

ALBANIAN EXTRACTIVE INDUSTRIES TRANSPARENCY INICIATIVE (ALB EITI)

Communication Strategy and Action Plan July 2011- December 2012

ALB EITI Secretariat acting as implementing institution

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1. EXECUTIVE SUMMARY

This Communication Strategy sets forward strategic proposals to the Multi Stakeholders Working Group, MSWG, for the communication to the public of the Albanian Extractive Industries Transparency Initiative. The proposals given are designed in form of the Initiatives to be implemented through a time line designed for 16 months. The Strategy aims to be implemented in a closed cooperation of the MSWG, ALB EITI Secretariat with the civil society, local government, Extractive Industries and media

The main goal of this Strategy is empower the public (especially in the mining and oil/gas areas) to have access to information, understand and participate in an active dialog of all stakeholders. This partnership dialog needs to be based in a common goal that the natural resources have to serve to the sustainable development. In order to reach this goal it is important the effective implementation of Initiatives which will progressively guide the public through consecutive phases which are: ¹

- Information
- awareness
- education
- analysis
- empower

This Strategy classifies the stakeholders according to their influence and support to the process. This prioritization of stakeholders puts more emphasis on the Oil and Mine Companies, Local Communities and Civil Society groups as well as Media. Other stakeholders need to be closely engaged, informed, observed and review their attitude and support toward the ALBEITI.

The Communication Strategy has identified 10 Initiatives as a proposed Implementation Plan. They are closely related with different stakeholders, but due to their combined effects they could also be used to more than one stakeholder. Initiatives (not necessarily listed in the priority bases) are named as:

- Production of publicity materials;
- Media Toolkit;
- Creating ALB EITI Media-Team;
- Media Briefings;
- ALBEITI Journalist Award;

¹ "Talking Transparency"- A Guide for communicating the EITI

- TV products;
- ALB EITI Web page a good source of information;
- Research;
- Developing Road-show to the communities;
- Newsletter;
- Workshops;
- Capacity building for MSWG.

Those initiatives are direct and indirect communication tools. The Strategy after having analyzed the indirect communication tools through media, put the emphasis on Television and the outdoors printed materials such as Billboards or Posters as the most effective ways of communication.

The Strategy has identified the Critical Factor to successful implementation. The recommendation is that it is important to have a dedicated Communicator Coordinator for ALB EITI Secretariat as a crucial position that will oversee the implementation of this Communication Strategy and act as a coordinator between all the stakeholders.

2. BACKGROUND INFORMATION

2.1. Goal and Objectives

Albania has an extractive industry of minerals and oil/ gas that is developing and attracting more domestic and foreign investments. Only in the mineral extractive industry during 2008 the total production was estimated about 4 million ton mineral almost reaching the production of before '90.² If we add to this figures the oil and gas industry investment and production, it is understandable the importance of the transparency for the extractive industry.

The above situation explains the Albanian involvement in the Transparency Initiative for Extractive Industry. EITI as international initiative was first established in 2002 at the World Summit on Sustainable Development in Johannesburg. Albanian Government supported this initiative and in March 2009 applied for membership at the EITI.

ALB EITI Secretariat was created on the decision of the Council of Ministers of 07/07 2010. The Steering Committee with participation of Civil Society, Industry and government agencies was established around the same time. The Steering Committee, headed by the Deputy Minister of Economy, Trade and Energy is in charge with the overall implementation of EITI initiative in Albania. At present, ALBEITI is progressively fulfilling the obligations and evaluation criteria's for a full member at this institution.

Goal:

The main goal of this Communication Strategy is to design an efficient communication system that will increase trust and provide avenue for dialogue on payment made by the extractive companies and revenues received by the Government.³

To this goal, it also serves the main objective of the Strategy to ensure a successful implementation of ALB EITI mission engaging in the process all the interested groups and stakeholders. This will be reached through information, communication; education and partnership dialog of all stakeholders based in the common goal that the natural resources have to serve to the sustainable development.

Specific Objectives:

Among the specific objectives of this Communication Strategy will list:

² Declaration of the Minister of METE Mr. Genc Ruli in 2008 at presenting the World Bank report for the mining sector.

³ Objective at the terms of reference

- a. Development of Initiatives as strategic approaches for communication of ALB EITI with the stakeholders;
- b. Establishment of tools though which will be implemented the strategic approaches and ALB EITI communication Initiatives increasing so the understanding of ALB EITI;
- c. Development of an action plan aligned on the time line bases;
- d. Increasing the public understanding (especially in the oil and mining area) that ALB EITI program is addressing issues to their benefit;
- e. Increasing the understanding and engaging the media in the ALBEITI communication process.

2.2. Actual Situation

Government agencies

Given her limited time since its establishment and resources ALB EITI has been working on establishing channels of communication with all the government agencies that are member of the working groups. This is mainly done through meetings. There is still much to be done through official channels of communication, and institutionalizing of those channels.

The fact that ALB EITI does not have a professional communicator has limited the ability to generate a broader awareness to the stakeholders inside and outside the government.

Civil Society Groups OJF

So far, there is a limited number of the Non Governmental Organizations, which have knowledge of EITI and more specifically of ALBEITI. The Albanian Center for Development and Democratization of the Institution (Q.ZH.I.D. in Albanian) and Center for Transparency and Free Information (Q.T.I.L. in Albanian) are among those being more actively involved in the awareness raising process. Those two organizations have been working closely and applying for project with different donors, with the aim of collecting the basic information from interested groups and communities where the oil and mineral industries are located.

Media

Media is one of the most effective tools for awareness and education campaign. The recent development in the Albanian media during the last year, have empowered its role in the society.

Actually there are over 10 main daily newspapers printed all in capital Tirana but which cover the news from the entire country. The main daily independent newspapers have their sections of socials and economic problems which does not go more than 2-3 pages per issue. The news is covered short and there is only little analysis of the phenomena. The circulation of those dailies has declined for years and there is a tendency of further declination. The overall daily circulation of newspapers in Albania does not exceed 70 000 issues, having almost the lowest circulation per capita in Europe. The main issue in this decrease of circulation is the distribution system of the newspapers. This system is very weak, all newspaper are printed in capital Tirana and reach main cities, but do not make it to small localities.

Television is taking over a lot from the audience the print media. Since first private TV stations started in 1997, the community counts today about 100 radio and TV with local and national coverage in the entire country.⁴

As for the estimation of media experts, the major players with wider audience are the national coverage ones, Top Channel, KLAN TV, TVSH and regional ones News 24, Ora News, ABC, Vizion Plus TV, etc.

Media community is generally not aware of EITI and ALB EITI and so far only few stories have been appearing. It worth to mention the interview at daily "Shqip" with the Project manager of EITI Secretariat, Mr. Shkelqim Hysaj; the interview at "SCAN TV" with the Chairman of the MSWG, z. Neritan Alibali and the program "DIMENSION" at RTSH (Public Television) with participation of three members of the ALB EITI Working Group who did present the ALB EITI topic. In a simple survey done via email with a list of some 130 journalists in Albania there were only few answers that new the topic of EITI, but without being involved in publishing stories on the topic. (The survey was done when stated the work for drafting of this Strategy and it is only for this purpose and could be consider more a perception)

⁴ Albanian Media Institute research studies and newsletter

3. STAKEHOLDERS

The following is a list of stakeholders which are grouped and prioritized for the purpose of this Communication Strategy. It is important to dedicate specific communicating messages and use specific methods to each of them.

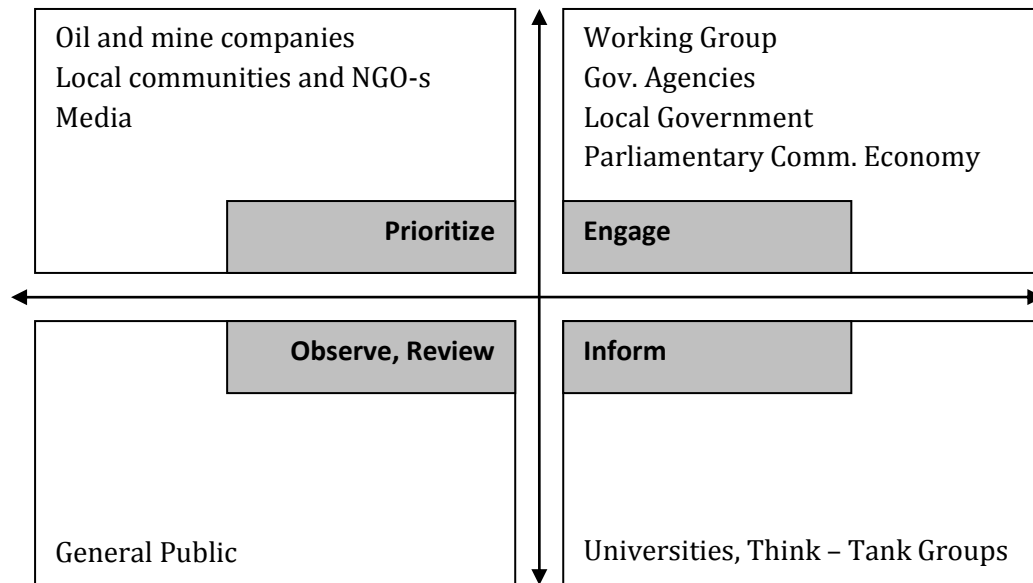
- I. Internal Audience/ Stakeholders:
 - a. ALB EITI Working Group
 - b. Ministry of Economy, Trade and Energy, Albania
 - c. All the key line ministries and government agencies such as:
 - i. Ministry of Finance
 - ii. Ministry of Justice
 - iii. Ministry of Labor, Social Issues and Equal Chances
 - iv. Ministry of Interior
 - v. General Directorate of Customs
 - vi. General Directorate of Taxation
 - vii. National Agency of Natural Resources
 - viii. National Agency for Concession
 - ix. Albanian Geological Survey

- II. External Audience/ Stakeholders:
 - a. The general public and more especially in the mining and oil areas
 - b. Oil and gas companies,
 - c. Mining industries,
 - d. Media,
 - e. Civil Society Organization throughout the country,
 - f. Transparency and anti corruption groups, (as well as local branches of International transparency groups),
 - g. Local government and city councils in the mining and oil areas,
 - h. Parliamentary Commission of Economy,
 - i. Universities (Journalism and Mining Engineering branches) and Think Tanks groups,
 - j. International EITI Board and Secretariat

Prioritizing stakeholders

This categorization is very important in order to define different tools and messages of communication that will be used for each of them.

The prioritization of the stakeholders is based on the perception of their level of engagement, influence they have in the communication process for the ALB EITI, and support they can give. Their definition is also based on the fact that they **want** or not to be engaged and informed in the ALB EITI process, and/or they **have** or not to be involved in the ALB EITI process as for this to be a success one. The classification of stakeholders is presented in the table below.



There is also another way of classifying the stakeholders depending on the influence and support they given so far in the process ALB EITI. ⁵

	No influence	Some influence	Unknown	Moderate influence	Significant influence
Unknown	General public (non mining/ oil area)		- Citizens in the oil and mining area - Local Media - NGO	- National Media	- Universities - Think Tank groups
Moderate Support					- Oil & Mine companies - Gov. agencies - Economic Parliament. Commission - NGO (few member of MSWG)
Strong support					-ALBEITI Working Group - METE - ALB EITI Secretariat

The aim of this strategy of communication is to move up to the moderate and further to a strong support groups such a Citizen (especially in the mining and oil area), national and local media as well as non governmental organizations, NGOs.

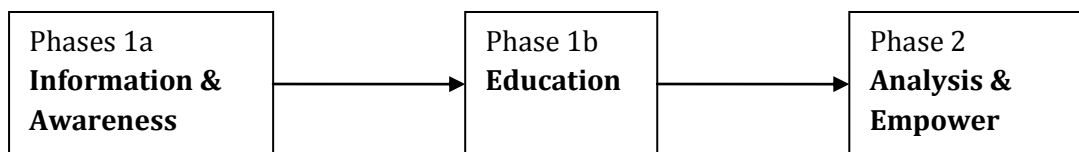
⁵ This is more a perception from the meetings, contacts and a simple survey done online while preparing this communication strategy.

4. STRATEGIC PLAN OF COMMUNICATION AND INITIATIVES

Communication needs to be part of all phases of ALB EITI. While Albania has completed the SING – UP phase it is important that this Communication Strategy be implemented through all the other phases such as the PREPARATION, DISCLOSURE AND DISSEMINATION phases. In all the phases different stakeholder will need different types of information and will follow different avenue of communication. But generally they are four basic components of communication that will be aimed at different times:

- Awareness,
- Education,
- Insight and Analysis,
- Review and Empower

In a diagram they are shown below.



All these components will be an integral part of the communication strategy. In order to maximize the effects of communication the initiatives for communication are spread in two major phases.

		Communication Initiatives																	
		Awareness & Education Phase 1						Analysis, remediate and empower Phase 2											
Low	Hight																		
		07	08	09	10	11	12	01	02	03	04	05	06	07	08	09	10	11	12
		2011						2012											

Phase 1 July – December 2011

Awareness Raising and Education

This phase will be focused on securing an understanding of EITI benefit to the local communities through developing media information and partial contacts with them.

Target: MEDIA

INITIATIVE 1 Production of publicity materials and media toolkit.

This will be a start point as those materials will be used in all other initiatives.

At this phase only simple things will be needed such as: brochure of FAQs, pens, key chain, calendars, bags, T-shirts and folders stickers. (All products will have EITI logo).

Also Flyers and Bill-Boards will be posted in the mining and oil areas. (Fier district, Bulqiza, Kukes, Librazhd, Pogradec)

ALB EITI slogan:

Translated into Albanian the name of ALB EITI – “Iniciativa per Transparence e Industrise Nxjerrese ne Shqiperi” is long. Further it is very official and it is not much useful as a slogan to the common public. A different idea could be the use of ALB EITI logo, but as expression / explanation could be one of the following variations such as:

“pasuria natyrore – zhvillim i qendrueshem per te gjithë”,

or,

“nentoka jone – burim zhvillimi”

or,

“së bashku – zhvillojmë”

or,

“nentoke e pasur – komunitete te zhvilluara”

The third one is more appealing to the relationship between the development of local communities and the wealth of natural resources.

The slogan will appear in all printed materials.

Stakeholders: All

Time: July –September, 2011

INITIATIVE 2 Creating ALB EITI Media – Team
Developing Media briefings
ALB EITI Journalistic Award

The journalistic community in the country is big and divided on the sectors of coverage. It is so understood that not all share the same knowledge and interest in the transparency process of the extractive industries. It is important to create a core group that will “care” for EITI and share the same values and understanding.

The major daily newspapers, Radio and TV channels will be invited to bring their economic, social reporters to create a club of journalists who have more insight of ALB EITI.

Approach:

As a first step will be creating of the team reporters and media analysts on economic issues that will have more interest in the ALB EITI initiative.

The second activity is developing two hour Briefings with journalists. They will be held on a continued basis, every two months. Each of those briefings will have a main theme, but other topics will be discussed as well. Information will be delivered in an easy way for them to be able to write stories about ALB EITI. Some of the success stories with results at the companies and communities will be promoted.

An email list of journalist/ media will be created with them and in between two Briefings information will be passed on journalists via e-mail.

Press conferences/ releases should become routine in at least bimonthly bases as well as any time a report comes out and another validation process is published.

At a later stage could be developed ALB EITI coverage/Journalistic, Award that could be developed with the association of the economic journalist and /or Universities, School of Journalism / Journalistic Associations.

There is an example of a story written by a journalist student at the University of Tirana on a competition supporting investigation journalism. The story, "Varferi mbi Pasuri" at Gazeta Shqip May 2011, by Uklie Sinani writes about the natural wealth of Bulqiza, chromium and the poverty of the community living there. ⁶

Those reporting and format of citizens' journalism should be promoted.

Stakeholders: National media, local media

Time: July –December, 2011

INITIATIVE 3

TV Products

TV Program production at the national media

TV and Radio Spots at the national media

Open viewing and discussion of the TV programs with the local communities (mine and oil/gas area).

Two TV programs/documentaries at about 25 minutes will be produced and broadcast at the national media, Programs will show the national TV and later at the local TV station.

A 30 sec TV Spot and radio spot will be produced and broadcasted aiming more the local media companies and less the national ones.

Approach:

Programs will be developed under the consultancy of ALB EITI Secretariat. The same will be with the TV spots. One of the programs will be on the mining industry and the other program on the oil and gas industry.

Programs will be aired at the national media and after a short period, at the local media. (There is the need to include them in the production contract)

Meetings will be held with the target audience and the documentaries will be viewed openly and discussed. Local media will invite to participate and report on the event.

⁶ Gazeta Shqip, 24 Maj 2011

Journalist from the national media and especially from ALB EITI Media Team will be invited to take part in those open screening for documentaries and discussion trips. ALB EITI Working Group and Secretariat, MP elected from the zone, and experts is important to participate and give explanation for the topics.

Messages:

In all the above Initiatives the information need to be given:

- What are EITI and ALB EITI?
- Why they are important?
- What do local communities benefit from these mechanisms?
- What to expect from ALB EITI?
- Who will benefit from the natural resources of the areas? Etc.

The above mentions are the main topics of orientation, but other themes will be added as well.

Stakeholders: Local communities such as Fier, Patos, Ballsh, Kukes, Bulqize; local media, high schools in the communities.

Time: July –December, 2011

Phase 2: January - December 2012

Analysis, Remediate and Empowerment

After the Phase 1 is completed, the awareness is raised and education in on the way, it is time for more in depth communication as well as two ways flow of information, from the ALB EITI Secretariat to all the stakeholders and from local communities and industry to the ALB EITI Secretariat.

The initiatives mentioned at the Phase 1 will be checked for the implementation results. Nevertheless, those will be further developed aiming at raising the understanding and spreading ALB EITI message all around the communities.

INITIATIVE 4 ALB EITI Web Site⁷

According to recent studies the penetration on Internet in Albania has reached over 45% in the territory of the country, while the level of population reached is much higher. The fast growing use of Internet has been seen mostly in the last 3- 4 years. To this general framework we should consider the policy of the Albanian Government for fast and better Internet access in all country and especially at the school system at all levels.

Nevertheless, at the remote communities, especially in the mining and oil area, the Internet is not among the major source of information. But even so, there is a growing interest among youngsters who through the social networks get most of their info from the web and exchange messages.

The actual web site www.albeiti.org or www.albeiti.gov.al works well and it is a good start up for information. The emphasis need to be put at refreshing the information and maintaining closely update of the info.

Some suggestions:

- Regarding the format, the easier it is, the better and more useful the web page becomes

⁷ The web page is active in the Phase 1, but it is listed in the Phase 2 for the increased role will have in this phase.

- The home page has many sub pages. Some of the links to other government agencies might be deleted. (Only those closely related to the topic and information should be placed at the ALB EITI web page.)
- There should be installed a mechanism of “**contact us**” and comments as to get feedback from the viewers. This will serve as good bases for online research, and analysis. There should also be put a meter counting how many persons check the web page.
- Update regularly and with dates of event and a lot of photos.
- It might be good to have a printer friendly icon for information especially those that could be a good info source for journalists.
- There is a legislation subpage, which is very important. There is ALB EITI legislation, Board and structure. It should be noticed that the Albanian Constitution is a very important legislation, but it is not an integral part of the information that the visitors checking this web page are looking for.
- Feature stories/ success stories could be well placed at this page and be a promotion for further journalistic stories at the local or national media.
- A section will be dedicated to the Newsletter (see Initiative 8)
- At a later stage, links could be placed to relate that with the Social Networks as to invite the young readers and promote the citizens journalism. (such as Facebook or Twitter)

Stakeholders: Journalists, mining and oil companies, NGOs, opinion leaders, foreign investors, donors, etc.

Time: All the time

INITIATIVE 5 RESEARCH

Before developing further initiatives for Phase 2 it is important that a Research is developed as to better tailor the Initiatives to each one of the stakeholders. This will also adapt what channel of communication will be used, for how long and with what sort of message.

The Research could be develop aiming to collect quantity information through a questionnaire or/and quality information with focus groups.

Questionnaires

- will basically target the general questions of how much info the public have got, from were and how do they find it useful,
- will target communities and civil society organizations
- will assist in creating a database of how might change the ALBEITI future stakeholders and what will be future targets.

Focus Groups:

- The target areas will be the mining communities such as Fier, Patos, Kukes, Bulqize Diber, Librazhd, Pogradec.
- The targeted participations will be local community, local government, local businesses and civil society organization and schools.
- The targeted questions and information is the one related with questions of How, Why, What could be done to better serve the communities living in those areas.
- Duration: It will not last longer than an hour and it will be moderated by persons with knowledge and trust in the area.

The result of the research will give ALB EITI Secretariat

- feedback on the understanding of key messages,
- estimation of the changes in the awareness,
- assessment of the support given by the public towards the initiative,
- input for improving the web page,
- information to correct the strategy of communication.

Time: January – February 2012

At this stage, the following are some initiatives targeted to different stakeholders that will further inform, get insight and will help analyze the process and empower communities in the process of transparency. (They will be adjusted with the results of the research).

The following initiatives will be divided based on prioritized stakeholders. Nevertheless, they will generate message for other audiences as well.

Target: COMMUNITIES & LOCAL GOVERNMENT

Communities are already informed in the phase one. The main objective of this phase is to reinforce the information and more importantly to get the citizens and the local government engagement

INITIATIVE 6 Road show to the communities (mining & oil areas)

Developing Road-show format to communities will assist the ALB EITI Secretariat and will give both parties opportunities to discuss issues of common concerns. Also the NGO representative at the ALB EITI Working Group will be part of this initiative.

Approach:

Meetings will be held with the targeted audience/stakeholders.

It will be target the local media to participate and also report on the event.

Journalist from the national media and especially from ALB EITI Media Team will be invited to take part in those trips.

Messages:

In the above Initiatives the information given is related with the answer of the following questions (but not limited):

- What are EITI and ALB EITI?
- Why are they important?
- What are the benefits of local communities from this mechanism?
- What to expect from ALB EITI?
- Who will benefit from the natural resources of the areas?
- Where to find more info? What statistic data can be collected?

ALB EITI provide information for the dialog with the Government on the money received from the mining and gas industries; holds the officials responsible for delivering information and services to the communities.

Alb EITI need to be considered as a tool for strengthening the good governance, promote sustainable development, helps prevent the illegal activities in the oil and mining industries (and disclose if/ when they exist).

Alb EITI will assist the public understanding of the way how the public finance works and how they can generate into projects for communities. It will also explain how the income of the local government can be raised with the EITI initiative.

Channels of communication:

- Meetings with the Community
- Print materials
 - o Flyers with FAQs

- Facts sheet paper (where parts of the law on mining and gas industry will be place)
- Outdoor channels:
 - Billboards
 - Posters at the schools and public offices
- Local Media coverage
 - TV debates on the local media
 - TV spots broadcast

Stakeholders: Local communities: Fier, Patos, Ballsh, Kukes, Bulqize, Librazhd and Pogradec, local media and local Non governmental organization.

Time: January – May 2012

INITIATIVE 7 TV talk show

A series of TV Talk show will be programmed and broadcasted based on the problems the extractive industry, minerals and oil/gas is facing and the role of ALB EITI.

Approach:

Talk show will be programmed as for different natural resources, problems with the communities, financial management etc.

There will be combination of local and national media coverage. The shows will have audience from the communities which will be engage with Q&A at a certain phase in the show.

Messages:

The information given is:

- What are EITI and ALB EITI?
- Why they are important?
- What are the benefits of extractive industries by supporting such initiative?
- What to expect from ALB EITI?
- Dilemmas: exploitation of natural resources vs. sustainable development
- Where to find more info? What statistic data can be collected?

ALB EITI provides information for the dialog with the Extractive Companies on the money they pay for using natural resources. It also holds the companies responsible for delivering information and services to the communities.

ALB EITI need to be considered as a tool for strengthening the good governance, promote sustainable development and fight against the illegal activities of exploitation of natural resources, without thinking of long term development.

Channels of communication:

- Media coverage
 - o TV debates on the local media
 - o TV spots broadcast
- Print materials
 - o Flyers with FAQs
 - o Facts sheet paper (where parts of the law on mining and gas industry will be place)

Stakeholders: Local Communities, General Public, Local and national extractive industries

Time: January – May 2012

Target: EXTRACTIVE INDUSTRIES

Extractive industries have already received the information on ALB EITI. During the previous phases they have been working closely with ALB EITI and filed the information package on their operation to the Secretariat.

Mining and Oil/Gas companies are the ones who can give important information as how much they pay to the government as royalties. Besides that, some of those companies have been working closely with the communities in the area they work in constructing roads, help in cleaning the environment, helping the marginalized groups of the societies in the area of their activity, and some of them have developed the Corporate Social Responsibility Programs, CSR. In some cases they have 3 year CSR programs. ⁸

It is important that ALB EITI strongly involves the Extractive Industries.

Channels of communication:

- Individual meetings
- Workshops on ALB EITI activity and scope (Initiative 9)
- Newsletter (Initiative 8)

⁸ Bankers Petroleum has a well organized department of Corporate Social Responsibility.

- News conference

They will also be part of all TV debates and talk shows.

Target: CIVIL SOCIETY ORGANIZATION,
UNIVERSITIES, THINK TANK GROUPS

Civil Society organizations, University and Think Tank groups are very important players in the ALB EITI process. Their role, unlike the extractive companies or the government agencies is not directly involved in the mining industry. By definition, they will support and develop the rights of communities and open a dialogue avenue between the two major players industry and government.

The Engineering Faculties (mines, geodesy, geophysics, but not only) as well as the Journalism Faculty of both private and public universities could be very good agent for change. They could be first as a target group for the workshops and seminars through their school programs and latter on in a second they could be the one to disseminate the information on and promote ALB EITI.

The actual groups of NGOs working with ALB EITI even with their limited number have been working to promote the ALB EITI initiative through their activities and by developing specialized programs. At this stage it is important the enlargement of the number of the NGO and Think Tank institutes especially the local ones (in the mining and oil/gas areas) and diversifications of their field of activities.

Target:

- organization working with the local government,
- transparency organization,
- consumer rights organization,
- organization working with marginalized groups,
- health and work security
- media
- institutional democratization groups

The latest two filed of activities are already covered by the NGOs currently joining the ALB EITI initiative. (A list of potential NGOs to be further added to the ALB EITI Initiative are presented at the Annex 2)

Channels of communication:

- Individual meetings
- Workshops on ALB EITI activity and scope (Initiative 9)
- Newsletter (initiative 8)
- News conference
- Applying for joint projects with them.

INITIATIVE 8 Newsletters

ALB EITI Secretariat will produce a (monthly) newsletter that will have the latest information from the all stakeholder part of the group. It will also serve as reference material for journalists.

The newsletter will be distributed electronically through a mailing list to the:

- Media,
- Civil society groups, Universities,
- Extractive industries,
- Government agencies.
- Donors
- International Organization

Stakeholders: All

Time: October 2011 – June 2012

INITIATIVE 9 WORKSHOPS

Workshops are generally a good way of disseminating information and education. A number of workshops, especially those with media participation could be developed since the first phase. At the second Phase they further develop a more in-depth understanding of the topic. Based on the main objective of the second phase, analysis, remediate and empower, it is important that a series of workshop will be developed and targeted at a special stakeholder.

1. Workshop with media - Economic reporting, ALB EITI reporting, data collection and used for information and story generated idea.

2. Workshop with NGOs (local and national), Universities and Think Tank groups – explanation of ALB EITI role and mission and way of cooperating. Students of Economic, Journalism and Engineering Faculty will be promoter of the initiatives.

Messages:

- What are EITI and ALB EITI?
- Why they are important?
- What are the benefits of extractive industries by supporting such initiative?
- What to expect from ALB EITI?
- Dilemmas: exploitation of natural resources vs. sustainable development
- Where to find more info? What statistic data can be collected?

Target: Media, Civil Society, Extractive industries, universities, Think Tank groups
Time: October 2011 – June 2012

Target: GOVERNEMENT AGENCIES,
PARLIAMENTARY COMMISSION, ECONOMY

Member of the Parliament are an important stakeholder in understanding and lobbying for achieving ALB EITI Objectives. They work with the government in drafting law and overseeing its implementations; they manage citizens'/voters' expectations and encourage citizens for involvement with ALB EITI. They can also be a link between the citizens and the government agencies working in implementation of the ALB EITI initiatives.

Government agencies and public officials are an influential stakeholder in the process. Their engagement in providing information and clearing misunderstanding it is crucial to the public awareness, engagement, transparency and accountability.

Channels of communication:

- Workshops,
- Print materials (distribution of FAQs, facts sheet),
- Invitation of the MPs elected from the mining/oil zones to participate in TV programs, open screening and discussion of the TV documentaries,
- Monthly newsletter, press release,
- Presentation to the line Ministries, sub Agencies of the Alb EITI, to the Parliamentary Commission on Economic issues.

Messages:

- What is ALB EITI and what does the initiative serves for?
- Why they are important?
- What are the benefits of local communities from this mechanism?
- What to expect from ALB EITI?
- Who will benefit from the natural resources of the areas?
- Standardization of reporting forms, requirements and process with all agencies.

Involvement in the Initiatives No 6, No7, No8, No 9.

INITIATIVE 10 Capacity building for ALB EITI Secretariat and MSWG

ALB EITI Secretariat and the Multi Stakeholder Working Group are among the key factors to the success of the Transparency Initiative as well as of this Communication Strategy related with that.

The absence so far of a Communication Coordinator has, at least to say, hold back the communication with the media, to inform and raise the awareness to the general public on the topic. But it is well understood that the communication process would not involved only the one member of the staff. Initiatives such as No.2, No.4, No.6, No.8, and No.9 will be mainly realized by the ALB EITI Secretariat. Some other activities could be outsources as well.

Different stakeholder will have meeting and business contacts with different ALB EITI Secretariat members. Also, the donors' community, the International Investors, and EITI International have different types of communications needs.

For the above mention reason it is important that ALB EITI Secretariat have a capacity building program that could be in form of workshops, "in-house" expertise offered by outside experts, exchanged visits etc.

Time: September – October 2011 and during 2012 (depending on the problems and the possibility for funds application.)

Target: FOREIGN ORGANIZATION AND INVESTORS,
DONORS, EITI BOARD

Being a transparency initiative, ALB EITI is a valuable institution to all the foreign investors, donors and international organization. They are interested in having a solid and safe environment where to place their investments and develop their projects. Institutions such as World Bank, EBRD, OSCE and IMF continuously look for trustful partners and well managed institutions. ALB EITI contributes to all the above.

Channels of communication:

- Presentation of the ALB EITI at the donors meetings,
- Individual meetings with different donors, workshop organize with their PR offices
- Media coverage, newsletter, press releases,
- Field visits to mining areas and participation in the publicly open screening of the TV programs at sites.
- ALB EITI web page.
- Though Initiatives No.8 and No.9

Messages:

- Alb EITI initiative is important to give the citizens information, empower them, provide transparency, and held the officials and extractive industries accountable for a better live of communities.
- ALB EITI is essential to sustainable development, using the natural resources for the growth of all the country
- It is important to have donors' commitment and support to implement ALB EITI initiative in cooperation with the civil society groups.

Time: October 2011 – June 2012

Donors should be kept informed during all the time for the development and the results reached by ALB EITI and their announcement of “Calls for proposals” should be closely observed.

The table explains how the Stakeholders are related and influenced by each of the initiatives within a specific time frame.

Initiatives/ Activities	STAKEHOLDERS										
	Extract. Industr y	Local citizens	Local govern.	NGOs	Univ. Think Tank	Media	Govern. Agencie s	MPs	MSWG	EITI Int.	Int. Org. Donors
Publicity materials	Phase 1	Phase 1	Phase 1	Phase 1	Phase 1	Phase 1	Phase 1	Phase 1	Phase 1		Phase 1
Media tool kit						Phase 1					
Media briefing						Phase 1+2					
ALBEITI Media Team						Phase 1					
WEB site	Phase 1+2	Phase 1+2	Phase 1+2	Phase 1+2	Phase 1+2	Phase 1+2	Phase 1+2	Phase 1+2	Phase 1+2	Phase 1+2	Phase 1+2
TV spots	Phase 1	Phase 1	Phase 1	Phase 1			Phase 1	Phase 1	Phase 1		
TV programs	Phase 1+2	Phase 1+2	Phase 1+2	Phase 1+2	Phase 1+2		Phase 1	Phase 1	Phase 1		
Open screening of TV programs	Phase 2	Phase 2	Phase 2				Phase 2	Phase 2	Phase 2		
Presentation s			Phase 1+2								Phase 2
Work-shops			Phase 2		Phase 2	Phase 1	Phase 2	Phase 2	Phase 1+2		
Road show to zones	Phase 2	Phase 2	Phase 2	Phase 2		Phase 2					
News-letter	Phase 1+2		Phase 1+2	Phase 1+2	Phase 1+2	Phase 1+2	Phase 1+2	Phase 1+2	Phase 1+2	Phase 1+2	Phase 1+2
Direct / open meetings		Phase 1+2	Phase 1+2	Phase 1+2							
Journal. Award						Phase 2					
Joint project applications			Phase 1+2		Phase 1+2					Phase 1+2	Phase 1+2
Research			Phase 2	Phase 2	Phase 2						
Capacity building									Phase 1+2		

5. CRITICAL FACTORS TO SUCCESS

(SWOT analysis on this Communication Strategy)

In a self assessment of this Communication Strategy, there are strong points, the inside factors, that give a good opportunities for success. We can list here:

- A well experienced staff of ALB EITI Secretariat
- Well organized structures at ALB EITI
- Support of the government agencies, etc.

There is also a group of outside factors that are related with the general social economic environment where the ALB EITI initiative is taking place. Those opportunities make it easier for the ALB EITI initiative to be successfully implemented. We could name here the stabilized social economic development, the county's progress towards EU membership process and so on. All these factors are good bases for success.

In order to help that this Strategy became reality and the Initiatives to have a considerable impact on all the targeted groups, the following is a list of Critical Factors to Success aligned as Weakness and Threats. Developing a remedy for each of them, will make the Strategy work well and get implemented with satisfying results.

Weaknesses:

1. The lack of a dedicated Communicator. Appointment of such person will be crucial to a successful implementation. He will serve as a coordinator with all government agencies, extractive industries, civil society groups, media, etc. The Communicator will design the monthly newsletter and press releases, assist in developing media tool kit, work on media production etc.
2. Integration of the Communication Strategy to the overall work plan of the ALB EITI Secretariat. This is among the responsibilities of the ALB EITI Secretariat for the initiatives to succeed.
3. The lack of research prior to the development of this Communication Strategy. The results of the research would have put in a clearer perspective all the stakeholders. Nevertheless, the development of a well design research will help adjust the priorities and channels of communication.
4. Undefined budget for Communication Strategy for 2012. The ALB EITI Secretariat should have a clear budget figure for the upcoming year. This is vital for planning the structure and the frequency of activities for 2012.

Threats:

1. A delicate and partly fragmental communication between different government agencies which may reflect in the timeline of the decision taken by the Steering Committee/ Working Group.
2. Low awareness and information of different members of the extractive industries and local government on the ALB EITI initiative. Albania had local election on May 8th and in some municipalities the city councils have not officially start working, yet. This brings a delay in the communication, information and engagement of those in the ALB EITI process.
3. A weak civil society movement in the mining and oil area. The NGOs existing there have not a very high and consolidated profile.
4. The media industry dedicates most of her air time and space to politics, and there is the danger of politicizing even the ALB EITI initiatives. This is previously seen in other delicate issues on economy.

Further there is an unstable situation of journalistic community which make them change the media outlet they work for frequently.

The level of the investigative journalism is low in the country.

5. A general public perception is that the transparency efforts start very well, but somehow they get slow down on the way. This low the trust the public have to the previous initiatives. (Outside ALB EITI).

6. ACTION PLAN

Based on the initiatives and prioritization of the stakeholders, the following is a draft Action Plan for this Communication Strategy (The plan have a one year perspective).

No.	Initiative / Action	Who	Time
1	Appointment of Comm. Coordinator	ALB EITI Secretariat	Immediately
2	Web page update	ALB EITI Secretariat	Continuously
3	ALB EITI Media Team,	Comm. Coordinator	July 2011
4	Presentation of Journalist Award	Comm. Coordinator	Sept. 2011
5	Publicity materials	Public tender	July – Aug. 2011
6	TV products, docs & spots	Public tender	September 2011
7	Presentations to different stakeholders	ALB EITI Secretariat/	Sept. - Oct 2011
8	Research	Public tender,	Dec. – Jan 2012
8/1	Projects joint applications with Civil society	ALB EITI Secretariat	Sept. – Dec 2011
9	Workshops	Comm. Coordinator	Sept. – Dec. 2011
10	Media briefings	Comm. ALBEITI , MSWG	Bi monthly
11	Open screening of TV documentaries	Comm. Coordinator,	Nov. 2011 Marc. – Apr. 2012
12	Road Show at the communities	Alb EITI Secretariat	Oct. 2011 Marc. – May 2012
13	Journalist Award	ALB EITI Secretariat	May 2012
14	Monthly newsletter	Comm. Coordinator	Every month
15	TV talk show	Comm. Coordinator	Feb. – April 2012
16	Capacity Building, ALB EITI Secretariat	Comm. Coordinator	Sept – Oct 201 April, Sept. 2012