

2020

NATIONAL COMMUNICATION
STRATEGY
2020-2022

EXECUTIVE SUMMARY

In fourteen years of implementation of the EITI Standard in Cameroon, one of the undeniable achievements is to have made available comprehensive, credible and regular information on the state of governance of the extractive sector in Cameroon. The purpose of this National Communication Strategy is to align the country with the 2019 EITI Standard, Requirement 7.1, while involving all the Colleges in its implementation.

Since then, EITI communication has made important strides, which should be maintained over the next few years, such as the visual identity, the strong commitment of the State, the lifting of the old taboo on oil sector revenues, the development of an annual timetable of awareness-raising activities, etc.

The diagnostic analysis of the implementation of communication activities between 2013 and 2019 revealed that a number of difficulties have hampered its performance and ultimately the achievement of the objectives set and the results and impact of the implementation of said communication. These include, but are not limited to, financial constraints, informational asymmetries and limited mobilisation of stakeholders in EITI implementation. In addition, the various actors in the EITI communication chain were not mobilised through a communication strategy. The Strengths-Weaknesses-Threats-Opportunities (SWOT) analysis identified both the opportunities to be seized over the next few years and the weaknesses to be corrected in order to ensure that implementation produces the expected results and impact. The analysis also identified communication problems, including a low level of information and training for target audiences; a lack of mobilisation of stakeholders to raise awareness; and insufficient visibility and recognition of EITI-Cameroon.

To overcome the above-mentioned communication problems, the strategic analysis made it possible to set new strategic communication objectives, to refine the lines of communication, to identify the targets and beneficiaries of the said communication, to orientate the themes and contents of the messages to be conveyed, etc. The approach adopted as part of this strategy involves the full mobilisation of the core target group over the next three years, with a view to reaching the final beneficiaries of the EITI (tertiary targets) in order to facilitate dialogue on the governance of extractive resources. The messages and themes proposed here may be adjusted annually according to the national priorities defined in the work plan and opportunities.

At the operational level, an action plan, together with a timeline and a budget, has been drawn up. Some of the activities included in this national communication strategy have been retained as part of the Committee's practice and are divided into the following categories: permanent activities, traditional activities and events, etc. Other activities previously implemented have been redesigned to take account of the need for public debate. And finally, new activities are simply coming on stream. The innovation of this national communication strategy lies in the proposal of an innovative financing approach for certain activities through the formulation of participation proposals to mobilise extractive companies and, to the extent possible, civil society organisations. Monitoring and evaluation of the national communication strategy will be carried out as part of the Annual Progress Report or any other mechanism to be decided by the Committee.

INTRODUCTION

In its decision of 29 June 2018, the EITI Board of Directors recommended that Cameroon adopt a communication strategy involving the three constituencies (Government departments, Civil Society Organisations, Extractive Companies) interested in the implementation of the EITI. This proposal therefore aims, on the one hand, to address said recommendation, and on the other to develop strategic guidelines that will enable Cameroon to meet Requirement 7.1 of the new edition of the EITI Standard adopted in Paris (France) in June 2019.

The Requirement stipulates that:

The multi-stakeholder group should ensure that government and company disclosures are understandable, actively promoted, accessible to the public and contribute to public debate. The target audiences are government, parliamentarians, civil society, the corporate sector and the media.

A) THE MULTI-STAKEHOLDER GROUP SHALL:

- Ensure that information is widely available and disseminated. (The multi-stakeholder group is encouraged to break it down into thematic reports and publish it online.)
- Ensure that information is understandable, including by ensuring that it is written in a clear and reader-friendly style and available in appropriate languages; it will address the challenges that exist in relation to the needs and access to information of certain groups of citizens, including on a gender basis. iii).
- Ensure that awareness-raising activities (organised by government, civil society or companies) are carried out to raise awareness and facilitate dialogue about extractive resource governance, based on EITI disclosures in the country and with a view to social inclusion.

B) THE MULTI-STAKEHOLDER GROUP IS ENCOURAGED TO

- Produce short summary reports containing a clear and balanced analysis of the information presented, ensuring that the sources of the data and the authors are clearly identified. ii)
- Summarise and compare the share of each revenue stream in the total revenue raised by each level of government, national and sub-national. iii).
- Undertake capacity building efforts, particularly at the level of civil society and through its organisations, to improve understanding of the information and data contained in reports and online disclosures, and to encourage the use of the information by citizens, the media and other interested parties.

► At the sociological level

The power of social networks is growing and is both a means of pressure on public authorities and of denunciation, used by citizens. The Cameroonian population is increasingly aware of its rights and is quick to assert them. There is also an upsurge in civil society organisations.

► At the level of the media

The context is favourable to human rights and public freedoms. Furthermore, we are witnessing a dematerialisation of the public space, with the development of social networks.

► In terms of EITI implementation in Cameroon

Cameroon is awaiting the start of the 2nd Validation under the EITI Standard. In addition, it is actively considering the appropriation of the 2019 EITI Standard. The implementation of the EITI is characterised by the completion of the EITI Committee's 2017-2019 three-year action plan.

■ B. RATIONALE

This strategy is one of Cameroon's responses to the corrective measures formulated for the country by the EITI Board on 29 June 2018. It therefore aims to carry out the following tasks:

- **A normative mission:** to align EITI communication with the 2019 EITI Standard and set the course for what EITI discourse and information should be;
- **A prescriptive mission:** to formulate objectives to be achieved, to point the way, to promote results and performance indicators by involving the three EITI panels;
- **A funding mission:** indicate the funding strategy for certain flagship activities

II. THE EXTRACTIVE INDUSTRIES TRANSPARENCY INITIATIVE AT THE INTERNATIONAL LEVEL AND IN CAMEROON

■ A- AT THE INTERNATIONAL LEVEL

EITI is both a Standard and an Association:

- The EITI Standard is a global standard to promote open and responsible management of natural resources. Natural resources such as oil, gas and solid mines belong to the citizens.

- The Association is made up of more than fifty countries on 4 (four) continents (Africa, Europe, America and Asia). It monitors and evaluates the implementation of the EITI Standard in member countries. These bodies are: the EITI Board and the EITI International Secretariat based in Oslo, Norway.

■ B. IN CAMEROON

1) EITI milestones in Cameroon

1) June 2005 :

- Membership, on the instructions of the President of the Republic
- Establishment of the first EITI implementation bodies by Prime Ministerial Decree No. 2005/2176/PM dated 16 June 2005, creating the EITI Principles Implementation Monitoring Committee (EITI Committee). These bodies consisted of the Committee and the Technical Secretariat.

Nov.2007 : Obtaining candidate country status

Oct. 2013 : Obtaining compliant country status

Jul. 2017 : Start of Cameroon's first Validation under the 2016 EITI Standard

June 2018 : EITI Board decision commending Cameroon for the significant progress made in implementing the EITI Standard.

Jul. 2018 : Establishment of the new EITI implementation bodies, by Decree No. 2018/6026/PM of 17 July 2018 on the organisation and functioning of the Extractive Industries Transparency Initiative Implementation Monitoring Committee. These new bodies are: the Committee and its Permanent Secretariat.

Dec. 2019 : Request to postpone the start of the 2nd Validation under the 2016 EITI Standard.

2. EITI implementation bodies in Cameroon

Decree No. 2018/6026/PM of 17 July 2018, on the creation, organisation and functioning of the Extractive Industries Transparency Initiative (EITI) Implementation Monitoring Committee, which is composed of a strategic guidance body, the Committee, and an operational body, the Permanent Secretariat, responsible for monitoring the implementation of the Extractive Industries Transparency Initiative.

a. The Committee

- The Committee is a multi-stakeholder platform. Pursuant to Article 3 of Decree No. 2018/6026/PM of 17 July 2018 the Committee is responsible for: i)-Approve annually and monitor the implementation of a Work Plan adopted by all stakeholders; ii)-Identify obstacles to the implementation of the EITI Standard and propose corrective measures to the government; iii)-Encourage the integration of transparency in government departments, public and private entities involved in the extractive sector through the systematic declaration and dissemination of EITI data produced; iv)-Supervise companies' EITI statements and ensure, at least once a year, the preparation of a reconciliation report; v)-Approve and disseminate EITI information, etc.

It has 28 members, coming from public entities, the private sector, CSOs and local elected officials.

- i. Public entities

- **The EITI Committee is chaired by the Minister of Finance.** The Ministry of Finance, in its main divisions (Directorate General of Taxes, Directorate General of the Treasury of Financial and Monetary Cooperation, Directorate General of Customs, Programme for Securing Revenues from Mining, Water and Energy, etc.) collaborates with the EITI by providing information on the regulatory amounts paid by extractive companies according to the different types of taxes.

- **The Minister of Mines, Industry and Technological Development is Vice-Chaire Ministry of Finance, in its main divisions** The Ministry in charge of Mines, in its main divisions involved in the collaboration with the EITI (Directorate of Mines, Directorate of Industry, Mining Survey, CAPAM, etc.) and provides the Initiative with all the information expected from it as part of the monitoring of the extractive sector value chain. The place of MINMIDT within the EITI is all the more important as the President of the Republic attaches great importance to the implementation of the Growth and Employment Strategy Paper (GESP) and the Industrialization Master Plan, which are based on the industrial pillars of mining and hydrocarbons.

The other public entities present in the Committee are listed below:

- **The Presidency of the Republic** sits on the EITI Committee. Pursuant to Decree No. 2011/412 of 9 December 2011 on the reorganisation of the Presidency of the Republic, the General Secretariat of the Presidency of the Republic: “ensures the implementation of the action programmes approved by the President of the Republic and assigned to the Ministers...”
- **The Prime Minister's Office** sits on the EITI Committee as part of the monitoring of government action. They are responsible for: “the implementation of government action programmes assigned to Ministers...” In addition, the Prime Minister is one of the recipients of the EITI Committee's Annual Activity Report.
- **The Ministry of Decentralisation and Local Development** is working with the EITI to give substance to sub-national transfers in order to boost the socio-economic development of decentralised administrative units and to promote good governance within the decentralised administrative units. There are many outstanding expectations of this new player, especially as the Committee is concerned about the effectiveness of sub-national transfers.
- **The National Anti-Corruption Commission** collaborates with the EITI as part of the fight against corruption in the extractive sector.
- **The Ministry of Justice**, in its main divisions (human rights, registry, etc.), collaborates with the EITI as part of the beneficial owners roadmap. According to the 2019 Standard, the deadline for disclosure of beneficial owners is January 2020.

- The National Anti-Corruption Commission collaborates with the EITI as part of the fight against corruption in the extractive sector.
- **The National Hydrocarbons Company (SNH)** collaborates with the EITI as part of its mission to manage the State's interests in the oil and gas sector

■ IMPORTANT NOTE

The 2019 EITI Standard is a little more favourable to the environment, women, etc. One solution would be to invite the ministries in charge of these issues to the Committee's sessions as observers, as part of a synergy of actions between stakeholders inside and outside the Committee.

ii. Private sector

The private sector within the EITI is made up of companies in the oil, oil transport, gas, mining and related sectors.

- **Extractive companies** (oil, gas, and mining) collaborate with the EITI as part of the information gathering around the extractive sector value chain and beneficial owners.
- **The Chamber of Commerce, Industry and Mines (CCIMA)** was created on 21 July 1921, and is a promotional body that acts as an interface between the private business community on the one hand, and the public authorities on the other, in terms of consultation and representation in many areas of the economy. It is an important framework for harmonising the views of members of the mining sector in order to bring their voices to the authorities.
- **The Groupement Inter-Patronal du Cameroun [Cameroon Employers Organisation] (GICAM)** is the most representative platform of the private sector in Cameroon and serves as an interface with public authorities on major economic issues. Thus, as part of the EITI dialogue, the collaboration of GICAM could be essential to enable the public authorities to identify, among other things, the employer expectations in the extractive industries.

iii. Civil society organisations and the media

Civil society organisations act as a watchdog for transparency in the sector within the EITI framework and represent the concerns of local populations. The Cameroonian civil society landscape consists of a multitude of CSOs. The above-mentioned Prime Minister's decree is a real step forward as part of the implementation of the EITI, in that it sets out Cameroon's conception of the civil society involved in the implementation of the EITI in Cameroon. The following civil society organisations are members of the Committee

- Three main religious denominations in Cameroon (Catholic, Protestant, Muslim),
- Transparency International ;
- Publish What You Pay for
- Union of Journalists. The competence of CJU members is focused on (reports, records, surveys, interviews) and eventually disseminating them via networks, although the level of digital competence needs to be improved.
- Two Cameroonian civil society organisations involved in the monitoring of extractive industries and mandated by their peers as part of the accountability platform under Article 4.D of the above-mentioned Decree.

• iv. Local elected representatives on the EITI Committee

- **Two representatives from the Senate** and the National Assembly are members of the EITI. Parliamentarians will use the EITI information in their traditional roles and in other ways. Beyond this, parliamentarians can use EITI information to monitor the activity of extractive companies at exploration or exploitation sites and their involvement in social projects through social spending.
- **Two Mayors of the local communities** work with the EITI to bring the concerns of the local communities to the Committee.

• v. Observers

Several entities are invited to take part in EITI Committee meetings, including

- the Audit Bench of the Supreme Court: its role is to certify the data of the financial authorities. With mainstreaming emphasising the timeliness of data, its role will evolve depending on the approach taken by the EITI Committee
- TFPs, such as the International Monetary Fund (IMF) and the World Bank.

b. The Permanent Secretariat

The Permanent Secretariat consists of the focal points and permanent staff.

• i. Focal points of the Permanent Secretariat

As part of the EITI process, they are responsible for collecting EITI information within their respective administrations. Within the Permanent Secretariat, there are focal points of public entities and focal points of private entities.

• ii. Permanent Staff

In addition to the Permanent Secretary, the staff of the EITI includes the following: an executive (whose missions remain to be specified), an accountant, a communication officer, support staff (liaison officer, a driver).

New vacancies are opened in the aforementioned July 2018 Prime Ministerial Decree

C- METHODOLOGY USED TO DEVELOP THIS STRATEGY

In order to develop this strategy, it was first necessary to conduct a literature review (see literature sources used). This literature resource was complemented by the administration of a questionnaire, individual interviews where specific information was needed. These interviews were not always formally recorded, but notes were systematically taken. This made it possible to identify a number of relevant elements that can be considered as strengths to be consolidated and shortcomings to be addressed, threats to be avoided and opportunities to be seized in order to guarantee the success of said communication

A draft 2020-2022 national communication strategy was prepared by the Communication Manager and sent to the EITI members in order to collect their contributions and thus involve as much as possible, the different Colleges interested in the implementation of the EITI in the elaboration of the current communication strategy. The draft 2020-2022 national communication strategy was subsequently put on the agenda of the Committee on 19 January 2020 and the draft was finally adopted on 6 February 2020

This proposed national communications strategy involves and commits all Colleges to the implementation of the EITI. It is therefore structured around the following three main areas:





Diagnostic Analysis

I. DIAGNOSTIC ANALYSIS OF THE ITEI COMMUNICATION

After consulting the Activity Reports (2013, 2014) and Annual Progress Reports (2015, 2016, 2017, etc.) of the reference periods, the following observations can be made

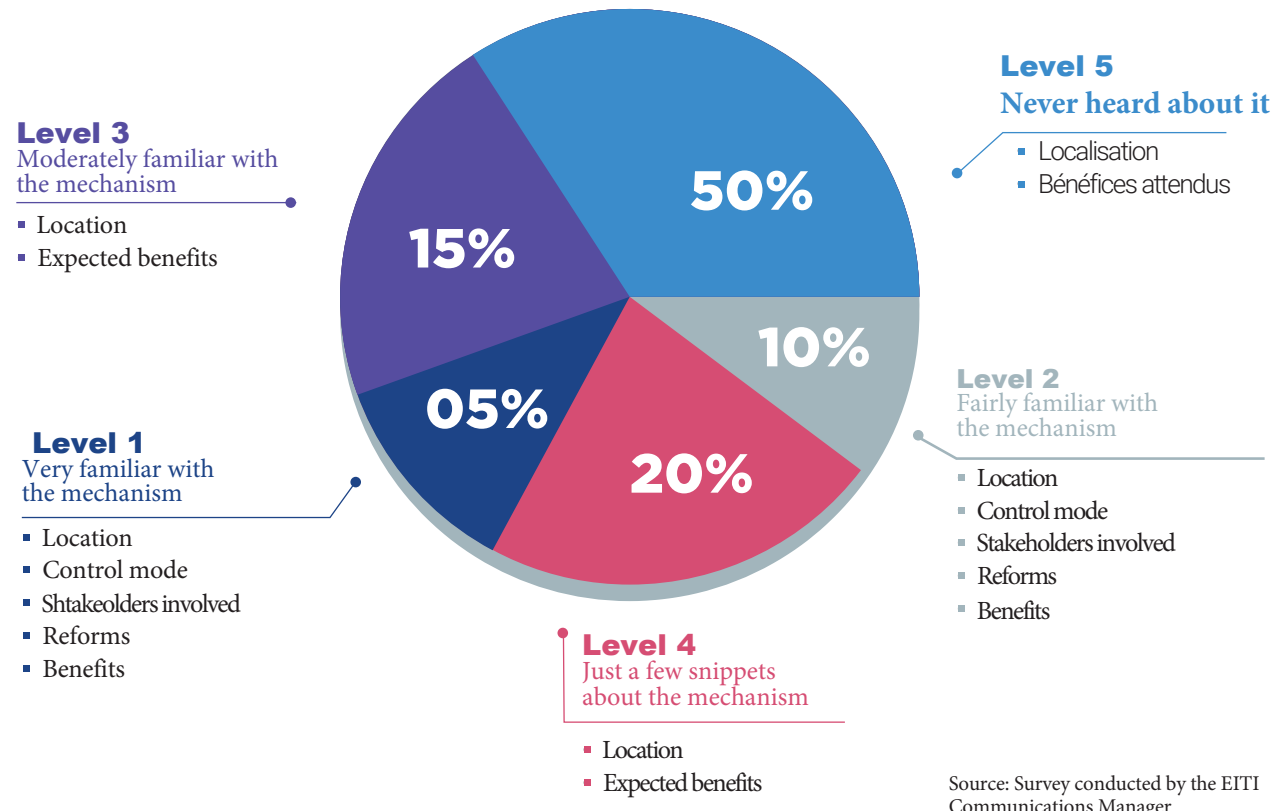
I- Implementation of EITI communication activities by the Permanent Secretariat

It is on the basis of the existing work plans (triennial or annual) and short-term timetables of communication activities that the Permanent Secretariat will work during the reference periods (2013-2019). Thus, it can be said that the established communication objectives have remained on track due to constraints in both the strategic and operational frameworks

A. Constraints observed at the level of the strategic framework

1. The presence of the EITI in Cameroonian social space

During the reference period, communication actions remained somewhat timid, improvised and discontinuous. To assess levels of knowledge about the EITI, a mini-survey was administered to 100 people in Yaounde, which was the focus of communication activities during the reference period. The following trends emerge:



This survey, which remains a trend, shows that the EITI remains relatively unknown in Yaounde and, by extrapolation, in Cameroon. The survey follows an earlier civil society study in 2013 which indicated that the level of knowledge of the EITI is 6% in Cameroon's main mining regions and cities.

2. The main themes of the messages conveyed

In the absence of a communication strategy to guide the content of the messages to be developed, EITI-Cameroon has so far communicated on the revenues generated by the extractive sector and the results of Validation.

For some activities, the following messages have been formulated:

- « “EITI is everyone’s business, let’s read and encourage others to read the EITI reports on the website www.eiticameroun.org” »
- <https://www.facebook.com/ITIECameroun/photos/a.374515509378176/971495216346866/?type=3&theater>
- “I am a woman, I like to read the EITI reports to be informed about the management of extractive resources in my country”
- <https://www.facebook.com/ITIECameroun/photos/a.374515509378176/1005340439629010/?type=3&theater>
- The EITI signature remained: “Oil, gas and mining information for all”, at a time when the EITI has moved towards outcomes and impact.

3. The timeliness of EITI data and the timing of the EITI report

EITI information dates back three years at the earliest, at the time of organising outreach activities, which may limit the attractiveness of the report to the targets. The Committee usually produces its flagship product, the EITI report towards the end of December, making the EITI report compete with the traditional speech of the Head of State to the Nation.

4. The cost of financing communication activities

The saying that: “Communication has no price, it has a cost”, clearly makes sense here. Indeed, there has been a downward trend in the cost of financing communication activities over the reference periods

Years	Activities carried out	Cost
2016	<ul style="list-style-type: none"> • University Games • 2016 Government Action Fair • Conference at the National School of Administration and Magistracy(ENAM) • Filling workshop • Publication workshop 	More than 20,000,000 CFA francs
2017	<ul style="list-style-type: none"> • Peer workshop • Filling workshop • Publication workshop • 2017 PROMOTE Trade Fair • 2017 Government Action Fair 	17 755 055 FCFA
2018	<ul style="list-style-type: none"> • 2017 Government Action Fair • Training and awareness raising of priority targets • Filling workshop 	5 257 359 FCFA
2019	<ul style="list-style-type: none"> • Publication workshop • Plan de travail 2019 pas encore adopté à date 	Pending

5. Positioning of the EITI Communications Unit

The organisational chart of the Permanent Secretariat is not yet available. However, the Permanent Secretariat does have a Communications Officer, recruited through a call for applications No. 01/2015/AAC/MINFI/Comité ITIE of 2 April 2015.

Since Decree No. 2018 was adopted, the positioning of the said communication has been the subject of a critical analysis by civil society. For civil society organisations: "While the EITI increasingly relies on communication, the above-mentioned Decree places this component in a secondary position, relegating communication to a support action for the EITI. Such a positioning in the Administrative Management Unit, especially in a single employee "Head of Communication and Awareness", (see Article 13 of the Decree) bodes well for a logic that favours information and, at best, institutional communication, which should make the Permanent Secretariat an extension of the public authorities. This is in contradiction with the spirit of the EITI Standard at the time of the search for results and impact (see Requirement 7) of EITI implementation.

B-Constraints observed at the level of the operational framework

1. Articles and reports on the EITI

The Cameroonian media only knows about "EITI" opportunistically; when there is an EITI activity, particularly the release of an EITI Report. Otherwise, the "EITI" is a reality that is relatively unknown to the media. Journalists themselves do not seem to know much about the issue, which is probably the reason for their inconsistent and uninvestigated treatment of the subject (preferably in reports). Similarly, a review of publications in the cyber press also reveals numerous EITI-related occurrences in such media such as: Camer.be, Invest in Cameroon, Cameroon-info.net and other similar media.

2. Communication channels and media used

In terms of channels: events (fairs, exhibitions, workshops, etc.) were the most used channel in the period under review. The website was also used.

In terms of materials: printed materials were produced for the EITI Global Conference in Lima in 2016 and a mini stock of gadgets was renewed in 2017. Apart from these moments, the EITI went to the above-mentioned fairs and exhibitions with communication materials from previous years.

3. In-house communication within the Permanent Secretariat

During the period under review, no meetings of the Permanent Secretariat were held. This poses a problem in terms of level of information, planning of activities, team dynamics and appropriation of the Standard.

For example, there is no notice board at the EITI headquarters in Bastos. Although communication in electronic form is done via email, the email addresses of the Secretariat (secretariatitiecmr@gmail.com) and staff are not business addresses.

■ 2. Implementation of communication activities by government bodies interested in EITI implementation

Ministries publish EITI information on their websites. They appear to be lagging behind in raising awareness of the EITI report, both among their staff and among EITI targets. Although many actions may have been carried out by the said government bodies during the period under review, there were no repercussions at the level of the Permanent Secretariat.

For its part, the National Hydrocarbons Company has an EITI space where it documents EITI activities or EITI-related activities. These efforts could be strengthened by highlighting actions on the use of EITI information.

■ 3. Implementation of communication activities by oil, gas and mining companies

During the reference period, Extractive Companies interested in EITI implementation publish EITI information online. In terms of awareness raising around EITI information and dialogue on natural resource governance, as expected by the EITI Standard, extractive companies appear to be somewhat behind, although this may be a concern for feedback to the EITI. On the whole, they participate regularly in the Committee's meetings and provide the information expected of them in the conciliation process.

Intra-college communication (within and outside the EITI Committee) by extractive companies needs to be strengthened. There is already a "Protocol for companies in the hydrocarbon sector."

■ 4. Implementation of communication activities by civil society organisations interested in EITI implementation

Several Cameroonian civil society organisations work on extractive industries issues, intervening on different issues. During the reference period, the organisations of the PWYP Cameroon Coalition were the most active on the theme of "Extractive Industries", notably CRADEC, DMJ, FODER, PWYP, RELUFA, etc.) This coalition has signed several position papers on EITI implementation. The Coalition has also published several editions of the magazine "en toute transparence [in full transparency]". However, the actions of civil society organisations have remained dispersed, due to financial constraints.

The media are generally invited to cover EITI communication activities, but they need to be encouraged to generate the level of public discourse expected of them.

Intra-college communication (within and outside the EITI Committee) is strengthened by the establishment of a "Civil Society Organisations Protocol"

All in all, despite the weaknesses and pitfalls, EITI communication has recorded a number of achievements during the reference periods, in particular: a visual identity, the strong commitment of the State, the lifting of the old taboo on oil sector revenues, etc. The existence of an annual timetable is also one of the achievements of this period.

IV. STRENGTHS-WEAKNESSES-OPPORTUNITIES-THREATS ANALYSIS AND COMMUNICATION ISSUES TO BE ADDRESSED

A. Strengths-Weaknesses-Opportunities-Threats Analysis

Implementing a communication strategy to promote awareness and dialogue around EITI information requires a clear understanding of the communication problem to be addressed. To achieve this, a good representation of the aspects to be consolidated, the weaknesses to be corrected and the opportunities to be seized contained in the 2019 EITI Standard is necessary.

STRENGTHS	WEAKNESSES
Strong commitment from the State	Insufficient outreach on the latest EITI reports at both national and local levels
Existence of the Committee, a kind of multi-stakeholder platform open to dialogue and consensus	Insufficient promotion of the EITI's role, missions, lessons learned, location and reforms to national and local targets
Initiation of a visual identity system (logo, signature)	Insufficient alignment of EITI priorities with government priorities
Legal and institutional reforms prompted by the EITI	Real financial constraints for all stakeholders (State, extractive companies, civil society, local elected representatives) and synergy of actions to be strengthened between the various stakeholders
Existence of the Committee, a kind of multi-stakeholder platform open to dialogue and consensus	Non-compliance with deadlines (EITI report release date)
	Communication not based on a strategy

OPPORTUNITIES	THREATS
Start of the 2nd decade of the GESP	Difficulties in mobilising funding
New 2019 EITI Standard with focus on the environment, gender issues, contract disclosure, EITI integration, beneficial owners, etc.	Oral culture
Promulgation of new laws (transparency law, new petroleum code, etc.)	Citizens' suspicion of State initiatives
Adoption d'un protocole des OSC et d'une plateforme de redevabilité desdites OSC	Resource related crisis that prevents the deployment of communication activities in the NOSO
Adoption of a protocol for companies in the hydrocarbons sector	
Development of social networks in the public space	
Commitment of the authorities in the fight against corruption and illicit financial flows	

■ B. Problems to be solved through communication

Based on the FFMO synthesis, EITI awareness/communication faces three problems

- **Information and training issues:** The aim is to inform and equip EITI target audiences on the importance of EITI information as a tool to enable them to have access to all information on the extractive sector and to open the public debate for a win-win governance of the sector.
- **Poor mobilisation of stakeholders around awareness-raising:** The aim is to unite stakeholders around awareness raising and dialogue on the governance of extractive resources, based on EITI information.
- **Problem of visibility and exposure:** the aim is to position the EITI in public opinion as an instrument for promoting transparency and accountability in the oil, gas and mining sectors.

Based on the identification of these communication issues, the strategic framework for this communication strategy is proposed, taking into account Requirement 7.1 of the 2019 EITI Standard.



STRATEGIC FRAMEWORK

Le but de l'ITIE est notamment de promouvoir une culture de confiance entre les citoyens, le gouvernement, le secteur privé en privilégiant la transparence et la bonne gouvernance dans les industries extractives, au bénéfice des populations.

I. OBJECTIFS DE LA COMMUNICATION

■ A. OBJECTIF GÉNÉRAL

D'ici 2022, Promouvoir auprès de 20% des publics cibles, l'ITIE comme outil de transparence qui facilite l'accès aux informations ITIE fiables, en rendant compte de l'état de la gouvernance des secteurs pétrolier, gazier et minier tout en contribuant à la réflexion (débat) autour de ladite gouvernance pour que les ressources extractives profitent aux populations camerounaises.

■ B. OBJECTIFS SPÉCIFIQUES

D'ici 2022, il s'agit de :

Objectif spécifique 1

Accroître la notoriété et la visibilité de l'Initiative au Cameroun. Comme résultats attendus, au moins 60% de la population cible connaît l'ITIE.

Objectif spécifique 2

Inciter les publics cibles à utiliser les informations ITIE pour le dialogue autour de la gouvernance des ressources extractives. Pour y parvenir, il faut

- Rendre l'information ITIE disponible et accessible ;
- Former les publics cibles à utiliser les informations ITIE ;
- Disséminer ladite information ITIE et faciliter le dialogue autour de la gouvernance des ressources extractives. Comme résultats attendus, au moins 20% des publics cibles utilisent les informations ITIE pour faciliter le dialogue autour de la gouvernance des industries extractives.

II. CIBLES DE COMMUNICATION

Les ressources extractives appartiennent à l'Etat donc aux populations camerounaises. La communication ITIE est donc une communication tournée vers le grand public. Mais, comme il s'agit d'une notion fourre-tout, il importe de la segmenter pour identifier les publics cibles qui permettront à l'ITIE d'atteindre les objectifs sus arrêtés.

- **Cœur de cible :** Les trois Collèges qui sont dans et en dehors du Comité (Administrations, Entreprises Extractives, Organisations de la Société Civile) ;
- **Cible principale:** Le Cœur de cible+ Les élus locaux (Députés, Sénateurs, Maires, etc.) + les médias nationaux, universitaires, chercheurs, étudiants ;

- **Secondary targets:** Government bodies that do not sit on the Committee (Environment, Land Affairs, CONSUPE, MINEPAT), Grassroots Community Organisations and their leaders (religious authorities, local community leaders, traditional chiefs, etc.), institutions of higher learning and universities, TFPs (IMF, World Bank, ADB, etc.), other international organisations (human rights, etc.) + Decision-makers + Local media;
- **Tertiary targets:** Local communities +General public

III. STRATEGIC APPROACHES AND COMMUNICATION CHANNELS

This communication strategy is based on a combination of four complementary approaches:

Approaches	Channel	Materials
INSTITUTIONAL COMMUNICATION AND PARTNERSHIP APPROACHES	<ul style="list-style-type: none"> • Advocacy • -Events • In-house and external communication 	<ul style="list-style-type: none"> • Workshop • EITI Days • -Conference • Caravan • Printed materials and gadgets • Public and media relations
CAPACITY BUILDING	Events	<ul style="list-style-type: none"> • Workshops/seminars • Awareness raising and capacity building sessions for EITI Standard target audiences • Printed materials and gadgets • Public and media relations
SOCIAL MASS COMMUNICATION	Events	<ul style="list-style-type: none"> • Campaign in traditional media (audio and TV) and the Internet • Printed materials and gadgets • Public and media relations
DIGITAL	<ul style="list-style-type: none"> • Internet • Social networks 	<ul style="list-style-type: none"> • Online animation of the Committee and social networks

IV. KEY MESSAGE THEMES

These are some guidelines or ideas for message content relating to the implementation of the EITI in Cameroon. These guidelines will serve as guidance (in terms of content) for the creation of messages to be included in the communication materials to be produced and disseminated at national and local levels.

The various message proposals were formulated to accompany the public authorities in their quest for emergence as part of the implementation of the National Development Strategy by 2030.

. They are also in line with the speech delivered by the Head of State, H.E. Paul Biya, on 10 September 2019, when he said: “It (the national community) also hopes to see our country resolutely continue its march towards progress, thanks to fruitful reflection on the ways and means of creating the conditions for optimal exploitation of natural resources.” Indeed, the EITI is involved in the said reflection at the level of the extractive sector.

Themes	Weaknesses/Opportunities	Content of messages
Better knowledge of the EITI	Insufficient appropriation of the EITI in Cameroon, in particular its role, missions, stakeholders, and reforms	EITI transparency sheds light on the management of oil, gas and mining in Cameroon
	Highlight the importance (benefit) of the EITI rating for Cameroon	The EITI rating strengthens the attractiveness of the destination and the brand image of Cameroon for a growth that benefits all and for the emergence
	Importance of EITI information	EITI information contributes to the reflection on the governance of the extractive sector in Cameroon
	Highlighting the EITI's action to prevent extractive resource-related conflict and act on peace	By shedding light on the governance of the extractive sector, the EITI is an instrument for preventing conflicts related to extractive resources
Publication of contracts	Benefits of publishing oil, gas and mining contracts	Disclosure of oil, gas and mining contracts benefits everyone as part of the emergence
Beneficial owners	Benefits of disclosing beneficial owners	Disclosure of beneficial ownership helps combat influence peddling, conflict of interest, fraud in the extractive sector

Themes	Weaknesses/Opportunities	Content of messages
Environment	Highlighting paid and unpaid environmental flows and the legal framework	EITI contributes to the fight against uncontrolled exploitation of mining sites and the preservation of the environment
Au cœur du commun (es)autés et des communautés	Highlighting what minerals have been mined and what has been transferred by companies or the central state to municipalities and communities	Transparency provides you with information about your rights and spotlights the minerals in your localit

V. ANALYSE DE PUBLICS CIBLES

Targets	Government (Public entities with an interest in EITI implementation)
Specific objectives	<ol style="list-style-type: none"> 1. Encourage the ministries involved in EITI implementation to make EITI information available and accessible as part of the integration of information systems; 2. Accompany ministries interested in EITI implementation to educate their staff on the importance of EITI information 3. Train public entity officials within and outside the EITI to USE EITI INFORMATION that they can use to drive further reform and generate debate on extractive resource governance and propose reforms.
Preoccupation of the target	<ul style="list-style-type: none"> • Benefits of EITI rating for Cameroon • Promotion and Valorisation of extractive resources for the emergence of Cameroon • In the hydrocarbons sector, the State is concerned with: i) Increasing energy supply, ii) Re-launching oil exploitation, iii) Improving production levels, iv) Increasing state revenues, v) Improving the well-being of the people living near oil fields, vi) Strengthening the role of gas in the economy, etc. • In the mining sector, the State is concerned with: i) Increasing the visibility of the mining potential i)- Increasing the contribution of the said sector; ii)- Optimising revenues; iii)- Carrying out reforms to preserve state interests; iv) Diversifying the productive sector and transforming mining products; vi) Supervising mining activities. • Securing revenues from extractive activity and combating corruption and illicit financial transfers in the oil, gas and mining sectors • Protecting the environment
Information needs	<ul style="list-style-type: none"> • Information to be provided by public entities to meet the 2019 EITI Standard • Recommendations of the Conciliator and the Validator

Targets	Government (Public entities with an interest in EITI implementation)
Key messages	<ul style="list-style-type: none"> • EITI information contributes to the reflection on the governance of the extractive sector in Cameroon • Transparency sheds light on the management of oil, gas and mining in Cameroon • The EITI rating reinforces the attractiveness of Cameroon as a destination for growth that benefits everyone • Disclosure of oil, gas and mining contracts benefits everyone as part of the emergence
Expected behaviours	<ul style="list-style-type: none"> • Public entities make EITI information available and accessible • Public entities have their EITI information capacities strengthened and carry out dissemination actions towards their staff or certain communication targets identified in this communication strategy • Public entities participate in the debate on extractive governance
Approaches retained	<ul style="list-style-type: none"> • Awareness raising • Education • Information analysis and reporting
Arguments, evidence and illustrations	<ul style="list-style-type: none"> • Highlight EITI information relevant to or used by the target audience as part of the debate during the communication strategy's coverage period

Targets	Private sector (gas, oil, mining companies) and similar structures
Specific objectives	<ol style="list-style-type: none"> 1)-To encourage gas, oil and mining companies (inside and outside) to work towards making EITI information accessible and available 2)-To engage extractive companies to work to improve awareness and visibility of the EITI by disseminating EITI information to their staff and target audiences identified as part of this strategy 3)-To educate extractive companies to use EITI information to facilitate debate and/or reflection on the extractive sector
Concerns of the target	<ul style="list-style-type: none"> • Training on the EITI Standard, its challenges and benefits • Highlighting their social and environmental actions with the local population • Enhance their image as a good corporate citizen, committed to transparency

Targets	Private sector (gas, oil, mining companies) and similar structures
Information needs	<ul style="list-style-type: none"> i)-Accroître l'offre en énergie, ii)-Relancer l'exploitation de pétrole, ii)-Améliorer leur niveau de production, iv)-Accroître les revenus de l'Etat ; v) Améliorer l'épanouissement des populations riveraines des champs pétroliers, vi)-Renforcer la place du gaz dans l'économie, etc. ii- Information to be provided by operators in the extractive industries sector to comply with the EITI Standard Information on the traceability of contributions made to the government Information on the conditions for granting licences and contracts in the extractive sector
Key messages	<ul style="list-style-type: none"> EITI information contributes to the reflection on the governance of the extractive sector in Cameroon Transparency sheds light on the management of oil, gas and mining in Cameroon

CIBLES	SECTEUR PRIVÉ (ENTREPRISES GAZIÈRES, PÉTROLIÈRES, MINIÈRES) ET STRUCTURES ASSIMILÉES
Objectifs spécifiques	<ul style="list-style-type: none"> Inciter les entreprises gazières, pétrolières, minières (dans et en dehors) à œuvrer pour rendre les informations ITIE accessibles et disponibles Amener les entreprises extractives à œuvrer pour améliorer la notoriété et la visibilité de l'ITIE en menant des actions de dissémination des informations ITIE auprès de leurs personnels, et des publics cibles identifiés dans le cadre de la présente stratégie Former les entreprises extractives à utiliser les informations ITIE pour faciliter le débat et/ou de la réflexion sur le secteur extractif
Préoccupations de la cible	<ul style="list-style-type: none"> Formation à la Norme ITIE, à ses enjeux et ses bénéfices Mise en lumière de leurs actions sociales et environnementales auprès des populations riveraines Valoriser leur image comme entreprise citoyenne, engagée dans la transparence Susciter les inquiétudes concernant la corruption
Besoin d'informations	<ul style="list-style-type: none"> Informations à renseigner par les opérateurs du secteur des industries extractives pour respecter la Norme ITIE Informations sur la traçabilité des contributions effectuées au gouvernement Informations sur les conditions d'octroi des licences et contrats du secteur extractif

CIBLES	SECTEUR PRIVÉ (ENTREPRISES GAZIÈRES, PÉTROLIÈRES, MINIÈRES) ET STRUCTURES ASSIMILÉES
Messages-clés	<ul style="list-style-type: none"> • Les informations ITIE contribuent à la réflexion sur la gouvernance du secteur extractif au Cameroun • La transparence apporte toute la lumière sur la gestion du pétrole, du gaz, des mines au Cameroun • La notation ITIE renforce l'attractivité de la destination Cameroun, l'image du pays pour une croissance qui profite à tous • La divulgation des contrats pétroliers, gaziers, et miniers profite à tous dans le cadre de l'émergence
Comportements attendus	<ul style="list-style-type: none"> • Les entreprises Extractives rendent disponibles et accessibles les informations ITIE • Les entreprises Extractives organisent ou participent aux actions de dissémination des informations ITIE • Les entreprises Extractives sont formées et utilisent les informations ITIE dans le cadre du débat et/ou de la réflexion sur le secteur extractif
Approches retenues	<ul style="list-style-type: none"> • Sensibilisation (susciter l'éveil) • Education • Analyse des informations ITIE et rapports
Arguments, preuves et illustrations	Mettre en lumière les informations ITIE intéressant ladite cible ou utilisées par celle-ci dans le cadre du débat au cours de la période de couverture de la stratégie de communication

Targets	Civil Society Organisations and Media
Specific objectives	<ol style="list-style-type: none"> 1. To engage civil society organisations and the media to work to improve the awareness and visibility of the EITI by undertaking actions to disseminate EITI information 2. To train Civil Society and media organisations within and outside the EITI to USE EITI information to facilitate debate on extractive resource governance
Concerns of the target	<ul style="list-style-type: none"> • Challenges of the Cameroonian extractive sector • Required reforms • Realities on the ground
Information needs	<ul style="list-style-type: none"> • Conditions for granting licences and contracts • Compliance with contractual clauses • Sub-national transfers • Social expenditure • Economic contribution • Civic engagement

Targets	Civil Society Organisations and Media	
Key messages	<ul style="list-style-type: none"> EITI information contributes to the reflection on the governance of the extractive sector in Cameroon EITI transparency sheds light on the management of oil, gas and mining in Cameroon Disclosure of oil, gas and mining contracts benefits everyone as part of the emergence 	
Desired behaviours	CSOs	<ul style="list-style-type: none"> CSOs organise or participate in EITI information dissemination activities CSOs use EITI information to lobby government and extractive companies CSOs use EITI information to facilitate dialogue on extractive resource governance
	Médias	<ul style="list-style-type: none"> Mobilising media with a large national and/or local audience to disseminate EITI information and improve the visibility and awareness of the EITI Media publish articles that facilitate debate on extractive resource governance in Cameroon
Approaches retained	<ul style="list-style-type: none"> Awareness raising Education Advocacy and local partnership approaches Analysis of EITI information 	
Arguments, evidence and illustrations	Highlight EITI information relevant to or used by the target audience as part of the debate during the communication strategy's coverage period	

Targets	Local elected officials (Parliamentarians, Mayors, Presidents of Regional Councils)
Specific objectives	<ul style="list-style-type: none"> Raising the awareness of local elected officials of the government's national priorities in the extractive industries Training parliamentarians inside and outside the EITI to USE EITI information to facilitate dialogue on extractive resource governance
Concerns of the target	<ul style="list-style-type: none"> Contribution of extractive resources to the economy Key to the distribution of revenues between the national and local levels and the effectiveness of quotas (sub-national transfers) due to local entities or decentralised local authorities Clandestine mining, environmental impact of mining Information on ongoing extractive projects

Targets	Local elected officials (Parliamentarians, Mayors, Presidents of Regional Councils)
Information needs	<ul style="list-style-type: none"> • Use EITI information as part of the budget orientation debate and written or oral questions • To participate in the control of the different stages of the resource chain, from the decision to extract or exploit, to the allocation of revenues, ensuring transparency and open public debate
Key messages	<ul style="list-style-type: none"> • EITI information contributes to the reflection on the governance of the extractive sector in Cameroon • EITI transparency sheds light on the management of oil, gas and mining in Cameroon • EITI transparency makes you aware of your rights and provides insight into the minerals in your locality
Desired behaviours	<ul style="list-style-type: none"> • Parliamentarians' technical capacity to monitor and assess government action is strengthened by the use of EITI information • Parliamentarians establish a network of parliamentarians who use EITI information as part of their work • Local elected officials have increased technical capacity to monitor and assess mineral exploitation in their localities and can use EITI information to participate in the debate on extractive governance
Approaches retained	<ul style="list-style-type: none"> • Awareness raising • Education • Advocacy • Analysis of EITI information
Arguments, evidence, illustrations	Highlight EITI information relevant to or used by the target audience as part of the debate during the communication strategy's coverage period

Targets	Universities and institutions of higher learning
Specific objectives	<ul style="list-style-type: none"> • Raise awareness of the government's national priorities in the extractive industries among students at institutions of higher learning and universities • Raise awareness and train students to USE EITI information to generate dialogue on extractive governance in Cameroon as part of their research project • Sign partnership agreements with colleges and universities to encourage students to conduct research on the EITI

Targets	Universities and institutions of higher learning
Concerns of the target	<ul style="list-style-type: none"> Effectiveness of quotas (sub-national transfers) due to local entities or decentralised local authorities Clandestine mining, environmental impact of mining Benefits of mineral exploitation for the population On the effectiveness of extractive sector public policies and ongoing extractive projects
Information needs	Information on the transparency of the entire value chain of minerals mined in their target municipality
Key messages	<ul style="list-style-type: none"> EITI information contributes to the reflection on the governance of the extractive sector in Cameroon EITI transparency sheds light on the management of oil, gas and mining in Cameroon
Desired behaviours	<ul style="list-style-type: none"> Students in universities and institutes of higher learning are educated about EITI information Students at universities and institutions of higher learning are educated about government priorities in EIs students are motivated to conduct research based on EITI information thanks to the partnership agreements signed
Approaches retained	<ul style="list-style-type: none"> Awareness raising Education Partnership-based approaches Analysis of EITI information
Arguments, evidence, illustrations	Highlight EITI information relevant to or used by the target audience as part of the debate during the communication strategy's coverage period

Targets	Local populations and community leaders at the grassroots level (religious authorities, community leaders, traditional chiefs, deconcentrated and decentralised authorities)
Specific objectives	<ul style="list-style-type: none"> To raise awareness of EITI information among local communities and community leaders at the grassroots level To engage local populations to raise their concerns as part of the dialogue for the governance of extractive resources

Concerns of the target	<ul style="list-style-type: none"> • Effectiveness of quotas (sub-national transfers) due to local entities or decentralised local authorities • Clandestine mining, environmental impact of mining • Financial benefits for the population • On extractive sector public policies and ongoing extractive projects
Information needs	Information on the transparency of the entire value chain of minerals mined in their target municipality
Approaches retained	<ul style="list-style-type: none"> • Awareness raising • Education • Local partnership approaches • Analysis of EITI information
Desired behaviours	<ul style="list-style-type: none"> • Local populations are educated about the EITI • Local populations bring their concerns to the dialogue on the governance of extractive resources
Key messages	<ul style="list-style-type: none"> • Transparency makes you aware of your rights and provides insight into the minerals in your localities • EITI transparency sheds light on the management of oil, gas and mining in Cameroon
Arguments and evidence	Highlight EITI information relevant to or used by the target audience as part of the debate during the communication strategy's coverage period

Targets	Technical and Financial Partners (TFPs) and International Organisations (IOs)
Specific objectives	<ul style="list-style-type: none"> • To raise awareness of TFPs and IOs on EITI information • To encourage TFPs and IOs to use EITI information by mentioning its sources as part of their work on Cameroon in order to facilitate dialogue on the governance of extractive resources

Concerns of the target	<ul style="list-style-type: none"> • Direct contribution of SNH to the State budget • Clandestine mining, environmental impact of mining • Financial benefits for the population • On extractive sector public policies and ongoing extractive projects
Desired behaviours	Use EITI information in their publications
Key messages	EITI information contributes to the reflection on the governance of the extractive sector in Cameroon
Information needs	Information on the transparency of the entire value chain of minerals mined in their target municipality
Desired behaviours	<ul style="list-style-type: none"> • -TFPs and IOs are educated about EITI • TFPs and IOs USE EITI information in their work
Approaches retained	<ul style="list-style-type: none"> • Awareness raising • Education • Analysis of EITI information
Arguments, evidence, illustrations	Highlighting EITI information relevant to or used by the target audience during the communication strategy coverage period

This is the plan developed from the cross-sectional approaches and techniques proposed above. It identifies stakeholders, activities to be carried out, their time periods, indicators and implementation costs for the implementation period from 2020 to 2022.

I. STAKEHOLDERS IN THE IMPLEMENTATION OF THE EITI COMMUNICATION

The table below represents the stakeholders in the implementation of the EITI communication.

EITI communication stakeholders	Role and responsibility
The EITI Committee	<ul style="list-style-type: none"> The Chairman of the Committee, in his capacity as top management, authorises the implementation of communication activities on the proposal of the Communication Division of the Permanent Secretariat. The Committee is responsible for the adoption of the national communication strategy and the annual institutional communication plan
The three EITI Colleges <ul style="list-style-type: none"> The Government College The Corporate College The Civil Society College 	<ul style="list-style-type: none"> The three Colleges involved in the implementation of the EITI Standard have an obligation under the EITI Standard to raise awareness and generate public debate on extractive resource governance. They are the transmitters of the messages selected as part of this national strategy to each identified communication target. <p>As part of the participation offers, the three Colleges can pool their efforts to carry out joint communication activities as part of this national strategy.</p>
The staff of the Permanent Secretariat	The staff of the EITI Secretariat are responsible for the implementation of the Work Plan and are therefore relays and ambassadors of the EITI. In this capacity, they can capture the reactions of the various target audiences and report them to the Permanent Secretariat
The EITI RESP/COM	The RESP/COM provides communication support and advice to the different Colleges on the communication aspect. The RESP/COM ensures that the action plans of the different Colleges are in line with the national communication strategy. <p>The RESP/COM is responsible, under the call for applications No. 01/2015/AAC/MINFI/Comité ITIE/ of 02 April 2015 for:</p> <ul style="list-style-type: none">

- Participation in the development of the Committee’s work plan by proposing the awareness/communication component including the preparation of the related budget in accordance with the EITI Standard
 - Organising the implementation of awareness-raising and communication activities in accordance with the work plan adopted by the Committee
 - Organising the design of communication materials for the dissemination of EITI reports (Conciliation, Validation)
 - Ensure timely translation of all communication materials in consultation with the translator
 - Proposing a schedule of awareness raising/communication activities
 - Organising the implementation of awareness raising/communication activities
 - Proposing the development of partnership approaches or strategic alliances with CSOs, journalists or other relevant stakeholders, in particular for the implementation of information, awareness raising and education activities.
 - Contributing to the Committee’s participation in national and international events of
 - Participating in any evaluation of EITI implementation for the communication component, including as part of Validation missions
 - Proposing any action likely to strengthen awareness and communication on the EITI as part of the public debate on the management of the sectors of activity concerned by the implementation of this initiative in Cameroon
 - Coordinating the preparation of the Committee’s activity reports in accordance with the EITI Standard
 - Carry out any other related tasks as required by the service
 - Participating in the review of contextual data in the EITI report as part of the mainstreaming process (new)
- They are both internal (permanent staff) and external to the EITI (companies, media, users/citizens and academia). They provide technical and/or scientific

II. OPERATIONAL ACTION PLAN TO BE IMPLEMENTED BY THE PERMANENT SECRETARIAT OF THE EITI COMMITTEE

From an operational point of view, this strategy aims to rely on EITI information relays (actors who have an interest in the sector's issues) in order to encourage them to raise awareness among other targets, particularly those at grassroots level, who are the final beneficiaries, in order to facilitate dialogue on governance.

APPROACH	INSTITUTIONAL COMMUNICATION						
TECHNIQUE TRANSVERSAL	ADVOCACY						
Activities	Targets	Description	Expected results	Indicators	Timing	People in charge	Partners
Workshop to popularise the national communication strategy (new)	-Core target -Primary target -Secondary target	-Preparation of the ToRs -Editing Infography -Organisation and facilitation of a workshop to popularise the national communication strategy -Press record	-At least 20 CSOs reached -At least 08 government departments reached -At least 20 extractive companies reached -At least 20 media outlets reached	-1 outreach workshop organised -01 Report published on the website	2020	-Committee -Secretariat -RCCOM	
Advocacy and follow-up letters to public and private entities (new)	-Core target -Primary target -Secondary target	-Informing target audiences about the workshop	-At least 20 CSOs reached -At least 08 government bodies reached -At least 20 extractive companies reached -At least 20 media outlets reached	At least 100 letters submitted	2020	-Committee -Secretariat -RCCOM	
TRANSVERSAL TECHNIQUE	EVENTS						
APPROACHES	CAPACITY BUILDING						
TRANSVERSAL TECHNIQUE	EVENTS						
Activities	Targets	Description	Results results	Indicators	Timing	People in charge	Partners
Awareness raising and capacity building session for EITI Standard target audiences (traditionally)	-Core target -Primary target -Secondary target	-Preparation of TORs -annual conference -Workshop to present the EITI report to the Parliament -EITI Capacity building	At least 08 CSOs reached -At least 03 government departments reached -At least 08 extractive companies reached	-01 session held -01 Report published on the website	2020	-Committee -Secretariat -RCCOM	-Extractive companies -CSOs

		workshop for journalists -Capacity building workshop for mayors' associations, -Design of monitoring and reporting forms.... - Editing Infography - Editing Infography	-At least three parliamentary committees reached -at least one mayors' association reached -At least 20 media outlets provided coverage				
XXX edition of the EITI Days (new)	-Core target -Primary target -Secondary target	-Preparation of the ToRs -Editing Infography -Facilitation of the 1st edition of the EITI Days -Press record -Design of monitoring and reporting forms....	-At least 02 core targets reached -At least 03 Primary Targets reached - At least 03 secondary targets reached	-01 edition of the EITI Days takes place -01 Report	2021 2022	-Committee -Secretariat Communication -RCCOM	Extractive companies
APPROACH		MASS COMMUNICATION					
TECHNIQUE TRANSVERSAL		EVENTS					
Activities	Targets	Description	Results results	Indicators	Timing	People in charge	Partners
EITI report release workshop (traditionally)	-Core target -Primary target -Secondary target	-Preparation of the ToRs -Organisation of the publication and debate workshop on the EITI report -Discussion and choice of debate topic -Launch of an EITI Award by category -Drafting the content of the press file -Design of monitoring and reporting forms....	At least 02 core targets reached -At least 03 Primary Targets reached - At least 03 secondary targets reached	-At least 03 sessions of the Committee are held -01 Report -01 article to be published on the website	2020 2021 2022	-Committee -Secretariat -RCCOM	Extractive Companies CSOs
Participation of the Committee in the activities of other stakeholders (traditionally)	-Core target -Primary target -Secondary target	-Presentations -Drafting of content for the newsletter	-At least 03 participations in the activities of national and international organisations	-03 presentations	2020 2021 2022	-Chairman of the Committee -RCCOM	
Awareness-raising in local communities (traditionally)	-Core target -Primary target -Secondary target -Local communities	-Preparation of ToRs -Recruitment of the service provider -Mission of EITI teams to target locations -Design of communication materials	-number of communication materials produced and distributed based on 2020, 2021, 2022 EITI information -number of target audiences	-Number of localities reached -number of local communities reached -Number of local radio stations reached	2020 2021 2022	-Committee -Secretariat -RCCOM	-Service providers -OBC -Extractive companies inside and outside the Committee active in the locality

		-Printing and distribution of image boxes -Involvement of local radio stations	reached Number of local media outlets present				
TECHNIQUES TRANSVERSAL	PARTNERSHIPS						
Activities	Targets	Description	Results results	Indicators	Timing	People in charge	Partners
Conference cycle in universities and institutions of higher learning (traditionally)	Institutions of higher learning and universities	Preparation of TORs -Presentations	-At least 01 awareness raising at the U-Games -At least 01 partnership signed with a university	Number of awareness-raising events in universities -Online article -Number of theses or dissertations on EITI	2020 2021 2022	-Committee -Secretariat -RCCOM	
Negotiation and signing of partnership agreements with the target audiences of the communication strategy (traditionally)	Core target Primary target	ToRs Audience Mail Signature of agreement	At least 01 conference cycle in universities -At least 01 partnerships signed	-Number of agreements signed	2020 2021 2022	-Committee -Secretariat -RCCOM	
TECHNIQUES TRANSVERSAL	MASS COMMUNICATION						
Activities	Targets	Description	Results results	Indicators	Timing	People in charge	Partners
Campaign in the mass media (new)	-Core target -Primary target -Secondary target -Local community+general public	-Preparation of ToRs -Drafting of content and key messages -Recruitment of the service provider -Design, production and broadcasting of 04 capsules or micro-programmes of 06 to 13 minutes on one or more EITI flagship topics in French with English subtitles Design, translation, production and broadcasting of 06 to 13 minute micro capsules on one or more EITI flagship topics in local languages	At least 03 TV and 01 radio spots associated with the campaign At least 03 local radio stations reached	-Number of capsules -Number of broadcasts -number of viewers and listeners potentially reached -Number of capsules -Number of broadcasts -number of listeners potentially reached	2020 2021 2022	-Committee -Secretariat -RCCOM	-Service providers, -Government departments concerned by EITI:
Activities	Targets	Description	Results results	Indicators	Timing	People in charge	Partners
Production of communication materials (printed materials, gadgets) (traditionally)	Core target -Primary target -Secondary target	-Content writing -Editing Infography -Printing -Distribution	Number of copies produced and distributed	Number of copies produced and disseminated	2020 2021 2022	-Committee -Secretariat -RCCOM	Service providers
APPROACH	DIGITAL						

TECHNIQUE TRANSVERSAL	MASS COMMUNICATION						
	Activities	Targets	Description	Results results	Indicators	Timing	People in charge
Redesign of the Committee's website and running of the site (traditionally)	Committee	-Call for applications for the recruitment of a Webmaster -Recruitment of a Webmaster combining the assets of a Webdesigner and a community manager -Linking the website to the EITI Standard	-The Committee's website is redesigned and the link to the EITI Standard is established -updating of the information is effective	-Contract	2020 2021 2022	-Committee -Communication Secretariat RCCOM Webmaster	
Hosting of the website (Traditionally)	ANTIC CAMTEL	Hosting at dot cm over three years	The valuation of the dot cm is effective	Invoice	2020	-Committee -Communication Secretariat RCCOM Webmaster	
Animation of social networks (traditionally)	Core target -Primary target -Secondary target -Local communities	Design, production, digital dissemination of animated visuals on key EITI data	The Facebook and Twitter pages are active		2020 2021 2022	-Committee -Communication Secretariat RCCOM Webmaster	
Creation of professional email (new)	PS/EITI	Configuration of professional emails	Professional emails for EITI staff are created	PS mailing list	2020	-Communication Secretariat -RCCOM Webmaster	
Press monitoring (traditionally)	media	Purchase of EITI media		-Media	2020 2021 2022	-Communication Secretariat -RCCOM	

III. TIMELINE

The timeline for the implementation of the above action plan is spread over a three-year period (2020 to 2022). The sequencing of all activities with their associated approaches is as follows:

Activities	2020												2021												2022											
	J	F	M	A	M	J	JL	A	S	O	N	D	J	F	M	A	M	J	JL	A	S	O	N	D	J	F	M	A	M	J	JL	A	S	O	N	D
STRATEGIES	INSTITUTIONAL COMMUNICATION																																			
TRANSVERSAL TECHNIQUE	ADVOCACY																																			
Advocacy letters to both public and private entities	[Activity grid with shaded cells]																																			
TRANSVERSAL TECHNIQUE	EVENTS																																			
Workshop to popularise the national communication strategy	[Activity grid with shaded cells]																																			
Activities	2020												2021												2022											
STRATEGY	CAPACITY BUILDING																																			
TRANSVERSAL TECHNIQUE	EVENTS																																			
Awareness raising and capacity building sessions for the EITI Standard's target audiences	[Activity grid with shaded cells]																																			
XXX edition of the EITI Days	[Activity grid with shaded cells]																																			
STRATEGY	MASS COMMUNICATION																																			
TRANSVERSAL TECHNIQUE	EVENTS																																			
Activities	2020												2021												2022											
Workshop to present the EITI report to the public	[Activity grid with shaded cells]																																			
Participation of the Committee in the activities of other stakeholders	Subject to the planning of activities by these stakeholders																																			
Awareness-raising in local communities	[Activity grid with shaded cells]																																			
TRANSVERSAL TECHNIQUE	EVENTS																																			
Cycle of conferences in universities and institutions of higher learning and signing of partnership agreements	[Activity grid with shaded cells]																																			
Activities	2020												2021												2022											
TRANSVERSAL TECHNIQUE	PARTNERSHIPS																																			
Negotiation and signing of partnerships with the target audiences of the communication strategy	[Activity grid with shaded cells]																																			

Participation of the Committee in the activities of other stakeholders in and outside Yaounde	FF	FF	500,000	FF	500,000	FF	500,000	FF	500,000
Awareness raising in the local communities++.	FF	FF	10,000,000		10,500,000		10,000,000		10,000,000
Design, production and broadcasting of 01 micro capsule of 06 minutes to be broadcast in 02 local radio stations	1000	2000	2,000,000			1000	2,000,000		2,000,000
Design, production and distribution of toolboxes	01	5,000,000	5,000,000			01	5,000,000		5,000,000
Cycle of conferences in universities and institutions of higher learning	FF	FF	1,000,000		1,000,000		1,000,000		1,000,000
Negotiation and signing of partnerships with some target audiences of this communication strategy									
Campaign in the media with a large national audience++.									
Design, production and broadcasting of 03 capsules of 03 to 06 minutes in 03 media and 01 radio station	04	4,500,000	18,000,000						
Design, production and broadcasting of 01 capsules of 06 minutes in 03 media and 01 radio station on the theme "XXXth EITI report just published".	01	4,500,000	4,500,000	01	4,500,000	01	4,500,000	01	4,500,000
Design, production and broadcasting of 01 micro capsule of 06 minutes to be broadcast in 02 local radio stations ++.	FF	500,000	500,000						
Redesign of the website, then animation	FF	FF	50,000	FF	50,000	FF	50,000	FF	50,000
Hosting of the website	06	50,000	300,000	06	50,000	06	300,000	06	300,000
Social network animation									
Design, production, dissemination of animated visuals on key EITI data FR/ANG									
Creation of professional emails	-	-	-	-	-	-	-	-	-
Press monitoring	FF	FF	200,000		200,000		200,000		200,000
Monitoring and evaluation of the Communication Strategy	-	-	-	-	-	-	-	-	-
TOTAL									
OVERALL TOTAL			60,825,000		47,325,000		43,825,000		43,825,000

**-Activities carried out jointly with other Colleges interested in EITI implementation, after offers to participate have been made

The overall budget for the national EITI communications strategy over the periods 2020 to 2022 is broken down on a flat-rate basis, as follows per year:

- 2020: 60,825,000 CFA francs;
- 2021: 47,325,000 CFA francs;
- 2022: 43,825,000 CFA francs.

V. INNOVATIVE APPROACH TO FUNDING THE FLAGSHIP COMMUNICATION ACTIVITIES CONTAINED IN THIS STRATEGY

The EITI Commitment is indeed that of the Cameroon government. The context of financial constraints and the obligation for the Colleges to carry out awareness-raising activities have led to the formulation of offers of participation for certain major activities of the present strategy to be addressed to extractive companies and CSOs, as part of a strategy of shared efforts.

VI. MONITORING AND EVALUATION OF THE NATIONAL COMMUNICATION STRATEGY

Monitoring and evaluation of the implementation of this national communication strategy will be done in the annual progress report or through any other mechanism established

Conclusion

The starting point of the national communication strategy proposed to the EITI Committee was the diagnosis of the communication situation in the Cameroonian social arena and an attempt at a self-assessment of the implementation of communication between 2017 and 2019 by the different Colleges.

Therefore, this strategy should firstly increase the visibility of the EITI and the accessibility of EITI data through a good flow of information on EITI reports, the EITI process and the impact of the Initiative. This will lead the target audience(s) identified in this strategy to facilitate public debate on improving the governance of the extractive sector. The other ambition of this strategy is to get stakeholders involved in the EITI process to play a more active role in the implementation of the EITI communication. This requires them to appropriate the EITI Standard as well as the information contained in the EITI reports, which outline the state of governance of the Cameroonian extractive sector by year.

