



TALKING TRANSPARENCY

A guide for communicating the
Extractive Industries Transparency Initiative

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By Ellen Johnson-Sirleaf, President of Liberia



Liberia has been one of the most cursed of all resource-rich countries. Despite an abundance of iron ore, diamonds, gold, timber and rubber, Liberia was for fourteen years ravaged by a horrific civil war that disintegrated the nation and brought us near to the bottom of the UN's Human Development Index. Corruption and mismanagement of the country's abundant resources fuelled the war. When the war ended and I was elected President, better management of natural resources became a centrepiece of Liberia's development strategy.

A large part of the problems of the past lay in the lack of knowledge and information about the money paid to the government from the companies extracting the natural resources. This money belonged to all the citizens of Liberia, not just to its rulers, business elite and soldiers. We are committed to this principle.

But transparency alone is not enough. That transparency must be accompanied by dissemination, dialogue, and debate. Therefore good communications is not only a part of the EITI – good communications *is* the EITI.

If disclosure of payments and receipts is the heart of the EITI, then proper discussion of the figures is its soul. Communications should not be one-way: from the government down, it must be a listening and learning experience for all.

Nor should communications be simply a discussion between the active 'stakeholders', but a dialogue with and amongst all citizens and companies. Like this, communications will raise awareness of the Initiative, create better implementation of the Initiative, and help shape the future management of the sector.

As a multistakeholder initiative, the EITI has helped reduced the distrust and hostility that existed between the government, the mining and the forestry companies, and the affected communities in Liberia. From what I have seen, trust is the greatest asset that a country can have. I therefore see Liberia's EITI communications strategy as part of Liberia's wider natural conflict-reduction strategy.

That is why I believe that this guide to communicating the EITI deserves to be read by all who work with the day-to-day implementation of the Initiative. It represents an important step in advancing our efforts to engage with stakeholders, to talk about our resources, and to build trust in our communities.



1. INTRODUCTION

The Extractive Industries Transparency Initiative (EITI) is a global initiative to improve transparency and accountability that is being implemented in more than 20 resource-rich countries around the world. The initiative is built on two main mechanisms. The first is the regular publication of independently reconciled credible data on payments made to governments by extractive industry (e.g. oil, gas, minerals and metals) companies and revenues received by those governments. The second is the development of a multi-stakeholder oversight mechanism to ensure sound and timely implementation of the EITI process in each country and to stimulate greater public debate about how time-limited resource revenues are spent.

Why should the extractive industry be singled out for a special degree of transparency? The oil, gas and mining sectors have a number of distinguishing features. First, in the great majority of countries these resources are owned by the State and form part of the 'national patrimony'; thus a particular duty of care attaches to the way in which they are exploited. Secondly, since they are time-limited (given that such resources are finite) in terms of the objective of sustainable development during the period over which they are being developed, they should be used to augment other forms of "capital" such as human or social capital or infrastructure. Thirdly, 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. And finally, 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 – what is called the "resource curse".

In improving transparency and accountability, it is hoped that these countries will be able to mitigate the poor economic performance, corruption, and conflict which sometimes affects countries that are dependent on oil and mineral resources. Corruption is only able to take place in a climate of secrecy, of partial or

nonexistent access to information. And in the absence of information, people often assume the worst – an assumption which can lead to distrust and conflict. 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 directly address and mitigate these risks.

This Communications Guide is for everyone involved in implementing or supporting the implementation of the EITI. It starts from the premise that effective communication is an essential though often neglected aspect of EITI implementation. The guide has been written for people who may not be communications specialists but who may have some responsibility for communications work.

While the guide makes many references to EITI policy, and in particular the EITI Validation Indicators, the actions outlined in this guide are recommendations, not policy. Because 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. It is hoped that readers of this guide will use it to help them ask the right questions about what kind of programme they need: ultimately, each country will need to take its own approach. That said, it is the very strong belief of the EITI Board and International Secretariat that countries without an effective communications programme will struggle to become “EITI Compliant” or to maximise the benefits of their country’s participation in the Initiative.

The guide consists of four main chapters which:

- review how the EITI works (Chapter 2);
- outline what communication is and explains why it is important to the EITI process (Chapter 3);
- take the reader through the step-by-step process of developing a communications programme (Chapter 4);
- provide case studies of how communications programmes have been developed in countries implementing the EITI (Chapter 5).

Comments on or questions relating to the guide can be emailed to the Secretariat at secretariat@eitransparency.org



2. EITI – THE BASICS

This chapter provides a very brief introduction to the basic mechanics of the EITI. It is not meant to be a substitute for the core EITI policy¹ documents, or a comprehensive guide to how the EITI should be implemented. Those interested in such a guide should consult the three main publications which have been produced for different stakeholders involved in the EITI.²

The EITI Criteria form the most succinct statement of core EITI standards and clearly define what it means to “do EITI”:

- 1** Regular publication of all material oil, gas and mining payments by companies to governments (“payments”) and all material revenues received by governments from oil, gas and mining companies (“revenues”) to a wide audience in a publicly accessible, comprehensive and comprehensible manner.
- 2** Where such audits do not already exist, payments and revenues are the subject of a credible, independent audit applying international auditing standards.
- 3** Payments and revenues are reconciled by a credible, independent administrator, applying international auditing standards, and with the publication of the administrator’s opinion regarding that reconciliation including discrepancies, should any be identified.
- 4** This approach is extended to all companies, including State-owned enterprises.
- 5** Civil society is actively engaged as a participant in the design, monitoring and evaluation of this process and contributes towards public debate.
- 6** A public, financially sustainable work plan for all the above is developed by the host government, with assistance from the international financial institutions where required, including measurable targets, a timetable for implementation, and an assessment of potential capacity constraints.

In order to determine how well a country is progressing towards meeting these criteria, the EITI Validation Framework then sets out a number of Indicators which a country is assessed against by an independent validator to determine whether an

implementing country is an “EITI Candidate Country” (i.e. in the process of implementing) or an “EITI Compliant Country” (i.e. meets all of the Validation Indicators).³ **Diagram 1** summarises the Validation Indicators. Full definitions and ways of measuring these indicators are provided in the EITI Validation Guide.

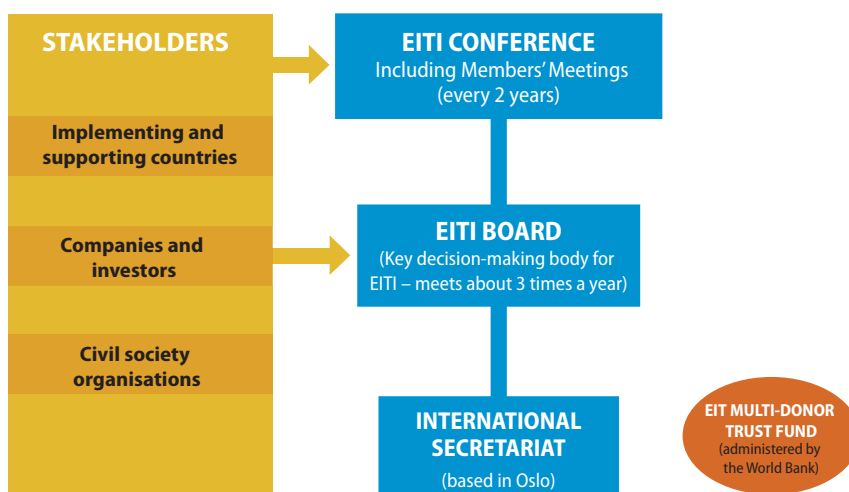
Diagram 1: **The EITI Validation Indicators**



In addition to the multi-stakeholder group that manages implementation in each country, the EITI has an international governance structure which supports the Initiative as a whole. **Diagram 2** summarises this governance structure. The main decision-making body is the EITI Board, which meets several times each year to make key decisions and to guide the work of the EITI International Secretariat. The Board is composed of representatives of different governments, extractive industry companies, civil society groups, and investors. Every two years an EITI Conference is held to review progress, agree policy, and to elect new members of the Board.

The EITI International Secretariat, based in Oslo, is responsible for supporting the work of the Board. This includes acting as a focal point for all inquiries on the initiative and consulting on, developing, and publishing policy and guidance. It is also responsible for organising the EITI Conference. Finally, technical and financial assistance to countries implementing the EITI is provided by a wide variety of bilateral donors, as well as by the World Bank’s Multi-Donor Trust Fund for the EITI.

Diagram 2: **EITI’s international governance structure**



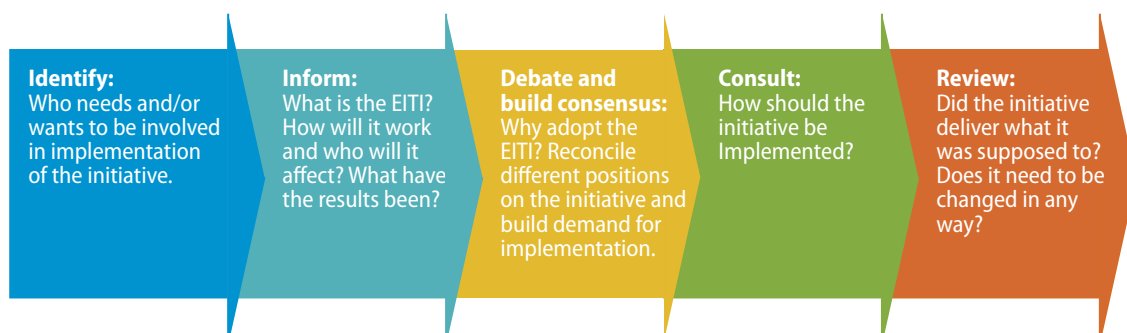
1. “EITI policy” refers to those EITI standards agreed at an international level. Those standards can be found in the *EITI Sourcebook* (2005), the *EITI Validation Guide* (2006), and a series of EITI Policy Notes issued by the EITI Board from 2007 onwards. Details of all of these policy documents can be found on the EITI website at <http://www.eitransparency.org/document>
2. These guides include the World Bank’s *Implementing the EITI – Applying Early Lessons from the Field*, available at <http://go.worldbank.org/C5OKJZ7860>; the Revenue Watch Institute’s *Drilling Down – The Civil Society Guide to Extractive Industry Revenues and the EITI*, available at <http://www.revenuewatch.org/news/publications/drilling-down.php>; and the *EITI Business Guide* published by the EITI International Secretariat and the International Business Leaders Forum, available at <http://www.eitransparency.org/document/businessguide>.
3. The *EITI Validation Guide* can be found at <http://www.eitransparency.org/document/validationguide>

3. WHAT IS COMMUNICATION AND WHY DOES IT MATTER FOR THE EITI?

Communication is a process that facilitates and promotes the sharing of information between individuals and groups. That information can flow in all directions – from organisations to individuals, from individuals back to organisations, between individuals, and between and within organisations. It is how we listen, process information and engage in dialogue with others. It helps to shape our perceptions and levels of trust in one another.

As this guide will show, having such a communications plan is an integral part of “doing EITI” – it is not an optional extra. Nor is it simply a process in which the organisations responsible for implementing the EITI “broadcast” information to people. While having an information campaign is a useful component of a communications programme, there also has to be a process in which information flows back to those charged with implementing the Initiative. **Diagram 3** shows a number of different communications functions in the EITI.

Diagram 3: **Communication functions in an EITI programme**



The EITI is an initiative that is underpinned by actions which require transparency (i.e. the publication of information) and accountability. To help accomplish this each country establishes a multi-stakeholder steering group consisting of representatives from government agencies, extractive industry companies and civil society organisations. This group needs to manage the overall EITI process, including making key decisions on the scope of the Initiative on behalf of their respective stakeholder “constituencies”. The group is more likely to succeed in its mission of improving accountability and transparency if its work is well understood by the public and key stakeholder groups.

Communication is necessary in order to become EITI Compliant

A number of the EITI Validation Indicators (see **Diagram 5** on page 21) make either explicit mention of communications activities or would be very difficult to achieve without such activities. For example, Indicator 5 – the formation of a multi-stakeholder group – 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. Finally, the decisions of the multi-stakeholder group will need to be publicised – particularly to the government agencies and extractive industry companies which will have to provide information as part of the EITI process.

Ensuring that all companies report as part of the EITI process (Validation Indicator 11) may, on the other hand, require very focused communications activities aimed at providing specific information to a small number of staff in each company. This could be carried out by developing reporting guidelines for companies, running seminars and conferences for company finance managers, and ensuring that companies know who to contact for advice on their reporting obligations.

The challenges and benefits of effectively communicating the EITI

Communicating the EITI is not without its difficulties, and implementers face several challenges.

- **It is a multi-stakeholder initiative:** this means that there is often initially very little consensus and trust must be built up among the different stakeholders.
- **It deals with complex transactions in complex industries:** in most countries few people understand the taxation or royalties system; few people understand how oil, gas, and mining companies operate; governments and companies often have a very imperfect understanding of what people want; and virtually no one understands all these issues. One of the main tasks of the EITI is to address these multiple layers of unawareness, as well as to help opinion leaders and media organisations understand why the issues raised by the Initiative are important and news-worthy.
- **While the EITI process produces a number of tangible “products”** during its implementation – a work plan, reporting templates, and the EITI reports – the primary, and very considerable, benefits of implementing the EITI are intangible. The primary benefits (see below) are 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. All of these

benefits are perception-based. Effective communication is crucial to defining and managing the perceptions of different stakeholders throughout the process.

Communications activities can help to address these challenges. Publication and discussion of the benefits which accrue to a country from the revenues can help to overcome feelings of economic exploitation or disempowerment felt by some people in resource-rich countries.

Communication can also address misunderstandings about how the extractive industries – and the revenue system associated with them – actually function, or should function. For civil society groups and the wider public, open communications channels can enable them to directly express their concerns and questions to government and extractive companies. Communication can support a process that involves popular participation and consultation on how to use a country's extractive industry resources. Improving the domestic and international perception of how well a country's resources are managed and how the revenue generated is being used to help develop the country can in turn improve a country's investment climate and even improve a country's sovereign credit rating making it easier to attract investment to other industries and sectors.

Correspondingly, there are clear risks for an EITI programme without a coherent communications focus. Such programmes might:

- not meet the EITI Validation Indicators when they go through the Validation process, and thus the country would be found to be “not EITI Compliant”;
- be perceived by stakeholders to be a pointless or fraudulent exercise– in the absence of information and engagement, stakeholders will often assume the worst;
- fail to provide the information needed for all stakeholders to participate in implementation;
- exacerbate tensions among stakeholders who have not been engaged by the Initiative;
- risk producing important information that is either incomplete and or is used by no one.



4. IMPLEMENTING AN EITI COMMUNICATIONS PROGRAMME

This chapter lays out some of the steps that need to be taken in order to develop a communications programme. The chapter makes suggestions and presents options, not absolute answers. Thus the most important thing for those involved in developing an EITI communications programme is to consult widely and early with all stakeholders on what they believe is actually required. In order to facilitate this process, many EITI countries have established a sub-group of their main multi-stakeholder steering group to focus specifically on communications issues.

Before implementation

When a country is at the stage of considering whether to adopt the EITI, a communications programme can be developed that focuses on:

- identifying and engaging with key stakeholders;
- identifying issues which might prevent an EITI programme from being adopted;
- making information on the EITI available to a broad range of stakeholders, and where necessary translating that information into local languages;
- identifying and addressing the concerns of stakeholders that may be against EITI implementation.⁴

One difficulty with carrying out communications activities before a decision has been made on whether to adopt the Initiative or not is that there is often no budget allocated to the Initiative. Under these circumstances, those involved in consulting stakeholders on the EITI could consider seeking funding for communications activities from the government budget, bilateral donors, international civil society groups, or the EITI Multi-Donor Trust Fund administered by the World Bank (see the section “Resourcing a communications programme” (see the section on page 26).

Developing a communications plan

Before a full communications programme to support EITI implementation is begun, it is important to think about how to structure such a programme. Several countries have commissioned communications strategies for their EITI programmes.

The outline of a Terms of Reference document for hiring an individual or organisation to develop a communications strategy can be found at **Annex C** and case studies on some of the countries (Cameroon, Kazakhstan, and Nigeria) with communications strategies can be found in **Chapter 5**.

At the start of the communications process, those responsible for developing the communications programme should decide:

- **what** are the objectives of the communications programme and how will progress be measured?
- **who** are the different stakeholders involved in the EITI?
- **what** needs to be communicated?
- **when** should different elements of the communications programme be put in place?
- **how** will the communications programme will be implemented?
- **who** will be responsible for carrying out different elements of the programme and who is authorised to speak about or on behalf of the Initiative?
- is there a budget for communications activities?

Each of the above issues is dealt with in greater detail in the following sections. Upfront, however, it is useful to identify the key factors in a successful communications programme and these are identified in **Box 1** below.

Box 1: Key factors for a successful EITI communications programme

1 Start early: Think about your communications objectives and prepare a strategy to address them very early on in the EITI process – developing a communications strategy when your first EITI report is being produced is too late.

2 Consider the end goal: A good communications programme facilitates both the *process* of the EITI as well as the *results*. A communications programme is not simply an information campaign, it is a process in which information flows in all directions – from those involved in implementing the EITI to stakeholders, as well as between different stakeholders. It is a process to assess, to empower and to ensure mutual understanding.

3 Allocate resources: Adequate resources – both human and financial – need to be allocated to support communications work. **Someone in the**

national EITI secretariat (preferably a communications specialist) needs to have coordination of communications activities as part or all of their job description.

4 Identify relevant stakeholders to be communicated with, and the means by which they might most effectively be reached.

5 Define the message: The communications plan needs to develop messages and communications activities, and to use mediums which are all adapted to be interesting, relevant, and address the needs of different stakeholder groups. Communications is not one activity at one time for all people – it is an ongoing process which constantly evolves to appeal to, interest, and engage different stakeholders.

6 Get feedback: An open feedback mechanism needs to be in place – stakeholders should be able to let the people involved in running the EITI programme know what they think. The EITI programme and people working on it need to be publicly accessible and up front about what they will do with the feedback they have gathered.

7 Review and address issues: A review mechanism needs to be in place so that the communications programme is regularly adapted to address new issues and stakeholders, and so that the effectiveness of the communications programme itself is also assessed.

Defining objectives; research and audience segmentation

The first step of a communications programme is to decide on what the objectives of the communications programme will be. Those objectives should be clear, simple, and achievable. Because the EITI has defined, internationally agreed criteria and Validation Indicators, it might be useful to link the objectives of a communications programme to the achievement of those criteria and Indicators. It is also useful to think about what problems or barriers the communications programme is seeking to address and to ensure that activities to address those problems are developed. Finally, it is important at this stage to also think about how progress against these objectives will be measured, and by whom.

The next step is to identify the different stakeholder groups who need or want to be involved, and to develop an understanding of the views held by these groups. 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? E.g. how do they view the government? What are their main concerns with the extractive industry companies?
- 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 makers/formers who are able to influence the thinking of key stakeholders?

This kind of information can be determined by employing a research company to carry out a communications survey. Such a survey might include:

- a review of media articles/programmes that have appeared over the past year;
- carrying out polls of a representative sample of the public;
- carrying out interviews with key stakeholders;
- sending questionnaires to people working in specific organisations – including the relevant government ministries and agencies involved in the EITI;
- attending specific events. It might be useful, for example, to ask people attending a conference on the oil and gas industry in a country to fill out a questionnaire.

Who are your audiences?

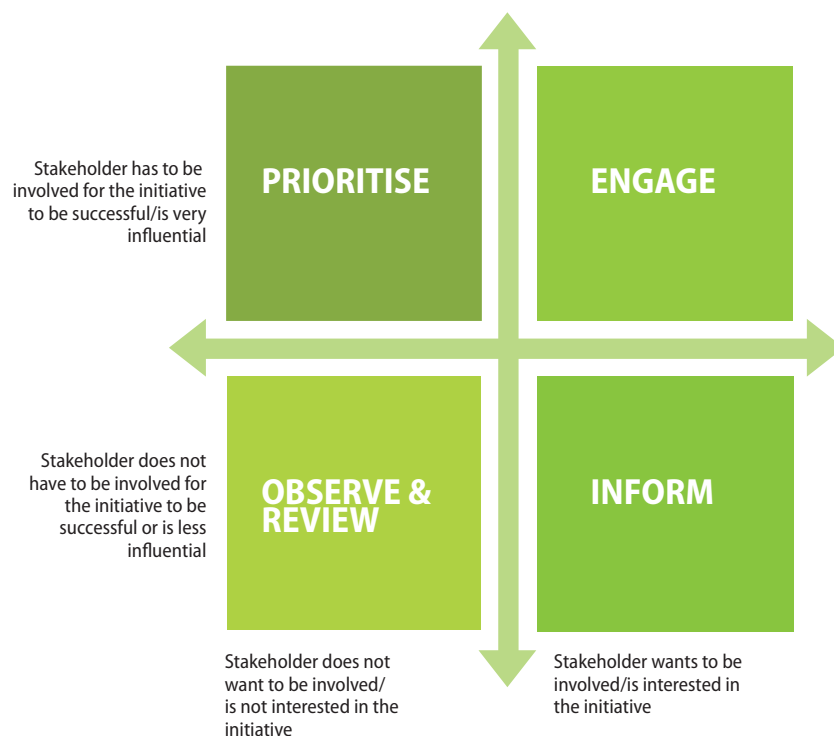
It is important to take a very broad view of the kinds of stakeholders who may be interested in the EITI. **Box 2** provides an extensive list of the kinds of stakeholders which have been involved in EITI programmes in various countries. Those responsible for coordinating the EITI programme will also need to make sure that the communications programme reaches out to stakeholders who may be critical of the EITI process – not just the Initiative's natural supporters.

Box 2: Typical EITI stakeholders

- Government ministries/agencies responsible for managing extractive industries
- Government ministries/agencies responsible for collecting or monitoring revenues
- Anti-corruption or good governance commissions
- Supreme Audit body/Auditor General
- The Central Bank
- Government ministries/agencies responsible for supporting local authorities/sub-national agencies
- Government ministries/agencies responsible for coordinating action on cross-government issues
- Parliamentary committees responsible for the extractive industries, public finance, good governance etc.
- Sub-national governmental bodies – e.g. provincial, district or municipal governments
- State-owned oil or mining companies
- Locally owned oil or mining companies
- Foreign-owned oil or mining companies
- National oil and/or mining industry bodies/associations
- Local civil society groups involved in monitoring the extractive industries or development in areas where extractive industry companies operate; anti-corruption civil society groups
- International civil society groups involved in these areas
- Trade unions
- Faith-based organisations
- Universities and think tanks
- Traditional authorities
- Local representatives of other governments which are involved in supporting EITI internationally
- Multilateral organisations such as the World Bank and the International Monetary Fund
- The EITI Board and the EITI International Secretariat
- National, regional, and international media organisations

Once all the possible stakeholders of an EITI programme have been identified it is useful to prioritise those stakeholder groups. Because resources for a communications programme will inevitably be limited, engaging in some form of stakeholder prioritisation process will help to allocate those resources efficiently. One way of prioritising stakeholders is to plot them on a diagram such as the one shown below. This chart has two variables – whether a stakeholder wants to be involved or is interested in EITI; and whether a stakeholder has to be involved in the EITI in order for the Initiative to be successful. Based on these two variables one can adopt four different approaches for different stakeholder groups.

Diagram 4: **Prioritising stakeholders**



Stakeholders who are interested in being involved in the initiative and have to be involved in order for the Initiative to be successful should be closely **engaged**. This means that the communications programme should keep them fully informed of what is happening, and should seek their views on how the Initiative should be implemented. Stakeholders in this group are your key stakeholders and the communications programme should allocate adequate resources to working with them.

Stakeholders who are not interested in the Initiative and do not want to be involved in it, but without whom the Initiative cannot be successfully implemented, must be prioritised. ***This is the most important stakeholder group: without them the Initiative will fail*** and thus significant resources should be allocated to communications activities focused on them. For these stakeholders a communications programme will need to develop activities which are very clearly focused on their concerns and on finding and articulating the benefits of EITI implementation for that group.

The next stakeholder group comprises those people or organisations who want to be involved in the EITI but who will not make the initiative 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 Initiative is progressing.

The final stakeholder groups are those who are neither interested in the EITI, nor need to be involved in order for the Initiative 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 initiative that is grounded in transparency, the assumption should be that information should be readily accessible to any group who may wish to inform themselves.

Once stakeholders have been identified and prioritised, it is useful to further divide them into three different groups:

Internal audiences/stakeholders: In most EITI countries, the unit or secretariat responsible for coordinating implementation is based inside a government agency or ministry. This unit needs to think about how it is going to communicate within the unit; with other teams or departments within its home agency/ministry; with officials at all levels and with ministers; and with other government ministries that need to be involved in the EITI process. There should also be a defined process for sharing information within, and consulting with members of the multi-stakeholder steering group. This would include a commitment to regular meetings and publishing the minutes of meetings. These “internal stakeholders” need to be regularly informed and consulted on how the initiative is progressing.

National audiences/stakeholders: These are all the stakeholders who are potentially involved with or interested in the EITI process but are not working in or close to organisations coordinating EITI implementation.

International audiences/stakeholders: the EITI is a global initiative, so the EITI Board and EITI International Secretariat will be interested in knowing how countries are implementing the Initiative. International media organisations, investors, multinational companies and international civil society groups may also be interested in progress that is made on EITI implementation. Building international recognition of your country’s programme may also help to promote buy-in/support from stakeholders at the national level.

What needs to be communicated?

An EITI communications programme should be guided by two broad goals – to strengthen and broaden the EITI multi-stakeholder processes, and to convey specific information to the wider public. **Diagram 5** gives examples of what kinds of information and processes could be communicated at the different stages of an EITI process. The different stages used in the diagram – Sign-up, Preparation, Disclosure, and Dissemination – are the same phases of EITI implementation used in the *EITI Validation Guide*. The information and processes identified in the diagram are examples only – they are not a comprehensive list and different countries will need to focus their communications programmes on different information and processes.

A set of key messages should be developed for each different stakeholder group involved in the EITI process. Ideally, these messages should be based on research that has been carried out to identify the communications needs of each stakeholder group. These messages will be used as a basis for developing content that interests, informs and engages that group. Trying to develop a set of key messages which are relevant to every stakeholder group, on the other hand, always runs the risk of either a very long list of messages, or messages which are so generic that they are not of any interest or use to people.

Key messages should:

- be concise, easily remembered, and culturally appropriate, with only 2-3 messages per stakeholder group;
- be based on an in-depth understanding of the audience that it is intended for;
- be tailored to each stakeholder group – extractive industry companies, for example, will be interested in very different things from civil society groups or government agencies;
- be used in different ways for different communications mediums – what a website says, for example, will need to be different from the speech made by a senior official or EITI Champion;
- be regularly updated – people easily tire of the same old information;
- be illustrated with real examples that are relevant to the stakeholder group concerned.

Diagram 5: EITI communications activities

	SIGN UP	PREPARATION	DISCLOSURE	DISSEMINATION
PROCESS	<ul style="list-style-type: none"> ● Translate basic information on the EITI into local languages ● Explain what the EITI is; how it works and who it involves ● Publicise who the designated EITI Champion is (3) ● Consult on and publish the EITI work plan 	<ul style="list-style-type: none"> ● Ensure that all reporting entities (government agencies and companies) know about the EITI and understand what they need to do (6,7,11) ● Develop and publish reporting templates (9) ● Launch an EITI website ● Launch a public tender for an audit company to reconcile company and government data and to produce EITI reports (10) 	<ul style="list-style-type: none"> ● Capacity-building programmes which explain to stakeholders how the public financial management and revenue collection systems work, as well as how extractive industry companies operate 	<ul style="list-style-type: none"> ● Make EITI reports available in a way that is publicly accessible, comprehensive and comprehensible (18) ● Provide different summaries of key results/messages for different stakeholder groups (18) ● Identify total payments made by companies and total revenues received by government. ● Explain any discrepancies (18) ● Summarise and publicise any issues/problems identified by the report (review Indicator)
INFORMATION	<ul style="list-style-type: none"> ● Identify/consult with key stakeholders on whether to adopt the EITI. Do they want to be involved? What are their key concerns? What are possible barriers to the EITI? ● Research to find out what people do/do not know about the EITI and related issues ● Seek nominations for people to be members of the multi-stakeholder steering group ● Seek resources for communications activities 	<ul style="list-style-type: none"> ● Appoint a communications specialist or hire external communications specialists ● Develop a communication strategy ● Consult with all stakeholders on what kind of EITI programme should be adopted – who should be reporting what and to whom (6,7) ● Identify trusted intermediaries to communicate the EITI process and information to different audiences 	<ul style="list-style-type: none"> ● Publicise the reporting process widely ● Identify “consumers” of the information which the report will provide – who will be interested and what aspects will they be interested in? ● Road shows, newspaper articles, television and radio programmes to ensure that the EITI process has national buy-in 	<ul style="list-style-type: none"> ● Public consultation on whether the EITI process has worked. What changes could be made to make the EITI process better? (review Indicator) ● Does the membership of the multi-stakeholder group need to be changed or rotated? If so, publicly seek new members (review Indicator) ● Review of whether communications programme has been effective in supporting the EITI (review Indicator)

When should different elements of the communications programme be implemented?

Communication is required during all phases of the EITI from sign-up to review and should be an integral part of the EITI work programme. In most countries it takes between 1-2 years on average to move from the first commitment to the EITI to publishing a report. Because the process is both long and continuous, an EITI communications programme needs to address stakeholder engagement in all phases of the EITI process.

It can be difficult to strike a balance between engaging with stakeholders too much and not engaging with them enough. Moreover, different stakeholders will have very different communications needs at different phases of the process. The following components describe the kinds of communications needs that different stakeholders will need at different times in the EITI process.⁵

Component 1 – Awareness: Improving stakeholder awareness and understanding of the EITI process and its potential to improve the management of the country's extractive industry. This includes awareness for government officials, the media, interest groups and the wider population. The message needs to make EITI relevant – what will it do for poverty alleviation? For development?

Component 2 – Education: Helping the stakeholders develop an understanding of the forms of complex information that will be produced during the EITI process so that they can effectively analyse that information when it is produced. Defining from the outset different stakeholders' expectations and how they can engage in the process is important as well.

Component 3 – Insight and analysis: Providing stakeholders with the information produced by the EITI reconciliation/audit and explaining its significance. Some stakeholders may use this information so that they can analyse the country's past financial practices and procedures in the extractive industries. Others will want a sense of the integrity of the financial system itself and the amount available to the government for public spending. This requires simplifying the information and explaining what the key outcomes of the process have been.

Component 4 – Reform, remediate and empower: Enabling stakeholders to understand what steps, if any, the stakeholder group will advise in response to the report. What government processes might be changed or improved to address any recommendations made by the report? The general public needs to be informed so that they can form opinions and use the political process to participate in the construction of a reform agenda for the future management of extractive industry revenues.

How to communicate EITI processes and information

It is obviously impossible to come up with a generic EITI communications plan for all countries because they vary immensely in size, population and population density, language, levels of literacy, and in political, economic, and cultural beliefs, systems and institutions. The communications plan should develop a mix of direct and indirect communications activities.

Direct communications refers to any method in which a stakeholder (whether it be an individual or organisations) is able to receive information and engage in a process without another organisation (such as the media) repackaging or reinterpreting the information/process first. Examples of direct communications activities include:

- road-shows, seminars, workshops, and conferences;
- discussing EITI issues directly with other stakeholders or members of the same stakeholder group. In many countries implementing the EITI there are, for example, local coalitions of civil society organisations engaged in the EITI. These coalitions often share information among different groups and also consult with one another to develop joint positions on EITI issues;
- journalist briefings and press conferences;
- websites and email;
- posters, newsletters, brochures, handouts, bulletin boards etc.

The advantage of direct communications is that it is easier for those involved in the communications activity to provide their views to those organising the activity. It is also easier to focus the communications activity on very specific groups and to use mediums that are trusted by those groups.

Indirect communications mediums are methods of communications in which there is some form of media intermediary – i.e. information is often interpreted and repackaged by another organisation. Examples of indirect communication include:

- radio;
- television;
- newspapers/magazines;
- third-party websites.

The advantage of indirect communications methods is that they can reach a large number of people in a relatively cost-efficient manner. The disadvantage of indirect communication is that it is often one-way “broadcast” communication. It is also more difficult to control your message when using indirect communication methods.

Depending on which communications mediums are being used, a variety of communications tools will need to be developed to work through those mediums. These could include:

- a set of core materials (such as brochures, leaflets, posters, press kits, facts sheets) which succinctly describe how the EITI process works;⁶
- media notes that alert media organisations to forthcoming events;
- press releases distributed to the media – e.g. a press release announcing the launch of an EITI process or the findings of an EITI report;
- speeches by the EITI Champion and other trusted “messengers” – i.e. people who have a high profile, have access to large numbers of people, and are a trusted source of information;
- regular newsletters to all stakeholders to keep them up to date with what is happening;
- a national EITI website – much of the above material, as well as core documents

of the EITI process itself (e.g. the work plan and the EITI reports) can then be rewritten for the web. It is necessary to rewrite information for the web because people tend to “scan” online information in a very different (less patient, more transitory) way. **Annex A** provides further details on how to design an effective website;

- road-shows in which groups of key stakeholders and opinion-formers travel to different parts of the country to explain the EITI process to the broader public.
- advertisements for newspapers, radio, and television;
- editorials and opinion pieces in newspapers;
- provision of space by governments and media for “public service announcements”. In the case of governments, they might provide free advertising space in places where public services are provided (for example, on public transport). Some media organisations volunteer or are required by law to provide free public service announcements;
- surveys, polls, and research that can be used to inform the structure of a communications programme and create a “media hook” – i.e. useful information around which a story can be built.

The following diagram illustrates a sample of different communications mediums and outlines the advantages and disadvantages of each medium.

Diagram 6: Advantages and disadvantages of different communications activities

Communications medium					
	Website	Indirect media e.g. radio, TV, newspapers	Seminars and conferences e.g. conference to launch EITI or training programmes	Research/surveys/ polls e.g. phone surveys, media monitoring	Stakeholder organisations e.g. business associations/ civil society coalitions
Type of engagement	● Normally broadcast but can include feedback mechanism	● Normally broadcast except with talk-back radio shows	● Can be used to inform, educate and consult	● Used to inform communications programme and monitor awareness levels	● Can be used to inform, educate and consult
Reach	● Depends on level of internet access in country. Good for reaching international stakeholders	● Can target specific areas and groups. Radio good for rural audiences. Sometimes difficult to control message	● Involves a small number of key stakeholders	● A small but representative sample of different stakeholders	● Potential to reach key stakeholders who need to be actively involved in implementation
Cost	● Low on a per-person basis but must be regularly updated	● Depends on size and complexity of media market	● High (on a per-person basis)	● High	● Low

Who is responsible for carrying out communications activities?

In addition to thinking about what communications mediums and tools to use, it is important to decide who will be responsible for communications activities. There are a number of people/organisations who might be involved in designing, managing, and carrying out communications activities:

- **Communications Officer in the national EITI secretariat:** Several countries implementing the EITI have individuals specifically designated to develop and oversee communications programmes. It is the recommendation of this guide that all countries implementing the EITI should appoint such a person, even if it is only a part-time responsibility;
- **communications sub-group of multi-stakeholder steering group:** Many countries implementing the EITI have established sub-groups of their main steering group to specifically focus on communications activities. Some of the organisations who are represented on the multi-stakeholder steering group may have their own communications professionals who might sit on such a group;
- **communications professionals/companies:** If there is not enough capacity in the national EITI secretariat or steering group to develop communications activities, it is often possible to hire public relations and communications consultants and firms to develop (and assist in implementing) a communications programme;
- **the EITI Champion:** Every country implementing the EITI is required to have a designated EITI implementation lead. In most countries the champion is a senior government minister. They will act as the main public spokesperson for the Initiative;
- **industry associations/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; to consult their members on issues affecting them; and to provide members with useful information. These groups can be an extremely efficient and cost-effective way of engaging with, consulting, and informing large numbers of stakeholders on the EITI process;
- **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 pass on information to local councils about how much royalty and tax they are paying to the national government.

Resourcing a communications programme

Determining the likely cost of an EITI programme is very difficult as the types of communications mediums and tools and their cost, will vary immensely from country to country. Several countries implementing the EITI have full-time communications officers in their national secretariats. If resources are not available for a full-time position it might be possible to hire a communications agency to manage all communications activities, or to appoint a part-time communications officer. At a minimum, a communications officer must:

- have experience of working with at least one of the key stakeholder groups (government, companies, civil society), though preferably more;
- be able to communicate clearly and succinctly in all forms;
- be available to all stakeholders;
- be capable of developing key communications materials such as factsheets, newsletters, press releases, website content, and speeches;
- have experience of working with (and good contacts with) media organisations and have experience of leveraging coverage from those organisations.

The annexes to this report contain several resources which those involved in developing EITI communications programmes might find useful. **Annex B** below gives an example of a simplified communications work plan, while **Annex C** outlines the different issues that need to be addressed when developing the terms of reference for a communications specialist or agency to develop a communications strategy.⁷

Finally, it is worth noting that technical and financial assistance is available to countries developing EITI programmes. The EITI International Secretariat provides core documents on the EITI in a number of different languages, and will be developing a variety of communications tools which they will make available to all stakeholders over the coming year. Many bilateral donors as well as international civil society groups have funds and/or expertise available to support EITI programmes. The World Bank's Multi-Donor Trust Fund (MDTF) for the EITI receives support from 11 different bilateral and multilateral donors. The fund is used to pay for technical assistance – including communications advice – for countries implementing the EITI, as well as to provide direct financial support to those countries.⁸

4. Some countries, such as Zambia and Mozambique, have commissioned scoping studies to address these four points.

5. This structure is based on that used in the Nigeria EITI (NEITI) Communications Strategy developed by Goldwyn International Strategies and Chris Mailander. The NEITI Communications Strategy is probably the most comprehensive communications strategy developed for an EITI programme thus far. It can be found at <http://www.neiti.org.ng/files-pdf/NEITI%20Communications%20Strategy.pdf> and further details are provided as a case study in Chapter 5.

6. The EITI Factsheet produced by the EITI International Secretariat is a good example of

“core material”. It can be found at <http://www.eitransparency.org/document/factsheet>

7. The World Bank has also developed a very useful guide to procuring communications activities – *A Toolkit for Procuring Communications Activities in World Bank Finance Projects* – which can be found at <http://siteresources.worldbank.org/EXTDEVCOMMENG/Resources/toolkitENfinal.pdf>

8. The EITI Multi-Donor Trust Fund (MDTF) is a World Bank-administered fund which supports countries implementing the EITI. You can find more information on the trust fund at <http://www.worldbank.org/eititf>



5. CASE STUDIES



CASE STUDY 1: NIGERIA

Nigeria was one of the earliest countries to adopt the EITI and has produced thorough financial, process, and physical audits of the oil sector between the years of 1999 and 2004. Those involved in Nigeria EITI (NEITI) realised the need for a communications strategy and hired consultants to develop one very soon after joining the EITI. Two subcommittees of the National Stakeholders Working Group (NSWG) were directed to implement the communications strategy: the Media Team and the Civil Society Team. A Director of Communications was appointed later in the process to coordinate all communications activities; prior to this, the Chairperson of the NSWG (who served as the EITI Champion) was the principal spokesperson for the Initiative.

The NEITI Communications Strategy⁹ was aimed at empowering the Nigerian public to understand and participate in the NEITI process. The strategy included an evolving framework, which adapted to growing public awareness and understanding. The strategy recognised the lack of credible information available about the extractive industries in Nigeria. As a result, the strategy featured a process of building the amount of credible information as the public understanding of NEITI grew. Additionally, the strategy recognised the diversity in Nigeria and the importance of having information available in various local languages. The strategy set up two pathways for communications – directly to the public through the media and other traditional methods, and indirectly through an opinion leader to transform the public dialogue about the extractive industries.

Since the development of the strategy a number of different communications activities have been carried out by the NEITI Secretariat. At the outset, a website (<http://www.neiti.org.ng>) was developed to communicate the results of the NEITI process. The website now contains:

- details of how the NEITI process works;
- press releases and news stories;
- copies of NEITI reports;
- details of how to contact the NEITI Secretariat.

Several road-shows and round-table discussions were held in various regions. There were also “Global Press Conferences” which were open to civil society groups and the media, and which presented the interim and final audit results. A guidebook to the NEITI, entitled *Extracting Transparency*, was published. Media coverage of the NEITI has focused on:

- the activities of civil society groups involved in the NEITI process;
- The publication of the first NEITI reports and issues relating to discrepancies identified by those reports;
- The appointment of NSWG members;
- The role that NEITI could play in broader investigations of government agencies responsible for regulating the extractive industries.

Key lessons learnt: A good communications strategy is useless if no resources are allocated to support its implementation. It is also important for a communications programme to have a national reach and to provide materials in all the key local languages.

9. The Communications Strategy can be found at <http://www.neiti.org.ng/files-pdf/NEITI%20Communications%20Strategy.pdf> and more general information at <http://www.neiti.org.ng/>



CASE STUDY 2: KAZAKHSTAN

The National Stakeholder Council on the EITI in Kazakhstan has taken two key steps to strengthening their communications programme. First, a series of conferences on the EITI with participation of all stakeholder groups is being held in different parts of the country. This is important in Kazakhstan which is an extremely large and thinly populated country (15 million people live in a country approximately the size of western Europe), and where different kinds of extractive industry operations are carried out in different parts of the country. Until these conferences began, virtually all discussions on the EITI had taken place in the capital city of Astana and the main commercial city of Almaty, but not in regions where oil and mining operations are actually situated.

Carrying out these conferences has raised the profile of the Initiative across the country, but more importantly it has also allowed people to help shape the Initiative itself. It has, for example, helped create more pressure for mining payments and revenues to be included in the Kazakhstan EITI process, which has thus far only dealt with the oil and gas sector. It has also created pressure on companies which have not already signed up to the EITI process to do so.

Secondly, a professional public relations firm has been hired to develop a communications strategy for the Initiative, with the objective of identifying the best ways of communicating the EITI to a broad audience and determining how to ensure that the EITI involves and influences key stakeholders from all sectors. The strategy was informed through:

- telephone interviews with randomly selected citizens in seven different cities;
- interviews with a number of government, company, and civil society representatives not directly involved in EITI implementation;
- in-depth interviews with different members of the National EITI Stakeholder Council and with independent experts familiar with the EITI;
- a review of newspaper and television coverage of the EITI over the previous three years.

The communications strategy identifies a number of barriers to better communication of the Initiative in Kazakhstan, including:

- erratic public understanding of the Initiative;
- lack of financial and human resources to promote the Initiative;
- while materials are available in English and Russian, very few EITI materials are available in the Kazakh language;
- there is no communications plan and/or plan to work with media organisations.

The communications strategy then goes on to look at six different stakeholder groups – the general public, NGOs, the mass media, members of parliament, the government, and extractive industry companies – and it identifies what information they need, suggests key messages for each group, and makes recommendations on appropriate communications channels.

Key lessons learnt: It is important to ensure that a communications strategy will reach groups across a country, not just in the main capital or commercial cities. Once key stakeholder groups have been identified, it is useful to think about what each of those groups needs to know about, and wants to get out of, the EITI process.



CASE STUDY 3: CAMEROON

Cameroon began its EITI implementation in 2005 and has subsequently produced several EITI reports. It developed a communications strategy to foster national and international dialogue and to build interest in all parts of the Cameroonian society in the implementation of the EITI.

The strategy is **four-phased**:

- conception and realisation of communications tools (content design and realisation);
- provision of information to target groups;
- direct meetings with target groups;
- evaluation and adaptation of the communications tools and the strategy.

The strategy makes a clear reference to the **EITI criteria** and describes the strategy as the tool to disseminate EITI information to wider public and to help these target groups to use the EITI reports. This means that the communications strategy has a very narrow “information campaign” focus, and less of a focus on consulting with stakeholders.

Five **target audiences** were identified:

- civil society groups;
- local communities at extraction sites;
- the government and its institutions as well as diplomatic services and international organisations;
- oil and mining companies as well as specialised services of the state (tax agencies, department of petrol etc.);
- members of the national EITI committee and the permanent secretariat.

For each audience the strategy identifies the relevant communications channels and supporting materials that will be required.

The strategy also outlines a number of communications tools and mediums that will be developed and used in the communications programme, including:

- a standardised EITI logo and artwork will be developed for all printed material;
- tailor-made messages for each target group;
- a national EITI website that includes a discussion forum;
- an EITI journal containing news on EITI implementation, petrol production and related issues;
- special TV and radio jingles to announce the publication of EITI reports;

- TV documentaries explaining the oil sector and the EITI;
- special news broadcasts aimed at the urban population will discuss the EITI's content;
- there will also be footage for an international audience to address the Diaspora;
- rural population will be mainly addressed via local radio stations;
- special meetings with focus groups (i.e. MPs, mayors, provincial authorities, “opinion leaders”, religious leaders, teachers and university professors) will be held in the capital and in communities where the extractive industry companies are based;
- all meetings will be covered by media.

Key lessons learnt: Communications programmes need to be more than just information campaigns. It is also useful to link communications activities directly to the achievement of the EITI criteria and Validation Indicators.



CASE STUDY 4: CONGO

The communications programmes outlined in the previous case studies all contained mass communications activities. In the Democratic Republic of Congo (DRC), however, the national EITI committee is developing a communications strategy that focuses primarily on ensuring that the two sets of stakeholders without whom the initiative can progress – mining companies and tax agencies – are aware of, understand, and are consulted on the EITI.

Two targeted communications activities in the DRC are in the process of being carried out to support the national EITI programme. The Ministry of Mines charged the national EITI committee with an EITI sensitisation campaign for mining companies. The campaign aims to facilitate the participation of mining companies in the EITI process in the DRC. The campaign intends to build capacity in companies to ensure that they effectively participate in the development of EITI reporting templates as well as in the actual reporting process. Because the DRC is a very large country with limited infrastructure, the campaign will be delivered primarily at the provincial level.

The second communications activity will focus on the role of tax agencies in the EITI process. The DRC national EITI committee therefore decided to hold a workshop for tax agency staff involved in collecting revenues from mining companies. The workshop has two purposes. Firstly, the tax agencies will be informed of how the EITI process works. They will also be consulted on what payments they collect from mining companies and how the collections take place. The findings of these workshops are expected to help to develop tailor-made reporting templates for each tax-collecting agency. It is also hoped that the workshops will be used to develop a transparency charter with the tax agencies in order to assure their active collaboration with the EITI process.

Key lesson learnt: Where resources are limited, it is useful to have a communications programme that targets those stakeholders without whom the process cannot go ahead.

ANNEX A

CREATING A GOOD WEBSITE

Most national EITI programmes have their own websites. While many countries implementing the EITI have low levels of internet usage, a national EITI website can still be useful in order to:

- make information available to media organisations;
- provide information to international stakeholders who are interested in a country's EITI progress;
- acting as a public repository of key documents relating to a country's EITI process;
- provide details of who is involved in the EITI process and how to contact them;
- act as a platform for consultation processes – i.e. it can make draft documents available as well as receive comments on those documents;
- publicly advertise any tenders for goods and services (e.g. for an audit company to produce EITI reports).

For a website to be persuasive and relevant to readers, design and ongoing maintenance are extremely important. The Communications Manager at the EITI International Secretariat can be consulted for advice in the process of developing a website. The following are points that should be considered when designing and maintaining a website.

Audience and purpose of the site: Before beginning the design of your site, consider who your audience will be. While many people think that websites are inherently “for everyone” you will need to ensure that the design and content of the website meets the needs of your most important audiences, partners, stakeholders and sceptics. Set objectives on how you want visitors to benefit from using your site. Prioritise among the different audiences and plan the “paths” they would take through the site. What is the purpose of your site and what do you want to accomplish?

Content: Language must be clear, concise, and to the point. Most importantly, the material on your site must be current – people return often to websites that regularly provide them with new, useful, and interesting information. With this in mind every page in your website needs a goal and needs to be reviewed on a regular basis. Think about what information your stakeholders want and either provide that information or a link to it.

Content Management System: If you develop your website in-house or contract out the development of your website, it is advisable that a well-known and actively supported Content Management System (CMS) is used. Excellent CMS options are available as open source and free of charge. The use of an open source CMS ensures that the website is more secure as security fixes will be readily available. This also reduces the chances of lock-in to one developer. The most used open-source CMS options are Drupal, WordPress and Joomla.

Site Structure: The main structure or “architecture” of your site teaches viewers 1) what they should expect to find on the site, and 2) what your priorities are. The structure should promote the discovery of whatever information a site user is seeking. Your site needs to be easily searchable and have minimal links or layers

to reach your core content. Your site will ideally be search-engine optimised. This involves structuring your site so that it is presented early in a browser's search results. This will improve the volume and quality of traffic to your site. Specialist consultants may be needed to achieve this.

Usability/Navigation: A website should be easy and intuitive to use.

The "navigation" along the top or the side of the site should be visible and consistent on every page of your site.

Speed: A usable site will display quickly and without errors to viewers in a variety of locations, with good web access or intermittent access, on slow connections or on broadband, with old computers or new computers. Know your target audience and the connection speed that they will be using. Pages on a good website should load quickly. Limit the size and number of images. Work with your colleagues or vendors to build a simple site that loads quickly, with these challenges in mind. You should know the browsers and screen resolutions your site must support and be sure to test on these. Avoid plug-ins (i.e. any element of your website that requires the user to download or purchase software they may not have such as Flash) where possible.

Printable Pages: It is important with an informative website that all information can be printed. Printer-friendly versions of each page need to be available. Test printing with all the web browsers on operating systems you intend to support.

Purchase a reliable web-hosting service: Stakeholders can become easily and quickly frustrated if information which they rely on being available on your website is regularly unavailable. Companies should guarantee a certain level of reliability and service – i.e. any problems with the hosting of your website will be addressed within a certain period of time. Ensure that the company hosting your website will notify you several months in advance of when you need to renew the hosting agreement.

Common features of bad websites

- "Staleness" – Website content never changes. A site will lose its credibility and audience if it is not regularly updated.
- Lack of Structure – New information is simply added on top of old information leading to clutter and confusion across the website. These websites contain everything but communicate nothing.
- "Down-time" – The website is regularly not there due to poor or lapsed web-hosting services.
- Page Errors – Web pages are over-engineered and over-designed – they include complex images or animations which cannot be accessed by all browsers, or which have very slow download speeds for anyone without a fast internet connection.
- Lack of Transparency – The website has no feedback mechanism and contains no details of who to contact regarding the content or the organisation responsible for the website.

ANNEX B

SAMPLE EITI COMMUNICATIONS WORK PLAN

This annex provides an example of a communications work plan. It is an example only – many countries have produced more complex communications plans. This example also doesn't provide any details of costs, as they will vary immensely from country to country.

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

ANNEX C

OUTLINE TERMS OF REFERENCE FOR A COMMUNICATIONS STRATEGY

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 terms of reference which can be adapted and used by a communications agency to develop such a strategy.

Introduction

One paragraph summary of what you are seeking a tender for.

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?

- 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 for you to establish how you would want the communications agency to develop the strategy, and also to seek creative proposals from the agency about how they would go about developing it.

Key deliverables

What do you expect them to deliver? Do you expect them 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 do you expect them 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 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 D

USING THE EITI LOGO

The EITI name and logo are the property of the EITI Board, though partners and local networks are encouraged to use it or derivatives in order to promote the Initiative. Using the EITI logo can help a national EITI programme by being identified with the international EITI movement. Because EITI has internationally agreed standards, independent governance, and a validation process to monitor country implementation of the Initiative, using the logo to make the link between national and international EITI programmes can be beneficial for implementing countries. More information on using the EITI Logo can be found at <http://www.eitransparency.org/about/logopolicy>

The EITI Logo



ANNEX E EITI PUBLICATIONS



EITI Rule Book including Validation Guide
This publication brings together the EITI's requirements for implementing the EITI. It includes the EITI Principles, Criteria, The EITI validation guide and policy Notes issued by the EITI Secretariat, conveying decisions taken by the EITI Board. It does not change earlier agreed policies.
www.eitransparency.org/document/rulebook

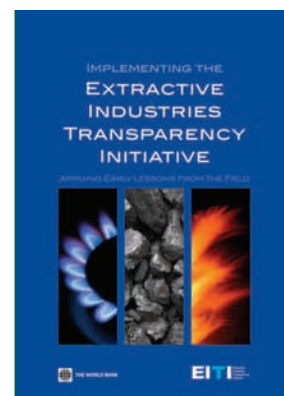


EITI Business Guide
How companies can support implementation of the EITI
www.eitransparency.org/document/businessguide



EITI Guide for Legislators
How to support and strengthen resource transparency
www.eitransparency.org/parliament

Further guidance



Implementing the EITI
Applying early lessons from the field (by the World Bank)
www.eitransparency.org/document/implementingtheiti



FACT SHEETS are short documents explaining elements of the EITI policy:

EITI Fact Sheet
www.eitransparency.org/document/factsheet

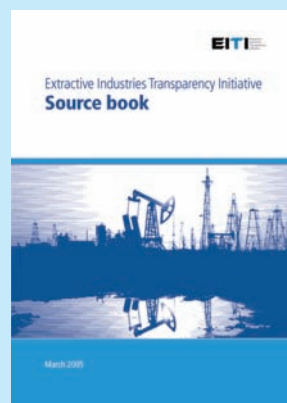
How to support the EITI – Extractive Companies
www.eitransparency.org/companyimplementation

How to support the EITI – Non-Extractive Companies
www.eitransparency.org/companyimplementation

How to support the EITI – Countries
www.eitransparency.org/supporters/countries

EITI Endorsements
www.eitransparency.org/document/endorsements

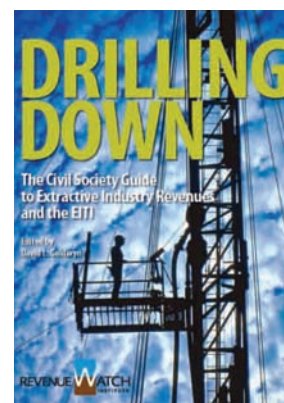
Validation Fact Sheet
www.eitransparency.org/eiti/implementation/validation



EITI Source Book
A guide to assist countries that are implementing the EITI
www.eitransparency.org/document/sourcebook



Advancing the EITI in the Mining sector
A consultation with stakeholders
www.eitransparency.org/mining



Drilling Down
A civil society guide to the EITI (by RWI)
www.eitransparency.org/civilsocietyimplementation

The Extractive Industries

Transparency Initiative (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.eitransparency.org



www.eitransparency.org