UGEITI

Uganda Extractive Industries Transparency Initiative

Uganda National EITI Secretariat & the Multi-Stakeholder Group

COMMUNICATION STRATEGY AND WORK PLAN FOR THE UGANDA EXTRACTIVE INDUSTRIES TRANSPARENCY INITIATIVE 2021/22-2024/25

OCTOBER 2022

GOAL

Improving the Governance of Extractive Industries in Uganda for the Benefit of Present and Future Generations.

CONTENTS

ACRONYMS AND ABBREVIATIONS

BPD	Barrels Per Day
CBO	Community-based Organisation
CSO	Civil society Organisation
CSWP	Communication Strategy and Work plan
EACOP	East African Crude Oil Pipeline
EI	Extractive Industries
FBO	Faith-based Organisation
FY	Financial Year
GCIC	Government Citizen Interaction Centre
GOU	Government of Uganda
EIS	EITI International Secretariat
JAR	Justice and Accountability Reform (Programme of the European Union)
M&E	Monitoring and Evaluation
MEMD	Ministry of Energy and Mineral Development
MOICTNG	Ministry of ICT and National Guidance
MOFPED	Ministry of Finance, Planning and Economic Development
MSG	Multi-Stakeholder Group
NDP-III	Third National Development Plan 2020/21-2024/25
O&G	Oil and gas
OGM	Oil, gas, and mining
PAP	Project Affected Person
PF	Petroleum Fund
RGI	Resource Governance Index
SPS	Stakeholder perception survey
UCC	Uganda Communications Commission
UMC	Uganda Media Centre
UNOC	Uganda National Oil Company
UGEITI	Uganda Extractive Industries Transparency Initiative

> **"Effective communication is essential to ensure transparency and for transparency to lead to accountability."**
> EITI International Secretariat & GIZ. 2013. *Talking Matters: A Guide for Communicating the Extractive Industries Transparency Initiative (EITI)*. Page 7.

INTRODUCTION

The Extractive Industries Transparency Initiative is the global standard for the promotion of open and accountable management of oil, gas, and mineral resources. A coalition of government, companies, and civil society oversees and supports the EITI.

Implemented through the *EITI Standard*, the EITI demands disclosing information at all points of the EI value chain – from extraction and how the rights are issued, to the journey that the revenues generated follow through the government system, and ultimately how these earnings benefit the citizens and the economy.

The disclosure requirement is intended to reinforce public and corporate governance, foster understanding of the management of natural resources, and provide vital data to inform reforms for greater transparency and accountability in the EI.

The EITI was first launched during the World Summit on Sustainable Development in Johannesburg, in 2002. The EITI evolved from the first statement of the EITI Principles agreed at the Lancaster House Conference, in June 2003.These principles are reproduced in Annex 1.

BACKGROUND AND CONTEXT

Uganda Signs up to the EITI

Uganda joined the EITI on 12 August 2020 and became the 54th member globally and the 26th African country to join the Initiative. Preparations for the first EITI report are ongoing.

Joining the EITI followed the discovery of commercial quantities of oil reserves amounting to 6.5 billion barrels of oil, as well as various high value minerals such as uranium, tin, coltan, nickel, copper, and gold.

In that regard, Uganda is expected to adhere to the requirements of the EITI Standard to promote good governance and accountability, reduce the risk of corruption, and support disclosure of payments to strengthen revenue collection and management.

Implementation of the EITI requires regular disclosure of information along the extractive industry value chain from the point of extraction, to the revenue collected, the revenue allocation mechanism, and the contribution of extractive industries to the economy including local content for public benefit.

The information disclosed includes, inter alia, the process of awarding and allocating licenses and contracts, what the fiscal and legal framework arrangements are, who the beneficial owners of those operations are, how much is produced and how much is paid to the Government, and how much the companies have paid.

The EITI implementation process is overseen by the Multi-Stakeholder Group (MSG) which comprises representatives of the Government, civil society, and the private sector. The arrangement facilitates coordination among Government institutions and fosters cooperation with civil society and the private sector for purposes of better policy formulation.

The information generated is very useful for new oil and mineral producing countries intending to strengthen revenue generation and management, and to attract local and foreign investment into the extractive industries.

As stipulated by the EITI Standard, Uganda is obliged to publish the required information through an EITI Report within 18 months of being admitted as an EITI implementing country. The first report is therefore expected by 12 February 2022. Validation will commence within two and a half years of becoming a candidate.

National Vision and Goal

Uganda's population of 41 million is one of the youngest globally, with 54% below 18 years. With a growth rate of 3% and a fertility rate of 5.4%, the population is projected to be 48.3 million by 2025.[1]

In line with the national vision of *A Transformed Ugandan Society from a Peasant to a Modern and Prosperous Country within 30 years*[2] and the national goal of *Increased Household Incomes and Improved Quality of Life of Ugandans*,[3] "mineral development" and "sustainable development of petroleum resources" are among the programmes the GOU has prioritised under NDP-III. These will contribute to the welfare of the population through the creation of employment opportunities, human capital development, and overall transformation of the economy.

According to the NDP-III, "sustainable mineral development provides resources that if well utilized can leverage investments in other sectors of the economy and lead to increased

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[1] Uganda Bureau of Statistics. Government of Uganda. *The Uganda National Household Survey 2019/20*.

[2] National Planning Authority. Government of Uganda. *Uganda Vision 2040*.

[3] National Planning Authority. Government of Uganda. *Third National Development Plan 2020/21-2024/25 (NDP-III).*

household incomes and quality of life."[4] Similarly, "sustainable exploitation of petroleum resources is important in order to maximize returns for current and future generations."[5]

State of the Extractive Industries

Mining

About 80% of Uganda's mining industry is dominated by small-scale miners. The GOU elevated mining as a priority sector in the Uganda Vision 2040 agenda, thereby encouraging investment and exploration across the country. Uganda recorded mineral production worth UGX 175.76 billion during FY 2019/2020, which accrued from the operations that the MEMD supervised across the 734 active licenses and certificates.[6]

Measures have been taken to formalize the governance and operations of the mining sector by putting in place stricter, predictable, and transparent licensing requirements and registration processes that also apply to artisanal and small-scale miners. For instance, Parliament passed the Mining and Mineral Bill 2022 which provides for the formalization of artisanal and small-scale miners.

Oil and gas

Uganda has an estimated 6.5 billion barrels of oil of which approximately 1.4 billion are confirmed as recoverable. Gas reserves are estimated at 500 billion standard cubic feet. These resources are largely located in the Albertine Graben in the west of the country. With exploration ongoing, new blocks are expected to be allocated, raising the prospects of additional discoveries.[7]

Although oil production is yet to commence, the GOU has been actively preparing by establishing the requisite institutional framework and infrastructure. Production is projected to grow to 230,000 bpd by 2025. At this rate, Uganda will be a major producer in Sub-Saharan Africa.

Ongoing infrastructure development includes finalisation of the front-end engineering design of a 60,000-bpd refinery and industrial park and construction of the EACOP that will transport the crude through Tanzania for shipping. These developments have brought to the fore concerns about loss of biodiversity and environmental impacts, displacement of local populations, unfair

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[4] National Planning Authority. Government of Uganda. Third National Development Plan 2020/21-2024/25 (NDP-III). Page 78.

[5] National Planning Authority. Government of Uganda. Third National Development Plan 2020/21-2024/25 (NDP-III). Page 88.

[6] Ministry of Energy and Mineral Development Sector Performance Report 2020:
https://www.energyandminerals.go.ug/site/assets/files/1272/sector_performance_report_2020.pdf

[7] Uganda's Second Oil and Gas Licensing Round:
https://www.energyandminerals.go.ug/site/assets/files/1275/africa_oil_article-final_eddition2-1.pdf

compensation for appropriated land, social disruptions, lack of voice for local communities and project-affected people, and economic exclusion of local residents and businesses.

As the country gears up for production, effective exploitation and governance of O&G resources and operations will determine the overall success of the sector, public confidence in its benefits, and how well the revenues realised are translated into sustainable and inclusive development.

RATIONALE FOR COMMUNICATING THE UGEITI

One of the guiding principles of the 2008 National Oil and Gas Policy for Uganda underlines the importance of transparency and accountability:

> *Openness and access to information are fundamental rights in activities that may positively or negatively impact individuals, communities and states. It is important that information that will enable stakeholders to assess how their interests are being affected is disclosed*.[8]

This Communication Strategy and Work Plan (CSWP) is an operational resource of the UGEITI MSG. The CSWP was premised on activity 1.12 of the *Uganda National EITI Work Plan 2020-2022* in line with requirement 7.1 of *The EITI Standard 2019* on public debate. As required by this Standard: "The Multi-Stakeholder Group must ensure that government and company disclosures [are] comprehensible, actively promoted, publicly accessible and contribute to public debate."

The CSWP is responsive to the national context and addresses the Requirement 7 outcomes and impact of *The EITI Standard 2019* under which it is contended that: "Regular disclosure of extractive industry data is of little practical use without public awareness, understanding of what the figures mean, and public debate about how resource revenues can be used effectively."

In addition to fulfilling an international obligation under the EITI Standard, the CSWP is an equally deliberate response to the GOU's expectations and focus on transparency and accountability. The GOU's position is that all policies, programmes, and projects should incorporate communication strategies "that will guide the dissemination of information to the public and the wider, regional and international audience in a systematic, targeted and coherent approach."[9]

Strategic communication is at the heart of the EITI's two main advocacy mechanisms aimed at increasing and strengthening transparency and accountability:

- The first is the regular publication of reliable data on payments made to government by extractive industry companies and on revenues received by government, as well as sector-specific diagnostic information and related recommendations for reform.

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[8] National Oil and Gas Policy for Uganda. Republic of Uganda (February 2008). Page 20.
[9] Government of Uganda. *The Government Communication Strategy (September 2011)*. Page 13.

- The second is the MSG oversight that ensures implementation of the EITI process and leads public debate about how the sector in general and resource revenues in particular are managed and where sector governance risks need addressing.

Effective and efficient planned communication can, for instance, help non-specialists and the public to understand the basics of (i) how taxation and royalty systems work as applied to OGM companies, and (ii) the competing roles within government as policy maker, regulator, and investor in cases where state-owned companies or shared infrastructure exist.

For that matter, one of the main tasks of the CSWP is to unpack technical information and help the citizens, local communities, decision makers, legislators, opinion leaders, social influencers, investors, the business community, and the media to appreciate why sector governance and reform issues are important and deserve their attention. As affirmed in the principal statements of national aspiration, the GOU has positioned the mineral and petroleum sectors as critical drivers of economic transformation.

The CSWP aims to engage the public and stakeholders in active dialogue about extractive resources, create awareness of the EITI process, listen and respond to citizens' concerns, encourage public participation in discussions of the EITI reports, and widely publicise the EITI results and action plans.

The CSWP will help to address and resolve any misunderstandings and misconceptions about how the EI and the associated revenue systems function or should function. By facilitating open communication through appropriate channels and with pertinent audiences, the CSWP will enable CSOs and citizens to express and bring their concerns and issues to the attention of decision makers in government and to the leaders and investors of extractive companies. It will facilitate popular participation and consultation on issues such as the utilisation of Uganda's extractive resources for the benefit of the population and future generations and transformation of the economy.

The CSWP has the potential to shape the external perception of how effectively Uganda's resources are managed and how the revenues generated are utilised. This improved international perception may in turn improve the country's attractiveness not only to EI investors but also for direct foreign investment from players in other industries or sectors.

All told, the risks of running an EITI programme without a functional communication strategy, constructive information, and meaningful stakeholder engagement include:
- Falling short of the EITI validation process which could lead to non-compliance with the EITI Standard.
- The EITI process being perceived by stakeholders as, at best, a worthless effort or, at worst, a fraudulent exercise.
- Failure to provide timely, valid, and usable information that all stakeholders need to play their role in EITI implementation.

- Straining relations with and alienating stakeholders who have not been engaged in the EITI process.
- Producing and publishing information that is either incomplete or irrelevant.

CORE PRINCIPLES OF EITI COMMUNICATION

- Proactive and responsive communication is critical to the success of the national EITI work plan, and is crucial as a means of ensuring informed and inclusive participation in the EITI process and deliberations.

- Effective communication requires sustained commitment and action including the allocation of appropriate and adequate human, financial, and material resources.

- It is important to identify the relevant stakeholders, to define from the outset their expectations, to determine how they can engage in the EITI process, and to specify the means by which they might most effectively be communicated with or reached.

- Open feedback is essential to enable stakeholders to let the managers of the EITI programme know what they think. The EITI programme and its managers should be publicly accessible and upfront about what they will do with the feedback received from the public and stakeholders.

SITUATION ANALYSIS

State of Extractive Governance

According to the 2021 RGI,[10] the governance of Uganda's O&G sector scored 49 out of 100 points, an increase of five points from the last assessment in 2017. This is attributed to improvements in revenue transparency, management of the UNOC, and reporting on the performance of the PF.

In spite of the positive direction, the O&G sector still faces challenges that have rendered its overall performance "weak" as measured by the RGI. First, O&G licensing received a "failing" score owing to the absence of a cadaster, lack of beneficial ownership rules on public disclosures, and the government's failure to disclose its contracts with companies. Second, the governance of local impacts was rated "poor" given that access to environmental and social impact assessments is restricted by the requirement to submit an application and to pay a fee in order to access the information. Third, whereas numerical fiscal rules are documented in a public policy, these are not backed by law as there is neither a legal compulsion to comply with the rules nor a mechanism to monitor the government's adherence to the rules. Fourth, improvements in

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[10] Natural Resource Governance Institute (2021). 2021 Resource Governance Index: Uganda (Oil and Gas). https://resourcegovernance.org/sites/default/files/documents/2021_resource_governance_index_uganda_oil_an d_gas.pdf

the governance of the PF notwithstanding, the laws regarding deposits, withdrawals, and investment rules are rated as either "poor" or "failing."

In the maiden assessment of mining, the sector scored 55 out of 100 points in the 2021 RGI,[11] a performance also generally considered "weak." This rating is indicative of certain positive attributes such as the existence of an open mining cadaster, reforms in the fiscal regime, robust rules for disclosure and auditing, and a sub-national resource revenue sharing mechanism.

Despite these strengths, there are challenges with the mining licensing process and the governance of local impacts. In particular, the broader enabling environment was found to hinder good governance, with the sector receiving a "failing" score as measured by the RGI's control of corruption sub-component. With regard to licensing, the government has neither enacted regulations nor disclosed information about mining companies' beneficial owners. The government has not disclosed the contracts signed with mining companies either.

The governance of local impacts received a "poor" score given that access to environmental and social impact assessments is undermined by the requirement to file an application and pay a fee to access the information. Also, whereas numerical fiscal rules are codified in a public policy, the government is under no legally binding obligation to adhere to the rules and there is no legal requirement to monitor the government's compliance with the rules. Uganda's sub-national mining revenue sharing mechanism, on the other hand, received a "good" score because of solid rules, disclosures, and auditing procedures.

Government Communication Initiatives

The GOU communication strategy[12] of 2011 was motivated by the recognition that the lack of understanding and low uptake of many of its policies, programmes, and initiatives were hindering national economic development and social transformation. This was in part attributed to "weaknesses within the government communication process and the lack of a well-defined strategy for communicating government policies and initiatives."

The GOU communication strategy for the oil and gas sector[13] therefore set out in 2011 to actualize the principle of transparency and accountability "by providing a viable institutional framework through which the different actors in the sector can participate in the communication process."[14]

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[11] Natural Resource Governance Institute (2021). 2021 Resource Governance Index: Uganda (Mining). https://resourcegovernance.org/sites/default/files/documents/2021_resource_governance_index_uganda_mining.pdf

[12] The Government Communication Strategy – Government of Uganda (September 2011). Page 4.

[13] A National Communication Strategy for the Oil and Gas Sector in Uganda. Republic of Uganda (November 2011). Page 9.

[14] A National Communication Strategy for the Oil and Gas Sector in Uganda. Republic of Uganda (November 2011). Page 2.

To various degrees, the communication gaps identified back then in the early stages of oil exploration remain relevant in today's context. These were:

- Need to create a national institutional strategy to facilitate strategic communication on the oil and gas sector.
- Need for communication leadership by government on issues in the oil and gas sector to avoid potential for misinformation from competing sources of information
- Inadequate communication linkages with the various stakeholders, thus the general perception that the Government is not giving out information.
- Low public awareness of policies, laws and regulations pertinent to the oil and gas sector leading to limited understanding of the sector and government's intentions, which reinforces misconceptions.
- The need to better explore and harness synergies between government's communication systems and those of other actors such as the oil companies, CSOs, local authorities in the oil regions and other systems available to the public.
- Misinformation of the public by individuals and organisations that have their own agenda.
- High expectations among the public.

Civil Servants and Citizens' Perceptions of Access to Information

Uganda's Constitution gives citizens the right of access to information held by the government. The Access to Information Act (2005) and Regulations (2011) outline the process through which citizens can exercise this right. A study by Twaweza and the Africa Freedom of Information Centre in partnership with the MOICTNG[15] led to a set of guidelines that explain the practical implications of these laws for civil servants.

Through interviews with civil servants at different levels of government in 2019, the study found that:

- Civil servants agreed that in principle, citizens have the right to access government-held information.
- The majority of elected leaders and appointed public servants have limited knowledge of the Access to Information Act.
- Civil servants reported that they had not been given any training or guidance on access to information.
- Most public officials did not know that they were legally obliged to release information.
- The ATI Act had limited impact on civil servants' processes of disclosing information to citizens.

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[15] Ministry of ICT and National Guidance, Twaweza, and Africa Freedom of Information Centre. May 2021. Access to Information: A Guide for Civil Servants. Kampala. Accessed at https://twaweza.org/wp-content/uploads/2021/05/TWAWEZZA-ATI-GUIDE_MAY-2021_PRESS_compressed.pdf

Several surveys conducted by Twaweza to explore public understanding of access to information in Uganda have found that most citizens (71%) strongly support the right of access to information. In particular:

- Citizens are interested in government-held information, particularly on expenditures on local services.
- Seventy percent of Ugandans surveyed say it is "not easy" to access information on government budgets, laws, and projects.
- In 2018, 84% of citizens sought information from a public institution, mainly by physically visiting the institution's offices, although these requests mostly concerned information about services.
- Very few Ugandans (1%) are aware of the Access to Information Act and its regulations.

UGEITI SECRETARIAT staff and MSG members need orientation in the provisions of the Access to Information Act and the details and requirements of the related regulations. They will need to understand how to balance the obligations imposed by the law and the values of transparency promoted by the EITI. The CSWP will support the UGEITI SECRETARIAT staff and MSG members to comply with the access to information law and regulations without compromising the UGEITI's commitment to transparency. This will be through communication and media skills training and coaching and the UGEITI communication policy and guidelines that will be drafted.

Stakeholder Perceptions of the Petroleum Sector

In 2014, a study by Manyindo and colleagues[16] found that of 15 major categories of barriers experienced in Uganda's petroleum sector in the Albertine Graben, stakeholder engagement (100%) as well as information and communication (96%) were unanimously considered the most critical by participants in focus group discussions. Barriers to stakeholder engagement included: limited interaction between and within stakeholder groups, flow of information, participation, trust, and a sense of helplessness by communities and local governments; unfriendly, disrespectful, fearful and hostile relations; as well as failure by companies to fulfill their commitments. Concerns about information and communication included: access (supply and demand of information), regularity, transparency, reliability, timeliness, frequency, relevance, truthfulness, accuracy, and clarity. There were weaknesses related to provision of information in appropriate formats for the intended audiences and accessing information from those who had it.

In 2018, a study by Coleman and colleagues[17] employed multi-stakeholder forums "to provide information, facilitate discussion, and address concerns among communities, governments and corporate representatives in oil development areas of the Albertine Graben." The purpose of the study was "to provide rigorous experimental evidence on the effectiveness of stakeholder

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[16] Manyindo, J., Van Alstine, J., AmanigaRuhanga, I., Mukuru, E., Smith, L., Nantongo, C., Dyer, J. 2014. The Governance of Hydrocarbons in Uganda: Creating Opportunities for Multi-Stakeholder Engagement. Maendeleo ya Jamii, Kampala, Uganda.

[17] Coleman, E., Manyindo, J., Parker, A. R. 2018. An Impact Assessment of Stakeholder Engagement Interventions in Ugandan Oil Extractives. Business Community Synergies. Kampala, Uganda. Page 66.

engagement from the perspective of local communities impacted by extractives." The findings of this study emphasize the importance of a culture of transparency. The study concludes that transparency is the surest way for communities to feel that they can effectively demand accountability from extractive companies as well as local and national leaders; and that greater transparency can bring about increased trust in local decision makers. "This implies that the government can generate further local support for the oil development process by fostering public perception of its transparency."

In 2020, a study by Nyangire and colleagues[18] explored the perceptions of communities affected by the oil and gas sector in the Albertine Graben. Stakeholder engagement, information and communication were among the perceived benefits that communities expected from the presence of oil and gas companies operating in the region. The benefits associated with such engagements were to do with inter/intra stakeholder interaction, partnerships, flow of information, participation, and clarity of roles. The benefits associated with communication were to do with access to and clarity of information and increased awareness about the sector.

Overview of Uganda's Media Landscape

Radio

Radio is the single most widely used media channel, with 31.7% of households owning a radio set.[19] Based on data presented to parliament by the MICTNG, there are 309 radio stations in Uganda located in 130 (out of 146) districts.[20] The UCC estimates that 95% of Uganda's land mass is covered by a radio signal.[21] However, the quality of the broadcast signals varies widely by location or geography.

Television

TV is available in 19.2% of households.[22] There are 46 operational TV channels out of 51 licensed.[23] The most widely viewed station is Bukedde TV followed by NTV, NBS and Spark TV.[24]

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[18] Nyangire, S. M., Mukuru, E. M., Manyindo, J. T., Nantongo, C. M., Ariokot, N., Karamagi, S., AmanigaRuhanga, I. 2020. Ugandan Perspectives on Oil and Gas: Extending Opportunities for Multi-Stakeholder Engagement. Maendeleo ya Jamii, Kampala, Uganda.

[19] Uganda Bureau of Statistics. 2020. *Uganda National Household Survey 2019/2020*. Accessed at https://www.ubos.org/wp-content/uploads/publications/06_2021UNHS2019-20_presentation.pdf

[20] Minister of ICT and National Guidance, *The Census of FM Radio Stations in Uganda*, 12 May 2020.

[21] Waiswa Abudu Sallam, head of legal affairs, Uganda Communications Commission (Personal communication, July 14, 2020).

[22] Uganda Bureau of Statistics. 2020. *Uganda National Household Survey 2019/2020*. Accessed at https://www.ubos.org/wp-content/uploads/publications/06_2021UNHS2019-20_presentation.pdf

[23] Uganda Communications Commission. *Market Performance Report 3Q20* (July-September 2020). Accessed at https://www.ucc.co.ug/wp-content/uploads/2021/01/MARKET-PERFOMANCE-REPORT-Q3-2020-Final-compressed.pdf

[24] GeoPoll media audience measurement report

Mobile, internet, and social media

Mobile phone ownership is 73.8% of all households and 2% of households own a computer (either desktop or laptop). Overall, 2.1% of households use the internet. Among these, 83% use the internet for social networking; 39.6% for internet-based telephoning; 20.4% for academic work; 16.4% for business; 9.6% for health-related information; 3% for betting; 2.7% for online shopping; and 2.5% for online gaming.[25]

According to the Uganda Communications Commission (UCC): At the end of September 2020, there were 26,437,348 mobile phone subscribers, a 63.7% penetration rate. Total internet subscriptions stood at 20,147,501 connections (99.8% mobile), a 50% penetration rate. These rates are based on the UBOS 2020 population estimate of 41.5 million. Total internet-enabled devices connected to the network were 23,076,749 (76% feature phones).[26] "At the end of September 2020, total internet subscriptions had for the first time in industry history crossed the 20 million mark. This translates into an internet connection for 1 in every 2 Ugandans."[27] There were 12.3 million active over-the-top (OTT) subscriptions. Monthly OTT users increased by 1.1 million between Q2 (June 2020) and Q3 (September 2020), representing a usage growth rate of 10%. "The new growth in OTT usage is largely driven by the 1.2 million new data subscriptions. The bulk of newly connected gadgets now come with pre-installed OTT applications, hence driving OTT uptake."[28]

Newspapers

Uganda has about 50 online news publications[29] of which 30 are registered with UCC and 7 print news publications of significance (with web editions) that circulate regularly. New Vision and Daily Monitor dominate the print media space and both publish web editions with large followings online. They are newspapers that set the agenda for public deliberation on national affairs.

Media Coverage of Extractives

A monitoring study of the media coverage on the petroleum and mining sectors between July 2013 and June 2018[30] revealed four key patterns that are relevant for UGEITI communications

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[25] Uganda Bureau of Statistics. 2020. *Uganda National Household Survey 2019/2020*. Accessed at https://www.ubos.org/wp-content/uploads/publications/06_2021UNHS2019-20_presentation.pdf

[26] Uganda Communications Commission. *Market Performance Report 3Q20* (July-September 2020). Accessed at https://www.ucc.co.ug/wp-content/uploads/2021/01/MARKET-PERFOMANCE-REPORT-Q3-2020-Final-compressed.pdf

[27] Uganda Communications Commission. *Market Performance Report 3Q20* (July-September 2020). Page 13.

[28] Uganda Communications Commission. *Market Performance Report 3Q20* (July-September 2020). Page 30.

[29] Alex B. Atuhaire, executive committee member, Online Media Publishers Association-Uganda (Personal communication, July 27, 2020).

[30] The study, conducted by the African Centre for Media Excellence, analysed the content of coverage by Daily Monitor, New Vision, The Independent, The Observer, and Uganda Radio Network.

and stakeholder engagement. This is in regard to topics covered, article types, story origins, and sources of coverage.

Out of 1,779 published articles that were analysed, petroleum accounted for 77% of the coverage compared to mining that stood at 23%. The most frequently covered petroleum topics were: revenue management; institutional management; land acquisition, compensation, and resettlement; and negotiations, licensing, and contracts. The most frequently covered mining topics were: institutional management; artisanal and small-scale mining; and policy and legislation (see Table 1).

Table 1: Media Coverage of Extractives July 2013 to June 2018 (N = 1,779)					
	PETROLEUM TOPICS	%		MINING TOPCS	%
1	Revenue management	18.4	1	Institutional management	13.8
2	Institutional management	10.0	2	Artisanal and small-scale mining	13.3
3	Land acquisition, compensation and resettlement	9.9	3	Policy and legislation	10.1
4	Negotiations, licensing and contracts	9.4	4	Mining companies	8.2
5	Local/national content or national participation	8.2	5	Health and safety	8.0
6	Oil companies and suppliers	7.0	6	Environment	7.2
7	Transportation of the product	6.7	7	Exploration	6.0
8	Labour and employment	5.0	8	Land acquisition, compensation and resettlement	5.8
9	Environment	4.5	9	Value addition/Refining/Beneficiation	5.6
10	Refining	3.8	10	Negotiations, licensing and contracts	4.6
11	Policy and legislation	3.4	11	Revenue management	3.9
12	Project finance	3.2	12	Production and development	2.9
13	Production and development	3.0	13	Project finance	1.9
14	Exploration	2.4	14	Labour and employment	1.7
15	Infrastructure development	1.5	15	Investment	1.2
16	Health and safety	0.4	16	Commodity prices	0.5
17	Investment	0.4	17	Other	5.3
18	Other	2.9	Total		100
Total		100			
Overall coverage of petroleum 77%			Overall coverage of mining 23%		

The most common article types were news (86.8%) followed by opinion (10.9%). The media gave extractive articles prominent display, with 73.9% of petroleum and mining stories appearing as the main stories on the page on which they were published.

The study found that most stories originated from the activities of the central government and the activities of companies or businesses (see Figure 1).
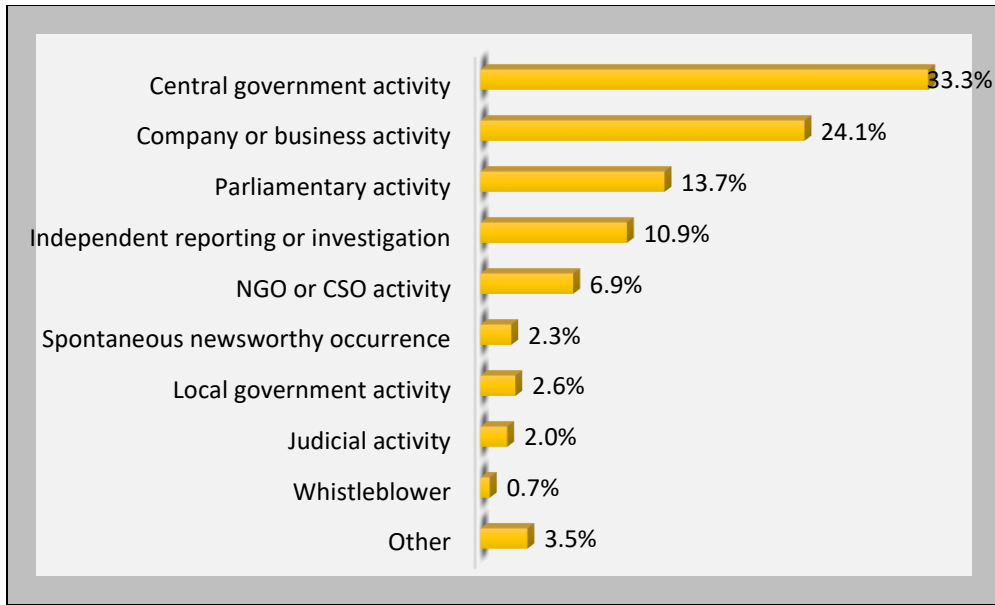
Figure 1: Origins of extractive stories

For stories that had an identifiable source, 12% used documentary sources while 88% relied on human sources (see Figures 2 and 3).
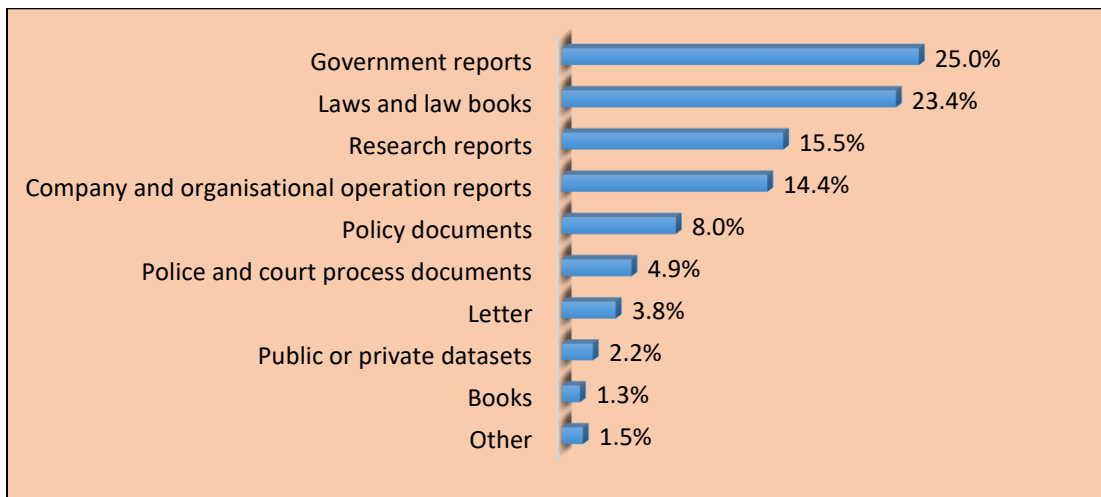
Figure 2: Documentary sources used in extractive stories (n=548)
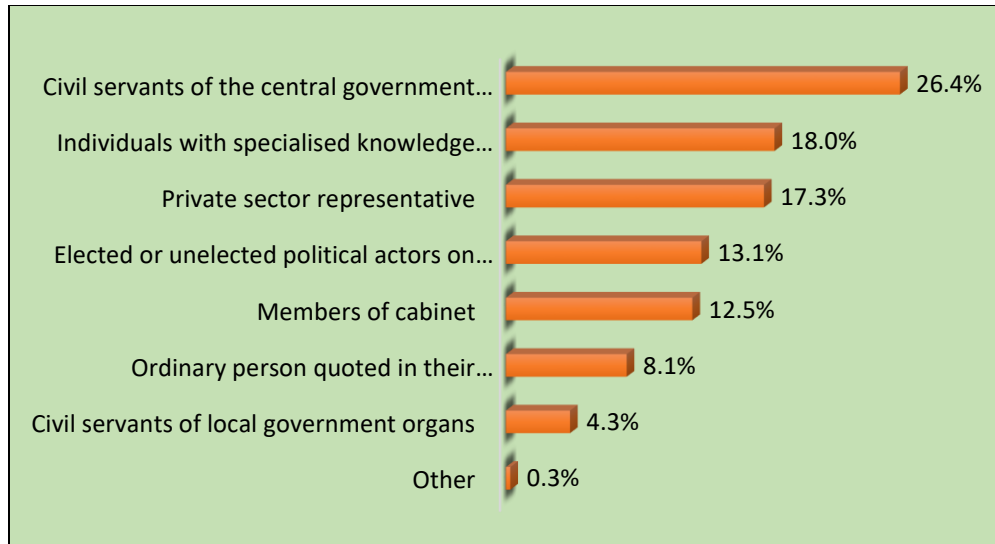
Figure 3: Human sources used in extractive stories (n=4,075)

Conclusion and Implications for UGEITI Communication

Whereas the value of communicating the EITI cannot be overstated, the findings of the situation analysis point to certain opportunities and challenges that the UGEITI CSWP will need to recognise and manage. In particular, insights drawn from the review of EITI implementation, EI governance, and related communication experiences and realities in Uganda and other countries[31] have implications for the approach to and success of UGEITI communication.

As a multi-stakeholder initiative, the EITI brings together numerous actors with different interests, backgrounds, methods of work, and pressures. CSOs take pride in and tend to assert their autonomy and the desire to communicate unrestricted. Companies are bound by confidentiality obligations with regard to commercial and proprietary information and investor relations. Government counterparts are bound by public service oaths as well as rules and regulations that affect what information they can share, how, and when. The divergent objectives of MSG members pose a challenge for harmonising the motivations and goals of all stakeholders. Forging a way through requires mutual respect and openness. Every stakeholder deserves the opportunity to articulate their position and defend it with their reasons while committing to compromise. In fact, while consensus could be achieved at some stage, situations and issues may arise down the road that may strain relations.

- The task for EITI communication is to ensure that the consensus secured during the initial phases and at any one point on specific matters is not taken for granted; and that consensus-building is proactively and persistently nurtured throughout all stakeholder engagements and regularly monitored to adapt and refresh the EITI message as may be necessary over the medium- to long-term.

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[31] Nigeria Extractive Industries Transparency Initiative Communication Strategy. Accessed at
file:///C:/Users/Personal/Downloads/COMMUNICATIONS%20STRATEGY%20DOCUMENT%20FINAL%20(1).pdf

The EITI deals with complex transactions in equally complex industries. In the majority of countries, few people regularly follow or understand the operations of extractive companies, much less fiscal issues like taxation or royalties. Moreover, governments and companies too do not always have a firm grasp of what people want or citizens' expectations. The media's attention to the sector is usually erratic and very few journalists devote adequate time and effort to acquire knowledge and skills to master the critical issues of the OGM sector to be able to cover them comprehensively and intelligibly on a consistent basis. Besides, the EITI report itself contains technical information that can be problematic for lay people to comprehend and relate to.

- The task for EITI communication is to share information in user-friendly ways and digestible formats; explain complex facts, issues, and processes clearly; raise awareness at all levels of stakeholder interaction for the benefit of citizens, opinion leaders, and journalists through the various channels and platforms they disseminate or access news, information, and content; and 'make sense' for or 'provide meaning' to the various audiences by packaging and targeting it in ways that are relevant to them.

Whereas the process of implementing the EITI generates substantive products such as a work plan, reporting templates, and the flagship reports, the fundamental and ultimate benefits of implementing the EITI are intangible and largely perception-based. These intangible gains include communities empowered to voice and assert their interests and rights; increased trust among stakeholders; reduction of risks to communities and companies; citizens who are better informed and positioned to hold companies and the government accountable; and an improved investment climate due to the reduction of risks. Yet the perceptions typically include negative sentiments borne out of feelings of economic exploitation or disempowerment that are common among communities in resource-rich countries.

- The task for EITI communication is to define and manage the diverse stakeholder perceptions all through the implementation process by, for instance, drawing out narratives and identifying anecdotes that demonstrate concrete benefits to local communities, businesses, and governments; and crafting and telling compelling stories out of the experiences and testimonies of individual actors, groups, communities, organisations, and companies.

Availability of dedicated and dependable funding is crucial to guarantee that EITI communication activities are, to the extent feasible, carried out as planned. It has been reported that communication activities usually suffer because of the limited funding allocated to EITI. Securing funding for communication often entails appeals to the government, development partners, companies, and both national and international CSOs.

- The task for EITI communication is to ensure that seed funding will be committed by the GOU through the regular budgeting process and supplemented, as may be necessary, by the resources of MSG members.

The UGEITI CSWP will therefore aim to deliver the following outcomes:

1. Efficient mechanisms for the UGEITI SECRETARIAT and the MSG to communicate with and win the buy-in and support of stakeholders.
2. MSG members and their networks are satisfied with how the UGEITI SECRETARIAT shares information and carries out consultations.
3. The benefits of the EITI are effectively communicated to generate demand by stakeholders and the public for EITI implementation.
4. EITI stakeholders are committed to developing, implementing, and monitoring the decisions, policies, and measures to enhance transparency and accountability in extractive governance.
5. EITI information is communicated in accessible and user-friendly ways and formats to stimulate public debate and interest in transparency and accountability.
6. Uganda is recognised internationally as a success story in EITI implementation.
7. The public has access to the information they need to form opinions and use the political process to contribute to reforming EI policy and practice.
8. The media landscape across all platforms is monitored to track, measure, and document communications about the EITI and the EI as a whole.

STAKEHOLDER ANALYSIS

INFLUENCE over the success of EITI

[Low] INTEREST in being involved in EITI [High]

PRIORITISE as they must be involved for EITI to be successful:
- Non-MSG GOU ministries & agencies with low interest/influence
- Domestic OGM companies
- Parliamentary committees
- Development partners

ENGAGE as they are already interested and influential:
- MSG members
- Non-MSG GOU ministries & agencies with high interest/influence
- International EI investors
- International EI CSOs
- EITI Board & International Secretariat
- DLGs in extractive regions
- CBOs in extractive regions

OBSERVE AND REVIEW as they do not have to be involved, but this could change based on the issue:
- Trade unions
- FBOs
- National CSOs
- Statutory & voluntary industry & professional organisations

INFORM about what is happening with EITI to maintain their interest:
- National CSOs in natural resources
- Universities, think tanks & research organisations
- Media (local, national, regional, international)
- Other national EITIs
- Traditional authorities/cultural institutions

Figure 4: Stakeholder mapping

COMMUNICATION PROGRAMME

Communication Goal

Information about petroleum and mining policies, laws, regulations, practices, and revenues is effectively communicated, leading to better public understanding and generating constructive debate about the governance of Uganda's extractive resources.

Communication Objectives

1. To foster public understanding of the contribution of the extractive industries to Uganda's economic transformation.

2. To raise the profile of the EITI among stakeholders, communities, and citizens and increase awareness of its benefits.

3. To motivate active popular participation in the EITI implementation process and build confidence in its outcomes.

Key Communication Results

1. Showcase the UGEITI and elevate its profile and corporate identity through consistent and high standards of visual representation and branding - Solidify the visibility of the UGEITI, its values, and its vision for the country by strengthening the UGEITI's presence and amplifying its voice so that its message resonates in the minds of stakeholders on extractive governance.

2. Popularise the EITI and promote accountability and transparency in the governance of Uganda's extractive resources and revenues - Enhance public understanding of the EITI process and implementation and its potential to improve the management of the extractive sector through messaging designed to affirm the relevance of the EITI.

3. Secure support for and commitment to the EITI among influential actors in government, civil society, and industry - Equip stakeholders in decision-making and agenda-setting roles with insights and analysis to appreciate the MSG's recommendations as well as measures and practices that need to be reformed, introduced, strengthened or implemented.

4. Empower communities whose lives and livelihoods are impacted by extractive activities and decisions - Support local leaders and populations to utilise the information and data produced during the EITI process to defend their interests and to tap into the benefits and opportunities from extractive resources.

5. Engage the media to gain the attention of journalists, content publishers, and news consumers

6. - Enable the media to effectively disseminate and explain the significance and outcomes of the information, data, insights, and analysis produced by the EITI.

Message Development

Theory of change: Aligning messages with the EITI process

The deadline for submission and publication of Uganda's first EITI Report is 12 February 2022. The entire journey leading up to and after this milestone – from 28 January 2019 when the country agreed to join the EITI to the report validation expected by 12 February 2023 – is highly procedural. The stakeholders' involvement, expectations, and views will evolve as this process unfolds, and the information needs of the various audiences will change during the implementation process. This calls for adapting the information and messages to align them with the momentum or the specific moment in the EITI implementation process.

Going by the EITI International Secretariat's guidance,[32] the four primary outcomes that the information and messages need to accomplish throughout the EITI implementation process are illustrated in Figure 4.

Figure 5: Alignment of information and messages

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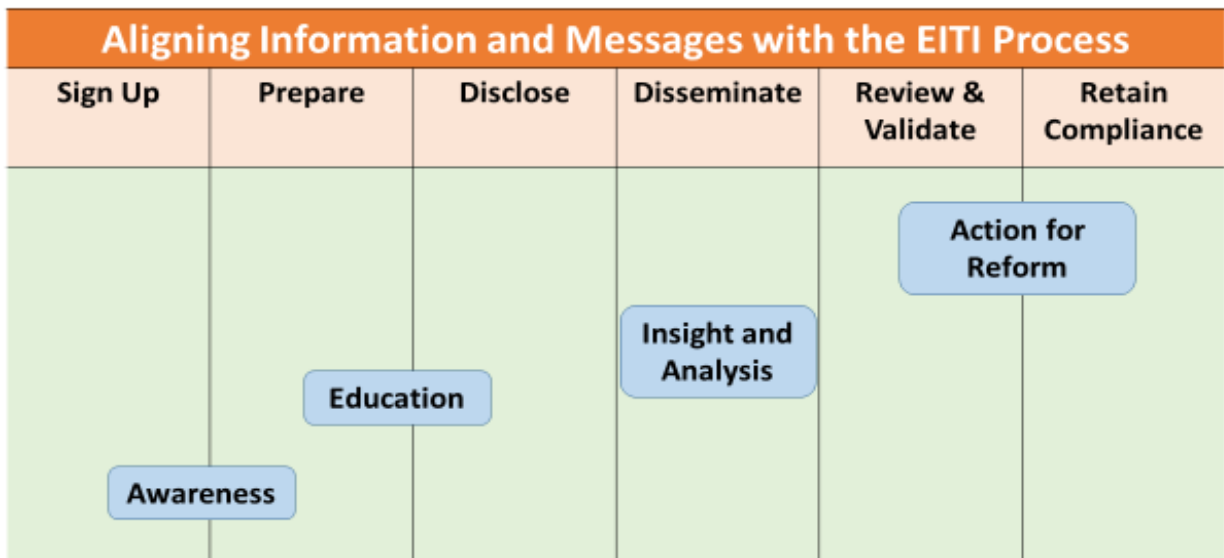
[32] EITI International Secretariat & GIZ. 2013. *Talking Matters: A Guide for Communicating the Extractive Industries Transparency Initiative (EITI)*. Page 37.

- *Messages need to make EITI relevant, improve the stakeholder's **awareness** and understanding of the process as well as explain its potential for improving development and alleviating poverty. This comprises creating awareness amongst government officials, media, interest groups, and the wider population.*

- *Messages must **educate** and help the stakeholders to develop a better understanding of the complex information which is produced during the EITI process.*

- *Messages must simplify the information produced in the EITI reports and explain its importance. It has to disclose the key outcomes through **insights and analysis** of the communication process and unveil future steps.*

- *General public needs to be not only informed but also empowered to form their own opinions, participate in the political process and take **action for reform** themselves.*

Positioning statement

In line with international standards, the Uganda Extractive Industries Transparency Initiative works to improve openness and accountability in the governance of petroleum and mineral resources, payments, and revenues. The UGEITI aims to ensure that public expectations are well managed, and that the legal and regulatory regime enables timely implementation of agreed projects. The UGEITI also aims to ensure effective collection, optimisation, and allocation of payments and revenues, as well as optimal social and economic utilisation of extractive resources.

Messaging framework

The UGEITI approach to messaging consists of core messages and proofpoints. The proofpoints comprise a menu of messages supported by tangible and specific facts, figures, and examples that may be selected to add depth and meaning to the core messages. Sample messages are expounded in the messaging framework in Annex 2.

The following are examples of messaging themes that could be expounded into specific messages:
- What is EITI?
- How does EITI work?
- Who does EITI benefit?
- What are the benefits of EITI?
- What is UGEITI?
- How does the UGEITI work?
- What is the governance structure of UGEITI?
- What is the scope of the EITI?

- Who should be involved with the UGEITI?
- Why should stakeholders and citizens engage with the UGEITI and participate in the attainment of its goals?
- What have been the achievements of EITI in Uganda?
- How does Uganda benefit from being a member EITI?
- What is a reporting template?
- What is an EITI report?

Operational Communication Levels

The communication strategy is structured for implementation at five operational levels in line with the positioning of the UGEITI's priority audiences:

1. **Organisational communication:** Focuses on internal audiences including the UGEITI SECRETARIAT as the agency responsible for coordinating implementation of the EITI, the MSG as the oversight organ, the MOFPED as the line ministry, and counterpart ministries and agencies that are, or need to be, involved in the EITI process. In addition, it focuses on the internal capacities and resources needed to communicate effectively externally.

2. **National communication:** Focuses on domestic audiences who are currently, or could potentially be, involved with or interested in the EITI process. Some of these audiences may not be actively engaged in the EITI process and implementation. Nonetheless, they could be valuable allies if given a reason to be interested, to pay attention or to get actively involved.

3. **Sub-national communication:** Focuses on audiences who are directly or geographically connected with extractive activities in which the EITI has an interest. These audiences include project-affected persons; communities whose livelihoods and welfare are impacted by extractive activities, decisions, and actions by EI actors up and down the value chain; district and lower local governments; local civic and opinion leaders; and local collective action groups organised around common economic or social or environmental causes.

4. **International communication:** Focuses on audiences outside Uganda given that the EITI is a global initiative. The EITI Board, the EITI International Secretariat, and other EITI member countries have an interest in Uganda's progress with EITI implementation, as do a range of actors in the global arena such as investors, multinational companies, and CSOs.

5. **Media relations:** Focuses on cultivating beneficial media relations and building the capacity to promote, complement, and amplify the reach of the EITI information and messages through consistent and quality coverage and publicity.

Set-up of the UGEITI Communication Function

The mandate of the Communication Function is to:

1. Coordinate communication internally within the UGEITI Secretariat, MSG, the MOFPED, and counterpart government ministries and agencies.
2. Gather and disseminate information about the extractives sector locally, nationally and internationally.
3. Build and sustain relationships with EI stakeholders at the community, national, and international levels.
4. Implement the UGEITI communication strategy and ensure it is regularly updated and aligned with the UGEITI national work plan.
5. Synchronise the UGEITI's communication priorities with the GOU communication objectives and constitutional obligations of citizens' access to information.

It is recommended that two full-time positions of a senior officer and a junior officer responsible for managing the Communication Function be created and filled to perform the following roles and tasks:

1. Preparation of the annual communication work plan.
2. Oversee the implementation of the UGEITI communication programme.
3. Serve as secretary and coordinator of the MSG communication sub-committee.
4. Initiate and manage the outsourcing of services to consultants and firms to support the implementation of the UGEITI communication programme.
5. Support the UGEITI Secretariat and the MSG in engaging with, consulting, and informing stakeholders, communities, and the public about EITI implementation.
6. Source for, process, package, and disseminate extractive news and content for dissemination to relevant audiences through online, digital, social, mobile, and traditional media platforms as appropriate.
7. Provide overall policy and technical leadership of all aspects of the UGEITI Communication Function.
8. Serve as spokesperson for the UGEITI.
9. Ensure effective planning for the Communication Function through proper and timely budgeting and efficient utilisation of resources.
10. Manage the production and dissemination of information for creation of public and stakeholder awareness of extractive issues and implementation of the EITI.
11. Develop and execute plans to publicise and promote the activities and achievements of the UGEITI Secretariat and MSG.
12. Develop linkages and networks across the extractive sector to enhance and coordinate information flow and sharing.
13. Coordinate responses and respond to media and public inquiries about the EITI processes.
14. Supervise the development and dissemination as well as the monitoring and evaluation of the effectiveness of all information and communication products.

15. Design and coordinate plans to engage community, national, and international stakeholders including the media, the public, professional bodies, educational institutions, development partners, civil society, private sector, and government ministries and agencies.

Strategic Communication Interventions

The proposed interventions are expounded in the Strategic Communication Matrix. For each key result area, the matrix identifies (i) the priority audiences; (ii) channels, products, and activities; and (iii) outputs and targets.

Work Plan with Monitoring and Evaluation Framework

To guide the implementation of the communication programme, the proposed interventions are unpacked in the Work Plan with Monitoring and Evaluation Framework. For each key result area, the plan and framework identify (i) the communicative deliverables; (ii) performance indicators; (iii) targets; (iv) measurement methods; and (v) timelines for a four-year period of implementation (2021-2024).

STRATEGIC COMMUNICATION MATRIX

KEY RESULT AREAS	PRIORITY AUDIENCES	CHANNELS, PRODUCTS, AND ACTIVITIES	OUTPUTS AND TARGETS
1.0 ORGANISATIONAL COMMUNICATION			
1.1 Produce information and news to keep internal stakeholders abreast of EITI and sector developments and issues.	- MSG members - UGEITI Secretariat - Office of the Auditor General - Uganda Registration Services Bureau - Uganda Bureau of Statistics - National Forestry Authority - Uganda National Bureau of Standards - National Social Security Fund - Financial Intelligence Authority - Uganda Free Zones Authority - Ministry of Gender, Labour and Social Development - Ministry of Internal Affairs - Ministry of Lands, Housing and Urban Development - Ministry of Education and Sports	MSG meetings	Meeting notifications, agendas, and minutes circulated 3-5 working days before or after the event as applicable
			MSG meetings held and attended by at least 60% of members
			Technical and administrative updates about the EITI process and implementation shared every month
		Monthly electronic newsletter	E-newsletter circulated via email within 3 working days of every month
			Up-to-date mailing or subscriber list/database
			Current information and news about pertinent and topical issues and developments disseminated every month
		Uganda National EITI Work Plan brochure	Uganda National EITI Work Plan brochure produced in infographic/visualised format and published in electronic and printed versions (1,000 copies printed)

KEY RESULT AREAS	PRIORITY AUDIENCES	CHANNELS, PRODUCTS, AND ACTIVITIES	OUTPUTS AND TARGETS
	▪ Ministry of Trade, Industries and Cooperatives ▪ UGEITI partners		
1.2 Develop, deploy, and uphold the UGEITI brand.	▪ UGEITI content producers including UGEITI SECRETARIAT staff ▪ UGEITI communication services providers	Set and implement standards for the approved and consistent use of the UGEITI brand across a range of applications and materials.	Every information product, visual device, and corporate item applies the UGEITI brand correctly and consistently (logo, colours, and typography)
		Develop original branding ideas and execution blueprints.	Outsourced communication services procured
			Original branding ideas and execution blueprints developed and approved
		Create and endorse standardised language for all UGEITI's various expressions of purpose.	UGEITI's standard expressions of purpose (positioning statement, vision, mission, goal, objectives, etc.) rendered uniformly in all communications
1.3 Build and monitor the UGEITI's brand identity and visibility.	▪ MSG members ▪ UGEITI SECRETARIAT staff	Stakeholder perception survey	Research firm procured, survey commissioned and conducted in Q2 FY 2021/2022
			Evidence from the survey utilised to inform communication and strategic planning by the UGEITI
	▪ MSG members ▪ UGEITI partners ▪ UGEITI SECRETARIAT staff ▪ Public	Create and produce assorted UGEITI branded display materials and corporate stationery, apparel, and giveaways/gifts	Backdrop banners (3 units in large, medium, and small size)
			Pull-up banners (3 units)
			Tear-drop banners (3 units)
			A-4 size document wallets/folders (1,000 units)
			A-5 size notebooks (1,000 units)
			Polo-shirts (500 units)
			Coffee/tea mugs (250 units)
			Desk diaries (500 units)
			Wall calendars (500 units)

KEY RESULT AREAS	PRIORITY AUDIENCES	CHANNELS, PRODUCTS, AND ACTIVITIES	OUTPUTS AND TARGETS
			Standard UGEITI PowerPoint presentation templates
			Standardized PowerPoint slide decks on generic themes or topics for use in presentations by UGEITI SECRETARIAT staff and MSG members.
			UGEITI branded products distributed and/or displayed at all events hosted by UGEITI or its partners.
		Participation in industry events of strategic value to the EITI	Representation at events organised by the Uganda Chamber of Mines and Petroleum, Association of Uganda Oil and Gas Service Providers, Private Sector Foundation Uganda, Uganda Manufacturers Association, Uganda Bankers Association, Uganda Insurers Association, Uganda Law Society, Institute of Chartered Public Accountants of Uganda.
1.4 Strengthen the communication proficiency of UGEITI Secretariat staff and MSG members.	▪ UGEITI Secretariat ▪ MSG members	Communication and media skills training and coaching	2 training workshops per year/biannual
			4 coaching session per year/quarterly
		Develop UGEITI communication policy and guidelines.	Communication policy and guidelines prepared and users oriented.
1.5 Share knowledge and expertise to promote	▪ MSG members ▪ UGEITI partners ▪ UGEITI Secretariat	Produce EITI policy briefs/briefing notes based on data, research, and insights from technical analysis of extractive issues	4 policy briefs/briefing notes published per year.

KEY RESULT AREAS	PRIORITY AUDIENCES	CHANNELS, PRODUCTS, AND ACTIVITIES	OUTPUTS AND TARGETS
understanding of the EITI.	▪ Academic institutions and think tanks		
1.6 Research and development for crisis and issue management.	▪ MSG members ▪ UGEITI Secretariat	Actively scan the environment to monitor the EI landscape locally, nationally, and globally for potential crises, emerging issues, and developments that may impact the EITI process and implementation as well as its perception or reputation among stakeholders.	Crisis communication plan to address issues as and when they emerge.
			Issue management briefs to address issues as and when they emerge.
2.0 NATIONAL COMMUNICATION			
2.1 Manage the UGEITI's priority online and social communication assets: website, Twitter, YouTube.	▪ All stakeholders (Internal, National, Sub-National, International)	Maintain a functional, active, and regularly updated UGEITI website	Website meets content, quality, branding, and technical standards
			Website reviewed and refreshed every week to check and ensure information relevance, timeliness and utility for users.
		Maintain a functional, active, and regularly updated UGEITI Twitter account	Twitter account meets content, quality, branding, and technical standards.
			Twitter reviewed and refreshed every day to check and ensure information relevance, timeliness and utility for users.
		Maintain a functional, active, and regularly updated UGEITI YouTube account	YouTube account meets content, quality, branding, and technical standards.
			YouTube reviewed and refreshed every month to check and ensure information relevance, timeliness, and utility for users.
2.2 Produce user-friendly and engaging information and knowledge products for public education about the EITI.	▪ Public ▪ GCIC	Popular version of the main EITI Report	Abridged edition of the official report; sums up the information presented in clear and concise language; condenses the report's main ideas, conclusions and recommendations.
	▪ Public ▪ GCIC	4-page newspaper advertorial pullout/insert showcasing the EITI	Package of compelling EITI stories, data, insights, and analyses published in New Vision and Daily Monitor (2 supplements per year)

KEY RESULT AREAS	PRIORITY AUDIENCES	CHANNELS, PRODUCTS, AND ACTIVITIES	OUTPUTS AND TARGETS
	• Public • GCIC	EITI factsheet	Overview of the EITI in English and selected indigenous languages (1 edition per year, updated annually)
	• Public • GCIC	FAQs	Regularly updated compendium of frequently asked questions about the EITI and the EI
	• Public • GCIC	Feature stories based on a combination of desk research (EITI information, data, and analyses) and original journalistic reporting and photography, and illustrated with impactful infographics and visualisations	Bimonthly professionally edited and creatively designed long-form features in print and digital formats (series of 6 feature stories commissioned per year)
	• Public • GCIC	Podcasts on EITI topics of public interest	5-minute professionally produced podcasts for dissemination via digital/social/online media platforms (series of 12 podcasts commissioned per year)
	• Public • GCIC	Explainer video of how the EITI process works	5-minute EITI explainer video produced for dissemination via digital, social, online media platforms
	• Public • GCIC	TV documentary about the EITI	20-minute TV documentary with sub-titles in selected indigenous languages produced and promoted for broadcast by national and regional TV channels
	• Public • GCIC	Video features on EITI topics of public interest	5-minute video features professionally produced showcasing the EITI for dissemination via digital/social/online media platforms (6 videos commissioned per year)
	• Public • GCIC	Slideshows on EITI topics of public interest	Slideshows professionally produced showcasing the EITI for dissemination via digital/social/online media platforms (series of 12 slideshows commissioned per year)

KEY RESULT AREAS	PRIORITY AUDIENCES	CHANNELS, PRODUCTS, AND ACTIVITIES	OUTPUTS AND TARGETS
	▪ Public ▪ GCIC	Compilation and production of a collection of essential EITI information/knowledge products in a branded folder or document wallet	EITI information kit
2.3 Activate the EITI Report campaign and launch.	▪ Students (selected from universities, tertiary institutions, and secondary schools)	Live broadcast of made-for-TV townhall meeting-style dialogues on extractive governance issues with audiences and expert panelists, moderated by respected on-air personalities	2 broadcasts sponsored and aired on 2 national TV channels
			Livestreaming and online reporting of the meetings
			EITI information kit handed out
			EITI branded products handed out
	▪ Cabinet Ministers ▪ Political and civic leaders ▪ Religious leaders ▪ Cultural leaders ▪ Senior Government officials ▪ MSG members ▪ MPs ▪ Business leaders ▪ DLG leaders ▪ EI CSOs ▪ International organisations ▪ Diplomatic corps ▪ Local and international media ▪ GCIC ▪ UMC ▪ Thought leaders ▪ Social influencers ▪ Academic community	EITI Report pre-launch breakfast meetings	3 meetings for selected groups
			Keynote address followed by Q&A session
			EITI information kit handed
			EITI branded products handed out
		National launch of the EITI Report	National event with saturation coverage across all media platforms
			Launch by H.E. The President of Uganda
			EITI information kit handed out
			EITI branded products handed out
2.4 Create and leverage opportunities to raise	▪ Political and civic leaders		Distinguished public figures co-opted to act as EITI champions/ambassadors

KEY RESULT AREAS	PRIORITY AUDIENCES	CHANNELS, PRODUCTS, AND ACTIVITIES	OUTPUTS AND TARGETS
awareness of extractive resource governance and to secure stakeholder buy-in for the EITI.	▪ Religious leaders ▪ Cultural leaders ▪ MSG members ▪ MPs ▪ Business leaders ▪ DLG leaders ▪ International organisations ▪ Diplomatic corps ▪ Local and international media ▪ Thought leaders ▪ Social influencers	Identify, nominate, train, and induct influential public figures to champion the EITI as its ambassadors.	Orientation to prepare for and perform the role of EITI champion/ambassador
			EITI information kit handed out
			EITI branded products handed out
3.0 SUB-NATIONAL COMMUNICATION			
3.1 Empower communities with information to stimulate action and track progress on transparency and accountability.	▪ Community members	Sponsor or participate in local radio programmes to share information about extractive governance issues.	1 radio programme per month on a different local radio station
		Produce a UGEITI community handbook with content and messages tailored to the interests of local stakeholders in extractive regions.	UGEITI community handbook published with translated editions in local languages
3.2 Support community dialogue to facilitate exchange of information, clarification of viewpoints, and formulation solutions to community concerns.	▪ Community leaders	Prepare and engage local leaders to conduct community dialogues on issues that concern people in communities affected by extractive activities.	30 community leaders trained and facilitated with resources to conduct community dialogues
	▪ Community members	Support community dialogue to enable the voicing of community concerns and experiences about the exploitation of extractive resources in their localities.	1 community dialogue conducted per quarter in a different community
			Personal stories and testimonies related to extractive activities documented as raw material for EITI information products
3.3 Engage extractive companies to focus	▪ Extractive companies ▪ Community leaders		Annual recognition of companies for outstanding CSR initiatives

KEY RESULT AREAS	PRIORITY AUDIENCES	CHANNELS, PRODUCTS, AND ACTIVITIES	OUTPUTS AND TARGETS
investment towards initiatives for greater community benefit.		Recognise and promote impactful corporate social responsibility initiatives in communities affected by extractive activities.	Community and DLG representatives involved in identifying companies for recognition as champions of local development
4.0 INTERNATIONAL COMMUNICATION			
4.1 Provide gateways for international stakeholders to keep abreast of the EITI process and implementation and extractive sector developments in Uganda.	▪ EITI Board ▪ EITI International Secretariat ▪ EITI implementing and supporting countries ▪ International media ▪ Multilateral organisations e.g., World Bank, International Monetary Fund ▪ Regional organisations e.g., African Union, East African Community, African Development Bank, East African Development Bank ▪ International CSOs ▪ Multinational companies ▪ Foreign investors	Monthly electronic newsletter	International access and exposure to current and topical EITI and extractive sector information, news, knowledge, and developments from and about Uganda
		Website	
		Twitter	
		YouTube	
		EITI policy briefs/briefing notes	
		Participation in the national launch of the EITI Report	Livestreaming and reporting of the national EITI Report launch
5.0 MEDIA RELATIONS			
5.1 Equip journalists and content publishers with information and knowledge to understand EI issues	▪ Journalists and content publishers across all platforms who cover or are interested in extractives (traditional,	Identify and develop relationships with selected journalists and content publishers who are interested in the extractive sector	Database of media contacts including information about their outlets and operations (e.g., frequency, platform type, audience type and size, deadlines, content type, interests, reputation)

KEY RESULT AREAS	PRIORITY AUDIENCES	CHANNELS, PRODUCTS, AND ACTIVITIES	OUTPUTS AND TARGETS
and their implications on the lives of citizens and especially people in extractive areas.	online, social, and digital platforms) ▪ News consumers ▪ UMC	EITI media kit	EITI information kit tailored for journalists and content publishers
		Design and provide training about the EITI tailored for journalists and content publishers	1 training workshop per year
		Organise media briefings for journalists and content publishers to provide tailored information that meets their needs	1 session per quarter for 30 journalists and content publishers
		Media advisories and news releases	Media advisories and news releases issued to explain or announce milestones, landmark developments, or critical emerging issues
		Breakfast meeting for senior editorial managers in major news outlets	1 breakfast meeting per quarter with 15 senior editorial managers
5.2 Undertake media publicity to build a positive image for the EITI and raise the quality and relevance of coverage.	▪ EI analysts, experts or commentators ▪ Journalists and content publishers ▪ News consumers	Write op-ed (newspaper opinion-editorial page), explainer articles and expert analysis on topical EITI-related issues and developments	1 article per quarter in a major mainstream newspaper or online platform
	▪ Journalists and content publishers	Pitch story ideas and arrange interviews (with appropriate news pegs) to be published or broadcast in newspapers and on talk shows or news and current affairs programmes.	1 published story or media appearance per quarter
5.3 Sponsor an award for outstanding journalism about extractives as an incentive to strengthen and sustain coverage.	▪ Journalists and content publishers	Partner with an organisation that has a track record of running credible and successful journalism awards	Annual journalism award and prize for outstanding extractive reporting/coverage
5.4 Collaborate with the media to create a positive narrative around the EI by showcasing success	▪ Journalists and content publishers ▪ UMC	Organize guided field visits/reporting trips to extractive projects, sites, and communities.	1 visit per quarter for 30 journalists and content publishers

KEY RESULT AREAS	PRIORITY AUDIENCES	CHANNELS, PRODUCTS, AND ACTIVITIES	OUTPUTS AND TARGETS
stories, positive changes, and good project examples with appealing human interest angles.			

WORK PLAN WITH MONITORING AND EVALUATION FRAMEWORK

KEY RESULT AREAS	COMMUNICATION DELIVERABLES	PERFORMANCE INDICATORS	TARGETS	MEASUREMENT METHODS	TIMELIUGEITI SECRETARIAT 2021-2024			
					'21	'22	'23	'24
STRATEGY 1.0 – ORGANISATIONAL COMMUNICATION								
1.1 Produce information and news to keep internal stakeholders abreast of EITI and sector developments and issues.	Meeting notifications, agendas, and minutes circulated 3-5 working days before or after the event as applicable.	Soft copies of meeting notifications, Agendas, Minutes circulated.	Notifications emailed within at least 5 working days' prior notice	• Email correspondence				
			Agendas emailed within at least 5 working days in advance	• Email correspondence				
			Minutes emailed no later than 5 working days after the meeting	• Email correspondence				
	MSG meetings	Meetings conducted	Attendance by at least 60% of members per meeting with representation of each constituency	• Attendance registers on record				
	Technical and administrative updates	Technical and administrative information shared	Weekly/Monthly updates	• Technical and administrative reports on record				
	E-newsletter	E-newsletter circulated via email	Publication within 3 working days of every month	• List of subscribers				
	Up-to-date mailing or subscriber list/database	Mailing/subscriber list	Mailing/subscriber list updated every month	• Up-to-date mailing or subscriber list on record				
	Current information and news about pertinent and topical	EITI news and information gathered and disseminated	EITI news and information refreshed every month	• Newsletter content with the latest				

KEY RESULT AREAS	COMMUNICATION DELIVERABLES	PERFORMANCE INDICATORS	TARGETS	MEASUREMENT METHODS	TIMELIUGEITI SECRETARIAT 2021-2024			
					'21	'22	'23	'24
	issues and developments			news and information	■	■	■	■
	Uganda National EITI Work Plan brochure	National EITI Work Plan published as a brochure	Electronic version shared by email and online/digital platforms	• Soft and hard copies of the brochure	■			
			1,000 copies printed and distributed manually	• Manual distribution list of printed copies on record	■			
			Brochure circulated electronically via email	• Email circulation list of electronic copies on record	■			
1.2 Develop, deploy, and uphold the UGEITI brand.	UGEITI branding standards and guidelines	Correct and consistent use of the approved branding standards and guidelines	Every information product, visual device, and corporate item applies the UGEITI brand correctly and consistently	• Periodical assessment of samples of UGEITI branded products	■		■	
	Develop original branding ideas and execution blueprints	Specialised creative service providers procured			■			
		UGEITI branding ideas and execution blueprints developed and approved			■			
	Create and endorse standardised language for all UGEITI's various expressions of purpose	Standardisation of UGEITI's positioning statement, vision, mission, goal, objectives, etc.	UGEITI's standard expressions of purpose are used and appear consistently and uniformly	• Periodical assessment of samples of UGEITI communications	■		■	

KEY RESULT AREAS	COMMUNICATION DELIVERABLES	PERFORMANCE INDICATORS	TARGETS	MEASUREMENT METHODS	TIMELIUGEITI SECRETARIAT 2021-2024			
					'21	'22	'23	'24
1.3 Build the UGEITI's brand identity and visibility.	Stakeholder perception survey (SPS)	SPS commissioned	SPS conducted and findings presented	• SPS report received and approved by MSG	■			
		SPS evidence used for UGEITI communication and strategic planning		• SPS evidence reflected in UGEITI communication and work plan	■			
	Create and produce assorted UGEITI branded display materials and corporate stationery, apparel, and giveaways/gifts	Backdrop banners	3 units in large, medium, and small size	• Creative and production briefs		■		
		Pull-up banners	3 units	• Purchase orders, pro-forma invoices, and delivery notes on record		■		
		Tear-drop banners	3 units			■		
		A-4 size document wallets/folders	1,000 units			■		
		A-5 size notebooks	1,000 units	• Event photos & videos		■		
		Polo-shirts	500 units	• Distribution lists on record		■		
		Coffee/tea mugs	250 units			■		
		Desk diaries	500 units			■		
		Wall calendars	500 units			■		
		Standard UGEITI Powerpoint presentation templates	Powerpoint presentation templates		■			
		Standardised Powerpoint slide decks on generic themes or topics for use in presentations by UGEITI Secretariat staff and MSG members	Thematic Powerpoint slide decks		■			

KEY RESULT AREAS	COMMUNICATION DELIVERABLES	PERFORMANCE INDICATORS	TARGETS	MEASUREMENT METHODS	TIMELIUGEITI SECRETARIAT 2021-2024			
					'21	'22	'23	'24
		UGEITI branded products distributed and/or displayed at all events hosted by UGEITI or its partners	Dissemination plan			■		
	Participation in industry events of strategic value to the EITI	Representation at external or partners' events	Key industry events	• Invitations to events received and accepted • Event photos and videos • Event reports and other records or documents e.g., programmes, handouts.	■	■	■	■
1.4 Strengthen the communication proficiency of UGEITI Secretariat staff and MSG members.	Communication and media skills training and coaching	Training workshops	2 per year/biannual	• Training plan and materials/handouts	■		■	
				• Workshops conducted	■		■	
				• Attendance registers on record	■		■	
				• Training evaluations by participants	■		■	

KEY RESULT AREAS	COMMUNICATION DELIVERABLES	PERFORMANCE INDICATORS	TARGETS	MEASUREMENT METHODS	TIMELIUGEITI SECRETARIAT 2021-2024			
					'21	'22	'23	'24
		Coaching sessions	4 per year/quarterly	• Coaching plan • Sessions conducted • Attendance registers on record • Coaching evaluations by participants	■		■	
	Develop UGEITI communication policy and guidelines.	Communication policy and guidelines prepared and users oriented	Communication policy and guidelines developed and approved	• Communication policy and guidelines manual. • Dissemination records.	■			
			UGEITI Secretariat staff and MSG members oriented in how to apply the communication policy and guidelines.	• Orientation during staff and MSG meetings	■			
1.5 Share knowledge and expertise to promote understanding of the EITI.	Produce EITI policy briefs/briefing notes based on data, research, and insights from technical analysis of extractive issues	Policy briefs/briefing notes published	4 publications per year/quarterly	• Policy briefs/briefing notes in soft and hard copies. • Dissemination records.	■	■	■	■
1.6 Research and development for crisis and issue management.	Crisis communication plan	Crisis communication plan developed and implemented as necessary.	Plan implemented in response to any significant crisis.	• Straw poll • Social listening	■	■	■	■

KEY RESULT AREAS	COMMUNICATION DELIVERABLES	PERFORMANCE INDICATORS	TARGETS	MEASUREMENT METHODS	TIMELIUGEITI SECRETARIAT 2021-2024			
					'21	'22	'23	'24
	Issue management brief	Issue management briefs drafted and disseminated as necessary	Briefs disseminated in response to any significant issue					
STRATEGY 2.0 – NATIONAL COMMUNICATION								
2.1 Manage the UGEITI's priority online and social communication assets: website, Twitter, YouTube.	Maintain a functional, active, and regularly updated UGEITI website.	Website meets content, quality, branding, and technical standards.	Website content and functionality reviewed and refreshed at least once every week to check and ensure information relevance, timelines, and utility for users.	• Website performance checklist based on EITI, GOU, and NITA-U standards and guidelines • Monthly online and social media performance and monitoring reports.				
	Maintain a functional, active, and regularly updated UGEITI Twitter account	Twitter account meets content, quality, branding and technical standards	Twitter content and functionality reviewed and refreshed at least once every day to check and ensure information relevance, timelines and utility for users	• Twitter performance checklist based on EITI, GOU, and NITA-U standards and guidelines. • Monthly online and social media performance and monitoring reports.				

KEY RESULT AREAS	COMMUNICATION DELIVERABLES	PERFORMANCE INDICATORS	TARGETS	MEASUREMENT METHODS	TIMELIUGEITI SECRETARIAT 2021-2024			
					'21	'22	'23	'24
	Maintain a functional, active, and regularly updated UGEITI YouTube account	YouTube account meets content, quality, branding, and technical standards	YouTube content and functionality reviewed and refreshed at least once every month to check and ensure information relevance, timelines and utility for users	• YouTube performance checklist based on EITI, GOU, and NITA-U standards and guidelines. • Monthly online and social media performance and monitoring reports.	■	■	■	■
2.2 Produce user-friendly and engaging information and knowledge products for public education about the EITI.	Popular version of the main EITI Report	Abridged non-technical edition of the main report	Summary of the main report in clear, concise, and digestible language Main report's key ideas, conclusions and recommendations condensed for busy readers	• Communication inventory. • Audience survey.		■		
	EITI newspaper pullout/insert	4-page newspaper advertorial showcasing the EITI	2 supplements per year with packages of compelling EITI stories, data, insights, and analyses published in New Vision and Daily Monitor	• Communication inventory. • Newspaper tracker. • Audience survey.		■		
	EITI factsheet	Annually updated factsheet providing an overview of the EITI	1 edition per year in English and selected indigenous languages	• Communication inventory • Audience survey	■			
	FAQs	Periodically updated FAQs	User-friendly answers to common issues about the EITI and the EI generally	• Communication inventory	■			■

KEY RESULT AREAS	COMMUNICATION DELIVERABLES	PERFORMANCE INDICATORS	TARGETS	MEASUREMENT METHODS	TIMELIUGEITI SECRETARIAT 2021-2024			
					'21	'22	'23	'24
				• Audience survey	▓			▓
	Feature stories based on a combination of desk research (EITI information, data, and analyses) and original journalistic reporting and photography, and illustrated with impactful infographics and visualisations.	Professionally edited and creatively designed long-form features series in print and digital formats.	6 features commissioned and produced per year – 1 every 2 months.	• Communication inventory. • Media tracker (digital, social, online, traditional) • Audience survey		▓	▓	▓
	Podcasts on EITI topics of public interest	Professionally produced 5-minute podcasts for dissemination via digital/social/online media platforms (series of 12 podcasts commissioned per year)	12 podcasts commissioned and produced per year – 1 per month	• Communication inventory • Media tracker (digital, social, online, traditional). • Social listening • Audience survey		▓	▓	▓
	Explainer video of how the EITI process works	5-minute EITI explainer video produced for dissemination via digital, social, online media platforms.	1 video commissioned and produced	• Communication inventory • Media tracker (digital, social, online, traditional) • Social listening • Audience survey	▓			

KEY RESULT AREAS	COMMUNICATION DELIVERABLES	PERFORMANCE INDICATORS	TARGETS	MEASUREMENT METHODS	TIMELIUGEITI SECRETARIAT 2021-2024			
					'21	'22	'23	'24
	TV documentary about the EITI	20-minute TV documentary with sub-titles in selected indigenous languages produced and promoted for broadcast by national and regional TV channels.	1 documentary commissioned and produced	• Communication inventory • Media tracker (digital, social, online, traditional) • Social listening • Audience survey		▓		
	Video features on EITI topics of public interest	5-minute video features professionally produced showcasing the EITI for dissemination via digital/social/online media platforms (6 videos commissioned per year)	6 video features commissioned and produced – 1 every 2 months	• Communication inventory • Media tracker (digital, social, online, traditional) • Social listening • Audience survey			▓	▓
	Slideshows on EITI topics of public interest	Slideshows professionally produced showcasing the EITI for dissemination via digital/social/online media platforms (series of 10 slideshows commissioned per year)	12 slideshows commissioned and produced – 1 per month	• Communication inventory • Media tracker (digital, social, online, traditional) • Social listening • Audience survey		▓	▓	▓
	Compilation and production of a collection of essential EITI information/knowledge products in a branded	EITI information kit	1 information kit produced	• Communication inventory • Distribution list on record	▓			

KEY RESULT AREAS	COMMUNICATION DELIVERABLES	PERFORMANCE INDICATORS	TARGETS	MEASUREMENT METHODS	TIMELIUGEITI SECRETARIAT 2021-2024			
					'21	'22	'23	'24
	folder or document wallet				■			
2.3 Activate the EITI Report campaign and launch.	Live broadcast of made-for-TV townhall meeting-style dialogues on extractive governance issues with audiences and expert panelists, moderated by respected on-air personalities.	Live broadcasts sponsored and aired on national TV	2 broadcasts on 2 national TV channels	• Communication inventory • Media tracker (digital, social, online, traditional) • Social listening • Audience survey		■	■	
		Livestreaming and online reporting of the dialogues.	Livestreaming and online reporting services provided	• Media tracker (digital, social, online, traditional) • Social listening • Audience survey		■	■	
		EITI information kits handed out	EITI information kits handed out to participants	• Distribution list on record		■	■	
		EITI branded products handed out	EITI branded products handed out to participants	• Distribution list on record		■	■	
	EITI Report pre-launch breakfast meetings	Breakfast meetings for selected groups	3 meetings organised	• Attendance registers on record • Participants' feedback • Monitoring of media coverage		■		
		Keynote address followed by Q&A session	Keynote address delivered with Q&A	• Attendance registers on record • Participants' feedback		■		

KEY RESULT AREAS	COMMUNICATION DELIVERABLES	PERFORMANCE INDICATORS	TARGETS	MEASUREMENT METHODS	TIMELIUGEITI SECRETARIAT 2021-2024			
					'21	'22	'23	'24
				• Monitoring of media coverage		▉		
		EITI information kit handed	EITI information kits handed out to participants	• Distribution list on record		▉		
		EITI branded products handed out	EITI branded products handed out to participants	• Distribution list on record		▉		
	National launch of the EITI Report	EITI Report launched	Saturation media coverage of the launch event	• Attendance registers on record • Participants' feedback • Monitoring of media coverage • Media tracker (digital, social, online, traditional) • Social listening • Audience survey		▉		
		Launch by H.E. The President of Uganda	President presides over the launch	• President in attendance		▉		
		EITI information kit handed out	EITI information kits handed out to participants	• Distribution list on record		▉		
		EITI branded products handed out	EITI branded products handed out to participants	• Distribution list on record		▉		
2.4 Create and leverage opportunities to raise awareness of extractive resource governance and to	EITI Ambassadors	Distinguished public figures installed as EITI Ambassadors	10 Ambassadors appointed from different walks of life and installed in a gala event	• Installation ceremony held • Monitoring of media coverage • Attendance registers on record		▉	▉	▉

KEY RESULT AREAS	COMMUNICATION DELIVERABLES	PERFORMANCE INDICATORS	TARGETS	MEASUREMENT METHODS	TIMELIUGEITI SECRETARIAT 2021-2024			
					'21	'22	'23	'24
secure stakeholder buy-in for the EITI.		Orientation to prepare for and perform the role of EITI champion/ambassador	Orientation workshop conducted for the 10 EITI Ambassadors	• Orientation programme • Attendance registers on record		■	■	■
		EITI information kit handed out	EITI information kits handed out to the Ambassadors	• Distribution list on record		■	■	■
		EITI branded products handed out	EITI branded products handed out to the Ambassadors	• Distribution list on record		■	■	■
STRATEGY 3.0 – SUB-NATIONAL COMMUNICATION								
3.1 Empower communities with information to stimulate action and track progress on transparency and accountability.	Sponsorship of or participation in local radio programmes	Local radio programmes	1 programme per month on a different local radio station	• Communication inventory • Programme schedule • Audience survey • Audio recordings		■	■	■
	UGEITI community handbook	Community handbook published	English and local language editions	• Distribution list on record • Audience survey			■	
3.2 Support community dialogue to facilitate exchange of information, clarification of viewpoints, and formulation solutions	Community dialogue training	Community leaders trained and facilitated with resources to conduct community dialogues	30 community leaders	• Training plan • Participant evaluations • Hard and soft copies of the handbook • Distribution list on record		■	■	

KEY RESULT AREAS	COMMUNICATION DELIVERABLES	PERFORMANCE INDICATORS	TARGETS	MEASUREMENT METHODS	TIMELIUGEITI SECRETARIAT 2021-2024			
					'21	'22	'23	'24
to community concerns.								
	Community dialogues	Community dialogues planned and conducted	6 community dialogues attended by 300 people – 1 per quarter attended by 50 people	• Community dialogue Agendas • Attendance registers on record • Participant evaluations • Written reports of proceedings • Audiovisual documentation of proceedings • Documentation of community members' personal stories and testimonies related to extractives		▮	▮	▮
		EITI information kit handed out	EITI information kits handed out to participants	• Distribution list		▮	▮	▮
		EITI branded products handed out	EITI branded products handed out to participants	• Distribution list		▮	▮	▮

KEY RESULT AREAS	COMMUNICATION DELIVERABLES	PERFORMANCE INDICATORS	TARGETS	MEASUREMENT METHODS	TIMELIUGEITI SECRETARIAT 2021-2024			
					'21	'22	'23	'24
3.3 Engage extractive companies to focus investment towards initiatives for greater community benefit.	Recognition and promotion of CSR	Community and DLG involvement in adjudication of CSR awards	Community and DLG leaders' orientation in CSR adjudication – 10 community, 10 DLG	• Orientation programme • Orientation workshop • Workshop report • Attendance registers on record • Participant evaluations			■	■
		Annual recognition of companies for outstanding CSR	Annual CSR award	• Award event • Attendance registers on record • Monitoring of media coverage • Media tracker (digital, social, online, traditional)			■	■
STRATEGY 4.0 – INTERNATIONAL COMMUNICATION								
4.1 Provide gateways for international stakeholders to keep abreast of the EITI process and implementation and extractive sector developments in Uganda.	Monthly electronic newsletter Website Twitter YouTube EITI policy briefs/briefing notes	International stakeholders are regularly informed about the EITI and the EI in Uganda	International stakeholders show interest in Uganda's EITI process and implementation and EI in general	• Media tracker (digital, social, online, traditional) • Audience survey		■	■	■
	National launch of the EITI Report	Livestreaming and reporting of the national EITI Report launch.	International stakeholders' participation in the National EITI Report launch.	• Virtual and in-person attendance records		■		

KEY RESULT AREAS	COMMUNICATION DELIVERABLES	PERFORMANCE INDICATORS	TARGETS	MEASUREMENT METHODS	TIMELIUGEITI SECRETARIAT 2021-2024			
					'21	'22	'23	'24
STRATEGY 5.0 – MEDIA RELATIONS								
5.1 Equip journalists and content publishers with information and knowledge to understand EI issues and their implications on the lives of citizens and especially people in extractive areas.	Media relations management	Media database used for regular sharing of information with journalists and content publishers.	Contacts of journalists and content publishers and profiles of their platforms used for targeted sharing of information	• Distribution list on record • Monitoring of media coverage	▓	▓	▓	▓
	EITI media kit	Information package for journalists and content publishers	All journalists and content publishers interested in the EI	• Distribution list on record	▓	▓	▓	▓
	EITI training for journalists and content publishers	Training workshop	1 workshop per year	• Training programme • Training workshop • Attendance registers on record • Participants' evaluation		▓	▓	
	Media briefings for journalists and content publishers	EITI officials, MSG members and EI experts and leaders interact with journalists and content producers to share information	1 session per quarter for 30 journalists and content publishers	• Presentations by EITI officials, MSG members and EI experts and leaders • Monitoring of media coverage • Media tracker (digital, social, online, traditional) • Attendance registers on record • Participants' evaluation	▓	▓	▓	▓

KEY RESULT AREAS	COMMUNICATION DELIVERABLES	PERFORMANCE INDICATORS	TARGETS	MEASUREMENT METHODS	TIMELIUGEITI SECRETARIAT 2021-2024			
					'21	'22	'23	'24
	Media advisories and news releases	Milestone UGEITI Secretariat, landmark developments, or critical emerging issues explained or announced	1 advisory/release per quarter	• Distribution list on record • Soft and hard copies • Monitoring of media coverage • Media tracker (digital, social, online, traditional)				
	Breakfast meetings for senior editorial managers in major news outlets	Senior editorial managers attend breakfast meetings	4 breakfast meetings - 1 per quarter with 15 senior editorial managers	• Attendance registers on record • Report of the proceedings				
5.2 Undertake media publicity to build a positive image for the EITI and raise the quality and relevance of coverage.	Newspaper opinion articles	OP-ED (newspaper opinion-editorial page) articles, blogs, explainer articles and expert analysis on topical EITI-related issues and developments	1 article per quarter in a major mainstream newspaper or online platform	• Soft and hard copies • Monitoring of media coverage • Media tracker (digital, social, online, traditional)				
	Story pitches	Promoted story ideas and arranged interviews published or broadcast in newspapers and on talkshows or news and	4 stories published or media appearance per year – 1 per quarter	• Soft and hard copies • Monitoring of media coverage				

KEY RESULT AREAS	COMMUNICATION DELIVERABLES	PERFORMANCE INDICATORS	TARGETS	MEASUREMENT METHODS	TIMELIUGEITI SECRETARIAT 2021-2024			
					'21	'22	'23	'24
		current affairs programmes		• Media tracker (digital, social, online, traditional)				
5.3 Sponsor an award for outstanding journalism about extractives as an incentive to strengthen and sustain coverage.	Annual extractive journalism award	Award created and planned in partnership with an established media support organisation	Annual journalism award for outstanding coverage of extractives	• Memorandum of understanding • Award concept note and plan • Awards • Award launch event • Award gala event • Attendance registers on record • Monitoring of media coverage • Media tracker (digital, social, online, traditional)				
5.4 Collaborate with the media to create a positive narrative around the EI by showcasing success stories, positive changes, and good project examples with appealing human interest angles.	Guided field visits/reporting trips	Exposure to extractive activities and real-life experiences and interaction with affected communities affected	4 visits/trips per year for 30 journalists and content publishers – 1 per quarter for 6 participants	• Field visit programme • Activity report • Participants' feedback • Monitoring of media coverage • Media tracker (digital, social, online, traditional)				

ANNEX 1: THE EITI PRINCIPLES

1. We share a belief that the prudent use of natural resource wealth should be an important engine for sustainable economic growth that contributes to sustainable development and poverty reduction, but if not managed properly, can create negative economic and social impacts.

2. We affirm that management of natural resource wealth for the benefit of a country's citizens is in the domain of sovereign governments to be exercised in the interests of their national development.

3. We recognise that the benefits of resource extraction occur as revenue streams over many years and can be highly price dependent.

4. We recognise that a public understanding of government revenues and expenditure over time could help public debate and inform choice of appropriate and realistic options for sustainable development.

5. We underline the importance of transparency by governments and companies in the extractive industries and the need to enhance public financial management and accountability.

6. We recognise that achievement of greater transparency must be set in the context of respect for contracts and laws.

7. We recognise the enhanced environment for domestic and foreign direct investment that financial transparency may bring.

8. We believe in the principle and practice of accountability by government to all citizens for the stewardship of revenue streams and public expenditure.

9. We are committed to encouraging high standards of transparency and accountability in public life, government operations and in business.

10. We believe that a broadly consistent and workable approach to the disclosure of payments and revenues is required, which is simple to undertake and to use.

11. We believe that payments' disclosure in a given country should involve all extractive industry companies operating in that country.

12. In seeking solutions, we believe that all stakeholders have important and relevant contributions to make - including governments and their agencies, extractive industry companies, service companies, multilateral organisations, financial organisations, investors and non-governmental organisations.

Source: https://eiti.org/files/documents/eiti-principles.pdf

ANNEX 2: SAMPLE MESSAGING FRAMEWORK FOR THE UGEITI

MESSAGE 1:

►*Global benchmarking*

The EITI is the global standard for the promotion of transparency and good governance in the management of oil, gas and mineral resources. The EITI Standard requires countries and companies to disclose information along the extractive industry value chain, including production and revenue collection.

Proof points

- To ensure transparency, public disclosure of information on oil, gas, and mining activities by companies and government is required in accordance with the *EITI Standard 2019*.
- To ensure accountability, a Multi Stakeholder Group (MSG) with representatives from government, companies, and civil society is established to oversee the process and communicate the findings of the EITI reporting, and promote the integration of EITI into broader transparency efforts in the country.

MESSAGE 2:

►*Uganda's EITI participation*

Uganda joined the EITI in August 2020 and is expected to produce the first report by February 2022. Validation will commence in April 2023.

proof points

- EITI implementation in Uganda is overseen by a tripartite Multi-Stakeholder Working Group (MSG) with 25 members composed of 5 representatives from civil society organisations, 7 from industry, and 13 from the Government. The MSG is supported by a UGEITI National Secretariat which oversees EITI implementation on a da-to-day basis.
- The MSG's primary objective is to improve the management of Uganda's extractive sector for the benefit of present and future generations. Its work is guided by the 2-year UGEITI work plan of 2020 to 2022.