

2021
2022

APPROVED MWEITI ANNUAL WORKPLAN 2021-2022

**MALAWI COVID ERA 2021/22 ANNUAL WORK PLAN APPROVED BY MSG ON 9TH
JUNE 2021**

MWEITI

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1. Introduction

The Malawi Extractive Initiative Transparency Initiative (MWEITI) MSG has mandate under the EITI International Standard to produce the Annual Work plan to facilitate implementation of EITI standard and achieve MWEITI Objectives in a systematic manner. This Annual Work plan is designed and prepared to implement the activities and programmes for MWEITI in the year 2021/22.

The 2021/22 Annual Work Plan is called COVID Era Annual Work plan because of the continued impact of COVID-19 pandemic. In 2021 Corona virus has changed its strain which has had even more impact on livelihoods including extractive industries. The impact is estimated to be worse than in the year 2020 when COVID-19 started. Because of this Government of Malawi like many others has come up with stringent control measures which has and will affect the operations of MWEITI and its Partners. Therefore this Annual Work plan is designed to with such understanding of the COVID-19 environment. The International EITI Board's decision made on 25th 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 2021 Annual Work plan and in a manner in which it's expected to conduct its activities.

The annual work plan is an implementation tool of the Strategic Plan on a yearly basis, which takes into account resource and time constraints in achieving the stated objectives. This is the fourth annual work plan after the approval of the MWEITI Strategic Plan in 2017.

The Strategic Plan has four key result areas, namely:

- Result area 1: Increased sector contribution to GDP;
- Result area 2: Improved extractives sector growth and performance;
- Result area 3: Improved information, openness, awareness on issues of extractive industries; and,
- Result area 4: Enhanced capacity of MWEITI *and its stakeholders* to implement EITI Standards.

Logic Framework Approach

The 2021/22 annual work plan includes for the Logic Frame Work approach in developing and in the implementation of the MWEITI activities. Further the activities have been broken down in the work structure for easy follow up and monitoring of the activities.

2020 Work plan Challenges

The previous 2020 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 COVID-19 pandemic;
- ii. Limited funding and;

iii. Capacity, especially in the MWEITI Secretariat.

In 2020 the budget was estimated at K267 million however the actual spending/funding was estimated at about K 125 million (46.8 percent of the budget). This indicates that less than half of the work plan activities were implemented. However, this does not indicate that MWEITI failed but that its 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 attributed to the budget not being adequately financed. It is expected and planned that in 2021/22 the MWEITI Secretariat with the support of the MSG will engage various donor partners within the country on financial support on various areas which has been indicated in this annual work plan. Further, MWEITI will engage the Government to increase its financial support for the initiative. In this year the annual budget has been revised upwards from K267 million last year to K325 million representing about 22% increase. The main reasons are introduction of new activities namely the 5 years project evaluation, capacity building for new MSG, contract transparency and the MWEITI media task force activity.

2021/22 Annual Work plan Assumptions

The following assumptions have guided the formulation of the 2021/22 annual work plan:

- COVID-19 pandemic effects: 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.
- The MWEITI Secretariat and MSG to aggressively solicit financial support to meet the current funding gap of Government and GIZ. Therefore it is expected that Government will for this year co-finance the production of EITI report. Like last year the government budget is expected to provide K100 million and more though the current budget indicates cut in MWEITI budget, the Government has indicated that it will revise the budget upwards at Mid-year and that it will also use other financing support instruments like Treasury Funds (i.e. Forest Development Fund)
- 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.
- Limited Capacity in Skills and Knowledge related to EITI implementation and management: MSG and MWEITI Secretariat require continuous skills and management capacity building. For example in 2021/22 there will be election of new MSG members who will require EITI training and MSG Membership orientation. These have been included in the work plan.

2. Objectives and activities

The main objective of the 2021/22 annual work plan, as an operational tool of the Strategic Plan, is to contribute to the achievement of MWEITI strategic outcomes and in connection with this it will focus on improving the reporting of revenues and payments and improve the capacity of stakeholders in implementing the EITI standard in the country. Most of the activities are continuous as they are required to be undertaken every year according to EITI standard requirements. This year it is expected that MWEITI will undertake an efficacy evaluation of the EITI implementation in Malawi from its inception in 2015 to 2020 which will help to eliminate bottlenecks and inform new direction of the initiative. Further, MSG is expected to eliminate the time lag on the EITI reporting by producing a 5th EITI report which will cover two financial years period. Specifically, the annual work plan will guide the implementation of the following activities:

Key Activities Results Areas

Result area 1: To ensure Malawi achieve EITI International compliance status.

- 1.1 Conduct annual reconciliation of revenues and payments (procure an independent administrator; collect and analyse data and produce fifth EITI Report for about 20 companies from the mining, oil and gas, and forestry subsectors; validation of fifth EITI report by stakeholders; collect and analyse data for 4 government reporting entities to produce fifth EITI report)
- 1.2 Facilitate MSG meetings: special and ordinary meetings; quarterly subcommittee meetings;
- 1.3 Facilitation of validation assessment of MWEITI Implementation conducted by International Secretariat
- 1.4 Facilitation of meetings for institutionalization and mainstreaming of MWEITI in government and company systems
- 1.5 Develop and Implement costed Remedial Action Plan (RAP) of all unaddressed recommendations of previous EITI Reports

Result area 2: Improved extractives sector growth and performance

- 2.1 Technical Assistance: the EITI and Gender Mainstreaming study
- 2.2 Technical assistance: MWEITI Law, Policy and Legal Impediments study
- 2.3 Developing approved 2022 Annual Work plan
- 2.4 Facilitate Formulation, Capacity Building and Empowerment of Extractive Sector Associations/Unions.

Result area 3: Improved information, openness, awareness on issues of extractive industries

- 3.1 Feedback survey on Stakeholders for the production of Annual Activities Progress report for 2021.

- 3.2 MWEITI Reports Launch
- 3.3 Dissemination of EITI Report (reconciliation) findings (production and/or implementation of communication tools; prime airing of communication tools; newspaper advertising)
- 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.
- 3.5 Assess and Develop Road Map of MWEITI project level reporting (New EITI guidelines)
- 3.6 MWEITI Secretariat Website Review and Maintenance training

- 3.7 Support for mainstreaming Beneficial Ownership Disclosure in MDAs and CEs
- 3.8 Study tour on BOD implementation
- 3.9 MWEITI Media Committee Members learning Visit to Zambia on EITI Reporting
- 3.10 Develop MWEITI Ant-Corruption Policy and strategy
- 3.11 Facilitation of Contracts/Agreement Transparency initiative

Result area 4: Enhanced capacity of MWEITI and its stakeholders to implement EITI Standards

- 4.1 Facilitate training of national audit staff in EITI reporting template certification (source RAP)
- 4.2 Facilitate training of internal audit staff in auditing production data in reporting entities (source RAP)
- 4.3 Facilitation for training of personnel for reporting entities in filling in templates for 30 companies to be included in the reconciliation process (source RAP)
- 4.4 Implementation of Government 2019 approved Functional Review to institutionalize MWEITI under the Ministry of Finance.
- 4.5 Orientation and Training of MWEITI Secretariat and Members of Multi-Stakeholder Group (MSG).
- 4.6 Develop MSG members Engagement and Working Handbook
- 4.7 Procure MWEITI Secretariat Office Support and Communication equipment

3. Stakeholders and beneficiaries of the annual plan

The Ministry of Mining, Ministry of Natural Resources and Forestry are to a large extent the major stakeholder in the extractives industry. As may be expected, the Ministry of Mining is the lead stakeholder even though this is currently based on potential rather than actual revenue contribution. In actual sense, currently the forestry sub-sector continue to contribute more to government revenue than mining. The Ministry of Finance, with its revenue collecting and accounting functions, is crucial in the management of finances and policies related to investment in the extractive sector. The other key stakeholders are the private companies that have directly invested in the sector; the civil society organizations that seek to promote strong community participation in the management of mineral and other extractive resources. The main beneficiaries are the people of Malawi, especially those living in and close to extraction sites of extractive industries.

4. Monitoring and Evaluation

Monitoring and evaluation is a very important part of any project implementation. In the past MWEITI monitoring and evaluation was some kind of adhoc and not structured. The M&E was not emphasized in the past because of the challenges of staffing and funding. In the 2021 Annual Work plan, there is an attempt to initiate a structured M&E where by impacts will be measured, recorded and evaluated in the course of the year to improve on the Annual Activities Progress Report and other impact evidence. This Annual work plan includes Monitoring and Evaluation Matrix as an Annex with detailed outputs and indicators for performance assessment. However, to achieve the monitoring and evaluation outcome there is a need for staff capacity building and additional staffs with appropriate skills and knowledge.

The Secretariat will therefore;

- i. Support the MSG to develop the first monitoring and evaluation matrix.
- ii. Produce and publish the 2021 Annual Progress Report.
- iii. Facilitate undertaking of case studies on MWEITI activities in key areas with stakeholders where impacts can be demonstrated.
- iv. Report to the MSG members regularly using various methodologies on performances in the implementation of EITI Reports Recommendations, Outreach programs and financial reports, etc.

5. 2021 Annual Work Plan and Schedule

Table 1

| ACTIVITIES | | OUTPUT | MEANS/IN PUTS | Months 2021/2022 | | | | | | | | | | | | |
|---|--|-----------------------------|---|------------------|---|---|---|---|---|---|---|---|----|----|----|--|
| | | | | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | |
| Result area 1: Achieve EITI Standard Country Compliance status | | | | | | | | | | | | | | | | |
| 1.1 | Facilitate MSG and its subcommittees ordinary and extraordinary meetings | Meeting minutes and reports | Transport; upkeep/DSA; materials/s tationery; communication/airtime/drinks and snacks | | | | | | | | | | | | | |

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| 1.2 | Conduct annual reconciliation of revenues and payments (Production of 5 th EITI Report) | Approved 5 th 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 | | | | | | | | | | | | | | | | |
| 1.6 | Facilitate International Secretariat Validation Assessment exercise | MSG Self-Assessment Report; International Secretariat Malawi validation assessment Board report | Meetings; workshops , venues, transport, upkeep, stationary. | | | | | | | | | | | | | | | | |

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| 1.6 | Procure MWEITI Secretariat Office Support and 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, 5-laptops;1-Scanner/P hotocopier /printer; Communication equipment (2-Routers, 3- Cellphone, Airtime, 1-HD camera, 1-Meeting recorder, 10-Flush disc, 1-Overhead projector) | | | | | | | | | | | | | | | | | |
| Result area 2: Improved extractives sector growth and performance | | | | | | | | | | | | | | | | | | | | |
| 2.1 | Technical Assistance:EITI and Gender Mainstreaming Study | EITI and Gender Mainstreaming report; Mainstreaming Action Plan | Consultants, workshops, meetings; transport; DSA; materials/s tationery | | | | | | | | | | | | | | | | | |
| 2.2 | Technical Assistance: Legal impediments study;MWEITI Law and Policy | Reports on policy framework legal impediments and EITI Law | Consultants, workshops, meetings; transport; DSA; materials/s tationery | | | | | | | | | | | | | | | | | |
| 2.3 | Developing approved 2022/2023 Annual Work plan | Approved 2022 Annual Work plan; Meeting Report | Consultants, workshops, meetings; transport; DSA; materials/s tationery | | | | | | | | | | | | | | | | | |

MWEITI Workplan 2021-2022

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| 2.4 | Facilitate Formulation and Capacity Building of Extractive Sector Associations/Unions. | Meeting or Workshop Reports; | Meetings; workshops , venues, transport, upkeep, stationary. | | | | | | | | | | | | | | | | |
| 2.5 | Efficacy Evaluation of MWEITI Implementation from 2015 to 2020 to inform MSG for reforms | Consultancy | Meetings; workshops , venues, transport, upkeep, stationary. fees | | | | | | | | | | | | | | | | |
| Result area 3: Improved information, openness, awareness on issues of extractive industries | | | | | | | | | | | | | | | | | | | |
| 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 | 4 th and 5 th 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; materials | | | | | | | | | | | | | | | | |

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| 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/s tationery | | | | | | | | | | | |
| 3.5 | Support to Registrar General for mainstreaming BOD in MDAs and CEs | Meeting, Workshop, conference report on mainstreaming | Venue; transport; upkeep/DSA; materials/s tationery | | | | | | | | | | | |
| 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/s tationery | | | | | | | | | | | |
| 3.7 | Study tour on BOD and project level implementation | Study tour report | Air tickets, DSA, transport | | | | | | | | | | | |
| 3.7 | MWEITI Media Committee Members learning visit on EITI Reporting | Leaning Visit Report | Government Bus; Fuel; upkeep/DSA | | | | | | | | | | | |
| 3.8 | Develop MWEITI Ant-Corruption strategies | MWEITI Ant-Corruption Guidelines Paper and Report | Facilitator/ Consultatnt; Venue; transport; upkeep/DSA; materials/s tationery | | | | | | | | | | | |

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|--|--|--|---|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|
| 3.9 | Facilitation of Contracts Transparency Implementation | Meetings Reports and Minutes; Easy access to extractive Industries Contracts/Agreements/Licenses | Data Collection; meetings; transport; upkeep/DSA; | | | | | | | | | | | | | | | | |
| Result area 4: Enhanced capacity of MWEITI and its stakeholders to implement EITI Standards | | | | | | | | | | | | | | | | | | | |
| 4.1 | Training of national audit staff in EITI reporting template certification | 15 national audit staff trained | Facilitator(s); venue; transport; upkeep, materials/s tationery | | | | | | | | | | | | | | | | |
| 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/s tationery | | | | | | | | | | | | | | | | |
| 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/s tationery | | | | | | | | | | | | | | | | |

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| 4.4 | Training and orientation of Members of Multi-Stakeholders Group (MSG) and Secretariat | Training Report | Facilitators ; Transport; Upkeep/D SA; Stationary/ materials | | | | | | | | | | | | |
| 4.5 | Develop MSG members Engagement and Working Handbook | MSG Handbook | Consultant ; Venue; Transport; Upkeep/D SA; Stationary/ materials | | | | | | | | | | | | |

6. Budget for the 2021 Annual Work Plan

| ACTIVITIES | | 2020 | | 2021 | | | Source |
|--|---|---------------------|--------------------------|---------------------|---------------|------------|-------------|
| | | Budget (MK' 000) | Expenditure (MK' 000) | Budget (MK' 000) | US\$ (000) | % share | |
| Result area 1: Achieve EITI Standard Country Compliance | | 142,500 | 71,159 | 104,585 | 131 | 32 | |
| 1.1 | Develop road map of MWEITI project level reporting | 3,500 | 0 | 3,780 | 5 | 1 | MG |
| 1.2 | Conduct annual reconciliation of revenues and payments, (Cost of Independent Administrator) | 105,000 | 65,264 | 70,485 | 88 | 22 | GIZ/MG |
| 1.3 | Validation assessment of MWEITI Implementation conducted by International Secretariat | 0 | 0 | 6,000 | 8 | 2 | MG/Partners |
| 1.4 | Facilitate MSG and its subcommittees ordinary and extra ordinary meetings | 30,000 | 5,895 | 10,000 | 13 | 3 | MG |
| 1.5 | Facilitate institutionalization of MWEITI standards in government systems | 4,000 | 0 | 4,320 | 5 | 1 | MG |
| 1.6 | Develop and Implement costed Remedial Action Plan (RAP) of all unaddressed recommendations of previous EITI Reports | 0 | 0 | 10,000 | 13 | 3 | MG/Partners |
| Result area 2: Improved extractives sector growth and performance | | 42,000 | 3,348 | 77,860 | 97 | 24 | |
| 2.1 | Technical Assistance: Mainstreaming study | 12,000 | 0 | 12,960 | 16 | 4 | Partners |
| 2.2 | Technical Assistance: MWEITI Law , Policy framework and legal impediments findings | 30,000 | 0 | 32,400 | 41 | 10 | Partners |
| 2.3 | Develop approved 2022 Annual Work plan | 0 | 3,348 | 3,500 | 4 | 1 | MG |

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|--|---|---------------|---------------|---------------|------------|-----------|----------------|
| 2.4 | Facilitate Formulation and Capacity Building of Extractive Sector Associations/Unions. | 0 | 0 | 9,000 | 11 | 3 | Partners |
| 2.5 | Technical Study: MWEITI 5 years implementation Evaluation | 0 | 0 | 20,000 | 25 | 6 | Partners/MG |
| Result area 3: Improved information, openness, awareness on issues of extractive industries | | 56,000 | 31,889 | 85,220 | 107 | 26 | |
| 3.1 | Feedback survey in mining communities for the production of annual progress activity report | 3,000 | 7,410 | 8,000 | 10 | 2 | MG |
| 3.2 | Annual EITI Report Launch (Two reports) | 11,500 | 0 | 12,420 | 16 | 4 | Partners |
| 3.3 | Dissemination of EITI reconciliation findings (CSOs and Media EITI report Sensitization) | 14,000 | 10,479 | 12,000 | 15 | 4 | Partners |
| 3.4 | Conduct community (outreach) meetings in mining areas on pertinent extraction issues | 2,000 | 10,000 | 10,800 | 14 | 3 | MG/OXFAM/C EPA |
| 3.5 | Support for mainstreaming BOD in MDAs and CEs | 8,000 | 0 | 0 | 0 | 0 | |
| 3.6 | Study tour on BDO and Project level implementation | 17,500 | 0 | 0 | 0 | 0 | Partners |
| 3.7 | MWEITI Media Task Force Members EITI reporting learning Visit to Zambia (Media Activity) | 0 | 0 | 18,000 | 23 | 6 | Partners |
| 3.8 | MWEITI Secretariat Website Review, Maintenance and Management Training | 0 | 4,000 | 4,000 | 5 | 1 | Partners |
| 3.9 | Develop MWEITI Ant-Corruption strategy | 0 | 0 | 10,000 | 13 | 3 | Partners |
| 3.10 | Facilitation of Contracts Transparency Implementation | 0 | 0 | 10,000 | 13 | 3 | Partners |
| Result area 4: Enhanced capacity of MWEITI and its stakeholders to implement EITI Standards | | 29,400 | 19,121 | 57,928 | 72 | 18 | |

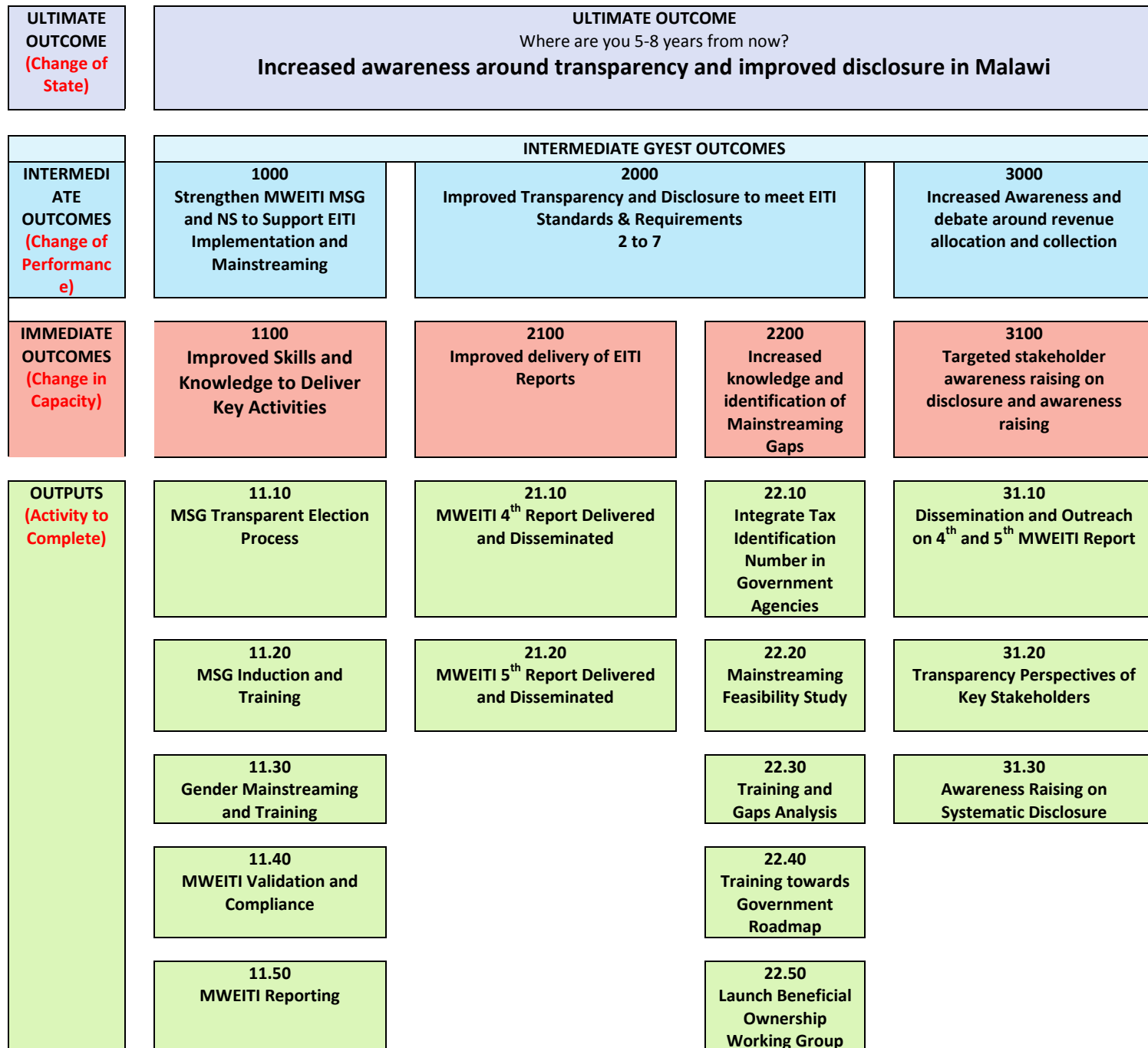
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|---------------|---|----------------|----------------|----------------|------------|------------|----------|
| 4.1 | Training of national audit staff in EITI reporting template certification | 8,400 | 9,810 | 9,072 | 11 | 3 | MG |
| 4.2 | Training of internal audit staff in auditing production data | 8,500 | 0 | 0 | 0 | 0 | MG |
| 4.3 | Training staff in 30 reporting entities in filling templates for the reconciliation process | 4,500 | 6,811 | 7,356 | 9 | 2 | MG |
| 4.4 | Implementation of Government approved Functional Review to institutionalize MWEITI | 0 | 0 | 4,000 | 5 | 1 | MG |
| 4.5 | Orientation and Training of MWEITI Members of Multi-Stakeholder Group (MSG). | 0 | 0 | 25,000 | 31 | 8 | Partners |
| 4.6 | Develop MSG members Engagement and Working Handbook | 0 | 0 | 6,000 | 8 | 2 | Partners |
| 4.7 | Procure MWEITI Secretariat Office Communication and administration equipment | 8,000 | 2,500 | 6,500 | 8 | 2 | Partners |
| TOTALS | | 269,900 | 125,517 | 325,593 | 407 | 100 | |

7. Monitoring and Evaluation Matrix

Following the Logical frame work and the work breakdown structure the MWEITI Project Activities Tracker 2021-2022 has been developed which will be used to follow up on activities implemented and records will be made for further analysis and report for MSG information. The Tracker also will help to remind the Secretariat on activities which are due.

MWEITI Logic Model



Work Breakdown Structure

Compliance with EITI 2019 Standards and Requirements 1.

| ULTIMATE OUTCOME Where are you 5-8 years from now? Increased awareness around transparency and improved disclosure in Malawi | |
|--|--|
| Intermediate Outcomes | 1000 Improved Compliance with EITI 2019 Standards and Requirement |
| Immediate Outcomes | 1100 Improved Skills and Knowledge to Deliver Key Activities |
| Description of Planned and Proposed Activities | |
| 11.00 Output – Transparent MSG Election Process and Induction | |
| 11.01 | Review and Revise National Secretariat ToRs |
| 11.02 | Review and Revise MSG ToRs |
| 11.03 | Develop Standard Operating Procedures btw NS and MSG |
| 11.04 | Approval of ToRs and SoPs by MSG |
| 11.05 | Collect Constituent Information from Current MSG or Others (Donors) |
| 11.06 | Validate Stakeholder Information and Update Database |
| 11.07 | Identify and evaluate disenfranchised /marginalized Stakeholders |
| 11.08 | Develop Election Guidelines (Links with 1102) in Consultation with MSG |
| 11.09 | Develop Election M & E Tools to ensure Transparency |
| 11.10 | Approval of Guidelines and M & E Measures |
| 11.11 | Design and Implement Exit Survey with current MSG Members for Feedback |
| 11.12 | Review Survey Results and Incorporate into Activity 1127 |
| 11.13 | Create election awareness campaign focused on process, procedures and results |
| 11.14 | Implement campaign with feedback (M&E) |
| 11.15 | Implement elections for CSOs |
| 1.16 | Implement elections for Industry |
| 1.17 | Appointment of government Members and Chair / Champion |
| 12.0 Output- MSG Refreshment Improved Knowledge and Operations | |
| 12.01 | Develop MWEITI Charter |
| 12.02 | Develop Gender and Diversity Policy |
| 12.03 | Develop Code of Conduct (EITI plus additional local) |
| 12.04 | Revised and Approved ToRs for MSG and NS |
| 12.05 | Approved SoP for MSG and NS |
| 12.06 | Approved MSG Election Guidelines |
| 12.07 | Develop MSG Operations Handbook |
| 12.08 | Develop Training Package around MSG Operations Handbook and EITI |
| 12.09 | Implement Training with newly elected members |

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|---|---|
| 12.10 | Survey Sitting MSG (Quarterly Basis/Bi-Annually) for Feedback |
| 12.11 | Use feedback - M & E and incorporate into Validation Package |
| 13.00 Output – Gender Mainstreaming and Training | |
| 13.01 | Develop ToRs for Gender Specialist |
| 13.02 | Advertise and hire |
| 13.03 | Webinar roundtable on Gender Dynamics for MSG |
| 13.04 | Development of Gender Policy /Strategy |
| 13.05 | Gender outreach and exchange with other EITI Members and Donors |
| 13.06 | MSG/NS Training: Mine Life Cycle /ASM Life Cycle / Petroleum |
| 13.07 | MSG/NS: Training Licenses and Contracts |
| 13.08 | MSG/NS Training: Beneficial Ownership |
| 13.09 | MSG/NS Training: State Owned Enterprises |
| 13.10 | MSG/NS Training: Revenue Collection and Allocation |
| 13.11 | MSG/NS Training: Other to be identified |
| 14.00 Output – MWEITI Validation and Compliance | |
| 14.01 | Review of Corrective Actions and Address |
| 14.02 | Review and Present new Validation guidelines to MSG |
| 14.03 | Preparation of key documentation and templates |
| 14.04 | Review monitoring and evaluation framework |
| 14.05 | NS Prepare documents and templates |
| 14.06 | Submission to EITI |
| 14.07 | Review and Present new Validation guidelines to MSG |
| 15.00 Output – MWEITI Reporting | |
| 15.01 | Annual Progress Report |
| 15.02 | Other 5 th EITI Report |

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

| ULTIMATE OUTCOME | |
|--|---|
| Increased awareness around transparency and improved disclosure in Malawi | |
| Intermediate Outcomes | 2000 Improved Transparency and Disclosure to meet EITI Standards & Requirements 2 to 7 |
| Immediate Outcomes | 2100 Improved delivery and accuracy of EITI Reports |
| Description of Planned and Proposed Activities | |
| 21.00 Output – 4th EITI Report | |
| 21.01 | Approval of 2017-2018 Report 4 th EITI by MSG |
| 21.02 | Dissemination and Launching of Report |
| 21.03 | Press Kit Development (Hard and Soft Copy) |
| 21.04 | Hold a Webinar Presentation on the Report with Virtual Press Kit (COVID) |
| 21.05 | Pre-recorded Power Point on 4 th Report (Host Website) |
| 21.06 | Hold a series (2) Webinar on 4 th Report |
| 21.07 | Feedback Survey |
| 21.08 | Monitor and Evaluate Reach and Awareness |
| Output – 5th EITI Report | |
| 22.01 | Convene new MSG Induction (1.2.1) Lessons Learnt on the 4 th Report |
| 22.02 | Assure Funding and Financing from Donor Organization |
| 22.03 | ToRs Developed and Approved for IA |
| 22.04 | Bidding Process and Hiring of IA |
| 22.05 | Templates provided to Reporting Authority |
| 22.06 | On-line/In Person refreshment training on Templates |
| 22.07 | IA will manage and report to EITI Secretariat (Regular daily Basis) |
| 22.08 | IA - MSG Updates on the Report (Email for Comments) |
| 22.09 | Pre-Draft Report Reviewed by MSG (Scoping Report Presented) |
| 22.10 | Comments and Feedback provided to IA |
| 22.11 | Draft Report Developed and Reviewed by MSG and NS |
| 22.12 | Comments are shared with MSG and IA |
| 22.13 | Final Report Completed |
| 22.14 | Final Report Submission and Approval by MSG |
| 22.15 | Develop Plain language version of the Report (including Summary) |
| 22.16 | Production of 2020 MWEITI 5 th EITI Report |
| 22.17 | Update and Revise Press Kit Development (Hard and Soft Copy) |
| 22.18 | Hold a Webinar Presentation on the Report with Virtual Press Kit (COVID) |
| 22.19 | Pre-recorded Power Point on 4 th Report (Host Website) |
| 22.20 | Hold a series (2) Webinar on 4 th Report |

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| 22.21 | Feedback Survey |
| 22.22 | Monitor and Evaluate Reach and Awareness |

| ULTIMATE OUTCOME | |
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| Increased awareness around transparency and improved disclosure in Malawi | |
| Intermediate Outcomes | 2000 Improved Transparency and Disclosure to meet EITI Standards & Requirements 2 to 7 |
| Immediate Outcomes | 2200 Increased knowledge and identification of Mainstreaming Gaps |
| Description of Planned and Proposed Activities | |
| 22.00 Output – Phase 1 Mainstreaming Feasibility Study | |
| 22.01 | Request Technical Assistance from Donor for the Mainstreaming Feasibility Study |
| 22.02 | Develop ToRs for Technical Assistant or Consultant (If Outsourced) |
| 22.03 | Procurement and hiring process |
| 22.10 Output – Phase 2 Training and Gaps Analysis | |
| 22.11 | Conduct training on EITI Mainstreaming Feasibility with key stakeholders |
| 22.13 | Using feedback review, revise templates |
| 22.14 | Training on templates for gaps analysis |
| 22.15 | Meet with key stakeholder groups to identify and input information |
| 22.16 | Compile data and information based on findings develop a Draft Report |
| 22.17 | Present Draft Report to MSG for comments |
| 22.18 | Present Draft Report to key Stakeholders |

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| 22.19 | Add additional comments into the draft document |
| 22.20 | Finalize document and share recommendations with key stakeholders |
| 22.20 Output – Phase 3 Awareness Raising to create Government Roadmap | |
| 22.21 | Develop sensitization and awareness campaign on findings to encourage development of Government Roadmap to disclosure (See 3100) |
| 22.22 | Link to awareness and sensitization campaign focused on an EITI Law |
| 22.23 | Present findings on virtual webinar |
| 22.24 | Monitor and Evaluate Outreach |
| 22.30 Output – Integrate Tax Identification Number in Government Agencies | |
| 22.31 | Develop a presentation focused on TIN and international best practices |
| 22.32 | Present TIN Presentation to MSG Group |
| 22.33 | Establish and implement meetings with Malawi Revenue Agency |
| 22.34 | Presentation on TIN to Key Stakeholders |
| 22.35 | Hold key stakeholder meetings with government agencies, industry and MRA |
| 22.36 | Collect feedback from meetings develop brief for follow-up meetings |
| 22.37 | Identify and review TIN Templates (Other Nations) and Consultation on improved MRA TIN Templates |
| 22.38 | Meetings with Malawi Revenue Agency |
| 22.39 | Follow-up with Malawi Revenue Agency on Progress |
| 22.40 | Report to MSG – and Key Stakeholders on Follow-Up Progress |
| 22.41 | Joint Launch of TIN |
| 22.41 | Monitor and Evaluate Progress |
| 22.40 Output – Launch BO Working Group | |
| 22.40 | Conduct Beneficial Ownership training with Key Stakeholders |
| 22.41 | Implement a BO Working Group |
| 22.42 | Assess current baseline conditions on BO in Malawi |
| 22.43 | Initiate a lesson’s learnt BO with regional members via Zoom |
| 22.44 | Discuss disclosure and IT capacity of BO Registry with MDA and CE |

Create and Raise Awareness and Public Debate with key Stakeholders,

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| ULTIMATE OUTCOME | |
| Increased awareness around transparency and improved disclosure in Malawi | |
| Intermediate Outcomes | 3000 Increased Awareness and debate around revenue allocation and collection |
| Immediate Outcomes | 3100 Targeted stakeholder awareness raising on disclosure and awareness raising |
| Description of Planned and Proposed Activities | |
| 31.00 Output Dissemination and Outreach on 4th and 5th MWEITI Report | |

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| 31.01 | Develop MWEITI Communications Launch Plan |
| 31.02 | Create Report Summary and Pictogram/Diagrams |
| 31.03 | Develop Press Kit Materials for 4 th and 5 th MWEITI Report (See 21.03 & 22.07) |
| 31.04 | Disseminate 4 th and 5 th MWEITI Report through on-line launch |
| 31.05 | Organize Journalism Event “MWEITI Report Launch” |
| 31.06 | Disseminate Press Kits and conduct Presentation for Journalists |
| 31.07 | Hold a series (2) Webinar on 4 th Report (See 21.06 & 22.20) |
| 31.08 | Hold a series (2) Webinar on 5 th Report (See 21.06 & 22.20) |
| 31.09 | Monitoring and Evaluation |
| 31.10 | Lessons Learnt Shared with MSG |
| 31.11 | Monitor and Evaluation |
| 31.12 | Report Outcomes and Impacts |
| 31.10 Output Transparency Perspectives of Key Stakeholders | |
| 31.11 | Identify key stakeholder target audiences (linked to Communications Plan) |
| 31.12 | Conduct baseline survey focused on key target stakeholders |
| 31.13 | Develop a MWEITI and Transparency Perceptions Survey |
| 31.14 | Implement pilot survey and review results and revise |
| 31.15 | Conduct survey to larger stakeholder group |
| 31.16 | Tabulate survey and review results and share with the MSG |
| 31.17 | Develop awareness raising tools based on findings |
| 31.18 | Post survey results on website and social media |
| 31.19 | Use survey as part of Annual Activity Report for 2020 |
| 31.10 | Conduct community meetings (outreach) with key stakeholders on findings |
| 31.11 | Raise awareness on EITI and MWEITI initiatives through 2 on-line webinars |
| 32.12 | Raise awareness on 4 th and 5 th Report (See 2100) |
| 32.13 | Monitor and Evaluation |
| 31.14 | Report Outcomes and Impacts |
| 31.20 Output Awareness Raising on Systematic Disclosure | |
| 31.21 | Development of key Summary Materials on Findings |
| 31.22 | Update Press-Kits to reflect Feasibility findings |
| 31.23 | Distribute Press Kit Materials to Key Stakeholders and Journalists |
| 31.24 | Presentation of Feasibility findings (Gaps Analysis) on-line Web site |
| 31.25 | Presentation of findings to Key Stakeholders (See 2200) |
| 31.26 | Conduct 1 Radio Interview on findings |
| 31.27 | Monitor and Evaluation (Website Analytics) |
| 31.28 | Report Outcomes and Impacts |