

Strengthening Media Oversight of the Extractives Sectors

2016

Journalism
Programme
Workshop “A”



Dar es Salaam
Tanzania
17-28 October

Facilitators

COUNTRY PARTNERS

Kwami Ahiabenu (*PenPlusBytes, Ghana*)

Deo Mfugale (*Journalists' Environmental Association of Tanzania or JET*)

Rachel Mugarura-Mutana (*African Centre for Media Excellence or ACME, Uganda*)

NRGI

Paul Bagabo (Development economist & Senior Partner Kami Consultants, NRGi guest blogger)

Marie Lintzer (Governance Officer: Extractive Industries Transparency Initiative & Resource Governance Index or RGI.)

George Lugalambi (Media Capacity Development Officer)

Silas Olang (East and Southern Africa Programs Manager: Expertise: Fiscal regimes/terms)

Matteo Pellegrini (Director of capacity development, fact fanatic ...)

Thomas Scurfield (Economic Analyst: revenue management/distribution, taxation)

COURSE CONTENT DEVELOPMENT

Nicholas Phythian (*Phythian Content & Consulting Ltd*)

Guest Speakers

GUEST SPEAKER 1: Neema K. Lugangira, author, academic and acknowledged expert on LOCAL CONTENT in Tanzania and elsewhere. She has worked for both Statoil and the Tanzanian government. She effectively developed Tanzania's local content strategy.

GUEST SPEAKERS 2 & 3: Eng. Joyce Kisamo and **Dr Emma Masaky** will brief the workshop on Tanzania's natural gas industry and what is likely to happen next, particularly the development of Liquefied Natural Gas which will enable Tanzania to start exporting its gas. Eng. Kisamo is former upstream operations director at the Tanzania Petroleum Development Corporation

Overview

Hi everyone

A single workshop can never be anything more than an introduction to a subject, the start of a voyage of discovery. If we bombard participants with too many abstract ideas, information overload kicks in.

This is a programme with two workshops, field trips and a period in between during which participants can assimilate knowledge as they work with the local training partners to translate what they have learnt into publishable stories. Here's how I suggest we run Workshop A.

The participants learn about the subject by using their journalistic story spotting, investigative and analytical skills. This allows us to work on skills and share knowledge at the same time. It will involve Internet research using "Open-access" source documents such as legislation or reports, and listening to and questioning human sources.

Human sources will include specialists from NREGI, guest speakers reflecting government and industry points of view, NGOs and people directly affected or likely to be affected by the industry.

Separate notes follow for the local partners and for the NREGI specialists. I suggest everyone reads these to get a feel for how the different roles interact.

I won't be able to make Monday's call as I'll either be travelling (my plane's been delayed) or in a meeting, but please read through the agenda and let me know if there's anything vital that you think I should have included.

Nick

Local Partners

Kwami Ahiabenu (Ghana); Deo Mfugale (Tanzania); Rachel Mugarura-Mutana (Uganda)

You and I will focus on both knowledge and skills, running sessions devoted to research and reinforcing these with brief presentations or writing exercises to test what has been assimilated and fill in any gaps.

You will be familiar with the programme material from previous years. I am making the knowledge presentations shorter and more interactive and adapting existing exercises or developing new ones. Don't worry, the changes won't be too radical and we'll be able to work together on the material once we are in Dar es Salaam.

If we're all clear in our mind about how we are going to organise Days One and Two, we'll have time to tweak the rest in the light of the needs of the participants as they emerge.

I'm also trying to ensure that the narrative threads we have running through the workshop reflect what the participants are likely to be covering when they get back to the office, and how they can do this more effectively.

NRGI Specialists

Paul Bugabo, Marie Lintzer, George Lugalambi, Silas Olang, Matteo Pellegrini, Thomas Scurfield

To make the best use of your limited time, I suggest that you play the role of specialist speakers, and the advocates that you are, to offer the participants insights into different aspects of the industry, using case studies drawn from your own experience and knowledge and NRGI's.

This could cover the different companies operating in each country, how a country earns, manages, spends, shares or invests money from extractives (the Money Trail), the different laws, both national and international, governing this and other aspects of the industry. If you could enlighten the participants on hot topics and talking points around best practice, loopholes, pitfalls for the unwary, they could use what you say as a basis for draft tweets or short stories in the Writing Lab sessions.

On Day One, I'm hoping some of you (see below and in the agenda) will be able to work with participants to identify companies operating or wanting to operate in their country (The Players) and assess the strength of the various negotiating hands. On Day Two, I'm hoping you can do the same with the laws each country has, what's lacking and how they could better protect the national interest.

Outside speakers who have so far agreed to join us will be covering local content, Tanzania's gas production and plans to turn the gas into exportable LNG. Here's how I've pencilled each of you in:

TOM - (Days One, Two and Three Oct 17-19)) to brief or work with participants on The Players, The Money Trail, and legislation.

PAUL - (I've provisionally slotted you in on Days One, Two and Three Oct 17-19 but please let me know your availability) on The Players, legislation and The Money Trail (with Tom on Day Three)

SILAS - (Day Five Oct 21 for the Civil Society morning and field trip research and Day 10 Oct 26 when Eng. Kisamo and Dr Masaky speak to us)

MARIE - (If you're free you're on Oct 26 Day 10) to talk to participants with Silas about transparency, accountability, pitfalls and national and international efforts to protect the national interest. I recall you were wondering whether your schedule would enable you to come at all. Factor that in and let me know whether you and Matteo feel it is worth making the trip for one day. If you are free on Oct 27 and 28 or if George and Matteo feel the Field Trip is too long and we return on Oct 25, we could make your trip two days.

GEORGE - I've slotted you in to present on the Decision Chain on Day One and for various debrief sessions.

MATTEO - Would you be free/available to slot in somewhere on a specific topic ? Day One, the Extractives Value Chain or Day 11, a discussion around the broader CONTEXT in which extractive industries operate ?

Please let me know whether the timings work for you and whether you are comfortable with the topics and, if not, I can rejig the agenda. If you are available at other times, please let me know and I'll plug you into the proceedings.

Participants

Tanzania

Uganda

Ghana

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DAY 1 - MONDAY OCTOBER 17

TIME	SESSION/ACTIVITY	FACILITATOR/RESPONSIBILITY
08:30	OPENING SESSION: Introductions, presentation of the programme & methodology ...	Matteo Pellegrini, George Lugalambi, Nicholas PHYTHIAN
	Wants/Don't Wants ... Housekeeping/ground rules, Parking Lot ... The Blog, The Story Board & The Reporter's Guide ... Distribution of Roles: Recaps, Animators, Enforcers ...	Rachel Mugarura-Mutana (Uganda) Kwami Ahiabenu (Ghana) Nicholas Phythian Deo Mfugale (Tanzania) & Nicholas Phythian
	THE ROLE OF THE JOURNALIST : Facilitated discussion	Kwami Ahiabenu & Nicholas Phythian (flipchart)
11:00	Break	
11:15	THE PLAYERS (Mixed knowledge & skills session): Facilitated (NRGI/local partners) brainstorming/research in country groups to identify companies operating on their patch. Country groups present to the workshop as a whole.	COUNTRY GROUPS: Kwami Ahiabenu (Ghana); Deo Mfugale (Tanzania); Rachel Mugarura-Mutana (Uganda) At least one roving NRGI specialist - <u>Thomas Scurfield</u> (?) Paul Bagabo, Matteo Pellegrini, George Lugalambi Moderator: Rachel Mugarura-Mutana Flipchart: Nicholas Phythian
	The Extractives Value Chain: Brief overview	An NRGI specialist: Matteo, Thomas, Paul ?
13:00 - 14:00	Lunch	
	The Natural Resource Decision Chain: Short presentation	George Lugalambi
	THE GAME (Mixed knowledge & skills session) : Facilitated (NRGI/local partners) brainstorming/research in country groups on where country stands in the decision chain for different minerals and whether the government negotiates from a position of strength or weakness. Country groups present to full workshop, which discusses the differences.	COUNTRY GROUPS: Kwami Ahiabenu (Ghana); Deo Mfugale (Tanzania); Rachel Mugarura-Mutana (Uganda) plus Nicholas Phythian At least one roving NRGI specialist - <u>Thomas Scurfield</u> (?) Paul Bagabo, Matteo Pellegrini, George Lugalambi Moderator: Kwami Abiabenu Flipchart: Nicholas Phythian
17:00	Review of the Day	Ugandan participants
	WRITING LAB: Pairs in the country groups produce thumbnail sketches of different companies for the REPORTER'S GUIDE for participants to use after the workshop.	
Notes	<i>Recaps</i> capture key messages of the day, <i>Animators</i> organise (re)energising activities, <i>Enforcers</i> ensure good time-keeping ...	<i>NRGI Facilitators (To Be Confirmed):</i> <i><u>Thomas Scurfield</u></i> (?) Paul Bagabo, Matteo Pellegrini, George Lugalambi

DAY 2 - TUESDAY OCTOBER 18

TIME	SESSION/ACTIVITY	FACILITATOR/RESPONSIBILITY
09:00	EDITORIAL MEETING: Tanzanians brief on Day One key messages, revisit Decision Chain slide ...	Deo Mfugale
	ECONOMIC ESSENTIALS: Market forces ...	Nicholas Phythian
	THE STORY (Skills exercise): A facilitated discussion around target audiences and different types of story, using a case study.	Kwami Ahiabenu & Nicholas Phythian (flipchart)
	RULES OF THE GAME (Mixed knowledge & skills session) Q & A presentation offering an overview of how national and international legislation and contracts govern or should govern the activities of everyone involved in or affected by extractives industries ...	Rachel Mugarura-Mutana & Nicholas Phythian
11:00	Break	
11:15	RULES OF THE GAME (Mixed knowledge & skills session) Facilitated (NRGI/local partners) brainstorming/research in country groups to identify what laws are in place, what works to protect the national interest, what could work better. A facilitated exercise in “open” sourcing using the Internet, wifi permitting, or documents that have been printed or saved on USB keys.	COUNTRY GROUPS: Kwami Ahiabenu (Ghana); Deo Mfugale (Tanzania); Rachel Mugarura-Mutana (Uganda) At least one roving NRGI specialist - <u>Thomas Scurfield</u> , (?) Paul Bagabo, Matteo Pellegrini, George Lugalambi ... Nicholas Phythian
	WRITING LAB: (Skills exercise) Participants working in pairs in country groups write briefing sheets for inclusion in the REPORTER’S GUIDE on what laws are in place in their country, what works and what could work better.	Kwami Ahiabenu, Deo Mfugale, Rachel Mugarura-Mutana, Nicholas Phythian Plus <u>Thomas Scurfield</u> , (?) Paul Bagabo, George, Matteo ...
13:00 - 14:00	Lunch	
	PITCHING: Participants work in non-country pairs and with country facilitators to develop their pre-workshop story ideas. The aim is to generate feedback & perspective by bouncing the ideas off listeners who are not familiar with what they want to produce. Each participants presents his or her opposite number’s story idea to the full workshop for feedback & comment.	Kwami Ahiabenu, Deo Mfugale, Rachel Mugarura-Mutana, Nicholas Phythian Moderator: Kwami Ahiabenu Flipchart: Nicholas Phythian
	THE CONTRACT: Case Study research and Q&A presentation on contract types	Rachel Mugarura-Mutana & Nicholas Phythian
17:00	Review of the Day	Ghanaian participants
Notes		<i>NRGI Facilitators (To Be Confirmed): <u>Thomas Scurfield</u> (?) Paul Bagabo, Matteo Pellegrini, George Lugalambi</i>

DAY 3 - WEDNESDAY OCTOBER 19

TIME	SESSION/ACTIVITY	FACILITATOR/RESPONSIBILITY
09:00	EDITORIAL MEETING: Ugandans brief on Day Two key messages, revisit Decision Chain slide ...	Rachel Mugarura-Mutana
	THE PRODUCT-Hydrocarbons: Case study research followed by Q & A presentation	Kwami Ahiabenu & Nicholas Phythian
	EVIDENCE: Facilitated discussion around a one-source story on types of evidence, namely what multiple sources with different perspectives tell you, facts, figures, personal observations ... and context.	Rachel Mugarura-Mutana & Nicholas Phythian
	THE PRODUCT-Minerals: Case study research followed by Q & A presentation	Deo Mfugale & Nicholas Phythian
11:00	Break	
11:15	SPEAKERS: NREGI's <u>Thomas Scurfield</u> and <u>Paul Bagabo</u> , using case studies, discuss The Money Trail and getting the best possible deal on taxation and maximizing the benefits through an effective fiscal policy and revenue management.	Moderators: Deo Mfugale & Rachel Mugarura-Mutana
	TWEET EXERCISE	Kwami Ahiabenu
13:00 - 14:00	Lunch	
	GUEST SPEAKER DEBRIEF	George Lugalambi
	WRITING LAB: (Skills exercise) Participants work individually on blog contributions based on what the speakers had to say. One pair works on a Swahili version for the Reporter's Guide. Another works on an English version for the Reporter's Guide.	Kwami Ahiabenu, Deo Mfugale, Rachel Mugarura-Mutana, Nicholas Phythian
	RESEARCH: Who are Neema K. Lugangira, Eng. Joyce Kisamo and Dr Emma Masakay and what questions would you like to ask them?	Kwami Ahiabenu & Rachel Mugarura-Mutana
17:00	Review of the Day	Tanzanian participants
Notes		<i>NREGI Facilitators (To Be Confirmed): <u>Thomas Scurfield</u>, <u>Paul Bagabo</u>, <u>Matteo Pellegrini</u>, <u>George Lugalambi</u></i>

DAY 4 - THURSDAY OCTOBER 20

TIME	SESSION/ACTIVITY	FACILITATOR/RESPONSIBILITY
09:00	EDITORIAL MEETING: Ghanaians brief on Day Three key messages, revisit Decision Chain slide ...	Kwami Ahiabenu
	THE MONEY TRAIL: A recap Q&A presentation.	Nicholas Phythian
	SOURCING: Facilitated discussion around a given story or scenario on best practice.	Rachel Mugarura-Mutana & Kwami Ahiabenu
11:00	Break	
11:15	GUEST SPEAKER: Neema K. Lugangira, author, academic and acknowledged expert on LOCAL CONTENT in Tanzania and elsewhere. She has worked for both Statoil and the Tanzanian government. She effectively developed Tanzania's local content strategy.	Moderator: Deo Mfugale
	TWEET EXERCISE	Kwami Ahiabenu
13:00 - 14:00	Lunch	
	GUEST SPEAKER DEBRIEF	George Lugalambi
	WRITING LAB: (Skills exercise) Participants work individually on blog contributions on what the guest speaker had to say. One pair works on a Swahili version for the Reporter's Guide. Another works on an English version for the Reporter's Guide.	Kwami Ahiabenu, Deo Mfugale, Rachel Mugarura-Mutana, Nicholas Phythian
	A SOCIAL & ENVIRONMENTAL CHALLENGE - Case study research followed by Q & A presentation	Deo Mfugale & Nicholas Phythian
17:00	Review of the Day	Ugandan participants
Notes		<i>NRGI Facilitators (To Be Confirmed): George Lugalambi, Matteo Pellegrini</i>

DAY 5 - FRIDAY OCTOBER 21

TIME	SESSION/ACTIVITY	FACILITATOR/RESPONSIBILITY
09:00	EDITORIAL MEETING: Tanzanians brief on Day Four key messages, revisit Decision Chain slide ...	Deo Mfugale
Before the Workshop	CIVIL SOCIETY MORNING Details to be finalised (Silas Olang, Deo Mfugale, George Lugalambi?)	Kwami Ahiabenu, Deo Mfugale, Rachel Mugarura-Mutana, Nicholas Phythian At least one roving NRGi specialist - <u>Silas Olang</u> (?) Matteo Pellegrini, George Lugalambi
	TWEET EXERCISE	Kwami Ahiabenu
13:00 - 14:00	Lunch	
	CIVIL SOCIETY MORNING DEBRIEF	George Lugalambi
	WRITING LAB: (Skills exercise) Participants work individually on blog contributions based on what the speakers had to say. One pair works on a Swahili version for the Reporter's Guide. Another works on an English version for the Reporter's Guide.	Kwami Ahiabenu, Deo Mfugale, Rachel Mugarura-Mutana, Nicholas Phythian
	FIELD TRIP RESEARCH Site(s) to be visited Relevant case studies in all three countries ... and further afield. Talking points and hot topics that emerged from the Civil Society morning. MIND MAPS - A presentation (If there's time and people would find it useful) on how to use these tools to spot stories, identify unsuspected connections, plan an investigation, analyse the evidence ...	Kwami Ahiabenu, Deo Mfugale, Rachel Mugarura-Mutana, Nicholas Phythian NRGi specialist - <u>Silas Olong</u> Nicholas Phythian
17:00	Review of the Day	
<i>Notes</i>		<i>NRGi Facilitators (To Be Confirmed): <u>Silas Olang</u>, Matteo Pellegrini, George Lugalambi</i>

DAYS 6 - SATURDAY OCTOBER 22 to DAY 9 - TUESDAY OCTOBER 25

TIME	SESSION/ACTIVITY	FACILITATOR/RESPONSIBILITY
Before the Workshop	FIELD TRIPS - To be organised. Two or three separate trips (LNG-related, a mine, a pipeline maybe) would be good, if logistically feasible and depending on participants' story ideas ...	Silas Olang, Deo Mfugale, George Lugalambi
Options	Four days upcountry with travel or three? Three days upcountry plus one-day with a Dar site visit? Three days upcountry with an extra classroom day?	
During the Field Trip	Morning meeting looking ahead to each day, the likely sources, questions to ask, lines of enquiry to follow ...	Kwami Ahiabenu, Deo Mfugale, Rachel Mugarura-Mutana, Nicholas Phythian
	Focus on Images: Participants to take photos to illustrate the blog, the Reporter's Guide and their stories ... TV reporters will be filming anyway as part of their producing their stories ...	
	Participants to keep a special eye open for significant detail that they witness with their own senses - see, hear, smell, touch, taste ... to paint pictures for their readers, listeners or viewers	
	Midday Review as appropriate - focusing on story ideas, sources, quotes, facts, figures, context, personal observations ...	Kwami Ahiabenu, Deo Mfugale, Rachel Mugarura-Mutana, Nicholas Phythian
	Facilitators to work with participants on spotting and pitching story ideas, developing their investigations, curating and analysing the evidence that they gather to back up their stories.	Kwami Ahiabenu, Deo Mfugale, Rachel Mugarura-Mutana, Nicholas Phythian
	End of Day Review focusing on story ideas, sources, quotes, facts, figures, context, personal observations ...	Kwami Ahiabenu, Deo Mfugale, Rachel Mugarura-Mutana, Nicholas Phythian
<i>Notes</i>		<i>NRGI Facilitators (To Be Confirmed): Matteo Pellegrini, George Lugalambi</i>

DAY 10 - WEDNESDAY OCTOBER 26

TIME	SESSION/ACTIVITY	FACILITATOR/RESPONSIBILITY
09:00	Editorial Meeting: What's been happening while we've been away? Individual Internet searches for headlines from all three countries plus extractives related stories e.g. oil prices, economic news from China ...	Kwami Ahiabenu
	FIELD TRIP DEBRIEF	George Lugalambi
	REVISITING THE MONEY TRAIL: Protecting the National Interest: A facilitated discussion backed by a few slides if necessary to illustrate talking points	Silas Olang & Marie Lintzer
11:45	Break	
11:00	GUEST SPEAKERS: Eng. Joyce Kisamo and Dr Emma Masaky will brief the workshop on Tanzania's natural gas industry and what is likely to happen next, particularly the development of Liquefied Natural Gas which will enable Tanzania to start exporting its gas. Eng. Kisamo is former upstream operations director at the Tanzania Petroleum Development Corporation	Moderator: Deo Mfugale
	TWEET EXERCISE	Kwami Ahiabenu
13:00 - 14:00	Lunch	
	GUEST SPEAKER DEBRIEF	George Lugalambi
	WRITING LAB: (Skills exercise) Participants work individually on blog contributions based on what the guest speaker had to say. Participants curate the evidence they have to back up their stories ...	Kwami Ahiabenu, Deo Mfugale, Rachel Mugarura-Mutana, Nicholas Phythian
17:00	Review of the Day	Ugandan participants
<i>Notes</i>		<i>NRGI Facilitators (To Be Confirmed): Silas Olang, Marie Lintzer, Matteo Pellegrini, George Lugalambi</i>

DAY 11 - THURSDAY OCTOBER 27

TIME	SESSION/ACTIVITY	FACILITATOR/RESPONSIBILITY
09:00	Editorial Meeting: Ghanaians brief on Day 10 key messages, revisit Decision Chain slide ...	Kwami Ahiabenu
	CONTEXT: Oil Markets, technical challenges, climate change, U.S. presidential election ... Q&A presentation & discussion	Rachel Mugarura-Mutana & Nicholas Phythian with input from (?) Matteo Pellegrini or George Lugalambi
	STORY PITCHES: Participants work individually and in pairs on story pitches and present the result to the workshop as a whole	Kwami Ahiabenu, Deo Mfugale, Rachel Mugarura-Mutana, Nicholas Phythian
11:00	Break	
11:15	GUEST SPEAKER: The Government Perspective or The Company Perspective. To be organised or replaced with another session.	Moderator: Deo Mfugale
	TWEET EXERCISE	Kwami Ahiabenu
13:00 - 14:00	Lunch	
	GUEST SPEAKER DEBRIEF	George Lugalambi
	WRITING LAB: Participants work on their stories, the Reporter's Guide or the blog ...	Kwami Ahiabenu, Deo Mfugale, Rachel Mugarura-Mutana, Nicholas Phythian
	RECAP Q&A Presentation based on participants needs ... Perhaps a Q&A presentation on different company types	Kwami Ahiabenu & Nicholas Phythian (flipchart)
17:00	Review of the Day	Tanzanian participants
<i>Notes</i>		<i>NRGI Facilitators (To Be Confirmed): Matteo Pellegrini, George Lugalambi</i>

DAY 12 - FRIDAY OCTOBER 28

TIME	SESSION/ACTIVITY	FACILITATOR/RESPONSIBILITY
09:00	Editorial Meeting: Ugandans brief on Day 10 key messages, revisit Decision Chain slide ...	Rachel Mugarura-Mutana
	RECAP Q&A Presentation based on participants needs ... Perhaps a Q&A presentation on The Money Trail	Kwami Ahiabenu & Nicholas Phythian
	WRITING LAB: Individual stories	Kwami Ahiabenu, Deo Mfugale, Rachel Mugarura-Mutana, Nicholas Phythian
11:00	Break	
11:15	WRITING LAB: The Reporter's Guide	Kwami Ahiabenu, Deo Mfugale, Rachel Mugarura-Mutana, Nicholas Phythian
13:00 - 14:00	Lunch	
	The BIG Quiz <ul style="list-style-type: none"> - Participants compete in pairs - We'll need a couple of token prizes for the winners 	Question Masters: Kwami Ahiabenu & Nicholas Phythian Court of Appeal: Deo Mfugale, Rachel Mugarura-Mutana,
17:00	EVALUATION & CLOSE OF WORKSHOP	Ghanaian participants
<i>Notes</i>		<i>NRGI Facilitators (To Be Confirmed): Matteo Pellegrini, George Lugalambi</i>