

**OXFAM AMERICA**  
Mid-Term Assessment Report

**ACCOUNTABILITY THROUGH  
ACTIVE CITIZENSHIP:  
IMPROVING PETROLEUM  
GOVERNANCE IN GHANA,  
MOZAMBIQUE & TANZANIA**

**MID-TERM ASSESSMENT REPORT –  
GHANA**

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As part of our commitment to accountability and learning, Oxfam will share conclusions and recommendations from mid-term assessment reports. Internally we will share with relevant stakeholders, ensuring that they have an opportunity to participate in discussion of those results in meaningful ways. We will also publish the evaluation reports on our website in accessible language.

As a rights-based organization, accountability, particularly to the communities we seek to serve, is of the highest importance to us. For Oxfam, accountability requires Oxfam to regularly and honestly assess the quality of its work, share and learn from its findings with primary stakeholders, and apply that learning in future work.

*This is a Mid-Term Assessment for Oxfam America's Program Accountability through Active Citizenship: Improving Petroleum Governance in Ghana, Mozambique and Tanzania. The program has been operating in Ghana, Mozambique and Tanzania since July 2014.*

*The major activities for producing this report took place in January and February 2016. The study was carried out by Katinka C. van Cranenburgh through a competitive process and reflects the findings as reported by them as validated with stakeholders. The findings, interpretations, and conclusions expressed in this report are entirely those of the author(s) and should not be attributed in any manner to Oxfam America Inc. or its affiliated organizations, or to members of its Board of Executive Directors or the countries they represent.*

*The assessment was managed by Julie Kim, Program Officer from Oxfam America, and commissioned by Keith Slack, Extractive Industries Global Program Manager, Programs Department.*

*For additional information regarding the study Terms of Reference, please refer to the report appendices.*

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# ABBREVIATIONS AND ACRONYMS

ACEP	Africa Centre for Energy Policy
CEPIL	Center for Public Interest Law
CSO	Civil Society Organization
DFID	Department for International Development
EI	Extractive Industries
EITI	Extractive Industries Transparency Initiative
FoN	Friends of the Nation
GDP	Gross Domestic Product
GNPC	Ghana National Petroleum Corporation
GOGIG	Ghana Oil and Gas for Inclusive Growth
HDI	Human Development Index
ICT	Information and Communication Technology
IEA	Institute of Economic Affairs
MSF	Multi Stakeholder Fora
MTA	Mid Term Assessment
NGO	Non-Governmental Organization
NORAD	Norwegian Agency for Development Cooperation
NRGI	Natural Resource Governance Institute
O&G	Oil and Gas
PIAC	Public Interest and Accountability Committee
PPAC	Parliament's Public Accounts Committee
PSLC	Parliament's Subsidiary Legislation Committee

# EXECUTIVE SUMMARY

The *Accountability through Active Citizenship: Improving Petroleum Governance in Ghana, Mozambique and Tanzania* is halfway through its implementation stage as 1.5 years out of the 3-year program have passed. Therefore, this Mid-Term Assessment (MTA) has been drafted. In Ghana, this NORAD-funded program run by Oxfam aims to enable the active and informed participation of communities, Civil Society Organizations (CSO) and the media in Oil and Gas (O&G) governance processes and includes a strong gender component.

Oxfam supports CSO knowledge development and distribution by connecting, aligning, supporting and providing technical knowledge to, and paving new avenues for, local CSOs, the media and other donors. The two key implementing partners for Oxfam in Ghana are ACEP and CEPIL but Oxfam adds value to many more organizations as it is key in connecting constituencies.

The objective of the MTA is to analyze and document (i) progress in the implementation of activities; (ii) results achieved; (iii) changes in the context that could affect the program; (iv) assess program management practices and (v) put forth recommendations to maximize the achievement of results in the last months of operations given that the project is due to finalize in December 2016.

The MTA was conducted during the month of December 2015 (inception period), with fieldwork carried out in February 2016. A total of 29 people, of which 6 women (21%), were interviewed. This was accompanied by a thorough literature review encompassing partner reports, publications, media clippings and in-country news.

During the period January to December 2015 the project faced challenges in terms of budget cuts and disbursement delays from the donor. Although challenged, the program has evolved showing flexibility and good mid-term results.

There have been external challenges in Ghana, mainly related to a decrease in economic growth, inflation increase and a drop in oil price. As a result, the access to energy has been challenging, further aggravating economic problems. Also, the national elections planned for November 2016 have most likely, resulted in delays in the approval of key O&G legislation.

The findings are presented in line with program outcomes:

## **Outcome 1 (Knowledge development and distribution) Findings:**

- The data made available with regards to O&G revenue income and petroleum liftings (the quantity of petroleum being retrieved) has improved. CSO pressure on the Ministry of Finance to provide more detailed data has most probably contributed to this achievement.
- Company reporting is still largely lacking, including by the national oil company, Ghana National Petroleum Company (GNPC).
- Increased research by CSOs covers O&G revenue income, and, although limited, tracking of expenditures.
- Oxfam partners have been driving the research agenda together with NGRI, EITI Ghana and initiatives such as the Ghana Oil and Gas for Inclusive Growth (GOGIG).
- The quality of research has improved slightly due to improved availability of data.
- Outreach mainly applies to those groups and individuals with knowledge and high education.
- Gender dimensions in research can be improved.

- PIAC is regarded as a key CSO by all stakeholders and all research and data available reaches PIAC.

**Outcome 2 (The role of the media) Findings:**

- The role of the media continues to be important in engaging, informing and educating the wider public on O&G.
- ACEP's training and coaching program for journalists has just started due to fund disbursement delays.
- Stakeholders feel voices of active citizens and leaders are not sufficiently captured by the media. The training and coaching of journalists should improve this situation.
- Journalists and media-houses require follow-up support in ensuring trained and specialized reporters can conduct in-depth investigative journalism.
- Social media use has increased and leads to further distribution of media publications as social media builds upon newspaper articles and other media.
- Online platforms are increasingly important and various initiatives exist. The Oxfam-supported <http://www.oilmoneytv.org/> (launch planned for March 2016) has a specific focus on the impact of oil revenue expenditures, showing videos of projects that have benefitted from oil revenues and their challenges.

**Outcome 3 (Preventing corruption within the legal frameworks) Findings:**

- The impact of civil society, the media and multi stakeholder groups on holding government officials accountable for their actions has had positive outcomes as more information on revenue incomes is available, and the level of detail of revenue expenditures and oil liftings has increased.
- Oxfam program partners made formal recommendations to improve the legal framework in the following areas: (1) prevention of the use of oil reserves as collateral for loans and (2) instating a ceiling of <75% to withdrawals from the stabilization fund. However, the non-passage of the Exploration & Petroleum bill (before Parliament since 2014) expected to help curtail abuse of power and corruption in the long run in the petroleum sector stands in the way of progress made so far.

**Outcome 4 (Key committee understanding and monitoring) Findings:**

- Key parliamentary committees that are in charge of monitoring and auditing governmental O&G revenue management have reasonable knowledge and understanding of the constitutional instruments and the related accountability aspects.
- No new O&G contracts have been made public since the baseline study at the end of 2014. Therefore, the public availability of oil contracts is rated lower than in 2014.
- In contrast, owing largely to informal network engagements, draft O&G contracts are increasingly being reviewed by CSOs, at least by ACEP, that discloses its recommendations to improve the contracts on their website.
- The contracts that are publically available are being monitored by Oxfam partners.

**Program Management Findings:**

- Oxfam is transforming from guiding local partners in a free and story-based manner to a structured approach based on specific, measurable, achievable, realistic and timebound (S.M.A.R.T.) indicators.

**Key MTA recommendations:**

It is recommended that the program in Ghana considers the following:

- Improvement with regards to scaling up the learnings is still very much needed. Due to the complexity and technicality of the topic and the related difficulty to reach the Ghanaian general population en bloc as various people access data differently, feasible objectives should be set that define the different target audiences and state what objectives are aimed at within a specific time period.
- A further push for gender dimensions in all Oxfam supported activities and gender reporting at the input and output levels.
- Involve the media houses to ensure that when the journalists are trained their employers provide the means for them to implement what has been taught without having to depend on incentives from non-independent parties.
- With regards to existing online platforms: connect with managers of other platforms and ensure they do not overlap or compete but merely connect and add value to one another.
- Oxfam continues its role as connector of organizations and individuals involved in preventing corruption and increasing community capacity in the O&G sector.

# 1. INTRODUCTION

## Project Objectives

The NORAD-funded ***Accountability through Active Citizenship Program: Improving Petroleum Governance in Ghana, Mozambique and Tanzania*** is a 3-year program managed by Oxfam in Ghana. It works with CSOs and the media to redress unequal access to information and capacity imbalance for effective and inclusive O&G governance. As such, the program aims to achieve the following in Ghana:

- Build the capacity of national governmental institutions for improved engagement in relevant O&G processes as well as support relevant systems increasing transparency and accountability;
- Build the capacity of civil society organizations and platforms to meaningfully assume a watchdog role, support communities, participate in dialogue and advocate for equitable, impactful and lasting development in the context of O&G;
- Build the capacity of the media to increase the quantity and quality of reporting on processes and results associated to O&G projects in Ghana.

From a gender perspective, the program expects to increase women's effective participation in governance processes associated to O&G projects, avoid common negative effects of extractive projects on women and contribute to the promotion of gender sensitive poverty reduction in the context of extractives.

## MTA Purpose

The objective of the MTA is to analyze and document the (i) progress in the implementation of activities; (ii) results achieved; (iii) changes in the context that could affect the program; (iv) assess program management practices and (v) put forth recommendations to maximize the achievement of results in the last months of operations given that it is due to finalize in December 2016.

More specifically, the MTA reports against outcomes and outputs based on activities detailed in the Program's Monitoring Framework.

## Context

Providing insights into progress made by the project cannot be done without providing some insights into the changed and changing external and internal contexts. This report focuses solely on the contextual changes since the time of the baseline study conducted at the end of 2014.

External contextual changes were mainly found in the area of Ghana's problematic economic development (including inflation) and the impact of the significantly dropping oil price (approximately 70 USD/barrel at the end 2014 to around 40 USD/barrel at the end 2015). The economic difficulties have led to significant energy access problems in the first half of 2015 effecting people's capabilities to work (no light, no internet) and additional costs (use of diesel oil for generators, generators and powered machinery in need of increased maintenance and replacement due to unstable power supply), to name a few. Also, government has reduced subsidies on oil products having an upward effect on prices. Oxfam and partners have also been affected by the changes as they have calculated their budgets in US dollars leaning on price rates of 2013. Now they face exchange rate difficulties as the Ghana currency has dropped amidst high inflation.

Another external context issue affecting the program is the upcoming national elections of November 2016. The planned elections present the need of re-strategizing the project to take advantage of policy windows that seek to maximise project outcomes.



Particularly the expected further delay in the Exploration and Production Bill approval by government, awaiting election outcomes, and the need for Oxfam and partners to influence political parties to include addressing the bill in their election program are issues worthy of bargain.

Internal contextual factors related to budgetary cuts and fund disbursement delays have caused further challenges to reaching project objectives and progress results. As the 2015 budgets only became available in September 2015, several activities had to be delayed. Budget cuts led to some activities being cancelled and had their scope scaled down. Furthermore, the delay in disbursement transfers created some level of uncertainty and saw to some missed policy windows which could have played well in Oxfam's engagements.

## 2. METHODOLOGY

### Approach

The MTA is based on a qualitative approach based on a thorough literature review encompassing partner reports, publications, media clippings and in-country news and interviews and one focused group discussion with a total of 29 key informants, of which 9 participated in the baseline. Six of the key informants in the MTA are female (21%) contrary to three informants (17%) in the baseline study. This reflects the predominant male participation in issues related to O&G in Ghana.

Oxfam organized the majority of interviewees as well as set up the focused group discussion with journalists. The consultants' access to the business community further led to the increased number of private sector companies participating.

*Table 1: Interviewees by stakeholder type*

Stakeholder Group	N. of people Interviewed (repeat respondents)
Oxfam Country Staff	2 (2)
Oxfam Partner Organizations	5 (2)
(Other) Civil Society Organizations	4 (1)
Government Institutions	4 (1)
Media representatives	6 (1)
Donors	2 (2)
Private sector	6 (0)
<b>Total</b>	<b>29 (9)</b>

Consistent with the program's baseline survey, the MTA does not include household or citizen based surveying subject to statistical validity. Perceptions on key issues pertaining to O&G governance used in the baseline survey were explored using the same set of non-statistical quantifiable indicators with interviewees to assess change. The scoring scale used ranged from 1 – 5; one (1) corresponding to no / very low capacity or knowledge and five (5) corresponding to high level of understanding / competence. When interviewing repeat respondents, the consultant indicated the scores these informants had given during the baseline interviews to help them rating the change.

Interview guidelines were produced and adapted depending on the type of stakeholder (for more information please see Annex 4).

All activities were carried out in close coordination with key Oxfam America at head quarters and country-office level. Preliminary findings were shared with Oxfam staff in Ghana prior to leaving the country, confirming the validity of the core information of this study.

### **Ethical Considerations**

Semi-structured interviews were preceded by a presentation of key information by the consultant on the Oxfam program aims, key partners, intervention and target geographic areas accompanied by information on the scope and objectives of the MTA.

Interviewees were informed on confidentiality measures considered under the MTA including: (i) no direct references to informants in baseline report or any other communication produced in the context of the study; (ii) presentation of information avoiding indirect attributability of information to informants; (iii) the exception to the above being public information shared by organizations during the interviews on past or on-going interventions or plans or information publicly disseminated in reports, internet, the media, or other public communication channels. Verbal informed consent was obtained from all participants.

### **Study Limitations**

It was not possible to interview a number of interviewees including the Petroleum Commission as well as PIAC members. Also, only 9 out of the 18 key informants from the baseline were reached. The inability to speak to some of the key informants results in information gaps that could affect the comprehensiveness of the findings.

## **3. FINDINGS**

This section presents summarized information for each program Outcome.

Results associated with activities implemented are mostly positive, as will be described in detail below, as were overall interviewee perceptions on the trends observed on the ground in terms of accountability and governance issues in Ghana.

The program has registered mixed progress and results in different areas in its first year of operations, with pronounced developments in outcomes 1 and 2, namely, in knowledge development and distribution and in strengthening the role of the media in O&G. The prevention of corruption activities has proceeded according to plan, however the impact has been somewhat slow in progression. The relatively slow progress on fighting corruption in the O&G sector owes largely to weak institutional and legislative mechanisms to punish culprits. Similarly, the non passage of the E&P bill among others continues to leave a gap in current regulatory mechanisms taken advantage of by persons in authority to manipulate the sector to personal gain.

The “gender in extractives” dimension of the program has improved slightly but requires more structural attention in order to excel.

This section presents summarized findings for each program Outcome.

### **3.1 Outcome 1: Knowledge Development and Distribution of O&G Revenue Management**

The main barrier to conducting proper research of O&G revenue management identified during the baseline study was the lack of data made available by governmental institutions. The key institution for monitoring and auditing available data is the Public Interest and Accountability Committee (PIAC), an institution that during the baseline study lacked the resources to properly conduct its tasks and had a difficult positioning as it was funded by the same government institution it was supposed to monitor (Ministry of Finance). Whilst PIAC's financial resources have improved (increased government funding, and funding from other sources) since the baseline, its human resources remain challenging as member turn-over is high.

Furthermore, the Petroleum Commission, a government commission, was installed to monitor implementation of O&G contracts. At the time of the baseline the Petroleum Commission was just starting its activities. Its plan was to publish data on local content and Corporate Social Responsibility (CSR) or corporate social investment data in order for the public to understand how communities affected by O&G operations would be impacted. At the time of the MTA, no information could be derived.

The situation of PIAC and the Petroleum Commission in terms of research providers was reviewed during this MTA.

#### **Availability of Research and Data**

The availability of data and research differs per type of data: revenue incomes, revenue expenditures, contract information, liftings of petroleum, and so on. The Ministry of Finance has clearly improved the data made available with regards to O&G revenue income and liftings. The Ministry provides a number of reports per year (including an annual report, Petroleum Receipts and Distribution report and reconciliation report) on revenues and on high level expenditures. It also produces quarterly publications on liftings (how much oil and by which company) in three newspapers and on their website<sup>1</sup>. The Bank of Ghana provides semi-annual O&G revenue and lifting reports. The national oil company GNPC states it aims to provide reports but the GNPC website 'annual reports' section is empty and the 'CSR section' only outlines general descriptions related to marketing and philanthropy initiatives. However, GNPC data is included in reporting done by the Ministry of Finance which also included the GNPC investment plan 2015-2020 on their website<sup>2</sup>.

PIAC studies the data provided by the Ministry of Finance as well as research provided by CSOs. CSOs have been funded by Oxfam and other donors for several years to research revenue income and expenditures as well as impacts among affected communities. Their role in the development and distribution of O&G revenue management is significant. The main CSOs involved in revenue monitoring are PIAC, ACEP, NREGI and Ghana EITI.

The quality of research reports has increased since the baseline (from 3,3/N=14 to 3,5/N=22) mainly due to the work of ACEP. Oxfam country staff also indicated the work of CEPIL on unrestricted power in the Petroleum Commission Act, Local Content Regulation and the Marine Pollution Bill which, at the time of the MTA, was under review by Oxfam. Improvement potentials are found (1) in terms of placing research in context as well as (2) having more details with regards to expenditures versus objectives and planning. The contextual aspects relate to the level of understanding of distribution of O&G revenues in the context of general governmental revenue

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<sup>1</sup> see: <http://www.mofep.gov.gh/?q=petroleum-reports>

<sup>2</sup> see: <http://www.mofep.gov.gh/?q=reports/2015-05-20/GNPC-investment-plan-2015-2020>

distribution. If O&G revenue expenditures have increased but at the same time other governmental investments (coming from different sources of revenues) may have decreased, the final impact on national investments would remain neutral.

Training to improve quality research has had the desired effects. In 2015, research into fiscal regimes, tracking the values related to revenue expenditures, and reviewing petroleum contracts of (overseas) petroleum companies has been published. Particularly ACEP has played a significant role in improving research quality.

The quantity of research has also slightly improved compared to the baseline study situation. Besides the work of Oxfam partners, new initiatives such as the DFID-Sponsored Ghana Oil and Gas for Inclusive Growth - GOGIG (launched in November 2015) have further supported research development and distribution. However, improvements are still needed.

To date, the focus of research has mainly been on the government revenue generating side of O&G as well as on petroleum lifting figures. Research quantities on revenue expenditures, on both national and regional level, have increased somewhat and have been widely appreciated. The absence of quality monitoring tools for studying how (and how much) revenues are spent and impact communities is still in its infant stage though. Nonetheless, the contribution of the Oxfam-supported OilMoneyTV is well-intentioned for tracking the expenditure side of the equation as far as oil revenues is concerned.

It could benefit from having more structured and simple-to-understand approach by indicating the expenditures' objectives, context, deliverables, timeline, and effect on other investments. Research organizations such as PIAC, ACEP, EITI and NGRI very much depend on the level of details of data made available by the government for properly studying these expenditures. ACEP's 'Value for Money' audits on impact of expenditures of local projects, such as agricultural or infrastructure investments have provided increased insight in the actual outcomes for affected communities and have already revealed various needs for expenditure improvements.

Interviewees working at the community level also stressed the need for having more understanding of the social and environmental impacts on affected communities. Discrepancies exist between those who state that communities are not or are hardly affected as the main part of petroleum operations takes place 60 km offshore, and those who claim that affected communities face significant negative livelihood impacts and communities are not been consulted properly. Therefore, quality community (on and offshore) impact studies would help inform stakeholders' debates.

Whilst the quantity and quality of data and research is improving and relatively a lot is available given the fact that petroleum revenue flows only started in 2010, data made available by government in other sectors such as finance, commerce, security and health is still significantly higher than data provided from O&G.

Table 2: Summary of interviewee ratings on perceptions around knowledge development and distribution of O&G revenue management

	Non-statistical quantifiers	AVERAGE		N. Interviewees	
		Baseline	MTA	Baseline	MTA (repeat respondents) <sup>3</sup>
a	How would you rate the <b>quality</b> of research on oil revenues at national level?	3.3	3.5	14	22 (9)
b	How would you rate the <b>quantity</b> of research on oil revenues at national level?	2.7	2.9	14	21 (9)
c	To what level are research <b>results shared with PIAC</b> for review and action?	4.4	4.2	9	18 (7)
d	What is the <b>level of outreach</b> of distributing the research findings?	3.5	3.1	10	22 (6)
e	In how far are <b>gender dimensions</b> part of the research?	1.9	2.3	11	20 (7)

### Outreach of Research

The level of outreach of distributing O&G research has decreased somewhat since the baseline study. Reaching out to the Ghanaian population with knowledge and information on O&G is considered key in ensuring quality O&G revenue management. However, even when properly studied and described, O&G issues require much explanation and a trained audience to actually understand research results. Therefore, outreach can best be measured when broken down by audience.

Currently, outreach in terms of stakeholder information sessions for engaged stakeholders mainly happens when new studies are published. CSOs that publish research, including Oxfam partners, all organize multi-stakeholder information meetings and press conferences when new research reports are published to ensure that representatives of locally affected communities and the media are informed about the results. Besides these meetings, ACEP has also increased its outreach by holding sessions, for example with youth groups or in polytechnics and universities. Also, CSO websites are increasingly providing online information and stimulate online fora (see chapter 3.2).

In the baseline study, the need for structural information sharing with special stakeholder groups was identified as important. Structural meetings could also help improve timing of publications. PIAC for example is seen to publish valuable information but their reports often come 'late' for practitioners as they can no longer be used to influence government plans for the next budgetary year.

PIAC is the most important special stakeholder group that requires to be timely informed about new data and research. The Ministry of Finance states PIAC is responsible for outreach to communities whilst the ministry is responsible for informing PIAC as well as the parliament. The baseline study mentioned the potential benefits of organizing PIAC-only workshops contrary to informing PIAC members about O&G studies as part of wider multi-stakeholder fora. The need for providing PIAC-specific outreach in terms of creating an open-to-all-questions atmosphere is important.

<sup>3</sup> Repeat respondent refers to person(s) having rated an indicator both in the program's baseline survey as well as in the MTA.

Besides special stakeholder groups, community level outreach has been an objective of the Oxfam program. Transforming high-level technical and financial data in easy-to-understand community products/reports formed a huge component of Oxfam's interventions. Once the products have been marketed properly, the level of outreach will surely increase. To date therefore, the concentration of those benefiting from research remains to those involved in the topic on a high-level. These beneficiaries are mainly found in the capital Accra as well as in the Western region where O&G is found. Other regions across Ghana and outside Ghana can access research publications online.

With regards to the objective of the Oxfam program to ensure women are reached there has been an improvement, though relatively low, it draws on a genuine situation where the sector is predominantly male with overall low rates of representation of women in civil society, the media and parliament. Various organizations state they make explicit efforts to engage women in their outreach activities. Some measure the percentage of women participating in stakeholder training (CEPIL: 30%, NRG1 and EITI, unclear) or in community work (WACAM: 40%, Friends of the Nation, 20%), others have implemented tools to attract women to participate in information sessions. ACEP requires that if more than 1 representative participates in a training, one should be female.

New research related to the impact of the O&G sector in Ghana on women specifically has been published (see for example Adusa-Karikari, 2015) and also ACEP as well as CEPIL focus their (research) interventions in sectors that are women-dominated or in which women are strongly represented such as rice-farming and irrigation. The Oxfam country office has adapted a Gender Action Learning program that requires all the partners they work with to have a gender focused champion and gender policies in place.

### 3.2 Outcome 2: The Role of the Media

During the baseline study at the end of 2014, the key challenges with regards to the role of the media in reporting on O&G were found in the media's lack of knowledge, motivation and interest, blaming and shaming culture, and political driven motives. The quality level of voices of active citizens and leaders captured by the media was rated low (2.3/N=7), whilst the quantity was rated high (4.2/N=5) since the O&G topic was on the radio daily. Given the fact that all stakeholders consistently rated the quantity very high, the MTA did not make a distinction and asked stakeholders to rate the extent of the media capturing voices of active citizens and leaders. Overall, this was rated at 3.3 (N=23) as various activities within the Oxfam program have taken place to increase the quality of media reporting.

Table 3: Summary of interviewee ratings on perceptions around role of the media

Non-statistical quantifiers		AVERAGE		N. Interviewees	
		Baseline	MTA	Baseline	MTA (repeat respondents) <sup>4</sup>
a	To what extent are the voices of active citizens and leaders <b>captured by media</b> ?	2.3	3.3	7	23 (9)
b	To what level do you feel there is a need for having an <b>online platform</b> ?	4.6	4.9	12	17 (5)

<sup>4</sup> Repeat respondent refers to person(s) having rated an indicator both in the program's baseline survey as well as in the MTA.

The media is regarded as an important bridge between policy makers and citizens. Therefore, ACEP, with the support of Oxfam, provides training to journalists to ensure they have sufficient knowledge surrounding the technical and political aspects of O&G. The aim of the trainings is to ensure journalists communicate to citizens in a more comprehensive manner, enhance accountability from a technocratic perspective and do not misinform the public nor inform in a polarized manner.

Besides training, ACEP aims to keep a group of trained journalists engaged through a fellowship program to ensure continued learning and coaching. This should further stimulate a selected group of journalists to become experts and conduct in-depth investigations. It will also help ensure that journalists fully understand the O&G up-and-downstream supply chain implications, compare overseas O&G revenue management models, understand O&G corruption risks, place O&G in a wider context (for example in relation to the country's energy crisis or with relation to the agricultural sector), understand impacts on affected communities', et cetera.

The question of whether or not the journalist trainings have the desired impact remains valid as long as the journalists lack the capacity and resources to implement the acquired knowledge and tools. To apply learnings in practice, journalists and the media houses they are employed at require (non-commercially-driven) financial resources to conduct dedicated in-depth, on-location research.

Besides funding, international donors may also play a role in connecting specialized local journalists with overseas journalists to help the Ghanaian media to conduct comparison studies and publish on internationally reputable media platforms providing the much needed informal quality certification that will ensure the stories have larger outreach. Oxfam, considering its significant knowledge and network in Ghana and its authority position globally, could play a role of importance in this matter as well.

Despite the challenges, O&G issues have had increasing quality exposure in the media in 2015. Studies, reports, publications, court cases and interpretations of O&G revenue management issues are in the news on a daily basis.

Also in Ghana social media is rapidly spreading, allowing people to comment on issues presented by the media. This further enhances the outreach of the media. As social media does not make a distinction between quality and non-quality media, the need for having well-informed, independent and critical media to avoid misinterpretations and political reporting becomes even more important.

### **Online Platform for O&G knowledge sharing**

The need for an online platform that informs stakeholders on all related O&G issues was rated very high during the baseline study and now received even higher ratings. This demonstrates the desire of all stakeholders to increase transparency and understanding of O&G.

To date, various platforms have been launched or are in the process of doing so:

<http://www.ouroilmoney.org/> - a platform currently managed by ACEP, funded by DFID, with a focus on O&G revenue income and expenditures. The expected number of visitors (1500 per year in the first year, an additional 1000 every following year) has been largely exceeded: 67,000 visitors since its launch in 2015.

[www.oilmoneytv.org](http://www.oilmoneytv.org) (yet to be officially launched, no visitor data available yet) - a platform currently managed by ACEP, funded by Oxfam, with videos giving insight on how O&G money has been spent. Case studies of projects in oil producing regions. Oxfam aims to aggregate visitor data related to gender as to monitor its outreach to women.

Furthermore, websites from the Ministry of Finance and Ghana EITI were mentioned as platforms providing interesting information. Also <http://www.ghanaoilwatch.org/> run by Jacob Hobenu was mentioned as a useful platform.

When asked about what institution should be most fit for managing an online platform, most stakeholders mentioned PIAC but also the Ghana EITI dashboard, the Institute of Economic Affairs and ACEP were mentioned. Since PIAC is not strong online it might benefit from managing the/an online platform and ensuring all data, research and publications are included. A feasibility study on PIACs resources would be needed to confirm this would be the appropriate entity to take up this responsibility.

All existing platforms aim to include two-way communication by connecting with social media and allowing for the public to include comments on the platforms. However, this requires much more work as to ensure proper usage. The lack of local-dialect translations, the lack of internet access of local communities and the opportunities of uploading audio and video material by locally affected communities remains an issue. Surely not all can be done online so the need for off-line connected activities ('meet-up' sessions to debate video materials, as well as the production of posters or folders) also remains high on the priority list.

### **3.3 Outcome 3: Preventing Corruption within the Legal Frameworks**

At the time of the baseline study at the end of 2014, the main corruption risks in the O&G sector were found to be discretionary powers of government officials within the legal framework. In 2014 and 2015 many activities took place with support from Oxfam, to ensure that government's management of petroleum contracts and revenues; the E&P Bill among others would take away or reduce these discretionary powers. The continued pressure on government to adapt recommendations that would reduce and or eliminate discretionary powers that inure to corruption yielded some results prior to the baseline. The hope of Civil Society, however, was that one major legislation – the Petroleum E&P Bill - would have been passed by now amidst the public advocacy efforts of all and particularly the persistence of Oxfam and partners. Unfortunately, despite all activities of civil society for passage of the law, the situation during this MTA was that the bill was still awaiting approval by parliament. Thus, the risk of power abuse and corruption in the ultimate stands as challenged. Oxfam and partners indicate that they have been able to secure a recent provision in the bill requiring the Minister to publish reasons for cancellation of the bidding process for the allocation of oil blocks. However, it still stands challenged as far as O&G corruption prevention is concerned. Given the fact that currently around 15 new O&G contracts are in preparation (on top of the approximately 23 contracts that had already been signed before 2015), this is very urgent and matter of concern. With the national elections planned for November 2016, there is little expectation that the urgently-needed bill will be approved in 2016.

When asked to what level the work of multi stakeholder fora have impacted O&G corruption to date, two types of responses were noted:

(1) Positive: civil society, the media and multi stakeholder groups have to a large extent managed to raise issues of potential and actual corruption. Through open and informed debates, as well as through media channels, gaps in legislation and gaps in government practice have reached the public. Pressure is placed on government officials to respond.

(2) Negative: despite all the work done, corruption is still pervasive and the O&G laws that should prevent corruption are not in place nor are the petroleum contracts (or at least the non-commercial parts of the contracts) made public.



Table 4: Summary of interviewee ratings on perceptions around prevention of corruption within the legal framework

Non-statistical quantifiers		AVERAGE		N. Interviewees	
		Baseline	MTA	Baseline	MTA (repeat respondents) <sup>5</sup>
a	To what level has the work of <b>multi stakeholder fora</b> impacted corruption to date?	3.2	3.3	13	23 (8)

Given the technical knowledge one has to have in order to be able to study, report or actively participate in the technicalities of O&G revenue management, anti-corruption efforts are best done by institutions that understand the sector (such as ACEP) or by training existing anti-corruption institutions to understand the sector (such as the Financial Intelligence Centre).

<sup>6</sup>Whilst program activities in respect of anti-corruption in O&G have failed to generate the needed legal and contractual impacts, some positive, relatively smaller successes have been noted in terms of transparency. The Ministry of Finance has made amendments to reporting on revenues and now provide more detailed information, also on regional and project level. Furthermore, the national oil company GNPC states to publish financial statements, although this could not be verified at the time of the MTA.

So, technically the infrastructure for engaging civil society is in place. Civil society is also increasingly informed, resulting in a level playing field between government, civil society and the private sector that ensures all voices are being heard. However, transparency and engagement *per se* do not result in avoiding corruption. Much patience, persistence, training, cooperation between national and international anti-corruption institutions and (international) pressure and resources are required to actually create change.

### 3.4 Outcome 4: Key Committees Understanding and Monitoring O&G in the Legal Framework

Several parliamentary committees have been installed to review O&G regulations in relation to the constitution (Parliament’s Subsidiary Legislation Committee, PSLC), to examine the government accounts (Parliament’s Public Accounts Committee, PPAC) or other O&G aspects. The Petroleum Commission is responsible for monitoring compliance with the licensing procedures including CSR spending and local content.

At the time of the baseline study at the end of 2014, the knowledge and understanding amongst parliamentary committees was found to be reasonable, but the lack of transparency and monitoring tools and structures were identified as being the major constraint related to the work of the parliamentary committees. The ratings shown in table 5 show the situation has hardly improved.

<sup>5</sup> Repeat respondent refers to person(s) having rated an indicator both in the program’s baseline survey as well as in the MTA.

<sup>6</sup> The preceding paragraph was redacted by Oxfam for containing strategically sensitive information.

Table 5: Summary of interviewee ratings on perceptions around key committee understanding and monitoring in O&G in the legal framework

	Non-statistical quantifiers	AVERAGE		N. Interviewees	
		Baseline	MTA	Baseline	MTA (repeat respondents) <sup>7</sup>
a	To what level does the <b>Parliament's Subsidiary Legislation Committee</b> understand O&G related regulations?	2.8	2.8	13	19 (9)
b	To what level does the <b>Parliament's Public Accounts Committee</b> understand accountability issues on petroleum contracts and revenue management?	3.1	3.3	13	20 (9)
c	To what level are details of <b>oil contracts content</b> , process related information and analysis available (online)?	2.5	1.9	12	20 (8)
d	In how far are <b>oil contracts reviewed</b> by CSOs/agents and/or public prior to parliamentary approval?	1.5	1.6	12	19 (8)
e	In how far is there an <b>O&amp;G monitoring</b> system used for monitoring contracts?	1.9	2.1	8	6 (2)
f	To what level is there an <b>O&amp;G monitoring</b> system used for revenue management, expenditure and quality services?	3.1	2.6	10	18 (2)
g	In how far are <b>gender dimensions</b> part of these monitoring systems?	1.1	1.4	8	15 (6)

STAR Ghana has extensively supported the committees (about 10 of them) to ensure knowledge and expertise is developed amongst committee members for them to make informed decisions. The energy committee paid a visit to Norway, Brazil and Trinidad to learn about different types of laws and regulations existing overseas. In Norway, they also received inputs from a law firm specialized in the area on topics such as (beneficiary) ownership. With the exception of the recently set-up development planning committee, the committees show willingness to learn and become more informed decision-makers. Whilst the knowledge exists, the necessary changes have stalled due to aspects discussed in this report. Lack of access to contracts, lack of monitoring tools to prevent rather than react, lack of proactively engaging with PIAC, lack of visibility of O&G interest on government TV (channel broadcasting debates between government and parliament) all result in low ratings in this area.

The issue of transparency of contracts between petroleum companies, the national oil company GNPC, and the government is causing frustration amongst stakeholders. The majority of stakeholders claim all contracts should be publically available in order to ensure the nation's natural resources are exploited in the most profitable and long term sustainable way for the nation's population. All stakeholders accept that specific commercially competitive information that might be part of the contract may be controlled before publication. Also, since seven out of the 23 existing contracts are available due to requirements of overseas stock market listed petroleum companies, the question remains why not all contracts can be made public. Some stakeholders claim contracts are increasingly awarded to companies that have little transparency

<sup>7</sup> Repeat respondent refers to person(s) having rated an indicator both in the program's baseline survey as well as in the MTA.

requirements from their home countries, leading to contracts being awarded to players that are less resourced and experienced than the internationally renowned players. Limiting oil contract allocation to private sector partners that have little transparency or anti-corruption requirements lowers the competitive nature of the contracting system.

Furthermore, the lack of transparency on who has beneficial ownership of the companies that have signed contracts with the government remains a topic of frustration and suspicion for many stakeholders.

In 2013 the Petroleum Local Content and Local Participation Regulations passed parliament, outlining regulations for oil companies requirements for job creation, knowledge transfer and development<sup>8</sup>. The Petroleum Commission, a government institution for monitoring implementation of the contracts is under resourced and has little accessibility. Whilst it does ensure overseas companies wanting to invest in Ghana have a local partner and thereby support local employment and medium and large-scale Ghanaian companies benefit from the opportunities (Ablo, 2015), no data is available that demonstrates the Commission's objectives and results, nor companies' compliance with the regulations, nor can the Commission's work be monitored by civil society.

Monitoring of O&G revenues is rated higher than monitoring of contracts due to the significant efforts of CSOs such as PIAC and ACEP. This has resulted in some scandals being revealed of revenues not having been invested as indicated by government or of revenue expenditures having vanished along the way (e.g. the bus branding scandal in early 2016). With the increase of data being provided by government an increase of scandals being revealed may be expected. Monitoring is challenging given the little transparency and availability of data. However, progress is made and has slightly increased accountability of government officials. Unfortunately, this has not yet led to a significant change of behaviour as the people involved in scandals are not punished. It is Oxfam's hope that the Oxfam-supported campaign (under the active citizenship program) for the passage of the Public Financial Management Bill will scale up strict punitive measures for culprits of financial malfeasance.

With regards to integration of gender dimensions in monitoring systems have been taken. ACEP's projects tracking 'value for money' focus on women-intensive industries such as agriculture. CEPIL's monitoring of legal implications encountered by communities also have a focus on protecting the rights of women in particular.

### **3.5 Program Management**

The baseline at the end of 2014 indicated the risk of Oxfam partner ACEP being overloaded and 'the victim of their own success'. Whilst the pressure on ACEP is still high due to their work being highly appreciated by various donors that aim to partner with ACEP, it seems they are holding up well. With five new recruits having been employed by ACEP in 2015, they still lack resources to conduct the non-funded social part of their work.

CEPIL, as compared to ACEP, is a relatively small partner of Oxfam and has ended its work within the Oxfam fund at the end of 2015. The 2015 report of CEPIL is currently under review by Oxfam.

Other organizations working closely with Oxfam such as WACAM, Friends of the Nation et cetera, align and benefit from the pooling of expertise. Oxfam's interaction and continuous dialogue with partners as well as with non-partners is - although difficult to measure - supportive and invigorating for the wider agenda of O&G capacity building amongst O&G stakeholders.

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<sup>8</sup> see: <http://www.ghanaweb.com/GhanaHomePage/NewsArchive/artikel.php?ID=301693>

Other donors funding O&G initiatives have synergies with the Oxfam-funded projects. Oxfam aims to cooperate with other funders, informing one-another about what activities and which local partners are supported. It is a relatively small network of donors, CSOs and NGOs working in the area of O&G and synergies can be found in several of initiatives aiming to improve transparency and accountability in the sector. Oxfam plays an intangible role connecting the constituents and valueing and communicating the wisdom found at several stakeholders.

With regards to the indicators set to assess progress in 2015, the MTA identified some delays and cancellations of activities due to budget cuts and disbursement delays. Oxfam country staff report upon the progress indicators outlined in the table in Annex 5 on a quarterly and annual basis. Besides regular indicator reporting, the Oxfam country office reports activities on a weekly and even daily basis. (See Annex 5 for the table of Program Indicators used to report against progress in 2015.)

Oxfam is transforming from guiding local partners in a relatively open and story-based manner to a structured approach based on specific, measurable, achievable, realistic and timebound (S.M.A.R.T.) indicators. For 2016, new indicators have been agreed to monitor Oxfam partner(s). This new way of working will require both Oxfam and partner(s) to recalibrate their relation as management of the projects and related funds require increased structure and planning.

# 4. CONCLUSIONS & RECOMMENDATIONS

## CONCLUSIONS

Results associated with activities implemented are mostly positive, as were overall interviewee perceptions on the trends observed on the ground in terms of accountability and governance issues in Ghana. Despite the disbursement delays, Oxfam and partners have managed to ensure a considerable level of consistency in their program. Program activities have contributed to the increase of knowledge development and distribution and in strengthening the role of the media in O&G.

The activities related to prevention of O&G corruption exist according to plan, however, besides the corrective legal work of CEPIL, the impact has been somewhat slower on the front of legislative advances as contracts and contract negotiations remain obscure. The Exploration and Production Bill is, as it was end 2014, still awaiting parliamentary approval, allowing government officials to continue to utilize legally accepted discretionary powers without accountability criteria. The “gender in extractives” dimension of the Oxfam program has improved slightly but a lot more can be done to achieve overall goals by project end.

## RECOMMENDATIONS

### **Outcome 1 (Knowledge development and distribution) Recommendations:**

- Improvement with regards to scaling up the learnings is still very much needed. Due to the complexity and technicality of the topic and the related difficulty to reach the Ghanaian general population en bloc as various people access data differently, feasible objectives should be set that define the different target audiences and state what objectives are aimed at within a specific time period.
- Further support of PIAC by organizing PIAC-only research dissemination sessions is recommended.
- Agree on gender dimensions in all research supported by the Oxfam program and to align with other donors with regards to gender policies.
- Further understand and encourage steps to realize the full potential of both oil and gas production in Ghana. Support Government in developing a holistic perspective of the ideal balance between domestic and imported energy, taking into account such key factors as O&G revenues as well as stable, consistent and affordable energy provision to the nation's population.

### **Outcome 2 (The role of the media) Recommendations:**

- Continue to provide rigorous training and coaching to journalists. Proceed with the initiative of having an alumni network of O&G specialized journalists.
- Involve the media houses to ensure that when the journalists are trained their employers provide the means for them to implement what has been taught without having to depend on incentives from non-independent parties.
- Ensure journalists connect their learnings from the O&G sector to non-extractives sectors such as agriculture and study O&G revenues in relation to non-extractive revenues.

- With regards to existing online platforms: connect with managers of other platforms and ensure they do not overlap or compete but merely connect and add value to one another.
- Make agreements with government and companies on their involvement in platforms and a commitment for them to respond to questions of civil society members raised on the platform (this was also a recommendation in the baseline study).

### **Outcome 3 (Preventing corruption within the legal frameworks)**

#### **Recommendations:**

- With elections coming up, grasp the opportunity of scheduling inclusion of O&G revenue management in the political debate between the political parties.
- Step up efforts to drive advocacy around the need for National Oil Companies and relevant O&G state institutions to publish private institution-led audited accounts as a means to checking financial malfeasance.

### **Outcome 4 (Committee understanding and monitoring) Recommendations:**

- Offer support to civil society organizations that focus on ensuring that the government institutions concerned with the regulation, legislation and management of the petroleum sector are sufficiently experienced and motivated to perform their roles.
- Enhance commitment of key committee members to act in favour of what is best for the country. The role of the media holding committee members accountable continues to be important in this respect.
- ACEP should strategically position the publications of its informal reviewing of contracts.

### **Program Management**

- Oxfam should continue its role as connector of organizations and individuals involved in preventing corruption and increasing community capacity in the O&G sector.
- Oxfam should ensure that partners structurally (quarterly?) report on the agreed progress indicators as already set out in the template that has recently been introduced, also if delays have taken place.

# ANNEX 1: TERMS OF REFERENCE

## Oxfam Accountability through Active Citizenship: Improving Petroleum Governance in Ghana, Mozambique and Tanzania

### Mid-term Assessment Request for Proposals

#### I. Background

Oxfam has been awarded a 30-month grant for a project designed to promote economically, environmentally and socially responsible management of gas/petroleum resources in Ghana, Mozambique and Tanzania. This project is central to Oxfam's mission to reduce poverty and empower poor people to take action on their own behalf.

Oxfam America is one of 17 affiliates in the international confederation, Oxfam International. The Active Citizenship grant involves three affiliates in a confederation-wide effort to engage in specific, coordinated actions at the local and national level.

A mid-term assessment will be conducted in September/October 2015 in Ghana, Tanzania and Mozambique. A baseline study was already conducted. This mid-term assessment will utilize the baseline methodology to conduct the assessment. Program activities began in July 2014 and will close December 2016.

#### II. Purpose and Audience

**Purpose:** The mid-term assessment will compare the current state of the program against baseline values.

**Audiences:** The audience is primarily the Oxfam staff and partners working on petroleum and gas governance issues within this grant. The mid-term assessment should help inform ongoing strategy to increase the effectiveness of community training and policy influencing efforts. The mid-term assessment will be shared with Oxfam's donor in annual reports.

#### III. Scope and Objectives

This mid-term assessment is meant to evaluate the current state of civil society and target government agencies to promote economically, environmentally and socially responsible management of petroleum resources in Ghana, Mozambique and Tanzania against baseline values determined in 2014.

**Outcome 1:** Women, men and youth improve skills to influence petroleum governance decision-making and to mitigate consequences of oil and gas industries in their locality.

advocacy

**Outcome Indicator 1.2:** # of localities where community members/leaders are engaging with decision-makers on petroleum governance, each year (or in the past year)

**Outcome 2:** Civil society organizations and platforms, including women's rights organizations and media groups, strengthen engagement in economic, environmental, and social oversight and advocacy for improved petroleum revenue management at national and sub-national levels.

**Outcome Indicator 2.1:** Increase in the number of times CSO's and platforms engage in oversight and advocacy with relevant bodies at national and sub-national levels to improve petroleum revenue management

**Outcome Indicator 2.2:** # of press releases, press events, publications and media articles in target countries produced by civil society organizations and platforms encouraging improved petroleum revenue management

**Outcome 3:** Governments and private sector in the petroleum industry become increasingly receptive and responsive to the demands of active citizens, civil society, and media and their responsibility to operate transparently and accountably as duty-bearers.

**Outcome Indicator 3.1:** New anti-corruption and transparency clauses and provisions are introduced in legislation of 1-2 target countries by 2016.

**Outcome Indicator 3.2:** One multi-stakeholder dialogue per year is facilitated in each country starting in 2015.

**Outcome Indicator 3.3:** # of petroleum governance bodies that make investment information at the project level publically available

#### **IV. Process**

The consultant will work with the Oxfam America Program Officer and a monitoring, evaluation and learning (MEL) staff member to agree on a final methodology within the budget constraints provided, finalize the set of key informants and stakeholders to interview and/or survey, the questionnaire or survey instrument questions, as appropriate, and to ensure the evaluation team has adequate access to relevant campaign documentation.

The consultant will then carry out the mid-term assessment, presenting early findings, and draft a final report to the Program Officer and MEL staff member, on a schedule to be agreed, for review and deliberation. This iterative review of preliminary and draft findings is intended to ensure that the final baseline fully meets the needs of the campaign leads and their teams, and that any methodological adjustments that may be warranted are identified early on in the data collection process.

The final mid-term assessment will be delivered after the draft findings have been reviewed and commented on, responding to any remaining questions or data analysis needs identified, and that can be accommodated within the established timeframes and budget.

Periodic project management meetings with the Program Officer will be held, as appropriate.

#### **V. Timeline**

June 2015	Select Consultant(s)
November 2015	Finalize methodological approach; sign MOU based on agreed scope, approach and schedule
December 2015	Oxfam field staff work with consultants to identify key informants, review any questionnaire &/or survey instruments & provide relevant campaign documentation
January 2016	Consultant/evaluator completes field research and data collection, reviews documentation
Jan/Febr 2016	Consultant presents preliminary findings to Oxfam staff



March 2016

Consultant prepares draft report, responding to feedback from Oxfam staff, Consultant presents final report, Oxfam staff accept report, after any necessary revisions

## **VI. Profile of the ideal evaluator**

1. Experience conducting prospective, baseline evaluations of complex social and political change processes, ideally in the extractives sector with a gender lens
2. Very strong qualitative analysis skills, particularly with analysis of textual sources and public statements (documents, media coverage interviews, speeches, testimony, etc.)
3. Strong quantitative analysis, particularly in media, including ability to examine multiple national contexts
4. Experience either working on or managing an NGO-led campaign – with a particular focus on public policy around poverty alleviation
5. Experience in Ghana, Tanzania or Mozambique (Portuguese proficiency is required for the Mozambique consultant)
6. Excellent analytical, writing and synthesis skills

## **VII. Proposal Submission, Review and Interviews**

1. **Please send a 3-4 page expression of interest with a brief description of the proposed approach by June 20, 2015 to [kstanley@oxfamamerica.org](mailto:kstanley@oxfamamerica.org)**
2. We will contact applicants and arrange for phone interviews
3. Final selection will happen by end of July 2015

## ANNEX 2: BIBLIOGRAPHIC REFERENCES

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# ANNEX 3: INSTITUTIONS INTERVIEWED

Institutions Interviewed by Stakeholder Group
<b>Civil Society Organizations</b>
Center for Public Interest Law (CEPIL)
Africa Center for Energy Policy (ACEP)
Oxfam America
Natural Resource Governance Institute (NRGI)
WACAM
Friends of the Nation (FoN)
<b>Donors</b>
DFID
IBIS, Education for Development
<b>Media</b>
Multimedia Group Ltd.
Peace FM
Citi 97.3fm
The Punch Newspaper
Xinhua News Agency
My Joy Online
<b>Private Sector</b>
Sahara Energy & Petroleum
Fugro
Private Sector Company
<b>Government Institutions</b>
Ministry of Finance and Economic Planning
Financial Intelligence Centre
Ghana National Petroleum Company (GNPC)
Norwegian Embassy in Ghana

# ANNEX 4: INTERVIEW GUIDELINES

## Adapted per semi-structured interview:

### Knowledge development and sharing

- How do you rate the level of quality and quantity of oil revenue use research available?  
[please rate from 1 to 5]
- Who was reached? Who was not reached that should be?  
[please rate from 1 to 5]
- Were women reached? Please explain  
[please rate from 1 to 5]
- Are the results of research shared with PIAC committee for review and action?  
[please rate from 1 to 5]

### Anti-corruption actions

- What has your organization done around awareness and advocacy campaigning with regards to transparency & accountability / non-corruption?
- How has the work of multi stakeholder fora impacted corruption to date?  
[please rate from 1 to 5]

### Role of the Media

- To what extent are the voices of active citizens and leaders captured by media?  
[please rate from 1 to 5]
- In what way?
- What is lacking? What does the media not cover or cover incorrectly/bias?
- What is the need for online platform? For what purposes?  
[please rate the need from 1 to 5]
- Does an online platform exist?
- What is the use / expected use? By whom? How many to reach? On what level?
- Who should manage the online platform?
- Is funding available for active maintenance?

### Government Accountability

- To what level do government stakeholders, especially the Parliament's Subsidiary Legislation Committee, understand draft constitutional instrument?  
[please rate level of understanding from 1 to 5]
- Does the Parliament's Public Accounts Committee understand accountability issues on petroleum contracts and revenue management?  
[please rate level of understanding from 1 to 5]
- Are details of oil contracts content, process related information and analysis available (online)? What is and what is not available?  
[please rate level of availability from 1 to 5]
- Are oil contracts reviewed by CSOs/agents and/or public prior to parliamentary approval?  
[please rate level of review from 1 to 5]
- Is there a monitoring tool in place to review compliance of licensing procedures?
- Is there an O&G monitoring system developed and used for revenue management, expenditure and quality services?  
[please rate quality level and usage level from 1 to 5]
- Are gender responsive indicators and tools included in the monitoring system?  
[please rate level of inclusion of gender responsive indicators from 1 to 5]

# ANNEX 5: TABLE OF PROGRAM INDICATORS

Activity	Log-frame output #	Expected results	Indicators to assess progress	MTA status
Study on the extent of unregulated discretions provided in Ghana's oil and gas legal frameworks	2.2	A case for unregulated exercise of discretion in the oil and gas industry has been established	Research Report from the study on the other bills aside the E&P and PRM Act.	Done
Organize two days technical training for officers of CHRAJ, EOCO, Ghana Police Service, Financial Intelligence Centre, Audit Service, Ghana Revenue Authority, and Audit Service.	3.1	Anti-corruption institutions recognize the urgency of monitoring lapses in the oil and gas sector and take practical measures to address situation.		2 done (August 2015 and March, 2016)  1 delayed due to disbursement delays
Organize a two day Technical Workshop for Parliament's Public Accounts Committee on accountability issues in oil and gas contracts and oil revenue management	3.1	Parliament has been empowered to do its oversight responsibility in projects funded by oil revenues		Cancelled because of budget cuts
Conduct Analysis of one New Petroleum Contract / Conduct Baseline Comparative Study on the fiscal Contribution of three petroleum contracts	3.2	Public demand for petroleum contract transparency has increased and new contracts have improved terms	Report produced on a new petroleum contract and report on comparative study of fiscal contributions of contracts	1 done  1 currently in stage of finalizing
Promotion and awareness on online platform Production of Short video and audio materials developed for use on applications for online platform Analyze data and publish on platform and submit to PIAC Conduct Value for Money Audit of one project funded with Oil revenues.	2.1 3.3	Citizens' participation in spending decision of oil and gas revenues has improved through online resources.  Citizens have been empowered with reliable source of information to demand accountability of the spending of oil and gas revenues.		Done - but need to be uploaded online  Awaiting final product ACEP
Training for journalist from elected Media Houses.	2.4	Improved media reportage on the oil and gas sector		Done

Forty percent of the people on our planet—more than 2.5 billion—now live in poverty, struggling to survive on less than \$2 a day. Oxfam America is an international relief and development organization working to change that. Together with individuals and local groups in more than 90 countries, Oxfam saves lives, helps people overcome poverty, and fights for social justice.

To join our efforts or learn more, go to **[www.oxfamamerica.org](http://www.oxfamamerica.org)**.



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