



PNG EXTRACTIVE INDUSTRIES
TRANSPARENCY INITIATIVE
NATIONAL SECRETARIAT



PNG EXTRACTIVE INDUSTRY TRANSPARENCY INITIATIVE
(PNGEITI)
COMMUNICATIONS STRATEGY

*"Promoting Transparency and Accountability of Revenue from the PNG
Mining and Petroleum Sector"*

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Approval

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Acronyms

Acronym	Definition
EITI	Extractive Industries Transparency Initiative
PNGEITI	Papua New Guinea Extractive Industries Transparency Initiative
EI	Extractive Industries
PNG	Papua New Guinea
GoPNG	Government of Papua New Guinea
SOE(s)	State Owned Enterprise(s)
CSO	Civil Society Organisations
PNGRGC	PNG Resource Governance Coalition Inc.
PNGMSG	Papua New Guinea Multi Stakeholder Group
MSG	Multi Stakeholder Group
ADB	Asian Development Bank
SWG	State Working Group
EHL	Esso Highlands Limited,
OSL	Oil Search Limited,
OTML	Ok Tedi Mining Limited,
NML	Newcrest Mining Limited
Barrick/ PJV	Barrick/Porgera Joint Venture
TIPNG	Transparency International PNG
PNG INA	Papua New Guinea Institute of National Affairs
CIMC	Consultative Implementing and Monitoring Council
DTT	Deloitte Touché Tohmatsu

1 Introduction

The PNGEITI communication strategy aims to raise our country profile, identify opportunities and deliver communications activities. It is designed to implement the Global Extractive Industries Transparency Initiative (EITI) standard in Papua New Guinea by ensuring widespread awareness, dialogue and action. It will also seek to address key operational issues, guide public perception and manage stakeholder expectations. The PNGEITI MSG's members are our greatest assets when creating and delivering this strategy. They have valuable first-hand experience in operating within the groups we are trying to reach through our communications. They have access to a range of networks and expertise that we can draw upon. This strategy is intended to be a living document that will be updated progressively over time.

2 Vision

The ultimate vision of the PNGEITI Communications Program is to institutionalise EITI Standards to all PNG National and sub-national agency through Legislation, Policy, communication, information technology and mainstream Education.

3 Goals

The goals of integrating and institutionalising the PNGEITI into PNG MSG systems will be carried out in three phases. These phases will be as follows:

Goal	Years	Objective
Short Term	3 Years	Sensitisation through awareness Roadshows and workshops to targeted groups.
Medium Term	2 years	Consultation on <ul style="list-style-type: none">• Legislation, Policy,• Online services and• Education
Long Terms	1 Year	<ul style="list-style-type: none">• Implementation of Policy and Legislation integration into Government systems.• Implementation of education curriculum in schools and Higher Institutions.• Online web portal for streamlining EITI Reporting and dissemination of report findings

4 Background

The EITI is a global standard aimed at promoting an open and accountable management of a country's oil, gas and mineral resources.

PNG is currently an *EITI candidate country*. A candidate country is an interim status that the global EITI awards to a nominated country that is still fulfilling its international requirements or standards to qualify for *validation* into a full membership of which it would be known as an *EITI compliant country*.

In 2006 to 2011, the GoPNG had initial discussions about the possibility of implementing the EITI standard. This was mainly due to discussions surrounding the development of the first PNG LNG project in the country.

In 2012, the National Executive Council (NEC) established a State Working Group (SWG) with the directive to investigate and recommend the possibility of implementing EITI in PNG. This SWG initiated the first workshop on EITI which led to the establishment of an “Informal Multi-Stakeholder Group” comprising of members from the SWG, extractive industry and civil society organisations.

In March 2013, Don Polye, the then PNG Treasury Minister announced that through NEC decision no. 90/2013 PNG would be signing up to the EITI. This commitment was made to benefit the people of PNG by improving financial reporting mechanism for PNG’s mining and petroleum sectors by increasing transparency and accountability of generated revenues to the national and sub-national governments. In November 2013, the Multi-Stakeholder Group (MSG) was formally established with the signing of the Memorandum of Understanding (MoU). Subsequently, this new MSG endorsed the PNGEITI work plan and submitted an application for candidacy in December 2013.

In 19 March 2014 Papua New Guinea was accepted as an EITI Candidate Country by EITI International during its Board Meeting in Oslo, Norway.

In March 11 2016, the PNG EITI launched its first EITI country report for the year 2013. This milestone achievement brings the PNGEITI closer to achieving its goal of validation.

5 Situational Analysis

This analysis discusses the current state of affairs in communicating in the MSG. It looks at the political enabling environment that positions the government to communicate and enforce national legislation in the sector. Secondly it reviews current communication and engagement practices within the MSG members and their various responsibilities that have been mutually understood within the PNGEITI MSG MoU 2013.

5.1 PNGEITI Legislative Boundaries and Political Direction

The PNGEITI was formed under the directive of the GoPNG NEC decision 90/2013 and operates within the confines of the mining and petroleum sector. The PNGEITI has strong political support by the GoPNG to ensure its people retain maximum benefit from revenues in the mineral extractive sector. The PNGEITI jurisdiction does not cover other extractive sectors such as fisheries and logging.

Since its inception, the PNGEITI has no unique legislation that allows it specific mandatory enforcing powers; however there is a recent section in the draft amended PNG Mining Act that gives certain powers to PNGEITI to from relevant State Owned Entities (SoE) and Extractive Industry (EI) Operators.

The formulation and signing of the PNGEITI MSG MoU 2013, in itself, had formed a system of semi-governance that sets the precedence for both internal and external communication and engagement amongst key stakeholders. The MoU has created a shared vision for all partners in the PNGEITI MSG to prioritise efforts towards the short term goal of meeting the PNGEITI validation and to progress and address long term key operational issues in its implementation mechanisms.

5.2 Review of PNGEITI MSG Communications Practices

The first EITI Communication awareness activity was in the EITI was initiative by the MSG CSO under direction and funding from the national secretariat office to conduct regional roadshows.

Successful communication in the PNGEITI depends on the state and functionality of the PNGEITI MSG Members. The group consists of three components; 1) GoPNG State Bodies and Entities; 2) Extractive Industry Operators and; 3) A Civil Society Coalition.

5.2.1 Government Communication and Engagements

Government communication in the extractive industry is mainly concentrated around mandatory functions and the enforcement of legislation. The state has, over the years, improved its engagement practices from lessons learnt from the Bougainville mine crisis. The GoPNG values stakeholder dialogue as best practice for successful compliance and project delivery in the extractive sector. There are numerous communication channels in the public sector through member of the MSG. The state through the Department of Provincial and Local Level Government Affairs is one prime example which has provisions to cater for direct engagement with specific project sites through state entities such as the Provincial and Local Level governments and their Special Purpose Authorities (SPA's). Funding for this entities is provided through the GoPNG annually budget appropriation, however it is mainly focused towards the delivery of basic services in health, education and infrastructure. By utilising these funding channels and other state entity channels, through a collaborative MSG communications work plan, the PNGEITI has the opportunity and potential to reach a wider audiences through key messages and products. A key factor constraining communicating and reporting financial data is that the state of numerous GoPNG bodies and entities have had issues with systematic mismanagement of public records. This places a major constraint on the MSG efforts in implementing the EITI standard where reporting of financial data is a core business requirement. The strategic position of the PNGEITI National Secretariat under the PNG National Treasury provides and overarching view of the cash flow in that sector at the national level with the potential to progress further down to the provincial and local level.

A review has indicated certain GoPNG entities posting the PNGEITI 2013 report on their websites indicating a commitment towards highlighting the commitment behind the PNGEITI.

5.2.2 Extractive Industry Communication and Engagements

Communications and engagements activities in mining and oil and gas companies/joint ventures mainly operate within the confines of the PNG legislation, company corporate strategy and industry best practices environment. It is in the best interest of PNG EI operators to value stakeholder participation and dialogue for successful project delivery and profit turnover in the extractive sector. Industry Operators have an effective project communication and engagement structure that has been ongoing and mainly concentrated around raising company profiles and addressing key operational issues with Investor/ Government/Communities through various stakeholder level engagement activities. This is to ensure project targets are met as well as to promote industry Corporate Social Responsibility (CSR) practices with their key stakeholders. Operators have functioning project external affairs and project community affairs and communications divisions that are well funded and actively engage and disseminate industry and government related information in specific project sites. PNGEITI values this crucial communication channel has a key advantage to our mutual various outreach campaigns. Most EI's give support to the GoPNG through various sectoral projects which provides the PNGEITI with more opportunities to align our communication and engagement work plan to these activities in order to reach a wider audience and raise our profile.

5.2.3 Civil Society Communication and Engagements

The PNG Resource Governance Coalition Inc. represents the Civil Society Coalition component of the PNGEITI MSG. Civil Society Organisations function as pressure group and a watchdog to ensure due diligence and best practices are undertaken throughout the process to becoming a compliant country. CSO's have vast international and national networks that disseminate information to key audiences in policy and implementing tiers of government. In recent times a number of CSO's have raised crucial issues for the implementation of the EITI standard in the country. PNGEITI values this communication channel has a key advantage to raising awareness and stimulating debate and dialogue that would have a bearing on policy and legislation review/ amendment or introduction. Recent funding support for PNGEITI CSO has come from the PNG National Secretariat to conduct roadshows. Recent reviews have indicated a need for more dialogue practices and outcome reports on key outreach activities in its various outreach campaigns which gives an opportunity for a more MSG coordinated approach.

5.2.4 PNG Mass

PNG's mainstream mass media, including radio, television and print, is the most vibrant and diverse in the region. Media penetration is highest in urban areas where the English speaking populations live. While the establishment of new broadcasters and publishers in the past decade introduced changes, the rapidly increasing mobile telecommunications sector and emergence of online media, represent the most influential shifts in the media landscape. Mobile telecommunication has increased rapidly over the past nine years and has opened up opportunities for the way people communicate. These modes of communication have generated public dialogue and information exchange between journalists, media practitioners and their audiences. In addition, the introduction of mobile telecommunications company Digicel to PNG in 2007 had a recognisable impact on the country socioeconomic environment.

5.2.5 PNG Education Mainstreaming

The PNG Education system has mainstreamed various national issues into primary, secondary and tertiary school syllabus and curriculums. The syllabuses' have addressed a wide range of personal, social and health issues, such as reproductive health, issues associated with population growth, HIV

and AIDS, illicit drugs and alcohol, teenage pregnancies, law and order problems and many more. The end product has always been an educated and more socially sensitized population who can participate and initiative dialogue in various sectors. PNGEITI has an enormous opportunity to mainstream its principles of good governance, transparency and accountability into a syllabus and curriculum reform.

5.2.6 Stakeholder Prioritisation

Government	Method	Priority	Interest
Departments of Treasury	Collaborate	High	Enforce Legislation
Department of Finance	Collaborate	High	Enforce Legislation
National Planning and Monitoring	Collaborate	High	Enforce Legislation
Department of Petroleum and Energy	Collaborate	High	Enforce Legislation
Department of Mineral Policy and Geohazards Management	Collaborate	High	Enforce Legislation
Internal Revenue Commission	Collaborate	High	Enforce Legislation
Minerals Resources Authority	Collaborate	High	Enforce Legislation
Mineral Resources Development Company	Collaborate	High	Enforce Legislation
Investment Promotion Authority	Collaborate	High	Enforce Legislation
Department of Education and Office of Higher Education	Engage	Low	Enforce Legislation
Kumul Petroleum Holdings Limited	Collaborate	High	Enforce Legislation
Kumul Consolidated Holdings Limited	Collaborate	High	Enforce Legislation
Kumul Minerals Holdings Limited	Collaborate	High	Enforce Legislation
Companies	Method	Priority	Interest
PNG Chamber of Mines and Petroleum	Collaborate	High	Profit Margins
Esso Highlands Limited	Collaborate	High	Profit Margins
Oil Search Limited	Collaborate	High	Profit Margins
Talisman Energy Limited	Collaborate	High	Profit Margins
Morobe Mining Joint Venture (MMJV)	Collaborate	High	Profit Margins
Ok Tedi Mining Limited	Collaborate	High	Profit Margins
Newcrest Mining Limited	Collaborate	High	Profit Margins
Barrick/Porgera Joint Venture	Collaborate	High	Profit Margins
Civil Society Organisations	Method	Priority	Interest
Business Coalition Against Corruption	Collaborate	Medium	Equality & Fairness
Papua New Guinea Institute of National Affairs	Collaborate	Medium	Equality & Fairness
Consultative Implementing and Monitoring Council	Collaborate	Medium	Equality & Fairness
PNG Resource Governance Coalition	Collaborate	Medium	Equality & Fairness
Independent Administrator	Method	Priority	Interest
Deloitte Touché Tohmatsu	Collaborated	Medium	Profit Margins
Earnest and Young	Collaborated	Medium	Profit Margins
Provincial Governments	Method	Priority	Interest
Fly River Provincial Government	Inform	Medium	Benefit
New Ireland Provincial Government	Inform	Medium	Benefit
Morobe Provincial Government	Inform	Medium	Benefit
Enga Provincial Government	Inform	Medium	Benefit
Central Provincial Government	Inform	Medium	Benefit
Southern Highlands Provincial Government	Inform	Medium	Benefit
Local Level Governments	Method	Priority	Interest
All Resource RLLG and SPA's	Inform	Medium	Benefit
Ward Councillors	Method	Priority	Interest
Target wards in partnership with EI Operator	Inform	low	Benefit
Landowner Groups	Method	Priority	Interest

Target Landowner, Men Women and Youth Groups	inform	low	Benefit
Mass and Social Media	Method	Priority	Interest
All Media and Social Media mediums	inform	Low	Change

5.3 Key Messages and Issues

Research(s): Deloitte Touche Tohmatsu, 2015, PNGEITI Scoping Study for First EITI Report, “Key Issues and Recommendations, pg. 23-32”

Key Issues	
1.	Revenue Streams and Reporting Entities
2.	Contributions of the Extractive Industries to the Economy
3.	Legal Framework and Fiscal Regimes
4.	Management and distribution of revenues
5.	Social Expenditure
6.	Mining Value Chain
7.	Oil and Gas Value Chain
8.	State Owned Enterprises operations
9.	Reconciliation of Revenue Streams

Message Statement
The PNGEIT is a multi-stakeholder <u>partnership</u> to promote <u>Transparency</u> and <u>Accountability of revenue</u> from the <u>PNG Mining and Petroleum Sector</u> .
The message statement should contain the words <u>partnership, transparency, accountability, revenue</u> and the <u>PNG Mining and Petroleum Sector</u> .
Slogan
"Promoting Transparency and Accountability of Revenue from the PNG Mining and Petroleum Sector"
Inform
We will keep you informed.
Consult
We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how stakeholder input influenced the outcome.
Involve
We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how stakeholder input influenced the outcome.
Collaborate
We will look to you for advice and innovation in formulating solutions and incorporate your advice and recommendations into the outcomes to the maximum extent possible.
Empower
We will implement what you decide. We will support and complement your actions.

6 Communications Objectives

As stipulated under the PNGEITI MSG Memorandum of Understanding signed 1st November 2013, the PNGEITI MSG is the governing body that will provide strategic direction and related support actions and measures in collaboration with key stakeholder groups to ensure the successful implementation of the EITI in PNG.

Communication Goals

Terms	Goal
Short Term	MSG Sensitisation (Knowledge and Skills)
Medium Term	PNGEITI Mainstreaming into MSG and interest groups
Long Term	Institutionalising EITI into MSG and Education Systems

6.1 PNGEITI MSG Objective

The PNGEITI MSG agreed on the objectives of implementing the EITI standard during initial discussions from periods 2006- 2014. The objectives identified by the MSG representatives for EITI implementation in PNG are:

- a) Increased transparency of revenue flows from the companies to government, various landowners' trust funds, associations, companies and the provincial governments.
- b) Use EITI as a diagnostic tool to assess government's management of resource revenue and its policy settings with recommendations to be used as a platform for broader reforms.
- c) Provide reliable data for citizens to stimulate debate and hold government and companies accountable.
- d) Increase investors' confidence to invest in PNG.
- e) Provide a forum for enhancing dialogue between the government, industry, landowners and citizens.
- f) Support and complement PNG's Sovereign Wealth Fund (SWF) and Government reforms to fight corruption such as the recent set up of the Independent Commission Against Corruption (ICAC).

6.2 PNGEITI Communications Objectives

- a) Raise the profile of the PNGEITI and MSG in PNG.
- b) Disseminate and stimulate dialogue on the findings of the PNGEITI Reports.
- c) Facilitate Information Sharing and communications partnerships between MSG partners.
- d) Facilitate dialogue between the PNGEITI MSG and relevant stakeholders.
- e) Coordinate the PNGEITI communications sub-group consolidated implementation workplan.

7 Target Audiences

- Government departments/agencies responsible for managing extractive industries
- Government departments/agencies responsible for collecting or monitoring revenues
- Mining companies
- Oil & Gas companies
- National oil and gas or mining bodies/associations
- Local/international civil society groups involved in monitoring the extractive industries
- Trade unions
- NGOs (Human rights, Women's Rights, Environmental Rights),
- Universities, academics and think tanks
- Local representatives of other governments which are involved in EITI implementation
- National, regional and international media organisations
- Parliamentary committees and parliamentarians with a responsibility for the extractive industries
- The EITI Board and the EITI International Secretariat
- General public
- Mass Media and Social Bloggers
- Youth and Women Groups in mineral extractive sites
- Landowners and landowner companies
- Churches
- Schools

The Communications sub group will work closely with the MSG to ensure consistent messaging on EITI communications. The national secretariat will document communication activity to keep track of which stakeholders are being targeted.

8 Risks and mitigation

Risks and Issues	Mitigation
Stakeholder participation	Ensure dialogue is consistent and specific to stakeholder requirements
Funding constraints	Ensure implementation plan is realistic achievable
Evaluation of impact	Emphasise the value of reporting progress for continual improvement

9 Implementation Milestones

Item	Timing
Communications Strategy	July 2016
PNGEITI Branding Policy	July 2016
Communications Sub-Group	July 2016
Communications Policy	July 2016
Co-branding	2016
PNGEITI Mainstreaming into MSG	2017
PNGEITI Annual Regional and Resource Sites Roadshows	2016
International Meetings	December 2016
PNGEITI Report Launching	December 2016
Communicate Findings of Report	Recurrent
PNGEITI Communications Annual Report	Recurrent
EITI Education Syllabus	Post Validation Period
EITI Education Course	Post Validation Period

10 Evaluation

Objective	What to review	When to review	Who will review
Strategy Review	Progress	Annual	EITI MSG
Policy Review	Effectiveness	Annual	EITI MSG
Communication Review	Cost Vs Impact	Annual	EITI CSG
MSG & Sub Group participation	Participation/dialogue	Annual	EITI CSG
Product Summary Report	Cost Vs Impact	As and When	EITI CSG
Workshop Report	Cost Vs Impact	As and When	EITI CSG
Financial Report	Cost Vs Impact	Annual	EITI CSG