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Talking Matters!

A guide for communicating the Extractive Industries Transparency Initiative

April 2013

Credits

Talking Matters

A guide for communicating the Extractive Industries Transparency Initiative EITI

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The views expressed in this publication are those of the authors and the contributors.

The Information contained in this resource is intended to assist those involved in communicating the Extractive Industries Transparency Initiative. It provides information as a guide to communications that may not be appropriate in all situations.

This guide builds on previous materials produced by the EITI International Secretariat

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It was written by a team from Media Consulta (www.media-consulta.com). The lead author was Annette Kearney with assistance from Adrienne Montgobert, Rachel Harding and Siobhán Colgan as well as from consultant Birgitte Jallof.

At the EITI International Secretariat, Anders Kråkenes contributed sections, together with Helene Johansen and Eddie Rich.

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A note on website links

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Abbreviations & Glossary of terms

Abbreviations

ASM	Artisanal and Small-scale Mining
CASM	Communities and Small-scale Mining
CSOs	Civil Society Organisations
EI	Extractive Industries
EITI	Extractive Industries Transparency Initiative
GDP	Gross Domestic Product
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit
MDTF	Multi-Donor Trust Fund (EITI)
MSG	Multi-stakeholder Group
MoU	Memorandum of Understanding
MSG	Multi-Stakeholder Group
NGO	Nongovernmental Organisation
OECD	Organisation for Economic Co-operation and Development
PWYP	Publish What You Pay
RWI	Revenue Watch Institute
SEGOM	World Bank Oil, Gas and Mining Unit
TA	Technical Assistance

EITI Glossary

Candidate Country	A country that has publicly committed to implement EITI and that has met the first five EITI (sign-up) Requirements.
Compliant Country	A country that has fully met all the EITI Requirements and has undergone a successful external validation (see also Validation).
Civil Society Organisation (CSO)	A broad term used to describe nongovernmental and non-corporate organisations, such as the media, trade unions, religious groups, nongovernmental organisations (NGOs), academia, and think tanks. Civil society is broad and diverse and often represents a wide variety of constituencies.
Disaggregation	The data in the EITI Reports is disclosed in different levels of detail. In an EITI Report, individual companies are disclosed and can be identified separately.
EI Value Chain	A framework describing the steps of how value from natural resources are managed and realised. Since natural resources in most countries belong to the government and thus its citizens, the EI value chain describes the steps from the citizens' perspective, i.e., the steps from the unexploited resources all the way to government spending benefiting citizens.
EITI Board	The international body that oversees EITI globally. The Board consists of representatives from EITI implementing governments, donors, extractive industry companies, investors, and civil society organisations.
EITI Criteria	The six internationally agreed criteria that describe the outcome of a successful EITI process. They can be found at http://eiti.org/eiti/principles .
EITI Principles	The founding tenets of EITI. They can be found at http://www.eiti.org/eiti/principles .
EITI Requirements	The requirements that need to be fulfilled for an EITI implementing country to achieve and maintain EITI Compliant status. These are available at http://www.eiti.org/eiti/requirements .

EITI Report	The annual report that discloses the revenues from natural resources, produced by each EITI country.
EITI Rules	[The <i>EITI Rules (2011)</i> was the rulebook that specified the previous version of the EITI standard. It is now replaced by the EITI Standard 2013.
EITI Standard	The <i>EITI Standard 2013</i> specifies the requirements for implementing the EITI. It was adopted at the EITI Global Conference in Sydney, May 2013.
EITI International Secretariat	Secretariat based in Oslo, Norway, to support the work of the EITI Board and act as a first point of contact for all stakeholders involved in or interested in the EITI globally.
Materiality	The process of determining the reporting threshold under EITI, including examining the significance of payments (individual and collective) and revenue-streams to the desired outcome of increased transparency (see <i>Part II, Chapter 4, Setting the Scope of an EITI Process, Materiality in EITI</i>).
Multi-Donor Trust Fund	The EITI Multi-Donor Trust Fund (MDTF) to which a number of donor countries have contributed and which is administered by the World Bank. The trust fund provides technical assistance and funding to countries that are implementing or intend to adopt the EITI.
Independent Administrator	An organisation (usually an audit or consulting firm) that is appointed to reconcile payments and revenue data provided by companies and government. While the terms of reference of such an organisation may differ under the EITI standards, it is required to compile and analyse EITI data (both financial and, where appropriate, on production volumes) as submitted, and (where they occur) investigate and explain any discrepancies.
Multi-Stakeholder Group (MSG)	The multi-stakeholder decision-making body in a national EITI process that leads and oversees the implementation of EITI in a country, comprising representatives of government, extractive industry companies, and civil society organisations.

Validation

The agreed process by which progress on implementing EITI by countries is measured against the EITI Requirements, as described in the EITI Standard. Details on the Validation Process may also be found at <http://www.eiti.org/validation>.



Talking Matters!

A guide for communicating the
Extractive Industries Transparency Initiative

Inspiration

The title '**Talking Matters!**' encapsulates the essence of what the **Extractive Industries Transparency Initiative (EITI)** is about and what this guideline is aiming to convey.

Firstly, 'matter' refers to a '**physical body**' and so alludes to the physical outputs from the extraction industry such as oil, gold, minerals, metals- all different kinds of 'matter'. Secondly, 'Talking Matters!' conveys the message that **talking and communicating is important** and should be prioritized. Thirdly, in Aristotelian philosophy 'matter' refers to something that, as the **subject of change and development, receives form and becomes substance**. This latter connotation is particularly apt given that good and effective communications practices undertaken by the EITI can really make a difference and become a substantial catalyst for positive change.

1. Introduction

The Extractive Industries Transparency Initiative (EITI) is a global standard for improved transparency of government revenue from natural resources that is being implemented in around 40 countries around the world. A country's natural resources belong to all its citizens. Yet in too many countries there is still very little awareness and openness about revenues from these natural resources.

The EITI standard rests on three pillars. Firstly, all revenues from a country's natural resources such as oil, gas, minerals and metals, should be regularly published and independently verified. Secondly, the publication of this data should be managed and overseen by a multi-stakeholder group composed of members of government, civil society and extractive industry companies. Thirdly, this data should be effectively shared with the country's citizens, and thus stimulate an informed debate about how natural resources are being governed.

Effective communications is essential to ensure transparency and for transparency to lead to accountability.

1.1. Why Transparency Matters

Trinidad & Tobago

"The core message underlying all communication efforts is ... to safeguard the people's patrimony as represented by ... [the] oil, gas and other subsurface resources".¹

Why is transparency so important in the extractive industry?

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

- In the vast majority of countries, these natural resources are owned by the government and thus by all its citizens. All should therefore have the right to know and have a say in how this common wealth is managed and spent.
- These resources are finite and, as with any time-limited resource, it is important that they are used to contribute to the sustainable development of the countries where these

¹ Patricia Oliveira, *TTEITI Communication and Stakeholder Engagement Strategy*, February 2012, p.2

resources come from and augment other forms of 'capital' such as infrastructure and human or social capital.

- The extractive sector may produce extensive and highly concentrated revenues, which in some countries, have been misappropriated by elites rather than being spent for the public good.
- It has been recognised that in some countries, especially those with weak governance mechanisms or institutions, the volatility of commodity prices and their dominance can present significant problems of macro-economic management, the so-called 'resource curse'. This can lead to poor economic performance, corruption and conflict.

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

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

One decade after the idea of an EITI was launched, stories are beginning to emerge which show real results towards improving transparency.

In **Nigeria** for instance, EITI has generated massive public debate about extractive revenues² and US \$443 million worth of government revenue have been recovered³.

In **Iraq**, there is a dispute over the constitutional legality of the contracts in the Kurdistan Regional Government (KRG). The EITI is one of the few forums in the country where resource revenues from KRG are being discussed officially and alongside the revenue for the federal government. Iraq's 2010 EITI report included a chapter on revenues from KRG, which is recognised as a move towards reconciling the conflict.

In **Ghana**, EITI informed the public debate about how much the government received from its natural resources, which led to the government increasing the royalty rate. Ghana's Minister of

²EITI, 'Nigeria EITI sheds light on spiralling petroleum subsidies', EITI, 20 February 2013, <http://eiti.org/news/nigeria-eiti-sheds-light-national-oil-company-spiraling-subsidy-deductions>

³ Katherine Lay, 'Making transparency work for development in Nigeria', *One*, 4 February 2013, <<http://www.one.org/africa/blog/making-transparency-work-for-development-in-nigeria/>>

Finance said that “EITI recommendations have informed a wide-range of policy reforms in the mining sector, including the review of mineral royalty payments from a range of three to six per cent to a fixed rate of five per cent and an on-going upward review of ground rent as well as an increase in the corporate tax rate from 25 per cent to 35 per cent”⁴.

All of these are examples of how scrutinising and communicating information found in EITI reports can ultimately contribute to ensuring good governance of natural resources which benefits all citizens.

In a nutshell, the **EITI is a globally developed standard that promotes revenue transparency in the extractive industry at the local level**. The EITI Rules⁵, which bring together all the requirements for implementing the EITI, establish the methodology countries need to follow to become fully compliant with the EITI.

Diagram 1: EITI international governance

This process is overseen by a multi-stakeholder group of governments, companies and civil society.



‘EITI Transparency + Communication = Accountability and Results!’

⁴ EITI, ‘Ghana’s revenues from natural resources increase 400%’, *EITI*, 8 March 2013, <<http://eiti.org/news/ghana-eiti-reports-revenue-oil-and-gas-first-time>>

⁵ Extractive Industries Transparency Initiative, *EITI Seeing Results from Natural Resources*, 16 February 2011, <<http://eiti.org/document/rules>>

1.2. Why Talking Matters for Transparency

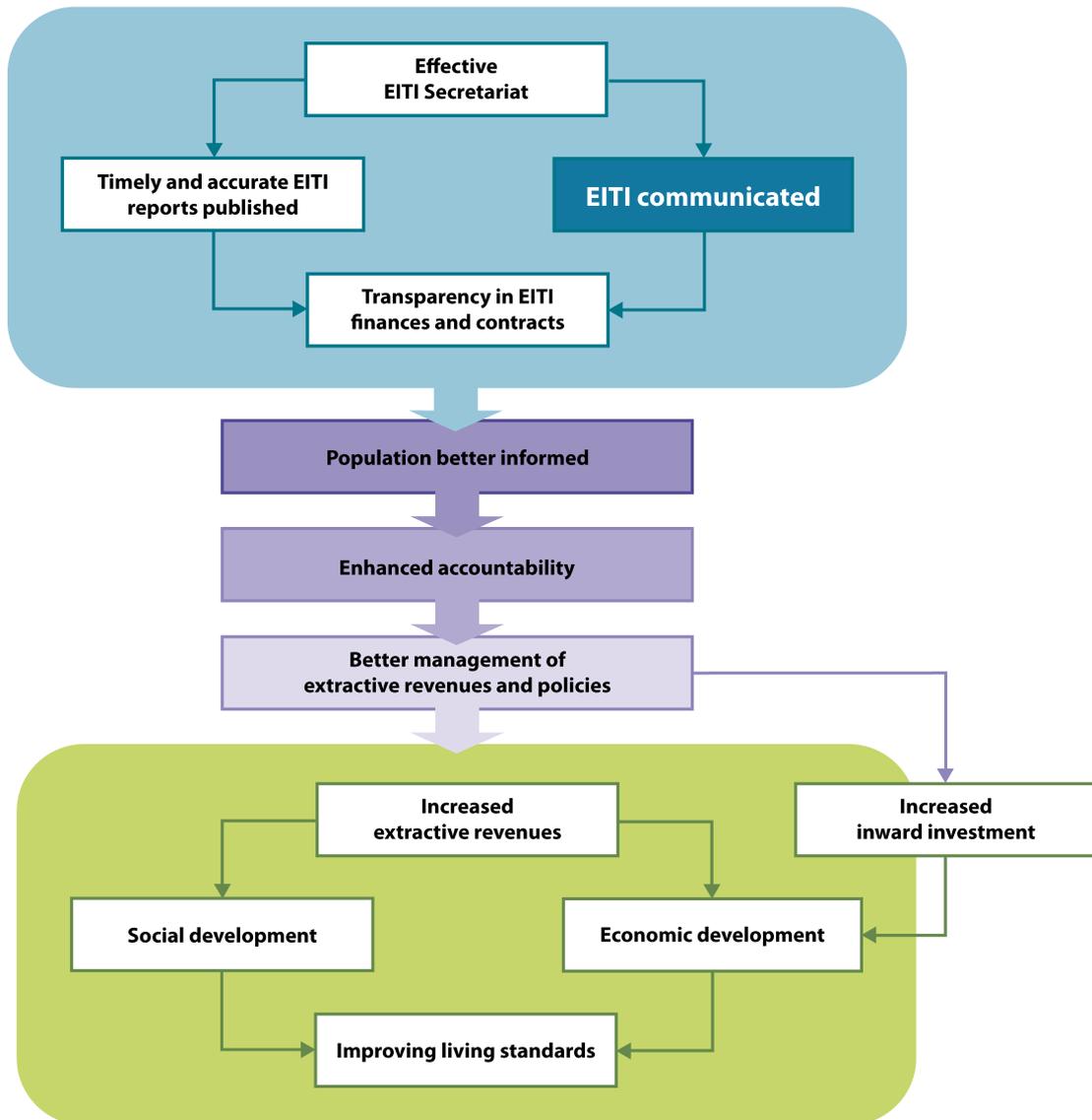
This section explains the importance of communication for the EITI and why it is an integral part of implementing the EITI.

“The ability to express an idea is well nigh as important as the idea itself.”

Baruch, Bernard M.

Effective communications is a pivotal link in the process of achieving results for the EITI as demonstrated in Diagram 2 below. It shows that an effective communication of EITI, together with the accurate publication of the EITI reports and a high level of transparency in the finances and contracts of EITI, is necessary to increase information, accountability and better management of revenues. This subsequently enhances social and economic development, and thus improves living standards for citizens

Diagram 2: Results Framework for EITI



If communication is managed efficiently and effectively through a number of communication channels with the appropriate strategic approach, it will enable civil society groups and the wider public to directly express their concerns and questions to the government and the extractive companies. Communication can support a process that involves popular participation and consultation on how to use a country's extractive industry resources and consequently improve the management of these resources furthering both a more sustainable development and reduced poverty.

Effective EITI communication therefore **builds up trust** among stakeholders and the general public and it enables citizens and their representatives to **influence the decision making process**. This dialogue around the maximisation of benefits for all stakeholders can then support the better management of the resources extracted. In addition, there is another

important consequence to effective EITI communication: it improves the reputation of a country⁶.

A number of the **EITI Requirements** make either explicit mention of communications activities or would be very difficult to achieve without such activities.

For example, the formation of a multi-stakeholder group (MSG) requires a government to publicly seek nominations for membership of the group that will manage the EITI process. Once this group has been established, there will need to be an internal communications process in place to ensure that the members of the group are adequately consulted on all key issues.

Furthermore, the decisions of the multi-stakeholder group will need to be publicised – particularly to government agencies and extractive industry companies which will have to provide information as part of the EITI process.

Finally, moving from planning the EITI to actually having systems and routines in place at the national level, EITI data needs to be publicised for general information and for communities, authorities and other relevant stakeholders.

These process-focused EITI Requirements document the need for communication in the steps towards becoming EITI Compliant. Therefore, the preparation of a clear and effective communication strategy is the next step.

It is worth noting that people tend to rely on mass media to learn about new ideas (top-down), but they use **interpersonal networks to move from knowledge to action** (bottom-up).

In order to take into account the development of bottom-up communications, it is essential to include dialogue communications for a communication strategy to be successful. The objectives of face-to-face or direct dialogue communications are to share information, respond to questions and doubts, and generate an understanding of why it is important for people's own lives and that of their communities to engage with EITI issues. A key for making people care is to focus on how these issues have an immediate impact on their lives and life quality.

⁶ Revenue Watch Institute, *Capacity Building Modules for the Extractive Industries Transparency (EITI) Module Five: Communicating about EITI*, November 2011, p. 17

While **Cameroon** is preparing to join the EITI, the All Africa website reports on why the implementation of the EITI measures are essential to ensure Cameroon's effective use of natural resources⁷:

- Only 9% of a sample of 1 240 residents from within the population in six mining districts have a preliminary understanding of the EITI.
- 40% are unaware of the nature and quantity of minerals mined in their communities.
- 77.4% do not know of the existence of royalties or payment of any fees in their locality.

With this information the EITI in Cameroon has strong documentation for the urgency to improve communication efforts. The study with these findings was presented on February 1, 2013 in Yaoundé by the Cameroon coalition "Publish what you pay for".

1.3. Content Overview and Use of the Guidelines

This 'Talking Matters!' guide provides **practical** support to those responsible for communicating the EITI in their everyday work by listing the **advantages and disadvantages** of various communications approaches and methods, and by providing **concrete tips** and showcasing **good fit practices** used by other EITI countries. In order to help structure and plan EITI communications, relevant **frameworks and templates** are provided.

While the guide makes many references to EITI policy, and in particular the EITI Requirements, the actions outlined are recommendations, not policy. As the global EITI community is made up of extremely diverse countries it is impossible to define the perfect or absolutely necessary components of an EITI communications programme. This guide can be used to help ask the right questions about what kind of approach best fits with their particular needs and scenario; ultimately, each country will need to decide its own approach. That being said, countries without an effective communications programme will struggle to become and sustain "EITI Compliant" and to maximise the benefits of their country's EITI.

The guide consists of six main chapters which:

- further explain the rationale behind EITI, the importance of communications and give some background information on the EITI (*Chapter 1*);
- explain the fundamentals of a communications strategy with suggestions on how to develop one with the EITI in mind (*Chapter 2*);
- demonstrate various communications measures and activities that can be used to communicate the EITI including some 'good fit' practices taken from EITI member countries (*Chapter 3*);
- detail the importance of evaluating and monitoring communications measures and provide useful guidelines on activities to consider (*Chapter 4*);
- point out a number of pivotal aspects of how to deal with budgeting and resourcing EITI communications (*Chapter 5*).
- highlights the importance of a good communication work plan with examples from Nigeria and Trinidad and Tobago (*Chapter 6*).

Comments or queries relating to the guide can be emailed to the EITI Secretariat at secretariat@eiti.org.

2. How a Communications Strategy will help you Communicate

Before a communications programme to support EITI implementation is put in place, it is important to think about which strategic approach would work best. This chapter serves as a guideline to help improve or devise a communications strategy that is fit for purpose.

What is a communications strategy?

A communications strategy is not a piece of paper; it is an agreed approach about how national secretariats and the multi-stakeholder group communicate with stakeholders and broader society to reach the objectives of the country's EITI. It should therefore be integrated within the overall EITI work plan, and reviewed annually.

2.1. Balancing Top-Down and Bottom-Up Approaches

It is essential to stress the importance of having two tracks of communication⁷, namely one-way information sharing or dissemination to broad-based groups of citizens and other specific target audiences, and two-way, interactive communication with key stakeholders and opinion leaders. A good communications strategy therefore has a healthy and effective balance of top-down as well as bottom-up communication.

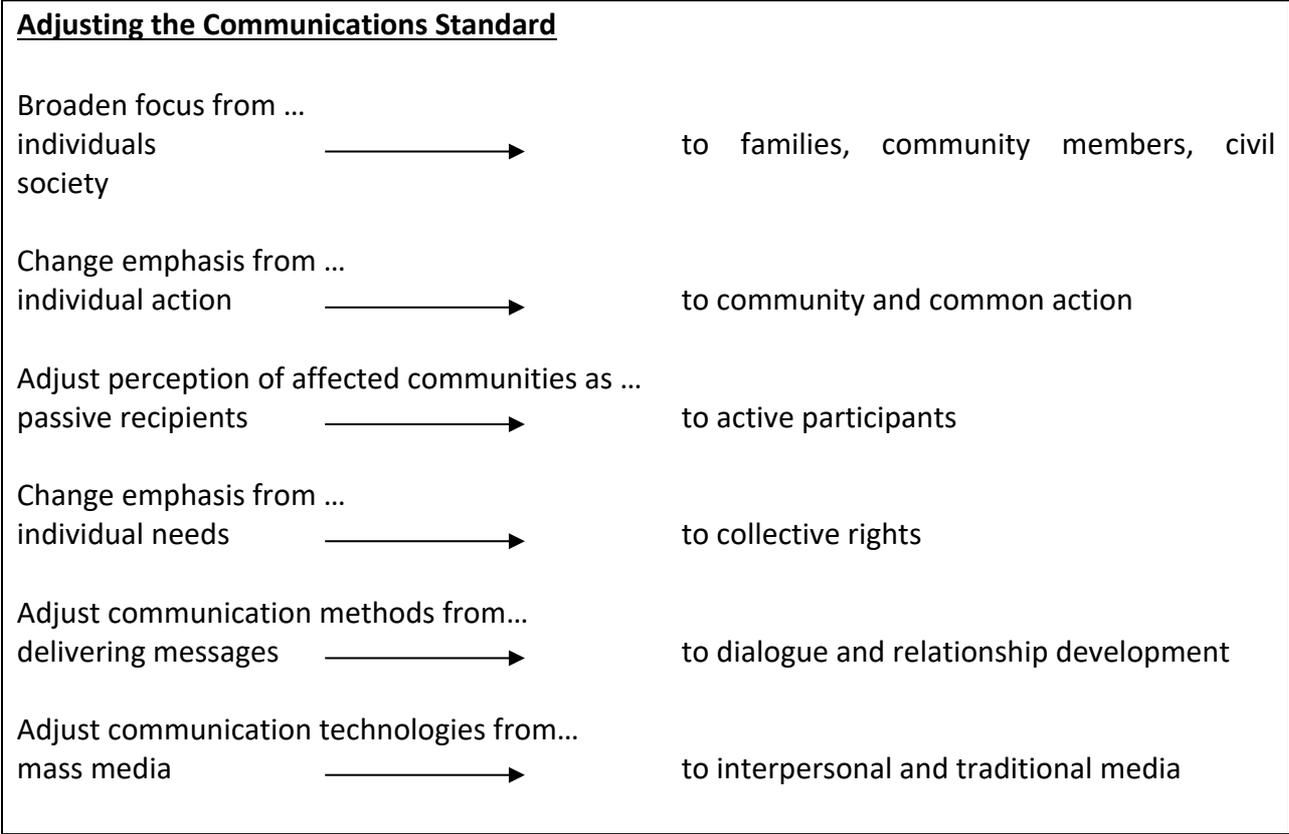
While **one-way information dissemination** was the traditional way of sharing information, it is important to maximise the outreach of EITI communication via a **participatory communication approach**. This communication approach goes beyond the simple delivery and diffusion of information to people. Rather, it implies **engaging the people in a dialogue** about natural resources, informing them about the EITI process, listening to their specific concerns, encouraging them to participate in the discussion of the reports, ensuring that the EITI process is designed to answer these concerns, and widely publicising the results and action plans⁸. It is not enough to communicate 'to' the people; the EITI must **communicate 'with' the people**.

⁷ Patricia Oliveira, *TTEITI Communication and Stakeholder Engagement Strategy*, February 2012, p.1

⁸ Anwar Ravat, Sridar P. Kannan, 'Implementing EITI for Impact: A Handbook for Policy Makers and Stakeholders', *World Bank* (2011 edition), p.71

Those responsible for communications should therefore ensure that the EITI is used to ask questions rather than presenting ready-made solutions. Not only does this improve the understanding of communities of their rights and opportunities in relation to extractive industries, but it will also bring about an increased understanding of a lot of rights-based issues with a general empowerment potential, as demonstrated in the model: Adjusting the Communication Standard.

Diagram 3: How to think about a bottom-up communications approach?



This is why a good and effective communications strategy needs to include the two main tracks of communication outlined above: **one-way outreach** to the citizens through sharing and dissemination of knowledge materials (i.e. printed, audiovisual, new media materials and road shows), as well as **two-way communication** with key stakeholders and opinion leaders, including civil society capacity building, strategic use of community radio, youth engagement, social media and educational campaigns including those using puppetry and theatre, engaging the audience and listeners in issues related to the extractive industries and its revenues. Chapter 4 provides further details of the materials, tools and channels that can be used in this respect.

2.2. Developing a Communications Strategy for Impact

The communications strategy is the basis for any successful communications campaign. Without a clearly defined strategic plan and a long-term vision and focus, most communication endeavours use funds inefficiently, reach out to the wrong audience, or even entirely fail to engage the population and to communicate a certain message.

Thus, it is insufficient to solely rely on the development of an **action plan** that aims at maximising the outreach of the campaign via a number of channels. Instead, it requires a considerable amount of strategic thinking to be conducted in order to take into account all the audiences and stakeholders involved and the specific circumstances or environment in which the communication measures (activities) are being implemented.

Compared to an action plan, **a strategy clearly lays out the visions and goals of the communications campaign beforehand and develops a set of necessary steps in order to reach them.** This involves careful preparation and detailed analysis, evaluation and monitoring. A communications strategy therefore not only makes actions in a plan more comprehensible, but also more successful.

A strategy also **defines the guidelines for approaching the right audience in the right way and through the right channels.** Clearly one size does not fit all, however the strategic approach provided in the following sections can be tailored to the specific situation, and resources and needs of each country, while remaining flexible so that communications can quickly adapt to sudden changes and new opportunities.

Diagram 4: Steps to forming a communications strategy



When setting out a communications strategy, the diagram can be used to provide an overview of the process and some straightforward steps to take. A clear aim helps to focus and determine important from less important actions. Thereafter, an analysis of the environment the communication activities need to operate within can be undertaken, precise objectives can be set and target audiences can be identified.

The 'pre-test' in step 10 should be done with representatives from the different target audiences. Often one will be under time pressure and it can be tempting to put this part of the process aside. However, it is strongly advised not to do so. Misunderstandings or rejections of information can occur easily, especially when sharing potentially sensitive information. The feedback can be used to improve the communication materials and activities. In the long run, valuable time is actually gained and the likelihood of achieving the objectives is enhanced.

Step 12 (monitor and evaluate), can be the end of a certain process or project, but it can also be the beginning of re-shaping the approach. Sometimes, certain strategies don't work out as planned and need to be altered or scrapped. The information gathered in this step will then assist in re-defining the overall aim, as well as sharpening the focus for a new programme of communication and information practices.

2.3. Common Challenges and Solutions

The implementation of a communications strategy for EITI bears a number of specific challenges, which are presented below with suggested solutions.

- It deals with complex transactions in complex industries

In most countries, few people understand how oil, gas, and mining companies operate. Governments, as well as companies, often have an imperfect understanding of what various stakeholders and audiences are looking for. Communicating how the extractive industries work and how revenues reach the public is also an obstacle that must be tackled.

A solution to this challenge can be to target opinion leaders and media organisations and help these understand why the issues raised are important and newsworthy. These opinion leaders can then help spread the information to the general public.

Furthermore, the EITI report contains complex technical information, which can be difficult for people to understand and relate to. A solution could be to explain and ‘provide meaning’ to the various audiences targeted in a way that is relevant to them.

- It is a multi-stakeholder EITI

Initially, there is often a lack of consensus, and trust must be built up among a large number of different stakeholders. It must be ensured that the civil society groups are independent from the governmental institutions and are able to communicate without any restraints.⁹ The aims and objectives of the members of multi-stakeholder groups (MSGs) will always diverge. It is therefore a central communication challenge to match interests and goals of all stakeholders. In particular, civil society will be taking on the role of watchdog of the country’s EITI.

In the case of a real conflict, the EITI must ensure that stakeholders communicate with each other to find the most appropriate solution as fast as possible. This includes every stakeholder stating their position, their reasons behind this position and confirming a will to find a compromise.

- It produces benefits that are intangible

⁹ Revenue Watch Institute, *Capacity Building Modules for the Extractive Industries Transparency (EITI) Module Five: Communicating about EITI*, November 2011, p. 22

While the EITI process produces a number of tangible ‘products’ during its implementation – namely the EITI reports – the primary, and very considerable, benefits of implementing the EITI are intangible. These include greater trust among stakeholders, a lessening of risks to communities and companies, a greater ability of citizens to hold companies and their government to account and an improved investment climate based on the reduction of risks.

A solution to make it more tangible is to identify the concrete stories and anecdotes that can be drawn from the stories.

- It requires a certain amount of financial resources

Another significant challenge to address when carrying out communications activities is the often limited budget allocated to EITI. Seeking funding for communication activities often requires consulting stakeholders and requesting budgetary support from government, bilateral donors and international civil society group.

A solution could be to approach potential funding partners with your strategic communication plan. This will demonstrate the EITI’s professionalism and ability to plan by showing that objectives and indicator to measure success have been established.

In order to successfully approach these challenges mentioned above, a systematic framework helps to uncover possibilities and perspectives. All members of the secretariat and the MSG need to understand not only the general challenges of communicating EITI, but also the political context, specific opportunities and barriers to implementing the communications strategy in your country. A SWOT analysis, carried out by the national secretariat and possibly also the MSG, therefore can be a very useful tool to map the situation.

Diagram 5 illustrates a SWOT framework specific to the communication of EITI.

Diagram 5: SWOT Analysis for EITI Communications



With the clarity provided by the SWOT analysis, the introductory section of the communications strategy can be prepared, outlining the political context and related issues in the sector, and the challenges posed by this context. This will help define the basic framework for the strategy and guide the choice of activities.

The SWOT analysis from Sierra Leone presented below is country specific and very detailed. It differentiates between strengths, which are internal, and opportunities, which are external to the EITI.

Diagram 6: SWOT Analysis from Sierra Leone EITI

Strengths	Weakness
<ul style="list-style-type: none"> • Strong and dedicated SL EITI champion and implementing agency (MPPA). • Tripartite partnership arrangement at MSG level. • Good working relationship between MSG members – decisions are made through consensus. • Officials within MPPA have attended been trained and attended several EITI international workshops. • Several newspaper articles have been published relating to EITI • The full involvement of SLAJ (the national journalists association) and cooperation of other members of the forth estate. 	<ul style="list-style-type: none"> • Time – International Validation of EITI implementing countries is March 2010. • Sticking to deadlines • Establishing links and communicating in particular with mining communities / chiefs / parliamentarians, including – penetrating local structures • Timely provision of funds
Opportunities	Threats
<ul style="list-style-type: none"> • New Mines and Minerals Act (2009) – Section 159, Transparency in the Extractive Industry. • Enthusiasm of local and international media – Sierra Leone has moved up? Places in the Transparency Corruption index. The MSG will need to capitalise on this momentum. • All MSG members are individual agents of communication – within and outside of their organisation (e.g. Mining Companies / Chamber of Mines representatives can educate the private sector mining companies and broad range of extractive industry companies not included in the first report). • GoSL declared in November 2009 and the international Consultative Group meeting that implementing EITI in Sierra Leone is a priority. 	<ul style="list-style-type: none"> • Miscommunication / misunderstanding of the meaning behind financial data published in the first report– “Pandora box effect”. There is currently lack of understanding relating to the public’s level of understanding on how the mining sector works – in particular there is lack of knowledge on how payments are channelled to governments and companies. • Sticking to national and international timelines for implementation • The lack of access to mining contracts

2.4. The Communication Process

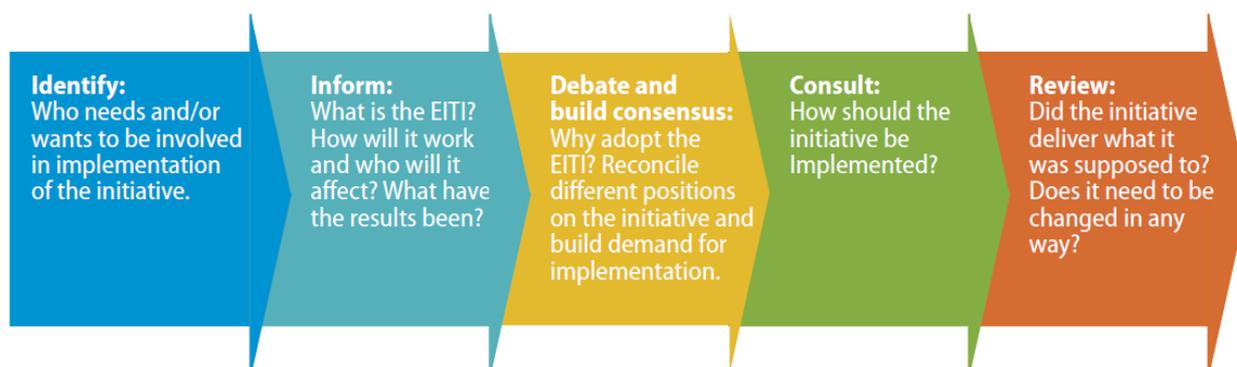
At the start of the strategic communications process it is important to decide upon a few crucial components. These are guided by the following questions:

1. What are the objectives of the communications programme?
2. Who are the different target audiences and stakeholders, and who are most important?
3. What messages should be communicated to the various audiences?

Once the communication strategy and all of its elements are identified, several steps need to be defined for its implementation. Trinidad & Tobago have divided the implementation of the 'Communication and Engagement Strategy' in the following way:

“Through sequencing activities along the different phases of the TTEITI, the four main areas of Awareness Raising, Capacity Building & Education, Insight & Analysis and Reform & Sustainability will be gradually prioritised. Furthermore, basic steps for fostering engagement and full commitment of government, the extractive companies and civil society include:

Diagram 7: Communication Process' steps¹⁰



¹⁰ Source: EITI, *Talking Transparency, A guide for communicating the Extractive Industries Transparency Initiative*, 2008, p12

2.4.1. What Do We Want To Achieve? Aims and Objectives

Because the EITI standard has internationally agreed rules, it could be useful to link the objectives of a communications programme to the achievement of those criteria and indicators. However, even more important is to ensure that the objectives correspond with national priorities, i.e., what the government and multi-stakeholder group want to achieve with the country's EITI.

Objectives should be clear, simple, achievable, and tailored to the specific situation. Moreover, communication objectives often use verbs like: advocate, educate, inform, mobilise, promote, recruit or teach.

Diagram 8 illustrates a simple framework to guide the development and definition of objectives by answering the 'SMART' questions.

Diagram 8: SMART Objectives



Now try to create SMART objectives by including the following:

- A target audience (for example: academics, students, government officials)
- The nature of change desired from the audience
- The amount of desired change
- A target date for the desired change to occur.

For example, an objective could be: to educate a group of 12 high-profile journalists from 12 media outlets in how to understand an EITI report so that at least three journalists from three different media outlets produce a news story within a week after the report's publication.

2.4.2. Who Are We Talking To? Defining Audiences

Once objectives have been identified, the next step is to identify the different audiences and stakeholder groups who should be targeted and/or involved. Therefore it is essential to map all important audiences and stakeholders and develop a good understanding of the views held by the different groups. This goes in line with understanding how to plan for, and implement, effective communication to reach the overarching goal. This step focuses on identifying the groups of people, their peers and the ways in which they interact.

In order to properly shape a communications programme it is important to know:

- Who are the different stakeholder groups and which ones are most important for the EITI programme?
- What level of understanding do those stakeholders have of the EITI?
- What are their views on issues and organisations related to the EITI process?
- What are their main concerns regarding the extractives industry?
- Where do they get information from and which sources of information do they trust?
- What issues related to the extractive industries/public financial management have been or are being discussed in the media?
- Who are the opinion leaders/ peers who are able to influence the thinking of key stakeholders?

There is a wide range of stakeholders involved in the EITI process. The following box provides an example list of the kinds of stakeholders which have been involved in EITI programmes in various countries. It must be ensured that the communications activities reach out to those stakeholders who are critical for the success of EITI – not just the Standard’s natural supporters such as civil society groups and similar.

Diagram 9: Typical EITI Stakeholders¹¹



Once the possible stakeholders of an EITI programme have been identified it is useful to prioritise those groups as it is impossible to reach everybody all the time when resources are scarce.

Diagram 10 illustrates how the different stakeholder groups can be classified according to their influential power with those closest to decision making in the centre i.e. the Multi-Stakeholder Groups (MSG's) set up by government to manage the EITI.

Note: This may not always be the case so it is shown here for illustrative purposes only.

¹¹ Source: EITI, *Talking Transparency, A guide for communicating the Extractive Industries Transparency Initiative, 2008, p18*

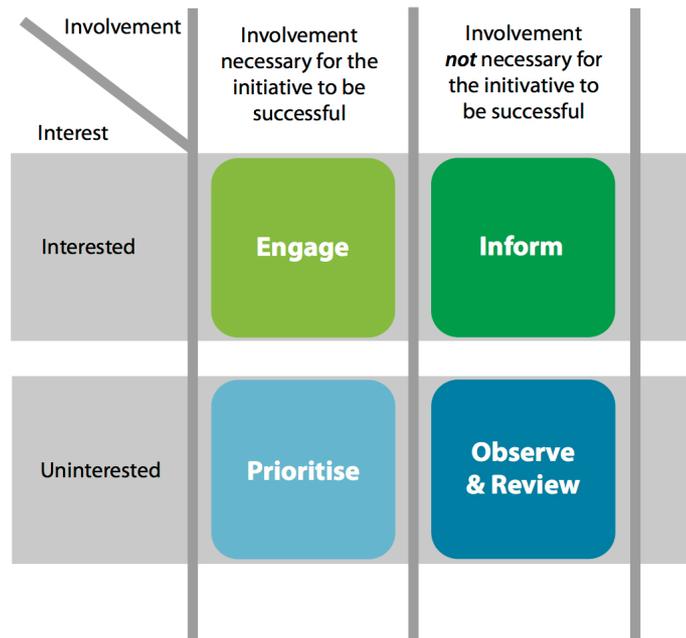
Diagram 10: Audience and stakeholder groups according to their powers of influence



Another way of **prioritising** audiences is to plot them on a diagram such as the one below. This chart has two variables – whether a stakeholder *wants* to be involved or is interested in or concerned about EITI; and whether a stakeholder *has* to be involved in the EITI in order for overarching goals to be successful. Based on these two variables one can adopt four different approaches for different audience groups.

Diagram 11: Prioritising stakeholders¹²

¹² Adapted from: *EITI, Talking Transparency, A guide for communicating the Extractive Industries Transparency Initiative, 2008, p18*



Stakeholders who are interested in being involved in EITI and have to be involved in order for the implementation to be successful should be closely **engaged with**. This means that the communications programme should keep them fully informed of what is happening, and should seek their views on how the EITI should be implemented. Stakeholders in this group are your key stakeholders and the communications programme should allocate adequate resources to working with them. Due to their close integration in the activities they can become an important support group in the implementation of the communications strategy as ‘opinion leaders’ (see more in section 2.4.4.4 below), motivating those with less immediate interest and engagement in the process and their objectives.

Stakeholders, who are not interested in the EITI and do not want to be involved in it, but without whom EITI cannot be successfully implemented, must be **prioritised**. This is the most important stakeholder group: without them EITI implementation will fail.

The next stakeholder group includes organisations who want to be involved in the EITI but who will not make the EITI succeed or fail depending on whether they are involved. It is important that these stakeholders are still involved in the EITI programme, but communications activities can be focused more on **informing** them about how the EITI is progressing.

The final stakeholder groups are those who are neither interested in the EITI, nor need to be involved in order for it to be successfully implemented. A communications programme can allocate very few or no resources to these groups, but the programme (and the attitudes of different stakeholders) should be kept under **observation** and their attitudes to the EITI should be occasionally reviewed to ensure that they have not subsequently become either more interested in, or more necessary to, the EITI process. For an organisation that is grounded in

transparency, the assumption should be that information should be readily accessible to any group who may wish to inform themselves.

When moving from this overall process of mapping the different types of target audiences and stakeholders and their specific profile, it will be possible to match their profile, understanding, interest or resistance to the objectives of the communications strategy with the design of suitable communication processes, activities and products.

Once the important target audiences have been identified, it can be very useful to cluster them to have a limited number of target audiences to address. This could be according to their institutional background like:

- Government and other authorities
- The extractives industry
- Civil society and community media
- The general public
- Donors and other EITI International partners.

The individuals within each group have a relatively common understanding of the EITI issues and level of engagement. From a practical point of view it can be very effective to identify important '**champions**' or 'EITI advocates' within each of these groups to work within the identification of effective communication approaches, to pre-test materials and to simply play the role of an informed 'megaphone' or multiplier of the messages.

When considering targeting the **general public** it should be acknowledged that it is not possible to reach everybody. Therefore, it is advisable to target sub-segments of the general public which will have maximum impact and resonance. For example, targeting on a demographic basis (meaning youth, women, people of different age brackets, school children), targeting on a geographic basis (i.e. communities closest to mining activities, densely populated (urban) areas if the objective is to swing voting opinion to affect government), or targeting on a socio-economic basis (i.e. professionals who can act as multipliers e.g. teachers, community leaders, religious leaders, targeting the underprivileged and economically challenged).

Example of public segmentation

Organisations sometimes segment their audience or market using the following criteria or categorisation:

- Socio-economic segmentation: Age, sex, family, income, occupation, social class
- Geographic segmentation: National, regional, urban/rural, density, climate
- Psychographic segmentation: lifestyle, attitudes, personality

- Behaviour and Interest: interest in the service, usage rate.

Simple acronym for analysing audiences¹³

- **Analysis-** Who is the audience?
- **Understanding-** What is the audience's knowledge of the subject?
- **Demographics-** What is their age, gender, education background etc.?
- **Interest-** Why are they receiving (reading, listening etc.) your communication?
- **Environment-** Where will this communication be sent or viewed?
- **Needs-** What are the audience's needs associated with your subject?
- **Customisation-** What specific needs/interests should you address relating to the specific audience?
- **Expectations-** What does the audience expect to learn from your communications? The audience should walk away having their initial questions answered and explained.

2.4.3. What Are We Saying? Instilling Messages that Matter

To start with, it is useful to devise a brief, overarching straight-to-the-point message, or key slogan, that summarises your work which is adaptable whilst at the same time easily recognisable across all audience groups.

For example, Tanzania EITI came up with the tagline

‘From the ground up! Helping our resource wealth work for all Tanzanians!’¹⁴

Once the **tagline** has been established, it needs to be conveyed via the two communications tracks explained below: top-down and bottom-up. For the top-down approach to be effective, one needs to develop key messages to be disseminated to key audiences; for the bottom-up approach, interactive processes to engage in a dialogue with concerned target audiences need to be developed.

Track one: One-way information dissemination

Key messages should:

- Be **concise, easily remembered, and culturally appropriate**

¹³ Article provided by [wikiHow](http://www.wikihow.com/Conduct-Audience-Analysis), <http://www.wikihow.com/Conduct-Audience-Analysis>, a wiki building the world's largest, highest quality how-to manual.. Content on wikiHow can be shared under a Creative Commons License.

¹⁴ TEITI Secretariat, *TEITI Communication Strategy 2 for July 2012 – June 2017*, October 2012, p.4

- Be tailored to each audience based on an understanding of these **audiences' interests** Extractive industry companies, for example, will be interested in different subject matters than civil society groups or government agencies
- Be illustrated with **real examples** that are relevant to the stakeholder group concerned
- Be **adapted to the form of communication** being used: outdoor billboards will differ from website content which differ from a speech made by a senior official or an EITI Champion
- Be **regularly updated** – people easily tire of the same old information.

The main characteristics of a strong message can be described in the acronym SUCCESS:

- **S**imple
- **U**nexpected
- **C**oncrete
- **C**redible
- **E**motional
- **S**tories

A major challenge when developing messages is considering many different aspects. Messaging is a two-way process in which we create the most effective messages by **listening to our audience** and then **adapting the message to be relevant to this audience**. The message framework shown in diagram 12 below serves as a starting point to develop your messages and this framework can be completed for, and 'with' members of, each audience that is defined i.e. develop and adapt your message to be relevant and to resonate with each target audience and ensure that representatives of this audience feed into and are listened to in the development process.

While the positioning, a general tagline or slogan as well as the so-called 'elevator pitch' may remain the same throughout the implementation process or, at least in the medium to long term, the other sections capture current thinking on messaging - which is to always adapt to adjustments in goals and new input from audiences. A number of messages can then be developed to be relevant and beneficial to the specific audiences, highlighting attributes or features of the EITI that has particular resonance with them.

The following framework is to serve as an example only. There are many different frameworks and approaches to developing messages ranging from simple to complex. The following example below uses the framework of developing messages that appeal on a **functional, social, emotional and aspirational** level to a public audience for example. EITI communicators

however are free to develop other **themes** for messages such as messages that are themed on monetary /revenues data, social impact, poverty reduction, sustainable development, impact to local community etc.

***Note:** based on your findings in filling in the diagram below. A separate worksheet with varying messages can be completed for each audience identified.

Diagram 12: Message Development Framework – General

Message Development Framework: General

Positioning Statement of your EITI mission or the philosophy that drives your EITI work	
Tagline Key words or phrase to capture what makes your focus and objectives special	
Elevator Speech Short summary of what your national EITI does and why it is important	
Target Audience Identify priority audience What interests your audiences specifically related to your objective?	
Message Key messages about benefits of EITI transparency with a focus on elements that could motivate your audience	
Proofpoints Argument or evidence, such as a statistic, endorsement or physical description, that substantiates your claim	
Message	
Proofpoints	

Diagram 13: Message Development Framework – General Public

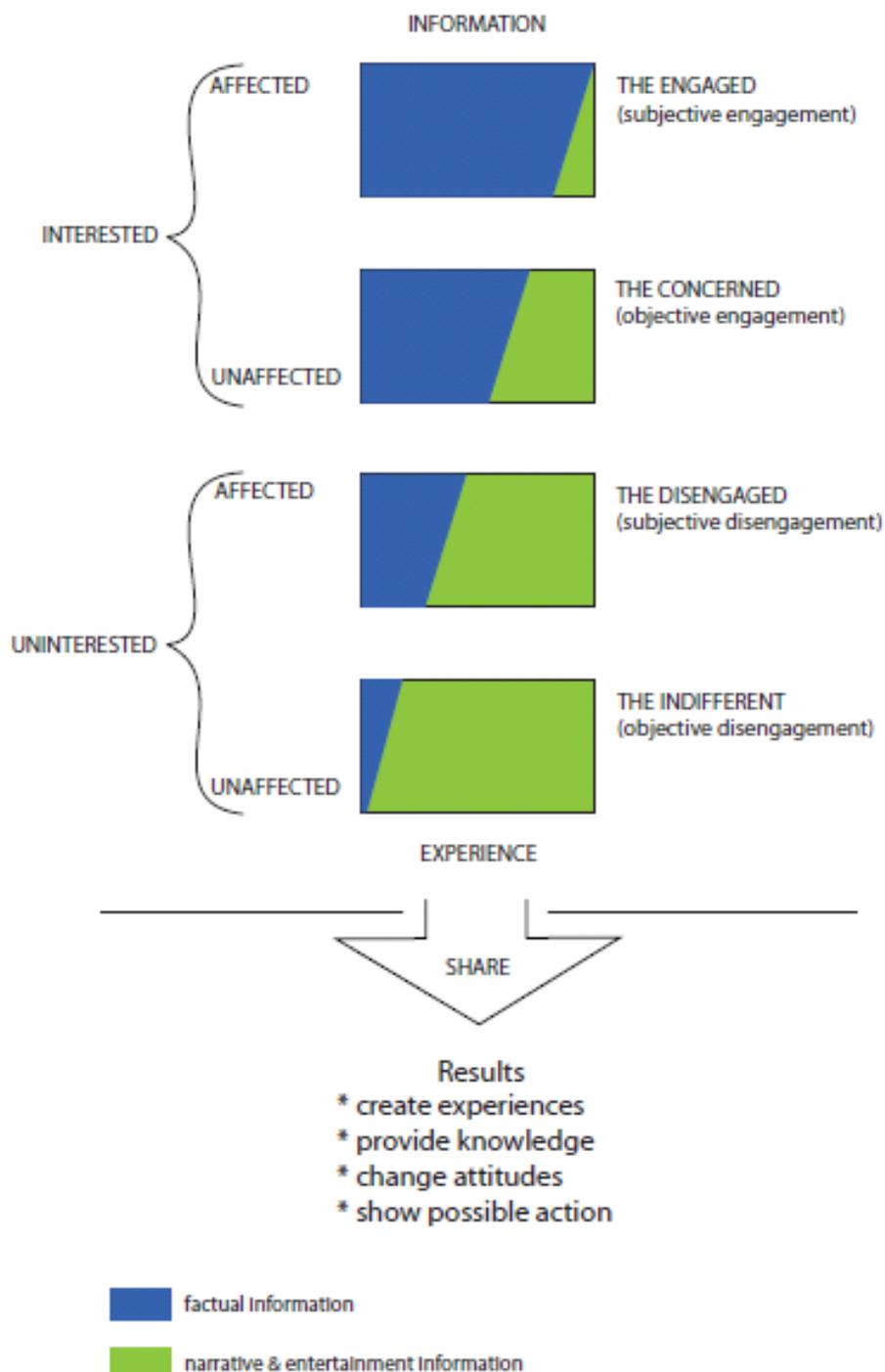
Message Development Framework: General Public

Positioning Statement of your EITI mission or the philosophy that drives your EITI work				
Tagline Key words or phrase to capture what makes your focus and objectives special				
Elevator Speech Short summary of what your national EITI does and why it is important				
Target Audience Identify priority audience What interests your audiences specifically related to your objective?				
Themes and benefits or attributes	Functional Practical, explanatory. What does the EITI data show? What does or doesn't it ask? How is the information used?	Social Why will my act be seen as important? Who else supports or is involved? Who will benefit?	Emotional How will supporting the EITI make me feel e.g. good, hopeful, proud?	Aspirational What will my action here mean for the future of my family, my community, country?
Message Key messages about benefits of EITI transparency with a focus on elements that could motivate your audience				
Proofpoints Argument or evidence, such as a statistic, endorsement or physical description, that substantiates your claim				
Message				
Proofpoints				
Message				
Proofpoints				
Message				
Proofpoints				
Message				
Proofpoints				

Presenting your message

After developing a message which is designed to appeal to a specific target audience profile, one should consider **how these messages should be presented**. Messages need to be presented in different ways depending upon what should be achieved and the initial readiness of the audience to listen and work with the messages – as identified in the diagram below.

Diagram 14: Message Presentation



This model clarifies **how engagement levels with stakeholders will need to vary depending on whether they are already demonstrating a subjective engagement in a matter (EITI in general or a specific matter) or, whether they are objectively affected by the matter or issue.**

As can be seen above, if the audience is both **affected** by the issue and **interested** in receiving information on the matter, communication can be very matter-of-fact with very limited if any entertainment qualities in the presentation or ‘wrapping’.

If the audience is not really personally affected by the matter, but interested in it, it is necessary to do a little more to catch their attention. However, if resources are constrained it might be advisable to not prioritise this target audience. They will probably catch up on information by themselves.

The third category of audience is affected by the issue, but is indifferent. Here the presentation or ‘wrapping’ of the information, strengthening the entertainment qualities and finding ways of getting the disinterested audience to engage with the communication process and messages, is required.

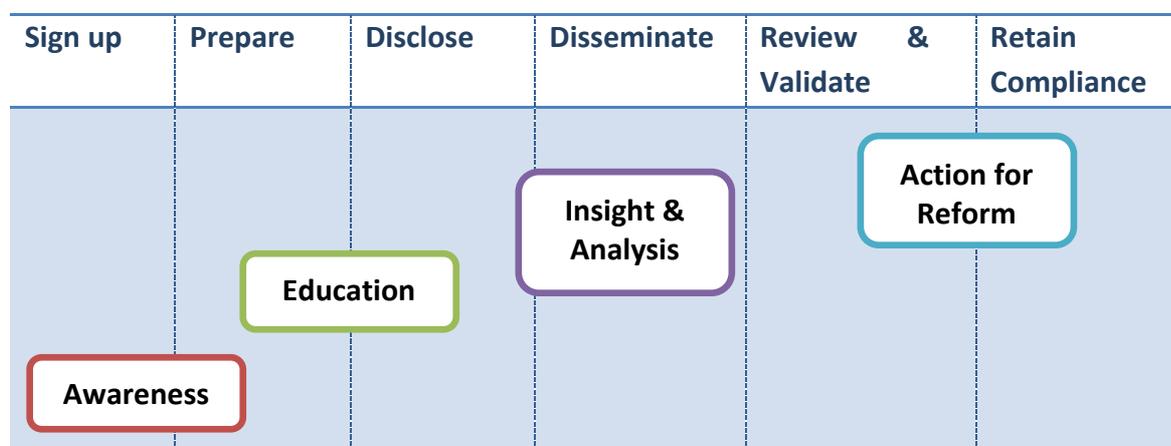
The fourth and final group will be really hard to reach, and as they are not affected by what you are communicating, one may simply leave them out – at least initially.

If the audience has a high level of interest in the message, one can be very factual, and the further away from initial interest, the greater the need to ‘wrap’ messages in appealing ways by other maybe more emotional and aspirational means, as mapped out in Diagram 13 ‘Message Development Framework: General Public’ above.

Fitting messages with the EITI Process

Taking into account the publication of the EITI report and the ways it changes the stakeholders’ views, Diagram 15 illustrates a framework for developing these messages according to the momentum. Since different audiences need different kinds of information and messages at different times during the EITI process, the messages will need to be tailored to these specific needs.

Diagram 15: Tailoring the key messages to the EITI process



There are four main tasks that the messages need to take on throughout the implementation of the process:

- The messages need to make EITI relevant, improve the stakeholder’s **awareness** and understanding of the process as well as explain its potential for improving development and alleviating poverty. This comprises creating awareness amongst government officials, media, interest groups and the wider population.
- The messages must **educate** and help the stakeholders to develop a better understanding of the complex information which is produced during the EITI process.
- Messages must simplify the information produced in the EITI reports and explain its importance. It has to disclose the key outcomes, **insights and the analysis** of the communication process and unveil future steps.
- The general public needs to be not only informed but also empowered for them to form their own opinions, participate in the political process and take **action for reform** themselves.

Two-way communication with audiences through dialogue, debate and engagement

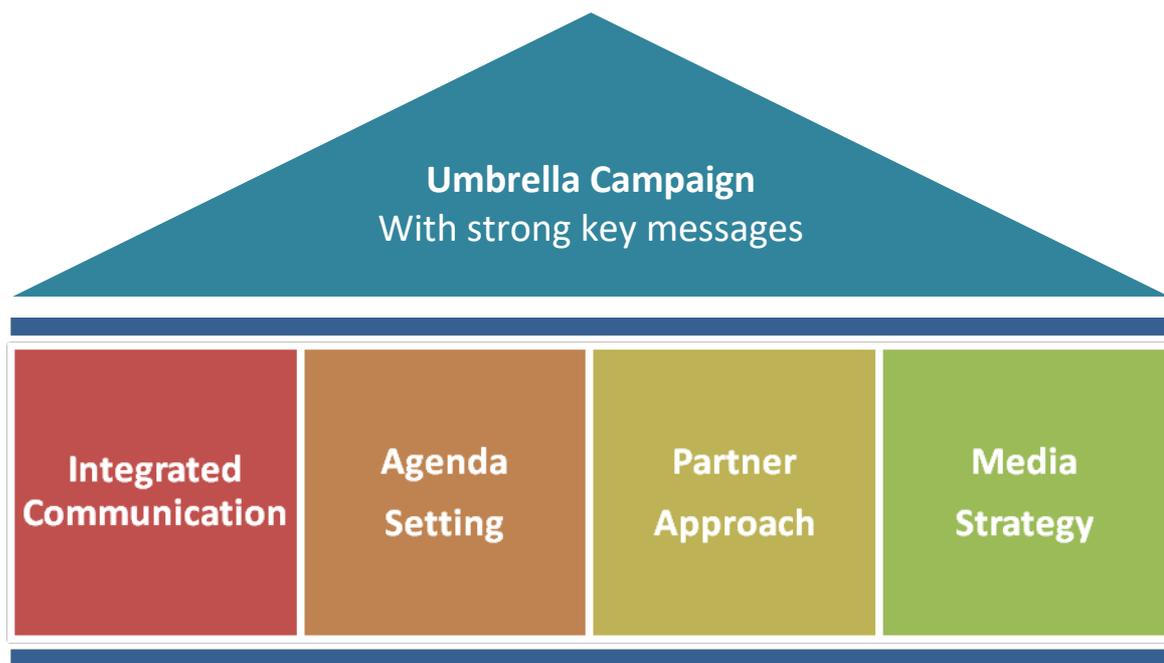
In addition to one-way information dissemination, two-way communication with key stakeholders and opinion leaders is of central importance. The same goes for the communities around the mining areas represented by civil society organisations and community media.

2.4.4. The Foundations of a Communications Strategy

After having defined the objectives, identified the involved stakeholders and audiences and developed the key messages, it is now appropriate to fashion this information into a **strategic communication framework**. This framework defines how the communication programme will be implemented in a strategic way.

The figure below visualises some core components of a communication strategy that can be adopted and provides an overview of possible communications measures that fit within this framework.

Diagram 16: Umbrella Campaign



2.4.4.1. Umbrella Campaign

To ensure that the stakeholders recognise a campaign in its various forms of executions (e.g. print material, website, events etc.) and perceive it as one coherent EITI, it is advisable to have an overall recognisable and a recurring umbrella campaign. This campaign design should consist of a set of core messages.

2.4.4.2. Integrated Communications - Using the 'Mix'

'Integrated communications' is the approach of combining communication tools in a strategic way in order to maximise their effectiveness and thus reinforce the core messages. An integrated communication strategy is advisable in particular when targeting groups with different interests as is the case for the extractive industries.

Diagram 17: Integrated Communications Mix



Diagram 17 above outlines some of the communication tools that can be used in a specific communications strategy. The selection and 'mix' of these tools depends on the objectives, the key target groups and the resources available for the campaign. For example, if one of the key target groups is a dispersed young population living in the countryside having very little access to electricity, radio might be the most appropriate means to reach them.

In deciding on the most appropriate 'mix' of tools to use, it is useful to consider how the various elements supplement each other and perform different tasks during the process (e.g. raising awareness, providing information, offering response channels etc).

To effectively communicate the EITI, practitioners will need to use a variety of channels and have strong communication skills in multiple areas or work with freelance specialists. This includes traditional channels in the national context such as radio, face-to-face communication, print and eventually TV. It also involves exploring new technological opportunities including a strong online or website presence.

In order to establish the right communications mix, the **Nigerian EITI** conducted research to find out how Nigerians access information. They found that across Africa, urban residents are four times more likely than rural residents to read a daily newspaper. They also observed that about 44% of Nigerians listen to the radio on a daily basis. Using this information, the NEITI was able to strategically build a communications mix, which would utilise the information channels preferred by the target audiences in Nigeria.

Penetrating many of these channels is not only important for effectively reaching the audience, but also because in many developing countries there are **significant variances in access** for many different reasons including illiteracy, lack of electricity and Internet connectivity and low income. That means that only few people have actually access to new technologies while a large proportion of the citizens can only be reached through radio and traditional communication channels.

In recent years a number of **new technological possibilities** have been developed that make use of offline communication tools. Examples are Frontline SMS¹⁵ and Ushahidi¹⁶ that use text messages as a way of improving democratic participation and economic development by providing ordinary citizens with an opportunity to report corruption, election related fraud, or even violence, anonymously, to a centre where registration of this

¹⁵ FrontlineSMS is a laptop or PC-based software application used for sending and receiving group SMS messages. It does not require an internet connection and works with any GSM network. FrontlineSMS requires a computer and a mobile phone or GSM modem. The software is free. Costs incurred are mobile carrier SMS cost. Installing FrontlineSMS is very quick: on Windows machines the process is fully automated and should complete in approximately two minutes. FrontlineSMS allows NGOs to run awareness raising campaigns, competitions or carry out text-based surveys, or to simply keep in touch with fieldworkers and supporters. <http://www.frontlinesms.com/>

¹⁶ The Ushahidi platform was built as a tool to easily crowd source information using multiple channels, including SMS, email, Twitter and the web. Ushahidi is one of the few social enterprises that has, in just a few short years of existence, dramatically changed the face of how individuals and communities can influence democracy and economic development around the world. <http://www.usahidi.com/>

information facilitates effective monitoring and action. It is a central task of any decision maker to explore these new opportunities in order to more efficiently use the existing channels and somehow bridge the gap between citizens by meeting them through the communication tools to which they have access, and in which they have confidence and trust. In this way the effectiveness of communication efforts increases significantly.

2.4.4.3. Agenda Setting - Ensuring Communication is Relevant and Topical

Agenda setting is about **planning thematic focus for the year based on the interest of the target group thus covering all aspects of a given topic**. It enables communication practitioners to establish and strengthen relationships with stakeholders and the media. Agenda setting, as an element in a communication strategy, is important in a context where information is sensitive as can very often be the case in relations between the EITI, governments and citizens.

Having a clear analysis of the context and the actual situation on the ground helps foreseeing potential conflicts. For example, one of **Mozambique's** local communities protested against the increase of mining activities and the break-up of companies' promises by blocking trains bringing coal to the harbour. Such a confrontation could have been avoided by having active stakeholder engagement, by listening to the populations in the mining areas and by ensuring that the mining company and Government stood by their promise to the re-settled communities. The agenda could, in this case, have been to pro-actively communicate about the positive effects for the community when getting the quality of new houses promised, the school and health station inaugurated and functioning etc.

Furthermore, the active implementation of the communication strategy with its mix of materials and activities, making stories on the EITI appear frequently, will make those repeated news appear as more important than other stories. Managing such agenda processes requires effective communication materials and regular and effective information, but it requires even more emphasis on relationship building work with all the important actors in the process.

One important element here is to create a group of journalists, in principle one from each of the important news outlets including print, radio, TV and online media, covering areas related to natural resources, its management, and EITI. By inviting this group in for workshops, where they learn about the issues in general and specifically for the county and communities involved, it will be possible to contain complicated issues arising based on misunderstandings and misinformation. Furthermore if a critical situation would arise, the media could much more easily be reached through the already established EITI network of journalists.

Please find below an abstract of EITI Tanzania's communications strategy where it is explained how TEITI will engage with the media through workshops and seminars on a regular basis during the whole campaign.

EITI Tanzania journalists workshops

Ahead of every new report, we will hold a “refresher” working seminar for key media so as to ensure their understanding of the TEITI process, scope and import of the reports and to discuss ideas of how they might best cover the story.

Because little has been done to actively engage the media in TEITI, there is a perception among some senior journalists that the Secretariat-MSG are operating like they perceive the extractive industries/Government to do, i.e. “behind closed doors.” To demonstrate that the MSG itself works transparently and to keep TEITI a continuing part of the public dialogue, journalists might also be invited to cover MSG meetings. The risk that MSG is doing very little that is tangible and thus that little “news” derives from the meetings must be managed so as not to have the effect of turning off the media to TEIT. The head of the Editor’s Forum who sits on the MSG will see to it that this risk is actively mitigated.

International media

Foreign media are a vital mechanism for awareness-raising and advocacy among potential overseas investors, business people and Tanzanians living abroad. International media are also a key source for foreign government officials and opinion-makers about progress with transparency and the improving investment climate. Given Tanzania’s low profile and lack of conflicts or other events drawing international journalists to Dar, we must be pro-active in engaging them— especially reporters from the wire services that feed major media outlets and from media targeting business and investors. Many key pan-African and regional media outlets monitor Tanzanian media and run stories as well ensuring a useful multiplier effect.

How we will do that

- Brief ‘crash course’ seminar for editors ahead of Report: “What is TEITI and why is it news?”
- Working seminars for journalists and beat reporters: “What is TEITI and why is it news?”
 - Dar + Press Clubs in mining, gas areas
- Quarterly breakfast or lunch meetings to educate, increase interest in TEITI coverage
- E-glossary of TEITI and extractives sector terminology
- *Best TEITI Coverage Awards*
 - categories might include: broadcast, print, blogs; minerals and mining, gas, etc.
- News conferences and releases
- Media kits and upgraded website
- Field visits to town hall meetings on Reports, extractives sites, communities affected by TEITI
- Pro-active media relations to pitch story ideas, increase coverage
- Media monitoring– print, broadcast, Internet
- Regional programming

Messages

- Media play a crucial “watchdog” role
 - ensure communities understand and engage in the TEITI process
 - ensure companies & Government make good on promises
- “TEITI provides the *information* you need to hold Government and mining companies to account. Use that information so your readers, listeners know about it and can demand more from resource revenue.”

Apart from relations with journalists, the process of agenda setting should at best be contributed and conducted in a participatory manner across key stakeholders, so that it can be relevant and topical. The setting of an agenda can be very problematic when it is imposed in a top-down process from leaders and decision makers. This would not only leave aside the participation of important stakeholders in the communication process, but also risk missing out on concerns and topics central to the situation of the population.

Again, **flexibility is a central aspect** to the agenda setting process. Continuous scanning for new media opportunities at the national level and changes in the political environment is a pivotal task for any decision maker.

If operating in a context where well trained journalists, capable of doing background research for more complicated stories, are scarce, public debates or community conversations can be ways of engaging authorities, citizens and even the industry in a moderated public exchange around critical issues. This makes good and relevant journalistic coverage of areas people will often pay more attention to, as it was generated in an exchange with ‘people like us’.

The **publication of the EITI report** also takes on a central role in the agenda setting process, since the public mood on extractives and transparency issues pre- and post- the first report might significantly differ from each other. An eventual excitement generated through the publication of the EITI report has to be considered by decision makers, and an effective setting of the thematic agenda at this point of time can help to maintain the mood and momentum, extending the impact of the report far beyond the moment of its first disclosure. This can be done in many ways including by following up on the factual information provided by the report through community profiles, documenting the impact of the EITI work on the lives of the people.

One common tool used for agenda setting is an editorial calendar whereby one plans when which topics will be communicated to ensure that all thematic aspects are covered over a specific period. Editorial calendars are also designed to help stakeholders to plan their communication measures: not all pieces of information should be used at once but spread over the year to keep stakeholders interested in the EITI.

Diagram 18: Editorial Calendar example 'Oil and Gas Investor' magazine (2013)

Oil and Gas Investor							
IN EVERY ISSUE	On the Money A&D Trends Events Calendar Exploration Highlights New Financings Legends Bright Spot						
	JAN/NAPE ISSUE	FEB	MARCH	APRIL	MAY	JUNE	
	Ad Closing: Materials Due:	Nov. 30, 2012 Dec. 5, 2012	Jan. 7, 2013 Jan. 11, 2013	Feb. 1, 2013 Feb. 8, 2013	March 1, 2013 March 8, 2013	April 5, 2013 April 12, 2013	May 3, 2013 May 10, 2013
Cover Story	Emerging Plays	Permian Basin	Gulf of Mexico	Australia	Rockies Oil	East Texas	
Executive Interviews	Q&A	Q&A	Q&A	Q&A	Q&A	Executive of the Year	
ECP Focus	Marcellus Update	Canada Niobrara	Alaska Top 10 Wells of 2012	Anadarko Basin (Granite Wash & Marmaton)	Utah Conventional Drilling Update	Best Discovery of the Year	
Finance & Investing	MLP Update (upstream and midstream)	Private Equity Best Service Stock Picks	Best Oily Stocks to Watch Commercial Banking Trends	Ranking the Top Financings of 2012 JV Score Card	Financing E&P Startups	Best Financing of the Year	
Deal Focus			A&D Outlook and Semi - Annual Deal List				
Other Features	LNG Update		Mature Field Rejuvenation		E&P's Favorite Technologies	Meet 30 Next-Gen Executives in Oil and Gas	
Playbooks & Special Reports	2013 Unconventional Yearbook International Pavilion	Official Winter NAPE Show Daily	Permian Playbook with Wall Map	Financing and A&D Deal Showcase	One on One – A Look Into the Corner Office	Capital Formation Annual Report Bakken and Exshaw Playbook with Wall Map	
Bonus Distribution	Marcellus-Utica Midstream Conference Winter NAPE IPAA Private Capital Conference	DUG Canada IPAA OGIS Florida Enercom's Oil & Services Conference Credit Suisse Investor Conference Raymond James Investor Conference	Executive Oil Conference Howard Weil Investor Conference APPEX London LOGA Annual Conference	DUG Permian IPAA OGIS New York Texas Alliance Expo NAPE East Offshore Technology Conference	DUO SMU/Cox Institutional Investor Conference NSAI Oil and Gas Seminar AAPG Annual Meeting Offshore Technology Conference	Energy Capital Conference IPAA OGIS Toronto IPAA Midyear Meeting RBC Investor Conference Enercom's London Oil & Gas Conference	

Source: <http://www.oilandgasinvestor.com/Advertise>

2013 EDITORIAL CALENDAR

JULY		AUG		SEPT		OCT		NOV		DEC	
June 3, 2013 June 7, 2013		July 5, 2013 July 12, 2013		Aug. 2, 2013 Aug. 9, 2013		Sept. 6, 2013 Sept. 13, 2013		Oct. 4, 2013 Oct. 11, 2013		Nov. 1, 2013 Nov. 8, 2013	
Midstream Constraints	Buy sider Perspective	Eagle Ford	Mid-Continent (Mississippi Lime)	Utica/Marcellus	Capital Markets Outlook	Cover Story					
Q&A	Q&A	Q&A	Q&A	Q&A	Q&A	Executive Interviews					
Mature Gas Plays (Barnett, Haynesville, Fayetteville)	Best Field Rejuvenation 	Kansas	Wilcox Conventional Drilling Update	San Joaquin/ Los Angeles Basin	Oklahoma Woodford Smackover Brown Dense	E&P Focus					
Best Company Turnaround Private Equity Update 	Banking Trends	Undervalued Gas Stocks	First-Half 2013 Financing Review	IPO Update	New Capital Sources	Finance & Investing					
A&D Deal of the Year 		A&D Outlook and Semi - Annual Deal List			2013 A&D Outlook	Deal Focus					
Case Study: E&P Technology	Best Corporate Citizen 	30 Future Executives In Business Development	Technology Trends for Producers			Other Features					
Profile of the Leaders in the Shale Revolution	A Primer: The Landmen's Role	Mid-Continent Playbook With Wall Map Who's Who In E&P and Transactions Showcase		One-on-One: A Look Into the Corner Office	Appalachian Playbook with Wall Map	Playbooks & Special Reports					
	Enercom's The Oil & Gas Conference TPH's Energy Investor Conference Summer NAPE COGA – Energy Epicenter	DUG Eagle Ford A&D Strategies & Opportunities Conference IPAA OGIS West Barclay's Energy Investor Conference SPE Annual Meeting and Conference SEG Annual Meeting	Texas Alliance Technology Expo LOGO Oil and Gas Prospect Expo	DUG East Jefferies A&D Summit IHS Herold Pacesetters Conference IPAA Annual Meeting	Rockies Midstream Conference Capital One Southcoast Conference	Bonus Distribution					

Source: <http://www.oilandgasinvestor.com/Advertise>

2.4.4.4. Partnership Approach - Improving Co-Operation with Stakeholders

In addition to thinking about what communications medium to use and how to set the thematic agenda, it is important to **co-operate with a number of people and organisations who support the communication activities by helping to design, manage communications and network.** Besides the communications officer or person/group responsible in the national EITI secretariat, a multi-stakeholder steering group on communications is very useful in order to build up a network of such partners.

If there is not enough capacity in the national EITI secretariat or steering group to develop communications activities, it is often possible to involve other communications professionals and companies or hire public relations and communications consultants and firms to develop and assist in implementing a communications programme.

Furthermore, the nomination of **EITI Champions** is another crucial element that helps to improve the impact of the campaign. Thus, every country implementing the EITI is required to have a designated EITI implementation lead. In most countries this champion is a senior government minister. They will act as the main public spokesperson for the EITI. **Supporting champions** can also be recruited and can come from as diverse fields such as sport, entertainment, community and religious leaders, journalists and music. Have this mix of champions will help promote the EITI to, and appeal to, many diverse audiences.

The partner strategy should also expand to a number of **industry associations as well as civil society coalitions.** Virtually all countries implementing the EITI also have industry associations (e.g. a National Petroleum Association or Chamber of Mines) as well as coalitions of civil society groups interested in EITI implementation. These groups often exist to act as intermediaries between their members and the government. Having these groups as strategic partners, can be an extremely efficient and cost-effective way of engaging with, consulting, and informing large numbers of stakeholders on the EITI process. Their authority, infrastructure and image are important assets for the communication process to benefit from.

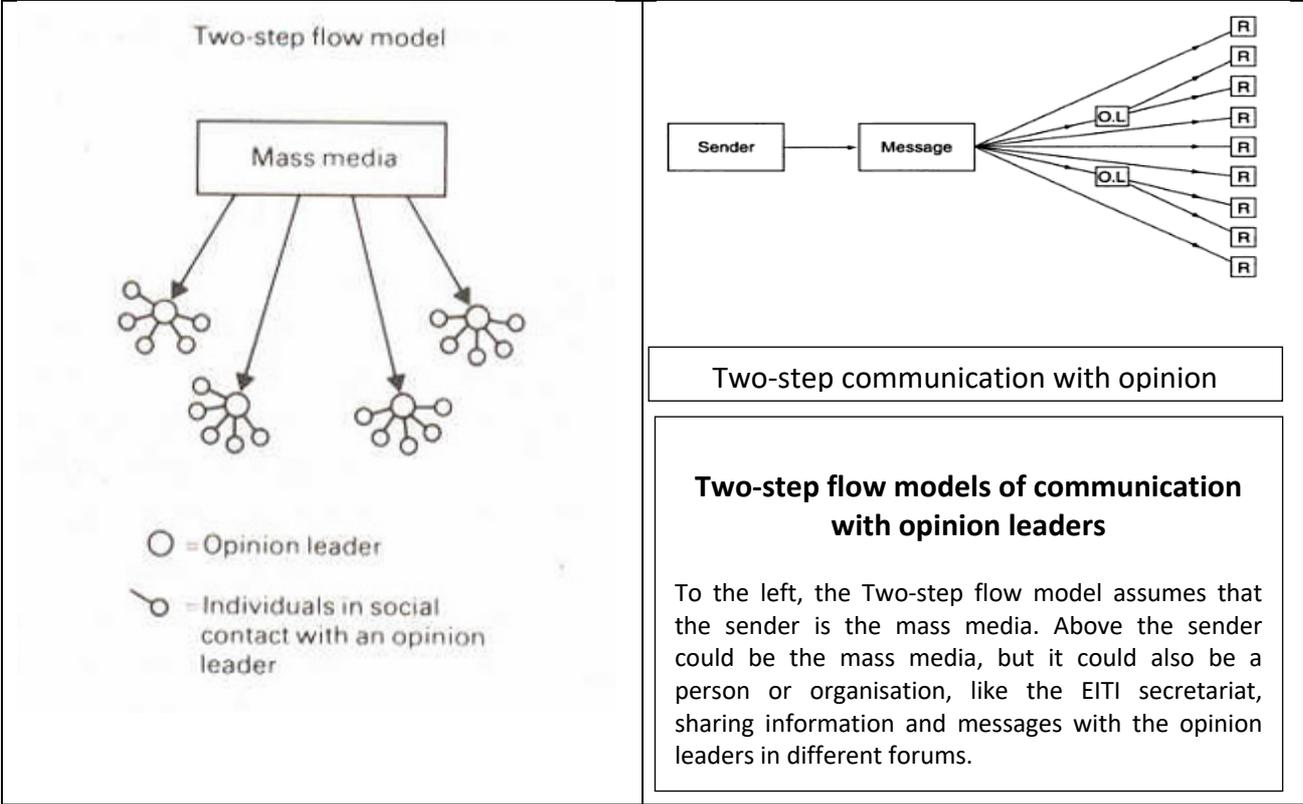
In addition, extractive industry companies often have a very significant presence in the communities in which they operate, and are often well placed to provide information to those communications. In Ghana, for example, some mining companies such as AngloGold Ashanti Ltd and Adamus Resources Ltd pass on information to local councils about how much royalty and tax they are paying to the national government.

The selection of strategic partners has to be done carefully. While the communication of the EITI can benefit immensely from the positive image of a specific organisation or company, to be associated directly with certain names, brands and associations might also have negative effects on the reputation of the EITI, given the fact that these partners may suffer from a negative or damaged reputation themselves.

All societies have a lot of important opinion leaders, influential members of any given community or grouping, to whom we turn for advice, opinions, and views. In societies and communities with less immediate action range, people who do not move around a lot, who are maybe illiterate and who have a limited exposure to national and international media, local opinion leaders will often have considerably more influence and power. When wanting to reach communities in developing countries, many cite priests, teachers, traditional as well as elected leaders as their most trusted source of information.

It is important to include the so called ‘two-step’ communication in the communication strategy: step 1 is you communicating to the opinion leader, who then in turn, as step 2, communicates the message to their ‘followers’.

Diagram 19: The original two-step flow model



When mapping important target groups to reach, identifying which opinion leaders they are influenced by will be as important as understanding which radio and TV programmes they like.

Opinion leaders naturally vary depending on who you are, but can include:

- Religious leaders
- Traditional leaders
- Elected leaders
- Journalists and editors
- School teachers
- School children (Children are 'a captive audience' in school, and what they learn they bring home)
- Special people in the community, who enjoy important respect – often women, but not only.

Opinion leaders should be addressed personally through one-to-one meetings. Getting their understanding and confidence is crucial and seminars with information dissemination can be held with great effect with their support later on.

Tanzania has developed cooperation with religious leaders to promote the EITI.

Approach: Religious leaders

Religion is an important part of Tanzanians' lives. Religious leaders are among the most respected, *trusted* members of society. Churches and mosques are primary gathering places as well as a source of guidance and information for people in mining areas, as well as in non-mining areas. This makes religious leaders superb "messengers" for most TEITI messages. This is especially true in mining areas where issues can be highly charged. Religious leaders can be instrumental in helping ensure that people understand TEITI's scope and have realistic expectations. They also can reinforce TEITI messages, disseminate information, monitor progress and provide moral support to help keep public dialogue alive, constructive and the process on track. We will engage religious leaders via the main national associations and empower them by first raising their awareness about TEITI and convincing them of the benefits, then encouraging their active engagement, providing them with TEITI materials and building them into community roadshows, radio/TV programming and other activities.

How we will do that

- Seminar/workshop for:
 - (1) Interfaith Committee
 - (2) Christian Council
 - (3) Bakwata Muslim Council
 - (4) Tanzanian Episcopal Conference

prepared with the assistance of
Tim Vickery, EITI Communication Specialist 24

-
- Prepare/distribute TEITI print materials— TEITI 'basics', FAQs, Myths & Facts, popular version of Reports, "Turning TEITI Reports into Results: How citizens can ensure resource revenues improve their communities."
 - Invite them to join community roadshows on TEITI Report
 - Provide "talking points" with TEITI messages, themes for sermons
 - Include in radio/TV programming

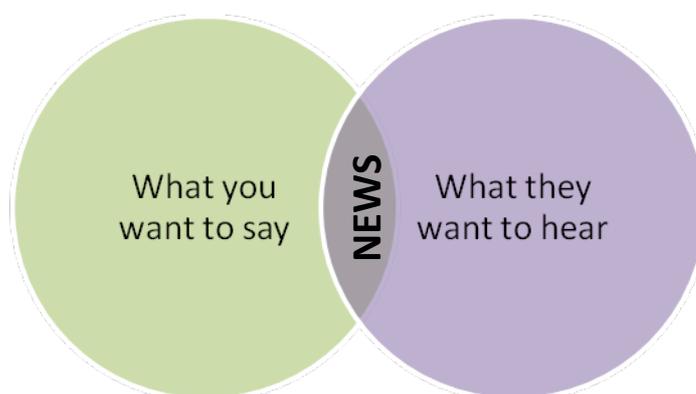
2.4.4.5. Media Strategy - Generating Publicity and Debate

The media plays a very significant role in promoting, complementing and broadening the reach of the EITI messages. **Good media relations are essential in order to create a positive image of the EITI and to spread the information among your target audiences.** A media strategy deals with journalists and aims at generating press coverage about EITI. It may not be an easy task to convince the media to publish your story, especially since EITI might seem very abstract to the majority of the general public.

As mentioned above, offering journalists covering this area an understanding of the issues and their implications on the lives of ordinary people in general and in the affected areas specifically will usually facilitate both, the ease of collaboration with the media and the quality and relevance of the news coverage.

It is important to keep in mind that people who do not directly deal with EITI related topics are not necessarily interested in the process. However, what they care about is **meaning and results**. A key principle is to look at the **intersection between what you want to say to your audience via the media and what they want to hear**. Often communication endeavours talk too much about things that fall into the left, or right, side of the 'news' intersection – as the diagram below demonstrates.

Diagram 20: News Intersection



When positioning stories or news to the media, it is critical to **find an angle that will connect your agenda to something your audience cares about**. Therefore, it is important to identify a number of topics around EITI that are relevant and at the same time interesting stories to tell.

Bombarding journalists with press releases on less important issues, is not only a waste of resources, but threatens to damage the relationship with the media. Also, these stories should be interesting for your local media, national or international media or all of them. Take into account that journalists from regional media stations will tend to look at events from an angle that is more specific to their local context and impact. International journalists are usually more interested in the global perspective.

The stories that lie at the intersection are either very big issues covering themes like the environment or economic development, or very small ones dealing with very tangible and locally relevant information. Messages will clearly not make the news if they solely concentrate on EITI itself. Understanding the journalist's perspective is thus an essential precondition to a successful media strategy. They use the angle of the news in order to tell readers why they

should care about different issues. From this perspective bad news always sell more, which means that communicating about wrong doings will always gain more media attention. A collaborative approach between stakeholders and the government, as it is necessary in the case of EITI, seems less interesting as a “profitable” story. For this reason, co-operations with journalists are even more important, as are good project examples. Change and human interest in reference to specific persons and their actions are usually considered interesting angles and therefore might work better than general news about EITI.

Trinidad and Tobago designed a media strategy targeted towards the youth, especially through social media, as explained below. To reach the traditional media, Trinidad and Tobago organised their strategy around events and milestones.

2.1.2. Multi-media campaign: To be understood as various participatory creation and dissemination processes. The purpose of focusing new media is to reach a younger generation both in the development of such multi-media outreach tools as well as through their dissemination. Those products will be instrumental in achieving communication and engagement goals in the public education and capacity building campaign, and, in the medium term, for the TTEITI Road Show in particular.

- A. TTEITI song selected through a Youth Song Contest;
- B. TTEITI educational animation;
- C. Additional youth-focused actions such as development of a drama performance, a TTEITI Apps Contest etc.
- D. Regularly updated TTEITI website;
- E. TTEITI Facebook page;
- F. TTEITI TV documentaries;

2.1.3. Print/Radio/Tel Media Outreach: The TTEITI Secretariat has been following an events/milestones based approach to engaging with traditional media, also taking into consideration procedures outlined in the Media Policy. This strategy is to be expanded to include regular exchange with printed and audiovisual media channels besides the already customary interviews with TV shows and newspapers whenever the TTEITI convenes workshops or launches a new phase. For that, assessments of existing communications networks, systems and capacities of stakeholders/audiences might be necessary. This can be accomplished by deepening the understanding on print media, radio, TV and social media usage rates and demographics, as well as surveying participation in local associations, community events, etc. Beyond that, it is important to take into account where key do stakeholders usually find information on matters relevant to the EITI and what sources of information they trust. Especially in preparation to the TTEITI Reconciliation Report, journalists will have to become more knowledgeable about EITI processes and goals, so to avoid misinformed reports.

- A. Regular press releases and/or informative e-newsletters;
- B. Press conferences, media briefings and workshop for building journalists' capacity to understand and report on key TTEITI processes;
- C. Press coverage of TTEITI events, milestones and specialists' visits;
- D. Media Capacity Building Workshop in the days before the publication of the Report.

3. Communications Mix

This chapter aims to provide guidance on the various communication tools that can be drawn upon to effectively reach the various audiences and stakeholder groups. For each section, examples of good practice from existing EITI scenarios are provided. It is important, that each tool is considered in the context of the individual communications environment such as the urban/rural split, literacy rates, languages, TV and radio reception, Internet and mobile phone usage.

3.1. Information and Promotional Materials

Before beginning to design information and communication materials and processes, it is important to try to have the supporting branding material, including a logo, a tagline, and a design manual describing how the logo should be implemented in place. With this in place it is possible to ensure the presentation of a coherent (visual and graphic) image. This both reinforces the message and reflects positively back to your organisation and work.

3.1.1. Information Materials

Information materials often refer to small booklets containing information and pictures about a single subject. Depending on their size, they range from flyers (A5 1 page double sided) to factsheets (A4 1 page single sided) and brochures (A4 several pages). These materials provide an **overview** of the topic at hand and orientate the reader to further sources for more information. They present the following advantages: they can be **adapted to each target group**, they are **easy to produce** and can be **distributed in partnership with key stakeholders** (on the premises, on websites, and in newspapers).

Here's how

- Use **short bursts of text accompanied by striking visuals**: materials should provide essential information in such a way that the reader wants to find out more about the EITI.
- Adapt the content and the format of the information material to the **characteristics of the target groups**: age, level of literacy, linguistic preferences and involvement in the EITI process.
 - For example, secondary school pupils will find a flyer explaining the EITI as a comic strip more accessible whereas ministries' employees might want fact based information about the extractive industries.

- Adapt the information material to the **distribution channels**. The context in which the information material will reach the potential reader should determine the content and the format.
 - For example, if the information material is to be distributed at a market place, it is advisable to produce a short leaflet with striking pictures: potential readers might have very little time and initial interest for the EITI. They need to understand very quickly what the EITI is about. On the contrary, if the material is to be distributed at a meeting with the representatives of the mining industries, it should explain precisely how industries can participate in the EITI.
 - Whereas information shared on the radio can at best adapt existing, known and loved information forms, be brief and appeal to emotion and laughter, articles in a newspaper or magazine will be used with more time and concentration at hand, and can provide more background. Matching the use of both these two and others where possible reinforces the message.
- **Create partnerships with stakeholders**. Information material can easily be distributed through stakeholders, be it as take away material on their premises, as an insert within newspapers and magazines or at stakeholders' events.
- **Present the information material as the starting point for dialogue**. Include references to other sources of information, web address and phone numbers of the local EITI office.

Good fit practice: examples from the field

Cameroon found an original way to reach the general public: a **comic strip**. This approach is efficient in several ways:

- The format is always associated with **entertainment** and thus attracts attention.
- The issue most pertinent to the EITI is **very simply explained**: the title is presented as **question**, the information is conveyed in **everyday language** and the **dialogue** format allows for an exchange of questions and answers.
- Locals can **identify with the setting for the story** – a conversation between two friends on a bus to Douala, waiting at a petrol station – thus making the EITI **relevant to everyday life issues**.
- **Further sources of information**, facts and figures are available at the bottom of the comic strip.
- The comic strip was produced both in English and in French thus reflecting the **linguistic diversity** of the country and reaching a wider audience.

EITI Cameroon comic strip

HOW MUCH DOES CAMEROON GAIN FROM ITS NATURAL RESOURCES?

Panel 1: "C'est un peu comme ça que ça se passe dans les zones minières." (It's a bit like this in the mining zones.)

Panel 2: "C'est un peu comme ça que ça se passe dans les zones minières." (It's a bit like this in the mining zones.)

Panel 3: "C'est un peu comme ça que ça se passe dans les zones minières." (It's a bit like this in the mining zones.)

Panel 4: "C'est un peu comme ça que ça se passe dans les zones minières." (It's a bit like this in the mining zones.)

Panel 5: "C'est un peu comme ça que ça se passe dans les zones minières." (It's a bit like this in the mining zones.)

Panel 6: "C'est un peu comme ça que ça se passe dans les zones minières." (It's a bit like this in the mining zones.)

Panel 7: "C'est un peu comme ça que ça se passe dans les zones minières." (It's a bit like this in the mining zones.)

Panel 8: "C'est un peu comme ça que ça se passe dans les zones minières." (It's a bit like this in the mining zones.)

Panel 9: "C'est un peu comme ça que ça se passe dans les zones minières." (It's a bit like this in the mining zones.)

Panel 10: "C'est un peu comme ça que ça se passe dans les zones minières." (It's a bit like this in the mining zones.)

Panel 11: "C'est un peu comme ça que ça se passe dans les zones minières." (It's a bit like this in the mining zones.)

Panel 12: "C'est un peu comme ça que ça se passe dans les zones minières." (It's a bit like this in the mining zones.)

Text on the left:

INTRODUCTION

Le Cameroun est un pays riche en ressources naturelles. Ces ressources sont une source de richesse et de prospérité pour le pays. Cependant, l'exploitation de ces ressources est souvent caractérisée par une mauvaise gouvernance, ce qui entraîne une répartition inéquitable des bénéfices. Cette brochure vise à informer le public sur les enjeux liés à l'exploitation des ressources naturelles et à promouvoir une gestion transparente et responsable de ces ressources.

Text on the right:

The Extractive Industries Transparency Initiative (EITI)

The Extractive Industries Transparency Initiative (EITI) is a global standard for transparency in the extractive sector. It is a multi-stakeholder process that brings together governments, companies, and civil society to ensure that the benefits from the extractive sector are managed in a transparent and accountable manner. EITI is a key tool for promoting good governance and reducing corruption in the extractive sector.

Table 1: Summary of EITI Data

Year	Number of Countries	Number of Companies	Number of Civil Society Organizations
2007	12	100	100
2008	15	150	150
2009	18	200	200
2010	22	250	250
2011	25	300	300
2012	28	350	350
2013	32	400	400
2014	35	450	450
2015	38	500	500
2016	42	550	550
2017	45	600	600
2018	48	650	650
2019	52	700	700
2020	55	750	750
2021	58	800	800
2022	62	850	850

Table 2: Summary of EITI Data

Year	Number of Countries	Number of Companies	Number of Civil Society Organizations
2007	12	100	100
2008	15	150	150
2009	18	200	200
2010	22	250	250
2011	25	300	300
2012	28	350	350
2013	32	400	400
2014	35	450	450
2015	38	500	500
2016	42	550	550
2017	45	600	600
2018	48	650	650
2019	52	700	700
2020	55	750	750
2021	58	800	800
2022	62	850	850

Text at the bottom:

TRANSPARENCY AND FAIR DISTRIBUTION OF OUR COUNTRY'S NATURAL RESOURCES FOR THE WELFARE OF OUR PEOPLE

In the same way, Mozambique used a comic strip to convey the EITI.

EITI Mozambique comic strip



ITE MOÇAMBIQUE

Iniciativa de Transparência na Indústria Extractiva

ITIE MOÇAMBIQUE
JUNTOS PELA TRANSPARÊNCIA NA INDÚSTRIA EXTRACTIVA EM MOÇAMBIQUE



O QUE É A ITE?

Iniciativa de Transparência na Indústria Extractiva (ITE) é uma iniciativa de carácter voluntário, lançada pelo antigo Primeiro Ministro do Reino Unido, Tony Blair, na Cimeira Mundial sobre o Desenvolvimento Sustentável Mundial decorrida em setembro de 2002 em Bruxelas e mais tarde, na Conferência inaugurada em Junho de 2003, em Londres, tem como principal finalidade a verificação de que as companhias pagam ao governo e o que o governo recebe, através de um processo de monitoria efectuado por um órgão conjunto que envolve o Governo, as companhias e a sociedade civil.

A ITE visa melhorar a governação nos países ricos em recursos extractivos através da verificação e publicação dos pagamentos das companhias e das receitas cobradas pelo Governo nos sectores de petróleo, gás e mineração. Internacionalmente, a implementação dos princípios da iniciativa está sob a supervisão de um Conselho de Administração auxiliado por um Secretariado Internacional com sede em Oslo, Noruega.

TESOURO PÚBLICO

ESCOLAS HOSPITAIS ELECTRICIDADE ESTRADAS

Desculpe-me, eu estava a ouvir a rádio, que você entrou aqui e gostava de saber...

...os vantagens e impactos da ITE para a população.

Como vantagem, a ITE dá a população acesso a informação detalhada sobre os rendimentos resultantes da exploração de recursos extractivos. A ITE pode reduzir o risco de uso indevido de recursos em situações de conflito interno. A ITE fortalece a boa governação através da melhoria da transparência no gestão dos fluxos financeiros entre as empresas e o Estado. A ITE aumenta a conscientização e a responsabilidade dos intervenientes através da publicação de dados credíveis.

Como Impacto, a ITE proporciona um fórum para diálogo e confiança no qual o Estado, as empresas e a sociedade civil podem discutir abertamente as receitas provenientes dos recursos extractivos, o que era um tabu no passado.

As reivindicações da Sociedade Civil (projeto de combate a pobreza como a construção de estradas, hospitais, abastecimento de água, electrificação, emprego e um melhor ambiente de vida, etc.) são mais consideráveis nas discussões e decisões relacionadas com a exploração de recursos extractivos. Para publicar o relatório nacional de reconciliação, o governo organiza uma campanha nacional de comunicação para explicar questões das indústrias extractivas à população e como as receitas destas indústrias podem ajudar a financiar o orçamento de estado. Portanto, os cidadãos têm a possibilidade de responsabilizar o governo.

PREPARAÇÃO: O governo cria um grupo de trabalho conjunto por representantes do Estado, empresas extractivas e sociedade civil; o Governo remove barreiras à implementação da ITE; o Governo recruta um Auditor independente para compilar declarações de pagamentos das empresas e declarações de rendimentos do Estado garantindo que as contas em causa sejam devidamente auditadas.

DIVULGAÇÃO: Todos os anos, as empresas extractivas devem declarar os pagamentos de reconciliação e pública o relatório de reconciliação ao Auditor. O Estado também divulga ao Auditor as receitas colectadas das empresas.

O Auditor independente compara as declarações das empresas e os pagamentos e recibos correspondentes. O Auditor independente identifica igualmente potenciais acurios e recomenda melhorias. O Auditor independente também elabora um relatório que é entregue ao Comité de Coordenação da ITE.

RECONCILIAÇÃO: O Comité da ITE publica, distribui e dissemina o relatório de reconciliação e pública o relatório de reconciliação a um público mais amplo possível, da forma mais acessível e compreensível, incluindo a publicação da informação na sua página da Internet e rotas pelo país, em particular para as zonas extractivas.

MONITÓRIA E AVALIAÇÃO: O Comité analisa as actividades da ITE e assegura a implementação efectiva das medidas tomadas com base nas lições aprendidas.

Moçambique aderiu à ITE sob instruções do Presidente da República em Maio de 2008. Para a implementação dos princípios e critérios da ITE, foram criados um Comité de Coordenação e um Secretariado Técnico.

O Secretariado Técnico foi criado em Maio de 2010. O Secretariado constitui o grupo de trabalho do Comité e é liderado por um Auditor Interno Sénior. O Secretariado prepara todos os documentos e os apresenta para análise do Comité que tem uma configuração tripartida do Comité. Ao nível internacional, a ITE é dirigida por um Conselho de Administração que obedece a mesma configuração tripartida. O Conselho é auxiliado por um Secretariado Internacional baseado em Oslo, Noruega, com diretores regionais que supervisionam a implementação da ITE em cada país participante.

O Comité de Coordenação está domiciliado no Ministério dos Recursos Minerais, o Comité de Coordenação da ITE é um órgão de tomada de decisão da iniciativa. A sua composição obedece a configuração tripartida de governo, empresas e sociedade civil. As suas actividades são: a adopção de planos de acção e acompanhamento; adopção de relatórios de reconciliação e validação; organização de sessões de capacitação; comunicação sobre as suas actividades e sobre os relatórios acima indicados.

Moçambique aderiu à ITE e já elaborou o 1º relatório de reconciliação referente ao Exercício Económico de 2008. Este relatório identifica lacunas que foram temas de fortes debates dentro do Comité da ITE e dos Workshops de Diálogo que decorreram um pouco por todo Moçambique. O que levou à publicação de notas explicativas adicionais. O Comité de Coordenação organizou os Diálogos de 2008 um Workshop de lançamento da iniciativa em Maputo.

Por durante este seminário que a ITE passou a ser de domínio público.

A ITE Moçambique também já organizou, um pouco por todo o país, diversos seminários de capacitação dos intervenientes no processo da ITE, de modo que eles possam melhor entender a complexidade do sector das indústrias extractivas. O Comité da ITE publica regularmente informação na sua página da Internet www.ite-mozambique.org, onde podem-se obter as versões completas dos relatórios. Muita documentação está disponível, em particular relacionado com os quadros legal e regulador no sector extractivo. Por fim, Moçambique está a preparar-se para se candidatar ao Secretariado Internacional da ITE. O Relatório de Validação de modo a passar de país candidato a membro efectivo da ITE.

Esta Tabela mostra os Pagamentos das Empresas Minerais e petrolíferas efectuados ao Governo em 2008

Empresa	Valor (USD)
...	...

Esta Tabela mostra os Rendimentos do Governo provenientes das Empresas Minerais e Petrolíferas em 2008

Setor	Valor (USD)
...	...

Esta Tabela mostra a Reconciliação de Pagamento da Indústria Extractiva e Rendimentos do Governo em 2008

Item	Valor (USD)
...	...

Qual é o papel desempenhado pela sociedade civil neste processo?

O papel das organizações da sociedade civil é claramente definido pelo critério 5 da ITE que dita que "a Sociedade Civil participe activamente da concepção, monitoria e avaliação deste processo e contribua para o debate público". A validação da ITE contém critérios para medir a participação da sociedade civil. A ITE e a sociedade civil desempenha o papel de vigia e controlo. Ela auxilia o Governo em todas as fases da implementação da ITE. Exerce pressão se necessário e exige uma melhor implementação do Livro de Referência (Source Book). A sociedade civil insiste numa comunicação mais alargada de modo que a transparência e boa governação possam produzir um impacto positivo no padrão de vida da população ao nível das bases, especialmente as populações localizadas junto as zonas de extração e exploração de recursos naturais.

Para Moçambique, a esperança no imediato é atingir o estatuto de "país cumpridor". Contudo, para além disso, a ITE deve ser mantida e fortalecida e medida que os recursos naturais sejam explorados industrialmente. Se o país for reconhecido, a sua imagem será beneficiada. O treinamento, com os cidadãos que sustentam da existência de corrupção no sector da indústria extractiva e (ii) no exterior. Junto dos investidores, instituições financeiras internacionais e todos os parceiros de desenvolvimento. A comunicação será intensificada em particular para dar a conhecer e facilitar a apropriação da ITE e o apoio da população do país.

O Impacto da ITE na melhoria da gestão financeira pública deve ser melhor analisado e comunicado. Ao nível global, a ITE pretende tornar-se uma norma aceite e reconhecida por todos os países ricos em recursos naturais.

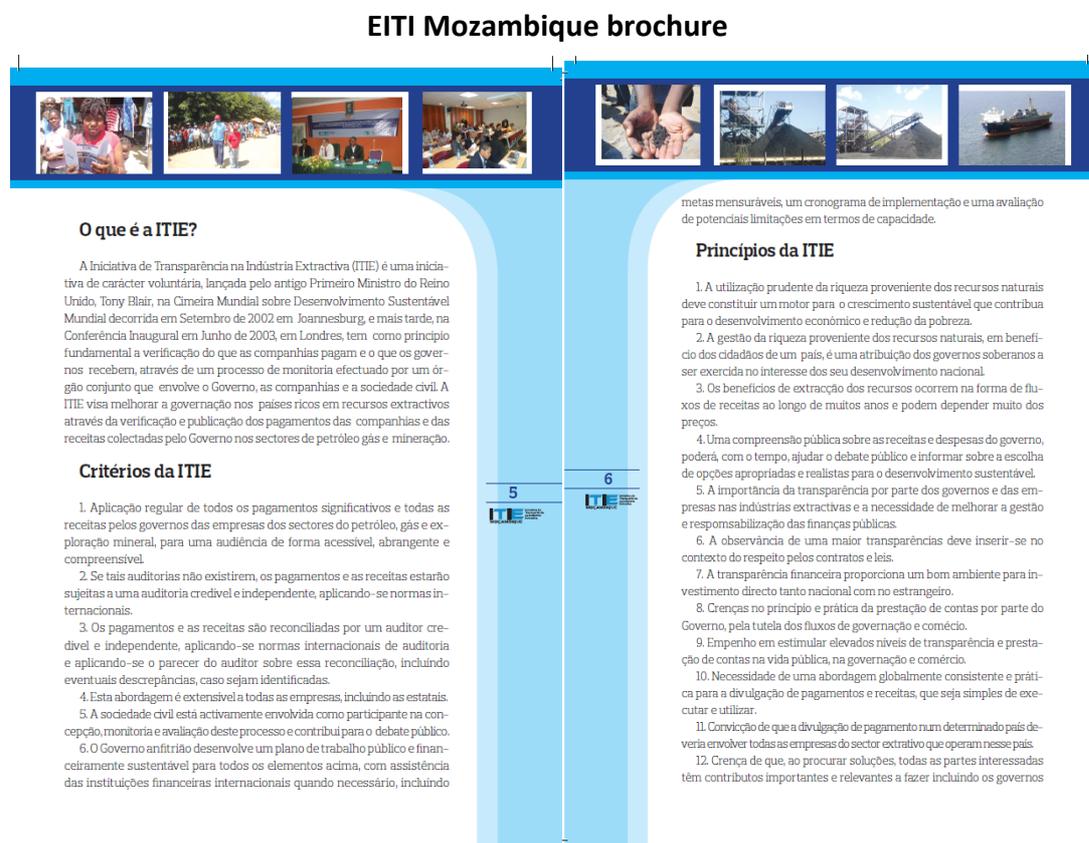
FIM

Para mais informações não hesite em contactar o

Implementado por: Co-financiadores

Mozambique's brochure presents the following advantages:

- **Colourful pages** incorporating relevant photos
- **Reader friendly presentation** of information
- Headings placed in bold outline key information
- Sections are numbered to help the reader understand the structure of the paper.



A good fact sheet may well arouse interest with the reader to move on to read the real report – or its executive summary – by for instance key stakeholder groups without initial interest in the matter, so hard to reach yet needing to be reached.

Please find below a factsheet from **Madagascar** which has an original format – landscape rather than portrait – colourful and using questions as titles and strong simple claims.

Top tips

- The format and the content of the information material must be adapted to the **target audience's communication needs**.
- Great information material is worth nothing if it does not reach the target audiences: design a **distribution strategy**.

EITI Madagascar information factsheet



SOUTENIR LA TRANSPARENCE DES REVENUS MINIERES

POUR SOUTENIR L'EITI,

Les entreprises et les organisations de la société civile :

- Publient une déclaration dans laquelle elles appuient les Principes et les Critères EITI
- Contribuent activement à la mise en œuvre du processus à Madagascar, à la gestion de l'EITI et participent aux conférences mondiales et régionales EITI
- Publient dans son rapport de responsabilité d'entreprise ses contributions à l'EITI
- Participe chaque année au rapport de réconciliation des flux d'impôts

Vous profitez de tous les avantages de la transparence.

Pour les entreprises :

- Leadership industriel
- Crédibilité et transparence
- Climat d'investissement sain et compétitif
- Meilleure collaboration avec les communautés locales
- Coûts de capital réduits

Pour la société civile :

- Profiter d'une meilleure redistribution des capitaux dans les projets communautaires
- Amélioration de la redevabilité sociale
- Participation citoyenne dans la bonne gouvernance des ressources

Pour l'Etat :

- Bonne gouvernance et assainissement du secteur extractif
- Croissement des revenus miniers
- Amélioration de la cote d'investissement
- Préservation de la stabilité politique, économique et sociale

LE MULTI-STAKEHOLDERS GROUP (MSG)

STRUCTURE ET ORGANISATION

• **Le MSG National EITI** : le Groupe Multipartite National EITI ou MSG, est une plateforme, composée des membres de toutes les Régions extractives (Comités régionaux) ainsi que de la région centrale. Ils sont issus des trois grandes entités à savoir, la Société Civile, l'Administration et le Secteur privé des industries extractives.

• **Le Comité National EITI** (MSG restreint) représente le Conseil d'administration du MSG National.

L'EQUIPE EITI Madagascar

Jaona Alain RANDRIANARISOA
Champion de l'EITI
Secrétaire Général du Ministère des Mines et des Hydrocarbures
j.randrianarisoa@mnh.com

Judicaël TAHINY
Secrétaire adjoint EITI
tahinytanborajudicael@protonmail.com

Tantellarimiza RAKOTOMALALA
Responsable Communication
tantell@protonmail.com



Est-ce que les impôts de l'industrie minière et pétrolière ont été effectivement payés?

EITI Madagascar

MISE EN ŒUVRE DE L'EITI À MADAGASCAR 2012

Ancien bâtiment du Laboratoire des Mines Ampandrianom
101 Antananarivo Madagascar
contact : +261 34 05 131 14/15
office@eiti-madagascar.org



LES 6 CRITERES REQUIS PAR L'EITI



LA MISE EN ŒUVRE DE L'EITI MADAGASCAR

En quoi consiste la norme EITI?

L'EITI ou Initiative pour la Transparence des Industries Extractives est une norme mondiale encourageant la transparence des impôts miniers, pétroliers et gaziers au niveau local. Elle est une coalition de gouvernements, d'organisations de la société civile, d'industries extractives, d'investisseurs et d'organisations internationales.

Quels sont ses objectifs ?

L'initiative repose sur deux mécanismes principaux :

- La publication régulière des données crédibles de paiements versés au gouvernement par les entreprises extractives et les recettes perçues par le gouvernement. Le rapprochement de ces deux flux est par la suite réalisé indépendamment pour évaluer les écarts.
- Le développement d'un mécanisme de surveillance multi-actonnaire afin d'assurer une mise en œuvre efficace dans les délais et encourager davantage les débats publics sur les dépenses des recettes issues des ressources non renouvelables.

EITI Madagascar

- 2010 Publication d'un rapport pilote de confrontation des revenus 2007 - 2009 des deux industries extractives engagées : Rio Tinto, Ambatovy
- 2011 Mise en œuvre du plan de travail modifié Réconciliation des flux d'impôts de trois compagnies engagées : Ambatovy, Rio Tinto, Kibora par le cabinet d'audit Ernst & Young. Campagne de communication et de sensibilisation. Processus de validation EITI mené par Monkey Forest
- 2012 Sensibilisation de toutes les compagnies minières à adhérer à la norme EITI. Publication de son second rapport de Réconciliation EITI

1 Tous les paiements matériels versés par les entreprises aux gouvernements, au titre de l'exploitation pétrolière, gazière et minière (« les paiements ») et toutes les recettes matérielles, reçues par les gouvernements de la part des entreprises pétrolières, gazières et minières (« les recettes »), sont publiés et diffusés régulièrement au grand public sous une forme accessible, complète et compréhensible.

2 Lorsque de tels audits n'existent pas, les paiements et recettes font l'objet d'un audit indépendant crédible, conformément aux normes internationales en matière d'audit.

3 Conformément aux normes internationales en matière d'audit, les paiements et recettes sont rapprochés, par un administrateur indépendant digne de confiance, qui publie son opinion sur ce rapprochement de comptes et sur d'éventuelles discordances.

4 Cette démarche s'étend à l'ensemble des entreprises, y compris les entreprises d'Etat.

5 La société civile participe activement à la conception, au suivi et à l'évaluation de ce processus et apporte sa contribution au débat public.

6 Le gouvernement d'accueil élabore un plan de travail public, financièrement viable, relatif aux éléments ci-dessus, avec le concours des institutions financières internationales le cas échéant, ce plan étant assorti de cibles mesurables, d'un calendrier de mise en œuvre et d'une évaluation des contraintes éventuelles sur le plan des capacités.

1 - Lever les obstacles

Formation de comité national Explication des nouvelles règles EITI, édition 2011

Facilitation étatique Note ministérielle ou lettre d'invitation à des compagnies minières à participer au rapport de réconciliation EITI 2012

2 - Sensibiliser les acteurs de la transparence

Participation des compagnies minières Sensibilisation de la chambre des mines, de l'APAM et des autres compagnies. Déclaration officielle et publique de participation des compagnies. Remplissage des carnets de déclaration EITI par les compagnies.

Interpellation de la société civile Plaidoyer, interpellation directe et médiatique au niveau des compagnies minières, de l'Etat et du grand public.

Mobilisation de l'administration publique Sensibilisation et lobbying auprès du Ministère des Finances et du Budget, du Ministère de la Décentralisation, du Ministère des Affaires Etrangères, de la Présidence, ...

3 - Développer l'institution

Renforcement de capacité de la société civile Thèmes : Le code minier, le code pétrolier, la Loi sur les Grands Investissements Miniers, les contrats miniers et pétroliers, la Convention d'Établissement, le cadastre minier, ...

4 - Publier le rapport d'audit EITI 2012

Délimitation des périmètres du rapport Finition du suivi de matériels. Closures de la liste définies des compagnies participantes.

Appel à manifestation du cabinet d'audit Validation des termes de références du réconciliateur. Recrutement du cabinet d'audit.

Production du rapport 2012 Validation du mode de restitution.

Wularisation des résultats Publication des résultats dans le site web officiel EITI, dans les médias et par affichage.

Téléchargez le rapport de réconciliation 2011 sur : www.eiti-madagascar.org

3.1.2. Newsletters

A newsletter is a bulletin presenting the latest news on a specific topic. The distinctive characteristic of a newsletter is that it is issued periodically to a selected audience of subscribers. The frequency of distribution (monthly, bi-monthly or quarterly) depends on the amount of newsworthy material there is to convey.

Newsletters allow organisations to maintain a **regular flow of up-to-date information** and thus embody the **identity of an organisation** for its subscribers. Newsletters can be printed or made available online.

Printed newsletters should be displayed in locations where access to computers, electricity and Internet is sparse. Printed newsletters present the advantage of reaching people who have never heard about the EITI before whereas online newsletters only reach people who have previously subscribed to it and therefore have come across the EITI before.

On the other hand, **online newsletters** can be sent to a greater number of recipients through existing community networks or mailing lists. Online newsletters also overcome distance and geographical barriers thus reaching dispersed communities. Content-wise, an online newsletter can display information in several formats (video and audio) making it more entertaining for the viewer to read. It can also present information in a concise way providing hyperlinks to further web pages.

Distribution of printed, hard-copy newsletters even to selected target groups who will have access to online newsletters can be really important - such as your main stakeholders including Government and Ministries, the MSG members themselves, important journalists and media houses, major civil society organisations – to mention the most important EITI stakeholders. The receipt of a newsletter into the hand often attracts more devoted attention than an online newsletter arriving alongside other priority information which may be of greater urgency and importance to the recipient.

If this is not possible for logistical or other reasons, including the cost of copying and printing, then online newsletters are naturally a lot better than nothing!

Before choosing to use newsletters – be it printed or online – as information material for the EITI campaign, it is essential to assess the **literacy** level of the target population: there is no point in putting a lot of effort into a newsletter if it only reaches a small percentage of the population or an inappropriate audience. However, the definition of a successful reach varies among the target groups: for the communities living in mining areas, the EITI should aim to reach 100 % of the population whereas for the general public, a reach of 20% can be considered as reasonably successful.

Here's how

- Choose **one person to coordinate the newsletter** in order to ensure editing and stylistic consistency thus granting the EITI a **coherent identity** that the readers can recognise.
 - Grant the newsletter a **specific style**. The items of the newsletter should not be a copy paste from other documents but adapted to the audience that needs to be reached.
 - Ensure that all the newsletters have the same format: position regular pieces in the same location to make it easy for the readers to find the information they are looking for immediately.
 - Always use the **same title** if it is a printed newsletter and a **consistent subject line** and sender in the case of an online newsletter.
 - Provide the newsletter on a **regular basis** – and from the same place in the case of printed newsletters – for the readers to know when – and where – to expect new information.
 - ✓ Clearly **date stamp** every edition for the readers to be able to refer to past editions.
 - ✓ In the case of printed newsletters consider printing every edition on a different shade or **colour paper** for readers to identify the edition more easily.
- Always include a **Table of Contents** at the top of a newsletter for readers to easily find the information they are looking for. For online newsletters **hyperlink** each section to facilitate navigation.
- Complement serious information with anecdotes. **'Feel good' stories from communities** will show the relevance of the EITI for the citizens' everyday life and will offer a perspective of EITI with which the general public can engage. 'Feel good' stories typically involve **testimonials** from beneficiaries of the EITI or stakeholders such as mining companies, local communities or relevant ministries.
- Use the newsletter to report on **past successes, current EITIs and upcoming events**.
- Use **visuals**, such as photos, graphs, tables and pictures. As the adage goes - a picture is worth a thousand words. Visuals make it possible to absorb large amounts of data quickly. A well-presented graph ensures that even the casual reader who only skims the newsletter will pick up on part of the newsletter's content. Aesthetically pleasing visuals might also entice a person to read the article who might not otherwise have done so.
- Small, well-presented human-interest stories are among the first things to be read. Again an interesting attractive photo of the person or group in question will attract the attention of the reader.
- Since the EITI is about **fostering a dialogue** between citizens, governments and extracting companies, encourage readers to contribute to the newsletter by providing the contact details for a real person.
- **Archive** the newsletters to track the EITI progresses.

- Include the online newsletter in the **body of the email** rather than as an attachment. There are more chances for the newsletter to be read if it does not require another document to be opened.
- If the online newsletter is sent as an attachment or when it is displayed on the website, use a **PDF format and provide an Adobe Reader link** rather than a Microsoft Word documents. This will ensure that the newsletter remains the EITI property and cannot be modified by the newsletter's recipients. Furthermore the PDF document will remain in the final graphic presentation and will not be affected by the settings of the computer opening them.
- Ensuring that online newsletters are **under 2MB** and **pictures under 30KB** will increase the likelihood that the newsletter will be received rather than bounce back and thus actually opened and read.
- For online newsletters use an online newsletter service to have a consistent template, to simplify sending to large groups and have easy access to analytics of how many people opened the newsletter.

Newsletters – be they printed or online – present costs and benefits that need to be taken into account before choosing to use this information material as part of the EITI campaign. Costs and benefits vary according to the country and the target group. Below is a brief overview of the advantages and disadvantages of each format. This summary acts as a guide to the following questions: do most people in the community have Internet access? How familiar are people in the country with online newsletters? Is the format popular? Is there a reading culture in the country or are people used to getting their news from other sources?

Diagram 21: Advantages and Disadvantages of print and online newsletter

	Advantages	Disadvantages
Print		
	<ul style="list-style-type: none"> • Tangible • Reach those who have never heard about the EITI previously • Are often passed from person to person thus increasing reach • People can hold onto their physical copy and read it at their leisure • Can be distributed in areas where there is no Internet access 	<ul style="list-style-type: none"> • Revisions not easy to make once text is set • High level of literacy required from the target audience • High cost of printing and distribution • Dissemination often cumbersome – and too often happens haphazardly
Online		
	<ul style="list-style-type: none"> • Is not hindered by geographical barriers and so can reach dispersed communities • Displays a wide range of formats • Presents information in a very concise way with hyperlinks • Can make revisions easily • Unlimited space 	<ul style="list-style-type: none"> • Requires access to electricity, computer facilities and Internet • Possible software compatibility issues • Audience must be made aware it exists • Intangible • High level of literacy – including knowledge of how to use a computer - required from the target audience

Good fit practice: examples from the field

The **EITI online newsletter** incorporates several of the points mentioned above:

- Factual reports are completed with news stories that have a **human angle illustrated with powerful imagery**. These stories draw readers in and show EITI's real-life impact.

EITI online newsletter



- Information about the EITI is presented in a **fun** way through a knowledge-based **quiz** that requires the reader to **engage** with the material at hand.



Guess the EITI country

Can you match the sentences below to the following countries: Congo, Afghanistan, Madagascar?

1. [Doubled their revenues from natural resources »](#)
2. [The first country in Africa which published payments for 2011 »](#)
3. [Approximately 90 per cent of revenues in 2008 stem from one signature bonus »](#)

- Essential information is presented in a very **concise** way providing **hyperlinks** for further information thus making the newsletter clear and very easy to digest.
- Information is displayed through a **wide range of formats** including video and twitter.
- The newsletter is used to announce **up-coming events**.

Excerpt from EITI's newsletter



EITI video competition

Deadline for submission is **31 December 2012**. So far 33 people have signed up to the competition [Learn more and sign up »](#)



Next EITI Global Conference in Sydney

Save the date! The EITI will hold its 2013 Global Conference on **23-24 May in Sydney, Australia**. [Read more »](#)



Tweet of the month

[Emma Tarrant Tayou @ettinafrica](#)
Sierra Leone publishes second EITI report in Braille. A first? [@EITlorg #EITI](#)

The **Albanian EITI** (AlbEITI)'s newsletter presents the following advantages:

- **Short text presented in bullet points** make it very easy to read quickly.
- The **photos** displayed convey the key characteristics of the EITI: extractive industries and debates.
- Additional **contact information** is provided at the bottom of the page.

Albanian EITI newsletter



ALBEITI

SEKRETARIATI NISMA PER
TRANSPARENCE NE
INDUSTRINE NXJERRESE

NEWSLETTER
QERSHOR 2012

T'i bëjmë burimet të punojnë për njerëzit



PËRMBAJTJA

► Klubi i gazetarëve Albeiti vlerëson me çmime gazetarët më të mirë të vitit

Me datë 29 qershor 2012, në kuadër të funksionimit të Klubit të Gazetarëve në përputhje me strategjinë e komunikimit të ALBEITI-t, u ndanë çmimet...



► Seminar trajnimi mbi kontrollin e qeverisë në sektorin e industrisë nxjerrëse

Me datat 12-14 qershor 2012, Sekretariati i "Nismës për Transparencë në Industrinë Nxjerrëse (ALBEITI)" në bashkëpunim me kompaninë Fair-Links organizoi në ambientet e Hotel "VICTORIA", Tiranë një seminar...



► Përvoja nga udhëtimi studimor EITI në Oslo, Norvegji

Me qëllim lidhjen dhe krijimin e më shumë kontakteve të drejtëpërdrejta dhe shkëmbimin e eksperiencës me vendet e tjera EITI në programin e punës së MSG dhe Sekretariatit ALBEITI është vlerësuar kryerja e një study tour në Oslo...



► Liderët e Komonuelthit Britanik inkurajojnë vendet për të zbatuar EITI

Në një takim në Perth të Australisë, pas njoftimit se Australia do të fillojë një projekt pilot për EITI, 54 liderët e Komonuelthit Britanik u angazhuan për zbatimin e EITI në vendet e tyre.



Adresa: Blloku "Vasil Shanto" Rruga : Irfan Tomini , Tel: +355 422 64 645 Fax: +355 422 65 111
e-mail: sekretariati@albeiti.gov.al, www.albeiti.org

Top tips

- Analyse the communications needs of **target audiences**: is a newsletter appropriate?
- Present **articles** in a **wide range of formats**: news items and factual details, spotlight features, human interest stories, photos and illustrations, quizzes and other engaging features.
- Have a **distribution** strategy and system in place.
- If using online newsletters, take advantage of the medium by including several formats (i.e. **video clips**) and **hyperlinks**.

3.1.3. Summary EITI Reports

Official EITI reports tend to be long, detailed, technical and particularly dense reading; they address subjects which many find complex – namely the extractive industries, tax and royalty systems and financial information. One way to make the EITI reports more accessible is to provide an **executive summary**.

As the name infers, these are shorter documents approximately 10% of the length of the original report, which sum up the information presented in the official report in clear and concise language. In a summary, the writer condenses the report's main ideas, conclusions and recommendations.

Where the executive summary responds to the full report, a further distillation or selection could turn a 'summary of the summary' into one or more fact sheets. These work best when produced with a particular target audience in mind, answering directly or indirectly the questions that you know are on the mind of this group.

Here's how

When publishing a report summary, keep the following points in mind:

- The introduction should present **basic EITI facts**, such as what is the EITI and what are its goals. It should also include country-specific facts, such as which industries are represented as well as the time frame which the report covers.
- Showcase how the report is **newsworthy**: explain how this report is different from the previous ones. If relevant, insist on the progress that has been made since the publication of the previous report.
- State the **purpose** of the report. Why was it written? Example: reveal the discrepancy between the government XYZ numbers and the mining industry XYZ in order to increase transparency and thus promote the use of national funds to enhance social cohesion.
- Briefly describe the **scope** of the report. What problem does it solve or what issues are covered? Example: the EITI report reviews XYZ extractive companies and compare it to the data provided by the ministry XYZ during the period XYZ.
- State the **key results** and findings detailed in the report. What was discovered? Example: There is a discrepancy of XYZ between the numbers given by company XYZ and the ministry XYZ.
- Consider using **questions as headings**. For example, 'How was the information collected?' 'Who participated in the report?' 'How was the report drawn up?' are questions which many readers will have. This format anticipates what the reader may be thinking as s/he is reading and offers a more organised and guided approach to the information.
- Use **graphs and charts** to present information. Some readers may find long paragraphs of text overwhelming, especially when the text is dry and technical. Consider presenting information visually as well so as to offer people another way to understand the report.

- Include the **next steps**. If the report contains recommendations for future action, summarise them, including who should implement them and why the recommendations should be followed. If the report shows a discrepancy between the amount reported by extractive industries and the amounts received, explain why this might be so and what will happen next. This shows audiences that the report is not the end of the EITI process but a part of the process. It also encourages people to get involved and learn more.
- Keep the **language clear and direct**. Offer definitions of the terms being used in the introduction. If acronyms are used make sure to include an index so that readers know who is being referenced.

Good fit practice: examples from the field

Tanzania’s summary report of June 2010 included a well-structured introduction allowing a reader who has never heard of the EITI to pick up the report and engage with it without any other materials. It states:

- The main goal of the EITI (transparency).
- A definition of the EITI.
- The context of the repo:

Tanzania’s summary report introduction

INTRODUCTION

Transparency in the management of revenues generated by the extractive industry is important to ensure that the Government, civil society organizations, and the general public can ascertain extractive resources being extracted and corresponding revenue generated for the good of the country. To this end, the Government of the United Republic of Tanzania applied for membership in the Extractive Industries Transparency Initiative (EITI) in February 2009 and it is working towards gaining EITI Compliant Status by February 2013.

EITI is a coalition of governments, extractive companies, and civil society organizations committed to the implementation of internationally recognised standards and procedures related to transparent management of revenues generated by extractive industries.

To be considered a compliant country under the EITI, certain requirements must be met, one of which is the reconciliation and publication of material payments and revenues in the extractive sector. After having joined EITI, countries are required to promote transparency by consistently disclosing material payments by extractive companies as well as the receipts reported by government agencies responsible for collection of revenues.

The Second TEITI Report covered companies operating in mining, oil and gas sector covering the period from July 1st, 2009 to June 30th, 2010. The First TEITI Report was produced in February 2011 and it covered the period starting from July 1st, 2008 to June 30th, 2009.

Tanzania’s summary report also displayed the information in a graph, thus conveying complex information in reader friendly way.

Diagram 22: Tanzania Contribution by sector

Contribution by sector

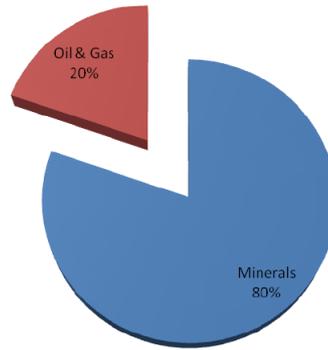
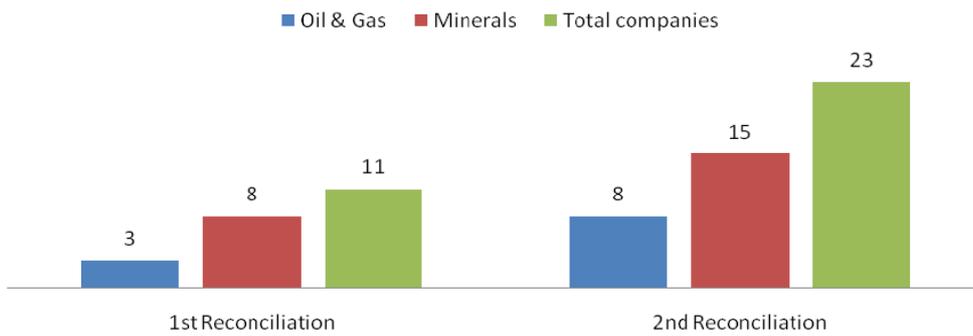


Diagram 23: Participating Companies

Participating Companies



Tanzania EITI Reconciliation Report



SHORT VERSION OF THE SECOND RECONCILIATION REPORT

For Tanzania Extractive Industries
Transparency Initiative (TEITI) for
the year ended June 30, 2010



MAY 2012

Page 1

3.1.4. Distribution

There is no point writing, designing and producing information and promotional material if it is not read – and for it to be read, it must be distributed in places where the target audience is located. Such places include:

- Local communities
 - Town halls
 - Bus/train stations
 - Schools
- Government
 - Ministries
 - Leisure clubs where the civil servants spend their free time
- Mining industries
 - Mining industries headquarters.

Here's how

- Carefully select **what is to be distributed where**, according to the target group that frequents the chosen locations;
- **Time distribution strategically**: people are usually more receptive to information in the morning rather than in the evening after a long day at work;
- Evaluate the **quantities** needed to produce according to the frequency of target audiences' visits – there should be enough copies printed to ensure that the target audience receives enough information until the next publication, without incurring surplus stock
- Decide **how** material is to be distributed: should the information material be simply displayed or should somebody actively distribute them, thus providing tailored information to the target group but costing more time and money? Or would specific representatives of one or more of the stakeholder groups be interested in supporting dissemination in their role as partner?

Good fit practice: example from the field

In the Trinidad and Tobago TTEITI Communication and Stakeholder Engagement Strategy of February 2012, the distribution of brochures is included among the outcome indicators in their monitoring and evaluation plan:

Diagram 24: Trinidad and Tobago monitoring and evaluation plan excerpt

Activity area	Outcome Indicators, FY12-13	Monitoring & Evaluation
<p>Awareness Raising</p> <p>Continuously providing vital information on the TTEITI to a wide range of interest groups and general public</p>	<p>SHORT-TERM</p> <p>At least 5,000 4-fold brochures distributed, 5,000 unique visitors to the TTEITI's website, in addition to 200 Facebook friends by end of FY12, and at least 10,000 and 500</p>	<p>Web statistics and number of comments/ requests for information.</p>

It is really important in all action plans related to the communication strategy to include not only the design of the communication mix and the preparation of the products and processes, but to also ensure that these are presented, used and evaluated effectively.

A possible distribution strategy, like the one highlighted in this news report from Ghana - <http://www.ghanabusinessnews.com/2013/02/13/ghana-to-set-up-oil-gas-information-center/> - is to **establish partnerships with other institutions** that reach specific groups with whom they have established relationships of trust. Thus, not only will the EITI **reach more people**, it will also **increase the EITI's credibility**.

3.2. Media Relations

Media relations involve working with various media for the purpose of informing the public of an organisation's mission, policies and practices in a positive, consistent and credible manner. Typically, this means coordinating directly with the people responsible for producing the news and features in the media. The goal of media relations is to **maximize positive coverage in the media** without paying for it directly through advertising.

Dealing with the media presents unique challenges in that the **news media cannot be controlled** — they have ultimate control over whether stories pitched to them are of interest to their audiences. Because of this, ongoing relationships between an organisation and the news media are vital.

There are two ways of dealing with the media:

- Reacting to the enquiries of the media
- Pitching a story to the media.

Use the following tips when dealing with journalists to ensure they get the story right in both cases.

Here's how

- Know the media (printed press, TV, radio, online) landscape – local and national: who writes about what when? Make a list and start to develop positive, professional relationships with key journalists.
- Develop a media plan and an editorial calendar: what is the best time to pitch which stories about the EITI and to whom?
- Train staff in dealing with the media
 - Appoint a single spokesperson who will be responsible for representing the national EITI secretariat for the media – ideally, it should be the communications officer.
 - Decide who is best positioned to talk to the media and about which topics. Have a number of key spokespersons who are experts on particular topics and knowledgeable about the communications strategy. Ensure that they will be available to discuss their area of expertise with the media and at short notice if necessary.
 - Develop key messages and a Q&A briefing sheet to be disseminated to all staff. This will ensure a consistency of information across the organisation.
- Keep up a dialogue with the media
 - Be proactive in contacting the media. Journalists are always on the look-out for a good story and regularly need to fill editorial space, be it in a daily newspaper or a regular radio news programme.
 - Make it easy for the media to reach the EITI by giving the contact details of the spokesperson on all media material.

- Form a group of journalists covering fields related to EITI and offer to train them in the more complex matters of the EITI so that the journalists will be better placed to write accurate, informed stories.
- The content of a story, or the reply to a media enquiry should take into consideration the following points:
 - People like human interest stories as they can relate easily to them – where possible involve community members in the story you are pitching.
 - Know your ‘figures’ and always try and include the most recent figures you have, such as how many new jobs have been created at a local mining company or how much royalty from local mining companies was paid this year to the national government. They also answer the question: why should we write an article about the EITI’s fourth report?
 - Use comparisons to make abstract data real. United Nations relief coordinator Jan Egeland gave reporters something to write about in March 2005 by saying the death toll in the Democratic Republic of Congo over the last 6 years amounted to ‘one tsunami every six months’.
 - Adapt the story to the needs of the targeted media:
 - ✓ Include the testimonial of a local community leader if the pitch is to a local newspaper
 - ✓ Include the speech of the minister of industry if the pitch is to the internal newspaper of an extracting industry
 - Avoid jargon and complex technical language.

The following chart can be used to help decide which media outlets to pitch to in order to target the desired audience. Once the decision is made regarding which media to target, refer to the next session for advice on how to write a successful media release.

Diagram 25: Media Outlets

	Print	Broadcast	News agencies and wire services	Online news sites
Media type	National, regional and local newspapers and magazines	Television and radio. Can be regional, national, local or community-based	Organisations of journalists that gather and distribute syndicated news copy electronically	Most sites are affiliated to larger newspapers, magazines, TV and radio stations but in recent years independent news sites have appeared
Target audiences	General public, as well as targeted groups (business, political, industry & trade, female-only, male-only, etc.) for specialised publications	Programming generally targeted towards particular demographic or area of interest. News shows are often produced in-house	News stories and feature pieces are prepared for use or adaptation by other media organisations (TV, radio, print, online), their target reach is incredibly broad. Local stories are often welcomed if they have an international context that can be sold to major media.	Audiences are computer literate with regular Internet access. The reach of this audience is wide as the Internet overcomes distance and geographical barriers
Features to consider	Newspaper afternoon deadlines for morning editions & lunchtime for same-day evening editions: Magazine deadlines are often months in advance	Specific interest programmes need to be pitched to well in advance, though deadlines differ according to broadcast dates (i.e. monthly, bi-weekly, weekly, etc). News programmes generally work to tight deadlines	Wire services often break big news stories and so operate in a fast-paced environment, working to strict deadlines. Your story is more likely to ‘land’ if it is current, offers new information and if you can provide all relevant details	News is updated regularly, so the sites are always hungry for new pitches and news items. Stories can be formatted in different ways (i.e. hard news, soft articles, etc) – Also carry good visuals: images and quality video

		and items must be current	immediately.	
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Media Relations Tool Kit

There are standard tools that you should prepare before you begin implementing media relations for your country's EITI process. These include:

- Communication plan for the overall media strategy: when to pitch which stories about the EITI to whom?
- Press Kit with information about your country's EITI process including
 - Summary of the EITI process
 - A short summary of the country's achievements in the EITI process
 - The summary of the latest EITI report
 - The most recent newsletter
 - Spokespersons and short biographies of the EITI national director and EITI champion
- Images or link to image bank
- Key messages and Q&A. Examples of these can be seen below.
- All relevant logos (the EITI logo or the country's derivative thereof)
- Media lists with contact details for key journalists
- Photos (preferably uploaded on your EITI webpage)
- Writing style guide to ensure everyone writes consistent materials
- Calendar of forthcoming events to ensure wide attendance and to show that the EITI process anticipates future activities
- Details regarding archiving press coverage

SAMPLE Q&A

Example 1: Why should my country consider implementing the EITI? What are the benefits we can expect?

Depending on the circumstances, there are a number of potential benefits to countries implementing the EITI.

Governments benefit from following an internationally recognised transparency standard that demonstrates commitment to reform and anti-corruption, leading to improvements to the tax collection process, enhanced trust and stability and a better investment climate.

Energy security is enhanced by a more transparent and level playing field. This increased stability encourages long-term investment in production – and thus improves the reliability of supply.

Companies benefit from a level playing field in which all companies are required to disclose the same information. They also benefit from an improved and more stable climate in which they can better engage with citizens and civil society.

Citizens and civil society benefit from receiving reliable information about the sector and a multi-stakeholder platform where they can better hold the government and companies to account.

Example 2: My country is already transparent about its revenues from natural resources. What do we

The characteristics of a strong media message are as follows:

- *Current information*

Make sure the information is current. As the saying goes - if it is not new, it is not news. In the case of the EITI, this is particularly relevant when it comes to publish its second, third or fourth report. For the media to pick up on it, you need to **emphasise what is new** compared to the previous report: did the situation improve or worsen? How? What can we do about it?

- *Facts and stats*

Facts and statistics help ground a story and make it both comprehensible and more compelling. Give concrete details: how many extractive industry companies are based in the country, how much money does on average each company declare paying to the government, how much money does the government says it receives on average from each company? Avoid the trap of giving **too many** facts and figures – three should be enough. Give **round** numbers as they are easier to remember: 10 million, 2 billion, etc.

- *Clear and coherent*

Most people, including those working in the media, are overloaded with information on a daily basis. Therefore information must not only catch the attention of the targeted journalists but must be explicitly understood within a matter of seconds. The best way to achieve this is to have a **tagline** composed of no more than 5 key words.

- *A Message is only as good as the messenger*

Someone who does not believe in or care about the issues they are discussing – and show it - cannot expect the media to care either. It is important that the messenger is **convincing**.

- *Human interest*

Human interest stories are easier to relate to and often more appealing to the media who need to engage with their readers. Using language associated with your target audiences' actual lives can also be more effective - words such as 'families', 'parents', 'community' instead of bureaucratic words such as 'recipients; or 'populations'. Do not use acronyms: they sound very technical and most people do not know what they mean.

Good fit practice: examples from the field

Tanzania, Liberia and Trinidad and Tobago developed strong relationships with journalists by proactively inviting them to take part in EITI workshops, as the abstract of the Liberia EITI's communications strategy shows below.

Liberia EITI strategy to engage with the media

To achieve the results of good working relations with the media, it is proposed that LEITI maintains a small network of strong and credible journalists. This loose and informal network could be established following the journalism training workshop on EITI and the Secretariat could then pursue a working relationship through constant information flow. This relationship will guarantee a mechanism for feedback and instant redress in case of ethical problems arising from the conduct of any journalists working on the coverage of LEITI programs. It is instructive to note, that the proposed strategy does not seek to prevent the coverage by other journalists not involved with the training or a part of the loose network. It is simply intended to amplify and enforce information on the initiative to the media.

Tops tips

- Create a media list, including names, contact details, media outlets and topics of interest
- Develop a media plan and an editorial calendar based on thorough analysis of your national media landscape.
- Train your staff to deal with media enquiries.
- Make sure the EITI stories you distribute are newsworthy: stick to the inverted pyramid, new information, numbers and people.

3.2.1. Press and Press Releases

A press release is an official statement, usually no longer than 500 words, which covers some aspect of a business or organisation's news. Press releases are a good tool for communicating information to stakeholders but their primary aim is to encourage media outlets to develop news stories around a specific subject. They can either be sent out electronically or by post. Sent electronically, press releases can have a wider reach. The focus on one topic makes it easy for the release to be picked up and increases the potential that it will be discussed in other articles.

It is important to always write a press release in the third person and to write it like a news article. Journalists are often under-resourced and pressed for time and will often print the release as is if it reads like an actual news story. The inclusion of an interesting, good quality and accurately captioned photo will extend the likelihood of the release being used.

Often it will be useful to reach out to media in advance of events, such as when you want them to come to a launch of a new report. In these cases you may want to issue a *Media Advisory*. A media advisory will be useful when you can:

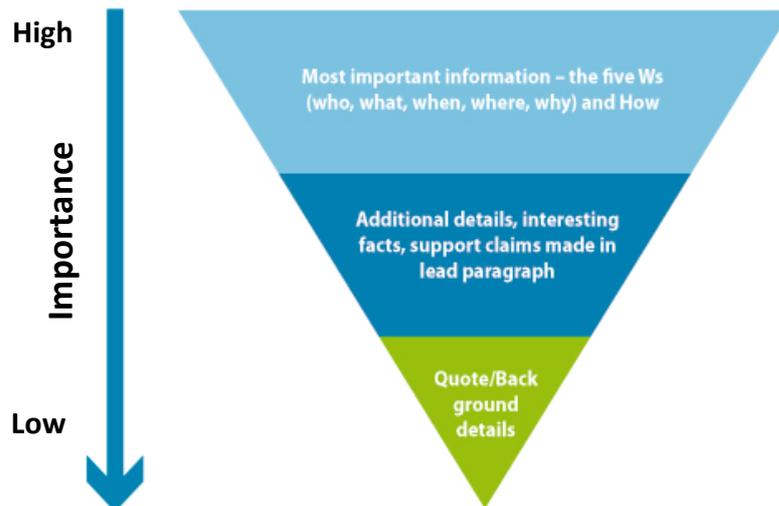
- send it to a number of journalists that this is relevant for (See page X)
- highlight the newsworthiness of the event (See page X)
- have a real proposition to them – an offer of an interview or similar.
- include some relevant background info that helps to make it more news-worthy

ADD EXAMPLE OR TEMPLATE BELOW

Here's how

- Identify the target audience and use a writing style with them in mind.
- Think about the information that must be presented and narrow it down to two or three key messages.
- Be sure to have evidence to support all messages, either in the form of recent statistic information or official quotes.
- It is good practice to follow the Inverted Pyramid model used by journalists when writing news stories and shown in the below diagram. The release begins with the most important information first, followed by fuller details, facts and figures in the next paragraphs and finishing with the least important details or a quote and/or background details in the final paragraphs.
- Make sure all press releases include a good mix of statements, quotes and statistical information.

Diagram 26: Inverted Pyramid



Good fit practice: examples from the field

Nigeria published a press release on its website that was taken up in several media. Below is a copy of the press release which generated media coverage for the following reasons:

- The information provided is new
- It displays figures
- It cites precise mining companies
- It explains why it matters by stating the Nigeria EITI's main objective – reduce poverty
- It is slightly controversial by stating that it is not a witch-hunt, implying that some people are perceiving the initiative that way
- It concludes on the next steps.

The release was covered in a number of news outlets including the National Mirror (<http://nationalmirroronline.net/new/neiti-to-audit-utilisation-of-13-derivation-funds/>) and This Day Live (<http://www.thisdaylive.com/articles/neiti-begins-audit-of-eca-13-derivation/137936/>)

It is important to notice how the media covered the press releases:

- NEITI Executive Secretary, Mrs. Zainab Ahmed was available for interviews as well as other important stakeholders.
- The number '13 %' was insisted upon – it made it to the title.
- Reference to a workshop organised in Abuja where the journalist was invited.

FISCAL ALLOCATION AND STATUTORY DISBURSEMENT AUDIT COMMENCES

The Nigeria Extractive Industries Transparency Initiative (NEITI) has signed the contract for the conduct of the Audit on Fiscal Allocation and Statutory Disbursements. The signing of the contract marks the formal commencement of the Audit, expected to be concluded within a period of nine (9) months.

Explaining the objectives, the Executive Secretary Mrs Zainab Ahmed said the Audit will cover fiscal allocation and statutory disbursements of extractive industries revenue funds from the Federation account to the three tiers of government. Mrs Zainab stated that the Audit which is first of its kind by NEITI will in the meantime; cover only states that benefit from the 13% derivation as well as other agencies that directly receive allocations from the federation account. They include the oil producing states of Abia, Akwa-Ibom, Bayelsa, Cross River, Delta, Edo, Imo, Ondo and Rivers. Others are Niger Delta Development Commission (NDDC), Petroleum Technology Development Fund (PTDF), Central Bank of Nigeria (Development of Natural Resources), Federal Government of Nigeria (Share of Derivation & Ecology), and Administration and Application of Excess Crude Oil Account.

Mrs Zainab also stated that the Audit would cover the period 2007-2011. "In line with the provision of Section 2 and 3 of the NEITI Act, the decision by NEITI to implement this part of the law is not only legal but imperative in view of the mutual suspicion and distrust that has existed among federal, states and local governments over who gets what, why and how." The Executive Secretary further explained that the audit will also provide baseline information required for planning and development, reduce friction and promote public trust through provision of timely and current information and data that would form the basis for revenue allocation, disbursements and application in Nigeria.

She reassured the Covered entities that the audit is not intended to "witch- hunt", but targeted at ensuring that the revenues from the sector to the recipients are prudently managed to address the developmental needs of Nigerians, and reduce poverty.

The Executive Secretary also urged the auditors to be courageous, independent and apply the highest level of integrity and professionalism in carrying out the assignment. "We in NEITI expect the states, local governments and agencies involved to cooperate with the auditors as is required by law."

An indigenous professional Audit firm SIAO Partners was engaged, through an international competitive bid process, to conduct the audit.

The Federal Executive Council presided over by President Good Luck Ebele Jonathan had in November, 2012 approved the conduct of the Audit, and promised to give NEITI every support to carry out the project.

Top tips

- Keep your message simple;
- Cover only one topic with two or no more than three main points;
- Share examples and relate the story to nationally/locally relevant issues;
- Include human interest stories where possible to also appeal emotionally to the reader;
- Add good and effective photos where relevant to increase chance of coverage in print media ;
- Make sure appropriate media outlets are being targeted.

The following checklist is a guide to writing a press release

How to write a media release

Before beginning

- Who are the target audience(s)?
- What are the message(s) to be conveyed?
- Has the right angle been chosen?
- Is the right media being targeted?
- Is it newsworthy?

Writing the headline

- It should be clear and compelling
 - It should reveal the press release's key point
 - It should be no longer than 10 words
 - It should have a strong and active verb.
-
- The first, or 'lead', sentence in a press release is a reiteration of the headline. It must be direct and to the point, capture the readers' attention and provide the five Ws (who, what, where, when and why) as well as the H (how) of the story.
 - The opening paragraph itself should be short – generally no more than three sentences – and it should summarise the story you want to tell. All key information needs to be in this paragraph. Not only do most journalists only skim the headline and opening sentences but for releases posted online, search engines typically focus on early content to index a release or news item.
 - Journalists write news stories in an 'inverted pyramid' structure with the most vital 'newsworthy' information at the beginning of the release and less important and

background information follows in order of importance or newsworthiness.

- The following paragraphs, or the body of the release, can thus be used to fill out the detail and add some colour. Though the paragraphs should be concise and long sentences avoided, be aware of providing too little information also. Back up whatever claims were made in the lead and headline and, where possible, include a quote for an expert opinion or to highlight a particular perspective.
- Deal with actual facts – events, products, services, people, targets, goals, plans, projects. Try to provide maximum use of concrete facts.
- Ensure that messages are consistent throughout the release.
- Avoid using jargon. It is important to keep any terminology used simple and easy to understand.
- Always include contact details so journalists can follow up a story if necessary.
- A 'Notes to Editors' section at the end of a press release provides an opportunity to include further factual or technical details and/or a synopsis regarding the EITI.

Go through your release and answer the following questions:

- Have the five Ws and the H question been answered?
- Is the release written in the third person and does it read like an actual news article?
- Have you followed the 'inverted triangle' structure?
- Is the angle of the release obvious – from the headline, to the opening paragraph and the details provided in the following paragraphs?
- Are there any dull words you could strengthen? Especially the verbs?
- Are there any flowery or redundant words that need to be changed or deleted?
- Is the release written with energy?
- Is the tone appropriately balanced or are you over-selling your message?
- Are all assertions backed up with evidence?
- Have sources been noted regarding external statistics?
- Has each number and name included been checked for accuracy?
- Do all quotes read naturally and are they accurately credited?
- Are the spelling and grammar 100 percent correct?
- Do the format and layout conform to the template specifications?
- Are all appropriate logos present and displayed correctly?
- Is the date correct?
- Are all contact details present and correct?
- Are all notes for editors present and correct?

3.2.2. Broadcast and Audio Visual Media

3.2.2.1 TV

Television is an effective tool for reaching a wide audience, especially in countries which don't have a high literacy rate or a widespread use of newspapers. TV facilitates a wide variety of formats, whether documentary, report, or entertainment education. The related production costs, however, means that this medium can be rather expensive. However through effective public relations (PR) activities, free exposure on TV can be garnered in the format of TV guest appearances, debates and interviews.

Here's how

- TV – more than any other media – conveys **emotions**. Make the most of it and allow communities affected by the EITI to tell their own story.
- Choose the right format: EITI information will reach a different audience when presented in a documentary, compared to a talk show or as part of a TV soap. Short message broadcasts to share important information in the style of **Public Service Announcements (PSA's)** can be effectively sent in the lead-up to news broadcasts if the issue is sufficiently urgent and the price manageable.
- Pay attention to **broadcast times**. An afternoon broadcast time is inappropriate if trying to target industry stakeholders who will likely be at work during that time.
- Make clips of your broadcast available on your **website** and in your **online newsletters** before it airs to increase viewership. Also, make sure that your broadcast is listed in your community's television guide.
- Decide if you need television to accomplish your communications goals or if a **web video** could work. The latter option is far less expensive and could offer the same advantages, depending on your audience and its access to internet.

Good fit practice: examples from the field

Trinidad and Tobago EITI collaborated with the **government audiovisual services** to broadcast information about the EITI on public TV. Trinidad and Tobago EITI national secretariat made sure to **broadcast at different times** (08.30 pm, 10.45 pm), **on different channels** (CNC 3, Channels 4&16), thus reaching a wide range of stakeholders.

Trinidad and Tobago TV broadcast examples



TELEVISION **Media Programme Guide**

Saturday, December 3rd, 2011 – Friday, December 9th, 2011

Media Programming Guide



CNC3 CHANNEL

Saturday, December 3rd – Friday, December 9th, 2011

DATE	TIME	DURATION	PROGRAMME
Saturday December 3 rd	7:30 p.m.	30 mins	Ministers Speak – The Budget and You – Minister of State in the Office of the Prime Minister Rodger Samuel
Sunday December 4 th	7:30 pm	30 mins	GISL Week in Review
Monday December 5 th	11:30 a.m.	30 mins	Ministers Speak – The Budget and You – Minister in the Ministry of People and Social Development
	10:45 p.m.	30 mins	Towards EITI Compliance
Tuesday December 6 th	11:30 a.m.	30 mins	Ministers Speak – The Budget and You – Minister of Planning
	10:45p.m	30 mins	The People's Agenda – Focus on the Ministries – Gender, Youth and Child Development
Wednesday December 7 th	11:30 a.m.	30 mins	The People's Agenda - Focus on the Ministries – Community Development
	10:45p.m	30 mins	GISL Compilation (3 – 9/12/11)
Thursday December 8 th	11:30 a.m.	30 mins	Queen's Park Savannah Preservation and Conservation / Ozzy Ozone
	10:45 p.m	30 mins	Let's Talk Tobago #201
Friday December 9 th	11:30 a.m.	30 mins	THA Media Briefing
	10:45p.m.	30 mins	Ministers Speak – The Budget and You – Minister in the Ministry of People and Social Development

PROGRAMMING SUBJECT TO CHANGE

CHANNELS 4&16

Saturday, December 3rd – Friday, December 9th, 2011

DATE	TIME	DURATION	PROGRAMME
Saturday December 3 rd	07:08 p.m.	30 mins	Towards EITI Compliance
	07:30 p.m.	30 mins	Ministers Speak – The Budget and You – Minister of State in the Office of the Prime Minister Rodger Samuel
Sunday December 4 th	07:00 p.m.	30 mins	Queen's Park Savannah Preservation and Conservation / Ozzy Ozone
	07:30 p.m.	30 mins	GISL Week in Review
Monday December 5 th	07:30 a.m.	30 mins	GISL Week in Review
	08:00 a.m.	30 mins	Ministers Speak – The Budget and You - Minister of Planning
	11:00 a.m.	30 mins	The People's Agenda – Focus on the Ministries – Gender, Youth and Child Development
	11:30 a.m.	30 mins	GISL Compilation (3 - 9/12/11)
	07:00 p.m.	30 mins	Ministers Speak – The Budget and You – Minister in the Ministry of People and Social Development
	07:30 p.m.	30 mins	The People's Agenda – Focus on the Ministries – Community Development
	08:00 p.m.	30 mins	Ministry of National Security Media Briefing (5/12/11)
	08:30 p.m.	30 mins	Towards EITI Compliance
Tuesday December 6 th	07:30 a.m.	30 mins	The People's Agenda – Focus on the Ministries – Community Development
	08:00 a.m.	30 mins	Ministers Speak – The Budget and You – Minister in the Ministry of People

Source: <http://www.ttconnect.gov.tt/gortt/portal/ttconnect>

Top tips

- Use videos to convey feelings and **trigger empathy** from the viewers.
- Get the impact of the EITI to be told by the **people affected by the EITI**.
- Choose broadcast **times and channels** with regard to the target audiences' television viewing habits.
- If opting for the Public Service Announcement (PSA) format, YouTube can be an effective additional distribution channel.
- Such clips are also effective on the website.

3.2.2.2 Video

A video competition is a good tool to create publicity and engagement, especially amongst young people and students. Videos are also a good way to educate illiterate people. The communication value of a video contest can be split into two stages. The first stage is to promote the video contest while the second stage is to distribute the videos submitted

Here's how

- Once the objectives and target groups of the video competition have been developed, participants must be registered with their contact details so that they can receive updates regarding the competition process.
- When the videos have been submitted, they can be posted on Facebook, Twitter etc and where people can then vote for their favourite. The amount of votes can be part of judging which video will win, or it can be the sole reason – evaluate what works best in your country. This will definitely increase the distribution of the videos.
- After the competition is over, the videos can be used during public meetings or in specifically arranged free showings where suitable.

Top tips

- Recruit among local film schools and send regular updates to the participants to keep them engaged.
- Get local celebrities to be part of the judging panel.
- Have a maximum of three months between the launch of the competition and the submission of videos – candidates might lose motivation otherwise.
- Videos should be short – 3 to 7 minutes.
- Be specific about the criteria according to which the winners will be selected and publish these criteria during the recruitment phase.
- Think about the submission procedure: Is there sufficient bandwidth available to upload to YouTube? If Internet connection in the area is bad, ask people to send a CD.
- Utilise these videos to generate publicity, to use on the website and for information events, road shows etc.

See how the EITI International Secretariat conducted their video competition:

<http://eiti.org/public-video-competition>

3.2.2.3 Radio

Low tech, inexpensive and reaching a large audience – radios many advantages make it a most effective communication tool for countries with a **dispersed population with low literacy rates and sparse access to electricity**. Radio is also the perfect forum for a question and answer information session, which encourages listener participation and **public engagement**. Unless downloaded as podcasts, though, shows can only be heard once – which is why it's important to employ the right techniques to get enough air time and make programs stand out.

Here's how

- Get to know **local radio** presenters and try to get EITI staff interviewed on radio shows as experts.
- Consider doing a **weekly show** on the radio about different aspects of the EITI process to encourage a comprehensive understanding of the EITI among the public.
- Be prepared to answer **questions from the public** with numbers, quotes, comparison and human-interest stories from the communities.
- **Time** radio interviews strategically. Going on air before the publication of a report will raise awareness and might encourage more people to read it.
- If you are running your own radio show, **promote** it with your other communications methods (e.g. via a newsletter or website).

Good fit practice: examples from the field

Many Candidate countries have already incorporated radio into their communications mix. **Iraq**, for example, aired an interview on RFE/RL's Free Radio Iraq with Eddie Rich, deputy head and director of the Extractive Industries Transparency EITI in June 2011, just as the country was in the process of issuing the first reconciliation report. Not only did the report itself reach a wide audience, parts of the interview were also picked up by the press resulting in a greater amount of coverage.¹⁷

¹⁷ RFE/RL, 'Iraq's Oil Industry to be Monitored by Transparency Group', *Iraq Business News*, 27 June 2012, <<http://www.iraq-businessnews.com/2011/06/27/iraqs-oil-industry-to-be-monitored-by-transparency-group/>>

Zambia, too, has taken advantage of radio. In order to spread awareness about the country's EITI it produced a **rap song** about the process. This kind of strategy raises awareness about the EITI in a way that people can connect and engage with, especially the youth.

Zambia Rap Song

Zambia Extractive Industries Transparency Initiative ZEITI
Let them know, let everybody know, the government and the CEOs
Let them know, let everybody know, mining companies, yes the three stakeholders
Let everybody know, beautiful Zambia, the public and me
Zambia has natural resources, rivers and fishes, mountains and forests
Zambia has so many resources, minerals aplenty
Copper and cobalt, silver and gold, nickel, emeralds, beautiful stones
Everybody sing along, this my song, this my ZEITI song

Chorus

Now you must know ZEITI is here, must know what it means
Now you know Zambia Extractive Industries is the name and Transparency Initiative is also
there
All the people of Zambia listen to my story
We have companies that mine all the copper and gold
They pay taxes too, yeah they pay rates too yeah, VAT and customs too, this is my song for you

The objective of Zambia Extractive Industries Initiative ZEITI is to ensure the disclosure and publication on a disaggregated basis of all payments made by the private sector to all agencies, entities and levels of the government and all corresponding revenues received by all agencies, entities and levels of the government from the private sector. ZEITI: promoting prudent use of natural resources.

Top tips

- Visit the national, provincial and local radio stations to identify possible areas of collaboration.
- Opt for a weekly programme and make yourself available

3.2.2.4 Community Radio

National radio (Government, State or Public Service), provincial stations linked to the national mother station and local FM radios are all very important and as described above: low tech, inexpensive and reaching a large audience, including those most often hardest to reach.

Community radios are small radio stations generally characterized as being of, by, for and about the community:

- of (owned by the community)
- by (programmes produced by ordinary community members)
- for (the audience is the community) and
- about (the themes and subject-matters relate to life in the community – and its surroundings).

A community radio is a rather unique communication platform for a community to advertise its own work. Due to the fact that the community radio is owned by and produced by the community itself and not by the state, a company, a religious or political group, the listeners trust the messages much more. Community radio has had tremendous positive impact in communities such as increasing the number of girls attending school and decreasing domestic violence. In communities affected by the extractive industries, working with community radio is an effective way to introduce informed debate and collective action.

Here's how

- Talk with the station management and identify the editorial group working on issues related to EITI.
- Meet with the group of community producers and explain how the EITI is relevant to the community.
- Provide documentation to prepare the programmes.
- Propose doing a **weekly show** on the radio about different aspects of the EITI process to provide the public with a comprehensive understanding of the EITI.
- Offer to be available to answer **questions from the public** during the show – and be prepared with numbers, quotes, comparison and human-interest stories from the communities.
- Propose a community radio **road-show** centred around the EITI, should the budget allow it, using quizzes and games to get the messages effectively communicated.

Good fit practice: examples from the field

The community radio in Mozambique opened a dialogue between the different parties including mining companies and local communities.

The radio programme covered a conflict between the resettled community and the mining company. The community had been promised:

- A new health centre and a new ambulance
- Construction of a primary school
- Construction of 250 brick houses
- Construction of a secondary school
- Roads connecting community to the main road.
- Wells
- A local market.

3 years later the whole community had only received a poorly constructed market and a repainted old ambulance that was broken.

Top tips

- Engage with the relevant editorial groups
- Make the EITI relevant to the community

3.2.3. Entertainment Education

Entertainment education is an innovative approach to fostering social and behavioural change. The informational content is tucked into a story and **exemplary behaviour is modelled by characters that the audience can identify with**. Entertainment education aims at encouraging the audience to pick up on and enact the modelled behaviour they've seen on TV, heard on radio or watched in theatre. The Soul City TV series in South Africa, for example, promotes health best practices. Produced by the Soul City Institute for Health and Development Communication, these 13 half hour drama episodes track the daily health trials and tribulations of both patients and staff at the Soul City Clinic. With all episodes written and produced through a rigorous research process that includes consultations with health experts, key stakeholders and audience members, the plot-lines highlighted per episode resonant greatly with the show's large following.¹⁸

Because entertainment is fun, exciting, engaging and sticky – it has a high recall and it keeps audience members **engaged even after the communication activity is over** by spurring conversations. Entertainment education is a universal communication strategy found in almost all cultures as it can be adapted or created based on local customs, practices and needs of the public. Pre-programme publicity and priming helps overcome the lag in building listenership. Moreover, listeners' groups result in audiences coming together and triggering dialogue and discussion about the messages they hear on radio.

Good fit practice: examples from the field

Taru, a radio soap opera, named after the protagonist, revolves around the life of a girl in a village in **Bihar, India**. It was aired twice a week in Bihar, Jharkhand, Madhya Pradesh, Chattisgarh states of India from February 2002 to February 2003. The objectives of the programme were to promote gender equality and reproductive health.

In the week before Taru went on air in February, 2002, **intensive pre-programme publicity** was created using folk performances in multiple villages in Bihar and through posters and wall paintings in the rest of the villages. About 1,000 people attended each of the folk performances. During the shows, a quiz was held, with **winners being awarded radio sets** and being asked to form **listeners' clubs**. This ground-based orchestration and the presence of Janani's rural providers resulted in Taru enjoying 10 per cent listenership, which translates to about 20-25 million listeners in the Indian states of Bihar, Jharkhand, Madhya Pradesh, and Chattisgarh.

¹⁸ Soul City, South African TV Authority, accessed 11 April 2013, <http://www.tvsa.co.za/mastershowinfo.asp?mastershowid=2268>

Top tips

- **Laughter** opens the heart and the mind: use local theatre groups to present pertinent EITI issues to the community;
- Find out whether there are **already existing radio-novellas** on some of the local FM stations or community radios and liaise with the stations to see whether a couple of transmissions could include locally important messages about EITI. Propose a call in programme following the drama and make yourself and other relevant stakeholders available to answer callers-in;
- Find out whether bandwidth there are **listeners clubs** connected to the community/FM radios in the area and – again – be available to meet and discuss issues;
- Enable the impact of the EITI as told by the **people affected by the EITI**.

3.2.4. Media training

Getting your messages across in media: nothing beats practice

We can learn the theory behind crafting good messages and producing content and events for media. However, when it comes to learning to get your messages across in media, nothing beats the experience of having a camera in your face and a journalist asking you questions. Even with preparations, most of us will find that our rehearsed lines are too long, too full of jargon, focusing too much on the internal EITI process and not on why this matters to people. The result of this is that viewers will not understand what you want to say, your interview will be not be shown, or in the worst case, you will look bad to the viewers.

Organising regular media trainings is a particular effective method to ensure that you can get across your messages in media. In a media training, a professional journalist will a) explain briefly how to talk on camera, b) practice by conducting an actual interview, c) play back your interview and provide you with feedback and tips on how you can improve. The key difference from a normal interview situation is that the journalist will give you the feedback on how to improve, and ideally allow you to try another interview.

The lessons learned at such media trainings will improve your ability in interview situations, but are as valuable when it comes to developing messages, content for your website or organising events.

Here's how

Get in touch with a professional media organisation or an independent journalist for a day or two and say that you would like to conduct media training for your country's EITI team. In many countries there are media organisations that are very familiar with such requests. Many multi-national media organisations with country offices will have dedicated unit for such media trainings, including Deutsche Welle, CNN, and BBC Worldwide.

Staff members (and if relevant MSG members) that are in touch with media should participate in the training. However, if possible, all staff should participate, since the lessons will be very valuable for all members of the organisation. If possible, conducting the exercise at another venue, and ideally at the headquarters of the media organisation where facilities are readily available.

A programme can look like this:

1. A one hour-long session led by the journalist on how to develop and communicate your statement effectively. The journalist will tell you what s/he wants to interview you about, and participants are given a short period of time to prepare a short statement.
2. Interviews on camera with all participants, for example as a stand-up interview.

3. Playback and feedback of interviews. Allow also other participants to highlight strong points of each interview, and how it could be better.
4. Another round of interviews with all participants, with a different format. For example a radio interview or an interview in a studio.
5. Playback and feedback
6. If time permits: conduct a third round of interviews, with more critical/hostile questions.
7. A 30 minutes long session led by journalist to conclude and summarise lessons learned.

Top tips

- Using a journalist that does not know the EITI is recommended. Make sure that the journalist is encouraged to give good and critical feedback.
- Many participants will find that the feedback to the first interview can be humbling. Therefore it is important to have time to conduct more than one interview, since the second and third one will always be better. Also, it is recommended to prepare participants in advance that this is the case.
- It can be useful to have an internal debriefing session with the team the day after the media training, to reflect on how the lessons learned should be applied to how you produce your messages and in your materials. Most participants will experience that their previous messages and materials will not be short and clear enough.

The communications team at the International Secretariat can answer any questions you have about organising such media trainings.

3.3. Online & Interactive Media

3.3.1. Websites

Website development

The development of a website is an essential means of communicating with broad audiences. While print measures can only reach a limited amount of individuals and newsletters only reach subscribers, information provided on websites is **accessible globally**.

Websites have become a key communication platform of organisations, similar to business cards. Although some countries participating in the EITI may have more limited Internet access than others, those involved in the development of communications within the process should not forget the value of a website for targeting **international stakeholders**. Done correctly, websites can be an information crossroads where you can communicate using different formats (text, video and podcasts) in order to better target different audiences.

Here's how

The following aspects should be prioritised when creating websites:

- Define **target audiences**: this step is crucial in the creation of websites. Research what the target audience wants from the website in terms of functionality and content;
- **Describe** website: create a functional, structural and content website concept. This will give a focus to the site and provide a point of reference for developers and designers in the creation of the website
- **Find a reliable web developer agency**: Websites are becoming increasingly complex and require different skill sets.
- Choose a **technical platform**: before starting the actual development of the website, decide on the technical platform to be used. This is important because it will be the platform that will be used for several years and should ensure stability, security and interoperability for external development. It is not advisable to allow the web developer to build the website using their own custom built code. This creates a lock-in to that developer. Open-source Content Management Systems such as Drupal, Joomla and Wordpress are popular for these reasons. The international EITI website is built using Drupal;
- **Design** website: take into account the current design trends and best practice examples of similar organisations or other benchmarks;
- **Develop** website: ensure that website development follows W3C recommendations and guidelines and provides clean cross-browser code;

- **Bugcheck and bugfix:** a crucial phase in the development of websites is testing and ensuring that the website is bug-free. A website can be technologically complicated and feature-rich, but if it is riddled with errors and bugs this will not matter. It is better to deliver a streamlined, small website without any bugs than a complicated system that does not work.
- **Optimise content:** one of the most common mistakes made when websites are created is that content intended for print products is copied and pasted into websites. This does not provide the user with a good website experience. Optimise your content for the web, use lists and keywords to shorten and focus the content for easy consumption by online users.
- Find a good **hosting partner:** your website should be online 99.9% of the time.

Top tips

- Take time to **assess target audiences' requirements**
- **Research** what already exists and don't be afraid to copy ideas
- **Focus** the website on one function
- **Use open-source technologies** and platforms
- Provide **clear branding** on the website
- **Make it simple** – don't overburden the website with features
- **Make it usable** – Ensure that the information on the website is engaging, relevant and easily accessible. Navigating from the homepage through to other site pages should be clear and uncomplicated. A user-friendly site will encourage people to return to it again and again.
- **Use images, videos and graphics** to supplement content
- **Make it scalable** – think about what you might require in the future
- **Understand Search Engine Optimisation** and make sure the texts are easily readable online
- **Do quality checks** – audit content and regularly update the website – website development and communication never stops, it goes through phases and iterations

Use the below table to assess your website

All criteria are rated in a scale from 1-5. However since not all criteria have the same importance they are weighted thus: 1 = nice to have (makes it perfect but is not essential), 2 = standard, 3 = must have (this is an absolute essential). For the assessment of a category it would not make sense to give the less important, but nevertheless nice to have criteria the same weight and importance. So for the website assessment the weight (1-3) is multiplied by the rating (1-5) to Calculate total points.

In the blue lines the maximum points for each category is displayed. So the % in the blue line displays the actual percentage result of the assessment for this category (Sum of result / maximum points).

If criteria should not be rated the rating is: Not rated (0)

Diagram 27: Website assessment

Web Assessment	Weight
Generic Template	(1-3)
Access of content / navigation	180
What is the first impression of the structure? Does the user know where to start? (Direct access start page i.e. teaser topics, access for different target groups)	3
Is the content clustered to useful categories and are they precise?	2
Content navigation / cross links (in opposition to linear paging)	2
Is the navigation accessible at any time?	3
Is the information structure transparent for visitors? (do users understand the structure without using a sitemap?)	2
Does a sitemap or an overview function exist?	2
Does a search function exist?	2
If additional software (e.g. Plug Ins) is needed - will users be informed and are links for download provided?	3
Are navigation elements clear and unmistakably labelled?	3
Are interactive elements easy to identify for users? (i.e. change of cursor, etc.)	2
Are hyperlinks labelled?	3
Are external links labelled unique?	2
Does the wording of hyperlinks inform the users about where they will be led?	3
Does the user know at any time where exactly they are on the website?	3
Design and usability	30
Will videos, animation or sounds be started by user actions? (as opposed to automatic start)	3
Are controls for sound available? (on/off, volume)	2
Are controls for video available? (play/stop)	1
Content - General	25
Are the important and relevant topics covered?	3
Is the information easy to export (print, download, copy, share by e-mail or on social media)?	2
Interactivity	50
Is the interactive content appropriate for the interests of the target group?	3
Are texts intelligible and easy to understand, free of errors?	2

Are technical terms explained?	3
Are interactive elements embedded meaningfully into the content? (embedded vs. external links)	2
Design and readability	75
Do all texts, tables, etc. have good readability without a zoom function?	3
Are texts easy to read? (typeface, size, colour, contrast, line length, leading)	3
Adequate quantities of text? (overall quantity, paragraph length, good chunking, etc.)?	2
Are pictures, graphics and tables easily read and understood?	2
Is the split between text and images/graphics optimal?	2
Do images/graphics support text comprehension?	2
Is important key information highlighted or marked so it is easy to recognise?	1
Are texts and images as well as other elements optimally positioned on the website?	1
Accessibility	55
Is the complete website accessible with all standard browsers (IE, Firefox, Safari, Google Chrome)?	3
Is the website accessible via mobile phone?	2
Does all visual content for the website offer text alternatives (i.e. alt-tags with descriptions for images, transcriptions for videos)?	3
Is the website accessible without a mouse?	3
Is clear, simple, easy-to-understand language used in the texts?	3
Website experience	55
Is there a high amount of on-click actions (amount of interactive elements/amount of pages)?	2
Is there a possibility for users to actively customise / personalise the website?	1
Does the site contain entertainment elements? (e.g. games)	2
Are interactive tools available on the website? (e.g. Q&A tool)	1
Does the website offer interactive navigation elements? (paging, DHTML etc.)	2
Are special interactive possibilities offered? (drag & drop, mouse actions, etc.)	1
Are depictions supported by interactive elements? (graphics, pictures)	2
Multimedia embedding	45
Moving image (video, animated graphics)	3
Sound (on-camera voice etc.)	3
Animations	2
Slideshow	1

Dialogue support	60
Is there a specific contact person for each topic/product/kind of question?	2
Are there online & offline possibilities for getting in touch with a contact person (telephone, fax, e-mail, call-back, etc.)?	3
Does the website encourage users to interact? (giving feedback, submitting forms, rating content etc.)	2
Do social networking features exist? (e.g. sharing, comments, boards, chats, polls, Facebook integration, social bookmarking etc.)	2
Push / Pull Service	50
Are users informed about new content actively?	3
Newsletter (e-mail, texting)	3
E-mail alerts	2
SEO	90
Correct code and usage of meta tags?	2
Is the wording of the page titles in line with the keywords for the page?	2
Is each page optimised for a maximum of 2 unique keywords?	3
Is the density of the unique keywords for each page optimal?	3
Has off-page optimisation and link building been conducted?	3
Are there broken links on the page?	2
Branding – “FACE” of the brand (the visual side of the brand)	36
Does the site clearly display your EITI logo?	3
Does it feature any other elements (visuals, slogans) which help identify the branding elements?	3

Good fit practice: examples from the field

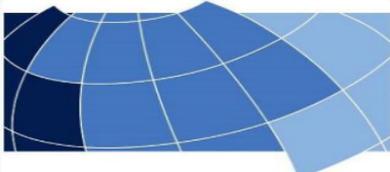
The **Ivory Coast** has made a website for its EITI which successfully incorporates many different features. The platform includes many informational articles, such as EITI reports, minutes from meetings and industry-specific documents, as well as an events calendar, pictures and videos. In this way, the website targets a variety of audiences, both those looking for specific information as well as those who may not be well-acquainted with the EITI.

The website features short news stories of a paragraph each on different topics, including international EITI news and news regarding the Ivory Coast EITI. The format is especially good for the casual reader who may not want to commit to reading a page as well as for those who do not have a lot of time and want to get key information quickly.

Ivory Coast EITI website

EN BREF | **Evénements** | **Actualités** | **Publications** | **Liens** | **Le**

Evénements ITIE 2008-2009-2010, le mardi 10 Juillet 2012 à 18h30 au Golf Hôtel-Abidjan



Séminaire Régional ITIE pour l'Afrique de l'Ouest Francophone

9 juillet 2012 à 15:24

Du 10 au 12 Juillet 2012, le Secretariat International de l'ITIE et la Coopération Internationale Allemande organisent, à Abidjan (Côte d'Ivoire), un séminaire de formation ...



Publication des Rapports ITIE 2008, 2009 et 2010

15 mai 2012 à 15:53

La Côte d'Ivoire vient de publier les Rapports ITIE 2008, 2009 et 2010 sur les données des secteurs des Hydrocarbures et des Mines.



Les sociétés minières appelées à participer à la mise en œuvre de l'ITIE

1 février 2012 à 12:28

L'hôtel Pullman, sis au Plateau, a servi de cadre, ce mardi 31 janvier 2012, à un atelier de sensibilisation et de mobilisation des sociétés minières ...



L'ITIE aux Etats Unis

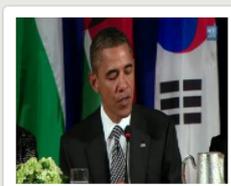
30 novembre 2011 à 12:15

A l'occasion du lancement de l'Open Government Partnership (OGP - Partenariat pour une gouvernance transparente) le 20 septembre 2011 à New York, le président américain

The website also features videos covering different aspects of EITI news. A mix of different formats is good as it gives the viewer a choice as to how they want to access the information. Videos can also be shown to a wider audience or can be integrated with other methods of communication (e.g. community meetings and radio broadcasts.)

Ivory Coast EITI website video link

GALERIE VIDÉOS



Le Président OBAMA annonce la mise en oeuvre de l'ITIE

Voir

A l'occasion du lancement de l'Open Government Partnership (OGP - Partenariat pour une gouvernance transparente) le 20 septembre 2011 à New York, le président américain Obama a déclaré que les États-Unis ...

Ivory Coast EITI website social media platform links



Additionally, the **Ivory Coast EITI** website features links to social media platforms as well as to other francophone EITI websites. This allows viewers to become involved in a broader discussion via Twitter and Facebook as well as the opportunity to put their country's EITI into a larger perspective.

The following **Liberian LEITI** website ensures that the content is current and makes effective use of social media outlets such as Facebook and Twitter.

NEWS & PRESS RELEASES

- 2012-02-29 [German Ambassador Speech at the Launch of LEITI Resource Center](#)
 - 2011-12-16 [Brief Overview of LEITI Third Report](#)
 - 2011-12-13 [The Liberia Extractive Industries Transparency Initiative \(LEITI\) Gets New Head and Deputy Head of Secretariat](#)
 - 2011-12-13 [LEITI Publishes 3rd EITI Report and LEITI Incentivizing Study Report](#)
- [More News & Press Releases](#)

RECENT DOCUMENTS & PUBLICATIONS

- 2013-03-06 [Private Use Permit Between The Forestry Development Authority and the People of Campwood -Gheedhan, Grand Bassa March 2011](#)
- 2013-03-06 [Private Use Permit Between The Forestry Development Authority and the People of Campwood, Grand Bassa County March 2011](#)
- 2013-03-06 [Private Use Permit Between The Forestry Development Authority and the People of Deeqba Clan, Grand Bassa County, Beawor District.](#)



LEITI Reporting Templates



Sam S. Tokpah
Head of Secretariat



Concessions-Contracts & Agreements

FOLLOW US



KEY DOCUMENTS

- [LEITI Announcement - Fourth Report Supporting Schedule - 4th Report](#)

3.3.2. Social Media

In the modern age where a single website holds data on over one billion registered users, social media has become a must-have online communications measure and are thus often an integral part of a communications strategy. Actors, politicians and organisations all engage their audiences through social media because it is one of the simplest and most powerful tools for audience engagement and dialogue. Yet, for all its influence in communication campaigns there are still many common mistakes that continue to negatively impact social media campaigns.

Here's how

When engaging in social media communications, it is important to take into account the following tips:

- **Research target audiences:** Research the social media websites the target audiences frequent and engage with;
- **Know the different social media platforms** and their specific features: Facebook has a younger audience and is great for sharing pictures and videos. Twitter users are normally older, have a higher education. This platform provides a great way of sharing quotes, articles and snappy facts: Use Twitter to target politicians, journalists and other high profile people by using @mentions. LinkedIn is the professional platform and very valuable in expanding professional networks. YouTube is for sharing videos, but works better when used together with other social media platforms.
- Provide the website with **social media functionality**: include visible share and “like” buttons in order to spread particular messages across multiple networks;
- Create a social media **design and style**: all social media platforms provide a level of customisation for their users. Read their guidelines or recommended sizes and formats for images;
- Create a **social media plan**: produce a rough draft of the social media strategy, taking into account the most appropriate approach of the strategy and the key performance indicators (KPIs) that will be used to measure performance. Produce rough **editorial guidelines** for all the involved platforms. Think of potential topics that might be interesting for the audience and focus on them;

- Do **not simply copy-paste** news from the website: one of the most common mistakes made by many organisations when engaging with social media is to simply copy-paste content from a website or other sources to a social media platform. This should be avoided at all costs. In order to engage with the audience, each social media profile should provide added benefits to users: unique content, images, and infographics;
- **Styling:** use simplified, open, engaging and personalised copy on all social media profiles. Human interest entry points to important stories and good photos also work here.

Good fit practice: examples from the field

The EITI in Zambia uses Facebook to publicise events and to engage their audience into a broader discussion. People can get an idea of some of the activities which the EITI participates in and organises quickly and easily.

Zambia EITI Facebook page



Perhaps the best quality of an EITI Facebook platform is that it allows people to **engage** in the process who might not otherwise have the opportunity to do so. Facebook members can comment on posts and share posts with friends, leading to a direct and credible flow of information. Comments and shares also appear on members' news feeds, meaning that the reach is greater than with other methods of online communication.

Zambia EITI Facebook interaction



The screenshot shows a Facebook post from the Zambia Extractive Industries Transparency Initiative - ZEITI Secretariat, dated January 14. The post text reads: "Speaking at the recently-held high level global EITI Board and Coordinators meeting in Lusaka, Minister of Mines, Energy and Water Development, Hon. Yamfwa Mukanga highlighted that Zambia as an EITI compliant country was expected to derive maximum collection of revenue from the mining sector which will be used to develop the areas of health, education, infrastructure, sanitation and assist in alleviating poverty. In doing so it will enact a law that will compel mining companies to disclose their figures. What are your views?" Below the post, there are two comments. The first comment is from Bupe Kabamba, posted at 11:34am, stating: "Organizations are usually reluctant to reveal such information out of their own accord, therefore, it is imperative that such a law is enacted in order to prompt both government and extractive companies to reveal this information if accountability and transparency are to prevail much to the benefit of the average Zambian." The second comment is from Farai Sylvia Liwewe, posted at 1:41pm, stating: "I feel it is a good idea and this law must be enacted...A lot of revenue is collected and so needs to be revealed...It's time the mining sector got back to what it was".

Top tips

- Think about the target **audience** – what will they respond to, what would be interesting?
- Engage with Twitter as the most effective tool for rapid news and comment distribution;
- Provide a unified approach to the social network strategy, use unified branding and editorial policies;
- **Engage** the audience frequently with comments, links and re-posts;
- Build a definitive audience platform, which will be actively engaged across all social media platforms.

3.3.3. Mobile Media

The development of mobile phone technology and the increased accessibility of these devices makes mobile media an effective way of communicating with mass audiences. Mobile phone penetration is presently at over 65% in Africa for example. This is particularly true for areas where there may not be Internet access or where computers are scarce.

Although communicating via mobile phones has its limits, it presents a **good way to provide targeted audiences who may not have access to other outlets with key information**. Being familiar with how the target audience uses mobile phone technology- as well as the limitations of the most popular mobile phone models - is key to being able to use this medium efficiently.

With the proliferation of Smartphone devices (currently around 50% of all internet traffic in Africa for example is from mobile devices), the implementation and use of mobile data has skyrocketed and is currently the fastest growing sector in the IT market. Today it is usually assumed that websites are accessible and can be easily used on mobile devices. This presents a challenge because people use and interact with mobile and handheld devices differently than they do their desktop equivalents. An additional challenge is the wide range of screen sizes and dimensions in use on mobile devices. Below are general recommendations about how to approach some of these issues.

Here's how

In order to incorporate mobile media, take into account the following points:

- Designing for mobile: take into account that users may access the website through mobile devices.
- Developing for mobile: The technical platform and necessary technologies need to be carefully selected in order to provide users true cross-compatibility on different devices.
- Research existing guidelines: Google and Apple have created extensive guidelines on mobile interface design and similar features, taking into account the way people interact with websites. Website design can be optimised by incorporating these guidelines.
- Research similar cases: The websites of organisations that have already implemented mobile versions of their sites can be browsed through Smart phones as a way of researching good user experience.
- Make your design responsive: responsive web design provides a framework and guidelines for the development of websites so that they look and feel good on all screen sizes. The website adapts output via the clever use of whitespace, vector elements in the design and interactive element sizes.
- Mobile application development: Is there an added benefit by providing users with an app? Would the target audience use an app?

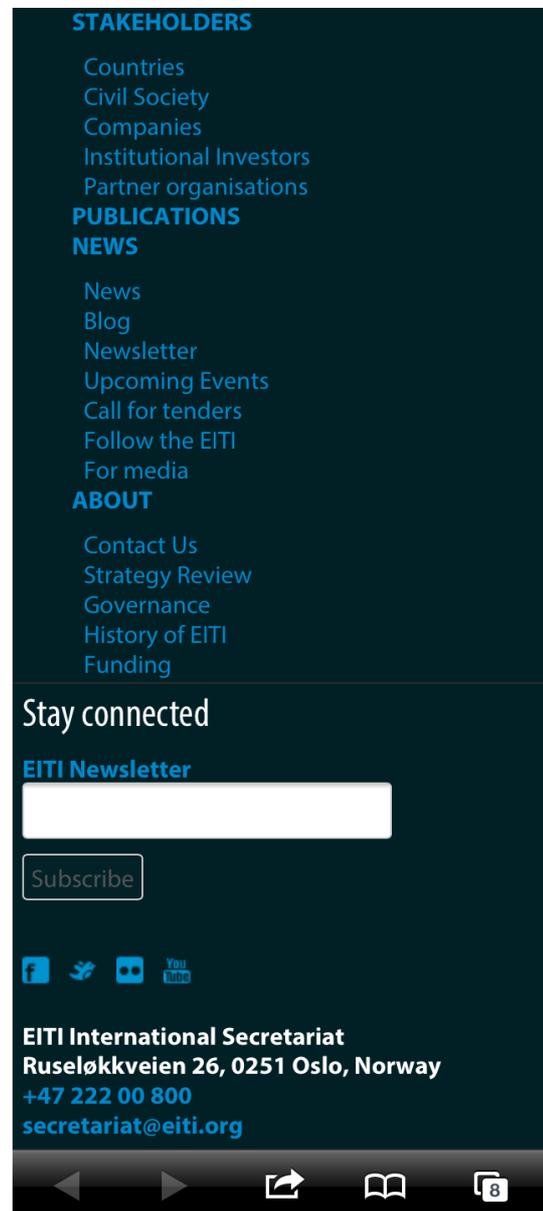
- **Applications:** mobile applications are a great way to access information and services via a mobile device quickly and easily, sometimes without even accessing a mobile data network. This is particularly useful if information is regularly updated. If not, the focus should be on providing users a quality experience on a website that is optimised for mobile use and display.
- **Optimize content:** note that since mobile screens are much smaller than desktops, content must be adapted accordingly. Users do not want to have to scroll through long texts unless this is justified (for example when choosing to read the full version of an article). Otherwise content should be short and simple.
- **SMS notifications:** SMS notifications, if rapidly deployed, is a great way for event management and informing users about new and updated content.

Good fit practice: examples from the field

The below example provides a very good overview of how a website should be optimised for mobile usage. Several key functions were deployed on the website, namely: the re-sizing of elements to fit into a long column for mobile reading, optimised button sizes for touch-interaction (large sizes), optimised two-step menu selection process (optimised for touch interactions, in terms of size), auto-resizing for images, to fit the screen size.

Overall the website provides user with a clear, simple navigation and interface, which shifts to incorporate screen size, it epitomises the paradigm of responsive design and is generally a great example of a modern mobile-optimised website.

Example of mobile website optimisation



Top tips

- Don't use outdated technologies: Flash, Silverlight;
- Avoid technologies using external plugins: Java;
- Use a minimal approach to design;
- Use large action points – i.e. buttons should be large enough that you can press them with a thumb or finger;
- Avoid default small elements like checkboxes – make custom checkboxes optimised for mobile

media

3.4. Advertising

Advertising is a form of profile-raising or promotion through paid announcements. There are many different forms of advertising and in reality, any medium or space can be used for advertising as long as it is paid for. Adverts appears on billboards, street furniture, telephone kiosks, magazines, newspapers, television, cinema, radio, taxicab doors, train stations, bus stops, banners, shopping trolley handles, super-market receipts, mobile telephone screens, opening credits of a streamed video, posters, flyers and direct mail – and these are only some of the ways people can advertise! The more traditional methods of advertising include adverts in print media and broadcasting (TV and radio) but each of these have different features which should be researched properly before selected.

Different Features of Traditional Advertising:

	Print media (newspapers, magazines)	Radio	Television
Advantages	<p><u>Tangible</u> – unlike TV and radio, people can return again and again to a print ad if they keep the publication. Magazines can have a lifespan of weeks, even months.</p> <p><u>Flexible</u> – Choice of ad sizes and placements (front page, centre page, above/below the fold)</p> <p><u>Credibility</u> – In comparison to the Internet and other media, people view long-standing newspapers as a credible source of information and an ad can be credited similarly by association</p>	<p><u>Audience</u> – can reach out to niche markets, i.e. news listeners, business people, teenagers, allowing advertisers to target specific audiences</p> <p><u>Cost</u> - often less expensive than TV and magazine ads</p> <p><u>Production</u> – easy and quick to produce, particularly in comparison to TV and magazine advertising</p> <p><u>Portability</u> – people don't have to etch out time to listen to the radio but can have it on while carrying out other tasks</p>	<p><u>Reach</u> – best at reaching large-scale audience in just a few minutes</p> <p><u>Target</u> –by running on specific stations at specific times can reach multiple targeted audiences</p> <p><u>Connection</u> – people usually watch TV in their leisure time and are more receptive to messages the ads convey</p> <p><u>Creativity</u> – ads here can use sound, visuals and actions to attract audiences to their message</p>
Disadvantages	<p><u>Cost</u> – newspapers are generally cost efficient by magazine advertising is often very expensive</p> <p><u>Competition</u> – bigger, better-placed ads can over-shadow a smaller ad developed with less budget</p> <p><u>Lifespan</u> – newspapers are often discarded after one viewing</p>	<p><u>Fleeting</u> – A radio ad can be over in seconds and so easily forgotten or full details not heard</p> <p><u>Distraction</u> – the flip side to portability is that people may be too distracted by other tasks to hear a background radio ad</p> <p><u>Timing</u> – the best slots (morning and evening commuting times) can be difficult to attain as everyone wants them</p>	<p><u>Cost</u> – is much more expensive than print or radio advertising</p> <p><u>Production</u> – can be complex, involving ad agencies, scriptwriters, actors, editors, etc.</p> <p><u>Avoidance</u>– Viewers now often avoid ads and skip through to other channels during programme breaks</p>

3.4.1 Outdoor Advertising

Outdoor advertising reaches a large audience, **regardless of level of literacy and language preferences**. In order to maximize the use of outdoor advertising, it must be placed in locations frequented by target audiences (crossings, train stations, health clinics and hospitals, the local community radio, schools, cafes, libraries etc.) If placed in a **strategic location**, outdoor advertising stands out as a point of information and if correctly lit provides information 24 hours a day – 7 days a week. Since people might be driving, or are on their way to somewhere else, it is important that the outdoor advertising is quick to view and **easy to remember**. Consider using visuals to make the message clearer.

Here's how

- Make sure that billboards and posters are **visually engaging**. Incorporate eye-catching images that convey the message without a lot of text.
- **Place** outdoor advertising in the area of target audiences.
- Use a **language** that target audiences can understand.
- Be creative. Think about different objects or surfaces which people use frequently or will see in certain environments linked to the EITI. See the example below from Madagascar and Burkina Faso for an idea as to how this can work well.

Top tips

- It is important to map the poster's target audience : what are their dreams and aspirations for their life? What do they connect with a positive future?
- Location is key;
- Messages should be conveyed with striking images and short texts that can be easily remembered;
- It is always important to carry a pre-test of information materials – and this is equally important for posters: cultural decoding of images is vastly different!
- Be innovative! A lack of traditional advertising infrastructures such as billboard doesn't necessarily mean an ad can't be positioned in innovative ways.

Good fit practice: examples from the field

Advertising examples EITI Madagascar:

Madagascar's poster uses **comic figures** and simple text to convey the EITI process. Such materials can be easily understood by the lay person and present the **role of the public** in the EITI process.



Translation:

Green Text Bubble: We publish the mining taxes and royalties that we pay!

Red Bubble: Dear citizens, be aware of our country's mining revenues!

Yellow Bubble: We debate about the mining revenues which come from our country and which will contribute to our development!

Madagascar's poster combines an **emotional element** – a boy everyone can identify with whose future can be promising – with an **extractive industry background** thus outlining the EITI's objective: ensuring that extractive industries' revenues are used to develop projects in the interest of the local population. The poster is not only **very straight forward**, it has also a very high '**sympathetic**' **potential**: the viewer immediately likes the boy and want him to have a bright future. Finally, the EITI **logo** is clearly displayed at the top of the poster and the **visuals** below the pictures summarises the EITI very well.



Pour mon avenir, est ce que les industries minières ont effectivement payés des impôts à mon pays?

❖ A travers **l'amélioration de la transparence et de la responsabilité**, les revenus des ressources non renouvelables doivent avant tout être utilisés pour augmenter d'autres formes de « **capital collectif** ».

❖ EITI l'Initiative pour la Transparence des Industries Extractives invite **les entreprises à publier ce qu'ils paient, l'Etat à publier ce qu'il recoit et vérifie les écarts.**

The diagram consists of three icons in a row, connected by arrows. On the left is a yellow factory icon labeled 'COMPAGNIES EXTRACTIVES' with the subtext 'publient ce qu'ils paient'. An arrow points from this icon to a central icon of a document with 'EITI' on it, labeled 'VÉRIFICATION INDÉPENDANTE' with the subtext 'des flux financiers'. Another arrow points from the central icon to a green classical building icon labeled 'GOUVERNEMENT' with the subtext 'publie ce qu'ils reçoivent'.

www.eiti-madagascar.org

Advertising example EITI Burkina Faso

Burkina Faso's poster is colourful and displays text with bullet points. From the pictures, people know at first glance that the EITI deals with the extractive industries. From the structure, the viewer understands instantly the role of the three actors involved.

ITIE-BF Initiative pour la Transparence des Industries Extractives Burkina Faso

Pour une bonne gestion des ressources provenant de l'exploitation minière

- ▶ **Sociétés minières :**
nous publions ce que nous payons à l'Etat.
- ▶ **Services gouvernementaux :**
nous publions ce que nous recevons des sociétés minières
- ▶ **Société civile :**
nous analysons les écarts et suivons l'utilisation des revenus publiés par l'ITIE-BF

Un mécanisme multipartite de coopération et de surveillance mutuelle

A further example is from **Nigeria**, which selected a most original kind of outdoor advertising, based on the analysis of their target groups' communication needs – **jeep tyres**. Noticing how popular 4x4 vehicles are around extractive industry sites, the Nigerian EITI (NEITI) designed spare tire covers for the vehicles with the NEITI logo. This is a good way to advertise the NEITI to people who live nearby extractive industry sites and to convey the link between extractive industries and the EITI.

3.4.2. Advertorials

Advertorials are combinations of advertisements and editorials and can be highly effective in engaging a more literate target audience. They have a different tone to a straightforward advert being more 'newsy' than promotional though obviously the aim is to tell a positive story rather than take an objective stance on a subject. A simple layout, similar to the articles in the publication the advertorial is effective. However, if there is a lot of information to impart using eye-catching headlines and sub-headings can break up the story and make information easier to grasp. Including a good balance of easy-to-find facts and figures, as well as quotes from real people works well. Consider also using well-captioned visuals to make the message clearer and more compelling. A positive outcome of advertorials is also that an organisation's credibility is often enhanced through the integration of the advertorial with a trusted news source such as a popular national newspaper.

Here's how

- Use **compelling, attention-grabbing headlines**
- **Get the balance right** between telling a story and straight promotion.
- Use a **simple layout that allows information to be grasped easily**
- Highlighted or boxed facts, figures and the use of accurately-captioned images can break up the layout making **key messages more visible**.

Good fit practice: examples from the field

Advertorial example Peru

Peru's advertorial starts with a good news headline which states the claim that is then explored and answered throughout the rest of the advertorial - 'Commitment to transparency' ('Compromiso con la transparencia'). The further use of visible facts and figures along with large, strong images of the work of the extractive industries underlines the key messages, while the use of sub-headings, which help break up the story, make the advertorial engaging and easy to read.



COMERCIO Y TRABAJO PARA LA IMPLEMENTACIÓN DE LA INICIATIVA PARA LA TRANSPARENCIA DE LAS INDUSTRIAS EXTRACTIVAS (EITI PERÚ) | LIMA, LUNES 19 DE JULIO DE 2010

PERÚ

www.minem.gob.pe | www.eitiperu.org

COMPROMISO CON LA TRANSPARENCIA



Cifras conciliadas Periodo 2004-2007
[PAGINA 4]

Empresas adheridas a la EITI en el Perú
[PAGINA 4]

Pagos de las empresas al Estado Peruano [PAGINA 1]

2004-2007: 8 mil 500 millones de soles pagados al Estado Peruano por impuesto a la renta

¿Qué es la EITI?

Initiative para la Transparencia de las Industrias Extractivas (EITI) por sus siglas en inglés es un acuerdo entre Estados, organizaciones de la sociedad civil, empresas extractivas (minerales, petróleo y gas) y agencias internacionales, que promueve la transparencia de los pagos de las empresas a los gobiernos con el propósito de mejorar la gobernabilidad, reduciendo la corrupción y los conflictos sociales.

Los Estados, organizaciones y empresas que participan en la EITI se hacen de forma voluntaria, su implementación toma en cuenta la normalidad de cada país, manteniendo los principios de la Iniciativa. Son 32 países candidatos a pertenecer a la Iniciativa, en razón de la importancia para su economía de la explotación de sus recursos minerales e hidrocarburos. El Perú es el primer país candidato de América Latina.

Integra la Comisión de Trabajo para la Implementación de la EITI en Perú

Esta comisión se conformó luego de la convocatoria del Ministerio de Energía y Minas en el 2006, esta integrada por representantes de entidades públicas y privadas:

SECTOR	INSTITUCIÓN
ESTADO	Ministerio de Energía y Minas (MINEM) Ministerio de Economía y Finanzas (MEF)
SOLEDAD CIVIL	Unión Proseca Ciudadana (UPC) Cooperación Acción Solidaria para el Desarrollo Centro de Estudios Populares Andinos Barrios de las Casas (CECA) Labor Centro de Cultura Popular Pontificia Universidad Católica del Perú (PUCP) Universidad del Pacífico (UP)
SECTOR EMPRESARIAL	Sociedad Nacional de Minería, Petróleo y Energía (SNMPE) Bathuan Peru Copper Corporation Compañía Minera Repositor Explotación Perú S.A. del Perú

¿Cuál es el valor de la Iniciativa para la Transparencia de las Industrias Extractivas?

PARA EL ESTADO
RESPUESTA:
Dada la importancia histórica y creciente de las industrias extractivas en la economía peruana, es muy significativo hacer transparentes los ingresos y pagos provenientes de este sector hacia el Estado y proveer de esta información a los actores de gestión pública. Al fortalecer la gobernabilidad democrática, los recursos en materia de desarrollo y alivio de la pobreza, al tiempo que se previene la corrupción. En el ámbito, el Estudio de Conciliación Nacional realizado por una entidad independiente, permite concluir que la administración de recursos en las bases antes señaladas es correcta y se efectúa de acuerdo a las normas vigentes.

PARA LA SOCIEDAD CIVIL
RESPUESTA:
Por su naturaleza tripartita (Estado-Empresas extractivas-sociedad civil) esta iniciativa es una cosa nueva en el Perú y se ha sentido que pasar por un proceso de aprendizaje que, en última instancia, es positivo. Hace algunos años atrás no había sido impenable que estos tres actores pudieran sentarse en una mesa a trabajar juntos para lograr un objetivo compartido, transparencia, pagos y negociaciones en las actividades extractivas de minerales e hidrocarburos.

PARA EL SECTOR EMPRESARIAL
RESPUESTA:
Es una herramienta de fomento de la transparencia y confianza, que ha permitido comprobar fehacientemente que las empresas extractivas cumplen con los pagos que corresponden al Estado, y que entre los recursos y fiscalidad. Pero sobre todo es una herramienta que abre la posibilidad para que la ciudadanía realice un seguimiento a los recursos económicos que genera la industria extractiva y los usos que de ellos se hace.

¿Cuáles son los siguientes pasos que debe dar la EITI en el Perú?

PARA EL ESTADO
RESPUESTA:
Los pasos siguientes de la Comisión de Trabajo deben ser objeto de un Plan de Acción. Fortalecimiento de la estructura, el paso siguiente es hacer transparente el uso de dichos recursos por parte de las entidades beneficiarias y el flujo de los recursos.

PARA LA SOCIEDAD CIVIL
RESPUESTA:
Lo primero es consolidar el proceso contrastando anualmente transparentando las empresas con los resultados por el Estado. En segundo lugar, vigilar en qué se gastan los recursos para que se inviertan en desarrollo. En tercer lugar, incorporar en la agenda de EITI el tema de los contratos, para dar a todo el proceso de las actividades extractivas. Hay que luchar para que nuestro país no caiga bajo la manipulación de los recursos naturales.

PARA EL SECTOR EMPRESARIAL
RESPUESTA:
Afinanzamiento y el uso de esta herramienta buscan ser la primera prioridad de las empresas extractivas que permitan propiedad, apoyo y mostrar que los recursos económicos generados por las industrias extractivas son utilizados en proyectos que permitan elevar el nivel de vida de la población, ayuda a asegurar el acceso a servicios básicos, en general, impulsa el desarrollo sostenible.

¿Qué verifica el Estudio de Conciliación Nacional?

Verifica la correspondencia entre lo que pagan las empresas adheridas a la EITI en el Perú y lo que recauda el Estado peruano de éstas.

ESTADOS

MINERAS, PETROLERAS Y GASIFERAS EN EXPLORACIÓN Y EXPLOTACIÓN

IMPUESTO A LA RENTA
REGALOS
DERECHO DE SIGNA

ESTADO PERUANO

SUNAT PERUPETRO INGENIET PCM

RECAUDADORES

GOBIERNO LOCALES REGIONAL CENTRAL

CANON MINERO Y PETROLERO
REGALOS
DERECHO DE SIGNA

ETAPA DE RECAUDACIÓN

PAGOS DE COMPAÑÍAS = INGRESOS DEL ESTADO

ETAPA DE DISTRIBUCIÓN

REPRESENTATIVIDAD EN LA PRODUCCIÓN NACIONAL DE LAS EMPRESAS MINERAS ADHERIDAS A LA EITI

El porcentaje en la producción nacional que alcanzan las empresas mineras participantes del Estudio de Conciliación Nacional, llega al cien por ciento para molibdeno y estaño, supera el noventa por ciento en el caso del cobre, el cincuenta por ciento para el zinc y la plata, durante los cuatro años en estudio (2004, 2005, 2006 y 2007). En el caso del plomo, supera el cuarenta por ciento de la producción nacional para los años 2006 y 2007.

Elemento	2004	2005	2006	2007
Molibdeno	100%	100%	100%	100%
Estadío	94%	91%	94%	91%
Cobre	76%	77%	66%	66%
Ósmo	81%	81%	81%	81%
Zinc	56%	56%	56%	56%
Plata	37%	37%	37%	37%
Plomo	44%	44%	44%	44%

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3.4.3. Infographics

Infographics are visual representations of information and a powerful tool for disseminating large amounts of information an extensive audience group. Their purpose is to give quick access to interesting facts. Infographics can be printed and distributed among target audiences which can be printed or used online on websites and social media platforms. A good infographic is eye-catching but the data is also easy to see and grasp.

Here's how

- **Clear title and purpose** which is easy to understand without it having to be studied.
- An infographic **tells a visual story** so ensure information is organised in a way that is easy to follow and makes sense.
- **Sectioning out layout** or using headlines to break up information makes data easier to take in.
- **Design should be visually driven** but not so much that it distracts from the information within.
- An interesting or **controversial subject** works well and attracts attention.
- **Text should always be brief** so the infographic does not appear to busy and confusing with large amounts of written content.

Good fit practice: examples from the field

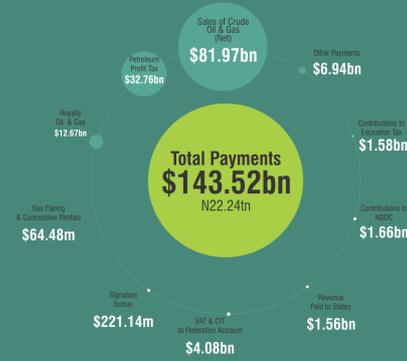
Infographic example Nigeria

The NEITI's infographic works well as not only is it visually stimulating but the various headings break up the infographic and make the data easier to engage with. The subject matter is also quite compelling and would encourage people to keep reading.

NEITI (2009 -2011 Report)

Quick Summary

A summary report of NEITI Audit report of the Oil and Gas showing revenue paid to Federal Government and States, oil production, Joint Venture Funds between 2009 and 2011.



What if we spend oil & gas revenue (N22.24tn) on the following:

There are **9,752 wards** in Nigeria Local councils. **N22.24tn** will provide **N2.5bn Specialist hospital** in every ward in Nigeria.

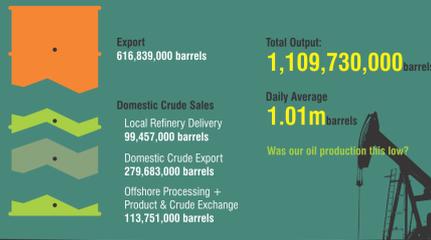
With just about **1.5m students** in Nigeria's tertiary institutions, this is enough to give a **bursary award of N8,000,000** to each Nigeria student within **3 years**.

With expected **14m farmers** in Nigeria's database in 2014, farmers can have **N1,600,000 worth of fertilizers** in **3 years**.

Nigeria's Crude Oil Production

Source: NEITI, Crude Oil Marketing Division of NNPC

2009 - 2011



N1.03tn

45% of Budgets of 8 Oil Producing States

* Olofin, Delta, Rivers, Imo, Akwa Ibom, Benue, Abia, Edo

Fuel Subsidy claims by NNPC

Total - N1.41tn

Year	Amount
2009	N198.11bn
2010	N410.68bn
2011	N785.91bn

JV Funds Account

Abuse of Account with wrong Payments

\$600,000,000 - Security Payments to MILITARY
\$486,604,000 - NAPIMS
+ \$282,950,000 - Escravos Pipeline Project
Total - \$1,739, \$44,000
Total - (N259.95bn)

\$10.6bn (N1.59tn)

Revenue from Unidentified Companies

\$311.85m (N46.77bn)
Claimed to be paid by entities but not in CBM Account

N98.3bn
Based on domestic crude allocation, amount lost over three years on mismatch in exchange rate conversion -

\$4.84 billion (N726bn)
Financial flows from NLNG received by NNPC but not yet remitted to Federation Account

Disclaimer: This document has been produced by Budget to provide information on budget and public debt issues. Budget neither endorses nor disendorses the accuracy or completeness of the information contained in this document. However, the information is made available for the use of the public and is not intended to be used for any other purpose. The information is provided for general information only and is not intended to be used for any other purpose. The information is provided for general information only and is not intended to be used for any other purpose.

Exchange Rate Conversions at N150 to \$1 except as stated in NEITI Report. Source: NEITI Financial Flows Reconciliation Report: 2009 - 2011 Oil & Gas Audit



yourbudget.com
twitter.com/budgeting
fb.com/budget

3.5. Events & Dialogue Communications

Face to face communication consistently ranks as **the most influential form of getting information across to people**. While it is obvious how much more complicated it may be to reach all, the benefits of this type of communication activity can definitely be worth it, especially when approaching the most sensitive and key stakeholders and target audiences identified through the processes outlined in chapter 2. Benefits include:

- Perceived trustworthiness of information;
- Ability to tailor information to suit individuals' needs;
- Immediate response to the public's questions;
- Immediate feedback loop.

In addition to being a one-off event, be it speaking at a conference, a show, a public debate or a community conversation, this has the potential to have a **number of add-on benefits reaching many more audiences**, if well planned: A big show with speakers, music, live debate, maybe a small topical drama, a live radio interview with a respected and famous person (locally or nationally) can be covered by the media, and have an important agenda-setting function. It can also be filmed with clips featured on the website thus bringing the debate to a wider audience base. Further clips or even an edited programme could be used by local schools or for evening community debates for example. So apart from being effective as an inter-personal event, events and dialogue communications can be used to strengthen and increase the quality of many other communication activities.

An event is an occurrence organised at a specific time and place that gathers several members of a community to accomplish a number of tasks or activities. Types of events can range from workshops to road shows and conferences. They are crucial to any communication carried out by the EITI because they actively build **social contact and exchange** and give the community a **sense of ownership of the EITI**. The greatest advantage of events is that of being able to engage in a **dialogue with the target audience**, which is one of the EITI main objectives. However events require a lot of logistical planning, are time consuming and tend to be expensive So it is best to keep to a focused plan when putting together an event.

Here's how

- Decide what needs to be accomplished as a result of the event: for example, is the event aimed at creating general awareness or attracting new stakeholders? Answering these questions will guide the shape of the event;
- **Tailor** the events to your target audiences. Stakeholders may benefit from the expertise of a keynote speaker – such as a minister or the CEO of an extracting company – whereas the general public might be more receptive to entertainment-education;
- **Start early** with the organisation, including the booking of main actors and advertising the event.
- Consider carefully all the **logistical aspects**
 - Choose a venue easily accessible for target audiences, ideally well connected by public transport or within reach of the main population centres;
 - Choose a convenient date– for example avoid national or religious holidays or week days when people might work. Evenings and afternoons normally allotted as leisure time are more suitable.
 - Acquire all materials required for the event such as audio speakers, lights, microphones, blackboards and other relevant props
 - Plan to test all the material before the event.
- Consider carefully **how to maximise attendance**
 - Start advertising at least eight weeks before the event.
 - Use all the media tools at your disposal: information materials, newsletters, TV, radio, website, social media, mobile media and outdoor advertising.
- Prepare a clear **agenda** and distribute it at the beginning of the meeting. This will help those in attendance to understand what the meetings objectives are and how to achieve them.
- Engage a **wide range of speakers** to provide different perspectives – it is always more interesting to hear a lively debate than to witness the same set of messages being repeated over and over again.
- **Encourage the participation of the public** through questions or activities. For example, a role game could be organised whereby the public is divided into groups – one representing the interests of the extracting companies, another representing a government and a last one the local communities. Each group receives a set of information and objectives to be reached during the discussion.

- Use the event to **disseminate other communication material** such as posters, brochures, videos etc.
- **Gain information** about target audiences at the event itself by -
 - Preparing a feedback questionnaire.
 - Collecting names and contact details of the attendees to keep them informed about the EITI – mainly for the newsletter.
- An event is not only about conveying messages; it is about making it a **memorable experience** that will be positively associated with the EITI by the target audiences. If you want to attract a crowd – or depending upon which crowd you wish to attract, ensure to have at least one relevant and much beloved **cultural event** such as a **famous band or musician, a theatre troupe** or a **dance ensemble** – or a combination of the above.
- Do not **meet and eat** at the same time: it is usually better to keep food until the end of a meeting to encourage finishing on time!
- Ensure media coverage. Have a media pack with information on all speakers, and on all themes, available. Brief your group of journalists in advance of an event;
- Consider high quality filming of the event to use small excerpts for website and future events.

Good fit practice: examples from the field

Mozambique has organised a series of road shows which go from one community to the next.

Pictures from the road show:



The crowd listens to EITI representatives.



Top tips

- **Start early** with organisation and advertising;
- Encourage **participation of the public**;
- Make the event a **memorable experience** through a number of side-activities (music, food, theatre, giveaways etc);
- Remember media coverage and have good press materials;
- Film the event and make small clips for use on websites, in future events etc.;
- **Involve** community radio editorial groups in event – as a partner;
- Consider to invite very professional and good journalists to moderate the event. Besides the high profile s/he will lend to the event, her/his media house will be likely to carry and cover more of the event.

3.6. Survey

One of the ultimate aims of the EITI is to improve public trust and awareness of a country's management of its natural resources. But in order to achieve this, we need to monitor what the levels of trust and awareness are. One of the principal ways we can monitor this is by conducting public surveys.

Results from such surveys are important in determining the impact of the EITI in your country, and can be valuable in deciding what kind of activity you should focus on. Several countries such as Mongolia, Sierra Leone and Trinidad & Tobago already use surveys as part of their EITI programmes.

Designing a survey requires some skill, and a clear understanding of what you want to achieve with it.

Here's how

- Set a clear objective for the survey. For a public survey, that could be “to measure the levels of trust and awareness of how natural resources are managed in our country”. It is recommended to not focus the survey only on EITI brand awareness.
- Timing: it is recommended to conduct at least two surveys using the same methodology. This ensures that you
- Decide who you want to target. If budgets allow, you can consider a general public survey (in most countries using telephone,
- Decide how you want to use the results. Is this a regular survey for the annual activity report.
- Decide who you want to administer the survey. In order to achieve results that can be monitored over time, the key is to be consistent over a period of time.
 - Many countries will have barometer survey which you can add questions for a fee.
 - You can hire a specialist to administer the survey.
- At this stage you will want to have ensured that you have a budget for this survey, as well as at least one follow-up survey using the same methodology.
- Survey design: a good fit practice can be seen below. Key here is to keep it focused on results that will help answer to your research questions, and to ensure that questions are not leading, or feel like a quiz.

Public survey template

Gender:

Age:

Please indicate to what extent do you agree with the following statements:

“Our country manages its natural resources such as oil, gas and minerals good.”

Disagree strongly Disagree somewhat Neutral Agree Agree strongly

“Our government is transparent about how natural resources are managed.”

Disagree strongly Disagree somewhat Neutral Agree Agree strongly

“Our companies are transparent about how natural resources are managed.”

Disagree strongly Disagree somewhat Neutral Agree Agree strongly

“I feel sufficiently informed about...”

ADD EXAMPLES FROM

sierra leone

mongolia

T&T

ADD SECTION ON ONLINE SURVEYS

- useful for gauge your existing stakeholders. For a web redesign, etc.

4. Monitoring and Evaluation

This chapter aims to explain the importance of monitoring and evaluation and how it is necessary to inform both an ongoing and future communications strategies.

The aim of the EITI, as explained in chapter 1, is to foster public debate so that citizens hold accountable their government to ensure that the revenues from the mining industry are spent in a sustainable way.

4.1 Working to Achieve Results

For any monitoring to be efficient, it needs to be guided by clear objectives and expected results. In other words, in order to monitor well, one first needs to know what is to be monitored and through which criteria it can be assessed as a success.

Based on the communications' strategy's objectives and the SWOT, monitoring and impact evaluation will cover two areas:

1. **Monitor** the communication processes and products outlined in the communication strategy: did the planned measure get implemented?
2. **Evaluate** the results and compare the situation at the time of the beginning of the EITI activities to map impact and results achieved in the lives of the communities.

4.2 Monitoring

Monitoring is the opportunity **to assess what works, and what does not, on an ongoing basis and as a basis for future improvement.** The EITI initiative can only be successful if it is carried out with a long-term perspective in mind and thus constantly improved.

Monitoring should be done throughout the entire project, as well as at the end and encompasses all communication measures. Only when monitoring is carried out progressively can measures be modified to attain the communications' objectives. Regular monitoring allows the EITI secretariat to adapt its communication measures to a changing environment.

As mentioned above, to monitor effectively, objectives need to be known so that they can be fulfilled and so that the fulfilment of these objectives can be evaluated. For example, one objective can be to increase awareness of the EITI among the youth. This objective could be measured in the following way: 50 % of the students in a high school in the community near by the mining industry are aware of the EITI. One way to measure this is to administer a survey – with the support of teachers – in the high school.

Some further examples for monitoring indicators could be:

- How many people participated in campaign events or competitions?
- How many public enquiries or requests for information were generated?
- How many people were reached through the media?
- How many were target audience members?
- How many partners were engaged in distributing campaign messages?
- Were all activities carried out on budget and according to the timeline?
- How many CSOs did refer to EITI data in their campaigns/advocacy?
- Do parliamentarians use EITI data in their debates?
- Does the Supreme Audit Institution use EITI data in their reports?

4.3 Impact Evaluation

Assessing impact is an important element of the overall idea of managing for results. It is not enough to register that all the elements in the communication strategy have been carried out. One needs to **assess if these measures contributed to attain the general objectives of the campaign**. The objective of all of the EITI work is to ensure that revenues from natural resources benefit the citizens. Thus, impact evaluation aims to show that specific communication measures have brought an increased transparency, an enhanced accountability and better management of extractive revenues and policies.

Simply put, an impact evaluation assesses the changes that have taken place that can be attributed to a particular communication strategy. An impact evaluation requires a systematic look at 'attribution' through a detailed review of the results reported through the monitoring of the communication activities. This would require identifying:

- Observed changes in the target population;
- Factors responsible for the changes;
- Contextual factors (or external influences) that might also explain the change;
- Alternative hypotheses – that might either explain the change or could be discounted with evidence.

Testing hypothesis is important in bringing rigour and removing bias from any reported results. Alternative hypotheses should take the form of carefully constructed counterfactuals, each detailing what might occur as a result of variation in causes or contexts. For each hypothesis, careful consideration should also be given as to what evidence would be observed were it to be correct and what might be observed if it were false.

For example, should a survey reveal that the local community knows a series of facts about the mining industry (such as the name of the mining company, the revenues the mining company pays to the government, the number of employees in the company), the EITI should propose several hypotheses: 1) community meetings organised in cooperation with community radio by the EITI secretariat 2) outreach initiative from the mining company 3) articles produced in the national newspapers by a third party.

There are many ways of collecting material documenting changes in knowledge, attitudes and practice of target populations. One well-tested, inexpensive and simple way is **through Focus Group** discussions. A focus group gathers together people from similar backgrounds or experiences to **discuss** a specific topic of interest, guided by a moderator. These discussions produce data and insights that can provide a basis for benchmarking and evaluating a communications campaign effectiveness.

Finally, it is vital to **summarise the impact assessment's results in a final report to distribute among partners, donors and stakeholders** to report on the implementation of the communication strategy. The report should display what worked and what did not and why. There is no need to be excessively positive: outlining ways to improve shows that the EITI secretariat is able to assess communication measures in an objective way and to learn for the future. This process demonstrates the EITI national secretariat's professionalism.

The following is a simple 'scorecard' framework which provides a mechanism for evaluating a media and event campaign's effectiveness. It can be adapted and added to depending on the resources and reporting needs of each country.

Diagram 28: Balanced Scorecard and Performance Indicators based on SMART Targets: Specific, Measurable, Achievable, Relevant, Timed

Measures	Performance Indicators & Communicative Output	Results to be attained	Agreed Measurement Method	Actual results	Monetary equivalent value	Total contacts
Networking	Stakeholders Participation / Stakeholder conferences - NGOs - Employer organisations - Employee organisations - Programme committee member/national ministries		Internal Tracking			
Advertising	Gross contacts Print Gross contacts TV Gross contacts Radio Gross contacts Online Advertising Gross contacts Total Media		Market Media Analysis			
Online PR	Visits Page views Page views per visitor Downloads (in documents) Contacts Online Total Quality of content - Implementation: minimum content/continuous updates - User's comments - Perception of the website	75% positive	Internal Tracking Online questionnaires Survey among NGOs	60% positive		
Media coverage	Gross contacts - Magazine articles – circulation - Newspaper articles – circulation - Trade press articles – circulation - TV reports – audience - Radio reports – audience Total reach through media coverage Clippings in public media Interviews/statements arranged Media database - Number national media - Number regional media - Number specialised media (oil and gas) Press releases distributed		Media Survey/ Clipping Survey Media Survey/ Clipping Survey Internal Tracking Clipping Survey			
Champions / Ambassadors	Number of champions / ambassadors		Internal Tracking			
Information Material	Number of flyers distributed Number of brochures distributed Number of factsheets distributed Number of media packs distributed Number of posters distributed Number of newsletters distributed Number of giveaways distributed		Internal Tracking			
Event / Dialogue PR	Number of participated events: Participation public events – direct contacts Active participation seminars and conferences – direct contacts Number of direct event contacts Number of road shows and estimated audience Number of conferences and estimated audience Number of journalists' workshops and estimated audience Number of other events and estimated audience		Internal Tracking Internal Tracking Internal Tracking Internal Tracking			
TOTAL:						

5. Budgeting and Resource Management

This chapter advises on what to consider when putting finances aside for a communications project and gives an example of a communications budget.

Budgets for the EITI are often limited. It is thus vital to carefully plan how resources will be used and what the return on investment will be. Determining the likely cost of an EITI communications programme is difficult as the types of communications tools and the communications environment varies greatly from country to country and the local context has to be taken into account.

It is important to dedicate a part of the EITI budget to communications, as demonstrated in these guidelines. Several countries implementing the EITI have full-time communications officers in their national secretariats whilst others appoint a part-time officer or hire a communications agency.

It is recommended that, at a minimum, a communication officer must:

- Have experience of working with a least one of the stakeholder groups (government, companies, civil society)
- Be able to communicate clearly and succinctly in all forms and in the required languages
- Able to facilitate queries and communications to key stakeholders
- Be capable of developing core communications materials such as fact sheets, newsletters, press releases, website content and speeches
- Have experience of working with, and possessing networks within, the media and leveraging coverage with these media
- Have some experience with strategic planning and monitoring, evaluation and where possible, impact assessment.

Annex A. Includes an outline of the terms of reference for a communication agency

5.1 How to Prepare a Budget

For each component of the communications programme, it is advisable to develop an outline, sometimes referred to as a 'project brief' that succinctly describes the project, its purpose and expected outcomes, its timeline and an itemised list of costs involved. **Be realistic about what things actually cost and how long they take to complete.** A change in the timeline can have a significant impact on the budget.

Based on previous experience in the particular country and best estimates for new activities or new suppliers, the communications officer and the committee should have clear financial guidelines to follow. Actual costs should be closely monitored during planning and action, so that the communication programme stays within its budget. Below are categories of major costs for a communication programme.

Diagram 29: Sample Budget

Budget Area:	Specific activities to cover here:	Currency	Cost per item	Total cost	Responsible for taking forward
Communication research	Initial baseline mapping of target audiences, perception, knowledge. Focus group discussions, questionnaire, interview				
Training/capacity-building	Staff development secretariat Civil Society Community media Journalist group Other				
Production of information and promotional materials	Flyers / Factsheets Newsletters Kakemono EITI report				
Media relations and PR	Press Packs Imagery Distribution				
Media planning and advertising	Media buying Advertising creative and production				
Production of broadcast PR TV and Radio	Jingle for all EITI radio programme Airtime public/local radio Partnership package with community radio: (airtime, transport to mining sites/communities for production, training) Other				
Interactive measures	Website development, hosting Website maintenance Maintain Facebook, Twitter, other				
Events and dialogue communication	Road shows, social and mobile media (together with community radio?) Public meetings Conference Filming of events, editing				
Monitoring and evaluation	Monitoring /Documentation / Reporting, News clippings Evaluation, analysis				
Staff and office expenses	If not covered by general budgets				

Once each project and all of the associated line-item costs are listed, it may be found that planned expenses exceed the available funding. What follows is the difficult part of determining what elements and projects can be eliminated or delayed until the next budget cycle, and which are essential to the current programme.

It is always a good idea to develop a costing of the ideal communication activity scenario. Once a realistic idea of what all will cost – and then see what funding is possible, it is as always a question about the art of the possible!

6. Making Communications Happen: Working it into a Work Plan

The communication strategy is the first thing to get in place when planning your communication activities: only once objectives have been decided upon can measures be put in place for the ongoing monitoring, which eventually can be evaluated to claim success.

However, a communication strategy is far from being the last step of a working process. The objectives, target groups and messages should all be linked to concrete actions, with evaluation measures and budget lines that are part of the overall work plan, that might entail more than just communications such as preparing the annual report. Having those responsible for the communication efforts in place, those staff members need to be integrated into the annual planning cycle, ensuring that the communication plans have their proper place in the overall work plan, and ensuring that for every activity, all the related, detailed activities are mapped and budgeted. Only then will communication efforts become effective and supporting the overall EITI efforts.

Please find below an example of a communications work plan. This example does not provide any details of costs, as these will vary immensely from country to country.

Diagram 30: Communications work plan example¹⁹

ITEM	RESPONSIBILITY	TIMING
1 ● Appointment of Communications Officer	● EITI Secretariat in Ministry of Finance	Immediate
2 ● Translation of EITI materials into local languages	● Public tender	Month 2
3 ● Holding of launch conference	● Communications Officer and event management company	Month 4
4 ● Advertisements in papers and on radio seeking nominees for multi-stakeholder steering group	● Communications Officer	Month 5
5 ● Establish communications sub-group of national EITI steering group	● EITI Champion/Head of National Secretariat	Month 7
6 ● Benchmark survey of how much is already known about EITI and related issues (e.g. public understanding of extractive industry operations, public finances)	● Public tender for research/public polling company	Month 7-8
7 ● Development of a communications strategy	● Public tender for PR/comms agency but final strategy needs to be signed off by communications sub-group	Month 7-8
8 ● Development of a national EITI website	● Public tender	Months 5-6
9 ● Series of public workshops in six different regions to explain EITI to key company and civil society stakeholders	● Communications Officer, Chamber of Mines, Civil Society Coalition	Months 6-8
10 ● Hard copies of final EITI reports as well as development of "summary reports" in paper and electronic form	● Communications Officer	Month 12
11 ● Public poll to measure awareness levels and whether attitudes have changed since start of the EITI process	● Public tender	Month 18

¹⁹ Source: EITI, Talking Transparency, A guide for communicating the Extractive Industries Transparency Initiative, 2008, p.34

The Government of the Republic of Trinidad and Tobago (**GORTT**) provides an example of an extensive and structured work plan which builds on the model provided in the EITI’s “**Talking Transparency**” guide. It includes sections such as **goals, actions, time, responsibility and budget**. Furthermore the plan also gives information on **funding source, expected outcome and status**. Thus, Trinidad and Tobago offer a very good example of a plan which is transparent, informative and clear.

GORTT EITI INITIATION STEP 1: SIGN-UP FOR CANDIDATE STATUS

Goals	Action	Time	Responsibility	Budget (TT\$)	Funding Source	Expected Outcome	Status
GORTT makes statement of intention to join EITI	Public launch	8 Dec. 2010	Min. Energy and Energy Affairs (MEEA)	\$15,000	GORTT	GORTT statement widely reported in media	Public launch of Steering Committee (SC) on 8 Dec. 2012 (Done).
GORTT commits to work with other stakeholders (Oil and Gas Companies and Civil Society)	GORTT official statement	8 Dec. 2010	MEEA	Nil	N/A	Other stakeholders agree to work with GORTT to implement EITI.	Tripartite SC established and functioning (Done).
GORTT appoints implementation team.	GORTT appoints EITI SC	8 Dec. 2010	MEEA	\$600,000	GORTT	Formal launch of SC under chairmanship of Victor Hart. Stakeholders sign Statement of Commitment to implement the EITI.	Tripartite SC established Dec. 8, 2010 (Done). January 20, 2011 (Done).
GORTT advises the EITI Secretariat of its decision to join the EITI	Letter to EITI International Secretariat	17 Jan. 2011	MEEA	Nil		GORTT letter to EITI Secretariat advising of its intention to implement EITI	Application for Candidate status submitted on 4 Feb. 2011 (Done).
GORTT publishes an EITI Work Plan with implementation schedule and budget.	SC to draft Work Plan	31 January 2011.	SC with World Bank (WB) assistance	\$15,000	GORTT	Work Plan approved by stakeholders	Work Plan completed January 31, 2011 (Done).
GORTT makes EITI Sign-up application	Application to EITI International Secretariat	4 Feb 2011 (Done)	MEEA	\$100,000	GORTT	T&T attendance at the EITI Global Conference in Paris.	Minister of Energy and Chair of SC attend (Done).

Another positive example of a work plan is that developed by **Tanzania** for the Communication Strategy. Similar to the previous example it contains information to the **objective, proposed action, timeline** and **expected outcome** of the measures. Despite not being present in the table, information relating to the budget and financing are also contained in the accompanying report.

Diagram 31: Tanzania EITI Communication Strategy July 2012 – June 2017

TEITI Communication Strategy II: Action Plan for July 2012-June 2017				
S/N	Objective	Proposed Action	Time Line	Expected Outcome
1.	Enable Tanzania to increase its chances to become EITI Compliant by February 2013.	<ul style="list-style-type: none"> Translate, print and intensify disseminate 2nd Report findings (full and short English version as well as full and short Swahili version) Produce TEITI 3rd Report cover July 2010 to June 2011 period; 	<p>On going</p> <p>Nov 2012 to Feb 2013</p>	<ul style="list-style-type: none"> Increased public awareness principles, purposes, and goals of EITI. Increased public debates on EI revenue transparency. Increased chances of gaining compliant status
2.	Timely production, publication, and dissemination of 3 rd , 4 th , 5 th , 6 th , 7 th , and 8 th TEITI Reports annually.	<ul style="list-style-type: none"> Plan well in advance to ensure that procurement bureaucracy do not hamper timely production of annual reports 	<p>3rd Report-2010/11, 4th Report-2011/12, 5th Report- 2012/13, 6th Report-2013/14, 7th Report- 2014-15, 8th Report- 2015/16.</p>	<ul style="list-style-type: none"> Sustainable implementation of EITI in Tanzania and promotion of good governance in EI
3.	Enhance media understanding of the EITI process and build the capacity of media to educate the general public on TEITI Reports;	<ul style="list-style-type: none"> Train the media on effective and efficient communication of EITI and TEITI programmes by conducting workshops/ seminars. Build capacity for media to analyze TEITI Reports 	<ul style="list-style-type: none"> Two workshops between Oct 2012 and February 2012 To be done at least bi-annually thereafter 	<ul style="list-style-type: none"> Increased capacity building and understanding of TEITI programmes amongst media stakeholders.

The Tanzanian report also provides details regarding the different phases of implementation of this communication strategy as can be observed below.

Diagram 32: Tanzania Key Implementation Benchmarks (2012 – 2017)

Summary of Key Implementation Benchmarks by Year (2012-2017)						
S/N	Objective	July 2012-June 2013	July 2013- June 2014	July 2014-June 2015	July 2015- June 2016	July 2016- June 2017
1.	Enable Tanzania to increase its chances to become EITI Compliant by February 2013.	Tanzania undergoing evaluation for compliant status between Sept 14 th - Dec 27 th . Notification to be out by January 2013	Assuming Compliant status is achieved, TEITI to uphold EITI rules and requirements to keep Tanzania from being delisted	Assuming Compliant status is achieved, TEITI to uphold EITI rules and requirements to keep Tanzania from being delisted	Assuming Compliant status is achieved, TEITI to uphold EITI rules and requirements to keep Tanzania from being delisted	Assuming Compliant status is achieved, TEITI to uphold EITI rules and requirements to keep Tanzania from being delisted
2.	Timely production, publication, and dissemination of 3 rd , 4 th , 5 th , 6 th , 7 th , and 8 th TEITI Reports annually.	Dissemination of 2 nd Report findings ³ Dissemination of 3 rd Report findings ⁴	Reconciliation and dissemination of 5 th Report	Reconciliation and dissemination of 6 th Report	Reconciliation and dissemination of 7 th Report	Reconciliation and dissemination of 8 th Report

Nigeria has also integrated communications in their work plans, as the examples below show. Nigeria has linked its objectives to precise activities and expected results as well as timeframe and the person responsible.

Diagram 33: Nigeria work plan (2011)

Objectives	Act. Nrb.	Activities	Outputs expected	Quantity of Outputs	Timeline	Responsible Person	KPI	Expected Outcome
To Develop a Planning Tool for NEITI	1.10	Strategic Plan Development	Strategic Plan	1	May, 2011	NSWG/ES	Approved Strategic Plan	Clear Direction for NEITI
	1.20	Medium Term Sector Strategy	MTSS Plan	1	June, 2011	NSWG/ES	MTSS Report	Effective financial planning and allocation
	1.30	Medium Term Expenditure Framework	MTEF Plan	1	July, 2011	NSWG/ES	MTEF Plan	Effective financial planning and allocation
	1.40	2012 Annual Workplan	Annual Workplan		August, 2011	ES/NSWG	2012 annual workplan	Effective planning
	1.50	2012 Annual Budget	Annual Budget		August, 2011	ES/NSWG	2012 annual budget	Effective financial planning and allocation
NSWG/ Other Stakeholders Management and Reporting	2.10	Bi-Annual Reports to NEITI Stakeholders	Bi-Annual Report		March & August, 2011	NSWG/ES	Annual report to stakeholders	Annual report
	2.20	Annual Report to NEITI Stakeholders: National Assembly, FEC, Civil Society, Website etc.	Annual Report		December, 2011	ES	Annual report to stakeholders	Annual report
	2.30	Monthly Management Reports to Senior Management of NEITI	Management Report		Monthly	DFA	Management report	Management report
	2.40	NSWG meetings		12	Quarterly	ES/DFA		
	2.50	Quarterly Financial management reports to NSWG	Management Report		Quarterly	ES/DFA	quarterly report	Effective decision making/Monitoring
To Improve Internal working Relationship	3.10	Meetings (Departmental, SMT and Staff)	Improved NEITI performance		Weekly	Directors/ES	Minutes of meetings	Improved NEITI performance
	3.20	Learning Sessions	Improved NEITI performance		TBD	Directors/ES	learning sessions	Improved NEITI performance
	3.30	Annual Staff Retreat	Improved NEITI performance		Annual	ES/DFA	Retreat held	Improved NEITI performance
	3.40	Staff Induction			March, 2011	ES/DFA	Induction held	Team spirit
To Ensure Compliance of NEITI AND Risk Management	4.10	Compliance with Laws and polides: Le VAT, WHT, PAYE, Pension, FGN etc	Compliance to Governing laws		Monthly	DFA	Deductions/Payments made	Compliance to Governing laws
	4.20	Insurance of life and property	Compliance to Governing laws	1	January, 2011	DFA	Insurance policy	Compliance to Governing laws
	4.30	Capacity building and compliance to donor contracts, regulations and guidelines including Audit of Secretariat		1		DFA		Compliance to donor contracts
	4.40	Stock taking/Capturing of all NEITI fixed and movable assets.	Fixed asset register for NEITI		Jan-June, 2011	DFA	Fixed asset register for NEITI	Effective management of NEITI assets
	4.60	Compliance with all applicable codes of governance, relevant regulatory and statutory requirement	Ensure alignment with NEITI'S corporate strategy, goals & objectives		Jan-Dec, 2011	Legal Unit		
	4.70	1) Review of all NEITI related laws 2) Review all NEITI related literature 3) Review of all NEITI related code of Ethics and Conduct 4) Review of all EITI International Best Practices	Proposal for amendments to NEITI laws and related literature		April - June 2011	NSWG/ES		
To Ensure Efficient Management of	5.10	Performance Management and compensation	Highly incentivised staff		March, September 2011	DFA/TL (HR)	Performance reports	Annual report on Performance
	5.20	Staff Welfare		1	TBD	ES/DFA	HR Plan	Future planning
To Increase the Capacity of NEITI Board and Staff	6.10	Development Plan Implementation	Enhanced Staff capacity to deliver NEITI'S mandates	12	Jan - Dec, 2011	ES/DFA	No of staff developed	Enhanced Staff capacity to deliver NEITI'S mandates
	6.20	Board Training/Retreat	Improved oversight of NEITI	12	Sept, 2011	ES/NSWG	Training Report	Improved oversight of NEITI
	6.30	Board Charter	Improved oversight of NEITI	1	Oct, 2011	ES/DFA	Board Charter	Improved oversight of NEITI
	6.40	Covered entities presentation to Board (solid minerals)	Improved oversight of NEITI	1	July, 2011	ES/NSWG	Covered entities presentation	Improved oversight of NEITI

Please note that all activities carried out in the work plan are opportunities for communication. Communicating about the EITI should not be restricted to 'classical' actions. For example, a meeting with key stakeholders might be an opportunity for a press conference or a photo shooting session that could then be displayed on the EITI website.

Annexes

Annex A. Outline Terms of Reference for a Communication Agency

Developing a communications strategy early on in the process of implementing the EITI is a useful way of ensuring that your communications activities will meet the needs of the EITI programme and your stakeholders. What follows is the outline of a sample of terms of reference which can be adapted and used by a communications agency to develop such a strategy²⁰.

Introduction

One paragraph summarizing the reason a tender is being sought.

Background

Describe what the EITI is and its recent history in your country. Who is involved in the implementation process? Why is a communications strategy being developed?

Methodology

What are you asking them to develop and how do you want to develop it? How do you want them to inform their strategy? What are the EITI's specific needs in relation to developing a strategy and what practices need to be put in place for this?

- Review of other EITI programmes, review of analogous communications programmes?
- Should they carry out surveys of recent media coverage of the EITI/the extractive industries sector/public financial management issues?
- Public polling?
- Interviews with key stakeholders and opinion formers?

In this section it is important to establish how the communications agency must develop the strategy, and also to seek creative proposals from the agency regarding how this would be implemented.

Key deliverables

What is specifically expected of the communications agency? Are they required to deliver an actual plan of communications activities? If so, what budget is available for those activities? Will the communications agency be responsible for developing only the strategy or will they also be responsible for managing the communications activities that they are identifying? When will they be expected to deliver the communications strategy?

Reporting and management arrangements

Which organisation is running the tender for the development of the communications strategy? Who in that organisation is responsible for communications and can be contacted with any

²⁰ Sefton Darby et. al, 'Talking Transparency, A guide for communicating the Extractive Industries Transparency Initiative', *EITI*, 2008, p.35

questions about the tender? Will the organisation developing the communications strategy be required to consult with or report to anyone else – e.g. a communications sub-group of the national EITI steering group?

Tender process

What form should their proposal take? Normal features of a proposal would include:

- background on the company/consultant;
- proposed methodology;
- cost;
- CVs of personnel who will work on the plan.

When are proposals due and to whom should they be sent?

What criteria will the proposals be assessed against?

Annex B. Using the EITI Logo

National EITI secretariats and multi-stakeholder groups in EITI implementing countries (www.eiti.org/countries) are granted rights to use the EITI name and logo in their own materials.

This includes the right to develop and use a national derivative version of the EITI name and logo. The EITI encourages such use and will support national secretariat's work to develop a national EITI name and logo. The EITI International Secretariat may be consulted before starting to use or changing a derivative version of the EITI name and logo.

The rights to use the EITI name and logo, including derivative versions, are withdrawn if a country's EITI Candidate or Compliant status is revoked by the EITI Board. For EITI's full logo policy, please see:



www.eiti.org/about/logopoli

Back page description

The Extractive Industries Transparency EITI (EITI) is a globally developed standard that promotes revenue transparency at the local level. It is a coalition of governments, companies, civil society, investors and international organisations. Through robust yet flexible methodology company payments and government revenues from oil, gas and mining are published, and discrepancies are reduced. Although the EITI Board and the International Secretariat are the custodians of the EITI process, implementation takes place at the country level, in a process that emphasises multi-stakeholder participation. www.eiti.org