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# COMMUNICATION AND ENGAGEMENT STRATEGY

2017 - 2022

MWEITI Secretariat  
Revenue Policy Division  
Ministry of Finance, Economic Planning and  
Development

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## ACRONYMS

CDA	Community Development Agreement
CSO	Civil Society Organization
CSR	Corporate Social Responsibility
CONGOMA	Council of Non Governmental Organizations of Malawi
ECAMA	Economics Association of Malawi
EITI	Extractive Industries Transparency Initiative
MWEITI	Malawi Extractive Industries Transparency Initiative
ICAM	Institute of Chartered Accountants in Malawi
MDA	Ministries, Departments and Agencies
MISA	Media Institute of Southern Africa – Malawi Chapter
MLS	Malawi Law Society
MSG	Multi Stakeholder Group
NAP	National Advocacy Platform
NGO	Non-Governmental Organisation
NRJN	Natural Resources Justice Network
PWYP	Publish What You Pay
WESM	Wildlife and Environment Society of Malawi

## I. INTRODUCTION

The extractive sector (minerals, forestry and potentially oil and gas), with the mining sector contributing less than 1% to the GDP, remains a small sector in Malawi. However, there are expectations that the sector will grow in the foreseeable future. As such, it is important to improve governance of the sector to ensure that Malawi's finite natural resource wealth is used to drive much needed change, aligned with the country's national and international development agenda.

Corresponding to the extractive sector governance reform agenda, the Malawi Government resolved to join the EITI in June 2014 when His Excellency the State President made a declaration during the State of the Nation Address. Following this expressed commitment, compliant with the EITI Standard, the Minister responsible for Finance was selected to champion the initiative in Malawi, leading to the creation of the Malawi Extractive Industries Transparency Initiative (MWEITI). A MWEITI Multi-Stakeholder Group (MSG), made up of Government Institutions, CSOs, and the Private Sector, was formed in 2015. Following its formation, the MSG developed a roadmap and made an application to EITI International Secretariat for Malawi's candidature status, which was granted on 22 October 2015. Malawi produced the first EITI report in April 2017.

Malawi's EITI candidature status signifies the country's commitment to improve transparency of the extractive sector by disclosing and disseminating to all relevant stakeholders information regarding payments made by natural resource companies, revenues received by government and expenditure of this wealth. The commitment to extractive sector transparency also includes ensuring that there is effective communication of MWEITI to stakeholders in order to raise awareness of the initiative, create better implementation of the initiative, and help shape the future management of the sector.

The MWEITI MSG recognizes this responsibility it has of ensuring the timely provision of relevant and understandable information to all stakeholders about the implementation of the Initiative. Thus, the MSG, through the Stakeholder Communications and Engagement Committee, commissioned the development of this Communication Strategy to provide a framework through which different stakeholders will be engaging each other on issues related to the Extractive Industry (EI). In addition, the Communication Strategy provides monitoring and learning mechanisms for enhancing flow of information among stakeholders in the Extractive Industry.

In developing this Strategy, consultations were held with key stakeholders that included Government Departments, Civil Society Organizations, Media and a representation from the Private Sector. Through this participatory workshop, members identified issues and suggested appropriate strategies that MWEITI would exploit in the implementation of this Strategy for the next five (5) years.

This strategy runs through four components:

- a. **Awareness:** Enhancing stakeholder awareness of the MWEITI process and its potential to improve the management of the country's extractive industry. This includes awareness for government officials, the media, interest groups and the wider population.
- b. **Education:** Helping the stakeholders develop an understanding of the forms of complex information produced during the MWEITI process so that they can effectively analyze that information when it is produced.
- c. **Insight and analysis:** Providing stakeholders with information produced by the MWEITI Reconciliation Process and explaining its significance so that they can analyze the country's past financial practices and procedures in the extractive industries and have a sense of the level of the integrity of the financial system itself and the amount available to the government for public spending.
- d. **Reform, remediate and empower:** Enabling stakeholders to understand the steps they need to take in response to the report so that they can inform the opinions and participate in the construction of a reform agenda in the management of extractive revenues.

## 2. CONTEXTUAL BACKGROUND

The extractive sector in Malawi faces a number of governance challenges which include inadequate communication between the government, its citizens and the companies that are operating in the country. Among a number of NGO research reports, the 2013 Political Economy Analysis (PEA) of Mining in Malawi Report, which was commissioned by Tilitonse Fund points out that the mining sector, which is a priority for government, faces challenges that point to the need for transparency mechanisms when dealing with stakeholders, especially communities.

Awareness or communication regarding mining issues is grossly inadequate. Among a number of problem areas cited, the PEA Report concludes that if more information were publicly available, mining companies could not, for instance, make unsubstantiated or vague claims that could not be disproven. The report further acknowledges EITI as a prerequisite for effective communication with respect to extractive sector issues.

Malawi became an official EITI candidate country in October 2015 and communication of MWEITI issues have been reported since early 2015. MWEITI issues have been covered on the Mining in Malawi blog web site<sup>1</sup>, on the International EITI Website,<sup>2</sup> by the *Malawi Mining and Trade Review*, and sporadically in the newspapers, and on the television and radio. There is also a twitter account<sup>3</sup> that is linked to the “Mining in Malawi” blog web site. The Natural Resources Justice Network (NRJN), a grouping of CSOs which specially focus on natural resource governance in Malawi also periodically provides information to the public on the extractives sector. Two brochures have been produced on MWEITI to-date among other initiatives.

The above mentioned initiatives are laudable and represent humble steps aimed at reaching out to the public. However, they are inadequate and fall short of meeting the communication and information needs of the public with respect to reasonable knowledge of what the MWEITI is about and the benefits it offers.

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<sup>1</sup> <https://mininginmalawi.com/tag/mweiti/>

<sup>2</sup> [https://eiti.org/implementing\\_country/55](https://eiti.org/implementing_country/55)

<sup>3</sup> [@RachelEtterPhoya@MiningInMalawi](https://twitter.com/RachelEtterPhoya)

Stakeholder engagement on extractive sector issues is another area of concern in the sector. Where communication with stakeholders has occurred, it has mainly been one way as opposed to an experience where there is dialogue and debate and citizens are allowed to express their views regarding how the extractive industry is and should be managed.

Furthermore, the legislative framework governing the extractive sector is based on the Mines and Minerals Bill of 1981, which when compared to international standards and best practice, is not well aligned with efforts aimed at improving transparency and accountability in the sector to achieve sustainable development. Among a number of areas, there is secrecy regarding beneficial ownership of natural resource companies, which presents a high risk of corruption due to the confidentiality that exists.

Worth noting, however, is the fact that the legislative landscape for the extractive sector is changing towards creating an enabling environment for transparency and accountability. The Mines and Minerals Bill, which yet to be tabled in parliament, contains some clauses aimed at enhancing disclosure of information. When enacted, this piece of legislation will enhance public access to extractive sector information consistent with the Malawi Government governance reform agenda and EITI principles. Furthermore, the Access to Information Bill which was passed in parliament in 2017 is a landmark achievement towards enhancing public access to information which has the potential to raise public dialogue and debate on issues pertaining to natural resource management.

### **3. SWOT ANALYSIS**

This section outlines a Strengths, Weakness, Opportunities and Threats (SWOT) Analysis of the environment in which this proposed Communication Strategy will be implemented.

#### **3.1 Strengths**

- a. Political will - Presidential declaration to join EITI
- b. Minister of Finance as Champion of EITI
- c. Support for development partners
- d. Collaboration of major stakeholders within the MSG
- e. Government's commitment to transparency and accountability in the extractive sector
- f. CSO interest in the extractive industry

- g. Growing demand by citizens and parliament for information
- h. Enactment of Access to Information legislation

### **3.2 Weaknesses**

- a. Outdated legislative framework
- b. Limited knowledge of the MWEITI process and EITI standard
- c. Inadequate understanding of the need to be transparent and accountable
- d. Inadequate capacity in packaging and disseminating information
- e. Inadequate outlets of information at local level (with mining and exploration communities in particular)
- f. Unavailability of readily accessible geological information
- g. Limited knowledge on the mineral value chain (from contracting and licensing, to geological data and the way revenues are collected and managed)
- h. Inadequate citizen engagement
- i. Perception that government and companies are intentionally keeping information secret
- j. Weak stakeholder linkages
- k. Lack of clarity in stakeholder roles on extractive sector issues
- l. Ad hoc communication of EITI activities
- m. Inadequate capacity for CSOs, media and government officials

### **3.3 Opportunities**

- a. Malawi is largely unexplored. The industry is still at its infancy stage which means that MWEITI and communication can ensure or improve stakeholder relations at an early stage and contribute to improving systems for good natural resource management
- b. Vibrant free media
- c. EITI implementation in neighboring countries – opportunity not to reinvent the wheel
- d. Access to Information Act

### **3.4 Threats**

- a. Official Secrets Act
- b. Resistance to change by stakeholders particularly in learning to collaborate
- c. Inability to assimilate extractive sector information



MWEITI will build on its strengths to implement the strategy and take advantage of the opportunities to deliver its mandate. MWEITI will continuously engage its stakeholders and their constituencies in ensuring that information relating to the extractive sector is shared amongst stakeholders to enhance transparency and accountability for the benefit of all. At the same time, MWEITI recognizes its various weaknesses and will work towards addressing them while paying particular attention to threats in the implementation of the Communication Strategy.

## **4. VISION, MISSION AND VALUES**

### **4.1 Vision**

***A transparent and accountable extractive sector that contributes to equitable and sustainable national development.***

### **4.2 Mission**

MWEITI Communication Strategy is driven by its mission that is:

***To provide a platform for improving governance in the extractive industry by enhancing stakeholder engagement to ensure fairness in the payments, receipts and equity on the allocation of revenues for the benefit of all people of Malawi.***

### **4.3 Values**

The following values will guide MWEITI's operations.

- a. Integrity
- b. Commitment
- c. Collaboration
- d. Mutual Trust
- e. Accountability
- f. Transparency
- g. Professionalism

## 5. OBJECTIVES

The overall objective of the communication strategy is ***‘to empower the general citizenry of Malawi and all stakeholders to effectively understand the EITI standard, and access and disseminate information related to the extractive industries to guide meaningful participation in the EITI process for good natural resource governance’.***

Specifically, the Communication Strategy intends:

- a. To support communication of MWEITI's mission, mandate, achievements, results and implementation process
- b. To promote access, dissemination and free flow of information in the extractive sector
- c. To promote transparency on payment and receipt of extractive sector revenues and accountability on utilization of those resources
- d. To enhance knowledge of the EITI standard among various stakeholders

This Communication Strategy will be implemented at national level with particular interest in active extractives industries communities<sup>4</sup> in Malawi.

## 6. OUTCOMES

In meeting the objectives outlined above, MWEITI shall have achieved the following outcomes:

- a. Vision for MWEITI, with a recognizable and unique identity
- b. A citizenry that is informed on extractive sector governance issues
- c. Enhanced community engagement
- d. Improved dissemination, dialogue and debate of extractive sector issues
- e. Investor friendly environment

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<sup>4</sup> For the purposes of this communication strategy, Extractive communities could loosely be defined as those that are directly affected by extractive industries operations.

## 7. STRATEGIC FRAMEWORK – STRATEGY PER OBJECTIVE

OBJECTIVE	ACTIVITIES	EXPECTED OUTPUT	INDICATORS	EXPECTED OUTCOME	RESPONSIBLE	VERIFICATION MEANS
<b>Objective I:</b>	<i>To support communication of MWEITI's mission, mandate, achievements, results and implementation process.</i>					
<b>Strategy for Objective I:</b>	<i>Sensitize stakeholders about the importance of the extractive sector in ensuring sustainable development of the country, the need for good governance and the role of MWEITI in ensuring good governance in the sector to achieve socio-economic transformation of the country.</i>					
	<b>Activity 1: Print and bind the MWEITI Report, design and produce</b> the short version of the MWEITI Report and progress reports. Design and produce caps, t-shirts, brochures, handouts, media tool kit, containing basic routine and vital information on MWEITI and its activities.	MWEITI Report, summary reports, branding and IEC materials are produced	Information packaged and dissemination	MWEITI Report, Summary Reports and IEC Materials are widely distributed	Secretariat	Copies of publications
	<b>Activity 2: Organize three(3) sensitization workshops</b> for media personnel in the Southern, Central and Northern Region. Distribute press kits and brochures.	Workshops organised, press kits and brochures distributed	Information packaged and disseminated and number of workshops organised	Media is informed about MWEITI activities	Secretariat & MSG Committee on Communications & Engagement	Attendance lists Copies of publications Activity reports Activity photos/video clips
	<b>Activity 3: Arrange Group Meetings -</b> Parliamentary Committee on Natural Resources and Climate Change, Mining Communities, EITI Relevant Entities such as MRA, Department of Mines, Department of Forestry and Public Sector Reforms Unit and distribute MWEITI brochures	Institutionalized dialogue of National Government and Local Governments, companies and local communities is improved	Number of group meetings organised	Participatory multi-stakeholder process is strengthened	Secretariat & MSG Committee on Communications & Engagement	Attendance lists Activity reports Activity photos/video clips
	<b>Activity 4:</b> Identify focal point in each reporting institution (both government and company) and conduct quarterly meetings with focal points on progress towards MWEITI implementation (and recommendations)	Focal points in reporting institutions identified, quarterly meetings on progress towards MWEITI implementation conducted	Number of meetings organised with focal points	Channel for communication and monitoring progress in MWEITI Report Recommendation s implementation is established	Secretariat & MSG Committee on Communications & Engagement	Attendance lists Activity reports Activity photos/video clips
	<b>Activity 5:</b> Distribute the MWEITI Report, summary reports and brochures in all Mining Companies, Civil Society Organisations, Government Offices and Development Partners	MWEITI Report, summary reports and brochures are distributed	Information packaged and disseminated	Stakeholders are aware of MWEITI activities	Secretariat & MSG Committee on Communications & Engagement	Copies of publications Photos or video clips of erected billboards
	<b>Activity 6: Design and erect four (4) billboards -</b> One in the Southern Region (Blantyre), one in the Central Region (Lilongwe), one in the Southern Eastern Region (Zomba) and one in the Northern	Four billboards designed and erected	Number of billboards designed and elected	MWEITI's image as credible and effective platform for promoting transparency and	Secretariat	Physical location Vouchers

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	Region (Mzuzu).			accountability in the extractive sector is enhanced		
	<b>Activity 7: Radio/TV Programmes and Jingles and a Video Documentary</b> - Expound on the workings of MWEITI with voice bites from government officials, companies, civil society organisations, mining community members and community leaders.	Electronic media programmes and jingles produced and disseminated	Number of electronic media slots	MWEITI is actively promoted	Secretariat	Radio and video clips

OBJECTIVE	ACTIVITIES	EXPECTED OUTPUT	INDICATORS	EXPECTED OUTCOME	RESPONSIBLE	VERIFICATIONS MEANS
<b>Objective 2:</b>	<i>To promote access, dissemination and free flow of information to the public</i>					
<b>Strategy for Objective 2:</b>	<i>This objective will be achieved through empowerment of the public, government MDAs, the media, civil society and business with well interpreted EITI information as well as facilitation of voice and accountability initiatives.</i>					
	<b>Activity 1: Open Data (accessibility and user-friendliness of EITI Data)</b> - Organise a workshop to sensitize and orient Government MDAs, Companies, the Media and Civil Society Organisations towards MWEITI Open Data	Workshop conducted and Government MDAs, Companies, the Media and Civil Society Organisations are sensitized on MWEITI Open Data	Number of workshops organised	Capacities of Government MDAs, Companies, the Media and Civil Society Organisations in Open Data access, release and re-use is built	MSG & Secretariat	Attendance lists Activity reports Photos/video clips of event
	<b>Activity 2: Website</b> - Post at least one article per month in the MWEITI news section and ensure all information in up-to-date	One article is posted in the MWEITI news section once a month	Number of articles posted	MWEITI website is regularly updated and publicized	Communications - Secretariat	Newspaper cuttings
	<b>Activity 3: Social Media</b> - Release information regularly through the MWEITI Twitter and Facebook accounts (at least one post per week and more during events)	One post per week is posted on MWEITI Facebook and Twitter accounts	Number of post made	Constant activity is maintained on Twitter and Facebook	Communications - Secretariat	Tags, mentions and likes
	<b>Activity 4: Media Taskforce Activities</b> - Use the Media Taskforce as the main vehicle for improving extractive sector information access and improving quality of EITI reporting and coverage. Convene regular meetings	A Media Taskforce Work Plan is developed and implemented	Number of Media Taskforce meetings organised	Participation of media is strengthened, MWEITI is interpreted effectively into stories upon which stakeholders can make informed decisions regarding how the	Secretariat & MSG Committee on Communications & Engagement	Attendance lists Activity reports Photos/video clips of meetings

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	with Media Taskforce to expound on major decisions of the MWEITI MSG, Strategy and Programme in relation to operations for the Taskforce to work on detailed feature stories that can adequately inform stakeholders			extractive sector is being managed		
	<b>Activity 5: Focus Group Discussions/Roundtables with CSOs</b> - This activity is aimed at bringing together CSOs to discuss and strategize over findings and remedial issues from the MWEITI Reconciliation Process	Public debate on the MWEITI Report is enhanced	Number of focus groups/round tables organised	MWEITI Report Recommendations are considered and being implemented	Secretariat & MSG Committee on Communications & Engagement	Attendance lists Activity reports Photos/video clips of event

OBJECTIVE	ACTIVITIES	EXPECTED OUTPUT	INDICATORS	EXPECTED OUTCOME	RESPONSIBLE	VERIFICATION MEANS
<b>Objective 3:</b>	<i>To promote transparency on payment and receipt of extractive sector revenues and accountability on utilization of those resources.</i>					
<b>Strategy for Objective 3:</b>	<i>Specifically, this objective will be achieved through the organisation of a high profile MWEITI Reconciliation Report Launch Event and popularization of the Report. MWEITI will use this event to appeal to high profile figures delivering keynote addresses to encourage reporting entities to support transparency and accountability in the extractive sector by cooperating with the Initiative in the reconciliation process and maintaining clean accounting processes in their operations and remittances.</i>					
	<b>Activity 1: Launch of the MWEITI Report</b> - Organise a high profile event for the launch of the MWEITI Reconciliation Report.	MWEITI Report launched	Number of reports launched	Renew commitment of government, companies and CSOs to EITI implementation	Secretariat & MSG Committee on Communications & Engagement	Attendance lists Activity reports Photo/video clips of event
	<b>Activity 2: Press release (Pre-event Activity):</b> Announce the publication of the MWEITI Reconciliation Report and the event for the launch of the Report to create awareness for the event as well as build its profile.	Publication of the MWEITI Report announced	Number of press releases compiled and disseminated	MWEITI Report is widely promoted	Secretariat	Copy of report
	<b>Activity 3: Invitation of MSG/Dignitaries</b> - MWEITI will compile a list of 200 relevant high profile guests taken from MSG, Government, legislature, extractive industries, law enforcement agencies, development partners, civil society organisations, media, traditional leaders from mining communities and district commissioners from mining districts. Invitations should be sent three weeks	200 MSG/Dignitaries invited to the launch	Profile and number of invitations made	Political clout of the launch is secured	Secretariat	Invitation lists

	before the event with a follow-up of calls to remind invited guests a week before the event.					
	<b>Activity 4: Media invite/Follow-up calls</b> - Media invite list will be compiled to cover the event. The Initiative should follow up the invitation with follow-up calls a week before the event. The media taskforce should be involved in producing detailed reports Report and conduct interviews with the Coordinator and Chairman of MWEITI.	Media participation is enhanced	Profile and number of invitations made	The launch activity is widely and actively promoted and publicized	Secretariat	Invitation lists
	<b>Activity 5:</b> This should be a high profile event in both organisation and attendance. A high profile personality (preferably the President) should be invited to present the report after making a speech. This will raise the importance of the report.	A high-profile figure is invited	Profile of invited Guest of Honour	Political clout of the launch is secured	MSG & Secretariat	Invitation lists
	<b>Activity 6: Post-event Release/Placement:</b> MWEITI should produce a press release to be placed in the print media about the main event. This should go out a day after the event to guide journalists in their reports and ensure that they keep within the prior agreed messages.	Post-event release is published	Number of press releases compiled and disseminated	Launch activities are widely publicized	Secretariat	Newspaper cutting
	<b>Activity 7: Newspaper Interviews</b> – In-depth interviews should be conducted with select journalists to break down the reconciliation report. The output should be excerpts, full-text or detailed analysis of the report.	Interviews are conducted	Number of interviews conducted	MWEITI and the Report contents are simplified through sound bites	Secretariat	Newspaper cuttings, video or radio clips
	<b>Activity 8: Features Placement</b> – MWEITI will brief selected journalists to do detailed reports of the Report Launch event in the respective newspapers.	Newspaper feature placements facilitated	Number of media slots in print and electronic media	MWEITI is interpreted into stories upon which the public can make informed decisions regarding how the extractive sector is being managed	Secretariat	Newspaper cuttings
	<b>Activity 9: Media visits</b> - To generate more awareness for and build the profile of the Report Launch Event, the Coordinator, Technical Manager and Communications Specialist should visit the main newspapers editors to explain the issues highlighted by the Report.	Media visits conducted	Number of visits conducted	Objectives and outcomes of the launch are appreciated by media	Secretariat	Activity photos/video clips Activity reports

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	<b>Activity 10: Television Appearance</b> – The three officers will be guests to one of the special television programmes prior to the Report launch.	Television programme conducted	Number of TV appearances	MWEITI and the launch explained	Secretariat	Video clips
	<b>Activity 11: Media analysis of the release of the audit</b> – A month after the main event, MWEITI will compile a media analysis of all the mentions to assess the effectiveness of the Report Launch Event.	Media analysis conducted	Media analyses conducted	Critical success factors for effective communication are ascertained	Secretariat	Analysis report
	<b>Activity 12: Remediation Programme Campaign</b> – MWEITI will start to focus on remediation issues raised in the report one after another through press releases. Keynote speeches, on-spot interviews and editorial write-ups to sustain awareness for the Initiative and assist in pressurizing the actors in the extractive industry.	Remediation Programme Campaign is conducted	Number of press relapses , on-spot interviews, editorial write-ups compiled and disseminated	MWEITI Report Recommendations are considered and being implemented	MSG & Secretariat	Newspaper cuttings TV & Radio clips Activity Reports

OBJECTIVE	ACTIVITIES	EXPECTED OUTPUT	INDICATORS	EXPECTED OUTCOME	RESPONSIBLE	VERIFICATION MEANS
<b>Objective 4:</b>	<i>To enhance knowledge of the EITI standard among various stakeholders</i>					
<b>Strategy for Objective 4:</b>	<i>This objective will be achieved by educating, sensitizing and building stakeholder insight into the EITI Standard, how the MWEITI Reconciliation Process is conducted and how the Report can be understood and be utilized</i>					
	<b>Activity 1:</b> Establish an Extractive Sector Week to coincide with a MWEITI Reconciliation Report launch.	A MWEITI Week is established	Number of activities conducted in MWEITI Week	MWEITI's mission, mandate, achievements and impact are widely publicized	Secretariat & MSG Committee on Communications & Engagement	Copies of publications Activity reports Event photos/video clips
	<b>Activity 2:</b> Arrange press coverage including a series of activities, stories, interviews and airing of a documentary and special programmes on television and radio as well as special coverage in newspapers and magazines.	Various press manifestations facilitated	Number of slots in electronic media and articles in print media		Secretariat	Video and radio clips Newspaper/magazine cuttings
	<b>Activity 3:</b> During this week, distribute brochures and posters in Mining Companies, Civil Society Organisations, Government Offices and Development Partner Organisations	Brochures and posters distributed in Mining Companies, Civil Society Organisations, Government Offices and Development Partner Organisations	Information packaged and disseminated		Secretariat	Copies of publications
	<b>Activity 4:</b> Post-MWEITI Week -	Awareness of MWEITI	Workshops and		Secretariat & MSG	Activity reports

	Sustain awareness of the MWEITI Reconciliation Process by conducting workshops and public forums with various stakeholders such as communities, traditional leaders, members of parliament, civil society organizations in order to build insight into how the audit report could be understood and utilized and call on the stakeholders to take action towards implementation of the recommendations contained in the Reconciliation Report.	Reconciliation process sustained	public forums organised		Committee on Communications & Engagement	Attendance lists Activity photos/ video clips
	<b>Activity 5:</b> Arrange Roadshows (Caravans), Extractive Sector Open Day (at CIVO Stadium) and Community Based Open Days and make presentations and distribute brochures	Roadshows, Extractive Sector Open Day, Community Based Open Days organized and information about MWEITI is disseminated	Number of events organised		Secretariat & MSG Committee on Communications & Engagement and District Environmental Officers	Activity photos/video clips Activity reports
	<b>Activity 6:</b> Participate in National and International Mining Indabas as well as sectoral association AGMs (ICAM, ECAMA, MISA) and exhibit as well as make presentations about MWEITI	Participation in National and International Mining Indabas and sectoral association AGMs conducted and information about MWEITI is disseminated	Number of Indabas and association events attended		Secretariat & MSG Committee on Communications & Engagement	Activity reports Event photos/video clips
	<b>Activity 7:</b> Attend the Media Institute of Southern Africa (MISA) AGM and present awards to Best EITI Reporters, make a presentation about MWEITI and distribute brochures of the Initiative	Best EITI Reporter Awards presented at the MISA AGM and information about MWEITI is disseminated	Number of AGMs attended		Secretariat & MSG Committee on Communications & Engagement	Activity reports Event photos/video clips

## 8. STAKEHOLDER ANALYSIS

To help deliver the Communication Strategy, MWEITI has identified and analyzed all groups which could be affected or are being affected by extraction activities. These are the stakeholders that need to be engaged in the communication process. Identifying different stakeholders is a vital step for the success of EITI in Malawi. Members who participated in the Communication Strategy development workshop conducted an in-depth analysis to determine who these stakeholders are, how they are organized, opinions they hold and



their levels of understanding of the subject for all the profiled stakeholders. A list of prioritized stakeholders, channels of communication and underlying assumptions have been listed as follows:

**Table 2: Stakeholder Analysis**

<b>WHO TO COMMUNICATE TO</b>			
<b>Who</b>	<b>Where</b>	<b>Needs</b>	<b>Level of influence/interest</b>
<b>MWEITI Multi-Stakeholder Group (MSG)</b>	Throughout Malawi	Deepening the MWEITI Process; Entrenching a culture of transparency and accountability in Malawi; Enhancing the Extractive Sector's contribution to the Malawian Economy; Ensuring the participation of various stakeholders in the MWEITI Process.	High
<b>Relevant MDAs</b>	Throughout Malawi (from Central government to local districts)	Improving the regulatory framework for the Extractive Sector; Boosting investments to the Extractive Sector; Closing the gap between local and international standards for the Extractive Sector; Enhancing the Extractive Sector's contribution to the Malawian Economy.	High
<b>CSOs</b>	Throughout Malawi	Promotion of Human Rights; Enhancing Governance within the Extractive Sector.	High
<b>International EITI Secretariat</b>	Oslo, Norway	Compliance with EITI Standard; Deepening of EITI Process in Malawi; Reversing of the resource curse in Malawi;	High
<b>Relevant Parliamentary Committees</b>	Throughout Malawi	Improving the regulatory framework for the Extractive Sector; Boosting investments to the Extractive Sector; Closing the gap between local and international standards for the Extractive Sector; Enhancing the Extractive Sector's contribution to the Malawian Economy.	High
<b>EITI Champion &amp; Relevant Principle Secretaries (PSs)</b>	National Government Offices, Ministry of Finance	Improving the regulatory framework for the Extractive Sector; Boosting investments to the Extractive Sector; Closing the gap between local and international standards for the Extractive Sector; Enhancing the Extractive Sector's contribution to the Malawian Economy.	High
<b>Natural Resource Companies</b>	Throughout Malawi	Security of investment; Extractive sector policy stability; favorable reform agenda.	High
<b>MITC</b>	Throughout Malawi	Promoting investment to the Malawi Extractive Industry.	Medium
<b>Mining Communities</b>	Nationwide	Benefit from extractive activities happening within their communities.	High
<b>Media Institutions &amp; Media Houses</b>	Nation-wide	Enhance freedom of information.	High

<b>The Chamber of Mines &amp; Energy &amp; Affiliates</b>	Country-wide	Enhance compliance, private sector collaboration and coordination with the Extractive Sector; ensure compliance of members with relevant legislation, policies and standards.	High
<b>The General Public</b>	Nation-wide	To know vital decisions that are being made regarding the country's natural resources and how the wealth from these resources is being managed.	High
<b>Development Partners</b>	Nation-wide	To see meaningful progress being made in Extractive Sector Governance enhancement efforts, aligned with national and international development agenda.	High
<b>Local Authorities</b>	Nation-Wide	Maximising benefits of their communities from mining activities taking place within their communities.	High
<b>Potential Investors</b>	Globally	Understanding the investment climate and business landscape in Malawi.	High

**Table 3: Audience Analysis— Limitations of Communication, Assumptions, Risks and Mitigation**

<b>Audience</b>	<b>Limitations of Communication</b>	<b>Assumptions</b>	<b>Risks</b>	<b>Mitigation</b>
<b>MWEITI Multi-Stakeholder Group (MSG)</b>	Uncoordinated activities of MSG Constituencies	There is adequate support from stakeholders		Engagement and training in constituency governance
<b>Relevant MDAs</b>	Law provides loopholes for secrecy  Inadequate outlets of information at local level	Adequate support	Culture of secrecy a major challenge in enthrone transparency and accountability in the public sector	Engagement and orientation on Open Data  Capacity building in mainstreaming EITI

				processes
<b>CSOs</b>	Uncoordinated activities	CSOs have been the main driver in sensitizing stakeholders about extractive sector issues	Weak stakeholder linkages leading to unclear and misleading stakeholder voices that worsen tensions	Engagement; Education and Capacity building
<b>International EITI Secretariat</b>				
<b>Relevant Parliamentary Committees</b>				
<b>EITI Champion &amp; Relevant Principle Secretaries (PSs)</b>	Bureaucracy barriers	There is political will	No clout to boost the Initiative due to bureaucracy barriers which affect participation of this target group in the activities of the initiative	Engagement
<b>Natural Resource Companies</b>	Weak stakeholder linkages and lack of clarity in stakeholder voices  Culture of transparency and accountability still alien to some companies		Unwillingness to comply with the EITI Standard	Support of the Chamber of Mines & Energy & Affiliates to enhance its linkages in the sector
<b>MITC</b>				
<b>Mining Communities</b>	Illiteracy levels  Inadequate citizen engagement on duties and right to information  Inadequate relevance of message content	Willingness to know about their benefits and participate in socio-economic development activities in their mining communities	Miss-information/inadequate information leading to distrust in the way the extractive sector is being managed	Facilitate distribution of and access to EITI related data and information
<b>Media Institutions &amp; Media Houses</b>	Most media houses use general-assignment reporters who do not have sufficient knowledge  Inadequate interest by media practitioners to cover mining issues		Inadequate interest leading to less coverage of the MWEITI Initiative and in-depth analysis of the EITI Report into stories upon which stakeholders can make decisions regarding how the extractive sector is being	Creation of Media Taskforce  Educate in EITI Standards and EITI Data analysis and coverage

			managed	
<b>The Chamber of Mines &amp; Energy &amp; Affiliates</b>				
<b>The General Public</b>	Inadequate citizen engagement on duties and right to information  Miss-information/in adequate relevance of message content	Willingness to know about their benefits and participate in socio-economic development activities in their mining communities	Miss-information/inadequate information leading to distrust in the way the extractive sector is being managed	Facilitate distribution of and access to EITI related data and information
<b>Development Partners</b>				
<b>Local Authorities</b>				

## 9. MESSAGE PER TARGET AUDIENCE

MWEITI is committed to fostering a transparent and accountable extractive sector that contributes to equitable and sustainable national development.

<b>EXTRACTIVE INDUSTRIES: MINING, OIL, GAS AND FORESTRY</b>			
<b>MWEITI's Commitment</b>	<b>MWEITI's Reconciliation Report</b>	<b>MWEITI's Objective for Reconciling Payments and Receipts in the Extractive Sector</b>	<b>The Importance of the Reconciliation Process in the Management of the Extractive Sector</b>
MWEITI is committed to fostering transparency and accountability in the Malawian Extractive Sector	MWEITI Reconciliation Report is a trustworthy and credible document that establishes facts and figures MWEITI has achieved in terms of transparency and accountability.	MWEITI's objective for reconciling payments and receipts from the extractive sector is to ensure transparency and accountability in the extractive sector.	MWEITI's Reconciliation Process will help effect institutional transformation and level the playing field for all involved in the extractive sector.
MWEITI is committed to ensuring a conducive working environment for all	Transparency and accountability builds trust and curbs tension and conflict between extractive companies and other stakeholders.	Transparency and accountability are the first steps to smooth business operations and ensure greater revenue.	MWEITI Reconciliation Reports will give all stakeholders a clearer picture regarding how revenues from the extractive industries are used and facilitate the correction of anomalies that lead to conflict and mistrust.
MWEITI is committed to best industry practices	MWEITI reconciles receipts and payments for appropriate financial representation of revenues received from extractive companies. Through the Reconciliation Reports, MWEITI will assist in clarifying the flow of payments in the extractive industries to reduce discrepancies. In the 2015/2016 MWEITI Report, MWEITI aims at reducing differences in revenues/receipt payment from 34%. This difference was because non-compliant companies. MWEITI will endeavor to achieve a 100% compliance rate of extractive sector companies in the 2015/2016 MWEITI Reconciliation Exercise.	MWEITI Reconciliation Reports remind key stakeholders the need for best practices	
<b>Call to Action:</b> Support transparency and accountability to promote peaceful business operations in the Malawian extractive industry.			
<ol style="list-style-type: none"> <li>I. Cooperate with MWEITI in the reconciliation process; comply with the independent administrator's requests for information necessary for comparison.</li> <li>II. Maintain clear, clean accounting processes in your business operations and remittances</li> </ol>			

<b>GOVERNMENT {RELEVANT GOVERNMENT MINISTRIES, DEPARTMENTS &amp; AGENCIES (MDAS - MINISTRY OF FINANCE, DEPARTMENT OF FORESTRY, DEPARTMENT OF MINES, MALAWI REVENUE AUTHORITY (MRA), OFFICE OF THE AUDITOR GENERAL, RESERVE BANK OF MALAWI (RBM)}</b>		
<b>MWEITI's Commitment</b>	<b>The Role of MWEITI in Promoting Extractive Sector Governance</b>	<b>MWEITI's Reconciliation Report</b>
MWEITI is committed to transparent and accountable Extractive Sector	MWEITI's efforts are geared towards the elimination of loopholes that result in loss of revenue for Government	Our reconciliation of revenue payments and receipts gives clear understanding of the financial status of the Extractive Industry
MWEITI is committed to ensuring appropriate collection of payments	Through Reconciliation Reports, MWEITI will assist in clarifying the flow of payments allowing for the tracking of payments and identifying of any discrepancies	MWEITI Reconciliation provides the information required to hold government and the broader extractive industry accountable for their actions, payments and expenditures
MWEITI is committed to ensuring payment harmonization and reducing discrepancies	MWEITI recognizes the role Government MDAs play in the economic growth of the country and want to support in the adequate collection of payments and remittances	MWEITI engages the relevant stakeholders to ensure that they are aware of weaknesses in the extractive industry.
Transparency and accountability means more revenue for the Government	Through MWEITI's reconciliation exercise and reports, MWEITI is spearheading the transformation in the Malawian Extractive Industry	
	Through insistence on compliance by all stakeholders, MWEITI will routinely provide data for revenue flows in the extractive industry	
	MWEITI will provide adequate record keeping across the extractive industries	
	MWEITI reports loopholes and discrepancies in payments by extractive industry operators	
	MWEITI's collaboration has enhanced revenue generation, due process, transparency and accountability.	
	Through our reports and audits, MWEITI is spearheading the transformation in the Malawian Extractive industry	
<b>Call to Action:</b> In order to enhance adequate revenue payment and collection, cooperate with MWEITI		
I. Cooperate with MWEITI in the reconciliation process; comply with the Independent Administrator's request for information suitable for comparison II. Embrace the remediation process to create better accounting practices		

<b>MEDIA INSTITUTIONS</b>		
<b>Who is MWEITI?</b>	<b>MWEITI's Commitment</b>	<b>What MWEITI Stands for</b>
MWEITI is an extractive sector initiative (which resonates with the governance reform agenda established by the President of Malawi.	MWEITI is committed to best industry practices	MWEITI believes that accountability and transparency in the extractive industries will engender the desired economic growth.
	We are committed to helping the life of Malawians	Our reports remind key industry players the need to use our resources impactfully to achieve the desired economic growth.
	MWEITI is committed to transparency and accountability in the Malawian Extractive industry	MWEITI will institute processes that will ensure prudent management of resources
	MWEITI's commitment is centers at improving Malawi's macroeconomic environment	MWEITI believes extractive industries can transform economies, reduce poverty and make life meaningful for Malawians.
		MWEITI compiles critical data and makes it accessible for institutional and governance reforms
		MWEITI believes lack of transparency is the bane of corruption in Malawi
		MWEITI believes that increased transparency and accountability will improve the life of Malawians
		MWEITI's mandate is to develop, set and administer as well as enhance the framework for transparency and accountability
		MWEITI ensures due process and transparency in the payments made by extractive industries to government and statutory recipients
		MWEITI is promoting the call to proper utilization of natural resources and the revenues accruing from their exploitation
		MWEITI believes that the bane of socio-economic instability is the lack of compliance amongst extractive industry players
		Through insistence on best practices backed by compliance, MWEITI is geared toward promoting sustainable development by discouraging corruption in the Extractive industry
		As partners we work to oversee revenue utilization for sustainable development
		MWEITI reconciliation of payments and receipts thwarts any unwholesome practice that negates its principles of transparency and accountability
<b>Call to Action:</b> Insist on compliance to transparency and accountability for improvement of our lives		
<ol style="list-style-type: none"> <li>I. Pressurize the government and extractive companies on implementation of remedial actions</li> <li>II. Query the government on use of revenues from extractive companies</li> </ol>		

<b>THE PUBLIC</b>		
<b>Who is MWEITI?</b>	<b>MWEITI's Commitment</b>	<b>Workings of MWEITI and its values</b>
MWEITI is an extractive sector initiative (which resonates with governance reform agenda established by the President of Malawi.	We are committed to helping to improve the life of Malawians	Transparency and accountability means better social amenities for Malawians
	MWEITI believes that our resources ought to improve our lives and MWEITI is committed to see to that	MWEITI has partnered with other anti-corruption agencies such as Anti-Corruption Bureau (ACB) and the Financial Intelligence Authority (FIA)
	We are committed to ensuring transparency and accountability in the Malawian extractive industry.	MWEITI is challenging industry stakeholders and government to apply revenues accruing from natural resources to promote the building of Malawi's social and physical infrastructure
	Our reconciliation reports are aimed at becoming a rallying point for transparency and accountability in the Malawian extractive industry	MWEITI has partnered with various stakeholder groups to insist on proper utilization of our resources. MWEITI's reconciliation reports remind key industry players the need to use our resources impactfully to achieve desired economic growth
	We are committed to effective management and utilization of our resources	MWEITI reconciles receipts and payments for appropriate financial representation of transaction between extractive companies and government agencies
	How resources are managed is of utmost importance to us and we are ready to see to that through our Reconciliation Process	MWEITI's commitment is centered at improving Malawi's macroeconomic environment
	We are committed to helping to improve the life of Malawians	MWEITI publishes audits publicly which reveal and clarify payment flows in the extractive industry and assist in obliterating discrepancies
<b>Call to Action:</b> Stay committed to MWEITI's values and purpose		
I. Participate in staff trainings and apply yourself to your duties. II. Think and work with passion. Ask yourself, how can you improve MWEITI. And work with your team to make those thoughts a reality.		



## 10. COMMUNICATION TOOLS AND CHANNELS

For this strategy, a mix of communication tools will be used, and they include:

- a) **Group Discussions** - this will be conducted with stakeholders such as MSG Members, Civil Society Organisations, Government Officials, Company Officials, Community Groups and Traditional Leaders on EITI issues.
- b) **Press Briefing and Press Conferences** - to provide the opportunity to the media to respond directly to EITI issues. These will be used in order to deal with emergency situations and very important issues.
- c) **Website and Email** - this medium will be used for informing and educating those who have access to this new form of media, such as journalists, government officials, company officials, civil society organisations and development partners.
- d) **Publications** - brochures, newsletters, posters, handouts (flyers) - these will be distributed to various stakeholders and will be translated to some local languages to deal with the issue of language diversity.
- e) **MWEITI Contact Database** - MWEITI should establish a contact database to include pertinent contacts information in addition to email addresses of individuals, organizations and stakeholder institutions. The contacts database should be constantly updated and managed in a manner which allows prompt communication with the targeted stakeholders.
- f) **Media Tool Kit** - A folder with relevant and vital material - MWEITI background, Multi-Stakeholder Group Members and Functions, Activities and Reports of MWEITI, Speeches and Statements from MWEITI, Pictures etc - that will provide routine information to media personnel and organizations.
- g) **Road Shows, Seminars, Workshops and Conferences** - These are direct opportunities for MWEITI to communicate itself and its activities, and will be useful particularly for

journalists, civil society organisations, officers from extractive industries, traditional and community leaders.

- h) Media Taskforce** - to enhance the impact of EITI communication through the media, MWEITI should establish a media taskforce as vehicle for collaborating with the media and building their capacity to report EITI issues effectively. This media task force should be established through following various journalism training workshops on MWEITI.
- i) Press Release** - Well prepared releases on events such as announcing a MWEITI Report, or the launch of a campaign or process, need to be distributed to the media. This should also be used for up-coming events and activities which may be sent to the press.
- j) Radio** - this is a major source of information throughout the country. The existing radio houses, which include community radio stations can be relied upon to disseminate information on MWEITI activities.
- k) Television** - Television is a powerful source of information. MWEITI activities such as launching the MWEITI Report, holding sensitisation seminars and workshops, or press conferences, should use television to maximise effect. MWEITI should initiate discussion programmes, interviews and feature stories on television in order to enhance dialogue and debate.
- l) Video Documentary** - A 10 minute video documentary on the workings of MWEITI with voice bites from companies, civil society organisations, community leaders will be an effective tool for educating the public. This is recommended to be shown on television and at workshops during breaks.
- m) Print Media** - this medium is reliable for verifying stories. It is therefore an important tool to use for launching reports, campaigns and creating awareness. Interviews, feature stories, advertising, and press conferences can be organized by MWEITI for maximum effect.

## II. IMPLEMENTATION MATRIX /TIMELINE

Objective I: To support communication of MWEITI's mission, mandate, achievements, results and implementation process.								
Strategy	Activities	Baseline	Timeline Period (Years)					Lead
			1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>	5 <sup>th</sup>	
Sensitize stakeholders about the importance of the extractive sector in ensuring sustainable development of the country, the need for good governance and the role of MWEITI in ensuring good governance in the sector to achieve socio-economic transformation of the country.	<b>Activity 1:</b> Print and bind the MWEITI Report, design and produce the short version of the MWEITI Report and progress reports. Design and produce caps, t-shirts, brochures, handouts, media tool kit, containing basic routine and vital information on MWEITI and its activities.		15 July 2017	✓	✓	✓	✓	Secretariat
	<b>Activity 2:</b> Organize three sensitization workshops for media personnel in the Southern, Central and Northern Region. Distribute press kits and brochures.		29 September 2017	✓	✓	✓	✓	
	<b>Activity 3:</b> Arrange Group Meetings: Parliamentary Committee on Natural Resources and Climate Change, EITI Relevant Entities such as MRA, Department of Mines, Department of Forestry and Public Sector Reforms Unit and distribute MWEITI brochures		30 November 2017	✓	✓	✓	✓	
	<b>Activity 4:</b> Identify focal point in each reporting institution (both government and company) and conduct quarterly meetings with focal points on progress towards MWEITI implementation (and recommendations)		31 October 2017					
	<b>Activity 5:</b> Distribute the MWEITI Report, summary reports and brochures in all Mining Companies, Civil Society Organisations, Government Offices and Development Partners		31 October 2017	✓	✓	✓	✓	
	<b>Activity 6:</b> Design and erect four billboards: One in the Southern Region, two in the Central Region and one in the Northern Region respectively.		31 August					
	<b>Activity 7: Radio/TV Programmes and Jingles and a Video Documentary</b> - Expound on the workings of MWEITI with voice bites from government officials, companies, civil society organisations, mining community members and community leaders.		15 July 2017	✓	✓	✓	✓	

Objective 2: To promote access, dissemination and free flow of information to the public									
Strategy	Activities	Baseline	Timeline Period (Years)					Lead	
			1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>	5 <sup>th</sup>		
<i>This objective will be achieved through empowerment of the public, government MDAs, the media, civil society and business with well interpreted EITI information as well as facilitation of voice and accountability initiatives.</i>	<b>Activity 1: Beneficial Ownership and Open Data (accessibility and user-friendliness of EITI Data)</b> - Organise a workshop to sensitize and orient Government MDAs, Companies, the Media and Civil Society Organisations towards MWEITI Open Data and Beneficial Ownership Disclosure		30 October 2017	✓	✓	✓	✓		
	<b>Activity 2: Website</b> - Post at least one article per month in the MWEITI news section and ensure all information in up-to-date Ensure that Beneficial Owners of corporate entities that bid for, operate, or invest in extractive assesses are uploaded on the website as well Contracts and Licenses.		✓	✓	✓	✓	✓		
	<b>Activity 3: Social Media</b> - Release information regularly through the MWEITI Twitter and Facebook accounts (at least one post per week and more during events)		✓	✓	✓	✓	✓		
	<b>Activity 4: Media Taskforce Activities</b> - Use the Media Taskforce as the main vehicle for improving extractive sector information access and improving quality of EITI reporting and coverage. Convene regular meetings with Media Taskforce to expound on major decisions of the MWEITI MSG, Strategy and Programme in relation to operations for the Taskforce to work on detailed feature stories that can adequately inform stakeholders		✓	✓	✓	✓	✓		
	<b>Activity 5: Focus Group Discussions/Roundtables with CSOs</b> - This activity is aimed at bringing together CSOs to discuss and strategize over findings and remedial issues from the MWEITI Reconciliation Process		31 August 2017	✓	✓	✓	✓		

<b>Objective 3:</b> <i>To promote transparency on payment and receipt of extractive sector revenues and accountability on utilization of those resources.</i>									
Strategy	Activities	Baseline	Timeline Period (Years)					Lead	
			1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>	5 <sup>th</sup>		
<i>Specifically, this objective will be achieved through the organisation of a high profile MWEITI Reconciliation Report Launch Event and popularization of the Report. MWEITI will use this event to appeal to high profile figures delivering keynote addresses to encourage reporting entities to support transparency and accountability in the extractive sector by cooperating with the Initiative in the reconciliation process and maintaining clean accounting</i>	<b>Activity 1: Launch of the MWEITI Report</b> - Organise a high profile event for the launch of the MWEITI Reconciliation Report.		27 July, 2017	✓	✓	✓	✓		
	<b>Activity 2: Press release:</b> Announce the publication of the MWEITI Reconciliation Report and the event for the launch of the Report to create awareness for the event as well as build its profile.		20 July, 2017	✓	✓	✓	✓		
	<b>Activity 3:</b> Invitation of MSG/Dignitaries - MWEITI will compile a list of 200 relevant high profile guests taken from MSG, Government, legislature, extractive industries, law enforcement agencies, development partners, civil society organisations, media, traditional leaders from mining communities and district commissioners from mining districts. Invitations should be sent three weeks before the event with a follow-up of calls to remind invited guests a week before the event.		30 June, 2017	✓	✓	✓	✓		
	<b>Activity 4: Media invite/Follow-up calls</b> - Media invite list will be compiled to cover the event. The Initiative should follow up the invitation with follow-up calls a week before the event. The media taskforce should be involved in producing detailed reports Report and conduct interviews with the Coordinator and Chairman of MWEITI.		5 July, 2017	✓	✓	✓	✓		
	<b>Activity 5:</b> This should be a high profile event in both organisation and attendance. A high profile personality (preferably the President or the MWEITI Champion) should be invited to present the report after making a speech. This will raise the importance of the report.		30 June, 2017	✓	✓	✓	✓		
	<b>Activity 6: Post-event release/placement:</b> MWEITI should produce a press release to be placed in the print media about the main event. This should go out a day after the event to guide journalists in their reports and ensure that they keep within the prior agreed messages.		27 July, 2017	✓	✓	✓	✓		
	<b>Activity 7: Newspaper Interviews</b> - In-depth interviews should be conducted with select journalists to break down the reconciliation report. The output should be excerpts, full-text or detailed analysis of the report.		27 July, 2017	✓	✓	✓	✓		
	<b>Activity 8: Features Placement</b> - MWEITI will brief selected journalists to do detailed reports of the Report Launch event in the respective newspapers, radio and TV stations.		7 July, 2017	✓	✓	✓	✓		

<i>processes in their operations and remittances.</i>	<b>Activity 9: Media visits</b> - To generate more awareness for and build the profile of the Report Launch Event, the Coordinator, Technical Manager and Communications Specialist should visit the main newspapers editors to explain the issues highlighted by the Report.		11 July, 2017	✓	✓	✓	✓	
	<b>Activity 10: Television Appearance</b> - The three officers will be guests to one of the special television programmes prior to the Report launch.		25 July, 2017	✓	✓	✓	✓	
	<b>Activity 11:</b> Media analysis of the release of the audit: A month after the main event, MWEITI will compile a media analysis of all the mentions to assess the effectiveness of the Report Launch Event.		31 August, 2017	✓	✓	✓	✓	
	<b>Activity 12: Remediation Programme Campaign</b> - MWEITI will start to focus on remediation issues raised in the report one after another through press releases, keynote speeches, on-spot interviews and editorial write-ups to sustain awareness for the Initiative and assist in pressurizing the actors in the extractive industry.		31 August 2017	✓	✓	✓	✓	

**Objective 4:** *To enhance knowledge of the EITI standard among various stakeholders*

Strategy	Activities	Baseline	Timeline Period (Years)					Lead
			1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>	5 <sup>th</sup>	
<i>This objective will be achieved by educating, sensitizing and building stakeholder insight into the EITI Standard, how the MWEITI Reconciliation Process is conducted and how the Report can be understood and be utilized</i>	<b>Activity 1:</b> Establish a MWEITI Week to coincide with a MWEITI Reconciliation Report launch.		24 - 28 July, 2017	✓	✓	✓	✓	
	<b>Activity 2:</b> Arrange a number of press manifestation including a series of activities, stories, interviews and airing of a documentary and special programmes on television and radio as well as special coverage in newspapers and magazines.		24 - 28 July, 2017	✓	✓	✓	✓	
	<b>Activity 3:</b> During this week, distribute brochures and posters in Mining Companies, Civil Society Organisations, Government Offices and Development Partner Organisations		24 - 28 July, 2017	✓	✓	✓	✓	
	<b>Activity 4:</b> Post-MWEITI Week - Sustain awareness of the MWEITI Reconciliation Process by conducting workshops and public forums with various stakeholders such as communities, traditional leaders, members of parliament, civil society organizations in order to build insight into how the audit report could be understood and utilized and call on the stakeholders to take action towards implementation of the recommendations contained in the Reconciliation Report.		✓	✓	✓	✓	✓	

## 12. Evaluation

Evaluation of the strategy will be undertaken on periodic basis (quarterly), but an annual evaluation report will be expected basing on the following:

- a. Newspaper cuttings
- b. Website hits and information downloaded
- c. Unsolicited feedback from stakeholders
- d. Periodic surveys among various stakeholders
- e. Audio clips
- f. Video clips
- g. Workshop attendance lists

One national survey a year to determine public knowledge, attitudes and perceptions about MWEITI.

### 13. Budget

- a. Budget per 12 month calendar
- b. See budget for the MWEITI as an attachment

	<b>ACTIVITY/ITEMS</b>	<b>No.</b>	<b>ANNUAL TOTAL (MK)</b>
<b>Communication Tools</b>			
	Purchase & Printing of Golf Shirts @ K11000 each		
	Purchase & Printing of T Shirts @ K7000 each		
	Purchase & Printing of Caps @ K3500 each		
	Design and Printing of MWEITI Report Recommendations @ K3200 each		
	Design and Printing of the Short Version of MWEITI Report in three languages @ K3750 each		
	Design and Printing of Activity Report @ K3750 each		
	Design and Printing of Brochure on Remedial Action Plan @ K3750 each		
	Design and Printing of Full EITI Report @ 4250 each		
	Billboards @ K 2, 000, 000 for 6 months (inclusive of VAT)		
	<b>SUB TOTAL</b>		<b>20, 810, 000.00</b>
<b>Production of Communication Tools</b>			
	Production of Video Documentary		
	Production of Generic Radio Programme		
	Production of Generic TV Programme		
	Production of Sponsored Radio Programme (Panel Discussions, Phone-in Programme, Feature Programme etc)		
	Production of Special TV Programmes (Panel Discussion, Phone-in Programme, Feature Programme etc)		
	Production of Radio Jingle		



	Production of TV Jingle		
<b>Prime Airing of Communication Tools</b>			
	Airing of a 10-Minute Video Documentary		
	Airing of a 10-Minute Radio Documentary		
	Airing of a Sponsored Radio Programme (Panel Discussions, Phone-in Programme, Feature Programme etc) - 30 minutes in Prime Time		
	Airing of Sponsored TV Programmes (Panel Discussion, Phone-in Programme, Feature Programme etc) - 30 Minutes in Prime Time		
	Airing of Radio Jingle (30 Seconds - Mid News)		
	Airing of TV Jingle (30 Seconds Mid News)		
	<b>SUB TOTAL</b>		<b>4, 930, 000.00</b>
<b>Newspaper Advertising</b>			
	Press Release @ K 350, 000.00 per page		
	A3 Insert (Launch & Summary of the EITI Report with Recommendations) @ K 40		
	Design and Printing of the Insert (Summary of the EITI Report with Recommendations) @ K1500 each		
	<b>SUB TOTAL</b>		<b>5, 740, 000.00</b>
<b>Workshop on MWEITI Report Recommendations, Remedial Action and Implementation in Lilongwe – 30 participants</b>			
	Hotel and conference facilities@11000 per person		
	Equipment charges		
	<b>MSG Members</b>		
	Fuel refund for MSG Members for 2 cars - Blantyre		
	Fuel refund for MSG Member for 1 car - Zomba		
	Fuel refund for MSG Member for 1 car - Karonga		
	Hotel accommodation for 4 MSG Members for one night @ K 80, 000 per individual		
	Drivers DSAs and accommodation (3 drivers at MK 25000)		
	<b>SUB TOTAL</b>		<b>1, 155, 260.00</b>

<b>Workshop on MWEITI Recommendations, Remedial Action Plan and Implementation with CSOs &amp; Media – Pressurizing the actors in the extractive industry to make progress in implementing recommendations contained in the MWEITI Report. (Record Panel Discussion by CSOs for TV &amp; Radio Broadcast) – 45 Participants</b>		
Hotel and conference facilities@11000 per person		
Equipment charges		
<b>Civil Society Organisations...</b>		
Accommodation for 10 guests @ 80,000 per individual		
Fuel reimbursements for 4 cars from Blantyre		
Fuel reimbursements for 2 cars from Karonga		
Facilitation fees for 5 people		
Fuel reimbursements for 4 cars from Mzuzu		
<b>Media...</b>		
Accommodation for 7 guests @ 80,000 per individual		
Fuel reimbursements for 3 cars from Blantyre		
Fuel reimbursements for 1 car from Zomba		
Fuel reimbursements for 1 car from Mzuzu		
<b>SUB TOTAL</b>		<b>3,450,660.00</b>
<b>Media Taskforce Training Workshop (in Lilongwe) on Analysis of MWEITI Report and effectual interpretation and coverage of EITI to stimulate public debate on Extractive sector issues – 25 participants</b>		
Subsistence allowance for 8 people (3 from Mzuzu, 1 from Zomba and 4 from Blantyre) @ K 25000 each for one day		
Fuel refund for 1 car – Zomba		
Conference package @ K 11,000 per person for 25 people		
Fuel refund for 2 cars – Mzuzu @ K84,410 per car		
Fuel refund for 2 cars – Blantyre @ 71,530 per car		
Facilitation fees for 5 people		
Equipment charges		
<b>SUB TOTAL</b>		<b>1,188,380.00</b>

**(General Administration) Convene a General meeting for Media Taskforce, whenever it is deemed necessary in order to review performance of the Taskforce, reaffirm the commitment of the members to the achievement of MWEITI objectives and expound on major decisions of the MWEITI MSG, Strategy and Programme in relation to operations of MWEITI: (Usually following a major MSG Meeting) – Workshop for 25 people**

	Subsistence allowance for 8 people ( 3 from Mzuzu, 1 from Zomba and 4 from Blantyre) @ K 25000 each for one day		
	Fuel refund - Zomba		
	Conference package @ K 11, 000 per person		
	Fuel refund Mzuzu for 2 cars		
	Fuel refund Blantyre for 2 cars		
	Facilitation fees for 5 people		
	Equipment charges		
	<b>SUB TOTAL</b>		<b>1, 188, 380.00</b>

**Conduct Community Meetings (Outreach) in Mining Areas to discuss revenue and non-revenue issues affecting the Communities – Phalombe**

	Accommodation for CSOs from NRJN (3) based in Blantyre		
	Fuel refund for the District Commissioner from Phalombe		
	Fuel refund from Blantyre (3)		
	Daily subsistence allowance – Driver @ 25000		
	Facilitation fees for 5 people		
	3 (2 from Secretariat and one from Govt.) daily subsistence allowance @ K25000 for 1 day each		
	Refreshments for 70 people @ K 3500 per person		
	Fuel to Phalombe for MWEITI Secretariat Vehicle		
	<b>SUB TOTAL</b>		<b>1, 124, 500.00</b>

**Conduct Community Meetings (Outreach) in Mining Areas to discuss revenue and non-revenue issues affecting the Communities – Ncheu (Nyala Mine)**

	Accommodation for CSOs – NRJN, ActionAid, CCJP (3) based in Lilongwe		
	Fuel refund for the Ntcheu District Commissioner		
	Fuel refund from Lilongwe for 4 cars		
	Daily subsistence allowance – Driver @ 25000		
	3 (2 from Secretariat and one from Govt.) daily subsistence allowance @ K25000 for 1 day each		
	Snacks for 70 people @ K 3500 per person		
	Facilitation fees for 5 people		
	Fuel to Nyala Mining Community – Ntcheu for MWEITI Secretariat Vehicle		
	<b>SUB TOTAL</b>		<b>1, 176, 000.00</b>
<b>Conduct Community Meetings (Outreach) in Mining Areas to discuss revenue and non-revenue issues affecting the Communities – Shayona, Kasungu</b>			
	Accommodation for CSOs – NRJN, ActionAid, CCJP (4) based in Lilongwe		
	Fuel refund for the District Commissioner from Kasungu		
	Fuel refund from Lilongwe (4)		
	Daily subsistence allowance – Driver @ 25000		
	Facilitation fees for 5 people		
	3 (2 from Secretariat and one from Govt.) daily subsistence allowance @ K25000 for 1 day each		
	Lunch & Snacks for 70 people @ K 3500 per person		
	Fuel to Shayona Mining Community – Kasungu for MWEITI Secretariat Vehicle		
	<b>SUB TOTAL</b>		<b>1, 095, 000.00</b>
<b>Conduct Community Meetings (Outreach) in Mining Areas to discuss revenue and non-revenue issues affecting the Communities – Kayelekela Mine – Karonga</b>			
	Accommodation for CSOs based in Mzuzu		
	Fuel refund for the District Commissioner from Karonga & Paramount Kyungu		
	Fuel refund for 3 CSO vehicles from Karonga Boma		

	Fuel refund for 2 CSO vehicles from Mzuzu		
	Daily subsistence allowance – Driver @ 25000		
	3 (2 from Secretariat and one from Govt.) daily subsistence allowance @ K25000 for 2 days each		
	Facilitation fees for 5 people		
	Lunch & Snacks for 70 people @ K 3500 per person		
	Fuel to Kayelekela Mining Community – Karonga for MWEITI Secretariat Vehicle		
	<b>SUB TOTAL</b>		<b>1, 812, 000.00</b>
<b>Organise a workshop to sensitize and orient Government MDAs, Companies, the Media and Civil Society Organisation (in Lilongwe) towards MWEITI Open Data and Beneficial Ownership Disclosure (Including the popularization of Beneficial Ownership, Politically Exposed Persons (PEPS) among the stakeholders) – Workshop for 65 people</b>			
	<b>Civil Society Organisations...</b>		
	Accommodation for 10 guests @ 80, 000 per individual		
	Fuel reimbursements for 4 cars from Blantyre		
	Fuel reimbursements for 2 cars from Karonga		
	Facilitation fees for 5 people		
	Fuel reimbursements for 4 cars from Mzuzu		
	<b>Extractive Sector Companies...</b>		
	Accommodation for 14 guests @ 80, 000 per individual		
	Fuel reimbursements for 6 cars from Blantyre		
	Fuel reimbursements for 2 cars from Karonga		
	Facilitation fees for 5 people		
	Fuel reimbursements for 4 cars from Mzuzu		
	Fuel reimbursements for 2 cars from Rumphi		
	<b>Government (Office of Registrar General, MRA, PPPC etc) ...</b>		
	Accommodation for 4 guests @ 80, 000 per individual		
	Fuel reimbursements for 4 cars from Blantyre		
	Conference Package for 65 people @ K 11000 per day		
	Venue equipment hire		
	<b>SUB TOTAL</b>		<b>6, 003, 220.00</b>

<b>An EITI Reporting Workshop for reporting Entities (Relevant Govt. Departments &amp; Agencies and Companies) on the importance of the Reconciliation Process, effective preparation of Reporting Templates, collaboration during the process, working alongside the IA (Reconciler) and keeping deadlines – For 50 people</b>		
Conference Package for 50 people @ K 11000 per day		
Venue equipment hire		
<b>Extractive Sector Companies...</b>		
Accommodation for 14 guests @ 80,000 per individual		
Fuel reimbursements for 4 cars from Blantyre		
Fuel reimbursements for 2 cars from Karonga		
Facilitation fees for 4 people		
Fuel reimbursements for 4 cars from Mzuzu		
Fuel reimbursements for 2 cars from Rumphu		
<b>Government...</b>		
Accommodation for 5 guests @ 80,000 per individual		
Fuel reimbursements for 2 cars from Blantyre		
<b>SUB TOTAL</b>		<b>3, 596, 940.00</b>
<b>Conduct Community Meetings (Outreach) in Mining Areas to discuss revenue and non-revenue issues affecting the Communities – Mzimba – Kanyika</b>		
Accommodation for CSOs based in Mzuzu		
Fuel refund for the District Commissioner from Mzimba Boma		
Fuel refund for 3 CSO vehicles from Mzimba Boma		
Fuel refund for 2 CSO vehicles from Mzuzu		
Daily subsistence allowance – Driver @ 25000		
Facilitation fee for 5 people		
3 (2 from Secretariat and one from Govt.) daily subsistence allowance @ K25000 for 2 days each		
Lunch & Snacks for 70 people @ K 3500 per person		
Fuel to Kanyika Mining Community – Karonga for MWEITI Secretariat Vehicle		
<b>SUB TOTAL</b>		<b>1, 541, 000.00</b>

	<b>GRAND TOTAL</b>		<b>54,811,340.00</b>

## 14. Annex