance
DOF	Department of Forestry
DOM	Department of Mines
EITI	Extractive Industries Transparency Initiative
EITI-IS	Extractive Industries Transparency Initiative International Secretariat
EUD	European Union Delegation
FIA	Financial Intelligence Authority
GDP	Gross Domestic Product
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit
RGD	Registrar General Department
IA	Independent Administrator
M & E	Monitoring and Evaluation
MDA	Ministries, Departments and Agencies
MCME	Malawi Chamber of Mine and Energy
MoFEAs	Ministry of Finance and Economic Affairs
MoJ	Ministry of Justice
MoM	Ministry of Mining
MWEITI	Malawi Extractive Industries Transparency Initiative
MRA	Malawi Revenue Authority
MSG	Multi-Stakeholder Group
NPC	National Planning Commission
NAO	National Audit Office
NCA	Norwegian Church Aid
NS	National Secretariat
NRJN	National Resources Justice Network
RAP	Remedial Action Plan
SoP	Standard Operating Procedure
SoEs	State Owned Enterprises
SMEs	Small Medium Enterprises
TA	Technical Assistant (Expert)
TIN	Tax Identification Number
ToR	Terms of Reference
RBM	Reserve Bank of Malawi

## 1. Introduction

The Annual Work Plan is an implementation tool of the Strategic Plan on a yearly basis, which takes into account a number of activities, resource and timelines and the monitoring mechanisms for achieving the objectives. This Annual Work Plan is Malawi's fifth work plan after the approval of the initial MWEITI Strategic Plan in 2017.

The Malawi Extractive Industry Transparency Initiative (MWEITI) MSG has a mandate under the EITI International Standard to produce the Annual Work plan to facilitate the implementation of EITI requirements and achieve MWEITI objectives. This Annual Work plan is designed to implement the activities and programmes for MWEITI in the year 2022/23.

The 2022/23 Annual Work Plan is developed and expected to be implemented under the harsh environment and restrictions associated with the COVID-19 pandemic. Therefore, the 2022/23 Annual work plan, like the previous one, is called COVID Era Annual Work Plan. In 2021, Corona virus had changed its strain which had even more impact on livelihoods including extractive industries. But in 2022, the Corona virus though had mutated further creating a new COVID-19 variant but has had less effect. In 2022, it has been observed all over the world that there is relaxation of COVID-19 measures as compared to the year 2021. Further, due to Ukraine and Russia war, there is less attention on the COVID-19 pandemic and it seems the pandemic is coming towards its end. In this regard the Government of Malawi like many others in 2022 has relaxed COVID-19 control measures. The relaxation of the COVID-19 control measures is expected to create a better environment for the implementation of MWEITI activities in this Annual Work Plan.

Therefore this Annual Work Plan is designed with such understanding of the COVID-19 atmosphere. The International EITI Board's decision made on 25<sup>th</sup> May 2020, allows more flexibility in report production in recognition of the challenges posed by the COVID-19 pandemic. The MWEITI MSG, therefore, recognises and considers the EITI International Board decision in the preparation and implementation of the 2022 Annual Work Plan and in a manner in which it's expected to conduct the activities.

Further, in 2022, MWEITI has undertaken EITI validation assessment with the International Secretariat which started in January 2022 and the report is expected to be ready by end of May 2022. Therefore, the Annual Work Plan is expected to adopt and address recommendations and findings of this MWEITI validation assessment report. There is also a promising financing prospect as the European Union Delegation (EUD), through Chuma Cha Dziko Project, indicated to support some MWEITI technical activities which include the EITI report formulation and the Malawi EITI Law and Policy.

The MWEITI Strategic Plan has four key result areas which the Annual Work plan aligns to achieve. The key results areas are;

- i. Result area 1: Increased sector contribution to GDP;
- ii. Result area 2: Improved extractives sector growth and performance;

- iii. Result area 3: Improved information, openness, awareness on issues of extractive industries; and,
- iv. Result area 4: Enhanced capacity of MWEITI *and its stakeholders* to implement EITI Standards.

## 1.1 The EITI International Standard Annual Work Plan Requirement

The EITI International Standard Requirement number 1.5 states that the Multi-Stakeholder Group is required to maintain a current work plan, fully costed and aligned with the reporting and validation deadlines established by the EITI Board. The work plan must;

- a) Set EITI implementation objectives that are linked to the EITI Principles and reflect national priorities for the extractive industries. The Multi-Stakeholder Group should address the steps needed to mainstream EITI implementation in company and government systems. Multi-Stakeholder Groups are encouraged to explore innovative approaches to extending EITI implementation to inform public debate about natural resource governance and encourage high standards of transparency and accountability in public life, government operations and in business.
- b) Reflect the results of consultations with key stakeholders, and be endorsed by the multi-stakeholder group. (Stakeholder consultations report attached as Annex 3)
- c) Include measurable and time bound activities to achieve the agreed objectives. The scope of EITI implementation should be tailored to contribute to the desired objectives that have been identified during the consultation process. The Work Plan must:
  - i. Assess and outline plans to address any potential capacity constraints in government agencies, companies and civil society that may be an obstacle to effective EITI implementation.
  - ii. Address the scope of EITI implementation, including plans for strengthening systematic disclosures and addressing technical aspects of reporting, such as comprehensiveness and data reliability (4.1 and 4.9).
  - iii. Identify and outline plans to address any potential legal or regulatory obstacles to EITI implementation, including, if applicable, any plans to incorporate the EITI Requirements within national legislation or regulation.
  - iv. Outline the multi-stakeholder group's plans for implementing the recommendations from EITI implementation and Validation.
  - v. Outline plans for disclosing contracts in accordance with Requirement 2.4(b) and beneficial ownership information in accordance with Requirement 2.5(c)-(f), including milestones and deadlines.

- d) Identify domestic and external sources of funding and technical assistance where appropriate in order to ensure timely implementation of the agreed work plan.
- e) Be made widely available to the public, for example published on the national EITI website and/or other relevant ministry and agency websites, in print media or in places that are easily accessible to the public.
- f) Be reviewed and updated annually. In reviewing the work plan, the multi-stakeholder group should consider extending the detail and scope of EITI implementation. In accordance with Requirement 1.4 (b), the multi-stakeholder group is required to document its discussions and decisions.
- g) Include a timetable for implementation that is aligned with the deadlines established by the EITI Board (section 4 - EITI Board oversight of EITI implementation) and that takes into account administrative requirements such as procurement processes and funding.

## 1.2 National priorities and governance of the extractive industries

Malawi National priorities are enshrined in the Overarching long term National Policy Document called Malawi 2063 (MW2063). The national vision is to have an inclusively wealthy and self-reliant industrialized ‘upper-middle-income country by year 2063. Therefore, the inclusivity of MWEITI in its processes and approach regarding management and development of natural resources makes MWEITI an important tool for Malawi to achieve its national vision, especially through the MW2063 pillar of industrialization, which has mining as a key component. The Malawi 2063 document can be accessed through the following link <https://npc.mw/wp-content/uploads/2021/02/ENGLISH-VERSION.pdf>

While MWEITI tends to promote inclusive economic development and management of the country’s natural resources which makes it fit into Enablers 4 (Private Sector Dynamism) and 5 (Human Capital Development) under Chapter 4 of the key enablers for developments in the Malawi 2063 Plan, the EITI processes directly address enabler 2 which is to promote Effective Governance Systems and Institutions within the extractive industries context. In the First 10-Year Implementation Plan (MIP-1) of Malawi 2063, Malawi has prioritised mining as a key driver of economic growth. There is also a very high political will and declaration by the State President Dr. Lazarus McCarthy Chakwera where Mining has been declared a priority. Therefore, the MWEITI operations and management is very key and important for Malawi to achieve the country’s aspirations, as espoused in Malawi 2063.

## 1.3 Logic Framework Approach

The 2022/23 Annual Work Plan includes the Logic Frame Work approach in developing and implementing MWEITI activities. Further the activities have been broken down in the work structure for easy follow up and monitoring.

## 1.4 2021/2022 Annual Work Plan Challenges

The previous 2021/2022 Annual Work Plan had activities in all the four result areas but its attainments were affected mainly because of the following reasons;

- i. the impact of the COVID-19 pandemic;
- ii. limited funding - Funding support from GIZ came to an end due to end of the project, and;
- iii. capacity constraints', especially in the MWEITI Secretariat, positions of fulltime officers were not yet filled as expected.

In 2021/2022 the budget was estimated at K325.6 million (US\$395,000) however the actual spending/funding was estimated at about K 101 million (31 percent of the total estimated budget). This indicates that less than half of the work plan activities were implemented. However, this does not mean that MWEITI failed but that priority was given only to key activities of the EITI standards. It is good to note that MWEITI in 2020 did not pursue and engage any donor on the funding gaps for financial support. This contributed to the budget not being adequately financed.

## 1.5 2022/23 Annual Work Plan and Assumptions

The 2022/2023 AWP is estimated to cost MWEITI Mk 454.8 million. The sources of financing will include Government, EUD and other financing partners not yet committed. The MWEITI Secretariat with the support of MSG is expected to develop a stand alone Resources Mobilization Plan and that it will engage development partners in the countries and outside to support the activities of this work plan.

The following assumptions have guided the formulation of the 2022/23 Annual Work Plan:

- i. COVID-19 pandemic: Many activities, for example workshops and meetings, may remain restricted as such alternative ways like virtual meetings will be prominent. This will cut some costs especially on MSG ordinary and extra ordinary meetings.
- ii. Financial support for some technical activities from the European Union Delegation (EUD) through, Chuma Cha Dziko Project, is expected to address some outstanding EITI reports recommendations like the development of the EITI Law and Policy for Malawi.
- iii. Working in partnership with CSOs in the report findings dissemination. In the year 2022/2023 MWEITI is expected to work with the Norwegian Church Aid (NCA) and OXFAM through its Civil Society Organization Partners in the dissemination and communication of the EITI reports.
- iv. Limited staffing capacity: the MWEITI Secretariat is not yet staffed to its optimal capacity and a number of pertinent activities, especially on communication, monitoring and evaluation will not be fully achieved. However, the Government approved a Department of Revenue Policy Division functional review in 2019 which is expected to be implemented to support MWEITI Secretariat staffing.

- v. Limited Capacity in Skills and Knowledge related to EITI implementation and management: MSG and MWEITI Secretariat require continuous skills and management capacity building.

## 2. Objectives and Activities

The main objectives of the 2022/23 Annual Work Plan as an operational tool are;

- i. to ensure that Malawi is in compliance with the EITI international standard;
- ii. to contribute to the achievement of MWEITI national strategic outcomes; and
- iii. to facilitate building of the capacity of the stakeholders in the implementation of EITI standard in the country.

Most of the EITI activities are continuous as they are required to be undertaken every year according to EITI standard requirements. In the year 2022/2023 MWEITI is expecting that it will undertake an efficacy study of the EITI implementation in Malawi from its inception in 2015 to 2021 which will help to eliminate bottlenecks and inform the MSG and stakeholders on the better way to address challenges for a better future of EITI in Malawi.

## 3. Stakeholders consultations and beneficiaries of the Annual Work Plan

The Annual Work Plan was developed in consultations with key stakeholders. The National Secretariat conducted consultations with stakeholders to solicit inputs and comments on the activities included in the Annual Work Plan and how they affect the national needs and country Vision 2063. The National Secretariat drew a list of strategic key partners and stakeholders in the Civil Society Organisations, private sector, and Government Institutions outside the Multi-Stakeholders Group to get the required inputs and comments as required by EITI Standard requirement 1.5 (c). The brief report of each consulted institution is attached to this AWP as annex (iii).

## 4. Monitoring and Evaluation

The monitoring of the implementation of this Work Plan is expected to be conducted by MSG through the designated representative. The National Secretariat is expected to conduct quarterly monitoring and evaluation of the activity implementation and report quarterly to MSG using various tools. Further, the impacts and outcome of the Annual Work Plan is expected to be undertaken in the yearly EITI report and using the Annual Activities Progress survey report which are requirements under the EITI standards.

## 5. 2022/23 Annual Work Plan and Schedule

The 2022/2023 Annual Work Plan is designed following the Country's Financial Year which changed from July to June to April to March. Therefore, this Annual Work Plan schedule covers period from April 2022 to March 2023.



Table 1. 2022 Annual Work Plan Scheduling

				<i>Months 2022/2023 (From April)</i>											
ACTIVITIES		OUTPUT	MEANS/INPUTS	4	5	6	7	8	9	10	11	12	1	2	3
<b>Result area 1: Achieve EITI Standard Country Compliance</b>															
1.1	Facilitate MSG and its subcommittees ordinary and extraordinary meetings	Meeting minutes and reports	Transport; upkeep/DSA; materials/stationery; communication/airtime/drinks and snacks												
1.2	Conduct annual reconciliation of revenues and payments (Production of 6 <sup>th</sup> EITI Report)	Approved 6 <sup>th</sup> EITI report; data on payments/revenues published	IA; meetings; workshops; venues; transport; upkeep, stationery												
1.3	Develop and Implement Remedial Action Plan (RAP)	Costed Remedial Action Plan Report; Recommendations Addressed reports;	TA; Meetings; MSG Workshop; Venue; Transport; Upkeep; Stationary												
1.4	Develop road map of MWEITI project level reporting (new guidelines EITI ) systems	Meetings Reports and Minutes;	Transport; upkeep/DSA; materials/stationery; communication/airtime												
1.5	Facilitation of mainstreaming of MWEITI in MDAs and companies	Meetings Reports and Minutes;	IA; meetings; workshops; venues; transport; upkeep, stationery												

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1.6	Procure MWEITI Secretariat Office and Support Communication equipment	Well-organized MSG Meetings and Workshops ; Conducive office working environment; Efficient Meeting Communication; Effective Communication and dissemination of MWEITI outreach programs;	4-Staff chairs, 3- laptops;1- Scanner/Photo copier/printer; Communication equipment (2-Routers, 3- Cellphone, 1- HD camera, 1- Meeting recorder, 10- Flush disc, 1- Overhead projector)												
<b>Result area 2: Improved extractives sector growth and performance</b>															
2.1	Technical Assistance:EITI and Gender Mainstreaming Study	EITI and Gender Mainstreaming report; Mainstreaming Action Plan	Consultants, workshops, meetings; transport; DSA; materials/stationery												
2.2	Technical Assistance: Legal impediments study; Malawi EITI Law and Policy	Reports on policy framework legal impediments and EITI Law	Consultants, workshops, meetings; transport; DSA; materials/stationery												
2.3	Developing approved 2022/2023 Annual Work plan	Approved 2022 Annual Work plan; Meeting Report	Consultants, workshops, meetings; transport; DSA; materials/stationery												

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2.4	Efficacy Evaluation of MWEITI Implementation from 2015 to 2021 to inform MSG for reforms	Consultancy	Meetings; workshops, venues, transport, upkeep, stationary. fees															
<b>Result area 3: Improved Dissemination, information, openness, awareness on issues of extractive industries</b>																		
3.1	Feedback survey on Stakeholders for the production of annual activities Progress report for 2021	2021 Annual Progress Report;	transport; upkeep/DSA; materials/stationery															
3.2	EITI Report Launch	200 reconciliation reports distributed; Summary Reports and Brochures distributed; public awareness of EITI Report findings	Venue; transport; upkeep; accommodation; publicity materials; stationery															
3.3	Dissemination and communication of EITI reconciliation report findings	Communication tools; newspaper articles; publicity materials; Radio/TV Programs;	Facilitator(s)/producers; Airtime on radio/TV; Medea tool kits/materials															
3.4	Outreach in mining communities areas/CSOs Outside MSG/Media/ other stakeholders to discuss revenue and non-revenue issues affecting them and EITI Report findings.	Community meeting reports; Annual progress activity report	Transport; upkeep/DSA; materials/stationery															

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3.5	Support to Registrar General for mainstreaming BOD in MDAs and CEs	Meeting, Workshop, conference report on mainstreaming	Venue; transport; upkeep/DSA; materials/stationery															
3.6	MWEITI Secretariat Website Review and Maintenance training	Improved and well maintained MWEITI Website and Social media accounts; Up to date information on website.	Facilitator/consultant; Venue; transport; upkeep/DSA; materials/stationery															
3.7	MWEITI Media Committee Members learning visit on EITI Reporting	Leaning Visit Report	Government Bus; Fuel; upkeep/DSA															
3.8	MWEITI MSG Members learning visit on EITI engagement and management	Leaning Visit Report	Airtickets/Travel Allowance															
3.9	Develop MWEITI Ant-Corruption strategies	MWEITI Ant-Corruption Guidelines Paper and Report	Facilitator/Consultant; Venue; transport; upkeep/DSA; materials/stationery															
3.10	Study on Corruption risks assessment in the extractive sector.	Study report and recommendations	Facilitator/Consultant; Venue; transport; upkeep/DSA; materials/stationery															
3.11	MWEITI Participation in FIA National Risk Assessment programme (Legal persons and arrangements Model)	National Risk Assessment Report	Transport/Upkeep/DSA															

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3.12	Facilitation of Contracts Transparency Implementation	Meetings Reports and Minutes; Easy access to extractive Industries Contracts/Agreements/Licenses	Data Collection; meetings; transport; upkeep/DSA;																
3.13	MWEITI Participation on global EITI International conference to gain experience and knowledge	MSG and National Secretariat Attendance	Virtual/virtual meetings upkeep/DSA; materials to display at the conference																
3.14	Review the MWEITI 5- Years Communication strategy	New 5- Communication Strategy document	Facilitator/Consultant; Venue; transport; upkeep/DSA; materials/stationery																
<b>Result area 4: Enhanced capacity of MWEITI and its stakeholders to implement EITI Standards</b>																			
4.1	Training of national audit staff in EITI reporting template certification	National Audit Office and Reporting Entities staff trained/	Facilitator(s); venue; transport; upkeep, materials/stationery																
4.2	Training staff in MDAs reporting entities in filling templates for the reconciliation process	40 trained personnel	Facilitator(s); venue; transport; upkeep/DSA, materials/stationery																

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4.3	Implement Government 2019 approved Functional Review to institutionalize MWEITI under the Ministry of Finance.	Recruitment of MWEITI Secretariat fulltime Staffs; Fully Fledged MWEITI Secretariat Operations ; Staffs Interview Reports.	Venue; transport; upkeep/DSA, materials/stationery														
4.4	MSG Members and MWEITI Secretariat EITI related Training courses	Training Report	Tuition, Travel expense and allowances														
4.5	Develop MSG members Engagement and Working Handbook	MSG Handbook	Consultant; Venue; Transport; Upkeep/DSA; Stationary/materials														
4.6	MSG Study tour on BOD and project level implementation	Study tour report	Air tickets, DSA, transport														
4.7	MSG and Stakeholders training on BOD implementation	Training	Facilitator/consultant; Venue; transport; upkeep/DSA; materials/stationery														

## 6. Costed Annual Work Plan

Table 2. Budget for the 2022/23 Annual Work Plan

ACTIVITIES		2021/2022		2022/2023			Sources
		Budget (MK' 000)	Expenditure (MK' 000)	Budget (MK' 000)	US\$ (000)	% share	
<b>Result area 1: Achieve EITI Standard Country Compliance</b>		<b>104,585</b>	<b>79,592</b>	<b>120,388</b>	<b>140</b>	<b>26</b>	
1.1	Develop road map of MWEITI project level reporting	3,780	0	4,279	5	1	EUD
1.2	Technical production process of EITI report-Conduct annual reconciliation of revenues and payments, (Cost of Independent Administrator)	70,485	77,000	79,789	97	18	EUD/MG
1.3	EITI International Secretariat Validation assessment exercise facilitation	6,000	2,592	0	0	0	MG
1.4	Facilitate MSG and its subcommittees ordinary and extra ordinary meetings	10,000	0.2	20,000	24	4.4	MG/OXFAM/CEPA
1.5	Facilitate institutionalization of MWEITI standards in government systems	4,320	0	0	0	0	MG
1.6	Develop and Implement costed Remedial Action Plan (RAP) of all unaddressed recommendations of previous EITI Reports	10,000	0	11,320	14	3.4	EUD
1.7	Facilitation of MWEITI BOD company voluntary register	0	0	5,000	6		Partners
<b>Result area 2: Improved extractives sector growth and performance</b>		<b>77,860</b>	<b>3,349</b>	<b>82,950</b>	<b>101</b>	<b>18</b>	
2.1	Technical Assistance: EITI Mainstreaming study (Promotion of Systematic Disclosure)	12,960	0	14,671	18	4.4	EUD
2.2	Technical Assistance: MWEITI Law , Policy framework and legal impediments findings	32,400	0	36,677	44	11	EUD

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2.3	Develop approved 2022 Annual Work plan	3,500	3,349	3,962	5	1.2	MG
2.4	Facilitate Formulation and Capacity Building of Extractive Sector Associations/Unions.	9,000	0	5,000	6	1.5	MG
2.5	Technical Study: MWEITI 5 years implementation Evaluation	20,000	0	22,640	27	6.8	Partners/MG
<b>Result area 3: Improved information, openness, awareness on issues of extractive industries</b>		85,220	7,675	116,187	141	26	
3.1	Feedback survey in mining communities and key stakeholders for the production of annual progress activity report	8,000	3,875	5,000	6	1.5	MG
3.2	Annual EITI Report Launch (Two reports)	12,420	0	14,059	17	4.2	Partners
3.3	Dissemination of EITI reconciliation findings (CSOs and Media taskforce EITI report Sensitization )	12,000	3,800	13,584	16	4.1	Partners/MG
3.4	Conduct community (outreach programmes) meetings in mining areas on pertinent extraction issues	10,800	0	0	0	0	MG/OXFAM/CEPA
3.5	MWEITI Media Task Force Members EITI reporting learning Visit to Zambia (Media Activity)	18,000	0	20,376	25	6.1	EUD
3.6	MWEITI MSG Members learning visit on EITI engagement and management	0	0	26,000	32		Partners
3.7	MWEITI Secretariat Website Review, Maintenance and Management Training	4,000	0	4,528	5	1.4	Partners/MG
3.8	Develop MWEITI Ant-Corruption strategy	10,000	0	11,320	14	3.4	EUD
3.9	Facilitation of Contracts Transparency Implementation	10,000	0	11,320	14	2.5	EUD



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3.10	Develop a revised MWEITI 5 years Communication Strategy	0	0	10,000	12	2.2	Partners
<b>Result area 4: Enhanced capacity of MWEITI and its stakeholders to implement EITI Standards</b>		57,928	10,802	135,305	164	30	
4.1	Training of national audit staff in EITI reporting template certification and Auditing of production data	9,072	0	15,000	18	3.3	EUD
4.3	Training staff in Government Institutions reporting entities in filling templates for the reconciliation process (Template Filling Workshop)	7,356	5,802	8,327	10	1.8	MG
4.4	Implementation of Government approved Functional Review to institutionalize MWEITI	4,000	0	4,528	5	1.0	MG
4.5	EITI management related training of MWEITI National Secretariat and Members of Multi-Stakeholder Group (MSG).	25,000	5,000	28,300	34	6.2	Partner- OXFAM/MG
4.6	Develop MSG members Engagement and Working Handbook	6,000	0	6,792	8	1.5	Partners
4.7	MSG and Stakeholders training on BOD implementation	0	0	15,000	18	3.3	Partners
4.8	MSG Study tour on BOD and project level implementation	0	0	20,000	24	4.4	Partners
4.9	Civil Societies Organizations (CSOs) training on EITI and Natural Resources Governance	0	0	30,000	36		Partners
4.10	Procure MWEITI Secretariat Office Communication and administration equipment	6,500	0	7,358	9	1.6	Partners
<b>TOTALS</b>		<b>325,593</b>	<b>101,418</b>	<b>454,830</b>	<b>551</b>		

## 7. Monitoring and Evaluation Matrix

MWEITI Project Activities Tracker 2022-2023 will be used to monitor the implementation of the activities in this work plan. It is expected that as the Secretariat capacity increases monitoring and evaluation will become more intentional. The MSG is expected to choose a suitable member who will report progress of the Initiative at each ordinary MSG meeting independent of the Secretariat in order not to miss the objective.

## 8. Annexes

### i) MWEITI Logic Model

<b>ULTIMATE OUTCOME</b> (Change of State)	<b>ULTIMATE OUTCOME</b> Increased awareness around transparency and improved disclosure in Malawi			
	<b>INTERMEDIATE GYEST OUTCOMES</b>			
<b>INTERMEDIATE OUTCOMES</b> (Change of Performance)	<b>1000</b> Strengthen MWEITI MSG and NS to Support EITI Implementation and Mainstreaming	<b>2000</b> Improved Transparency and Disclosure to meet EITI Standards & Requirements 2 to 7		<b>3000</b> Increase and strengthen governance of extractive industry institutions
<b>IMMEDIATE OUTCOMES</b> (Change in Capacity)	<b>1100</b> Improved Skills and Knowledge to Deliver Key Activities	<b>2100</b> Improved delivery of EITI Reports	<b>2200</b> Increased knowledge and identification of Mainstreaming Gaps	<b>3100</b> Formulation of EITI Law and Policy for Malawi
<b>OUTPUTS</b> (Activity to Complete)	<b>11.10</b> MSG Meeting participation	<b>21.10</b> MWEITI 5 <sup>th</sup> Report Interpreted, Summarized, Printed and Disseminated	<b>22.10</b> Study and Efforts in the implementation of project level reporting	<b>31.10</b> Develop Anti-Corruption Strategy
	<b>11.20</b> MSG and National Secretariat EITI Management Training	<b>21.20</b> MWEITI 6 <sup>th</sup> EITI Report Produced, Delivered and Disseminated	<b>22.20</b> Mainstreaming Feasibility Study	<b>31.20</b> Develop MSG Handbook
	<b>11.30</b> Gender Mainstreaming and Training	<b>21.30</b> Sensitization of Validation Assessment report recommendations	<b>22.30</b> Training and Gaps Analysis and Remedial Action Plan	<b>31.30</b> Facilitate contracts transparency implementation
	<b>11.40</b> MWEITI Validation assessment report familiarization workshop	<b>21.40</b> Dissemination and Outreach on 5 <sup>th</sup> and 6 <sup>th</sup> MWEITI Report	<b>22.40</b> Develop and training of Government Remedial Action Plan	<b>31.40</b> EITI mainstreaming study and promotion of systematic disclosure
	<b>11.50</b> MWEITI Reporting	<b>21.50</b> Transparency Perspectives of Key Stakeholders	<b>22.50</b> Training and MSG study tour on Beneficial	

			<b>Ownership Disclosure</b>
		<b>21.60</b> <b>Awareness Raising on Systematic Disclosure</b>	

## ii) Work Breakdown Structure

Compliance with EITI 2019 Standards and Requirements 1.

<b>ULTIMATE OUTCOME</b> Where are you 5-8 years from now? <b>Increased awareness around transparency and improved disclosure in Malawi</b>	
<b>Intermediate Outcomes</b>	<b>1000</b> <b>Improved Compliance with EITI 2019 Standards and Requirement</b>
<b>Immediate Outcomes</b>	<b>1100</b> <b>Improved Skills and Knowledge to Deliver Key Activities</b>
<b>Description of Planned and Proposed Activities</b>	
<b>11.00 Output – Transparent MSG Election Process and Induction</b>	
<b>11.01</b>	Review and Revise National Secretariat ToRs
<b>11.02</b>	Review and Revise MSG ToRs
<b>11.03</b>	Develop Standard Operating Procedures btw NS and MSG
<b>11.04</b>	Approval of ToRs and SoPs by MSG
<b>11.05</b>	Collect Constituent Information from Current MSG or Others (Donors)
<b>11.06</b>	Validate Stakeholder Information and Update Database
<b>11.07</b>	Identify and evaluate disenfranchised /marginalized Stakeholders
<b>11.08</b>	Develop Election Guidelines (Links with 1102) in Consultation with MSG
<b>11.09</b>	Develop Election M & E Tools to ensure Transparency
<b>11.10</b>	Approval of Guidelines and M & E Measures
<b>11.11</b>	Design and Implement Exit Survey with current MSG Members for Feedback
<b>11.12</b>	Review Survey Results and Incorporate into Activity 1127
<b>11.13</b>	Create election awareness campaign focused on process, procedures and results
<b>11.14</b>	Implement campaign with feedback (M&E)
<b>11.15</b>	Implement elections for CSOs
<b>1.16</b>	Implement elections for Industry
<b>1.17</b>	Appointment of government Members and Chair / Champion
<b>12.0 Output- MSG Refreshment Improved Knowledge and Operations</b>	
<b>12.01</b>	Develop MWEITI Charter

<b>12.02</b>	Develop Gender and Diversity Policy
<b>12.03</b>	Develop Code of Conduct (EITI plus additional local)
<b>12.04</b>	Revised and Approved ToRs for MSG and NS
<b>12.05</b>	Approved SoP for MSG and NS
<b>12.06</b>	Approved MSG Election Guidelines
<b>12.07</b>	Develop MSG Operations Handbook
<b>12.08</b>	Develop Training Package around MSG Operations Handbook and EITI
<b>12.09</b>	Implement Training with newly elected members
<b>12.10</b>	Survey Sitting MSG (Quarterly Basis/Bi-Annually) for Feedback
<b>12.11</b>	Use feedback - M & E and incorporate into Validation Package
<b>13.00 Output – Gender Mainstreaming and Training</b>	
<b>13.01</b>	Develop ToRs for Gender Specialist
<b>13.02</b>	Advertise and hire
<b>13.03</b>	Webinar roundtable on Gender Dynamics for MSG
<b>13.04</b>	Development of Gender Policy /Strategy
<b>13.05</b>	Gender outreach and exchange with other EITI Members and Donors
<b>13.06</b>	MSG/NS Training: Mine Life Cycle /ASM Life Cycle / Petroleum
<b>13.07</b>	MSG/NS: Training Licenses and Contracts
<b>13.08</b>	MSG/NS Training: Beneficial Ownership
<b>13.09</b>	MSG/NS Training: State Owned Enterprises
<b>13.10</b>	MSG/NS Training: Revenue Collection and Allocation
<b>13.11</b>	MSG/NS Training: Other to be identified
<b>14.00 Output – MWEITI Validation and Compliance</b>	
<b>14.01</b>	Review of Corrective Actions and Address
<b>14.02</b>	Review and Present new Validation guidelines to MSG
<b>14.03</b>	Preparation of key documentation and templates
<b>14.04</b>	Review monitoring and evaluation framework
<b>14.05</b>	NS Prepare documents and templates
<b>14.06</b>	Submission to EITI
<b>14.07</b>	Review and Present new Validation guidelines to MSG
<b>15.00 Output – MWEITI Reporting</b>	
<b>15.01</b>	Annual Progress Report
<b>15.02</b>	Other 6 <sup>th</sup> EITI Report

## Compliance with Requirements for Mainstreaming and disclosure of information 2-6

<b>ULTIMATE OUTCOME</b>	
<b>Increased awareness around transparency and improved disclosure in Malawi</b>	
<b>Intermediate Outcomes</b>	<b>2000</b> <b>Improved Transparency and Disclosure to meet EITI Standards &amp; Requirements 2 to 7</b>
<b>Immediate Outcomes</b>	<b>2100</b> <b>Improved delivery and accuracy of EITI Reports</b>
<b>Description of Planned and Proposed Activities</b>	
<b>21.00 Output – 6<sup>th</sup> EITI Report</b>	
<b>21.01</b>	Approval of 2020-2021 Report 6 <sup>th</sup> EITI by MSG
<b>21.02</b>	Dissemination and Launching of Report
<b>21.03</b>	Press (Media tool) Kit Development (Hard and Soft Copy)
<b>21.04</b>	Hold a Webinar Presentation on the Report with Virtual Press Kit (COVID)
<b>21.05</b>	Pre-recorded Power Point on 5 <sup>th</sup> Report (Host Website)
<b>21.06</b>	Hold a series (2) Webinar on 5 <sup>th</sup> Report
<b>21.07</b>	Feedback Survey
<b>21.08</b>	Monitor and Evaluate Reach and Awareness
<b>Output – 6<sup>th</sup> EITI Report</b>	
<b>22.01</b>	Convene new MSG Induction (1.2.1) Lessons Learnt on the <sup>th</sup> Report
<b>22.02</b>	Assure Funding and Financing from Donor Organization
<b>22.03</b>	ToRs Developed and Approved for IA
<b>22.04</b>	Bidding Process and Hiring of IA
<b>22.05</b>	Templates provided to Reporting Authority
<b>22.06</b>	On-line/In Person refreshment training on Templates
<b>22.07</b>	IA will manage and report to EITI Secretariat (Regular daily Basis)
<b>22.08</b>	IA - MSG Updates on the Report (Email for Comments)
<b>22.09</b>	Pre-Draft Report Reviewed by MSG (Scoping Report Presented)
<b>22.10</b>	Comments and Feedback provided to IA
<b>22.11</b>	Draft Report Developed and Reviewed by MSG and NS
<b>22.12</b>	Comments are shared with MSG and IA
<b>22.13</b>	Final Report Completed
<b>22.14</b>	Final Report Submission and Approval by MSG
<b>22.15</b>	Develop Plain language version of the Report (including Summary)
<b>22.16</b>	Production of 2021 MWEITI 6 <sup>th</sup> EITI Report
<b>22.17</b>	Update and Revise Press Kit Development (Hard and Soft Copy)
<b>22.18</b>	Hold a Webinar Presentation on the Report with Virtual Press Kit (COVID)
<b>22.19</b>	Pre-recorded Power Point on 6 <sup>th</sup> Report (Host Website)
<b>22.20</b>	Hold a series (2) Webinar on 6 <sup>th</sup> Report
<b>22.21</b>	Feedback Survey
<b>22.22</b>	Monitor and Evaluate Reach and Awareness

<b>ULTIMATE OUTCOME</b>	
<b>Increased awareness around transparency and improved disclosure in Malawi</b>	
<b>Intermediate Outcomes</b>	<b>2000</b> <b>Improved Transparency and Disclosure to meet EITI Standards &amp; Requirements 2 to 7</b>
<b>Immediate Outcomes</b>	<b>2200</b> <b>Increased knowledge and identification of Mainstreaming Gaps</b>
<b>Description of Planned and Proposed Activities</b>	
<b>22.00 Output – Phase 1 Mainstreaming Feasibility Study</b>	
<b>22.01</b>	Request Technical Assistance from Donor for the Mainstreaming Feasibility Study
<b>22.02</b>	Develop ToRs for Technical Assistant or Consultant (If Outsourced)
<b>22.03</b>	Procurement and hiring process
<b>22.10 Output – Phase 2 Training and Gaps Analysis</b>	
<b>22.11</b>	Conduct training on EITI Mainstreaming Feasibility with key stakeholders
<b>22.13</b>	Using feedback review, revise templates
<b>22.14</b>	Training on templates for gaps analysis
<b>22.15</b>	Meet with key stakeholder groups to identify and input information
<b>22.16</b>	Compile data and information based on findings develop a Draft Report
<b>22.17</b>	Present Draft Report to MSG for comments
<b>22.18</b>	Present Draft Report to key Stakeholders
<b>22.19</b>	Add additional comments into the draft document
<b>22.20</b>	Finalize document and share recommendations with key stakeholders
<b>22.20 Output – Phase 3 Awareness Raising to create Government Roadmap</b>	
<b>22.21</b>	Develop sensitization and awareness campaign on findings to encourage development of Government Roadmap to disclosure ( See 3100)
<b>22.22</b>	Link to awareness and sensitization campaign focused on an EITI Law
<b>22.23</b>	Present findings on virtual webinar
<b>22.24</b>	Monitor and Evaluate Outreach
<b>22.30 Output – Integrate Tax Identification Number in Government Agencies</b>	
<b>22.31</b>	Develop a presentation focused on TIN and international best practices
<b>22.32</b>	Present TIN Presentation to MSG Group
<b>22.33</b>	Establish and implement meetings with Malawi Revenue Agency
<b>22.34</b>	Presentation on TIN to Key Stakeholders
<b>22.35</b>	Hold key stakeholder meetings with government agencies, industry and MRA
<b>22.36</b>	Collect feedback from meetings develop brief for follow-up meetings
<b>22.37</b>	Identify and review TIN Templates (Other Nations) and Consultation on improved MRA TIN Templates
<b>22.38</b>	Meetings with Malawi Revenue Agency
<b>22.39</b>	Follow-up with Malawi Revenue Agency on Progress
<b>22.40</b>	Report to MSG – and Key Stakeholders on Follow-Up Progress
<b>22.41</b>	Joint Launch of TIN
<b>22.41</b>	Monitor and Evaluate Progress

<b>22.40 Output – Launch BO Working Group</b>	
<b>22.40</b>	Conduct Beneficial Ownership training with Key Stakeholders
<b>22.41</b>	Implement a BO Working Group
<b>22.42</b>	Assess current baseline conditions on BO in Malawi
<b>22.43</b>	Initiate a lesson’s learnt BO with regional members via Zoom
<b>22.44</b>	Discuss disclosure and IT capacity of BO Registry with MDA and CE

Create and Raise Awareness and Public Debate with key Stakeholders,

<b>ULTIMATE OUTCOME</b>	
<b>Increased awareness around transparency and improved disclosure in Malawi</b>	
<b>Intermediate Outcomes</b>	<b>3000</b> <b>Increased Awareness and debate around revenue allocation and collection</b>
<b>Immediate Outcomes</b>	<b>3100</b> <b>Targeted stakeholder awareness raising on disclosure and awareness raising</b>
<b>Description of Planned and Proposed Activities</b>	
<b>31.00 Output Dissemination and Outreach on 5<sup>th</sup> and 6<sup>th</sup> MWEITI Report</b>	
<b>31.01</b>	Review and Approval of the MWEITI 5 years Communications strategy
<b>31.02</b>	Create Report Summary and Pictogram/Diagrams
<b>31.03</b>	Develop Press Kit Materials for 5 <sup>th</sup> and 6 <sup>th</sup> MWEITI Report (See 21.03 & 22.07)
<b>31.04</b>	Disseminate 5 <sup>th</sup> and 6 <sup>th</sup> MWEITI Report through on-line launch
<b>31.05</b>	Organize Journalism Event “MWEITI Report Launch”
<b>31.06</b>	Disseminate Press Kits and conduct Presentation for Journalists
<b>31.07</b>	Hold a series (2) Webinar on 5 <sup>th</sup> Report (See 21.06 & 22.20)
<b>31.08</b>	Hold a series (2) Webinar on 6 <sup>th</sup> Report (See 21.06 & 22.20)
<b>31.09</b>	Monitoring and Evaluation
<b>31.10</b>	Lessons Learnt Shared with MSG
<b>31.11</b>	Monitor and Evaluation
<b>31.12</b>	Report Outcomes and Impacts
<b>31.10 Output Transparency Perspectives of Key Stakeholders</b>	
<b>31.11</b>	Identify key stakeholder target audiences (linked to Communications Plan)
<b>31.12</b>	Conduct baseline survey focused on key target stakeholders
<b>31.13</b>	Develop a MWEITI and Transparency Perceptions Survey
<b>31.14</b>	Implement pilot survey and review results and revise
<b>31.15</b>	Conduct survey to larger stakeholder group
<b>31.16</b>	Tabulate survey and review results and share with the MSG
<b>31.17</b>	Develop awareness raising tools based on findings
<b>31.18</b>	Post survey results on website and social media
<b>31.19</b>	Use survey as part of Annual Activity Report for 2020



<b>31.10</b>	Conduct community meetings (outreach) with key stakeholders on findings
<b>31.11</b>	Raise awareness on EITI and MWEITI initiatives through 2 on-line webinars
<b>32.12</b>	Raise awareness on 5 <sup>th</sup> and 6 <sup>th</sup> Report (See 2100)
<b>32.13</b>	Monitor and Evaluation
<b>31.14</b>	Report Outcomes and Impacts
<b>31.20 Output Awareness Raising on Systematic Disclosure</b>	
<b>31.21</b>	Development of key Summary Materials on Findings
<b>31.22</b>	Update Press-Kits to reflect Feasibility findings
<b>31.23</b>	Distribute Press Kit Materials to Key Stakeholders and Journalists
<b>31.24</b>	Presentation of Feasibility findings (Gaps Analysis) on-line Web site
<b>31.25</b>	Presentation of findings to Key Stakeholders (See 2200)
<b>31.26</b>	Conduct 1 Radio Interview on findings
<b>31.27</b>	Monitor and Evaluation (Website Analytics)
<b>31.28</b>	Report Outcomes and Impacts

### iii). Annual Work Plan Stakeholders Consultations Comments

#### **Work Plan Consultation Week**

*17<sup>th</sup> – 23<sup>rd</sup> May*

<b>No.</b>	<b>Organization</b>	<b>Comments</b>
1.	Chambers of Mines & Energy  18/05/2022	<ul style="list-style-type: none"> <li>• <i>Re. Act. 3.2 (Annual EITI Report Launch)</i> – Consideration for MRA to be the FINANCING partner for the launch.</li> <li>• There must be a periodic review of EITI/mining Development Agreement templates</li> <li>• <i>Re. Act. 4.1 &amp; 4.2 (EITI reporting templates)</i> – Officers from the companies must be included in the Certification training processes</li> </ul>
2.	National Resource Justice Network(NRJN)  19/05/2022	<ul style="list-style-type: none"> <li>• Sustainability – there's a need to mobilise resources and build capacity for the secretariat.</li> <li>• Lack of private sector partnership. We can target the CSR side of companies in the private sector to support some MWEITI activities.</li> <li>• A need to train those in key areas who are resistant to EITI (i.e. some from Mines, MRA, etc.). Through the training, they can be shown how they too can benefit from incorporating EITI in their activities.</li> <li>• Consideration of EITI proxies at a district level (i.e. closer to the mines) [<i>Refer to the Community Engagement Plan in the Mines &amp; Minerals Act</i>]</li> <li>• Suggestion to strategically engage the following possible partners for MWEITI to help fund some of the activities in the work plan: <ul style="list-style-type: none"> <li>▪ Publish What You Pay (PWYP)</li> </ul> </li> </ul>

		<ul style="list-style-type: none"> <li>▪ ActionAid – under their Tax Justice initiatives (<i>they have resources amounting to roughly K400m from Norway for this year alone</i>)</li> <li>▪ Irish Aid</li> <li>▪ IM Sweden</li> <li>▪ WaterAid (esp. under Forestry issues)</li> <li>▪ UNDP (under Governance &amp; Corruption)</li> <li>▪ USAID (under Governance &amp; Corruption)</li> </ul> <ul style="list-style-type: none"> <li>• <i>RE: point e) on pg. 4</i> – Community consultations and engagement is important in achieving the availability and accessibility requirement for the development of the annual work plan and developing of the EITI report. Links to Result 1.2 regarding the IA</li> </ul>
3.	Norwegian Church Aid (NCA) 19/05/2022	<ul style="list-style-type: none"> <li>• The extractive industry is one of their core industries under their Fighting Inequalities and Strengthening CSOs programmes</li> <li>• NCA will let us know what activities they are interested in however, they already engage/support MWEITI indirectly through other organizations</li> <li>• <i>Ultimate Outcome: Increased awareness around transparency and improved disclosure in Malawi</i> on pg. 21 is in line with NCA's work</li> </ul>
4.	Media Task Force 19/05/2022	<ul style="list-style-type: none"> <li>• Organise a virtual meeting for next week Friday <b>27<sup>th</sup> May 2022</b></li> <li>• Incentives for the meeting – Need data bundles to participate fairly on the Media dissemination virtual meeting.</li> <li>• The task force will be key partners in activities 3.7 (Developing Anti-Corruption Strategy) and 3.9 (Developing 5-year Communication Strategic Plan)</li> </ul>
5.	<b>ACB</b> 20/05/2022	<p><i>RE: Activity 3.7 – Develop MWEITI Anti-Corruption strategy</i></p> <ul style="list-style-type: none"> <li>• To begin developing T.o.Rs for this project once the MSG approves the work plan</li> <li>• Concerns regarding the consultant for this project can be mitigated by having ACB work with the consultant. A committee, consisting of ACB, MoFEA, and MoJ and MSG, can also be formed to develop the strategy.</li> </ul>
6.	FIA 23/05/2022	<ul style="list-style-type: none"> <li>• MWEITI will be part of the National Risk Assessment (Legal persons and arrangements Model) to be done by September</li> <li>• Need to plan for a training on beneficial ownership, especially in the extractive sector.</li> <li>• Suggestion to lobby for a beneficial ownership requirement at market entry. This can be included when revising the Mines &amp; Minerals Act.</li> </ul>
7.	OXFAM	<ul style="list-style-type: none"> <li>• Part of MSG</li> </ul>
8.	Action Aid	<ul style="list-style-type: none"> <li>• Still to get their submission</li> </ul>

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9.	EUD –Chuma Chaziko Project	<ul style="list-style-type: none"> <li>• Made comments mostly editorial and inquiries</li> </ul>
10.	RGD	<ul style="list-style-type: none"> <li>• Still to get their submission</li> </ul>
11.	Publish What You Pay	<ul style="list-style-type: none"> <li>• Still to get their submission</li> </ul>
12.	National Planning Commission(NPC)	<ul style="list-style-type: none"> <li>• Alignment of the MWEITI Goals and strategic objectives to the National Priorities</li> <li>• Edited the National Priorities paragraph and submitted their comments.</li> </ul>