

# IEITI Work Plan

To implement Extractive Industries Transparency Initiative (EITI) in effective and efficient manner through building up organization, structure, knowledge, skills and capacity of participants. And attain EITI compliant status.

Updated September 26, 2013

September 2013

**OBJECTIVE ONE: ESTABLISH COMMITMENT TO IMPLEMENT EITI  
AND PREPARATION FOR SIGN UP FOR CANDIDATE STATUS**

| No | Goals                                                                                         | Action(s) Needed                                                                         | Timeframe              | Responsible Party                       | Indicative Cost USD)                | Expected Output/Outcome                                                                                                                            | Status |
|----|-----------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------|------------------------|-----------------------------------------|-------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------|--------|
| 1  | Government Issues an Unequivocal statement of intention to implement EITI                     | Official Government request to the head of EITI to join the initiative                   | Achieved 21 Feb 2008   | Deputy Prime Minister                   | N/A                                 | Government commitment to EITI<br>Government issued a letter headed to Mr. Peter Eigen Chairman of EITI expressing Iraq intention to implement EITI |        |
| 2  | Government commits to work with all stakeholders (e.g., Civil Society, Oil Companies) on EITI | Official statement by the Minister of Oil in Doha at the EITI Global Conference          | Achieved Feb. 2009     | Minister of Oil                         | N/A                                 | To achieve consensus and commit participation of all key stakeholders to the implementation of the EITI.                                           |        |
| 3  | Appointment of EITI Lead Implementer in Government.                                           | Government to appoint EITI Lead Implementer                                              | Achieved 31 March 2009 | Ministry of Oil                         | N/A                                 | The Inspector General of Ministry of Oil was named to Lead EITI implementation in Iraq                                                             |        |
| 4  | Develop an EITI Work Plan and Implementation Schedule.                                        | Draft Work plan to submit to stakeholder meeting for discussion                          | Work in progress       | EITI Secretariat<br>World Bank          | Embedded in EITI Secretariat Budget | Draft Work Plan will be approved at multi-stakeholder workshop                                                                                     |        |
|    |                                                                                               | Publish approved work plan in print media and submit to EITI – International Secretariat | Q1 - 2010              | IEITI<br>EITI Secretariat<br>World Bank | Embedded in EITI Secretariat Budget | To achieve EITI Candidacy Status                                                                                                                   |        |

OBJECTIVE TWO: PREPARATION

| No | Goals                                                             | Action(s) Needed                                                                                                                                                                       | Timeframe          | Responsible Party                         | Indicative Cost (USD)    | Expected Output/Outcome                                                                                                               |         |
|----|-------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|-------------------------------------------|--------------------------|---------------------------------------------------------------------------------------------------------------------------------------|---------|
| 5  | Establishment of an EITI Multi-Stakeholder Working Group          | Submit draft IRAQI Stakeholders Council proposed membership and Charter to the first IEITI Conference in Baghdad , EITI multi-stakeholder for discussion and approval during workshop. | Ongoing progress   | IEITI                                     | Embedded in IEITI Budget | Establishment of IEITI National Secretariat stakeholders council , demonstrates government's commitment to work with all stakeholders | Ongoing |
|    |                                                                   | Cabinet to approve nomination of Iraqi Stakeholders Council.                                                                                                                           | Achieved: Dec.2009 | S.G of Council of Ministers               | N/A                      | Meets IEITI requests                                                                                                                  | Done    |
| 6  | Identify sustainable sources of financing for EITI implementation | - Make proposal for grant funding to EITI Multi-Donor Trust Fund (MDTF) to support EITI implementation;<br>- Secure govt. budget<br>- Other donors (Local) GT7,USAID, DFID             | Work in Progress   | IEITI<br>IEITI Secretariat and World Bank | Embedded in IEITI Budget | Sustainable Revenues to support EITI implementation                                                                                   | Ongoing |
| 7  | Establish and operate EITI Secretariat Office                     | - Appoint Secretariat staff                                                                                                                                                            | Work in Progress   | IEITI<br>Ministry of Oil                  | 0.0                      | Establishment of Operational Secretariat                                                                                              | Ongoing |

|  |                                                                                                                                               |                  |                                         |           |                                                                                                  |         |
|--|-----------------------------------------------------------------------------------------------------------------------------------------------|------------------|-----------------------------------------|-----------|--------------------------------------------------------------------------------------------------|---------|
|  | Setting up proper working environment: Office equipment – 2 Laptops, 2 Computers, 2 Printers, 1 Copier, 1 fax machine, internet services, etc | Work in Progress | MOO<br>IEITI                            | \$60,000  | Establishing and strengthening Secretariat to effectively manage EITI implementation process     | Ongoing |
|  | Staff Training and Induction into EITI's rules and procedures                                                                                 | 2014, 2015       | IEITI<br>EITI Secretariat<br>World Bank | \$100,000 | Capacity building for Secretariat staff to understand and effectively manage EITI implementation | Ongoing |

**OBJECTIVE THREE: REMOVE OBSTACLES TO IMPLEMENTATION OF EITI/CAPACITY BUILDING**

| No | Goals                                                                                                                      | Action(s) Needed                                                                                                                                                                                                                                                                                                                   | Timeframe  | Responsible Party                                                                                                    | Indicative Cost (USD) | Expected Output/Outcome                                                                                                                                                                                    | Status                                     |
|----|----------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|----------------------------------------------------------------------------------------------------------------------|-----------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------|
| 8  | Review of Regulatory framework to identify potential obstacles to EITI implementation                                      | <ul style="list-style-type: none"> <li>- Appoint legal consultant to undertake legislative working group audit on relevant laws and regulations &amp; Public Relation Communication Consultant &amp; CSO Certifying</li> <li>- Draft amendments to relevant laws and regulations (where necessary) and present to IEITI</li> </ul> | 2014, 2015 | MOO<br>SG Cabinet of Council of Ministers<br>IEITI Secretariat<br>EITI, Stakeholder Council, MoIM, Energy Commission | \$150,000             | EITI mainstreamed in the legal and policy framework.                                                                                                                                                       | Ongoing + Quarterly Progress report period |
| 9  | Organize tripartite workshop in regard to accountability and responsibilities of parties related to producing EITI reports | Prepare and conduct tripartite meeting and workshop on EITI process including local stakeholders.                                                                                                                                                                                                                                  | 2014, 2015 | IEITI                                                                                                                | \$50,000              | <ul style="list-style-type: none"> <li>- Bridging the gap in general information/knowledge deficit identified in the scoping study</li> <li>- Mainstreaming of EITI process in the oil industry</li> </ul> | Ongoing                                    |
| 10 | Capacity building and training for Civil Society in EITI monitoring                                                        | <ul style="list-style-type: none"> <li>- Training session on specific issues of interest, informational sessions</li> <li>- Assist Civil Society to identify specialist training courses and possible sources of funding to participate.</li> <li>- Contract international</li> </ul>                                              | 2014, 2015 | IEITI<br>EITI Secretariat<br>World Bank                                                                              | \$50,000              | - Better understanding of EITI and oil sector operations by CSOs to run their own programs in this                                                                                                         | Ongoing                                    |

|    |                                                                                                 | specialists to deliver focus groups and training sessions on extractive industries related issues.                                                            |            |                                                 |                       | regard.<br>- Support CSOs to better understand and interpret extractive industries related issues.<br>- Special Events in different Governorates including KR |            |
|----|-------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|-------------------------------------------------|-----------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|
| 11 | Capacity building and training for Iraqi Oil Companies involved in EITI implementation          | - Workshop and training session on specific issues of interest and information<br>- information and discussion within industry in relation to EITI            | 2014, 2015 | IEITI<br>EITI<br>World Bank                     | \$25,000              | Better understanding of EITI issues by industry                                                                                                               | To be done |
| No | Goals                                                                                           | Action(s) Needed                                                                                                                                              | Timeframe  | Responsible Party                               | Indicative Cost (USD) | Expected Output/Outcome                                                                                                                                       |            |
| 12 | Capacity building and training for government agencies related to EITI oversight and management | Lectures workshops and training session for civil servants, members of parliament etc.                                                                        | 2014, 2015 | IEITI<br>EITI SEC<br>Consultant                 | \$25,000              | Better understanding of EITI and mining sector issues and operations by government.                                                                           | To be done |
| 13 | Capacity Building and training for economic correspondents and reporters of media               | • Workshop and training session on specific issues of interest, informational sessions, etc.<br>• Information and discussion among media in relation to EITI. | 2014, 2015 | IEITI<br>EITI Secretariat<br>Consultant<br>MoIM | \$25,000              | Better understanding of EITI and mining sector by the media leading to enhanced quality                                                                       | To be done |

|    |                                                     |                                                                                                                                                                                                                  |            |                                         |          |                                                                                                                               |            |
|----|-----------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|-----------------------------------------|----------|-------------------------------------------------------------------------------------------------------------------------------|------------|
|    |                                                     |                                                                                                                                                                                                                  |            |                                         |          | of information dissemination                                                                                                  |            |
| 14 | Capacity Building for stakeholder Iraq EITI Council | Organize study tour to country successfully implementing EITI (Azerbaijan, Australia, Kazakhstan, Nigeria, etc.)                                                                                                 | 2014, 2015 | IEITI<br>EITI<br>World Bank             | \$75,000 | Assist in effective implementation of EITI from other participating countries                                                 | To be done |
| 15 | Outreach and informational activities               | <ul style="list-style-type: none"> <li>- Discussions on press release/newspaper articles, web site</li> <li>- Workshops in rural areas</li> <li>- Production of information brochures, articles, etc.</li> </ul> | 2014, 2015 | IEITI<br>EITI Secretariat<br>World Bank | \$20,000 | Information on the Oil sector more accessible and widely available in the country. Increased knowledge amongst general public | To be done |

**OBJECTIVE FOUR: PREPARATION AND COMPLETION OF EITI RECONCILIATION REPORT**

| No | Goals                                                                     | Action(s) Needed                                                                                                                                                                                                     | Timeframe   | Responsible Party                                                 | Indicative Cost (USD)                                                     | Expected Output/Outcome                                                                      | Status |
|----|---------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|-------------------------------------------------------------------|---------------------------------------------------------------------------|----------------------------------------------------------------------------------------------|--------|
| 16 | Develop reporting template for EITI report                                | - Discuss and agree on the design of the reporting template for the EITI report<br>- Determine the data collection and reporting mechanism for government and oil companies                                          | Q3, Q4 2011 | IEITI<br>EITI<br>World Bank                                       | 0.00 *                                                                    | Reporting template established and in use for EITI report                                    | Done   |
| 17 | Determine level of materiality                                            | Discuss and agree level of materiality that will determine which companies will be involved in the EITI                                                                                                              | Q3, 2011    | IEITI<br>Secretariat<br>Ministry Of Oil Companies<br>SOMO Clients | 0.00 *                                                                    | Ensure that all oil companies that contribute significantly to national economy are captured | Done   |
| 18 | Determine and agree the level of Products domestic consumption and export | Discuss and agree the level of aggregation/disaggregation to be included in the reports that appropriately protects commercially sensitive information on both extractive industry payments and government receipts. | Q3, 2011    | IEITI<br>MOO                                                      | 0.00*                                                                     | Agree on products domestic consumption and export figures                                    | Done   |
| 19 | Appoint Independent Reconciler                                            | - Determine and prepare for carrying out the independent audit<br>- Prepare tender/bidding documents                                                                                                                 | Q1, Q2 2011 | IEITI                                                             | \$ 174,980.00* +<br>Printing &<br>Translation<br>Costs<br>(\$18,000.00) * | Set Terms of reference for EITI.<br>Appointment of Reconciler                                | Done   |
|    |                                                                           | Appoint Selection Committee                                                                                                                                                                                          |             | IEITI                                                             |                                                                           |                                                                                              |        |
|    |                                                                           | Selection and Award of Service Contract to independent reconciler                                                                                                                                                    |             | IEITI                                                             |                                                                           |                                                                                              |        |



- **Reallocated resources to other activities.**

| No | Goals                                                                                                                            | Action(s) Needed                                                                                                                                                                                                              | Timeframe  | Responsible Party                                                | Indicative Cost (USD)                          | Expected Output/Outcome                                                | Status     |
|----|----------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|------------------------------------------------------------------|------------------------------------------------|------------------------------------------------------------------------|------------|
| 20 | Companies and Ministry of Finance to produce reports on corporate taxes and fees paid to and received by each party respectively | Each company and Ministry of Finance to report in accordance with agreed reporting template and submit said reports to EITI Reconciler                                                                                        | 2014, 2015 | Reconciler<br>Ministry of Finance<br>Participating Oil Companies | To be borne by IEITI                           | Enables EITI Reconciler/Auditor. Prepare second Reconciliation report. | Ongoing    |
| 21 | EITI Report completed by Independent reconciliation Firm and submitted to IEITI Stakeholders Council                             | - Reconciler collects and analyses processes, payments and revenue data for IRAQ as defined by the Terms of Reference of the IEITI<br>- Reconciler/Auditor submits the compliance report to IEITI for acceptance or rejection | 2014, 2015 | Reconciler<br>IEITI<br>EITI                                      | Embedded in reconciliation fee IEITI #19 above | Reconciliation report adopted by IEITI                                 | To be done |

**OBJECTIVE FIVE: PUBLICATION AND DISSEMINATION OF RECONCILIATION AND COMMUNICATION REPORT**

| No. | Goals                                                      | Action(s) Needed                                                                                                                                                                                                                                                                            | Timeframe  | Responsible Party | Indicative Cost (USD) | Expected Output/Outcome                                                                                                   | Status     |
|-----|------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|-------------------|-----------------------|---------------------------------------------------------------------------------------------------------------------------|------------|
| 22  | Publish and disseminate EITI Reconciliation Report         | <ul style="list-style-type: none"> <li>- EITI report posted on EITI web sites;</li> <li>- EITI report highlighted widely in local media (e.g., popular version of the report, via newspaper articles, on local radio in local languages</li> <li>- Develop a wider dissemination</li> </ul> | 2014, 2015 | IEITI             | 0.00                  |                                                                                                                           | Ongoing    |
|     |                                                            | Strategy for the EITI report (e.g., informational sessions or workshops in the urban and rural areas to explain the findings of the EITI report, etc.)<br>- Implement communication and outreach strategy over 2-3 years                                                                    | 2014, 2015 | IEITI             | \$50,000              | Short version of the report to be published in National Newspaper. EITI report publicly available and widely disseminated | To be done |
| 23  | Public Workshop to discuss the EITI Reconciliation Report. | Organize stakeholder workshop for experts to discuss report                                                                                                                                                                                                                                 | 2014, 2015 | EITI              | \$75,000              | Transparency and accountability of EITI report and process to key stakeholders                                            | To be done |

|    |                              |                                                                                                              |            |       |          |                                                                                                                   |            |
|----|------------------------------|--------------------------------------------------------------------------------------------------------------|------------|-------|----------|-------------------------------------------------------------------------------------------------------------------|------------|
| 24 | IRAQ EITI Handbook published | - Agree the contents of the handbook<br>- preparation and publication and distribution of Iraq EITI handbook | 2014, 2015 | IEITI | \$7,000  | - EITI handbook publicly available and widely disseminated                                                        | Ongoing    |
|    | Updated IEITI Handbook       | New Handbook in Arabic & English                                                                             | 2014, 2015 | IEITI | \$10,000 | - Documents EITI process and guides future work plans<br>- Increase public knowledge and oversight on the process | To be done |

**OBJECTIVE SIX: SUSTAINABILITY AND CONTINUED IMPLEMENTATION OF EITI**

| No. | Goals                                                                             | Action(s) Needed                             | Timeframe  | Responsible Party | Indicative Cost (USD) | Expected Output/Outcome                                                | Status     |
|-----|-----------------------------------------------------------------------------------|----------------------------------------------|------------|-------------------|-----------------------|------------------------------------------------------------------------|------------|
| 25  | Undertake activities to continue implementation of EITI and stabilization of EITI | Develop cost annual work plan For 2014-2015. | 2014, 2015 | IEITI             | \$25,000              | Continued implementation and stabilization of EITI for post compliance | To be done |

|    |                                                                                 |                                                                                                                                                                                                                   |            |                           |                   |                                                                                                                               |                           |
|----|---------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|---------------------------|-------------------|-------------------------------------------------------------------------------------------------------------------------------|---------------------------|
| 26 | Obtain support from Government (long term) and donors on implementation of EITI | <ul style="list-style-type: none"> <li>- Make proposal for grant funding to EITI Multi-Donor Trust Fund (MDTF) to support EITI implementation</li> <li>- Develop projects and submit requests to govt.</li> </ul> | 2014, 2015 | IEITI<br>WB               | Embedded in IEITI | Obtain government and donor support for EITI implementation                                                                   | To be done for 2014, 2015 |
| 27 | Follow-up on the EITI recommendations for improvement issued by the reconciler  | Follow-up actions to be determined following recommendations in EITI report                                                                                                                                       | 2014, 2015 | IEITI<br>EITI Secretariat | \$25,000          | To ensure that steps are taken to act on lessons learned, address discrepancies and ensure EITI implementation is sustainable | Ongoing                   |

**OBJECTIVE SEVEN: VALIDATION OF EITI IN IRAQ**

| No. | Goals                                                       | Action(s) Needed                                                                                                                                                                                                                                                | Timeframe                                        | Responsible Party         | Indicative Cost (USD)         | Expected Output/Outcome                                                                                                            | Status                   |
|-----|-------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------|---------------------------|-------------------------------|------------------------------------------------------------------------------------------------------------------------------------|--------------------------|
| 28  | EITI Validation                                             | IEITI to select validator from OSLO pre-approved list of vlaidators and validator to be contracted by Government to undertake validation of EITI implementation in Iraq<br><a href="#">Validation for 2011, 2012, 2013 &amp; 2014 Reports will be required.</a> | 2014, 2015                                       | MOO<br>IEITI<br>EITI      | \$103,500.00<br>(paid by Gol) | Validation report submitted to IEITI, government, and international EITI Board and agreed by Q3, 2012 (or rejected: Q3, Q4, 2012). | Ongoing                  |
| 29  | Publication and dissemination of EITI validation report     | EITI validation report posted on government, EITI, and other web sites and highlighted in local media                                                                                                                                                           | Immediately following finalization of validation | IEITE<br>EITI Secretariat | \$30,000                      | Validation report publicly available and disseminated                                                                              | To be done               |
| 30  | Rent offices in Baghdad and other Governorate as needed     | One house already rented inside the International Zone in Baghdad. There is some sort of office environment in Najaf & Basra Governorates,                                                                                                                      | On Need                                          | IEITE<br>EITI Secretariat | \$180,000                     |                                                                                                                                    | One house already rented |
| 31  | Holding Yearly Celebration IEITI conferences                | Prepare a conference after completion of the IEITI report for 2011 & 2012                                                                                                                                                                                       | 2014, 2015                                       | IEITE<br>EITI Secretariat | \$80,000                      |                                                                                                                                    | To be done               |
| 32  | Advertising in local media, newspapers & satellite channels |                                                                                                                                                                                                                                                                 | On need                                          | IEITE<br>EITI Secretariat | \$50,000                      |                                                                                                                                    | On need                  |

|    |                                                           |  |            |                           |           |  |            |
|----|-----------------------------------------------------------|--|------------|---------------------------|-----------|--|------------|
| 33 | Printing IEITI materials for local & International        |  | 2014, 2015 | IEITE<br>EITI Secretariat | \$50,000  |  | To be done |
| 34 | Hospitality arrangement for local & international figures |  | 2014, 2015 | IEITE<br>EITI Secretariat | \$40,000  |  | On need    |
| 35 | OTHER COSTS:<br>-IEITI SECRETARIAT<br>Operational Cost    |  | 2014, 2015 | PIU                       | \$200,000 |  | Ongoing    |
|    | OTHER COSTS:<br>Stakeholders Council<br>Operational Cost  |  | 2014, 2015 | PIU                       | \$50,000  |  | Ongoing    |

TOTAL COST:

1,644,680