



revenue
development
foundation

REVENUE DEVELOPMENT FOUNDATION AND MINING SECTOR GOVERNANCE

March 2018

RDF is a leader in implementing mining governance projects by providing advanced mining cadastre and revenue systems, promoting efficiency, transparency and accountability in public administration.

Who we are

The Revenue Development Foundation (RDF) is a non-profit consultancy supporting governments to efficiently manage and increase their domestic revenues. RDF provides advisory services and technical solutions, specifically IT systems, to governments in low-income countries focused on improving revenues from natural resources and property taxes.

We currently have projects in Mali, Ghana, Liberia, Sierra Leone, Guinea, Cameroon and Zambia.



Our expertise

The overall objectives of RDF's engagement with the mining sector are to secure mandated revenue from mining for national development, increase investor confidence, and promote efficiency in management of licenses and payments.

The RDF mineral rights program enables governments to administer mining licenses and the associated revenue streams and fees from mineral resources in an accountable and transparent manner, which in turn helps generate a productive environment for investments.

How we work

Our projects aim to improve government administrative processes that increase accountability and efficiency. We focus on increasing institutional capacity to enforce existing laws and regulations, to reduce discretionary powers of civil servants, and to generate auditable information for better oversight. This helps attract investment and supports mining companies to comply with regulations.

RDF always aims for long-term presence in country. Full-time implementation specialists are deployed to work alongside government staff in our partner institutions. Our projects are normally two years, with an emphasis on sustainable results. We do not charge for our software, and all resources are spent on working directly with our clients. This creates impact and ensures steady incremental and tangible improvements.

RDF has a broad range of experience in implementing a country's mining act and regulations. This ensures that the regulations are embedded in the government's operating procedures, as well as in technical systems.

RDF develops software solutions that are instruments for change within the institutions we support. The systems we provide are:

- **The Mining Cadastre Administration System (MCAS)**, a web-based software that manages all aspects of a country's mineral rights, including mining licenses and dealers permits.
- **The Non-Tax Revenue Payment System (NTRS)**, a web-based software that allows revenue authorities to process payments, receiving orders to pay electronically from MCAS.
- **The Online Repository Portal**, an online portal to publish the mining license registry directly from MCAS to investors and the public, allowing better communication with stakeholders.
- **Quantum Mobile Device** is a rugged mobile device using Android operating system and the RD Quantum app, which allows access to MCAS data and navigation in the field using GPS. Quantum facilitates field reports submitted back to MCAS for headquarter follow-up. RD Quantum can be downloaded on any Android device at Google Play (type "rdquantum" in the search field), for MCAS registered users to log in.
- **RD Fusion** is a web-based risk management system, allowing government to integrate all company transaction data into company risk profiles, which helps improve targeted audits.
- **RDx Data Services and APIs**, to integrate with any third part systems.

The Online Repository is a web portal that provides read-only access to investors and the public. The mineral rights information is published in the portal directly from MCAS by the MCAS administrator. It is a key element of transparency, supporting EITI mainstreaming, as well as a powerful investment promotion tool.

The following government have opened their Online Repository portal for public access:

Government of Sierra Leone's Online Repository: <https://sierraleone.revenuedev.org/>

Government of Mali Online Repository: <https://mali.revenuedev.org/>

Government of Ghana Online Repository: <https://ghana.revenuedev.org/>

Government of Liberia Online Repository: <https://liberia.revenuedev.org/>

Our program also supports several international initiatives focused on raising international standards of transparency in natural resource management, including mainstreaming the Extractive Industries Transparency Initiative (EITI) into using government systems.

Project Methodology

The MCAS system facilitates every stage of a Ministry's workflow in both central and regional offices for large-scale, small-scale and artisanal licenses, as well as dealers/exporters licenses. The implementation of MCAS follows a proven process starting with a technical assessment to ensure configuration and customization according to regulations.

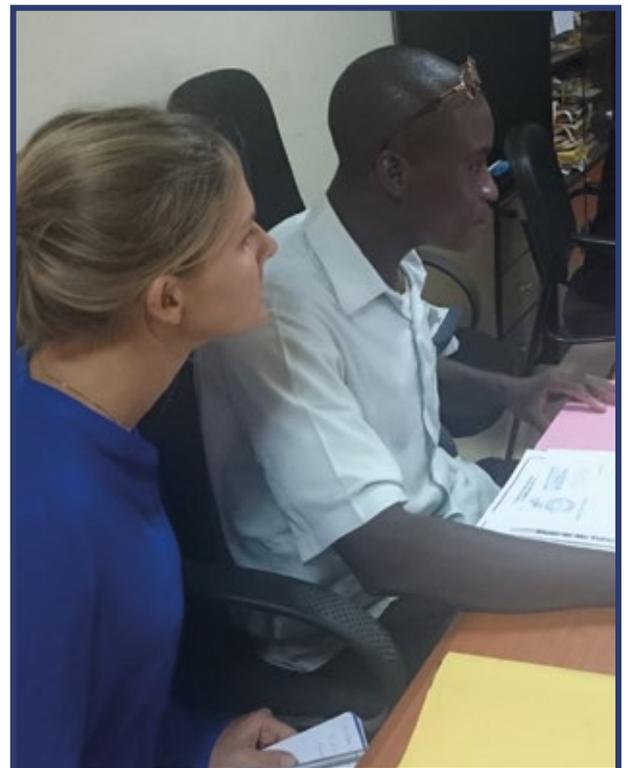
As the systems are installed, a team is trained to digitize existing records, before full training and certification of users are completed. As the system usage matures, the government may decide to launch the online repository portal to investors and the public. The advanced part of the project aims to improve collaboration, data sharing with and integration with other relevant institutions, in order to improve compliance.

In **Liberia**, the Ministry of Lands, Mines and Energy (MLME) is using MCAS for large-scale, small-scale and artisanal licenses, as well as dealers licenses. MLME has also signed an inter-governmental agreement with the Liberia Revenue Authority (LRA), and the two institutions are now working closely together in a task force, sharing data, integrating systems and collaborating to improve compliance in the mining sector.

In **Zambia**, RDF is a partner of a EC-funded project that supports the Ministry of Mines with mining production monitoring. The project has implemented MCAS to manage export licenses and is working towards integrated solutions with Zambia Revenue Authority on production monitoring and management and royalties.

In **Ghana**, the Minerals Commission has implemented MCAS for all large-scale licenses at their headquarter office. They also started a rollout of the system to regional offices. Minerals Commission launched the Online Repository in June 2016 and have started improving how they address compliance.

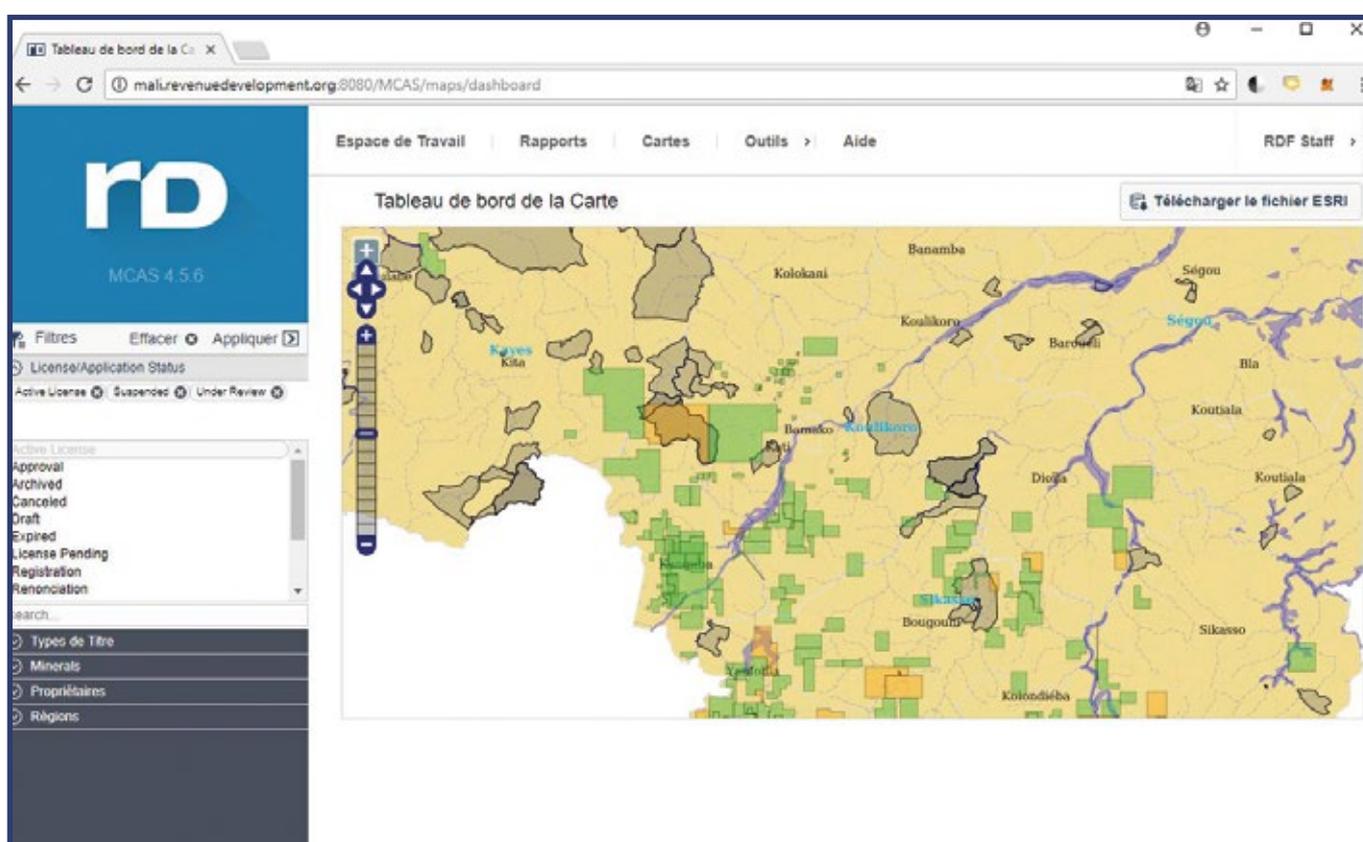
- 1 Technical assessment and process review
- 2 Installation of MCAS and digitization of existing data
- 3 Payment system integration - evaluate whether to use NTRS
- 4 Training and capacity building
- 5 Publication of MCAS data to the Online Repository
- 6 Inter-governmental collaboration, compliance and revenue
- 7 Sustainability Support



(Revenue Specialist supporting MCAS user)

Why Work with Us?

- **TECHNOLOGY:** All our systems uses latest web-based technology. MCAS has all the required features of a modern cadastre system, including GIS capability, workflow support, and sophisticated revenue management. We continuously develop our software systems on the basis of government requirements.
- **TRACK RECORD:** We operate in nine countries in Africa, where we have deployed our systems in a range of government institutions. The systems are easy to learn, and most civil servants have taken full ownership of the day-to-day system management, with limited need for technical support from RDF. RDF solutions are developed in support of key international policy initiatives.
- **CAPACITY BUILDING:** We provide standard training for users, managers and IT administrators. We also provide tailored training users depending on their work function, which defines their permission settings in the system. We always provide comprehensive manuals for all products and help the governments align their procedures with the workflow in the systems.
- **DELIVERY APPROACH:** Our implementation method involves a revenue specialist embedded in the client institution for the entire project duration, usually two years.
- **SUSTAINABILITY:** An integral part of all our projects is to make sure government takes full ownership of the system and related processes. RDF's mining program defines clear handover milestones and we focus our success on building sustainable long-term capacity.
- **SUPPORTS EITI:** Our systems help governments “mainstream” the Extractive Industries Transparency Initiative (EITI), by using government systems to produce the data required, and ensure public disclosure of data on the Online Repository portal.



(GIS map module in MCAS, showing mining licenses and protected areas)

Why choose our systems?

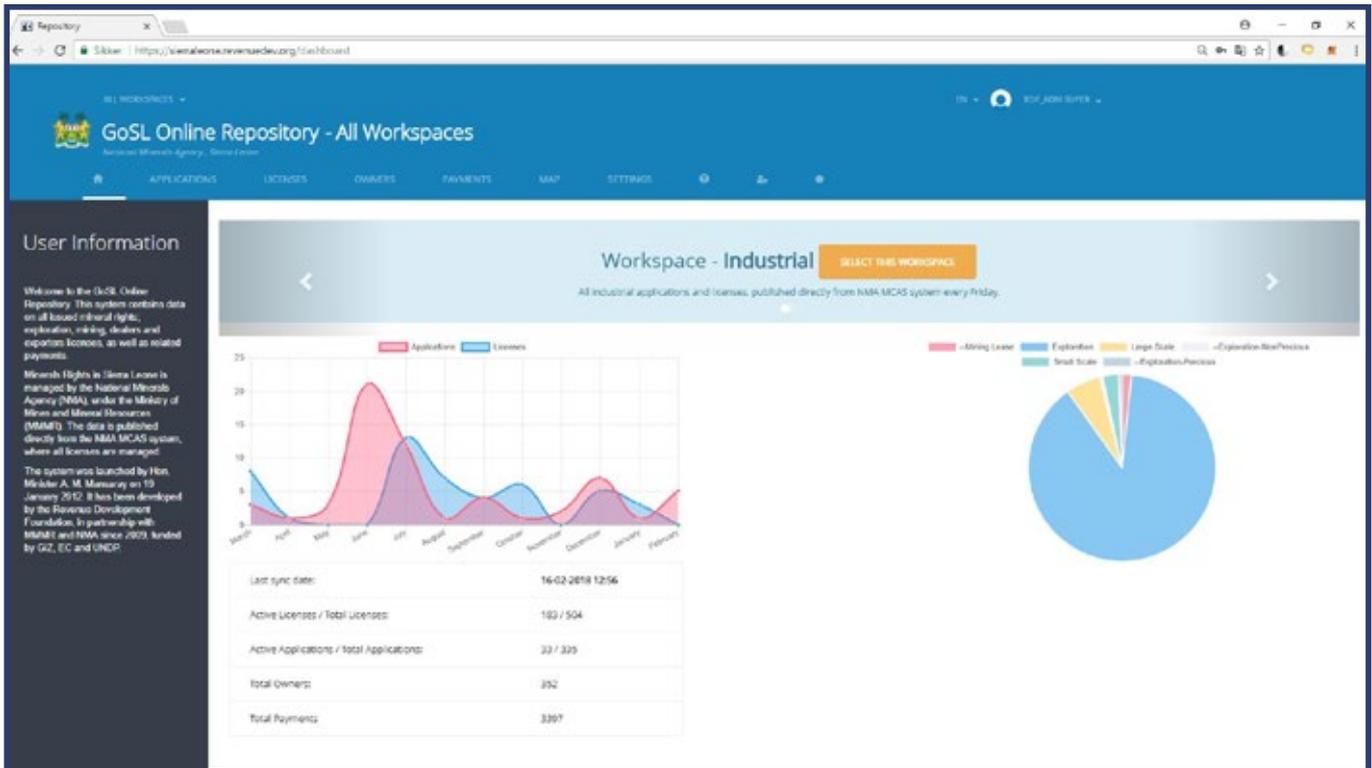
- **NO SOFTWARE LICENSE COSTS:** Our systems are free for governments in low-income countries to use. There are no software license costs. RDF as a non-profit foundation provides free remote support after the project is completed.
- **FUNCTIONALITY:** User-friendly workflow design, navigation functions, and a GIS interface that facilitate every stage of the Ministry's workflow, in both central and regional offices.
- **MOBILE ACCESS:** RD Quantum is an android app synchronizing with MCAS on a handheld device. It allows field monitoring by using the device GPS and compass, navigating to license areas and fill in reports to submit back to MCAS, where users can respond.
- **INTEGRATED SYSTEMS:** RDF has an integrated suite of solutions from the operational level (MCAS, NTRS, Quantum mobile) to the publically accessible (Repository, RDx). We also provide interfaces that will allow third parties to request interact with our systems using APIs and our RDx data exchange standard. This service allows RDF to integrate its solutions with a wide range of existing government systems and tools.

The screenshot shows the 'My Tasks' page in the MCAS 4.6.1 application. The page has a navigation menu on the left with categories like WORKFLOW, CORRESPONDENCE, and DATA MANAGEMENT. The main content area shows a 'My Tasks' section with tabs for Applications, Active Licenses, Payments, and Reports. Under the 'Applications' tab, there are two tables: 'By Status' and 'By Oldest Applications'.

By Status		
●	License Pending:	65
●	Registration:	38
●	Approval:	27
●	Validation:	9

By Oldest Applications	
APL-I-803 - Ada Minerals - 2001-07-01	
APL-I-802 - 3M Diamond Limited - 2001-07-01	
CONC-2 - Vera Gold Ltd - 2010-01-07	
APL-I-702 - Tonguma Limited - 2012-07-01	
APL-I-616 - SALORIA International Limited - 2013-01-18	
APL-I-625 - SALORIA International Limited - 2013-02-27	

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(Online Repository Portal login page, showing applications registered vs licenses issued and last synchronization)

In **Mali**, RDF supported the Ministry of Mines in implementing MCAS, which is now used to manage the mining licensing process, allowing for efficient processing of payments, renewals and transfers. The Revenue system has been extended to include OGAS for the oil and gas sector. The Online Repository in Mali was release to the public in November 2015.

In **Sierra Leone**, RDF has worked with the National Minerals Agency to improve compliance and efficiency of mineral rights. The result is a large user base of 5,000 registered users at the Government Online Repository and a lot of pioneering features in MCAS, which other countries have benefited from. Over USD 150 Million of accountable revenues have been recorded in the MCAS system, which manages over 7,000 mining licenses across five office locations.



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