

2021
2022

APPROVED MWEITI ANNUAL WORKPLAN 2021-2022

MALAWI COVID ERA 2021/22 ANNUAL WORK PLAN

MWEITI

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1. Introduction

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

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

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

The Strategic Plan has four key result areas, namely:

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

Logic Framework Approach

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

2020 Work plan Challenges

The previous 2020 annual work plan had activities in all the four result areas but its attainments were affected mainly because of the following reasons;

- i. the impact of COVID-19 pandemic;
- ii. Limited funding and;

iii. Capacity, especially in the MWEITI Secretariat.

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

2021/22 Annual Work plan Assumptions

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

- COVID-19 pandemic effects: Many activities for example workshops and Meetings may remain restricted as such alternative ways like Virtual meetings will be prominent. This will cut some costs especially on MSG ordinary and extra ordinary meetings.
- The MWEITI Secretariat and MSG to aggressively solicit financial support to meet the current funding gap of Government and GIZ. Therefore it is expected that Government will for this year co-finance the production of EITI report. Like last year the government budget is expected to provide K100 million and more though the current budget indicates cut in MWEITI budget, the Government has indicated that it will revise the budget upwards at Mid-year and that it will also use other financing support instruments like Treasury Funds (i.e. Forest Development Fund)
- Limited staffing capacity: the MWEITI Secretariat is not yet staffed to its optimal capacity and a number of pertinent activities, especially on communication, monitoring and evaluation will not be fully achieved. However, the Government approved a Department of Revenue Policy Division functional review in 2019 which is expected to be implemented to support MWEITI Secretariat staffing.
- Limited Capacity in Skills and Knowledge related to EITI implementation and management: MSG and MWEITI Secretariat require continuous skills and management capacity building. For example in 2021/22 there will be election of new MSG members who will require EITI training and MSG Membership orientation. These have been included in the work plan.

2. Objectives and activities

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

Key Activities Results Areas

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

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

Result area 2: Improved extractives sector growth and performance

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

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

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

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- 3.2 MWEITI Reports Launch
- 3.3 Dissemination of EITI Report (reconciliation) findings (production and/or implementation of communication tools; prime airing of communication tools; newspaper advertising)
- 3.4 Outreach in mining communities areas/CSOs Outside MSG/Media/ other stakeholders to discuss revenue and non-revenue issues affecting them and EITI Report findings.
- 3.5 Assess and Develop Road Map of MWEITI project level reporting (New EITI guidelines)
- 3.6 MWEITI Secretariat Website Review and Maintenance training

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

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

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

3. Stakeholders and beneficiaries of the annual plan

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

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

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6. Budget for the 2021 Annual Work Plan

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

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

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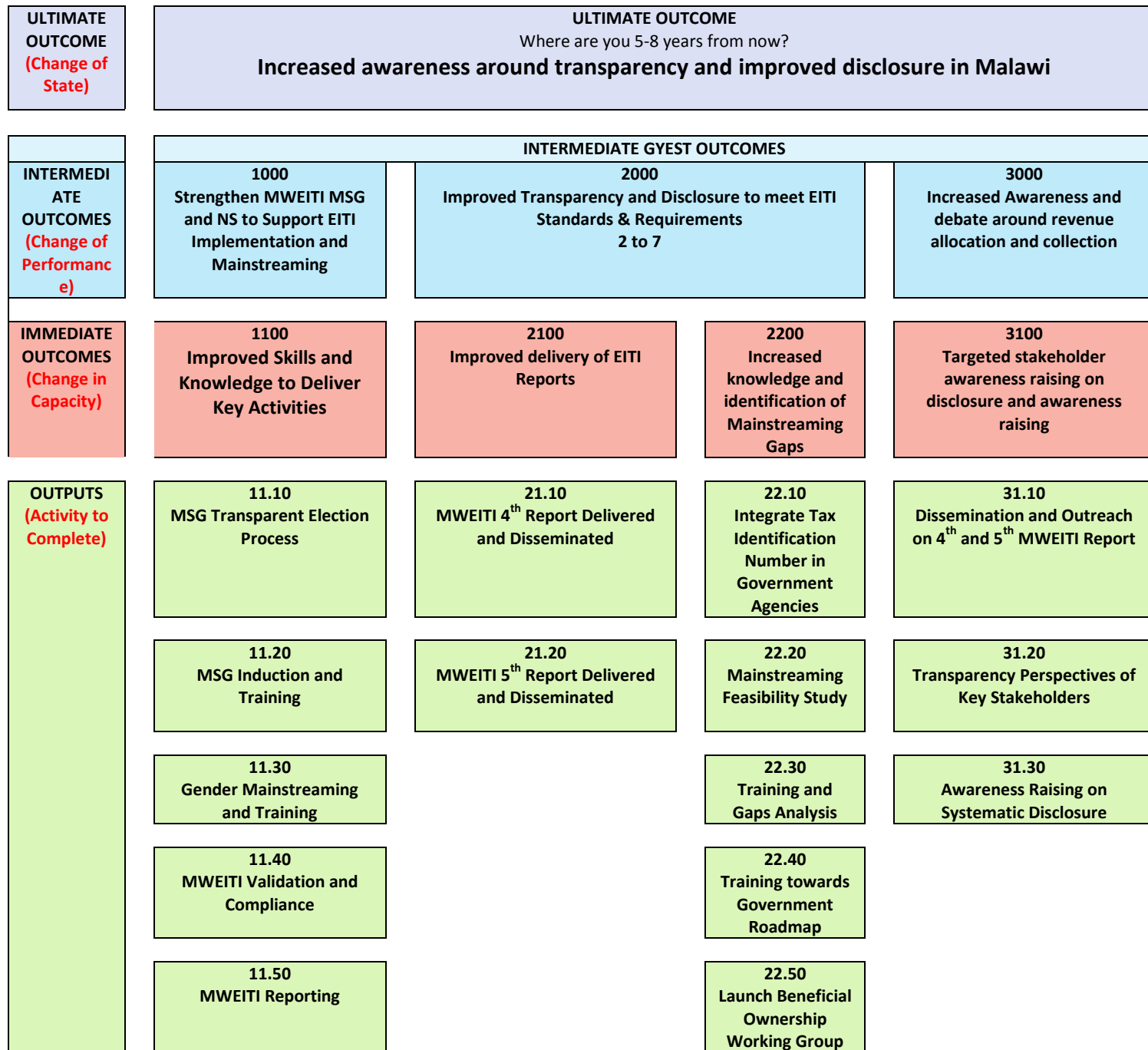
4.1	Training of national audit staff in EITI reporting template certification	8,400	9,810	9,072	11	3	MG
4.2	Training of internal audit staff in auditing production data	8,500	0	0	0	0	MG
4.3	Training staff in 30 reporting entities in filling templates for the reconciliation process	4,500	6,811	7,356	9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

7. Monitoring and Evaluation Matrix

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

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MWEITI Logic Model



Work Breakdown Structure

Compliance with EITI 2019 Standards and Requirements 1.

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

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

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

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

22.21	Feedback Survey
22.22	Monitor and Evaluate Reach and Awareness

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

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

Create and Raise Awareness and Public Debate with key Stakeholders,

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

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