

# Review of recommendations arising from EITI reporting

## Summary

The nature of the recommendations in EITI Reports, i.e. whether oriented towards improving how the extractive sector is managed or improving the EITI reporting process, and the extent to which the recommendations are followed up by the MSG and the government significantly influences the impact of EITI implementation on reform. In many countries, including for example DRC or Mongolia, EITI Reports have been a useful diagnostic tool highlighting weaknesses in government systems. In some cases, such as Ghana or Nigeria, EITI Reports have made recommendations aimed at addressing such weaknesses and improving sector management, and are thus making an important potential contribution to policy reform and change. However, in most countries, recommendations are oriented towards improving technical aspects of the EITI reporting process such as reporting templates or data collection for EITI reports rather than improving e.g. extractive sector legislation or tax collection systems

This note summarises the findings of a review of recommendations contained in EITI reports from a sample of countries, aimed at contributing to inform the EITI Board's wider discussion of the impact of the EITI. It also suggests five actions that the EITI might consider in order to help ensure that EITI reporting yields useful recommendations that may have an impact on improving extractive sector governance in implementing countries.

# REVIEW OF RECOMMENDATIONS ARISING FROM EITI REPORTING

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## 1 Executive summary

One of the assumptions underpinning the EITI is that transparency will enable public debate about how the extractive sector is managed, which again may influence policy dialogue and reform towards better governance. Despite more than 200 fiscal years of EITI reporting, **EITI data is still not generating debate in many countries.** Only in some cases can it be established that the findings of EITI reports contributed to reform.

The EITI Standard has been expanded to cover other parts of the extractive industry value chain and a greater focus on national priorities in multi-stakeholder group (MSG) work plans. This generates information more pertinent to current policy debates in implementing countries, but challenges such as data timeliness, data accessibility and capacity still prevent the use of EITI reports itself in many countries. Moreover, **the nature of the recommendations in EITI Reports, i.e. whether oriented towards improving how the extractive sector is managed or improving the EITI reporting process, and the extent to which the recommendations are considered and followed up by the MSG and the government** significantly influences the impact of EITI implementation on reform. In many countries, including for example DRC or Mongolia, EITI Reports have been a useful diagnostic tool highlighting weaknesses in government systems. In some cases, such as Ghana or Nigeria, EITI Reports have made useful recommendations aimed at addressing such weaknesses and improving sector management, and are thus making an important potential contribution to policy reform and change. However, in most countries, recommendations are oriented towards improving technical aspects of the *EITI reporting process* such as reporting templates or data collection for EITI reports rather than improving e.g. extractive sector legislation or tax collection systems. Furthermore, even in situations where it has been established that the recommendations are of relevance to policy debates and the MSG has made efforts

to follow up, there seems to be a missing link between recommendations and the public debate that might result from them, and actual uptake leading to reform.

This note summarises the findings of a review of recommendations contained in EITI reports from a sample of countries, aimed at contributing to inform the EITI Board's wider discussion of the impact of the EITI. It also reviews progress in MSG follow-up of recommendations. Key findings include:

- **The majority of recommendations seem to be mostly relevant for improving the EITI reporting process, e.g. improving the scope of EITI reporting or procedures for filling in the EITI reporting templates, and do not seek to address wider extractive sector governance issues, such as e.g. addressing inconsistencies in legislation, tax collection procedures or auditing systems.** 50% of the recommendations reviewed focus on issues related specifically to EITI and how to improve the reporting process, while less than 30% aim at strengthening extractive industry governance more broadly, including legislative, regulatory and administrative reform (see table 1).
- **In many implementing countries, there appears to be a lack of systematic documentation of how recommendations from EITI reporting are being followed up.** EITI reports and Annual Activity Reports are intended to serve as monitoring tools for follow-up of recommendations and 70% of the recommendations in the sample are indeed recapped and listed in these reports. However the degree to which follow up on recommendations is being documented and monitored varies among the countries. Some countries do not seem to document efforts to follow up the recommendations at all, or only seem to follow up on selective recommendations without justification of why other recommendations are not addressed.
- **The lack of implementation of recommendations has contributed to lost opportunities for improvements and reform.** Only 8.5% of the recommendations reviewed have been acted upon.

In light of this, it is suggested that:

1. The EITI considers refining the requirements related to formulation and follow up on EITI Reports. This could include giving the MSG and the Independent Administrator a stronger mandate to make recommendations for how the EITI may contribute to reform. It could also include requiring MSGs to better document the rationale for why recommendations are acted upon or disregarded.
2. The EITI places more emphasis on the quality of annual activity reports, including assessing whether these reports do respond to and document progress made in addressing recommendations in accordance with requirement 7.2.a.iii.
3. A guidance note and case studies for MSGs on good practice for follow-up on recommendations from EITI Reports are developed. This could draw on the experience from Ghana, Nigeria and Philippines which are good examples of how the MSG and the Independent Administrator have developed and implemented policy-relevant recommendations based on EITI reports.
4. The International Secretariat together with partners increases the focus on linking the EITI to public policy analysis and reform in its training materials and capacity building activities.
5. The template for Annual Activity Reports is revised to provide a better framework for MSGs to document the discussions around whether the recommendations should be implemented, as well as outcomes and progress related to the recommendations.

## 2 Background

EITI Requirement 5.3.f gives the Independent Administrator a mandate to provide recommendations based on the reporting process and review recommendations from previous reports: *The Independent Administrator may wish to make recommendations for strengthening the reporting process in the future, including any recommendations regarding audit practices and reforms needed to bring them in line with international standards. Where previous EITI Reports have recommended corrective actions and reforms, the Independent Administrator should comment on the progress in implementing those measures.*

Furthermore, EITI Requirement 7.1 states that *the multi-stakeholder group is required to take steps to act upon lessons learnt; to identify, investigate and address the causes of any discrepancies; and to consider recommendations for improvement from the Independent Administrator.* Requirement 7.2. notes that the annual activity reports should take stock of progress in implementing recommendations from Validation and EITI reporting.

At the 29<sup>th</sup> EITI Board meeting in Brazzaville, the Board considered the paper *EITI in 3-5 years: issues for consideration*, which raised the question of how the EITI can better support public debate, policy dialogue and reforms in implementing countries. The minutes from the meeting note that “on the question of increasing the impact of the EITI, the Board was concerned about the relationship between the costs of implementation versus the impact that EITI Reports have on the real needs of implementing countries”. The minutes also record the report from the observers, noting that “on the question of increasing impact, observers stressed the importance of improving the timeliness and quality of reports in order to improve their relevance. They highlighted the need to engage more closely with in-country reform processes and to improve consultation with decision makers.”

The strategy work plan (ref. BC 191) suggests that “the implementation Committee considers developing proposals for revisions to the EITI Standard regarding timeliness of non-revenue information (Requirement 2) as well as follow up on recommendations resulting from EITI Reports, including ensuring that recommendations are to a larger extent directed at improving sector management (Requirement 7.1).” Furthermore, the work plan proposes that “the International Secretariat work with partners to increase the focus on linking the EITI to public policy analysis and reform in its guidance and training materials”.

### Methodology

This review is based on a compilation of recommendations in EITI reports from ten selected countries, noting the financial year covered in the report, the Independent Administrator conducting the work, and the recommendations resulting from the report. The review covers close to 300 recommendations from the latest three reports (where available) from DRC, Ghana, Kazakhstan, Mongolia, Mozambique, Nigeria, Peru, the Philippines, Timor-Leste and Trinidad and Tobago. The recommendations have been classified in accordance with the four categories listed below. Finally, the review considers whether and how the recommendations have been followed up by the MSG and the government, drawing on the documentation available in subsequent EITI reports and Annual Activity Reports, and whether any progress has been reported on the implementation of the recommendations.

Table 1 – Classification of the types of recommendations in EITI Reports

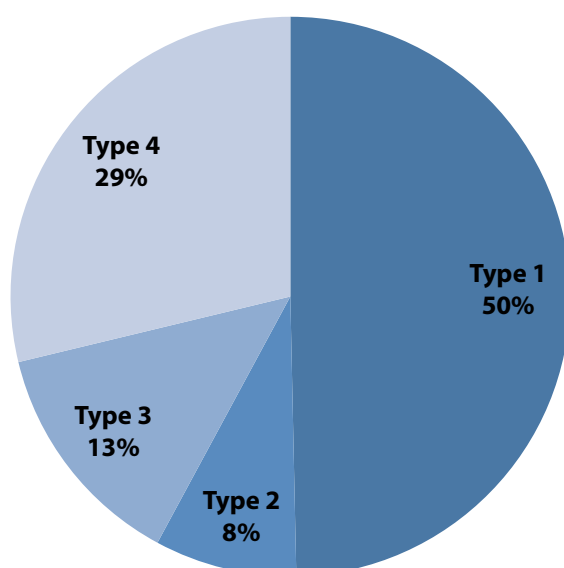
Classification	Recurring examples
<p><b>Type 1:</b> Recommendations focused on strengthening the EITI reporting process and improving the quality of EITI data. These recommendations are mainly useful for the purpose of improving EITI reporting and compliance with the EITI Requirements. The recommendations mostly relate to scope/materiality, revenue flows not covered in reports, non-reporting or lack of responsiveness by companies, and administrative issues related to reporting.</p>	<p><i>Materiality:</i> Materiality threshold should be reviewed.</p> <p><i>Scope:</i> New scoping study should be performed and all significant revenue flows should be included.</p> <p><i>Timeliness:</i> Reporting should be more timely and reconciliation should start earlier.</p> <p><i>Non-reporting:</i> Companies should be made more aware about the EITI, and MSG should engage with reporting companies to improve willingness to report.</p>
<p><b>Type 2:</b> Recommendations related to making data on the extractive sector more available and/or accessible. These recommendations are more outward looking than type 1 recommendations because they aim to make information publicly available, which can contribute to discussions on the management of the extractive sector.</p>	<p><i>Government reporting on projects in which it participates could be broken down by company</i></p> <p><i>Changes can be made to online cadastre to make the information more available</i></p> <p><i>Publication of contracts should be centralised</i></p> <p><i>Companies should publicly disclose mandatory social and environmental expenditures</i></p>
<p><b>Type 3:</b> Recommendations related to strengthening government and/or company audit practices (to bring them in line with international standards), and address inconsistencies in existing auditing and reporting systems. Here, the EITI Reporting process is being used to test whether wider audit and assurance systems are working as they should, and the resulting recommendations point to areas for improvement.</p>	<p><i>Government revenue collection control systems should be centralised.</i></p> <p><i>Accounting systems should be reviewed to be brought in line with international standards.</i></p> <p><i>Taxpayer codes should be used consistently within government systems.</i></p>
<p><b>Type 4:</b> Recommendations focused on wider governance issues, including legislative, regulatory or administrative reforms. These recommendations aim to address gaps or inconsistencies in legal frameworks related to the extractive sector, shortcomings in fiscal regimes allowing for volatility in receipts or minimising potential revenue, as well as other systemic weaknesses.</p>	<p><i>Improve management and regulation of PSC obligations.</i></p> <p><i>Strengthen and harmonise legal frameworks.</i></p> <p><i>Improve monitoring of financial flows.</i></p> <p><i>Establish clear systems for calculation of royalties and other fees.</i></p> <p><i>Enforcement of environmental regulations.</i></p> <p><i>Improve coordination between ministries and regional/local offices that collect and manage revenues.</i></p>

### 3 Analysis of findings

#### 3.1 Types of recommendations

In terms of the type and nature of the recommendations, **half of the recommendations in the sample are type 1 recommendations focusing mostly on the EITI reporting process**. 8% of the recommendations addressed data accessibility (type 2), 13% addressed gaps in wider auditing systems (type 3), and 29% were type 4 recommendations, addressing wider governance issues (see Figure 1). This significant focus on recommendations towards the EITI reporting process may be partially due to the rather limited mandate of Independent Administrators to make recommendations for reform. The EITI Rules tasked the Independent Administrator to make recommendations for remedial actions in the case of discrepancies (EITI Rules, Requirement 17). The EITI Standard states that “the Independent Administrator may wish to make recommendations for strengthening the reporting process in the future, including any recommendations regarding audit practices and reforms needed to bring them in line with international standards”. However, there is no requirement for the Independent Administrator to provide recommendations, and the language in the EITI Standard limits the nature of the recommendations to strengthening the reporting process (type 1 recommendations) and auditing practices (type 3 recommendations). It is clear from the first batch of reports under the EITI Standard, that findings from EITI reports may have relevance beyond these two areas, as illustrated by the recommendations related to improving the legal framework, cadasters etc.

Figure 1 : Recommendations by type



**The nature of the recommendations varies considerably from country to country.** The EITI Reports from Ghana, Nigeria and the Philippines contain recommendations that address wider challenges in governing the extractive industries, while other countries almost only had reports with type 1 recommendations. One reason for this variance may be that in Ghana, Nigeria and the Philippines, the MSG has been actively engaging with the Independent Administrator in identifying and formulating recommendations. The report from the Philippines contains two sets of recommendations: (1) a list of recommendations for extractive sector reform, compiled and agreed by the MSG members themselves;

and (2) a set of more technical type recommendations from the Independent Administrator aimed at improving the EITI reporting process.

**Some Independent Administrators seem to give broader recommendations for reforms, while others tend to limit the nature of the recommendations to improving EITI reporting.** The reports that contain mainly type 3 and 4 recommendations were also largely produced by Independent Administrators that were based in the country, or undertaken in collaboration with a local auditing firm.

**The EITI reports produced under the EITI Standard do not appear to contain significantly different types of recommendations compared to reports produced under the EITI Rules.** Most of the countries that have published EITI reports with type 2, 3 and 4 recommendations had not only been providing such recommendations in their most recent reports under the Standard, but had similar recommendations in previous reports. For instance, Ghana's 2009 EITI Report published in 2011 only contained recommendations aimed at wider reforms. Countries like the DRC and Mongolia have also previously published EITI reports with some type 2, 3 and 4 recommendations in previous reports, although their most recent reports under the EITI Standard contained fewer of this type of recommendations.

### 3.2 Monitoring implementation of recommendations

The EITI Standard requires the MSG to consider recommendations for improvement from the Independent Administrator, including through the Annual Activity Report providing "an overview of the multi-stakeholder group's responses to and progress made in addressing the recommendations from reconciliation and Validation... the multi-stakeholder group is encouraged to list each recommendation and the corresponding activities that have been undertaken to address the recommendations (EITI Requirement 7.2.iii)." The EITI Standard also states that "where previous EITI Reports have recommended corrective actions or reforms, the Independent Administrator should comment on progress in implementing those measures" (EITI Requirement 5.3.f).

According to the review, **70% of the recommendations in the sample have been recapped and listed in subsequent the EITI reports and Annual Activity Reports. However, the degree to which follow up on the recommendations is being documented and monitored varies among the countries.** Some countries do not appear to document the follow up of the recommendations, or only seem to follow up on selective recommendations without justifying why other recommendations are not addressed. Other countries such as Ghana, Nigeria and Trinidad and Tobago consistently review and provide updates on the status of implementation of the recommendations. A case study on Nigeria's process for follow-up of the recommendations is provided in box 1 below.

**Follow-up of recommendations seems to be better documented when the same Independent Administrator is hired to produce the subsequent EITI Report.** For example, in DRC, the 2010 EITI Report documented actions undertaken by the MSG to implement the recommendations from their 2009 report, while the 2011 report with a new reconciler did not include any documentation on follow-up of previous recommendations. Nigeria, Ghana and Trinidad and Tobago are examples of where actions taken to implement recommendations were consistently documented when the same reconciler has been hired for subsequent years.

While EITI Reports tend to focus on recommendations that are outstanding or issues that need to be improved rather than what has been done, Annual Activity Reports typically document more of the actions and activities undertaken by MSGs to implement the recommendations. It will be useful to see how the follow up on recommendations is documented in Annual Activity Reports published in July 2015, as not all countries published these reports in 2014.

*Box 1 – Case study from Nigeria***Rigorous follow-up of recommendations in Nigeria**

In Nigeria, the government has established an Inter-Ministerial task team (IMTT), “a group of government, petroleum, mining and financial department heads to address the sector lapses identified in NEITI audit reports. The IMTT is to ensure that remedial issues are adequately addressed by taking responsibility for the custody, management, monitoring and regulation of extractive industries revenues with the primary mandate of developing an efficient interface framework to address remedial issues” (Nigeria AAR 2013). The IMTT’s responsibilities are to:

1. To work closely with NEITI and ensure prompt recovery of all outstanding revenues due to the Federation from NEITI Audit Findings;
2. To examine the Findings and Recommendations in NEITI Audit Reports and give advice to affected relevant Agencies on appropriate steps to address the issues;
3. To identify any bottlenecks to the realization of (1) above and make any necessary recommendations to Government through the Secretary to the Government of the Federation;
4. To undertake any other measures desirable to ensure that recommendations by NEITI add value to ongoing reforms in the industry;
5. To advise the Federal Executive Council on any issue in NEITI Audit Report Findings that needs the Council’s intervention.

Many of the recommendations are being addressed by the IMTT, and the status of implementation is documented in the NEITI Annual Activity Report 2013. NEITI has also developed a strategic action plan to implement the recommendations.

**Example from NEITI Annual Activity Report 2013:****c. Bid rounds & signature bonus**

Some oil blocks are subjects of court litigation in relation to Department Petroleum Resources’ (DPR) right to offer the blocks e.g. (OML 13, 16, & 69). The consequence of these litigations includes block sterilization, nonpayment of signature bonus and eventual delay in allocation of blocks with attendant setbacks in production and income loss to the Federation.

**Action:** DPR has initiated an out of court settlement with Shell.

**IMTT Resolution:** IMTT is to write the Minister of Petroleum Resources for early resolution of the matter out of court.

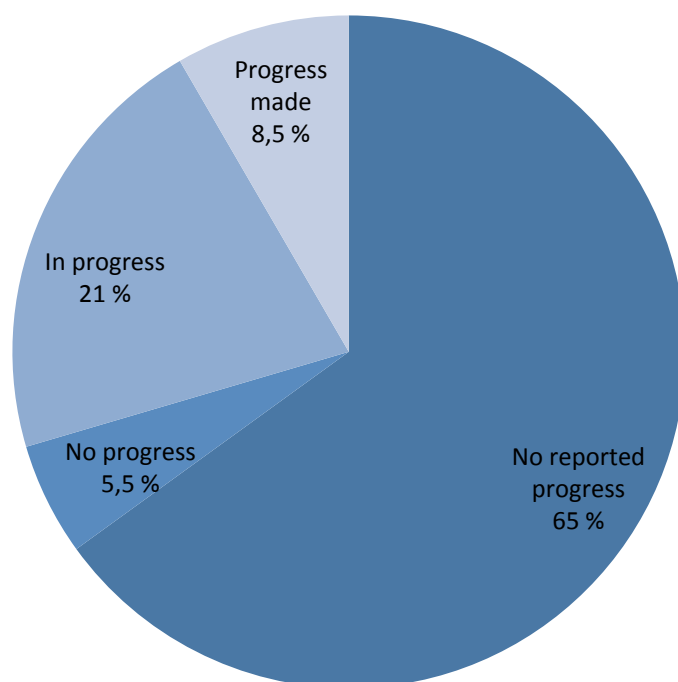
**Update:** Signature Bonus issue has been resolved. The DPR shall implement an appropriate accounting system to manage all signature commitments entered into by companies



### 3.3 Progress with implementing recommendations

As noted above, the EITI Standard requires that the MSG considers the recommendations. According to commentary provided in the EITI Reports and Annual Activity Reports reviewed, **only 8.5% of the recommendations from EITI Reports have been fully implemented** (see a list of the recommendations in Annex 1). Most of these recommendations are from the EITI reports from Ghana and Nigeria, and are mostly type 2 and 3 recommendations. Box 2 below provides a case study on how Ghana has implemented recommendations from EITI reports. 21% of the recommendations are in the process of being implemented, while for 11 % of the recommendations the reports confirm that they are not implemented. . If we assume that *lack of reporting* on progress with implementing the recommendations in subsequent EITI reports or in Annual Activity Reports as required by the EITI Standard means that the no progress has been made on implementing the recommendations, this is the case for 65% of the recommendations. This is concerning, both in terms of the potential impact of the EITI on reform, as well as the ability of the MSG to address weaknesses in EITI reporting ahead of next reporting cycles.

Figure 2: Progress with implementing recommendations



## Box 2 – Case study from Ghana

**Meaningful recommendations and progress in Ghana**

Ghana's EITI Reports are examples of good practice in terms of providing recommendations that are policy relevant and aimed at addressing gaps in the legal and fiscal frameworks governing the extractive sector. Already in the 2009 report, the recommendations were aimed at addressing gaps in the corporate tax regime and the monitoring of the Mineral Development Fund. The 2010-11 Oil & Gas report highlighted various challenges around royalty and corporate tax payments and transfers from the government to District Assemblies, which have now been addressed by the government. For instance, the report identified missing capital gains tax from a liable transaction (acquisition by Tullow oil of EO Group), and the need to streamline legislation on capital gains for future acquisitions. In the subsequent report, it was noted that this recommendation had been followed up and that the Petroleum Income Tax Law and Internal Revenue Act have been harmonised to attract capital gains tax payments.

Ghana's 2012-13 Oil & Gas and Mining reports, the first under the EITI Standard, provide policy-relevant recommendations that aim far beyond EITI reporting. Examples of some of the recommendations are ensuring open licensing rounds, establishing an online repository on petroleum blocks, developing an investment guide for the Ghana Petroleum Funds, publishing an investment plan for the GNPC, and harmonising the methodology the revenue authority and GNPC use for revenue computation to ensure that figures match. An MSG subcommittee has been established to oversee implementation of recommendations and track progress.

The recommendations from previous reports are systematically followed up both in the EITI reports and in the Annual Activity Reports. According to the 2014 Annual Activity Report, the Ministry of Finance had reached out to the relevant institutions for an update on the implementation of the recommendations from 2010-2011 reports. The Annual Activity Reports highlighted the most significant recommendations that were outstanding.

**Example from GHEITI 2013 Annual Activity Report:****THE 2010/2011 GHANA EITI OIL/GAS REPORTS**

No.	FINDINGS	RECOMMENDATIONS	RESPONSIBILITY	IMPLEMENTATION STATUS
1.	<b>Capital Gains Tax:</b> Tullow Oil Plc. acquired the EO Group Limited in 2011 but did not pay capital gain tax in the transaction as stated in section 6(e) of the Petroleum Revenue Management Act, Act 815	GRA should pursue the issue of capital gain tax on the E.O Group's 1.7% acquired equity and order such acquisitions to its logical conclusion. It may also be prudent for necessary legislation on capital gains to be streamlined as the E.O. Group acquisitions may only be the beginning of such transactions.	GRA	According to GRA, due to lack of clarity in the Petroleum Income Tax Law, 1987 (PNDC Law 188), EO Group was not assessed to Capital Gains Tax. The Internal Revenue Amendment Act (No. 2) 2013, Act 871 has amended the provisions of the Internal Revenue Act to tax such gains from the upstream petroleum sector.

While the EITI Standard states that the MSG should consider the recommendations from EITI Reports, this does not mean that all recommendations necessarily have to be implemented. However, to date most **MSGs have provided little justification for why certain recommendations are being taken forward whilst others are not.** In some cases the MSG might consider that the recommendations are not appropriate or counterproductive. For instance, some EITI reports recommend that national EITI secretariats establish a separate EITI database for extractive company information in order to facilitate

data collection for future EITI Reports. However, such recommendations are aimed at facilitating the reconciliation process itself and neglects that there are government agencies that already hold such directories. Rather than recommending a database that would duplicate existing systems, the EITI report could make recommendations for how to address any weaknesses or gaps in the existing systems.

**In some cases, the mandate for implementing the recommendations may be beyond the MSG.**

However, apart from the examples of Nigeria and the Philippines who have tasked inter-ministerial bodies with implementing the recommendations, it is often also unclear how the implementing governments are alerted to and/or considers recommendations that the MSG deems beyond its mandate.

**Some recommendations might not have measurable end goals**, such as e.g. building capacity. Still, it is possible to document activities undertaken to address capacity gaps. Finally, **lack of access to funding and technical assistance may prevent the implementation of recommendations**. Some recommendations require additional funding or the involvement of policy or decision-makers who might not be available. An example is Mongolia, where subsequent recommendations by the Independent Administrators to carry out a new scoping study have not been followed up by the MSG due to limited funds.

## 4 Next steps

In light of these findings, next steps for improving the usefulness and implementation of recommendations from EITI reports might include:

1. The EITI considers refining the requirements related to formulation and follow up on EITI Reports. This could include giving the MSG and the Independent Administrator a stronger mandate to make recommendations for how the EITI may contribute to reform. It could also include requiring MSGs to better document the rationale for why recommendations are acted upon or disregarded.
2. The EITI places more emphasis on the quality of annual activity reports, including assessing whether these reports do respond to and document progress made in addressing recommendations in accordance with requirement 7.2.a.iii.
3. A guidance note and case studies for MSGs on good practice for follow-up on recommendations from EITI Reports are developed. This could draw on the experience from Ghana, Nigeria and Philippines which are good examples of how the MSG and the Independent Administrator have developed and implemented policy-relevant recommendations based on EITI reports.
4. The International Secretariat together with partners increases the focus on linking the EITI to public policy analysis and reform in its training materials and capacity building activities.
5. The template for Annual Activity Reports is revised to provide a better framework for MSGs to document the discussions around whether the recommendations should be implemented, as well as outcomes and progress related to the recommendations.

## Annex 1: Recommendations where progress has been made

Country	Report	Reconciler	Recommendation	Type	Follow up in EITI report	Follow up in AAR	Status
DRC	2010	KPMG	Infrastructure-for-extractive resources-agreements should be included in report	2	2011 report includes infrastructure-for-extractive resources-agreements	n/a	Progress made
DRC	Oil/Gas 2011	KPMG	All material revenue streams to state entities, including the Ministry of Hydrocarbons, should be included in report	1	Data has been provided by the Ministry of Hydrocarbons, reconciliation is underway	n/a	Progress made
DRC	Mining 2011	KPMG	Companies should fill out reporting templates consistently	1	Training for companies and financial authorities on reporting templates were organised	n/a	Progress made
Ghana	Oil/Gas 2010-2011	Boas & Associates	Change in ownership of petroleum rights should attract capital gains tax	4	Implemented. The capital gains tax positions in the PITL and Act 592 have been harmonized, now attracts capital gains tax	Yes. Amendments have been made to Internal Revenue Act	Progress made
Ghana	Oil/Gas 2010-2011	Boas & Associates	Bank of Ghana should regularly update the GRA on all payments made by license holders to the Petroleum Holding Fund to ensure receipts are properly provided to companies	3		Yes. According to the GRA, Saltpond Offshore Producing Company Ltd. now pays royalty into the Petroleum Holding Fund and receipts are issued by the GRA	Progress made
Ghana	Mining 2010-2011	Boas & Associates	Currency used in reporting should be made consistent	1	Partially completed - Some discrepancies resulting from non-archiving of cedi receipts	Yes. GRA has addressed the issue	Progress made

Ghana	Mining 2010-2011	Boas & Associates	Missing royalty payments from one company's silver by-production (Adamus) should be reviewed	3	Adamus paid GHC 213,995 to GRA in 2013 after the review	Yes. GRA has audited Adamus and reversed the treatment of the company	Progress made
Ghana	Mining 2010-2011	Boas & Associates	Revenue authority to review royalty payments on spot prices	3	Revenue authority completed review		Progress made
Ghana	Mining 2010-2011	Boas & Associates	Transfer of royalty from government to District Assemblies should be made in full and not tranches	3	Transfers in 2012 were minimal, no transfer in 2013. 2014 transfers from OASL to comply with recommendations	Yes. OASL has discussed finding with officers and accountants, it was agreed that practice would be stopped	Progress made
Ghana	Mining 2010-2011	Boas & Associates	Companies should not carry losses forward separately before capital allowances are set off against profits, to avoid prolonging the timeliness of corporate tax payments	4		Yes. GRA has confirmed the practice and audited Adamus and reversed the treatment of the company	Progress made
Kazakhstan	2011	UHY Sapa Consulting	Work plan should include training for companies on reporting templates	1	Training should be organised for companies on reporting templates	Yes	Progress made
Nigeria	Mining 2007-2010	Haruna Yahaya & Co	Mining Cadaster Office should regularly handle nonpayment of renewal fee and other fees by mineral titles	3	2011: Reiteration of recommendation. 2012: Defaulters notices are being sent regularly to alert title holders of the fees to be paid. This is done directly or through automatic SMS and publications in the National Dailies		Progress made
Nigeria	Mining 2007-2010	Haruna Yahaya & Co	Time limit for issuance of mining licenses should be strictly adhered to in accordance with legal framework	4	2011: Reiteration of recommendation. 2012: Ongoing - Applications for titles are now being processed within the stipulated period of time as a result of the deployment of SIGTIM programme		Progress made

Nigeria	Mining 2007-2010	Haruna Yahaya & Co	Inter-ministerial platform should be established to address challenges in the sector	4	2011: Ministry of Mining has developed a Road Map to provide specific direction rapid transformation of the solid minerals and mining sector. The MCO has institutionalised regular meetings with parent ministries and technical departments. The HM has set up inter-ministerial committee with other MDAs	Yes. The Inter-ministerial Task Team has been re-constituted to include department heads of key institutions	Progress made
Trinidad and Tobago	2011	BDO Trinity Ltd/Hart Nurse Ltd	Ensure that reporting scope includes all material flows	1		Yes	Progress made
Trinidad and Tobago	2011	BDO Trinity Ltd/Hart Nurse Ltd	Full legal names of companies should be used to avoid discrepancies	1		Yes	Progress made