

AUDIT SECTION: AUDIT BILL ADVOCACY STRATEGY

By

CWP
Citizens Wealth Platform

Advocacy Strategy Matrix for Audit Reform Bill 2019 (DRAFT)

Stakeholders / Stakeholder Groups	Role in the Legislative Process	Relationship with Promoters	Objective(s) of Potential Engagement	Strategies for Engagement	Timelines for Engagement	Risk Analysis
National Assembly						
President of the Senate	<p>Presides over proceedings in the Senate</p> <p>Determines and announces the decision of the Senate on any issue in which voting is required</p> <p>Together with the Chairman of the Rules & Business Committee, schedules matters on the Order Paper (Agenda of the Senate)</p>	<p>Major Advocacy target</p> <p>Could become an Ally</p>	<p>To ensure personal support for the Bill</p> <p>To facilitate speedy consideration of the Bill in the Senate</p> <p>To protect the Bill from suffering adverse consequences in the Senate</p>	<p>Face to Face Meeting to solicit support / Lobbying</p> <p>Telephone calls</p> <p>WhatsApp / SMS Messages</p> <p>Personalized letter(s)</p>	<p>As soon as the Bill is presented to the National Assembly (Month One) and continuously afterwards until the Bill is passed by the National Assembly</p>	<p>If the President / the Executive is opposed to the Bill and the Senate President is not independent minded, he might take his cue from the Presidency and become antagonistic towards the Bill, and implacable. Should this happen, more strenuous efforts will have to be made to secure the support of the Deputy Senate President</p>
Deputy President of the Senate	<p>In the absence of the President, presides over proceedings in the Senate & performs other functions of the Senate President</p>	<p>Major Advocacy target</p> <p>Could become an Ally</p>	<p>To ensure personal support for the Bill</p> <p>To facilitate speedy consideration of the Bill in the Senate</p> <p>To protect the Bill from suffering adverse consequences in the Senate</p>	<p>Face to Face Meeting to solicit support / Lobbying</p> <p>Telephone calls</p> <p>WhatsApp / SMS Messages</p> <p>Personalized letter(s)</p>	<p>As soon as the Bill is presented to the National Assembly (Month One) and continuously afterwards until the Bill is passed by the National Assembly</p>	<p>If the President / the Executive is opposed to the Bill and the Deputy Senate President is not independent minded, he might take his cue from the Presidency and become antagonistic towards the Bill, and implacable. If the support of the Senate President is secured, the negative impact of such a situation is mitigated.</p>

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Speaker of the House of Representatives	Presides over proceedings in the House of Reps Determines and announces the decision of the House on any issue in which voting is required Together with the Chairman of the Rules & Business Committee, schedules matters on the Order Paper (Agenda of the House of Reps)	Major Advocacy target Could become an Ally	To ensure personal support for the Bill To facilitate speedy consideration of the Bill in the House of Reps To protect the Bill from suffering adverse consequences in the House of Reps	Face to Face Meeting to solicit support / Lobbying Telephone calls WhatsApp / SMS Messages Personalized letter(s)	As soon as the Bill is presented to the National Assembly (Month One) and continuously afterwards until the Bill is passed by the National Assembly	If the President / the Executive is opposed to the Bill and the Deputy Speaker is not independent minded, he might take his cue from the Presidency and become antagonistic towards the Bill, and implacable. Should this happen, more strenuous efforts will have to be made to secure the support of the Deputy Speaker
Deputy Speaker of the House of Reps	In the absence of the Speaker, presides over proceedings in the House of Reps & performs other functions of the Speaker	Major Advocacy target Could become an Ally	To ensure personal support for the Bill To facilitate speedy consideration of the Bill in the House of Reps To protect the Bill from suffering adverse consequences in the House of Reps	Face to Face Meeting to solicit support / Lobbying Telephone calls WhatsApp / SMS Messages Personalized letter(s)	As soon as the Bill is presented to the National Assembly (Month One) and continuously afterwards until the Bill is passed by the National Assembly	If the President / the Executive is opposed to the Bill and the Speaker is not independent minded, he might take his cue from the Presidency and become antagonistic towards the Bill, and implacable. If the support of the Speaker is secured, the negative impact of such a situation will be mitigated.
Chairman, Rules & Business Committee of Senate	Primarily responsible for scheduling matters on the Order Paper (Agenda of the Senate)	Major Advocacy Target Could become an ally	To ensure personal support for the Bill	Face to Face Meeting to solicit support / Lobbying Telephone calls	As soon as the Bill is presented to the National Assembly (Month One)	May not be favourably disposed towards the Bill for any reason

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			To facilitate speedy consideration of the Bill in the Senate	WhatsApp / SMS Messages Personalized letter(s)	and continuously afterwards until the Bill is passed by the National Assembly	Should this happen, greater effort will need to be made to secure the support of the leadership of the Senate, who can direct or instruct the Chairman of Rules & Business Committee to schedule the Bill on the Order Paper at any time Efforts should also be made to win over the Deputy Chairman and the Secretary of the Rules & Business Committee
Chairman, Rules & Business Committee of House of Reps	Primarily responsible for scheduling matters on the Order Paper (Agenda of the House of Reps)	Major Advocacy Target Could become an ally	To ensure personal support for the Bill To facilitate speedy consideration of the Bill in the House of Reps	Face to Face Meeting to solicit support / Lobbying Telephone calls WhatsApp / SMS Messages Personalized letter(s)	As soon as the Bill is presented to the National Assembly (Month One) and continuously afterwards until the Bill is passed by the National Assembly	May not be favourably disposed towards the Bill for any reason Should this happen, greater effort will need to be made to secure the support of the leadership of the House of Reps, who can direct or instruct the Chairman of Rules & Business Committee to schedule the Bill on the Order Paper at any time

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						Efforts should also be made to win over the Deputy Chairman and the Secretary of the Rules & Business Committee
Senate Committees (Chairman, Deputy Chairman, Secretary & Members) ↔ Anti-Corruption & Financial Crimes ↔ Finance ↔ Public Accounts	Likely to be directly involved in the Committee stage in the consideration of the Bill and would likely be organizing the Public Hearing on the Bill in the Senate	Major Advocacy Targets	To ensure personal support for the Bill To facilitate speedy consideration of the Bill in the Senate during the Committee stage	Face to Face Meetings to solicit support / Lobbying Telephone calls WhatsApp / SMS Messages Personalized letter(s)	As soon as the Bill clears Second Reading and until the report of a Public Hearing is presented to the Senate in Plenary and the Third Reading is completed	The Committee Chair, Deputy Chair, Secretary or some members of any of the relevant committees may not be favourably disposed towards the Bill for any reason Should this happen, the response should be to get the support of as many of the members as possible, particularly the influential members and those in leadership
Clerk of the Senate	Responsible for facilitating the gazetting of the Bill in the Senate, which is a condition precedent to the scheduling of the Bill for a First Reading Also oversees and manages other administrative processes in the Senate, which might include ensuring the availability of stationery and other	Advocacy Target	To win his confidence and ensure unimpeded access to him such that he can be easily reached whenever challenges occur.	An initial Face to Face Meeting to solicit support Intermittent visits subsequently Occasional telephone calls Occasional WhatsApp Messages to sustain the relationship	As soon as the Bill is presented to the National Assembly (Month One) and continuously afterwards until the Bill is passed by the National Assembly	Very low risk, unless the individual is an unnecessarily difficult person

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	<p>consumables for critical functions that may be relevant to the progress of the Bill.</p> <p>Serves as a sounding board for members, staff and therefore other stakeholders engaging at the Senate as he can provide them with advance information about challenges, obstacles, etc.</p>					
Clerk of the House of Reps	<p>Responsible for facilitating the gazetting of the Bill in the House of Reps, which is a pre-condition for the scheduling of the Bill for a First Reading</p> <p>Also oversees and manages other administrative processes in the House of Reps, which might include ensuring the availability of stationery and other consumables for critical functions that may be relevant to the progress of the Bill.</p> <p>Serves as a sounding board for members, staff and therefore other stakeholders engaging at</p>	Advocacy Target	To win his confidence and ensure unimpeded access to him such that he can be easily reached whenever challenges occur	<p>An initial Face to Face Meeting to solicit support</p> <p>Intermittent visits subsequently</p> <p>Occasional telephone calls</p> <p>Occasional WhatsApp Messages to sustain the relationship</p>	As soon as the Bill is presented to the National Assembly (Month One) and continuously afterwards until the Bill is passed by the National Assembly	Very low risk, unless the individual is an unnecessarily difficult person

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	the House of Reps as he can provide them with advance information about challenges, obstacles, etc.					
Clerk of the National Assembly	Sits atop the bureaucracy of the National Assembly and oversees its entire administrative structure	Advocacy Target	<p>To win his confidence and ensure unimpeded access to him such that he can be easily reached whenever challenges occur that cannot be resolved by the bureaucracy in either the Senate or the House of Reps</p> <p>To ensure that there is speedy transmission of the Bill to the President for assent after it is passed by the National Assembly</p>	<p>An initial Face to Face Meeting to solicit support</p> <p>Intermittent visits subsequently</p> <p>Occasional telephone calls</p> <p>Occasional WhatsApp Messages to sustain the relationship</p>	As soon as the Bill is presented to the National Assembly (Month One) and continuously afterwards until the Bill is passed by the National Assembly and transmitted to the P	<p>The Clerk of the National Assembly may not be easily accessible</p> <p>He may also be a naturally difficult person and may therefore not be approach.</p>
House of Reps Committees (Chairman, Deputy Chairman, Secretary & Members) ↔ Anti-Corruption	Likely to be directly involved in the Committee stage in the consideration of the Bill and would likely be organizing the Public Hearing on the Bill in the House of Reps	Major Advocacy Targets	<p>To ensure personal support for the Bill</p> <p>To facilitate speedy consideration of</p>	<p>Face to Face Meetings to solicit support / Lobbying</p> <p>Telephone calls</p> <p>WhatsApp / SMS Messages</p>	As soon as the Bill clears Second Reading and until the report of a Public Hearing is presented to	The Committee Chair, Deputy Chair, Secretary or some members of any of the relevant committees may not be favourably

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↔ Financial Crimes ↔ Public Accounts			the Bill in the House of Reps during the Committee stage	Personalized letter(s)	the House of Reps in Plenary and the Third Reading is completed	disposed towards the Bill for any reason Should this happen, the support of as many of the members as possible, should be sought, particularly the influential members and those in leadership
Members of the Senate and Members of the House of Representatives	They will ultimately vote to pass the Bill or to kill it.	Advocacy Targets	To ensure that all or most of them support the Bill and that a vote is required to pass the Bill, sufficient votes are available to pass it and in the event of a presidential veto, enough votes are available to override the veto	Face to Face Meetings to solicit support / Lobbying for as many members as possible Telephone calls to as many members as possible WhatsApp / SMS Messages such that each member receives several of such messages over the advocacy period Write a personalized letter to each member of the National Assembly Develop a short Memorandum/Policy Brief about the Bill, which explains its provisions and purpose, its benefit to Nigeria, the Government, citizens, and possibly the Legislators themselves. Such a Memo	From when the Bill is introduced into the House of Reps and the Senate and throughout the legislative process	An undertaking to lobby 469 members of the National Assembly will require a massive effort and even so, it may not be possible to reach most members for a face to face or one on one

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				should also contain arguments that the legislators can use to debate in support of the Bill during legislative proceedings.		
Professional Bodies (professional associations of Accountants & Auditors, Institutes / Institutions of Accounting & Auditing, etc.	<p>They are experts and critical stakeholders whose inputs will be required in the Bill and during the legislative process</p> <p>Their involvement and support as principal stakeholders will give the Bill greater legitimacy and legislators and members of the Executive are more likely to defer to them on technical issues relating to or arising from the Bill than to typical CSOs.</p> <p>They can therefore be strong and credible advocates in support of the Bill</p>	Potential allies	<p>To ensure that they become strong allies and supporters of the Bill</p> <p>To ensure that they submit supportive Memoranda to the various committees of the National Assembly during the legislative process.</p> <p>To ensure that they make supportive presentations during any public hearing organized around the Bill</p>	<p>Ensure their participation in the drafting, redrafting, and/or consultative processes on the Bill to give them a sense of ownership</p> <p>Invite them as technical partners in the advocacy efforts</p> <p>Have consultative and planning meetings with them</p> <p>Ensure public visibility for their leadership through mainstream & social media and as much as possible, defer to them on technical issues</p>	<p>From the onset (during drafting or redrafting stage of the Bill as well as consultative processes on the Bill</p> <p>Efforts should also be made to keep them engaged and visible throughout the advocacy process</p>	<p>Although they are technical experts on the issue, they may not share the transparency principles in the Bill or the vision behind it as some of their members are sometimes complicit in the auditing malpractices and the inadequacies of the current system that the Bill is seeking to curtail. The Bill could therefore be viewed as unhelpful to their personal and/or professional interests.</p>
Private Sector (Nigeria Economic Summit Group – NESG)	The NESG brings together private sector leaders & senior public sector officials to discuss & dialogue on the Economy. It frequently	Potential allies	To ensure that they become strong allies and supporters of the Bill	Ensure their participation in the consultative processes on the Bill so that they can have a sense of belonging.	They should be involved as soon as the consultative processes begin and encouraged	There is a possibility that they may not share the transparency principles in the Bill or the vision behind it as the Bill could

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	serves as a Think Tank for government & has a broad mandate to promote and champion the reform of the Nigerian economy into an open, globally competitive economy		<p>To ensure that they submit supportive Memoranda to the various committees of the National Assembly during the legislative process.</p> <p>To ensure that they make supportive presentations during any public hearing organized around the Bill</p> <p>To ensure that they use their access to the Executive and the President in particular to lobby for presential assent for the Bill, after passage by the National Assembly</p>	<p>Invite them as technical partners in the advocacy efforts</p> <p>Have consultative and planning meetings with them</p> <p>Ensure visibility for them as key private sector stakeholders on the issue through mainstream & social media.</p>	to remain engaged throughout the legislative and advocacy process.	potentially impact them and their businesses. They could view the Bill as something that would constrain businesses and therefore not in their personal and/or professional interests
Civil Society Organizations	Promoters of the Bill As advocates and campaigners, they can constitute advocacy teams	Natural allies	To secure their interest in the issues in the Bill	Involve them in the consultative meetings on the Bill and planning stages of the advocacy	They should be involved as soon as the consultative processes begin	Their limited knowledge of or ignorance about the technical issues could be counter-productive if

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	<p>to lobby legislators, government officials and other stakeholders to take a more active role</p> <p>Technical experts on the issues</p>		<p>To build their capacity to understand and articulate the issues in the Bill as advocates</p> <p>To get them fully engaged in the advocacy efforts on the Bill throughout the entire legislative process</p>	<p>Organize training and sensitization workshops for them</p> <p>Build a core movement (e.g. a coalition, network or partnership, which they can be a part of</p>	<p>and encouraged to remain engaged throughout the legislative and advocacy process</p>	<p>they are leading advocacy efforts.</p> <p>There may also be resources constraints that could prevent the full mobilization and deployment of members of this stakeholder group from around the country.</p>
The Media	<p>They can ensure public awareness about the Bill and the issues contained in it, as well as visibility for the advocacy efforts and those driving the advocacy.</p> <p>They can serve to put pressure on political leaders and actors to pass the Bill into Law and do so in a timely manner</p>	<p>Although it is not a monolithic stakeholder group, they are usually natural allies to civil society organizations in the pursuit of any social development or reform agenda</p>	<p>To secure their interest in the Bill and the issues contained in it</p> <p>To build their capacity to understand and report on as well comment on and drive public understanding of the issues in the Bill</p> <p>To get them fully engaged in supporting the advocacy efforts on the Bill throughout the</p>	<p>Some of the strategies would include the following:</p> <p>Involve them in some of the consultative meetings on the Bill and some of the planning stages of the advocacy</p> <p>Organize training and sensitization workshops for them, especially those covering relevant issues such as the Economy, Business and Finance, etc., to improve their understanding of the Bill and the issues in it so as to enhance their reporting around the Bill and the advocacy efforts</p> <p>Periodically issue press</p>	<p>They should be involved as soon as the consultative processes begin and encouraged to remain engaged throughout the legislative and advocacy process</p>	<p>Some of the journalists involved may have only very limited knowledge of the issues or may even be totally ignorant about the technical issues, which can limit effective coverage.</p> <p>There may also be inadequate resources available to fully mobilize media coverage at levels that will be desirable and needed, especially also having regard to the need to cover most parts of the country.</p>

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			<p>entire legislative process and possibly beyond</p> <p>To get them to provide adequate air time and space to report on the Bill and the advocacy efforts, facilitate public discussion about the Bill and provide feedback on public attitude towards the Bill</p> <p>Through their reporting, to put pressure on the National Assembly and the President to ensure that the Bill becomes Law</p>	<p>releases and press statements to the media to highlight developments on the Bill and issues relevant to it.</p> <p>Grant press interviews to journalists on the Bill and relevant issues.</p> <p>Encourage the publication of feature stories and opinion articles on the Bill and relevant issues</p> <p>Produce briefing packs for journalists containing materials and information about the Bill and the issues it addresses.</p> <p>Carry out regular visits to media houses to meet with media owners and managers, editors, editorial boards, columnists, etc to solicit support for the campaign through the publication of news stories, articles and editorial comments on the Bill and the issues in it.</p> <p>Encourage newspapers and news magazines or specialized or professional journals to publish the full</p>		

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				<p>text of the Bill or serialize it ensure public awareness about it and its provisions.</p> <p>Facilitate discussion programmes, talk shows, and other programmes on radio and television, where guests can appear to promote the Bill and explain the principles behind it.</p> <p>Produce and place documentaries and jingles on radio and TV to create awareness about the Bill and its relevance.</p> <p>Facilitate news analyses and commentaries on radio and TV about the Bill and the issues in it.</p>		
President/Executive						
<p>Attorney-General of the Federation & Minister of Justice</p> <p>State House Counsel</p> <p>National Security Adviser</p> <p>Auditor-General of the Federation</p>	<p>The President is responsible for the final act which turns the Bill into Law, that is presidential assent. But in making a decision on whether to assent or withhold assent, he reaches out to and receives advice from a number of his aides and assistants as well as some members of his cabinet,</p>	<p>Major Advocacy Targets</p>	<p>To get the President to assent to the Bill to make it Law</p> <p>To create a positive attitude towards the Bill among those around the President such that should he ask</p>	<p>If possible, audience should be vigorously sought with the President, through various channels that can facilitate such a meeting as a direct one-on-one with him presents the best chance of convincing him, rather than trying to make the case through surrogates. This will present an opportunity to explain the provisions and purpose of the</p>	<p>During the process of harmonization of Bills at the National Assembly or immediately after harmonization</p> <p>The engagement with the</p>	<p>It may be extremely difficult to actually get a meeting with the President to discuss the Bill. The focus should therefore be on members of the President's cabinet, advisers, assistants and heads of various agencies what may</p>

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<p>Accountant-General of the Federation</p> <p>Minister of Finance</p> <p>Minister of Budget and National Planning</p> <p>DG, Budget Office of the Federation</p> <p>Chief of Staff to the President</p> <p>Deputy Chief of Staff</p> <p>Secretary to the Government of the Federation</p> <p>Heads of Regulatory Agencies in the Finance Sector</p> <p>Heads of Anti-Corruption Agencies</p>	<p>depending on what the focus of the Bill</p>		<p>them for advice or if the nature of their relationship permits it, they can volunteer advice for him to assent to the Bill.</p> <p>To ensure that those around the President have a sufficient appreciation of the Bill and its provisions and that they are equipped with the appropriate arguments to convince President to give assent</p>	<p>Bill to him and to address any concerns he might have about the Bill.</p> <p>Audience should also be sought with presidential aides and advisers, relevant Ministers, and heads of relevant agencies in the Executive to explain the purpose of the Bill to them, to ask them about any concerns that they or the President may have about the Bill, address such concerns and secure their support for it. This will prevent them from acting as a negative influence on him to withhold assent.</p> <p>A personalized letter should be written to each member of the Executive or aide to the President as well as the heads of other agencies that he may seek advice from about the Bill to solicit their support but also .</p> <p>Also, develop a short Memorandum/Policy Brief about the Bill, which explains its provisions and purpose, its benefit to Nigeria, the Government, and citizens.</p>	<p>Presidency or presidential aides, advisers assistants, etc. should be ongoing until the President assents to the Bill or indicates if he intends to withhold assent.</p>	<p>have access to him more readily</p>

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Chairman, Fiscal Responsibility Commission Etc.				The Memo should also contain arguments that they can use to convince the President		
Chairman and members of the National Executive Committee of All Progressives Congress (APC) and Peoples Democratic Party (PDP)	The political parties have manifestoes containing their key action points to be implemented when elected. Reduction of corruption which is one of the objectives of the Bill is one of the key promises of the two leading political parties,	Potential allies as the enactment of the Bill can be used to demonstrate fulfilment of campaign promises.	To get their buy-in so as to influence or put pressure on lawmakers to pass the Bill and for the President to give assent to the Bill. The political parties can push the reform as a cornerstone of fulfilling their electoral promises.	Prepare memo containing arguments linking electoral promises to the Bill. Advocacy visits. Letters Telephone calls and texts What's App messages and calls, etc.	This should be ongoing as soon as the bill is presented to NASS and accentuated towards the stage of seeking presidential assent after passage by NASS.	If the leadership of the political parties do not believe in transparency and anti-corruption campaigns, they may secretly sabotage the efforts considering the history of the Bill as the most sabotaged Bill in Nigeria's legislative history, having been passed thrice by the legislature and failed to get presidential assent at each turn.