



Proposal for Research and Consultancy Services - Ghana / Kenya



*SCL Elections has an unrivalled track record in political campaign management. Over 25 years we have worked on more than 100 campaigns across 5 continents.*



*SCL Corporate is specialist in providing behavioural research methodology to the commercial worlds of advertising and marketing.*



*SCL Defence is a leading practitioner in behavioural conflict resolution - Information Operations or PSYOP (psychological warfare).*



*SCL Social is a behavioural research agency that seeks to replace creativity with science in addressing communication campaigns that really matter.*

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## Table of Contents

<b>1. Executive Summary</b> .....	<b>3</b>
SCL in Ghana & Kenya.....	3
Methodology.....	3
Tullow Oil & Ghana: Supply Side & Workforce Audit & Analysis.....	4
Tullow Oil & Kenya: Supply Side & Workforce Skills Audit & Analysis; Behavioural Research Study & Establishment of Community Research Centre (Turkana).....	7
<b>2. SCL’s Expertise</b> .....	<b>12</b>
Description of SCL.....	12
SCL – Global Experience.....	13
<b>3. SCL – What We Do</b> .....	<b>15</b>
SCL Social Research and BDI Methodology.....	15
BDi Methodology Phases - PROPRIETARY.....	16
SCL Social – Project Team.....	18
Recent relevant projects.....	21
Referees.....	24
<b>4. Tullow Oil &amp; Ghana</b> .....	<b>26</b>
Statement of Problem.....	26
Background – Ghana.....	27
<b>5. Tullow Oil &amp; Ghana: Supply Side and Workforce Audit &amp; Analysis</b> .....	<b>33</b>
Phase 5.1 – Preparatory Desk-Based Research (DBR) and Scoping.....	33
Phase 5.1 – Digital.....	34
Phase 5.2 – Preparation of Field Research and Development of Quantitative & Qualitative Instruments.....	34
Phase 5.3 – Rollout of Field Research - Quantitative.....	35
Phase 5.4 – Rollout of Field Research - Qualitative.....	37
Phase 5.5 – Stakeholder Needs Assessment.....	39
Phase 5.6 – Information Technology & Database.....	40
Phase 5.7 - Analysis & Recommendations.....	41
<b>6. Tullow Oil &amp; Kenya</b> .....	<b>45</b>
Statement of Problem.....	45
Background Kenya & Turkana.....	46
<b>Tullow Oil &amp; Kenya: Supply Side and Workforce Skills Audit &amp; Business Environment Analysis (Local, National and Regional Capacity)</b> .....	<b>57</b>
Phase 6.1 – Desk-Based Research (DBR) and Scoping.....	57
Phase 6.2 – Preparation of Field Research and Development of Quantitative & Qualitative Instruments.....	59
Phase 6.3 – Rollout of Field Research - Quantitative.....	59
Phase 6.4 – Rollout of Field Research - Qualitative.....	62
Phase 6.5 – Stakeholder Needs Assessment.....	63
Phase 6.6 – Analysis & Recommendations.....	64
<b>Tullow Oil &amp; Kenya: Behavioural Research Study &amp; Establishing a Community Relations Centre (Turkana)</b> .....	<b>68</b>
Phase 1 – Behavioural Poll.....	68
Phase 2 Establishing a Community Relations Centre (Turkana).....	71
<b>Appendix 1 – BDi Methodology – FAQs</b> .....	<b>74</b>
<b>Appendix 2 – Regional economic activity and employment: Ghana</b> .....	<b>78</b>
<b>Appendix 3 – SCL Group Board of Directors</b> .....	<b>88</b>







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# 1. Executive Summary

## SCL in Ghana & Kenya

SCL Group (SCL) has been a trusted advisor to governments, militaries, international organisations, political parties and companies around the world for over 20 years. We understand the complexities of Africa, its regions and the diversities that exist within the individual countries; there is no one-size fits all solution.

Of particular interest to Tullow will be SCL's past and ongoing projects in Kenya and Ghana. Thanks to this experience, we boast specific knowledge emanating from the work itself as well as a uniquely valuable network of contacts ranging from the very highest levels of Ghanaian and Kenyan government and society to tried and tested local partners able to support our activities.

This document lays out SCL's proposal to combine its deep knowledge of Kenya and Ghana and its unique approach to research to support Tullow Oil in surmounting its current challenges and to help position Tullow at the centre of these pivotal nations' development trajectories. Taken together, the full programme of activities will provide a detailed picture not just of the economies and societies in which Tullow is working but, crucially, a perspective that reflects the views and behaviours of Kenyans and Ghanaians.

Additionally, our unique approach (explained in detail below) means that the very process of carrying out the research will establish platforms from which Tullow and its local partners can take concrete action to address barriers to, and leverage opportunities for, ensuring Tullow Oil's long-term profitability and consolidating its host countries' progress towards developed nation status.

## Methodology

SCL has an exclusive relationship with the Behavioural Dynamics Institute, a think tank based at the Royal Institute in London, UK, that focuses on applied behavioral science. Founded by a group of academics in 1998, the Working Group presented its findings at Harvard University that same year and the BDI was born shortly afterwards. A range of modeling techniques and conventional and novel analytics help derive the best available influence plan based on the Target Audience Profile, combining Regression Modeling, Feedback Modeling & Simulation, Audience-Based Measures of Effectiveness (AB-MOE) and an Intervention Strategy Selection framework.

Taking a behavioural approach, the BDI Methodology focuses on influencing groups without necessarily requiring attitudinal change. Diagnostic data is collected to the extent allowed within time and budgetary constraints, and analysed using behavioural models from contemporary social science - streamlined as the Research Parameters. The process of analysis seeks to determine under what circumstances a group is most likely to alter its behaviour through Target Audience Analysis (TAA). TAA uses a minimum of two-dozen psychosocial Research Parameters to produce Target Audience Profiles (TAP) containing the raw ingredients for planning a campaign of influencing behaviours amongst targeted populations.

Put simply, by choosing SCL as a partner for the research programmes outlined in this document Tullow Oil will not only receive in-depth Supply Side and Workforce surveys but also detailed recommendations to efficiently grow local content in Ghana and Kenya that will leverage the economic, social, cultural and psychological insights that this and our past research will provide.

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# Tullow Oil & Ghana: Supply Side<sup>1</sup> & Workforce Audit & Analysis

## Background & Statement of Problem

Ghana's reputation as the shining star of the continent in terms of its good governance and macroeconomic stability belies the huge challenges the country faces and the ambitious nature of its current approach to managing its emerging petroleum sector. An economy that appears at first glance to be relatively diverse (with cocoa, gold and oil all contributing significantly to GDP, export earnings and government revenue) is in fact under huge strain. The oil and mining sectors generate few domestic jobs, the cocoa sector is in long-term decline and revenues from the extractive industries have been used by the government to take on risky debt.

Looking at the oil & gas sector, the government has introduced challenging and rigid requirements for local content in a country that currently lacks the capacity to provide the skills and infrastructure necessary to fulfill them. Responsibility for addressing this incongruity has in large part been placed on the shoulders of international oil companies (IOCs) such as Tullow Oil. Therefore – and regardless of whether or not such an aggressive local content policy has more costs than benefits (or is simply unachievable in practice) – Tullow must do as much as it is able in order to demonstrate and secure its trusted partner status as the new system is rolled out.

This can be achieved through a detailed and country-wide supply side and workforce audit, which will provide a clear and detailed understanding of the baseline from which the lofty stated objectives of the local content regulations (and the equally high expectations of the Ghanaian public) can be met.

The audit will also provide detailed recommendations regarding how best to go about meeting those goals through innovations in both policy and practice. All information collected will be collated in an accessible and easily-modified database of companies, skills providers and people to which Tullow and its partners can add over the coming years to create a modern registry of local content partners, as well as initiatives to support them.

## Supply Side and Workforce Audit & Analysis

To support Tullow Oil's Ghana-based activities, SCL will utilise the BDi Methodology for a programme of quantitative and qualitative research and Target Audience Analysis with associated Audience-Based Measures of Effectiveness (AB-MOE) and information & communication technology (ICT) solutions to ensure usability of the data gathered and 'actionability' of research findings. In addition, SCL will provide recommendations for improving the processes of, and Tullow Oil's interactions with, the wide range of stakeholders' involved in the promotion, administration and delivery of Local Content relevant activities.

## Phase 1 – Preparatory Desk-Based Research (DBR) and Scoping

In order to gain a true reflection of the skills and supply side firms available in Ghana it will be necessary to conduct rigorous Desk-Based Research (DBR) of secondary sources (including Tullow Oil policies and guidelines and government, development partner, academic and local/community strategies, publications and research) and to prepare qualitative instruments for preliminary consultations and interviews with Subject Matter Experts.

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<sup>1</sup> For the purposes of this report "supply side" refers to all possible Ghanaian firms and bodies with whom Tullow could partner to fulfill its Local Content obligations

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Phase 1 outputs will include preparatory qualitative interviews with Subject Matter Experts, a detailed list of the specific research to be carried out over the course of the project and a preliminary registry of Ghanaian companies with the potential to service the oil & gas industry, as well as a preliminary registry of oil & gas-affiliated skills providers and programmes. Further outputs from this initial stage will be a Problem Space Map and the development of early-stage Audience-Based Measures of Effectiveness (AB-MOE) that will allow for transparent and ongoing monitoring and evaluation of the implementation of the research's eventual recommendations.

## **Phase 2 – Digital**

SCL will undertake an analysis of the existing online oil & gas skills- and services-related websites and social media fora to assess their suitability and responsiveness to the needs and desires of the population, economy and IOCs. The ultimate aim of this component of the research will be detailed recommendations regarding the core functionalities such websites and portals should offer to Ghanaians now, as well as what additional ones could be offered in future.

## **Phase 3 – Preparation of Field Research and Development of Quantitative & Qualitative Instruments**

SCL will capacitate one or more of its existing local research partners to carry out the field work (e.g. sub-sector surveys and interviews) aspects of the project and separately capacitate an independent Quality Check team. SCL will then collaborate with said partners in developing detailed itineraries for a number of surveys looking into different segments of the overall populations being investigated (eg: companies, skills providers, etc.).

The London-based research team will work concurrently with the BDi to define the parameters of the project, select the most appropriate suite of flexible, multi-method field research methodologies and design, develop and test research instruments, as well as select the combination of statistical techniques and psychosocial research parameters likely to provide the most salient diagnostic insight.

Related but distinct strands of activity include the design of a detailed needs assessment of the organisational capabilities of key stakeholder organisations (e.g.: quality skills providers with the potential to scale up their activities, or quality companies with the potential to expand their activities) at the national, regional and district level. Further to this, we will scope or deliver (as appropriate) the technological counterparts to the research (e.g. database, smart phone application, user interface, etc.).

## **Phase 4 – Rollout of Field Research – Quantitative**

Whilst it is impossible at this stage to delineate the exact shape of the research programme, it is understood that a number of sub-group specific quantitative surveys will be carried out and that these will be implemented across the ten Regions of the country, though concentrated in areas with significant existing relevant activities.



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## **Phase 5 – Rollout of Field Research – Qualitative**

Qualitative research comprising one-on-one interviews and focus groups will be conducted amongst relevant sub-groups. In each sub-group, groups will be further subdivided across various categories: size, geographical location, longevity, qualifications of management/staff, minimum employment/enrolment requirements, etc. BDi scientists will also design controlled and randomised experiments to test the effectiveness of existing policies and initiatives amongst the sub-groups, and to test the findings suggested by earlier surveys and focus groups.

## **Phase 6 – Stakeholder Needs Assessment, Local Content Perception Audit and ‘Customer Satisfaction’ Surveys**

Stakeholder Needs Assessment – Key organisations with, for example, geographical reach and/or professional and technical competence that present opportunities for broader partnership will have their capacities and structures audited and assessed. SCL will also put forward proposals for their management related to driving internal efficiencies and contributing to, and benefiting from, Tullow Oil, IOC and Ghanaian government activities. The aim of the capacitation programme is to coordinate Tullow Oil’s local content outreach with the work of other organisations, assisting management with aligning strategies and operations.

Local Content Perceptions Audit – All existing public domain sources will be monitored regularly and reviewed. By carefully monitoring these during the life of the project, further detailed and comprehensive data on local content, relevant legislation (and public attitudes to both) will be collected.

‘Customer Satisfaction’ Surveys – These will be employed on an ad hoc basis to allow Tullow Oil and its Ghanaian partners to understand how people perceive current and planned programmes, services and policies, and thus how these can be modified to meet the expectations of the public in order to put Tullow Oil in a position to demonstrate success to the Ghanaian government and people.

## **Phase 6 – Information Technology & Database**

SCL will create a stable and scalable database containing a full registry of all the companies and skills providers identified as being of relevance to Tullow Oil’s activities. The database will have a range of functionalities including export capabilities, searching and grouping, rating and the ability to save searches as lists for later use.

## **Phase 7 - Analysis & Recommendations**

Beyond a simple registry of Ghanaian firms and skills providers, the final report will also include a summary of the results of the field research, as well as a full evaluation of Tullow Oil’s, the government’s and other stakeholders’ existing programmes and strategic focus, pointing out areas of success and failure and the reasons why and how implementation can be improved.

All data sets used for the evaluation, including transcripts and any other data collected, will be given to Tullow Oil.

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# Tullow Oil & Kenya: Supply Side & Workforce Skills Audit & Analysis; Behavioural Research Study & Establishment of Community Relations Centre (Turkana)

## **Background & Statement of Problem**

Simultaneous developments in Kenya and the counties where the company's Blocks are located (most particularly Turkana) have created challenges that Tullow Oil will have to address as a core part of their business strategy in the country. These include the provisions for devolution at the county level and new power dispensation at the national level under Kenya's new constitution, fallout related to the International Criminal Court's prosecution of Kenya's head and deputy head of state, conflict in the wider region, a huge and complex programme of infrastructure development, the absence of a pre-existing oil & gas sector and the particular nature of Turkana (including the population itself and the existence of potentially significant underground aquifers).

Tullow must understand how best to juggle a range of competing responsibilities including engaging positively with the communities located around its Blocks, keeping the Kenyan government 'on side', ensuring as far as possible that the development of nascent local content legislation is mutually beneficial (whilst avoiding being caught up in internal politics) and ensuring that the long-term attractiveness of its projects is enhanced by its non-oil activities.

To surmount these challenges, SCL proposes a thorough audit of the human and private sector skills and capabilities available in the areas around Tullow's Blocks and in the wider country and East African Community. Due to the centrality of Turkana to Tullow's activities, a highly-detailed analysis of how Turkana society functions will be carried out and thereafter used to establish a permanent barometer of community relations. Taken together, these will inform an ongoing public relations programme targeting two principal audiences: the populations around Tullow's Blocks and the Kenyan government at all its levels.

## **A) Supply Side & Skills Audit of Turkana, Kenya and East Africa Community (EAC)**

SCL will carry out a similar but necessarily more constricted survey of the available relevant skills and support services and suppliers as that proposed for Ghana. The data collected will be hosted on a web-accessible database to enhance its usability and the actionability of research findings, and SCL will provide recommendations for improving the processes of, and Tullow Oil's interactions with, companies and skills providers relevant to its activities.

## **Phase 1 – Preparatory Desk-Based Research (DBR) and Scoping**

In order to gain a true reflection of the supply side and skills in Kenya, Turkana and the EAC it will be necessary to conduct rigorous Desk-Based Research (DBR) of secondary sources (including publications and research from the Lundin Foundation, Tullow Oil, government, development partners, academics and others) and to prepare qualitative instruments for preliminary consultations and interviews with subject matter experts.

Outputs will include preparatory qualitative interviews with Subject Matter Experts, a detailed list of the specific research to be carried out over the course of the project and a preliminary registry of companies and organisations with the potential to service the oil & gas industry, as well as a preliminary registry of oil & gas-affiliated skills providers and programmes.

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## **Phase 2 – Preparation of Field Research and Development of Quantitative & Qualitative Instruments**

SCL will capacitate one or more of its existing local research partners to carry out the field work aspects of the project and separately capacitate an independent Quality Check team. SCL will then collaborate with said partners in developing detailed itineraries for a number of surveys looking into the different segments of the overall 'populations' being investigated (eg: companies, skills providers, etc.). SCL will separately carry out data cleaning, and ensure the information is properly coded for input into the database.

Analysts from the BDi will concurrently define the parameters of the project, selecting the most appropriate suite of flexible, multi-method field research methodologies; designing, developing and testing research instruments; and selecting the combination of statistical techniques and psychosocial research parameters most likely to provide diagnostic insight.

Related but distinct strands of activity include the design of a detailed needs assessment of the organisational capabilities of key stakeholder organisations (e.g. skills providers with the potential to scale up their activities, quality companies with the potential to expand their activities). In addition to this, we will scope or deliver (as appropriate) the technological counterparts to the research (e.g.: database, smart phone application, user interface, etc.).

## **Phase 3 – Rollout of Field Research – Quantitative**

In broad terms it can be said at this stage that the sample size will be selected according to the granularity and type of information decided on in Phase 1. The survey instruments will be piloted by conducting interviews with targeted respondents- interviews will be conducted face-to-face by field researchers and all survey interviews will be guided.

## **Phase 4 – Rollout of Field Research – Qualitative**

Qualitative research comprising one-on-one interviews and focus groups will be conducted amongst all sub-groups. In each sub-group, groups will be allocated across various categories based on the DBR and the knowledge of local researchers.

## **Phase 5 – Stakeholder Needs Assessment**

Key organisations with a geographical reach and/or technical or professional competence that offer an opportunity for broader partnership will have their capacities and structures interrogated. SCL will provide recommendations to their management regarding how they can contribute to and benefit from Tullow Oil, IOC, NGO and Kenyan government activities. The aim of this capacitation programme is to coordinate Tullow Oil's local content outreach with the work of other organisations, assisting management in aligning strategies and operations.

## **Phase 6 - Analysis & Recommendations**

Once the analysis has been completed, SCL will create a written report and a PowerPoint presentation. Beyond a simple registry of firms and skills providers, the report will include a summary of the results of the field research, as well as a full evaluation of Tullow Oil's and the government's and other stakeholders' existing programmes and strategic focus, pointing out areas



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of success and failure and the reasons why and how implementation can be improved in a Local Content Action Plan with an associated communications campaign.

All data sets used for the evaluation, including transcripts and any other data collected, will be passed to Tullow.

## **B) Behavioural Research Study of Turkana & Establishing a Community Relations Office**

### **Behavioural Research Study of Turkana**

To truly understand the nature of Turkana society and engage with it in a positive way, SCL will carry out social research using patented BDi methodologies – perfected in locations such as conflict zones in Afghanistan – to delineate and map social hierarchies in order to define how information is shared and decisions made within local communities.

The design of such research is entirely contingent on the findings of the exploratory phase, though some indication of the likely shape of the research can be taken from previous related projects:

- Phase 1: Project Design & Method Selection
- Phase 1A: Desk-Based Research (DBR) & Expert Interviews (EI)
- Phase 1B: Project Set Up, Research Design, Logistics, App & Database Development
- Phase 1C: Field Research
- Phase 1D: Analysis, Report Writing & Recommendations

This process will allow Tullow Oil to map the issues that matter most:

- Identification: Establishing which issues matter most to specific areas and pre-identified groups
- Responsibility: Delineating perceived responsibility for specific issues to local, regional and national levels
- Ranking: Quantifying which issues matter more and their inter-relationship
- Source credibility: Establishing the most/least credible sources of information for local people on an issue-by-issue basis

SCL will provide Tullow Oil with a presentation and report detailing:

- Identification of segments of the population to target for engagement and/or employment
- Identification of most effective community alliances and affiliations
- Identification and ranking of the issues of most importance to the Turkana
- A basis from which to progressively establish a full programme of community engagement going forwards

Additional deliverables will include comprehensive recommendations on the best cognitive and emotional strategies to influence and modify Turkana attitudes and behaviour. Also included will be conclusions on potential spoilers' weaknesses and recommendations on how best to utilise these to the Tullow Oil's advantage.

Overall, this will allow Tullow to tailor its infrastructure, messages and policies on a location-by-location basis, vastly improving its ability to function effectively and win 'hearts and minds'.

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## **Establishing a Community Relations Office**

To best understand the social and political environment in Turkana it would be beneficial to set up a permanent / semi-permanent research facility with a local presence.

This will allow us to have constant dialogue with the local communities and also be able to predict, monitor and defuse any disturbances before they arise. It will also serve as a centre to manage any future community improvement programmes designed to enhance the public perception of the client.





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## 2. *SCL's Expertise*

### Description of SCL

SCL is a trusted behavioral research and strategic communication partner for many of the world's companies, governments and international organizations. With a proven track record of over 25 years of successful project management, SCL has set itself apart from the competition by understanding target group behavior through the application of scientific methodology.

This methodology was developed by the Behavioral Dynamics Institute (BDi), a behavioural science think tank founded in 1998 by a group of academics and based at the Royal Institute in London, with which SCL has an exclusive relationship. The methodology continues to develop through field tests and application in order to ensure that the most up-to-date methods of analysis and evaluation are being employed. With a global presence and in-house regional experts, SCL provides research, strategic programme and communications recommendations, monitoring and evaluation, consultancy and training either as a holistic solution or as a component of an overall programme.

Clients who have benefitted from SCL's project management include the Government of Kenya, the Government of Ghana, the United States Department of State, the United Kingdom Foreign and Commonwealth Office (FCO), the United Nations Children's Fund (UNICEF), the United Nations Development Program (UNDP), the Organization of Eastern Caribbean States (OECS) and firms such as NMSI, Lloyds of London and Birds Eye.

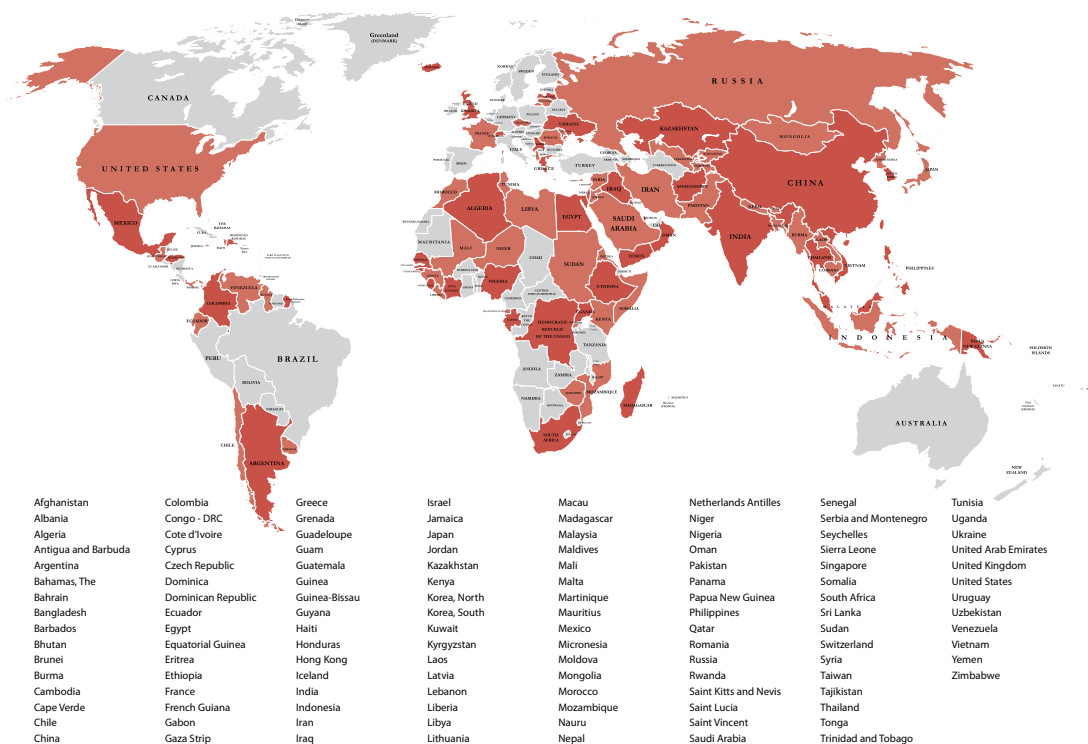
SCL mitigates challenges through its selection of field researchers who are locals, born and bred, predominantly working inside their local region. They are also selected for their initiative and drive through previously-known contacts, and these combined qualities mean that they are skilled in negotiating the bureaucratic and logistical barriers to research. It also means that they can employ the local language and social cues to effectively relax and reassure respondents, ensuring that answers are not merely the culturally-endorsed 'right' answer, but the true opinion of the respondent. Additionally, by using local researchers SCL can deliver validated, reliable and truthful data to extremely challenging timelines and confidence requirements.

SCL is exceptionally well-placed to deliver the series of programmes outlined in this document due to:

- Strong experience operating in Ghana and Kenya with trained local researchers and research experience across Africa, Asia, North & South America, Europe and the Caribbean
- Highly-qualified quantitative and qualitative analysts that will manage data analysis to deliver validated, robust data with strategic programme recommendations and development in a timely manner
- Strong emphasis on integrating existing national, regional and international research, and tapping into local knowledge to ensure that local nuances and culture are reflected
- Proven ability to design, develop and manage ICT tools to enhance the accessibility and usability of our research
- Clear focus on providing solutions-focused research combined with audience-based measures of effectiveness to enhance Tullow Oil's ability to deliver on its commitments

- Thorough understanding of the oil and gas sector, as well as of the human resources and infrastructural capacities it requires to function properly
- Demonstrated expertise in formulating, analysing and enhancing policy and practice in Africa related to education and skills, as well as small and medium enterprise and infrastructure development
- Deep appreciation of the international, national, regional, local and hyper-local political dimensions to carrying out projects of the scale and importance of Tullow's
- Vast wealth of existing data on Ghana and Kenya from previous, relevant work in the two countries – both recent (Kenya 2012/13) and ongoing (Ghana 2012 - present)
- Powerful network of contacts at the highest echelons of government and business in Ghana and Kenya

## SCL – Global Experience





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## 3. SCL – What We Do

### SCL Research and BDI Methodology

#### **The Behavioural Dynamics Institute (BDi)**

SCL has an exclusive relationship with the Behavioural Dynamics Institute, a think tank based at the Royal Institute in London, England that focuses on applied behavioral science. Founded by a group of academics in 1998, the Working Group presented its findings at Harvard University and the BDi was born shortly afterwards; the Methodology continues to develop through field tests and application. The BDi's academic team works directly with SCL in the application of the BDi Methodology, which is outlined on the following pages.

The BDi Methodology was developed in response to the need for a measurable approach to communication, which avoids:

- Data without Solutions
  - Planners frequently complain that even a wealth of audience data cannot provide a systematic means to reliably develop solutions. In short, data alone cannot provide answers to today's challenges.
- Creativity without Evidence
  - Conversely, approaches that rely upon creativity to provide solutions frequently do so without, or in spite of, empirical evidence. Whilst campaigns planned in this way may entertain, capture attention or be truly memorable, without evidence the likelihood of actually changing behavior remains low.

#### **Four Flexible Steps**

Four sequential steps - audience research, data analysis, modeling and evaluation – provide a clear approach for applying the BDi Methodology. The Methodology provides a practical and highly flexible approach to understanding audience groups and planning influence campaigns.

Ineffective or counter-productive campaigns can be avoided through rigorous upfront research and planning, which determine the most effective means for achieving chosen objectives.

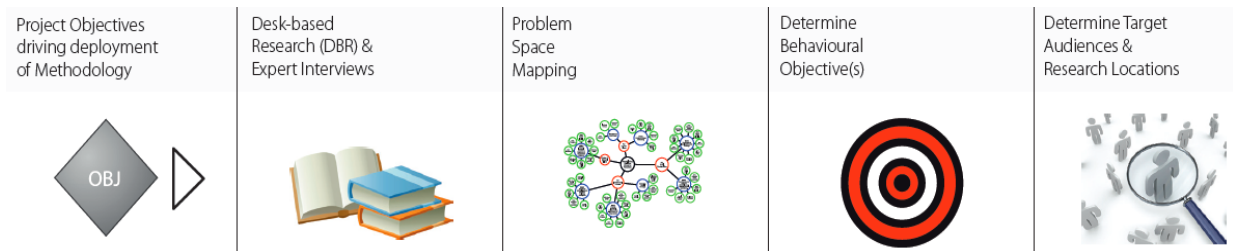
#### **Diagnostic Analysis & Influence Planning**

A range of modeling techniques and conventional and novel analytics help derive the best available influence plan from on the Target Audience Profile, combining: Regression Modeling; Feedback Modeling & Simulation; Audience-Based Measures of Effectiveness (AB-MOE); and an Intervention Strategy Selection framework. Taking a behavioral approach, the BDi Methodology focuses on influencing groups without necessarily requiring attitudinal change. Instead, it seeks to determine under what circumstances a group is most likely to alter its behavior.



# BDi Methodology Phases - PROPRIETARY

## I – Strategic Communication Planning



Strategic Communication Planning (SCP) is the process of exploring the problem to be addressed and formally structuring the problem space. This is achieved by identifying key groups, behaviors and audiences that are related to the behavioral objectives — known as Desired or Non-Desired Behavior(s).

## II – Target Audience Analysis



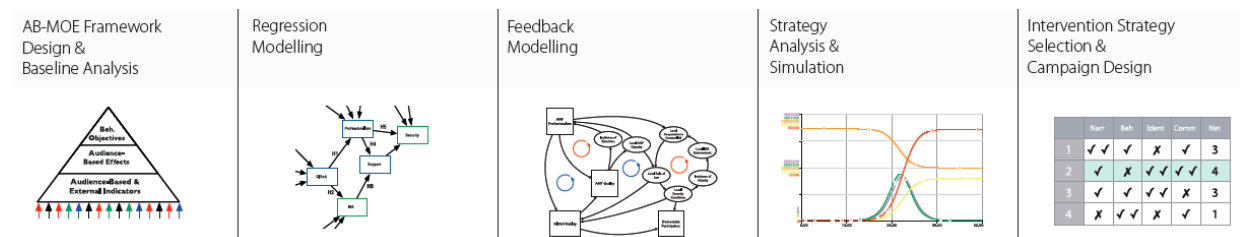
Target Audience Analysis (TAA) does the following:

- Investigates psychosocial Research Parameters of the target audience(s)
- Applies a range of empirical tools including quantitative research, polling, qualitative field work, focus groups and expert elicitation techniques to develop a Target Audience Profile
- Conducts a GIS (Geographic Information System) Analysis to show research results based on geography for ease in programme planning

### Quantitative & Qualitative Field Research

TAA is comprised of the best available audience research techniques. Using two-dozen psychosocial Research Parameters, it produces a Target Audience Profile (TAP) containing the raw ingredients for influence planning. Diagnostic data is collected to the extent allowed within time and budgetary constraints, and this is then analyzed using behavioral models from contemporary social science, streamlined as the Research Parameters.

### III – Intervention Strategy



The Campaign Intervention Strategy (CIS) is the process of using a Target Audience Profile and data from TAA to develop a strategy for influencing behavior. This includes the planning of an appropriate communications campaign and testing recommendations using system models developed during Phase I (SCP) and Phase II (TAA)

CIS delivers:

- Synthesized and analyzed results of multi-method field-based research
- Revised and populated models developed during Phase I (SCP)
- An evaluation framework for comparing the system-wide impact of a given intervention
- Intervention guidelines and campaign plans that ensure the most targeted campaign, delivered through the right means, for maximum expected utility vis-à-vis client objectives

### IV – Audience-Based Measures of Effectiveness



AB-MOE is the process of assessing the efficacy of a behavioral change intervention after it has been implemented. This includes the repeat collection of audience data and comparison of changes against criteria established during Phase I (SCP).

AB-MOE:

Utilises the evaluation model designed in Phases I and III to assess the intervention results  
Provides a rigorous evaluation to help determine Return on Investment (ROI).

**Note:**

Please note that the above phases do not correlate with those of the project in question. Rather they provide a conceptual overview of our overall approach to research. The present project’s size and scope will require a staggering of the process over different stages as well as the introduction of additional elements. A detailed plan of action for this is outlined over the following pages.



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## SCL– Project Team

### **Alexander Nix - KCRM**

Alexander Nix was educated at Eton College and Manchester University. Over the past 9 years Alexander has worked on more than 40 communication and research projects in the US, Caribbean, South America, Europe, Africa and Asia. He began his career as a financial analyst with Baring Securities in Mexico, thereafter moving to Argentina where he was co-founding partner of an eCRM and telephony outsourcing business. In 2001 he returned to the UK to work for Robert Fraser & Partners LLP and then Robert Fraser Corporate Finance where, as an Assistant Director, he worked as principal and in an advisory capacity on UK M&A and transaction work. In 2003 Alexander left finance to join the SCL Group as a Director. In 2007 he directed his efforts to developing the social and governance divisions, including opening new offices in Washington DC and Delhi and growing the global staff to over 300 employees.

### **Marcus Beltran – Project Manager**

Marcus' vast wealth of experience across policy, research and communications makes him one of SCL's most valuable project managers. Having grown up and been educated around the world, Marcus has worked in over a dozen countries with intergovernmental, governmental, non-governmental, commercial, academic and media organisations. Having started his career in academia, he thereafter worked in health and social policy for the UK government before joining Hill & Knowlton as a policy and public affairs consultant to governments and international firms and NGOs. He then spent two years in the field as a country analyst – including six months in West Africa – before becoming Political Affairs Adviser to the Commonwealth Secretary General. In this role, he advised senior management on their responses to ongoing and crisis issues, designed and delivered technical assistance and capacity-building programmes, participated in and led a number of election missions (including to West Africa), supported the work of Special Envoys in countries experiencing conflict and spearheaded a programme of organisational change.

### **Christopher Wylie – Research Manager**

Chris is currently undertaking a PhD in Consumer Behaviour at the University of the Arts and holds a Law degree from the London School of Economics. Prior to joining SCL, Chris worked as an Adviser to the governing Liberal Democrats in the UK and was a senior adviser to the Prime Minister of Canada and the Leader of the Liberal Party of Canada. Chris is expert at devising and rolling out nationwide research and contact programmes, and introduced the first-ever national political CRM systems and the first-ever political microtargeting programmes in Canada and the UK.

### **Kieran Ward – Logistics Adviser & Creative Communications**

Kieran started his career as a graphic designer at some of the most prestigious agencies in the UK including McCann Erickson, Publicis, Leagas Delaney and DHM, where he was Head of Design and Production. He is skilled and experienced in all areas of graphic design, from designing websites to printed brochures, brand identities to advertising campaigns. He has worked as head designer on global and award-winning campaigns for luxury phone brand Vertu, Whisky brand The Macallan and the Economist. Since joining SCL Kieran has matched his skills in developing creative strategies for many successful elections with logistical oversight of research projects across Africa, the Caribbean, Latin America, Eastern Europe and the Middle East. He is passionate about marrying creativity, project management and technical understanding to deliver outstanding results.

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### **Dr. Zsolt Kiss – Data Analysis Manager**

Dr. Zsolt Kiss is a political psychologist and an expert in socio-economic research. He specialises in the psychology of communication and has carried out extensive research on the induction of emotions and the effects of emotional appeals in public-focused campaigns. Moreover, Dr. Kiss is an expert in quantitative and qualitative research methodology having managed numerous research projects. He was granted a PhD in Politics from the University of Oxford where he was also employed as a researcher. He also holds MA degrees in Research Design and Data Analysis in Social Sciences. Prior to his work with SCL, he held position with TNS-Bmrb, ORS and the United Nations and acted as campaign manager and consultant for several campaigns in Eastern Europe. He was also a Senior Analyst at Bane Capital, where he carried out detailed economic research into a range of industries including oil and gas. Dr Kiss holds a dual role currently, his responsibilities at SCL sitting alongside his role as Research Director at the UK's National Institute for Social and Economic Research.

### **Marius Mosoreanu – Data Analysis Officer**

Marius Mosoreanu specialises in studying the effects of diversity upon generalised trust, public participation in public services and social capital. Marius' background is in Political Science, Nationalism Studies and Research Methodology with a strong focus on a quantitative approach to various political phenomena, ranging from issues like voting behaviour and political participation to democratisation and political ideologies. During his career he has conducted numerous surveys and various other quantitative social research projects, being involved in all phases of the research – from sampling and questionnaire design to reporting the findings – as well as managing the entire research process and the research team involved. Proficient with SPSS, STATA and other software packages common in quantitative research, he also has teaching experience holding seminars on SPSS, Game Theory and Research Design at the Babes-Bolyai University's Political Science and Public Administration Department.

### **Dr. Tadas Jucikas – Head of Analytics**

Tadas holds a PhD in Computational Biology from the University of Cambridge. There he developed a novel platform for high-throughput quantitative behaviour analysis that enabled description of novel genes important in neuronal function, and subsequently published his results in *Nature*, one of academia's most prestigious scientific journals. Tadas is SCL's resident 'Big Data' expert and is one of the world's leading practitioners in using Artificial Intelligence to create composite algorithms capable of sorting, and finding actionable patterns in, vast reams of seemingly unrelated data. In addition to this, Tadas develops tools through which non-expert users can access, understand and apply our data sets and findings to a vast range of areas ranging from marketing to project finance and politics.

### **Brent Clickard – Head of Psychology and Psychometrics**

Brent leads on applying the latest insights from Experimental Psychology to our research. His PhD from the University of Cambridge is in rhetorical analysis, sociopolitical ideology, psycholinguistics and cultural identity systems. To date his work has been applied to the car and music industries, as well as to large political and socio-economic studies of public behaviour in the United States, the Caribbean and Ghana.

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### **Ceris Bailes – Head of Field Operations**

Ceris is a hugely experienced field operative with a range of skills encompassing project management, impact monitoring, stakeholder coordination and operational delivery. A former commissioned officer in the Royal Air Force and diplomat with the UK's Foreign and Commonwealth Office, Ceris' international experience in the development sector at senior management level includes working in humanitarian emergency, programme management and research roles in the Democratic Republic of Congo, South Sudan and Mali with organisations including Merlin, ACTED, Catholic Relief Services and the International Rescue Committee. She currently splits her time between SCL's headquarters in the UK and overseeing a large public health research project in Ghana.

### **Luca Marten Perolino – Deputy Head of Field Operations**

Luca recently joined SCL following more than a decade of work in the humanitarian field with NGOs including Merlin, the Danish Refugee Council, AIM, GVC and Alisei. Luca headed up country teams carrying out work including the coordination of emergency relief in the immediate aftermath of the 2004 Asian Tsunami and delivering complex development programmes in Darfur, South Sudan, Sri Lanka, Gabon and Libya. He supervises the implementation of all logistical aspects of country programmes, which have in the past included de-mining materials, vehicles and refugee sustenance. He developed the full risk assessment and analysis for the Danish Refugee Council in Libya and DRC and was responsible for overseeing the implementation of security and contingency plans, at times under intense pressure including from enemy attack.

### **Lisa de la Rubia – Deputy Logistics Manager**

Lisa has a strong background in coordination and staff management, acquired while working with national partners in relief, development and research settings. She has an excellent knowledge of governmental workings in central and West Africa as well as a deep appreciation of the sensitivity required to carry out projects of national importance. Lisa has managed large country programmes for Save the Children, Oxfam and the European Commission, and was also deployed in a solo capacity to Tunisia and Libya to set-up programmes in the immediate aftermath of the Arab Spring. In addition to her work in North Africa she has also worked in Sri Lanka and Kosovo. She is an expert in needs-assessments, establishing administrative and financial systems, recruitment, strategic planning and liaising with governments.

### **Peregrine Willoughby Brown – Research Assistant**

Prior to joining SCL, Peregrine was the Coordinator of the UK Parliament All Party Group on Microfinance where he worked with MPs and large corporate partners such as Barclays to develop policy and programmes across Asia and Africa. He holds a Master of Science from the School of Oriental and African Studies and a Bachelors in African Studies and Development from the University of Birmingham. Peregrine previously also carried out an in-country research project into the development of football in Ghana, for which he travelled the length and breadth of the country. In addition to working on research projects, Peregrine supports SCL's work on policy related to our private sector clients' efforts to impact on government thinking.

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## Recent relevant projects

### **Nationwide Public Health Survey, Ministry of Ghana & NMS International (2012-Present)**

SCL is currently involved in one of the largest medical and health research and communication programmes ever undertaken in West Africa. The project will eventually engage over 40,000 Ghanaians directly to deliver timely and accurate insight into regional health practices and requirements so that health infrastructure can be developed in line with the needs of the population and similarly health communication can be crafted to maximise its application. We are also developing a national database that will eventually encompass millions of Ghanaian citizens to assist the government with outreach efforts and programme design.

### **Social Networks, Communication and Welfare Reform; Policy Exchange, (2012 - Present)**

SCL Social was contracted by the UK think-tank Policy Exchange to conduct qualitative research on barriers to workforce re-entry in the United Kingdom. Working in partnership with Job Centre Plus, SCL Social researchers led semi-structured in-depth interviews and focus groups with participants across the UK. The results of this research will be used by Policy Exchange to make evidence-based recommendations on how to mitigate the local impacts of unemployment and allow adversely affected localities to participate fully in the British labour market and society.

### **Behavioural Research Study into the Population of Kenya; The National Alliance (2011-2013)**

In advance of the 2013 presidential election, SCL designed and implemented the largest political research project ever conducted in Kenya, sampling and interviewing 55,000 respondents. This comprehensive Target Audience Analysis allowed SCL to draft an effective campaign strategy, based on the electorate's real needs (jobs) and fears (tribal violence). SCL subsequently advised the client (one of Kenya's two principal parties) on communications, branding and policy.

### **Crime Study; Government of St. Lucia, 2010-present**

SCL Social was retained by the Government of St. Lucia to evaluate political participation and to diagnose the causes of increasing levels of apathy among certain groups and radicalization among others. The project consisted of a large quantitative component (with over 6000 respondents) and a Target Audience Analysis program covering 5 key localities, which included in-depth interviews, focus groups and video interviews. Research pointed to increased anxiety amongst the population regarding increases in the crime rate and the perceived inability of the government halt increases in the murder rate. As a follow-up to the initial research, SCL Social was asked by the government to carry out additional research to inform a strategy for tackling the rise in crime and winning back the trust of the population in state institutions responsible for law enforcement.

### **Communication Strategy: Preventing Child Marriage and Enhancing the Protection of Girls; UNICEF South Sudan, 2012**

SCL Social was commissioned to conduct field research and analysis as the basis for a communications campaign to reduce the incidence of child marriage in South Sudan. Building on findings from the UN's 2010 report, "Knowledge, Attitudes and Practices of Child Marriage in Southern Sudan," the study investigated key factors contributing to the incidence of child marriage and sought to identify means of communication capable of effecting widespread

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behavioural change. Through in-depth analysis, SCL Social identified a range of factors, from poverty to a lack of legal clarity, that were contributing to the prevalence of child marriage in South Sudan. In view of these findings, SCL Social developed a comprehensive, multi-phase communications strategy centered on awareness-building and advocacy. SCL Social also developed a detailed implementation plan, delivery timeline, and monitoring and evaluation plan for UNICEF and its partners.

### **Management & Analysis of Project Implementation Tracking Data (Reintegration component of South Sudan Disarmament, Demobilization and Reintegration Project); UNDP South Sudan, 2011**

This project was commissioned by UNDP South Sudan in July 2011. SCL Social was contracted to provide data management and analysis services to UNDP, using data from the National DDR Program Implementation Tracking Survey. The survey was conducted across seven states in South Sudan where reintegration services were provided to ex-combatants (XCs) and women associated with armed forces (WAAFs). Using survey results from approximately 4,500 – 5,000 XCs and WAAFs SCL Social was able to give feedback on data quality, and to assess the success of the reintegration program and service delivery. Overall, SCL Social found that social integration levels for XCs and WAAFs was fairly high, though economic reintegration lagged and varied by subgroup. After comprehensive analysis, SCL Social developed a set of recommendations for UNDP in order to maximize the future effectiveness of the DDR program.

### **Caribbean-Wide Research and Behavioural Communication Programme – HIV AIDS; Organisation of Eastern Caribbean States (OECS), 2010**

SCL Social was tasked by the OECS with undertaking a pan-national communications project to promote awareness of HIV, and consequently to increase the usage of contraception – specifically among the younger male population. SCL Social was asked to create a campaign to communicate the risks associated with unprotected sex, and to provide information on HIV specifically targeting young males between 16-25 years old. To help us better understand the brief, the client steered us towards the previous (ostensibly unsuccessful) campaign, which had achieved high spontaneous recall but which had failed to register at all in behavioural change performance metrics. SCL Social undertook an extensive quantitative and qualitative research programme throughout the Caribbean region, conducting an on-line survey of over 3,200 respondents, a doorstep survey of over 2,000 respondents supported by over 150 depth interviews, and 15 focus groups over a nine-week period. Based on its research findings SCL Social recommended a series of public and word-of-mouth campaigns, supported by community events and targeted school-based initiatives.

### **Food Security, Nutrition and WASH Project; World Vision Rwanda, 2010**

World Vision Rwanda engaged SCL Social as an independent contractor to carry out a baseline study for a Food Security, Nutrition and WASH Project. SCL Social conducted quantitative and qualitative research in Rwanda to determine the knowledge, aptitude and practices of the community regarding agriculture, nutrition, sanitation and hygiene practices, as well as gathering information on the incidence of water and sanitation related diseases. SCL Social was then able to use these findings to establish the basis for assessing program and project impacts in the final evaluation, and to create baseline measures for the indicators and targets in an indicator-tracking table.

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### **Pakistan: Peshawar; US Department of Defence, 2010**

SCL Social was contracted to assess how technology could best be used to provide a forum for youth to engage with discussions on democratic governance. SCL Social evaluated the role that the internet and cellular phone technologies play in the radicalization process in Peshawar, and the aim of the project was to give data-driven recommendations on how to reduce the use of such technologies for violent extremist purposes. The approach included desk based research, contextual analysis, literacy analysis, qualitative interviews, guided questionnaires, online questionnaires, analysis of internet histories and the use of a Facebook page. Findings showed that respondents were aware of and had at times interacted with (but were strongly opposed to) such content. Barriers to open discussion included fear and lack of channels through which views on democratic governance could be expressed however, thus recommendations centered around behavioral change through the provision of forums for discussion and a clear government policy on measures to combat terrorism and promote democracy.

### **Feasibility Study and Subsequent Impact Evaluation for Somtelcom, Somalia (2003-4) and Behavioural Research into Radicalisation of Youth (UNDP 2010-11)**

SCL carried out a study into the viability of the Somtelcom telephone network, initially in Hargeisa and then extending across Somalia. We subsequently investigated local regulations, local impact, existing coverage and setup costs, including a project assisting local farmers to develop businesses, prevent poverty and improve local nutrition. In 2010-11 SCL undertook research in Somalia with particular reference to the Al-Shabaab movement, specifically how to prevent radicalization of young people using targeted communications.

### **Behavioural Research Study into Youth Radicalisation, Egypt (UNDP 2009-10)**

In 2009-10 SCL undertook an extensive pan-regional research project to provide strategic and operational recommendations for communications campaigns intended to encourage the rejection of violent extremism, promote support for pro-social organisations and behaviours, and encourage the use of non-violent means to deal with perceived injustices.



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## Referees

### **UK Foreign and Commonwealth Office, Sarah Ann Connolly – Counter-Terrorism Prevention Unit**

“In October 2008 the FCO appointed SCL Social to do a behavioral study in Pakistan to aid the FCO in strategic planning to counter violent jihadism. This six-month target audience analysis produced a series of strategic and operational recommendations for behavioral change communication and any future public awareness campaign strategies designed to tackle violent Jihadism. I found the SCL Social team to be consummate professionals, providing in-depth and accurate information and unique solutions to complex problems.

SCL Social were a joy to work with. In a difficult operating environment they were the only contractor to deliver actionable recommendations, which impacted on policy in the near term and the FCO's strategic direction in country. I wouldn't only recommend them, I'd work with them again in an instant.”

Contact: [SarahAnn.Connolly@homeoffice.x.gsi.gov.uk](mailto:SarahAnn.Connolly@homeoffice.x.gsi.gov.uk)

### **Sandia National Laboratories (US Government Agency) Curtis Johnson – Project Manager**

“SCL Social was commissioned to perform an in-depth behavior change study in relation to violent extremism in South and Southeast Asia. It was a multi-regional study spanning several countries in South Asia and had tight deadlines. Some of the major campaign strategies, which were produced as a result of SCL Social's research, included working with local Imams and other community-based organizations.

SCL Social's team were well trained and operated with the utmost professionalism. The complexity of conducting research in different countries was well managed and the analysis and recommendations were of the highest quality.

I found SCL Social easy to work and communicate with, even when the teams were in the field. Communication with them was key and it was well managed from the start. I would happily recommend SCL Social and work with them again.”

Contact: [cjohnso@sandia.gov](mailto:cjohnso@sandia.gov)

### **Government of St. Kitts and Nevis, Hon. Dr. Denzil Llewellyn Douglas – Prime Minister**

“From devising the overall campaign strategy, to creating and implementing each and every campaign component, SCL Social provided the platform to effectively communicate with the people of St. Kitts and Nevis about their Government's record of delivery, while raising awareness to the important issue of crime.”

*Contact: available upon request*



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## 4. *Tullow Oil & Ghana*

### Statement of Problem

In November 2013 Ghana passed one of the most stringent pieces of local content legislation in the world. The bill requires extremely high levels of integration of Ghanaian staff and companies into the operations of IOCs and stipulates that firms must be in compliance within an extremely challenging timeframe. The regulations came about in large part due to high levels of public pressure on the government to ensure that Ghanaians profit from the potential benefits that they expect will follow the discovery of light, sweet crude in commercial quantities in Ghanaian waters in the Gulf of Guinea.

Tullow Oil now faces a host of linked challenges, prime amongst them the twin challenge of meeting the technical requirements of local content legislation and maintaining the positive and mutually supportive relationships with the myriad levels of Ghanaian government, business and labour required to do so. The environment in which Tullow Oil will be attempting to achieve these objectives is a politically febrile one where unions and the population at large are putting huge pressure on the government to ensure compliance with local content regulations, but where the availability of qualified staff and companies able to participate in Tullow's activities is – and is likely to remain for some time – at a low level relative to both other markets and the country's ambitions.

To succeed, Tullow must truly integrate itself into Ghana's development journey and display in every aspect of its operations that it has the best interests of the country and its people at heart. However, it must also clearly communicate that these interests will only be achieved if Tullow is able to maintain the efficiency and profitability of its operations. This means matching Tullow's expertise in oil & gas exploration and production with an equally deep knowledge, not just of the status quo of Ghana and its companies' skills and capabilities, but of what it will take to enhance these.

It is SCL's proposal that a detailed supply side<sup>2</sup> and skills audit across the length and breadth of the country will achieve the aims of giving Tullow and its partners in government a clear and detailed understanding of the baseline from which the high goals of the local content legislation (and the high expectations of the Ghanaian population in general) must be met.

In addition to being a demonstration of Tullow's commitment to Ghana, the audit will also provide detailed recommendations about how best to go about meeting goals through innovations in both policy and practice. The information collected will be compiled in an easy-to-access and customisable database of companies, skills providers and people to which Tullow and its partners can add to over the coming years. This database will, at completion, constitute a modern registry of local content partners, as well as initiatives to support them.

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<sup>2</sup> For the purposes of this proposal, the term 'services' refers to the entire spectrum of direct and indirect suppliers of human resources, materials and infrastructure to the oil and gas industry.



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## Background – Ghana

### **SCL & Ghana**

SCL have been working in Ghana since 2012 on one of the largest medical and health research and communications programmes ever embarked upon in West Africa. The goal is to deliver timely and accurate insights into health-related practices and requirements so that health infrastructure can be developed in line with the needs of the population. A secondary component of the project involves developing a multi-year communications strategy that will maximise the impact of said infrastructure.

SCL have a tried and tested team of expatriate and local experts already carrying out detailed quantitative and qualitative research across the ten regions of the country, as well as the logistical infrastructure required to carry out and collate a survey of over 40,000 people. In material terms, this represents a significant benefit to other Ghana-based clients as there is no need to include the extra time and expense required to set up such an infrastructure.

As a consequence of this work, which itself constitutes a further value addition for new Ghana-focused clients, SCL enjoys a deep understanding of the political economy of the country, excellent relationships with some of the most influential people in the Ghanaian government (up to head of state and cabinet minister level) and a vast amount of data relevant to surmounting the barriers that Tullow Oil faces in establishing a firm platform for future profitability in the country.

### **Ghana and Oil & Gas**

Ghana's transition to an oil-producing economy has created a sense of great anticipation across all segments of society, with politicians leading the rhetoric and fuelling Ghanaians' already unrealistic expectations about the improvements that oil could bring to their daily lives. Comparatively little attention has been given to the potential risks that mismanaged oil wealth poses to the national economy, however, and the rhetorical hype generated by oil discoveries runs the risk of surpassing the real financial benefits that the oil and gas industry can provide to the government and population in the short- to medium-term. Competing social and political forces continue to stake their claims to the wealth generated by oil and gas exploitation, and it remains to be seen whom the biggest winners will be.

The scramble to benefit from oil at the national level also has a regional dimension. Leaders in the Western Region for example, which is closest to the offshore fields, have proposed that a sizeable percentage of oil revenues should be allocated to their area. The national government has already prioritised development of Ghana's economically depressed northern regions, however, and (perhaps as a result of its good intentions) the state continues to run a structural deficit despite high GDP growth and resultant increases in fiscal revenue. Pre-election expenditure in the build-up to the 2014-2016 election cycle is likely to exacerbate this trend further, and international observers are already questioning the government's abilities to fund its liabilities in crucial sectors (such as education) going forward.

A recent survey of youth views and expectations of the oil sector undertaken by the Friedrich-Ebert-Stiftung organization reveals mixed messages. Whilst there are expectations that the petroleum revenues will yield enormous financial resources, this sits alongside a pervasive belief that young people and the employees of local firms generally will not benefit from related employment opportunities. Youth in the oil-producing region in particular expressed dissatisfaction with the idea that the resources derived from their region would be transferred out of the region and used to the benefit of others, exacerbating existing under-development.

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More broadly, there is general disquiet at the disappointing number of local companies and individuals benefitting from the involvement of IOCs in the development of Ghana's resources, particularly at the higher levels of decision-making. It is this public discontent that is believed by many to be a major driver behind the Government's push for stringent local content regulations.

## **Local Content Regulations**

Local content regulations constitute a significant area of economic policy for developing countries attempting to develop nascent oil and gas export sectors, and many policymakers view local content as a tool for maximising the extent to which the forward and backward supply chain linkages that the industry requires can positively impact local development trajectories. Many developing countries have imposed restrictions on hiring as well as on the manufacturing of industrial inputs, logistics and other aspects of supply chain management, which are collectively intended to retain a greater share of the capital and skills accrued from oil and gas exploitation within domestic economies.

The basic challenge to international oil companies arising from the renewed and robust pursuit of local content policies by countries with emerging petroleum industries is how best to comply with such policies where they exist whilst minimising the corollary administrative and cost burden, as well as mitigating any risk to HSE and other international/professional industry standards with which they must comply. This will be a particular challenge in Ghana as the scope and timelines outlined in the Petroleum (Local Content and Local Participation) Regulations [2013] are large and short, respectively.

Beyond using local labour and companies, IOCs will be required to train and up-skill those firms and people who cannot currently meet their requirements. Challenging and strict targets for employment and in-country spend have been set – in a nutshell the government envisages the creation of a complete national oil & gas support industry almost from scratch – and a complex system for the regulation of local content complete with national regulatory bodies and administrative systems elaborated. Further, both legislation and rhetoric demand that Ghanaians be placed at the centre of ownership and decision-making within firms. Though there is provision for public institutions to determine compliance and grant exceptions in specific cases, there is some concern that rather than providing relief for firms such as Tullow, this will instead open the door for enforcement of regulations to be co-opted by political circumstances.

In detail, the statute places a vast array of local content and reporting requirements on foreign firms operating in the sector, and a detailed schedule of vocations, goods and services appended to the law (Schedule 1) outlines the high percentages of local content that the government expects foreign firms to have in place by 2023. In most cases these are between 80%-100%, which presents a serious and pressing issue for Tullow and other producers who have up to this point largely relied on imported skills and labour. The statute also mandates that foreign corporations cannot exclude local suppliers on the basis of cost alone, specifying (for example) that where a bid put forward by a local company is less than ten per cent more expensive than the least expensive bid from a foreign contractor, the local company shall be awarded the contract. The regulations cover almost all areas of operation including (but not limited to) labour, financial services (including insurance), legal services and manufacturing of materials for oil production and transport.

The Regulations do contain provisions for the Ghanaian authorities to authorise the importation of materials or expertise when these cannot be sourced in Ghana but the onus is on the foreign operator to demonstrate that these cannot be sourced locally. There are also requirements for foreign operators taking advantage of this provision to demonstrate that they are funding the

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development of local capacity, and that they have a plan for this local capacity to replace their foreign imports.

### **Ghana's National Skills and Education Policy**

Further complicating the situation created by the stipulations of the local content law is the current state of Ghana's national education system. Here, on the supply side, the scenario is also problematic.

Whilst education is a major political issue (and a significant source of pride) for many Ghanaians, the system as a whole remains weak relative to other countries. Lowered costs to users and resultant rises in enrolment rates at primary school level nationally have not addressed significant variation between the regions of Ghana. National performance at higher levels of education is not impressive and the quality of teaching at all levels is disappointing. Untrained and sometimes absent teachers and a shortage of educational infrastructure (indoor classrooms, drinking water, toilets) contribute to a scenario whereby less than 40% of available class time is spent on actual teaching nationally. This is reflected in poor educational attainment, with the percentage of sixth grade students able to demonstrate minimum competency in English and mathematics currently below 80% and 65%, respectively.

The picture is not entirely negative. Demographic disaggregation of available data indicates that younger cohorts are generally performing better on key educational metrics, which may indicate that attainment levels are likely to increase going forward. Further, the government's Education Sector Plan (2010-2012) makes increasing the numbers of Ghanaians with science and technology qualifications a key pillar of the government's strategy and the plan notes the need to increase the appeal, availability and quality of technical and vocational education. More generally, however, this is very much contrary to dominant trends. The vast majority of Ghana's burgeoning for-profit education sector does not follow government policy on education and skills, and increasing numbers of Ghanaians undertake humanities and business-related courses as opposed to pursuing qualifications related to science and technology. This is perhaps a contributing factor to Ghana's 50% rate of unemployment amongst university graduates.

### **Ghana's Oil Sector Skills and Education Policy**

The current situation faced by the country is one where the ramping-up of requirements for local content is matched by a serious shortage of people and firms able to supply that content. The unprecedented speed at which the Ghanaian oil & gas sector has grown over the last seven years has put a huge strain on not only national but also regional and international supplies of skills, materials and services.

Efforts by Ghana and IOCs alike – such as the establishment of the University of Energy and Natural Resources, the Jubilee Technical Training Centre (JTTC) and the Oil & Gas Learning Foundation (OGLF) on the institutional front, and national and sectorial policies and programmes of assistance by the World Economic Forum and African Development Bank on the policy front – will take a while to come on-line and it could take upwards of a decade for education and skills providers to produce students genuinely capable of making a meaningful contribution to the industry. This is important, as the vast majority of flagship initiatives are coming relatively late in the day. To take one example, it was only in late 2010 that a significant sectorial skills development plan was launched by the Ministry for Trade and Industry in the form of the Second National Medium Term Private Sector Development Strategy (PSDS II), despite the fact that oil production was already well underway.



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Nevertheless, PSDSII (which provides for assistance to tertiary, technical and vocation training institutions to equip students with the skills required by oil & gas industry) and government funding and support for technical and vocational training (TVET) through the Skills Development Fund (SDF) do provide a platform from which Tullow and IOCs can – in partnership with the Ghanaian public and private sectors – begin tackling these challenges. Should Tullow be able to demonstrate that it can assist bodies like the OGLF to achieve its lofty and complex aims regarding the large-scale rapid development of the indigenous skills and capacity needed in the oil and gas industry, then it will have gone a long way to ensuring the long-term sustainability of its business in Ghana.

### **Tullow and Improving Skills and Support Sectors**

The task is and will remain a difficult one, however, and significant improvements in the pool of locally-available labour and services will have to be realised over the next ten years for IOCs to have any hope of meeting the local content targets outlined in Schedule 1 of the regulations. This task is further complicated by the fact that the rapid growth of the sector in the last few years means IOCs are still working to identify the services and skills that are already available locally, and as such further investigation is needed to understand what is required going forward.

IOCs and their Ghanaian partners must also work to expand their definition of local content beyond those jobs and services directly linked to the industry and its sub-contractors, and it is true that significant opportunities exist for the generation of employment opportunities for Ghanaian nationals in many sectors providing both indirect and direct services to the offshore oil and gas industry.

There is also much for the Ghanaian economy to gain through the requirement to meet higher international standards, not just in terms of technical capabilities but also in areas such as environmental health and safety, occupational health and so on. These facets of business practice have traditionally been neglected by many developing states and engagement with IOCs well-versed in best practice represents a significant opportunities for transfer of these practices to local partners.

Tullow's mission statement makes its commitment to supporting and enhancing the populations and economies of the countries in which it operates plain: *"We believe that to maintain a competitive advantage Tullow must make a real contribution to sustainable economic growth by sharing prosperity from oil and gas with host countries."* This commitment has been backed up by a host of initiatives ranging from involving local individuals and businesses in its activities to developing successful local suppliers and building their capacity, in order to source competitive local goods, services and skills to international standards.

As a multibillion-dollar firm listed on the UK stock exchange, Tullow has placed its commitment to international standards of best practice in corporate governance and corporate social responsibility front and centre in its effort to engage with local stakeholders. Along with a number of other concerns, Tullow prioritises transparency, anti-corruption, sustainability and taking a host country perspective on its development activities. This prioritisation is evidenced by Tullow's sponsorship of the Extractive Industries Transparency Initiative (EITI), as well as such discrete initiatives as a full socio-economic impact study on its activities and providing funding to capacity-building through education and supporting local suppliers.

Standout efforts include a series of 'closing-the-gap' seminars to help local companies understand the requirements of the oil and gas industry, as well as on-the-job training and scholarships for vocational and academic study by staff. Scholarships have been awarded to dozens of students,

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enabling them to study relevant courses including Exploration Geophysics, Law, Supply Chain Management and Tourism at universities in the UK, France and Ireland.

Tullow has awarded major contracts to Ghanaian suppliers to provide vehicles, domestic freight forwarding services and cranes. Some efforts (like the extensive refurbishment of Takoradi Air Force Base) have been uncontroversial, whilst others (such as efforts to refurbish Ghana's port at Tema to make it capable of refurbishing FPSOs) have run into trouble due to a lack of understanding among labour unions of the level of technical sophistication and management quality required to bring such challenging projects to completion. In addition to their own efforts, Tullow encourages its major international contractors to develop their own local content programmes. This has borne fruit with suppliers having developed a marine cadet training academy, built a sub-sea equipment fabrication site in Sekondi and used Ghanaian agents for in-country services.

Tullow has also instituted specific local recruitment and skills development policies. All expatriate roles in its supply chain management department are shadowed by a Ghanaian national in a rolling trainee programme and there is a special effort to include Ghanaian nationals in the firm's graduate development programme. Complementary initiatives have also been undertaken to encourage local trade bodies to establish suitable training courses as part of a wider approach to skills transfer.

Though not specifically local content related, Tullow has also made great efforts to establish a functional and appreciated series of Corporate Social Responsibility programmes. These include mainstreaming water scarcity into its activities to ensure that the direct and indirect, negative and positive impacts of its operations on water sources are understood and addressed. Tullow has also aimed to ensure that its activities catalyse Ghana's move toward developed nation status by gathering views from, amongst others, socially responsible investors, and enhancing its disclosure with new content, including transparency on payments to governments. In 2011 Tullow and its Jubilee Partners began to support the Ghana Health Service (GHS) in its efforts to combat malaria, and have together pledged \$4.6m over five years to improve the level of care provided at community clinics in Western Region. It has also made efforts to minimise the impact of its activities on traditional economic activities such as fishing.

Despite these efforts, a socio-economic impact study commissioned by Tullow and carried out over the course of 2012 revealed that though Tullow was seen as a credible and trusted partner, local employment and development of local suppliers had not been as significant as the government, local businesses and citizens of Ghana had anticipated. As such and in light of the tight deadlines imposed by the new local content regulations, there is still a great deal of work to be done.



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## 5. *Tullow Oil & Ghana: Supply Side and Workforce Audit & Analysis*

To support Tullow Oil's Ghana-based activities, SCL will utilise the BDi Methodology for a programme of quantitative and qualitative research and Target Audience Analysis with associated Audience-Based Measures of Effectiveness (AB-MOE) and ICT solutions to ensure usability of the data gathered and actionability of research findings.

SCL will further provide recommendations for improving the processes of, and Tullow Oil interactions with, the wide range of stakeholders involved in the local content field.

### Phase 5.1 – Preparatory Desk-Based Research (DBR) and Scoping

In order to gain a true reflection of the skills and support services in Ghana, it will be necessary to conduct rigorous Desk-Based Research (DBR) of secondary sources (including Tullow Oil, government, development partner, academic and local/community strategies, policy, publications and research) and to prepare qualitative instruments for preliminary consultations and interviews with Subject Matter Experts.

Phase 5.1 entails the identification of the particular Desired and Non-Desired Behaviours (DBs and NDBs) that will be the target of any subsequent outreach campaigns (as not all can be targeted in a time-bound and cost-effective manner). Subsequent to this, detailed Project Objectives will be determined based on an initial assessment of DBs and NDBs amongst the population as these relate to the provision of skills, services and materials to the oil & gas sector. This will be facilitated by a number of preparatory stages including the design and use of an open-ended questionnaire for preparatory Expert Interviews<sup>3</sup>; DBR of available literature, existing legislation and policies directly or indirectly relevant to oil & gas skills and services; Respondent Profiling based on available statistics about the skills and services requirements of the industry; and the design and use of an open-ended questionnaire for Subject Matter Experts (e.g. representatives of Tullow, pre-qualified and aspirant firms, skills providers, civil servants involved in implementing local content regulations, etc.).

In addition to the above, the combined DBR, Respondent Profiling and interviews with Experts and Subject Matter Experts will then allow for a preliminary segmentation of the potential respondents into Target Groups and Target Audiences as well as a preliminary definition of the channels and sources of information that will be most effective for delivering skills and services-related interventions.

The key outputs from Phase 5.1 will be preparatory qualitative interviews with Subject Matter Experts including Tullow senior management, qualified and non-qualified firms, certified and non-certified skills providers, civil servants and IOC staff; a detailed list of the specific research to be carried out over the course of the project; and a preliminary registry of Ghanaian companies with the potential to service the oil & gas industry as well as a preliminary registry of oil & gas-affiliated skills providers and programmes.

Further key outputs from this initial stage will be a Problem Space Map (to ensure a solutions-focused perspective in the conceptual design of the project) and the development of early-stage

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<sup>3</sup> 'Expert Interviews' refer to interviews with general, pre-identified experts about Ghana, whilst 'Subject Matter Expert Interviews' refer to interviews with experts identified post-commencement (usually local individuals and often those expert in non-traditional areas of expertise, i.e. local religious leaders, civil society activists, employers, etc.)

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Audience-Based Measures of Effectiveness (AB-MOE) that will allow for transparent and ongoing monitoring and evaluation of the implementation and impact of the research's recommendations should Tullow Oil and its Ghanaian partners choose to carry these forward.

SCL's Research Manager will work closely with Tullow Oil and its Ghanaian partners to ensure that all work carried out is informed by, and complementary to, the work of other players. SCL commits to consult on the development of the project timeline and to agreeing milestones to ensure both that objectives are met in a timely manner and to enable the identification at the earliest possible stage of any risks that may delay the project.

## Phase 5.1 – Digital

Whilst online communication remains a concern and pursuit for only about 14% of Ghanaians, this percentage is growing quickly. As the economy continues to develop in line with the availability of cheap and accessible mobile communication, it is vital that Tullow Oil and its Ghanaian partners are able to set in place systems that will be fit-for-purpose 5 years from now when the number of internet users could have doubled.

For this reason, SCL will undertake an analysis of existing online oil & gas skills- and services-related websites and social media fora (both government- and industry-approved and not) and assess their suitability and responsiveness to the needs and desires of the population, economy and IOCs. The ultimate aim of this research will be to provide detailed recommendations on the types of core functionalities such websites and portals could offer Ghanaians now, and those that should be offered in future.

## Phase 5.2 – Preparation of Field Research and Development of Quantitative & Qualitative Instruments

Once the framework for the overall project is complete, SCL will recruit and capacitate one or several of its existing local research partners to carry out the field work aspects of the project. They will be trained in data collection, processing and data confidentiality, as well as in the Behavioural Dynamics Methodology for eliciting the most relevant, and often sensitive, information from respondents.

SCL will then collaborate with said partners in developing detailed itineraries for a number of surveys looking into the different segments of the overall populations being investigated (eg: companies, skills providers, etc.), placing special focus on selecting key sub-sectors that have been pre-identified as necessitating extra attention (e.g. due to the complexity of the work involved or a high level of need to recruit/capacitate in a certain area of activity).

SCL will separately capacitate an independent Quality Assurance team who will monitor data collection, carry out data cleaning and ensure that all information is properly coded for input into the database.

Based on the results of Phase 5.1 and local knowledge, the London-based research team will work concurrently with the BDi to define the parameters of the project and select the most appropriate suite of flexible, multi-method field research methodologies. They will design, develop and test research instruments and select the combination of statistical techniques and psychosocial research parameters most likely to provide diagnostic insight.



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Working with Tullow Oil, SCL Social will agree appropriate Audience-based Measures of Effectiveness (B-MOE) – baseline behavioural change indicators – that will eventually allow for a transparent measure of progress for Tullow Oil and its partners should they elect to institute recommendations derived from the research.

A related but distinct strand of activity will be a detailed needs assessment of key stakeholder organisations' capabilities (e.g.: quality skills providers with the potential to scale up their activities, quality companies with the potential to expand their activities) at the national, regional and district level. The application of BDi methodologies will serve to produce strategic and tactical recommendations for how Tullow Oil and its Ghanaian partners can best ensure a holistic approach to up-scaling and up-skilling local content. These recommendations will eventually be made available to all parties, along with clear guidance as to their implementation.

Finally, the appropriate technological counterparts to the research – a database, a smart phone application, a user interface, etc. will be scoped or delivered as appropriate. To ensure the quality of the research, fieldwork and quality control must be of the highest standards, and the use of smart phones with trackable GPS systems will provide invaluable quality control measures.

## Phase 5.3 – Rollout of Field Research - Quantitative

### Overview

Whilst it is impossible to delineate the exact shape of the research programme at this stage, it is understood that a number of sub-group-specific quantitative surveys will be carried out and that these could be implemented across the ten Regions of the country, though concentrated in areas with significant existing relevant activities. The proposed target locations will be presented in due course for the Regions (as detailed in Appendix 2).

Survey instruments will specifically focus on the areas of research decided on in Phase 5.1. However, in broad terms it can be said at this stage that:

- The populations under investigation will be coordinated with those most relevant to Tullow Oil and its Ghanaian partners;
- The sample size will be selected according to the granularity and type of information decided on in Phase 5.1;
- The survey instruments will be piloted by conducting interviews with targeted respondents;
- Interviews will be conducted face-to-face by field researchers;
- All survey interviews will be guided. Respondents to any survey instrument will not be the same as those for any in-depth interview;
- Field Research team members will be responsible for their own data entry and will do this on a daily or twice-daily basis. The fieldwork supervisor will oversee data entry and ensure that sorting and cleaning protocols exist to maintain the highest possible level of data set quality;
- Responses will be recorded into an electronic database, allowing for statistical analysis and presentation in the form of graphs and charts.

Existing basic data on the preliminary target audiences will be collected. This data can be used to establish some of the basic audience statistics, which will in turn inform some of the parameters used for efficient research design and data collection.

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## **Logistical Capabilities**

SCL will use its existing in-country branches of ex-pat and local researchers, analysts and project leaders. Each location is staffed with between 40-60 locals and two expat field coordinators. The number of staff required to conduct analysis and write-up will depend on the selection of locations. Generally, a project of this size will require around 8-10 core staff in London in addition to deployed field teams.

## **Instruction of Research Teams**

All research team members are sourced from local universities, academic institutions or SCL Social local staff, under the guidance of a senior research scientist. Based on past experience, we would suggest that in each field research team there would be at least:

- 1 research leader
- 2 qualitative experts
- 2 quantitative experts
- 1 qualitative data input specialist
- 1 quantitative data input specialist and
- 1 logistical/administrative member

All members of each team will share their cultural and socioeconomic background with the target location(s) allocated to them. This will ensure efficiency, relevance and security through local knowledge of the research environment.

Researchers will have prior experience of conducting research, however specific training sessions will also be held as SCL's precise methodology requires a particular skill set to ensure that the data collected is reliable and that collection methods are valid and uniform.

One research leader will lead each team to ensure accuracy, quality and uniformity of convention. All research will be presented to respondents as an academic research study and all researchers will carry identity cards.

Each researcher will complete their interviews through a smart phone application that both uploads the data and marks their location by Global Positioning System (GPS). This shows research results based on geography for ease of programme planning as well as quality control. Additionally, all fieldwork will be overseen by the fieldwork supervisor – an experienced Ghanaian SCL employee with past performance of field supervision throughout the country.

The overall project will be overseen by the project manager – an SCL employee from the UK with extensive experience of project management in West Africa. The project manager will be responsible and accountable for quality control and adherence to the constraints on all activities and deliverables.

## **Translation and Naturalisation**

Research instruments will be translated into the language and dialect most widely understood and accepted by the target groups and/or relevant sub-groups. Careful attention is paid to cultural norms and concepts are not merely translated but adapted to convey semantically similar constructs. SCL's research coordinators have extensive experience with such matters and will be closely involved in providing accurate translations.

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## **Instrument Piloting and Refinement**

The research teams will spend at least 1-3 days piloting the research instruments in one of the target locations. Any modifications or suggested improvements are then discussed with the project leader, who will coordinate the adaptations for all of the other teams.

## **Research Implementation**

All the teams will then be deployed with the necessary research instruments and equipment, identification and authorisation, adequate security protection, mobile communication facilities and transport. Although each of the teams will operate independently, the research leaders will closely monitor progress.

Typically, regional teams establish informal local offices in target locations as required to ease logistical burdens. SCL, through the BDi, will establish and maintain close links with various West African universities and NGOs (whose local offices have in the past been used as bases from which to conduct research).

## **Data Collection and Quality Control**

SCL's project manager will review the results of the interviews on a regular basis and will look for 100% completion, any errors in completion and any patterns of errors. They will share the information and progress of the project with the Tullow Oil focal person on a bi-weekly basis or any otherwise-agreed schedule. Additionally, the project manager will visit research teams to assess quality of interviews and data. Further quality controls include proportional double-entry to ensure data quality.

Data gathered will be critically examined and evaluated by experienced analysts, with a consistent focus on credibility and multi-source confirmation. Data collected will further be used to establish some of the basic location and audience statistics, which will in turn inform the instrument adaptation process used for efficient research design and data collection at subsequent expert interview and field research stages.

## **Phase 5.4 – Rollout of Field Research - Qualitative**

Qualitative research comprising one-on-one interviews and focus groups will be conducted amongst all sub-groups. In each sub-group, the groups will be allocated according to various categories: size, geographical location, longevity, qualifications of management/staff, minimum employment/enrolment requirements, etc. These groups will be determined based on the DBR and the knowledge of local researchers.

## **Focus Groups & Individual Depth Interviews – Questionnaire and Discussion Design**

In addition to contextualizing and testing insights from the surveys, the interviews will be designed to identify the problem definition, as well as identifying the influencers and communication channels that could best be used to change behavior in the future. BDi trained moderators will be in charge of guiding the discussions to ensure that the most relevant and useful insights are recorded.

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In addition, BDi scientists will design controlled and randomised experiments to test the effectiveness of the existing policies and initiatives amongst the sub-groups and the findings suggested by earlier surveys and focus groups. The ultimate aim is to test their effectiveness and provide suggestions for improvement going forward.

### **Focus Groups & Individual Depth Interviews - Network Sampling**

In order to reach individuals from different groups, SCL Social will use a method called Network Sampling. Network sampling or link-tracing methods rely on each respondent to recruit more respondents. The most well known of these methods is the so-called 'chain-referral' or 'snowball' sampling scheme, which also has very well-known problems. A fairly recent improvement of the snowball-sampling scheme is a method called 'respondent-driven' sampling (RDS)<sup>456</sup>, which under certain circumstances is able to provide asymptotically unbiased estimators of population quantities. This method has been applied to the study of militants in Liberia, child and youth diamond miners in Sierra Leone<sup>7</sup>, men who have sex with men<sup>8</sup> and drug users<sup>9</sup>.

The asymptotic un-biased nature of the estimators is predicated on a number of assumptions being satisfied: for instance, the network that is being sampled must be sufficiently dense,<sup>10</sup> and each recruit must select additional recruits randomly among his acquaintances. In contrast to snowball sampling, RDS requires continual recruitment until the estimators reach 'equilibrium'.

RDS in its original form uses two monetary incentives to encourage recruit cooperation. However, if this sampling method is chosen SCL Social will not provide monetary incentives so that we do not encourage local economic distortions<sup>11</sup>, since it has been noted that such incentives are not essential to a successful application of this method<sup>12</sup>.

### **Individual Depth Interviews and Filmed Interviews**

SCL has extensive experience in not only conducting qualitative one-on-one interviews and focus groups, but also in filming and voice recording the respondents. SCL knows the importance of documenting the interviews both as a media record and as a written verbatim document, and this is standard practice across all of our projects.

This experience gives SCL a key advantage in recording interviews without interfering with the integrity of data collection. Typically, SCL uses the footage during the analysis phase to capture nuances in voice inflection and body language, which also improves our improving understanding

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<sup>4</sup> Douglas Heckathorn. "Respondent-Driven Sampling: A new approach to the study of hidden populations." In: *Social Problems* 44.2 (1997), pp. 174–199

<sup>5</sup> Douglas Heckathorn. "Respondent-Driven Sampling II: Deriving valid population estimates from chain-referral samples of hidden populations". In: *Social Problems* 49.1 (2002), pp. 11–34

<sup>6</sup> Douglas Heckathorn. "Extensions of respondent-driven sampling: Analyzing continuous variables and controlling for differential recruitment". In: *Sociological Methodology* 37.1 (2007), pp. 151–207

<sup>7</sup> See Morten Boas and Anne Hatloy. "Living in a material world". In: FAFO Report 515 (2006) and Morten Boas and Anne Hatloy. "'Getting in, getting out': militia membership and prospects for reintegration in post-war Liberia". In: *Journal of Modern African Studies* 46.1 (2008), pp. 33–55

<sup>8</sup> Carl Kendall et al. "An Empirical Comparison of Respondent-driven Sampling, Time Location Sampling, and Snowball Sampling for Behavioral Surveillance in Men Who Have Sex with Men, Fortaleza, Brazil". In: *AIDS Behaviour* 12.Supplement 1 (2008), S97–S104

<sup>9</sup> Milena Simic et al. "Exploring Barriers to Respondent Driven Sampling in Sex Worker and Drug-Injecting Sex Worker Populations in Eastern Europe". In: *Journal of Urban Health* 83.7 (2006), pp. i6–i15

<sup>10</sup> See Milena Simic et al. "Exploring Barriers to Respondent Driven Sampling in Sex Worker and Drug-Injecting Sex Worker Populations in Eastern Europe". In: *Journal of Urban Health* 83.7 (2006), pp. i6–i15 for problems which arise if this is not the case.

<sup>11</sup> Greg Scott. "They got their program, and I got mine: A cautionary tale concerning the ethical implications of using respondent-driven sampling to study injection drug users". In: *International Journal of Drug Policy* 19 (2008), pp. 42–51

<sup>12</sup> Lisa Grazina Johnston et al. "Implementation Challenges to Using Respondent-Driven Sampling Methodology for HIV Biological and Behavioral Surveillance: Field Experiences in International Settings". In: *Journal of Urban Health* 83.7 (2006), p. s136

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of local syntax and colloquialisms. All interview questions are designed in such a way that the interviewee is at ease and is not distracted by the camera. Interviewees are asked for their consent and, when given, we ask them to sign a release form. Interviewees who do not wish to be filmed are not pressured into consenting.

The interviews are conducted either in people's homes, in an office space with a fixed set up, or sometimes in public spaces – SCL uses its experience to determine which method is the least intrusive in order to put the respondent at ease. Other steps that are taken to ensure the respondents are at ease include camera position and explaining what the camera or voice recorder is for, as well as outlining how the information will be used.

The media record will be passed to Tullow Oil along with the raw data, analysis and final report.

## Phase 5.5 – Stakeholder Needs Assessment

The overall positive impact of the research proposed will be greatly enhanced by marrying these efforts with existing resources and coordinating with existing formal and informal initiatives. It is therefore vital to record and assess relevant organisations central to skills and services enhancement in the various sub-groups identified over the course of the study. Name, location, contact details and, where possible, appropriate commercial, socio-economic and demographic information will be collated. Key organisations with a geographical reach and/or technical and professional competence that creates an opportunity for broader partnership will have their capacities and structures interrogated and their management assisted in both driving internal efficiencies and contributing to and benefiting from Tullow Oil, IOC and Ghanaian government activities.

The aim of the capacitation programme is to coordinate Tullow Oil's local content outreach with the work of other organisations, assisting management in aligning strategies and operations. The organisations in question will be assisted with implementing staff/skills provider enhancements and aligned management and internal communications policies and processes. Senior management will be assisted with an internal audit to shape motivations, values, attitudes and beliefs into a vision and aligned multi-year strategy.

### **Perceptions Audit**

Through systematic remote research and data collection from pre-existing available sources, SCL Social will seek to move beyond fixed, easily observable phenomena and provide genuine analytical insight into the dynamics of efforts to improve skills and services in Ghana. All existing public domain sources will be monitored regularly and reviewed. Through these, detailed and comprehensive data on local content, relevant legislation, and public attitudes to both will be collected.

Sources will include local-language publications where appropriate and SCL will obtain locally produced publications and other materials from the relevant areas. Priority will be given to trusted statistical sources, such as peer-reviewed articles, reports commissioned by NGOs and official government data (such as census information). However, other non-formal sources will also be examined, including blogs, social networking discussions, local media etc. In addition, SCL has access to major databases providing contextual and historical data, including those maintained by leading academic and commercial institutions such as prominent risk analysis firms. These sources will be regularly revisited to ensure that the data provided is the most up to date available.

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SCL uses a structured and systematic approach to data collection to ensure that information sources are not excluded or biased in one direction. This will be done through the formulation of a list of predetermined keywords, which will be regularly entered into databases and search engines. The list of keywords will be regularly revised and updated as part of an iterative process designed to ensure that the most relevant information is elicited in a replicable and scientifically rigorous manner.

### **'Customer Satisfaction' Surveys**

These will be employed on an ad hoc basis to allow Tullow Oil and its Ghanaian partners to understand how people perceive current and planned programmes, services and policies, and thus how these can be modified to meet, as close as possible, the expectations of the audiences and put Tullow Oil in a position to demonstrate success.

## **Phase 5.6 – Information Technology & Database**

### **Database**

SCL will create a stable and scalable database to serve as the technological cornerstone for the project. It will contain a full registry of all the companies and skills providers identified as being of relevance to Tullow Oil's activities, with functionality including export capabilities, searching and grouping, rating and the ability to save searches as lists for other uses. It will also integrate a powerful reporting and metrics module and be able to display internal metrics graphically using custom queries.

This will allow Tullow Oil and its Ghanaian partners to access the information from a number of remote sites, including from enabled smart phones. Development of the software will take place in London and the server will be purchased abroad and shipped to Ghana. An SCL ICT team will install and test the software.

SCL proposes to provide a consultancy team that will set up the database centre and train all of the managers. Once the database is functioning and operating as desired, the SCL team will scale down and the client's team will ultimately take control of the database management.

### **Outbound SMS integration**

The database will be tied to a text messaging provider to allow simple targeted outbound SMS to be sent to skills and services providers through the integrated list capability. Tullow Oil and selected Ghanaian partners will be able to create specific lists based on geography, track record and a range of relevant commercial criteria as yet to be determined.

### **Online and Social Media Interface**

A comprehensive interface will be designed and developed which will be integrated directly into social media. This feature set will be tied directly into the database. After the initial core functionality is completed and the system goes online, we envision one additional month of development to incorporate additional features.

A monthly video or image, polls for particular audiences, suggestions for seeking assistance and a list of relevant organisations (stemming from the earlier collation) are all potential core features of

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the interface. These features can continue to be expanded over the course of Tullow Oil's presence in Ghana in order to continue driving people to the site and enhancing its usability as technology develops.

Further features include a streamlined landing page generator with Google analytics statistics, and the ability to create custom landing pages for subsequent e-mail or SMS outreach, which will provide valuable insight and determine their effectiveness.

## Phase 5.7 - Analysis & Recommendations

Target Audience Analysis (TAA) forms the central element of this phase. By compiling all the data collected and subjecting it to an array of research methodologies, SCL and the BDi will ultimately be able to delineate a range of conclusions on which factors determine behaviour by the sub-groups identified, including reasons for seeking and not seeking up-skilling through industry and government programmes. TAA also establishes the sub-groups' perceptions of the strengths and weaknesses of the government of Ghana's plans and programmes in the field of local content, and can provide a forecast for their likely reaction to Tullow Oil's local content-related initiatives.

Elements of TAA measure locus of control, normative affiliation, levels of apathy and propensity for change. It identifies Target Group motivations and reward structures, channels of communication and the character traits desired in an oil & gas skills and/or service provider.

From this, TAA determines how to make a targeted, effective outreach programme. It shapes the format of the programme including the level of detail, the extent to which it should be top-down or bottom-up, and the tone likely to be most effective.

Once the analysis has been completed SCL will create a written report. Beyond a simple registry of Ghanaian firms and skills providers, the final report will detail the nature, causes, effects and indicators of problems identified over the course of the research. It will also propose the roles and responsibilities of partners in implementation and problem solving. Finally, the recommendations for interventions will be set out.

The report will also include a summary of the results of the field research, including the full evaluation of Tullow Oil's and the governments' existing programmes and strategic focus, pointing out areas of success and failure, and the reasons why, as well as how implementation can be improved. We will work closely with local experts at this point to strengthen the recommendations from a cultural perspective.

Once the draft report is complete it will be given to Tullow Oil along with all data sets used for the evaluation including transcripts and any other data collected for feedback. It is estimated that feedback will take two weeks.

After comments are received from Tullow Oil the final report will be created and presented to the company in report format and in a PowerPoint presentation.

### **Additional Data requirements**

If at this stage it becomes clear that additional data is required or an unexpected finding needs to be verified, then the field teams will run add-on programs to supplement the data.



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## Reporting

- SCL will consult closely with Tullow Oil and its Ghanaian partners during all steps of the research.
- SCL will report to Tullow or any other designated authority on administrative and financial matters, at periods specified by Tullow.
- SCL will report to Tullow in terms of the design of the research, as well as control of the quality and the methodology of the study, at periods specified by Tullow.
- SCL will be accountable to Tullow for the timely execution of any terms of reference.
- SCL will report informally by e-mail on a weekly basis to Tullow on the status of works, as specified by Tullow.
- SCL will at all times keep administrative and financial records during the project and for a period of one year following the end of the project.
- SCL will at all times provide Tullow with access to intermediate products of the research.
- SCL will keep all survey data in raw and processed form readily available to Tullow on demand in electronic form. Clean data will be provided to Tullow in Excel files in English, tabulated by question and target location.
- A copy of raw data of responses to semi-structured interviews will also be made available to Tullow in English.

## Deliverables

The principal deliverable for this project will be a full registry of all the companies and skills providers either with the existing capability or potential to support Tullow Oil and the Ghanaian government's efforts to achieve Ghana's local content targets. The registry will classify companies in terms of scale, competence, track record, formal qualification, geography, etc. Essentially a database, the registry will be complemented with assorted tools containing the information collected through the surveys, interviews and focus groups, as well as that gathered during the DBR portion of the project.

The register will be tied to a comprehensive research report, made available in electronic version, and prepared in English following the guidelines for the data description provided by Tullow.

The aim of the research report is to provide Tullow with a full, accurate, professional and practical set of data and recommendations that meet the project aims and objectives. The research report will outline the research methodology, and will detail the results of the various research work strands (including desk-based research, in-depth interviews, experts interviews, and survey questionnaires).

These will be submitted in the form of a written report consisting of the following sections:

- Desk Review: This section will present existing research, policies and programmes as related to the project aims and objectives.
- Company & Skills Provider Profiles: This section will specifically describe the profile of the sub-groups, their experiences of local content-relevant programmes, risks and types of problems encountered (if appropriate), fees paid for services, as well as profiles of formal and informal skills providers and the 'local content ecosystem'.
- Quantitative & Qualitative Findings: This section will assess the motivations, awareness and behaviours of target groups and audiences within the sub-groups

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- Conclusion: This section will draw conclusions on the impact of the overall Ghanaian local content programme and will put forward clear, accurate, relevant and useful recommendations based on the preceding research and analysis results.

In addition to the main research report, brief reports on the piloting phase including the revised instruments (questionnaires) and on the condition of the surveys will be submitted.

The secondary deliverable will be a Power Point presentation summarising the main findings of the field research, supported by relevant videos and example scenarios where possible. The secondary deliverable will also include fact sheets summarizing in 10-15 bullet points the main findings in the selected areas of research.



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## 6. *Tullow Oil & Kenya*

### Statement of Problem

2013 saw not only a peaceful transfer of power at the national level, but also the commencement of a complex process of institutional transformation and devolution mandated by Kenya's new constitution. The implementation of devolution is unsurprisingly proving controversial, with financing and decision-making provisions in the constitution coming up against existing realities and vested interests. At the same time, the creation of a host of new levels of regulation and consultation has complicated both private sector development and public administration.

The relationship between the Kenyan government of Uhuru Kenyatta and Western countries (including Britain) has yet to fully recover from the perception amongst some that the UK backed Kenyatta's rival for the presidency, former Prime Minister Raila Odinga. Kenyans and some international observers also express concern regarding those countries' explicit support for the International Criminal Court's collapsing case against Kenyatta and his Deputy William Ruto for their alleged roles in the post electoral violence of 2008.

Alongside this turbulent national backdrop, Turkana (the location of Tullow's most important Blocks) is amongst the very least developed of Kenya's counties and the Turkana themselves amongst its most idiosyncratic and fractious communities. Turkana are in the main suspicious of 'outsiders' from other parts of Kenya (let alone foreigners), and their leaders have evinced particular displeasure at what they see as 'unfair' behaviour by the new administration towards their region. More prosaically, Kenya has not had an oil & gas sector until very recently. So, although there are a large number of Kenyan people and companies that could in principle support Tullow's work, there is no substantive track record of them doing so and the Kenyan private sector as a whole is broadly unfamiliar with, and unprepared to meet, the sector's exigencies.

Tullow's challenges are therefore to understand how best to engage positively with its host communities and keep the Kenyan government on side whilst avoiding entanglement in domestic politics, all of which must be achieved to ensure the long-term attractiveness of the projects it is developing.

SCL proposes to assist Tullow in surmounting these challenges through providing a thorough audit of the human and private sector skills and capabilities available in Kenya (and Block locations) that could – with varying levels of capacitation, support and supervision – become involved in Tullow's commercial activities. Alongside this, we propose to provide Tullow with a highly detailed analysis of how Turkana society functions to ensure that Tullow understands how best to engage with its host communities. Finally, we suggest an ongoing local content action plan and associated communications plan targeting two principal audiences- Tullow's host communities and the Kenyan government at all levels.

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## Background Kenya & Turkana

### **SCL & Kenya**

SCL have been working in Kenya since 2007, most recently spending over a year carrying out the largest non-census research project ever carried out in the country. SCL completed over 45,000 interviews across all of Kenya's counties, setting up a local research infrastructure and deploying dozens of researchers to capture and collate information about people's perceptions and expectations of society, the economy and public life more generally.

In addition to carrying out the research, SCL then designed an in-depth national and regional communication strategy designed to position its client, the ultimately victorious National Alliance (TNA), as the national choice for Kenyans. The strategy formed the central plank of a campaign that powered the TNA from being a party without a single MP to being the largest party in the Kenyan parliament and controlling the presidency.

Over the course of the project, SCL worked side-by-side with Kenya's most influential and powerful people, many of whom went on to be given positions of high importance in the current administration. SCL would be delighted to use its knowledge and contacts in Kenya to provide Tullow with an understanding of both the formal and informal factors underpinning political and community relations across Kenya, the mechanics of how Kenya's emerging local content policies are being formulated and a deep understanding of how to engage with tribal communities to identify and achieve mutually-beneficial outcomes.

### **SCL & Turkana**

SCL carried out the Turkana portion of its Kenya research in May 2012. As was the case in all of Kenya's counties, SCL selected a sample number of sub-locations scattered throughout the county that were used as the Primary Sampling Units (PSUs) – the smallest administrative unit that governed the survey. In each unit there was a sample of 10 interviews with one individual interviewed in each household. Logistical unpredictability was the rule as the level of infrastructural development in Turkana is low and accommodation is of generally poor quality. Spreading the survey to concentrate proportionately on more populated urban centers minimised the impact that this risk had on the research process and is one of many strategies that SCL employs to ensure that research quality remains high even in challenging situations.

The locally-recruited interviewer pool required more training than would normally be the case as the individual interviewers were not very experienced due to the low number of research projects that are carried out in the region. Most of the skilled individuals work for higher pay with NGOs in the region, but for quality capture and ease of project management it is imperative to have repeat data collection clerks who have worked in the region before because they understand Turkana and its challenges better than less expensive non-local or inexperienced staff.

The researchers contracted by SCL were able to meet the requirement to administer a sample of 10 interviews per Primary Sampling Unit (PSU) though the process was not without problems due to the aforementioned infrastructural issues. Working in Turkana poses serious logistical risks but this number of interviews is manageable and ensures adequate quality control. Whilst a lower number of interviews per PSU would have reduced costs, it would have seriously affected data quality. Likewise, a larger number of interviews may have improved data quality, but the difficulties involved in moving interviewers from PSU to PSU (some such journeys can take over a day) meant that 10 interviews per PSU was deemed a good balance.



Turkana are generally curious as to the reasons for any outsider visiting them, which means they will be willing to participate in the survey to satisfy their curiosity. Depending on the subject matter, however, their initial interest may quickly turn to suspicion if the objective of a study is not clear to them or if it seems tribal or political. This is especially so due to the characteristic tribal conflicts that plague the county, driven by an unending struggle over meager resources. The locals also look to make 'a quick buck' from any outsider by inflating prices (more so in transportation, information, etc.) or by charging 'levies' once they realise that foreigners want to work in the region.

With the discovery of petroleum oil in Ngamia 1, Turkana has experienced an influx of foreigners into the county. The locals have devised schemes to claim what they feel is their share of the county's newly-discovered resources, and locals have developed some level of aggression toward strangers. Thanks to activists working locally, some Turkana have come to believe that they have a right to benefit directly from any activity taking place in the county and as such they tend to expect some 'incentive' if not approached tactfully.



**The National Alliance (TNA) Rally, 6 February 2013, Turkana, Kenya**





**Snapshot of Turkana Data from May 2012**

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## Kenya in 2014

As it enters 2014, Kenya is facing a heady mix of internal and external pressures. The jubilation that followed the peaceful election of March 2013 gave way relatively quickly to the business of implementing the new constitution and its concomitant devolution of power to a new array of national and county-based institutions. In addition to this, other issues including the mechanics of dealing with the fact that its two highest office holders are facing trial in The Hague and the challenge of bringing to bear the new administration's grand plans for overhauling major infrastructure are creating a turbulent atmosphere, even as the government works to consolidate the nation's belief in itself as the dominant regional economic, military and political player.

The government and its partners will be assisted in surmounting these challenges by a number of factors, not least of which are healthy macroeconomic growth prospects. GDP growth is expected to be 5.6% in 2014 rising to 5.9% over 2015-18, helped in part by cheaper credit and an improvement in global conditions as well as a rapid expansion in consumer services (including banking and telecommunications), the spread of a middle class representing almost half the population, increased regional trade, structural reforms and investment in infrastructure. Faster growth will exacerbate domestic structural deficiencies, however, especially transport and power bottlenecks, despite new investment. Moreover, key reforms could fall victim to political infighting just as corruption, high taxes, overregulation and weak governance will continue to inhibit the development of a healthy private sector.

The 2010 Constitution is the culmination of nearly two decades of discussion and negotiation and is arguably the most significant political development in Kenya since the resumption of multiparty politics in 1992. Significant elements of the new constitution include an extensive Bill of Rights (including new and expanded rights for women), redefinition of the office of president, the imposition of term limits and rebalancing of power away from the executive to a slim-lined National Assembly and a new Senate, and a devolved system of governance consisting of a single sub-national tier of 47 counties. Each county now has its own elected assembly, and each elects its own governor who will be responsible to the national executive branch. To guarantee adequate financing of these sub-national units, the constitution requires that 15% of Kenya's annual budget be allocated automatically to the counties. Establishment of the counties serves the additional benefit of providing each ethnic group (particularly those that are not part of the governing coalition of the national government) with a measure of control over its own affairs.

This new dispensation and the clearer separation of powers offers hope for greater stability and efficiency, but the overhaul will also prove challenging and risks sparking disputes between institutions (and office-holders) about their precise roles and responsibilities. Disagreements between the Senate and the National Assembly (especially over devolution) and between the executive and the legislature may impede the passage of legislation. That said, a proposed bid by the Senate to amend the constitution (via a referendum) to increase county powers is unlikely to be successful.

A bright point for the administration is that its efforts to challenge and undermine the ICC case against its president and deputy president appear to be bearing fruit, with the Chief Prosecutor for the ICC herself having stated that she does not have sufficient evidence to proceed with a prosecution of President Kenyatta. By contrast, that of Deputy President William Ruto continues apace. The Kenyan population, African governments and most regional bodies are broadly sympathetic to the Kenyan government and many public figures across the continent have expressed their disquiet at the ICC's (and in particular Ms Bensouda's predecessor's) handling of the case.

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## **Devolution: Challenges and Opportunities**

A key issue likely to have a serious impact on continued oil production and further exploration is the devolution of governance to the county level. Though county elections, institutions and even limited resource transfer have taken, or are in, place, critics of the government argue that the state is steadily marginalising local capacity by starving counties of the necessary resources to stimulate locally-led development initiatives. Counter-arguments insist that the absorptive capacity at the county level simply does not exist, and that resources already transferred have not been utilised or have been spent on vanity projects rather than local development. Disquiet among health and education workers reflected in recent rounds of industrial action also point to a lack of confidence in the new system (health workers in particular went on strike in protest at a proposal that their salaries and oversight would be transferred to the county level).

Governors are arguing that the constitutionally-required 15% of central government resources that should be given to counties should in fact be increased to 40%. The main opposition leaders have backed this call and are agitating for a referendum on the question, which is unlikely to take place. On a national level, the experience thus far of devolution is mixed. For resource-rich counties such as Turkana, which has historically been overlooked and is one of the poorest and least developed of Kenya's counties, the local capacity to negotiate and manage local development opportunities that could arise from oil production is virtually non-existent. Education and productive capacity among the nomadic and pastoralist communities is low, and traditional customs and grievances among rival ethnic groups and communities (particularly near border areas) continue to result in clashes and serious violence that Kenyan security forces seem unable to control.

Recent evidence and testimonials from County Assembly members – including from those counties directly affected by the Lamu Port and South Sudan Ethiopia Transport (LAPSSETT) Corridor – argue that central government has singularly failed to consult County Assemblies and communities, and has instead simply pressed on with central planning irrespective of local people's views. This has become particularly contentious with the removal of residents from land required to develop the LAPSSETT projects, with displaced communities in Lamu, for example, complaining that they have been forced to live on poor quality land and have yet to receive any compensation. Lack of consultation with other affected communities (including in Turkana) appears to have been one of the drivers behind recent attacks on Tullow facilities in the county, with residents arguing that the project encroaches on local grazing land, disrupts traditional patterns of movement, damages the already harsh environment and does not provide sufficient local employment, benefits or services to local communities.

## **Kenya and Oil & Gas**

As the region's leading economy Kenya currently imports all its fuel – almost 80,000 barrels of oil a day at a daily cost of more than USD \$8m. The discovery of oil in the country, with its long-established industrial base, improving regulatory and judicial environment, and relatively strong and educated workforce could provide IOCs with a relatively stable and business-friendly environment from which to operate.

Vivo Energy (a Shell joint venture with Vitol Group), Total and KenolKobil Ltd. are the biggest suppliers of crude and petroleum products to the nation. Kenya Petroleum Refineries Ltd., the nation's sole refinery (half-owned by Essar Energy Plc [ESSR]), only refined crude from Abu Dhabi last year. The existence of this resource creates real promise, and could have a major impact when combined with the necessary expansion and upgrading of infrastructure through the country and region's LAPSSETT initiative, which is already under way.

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This major project includes a new port at Lamu and an oil pipeline from South Sudan, which despite its promise is at risk from local circumstances. The port is likely to go ahead but the pipeline's viability would be in question without South Sudan's oil. Kenya's reserve base in the Turkana region, which continues to be assessed, would therefore need to be larger to justify the investment. In a signal of the severity of the current situation, the fighting in South Sudan has already delayed the planned signing of an inter-governmental agreement on the oil pipeline that was scheduled to take place in December 2013.

The impact of the current unrest in South Sudan on the implementation and construction of LAPSETT has yet to be measured but the potential revenue and economic multiplier effects of the project, dependent upon successfully exploiting and servicing the oil industry and flow of oil across the region, is a powerful incentive behind the closer political and economic cooperation seen between the Kenyan, Ethiopian, South Sudanese and Ugandan Governments in recent times.

### **Local Content in Kenya**

Given that the discovery of oil resources is so recent, Kenya is now scrambling to determine its own capacity and assess how best to manage all of the potential benefits and challenges of becoming an oil-producing nation. In 2013 the government partnered with the World Bank to review relevant legislation along local content principles, but little detail is currently available about the outcomes of these consultations, nor is it possible to locate any assessment of Kenya's absorptive capacity specifically in relation to skills development in the oil and gas sector, beyond broad high-level statements.

The upstream sector is currently governed by a patchwork of legislation and regulations, including provisions in the constitution, the Petroleum (Exploration and Production) Act and the Income Tax Act. The key institutions involved in regulating the oil and gas sector are currently the Ministry of Energy and the National Oil Corporation of Kenya Limited (NOCK). There is no independent industry regulator. The National Land Commission (NLC) is vested with the authority for ratification of grants of rights or concessions regarding the exploitation of natural resources, and as such also plays a role in overseeing exploration and upstream activities.

Under the Petroleum Act, a Production Sharing Contract (PSC) mandates that the contractor will give preference to the employment and training of Kenyan nationals in petroleum operations, as well as giving preference to the use of products, equipment and services that are available locally. This is reflected in an express requirement stipulated in the Model Form PSC that contractors and sub-contractors are required to give preference to Kenyan materials, supplies and services for use in petroleum operations as long as their prices, quantities and timeliness of delivery are comparable with the prices, quality, quantities and timeliness of delivery of non-Kenyan materials and supplies. There is also a requirement under current regulations to employ and train Kenyan nationals, and a training programme is to be agreed with the minister responsible.

The Act and associated regulations were reviewed in 2013 and a new draft Energy Bill has been tabled before Parliament, with the aim of utilising Kenya's energy sector to accelerate economic empowerment for the national and county governments of Kenya as well as urban and rural development. The proposed new legislation would also promote local and international investments in the energy sector and ensure that a comprehensive, integrated, and well-informed energy sector plan is put in place to foster effective development.

In the short term (i.e. 2012 to 2016) the Bill's targeted agenda includes negotiating with investors on the licensing terms for exploration, production and development of petroleum and coal blocks; subdividing and creating new petroleum exploration blocks based on technical data; establishing a national petroleum data centre; and enhancing local exploration and production expertise

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through research, training and technical collaboration with exploration companies and universities.

The Kenyan government has said it will continue to promote and fund petroleum exploration activities, as well as supporting private and public investments and adoption of the Extractive Industries Transparency Initiative (EITI) to enhance transparency. In the longer term (i.e. 2012 to 2030), the draft Energy Bill outlines Kenya's plans to intensify petroleum E&P activities as well as developing and utilising local capacity. The Ministry of Energy has said that it is working to support upstream activities, beginning with the recruitment of people with bachelor degrees in civil, mining and mechanical engineering to be trained at graduate levels.

The legislation also aims to ensure that oil revenue is equitably shared using a proportional formula between the national government, county government and communities where oil is found. This is intended to minimise risk and avoid unrest, militancy, attacks and destruction of oil infrastructure in order to head off the kind of disruption in oil production previously seen in Nigeria's Niger Delta.

### **National, County Sector Capacity: Available Resources & Skills Development**

Owing to the relative youth of Kenya's oil sector, the available pool of skilled workers is small and is largely being transferred from other industries. Specialist knowledge is non-existent, though the general educational base of the country is high compared to other Sub-Saharan African oil-producing nations when production first began in those countries. Oil and gas experts have noted that Kenyan nationals could participate in upstream operations as operators, joint venture partners, or both, but only if adequate and well-trained human resources are developed that will be capable of servicing the oil industry.

As has been discussed by some observers with reference to Ghana, if sufficient incentives can be found it may be possible to entice members of the Kenyan diaspora to return so that they can play a role in the national oil project. In the short- and medium-term however, targeted and accelerated programmes for capacity building will be required to develop sufficient home-grown and resident talent.

### **East African Community (EAC) Capacities: Opportunities for Harnessing External Capacity**

The wider East African Community and renewed efforts to move from Customs to Monetary and eventually Political Union offer a potential avenue via which Tullow can present itself and its operations as pro-development. There is a possibility that regional firms and skills providers that are national champions in their own right could be integrated into Tullow's "local" content efforts in Kenya and some of these organisations are a resource in their own right that could potentially be drawn upon to fill substantive gaps in, and/or support the building of, localised capacity.

Long considered a laggard amongst regional integration initiatives, recent efforts by EAC presidents to address outstanding issues and delays to greater regional economic integration have given the body new impetus. This culminated in the 30 November signing of the Monetary Union Protocol, the third 'pillar' of the EAC integration after the Customs Union and Common Market. A plethora of initiatives denotes that policy makers are at least aware of the kind of step change the region needs in its approach to building the education and skills required for development. The EAC's 2011-16 Development Strategy, for example, calls for an "effective and efficient education system for a creative and productive human resource"<sup>13</sup> whilst also calling for "[collaboration] with

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<sup>13</sup> As an Objective under Sub-Sector 2: Education, Science and Technology

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at least 10 Regional and International Centers of Higher Learning.”<sup>14</sup> The option of exploring public private models has also already been broached and, at least at the highest political level, endorsed.<sup>15</sup> Though these steps would appear to indicate that regional capacity for skills development is being enhanced and could eventually support the oil & gas sector, particularly through the focus on regional centres of excellence and science. However, the extent to which these plans remain just that is an open question. Political realities including powerful vested interests, mistrust between the concerned heads of state, regional fears of Kenyan domination in business and fiscal strength/trade imbalance, low capacity in Tanzania, the uncertain political of Uganda in the medium to long term and the serious challenge of legislative reconciliation all denote that the regional contribution to Tullow’s efforts in Kenya is likely to be tangential for years to come.

That said, there is much to be gained from Tullow making serious efforts to regionalise some elements of its approach to its Kenya project. Mentoring and mirroring with companies/skills in neighbouring countries could bring in substantive regional if not local capacity and expertise. Perhaps most notably, and despite the challenge posed by South Sudan’s continuing difficulties, LAPSETT is major initiative with transformative potential. It sets out to revolutionise the infrastructure from the Mombasa port through to Ethiopia and South Sudan, thereby facilitating the servicing of the oil and gas industry and facilitating improvement in general trade routes and services across the East Africa region and into Central Africa and beyond with a Lamu-South Sudan/Ethiopia major trunk road, a 1,500 km standard gauge railway line, an oil refinery, an oil pipeline, airports, major improvements to Lamu port and the construction of ‘resort cities’. Funds from government, local and international investors alongside the African Development Bank enabled work to begin in 2012 and significant progress on the roads and Lamu port infrastructure has already been made.

By integrating a regional dimension into its approach – perhaps even looking beyond the EAC to the wider COMESA region where there are at least major mining projects in place – Tullow can leverage its burgeoning reputation as a part of a new breed Africa-focused, development conscious oil companies. Aside from the material benefit of a wider pool of companies, skills providers and people from which to choose, Tullow will be supporting the Kenyan government’s formal aim to accelerate regional linkages and in a way will bolster its ability to main its leading regional position in any subsequent, enhanced integration efforts.

## **Turkana Overview**

Turkana is one of the least developed parts of Kenya, as reflected in a recent report by the Kenya National Bureau of Statistics (KNBS) and Society for International Development (SID) entitled “Exploring Kenya’s Inequality; Pulling Apart or Pooling Together”. The Report reveals that Turkana County is ‘leading’ with 87.5% of its residents being poor, which is notable when compared to Nairobi, where only 21.8% of residents are classified as poor.

The poverty gap in Turkana (an indicator of the resources required to eliminate poverty in a given area) is high, reflecting the county’s large population of underemployed young people and limited existing economic opportunities. More than 50% of households spend Ksh 1,440 or below per month in Turkana and Wajir, and yet most of them have seven or more household members. Turkana County was ranked the poorest Kenya in terms of number of households with a Ksh 1,400 monthly expenditure, and in some Turkana constituencies the proportion of people with no education is over 90%.

At the county level, 82% of Turkana residents are shown to have no education, 15% have primary

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<sup>14</sup> Under Strategic Intervention 9.9

<sup>15</sup> As an Objective under Sub Sector 6: Investment and Private Sector Development



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education only, and only 3% have secondary education, whilst overall individuals living in Turkana County are seven times less likely to have access to any secondary education than the average Kenyan. Only 6% of Turkana residents work for pay, and the county is one of two that share the dubious distinction of having the highest proportion of their populations living without paid work.

### **Turkana: Social Dynamics and Conflict Drivers**

The Turkana people have historically occupied the area in northwest Kenya located west of Lake Turkana, and according to the 2009 Kenyan census the Turkana number 855,399, or 2.5% of the Kenyan population. Most Turkana still live as semi-nomadic pastoralists, and some reference sources point out the extremely individualistic nature of the Turkana, their lack of rules and institutions, and their loose social cohesion. Information from several other sources suggests that a clearer social framework exists, albeit one much looser than the formalised age-sets and strictly hierarchical social organisation of similar ethnic groups. There are no qualitative distinctions to be made between classes, everyone is of equal status and value, and aside from ceremonial and ritual roles there are no tribal, sectional or 'political' leaders as such, although the wisdom of old age is highly valued, irrespective of sex. The elderly are also the advisors on questions of grazing rights, and their experience of weather cycles and the interactions between various sections of the tribe mean that their judgements on such matters carry significant gravitas.

It should be noted however that although traditional cultural and social norms are deeply embedded among the Turkana, wider social changes and influences may well be changing or at least weakening such customs. The dynamic generational and socio-economic tension between groups of Turkana can be better understood through the proposed research, with a view to identifying the potential impact of such changes on community expectations, demands and aspirations.

The area that the Turkana occupy is for the most part unsuitable for growing crops, thus explaining their high dependence on cattle, and their survival depends upon their ability to acquire land as well as their ability to raise and acquire more livestock. The Turkana practice a mixed economy, though about 80% of their livelihood is dependent on raising livestock including sheep, camel, cattle and goats. Some trade with other ethnic groups such as Daasanach (mainly present across the porous border with Ethiopia) and Pokot peoples does also occur, but often results in disputes over whether trades are equitable or not. Endemic conflict over resources linked to the nomadic lifestyles of these groups is also a feature of life in some areas, and violent clashes related to territorial claims, water usage and livestock theft are common.

General triggers of conflict include instances of cattle raids intended to replace cattle lost to climatic conditions, instances of revenge after one group initially attacks another, disputes over water holes and grazing land, and attacks after one group crosses the border into another group's territory. Ethnic tensions and cultural differences between the groups also play a role in fuelling this competition for scarce resources, and the established custom amongst some groups has become a cycle of migration, raiding and revenge attacks.

### **A Note on Water Resources**

Human factors such as overpopulation, a high dependence on agriculture, and the wide availability of guns have caused cultural tensions between these groups to escalate over the years. Environmental factors have also led to widespread and repeated drought in the area, causing scarce resources such as arable land and water to become even scarcer. The impact of the controversial Gibe III Dam in Ethiopia also plays a part, as critics argue that the environmental and social impacts of the Dam and its construction include reducing water flow to all areas

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downstream, as well as affecting more than 300,000 local people who depend on the river's annual floods to fertilise land for cultivation and grazing. A reduction in water flow is also said to have negatively affected fish populations along the river by impacting water inflow patterns, which will have a further negative effect on a region already starved of natural resources.

The recent discovery of four large aquifers in Turkana could reportedly solve Kenya's water problems for the next seventy years offers both a potential benefit and possible burden for the region. The discovery has yet to be tested to assess suitability of the water for drinking and irrigation purposes, and according to UNESCO further study is required to determine the precise quantity and quality of water present, as well as the level of technical difficulty and expense necessary to extract it.

An additional relevant complication posed by the discovery of the aquifers is that it remains unclear how the potential exploitation of these finds will impact on oil production in the area, since there is significant risk that drilling for oil and drilling for water may prove to be mutually exclusive activities in particular locales. Furthermore, it is unclear which industry will ultimately take precedence in the competition for support services and skilled human resources, particularly in relation to drilling, haulage and mechanical services. It is entirely possible that the development of Turkana's water resources could place additional stress on an already small pool of local labour, though alternatively the additional drilling and processing requirements of both industries could spur greater innovation and intensive training and local capacity building in a best case scenario.



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# *Tullow Oil & Kenya: Supply Side and Workforce Skills Audit & Business Environment Analysis (Local, National and Regional Capacity)*

One aspect of SCL's support to Tullow Oil's Kenyan activities will be to carry out a survey of the available relevant skills and supplier base with additional focus and analysis given to harnessing capacity within Turkana and the areas around Tullow's other Blocks.

From this basis of knowledge and its preparatory stages of desk-based and other research, SCL will produce guidance documents to support Tullow in the design and implementation of programmes to develop the quality, environmental health and safety (EHS) standards and systems and capacity of national and county workforces and SME suppliers.

SCL's research and recommendations will be heavily informed by the findings of the ongoing Lundin Study already commissioned by Tullow Oil. Depending on the exact shape and nature of these, SCL will ensure that the current research programme being outlined adds value to this existing body of knowledge. This could potentially be done through carrying out a more nuanced analysis on the particular geographical areas around Tullow's Blocks, for example through focusing on the low education baseline in Turkana and identifying the level of investment required to bring an appropriate quantum of people to a level where Tullow can reasonably demonstrate local employment opportunities (even if only at low levels or in wider circles of sub-contractors and suppliers in indirect services).

An area where SCL will be able to add additional information is through adding contextual information through a high-level study of regional supplier base ability to support Tullow's activities directly and the regional institutions players with the potential to become development partners in Kenya. The most significant of these will be analysed and investigated more closely.

## Phase 6.1 – Desk-Based Research (DBR) and Scoping

In order to gain a true reflection of the available skills and support services in Kenya and in the specific areas around Tullow's Blocks, it will be necessary to conduct rigorous Desk-Based Research (DBR) of secondary sources (including government, development partner, academic and local/community strategies, publications and research) and to prepare qualitative instruments for preliminary consultations and interviews with subject matter experts.

In addition to providing the grounding for the suite of deliverables outlined below, this phase amounts to the establishment of the business environment in which Tullow finds itself in Kenya. It will uncover past and existing business development initiatives (and the reasons behind their success or failure), delineate the nascent oil & gas sector's channels of communication, map key stakeholders in industrial development. It will draw a detailed picture of the obstacles faced by Tullow and its Kenyan partners with regard to regulatory constraints on foreign investment, current and future local content requirements, bureaucracy at the various levels of public administration, variable quality and/or existence of critical infrastructure and the banking and financial services industry.

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The overall process for the research will be similar to that outlined for the Ghana programme, with some important distinctions.

The research will be divided into distinct parts: a general actor mapping of companies (e.g.: number, focus, location, speciality, competence in a variety of areas including EHS) and a more in-depth and distinct component that maps the skills pools in Kenya, and Tullow's Blocks more specifically, and how this can be built upon. The second component will be heavily informed by the insights from the Lundin Foundation report and will supplement these with, on the one hand, a wealth of additional quantitative and qualitative data and, on the other, SCL's behavioural approach with regard to identifying opportunities and pathways for capacity building amongst some sub-groups of potential human and private sector resources.

### **Mapping Sector Capacity: Local Supply Base and Human Resource Skills**

Following the same phased methodology as that outlined for the Ghana programme<sup>16</sup>, SCL will provide a full assessment of the national capacity available to service the development and production phases of Tullow's Kenya-based projects. This assessment will be phased so as to provide business-critical information about the supplier and workforce bases in line with the timing and technical demands dictated by Tullow's Rig Schedule and the phasing of the research into two phases of Seismic and Exploration and Appraisal and pre-Development.

Using existing datasets and a network spanning Kenya, SCL will analyse the range of Focus Industrial Sectors identified by Tullow to analyse sectors and firms with development potential (and suggest specific interventions for achieving this) and engage directly with the top five firms in each sector to establish their ability to engage, their capacity and their perception of the sector's barriers to engagement. Findings from this research will be evaluated to reflect existing best practice in decision-making processes (i.e.: Risk vs. Benefit, Effort vs. Benefit).

### **Workforce Survey**

SCL understands that the Lundin Foundation has research underway to provide a Baseline Needs Assessment of Skills Training / Education for Kenya's new upstream oil & gas sector. Our mapping of the work force will build on, and be heavily informed by, this study's identification and assessment of current and planned private and public educational infrastructure at TVE and university-level in Kenya.

Depending on the granularity of Lundin Foundation data, SCL would be pleased to carry out a more detailed follow-up analysis to the socio-economic analysis and developmental needs assessment of specific institutions identified by Tullow as being of especial interest and/or with the potential to catalyse broader development. This phase will also include a preliminary definition of the channels and sources of information that will be most effective for delivering skills and services-related interventions.

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<sup>16</sup> Phase I of a programme of research entails the identification of the particular Desired and Non-Desired Behaviours (DBs and NDBs) that will be the target of any subsequent outreach campaigns (as not all can be targeted in a time-bound and cost-effective manner). Subsequent to this, detailed Project Objectives will be determined based on an initial assessment of DBs and NDBs amongst the population as these relate to the provision of skills, services and materials to the oil & gas sector. This will be facilitated by a number of preparatory stages including the design and use of an open-ended questionnaire for preparatory Expert Interviews<sup>16</sup>; DBR of available literature, existing legislation and policies directly or indirectly relevant to oil & gas skills and services; Respondent Profiling based on available statistics about skills and services requirements of the industry; and the design and use of an open-ended questionnaire for Subject Matter Experts (e.g. representatives of Tullow, pre-qualified and aspirant firms, skills providers, civil servants involved in implementing local content regulations, etc.)



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To address the near-certain gaps / extremely low level of skills and services geared to the sector in Block locations such as Turkana, SCL's analysis and concomitant database will put Tullow and its Kenyan partners in a position to harness thus far unidentified capacity outside the sector and non-sector specific skills that could nevertheless be of benefit of the industry. This is likely to be initially in areas linked to the unique topography and culture of the locations and will be immeasurably enhanced by the proposed behavioural research study of Turkana outlined below.

## Phase 6.2 – Preparation of Field Research and Development of Quantitative & Qualitative Instruments

Once the framework for the overall project is complete, SCL will recruit and capacitate one or more of its existing local research partners to carry out the field work aspects of the project. They will be trained in data collection, processing and data confidentiality, as well as in the Behavioural Dynamics Methodology for eliciting the most relevant and sensitive information from respondents.

SCL's Research Manager will work closely with Tullow Oil and its Kenyan partners to ensure all work carried out is informed by and complementary to the work of other players. SCL will consult on the development of the project timeline and to agreeing milestones to ensure objectives are met in a timely manner, and to enable identification at the earliest possible stage of any risks that may delay the project.

SCL will then collaborate with said partners in developing detailed itineraries for a number of surveys looking into the different segments of the overall 'populations' being investigated (eg: companies, skills providers, etc.). SCL will separately capacitate an independent Quality Assurance team who will monitor data collection, carry out data cleaning and ensure the information is properly coded for input into the database.

Based on the results of Phase 6.1 and local knowledge, the London-based Research Team will work concurrently with the BDi to define the parameters of the project and select the most appropriate suite of flexible, multi-method field research methodologies. They will design, develop and test research instruments and select the combination of statistical techniques and psychosocial research parameters most likely to provide diagnostic insight.

Working with Tullow Oil, SCL Social will agree appropriate Audience-based Measures of Effectiveness (B-MOE) – baseline behavioural change indicators – that will eventually allow for a transparent measure of progress for Tullow Oil and its partners in implanting the Local Content Action Plan (see below).

Finally, the appropriate technological counterparts to the research (a database, a smart phone application, a user interface, etc.) will be scoped or delivered as appropriate. To ensure the quality of the research, fieldwork and quality control must be of the highest standards, and the use of smart phones with trackable GPS systems will provide invaluable quality control measures.

## Phase 6.3 – Rollout of Field Research - Quantitative

### Overview

Survey instruments will specifically focus on the areas of research decided on in Phase 6.1. However, in broad terms it can be said at this stage that:

- The sample size will be selected according to the granularity and type of information decided on in Phase 6.1;



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- The survey instruments will be piloted by conducting interviews with targeted respondents;
  - Interviews will be conducted face-to-face by field researchers;
  - All survey interviews will be guided. Respondents to any survey instrument will not be the same as those for any in-depth interview;
  - Field Research team members will be responsible for their own data entry and will do this on a daily or twice-daily basis. The fieldwork supervisor will oversee data entry and ensure that sorting and cleaning protocols exist to maintain the highest possible level of data quality;
  - Responses will be recorded into an electronic database, allowing for statistical analysis and presentation in the form of graphs and charts.

Existing basic data on the preliminary target audiences will be collected. This data can be used to establish some of the basic audience statistics, which will in turn inform some of the parameters used for efficient research design and data collection.

### **Logistical Capabilities**

SCL will use its existing in-country branches of ex-pat and local researchers, analysts and project leaders. Each location is staffed with approximately 20 locals and 2 expat field coordinators. The number of staff required to conduct analysis and write-up will depend on the selection of locations, though generally a project of this size will require around 4 core staff in London in addition to deployed field teams.

### **Instruction of Research Teams**

All research team members are sourced from local universities, academic institutions or SCL local staff, under the guidance of a senior research scientist. Based on previous experience it is likely that each field research team will include:

- 1 Research Leader
- 2 qualitative experts
- 2 quantitative experts
- 1 qualitative data input specialist
- 1 quantitative data input specialist and
- 1 logistical/administrative team member

All members of each team will share their cultural and socioeconomic background with the target location(s) allocated to them. This will ensure efficiency, relevancy, and security through local knowledge of the research environment.

Researchers will have prior experience of conducting research, however specific training sessions will also be held, as SCL's precise methodology requires a particular skill set to ensure that the data collected is reliable and that collection methods are valid and uniform.

One research leader will lead each team to ensure accuracy, quality and uniformity of convention. All research will be presented to respondents as an academic research study, and all researchers will carry identity cards.

Each researcher will complete their interviews through a smart phone application that both uploads the data and marks their location by Global Positioning System (GPS). This shows research results based on geography for ease of programme planning, as well as quality control.

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Additionally, all fieldwork will be overseen by the fieldwork supervisor – an experienced Kenyan SCL employee with past performance of field supervision throughout the country.

The overall project will be overseen by the Project Manager – an SCL employee from the UK with extensive experience of project management in Kenya. The Project Manager will be responsible and accountable for quality control and adherence to the constraints of all activities and deliverables.

### **Translation and Naturalisation**

Research instruments will be translated into Swahili, Turkana and other languages that may be necessary. Careful attention is paid to cultural norms, and concepts are not merely translated but interpreted to convey semantically similar constructs. SCL's research coordinators have extensive experience with such matters and will be closely involved in providing accurate translations.

### **Instrument Piloting and Refinement**

The research teams will spend at least 5 days piloting the research instruments in one of the target locations. Any modifications or suggested improvements are then discussed with the Project Leader, who will coordinate the adaptations for all of the other teams.

### **Research Implementation**

All the teams will then be deployed with the necessary research instruments and equipment, identification and authorisation, adequate security protection, mobile communication facilities and transport. Although each of the teams will operate independently, the Research Leaders will closely monitor progress.

Typically, regional teams establish informal local offices in target locations, as required, to ease logistical burdens. SCL has links with various Kenyan NGOs and public officials who have in the past provided these facilities.

### **Data Collection and Quality Control**

SCL's Project Manager will review the results of the interviews on a regular basis and will look for 100% completion, as well as any errors in completion and any patterns of errors. They will share the information and progress of the project with the Tullow Oil focal person on a bi-weekly basis, or according to an otherwise-agreed schedule. Additionally, the Project Manager will visit Research Teams to assess quality of interviews and data. Further quality controls include proportional double-entry to ensure data quality.

Data gathered will be critically examined and evaluated by experienced analysts, with a consistent focus on credibility and multi-source confirmation. Data collected will further be used to establish some of the basic location and audience statistics, which will in turn inform the instrument adaptation process used for efficient research design and data collection at subsequent expert interview and field research stages.

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## Phase 6.4 – Rollout of Field Research - Qualitative

Qualitative research comprising one-on-one interviews and focus groups will be conducted amongst all sub-groups. In each sub-group, potential respondents will be allocated across various categories based on the DBR and the knowledge of local researchers.

### **Focus Groups & Individual Depth Interviews – Questionnaire and Discussion Design**

In addition to contextualizing and testing insights from the surveys, the interviews will be designed to identify the problem definition, as well as the influencers and communication channels that could best be used to change behavior in the future. BDi-trained moderators will be in charge of guiding the discussions, in order to ensure that the qualitative research process gives the best possible level of insight.

In addition, BDi scientists will design controlled and randomised experiments to test the effectiveness of the existing policies and initiatives amongst the sub-groups, and the findings suggested by earlier surveys and focus groups. The ultimate aim is to test their effectiveness and provide suggestions for improvement going forward.

### **Focus Groups & Individual Depth Interviews - Network sampling**

In order to reach individuals from different groups, SCL Social will use a method called Network Sampling. Network sampling or link-tracing methods rely on each respondent to recruit more respondents. The most well known of these methods is the so-called 'chain-referral' or 'snowball' sampling scheme, which also has very well-known problems. A fairly recent improvement of the snowball-sampling scheme is a method called 'respondent-driven' sampling (RDS)<sup>17,18,19</sup>, which under certain circumstances is able to provide asymptotically unbiased estimators of population quantities. This method has been applied to the study of militants in Liberia, child and youth diamond miners in Sierra Leone<sup>20</sup>; men who have sex with men<sup>21</sup> and drug users<sup>22</sup>.

The asymptotic un-biased nature of the estimators is predicated on a number of assumptions being satisfied. For instance, the network that is being sampled must be sufficiently dense,<sup>23</sup> and each recruit must select additional recruits randomly from among his acquaintances. In contrast to snowball sampling, RDS requires continual recruitment of respondents until the estimators reach 'equilibrium'.

RDS in its original form uses two monetary incentives to encourage recruit cooperation. However, if this sampling method is chosen SCL Social will not provide monetary incentives so that we do

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<sup>17</sup> Douglas Heckathorn. "Respondent-Driven Sampling: A new approach to the study of hidden populations." In: *Social Problems* 44.2 (1997), pp. 174–199

<sup>18</sup> Douglas Heckathorn. "Respondent-Driven Sampling II: Deriving valid population estimates from chain-referral samples of hidden populations". In: *Social Problems* 49.1 (2002), pp. 11–34

<sup>19</sup> Douglas Heckathorn. "Extensions of respondent-driven sampling: Analyzing continuous variables and controlling for differential recruitment". In: *Sociological Methodology* 37.1 (2007), pp. 151–207

<sup>20</sup> See Morten Boas and Anne Hatloy. "Living in a material world". In: FAFO Report 515 (2006) and Morten Boas and Anne Hatloy. "'Getting in, getting out': militia membership and prospects for reintegration in post-war Liberia". In: *Journal of Modern African Studies* 46.1 (2008), pp. 33–55

<sup>21</sup> Carl Kendall et al. "An Empirical Comparison of Respondent-driven Sampling, Time Location Sampling, and Snowball Sampling for Behavioral Surveillance in Men Who Have Sex with Men, Fortaleza, Brazil". In: *AIDS Behaviour* 12.Supplement 1 (2008), S97–S104

<sup>22</sup> Milena Simic et al. "Exploring Barriers to Respondent Driven Sampling in Sex Worker and Drug-Injecting Sex Worker Populations in Eastern Europe". In: *Journal of Urban Health* 83.7 (2006), pp. i6–i15

<sup>23</sup> See Milena Simic et al. "Exploring Barriers to Respondent Driven Sampling in Sex Worker and Drug-Injecting Sex Worker Populations in Eastern Europe". In: *Journal of Urban Health* 83.7 (2006), pp. i6–i15 for problems which arise if this is not the case.

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not encourage local economic distortions.<sup>24</sup> It has been noted that such incentives are not essential to a successful application of this method<sup>25</sup>.

### **Individual Depth Interviews and Filmed Interviews**

SCL Social has extensive experience not only conducting qualitative one-on-one interviews and focus groups, but also in filming and voice recording the respondents. SCL Social knows the importance of documenting the interviews both as a media record and as a written verbatim document, and this is standard practice in all of our projects.

This experience gives SCL Social a key advantage in recording interviews without interfering with integrity of the data collection. Typically, SCL Social uses the footage during the analysis phase to capture nuances in voice inflection and body language, which serve to improve our understanding of local syntax and colloquialisms. All interview questions are designed in such a way that the interviewee is at ease and is not distracted by the camera, and interviewees are asked for their consent and, when given, we ask them to sign a release form. Interviewees who do not wish to be filmed are not pressured into consenting.

The interviews are conducted in people's homes, in an office space with a fixed set up, or sometimes in public spaces – SCL Social uses its experience to determine which method is the least intrusive in order to put the respondent at ease. Other steps that are taken to ensure the respondents are at ease include camera position, explaining what the camera or voice recorder is for, and outlining how the information will be used.

The media record will be passed to Tullow Oil along with the raw data, analysis and final report.

## **Phase 6.5 – Stakeholder Needs Assessment**

Key organisations with a geographical reach that creates an opportunity for broader partnership will have their capacities and structures interrogated, and their management assisted in both driving internal efficiencies and contributing to and benefiting from Tullow Oil, IOC, NGO and Kenyan government activities.

The aim of the capacitation programme is to coordinate Tullow Oil's local content outreach with the work of other organisations, assisting management in aligning strategies and operations. The organisation in question will be assisted with implementing staff/skills provider enhancements and aligned management and internal communication policies and processes, and senior management will be assisted with an internal audit to define motivations, values, attitudes and beliefs into a vision and aligned multi-year strategy. These partners will be integral to the roll-out of external communications and CSR initiatives, with a view to cultivating and growing local acceptance within the community, across service sectors, and nationally in support of Tullow's presence and activities.

These efforts will collectively enable Tullow to engage with Kenyan government aspirations and the country's self-image as a friend to business and private sector-led growth. Tullow will be in a position to justifiably describe itself as a leader in developing Kenya's oil and gas and broader private sector development agenda, both publicly and in private discussions with government and local partners.

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<sup>24</sup> Greg Scott. "They got their program, and I got mine: A cautionary tale concerning the ethical implications of using respondent-driven sampling to study injection drug users". In: *International Journal of Drug Policy* 19 (2008), pp. 42–51

<sup>25</sup> Lisa Grazina Johnston et al. "Implementation Challenges to Using Respondent-Driven Sampling Methodology for HIV Biological and Behavioral Surveillance: Field Experiences in International Settings". In: *Journal of Urban Health* 83.7 (2006), p. s136

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## Phase 6.6 – Analysis & Recommendations

### **Local Content Action Plan**

Once the analysis has been completed, SCL will deliver a package of specifically tailored strategies that capture and contextualise the communications and outreach requirements of Tullow's and Kenya's emerging oil & gas sector in the short-, medium- and long-term. These will be captured within the framework of, and form the main planks of, a Local Content Action Plan.

The LCAP will be a practical tool as well as a document thanks to the database built alongside the research – containing the Lundin Foundation and other acquired data. It will be based on and contain a full evaluation of Tullow Oil's and the governments' existing programmes and strategic focus and point out areas of success and failure, the reasons why and how implementation can be improved. We will work closely with local experts at this point to strengthen proposed interventions from a cultural perspective.

Its contents are likely to include:

- Register of national, county and regional level companies and skills with assessment of how they can be harnessed and/or grown, with investments needed and timeframes
- Regional networks and potential partnership/harnessing opportunities
- National and county level actor and social dynamics mapping report identifying key elements of outreach and communication strategy, including partners and investment needed with timeframes
- Regional dynamics with a focus on potential synergies on approach, logistics, lessons learned etc. with companies and institutions in neighbouring countries
- Likely associated costs to business (time and capital investment with each element)

The ultimate aim of the LCAP will be to establish Tullow as a leader in developing public/private cooperation to meet wider developmental goals – appreciated and valued by government, business and communities.

### **Communication Campaigns (Local, and National and Regional)**

At this stage is not possible to speculate as to the content or focus of an appropriate evidence based LCAP public relations campaign. However, from previous experience the below activities are among those that would be considered once the research has been completed:

- New brand identity
- Roadshow campaigns (county-wide and regional)
- County and nationally-broadcast milestones partnered with celebratory events
- County, regional and national network of ambassadors
- 'People's Dividend' programme of school scholarships, etc.
- County and regional series of training fairs
- Promotional documentary/ies (concept and script)
- Radio advertisements in national and regional languages (concept and script)
- Contact programme to sensitise county, regional and national stakeholders
- Contact programme with key county, regional and national business leaders
- Contact programme with key county, regional and national political leaders (including tribal leaders)

- Promotional publications and travelling drama-based shows
- 'Useful' promotional materials (buckets, wind-up radios)
- Sponsored website devoted to resolving a relevant county / regional problem
- County, regional and national 'earned media' (TV/radio)
- County, regional and national 'paid media' (TV/radio)
- Speaking slots and participation in county, regional and national events (including community events)
- Cross-promotional activities with launches of complementary county, regional and national developmental/business initiatives

## **Registry Database**

The principal deliverable for this project will be a full registry of all the Kenya and Block-located companies and skills providers either with the capability or potential to support Tullow Oil and the Kenyan government's ambitions for the county. The registry will be located in a database that classifies companies in terms of scale, competence, track record, formal qualification, geography, etc. The registry will be complemented with assorted tools containing the information collected through the surveys, interviews and focus groups, as well as that gathered through the DBR portion of the project.

This database will be tied to a comprehensive research report, prepared in English following the guidelines for the data description provided by Tullow.

The aim of the research report is to provide Tullow with a full, accurate, professional and practical set of data and recommendations that meet the project aims and objectives. The research report will feature the research methodology and the results of the various research work strands (including desk-based research, in-depth interviews, experts interviews, and survey questionnaires).

These will be submitted in the form of a written report consisting of the following sections:

- **Desk Review:** This section will present on existing research, policies and programmes as related to the project aims and objectives.
- **Supply Side & Workforce Provider Profiles:** This section will specifically describe the profile of the sub-groups, their experiences of local content-relevant programmes, risks and types of problems suffered (if appropriate), fees paid for services, profiles of formal and informal skills providers and the 'local content ecosystem'.
- **Quantitative & Qualitative Findings:** This section will assess the motivations, awareness and behaviours of target groups and audiences within the sub-groups
- **Conclusion:** This section will draw conclusions on the impact of the overall Kenyan local content programme and will put forward clear, accurate, relevant and useful recommendations based on the preceding research and analysis results.

In addition to the main research report, brief reports on the piloting phase including the revised instruments (questionnaires) and on the condition of surveys will be submitted. Further to this will be a Power Point presentation summarising the main findings of a preliminary descriptive analysis of the field research and polling data, supported by relevant videos and example scenarios where possible. This secondary deliverable will also include fact sheets summarizing in 10-15 bullet points the main findings in the selected areas of research.



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## Reporting & Additional Data Requirements

If, at this stage, it becomes clear that additional data is required or an unexpected finding needs to be verified, then the field teams will run add-on programs to supplement the data.

- SCL Social will consult closely with Tullow Oil and its Kenyan partners during all steps of the research.
- SCL Social will report to Tullow Oil or any other designated authority on administrative and financial matters, at periods specified by Tullow Oil.
- SCL Social will report to Tullow Oil on the design of the research, as well as quality control and the methodology of the study, at periods specified by Tullow.
- SCL Social will be accountable to Tullow for the timely execution of any terms of reference.
- SCL Social will report informally by e-mail on a weekly basis to Tullow on the status of works, as specified by Tullow.
- SCL Social will at all times keep administrative and financial records during the project and for a period of one year following the end of the project.
- SCL Social will at all times provide Tullow with access to intermediate products of the research.
- SCL Social will make all survey data in raw and processed form readily available to Tullow on demand in electronic form. Clean data will be provided to Tullow in Excel files in English, tabulated by question and target location.
- A copy of raw data in order of responses to semi-structured interviews will also be made available to Tullow in English.



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# *Tullow Oil & Kenya: Behavioural Research Study & Establishing a Community Relations Centre (Turkana)*

## Phase 1 – Behavioural Poll

As outlined above, the location of Tullow's most important Blocks poses unique challenges. SCL proposes to assist Tullow in surmounting these challenges through supplementing the thorough supply side and workforce capabilities available Block locations with a highly detail analysis of how Turkana society functions.

This will greatly enhance Tullow's ability to understand and positive engage with its host communities. Given the highly dynamic nature of Turkana society, we propose to use this research to establish a permanent barometer of community relations so as to give the Tullow and its Kenyan partners the knowledge and ability to act before violence occurs.

### **PHASE 1: Behavioural Poll: Project Design & Methods**

This initial phase is divided into four stages and covers all of Turkana. The Behavioural Poll will provide overall results for the county and define the areas and demographic groups deserving of the greatest focus.

### **PHASE 1A: Behavioural Poll: Desk-Based Research (DBR) & Expert Interviews (EI)**

Although summarised as DBR, this in fact comprises both secondary research and some initial primary research. SCL will conduct a rigorous review of existing sources, complemented with a series of in-depth interviews with recognised and nominated experts. The London-based research team will concomitantly proceed to Expert Interviews over a period of ten days. They will target local politicians, journalists, academics, sociologists, community leaders, etc.

Taken together, Phase 1A will identify locations, relevant issues and groups, and be used to develop the research hypotheses and instruments to be employed during the subsequent field research phase.

### **PHASE 1B: Project Set Up, Research Design, Logistics, App & Database Development**

This phase will consist of elaborating the rollout of the project, supported by the findings of phase 1A. Phase 1B will include random stratified sampling, dictating detailed itineraries with how many respondents will be interviewed in which locations, as well as their selection process.

Further elements will include questionnaire design and translation, recruitment and training of local interviewers, the development of a smart phone application and of a database to centralise all collected data, as well as the establishment of quality control processes.

All logistical aspects of the research will be addressed and resolved during this period, from interviewers' allowances to the setting up of a Quality Assurance Team HQ.

The Research Instruments generated in Phase 1A will be developed, tested and finalised. Local field staff will be trained in their use as well as in data collection methodology, operational

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protocols and quality check procedures. The overall approach will be piloted to ensure the highest possible efficiency and accuracy of data collection.

### **PHASE 1C: Field Research**

In order to provide the data required, the BDi will develop a stratified sampling procedure for the number of respondents required. We are confident based on previous experience of being able to complete the research with 20 researchers, supported by 2 field managers, over the indicative timeframe detailed below.

Research Design and Set Up: 12 days

- A BDi scientist will design a tailor-made questionnaire, sampling and randomised itineraries (3 days)
- The IT team will develop a database and phone application ('app') accessible by Android phones specially set up for the research (2 days)
- The Research team will recruit researchers during this period and train them up to BDi standards (recruitment will be concomitant to research design, training will be 1 day)
- Researchers will go into the field to pilot the questionnaire (1 day) and necessary modifications will be made to the research and the app (5 days)

Data Collection and Processing: 21.5 days

- Estimated time for the 20 researchers in the field undertaking interviews, with a non-response rate of 25%, is likely to be 20 days
- Each questionnaire will last 20 - 30 minutes (est.), researchers will be able to do 7 to 8 interviews a day, including the non-response rate
- Deployment of field team comprising 20 interviewers, 2 field managers and 2 quality control specialists
- Field team will be supported by 2 personnel in charge of data handling and processing (1.5 days)
- To ensure the quality of the research, fieldwork and quality control must be of the highest standards. The use of smart phones with traceable GPS systems will provide invaluable quality control measures.

Data Analysis and Report Writing: 11.5 days

- Following completion of the data collection phase, all quantitative data will be processed and analysed by a BDi scientist
- Working together with SCL's Strategy Unit, the data will be measured against the BDi's research protocols and used as the basis for strategic recommendations.

### **PHASE 1D: Behavioural Poll: Analysis, Report Writing & Recommendations**

This phase centres on the qualitative and quantitative analysis of the primary data collected, and the formulation of resultant strategies and interventions. Findings will be corroborated and contextualised through triangulation of public domain, quantitative and qualitative information to maximise the validity of conclusions and recommendations.

The analysis phase will allow the establishment of Target Audiences Profiles (TAP) and will provide Tullow with an evidence-based understanding of the impact of socio-economic, cultural and political dynamics within Turkana, as well as key issues to address in different areas of the county and recommendations for a future programme of community engagement. Full results of the research, along with actionable recommendations, will be included in the Final Report.

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## Phase 1 Deliverables

A Behavioural Poll is the chief quantitative instrument of scientific inquiry on community behaviour. Its findings apply to the whole population and its objective is to quantify independent (i.e. poverty levels) and dependent (i.e. relative restiveness) variables.

This process will allow Tullow Oil to:

- Map the Turkana population
- Identify Supporters, Allies & Opponents
- Demographics – Population by economic activity, income, gender, age
- Stability – Past and future inclination to turn to violence
- Initiating sets – Most/least influential community, political, religious and economic leaders

Map the issues that matter most

- Identification: Establishing which issues matter most to specific areas and pre-identified groups
- Responsibility: Delineating perceived responsibility for specific issues to local, regional and national levels
- Ranking: Quantifying which issues matter more and their inter-relationship
- Source credibility: Establishing the most/least credible sources of information for voters on an issue-by-issue basis

Target Audience Profiling – identification of key groups

- Perceptions Audit of Tullow Oil and its policies, practices and messages

SCL Elections will provide Tullow Oil with a presentation and report detailing:

- Identification of segments of the population to target for engagement and/or employment
- Identification of most effective community alliances and affiliations
- Identification and ranking of the issues of most importance to the Turkana
- A basis from which to progressively establish a full programme of community engagement going forwards

Additional deliverables will include comprehensive and detailed recommendations on the best cognitive and emotional strategies to influence and modify Turkana attitudes and behaviour. Also included will be conclusions on competition weaknesses and recommendations on how best to utilise these to Tullow Oil's advantage.

Overall, this will allow Tullow to tailor its infrastructure, messages and policies location-by-location, vastly improving its ability to function effectively and win 'hearts and minds'.

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## Phase 2 – Establishing a Community Relations Centre (Turkana)

The insights stemming from the Behavioural Research Study will provide invaluable insight into the motivational underpinnings to Turkana behaviour across a range of areas.

These insights in their own right can form the platform for an ongoing programme of community relations as well as materially enhance Tullow Oil and its partners' efforts to up-skill and up-scale the capacity of the potential and actual workforce and supplier base around its most important Blocks in Turkana.

However, to truly understand and integrate its operations with its host communities, SCL proposes that a small Turkana-based office be set up to act as a permanent barometer of community relations. This office – its efforts managed and supplemented by the activities of an oversight office in Nairobi – will give Tullow Oil and its partners early warning of direct and indirect threats to Tullow's activities and the ability and knowledge required to engage with these before damage is done to projects or, most importantly, the lives and livelihoods of the Turkana.

The process for establishing the offices is relatively straightforward though certain aspects – such as company registration & compliance certification, acquisition & securing of premises & equipment in Turkana and the setting of payment systems – can take time.

The core functions of the Turkana and Nairobi office are laid out below. It should be noted that the Turkana office, in particular, will provide an additional avenue through which to carry through capacity building and Corporate Social Responsibility initiatives.

### **Turkana Office - 'Community Satisfaction' Surveys & Stakeholder Mapping**

The work of the local office will be overseen by SCL's in-country team, ensuring that the local staff are able to demonstrate sufficient knowledge of research methodologies and the specifics of the oil and gas industry to enable them to contribute to the research project as a whole. The research outputs and data generated by the local office will also be subject to the same quality assurance procedures as other SCL research staff, ensuring that the local office is generating insights that can be seamlessly integrated in SCL's analysis.

Surveys will be employed on a systematic basis to allow Tullow Oil to understand how Turkana perceive current and planned programmes, services and policies, and thus how these can be modified to meet, as close as possible, the expectations of the audience and put Tullow Oil in a position to demonstrate success.

### **Nairobi Office – Ongoing Perceptions Audit**

Through systematic remote research and data collection from pre-existing available sources, SCL Social will seek to move beyond fixed, easily observable, phenomena and provide genuine analytical insight into the dynamics of the efforts to improve skills and services in Turkana and Kenya more generally. All existing public domain sources will be monitored regularly and reviewed. Through these, detailed and comprehensive data on local content, relevant legislation and public attitudes to both will be collected.

Sources will include local-language publications where appropriate, and SCL Social will obtain locally produced publications and other materials from the relevant areas. Priority will be given to trusted statistical sources, such as peer-reviewed articles, reports commissioned by NGOs, and

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official government data (such as census information). However, other non-formal sources will also be examined, including blogs, social networking discussions, local media etc. In addition, SCL Social has access to major databases providing contextual and historical data, including those maintained by leading academic and commercial institutions such as prominent risk analysis firms. These sources will be regularly revisited to ensure that the data provided is the most up to date available.

SCL Social uses a structured and systematic approach to data collection to ensure that information sources are not excluded or biased in one direction. This will be done through the formation of a list of predetermined keywords, which will be regularly entered into databases and search engines. The list of keywords will be regularly revised and updated as part of an iterative process designed to ensure that the most relevant information is elicited in a replicable and scientifically rigorous manner.





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# Appendix I – BDi Methodology – FAQs

Key Distinctions The BDi Methodology distinguishes itself from commercial social science research, marketing, and polling in four key ways:

## 1. A Behavioural Focus

Why behaviour and not attitudes?

The human world is the totality of our behaviour. Whilst attitudes are important, most problems - and certainly those that our clients face - are manifested behaviourally. In addition, as behaviours are measurable in a way that attitudes are not, a focus on behavioural influence enables us to establish robust MOEs (Measures of Effectiveness) to assess the success of our strategic communication campaigns.

How does this differ from other approaches?

Most research conducted by commercial social scientists focuses on attitudes, assuming they are a precursor to behaviour. However, we wouldn't particularly mind if people dislike us if they are friendly and cooperative, or if they buy our products. Clients have a problem because people behave unfavourably towards their goals, whether not buying or using certain products, not eating enough healthy foods, not wearing seatbelts in cars, etc. Focusing on the behavioural aspect of a problem opens up a multitude of solutions beyond changing attitudes.

## 2. An Audience-Centric Approach

Why Audience-Centric?

An Audience-Centric approach takes into account the internal logic of our audiences and their cultures. It seeks to understand a Target Audience's behaviours and related attitudes from their perspective, and establish those motivations, values, attitudes, and beliefs that provide us with the normative leverage required to design and influence strategy.

How does this differ from other approaches?

Commercial social science research is often derived from a comparative framework, and applies an external (often called audience-focused) point of view to groups and cultures, explaining events and behaviours through an ethnocentric frame of reference. Whilst the results of this kind of research may help us understand groups and cultures in comparison to our own, they rarely offer the insights needed to make actionable recommendations on how to exert influence aimed at behavioural change.

## 3. A Holistic Systems Approach and Group Level Analysis

What do you mean by holistic systems and why do we need group level analysis?

A holistic systems approach considers people in a society as independent but interrelated parts of a social system, organised by a certain pattern of relationships. When it comes to behaviour, our individual attitudes and preferences are lesser determinants than the social and behavioural dynamics within which we operate. When it comes to influence, it is essential to examine a combination of specific and highly relevant social norms, comparative preferences, and behavioural intent.

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How does this differ from other approaches?

Most forms of quantitative research are primarily based on aggregates of individual scores, even though it is well known that the average, arithmetic mean can provide very misleading statistics when the broader context is considered. Our research aims at discovering group-level traits that are endorsed and shared by its members with respect to the group.

#### 4. The use of Phased Research

Why can't we do all the research at once?

Systems thinking focuses on cyclical rather than linear cause and effect. Diagnosing the causes of behavioural problems in a social system first of all requires an understanding of the problem as part of the overall system. Once this has been achieved, specific groups and their roles within the social system can be isolated as potential audiences for influence campaigns. Building a psychosocial profile of these Target Audiences requires its own phase of research and analysis, after which potential influence strategies can be identified. Hypothesis testing and the subsequent contextualisation and understanding of findings enables us to make specific recommendations for influencing Target Audiences.

How does this differ from other approaches?

Most research companies specialise in either quantitative or qualitative research, and even when they use both, they rarely use a phased mixed methods approach, whereby qualitative research is employed in order to generate hypotheses, and quantitative research in order to test hypotheses. In order to achieve the level of granularity required to understand how we might go about changing behaviour, a systematic, multi-phase, mixed methods approach to research and planning is essential.

Doing the right kind of research that informs the type and nature of a campaign and its design is what SCL specialises in, and after this phase has been completed, SCL Social will be able to design a strategic campaign for the product, based on:

##### Effective Target Audience segmentation

- Behavioural, psycho-social and socio-dynamic characteristics of target audiences (to the extent that this is possible within the scope of phase 1 and based partly on the quality of the existing research), which directly inform campaign design in terms of context, framing, and campaign type.
- The process (or narrative) of attitude shaping that will inform the message design through the identification of characteristics of messages that successfully shape attitudes in the context of the specific audiences and product in question.
- The formal and informal influence, power, and decision-making structures and processes of target audiences that will inform Initiating Sets for the campaign, and key focal audiences.
- The beliefs, attitudes, and motives/incentives that drive key audience behavior - this will inform message context.
- The issues, influences, and messages that are competing for group attention and the identification of necessary means and thresholds to co-opt or overcome this competition.
- An analysis of the available channels for communications - SCL Social will make recommendations based on the reach and credibility of the channels.

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- The analysis of options, not limited to media or other traditional means, for achieving the behavioral objectives (SCL Social will analyse the advantages, disadvantages, and risks of each, and make recommendations for action).





## Appendix 2 – Regional economic activity and employment: Ghana

Source - <http://www.ghana.gov.gh>

### Ashanti Region (Kumasi)

The economically active population in the region is engaged mainly in Agriculture (excluding Fishing), with 44.5 per cent of them employed in the branch of activity. This represents a decline from the 1984 level of 61.9 percent. The next highest proportion of the economically active population is employed in Wholesale and Retail Trade (18.4%), followed by Manufacturing (12.2%) and Community, Social and Personal Services etc., (9.9%). These four major economic activities employ a total of 85.0 per cent of the economically active population, which is lower than that of 1984 (94.4%). The proportion of the economically active population engaged in other economic activities is less than 5.0 per cent in each case. Water and Transport, Storage and Communications, Electricity, Gas and all the other activities increased their proportions of the economically active population employed in 2000 compared with 1984, except Agriculture, Hunting and Forestry.

#### Districts:

- Adansi North
- Adansi South
- Afigya-Kwabre
- Ahafo Ano North
- Ahafo Ano South
- Amansie Central
- Amansie West
- Asante Akim North
- Asante Akim South
- Atwima Kwanwoma
- Atwima Mponua
- Atwima Nwabiagya
- Bekwai Municipal
- Bosome Freho
- Bosomtwe
- Ejisu-Juaben Municipal
- Ejura/Sekyedumase
- Kumasi Metropolitan
- Kwabre Mampong
- Mampong Municipal
- Obuasi Municipal
- Offinso Municipal
- Offinso North
- Sekyere Afram Plains
- Sekyere Central
- Sekyere East
- Sekyere South





## Brong-Ahafo Region (Sunyani)

Agriculture and related work is the major occupation in all districts, accounting for 66.4 per cent of the region's economically active population. It is the main occupation for about two-thirds of the economically active group in nine of the 13 districts. In the three most urbanised districts, Sunyani (45.9%) Berekum (50.9%) and Techiman (57.1%), Agriculture and related work account for between 45.0-60.0 per cent. Sene, the most rural district, in particular, has 4 out of 5 economically active population in this sector. Significant proportions of the economically active persons are engaged as Production, Transport operators and Labourers (11.3%), Sales workers (7.6%), and Professional and related workers (5.8%). 9 out of the 13 districts have proportions of Productive, Transport operators and Labourers above 10.0 per cent. 3 out of the nine, Sunyani (14.9%), Berekum (14.8%) and Kintampo (13.8%) have the highest proportions. The other 4 districts have less than 10.0 per cent. At the regional level Sales workers form only 7.6 per cent. However, at the district level, Techiman (13.7%), Sunyani (13.4%) and Berekum (11.2%) have relatively high proportions engaged in sales. This is expected as Techiman is the largest market centre in the region. In addition, Sunyani and Berekum are urbanised districts, where sales workers are usually predominant. Proportions of Professional, Technical and related workers are generally low in most districts but Sunyani (9.0%) and Berekum (8.7%) have relatively high proportions. These same districts also have appreciable proportions of service workers 8.6 and 7.0 per cent respectively.

### Districts:

- Asunafo North District
- Asunafo South District
- Asutifi District
- Atebubu-Amantin District
- Berekum District
- Dormaa Municipal
- Jaman North District
- Jaman South District
- Kintampo North District
- Kintampo South District
- Nkoranza District
- Pru District
- Sene District
- Sunyani District
- Tain District
- Tano North District
- Tano South District
- Techiman Municipal District
- Wenchi District



## Central Region (Cape Coast)

In both 1984 and 2000, agriculture was the main type of economic activity for both males and females. Agriculture was even more important in 1984 (64.0%) than 2000 (54.8%). This means that an increasing proportion of people in the economically active population is shifting from agriculture to other areas of economic sectors, as urbanization increases and people attain higher education. Sales was the second major economic activity in 1984 while it ranks third in 2000. Apart from agriculture and sales, a significant proportion are engaged as production and transport equipment operators. There were more people engaged in this activity in 2000 (16.1%) than in 1984 (13.8%). In each of these years, the proportion of males was higher than that of females in this field. Between 1984 and 2000, the proportion engaged in professional and technical jobs increased from 3.9 per cent to 6.4 per cent. As in the case of production, transport and equipment operators, the proportion of males in professional and technical occupation was higher than that of females. The proportion of those engaged in clerical and related jobs as well as those engaged in services, increased between 1984 and 2000. In both years, the proportion of males was higher than that of females for clerical and related jobs. In the case of services, the proportion of females is higher. While the proportion of females in administrative and managerial occupations increased, that of males declined.

### Districts:

- Abura/Asebu/Kwamankese District
- Agona East District
- Agona West Municipal District
- Ajumako/Enyan/Essiam District
- Asikuma/Odoben/Brakwa District
- Assin North Municipal District
- Assin South District
- Awutu-Senya District
- Cape Coast Metropolitan District
- Effutu Municipal District
- Gomoa East District
- Gomoa West District
- Komenda/Edina/Eguafo/Abirem Municipal District
- Mfantiman Municipal District
- Twifo/Heman/Lower Denkyira District
- Upper Denkyira East District
- Upper Denkyira West District



## Eastern Region (Koforidua)

The main occupations of the economically active population in the region are Agriculture and related work (54.8%), Sales (14.3%), Production, Transport and Equipment work (14.0%) and Professional and Technical work (6.9%) with Services accounting for 5.0 per cent. The four principal occupations for males are agriculture and related work (56.9%), Production, Transport and Equipment work (16.6%), Professional and Technical work (8.6%) and Sales work (6.5%). These occupations are similar for females, except in Sales work where females (21.8%) feature more significantly than males. The proportions for females are: Agriculture and related work, 52.7 per cent; Production, Transport and Equipment work, 11.5 per cent; Professional and Technical, and related work 5.2 per cent and Sales work, 21.8 per cent. Industry There are three main industrial activities in the region, namely Agriculture including Hunting, Forestry (54.9%), Wholesale and Retail trade (13.5%) and Manufacturing (9.1%). In Agriculture and related work, males constitute 57.4 per cent, compared with 52.6 per cent of females. However, females are predominant in Wholesale and Retail Trade (19.3%), compared with 7.4 per cent males. In the Manufacturing industry, female participation (9.5%) is higher than that of males (8.8%). Birim North District has the highest economically active population in Agriculture and related work for both males (77.6%) and females (73.9%) while in New Juaben, only 17.7 per cent of males and 14.3 per cent of females are in that industry. In the Manufacturing sector, the highest percentage for males (15.4%) and for females (15.0%) is in New Juaben municipality, with the lowest for both males (3.2%) and female (4.4%) in the Afram Plains District. Similarly, in the Wholesale and Retail Trade, the highest proportion for males (17.4%) and for females (39.1%) is in New Juaben municipality, while the Afram Plains District has the lowest for both males (2.2%) and females (6.6%).

### Districts:

- Akuapim North District
- Akuapim South Municipal District
- Akyemansa District
- Asuogyaman District
- Atiwa District
- Birim Central Municipal District
- Birim North District
- Birim South District
- East Akim Municipal District
- Fantekwa District
- Kwaebibirem District
- Kwahu East District
- Kwahu North District
- Kwahu South District
- Kwahu West Municipal District
- Lower Manya Krobo District
- New-Juaben Municipal District
- Suhum/Kraboa/Coaltar District
- Upper Manya Krobo District
- West Akim District
- Yilo Krobo District



## Greater Accra (Accra)

The occupational structure shows that 42.0 per cent were engaged in sales and service occupations, with 24.7 per cent as production, transport and equipment operators. As expected, the region has a larger concentration of professional and technical workers (10.8%) compared to the national figure of 6.5 percent. On the other hand, agriculture, animal husbandry and forestry, fishermen and hunters, do not feature as prominently (9.1%) as is the case for the country as a whole (49.1%). There are sex differences in terms of type of occupation. The four largest male occupational groups are production, transport operators (29.6%), sales (19.4%), clerical and related workers (14.4%) and professional, technical and related workers (13.4%). In contrast, females are mainly sales workers (42.0%), production, transport and equipment operators, (19.5%) and service workers (13.9%).

### Districts:

- Accra Metropolitan
- Tema Metropolitan
- Adenta Municipal
- Ga East Municipal
- Ga West Municipal
- Ga South Municipal
- Ashiaman Municipal
- Ledzokuku-Krowor
- Dangme East
- Dangme West



## Northern Region (Tamale)

Nearly 68 per cent of the economically active population are classified as self-employed, while 22.9 per cent are unpaid family workers; only about 6.1 per cent are employees. This regional pattern is also reflected in all the districts. For example, the proportion of the self-employed ranges from 50.8 per cent in Zabzugu-Tatale, to 79.7 per cent in Savelugu- Nanton. The proportion of unpaid family workers varies from 5.2 per cent in the Tamale municipality to 45.3 per cent in Zabzugu-Tatale. The high level of unpaid family workers, recorded in some of the districts is probably a reflection of the high proportion of the population in the agricultural sector.

### Employment sector

The bulk (83.4%) of the population of the region are employed in the private informal sector. An additional 11.5 per cent are employed in the private formal sector. This justifies the policy to encourage and reinforce the private sector to lead and speed up the growth of the economy. The public/semi public sector accounts for only 4.3 per cent of the working population.

### Districts:

- Bole
- Bunkpurugu-Yunyoo
- Central Gonja
- Chereponi
- East Gonja
- East Mamprusi
- Gushegu
- Karaga
- Kpandai
- Nanumba North
- Nanumba South
- Saboba Chereponi
- Savelugu-Nanton
- Sawla-Tuna-Kalba
- Tamale Metropolitan
- Tolon-Kumbungu
- West Gonja
- West Mamprusi
- Yendi Municipal
- Zabzugu-Tatale



## Upper East Region (Bolgatanga)

The region's economy is based on agriculture, primarily cattle and cereals like millet, sorghum and rice. The region is also known for its handicrafts and a locally brewed beer known as Pito. The market at Bolga has a long history. The ancient trans-Saharan trade routes from Mali, which passed through Burkina Faso, was joined in Bolga by a second route, from northern Nigeria through Bawku, and continues down to Tamale and southern Ghana. At the Bolga market, visitors can buy straw hats, baskets, leather goods, metal goods, and traditional clothing. The main occupations in the region in order of magnitude are, agriculture and related work (65.9%), production and transport equipment work (14.5%), sales work (9.5%) service work (3.9%), and professional, technical and related work 3.8 per cent. The five together make up 97.6 per cent of all occupations. The occupational structure of the region is thus not very diverse. The substantial lack of formal sector, office based bureaucratic activities in the region is reflected in the fact that only 1.7 per cent of the economically active are engaged in administrative, managerial, clerical and related work. About two out of every three are in agriculture (66.4%).

The rank order of the five occupations is same for males and females. The proportion of females in sales work (13.3%) is twice that of males (5.8%). The proportion of males in agriculture is 71.8 per cent compared with 61.2 per cent females.

### Districts:

- Bawku Municipal
- Bawku West
- Bolgatanga Municipal
- Bongo
- Builsa
- Garu-Tempane
- Kassena-Nankana
- Kassena Nankana West
- Talensi-Nabdam





## Upper West Region (Wa)

The major occupations in the region are Agriculture and related work (72.0%), Production and Transport Equipment work (12.1%), Sales work (5.2%), Service work (4.0%), and Professional, Technical and related work (4.0%). The five, together constitute at least 96.0 per cent of the occupations in each district.

In all districts, the order of Agriculture as the number one occupation, is maintained. Production and Transport Equipment work which ranks second at the regional level, retained that position in all districts.

Professional and Technical work (the third major occupation region wise) retains the third position in all the districts except Wa where it ranks fourth. Sales work, which ranks fourth at the regional level, maintained this position only in Lawra; it ranks third in Wa and fifth in the remaining three districts.

### Districts:

- Jirapa/Lambussie
- Lambussie Karni
- Lawra
- Nadowli
- Sissala East
- Sissala West
- Wa East
- Wa Municipal
- Wa West



## Volta Region (Ho)

It can be observed that in all the districts, over two-thirds of the economically active population are self-employed without employees. The Ho District (72.6%), with the smallest proportion of the self-employed without employees, is far below the regional average of 78.0 per cent while the Akatsi District has the highest proportion of 84.3 per cent. Such a high proportion of the self-employed without employees poses 55 economic and social problems since it makes tax mobilization difficult, social security of workers not assured and allows little room for reinvestment because of low turnover. On the other hand, the proportion of the self-employed with employees is less than 5.0 per cent in all the districts except Krachi (5.1%). Together, the two self-employed categories account for 81.5 per cent of the working population. A sizeable proportion (3.6%-15.9%) of the economically active population is recorded as employees in the districts. For example, in six districts, the proportion recorded as employees (10.6%-15.9%) is higher than the regional figure (10.0%).

### Districts:

- Adaklu District
- Afadjato (East Dayi)
- Agotime Ziope
- Akatsi North
- Akatsi South
- Biakoye
- Central Tongu
- Ho Municipal
- Ho West
- Hohoe Municipal
- Jasikan
- Kadjebi
- Keta Municipal
- Ketu North
- Ketu South Municipal
- Kpando Municipal
- Krachi East
- Krachi Nchumuru
- Krachi West
- Nkwanta North
- Nkwanta South
- North Dayi
- North Tongu
- South Dayi
- South Tongu



## Western Region (Sekondi-Takoradi)

The region is endowed with considerable natural resources, which give it a significant economic importance within the context of national development. It is the largest producer of cocoa, rubber and coconut, and one of the major producers of oil palm. The rich tropical forest makes it one of the largest producers of raw and sawn timber as well as processed wood products. A wide variety of minerals, including gold, bauxite, iron, diamonds and manganese are either being exploited or are potentially exploitable. The region's total geological profile and mineral potential are yet to be fully determined. The four major occupations in the region are agriculture including fishing, animal husbandry and hunting (58.1%), production and transport work (14.5%), sales work (10.2%) and professional and technical work (5.4%). The major industrial activities in the region are agriculture, excluding fishing but including forestry and hunting (58.1%), mining and quarrying (2.4%), manufacturing (10.2%) and wholesale and retail trade (10.3%). The working population in the private formal (13.5%) and the public (6.0%) sectors are mainly employees of private and public sector employers.

### Districts:

- Ahanta West District
- Aowin/Suaman District
- Bia District
- Bibiani/Anhwiaso/Bekwai District
- Jomoro District
- Juabeso District
- Mpohor/Wassa East District
- Nzema East District
- Prestea-Huni Valley District
- Sefwi-Wiawso District
- Shama Ahanta East Metropolitan District
- Wasa Amenfi East District
- Wasa Amenfi West District
- Wassa West District



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## *Appendix 3: SCL Group Board of Directors*

### **Sir Geoffry Pattie - President**

Sir Geoffrey was educated at Durham School and St Catherine's College, Cambridge, where he graduated with an MA Honours Degree in Law. Having entered the advertising industry in 1959, he was a Director and then Managing Director at Collett Dickenson Pearce, one of the country's leading advertising agencies. From 1974 to 1997 he was elected Member of Parliament for Chertsey and Walton and following the General Election of May 1979, he was appointed Parliamentary Under Secretary of State for Defence (RAF). In 1990, Sir Geoffrey was appointed Vice-Chairman of the Conservative Party and in 1992 he was appointed Vice-Chairman (International) of the Conservative Party. At the General Elections in 1997 Sir Geoffrey resigned from his seat in Parliament.

### **Julian Wheatland - Chairman**

Julian Wheatland was educated at the University of Leeds where he read Electrical and Electronic Engineering. He has an MBA from The Wharton School and he is a qualified Chartered Engineer. Julian spent his early career working for BICC Cables where he was responsible for its largest manufacturing unit in Wrexham. He was a founder of Edengene, the UK's leading growth and innovation consultancy and a Managing Consultant in the Strategy practice of PA Consulting. He is a serial entrepreneur; responsible for, and associated with, several start ups in a variety of sectors. Currently, Julian is Chief Executive of Consensus Community, the non- property venture capital and investment arm of Consensus Business Group.

### **Alexander Nix - Executive Director**

Alexander Nix was educated at Eton College and Manchester University. He began his career as a financial analyst with Baring Securities in Mexico. In 1998 he moved to Buenos Aires, Argentina, where he was co-founding partner of an eCRM and telephony outsourcing business. Between 1999 and 2001 he developed the business across the Mercosur region. In 2001 he returned to the UK to work for Robert Fraser & Partners LLP, a boutique Corporate Finance and tax advisory firm. Shortly after, he joined Robert Fraser Corporate Finance, where, as an Assistant Director, he worked as principal and in an advisory capacity on UK M&A and transaction work. In 2003 Alexander left finance to join the SCL Group as a Director, where his responsibilities included growing SCL internationally, together with opening new markets for SCL's many behavioural products and services. In 2007 he directed his efforts to developing the elections division, including opening new offices in Washington DC and Delhi and growing the global staff to over 300 employees. Over the past 9 years Alexander has worked on more than 40 election campaigns in the US, Caribbean, South America, Europe, Africa and Asia. In 2010 Alexander opened SCL Social, a not-for-profit, international development agency dedicated to applying SCL's behavioural change communication strategies to humanitarian, health and development projects around the world.

### **Roger Gabb - Non Executive Director**

Roger Gabb is Executive Chairman of Western Wines Ltd, a £100m turnover business that he built up over twenty years to supply wine to the UK supermarket sector. His earlier career included introducing Volvic mineral water into the UK and a period with Distillers Company as European Brand Manager.

*Thank you for taking the time to consider our proposal.*

*SCL would be delighted to meet to discuss further how the programmes outlined in this document can be implemented.*

*Yours sincerely,*

A handwritten signature in black ink, appearing to be 'Alexander Nix', with a long horizontal flourish extending to the right.

Alexander Nix

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