

Nigeria Extractive Industries Transparency Initiative (NEITI)

COMMUNICATIONS STRATEGY

28 April 2005



NEITI COMMUNICATIONS STRATEGY

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NEITI COMMUNICATIONS STRATEGY

Executive Summary

This Communications Strategy sets forth strategic recommendations pertaining to the National Stakeholders Working Group's communications with the Nigerian public concerning the landmark Nigeria Extractive Industries Transparency Initiative. This NEITI Communications Strategy sets forth a future vision; a conceptual framework for the strategic deployment; analyses pertaining to necessary accommodations required to enhance the effectiveness of the communications strategy to meet Nigeria's unique and diverse local needs; and the constructs of an implementation and governance plan. We hope that this strategy will inform the NSWG's work with civil society to develop a comprehensive communication and capacity building framework.

The ultimate objective of the NEITI Communications Strategy is to empower a greater proportion of the Nigerian public to effectively access, understand and participate meaningfully in the ongoing dialogue pertaining to use of Nigeria's greatest source of wealth, its oil and gas sectors. To reach this objective, it is necessary to implement a communications strategy which progressively matures the public's ability to understand and analyze the complex information which will be forthcoming as the NEITI program advances. In other words, it is necessary to implement a Communications Maturity Model which assists the general public's ability to understand and analyze such information through progressive phases.

These phases are:



This NEITI Communications Strategy expressly recognizes the historical absence of information pertaining to Nigeria's oil and gas sectors, and that where information has been forthcoming from Nigerian government agencies and commercial operators, the credibility of such information has been seriously challenged by the public. The product of these twin challenges ranges from a pervasive sense of economic disenfranchisement felt by the vast majority of the population to violent conflict.

To remedy this situation and the challenges of the current public environment, the NEITI Communications Strategy uses a phased deployment designed to improve the quality of information disseminated and to develop a level of public understanding and analytical capability which will mature the public debate for more meaningful participation and constructive advancement of this national issue. The strategy sets forth a series of recommended implementation activities designed to fulfill this strategic approach.

NEITI COMMUNICATIONS STRATEGY

Executive Summary

This NEITI Communications Strategy also expressly recognizes the diversity of Nigeria, and the complexities such diversity presents. This diversity is reflected in more than 500 languages being utilized within Nigeria; the vast geography of the country; the local customs and preferences pertaining to effective communications, particularly with regard to conflictual issues, and the preferred channels for public communications utilized by Nigeria's differing sub-populations.

To account for these complexities, the NEITI Communications Strategy utilizes a two-track approach. The first track is premised upon Direct Communications to the general public through traditional media relations activities and other such communications.

The second track is premised upon an Opinion Leader Strategy, which shows particular utility in enabling the effective transformation of the public dialogue pertaining to the oil and gas sectors.

For both tracks of the NEITI Communications Strategy, significant emphasis is placed upon the translation of public communications into the primary languages of Nigeria, including English, Fulani, Yoruba, Ibo and such others as may be necessary to reach local populations within key target areas (e.g., the Delta region where the conflicts over wealth distribution associated with oil and gas production have been particularly significant).

The to-be-developed NEITI communications implementation plan should set forth specific tactical recommendations pertaining to the languages each of the communications by channel should be translated into, and involve a costing analysis associated with such.

Finally, this NEITI Communications Strategy strongly recommends that the NSWG issue a tender for and retain a local communications consulting firm with the ability to effectively implement the Communications Strategy over the forthcoming year. To effectively transform the sufficiency and quality of public participation in this national issue, it is imperative that the NSWG obtain sufficient professional resources to deploy the communications strategy. The NEITI Communications Strategy also strongly recommends that a subcommittee of the NSWG be established to meet the ongoing oversight and management responsibilities associated with a complex and comprehensive communications strategy. This subcommittee should be composed of members of the NSWG who have the ability to commit significant amounts of time to oversight of the communications consultant and ongoing determinations on the content and form of public communications.

NEITI COMMUNICATIONS STRATEGY

Future State Vision

From a communications perspective, the Nigeria Extractive Industries Transparency Initiative (NEITI) has the potential to gradually and positively transform Nigerian's perceptions and attitudes pertaining to the Nation's oil and gas wealth. Specifically the NEITI Audit program and associated communications strategy provides an avenue for addressing:

- ✓ The pervasive sense of economic disenfranchisement felt by the vast majority of the population whose relative living wage has decreased steadily over the past three decades as Nigeria realized hundreds of billions of dollars in oil and gas wealth;
- ✓ The lack of insight into the inner-workings of the oil and gas industry, and the mistrust of information historically disseminated by the government or commercial concerns pertaining to their respective financial interests therein; and
- ✓ Empowering a greater proportion of the population to access, understand and participate meaningfully in debates about the use of proceeds from the Nation's greatest source of wealth.

NEITI COMMUNICATIONS STRATEGY

Future State Vision

The Nigeria Extractive Industries Transparency Initiative (NEITI) has been launched to meet several core objectives:

- Information Quality:** Increase the comprehensiveness, reliability and integrity of information pertaining to financial transactions, policies and practices in Nigeria's oil and gas sectors.
- Analytical Quality:** Increase the public's ability to access, understand and analyze complex information pertaining to the oil and gas sector.
- Platform for Action:** Enable decision-makers and the public to effectively and appropriately remediate problems identified as part of the NEITI audits.

NEITI COMMUNICATIONS STRATEGY

Critical Success Factors

Tailoring the Communications Strategy to Meet the Unique Needs and Circumstances of Nigeria

In order to enhance its potential for success, the recommended NEITI Communications Strategy must acknowledge and accommodate the unique character of Nigeria. This is an extremely diverse land with diverse peoples, diverse languages, and diverse approaches to obtaining and analyzing information.

The recommended NEITI Communications Strategy is designed to accommodate a number of Nigeria-centric considerations, including:

- ✓ Language and Geography
- ✓ Local Customs and Preferences for Effective Communications
- ✓ Preferred Channels of Communication Delineated by Socio-Economic Variables

NEITI COMMUNICATIONS STRATEGY

Critical Success Factors: Language & Geography

Given the dominating influence of the oil and gas sectors on the Nigerian economy, virtually all members of the Nigerian public are affected by its performance. In order to design a communications strategy which will reach the broadest segment of the population possible, the ethnolinguistic distribution within Nigeria bears significant importance.

The implementation plan for the NEITI Communications Strategy should assess the linguistic preferences of critical target audiences and translate public communications into those languages. The determination of languages to be utilized should be premised upon translating into a set of languages which:

- (i) Reaches the broadest proportion of the total Nigerian population;
- (ii) Reaches key geographic regions within Nigeria; and
- (iii) Transcends socio-economic levels within Nigeria.

It is recommended that NEITI public communications be translated into the five most commonly-spoken languages, but may include additional languages as determined by the NSWG in order to meet the criteria set forth above.

NEITI COMMUNICATIONS STRATEGY

*Critical Success Factors:
Language & Geography
Delta Region*

Nigeria's Delta region, the location of the significant oil and gas production, represents a particular focal point for the NEITI Communications Strategy. The implementation plan pursuant to the NEITI Communications Strategy should strive to ensure broad and meaningful distribution of NEITI communications throughout this region, including translating such into the numerous languages utilized by local populations and communicating via channels readily accessible by both urban and rural populations in the Delta.

NEITI COMMUNICATIONS STRATEGY

Critical Success Factors:

Local Customs and Preferences for Effective Communications

URBAN VERSUS RURAL

- *Across Africa, urban residents are four times more likely than rural residents to read a daily newspaper (23% versus 6%)*
- *Across Africa, urban residents are five times more likely than rural residents to watch television every day (44% versus 8%)*
- *As a consequence, urban residents have a wider choice of news sources than rural residents, who tend to rely mainly upon government-controlled national radio broadcasts*
- *In Nigeria, 44 percent of Nigerians listen to radio news daily*

INFORMAL CHANNELS

- *Across African society in general, people place a premium on interpersonal relationships. Correspondingly, much political information passes by word of mouth*
- *Therefore, non-users of the mass media may receive the news of the day indirectly and informally via transmission by opinion leaders*

PUBLIC TRUST IN NIGERIA

- *In Nigeria, people trust independent newspapers and broadcasters more than official government sources*
- *In Nigeria, opinion leaders who are relatively well educated, well informed and exposed to a variety of media opinions are less trustful of all types of media than the public at large*

Source: *Freedom of Speech, Media Exposure, and the Defense of a Free Press in Africa*, Afrobarometer Briefing Paper No. 7, July 2003

NEITI COMMUNICATIONS STRATEGY

Critical Success Factors: Local Customs and Preferences for Effective Communications

SELF - IDENTITY

- *Depending on where they live, Nigerians tend to see themselves in distinctive ways.*
 - *South-Easterners are most likely to adopt a cultural identity, usually by naming an ethnic or language group.*
 - *North-Westerners and those from North Central region also express cultural attachments, though in this case via identities based in religious communities (usually Muslim).*
 - *The residents of Lagos and the North East Region see themselves in terms of their positions in the economy, the former by expressing a class identity (like worker or unemployed) and the latter by naming an occupation (like farmer or trader).*
- *Almost two-thirds of North Westerners think that conflict arises from ethnic and religious sources (64 percent), while more than half of the Niger Delta dwellers in the South-South zone see an economic basis to conflict (54 percent), especially when it comes to allocating oil revenues between the federal government and the regions.*

IMPORTANCE OF COMMUNITY-BASED LEADERSHIP

- *Nigerians have a very strong preference for utilizing informal community-based processes to manage conflicts.*
- *At the community level, people are most likely to turn to chiefs, headmen or elders to mediate disputes, especially in parts of the country where traditional leaders continue to perform customary functions.*

Source: *Violent Social Conflict and Conflict Resolution in Nigeria*,
Afrobarometer Briefing Paper No. 2, August 2002

NEITI COMMUNICATIONS STRATEGY

Critical Success Factors:

Preferred Channels of Communication Delineated by Socio-Economic Variables

| CHANNEL ASSESSMENT | TARGET AUDIENCE ASSESSMENT |
|---|---|
| <p>RADIO</p> <ul style="list-style-type: none">• <i>Radio plays the most important role in the information consumption pattern of most Nigerians</i>• <i>Radio is available everywhere in Nigeria and is broadcast in local languages</i> <p>TELEVISION</p> <ul style="list-style-type: none">• <i>Television is the second most important source of information in Nigeria</i>• <i>Television provides visual story telling when the words are not understood</i> <p>PRINT (Newspapers & Magazines)</p> <ul style="list-style-type: none">• <i>The English-language press provides an active and vibrant democratic forum for ideas</i>• <i>Print publications are most susceptible to perceptions of bias based on area of publication or ownership affiliation</i> | <p>LEVEL OF EDUCATION</p> <ul style="list-style-type: none">• <i>Persons with higher education levels tend obtain their information from multiple sources of information (television, newspaper, magazine and radio)</i>• <i>Persons with lower education levels tend to obtain their information from radio</i> <p>GEOGRAPHY</p> <ul style="list-style-type: none">• <i>Radio is the dominant channel for public communication in the North</i>• <i>Newspapers, magazines and television are more important channels in the South</i> <p>LANGUAGE</p> <ul style="list-style-type: none">• <i>English language channels are utilized by better educated Nigerians</i>• <i>Radio broadcasts in local languages are utilized by less educated Nigerians</i> |

Source: Babafemi Ojudu, *Trends and Stats*, World Press Review (Lagos)

NEITI COMMUNICATIONS STRATEGY

SUMMARY OF CRITICAL SUCCESS FACTORS:

- ✓ *The role of the opinion leader in communicating information and shaping opinions is critical;*
- ✓ *Communicating in local languages is essential to both reaching a broader proportion of the general public as well as heightening the credibility of the message; and*
- ✓ *The choice of communications channel for information dissemination should be directly related to the target audience's geographic location, education level and the intended messaging.*

NEITI COMMUNICATIONS STRATEGY

Recommended Implementation Program

The recommended NEITI Communications Strategy is comprised of two tracks: (i) Direct Communications through traditional media channels; and (ii) Communications with Opinion Leaders from Nigeria's business, governmental, non-governmental and tribal communities. The Direct Communications Strategy is focused on traditional media relations activities for general public information dissemination.

Track I: DIRECT COMMUNICATIONS STRATEGY

| COMMUNICATOR | INTERMEDIARY | PRIMARY LANGUAGES / OTHERS AS REQUIRED |
|--------------|--------------------------------|---|
| NSWG | Radio | Yoruba Ibo English Hausa Fulani Others |
| | Print (Newspapers & Magazines) | Yoruba Ibo English Others |
| | Television | English |
| | Posters / Flyers / Billboards | Yoruba Ibo Hausa Fulani Others |
| | Internet | English |



NEITI COMMUNICATIONS STRATEGY

Recommended Implementation Program

For purposes of executing upon the Direct Communications Strategy, the following table sets forth key demographic and other statistics, as well as leading media outlets for receipt of communications pertaining to the NEITI Audits.

Track I: DIRECT COMMUNICATIONS STRATEGY

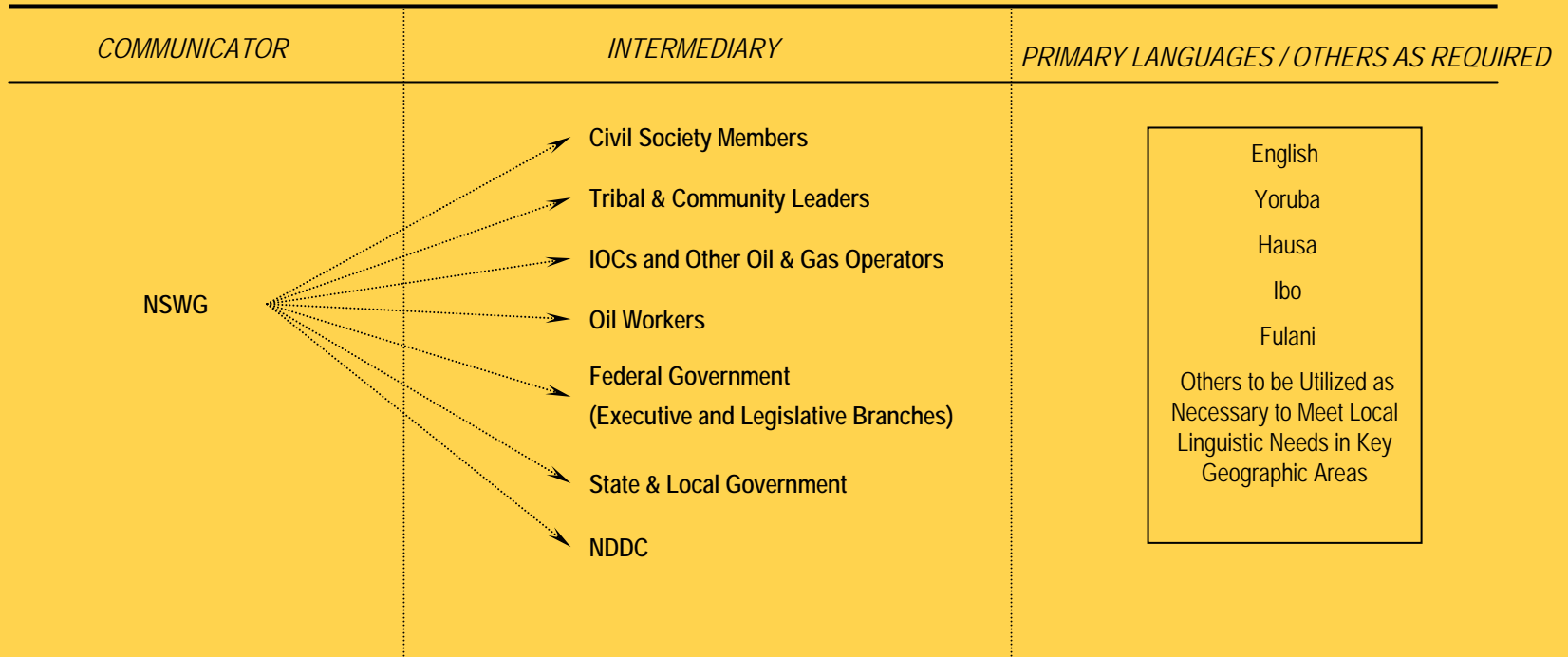
| | RADIO | TELEVISION | NEWSPAPER / MAGAZINE | INTERNET | |
|-----------|--|--|--|--|--|
| KEY STATS | Number of Broadcasters (2001): AM = 83 FM = 36 Radio Density (2003): 176 radios per 1,000 people | Television Density (2003): 52 TVs per 1,000 people | NATIONAL: <ul style="list-style-type: none"> • Daily Times • The Guardian • National Concord • Vanguard • The Punch • Daily Champion • This Day | NEWS SERVICE: <ul style="list-style-type: none"> • News Agency of Nigeria • Pan African News | Internet Density (2003): 6 Internet Users per 1,000 people eGovernment Ranking (2002): 158 out of 198 countries, based on delivery of public sector information through the Internet |
| | LEADING OUTLETS <ul style="list-style-type: none"> • Federal Radio Corporation of Nigeria (FRCN) • Voice of Nigeria (VON) • AIT International | <ul style="list-style-type: none"> • Nigerian Television Authority • National Broadcasting Commission of Nigeria (NBC) • African Independent Television (AIT) • Degue Broadcasting Network (DBN) • Channels Television • Muhri International Television (MITV) • Clapper Board Television | <ul style="list-style-type: none"> • Other: <ul style="list-style-type: none"> • Irochin Yoruba • Gaskiya Tafikwabo • Isokan • Udola | REGIONAL: <ul style="list-style-type: none"> • New Nigerian (Kaduna) • Nigerian Tribune (Ibadan) • Nigerian Chronicle (Calabar) • Statesman (Owerri) • The Sunray (Port Harcourt) MAGAZINE: <ul style="list-style-type: none"> • Newswatch | <ul style="list-style-type: none"> • Nigeria • Africa Online • Africast • Afrik • All Africa • Inside Nigeria • Nigeria Daily • Nigeria World • among others... |

NEITI COMMUNICATIONS STRATEGY

Recommended Implementation Program

The recommended NEITI Communications Strategy has two tracks of activity: (i) Direct Communications through traditional media channels and (ii) Communications with Opinion Leaders from Nigeria's business, governmental, non-governmental and tribal communities. In recognition of those characteristics identified in Nigerian communications preferences as set forth in the section on Critical Success Factors, the second track of the NEITI Communications Strategy places significant emphasis on working in a collaborative and meaningful way with Nigeria's Opinion Leaders.

Track II: OPINION LEADER STRATEGY

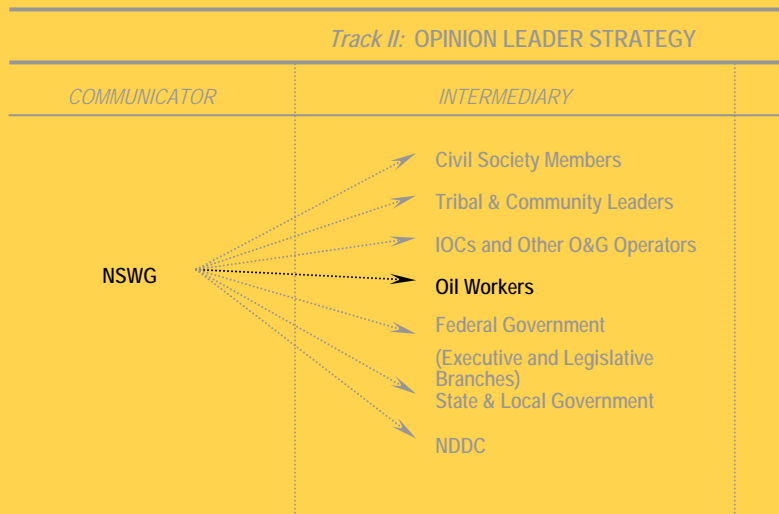


NEITI COMMUNICATIONS STRATEGY

Recommended Implementation Program

CASE STUDY ON NIGERIA'S OIL WORKERS AS A TRACK II TARGET AUDIENCE

An example of the strong role which can be played by specific communities within Nigeria's diverse population towards the fulfillment of the NEITI Audit Program's larger national objectives is demonstrated by a communication from the leadership of Nigeria's oil workers appearing 05 October 2004 issue of Alexander's Gas & Oil Connections.



THE ROLE OF OIL WORKERS AND THEIR UNIONS IN ENSURING TRANSPARENCY

by Dr. Brown Ogbeifun:

"The oil workers unions are resolved to support and cooperate with government to minimize and resolve difficulties in the industry, as well as genuine and justifiable communal issues, having regards to the laws, public policies and practice in force in the country.

"The role of workers / oil workers' union in transparency initiative campaigns:

- Raise awareness through seminars and workshops, releases, press conferences, media programmes, newsletters, and posters on how transparency will be of utmost benefit to our society;*
- Sensitisation and education of members and other stakeholders on the essence of probity, transparency and responsibility to the people at every opportunity;*
- Build capacity through branch / unit representatives to enhance efficient campaign strategy which will cascade to the shop-floor members' collaboration with NGOs."*



NEITI COMMUNICATIONS STRATEGY

Communications Maturity Model

The recommended NEITI Communications Strategy is premised upon a framework which incrementally develops an informed public dialogue around the NEITI Audit process and ultimate findings.

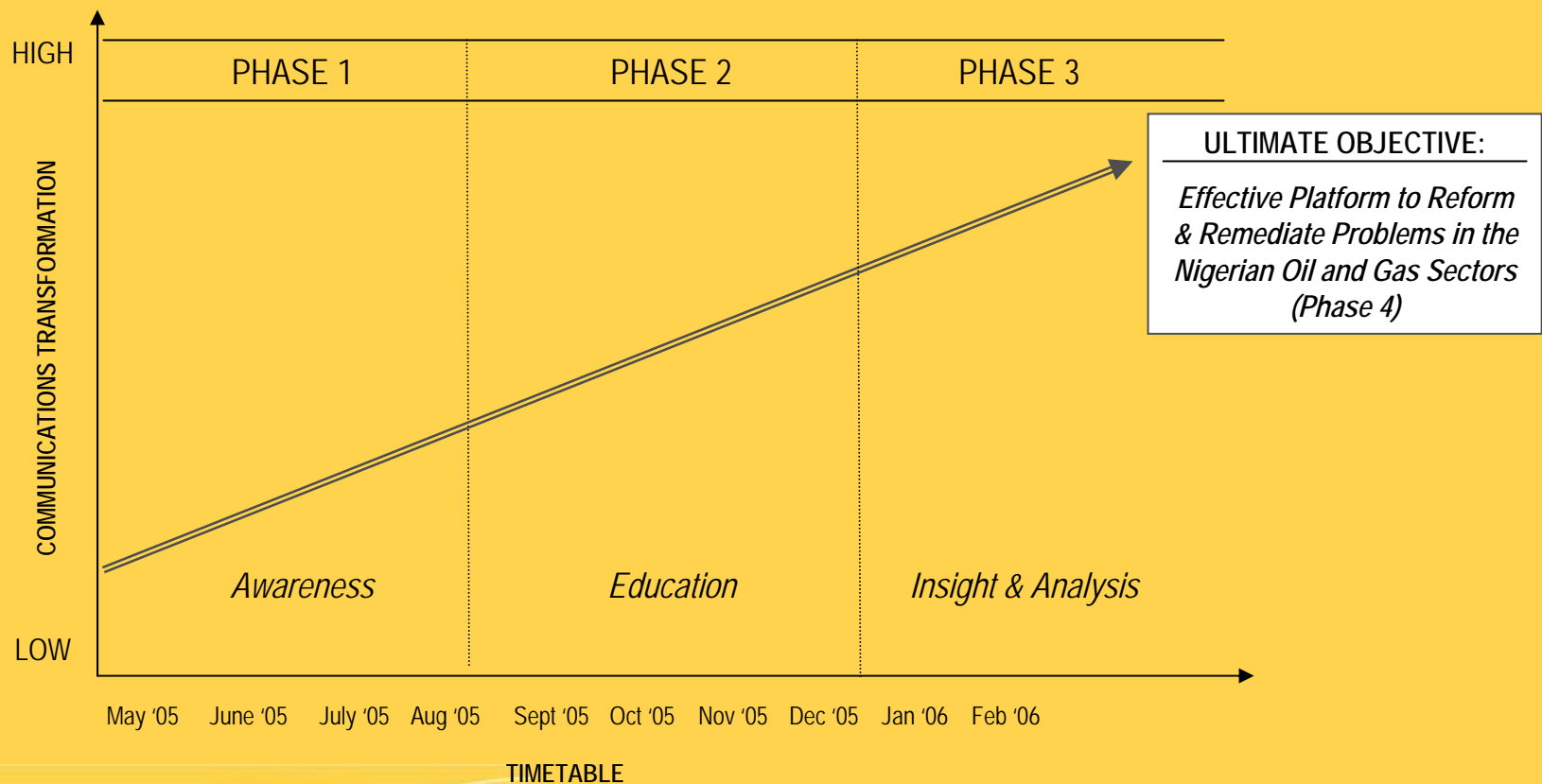
This Communications Maturity Model is designed to help the public in developing a framework for understanding the wealth of information which will be forthcoming from the NEITI Audits. It explicitly recognizes the absence of a basis for understanding and analysis to date due to the historical absence of information pertaining to the financial practices in the oil and gas sectors and the resulting endemic problems. The ultimate objective of this approach is to yield the full potential of such transparency related initiatives in reducing general disenfranchisement, mistrust and cynicism, and success will be measured by replacing these historical negatives with a public platform for meaningful, collaborative efforts to direct oil and gas revenue wealth towards larger economic and social objectives for the Nigerian nation. Key elements of the Communications Maturity Model include:

- 1. Awareness:** The first stage focuses on improving awareness and understanding amongst target audiences pertaining to the NEITI Audit process and its potential to provide an informational platform upon which Nigeria's oil and gas resources can be better managed. These activities are also designed to help set expectations about what the audits will reasonably yield. Finally, these activities will assist the NSWG in developing the communications tools and resources needed for subsequent communications activities.
- 2. Education:** The second stage is to assist the target audiences in developing a framework with which they can come to analyze the complex set of information which will be forthcoming as part of the NEITI Audits.
- 3. Insight & Analysis:** The third stage is to provide the target audiences with the information yielded by the NEITI Audits, enabling them to constructively assess past financial practices and procedures within the Nigerian oil and gas sectors.
- 4. Reform & Remediate:** The fourth and final stage involves enabling target audiences to participate in a meaningful and constructive way in designing measures for the future management of oil and gas revenues.

NEITI COMMUNICATIONS STRATEGY

Communications Maturity Model

The recommended NEITI Communications Strategy is based upon a program deployment over three phases which incrementally: (i) Improves the quality of information in the public debate; (ii) Engenders a stronger analytical framework and capacity to identify, understand and assess the complex issues associated with financial practices in the oil and gas sectors; and (iii) Establishes a public platform upon which meaningful and appropriate actions can be taken to remediate problems identified in the oil and gas sectors.

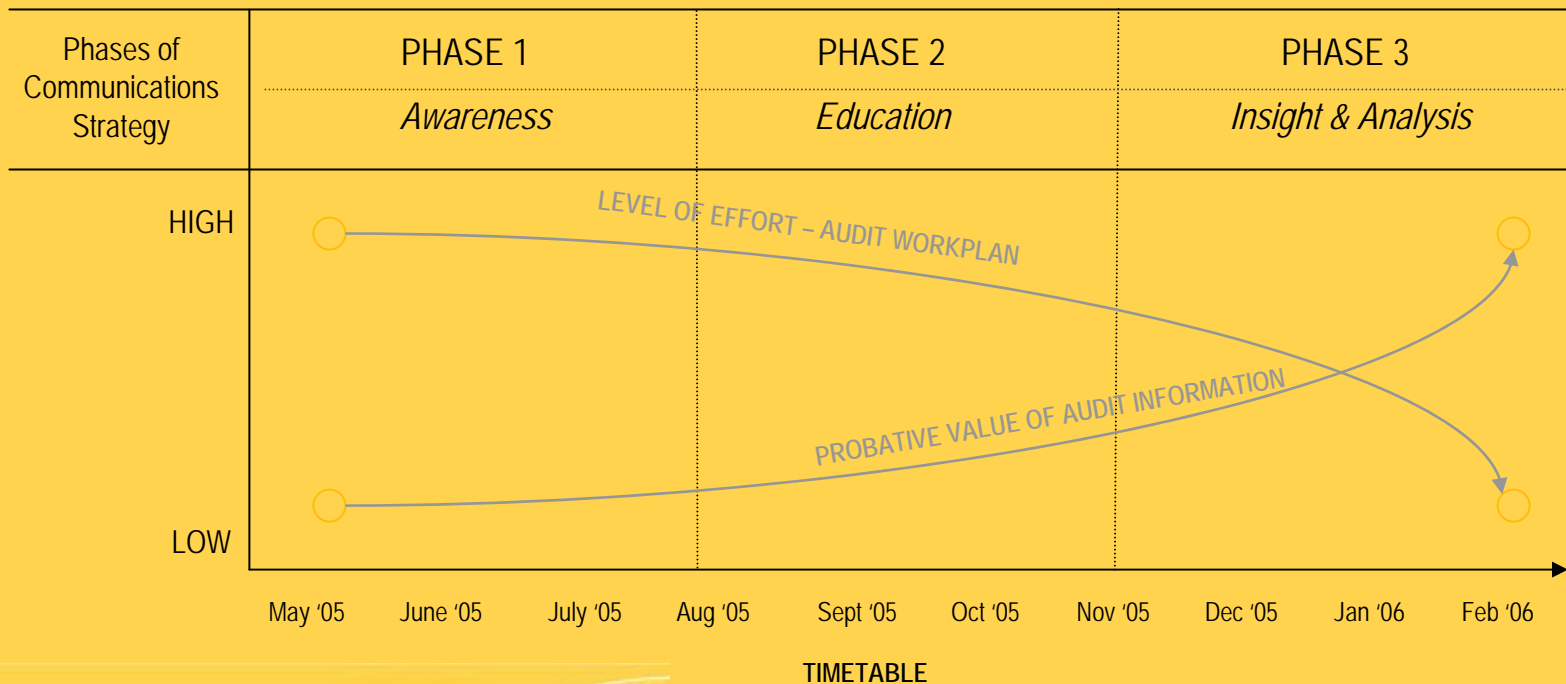


NEITI COMMUNICATIONS STRATEGY

Maturity Model

Public expectations for the NEITI Audits are very high. The public expects the audit process to quickly provide the requisite transparency into the underlying finances and practices of the Nigerian oil and gas sectors. Yet cynicism about the audits and the motivations of those entities involved in the oil and gas industries abounds. Complicating this tension between optimism and cynicism is the reasonable timetable for execution of the comprehensive NEITI audits.

The audits are complex and will be painstaking to execute. The independent auditors and consultants retained by the National Stakeholders Working Group will need months in order to execute upon their fact-finding and to navigate through the complexities of the oil and gas industries. The risk is that the public hunger for information will outpace the auditors' ability to gather, analyze, validate and present their data to the NSWG. The recommended Communications Strategy must account for this tension, and develop a deployment plan which meets both the general public's immediate hunger for information and the realities of executing upon this landmark audit.



NEITI COMMUNICATIONS STRATEGY

Recommended Implementation Program

It is recommended that the NEITI Communications Strategy include the following tactical elements as part of its phased execution program. These tactical elements are designed to assist the target audiences come to better understand the NEITI Audit program; developing a framework within which the information yielded by the audits can be best assessed and evaluated; and ultimately make informed and meaningful judgments pertaining to the use of such information in efforts to better monitor and utilize the revenues generated from Nigeria's significant oil and gas resources.

| Phases of Communications Strategy | | PHASE 1 | PHASE 2 | PHASE 3 |
|-----------------------------------|--------------------------------|--|---|---|
| | | <i>Awareness</i> | <i>Education</i> | <i>Insight & Analysis</i> |
| TACTICAL ELEMENTS | DIRECT COMMUNICATIONS STRATEGY | <ul style="list-style-type: none"> • Press Release – NEITI Auditor Selection & Launch (Complete) • NEITI Audit Information Kit • NSWG Website Development | <ul style="list-style-type: none"> • NEITI Communications Pertaining to Local Content, Change Management, Acreage Allocation and Other Key Issues • NEITI Audit Interim Progress Report • NEITI Audit Workshops <ul style="list-style-type: none"> • Civil Society • Opinion Leaders • Media | <ul style="list-style-type: none"> • Publication of Final Audit Reports • Press Conference • Civil Society Briefing • NEITI Audits: The Next Steps • NEITI Community-Based Road Tour |
| | OPINION LEADER STRATEGY | <ul style="list-style-type: none"> • Opinion Leader Identification & Outreach • Community-Based Poster/Flyer/Billboard Program | | |
| | | May '05 June '05 July '05 | Aug '05 Sept '05 Oct '05 Nov '05 | Dec '05 Jan '06 Feb '06 |

TIMETABLE

NEITI COMMUNICATIONS STRATEGY

Recommended Implementation Program

PHASE 1 - AWARENESS

The following activities are designed to improve awareness and understanding amongst target audiences pertaining to the NEITI Audit process and its potential to provide an informational platform upon which Nigeria's oil and gas resources can be better managed to fulfill general economic and social objectives. These activities are designed to help set expectations about what the audits will reasonably yield. These activities will assist the NSWG in developing the communications tools and resources it will need for subsequent communications activities.

PRESS RELEASE – NEITI AUDITOR SELECTION & LAUNCH (COMPLETE)

A press release was issued by the NSWG at the time that the international auditors and consultants were retained to fulfill the financial audit, physical audit and process audit components of the comprehensive NEITI Audit Program. This release and subsequent media activities yielded positive recognition within Nigerian and international media for this landmark initiative.

NEITI AUDIT INFORMATION KITS

The contracts and their supporting appendices executed between the NSWG and the auditors / consultants set forth a comprehensive and complex set of tasks designed to fulfill the objectives of the NEITI Audit program over the forthcoming year. In fact, the level of detail and complexity will render it difficult for the numerous target audiences to effectively understand and assess the audit program. Therefore, it is imperative that this complex subject matter be summarized in its substance and form in order to enhance baseline awareness and understanding of the NEITI Audit program and expected outcomes. The NEITI Audit Information Kits should be tailored to meet the interests and needs of the respective target audiences. NEITI Audit Information Kits should be translated into each of the primary languages to enhance their credibility and utility to a broader proportion of the Nigerian population.

NEITI COMMUNICATIONS STRATEGY

Recommended Implementation Program

PHASE 1 - AWARENESS

NSWG WEBSITE DEVELOPMENT

The National Stakeholders Working Group is currently working to establish a publicly-accessible Internet website. This website will provide the NSWG with a forum for posting incremental communications pertaining to the progress of the NEITI Audits and a repository site for communications documents. Given the low level of Internet penetration within the Nigerian society at large, the primary target audiences served by the website include Nigeria's professional class, including government, business and media. It also provides a venue through which international audiences and EITI peers may obtain information pertaining to Nigeria's landmark initiative. The website will be in English.

OPINION LEADER IDENTIFICATION & OUTREACH

As noted in the section on Critical Success Factors, Nigeria's opinion leaders will play a critical role in shaping opinions pertaining to the progress and outcome of the NEITI audits. To build the foundation for ongoing communications with this diverse set of leaders, it is necessary to immediately begin the process of identifying such individuals and groups, and developing assessments as to their respective needs and interests, including linguistic and information requirements. During the Awareness phase, communications channels should be opened with the objective of providing such leaders baseline information about the scope, timetable and expected outputs from the audit. Communications should be crafted in the five major languages.

COMMUNITY-BASED POSTER/FLYER/BILLBOARD PROGRAM

In order to reach Nigeria's more remote populations, where access to electronic and other forms of communications is particularly challenging (e.g., in the Delta region), the NEITI Communications Strategy envisions the development of informational posters, flyers and billboard advertisements enabling citizens to gain a general awareness of the NEITI Audit program launch and the anticipated benefits to such communities. The communications should be in the local languages of such targeted communities.

NEITI COMMUNICATIONS STRATEGY

Recommended Implementation Program

PHASE 2 - EDUCATION

NEITI COMMUNICATIONS PERTAINING TO LOCAL CONTENT, CHANGE MANAGEMENT, ACREAGE ALLOCATION, LEGISLATIVE REFORMS AND OTHER KEY ISSUES

The NEITI program encompasses a number of diverse initiatives designed to improve transparency around Nigeria's oil and gas sectors. These include such initiatives as local content programs, change management programs, acreage allocation programs, and implementing the necessary legislative and associated regulatory reforms. As the NSWG and other government agencies successfully develop and launch such programs, communications for distribution to the Nigerian public should be developed and disseminated.

NEITI AUDIT INTERIM PROGRESS REPORT

The NEITI auditors and consultants will be in a position to provide information pertaining to their progress and general information at a mid-point during the comprehensive audit process. This early but general information will play a critical role in ensuring the public that meaningful progress is being made with the audits. This Interim Progress Report will also provide an important milestone for a recurring communication with Nigeria's media and opinion leaders, and communications should be crafted in a format conducive to the respective target audiences' needs (including a press release for the media; pre-taped video footage for use by television outlets; public service announcements (PSAs) and other such communications.) Communications should be in the five major languages.

NEITI COMMUNICATIONS STRATEGY

Recommended Implementation Program

PHASE 2 - EDUCATION

NEITI AUDIT INTERIM PROGRESS REPORT

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NEITI AUDIT WORKSHOPS

The critical element of the Phase 2 Education track is to work with target audiences to assist them in coming to develop and adopt analytical frameworks pertaining to the complex financial inner-workings of Nigeria's oil and gas sectors. Such an analytical framework is currently absent given the historical lack of transparency into the sectors (i.e., the presence of little to no information historically has meant that there has been little need to establish an institutional framework for understanding.)

The NEITI Communications Strategy contemplates day-long workshops in which the various stakeholders are briefed on the identity and role played by the multitude of entities (both governmental and commercial) involved in the oil and gas sectors; their interrelationship; and the nature of financial flows amongst such entities. By understanding the structural inner workings of the oil and gas sector, participants will begin to develop a baseline framework within which the more specific but complex financial information subsequently published by the NSWG at the conclusion of the NEITI audits can be analyzed. Key audience segments for such workshops include the NEITI Civil Society Group, identified opinion and community leaders and the media. Workshops for the Civil Society and opinion leaders can be in English; workshops for community leaders should be in their native language if necessary.

NEITI COMMUNICATIONS STRATEGY

Recommended Implementation Program

PHASE 3 – INSIGHT & ANALYSIS

FINAL NEITI AUDIT REPORTS

At the conclusion of the NEITI audits, the auditors and consultants are to prepare detailed reports of their findings, including the methodologies used, specific findings and reconciliations, and the identification of material discrepancies or areas requiring additional investigation. The Final Reports are to be reviewed, published and disseminated by the NSWG, including being posted to the NSWG website. The Final Reports will provide the core of information to be utilized in additional communications developed and targeted for use by the distinct target audiences (e.g., press releases, issue briefs, speeches, etc.) Summaries of the Final Reports should be translated from English to the additional languages for distribution to local communities and their leaders.

PRESS CONFERENCE

The publication of the Final Reports presents the seminal opportunity for the NSWG to hold a press conference to set forth the findings of the various audits. The press conference format provides an official forum for media and other leaders to receive the comprehensive audit information and to ask questions. The press conference should be conducted in English, with additional one-on-one interviews by designated NSWG members conducted in the additional primary languages as required to meet local media needs.

NEITI CIVIL SOCIETY BRIEFING

The Civil Society convened to provide input to the NEITI program plays an integral role to the shaping of opinions about the Final Report and in turn how the findings and opinions rendered will shape the future of the oil and gas sectors. The Communications Strategy envisions a briefing session with the Civil Society where the reports can be reviewed in detail and comments received, including the convening of additional Civil Society meetings in regional centers around Nigeria.

NEITI COMMUNICATIONS STRATEGY

Recommended Implementation Program

PHASE 3 – INSIGHT & ANALYSIS

NEITI AUDITS: THE NEXT STEPS

In conjunction with the release of the Final Reports and associated communications about its results, it will be important for the NSWG to set forth the anticipated next steps associated with the Nigeria Extractive Industries Transparency Initiative. The completion of the audits will represent an important milestone in improving transparency of financial information within the oil and gas sectors. Successive EITI-related programs will further refine and improve the EITI platform as a platform for reforming Nigeria's oil and gas sectors. A public vision for the next steps in this journey will further heighten the credibility and longevity of this effort.

NEITI COMMUNITY-BASED ROAD TOUR

Given the need to broaden and deepen the reach of communications to the broadest group of Nigerians possible, at the conclusion of the Final Reports it may be necessary to develop informational briefings which are conducted in local communities. Such briefings serve the purpose of making the long-sought information more readily available to local communities, particularly those to have struggled with past inequities associated with the allocation of oil and gas revenues.

NEITI COMMUNICATIONS STRATEGY

Project Delivery Responsibility

For the recommended NEITI Communications Strategy to be successful, it is strongly recommended that the NSWG retain communications consultants with the demonstrable ability to fulfill the following responsibilities:

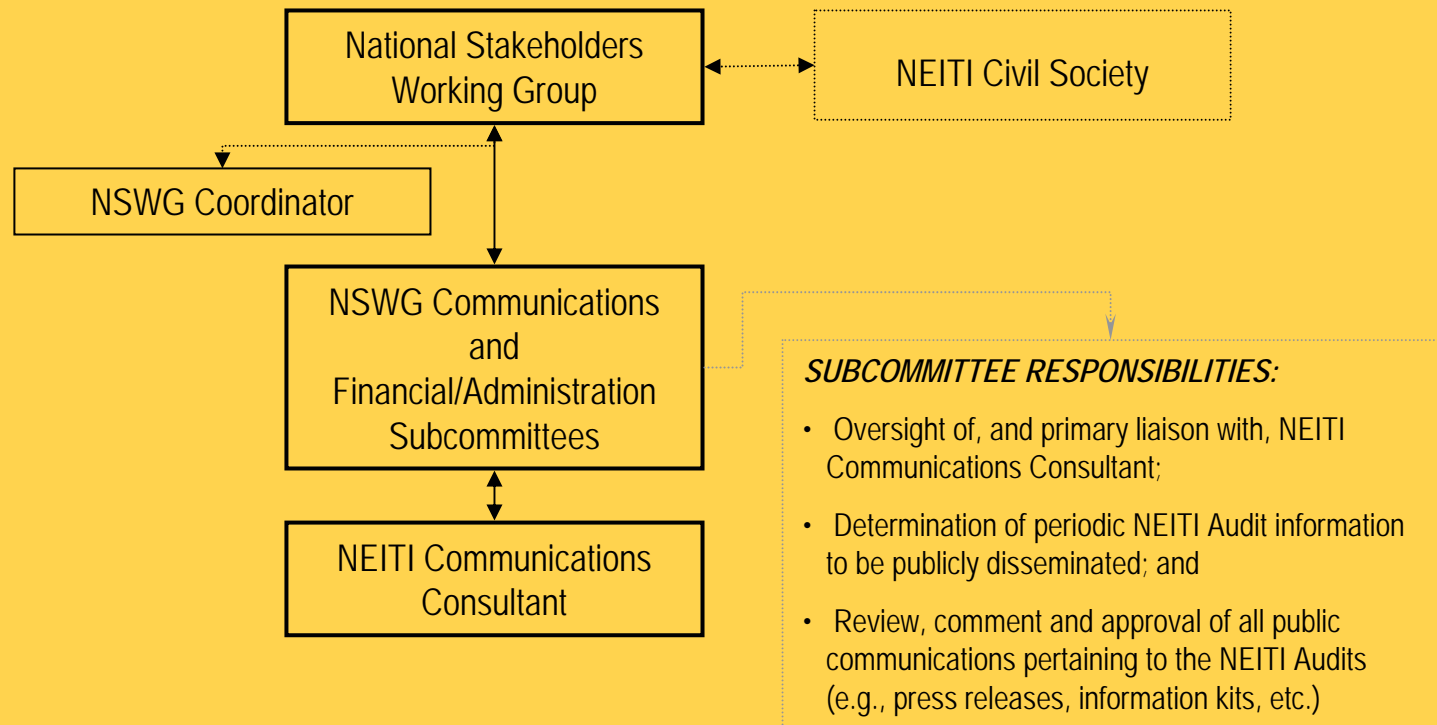
- Managing the communications strategy, including maintaining close relations with the National Stakeholders Working Group, the recommended NSWG Communications Subcommittee, and other stakeholders (e.g., Civil Society);
- Managing ongoing media inquiries and press relations;
- Organizing periodic press conferences, media tours and editorial board conferences;
- Overseeing and driving the development of key messages pertaining to the NEITI Audit program as it evolves and matures over the term;
- Drafting professional communications materials, including press releases, information kits, workshop materials, talking points, speeches, brochure copy, PSA scripts, and other related materials;
- Identifying and maintaining lists of relevant media contacts, editors, community leaders, other opinion leaders, industry contacts and government contacts;
- Managing the dissemination of materials, including through email, fax, mail, presentations or otherwise;
- Organizing workshops, including securing venues, identifying participants, and associated logistical needs;
- Preparing spokespersons for communications pertaining to the NEITI Audits;
- Developing, procuring and managing the placement of posters, billboards, or flyers in targeted communities; and
- Testing and evaluating the strategy to measure its effectiveness in reaching the target audience.

These tasks are significant and are anticipated to require two to four dedicated persons for a 12-month period.

NEITI COMMUNICATIONS STRATEGY

Project Governance

The communications activities pertaining to the NEITI Audit program will require a continued and significant commitment by members of the NSWG. In order to manage this ongoing responsibility, it is recommended that the National Stakeholders Working Group establish a NSWG Communications Subcommittee consisting of approximately five members of the full NSWG which can commit to providing 10 to 15 hours per month of oversight and support to the NEITI communications consultant. It is recommended that the proposed NSWG Communications Subcommittee assume the following responsibilities within the larger organizational structure.



NEITI COMMUNICATIONS STRATEGY

NSWG Next Steps

In order to immediately begin enabling public support for the various components of the NEITI program, it is necessary to immediately acting upon the following next steps:

- Review and Approve NEITI Communications Strategy
- Appoint NSWG Communications Subcommittee
- Launch a Tender for a Nigerian Communications Consulting Firm
- With the assistance of a local communications consulting firm, refine a tactical work plan and timeline which will effectively implement the NEITI Communications Strategy
- Launch the NEITI Communications Strategy