Afghanistan
Extractive
Industries
Transparency
Initiative

د افغانستان د استخراجي صنایعو د شفافیت نوبت

Communications Strategy

Afghanistan Extractive Industries Transparency initiative (AEITI)

2018-2020

TABLE OF CONTENTS

FIGURES

ACKNOWLEDGEMENT

Afghanistan Extractive Industries Transparency Initiative (AEITI) Secretariat wishes to acknowledge and commend the ground breaking efforts of its team and other partners.

A sincere note of appreciation is also extended to AEITI MSG members for offering their support, advice and valuable guidance. Gratitude is expressed to Mr. Abdul Rahman Farhan, AEITI Acting National Coordinator in leading the strategic communications team and advising on improving this Communications Strategy, AEITI team, Ministry of Finance and Ministry of Mines and Petroleum for making significant contributions in facilitating the production of this Communications Strategy.

This document has been reviewed and updated as of December 2017.

ACRONYMS

EITI	Extractive Industries Transparency Initiative
AEITI	Afghanistan Extractive Industries Transparency Initiative
CWSG	Communications Working Sub-Group
MoF	Ministry of Finance
MoMP	Ministry of Mines and Petroleum
MSG	Multi Stakeholders Group
GoIRA	Government of the Islamic Republic of Afghanistan
IDLG	Independent Directorate of Local Governance
MRRD	Ministry of Rural Rehabilitation and Development
NSP	National Solidarity Program
CSO	Civil Society Organization

FOREWORD

Afghanistan is well known for its abundant natural resources. These deposits range from gas, oil, and precious gemstones to base metals and rare earth elements and have the potential to fundamentally transform the Afghan economy. The Extractive Industries Transparency Initiative for achieving transparency in the financial t r a n s a c t i o n s between the government and the extractive sector will be the foundation for responsible development of our non-renewable resources. Fiscal transparency in and responsible use of non-renewable revenues to create a sustainable economy is essential to ensure that the future generations continue to gain benefit from the exhaustion of Afghanistan's mineral wealth.

Moreover, through sound management of the extractive sector and learning from the experiences of others we can avoid "the resource curse" that many resource-rich countries have suffered from. We attach great hope to EITI in terms of bringing transparency, increasing government revenues from the extractive sector, and creating a conducive environment for investment.

With the establishment of an EITI secretariat in the Ministry of Finance (MoF), the Afghanistan Extractive Industries Transparency Initiative (AEITI) we demonstrated the high-level commitment of the Government of Afghanistan to this initiative. We are thankful to partner the civil society and private sector organizations involved in the AEITI and our international partners for their technical and financial assistance provided in this process.

The Government of Afghanistan and I personally, will take all necessary steps to implement the best practices associated with the initiative and look forward to obtaining the status of EITI compliant country in the near future.

14.1 INTRODUCTION

The Extractive Industries Transparency Initiative (EITI) is a global standard for improved transparency of government revenue from natural resources. It is implemented in around 52 countries globally. Extractive Industries Transparency Initiative (EITI) is a coalition of governments, companies, civil society groups, investors and international organizations that aim to strengthen governance by improving transparency and accountability in the extractives sector. The initiative was first announced by the then British Prime Minister Tony Blair at the World Summit for Sustainable Development in Johannesburg in October 2002. According to analysts, countries rich in natural resources such as oil, gas, and mining have tended to under-perform economically, have a higher incidence of conflict, and suffer from poor governance. These effects are not inevitable and it is hoped that by encouraging greater transparency in countries rich in these resources, some of the negative impacts can be mitigated. Since 2002, a number of countries have embraced the initiative which has caused a difference in the governance of the sector. Data from the EITI secretariat indicates that 3.5 billion people live in countries rich in oil, gas and minerals. With good governance the exploitation of these resources can generate large revenues to foster growth and reduce poverty. However, when governance is weak, it may result in poverty, corruption, and conflict. Afghanistan has already started implementing the EITI

The EITI standards rest on three pillars which are that all revenues from a country's natural resources should be regularly and independently published, that publishing this data is the responsibility of a multi-stakeholder group, and finally, that the data must be shared with citizens of the country. As natural resources are generally owned by the government, citizens thus have a rightful say in how revenues are managed and spent. The natural resources of each county are finite, and citizens can help ensure these revenues are used to contribute to the sustainable development of their country. In states with weak governance mechanisms or institutions an absence of transparency can also lead to poor economic performance, corruption or conflict. For these reasons and more, transparency, and the communication of the process is vital. It leads to an increase in information, accountability and better management of revenues.

Afghanistan is one of the EITI candidate countries. On March 16, 2009 the Government of Afghanistan announced its endorsement of the principles of EITI. Afghanistan endorsed EITI to help promote the efficient and effective management of revenues received from extractive resources in Afghanistan, in line with international standards.

Without the use of Communications Strategy, Afghanistan will find it difficult to disseminate information about AEITI, and what mining companies pay to the government and what the government receives from the mining companies and to become EITI complaint. For this reason, Afghanistan planned to develop and produce Communications Strategy. It is clear that the Strategy will become meaningless if it is not successfully implemented. This Communications Strategy is for all implementers and supporters of the implementation of EITI in Afghanistan, where people have less access to the internet and most of the citizens live in remote areas and they don't know about EITI.

This strategy specifically aims at ensuring to reach those people using Governor's Offices, Provincial Councils, Community Development Councils, Civil Society Organizations and other governmental outreach platforms and methods for better understanding of EITI.

14.2 BACKGROUND

On March 16th 2009 Afghanistan's Government publicly endorsed the EITI process and was accepted as an EITI candidate country on 10th February 2010. The Afghanistan Extractive Industry Transparency Initiative (AEITI) is directed by a Multi-stakeholder Steering Group (MSG) comprising representatives of the Government, Civil Society representatives and representatives of the Private Sector to include companies operating in the oil, gas and mining sectors.

The AEITI National Secretariat ("Secretariat") acts as a coordinating body and carries out the day-to-day activities of the MSG and is there to facilitate required administrative, logistical and other technical support for the smooth running of project activities throughout the process.

Why transparency matters? Why is it so important in the Extractive Industries?

The oil, gas and mining industries have a number of distinguishing features making it especially relevant for matters of transparency and these include:

In the vast majority of countries, these natural resources are owned by the government and thus by all its citizens. All should therefore have the right to know and have a say on how this common wealth is managed and spent. These resources are finite and as with any time- limited resource, it is important that they are used to contribute to the sustainable development of the countries where these resources come from and augment other forms of 'capital' such as infrastructure and human or social capital. The extractive sector may produce extensive and highly concentrated revenues, which in some countries, have been misappropriated by elites rather than being spent for the public good. It has been recognized that in some countries, especially those with weak governance mechanisms or institutions, the volatility of commodity prices and their dominance can present significant problems of macro-economic management, the so-called 'resource curse'. This can lead to poor economic performance, corruption and conflict.

Improving transparency and accountability is one key step to alleviate and to assist mitigating these problems. Corruption is only able to take place in a climate of secrecy and of partial or non-existent access to information. Also, in the absence of information, people often assume the worst – an assumption, which can lead to distrust and conflict.

Countries implement the EITI to mitigate this information deficit. By publishing information on how much is being paid and received by which organizations, and by involving civil society groups in overseeing that process, the EITI can be part of building a culture of trust between citizens, the government and the private sector.

Communication is an important part of Transparency as it results in accountability and leads the country to prosperity. The strategy is based on taking on, the public, each identified stakeholder and developing messages, information, and methods of communication. Various activities will be conducted to promote the EITI principles within the framework of access rights for good governance in Afghanistan.

14.3 PURPOSE OF COMMUNICATIONS STRATEGY

The Extractive Industries Transparency Initiative (EITI) is a global initiative to promote financial transparency and accountability in the extractive sector. EITI countries commit to publish information on financial flows and the extractive sector.

The AEITI Communications Strategy sets forth a future vision, a conceptual framework for the strategic deployment and key messages to be delivered to the target stakeholders. The Strategy also sets forth a series of recommended implementation activities designed to fulfill this strategic approach.

Since AEITI adopted the strategy, its implementation has been carried out by the AEITI Communications unit in close coordination with the AEITI partners, and MSG, it is anticipated that a Communications Working Group of the Multi-Stakeholder Group (MSG) to be established soon. As AEITI gains more ground in Afghanistan and with an increasing demand for information around its activities, AEITI is seeking to further enhance EITI significance in Afghanistan in order to engage targeted communities through selected channels across the country in the dialogue about AEITI importance and its implementation in the country.

This approach showed that this communications strategy is the result of an intensive dialogue and a consensus-oriented process – it is not an external recommendation on the implementation of an abstract concept. The priorities here are a win/win situation for everyone involved and the attempt to address all the interests that have been expressed in the best possible way. Where appropriate, strongly divergent interests remain unaddressed out of consideration for a consensus

CONTEXT/RATIONALE

Communication in the context of EITI does not mean only the simple delivery of information to people, it means engaging them in dialogue about natural resources management, educating them about the EITI process, encouraging their participation and listening to their concerns and suggestions. Therefore, communication is a crucial part of and has to be considered throughout all the process of implementing EITI in Afghanistan.

Having a robust Communications Strategy and proactive stakeholder outreach are of critical

importance. The Communications Strategy will respond to the need for building an identity for the AEITI through branding promotion and publicity.

As a guiding principle, it will endeavor to promote access to information on the program implementation and compliance of stakeholders including private companies and government in meeting agreed performance standards. The achievement of these objectives will require efficient and systematic communications focusing on promoting the   EITI principles, encouraging support and cooperation of government, civil society and   private companies for its successful implementation.

OBJECTIVE OF COMMUNICATIONS STRATEGY

Communication is an essential part of making AEITI successful. The overall objective of the Communications Strategy is to support AEITI Secretariat communicate messages about the program and its implementation to the various stakeholders and the general public as best as possible and to understand the basic principles of EITI and other information to be understandable and available to all actors especially general public.

The AEITI Communications Strategy sets forth a future vision, a conceptual framework for   the strategic deployment and key messages to be delivered to the target stakeholders and   activities designed to fulfill this strategic approach.

- To build trust among citizens and the government

- Increase awareness among various stakeholders and the general public in Afghanistan about importance of AEITI

- To enables citizens and their representatives to influence the decision-making process.
- Motivate large and medium companies to get involved in the AEITI process;
- Increase the interest to the AEITI implementation process in groups of the civil society and the general public.
- Identifying the major stakeholders and their roles in EITI implementation in Afghanistan extractive sector.

- Identify and define the relevant various types of messages for the various stake holders.

- Identifying the suitable communication tools and methods for the messages for the stake holders.

A Communications Working Sub-Group (CWSG) consisting of CSOs representatives of the Multi-stakeholder Group (MSG) will be established, approved by MSG, to work more intensively and pave the ground for the process as the AEITI is seeking to further enhance EITI significance in Afghanistan.

Specific objectives:

- Raise awareness about AEITI among youth and specifically target educational academies**.**
- To educate and engage members of Afghanistan's Parliament, who are on the Natural Resources and /or Budget Committees.
- Encourage wider participation from wider Civil Society and involve them in the MSG and working groups.
- Approach large and medium size Companies/Investors who are active in Extractive Industries in Afghanistan.
- Where possible, to inform all the companies concerned, with the aim of achieving their maximum possible cooperation.

- To ensure that the tax authority participates in the required data delivery.

- To ensure that various target groups use the AEITI report.

- To help interested citizens understand more about how the extractive sector works and to give them access to information that was previously difficult to access or completely inaccessible for them.

- To ensure that the representatives of the stakeholder groups become involved in lively exchanges and discussions with their interest groups.

- To ensure that other countries know what is happening in Afghanistan and enter into partnerships to implement EITI as a result.

- Establish and enable a small network of Media representatives to promote AEITI via mass media (e.g print, Social and electronic media).

- Increasing AEITI awareness through social media.
- To involve the Independent Directorate of Local Governance (IDLG) and other government information agencies to disseminate information about AEITI.

Expected outcomes:

The communication strategy aims to achieve the following outcomes;

- A recognized and unique AEITI brand at national sub-national level
- Clear understanding and assessment of information and communication gap on AEITI program to various target groups and stakeholders
- Increased outreach performances, dissemination of information on activities and enhanced media understanding of AEITI aims and objectives
- Enhanced public understanding of AEITI process, its accomplishments, milestone, progress and status among all actors.
- Increased public and community interest and participation in AEITI monitoring and implementation processes
- Reduce and manage any potential risks associated with AETI stakeholders or by association.

- Will reduce illegal mining in the country.
- Increased public awareness on extractive revenues.
- Strengthening of greater transparency and efficiency in public service and Public Enterprises in Afghanistan.
- Building trust among people and government.
- Building transparent investment opportunities for national and international companies.
- Ensuring that the tax authority participates in the required data delivery.

- To ensure that various target groups use the AEITI report

- To help interested citizens understand more about how the extractive sector works and to give them access to information that was previously difficult to access or completely inaccessible for them.

- To ensure that the representatives of the stakeholder groups become involved in lively exchanges and discussions with their interest groups.

14.4 STAKEHOLDERS

Building an effective Communications Strategy with Message is dependent upon the clear identification and evaluation of stakeholders.

A stakeholder is a person or a group of people that are directly or indirectly involved in Extractive Sector and MoMP; its policies, programs and development strategies and initiatives. These individuals or groups of people can also play an active role in influencing the outcome of AEITI's strategic policies and objectives. The stakeholders include the following: government agencies, businesses, institutions, civil society groups, labor unions, companies and investors, employees, agriculturalists and nomads, as well as journalists and the media.

AEITI has identified its stakeholders in accordance to two Tiers as identified per Figure 1.

Figure 1: Stakeholder Identification

Level	Description
Tier 1	Stakeholder's that directly interact with AEITI in relation to a high frequency.
Tier 2	Stakeholders that directly and indirectly interact with AIETI in relation to a medium to low frequency.

Figure 2 identifies the selected stakeholders and key purposes, issues and opportunities where relevant.

Figure 2: Stakeholder Details

Stakeholder Group	Purpose, Issues, Benefits and Opportunities
Tier 1	
National Multi-Stakeholder Group (The Civil Society, the Private Sector and the Government)	MSG Review: to make sure the right members are selected to serve in the MSG In-depth and correct understanding of the subject matter of the EITI Joining the EITI: express willingness to cooperate and actively participate in the implementation of the Initiative Development of a unified strategy and a unified platform for furthering the Initiative
Civil Society	Being able to hold the companies and the government accountable when the tax payments are disclosed Civil society is granted the opportunity to actively engage as a participant in the design, monitoring and evaluation of this process and contributes towards public debate
Private Sector	Companies enjoy a better investment climate, as supporting the Initiative gives a clear signal to investors and international financial institutions that the government is ready for more transparency A strengthened socio-political license for the companies to operate.
Government	Transparency is a key for economic and political stability Strengthen good governance and build a positive reputation Improvement of accountability and appropriate management practice.

	Tier 2 External Stakeholders
General **Public/Media**	• Explain to the public their rights to access data through AEITI on the revenues generates from natural resources • Together against corruption: EITI is a global movement for the international fight against corruption. • In Afghanistan the promotion of transparency in the extractive industries must be tackled jointly by all people and media. • AEITI creates a level playing field in the extractive sector. • The AEITI shows the importance of the Afghan extractive industry for our society. • In Afghanistan, the AEITI contributes to the fundamental improvement of the quality and availability of data and information on the extractive sector. • In Afghanistan, the AEITI contributes to successful dialogues between government, the private sector and civil society, giving the multi-stakeholder approach more presence and making it better known. • Increase awareness about the Initiative • Increase public involvement in AEITI matters • Increase journalists' awareness and knowledge about the Initiative

Note:

It should be noted that the term audience will be used intermittently within this document to identify and describe stakeholders.

14.5 COMMUNICATIONS MESSAGE

AEITI with the participation and input of MSG groups has developed a series of communication messages which identify the organization, mission, objectives, and purpose within the Afghan mining and petroleum sector. The messages will serve multi-functional uses and are targeted at key stakeholders or audiences.

The messages as identified in Figure 3 are described as related to the stakeholder/audiences.

Figure 3: Communications Message

No.	The Message	Target Audiences/Stakeholders
Key Primary Communications Messages		
1.	AEITI strengthen good governance and build an accountable extractive industries	Government, Parliament, Private sector and Media
2.	EITI improve accountability in the management of revenues from natural resources, such as oil, gas, metals and minerals	MSG, General Public and Media
3.	Ensuring good governance with the proactive participation of public and private sector	MSG and General Public
4.	Bringing Mining profits into the open in the Afghanistan Republic	General Public
5.	To ensure that the mining industry is accountable and transparent	Government, Parliament, Private sector and Public
6.	Building trust among multi-stakeholder groups	MSG
7.	AEITI is empowering citizen for bright future	Everyone; Urban and Rural Communities
Secondary Communications Messages		
1	Transparency in natural resources leads to a bright future	Everyone; Urban and Rural Communities
2	Enhance public understanding and appreciation of the AEITI programme, while addressing issues of perception and benefits and raising awareness level of the	General Public
3	Improving governance Is key to ensuring equitable growth in Afghanistan	Government, Parliament, Private sector
4	AEITI tracks the revenues from natural resources	Everyone; Urban, Rural Communities and General public
5	AEITI protecting interests of citizens	Media, CSOs and General Public
6	Economic Stability and Prosperity for future generations	General Public, and Media
7	Transparency leads to accountability	General Public
8	AEITI creates accepting environment for good governance	Government and Media

In conjunction with the key messages, a list of key phrases and words has been developed for

the purpose of future message building. These terms can be used in articles, training, materials, and for other purposes to describe AEITI. These words are identified as Figure 4

Figure 4: Key Communications Words

Communication Words		
Transparency	*Sustainability*	*Public Trust*
Building Bridges	*Bright Future*	*Poverty Reduction*
Economic Growth	*Independency*	*International*
Empowerment	*Public Trust*	*Self-reliance*
Monitoring	*People/Citizens/Public*	*Awareness*
Stability	*Independent*	*Multi-stakeholders*
Protecting Rights and Interests	*Effective Investment and Revenues*	*Effective Management*
Benefits	*Results*	*Accountability*
Future Prosperity	*Good Governance*	*Strengthening*
Participation	*Involvement*	*Mining*
Revenues	*Natural Resources*	*Standards*
Extractive Industries	*Public Awareness*	*National Wealth*
Payments	*Community*	*Disclose*

14.6 COMMUNICATIONS CHANNELS AND TOOLS

There have been very few assessments conducted regarding the current communications environment in Afghanistan. Afghanistan represents a unique case of media sector development. It is a country where, under Taliban rule, television was prohibited, antennas and transmitters were destroyed and the only radio station allowed was Shariat. Since broadcasting in the capital restarted (November 2001), the media landscape has experienced incredible growth; from one non-governmental radio station in 2002 (Sulh) to over 75 terrestrial television channels, 175 FM radio stations and 800 publications as of September 2010. The most recent documents (Altai Consulting's 2010 Media Research survey) describing this landscape are as follows as demonstrated in Figure 5.

Figure 5: Afghan Media and Related Assessments

Afghan Media and Related Assessments	
Document	**Source**
Afghan Media in 2010	USAID
Afghanistan Media Assessment: Opportunities and Challenges for Peace-building	Peace-building and Conflict
Altai Consulting: Afghanistan Communications Report 2010	Altai Consulting
The media of Afghanistan: The challenges of transition	The BBC
2016 report of internet access in Afghanistan	Ministry of Information Technology

Based on these assessments the following Figure 6 has been developed as a guidance tool, to gain a better understanding of the current media landscape and the outreach potential as identified in a 2010 Assessment Report by Altai Consulting and recent information of Afghan government about internet access.

Figure 6: Afghanistan Media Landscape 2010

Media Outlet	Total Population Audience Ratio	Rural Audience	Urban Audience	Age Group
Radio	48%	77%	23%	All Ages

Television	95% Varies from Province to Province	26%	89%	All Ages
Cell Phones	80%	30%	90%	All Ages
Internet	10%	-	All	All Ages (Mostly Young)
Print Media	Limited	-	Limited	All Ages (Mostly Old)

Based on these assessment reports and on AEITI current knowledge of the landscape as a result of multi-stakeholder interviews and focus groups regarding communication networks and channels experiences and information on the media, AEITI has developed the following chart highlighting its key communication channels and tools.

Figure 7 highlights these. It should be noted that as the AEITI Communications Strategy is a living document these channels and tools may change over time. Thereby this document will be reviewed annually to make necessary adjustments.

Figure 7: Communication Channels and Tools

Type of channel and Tool	AEITI
Face to Face Contact	*AEITI understand the value and importance of face to face contact to create awareness and to get its message out. AEITI aims to be in continual contact with its key stakeholders whether through informal and formal meetings, gatherings, social events or other activities. This will ensure that AEITI builds positive and sustainable relationships with its multi-stakeholder groups and media/journalists.*
Contacts Database	*Although it has almost become standard to use e-mail for easy and effective communication; an AEITI contacts database has been created which allows for the provision of quick results upon specific requests. All communications can be directed to the relevant target audiences through the appropriate means. This will ensure that AEITI can send out "targeted" communications to one or several pre-defined target groups.*
Website	*The AEITI has and maintains a website in three languages (English, Pashto & Dari). However, it's recommended for improvement of its contents and the creation of additional links that would provide supplementary information on the AEITI Program. It is also essential that e-mails of AEITI staff are linked to website for easy reference and future ease of communication of AEITI- National Secretariat.(www.aeiti.af)*

Social Media	*Facebook, Twitter, RSS, and Youtube accounts are created and being updated regularly. We have linked the social media to our webpage.*
E-newsletters	*Newsletters are a good PR material for organizations, since their circulation is targeted to specific institutions and individuals, but in most instances, they are read by a few or a group of people Due to cost and greater impact, it is proposed that an e- newsletter be used to reach the same group.* *A printed version of the E-newsletter from time to time will prove successful in Afghanistan especially for media events and journalists for their reporting.*
Promotional and outreach materials	*Printed brochure should be produced to ensure that an appropriate information pack on AEITI is readily available for distribution to public and media representatives at various occasions such as events, upon request. Also a reference to AEITI and EITI website should be given. AEITI messages should be available in form of billboard, posters and other promotional materials.*
Television, Radio and Print Media	*AEITI will use these communication vehicles when and where possible with budget permitting. These mechanisms have a large outreach on a national to local level.*
Conferences and Exhibits	*Conferences, workshops, Seminars as well as exhibits are an ideal vehicle to creating public awareness with sector specific groups. AEITI will participate and host various events annually to form part of its educational and awareness outreach. This is ideal for forming partnerships.*
Bilateral Meetings	*Meetings with relevant government officials for updating them about the AEITI. The aims of such meetings are to increase AEITI awareness in the provinces and remote areas.*
Comparison Studies	*The aims of such studies to compare AEITI with other EITI Countries in order to use the best practices in implementation of the AEITI.*

14.7 MEDIA ENGAGEMENT

Using current knowledge of the media landscape, AEITI has identified a serious of challenges and risks associated with using the media as indicated below in Figure 8. These are the top three as identified by the AEITI.

7.1 AEITI Media Identification and Database

AEITI has identified and established a key media database whereby all forms and types of media have been identified; it is expected that the AEITI keep the track of the changes in the database.

7.2 AEITI Media Engagement

This is crucial in placing the AEITI on the news agenda of editors and publishers. An effective media engagement strategy ensures that messages and information have good chances of taking prominent places in media. A good media engagement strategy will provide the platform for editors to pay keen interest in AEITI press statements, nominate their best reporters to cover the AEITI events. The Media engagement would involve having an easy to access database for regular and occasional meetings, holding meetings with editors and publishers and regularly interacting with reporters.

7.3 Establishing a Media Network

To achieve the results of good working relations with the media, it is proposed that AEITI maintains a relatively a network of strong and credible journalists. This informal network could be established following the journalism- training workshop on AEITI and the Secretariat could then pursue a working relationship through constant information flow. This relationship will guarantee a mechanism for feedback and is simply intended to expand and enforce information on the initiative to the media.

7.4 Press Releases, Media Alerts

In order to let out accurate information about AEITI process and its activities, it is suggested that AEITI uses "Press Release" and "Press Statement" to communicate in most cases with the public through the Media. For special events, the Secretariat could arrange "Press Conferences" that could be followed by a "Questions and Answers" session. In other cases, journalists could be invited for field trips depending on the nature of such trips and the value it would derive for public information.

An e-mail Newsletter offers interested target groups the option to stay up-to-date about AEITI, without having to spend time on searching for information themselves. They can also effortlessly forward an e-mail Newsletter to their own networks, thus ensuring a steady increase in the range of AEITI communications. A mailing list containing the first interested parties has already been set up. A list for registrations should be made available at all events – this will expand the mailing list.

The Newsletter should be distributed approximately once per quarter. This cycle will help to ensure that the topic of AEITI never completely disappears from the radar of the recipients. The following sections are on offer:

- News from the AEITI implementation
- Article/Technical article on an AEITI-relevant topic
- News from the international EITI
- Information on publications, dates and events

Estimated workload per Newsletter: 2-3 days

7.5 Use of Print Media

Although the literacy rate in Afghanistan is on the rise, even amongst the literate minority, there's a poor reading culture. Newspapers in most cases are not thoroughly read, owing to the quality of content of most newspapers and the tendency for readers to simply scan headlines and chase important developments. It is recommended that graphical cartoon and attractive messages be used in the newspapers for an extended period capturing various messages on the AEITI program.

7.6 Use of Radio

By all measures radio is the most effective and far-reaching medium of information dissemination in the country. A rapid rise in the growth of private radio stations in Afghanistan is seen within the past few years. The value of community broadcasting is that, messages are tailored to the specific needs of communities and communicated in languages (DARI, PASHTO and possibly in other local languages). The use of radio, especially community/ national radio is highly recommended and beneficial.

7.7 Use of Television

Television is a major source of information for a growing number of populations especially in Kabul and Major cities. In addition, the audiovisual medium of Television can bring AEITI's work and messages to rural communities through the use of image projection during road shows and town hall events. It is also recommended that some short AEITI messages are advertised for minimum periods of time. Documentary (SHORT AND LONG), it is also effective to communicate messages indirectly and via story-telling drawing the attention of the audience to the subject. Documentary can capture many angels of the matter and for much more longer periods and can- not be limited to time. It can be used and/linked to AEITI website and on DVDs to rural parts of the country and extractives companies where people have no regular electricity and/or access to TV programs at home.

14.8 AEITI WEBSITE

The structure and content of the AEITI website should target the next milestone, which is the publication of the reports. The AEITI website will be given a more appealing design for citizens interested in AEITI topics and all opportunities for interaction will be available for visitors.

It is advisable to structure the AEITI information in such a way that people who only want to scratch the surface of the topic and those who want to delve deep into it both get what they want (layering principle).

The following structural and content measures will help to achieve this:

- Structure and content of the public domain
- Creation of an archive in which all the documents are stored, but which also continues to provide a complete picture of the implementation
- Generally more images
- Setting up the pages in such a way that tediously long scrolling is prevented
- Standardization of the links: It should be clear to visitors where they are going when they click on a specific link

- Easy download of AEITI reports

14.9 SOCIAL MEDIA

Social media especially Facebook is increasingly used in in Afghanistan. Facebook and Twitter analytics evaluations can be researched to identify particularly relevant content, hash tags (#) and opinion leaders and use these in a more targeted manner. More attention can also be drawn to our own comments and tweets via visual formats. To achieve this, parts of the fact sheets and content of the AEITI website can be visually formatted to publicise hard and fun facts about the extractive sector, opinions, reports of successes achieved and event announcements. One possibility for the formatting of short texts is e.g. Share Pics.

14.10 DISCUSSION AND GATHERINGS

Periodical meetings and discussions with related journalists, experts and analysts to have better understanding on AEITI and its role and implications in the Extractive Industries.

When the report has been published, it is essential to promote it among interested citizens and decision-makers.

The AEITI Secretariat has already drafted a comprehensive concept for approaching and cooperating with media. Presenting AEITI offers the advantage of personal interaction and information exchange with the target groups.

Estimated workload for each event: 1 week preparation (for universities 2-3 days depending on the type of event) + presence at event.

Figure 8: Media Channels in Afghanistan

Challenges
Limited knowledge of mining and the oil and gas sector
Poor quality of journalism and reporting
Sensation of news
Insecurity
Lack of data on mining sector

To address some of these issues; AEITI has decided that it needs to work with the media; specifically reporters, journalists in building basic capacity on the Mine Life Cycle as well as that of the Petroleum (Oil and Gas) life cycle. This will define a clearer picture as to where the AEITI is situated within the process of the life cycles and is a means to reducing image and reputational risk for the organization.

The following sections outline some of the key areas in which AEITI will engage and work with the media.

14.11   COMMUNICATIONS MESSAGE, MEDIUM AND AUDIENCE

The Communication Strategy is targeted at all stakeholders involved in the AEITI process. As described in Section 4 on Stakeholders there are both internal and external stakeholders or audiences that are keys to AEITI's communication strategy.

The internal audiences of the communication strategy are as follow:

- AEITI Multi-Stakeholder Group (MSG)
- Government (MoF, MoMP, MoCI, ACCI etc.)
- Civil Society Groups
- Extractive Companies/Investors

Figure 9: Multi-stakeholders/Audiences Tier 1

Tier 1 (Internal)	Institution of Group	Specific	Description of Stakeholder and Relationship	Communications Message	Communication Tools
Government	MoMP	Minister of MoMP Policy and Programming Directorate	MoMP Commitment to AEITI	EITI is a tri- partite transparency international process for Afghanistan Ensuring good governance with the proactive participation of public and private sector	E-mail, Telephone, Face to Face Meetings, Seminars, Workshops, Conferences, Social Media, Website and Reports etc.
	MoF	Minister of Finance Tax and Revenue Departments	MoF Commitment to AEITI		
CSOs		CSOs researching in Extractive Sector	To help the AEITI Secretariat		
Private Sector		Extractive Industries	To help the AEITI Secretariat		Building trust among multi-stakeholder groups

Parliament		Natural Resources Committee	Exercising its powers in matters related to AEITI		Face-to-Face Meetings and E- mails
National Secretar iat		AEITI Employees and colleagues	Coordinatin g MSG and with EITI		Everyday Staff Meetings and Trainings

The external audiences of the communication strategy are as follow:

- Media, both National and International
- Other Government Agencies
- Educational Institutions
- Associations/Organizations both National and International
- Vulnerable Groups
- General Public
- Donors

Figure 10: External Multi-stakeholders/Audiences Tier 2

Tier 2 (Exter nal)	Institution of Group	Specific	Description of Stakeholder and relationship	Communicatio ns Message	Channel and tools of Communicat ions
	Media	TV/Radio and print etc.	Raising awareness	AEITI strengthen good governance and build an accountable extractive industries	Mass Media (printed and electronic), Website, Billboards, Printed Products, Direct Marketing

			EITI is a tri-partite transparency international process for Afghanistan AEITI is empowering citizen for bright future	Events and Specific Meetings, Newspaper Articles, Newsletters, Television and Radio spots. Press Conferences Briefings, Educational Seminars.
Donor Organizations	World Bank and GIZ	Funding AEITI	Transparency makes difference.	E-mail, Telephone, Face to Face Meetings, Seminars, Workshops, Conferences, Social Media, Website and Reports etc.
	Gov/MoF	Provide AEITI Technical Support		
Other Government Agencies and Educational Institutions	ACCI, MoCI, MoHE and Department of Environmental Sciences	Helping in Matters Related to Extractive Sector	AEITI is empowering citizen for bright future	

Glossary

Stakeholder groups: "Stakeholder groups" refers to groups of MSG members who represent their individual interest groups (private sector, civil society and government).

Interest groups: These are all actors from the private sector, civil society and the government that are concerned with the extractive industries. They are all represented in the MSG.

Target groups: In this strategy, target groups means the smaller units of the interest groups, which can be reached in targeted manner by various communication measures.

Message: Aimed at individual target groups, messages are interesting core arguments that illustrate the advantages of the AEITI. Messages are intended to be communicated to the target groups through the various communication activities. They are meant to arouse the interest of the target group for the AEITI – this is why they do not describe the initiative comprehensively, but illustrate usually only one specific aspect.

14.12 BRANDING AND MARKETING

Branding is an important part of creating the right visual image for AEITI. Currently AEITI has a clear logo which can be used with permission only by the Communications department of AEITI. The following outlines the procedures in which permission maybe granted by AEITI to use the AEITI logo and any other artistic work related to branding. .

12.1 Internal Branding Use

Please outline purpose, procedures

The logo is copyrighted and no organization can use this without the explicit permission of the authorized individuals.

Figure 11: Branding Internal Use

Use of Logo	Template Location	Permission Required
Letters	AEITI Secretariat	AEITI Secretariat
Power-Point		
Website		
Brochures/Ma gazines		
AEITI Reports		
AEITI Info-graphics		
Handbooks (Manuals)		
To be determined		

12.2 External Branding Use

Figure 12: Branding External Use

Use of Logo	Template Location	Permission Required
Publications		
Conference Flyers/Brochures/Banners	AEITI Secretariat	AEITI Secretariat
Videos and other multi- media		
To be determined		

14.13   RISK COMMUNICATIONS

There are many types of risks that can damage or tarnish the reputation and image of AEITI. These can occur as a direct attack on the organization or they can come in and indirectly through association. Although AEITI will be assessing its risks with key stakeholders, it aims to be prepared for any unforeseen risks. The following section identified key procedures and players that will participate in reducing risks and in ensuring that monitoring and follow-ups made accordingly.

AEITI has created a Risk Communications Task Force, which is the first line of defense for any incident or event that may implicate AEITI. The Risk Communications Task Force consists of both international and national to local members of who will be called up-on given the issue at hand. The following sections will define the procedures required to manage the risk

13.1 Risk Communications Task Force

The following members of AEITI and MSG form part of the Risk Communications Task Force as identified in Figure 13.

Figure 13: Risk Communications Task Force

Individual	Task and Assignment/Role
AEITI National Coordinator	Head of Secretariat and main facilitator
AEITI Communications Specialist	Head of Communications Unit and spokesperson
CSOs Communications Expert	MSG Working Group on communications Member

Figure 14 Actions and Responsible Parties

Action	Key Responsible Party	Key Tasks	Key Outcomes/Follow-up
Inform Task Force Members	Communications Unit	Informing task force members in crisis situation	Task force members informed
Collect and gather all information and resources regarding the incident or accusation	Communications Unit	Gathering information	All the required information gathered
Select Appropriate Message and Key Responses	Communications Specialist	Preparing Key Messages	Delivery of Effective and Pacifying Messages
Find partners and Alliances that will support AEITI cause – Coordinate – Liaison	National Coordinator and Communications Specialist	Finding partners and alliances	The partners will help AEITI in such situations
Select Key Spokesperson or People	AEITI National Coordinator	Assigning of Key duties	A Spokesperson with all information will come to rescue
Sign off by all Task Force Members – Clearance of Information and Check Location or Forum where this will be announced	All AEITI Staff Members	To check whether the information address the rules and regulations	Message given clearance and ready to be delivered
	Communications Unit	To check the proper location for the announcement	Location Confirmed
Prepare	AEITI Director and Spokesperson	To be ready for the event	Fully prepared
Communicate to the Public	Communications Specialist	To convey the pacifying message	Positive Messages
Conduct follow-up – Provide feedback where necessary	Communications Unit	To get the feedback	Feedback received

13.2 Communication and Media Preparation

The following is a list of key questions that most reporters ask during a crisis situation. These questions will assist AEITI in preparing the communications message and media briefing.

Figure 15: Key Media Questions for Review

Key Media Questions for Review	
What is your name and title?	Who is in charge?
How do you spell and pronounce your name?	What can you expect next?
What are your job responsibilities?	Who is in charge?
Who do you work for?	Who is at fault?
Can you tell us what happened?	Who is conducting the investigation?
Were you there? How do you know	Will the outcome be presented to the public?
What you are telling us?	What are you going to do after the
What are you advising people?	Have you told us everything?
What is the cause?	What affects will this have on the people involved?
Did you have any previous warning?	What effects will this have on your organization?
What do your partners think?	Can this happen again?

14. IMPLEMENTATION OF STRATEGY

The strategy provides directions for media campaign and other routine and recurring communication functions and activities. The implementation of this will be conducted in short, medium and longer term. This term activities will last 12- 18 months and at the end of 18 months a review of the strategy is going to take place and an updated version will be produced.

15. EVALUATION OF COMMUNICAITON EFFECTIVENESS

Evaluation of efficiency of communication events is a key component of the campaign as a whole. It will be done by way of:

- Monitoring and content-analysis of press on a regular basis
- Questioning of participants of each event;
- Feedback forms
- Arranging focus groups for testing print production materials
- Conducting a survey to measure the extent of awareness based on results of performance of the communication plan.
- Creating a feedback part in the AEITI face book, and the website, email account etc.

Monitoring of communications activities is important for tracking the effectiveness of activities and events related to the communications program/action plan. The following table identifies the key activities and products and the monitoring method. These will be evaluated for effectiveness in meeting the objectives outlined within this strategy.

Monitoring and evaluation will contribute to the program implementation and its ongoing sustainability in the following manner as identified in Figure 17

Figure 17: Monitoring and Evaluation Benefits

• Provide feedback which will allow for a better understanding of how the communications work plan and strategy are working
• Allow for informed decisions that will enable greater efficiency
• Permit effective and efficient use of resources
• Determine the extent in which the program is having the desired impact
• Allow for adjustments to the program where and when necessary
• **To ensure that various target groups use the AEITI report (internal/external)**
• **No. of distributed print reports (Source: AEITI Secretariat)**
• **No. of visits to AEITI website (Source: website statistics)**
• **Facebook and Twitter statistics, e.g. number of followers, impressions of tweets (Source: Facebook and Twitter Analytics)**

Figure 18 highlights the key monitoring methods that will be used in the current communications program.

Figure 18: Monitoring Methods

Activity	Monitoring Method	Responsible Party
AEITI Events	Tracking of Participants lists and contacts including media lists) Informal and formal feedback through interviews Feedback Questionnaires Focus groups	Communications Department
Workshops and Seminars	Feedback Questionnaires	Communications Department
Website	Monitor of website through hits; these will be monitored on a monthly basis.	Communications Department
Publications and other Materials	Track publications (distribution lists), number of publications disseminated. Feedback through surveys or focus groups	Communications Department
Newspaper and Magazine Articles on AEITI	Collect press clippings; screenshots of websites; evaluation of content and effectiveness	Communications Department

The task of evaluation will be done whereby all monitored feedback and information will be assessed and evaluated by the communications team of AEITI.

Based on this a quarterly report

Or findings will be disseminated through regular email-groups, website, social media, press releases and news-letters.

A quarterly monitoring and evaluation summary will be submitted to MSG. The report will identify any activities and their outputs to expose the invulnerabilities and methodology to overcome them.