

Delivering Projects in EITI Implementing Countries

Experts in making EITI happen



 Other languages available

Français · Español · Português · Русский

Scan the QR code



MICHAEL BARRON
Consulting 

Delivering EITI Projects

Practical expertise in EITI implementation

The EITI Standard sets the global benchmark for transparency and accountability in the oil, gas and mining sectors. The 2023 Standard has raised expectations further, increasing the implementation challenge for many countries. We support EITI implementing countries to translate those requirements into practical, achievable action, and have delivered EITI and related transparency projects in more than 20 countries across five continents.

EITI is the global standard to promote the open and accountable management of oil, gas and mineral resources.

It requires the disclosure of information along the extractive industry value chain from the point of extraction, to how revenues make their way through the government, and how they benefit the public.

The EITI's goal in all implementing countries is to strengthen public and corporate governance, promote understanding of natural resource management, and provide the data to inform reforms for the two key components of transparency and accountability in the extractives industries.

As a network of EITI experts, we help countries meet the challenges of implementation and address the specific requirements of the EITI Standard 2023.



We can:

- **Act as Independent Administrator** including report design, data collection, reconciliation, analysis and drafting
- **Produce scoping studies and provide technical assistance, including on:**
 - **Beneficial ownership transparency**
 - **Contract transparency**
 - **Commodity trading**
 - **Environmental reporting**
 - **State-owned enterprise transparency**
- **Design and implement awareness raising campaigns**
- **Support work to mainstream EITI**
- **Design reporting templates, analyse data and prepare infographics**

Expertise and experience

Our track record of work on EITI implementation includes leading the Independent Administrator (IA) teams for Trinidad and Tobago and Papua New Guinea, as well as other EITI projects in those countries, and delivering a regional study on contract transparency in the Latin America and Caribbean region.

We have also delivered EITI projects in Albania, Ethiopia, Ghana, Guyana, Iraq, Nigeria, Senegal and Zambia. We have also delivered transparency projects outside of EITI in countries including Azerbaijan, China, Jamaica, Jordan, Kazakhstan, Kyrgyzstan, Malawi, Mongolia, Namibia, South Africa, Turkmenistan and the United Kingdom.



Together, we possess:

- In-depth knowledge of the EITI Standard and its implementation gained from delivering EITI projects in more than 20 countries including leading IA teams
- Considerable expertise on specific issues including beneficial ownership, contract transparency, commodity trading and state-owned enterprises
- Over 50 years of combined operational experience in the oil gas and mining sectors, working in tax, external affairs and finance functions for major multinationals
- Extensive experience delivering transparency projects for EITI MSGs, civil society organisations and governments, including provision of training, research, analysis and actionable recommendations
- A long history of engaging on transparency matters with governments, industry and civil society at working levels and the most senior levels, including experience of reviewing, commenting on and proposing amendments to tax and transparency legislation

Michael Barron has a background in the oil and gas sector, is a former member of the UK EITI MSG and is an expert on stakeholder engagement and public policy issues.

Tim Law has been a Chartered Accountant for 30 years and has 25 years' experience working on transparency matters, including in the mining sector.

Sherwin Long is based in Trinidad and Tobago and is the former National Coordinator and Head of the Trinidad and Tobago EITI.

Waziri Adio is based in Nigeria and is the former Executive Secretary and Chief Executive Officer of the Nigeria EITI.

Diane Barker is based in Guyana. She is a lawyer, and the former Deputy National Coordinator of Guyana EITI's National Secretariat.

Moussa Mbaye Gueye is based in Senegal, a lawyer and former member of Senegal's EITI MSG

Batsugar Tsedendbamba is based in Mongolia. He is a development and social researcher, expert in the field of policy planning, governance, human rights, social inclusion and equality.

Case study:

Independent Administrator for Trinidad & Tobago EITI

Suspension lifted, validation score up

The EITI Board suspended Trinidad & Tobago EITI in 2022 in part due to delays in producing its annual report. On 1 March 2022, a consortium of the local accounting firm PKF Trinidad & Tobago, Michael and Tim were appointed to act as Independent Administrator (IA) for TTEITI after a competitive process to prepare three annual reports covering 2019-20, 2021 and 2022. They have now been re-appointed to prepare the reports for 2023, 2024 and 2025.

Michael and Tim have previously delivered two beneficial ownership projects for TTEITI.

Solution

The IA team undertook the following activities:

- Reviewed the content and structure of the previous EITI report and proposed a revised structure aligned with the EITI Standard and highlighted where information was already systematically available (mainstreamed),
- Reviewed and revised the reporting templates issued to both reporting companies and government departments to make them more user friendly and ensure they captured all the information required under the EITI Standard e.g. a template on employment and gender was added,
- Collected information covering the period for the first of these EITI Reports, 2019-20 and reconciled the information,
- Engaged with reporting companies and government departments,
- Provided training to companies on how to complete the reporting templates,
- Subsequently delivered EITI Reports covering 2021, 2022, 2023 and 2024, and were reappointed to prepare the 2025 Report.

Outcome

Trinidad & Tobago has moved from publishing EITI Reports on or after the deadline to significantly more timely reporting. The reports have also been restructured to make the information more accessible and easier to use, while retaining the detailed disclosures required by the EITI Standard.

The most recent report can be found here:

<https://www.tteiti.com/articles/trinidad-and-tobago-eiti-report-2023-2024-pssd-dtm9t>



Case study: Independent Administrator for Papua New Guinea EITI

A fresh approach to EITI reporting

In 2023 PNGEITI decided to appoint a new Independent Administrator (IA), having used the same firm for several years, and appointed a consortium of the local accounting firm KTK, Michael and Tim to prepare the EITI Report covering 2022. The same team has previously delivered two other projects for PNGEITI (see separate case study). The same team has subsequently delivered the 2023 and 2024 EITI Reports.

Solution

The IA team undertook the following activities:

- Reviewed the content and structure of the previous EITI report and proposed a dramatically revised structure with greater focus on the EITI Standard and making the report user friendly,
- Reviewed and revised the reporting templates for participating companies and government departments to make them more user friendly and ensure they captured all the information required under the EITI Standard,
- Collected and reconciled information, and delivered this in a new reporting format,
- Held a two-day workshop with the PNGEITI Multi-Stakeholder Group in Port Moresby to work through the entire report and answer questions
- Delivered EITI Reports covering 2022, 2023 and 2024.



Outcome

The revised approach has now been applied across three successive reporting cycles, covering 2022, 2023 and 2024. The reports place greater emphasis on alignment with the EITI Standard, clearer presentation of findings and direct engagement with the MSG during the reporting process.

The report for 2024 can be found here:

https://www.pngeiti.org.pg/reports_publications/



Case study:

Contract transparency in Latin America and the Caribbean

Mapping the opportunities and challenges in 11 EITI countries

The EITI International Secretariat tendered for a regional study to map the opportunities and challenges to advance contract transparency in the 11 implementing countries in Latin America and the Caribbean. While the study covered each of the 11 countries, the terms of reference called for Ecuador and Trinidad & Tobago to be used as detailed case studies. USAID funded the study.

Solution

EITI commissioned Michael and Tim along with a consultant based in the region to deliver the study. The team conducted the following activities:

- Reviewed relevant EITI documents for each of the 11 countries including their most recent EITI annual report and workplan,
- Reviewed relevant third-party documents and websites e.g. country mining cadastres and online contract databases,
- Interviewed a representative of the National Secretariat in each country,
- Interviewed stakeholders in Ecuador and Trinidad & Tobago,
- Created two questionnaires, each in both Spanish and English to collect data on the issues facing contract transparency in the region. The first questionnaire was aimed at MSG members and other stakeholders. The second, shorter, questionnaire was aimed at National Co-ordinators.

Outcome

The outcome of the research was a high-quality report documenting the status of contract transparency in each of the 11 countries, including government policy, availability and accessibility of contracts and licences, and planned reforms. It identified opportunities and obstacles to advancing contract transparency, made recommendations for each country, and developed a regional roadmap and country template for future action.

There were also a set of recommendations for the EITI Board, supporting companies, CSOs and supporting governments. EITI hosted an online event in November 2022 to launch the report. The report highlighted best practice in some countries and the extent of challenges in others.

The report is available at:

<https://eiti.org/sites/default/files/2022-11/Latin%20America%20and%20the%20Caribbean%20-%20Contract%20Transparency%20Report%202022.pdf>



Case study: Beneficial ownership transparency in Guyana

Project supporting Guyana EITI work towards meeting Requirement 2.5 of the EITI Standard on beneficial ownership transparency

EITI Guyana tendered for and then appointed Michael and Tim along with local expert Diane Barker for a project in 2024 to support the Guyana EITI multi-stakeholder group in meeting the beneficial ownership requirements of the EITI Standard.

Solution

The project included the following activities:

- Review of the GYEITI Roadmap, gap analysis and review of relevant documents,
- Stakeholder engagement,
- Developing a BO reporting template,
- Supporting the collection of BO information and the establishment of a BO register for the extractive sector,
- Delivered a series of workshops in Georgetown for companies and government agencies, engaged with civil society organisations, and delivered a separate online workshop for CSOs.



Outcome

The project provided GYEITI with a revised roadmap, a practical BO reporting template, support for the collection of beneficial ownership information and the establishment of an extractive-sector BO register, together with recommendations for the MSG, National Secretariat, reporting companies, civil society organisations and the Government of Guyana.

<https://eiti.gy/support-for-guyana-eiti-in-the-implementation-of-beneficial-ownershiproadmap-in-guyanafinal-report31-july-2024/>



Beneficial ownership workshop in
Georgetown, Guyana May 2024

Case study:

Contract transparency and State-Owned Enterprise reporting in Papua New Guinea

Two separate projects in Papua New Guinea supporting PNG EITI

PNGEITI tendered for two projects.

- A scoping study on SOE reporting in PNG
- A scoping study on contract transparency in PNG

Solution

EITI commissioned Michael and Tim along with KTK in PNG to deliver both of these projects.

The SOE scoping study included:

- A comprehensive explanation of the requirements of the EITI Standard 2019
- A detailed analysis of the SOEs in the extractive sector in PNG, and their transactions with government
- A recommended SOE definition that is based on the EITI definition, and a recommended definition of QFE tailored for PNG
- Development of an EITI reporting template for SOEs in PNG

The contract transparency study included:

- An assessment of the factors that both inhibit and facilitate contract transparency
- An assessment of the legal and contractual framework that governs the oil, gas and mining sector in PNG
- A list of contracts that are in scope for disclosure under Requirement 2.4 of the EITI Standard 2019
- An analysis of the risks and opportunities related to contract transparency
- Recommendations that cover measures to address barriers to contract transparency (including a description of potential legal reforms), to advance contract transparency, build awareness amongst stakeholders and harvest the benefits
- A draft roadmap for contract transparency in PNG including strategy, objectives, tasks and actions, training and stakeholder engagement.



Outcome

The research resulted in two high-quality reports documenting the status of SOE reporting and contract transparency in PNG. Each included country-specific, actionable recommendations to support PNG in meeting the relevant requirements of the EITI Standard.

The reports are available at: <https://www.pngeiti.org.pg/scoping-study-reports/>

Case study: Ghana Commodity Trading Transparency

Piloting improved transparency in oil sales

Ghana EITI took part in an EITI pilot project to improve the transparency of oil sales in the country. It concerned the state oil company GNPC's sale of its share of oil production.

Solution

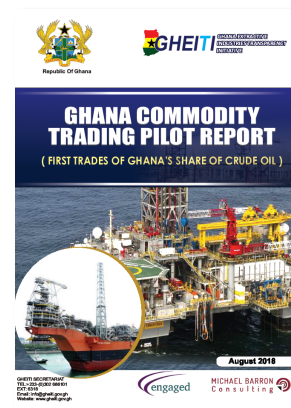
Michael and Tim delivered the pilot project in collaboration with a local consultant, including:

- Reviewing the reporting template,
- Collecting oil sales data covering three years,
- Reconciling the data collected and resolving discrepancies,
- Documenting the process used to award contracts to oil buyers,
- Obtaining beneficial ownership information on the oil buyers,
- Interviews and workshops in Accra.

Outcome

The project produced a report setting out the reconciled oil-sales data and recommendations for establishing a permanent reporting regime and expanding the scope of commodity-trading disclosures.

Available at: <https://eiti.org/document/report-on-ghana-eiti-oil-gas-commodity-trading-pilot>



Case study: Environmental reporting in Albania

Providing technical assistance to Albania EITI

Albania EITI decided to undertake a study into the environmental impact of the extractives sector.

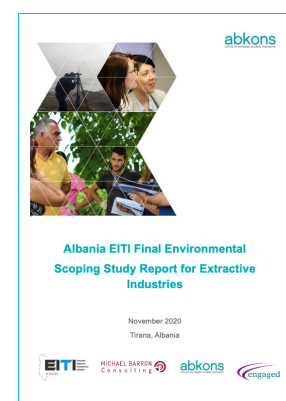
Solution

Michael and Tim, with a local advisory firm, provided inputs on international best practice on environmental reporting, including the specific EITI requirements. The scoping study delivered:

- Contextual analysis of extractive activities across different commodities and extraction techniques
- Analysis of the potential environmental impacts of each
- Gap analysis and recommendations

Outcome

The scoping study provided Albania EITI with a structured assessment of environmental reporting across the extractive sector, identified gaps against international practice and the EITI requirements, and set out recommendations for future reporting.



Case study:

Beneficial ownership transparency in Iraq

Two projects supporting Iraq EITI in meeting Requirement 2.5 of the EITI Standard on beneficial ownership transparency

The World Bank provided financial support under its program, 'Strengthening PFM Oversight and Accountability Institutions in Iraq' for an initial project in 2023 and a follow-up project in 2024 to support the Iraq EITI multi-stakeholder group in meeting the beneficial ownership requirements of the EITI Standard.

Solution

EITI commissioned Michael and Tim to deliver this technical assistance.

The projects included the following activities:

- Review of the IEITI Roadmap, gap analysis and review of relevant documents,
- Stakeholder engagement,
- Developing a BO reporting template,
- Supporting the collection of BO information and the establishment of a BO register for the extractive sector,
- Training for the MSG (including members of its BO Taskforce) and Reporting Companies.

Key deliverables included:

- The Inception Report,
- The BO Reporting Template and Guidance Notes,
- Training Workshops for the MSG BO Taskforce and MSG members,
- Online Training Workshops for Reporting Companies,
- Draft IEITI BO Register and a supporting report.

Outcome

Across the two projects, IEITI was supported to move from roadmap and gap analysis through to practical implementation, including reporting templates and guidance, company and MSG training, collection of BO information and development of a draft IEITI BO Register. The final reports also set out recommendations for the MSG, National Secretariat, reporting companies, civil society organisations and the Government of Iraq.



Beneficial ownership workshop
for the Iraq EITI MSG, 2023

The network

Michael Barron

Oil and gas transparency expert

+44 (0)7917 648277 michael@michaelbarronconsulting.com



Michael Barron is an independent consultant with more than 18 years' experience of extractive industry transparency and over 25 years' experience of working with the international oil and gas sector. He has worked both as an employee of BG Group (British Gas), a FTSE 100 oil and gas company, and as a consultant. From 2008-14, Michael led BG's engagement with the EITI and the wider agenda of extractive industry transparency. He also led an internal company review on the position to adopt regarding revenue transparency after which BG placed its support for the EITI at the heart of its approach.

Michael advised senior management and country teams in EITI implementing countries, including Myanmar, Kazakhstan, Norway, Tanzania and the UK. Managing the relationship with the EITI resulted in BG writing to the British Prime Minister to encourage the UK's EITI candidacy. Michael was one of three industry representatives on the UK's EITI MSG.

Under Michael's leadership, BG Group also advocated for EITI candidacy in countries with little previous interaction with the EITI, such as Thailand. Michael has delivered EITI-related projects in Albania, Ethiopia, Ghana, Iraq, Nigeria, Senegal, Papua New Guinea, Trinidad & Tobago and Zambia as well as the regional Latin America and Caribbean contract transparency study. He has also provided consultancy to the British government, the EU, the Council of Europe, the EBRD and the Asian Development Bank.

Tim Law

Mining tax and transparency expert

+44 (0)7960 658828 tim.law@engaged-consulting.com



Tim Law is a Chartered Accountant and independent consultant with 30 years' tax experience, including 12 years responsible for tax transparency with the global mining company Anglo American plc.

From 2002-14, Tim led the company's efforts on revenue transparency, including collating tax payment data across countries in Africa, Asia, Europe, and Latin America. Tim validated and published the data and worked alongside senior management and external stakeholders.

Tim specialises in EITI implementation, tax transparency and beneficial ownership, working with governments, industry, civil society and international organisations. Tim also retains a constructive and positive relationship with the civil society community. Engaged Consulting was a winner in the Tolley's Taxation Awards for Best Independent Consulting Firm in 2017, and a Finalist in the same category in 2020 and 2022.

Tim has delivered EITI-related projects in Albania, Ethiopia, Ghana, Guyana, Iraq, Nigeria, Senegal, Papua New Guinea, Trinidad & Tobago and Zambia as well as regionally in Latin America and the Caribbean. He has also provided consultancy to the British government, the EU, the Council of Europe and the Asian Development Bank.

We are a global network of experts with backgrounds in government, industry and civil society, with direct practical experience of delivering the EITI Standard. Our approach combines hands-on delivery by senior international and national experts who bring direct knowledge of the institutional, political and stakeholder context.



Sherwin Long

Sherwin provides exceptional experience in EITI governance and implementation. As former National Coordinator and Head of the **Trinidad and Tobago EITI** and former member of the EITI International Board, including the Validation Committee and the working group responsible for revisions to the 2023 EITI Standard, he brings first-hand knowledge of the expectations of the EITI Board and International Secretariat, together with practical experience of establishing and leading national EITI institutions.



Waziri Adio

Waziri brings unique experience of leading one of the world's largest EITI implementing countries as Executive Secretary and Chief Executive Officer of the **Nigeria EITI**. He was educated at the University of Lagos, Columbia University, and Harvard University. He brings expertise in institutional leadership, stakeholder engagement, communications, policy development and political economy.



Diane Barker

Diane is a lawyer by profession and has played a pivotal role in advancing transparency and accountability in Guyana's extractive industries. As the immediate past Deputy National Coordinator of the **Guyana EITI**, she was instrumental in guiding Guyana's efforts toward becoming a candidate country. Her efforts have helped strengthen governance and promote sustainable development in Guyana.



Moussa Mbaye Gueye

Moussa is based in Senegal and has extensive experience of working with EITI, having been a member of the **Senegal EITI** multi-stakeholder group. He has coordinated action research projects, citizen participation in extractive sector governance and budgetary processes in mining regions, and, over six years, organisation of community forums for the dissemination of EITI reports, and production of abridged booklets and videos on the EITI Reports.



Batsugar Tsedendbamba

Batsugar is a **Mongolia**-based expert in corruption and has a civil society background. He is a development and social researcher, policy expert in the field of policy planning, governance, human rights, social inclusion and equality. He is the former executive director of the Independent Research Institute of Mongolia, former board member of the Asia Pacific Evaluation Association, and currently serves as board member at the Innovation for Change network.

Company details

Michael Barron Consulting Ltd, Company registered in England and Wales, no 9199946 Registered office: 48 Barkham Road, Wokingham, RG41 2XP www.michaelbarronconsulting.com

Engaged Consulting is a trading name of Tim Law Consulting Ltd, Company registered in England and Wales, no 16803951, Registered office: 5 The Slade, Milton Keynes, MK17 0DR www.engaged-consulting.com

This publication sets out general principles and should not be relied upon to cover specific circumstances.

Tim Law Consulting Ltd and Michael Barron Consulting Ltd accept no duty of care or liability for any loss to any person acting or refraining from acting as a result of anything contained in this publication. We recommend you obtain professional advice before you do or do not act on anything in this publication. © 2026 Tim Law Consulting Ltd, Michael Barron Consulting Ltd. All rights reserved