



PUBLIC INTEREST AND ACCOUNTABILITY COMMITTEE (PIAC)



PIAC COMMUNICATION STRATEGY (PCS)

PIAC Communication Strategy (PCS)

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LIST OF ACRONYMS

ACEP	African Centre for Energy Policy
BoG	Bank of Ghana
CBOs	Community Based Organizations
CSO	Civil Society Organizations
GES	Ghana Education Service
GIZ	Deutsche Gessellschaft fur Internationale Zusammenarbeit (German Development Co-Operation)
GNGC	Ghana National Gas Company
GNPC	Ghana National Petroleum Corporation
GRA	Ghana Revenue Authority
IEC	Information, Education and Communication
IFEJ	Institute of Financial & Economic Journalists
MoF	Ministry of Finance
NDC	National Democratic Congress
NPP	New Patriotic Party
NRGI	Natural Resource Governance Institute
NUGS	National Union of Ghana Students
PCS	PIAC Communication Strategy
PEMA	Publicity, Engagement, Mobilization and Advocacy
PIAC	Public Interest and Accountability Committee
PLWDs	Persons Living With Disabilities
PRMA	Petroleum Revenue Management Act
PSP	PIAC Strategic Plan
SO	Strategic Objects

1.0 INTRODUCTION

Since its inception in 2011, the Public Interest and Accountability Committee (PIAC) has been evolving. Beginning with one staff member in September 2011, it now has six; and as stated in the Strategic Plan 2016-2020, it intends to increase the number to nine by 2020. Now in its sixth year, PIAC continues to evolve as an institution. Systems are developing. Ideally, PIAC will actively seek to become the conscience of the citizens of Ghana in the management and use of petroleum revenues to enhance Ghana's development. It will also become the thought-leader who inspires and facilitates public debate on the responsible management of petroleum revenues. PIAC's over-arching vision requires that it weaves communication thinking into all of its actions to guide its evolution.

1.1. Communication and PIAC's Mandate

All the three objectives that spell out the core mandates of PIAC as specified under Section 51 of the Petroleum Revenue Management Act (PRMA), 2011 (Act 815) have communication implications. The following are the three objectives of PIAC and of how effective communication could lead to their realization.

- i. *Monitor and evaluate compliance by government and other relevant institutions in the management and use of petroleum revenues and investments.*

This objective requires that PIAC has the capacity to manage the complex tasks of providing oversight as a watchdog institution for petroleum revenues management in Ghana. The objective cannot be fully attained without: engaging with various stakeholders; physically inspecting and observing projects that are funded with petroleum revenues; ensuring that feedback is gathered from the citizenry; and that the beneficiaries of petroleum-funded projects are well served. Monitoring and evaluation entail a two-way process of communication: of the exchange of ideas between PIAC and various stakeholders, and of ensuring that the desired outcomes are attained.

- ii. *Provide space and platform for the public to debate whether spending prospects and management and revenues conform to development priorities.*

This objective entails the application of effective communication principles and actions. Providing 'space' and 'platform' for 'debate' imply openness, tolerance and sensitivity to engage various groups of citizens. It also implies the application of the principles of social inclusivity by providing opportunities for all citizens (including marginalized groups like women, the poor, youth, non-literates, Persons Living With Disabilities (PLWDs), rural and peri-urban, as well as people in hard-to-reach parts of the country) to have the chance to engage in national discourse on the responsible use and management of petroleum revenues. This objective also requires that PIAC goes the extra mile, and puts in the extra effort to organize stakeholder engagements for those left behind in society since Ghana's oil revenues belong to all, regardless of one's status in life. This objective should be supported by public awareness raising, publicity, and of a PIAC that is perceived as credible.

ENGAGING

"Learn from the people.

Plan with the people.

Begin with what they know

When the last task is accomplished

The people all remark:

'We have done it ourselves.'"

Lao Tzu Tao Te Ching

- iii. *Provide independent assessment on the management and use of petroleum revenues to assist Parliament and the executive in the oversight and performance of related functions respectively.*

Through well-crafted mandatory reports and other reports generated from project inspections and public fora/community engagements, PIAC provides feedback on the use of petroleum revenues and shares the feedback with Parliament and the Executive as input into the formulation of national policy. To do so, PIAC will effectively communicate with the Executive and Parliament using the right advocacy, messages and recommendations for the benefit of the citizenry, who are the ultimate beneficiaries of Ghana's petroleum revenues. To be successful, PIAC will seek to move communication from a top-down approach to an all-inclusive approach where the views of citizens and the development needs of the country are brought to bear.

1.2. The Purpose of PIAC's Communications Strategy

The essence of communication is to exchange information. The communication function entails both planning and action. Communication is a cross-cutting function in organizations. A communications strategy is therefore a holistic approach on how an organization or a project engages its target stakeholders more effectively in providing communications solutions to a problem or a set of problems.

PIAC's communications strategy identifies:

- i. the challenges of PIAC that effective communication can help to resolve;
- ii. the key stakeholders PIAC needs to reach out to;
- iii. the key strategic and tactical considerations to be used in addressing the challenges;
- iv. the channels to be used to communicate with the various stakeholders;
- v. a framework and tactical plans of how information will be disseminated to and received from all relevant stakeholders;
- vi. the resources required;
- vii. the ultimate outcomes desired;
- viii. the evaluation criteria to be used; and
- ix. an implementation action plan.

1.3. Methodology for Developing the Communication Strategy

For the development of this communication strategy (referred to in this document as PSC), data was gathered to gain understanding of the issues that are peculiar to PIAC and to generate ideas. The methods used were:

1. **Desk review:** Reading of relevant legislation, PIAC reports and documents (e.g. PIAC Strategic Plan 2016-2020);
2. **Interviews:** A combination of face-to-face and telephone interviews of PIAC Members, Secretariat staff, media personnel, and some representatives of various stakeholder groups; and
3. **Review of media content:** Review of newspaper publications, Internet, radio and television coverage of PIAC and petroleum issues.

TABLE 1: SWOT ANALYSIS OF PIAC’S COMMUNICATION SITUATION

	POSITIVE	NEGATIVE
INTERNAL	<p style="text-align: center;">STRENGTHS</p> <ul style="list-style-type: none"> i. Secretariat is a good repository of petroleum knowledge. ii. PIAC reports are considered as authentic sources of rich information on petroleum revenues. iii. Release of mandatory reports are orchestrated as major institutional milestones. iv. Annual reports are launched and provide content for media and public discourse. v. PIAC has a functioning website. vi. Some staff and Members of PIAC are knowledgeable about petroleum issues. 	<p style="text-align: center;">WEAKNESSES</p> <ul style="list-style-type: none"> i. The name PIAC does not suggest an identification with petroleum revenue management; the name therefore lends itself to constant explanations of the purpose of the institution. ii. PIAC office premises not easily accessible; signage is inadequate. iii. There is no focused communication function within Secretariat; low communication capacity. iv. Traffic to PIAC website and social media platforms is low. Need for training of staff on how to enhance online traffic. v. Overall weak media engagement. vi. Overall weak crisis management capacity.
EXTERNAL	<p style="text-align: center;">OPPORTUNITIES</p> <ul style="list-style-type: none"> i. Relationship with IFEJ can be deepened and extended to other journalists and media houses. ii. Media covers PIAC when it releases reports; gaps exist for media reporting opportunities to be filled. iii. Increasing media convergence—radio, television, newspapers and online content are merging. iv. Several groups of citizens need public education on petroleum revenues. v. Advocacy to promote good governance (transparency, accountability, inclusiveness, rule-of-law, responsiveness, efficient/effective, participatory). 	<p style="text-align: center;">THREATS</p> <ul style="list-style-type: none"> i. Communication risks exist with increased media enquiries; posing challenges in crisis management. ii. Key parts of PIAC reports are not covered by media and unknown to citizens. iii. Weak coverage of PIAC in traditional mass media; inadequate media coverage of content of PIAC reports. iv. Weak social media presence; Website, FaceBook, Twitter platforms not well patronized; small social community even during crisis periods. v. Existence of many media houses and journalists for information dissemination; challenge is to focus and be selective. vi. Inadequate publicity of the existence of petroleum-funded projects.

1.4. Target Audiences for PIAC's Communication Strategy

Petroleum revenue is meant to improve the quality of life of the citizens of Ghana. The general population characteristics of the citizens include:

- i. There is an estimated 25 million people living in the country's 10 administrative regions and 274 districts. According to the 2010 Housing and Population Census, the population comprises of 51.2% females and 48.8% males.
- ii. As at 2010, the Greater Accra Region was the most densely populated region (1,236), followed by the Ashanti Region (195), and the Northern Region (35) as the most sparsely populated region.
- iii. Regarding employment status, 64% of the Census data are self-employed. Of the number, 69% are females and 60% are males. Ghana has a predominantly youthful population.
- iv. Literacy level is estimated at 76% (i.e. males: 82%; Females: 71%).
- v. There is an estimated 75 ethnic groups in Ghana.
- vi. English is the official language. However, Ghana is a multi-lingual country with about 100 languages and dialects spoken across the country.
- vii. The Western Region is the regional home of Ghana's oil and gas resource. The region therefore registers the highest level of awareness and of the demands and complaints about the management and use of petroleum revenues.
- viii. Rural urban migration is prevalent; the population of the twin cities of Sekondi-Takoradi has increased appreciably since the oil find in 2010.
- ix. The Keta Basin in the Volta Region shows potential for future oil exploration.
- x. Some areas of the country are hard-to-reach owing to poor road network. However, as Internet and telephone connectivity continue to improve, access to more citizens will open up regardless of their location.
- xi. The development needs of the country include education, roads, hospitals, electricity, infrastructure, industrialization, and job creation.

The population factors that can potentially present barriers to the successful implementation of this communication strategy are: illiteracy, ethnic and linguistic multiplicity, the north-south divide, the rural-urban divide, uneven development of the regions/districts, rapid urbanization, and difficulty in accessing hard-to-reach parts of the country.

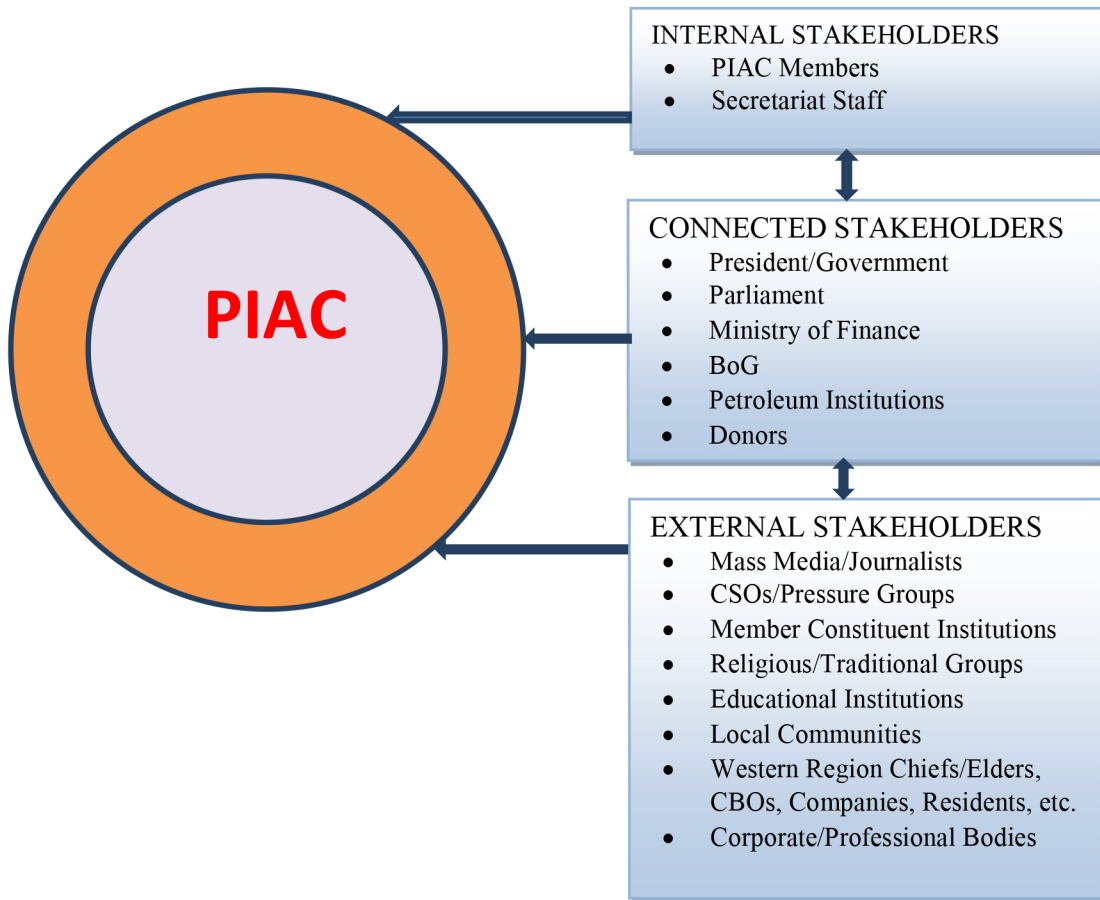
The target groups for this communication strategy are categorized into **primary**, **secondary** and **tertiary**. The internal stakeholders are all primary stakeholders. Of the external stakeholders, some are in the primary category owing to their strong connection to the work of PIAC. The remaining external stakeholders are categorized into secondary and tertiary. The groups and the explanations of why they are identified as target audiences for PIAC's communication interventions are given in Table 2, and shown in Figure 1 below.

TABLE 2: PRIORITY LEVELS OF PIAC'S TARGET AUDIENCES

	TARGET LEVEL	COMMUNICATION RATIONNALE & CHALLENGES
PRIMARY	President Government	<ul style="list-style-type: none"> • Leader of government. • Policy formulation. • Act 815 requires that PIAC shares its published annual and semi-annual reports with the President.
	Parliament	<ul style="list-style-type: none"> • Leaders, parliamentarians, influencers, law and policy formulation. • Enforcement of Act. • Act 815 requires that PIAC shares its published annual and semi-annual reports with Parliament.
	Ministry of Finance Bank of Ghana Ghana Revenue Authority (GRA)	<ul style="list-style-type: none"> • Government of Ghana's regulatory institutions. • PIAC collects data from them to produce reports. • Lateness in providing data to PIAC; causes delays in the production and release of PIAC's mandatory reports.
	PIAC Members	<ul style="list-style-type: none"> • Serve as a part-time coordination group; comprise of Members from 13 stakeholder institutions and sectors. • Represent cross-section of citizens. • Disseminate petroleum revenue information.
	Constituent institutions	<ul style="list-style-type: none"> • Nominate Members to serve on PIAC.
	Secretariat Staff	<ul style="list-style-type: none"> • Technical and administrative personnel that supports the Committee. • Collect data from Ministry of Finance and petroleum institutions to produce its mandatory reports. • Responsible for producing PIAC's reports (with the help of a Consultant).
SECONDARY	CSOs (Active CSOs in the petroleum & extractive sectors include: ACEP, Civil Society Platform for Oil & Gas, NRGI, Penplusbytes, etc.)	<ul style="list-style-type: none"> • Actors in the civil society arena, especially extractive CSOs. • Comprise of think tanks and advocacy institutions. • Represent cross-section of country. • Disseminate petroleum revenue information to the public and media. • Conduct research and produce relevant briefs on petroleum; Deliver papers on oil and gas issues. • Provide direct and indirect advocacy for PIAC. • Some PIAC Members are members of CSO's Platform; over-lapping and interwoven relationships. • Conduct training for new PIAC Members and extractive/financial journalists.
	Petroleum institutions (GNPC, GNGC, Petroleum Commission)	<ul style="list-style-type: none"> • PIAC collects data from them to produce its mandatory reports. • No force of law for them to provide data to PIAC. • Lateness in providing data to PIAC; causes delays in the production and release of PIAC's mandatory reports.
	Donor community (Notable among them are: GIZ, NRGI, DANIDA)	<ul style="list-style-type: none"> • International institutions play critical roles in supporting PIAC (since its inception). • Support PIAC through funding, organizational development, and in advocacy.
TERTIARY	Traditional authorities (Chiefs and Queen mothers' associations)	<ul style="list-style-type: none"> • Have moral authority to persuade and share opinions and information. • Have wide reach to citizens.
	Religious authorities (i.e. Christian, Muslim, traditional religious leaders); National Peace Council	<ul style="list-style-type: none"> • Have moral authority. • Have wide reach to citizens. • Wield persuasive power over followers.
	Political parties	<ul style="list-style-type: none"> • Influencers among constituents and wider society. • Wield persuasive power over followers.

<p>Corporate entities; Organizational leaders</p>	<ul style="list-style-type: none"> • Access and influence with employees and in society. • Potential to provide support to PIAC through e.g. sponsorships. • Influencers among constituents and wider society.
<p>Mass media (journalists, media houses)</p>	<ul style="list-style-type: none"> • The media of mass communication comprise of print media (newspapers and magazines), broadcast media (television and radio), and new media platforms (online tools—PIAC’s website and social media platforms e.g. FaceBook, Twitter). • Channels to communicate with citizens. • Cost implications (‘soli’; advertisements, showing of documentaries, etc.)
<p>Schools, tertiary institutions</p>	<ul style="list-style-type: none"> • Educated youth and teachers/faculty of educational institutions • Actively engage the academic community in petroleum revenue issues; bring them into national discourse of petroleum issues. • Youth has potential to become agents to disseminate petroleum information to family and the public. • Youth has potential to become activists to demand for responsible use and management of petroleum revenues.
<p>Western Region (chiefs, elders and citizens/residents)</p>	<ul style="list-style-type: none"> • Residents of the source of oil and gas resource. • Target of direct social and economic impacts of petroleum exploration. • Potential for resistance/complaints/demands about receiving their perceived fair share of petroleum revenues. • Identify opinion leaders, CBOs; Open lines of communication between PIAC and opinion leaders; facilitate increased engagements to reduce tension.
<p>Local community leaders Local Community-Based Organizations (CBOs)</p>	<ul style="list-style-type: none"> • Opinion leaders and influencers at the grass-root levels in communities. • Dissemination of PIAC information to specific segments of society. • There are Community-Based Organizations (CBO) throughout the country that could become useful partners to PIAC in its community engagements and public awareness raising interventions (e.g. youth and women’s groups, PLWDs) • Consider the complexities and peculiarities of the population (e.g. ethnicity, languages, level of literacy, location, etc.)
<p>General public</p>	<ul style="list-style-type: none"> • As the ultimate beneficiaries of the petroleum revenues, the citizens of Ghana, constitute a key target of PIACs mandate; constitutes a large percentage of the population. • General public could be desegregated further into various sub-groups and targeted by PIAC with information dissemination.
<p>Marginalized groups (poor, women, youth, children, PLWDs, rural/peri-urban, hard-to-reach parts of Ghana)</p>	<ul style="list-style-type: none"> • Need for socially-inclusive communication interventions to avoid leaving many people from behind.

FIGURE 1: STAKEHOLDER MAP



2.0. THE COMMUNICATION STRATEGY

This communication strategy is shaped by PIAC’s own vision and mandate. The strategy responds to the gaps identified in the situation analysis. It sets out the guidelines on how communication will be used to reach specific target groups. The communication strategy seeks to heighten citizens’ awareness and enhance the public posture and image/brand of PIAC—for it to be seen as a credible and responsible organization that delivers on its mandate of promoting accountability and deepening transparency in the use and management of oil and gas revenues.

2.1. Pillars of the Communication Strategy

The overarching communication strategy is grounded on four pillars, namely: Publicity, Engagement, Mobilization and Advocacy (PEMA). The four are inter-related: each one enhances the effectiveness and success of the other.

P: Publicity to enhance the visibility of PIAC; to become known as a household name in Ghana regarding petroleum revenue management and for PIAC to brand itself as the go-to institution and watchdog over responsible management of petroleum revenues. Publicity will entail an increased public awareness campaign throughout Ghana by targeting the many people who do not know of PIAC, and to constantly remind those who already know.

E: Engagement with targeted institutions and groups on a regular basis. The institutions include: government, Parliament, petroleum organizations; traditional and religious groups; Civil Society Organizations—CSOs, Donors, PIAC constituent institutions; citizenry (e.g. tertiary institutions, schools, CBOs, youth and women’s groups in all the regions and districts of the country.) As a branding strategy, PIAC will provide opportunities for citizens to experience a credible and relevant institution and to benefit from its work; whilst it seeks for their feedback as necessary input to further its work.

M: Mobilization of Ghanaian society to keep the citizenry concerned about the responsible management and use of their petroleum revenues; and for them to become watchdogs and stewards in their communities by keeping a close watch over the responsible implementation of petroleum-funded projects.

A: Advocacy by national and international CSOs, Donors, mass media, local CBOs, traditional and religious leaders, opinion leaders, youth and women’s groups and all well-meaning groups and citizens to keep the responsible use of petroleum revenues on the national agenda to aid the development of Ghana.

FIGURE 2: PILLARS OF PIAC COMMUNICATION STRATEGY (PEMA)

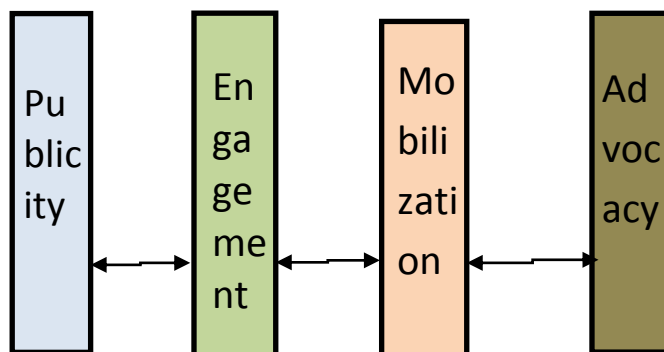


TABLE 2: ADVOCACY LEVELS FOR COMMUNICATION INTERVENTIONS

Advocacy will be done on both national and local levels, with linkages created between the two levels.

ADVOCACY LEVEL	ACTIVITY
<p>NATIONAL LEVEL ADVOCACY & LOBBYING</p> <p>Political leaders</p> <p>Technocrats</p> <p>CSOs: NRGI, KITE, ISODEC, ACEP, etc.</p>	<p>PIAC will influence/facilitate leading and influential extractive industry CSOs to do advocacy and lobbying on identifiable issues.</p> <p>PIAC will set the agenda of specific issues that need advocacy and lobbying.</p> <p>PIAC will link up with transparency/accountability institutions and groups to push for pro-governance issues in the public sphere.</p> <p>PIAC will participate in and lend support to transparency/accountability events—to sharpen PIAC’s posture regarding what it stands for.</p> <p>PIAC will facilitate media advocacy for policy reforms on petroleum revenues.</p> <p>PIAC will motivate and guide the media to write stories that will keep readers/viewers/audiences interested and informed about oil and gas revenues.</p> <p>PIAC will help media to look for new and interesting angles of issues to cover.</p> <p>PIAC will nurture and encourage the media to follow up on issues.</p>
<p>LOCAL LEVEL ADVOCACY & LOBBYING</p> <p>Compile a list of local leaders: (e.g. Assembly leaders, Religious leaders, Traditional leaders, Community Based Organizations {CBOs}, Leaders of institutions, schools, companies).</p>	<p>PIAC will set up a system to communicate oil/gas-funded projects to leaders of local communities.</p> <p>When PIAC receives the list of projects from the Ministry of Finance, it will communicate it to each of the project communities.</p> <p>PIAC will develop a system for monitoring oil and gas projects at the local levels throughout the country.</p> <p>PIAC will facilitate the identification and training of local leaders in districts and regions on how to track and monitor petroleum-funded projects.</p> <p>PIAC will train targeted local leaders to empower them to become advocates and spokespersons on petroleum revenue issues.</p> <p>PIAC will facilitate the conduct of advocacy on local community levels for assemblies, CBOs to become knowledgeable about oil and gas funded projects, know the amounts budgeted for, and monitor their progress, etc.</p>

2.2. Communication Management

Organizations are exposed to communication risks when they relegate communication to the background and pay it minimal or no attention. The four pillars of PIAC’s communication strategy (Publicity, Engagement, Mobilization and Advocacy—PEMA) will therefore be supported with effective management of communication. Communication is a key organizational function that needs to be managed on a focused, intentional, regular and full-time basis instead of ad hoc.

Furthermore, the roll-out of the PSP and PCS will necessitate the application of effective communication management, which should be characterized by PIAC's readiness to actively live its mandate. Through effective communication management, PIAC will, among others:

- i. Engage with identifiable groups/bodies e.g. religious groups (e.g. churches, mosques, universities), schools and NUGS—National Union of Ghana students, as well as engage professional and citizen groups at scheduled conferences, meetings, and entertainment events like large concerts (e.g. at the National Theatre, Accra International Conference Centre, other large gatherings);
 - o Ask for a slot at these scheduled events to speak about petroleum revenue management (opportunities to disseminate Information Education and Communication, Information, Education and Communication—IEC materials); and
- ii. Produce targeted short video documentaries (5 to 10 minutes) with relevant messages, and influence for them to be shown at public events and to identifiable groups.

Who speaks on behalf of PIAC?

Ideally, there should be a voice available from within PIAC's Secretariat that provides an interface, **at short notice**, between PIAC and the public it serves. The communication management role/function is broad, and will include media relations. The Members of the Communications Sub-Committee of PIAC, who are designated as the communication managers, are part-timers. Two options to resolve this challenge are:

- i. PIAC may headhunt for a person with a demonstrable knowledge and interest in oil and gas, and who also has skills in communication/public relations as well considerable ICT skills. The individual should be hired as a full-time staff, who will be available at all times to manage communication regularly and in a timely manner.
- ii. Alternatively, the Executive Director could speak on behalf of PIAC.¹

2.3. Branding Strategy of PIAC

A key expected outcome of the four-pronged PEMA Communication Strategy of PIAC is branding. A brand entails a promise to perform creditably to meet the expectations of clients/stakeholders. A brand is a relationship and a representation of the essence, identity, character and personality of an institution. PIAC's brand therefore has to be its positioning in the minds of the public it serves, who should view it as a thought-leader and a trustworthy institution that consistently exhibits integrity as a watchdog over the use and management of Ghana's petroleum revenues. The actual experiences of target groups impact on an institution's brand more than the purposeful narratives it carefully crafts and disseminates. In effect, it will be the good works of PIAC that will triumph over any bragging, publicity, advertisements, and other staged acts.

PIAC's objectives to strategically brand itself will be two-fold: (a) brand PIAC as an institution; and (b) brand petroleum revenue-funded projects.

¹ An adoption of a communication management approach will necessitate a review of PIAC's Rules of Procedure Manual, which designates the Chairman or his chosen representative as the spokesperson.

Brand PIAC as an institution

PIAC as an institution needs to be branded for it to resonate among key stakeholders and Ghanaians as a whole.

- i. The name PIAC poses a major challenge to branding the institution because it does not suggest petroleum revenues; it is a mere string of words (public, interest, accountability) that could refer to any governance issue. The Committee and stakeholders should therefore rethink the name PIAC to make it reflect the management of petroleum revenues. Options to fix the anomaly in name are:
 - (a) Rename PIAC (i.e. go through the legal processes through Parliament to effect a name change--which may be tedious); OR
 - (b) Add a tagline to every mention of the name PIAC to bring out the true functions of the institution (e.g. of a tagline: '**SAFEGUARDING YOUR PETROLEUM REVENUES**').
- ii. Whilst remaining visible and effectively telling its own institutional story clearly and regularly, PIAC will do well to keep its eyes on how it is perceived by the public it is mandated to serve. It should be seen as providing solutions to improve the lives of Ghanaians through the responsible management and use of oil and gas revenues.
- iii. PIAC will seek to become the market leader in the creation of public platforms to communicate petroleum revenue issues. Before anyone thinks it, says it and does it, PIAC should do it first! PIAC should not be a follower.
- iv. When PIAC speaks on petroleum revenue matters, all stakeholders (the President, Parliament, media, CSOs, Donors, citizens, etc.) will accept it as the last and final voice on the issue.
- v. PIAC should seek to improve responsiveness and accountability to citizens on petroleum revenues. Ghanaians should benefit from PIAC's existence.
- vi. Publicise PIAC's vision, mission and mandate at every opportunity (e.g. PIAC's premises, events, public engagements/fora, media encounters)—verbally, on displays, etc.

Brand petroleum revenue projects

Ghanaians desire to benefit from petroleum revenues and to see it as enhancing the quality of their lives. To heighten this awareness, PIAC will seek to do the following:

- i. Label projects that are funded (partially and fully) with petroleum revenues for citizens to bear witness—similar to projects funded under HIPC (e.g. have petroleum roads, petroleum schools, petroleum public toilets). {Currently, petroleum revenue-funded projects are generally branded in the public’s minds as government projects and credited to the political party in office. For the most part, Ghanaians are unaware of which projects are funded with petroleum revenues—not even in the project beneficiary communities}.
- ii. All petroleum revenue projects should be commissioned under PIAC’s umbrella, in conjunction with the district assemblies, religious and traditional leaders, community groups, etc.
 - The events should be widely publicised in the project beneficiary communities; and be devoid of partisan politics.
 - Encourage community ownership of projects; with the involvement of youth and women groups, PLWDs, etc.
- iii. Become perceived by the general public as an active steward that is alert to petroleum revenues; whilst listening to the voices of the citizens.
- iv. Conduct regular monitoring of petroleum-funded projects and widely communicate its findings to support the branding of PIAC.

2.4. Aligning PIAC Strategic Plan with Communication Strategy

The PIAC Strategic Plan 2016-2020 is partly hinged on communication. The first three of the five Strategic Objects (SO) are direct communication objectives.

SO 1: Improve visibility of PIAC: For PIAC to be well-publicized so it will become a household name, become active and relevant, and be branded as the conscience of all things related to petroleum revenue usage and management in Ghana.

SO 2: Create platforms for effective citizens’ engagement: PIAC will provide opportunities and programmes for public forum/engagement, which will include socially-inclusive groups. The engagements will comprise of information sharing and receiving of feedback on petroleum revenue usage and its overall management. Furthermore, PIAC will plan specific interventions for each target group and create a supportive environment to make communication interventions successful.

SO 3: Build strategic partnerships and linkages across PIAC’s major stakeholders: PIAC will build and strengthen relations with each key stakeholder group (i.e. President, government, Parliament, Donors, CSOs, petroleum companies, etc.)

Additionally, PIAC’s seven-point values have communication implications that cannot be lived and attained without effective communication.

- i. Leadership: Be self-motivated and proactive in leading the discourse of communication of petroleum revenue governance in Ghana; whilst providing a platform that facilitates and creates public discourse.
- ii. Transparency: Be forthcoming with credible, analytical, easily understandable information; and be responsive to media and stakeholder needs through regular contacts and reporting.
- iii. Integrity: Members and staff will be perceived as displaying a high sense of integrity and forthrightness.
- iv. Collaboration: Enhance partnerships and relationships with stakeholders whilst avoiding combativeness, and receiving feedback in good faith.
- v. Relevance: PIAC to be seen by stakeholders and the public as living up to delivering on its mandate; and be desired as the moral voice and oversight institution of petroleum revenue governance.
- vi. Non-bias: Stakeholders will perceive PIAC's Members, staff, reports and actions as independent and not aligned with the government in office, or any interest groups. The actions and pronouncements of Members and staff should not create perceptions of political partisanship and personal gains, which could result in public mistrust of PIAC.
- vii. Accountability: Public interest will be the benchmark of PIAC's function, seeking for feedback and input from constituents; whilst holding itself and all duty-bearers accountable by opening PIAC up to media and public scrutiny.
- viii. Independence: PIAC and its individual Members will exhibit commitment to independence and not be seen as favouring and protecting the government, but is able to stand up to political authority even whilst collaborating.

2.5. PIAC Events

Events present opportunities for organizations and individuals to highlight their activities and reasons for their existence. PIAC will therefore create opportunities from which it can gain mileage on its activities, increase publicity, and enhance its posture. It will prepare a calendar of annual events. Examples of recommended events are:

- i. Celebrate a PIAC Day/Week as an annual event.
 - (E.g. PIAC anniversary, its September birthday as an institutional milestone).
- ii. Adopt a United Nations day for annual celebration.
 - (e.g. International Youth Day on August 12 to focus on the youth. Collaborate with youth agencies like National Service Secretariat, youth NGOs/clubs, NUGS, religious youth groups e.g. Catholic Youth Organization).
- iii. Launch of PIAC annual reports.
- iv. Breakfast meetings.
- v. **Celebrate Oil Day**: Institute the celebration of December 15 every year² as National Oil and Gas Day, and as **PIAC's flagship annual event**. The celebration of this day will serve as a

² December 15, 2010 was the day of First Oil for Ghana.

reminder to Ghana of the gift of oil and gas, and of the need to manage the resource and its accompanying revenues very well. PIAC will:

- a. Collaborate with leading petroleum CSOs.
- b. Engage the Ghana Journalists Association (GJA) and its affiliate, the Editors Forum-Ghana to celebrate the day at the International Press Centre at minimal cost; and with the support of a private company (e.g. a petroleum company as its CSR initiative).
 - Using the Press Centre as a venue will serve the purpose of nurturing media leaders to adopt the Oil Day.
- c. Engage identifiable groups (i.e. religious, traditional, schools, community leaders); and the media (television, radio, newspapers, Internet).
- d. Rotate the celebration venue from region to region, district to district, city to city, town to town. Avoid making it a wholly Accra event.
- e. Encourage various communities to organize their own local Oil Day events.
- f. Engage the media: Oil Day press conference at which PIAC will issue a statement.
- g. Organize discussion programmes on radio and television; interviews with newspapers; and enhanced online (website and social media) engagements.

2.6. Social Media & Online Strategies

The Internet dominates global communications. Technological developments are occurring at a very fast pace. Besides, we are in an era of information overload, which is characterized by organizations competing to have their messages seen, heard and noticed. Online communication reaches broad audiences, especially the educated youth and the educated middle class population. Successful organizations actively engage in innovative approaches and adopt active (not passive) strategies to survive the competition. To survive the competition and be noticed, PIAC's communication approach will include aggressive social media and online strategies. PIAC will therefore seek to stay current with technological developments and adjust its current online strategies accordingly.

- i. PIAC will actively use social media to enhance its online presence and by that, increase communication with people who can be reached online.
- ii. All public engagements/fora of PIAC should be carried as live video (and/or audio) feeds on FaceBook; the events should be advertised.
 - This will serve two purposes: Provide a wider broadcast to events, and seek for instant feedback from citizens who log in.
- iii. Integrate social media into PIAC's overall communication strategy and seek to incorporate social media governance into its organizational communication.
- iv. Use social media as part of online conversations about PIAC with stakeholders.
- v. Use social media network as a social promotion tool for piacghana.org. As soon as something is posted on piacghana.org, social media will be used to promote the web content. This exhibits itself through 'clicks', 'likes' and 'shares' that register on the social media platform. Like any communication endeavour, social media should be managed well. For instance:
- vi. Use social media to manage the release of PIAC reports:
 - to create a buzz before reports are released;
 - to engage citizens when reports are released;
 - to gain full mileage from the reports and increase the reach of dissemination; and
 - serialize various sections of the reports and strategically release them over a period through social media.
- vii. The formats of social media news releases may include: facts, quotations from the reports, teaser messages, and headlines of the reports; with a link to PIAC website.
- viii. Seek to create variety, excitement, and simplicity of content.
- ix. Regularly search for the mentions of PIAC on online platforms; as well as engage and respond appropriately.
- x. Provide links between various news media platforms.
- xi. Update current website, making it more alive and interactive.
- xii. Create an engaging online presence that improves the posture of PIAC, disseminates information and collects feedback through the power of new media.
- xiii. Use social media to tap into the opinions of audiences.
- xiv. Regularly provide the online community with necessary information.
- xv. Make it easy for online users to access useful and current PIAC information.
- xvi. Information shared on various social media networks can be shared multiple times to increase the chances of it being seen/noticed. However, care should be taken not to spam and overwhelm audiences with too much repeat postings of content.
- xvii. Train staff on how to reinvigorate PIAC's website, social media and overall online presence.
- xviii. Develop a social media and online policy to guide PIAC's use of social media and being online.
- xix. Stay abreast of advancements in the ever-expanding fast-paced social media and Internet trends and usage.

2.7. Media Relations Strategies

Media reports on oil revenues follow a predictable news cycle. To keep PIAC on the news media landscape, it will seek to:

- i. Develop a media relations culture by which it will exhibit sensitivity for projecting itself favourably in the mass media of public communication.
- ii. Create and re-create news by regularly initiating media content on oil and gas revenues.
- iii. Gain full mileage of news, PIAC events, reports, etc.
- iv. Connect with things happening in the petroleum sector.
- v. Respond promptly to media content of oil and gas revenues.
- vi. Attain favourable visibility in the mass media.

Activities for Media Relations

Relationships

- i. PIAC will cultivate favourable, open and honest relations with a core group of trusted and relevant journalists and media players (e.g. financial newspapers, financial programmes on radio and television, columnists.)
- ii. Nurture relationship with key media institutions.
- iii. Deepen the relationship with the Institute of Financial & Economic Journalists (IFEJ).

Proactive initiatives

- i. Request identifiable industry players and writers (journalists, columnists); commission them to write feature articles on specific topics for publication in national newspapers as a way of increasing the stock of written media content on petroleum revenue usage and management.
- ii. Generate a list of newsworthy ideas and strategically disseminate the information to the media.
- iii. Organize periodic press conferences and issue press releases to break news on specific issues of interest to PIAC (e.g. best practice case studies of petroleum revenue management from other countries).
- iv. Lobby for access to key radio and television stations and personalities to participate in panel discussions.
- v. Approach the Ghana Journalists Association (GJA) to institute an annual award for best petroleum revenue publication/journalist.

Develop media IEC materials

- i. Develop a press kit of pre-packaged IEC materials with relevant and useful information to disseminate to the media. It may include biographies of PIAC Members, fact sheets, Q&A's, articles, write-ups, backgrounders, press cuttings, photographs, videos, etc.
- ii. Compile a comprehensive and regularly updated media contact and distribution lists of journalists and media houses, especially those who PIAC relates with more often (on radio stations, television, newspapers, online).

Publicity

- i. Regularly use the media to publicize PIAC and enhance its visibility in Ghana.
- ii. Organize media launch of PIAC reports.
- iii. Publicize PIAC's events.
- iv. Display PIAC's visions/mission strategically at events, and on the institution's premises.
- v. Develop corporate social responsibility initiatives as part of its community outreach to enhance the image of the institution.
- vi. Press conferences: Organize large-scale conferences with all types of media. Topics should be of major and first-level importance.
 - PIAC should decide the minimum number of press conferences to organize in a year, and at specific intervals (e.g. for events, launch of reports). However, issues of the level of crises communication may also be addressed in press conferences.
 - At the end of tours of petroleum revenue-funded projects, organize a press conference (or issue a press release) to present a composite report of the findings on the state of project funding with petroleum revenues.
- vii. Media briefings: Meeting with a small select group of journalists or media leaders (e.g. editors, financial journalists, extractive reporters). Topic for discussion should be of second-level priority. Meetings with key editors can serve the purpose of winning the confidence of media leaders.
- viii. Media encounters: Informal get-togethers with journalists and key media leaders; which could be over a cocktail or dinner to discuss a wide-range of issues through general questions and answers. The convenor will present a statement to set the agenda for the encounter.
- ix. Granting individual interviews: Care should be taken not to use individual media interviews to address issues with national crises character (i.e. solely using selected radio or television stations/programmes, newspapers, and online outlets).
- x. Radio and television appearances: By Members of PIAC and Secretariat staff with the requisite technical expertise.
- xi. Issue press releases: To present PIAC's position on issues.
- xii. Media training: Organize training programmes for journalists. PIAC Members and staff of the Secretariat with the required technical expertise will be facilitators. They could also become facilitators at media training programmes that are organized by CSOs.

2.8. PIAC Reports Release Strategies

Although PIAC's reports are considered highly technical, the technical language is necessary for certain targets, and to meet international standards. The reports are packed with news items and critical information. PIAC's report release strategies will be guided by the following principles:

To gain full mileage: The strategic consideration will be to gain full mileage of the content of PIAC's reports by disseminating it widely through generating both condensed and simplified versions. A communication management approach will be applied to the release of all PIAC's reports and be treated as full-fledged information campaigns.

Apply a need-to-know approach: Apply the need-to-know approach in releasing the reports to various groups; and package the information accordingly. Tease out what aspects of the reports key targets need to know. Produce structured versions for community engagements (public fora), media relations, ordinary citizens, universities, chiefs and queen mothers, religious leaders, youth and women's groups, PLWDs, etc.

TABLE 3: REPORT RELEASE AND LAUNCH TACTICS

OBJECTIVES	PRE-REPORT RELEASE PHASE	REPORT RELEASE PHASE	POST-REPORT RELEASE PHASE
<p>To increase the number of citizens who access PIAC reports, and view them as authoritative sources of information about oil and gas revenue.</p>	<p>Announce the reporting cycle of report release and stick to it.</p> <p>Before the release of a PIAC report, prepare a report release plan to be used for various stakeholders. Determine how each group will be engaged; how each group will receive the report.</p> <p>Package the reports in formats that will enhance the dissemination of information.</p> <p>Distil the reports—key points</p> <p>Condense reports into usable formats.</p> <p>Create/develop position papers out of the reports.</p> <p>Prepare simplified versions/summaries, infographics, etc.</p>	<p>Meet representatives of key stakeholder groups; Publicise.</p> <p>Launch report at a national event; with media. Involve representatives of key stakeholders.</p> <p>Launch/Release reports in various locations (regions, districts, cities, universities, schools, etc.).</p>	<p>Community outreach.</p> <p>Organize sub-events throughout the year around various aspects of the reports in various parts of Ghana; with different groups.</p>
<p>To publicise the reports through actively using a combination of traditional/legacy mass media; and new and online media tools.</p> <p>Guide the media on PIAC’s focus in each report</p>	<p>Develop an Internet, website and social media plan for report release.</p> <p>Develop talking points on the reports; for media engagements.</p> <p>Issue press releases.</p> <p>Prepare media briefs that highlight key talking points in the reports that PIAC wants to emphasize.</p> <p>Prepare a press kit on report (i.e. Q&A, hand-outs, easy-to-use versions, and infographics).</p> <p>Post messages on IFEJ platform.</p> <p>Assess institutional readiness to actively engage journalists (who will speak, what message(s), what formats (e.g. press conference).</p> <p>Assess institutional readiness to actively engage on social media to roll-out social media strategy.</p>	<p>Post the detailed reports online promptly (on PIAC website, with links to social media sites/platforms).</p> <p>Release reports in a combination of the traditional way (detailed printed reports), and new media forms (website, social media), infographics.</p> <p>Roll-out media relations plan (press conference; engage IFEJ).</p> <p>Roll-out social media strategies to disseminate reports.</p> <p>Track/monitor media coverage for quantity & quality of reportage;</p> <p>Respond appropriately & promptly to feedback.</p>	<p>Gain full mileage from PIAC reports</p> <p>Issue press releases on aspects of the report.</p> <p>Grant media interviews on the issues.</p> <p>Create various news items and strategically release them over time.</p> <p>Over a period, break report up into issues and sub-issues, by making news out of various key issues, and developing talking points for various purposes (public fora/community engagements, media discussions, etc.)</p> <p>Conduct media content analysis (for evaluation of media coverage of each report release cycle).</p>

2.9. Issues and Crises Management Strategies

Issues are recurring matters with either positive or negative implications. PIAC, like other organizations, is naturally exposed to risks, which if not managed well, could produce negative outcomes. When issues are identified and properly explored, benefits can be derived from them through effective proactive management.

Crises are critical events, which if not managed appropriately and in a timely manner, can have disastrous consequences, especially negative media repercussions. News can be fast-moving so it is necessary to plan ahead of time, considering as many possible crises scenarios to which PIAC must respond.

PIAC'S approach to managing communication will be to provide effective response to issues and crises, ensuring that appropriate actions are taken in a timely manner using the right communication channels in order to minimize the impact of their occurrence.

Promoting public discourse on selected issues

PIAC will develop a list of topical issues on petroleum revenue governance; and periodically select an issue and lead a national conversation on it.

- i. Produce policy briefs on the issue.
- ii. Organize press briefings to lead national discourse on the issue.
- iii. Lessen the negative effects of crises and learn lessons to apply to the management of future crises.
- iv. PIAC will be in a state of readiness to respond quickly and properly/effectively to petroleum revenue issues.
- v. A communication vacuum should not be left unfilled by PIAC, and for which others (e.g. CSOs) are left to provide communication leadership. PIAC will lead!

Protocol for crises management: The do's and don'ts

THE DO'S:

PIAC will.....

- i. **Lead** the public discourse on the issues that produce crises.
- ii. Strategically use the media to manage issues and crises³ about petroleum revenue management.
- iii. Always have an **official position** on issues.
- iv. Disseminate **factual** information to the media.
- v. Be visible and **available** to the media (i.e. will not hedge or avoid the media).
- vi. Address **public perceptions** about the crises **seriously**.
- vii. Respond **promptly** because delays are potentially injurious.
- viii. **Quickly convene** meetings to develop an official position; prepare a statement that **frames PIAC's messages** (for a **single/common voice**, to avoid disseminating multiple opinions to the public and the media).
- ix. Develop a **well-crafted message** and **stick** with the message **consistently**.
- x. Pay attention to **informal interpersonal communication**. During times of crisis, citizens in the social networks of PIAC Members contact them for their explanation on issues. Circumstances make it necessary for Members to make comments in public gatherings or in interpersonal settings.
- xi. Demonstrate **diplomacy** even in the face of controversy and in communicating with adversarial groups.
- xii. Ensure that all officials who should be **reached/contacted** by the media can be reached as and when needed.
- xiii. Have a **designated spokesperson** who is perceived as **credible and trustworthy**.
- xiv. Adopt measures to **diffuse** the crises.
- xv. Seek for **dialogue** and **negotiate** for solutions.
- xvi. **Apologize** if it is at fault.
- xvii. **Respond promptly** to negative information that circulates in the mass and social media and elsewhere about PIAC and petroleum revenue management.
- xviii. Develop a Questions-and-Answer media package in **anticipation of questions** the media is most likely to ask during crises periods.
- xix. Ensure that the situation that caused the crises will **not be repeated**.
- xx. Keep the media informed as a crisis progresses; and **throughout the lifespan of the crisis**.
- xxi. Manage information about the status of crises in a **controlled manner** (e.g. one media spokesperson, who is **readily available with the necessary facts**.)
- xxii. Be proactive and **tell its success stories**, using the mass media; and become its own best advocate.
- xxiii. Regularly follow, monitor and analyse the content of the media, seeking to use it to **improve its responsiveness and overall operations**.
- xxiv. **Periodically evaluate** how each crisis was managed (at the end of that crisis cycle) so it can **learn lessons from the experience**.

³ *It has been said that only fools enter into a war of words with an enemy that buys ink by the barrel, paper by the ton, and controls the airwaves. This maxim is the ultimate justification for courting the media and responding appropriately, especially in times of crises.*

THE DON'TS:

PIAC will not.....

- i. Be **adversarial** with the media and the public it serves.
- ii. Respond to crises in a **disjointed fashion**, with individual PIAC Members expressing their individual positions.
- iii. Disseminate **confusing** and **untruthful** information.
- iv. Be **secretive** (or cause itself to be perceived as secretive).

Anticipating issues and crises

PIAC will anticipate and look out for the issues that can turn into crises, and for which the media will dwell on. To do so, PIAC will:

- i. **Keep track** of the issues and crises identified by staying alert to “**early warning signs**” of those issues, risks and crises.
- ii. Develop an **Issues/Crisis Inventory** (i.e. a list of potential issues and crises that identifies the stakeholders who might be affected) through brainstorming with Committee Members and staff for ideas. An issues/crisis management approach will enable PIAC to be in a state of preparedness and readiness to effectively respond to and manage the issues and crises that occur. {See an example in Table 4 below}
- iii. Prioritize the list of issues, risks and crises. The list will be categorized into grades of A, B, C and D (or 1, 2, 3, & 4).
 - The inventory, which will include internal and external considerations, will be updated regularly.

TABLE 4: ISSUES AND CRISES INVENTORY

POSSIBLE SCENARIOS OF ISSUES/CRISES	STAKEHOLDERS	TRIGGER EVENTS	SUGGESTED APPROACHES
Quantity of oil produced Projects funded with petroleum revenues	CSOs Citizens’ groups Media	When the national budget is read, or PIAC receives the list of petroleum-funded projects. When news break with suspicions of a wrong done.	Track what has been done with oil and gas revenues. Compile a list of projects successfully completed, those partially completed, and those for which funds had been embezzled; and hold a press conference to inform Ghanaians. Communicate how revenue has been used. Actively communicate type of project and cost to beneficiary communities (CBOs & traditional/religious leaders & opinion leaders, etc.). Facilitate engagement with project

			<p>beneficiary communities.</p> <p>Use simplified non-technical language.</p> <p>Encourage the citizens to monitor projects.</p> <p>Provide feedback to PIAC, etc. Support this initiative with a call centre to receive phone calls, messages, feedback, complaints; institute good customer service practices at PIAC.</p> <p>Explore further uses of new information technology to receive complaints/feedback from citizens</p> <p>Issue press releases</p> <p>Organize press conferences</p>
When crude oil prices decline globally	<p>GNPC</p> <p>Media</p> <p>Social media</p> <p>PIAC Website</p>	<p>International news</p> <p>Local news stories from international news</p>	<p>PIAC will respond, giving Ghanaians the implications/repercussions; how Ghanaians will feel it.</p> <p>Issue press release.</p> <p>Commission the writing of feature articles.</p> <p>Conduct broadcast interviews.</p> <p>Increase online engagements.</p>
Environmental and social issues of exploration (impacts of activities from exploration on the lives of citizens—e.g. farmlands turned into oil lands (for factories), increased rent in Sekondi/Takoradi, prostitution)	<p>Communities in affected areas</p> <p>CBOs</p> <p>Companies/businesses in Sekondi/Takoradi</p>	<p>Man-made accidents; acts of God</p> <p>CBOs and activists publicly demanding justice, righting the wrongs.</p> <p>Lawsuits</p> <p>Demonstrations</p>	<p>PIAC engages organizations responsible for problems and advocate for problem resolution.</p> <p>Encourage community engagement by responsible organizations.</p> <p>Engage the media.</p> <p>Inspire and facilitate public debate.</p>
PRMA: Issues in the Law (Act 185)	<p>Media</p> <p>General public (communities on regional and district levels)</p>	<p>News story that indicates/suggests confusion/misunderstanding, or lack of knowledge of the PRMA.</p>	<p>Public education on the Law.</p> <p>Summaries of key points using posters, brochures, info-graphics, etc.</p> <p>Feature articles in newspapers, programmes on radio/TV, online postings</p>

2.10. Monitoring & Evaluation of PIAC’s Communication

Monitoring and evaluation will be incorporated into PIAC’s communication practices. The following evaluation methods are presented:

TABLE 5: MONITORING AND EVALUATION TOOLS

METHODOLOGIES	RATIONALE FOR USE	TOOLS
Media monitoring, tracking & analysis	<p>Purposeful, conscientious review and analysis of media content.</p> <p>Stay informed and alert to aid rapid response to media content.</p> <p>Periodic comparisons to check for increases (quantity) and quality (depth and trend) in coverage.</p> <p>Enable re-strategizing media relations approach.</p> <p>Measure media opinion environment</p> <p>ASSESS.....</p> <ul style="list-style-type: none"> • Which media does the most positive/negative coverage? • Which individuals, issues and institutions cause negative/positive coverage? <p>Who contributes to the opinion environment?</p>	<p>Daily monitoring and analysis of media content.</p> <p>Press cuttings of PIAC-related newspaper content.</p> <p>Quarterly reports of media analysis.</p> <p>Media surveys & content analysis (using quantitative & qualitative methods).</p> <p>Compare quantity and quality of media content of the before with during & after roll-out of PCS.</p>
Inquiry & contact tracking	<p>Track increase/reduction in number of phone calls/visits to Secretariat/Members to collect information.</p> <p>Review correspondence from key stakeholders (quantity & quality).</p>	<p>Compare before PCS roll-out with during/before.</p> <p>Capture feedback and recommendations from participants of PIAC's public engagements.</p> <p>Incorporate feedback into PIAC activities (e.g. a 'tear-able' questionnaire in an issue of report, asking for feedback from readers/users of reports).</p> <p>Evaluation of participants of workshops, outreach, public fora/ engagements).</p>
Monitoring PIACs online presence	<p>Update website to a high standard; a living, active site with increased visitors.</p> <p>Integrate new/online media with traditional mass media.</p> <p>Seek to be actively present on key social media sites.</p> <p>Seek to make online engagement interactive.</p> <p>Seek for feedback to generate new ideas.</p> <p>Track activities and user feedback.</p>	<p>Keep track of & count number of hits/visitors on PIAC website and social media platforms. Compare over time.</p> <p>Compile and analyse comments.</p> <p>Provide feedback to queries on the Internet, PIAC website and social media.</p>
Periodic surveys	<p>To tap into the opinions of specific stakeholder groups and the general public on their views of PIAC; and the use of petroleum revenues.</p>	<p>Conduct perception studies, social audits.</p> <p>Conduct expert reviews.</p> <p>Focus Group Discussions with e.g. journalists to seek their opinions on issues.</p>
Informal evaluation methods	<p>Casual informal encounters generate very useful feedback, which should be captured.</p>	<p>Take note of and record observations and opinions from informal interactions.</p>

2.11. Budgetary Considerations

Subsequently, PIAC's annual budget should include funds dedicated to communication. The PCS Implementation Action Plan in the next section suggests budget areas for communication. The cost centres of the PCS are as follows:

- i. Media relations:
 - Preparation of IEC materials for the media (e.g. press kits);
 - Organizing press conferences (renting of venue, refreshments for participants, etc.)
 - Training of journalists (facilitators' fees, travel, lodging, etc.)
- ii. Community outreach:
 - Travels
 - Lodging
 - Renting of venue
 - Allowances for key persons
- iii. Branding and IEC materials:
 - Posters, flyers, pamphlets, brochures, banners, signage, info-graphics
 - Video documentaries
 - Jingles
- iv. Advertisements:
 - Crawlers on television
 - Advert strips on front-pages of newspapers.
 - Full advertisements in newspapers, radio and television.
 - Advertisements on the Internet.
- v. Managing online presence:
 - Updating Website
 - Increased online time
- vi. Hiring communication staff:
 - If PIAC decides to hire a full-time staff to manage communication with the roll-out of the PSP and PCS.

3.0. COMMUNICATION STRATEGY IMPLEMENTATION ACTION PLAN

This PCS Implementation Action Plan provides a proactive framework for implementation. The plan identifies the key actors and their specific responsibilities, matching them with the approach, objectives, channels, activities, messages and the expected outcomes. The priority levels of the target stakeholders are indicated to show the level of emphasis needed for implementation.

The PCS supports PIAC’s mandate and the PSP. It emphasizes the approaches that will enable PIAC to improve its relations with the mass media and other key stakeholders; as well as reach out to the majority of the citizens of Ghana including educational institutions, the marginalized and hard-to-reach rural communities. Ultimately, the PCS seeks to establish PIAC as a brand, a well-publicised and well-known watchdog institution that facilitates and creates the platform for national discourse on the management and uses of petroleum revenues. The content of the Strategic and Tactical Considerations (Appendix 1) and Social Mobilization (Appendix 2) should inform and be inter-woven into this Implementation Action Plan.

TARGET STAKEHOLDERS	PIAC’S APPROACH	OBJECTIVES	CHANNELS/ TOOLS	COMMUNICATION ACTIVITIES & INTERVENTIONS	MESSAGE THEMES	EXPECTED OUTCOMES
MEMBERS & STAFF OF SECRETARIAT (Priority Level 1)	<p>Create buy-in of PCS; set a positive tone for adoption and implementation.</p> <p>Develop stronger connectedness between Members and their constituent institutions/groups.</p> <p>Reposition PIAC through increased publicity.</p> <p>Manage the</p>	<p>To become the conscience of Ghana in the use and management of petroleum revenues.</p> <p>To become knowledgeable of petroleum revenue issues.</p> <p>To champion and project the values of PIAC through enhanced understanding & appreciation of issues.</p> <p>To consolidate relations with institutions</p>	<p>Interpersonal (training, meetings)</p> <p>Online media</p> <p>Traditional media</p>	<p>Organize meetings, training and capacity building to aid staff to internalize PIAC’s values; and for culture building/change.</p> <p>Train Members and anyone who will speak to media on how to be savvy (sensitive, shrewd) with journalists.</p> <p>Institutionalize effective HR practices; orientation of new Members & staff of PIAC’s vision, values, mandate, PSP, PCS, petroleum industry, etc.</p> <p>Use Members & Secretariat staff with expertise in oil and gas as facilitators in training new Members and in capacity building programmes and workshops organized by external organizations (e.g. CSOs) for various groups</p>	<p>Members & staff are the key frontline personnel and the voices and faces of PIAC.</p> <p>Members and staff are the most important resources.</p>	<p>Enhanced team cohesion & effectiveness for improved & efficient operations.</p> <p>Improved customer/stakeholder relations & delivery of service; to engage citizens and receive their feedback.</p> <p>More engaged and supportive voices of PIAC.</p>

	<p>complexities of internal communication as Secretariat staff increase.</p> <p>Institute measures to operationalize openness, tolerance and sensitivity to engage various categories of citizens.</p> <p>Become the facilitator of public discourse on petroleum revenue usage.</p> <p>Continuous push for advocacy to strengthen PIAC.</p>	<p>represented on PIAC.</p> <p>To explore ways to collect PIAC’s own data, or verify second-hand data from institutional sources.</p> <p>To develop internal capacity for Secretariat & Committee to write its own reports.</p> <p>To demystify oil and gas issues; break down the technical language of reports and other communication encounters so people will understand.</p>		<p>e.g. media, churches/mosques, schools, professional association meetings, community engagements, etc.</p> <p>Capacity building of staff in effective use of technology and new media to enhance skills on effectively managing PIAC’s online presence (e.g. PIAC website, social media).</p> <p>Produce IEC materials.</p> <p>Organize public fora.</p> <p>Institute and organize PIAC annual events. (1) Anniversary celebration. (2) National Oil Day on December 15.</p> <p>Institute an annual public lecture on the state of petroleum revenue management in Ghana; using an annual theme.</p> <p>Members to schedule engagement sessions with constituent institutions; information sessions.</p> <p>Members & staff to write and publish knowledgeable easy-to-understand articles in leading national newspapers.</p> <p>Increase number/regularity of public engagements.</p> <p>Develop ring tones in various languages for telephones to disseminate PIAC messages.</p> <p>Facilitate the formation of voluntary regional</p>	<p>PIAC to stand out as the market leader in petroleum revenues public discourse.</p> <p>Increased visibility of PIAC; more exposure.</p> <p>Members and staff become more informed ambassadors of PIAC.</p>
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				<p>and district Petroleum Revenue Projects Management Clubs.</p> <p>Set up a professional Toll Free customer service Help Desk for enhanced public engagement.</p>		
<p>COMMUNICATION BETWEEN MEMBERS & SECRETARIAT STAFF</p> <p>(Priority Level 1)</p>	<p>Adopt measures to increase interaction.</p>	<p>To promote interaction.</p> <p>To enhance the sharing of information and knowledge.</p>	<p>Interpersonal communication</p> <p>Social media</p> <p>PIAC website</p>	<p>Periodically, all Members and staff must meet (retreat, team building activities).</p> <p>Develop a common communication platform on technology. (using e.g. WhatsApp platform, email)</p> <p>Discuss issues, common positions, breaking news.</p> <p>Share information to boost knowledge level of petroleum matters.</p>	<p>Members and staff are the ambassadors and champions of PIAC who will work together for the common good.</p>	<p>Members and staff interact more; form a closely-knitted and enhanced team.</p>
<p>CONSTITUENT INSTITUTIONS OF MEMBERS</p> <p>(Priority Level 1)</p>	<p>Increased engagement with constituents of Members.</p> <p>Seek to bring meaning to the representation of constituent institutions on PIAC.</p>	<p>To nominate individuals who are knowledgeable and interested in petroleum issues.</p> <p>To involve constituents in petroleum revenue issues.</p>	<p>Interpersonal relations</p> <p>Meetings with leaders</p> <p>Mini-durbars</p> <p>Videos/documentaries</p> <p>Social media</p> <p>PIAC website</p>	<p>Once a year, PIAC Members will engage constituents. This can be done by fitting the engagement into constituent’s scheduled events; to speak to them about PIAC matters.</p> <p>Disseminate IEC materials; show documentaries.</p> <p>Publicity of engagements with constituents.</p>	<p>You are the representative of the people of Ghana.</p> <p>You must carry petroleum messages to your constituents.</p>	<p>Increased dissemination of petroleum information and messages.</p> <p>Increase in the number of citizens who know about the state of petroleum resource management.</p>

<p>CSOs (ACEP, ISODEC, PENPLUSBYTES, ETC.) (Priority Level 2)</p>	<p>Engagement Partnership Lobbying and advocacy</p>	<p>To explore increased opportunities for partnerships and linkages. To guide CSOs on specific advocacy needs of PIAC.</p>	<p>Interpersonal relations Social media PIAC website</p>	<p>Encourage lobbying & advocacy on where petroleum money goes. Regularly provide CSOs with a list of relevant issues that need advocacy. Attend CSO conferences; deliver statements. Be facilitators/speakers at training programmes & other events organized by CSOs.</p>	<p>Partners of PIAC in pushing for policy change and progressive interventions.</p>	<p>Increased advocacy and lobbying. Focused advocacy.</p>
<p>REGULATORY & IMPLEMENTING INSTITUTIONS (President, BoG & MoF) PETROLEUM ORGANIZATIONS (GNPC, GNGC, Petroleum Commission, Tullow, etc.) (Priority Level 2)</p>	<p>Advocacy for support of PIAC Engagement Lobbying</p>	<p>To remove structural barriers in release of data to PIAC. To enhance relationships with institutions. To promote transparency and accountability in the petroleum revenue management space.</p>	<p>Interpersonal relations Social media PIAC website</p>	<p>Increased engagement with data generating institutions. Share findings of PIAC's reports. Visits to oil and gas institutions (e.g. GNPC, Ghana Gas, and Ministry of Finance) with some media coverage as appropriate.</p>	<p>Increased transparency in revenue governance leads to citizens' trust.</p>	<p>Improvement of relationship. Enhanced policy-making and regulatory space. Ease in collecting data. Increased government/state support and funding for PIAC's operations.</p>
<p>MASS & SOCIAL MEDIA (Radio, television, newspapers, PIAC Website, social media platforms, online platforms, etc.)</p>	<p>Engagement Collaboration Effective information dissemination</p>	<p>To effectively nurture and manage media relations (journalists & media houses). To generate news content. To initiate & nurture</p>	<p>Interpersonal relations Telephone calls, meetings Documents (reports, facts,</p>	<p>Pay attention to PIAC's mandatory activities (as prescribed by PRMA). Advertise the findings of reports in State-Owned Media. Continue to organize media launch of PIAC</p>	<p>We help the media to help us by making relevant information easily available in accessible</p>	<p>Improved relations with the media; with ease. Prompt and professional response to media on issues they need</p>

<p>(Priority Level 2)</p>	<p>Lobbying/Advocacy</p>	<p>relations with media.</p> <p>To deepen relations with IFEJ.</p> <p>To court the friendship of & win over a core group of committed & influential journalists & media houses.</p> <p>To be in a state of readiness to interact with the media at very short notice (e.g. during times of crises).</p> <p>To publicize PIAC, projecting it in the public's mind as a relevant institution.</p> <p>To regularly showcase the success stories of PIAC in the media (e.g. documentaries on TV).</p> <p>To position PIAC as the first & preferred reference point for information on petroleum revenue management.</p>	<p>info-graphics)</p> <p>PIAC website</p> <p>Advertisements</p> <p>Press releases</p> <p>Press conferences</p> <p>Audio/video documentaries</p> <p>Media encounters; Press Soirees</p>	<p>publications.</p> <p>Continue to involve media in visits to petroleum-funded project sites.</p> <p>Visit media houses, news rooms, Business Desks. Arrange to attend editorial meetings. Go with an agenda of an issue to push to the editorial team. The visits will make news.</p> <p>Constitute a 'shadow media team' across media outlets & channels, who can support PIAC's communication efforts/agenda.</p> <p>Produce jingles for broadcast on radio & TV.</p> <p>Place brief advert spots on front page of newspapers; crawlers on TV.</p> <p>Regularly monitor the media to track both positive and negative content (for effective and proactive issues and crises management). {e.g. Newspaper cuttings; annual content analysis of selected media}.</p> <p>Develop press kits with IEC materials, backgrounders, write-up, policy briefs, position papers, press cuttings, etc.</p>	<p>formats.</p> <p>PIAC is easily accessible to the media.</p>	<p>information to clarify.</p> <p>Increased publicity of PIAC.</p> <p>Enhanced posture of PIAC as an institution for the media to relate with. Enhanced image of PIAC.</p> <p>Projecting PIAC as a brand.</p> <p>Increased visibility; PIAC becoming a house-hold name.</p> <p>Increased acknowledgment by the public of PIAC.</p> <p>Mobilization of identifiable target groups for advocacy and responsiveness.</p>
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<p>DONORS (e.g. GIZ, NRGI, DANIDA) (Priority Level 2)</p>	<p>Partnership Engagement Lobbying & advocacy</p>	<p>To build strong partnerships with Donors & other stakeholders who support PIAC. To provide a regular flow of information about PIAC.</p>	<p>Interpersonal relations Meetings Reports</p>	<p>Invite/involve Donors & partners in PIAC’s activities to enable them experience PIAC’s progression & enhanced institutional posture; and for media attention (publicity). Share PIAC’s documents & other information Share PIAC’s success stories and identifiable challenges. Involve in visits to petroleum funded project sites.</p>	<p>Donor support is needed to ease & guarantee the promotion of transparency & accountability</p>	<p>Donors/Partners benefit from media acknowledgement & exposure. Knowledge & experiencing of PIAC’s enhanced posture will improve goodwill and help attract more support/funding.</p>
<p>RELIGIOUS INSTITUTIONS (Christian Council, Churches; Islamic Council, Ahmadiyya; specific groups e.g. Catholic, Presbyterian, Methodists, Pentecostal, Charismatic groups & other influential constituents). TRADITIONAL GROUPS (National House of Chiefs, Queen mothers associations, opinion leaders of communities)</p>	<p>Engagement Advocacy Mobilization of society</p>	<p>To create buy-in of importance of spreading information about petroleum revenues on their platforms. To increase citizens’ interest, activism and vigilance about petroleum revenues and projects. To increase citizens’ knowledge of petroleum revenue management.</p>	<p>Interpersonal contacts Meetings Social media PIAC website Video documentaries IEC materials</p>	<p>Speaking engagements: Give brief presentations to institutions at their scheduled events/conferences; Request for some time to speak to them. Visit churches & mosques during service/worship, scheduled religious gatherings & meetings; mini-durbars. Use radio, TV discussions, social media, and website to reach large numbers of citizens. Show video documentaries. Disseminate IEC materials Use traditional durbars as opportunities to disseminate petroleum information. Appeal to traditional leaders to organize durbars to disseminate petroleum information. Facilitate the formation of project</p>	<p>Petroleum revenue is meant to develop Ghana and improve the quality of life of its people. As key opinion leaders in society, religious and traditional leaders have a moral obligation to disseminate information on petroleum revenues. Members of religious groups and residents of</p>	<p>Increased sharing of information and deepening of petroleum knowledge. Increased interest in petroleum revenue matters. Enhanced community activism and vigilance over petroleum revenue governance. Increased involvement in and paying attention to petroleum-funded projects. Communities</p>

<p>NATIONAL PEACE COUNCIL (Priority Level 2)</p>				<p>implementation task forces to monitor petroleum revenue projects in beneficiary communities.</p>	<p>traditional areas are the owners of Ghana’s petroleum resources.</p>	<p>galvanized to keep their eyes on petroleum-funded projects. Enhanced posture of PIAC as an institution that serves a watchdog role over petroleum revenues.</p>
<p>EDUCATIONAL INSTITUTIONS (Tertiary institutions, basic & secondary schools, GES, student groups e.g. NUGS) (Priority Level 2)</p>	<p>Engagement Publicity Social mobilization</p>	<p>To facilitate creation of platform to involve faculty /staff and students in petroleum revenue discourse. To create informed online communities. To increase the knowledge base and interest of the youth in petroleum resource.</p>	<p>Active and functional social media Keep ahead of and adopt prevailing advancements of social media trends & usage. Effective use of publicity, traditional media (radio, TV, newspapers).</p>	<p>Launch of reports at university campuses (full reports or versions). Annual GES inter-high school debates. Facilitate/guide the formation of Oil Clubs on school/university campuses. Create engaged, informed online communities. Speaking engagements: Give brief presentations to students on their premises. Show video documentaries; disseminate information, pass on information materials (e.g. brochures, info-graphics, pamphlets). Develop a strong online community; whip up enthusiasm for PIAC’s FaceBook pages, Twitter, etc. Broadcast PIAC events as live (video or audio) feeds on social media. Develop book-markers with oil and gas</p>	<p>As the youth, petroleum revenue management is about your future. Get involved!</p>	<p>Increased knowledge and vigilance/activism about petroleum revenues. Faculty, staff and students galvanized to keep their eyes on petroleum-funded projects. Enhanced posture of PIAC as an institution that plays an effective watchdog role over petroleum revenues. Increased engagement of youth on social media in petroleum revenue issues and PIAC.</p>

				messages on them; (Seek for sponsorship for printing).		
<p>SOCIALLY INCLUSIVE GROUPS</p> <p>(Women, youth, poor, PLWDs, other vulnerable groups, hard-to-reach communities)</p> <p>(Priority Level 3)</p>	<p>Engagement</p> <p>Social mobilization</p> <p>Publicity</p> <p>Advocacy</p>	<p>To facilitate the identification of vulnerable groups and reach out to them; involve them in the discourse of petroleum revenues; share information and knowledge with them.</p>	<p>Social media; Internet; PIAC website.</p> <p>Publicity; traditional mass media (radio, TV, newspapers).</p> <p>Interpersonal communication (e.g. meetings with opinion leaders)</p>	<p>Disseminate PIAC reports to special needs and socially-excluded groups.</p> <p>Identify CBOs in local communities; and women, youth, etc. groups; partner with them; facilitate the creation of platforms for them to engage.</p> <p>Facilitate the dissemination of information at local communication centres in remote communities.</p>	<p>Petroleum revenue is for all; For Ghana's development. No one will be left behind!</p>	<p>Marginalized groups/persons of citizens are included in discourse on petroleum revenues;</p> <p>They are empowered to become involved;</p> <p>They receive information on petroleum revenues.</p>
<p>GENERAL PUBLIC</p> <p>(Priority Level 3)</p>	<p>Engagement</p> <p>Social mobilization</p> <p>Publicity</p> <p>Advocacy</p> <p>Awareness raising campaigns</p>	<p>To facilitate the dissemination of reliable, timely information that is easy to understand (in appropriate languages and formats—e.g. succinct summaries, info-graphics, etc.)</p> <p>To mobilize/galvanize beneficiary communities/citizens to become 'watchdogs' of petroleum revenue-funded projects.</p>	<p>Internet</p> <p>PIAC website; social media platforms</p> <p>Publicity; traditional mass media (radio, TV, newspapers).</p> <p>Video & audio documentaries</p>	<p>Organize regular community outreach to regions, districts, communities, and identifiable groups; engage CBOs.</p> <p>Increase public education and awareness activities/events of petroleum revenue issues and PIAC; Increased radio, TV discussion programmes.</p> <p>Organize issue-specific campaigns (e.g. public awareness campaign on petroleum-funded projects).</p> <p>Launch of reports in regions and districts.</p>	<p>Communicate where petroleum money goes.</p>	<p>Trust cultivated in PIAC as a relevant and responsible watchdog institution of Ghana's petroleum revenues.</p> <p>Two-way process of communication to introduce systems to collect feedback from citizens.</p> <p>Enhanced visibility</p>

		<p>To improve monitoring and evaluation of projects.</p> <p>To facilitate the identification and training of community Champions to push for PIAC and responsible implementation of petroleum-funded projects.</p>	<p>on TV and radio; discussion programmes on radio and TV</p> <p>Durbars</p> <p>Interpersonal communication (e.g. meetings with opinion leaders)</p>	<p>Outreach to educate citizens on topical issues on petroleum revenues.</p> <p>Institute a first-class customer service system at PIAC secretariat to engage citizens and receive feedback.</p> <p>PIAC increased inspections of petroleum-funded projects.</p> <p>Form oil clubs in beneficiary communities of petroleum revenue projects; Use the clubs as watchdog groups to monitor projects.</p> <p>Use languages (vernacular) of the specific areas.</p> <p>Use IEC materials (displays, posters, etc.)</p> <p>Use communication centres in rural communities to disseminate information.</p> <p>Branding of petroleum-funded projects in all project beneficiary communities.</p> <p>Institute feedback mechanisms for PIAC to know the perceptions and experiences of the citizenry.</p>		<p>of branded petroleum-funded projects.</p> <p>Citizens empowered and take ownership of petroleum projects.</p> <p>Citizens view PIAC as the authoritative and final voice in all petroleum revenue issues.</p> <p>Increased public engagement; community outreach.</p>
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4.0. APPENDICES

Appendix 1: Strategic, Message and Tactical Considerations

Communication decisions and actions are informed and enriched by relevant thoughts. The following strategic considerations touch on the ‘how’ of communication and the thinking and rationale that should inform some of the key recommendations in this PCS. The following strategic, message and tactical considerations emphasize proactivity, determining the communication priorities to focus on, and the use of communication campaign approaches.

PROACTIVE VERSUS REACTIVE COMMUNICATION STRATEGIES

- i. Proactive communication is a planned, thoughtful, calm, approach to responding to issues. Through this thoughtful process, messages can be framed appropriately. Proactive communication can therefore provide opportunities to resolve problems.
- ii. On the contrary, reactive communication is the raw, unplanned, unintentional, unprocessed response that is not well thought-through, which has the potential to be damaging, combative, and degenerate into uncivil inflammatory arguments, thereby heightening conflicts. By its thoughtless nature, reactive communication often does not allow for careful framing of messages.
- iii. Branding, reputation, image and issues management are measures aimed at proactivity. Even planning to manage crises is proactive in as much as one does not wait for crises to unleash their destructive impact but rather, plan to make crises manageable and less destructive. The strategies and activities recommended in the PCS are mostly proactive.

SETTING COMMUNICATION PRIORITIES

Communication priorities are the pre-determined emphasis regarding which key channels, activities and audiences will be the primary focus of an intervention. The pre-determined priorities can point to the few things that can bring the most success. For instance, for each intervention, identify the priority levels of target audiences, channels, activities/actions (Priority Level 1, 2, 3) {See Implementation action Plan) This approach will aid in taking decisions on the allocation of resources (funds, time, and staff) to specific audiences, objectives, channels and activities. For one intervention, the media may be Priority 1 target, Donors as Priority 2, project beneficiary community as Priority 3; for another intervention, the priority levels may differ.

APPLYING THE CAMPAIGN APPROACH

A communication campaign is a coordinated effort that uses multiple channels of information dissemination and communication to reach targeted stakeholders in ways that can change their attitudes, behaviours and perceptions. To bring about the desired measureable change in the attitudes and perceptions of the targeted stakeholders, the campaign should be sustained over a specified duration (e.g. three or six months).

- i. PIAC will therefore periodically embark on issue-specific communication campaigns by selecting an issue and staying with it relentlessly until the desired outcomes are achieved.
- ii. For each year, PIAC will select one issue and develop a communication plan that specifies: campaign goal, campaign target audiences, communication objectives for various audiences, proposed allocation of petroleum revenues, and the messages to be delivered (i.e. message execution considerations that are pertinent to all target audiences).

- iii. A combination of approaches could be used. For instance, a public awareness campaign to tell the good stories of PIAC can comprise of a mass media campaign supported by interpersonal strategies including outreach to petroleum-funded project beneficiary communities, and constituent institutions of PIAC Members.

MESSAGE STRATEGIES

A message is a specific statement and usually contains one main idea. Messages come out of themes. Messages guide the way one thinks and acts in implementing a communication intervention. Knowing the stakeholders and the communication objectives provide a direction of what messages will be suitable for the purpose. Messages crafted should therefore be compelling and sustained throughout the life-cycle of a communication intervention.

PIAC could therefore decide on a central annual message; which it will incorporate into a variety of formats for emphasis (e.g. speeches at public events, press releases, press conferences, public statements, media interviews, advertisements, documentaries, fact sheets, at public meetings, sound-bites, talking points, graphics/visuals, info-graphics, etc.) using a variety of communication channels (e.g. mass media of radio, television, newspaper interviews; and social media, PIAC website, Internet postings, advertisements, graphics/visuals) as well as in all public communication initiatives by PIAC.

Message Tactics

- i. Plan to repeat the messages often and in a variety of ways (e.g. speeches, meetings, advertisements, press conferences and releases). **Repetition** is important to enhancing message exposure and increase the potential for it to be impactful.
- ii. Seek to send the message to people who can in turn disseminate it to more people and by that, increase the opportunities for the message to be further disseminated more widely.
- iii. Institute a proactive and timely information and communication delivery system. For instance, constitute a **‘shadow’ media team** who can support PIACs communication efforts across specific channels (e.g. newspapers, television, radio, online). A combination of a well-orchestrated media use can help generate the intended impact of positioning and defining PIAC.
- iv. Prepare position papers on issues and release to media, instead of individual Committee Members speaking on the spur of the moment to individual media outlets.

TACTICAL CONSIDERATIONS

A right message that is disseminated at the wrong time by the wrong person through a wrong communication channel can result in undesirable outcomes. When to do what, by whom, through what medium it is done, and where it is done—are all of tactical importance.

PIAC’s tactical approaches will therefore not be guided by a one-item-fits all strategy; there will be differentiation and variety. Tactical considerations will be given to issues including:

- i. Which individuals will be best suited for disseminating which messages?
- ii. Which target groups or individuals should be won over first, to enhance the likelihood of a message taking on a multiplying effect for success?
- iii. What information materials will be the most appropriate for which event and to which target groups?
- iv. What will be the appropriate media and channels of communication that can most effectively carry a message to reach the right target publics?

Appendix 2: Social Mobilization

As a communication strategy, social mobilization entails bringing together the energies of key stakeholders to raise demand for or to increase advocacy and interest in the management of petroleum revenues. (Note: Mobilization is one of the pillars of the PCS—PEMA.)

- PIAC will use social mobilization techniques to harness religious, traditional and social groups, to reach out to their membership at all levels from national to grass-root levels for the desired social action.
- For each district or community that a petroleum-funded project is to be embarked on, PIAC will initiate social mobilization techniques/initiatives.

PIAC will target institutions with a wide geographic spread throughout the country (or with large populations), and facilitate them to disseminate petroleum messages that can trickle down from the national level to the regional, district and local levels. Examples of institutions and stakeholder groups are:

- i. Religious groups with nation-wide members (e.g. Catholic, Presbyterian, Methodist, Charismatics, Ahmadiyya Mission, Islamic Council, etc.)
- ii. Ghana Education Service (responsible for managing public schools):
 - To educate teachers and students on PIAC, oil revenues and petroleum projects in their areas.
 - GES annual **inter-schools Independence Day debates**: Lobby the GES to adopt oil and gas revenue as a theme for one year's inter-school debates throughout the country. PIAC will disseminate packaged information material to be given to schools (online and hard copy). Through this activity, school children at the high-school level from all over the country will be exposed to information about oil and gas revenue; and they will in turn, pass on the information to families. The grand finale will be a well-publicized national debate between the winners of the southern and northern zones of the country around Independence Day.
- iii. Universities and other tertiary institutions.
 - Engage faculty and staff; lobby and facilitate for the use of PIAC reports in class work of relevant academic courses.
 - Facilitate/encourage student groups to roll-out communication campaigns on petroleum revenue usage and management on university/college campuses.
- iv. CSOs/CBOs, businesses, citizen groups to harness the voice of the community—that petroleum projects are monitored and tracked for the benefit of citizens in various communities.
- v. Nurture Petroleum Revenue Champions:⁴ For the opinion leaders who will champion social mobilization (the social mobilizers), PIAC will brand them with communication materials that will identify them in their roles (e.g. caps, tee shirts). The Champions will disseminate PIAC's IEC materials (e.g. pamphlets, brochures, stickers, posters; for schools—book markers) with the relevant messages.

⁴ A *Champion* is a community member who a project team identifies and trains to become a volunteer advocate for an issue. The person becomes a contact person between the project and the community.

