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IRAQ ADMINISTRATIVE REFORM PROJECT

MONTHLY PROGRESS REPORT FEBRUARY, 2016

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Management Systems International
Corporate Offices
200 12th Street, South
Arlington, VA 22202 USA

Tel: + 1 703 979 7100

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ACRONYMS

BIAP	Baghdad International Airport
BPD	Barrel Per Day (Oil)
CCR	Continuous-generation Catalytic Reforming Unit
COMSEC	Council of Ministers Secretariat
COP	Chief of Party
DG	Director General
DGGC	Directorate General of Government Contracts
EPC	Engineering, Procurement, and Construction
FY	Fiscal Year
GO	Governor's Office
Gol	Government of Iraq
GPS	Global Positioning System
HQ	Headquarters
IDC	Iraqi Oil Drilling Company
IDMS	Iraq Development Management System
IED	Improvised Explosive Device
IG	Inspector General
INMS	Iraqi National Monitoring System
IQD	Iraqi Dinar
ISF	Iraqi Special Forces
ISO	International Organization for Standardization
IT	Information Technology
LC	Letter of Credit
MLDW	Mobil Lube De-waxing Process
MoFA	Ministry of Foreign Affairs
Mol	Ministry of Interior
MoO	Ministry of Oil
MoP	Ministry of Planning
MRC	Midland Refineries Company
MSI	Management Systems International
NCMDIT	National Center for Management Development and Information Technology
NDP	National Development Plan
OD	Organization Development
OJT	On- Job-Training
OPC	Oil Pipelines Company
PKK	Kurdistan Workers' Party
PSC	Private Security Company
RFP	Request for Proposal
SBDs	Standard Bidding Documents
SCOP	State Company for Oil Projects
SOC	South Oil Company
SPP	Standard Procurement Process
SRC	South Refineries Company
ToR	Terms of Reference
ToT	Training of Trainers
UNDP	United Nation Development Program
USAID	United States Agency for International Development
USG	United State Government

SUMMARY

Oil During this reporting period, USAID-*Tarabot* further developed and integrated its support to the Ministry of Oil (MoO), refining its overall vision and goals with the aim of increasing oil revenues through immediate practical solutions to existing oil sector deficiencies and problems. USAID-*Tarabot* is working closely with senior officials in the Iraqi Oil sector to overcome difficulties in project implementation and contracting by applying project management techniques, and resolving contract disputes. USAID-*Tarabot* is also assisting selected ministry directorates in organizational development of their contracts departments, drafting job descriptions for their staff. Coordination continues with these directorates to clarify and improve the roles, responsibilities and lines of authority within MoO. Additionally, outdated, harmful, and contradictory laws, regulations, and instructions are being reviewed with the aim of transferring powers from higher to lower levels of the bureaucracy. In the main time, USAID-*Tarabot* continues its support to MoO staff to qualify them and completes the steps of the PMP certificate exam.

Procurement USAID-*Tarabot* continued providing technical support to MoP Help Desk on using the consultant services on the standard bidding documents (SBD's) and delivering technical assistance to Gol entities. USAID-*Tarabot* also assists MoP on the PPP program by delivering a technical support and helps them to conduct this program.

Iraq Development Management System the MoP continues the rollout of the Iraq Development Management System (IDMS). The system enhances the transparency and management of Iraq's capital investment portfolio, allowing more efficient monitoring and control of public funds. USAID-*Tarabot* and the MoP IDMS team are in the final phase of evaluating the features of the IDMS before acceptance of the system. Reports were generated, and deficiencies are being discussed with Synergy.

Events: USAID-*Tarabot* project engaged in a variety of activities during February:

- **Total Events:** USAID-*Tarabot* teams held (137) events; representing (12) workshop and (125) meetings.
- **Locations:** (80) of these events were held at locations in Baghdad, while (57) events were delivered in Basrah.
- **Institutions:** a total of (5) government institutions were involved in USAID-*Tarabot* activities in February; representing (5) ministries.
- **USAID-*Tarabot* Technical Teams:** The Procurement Advisory Unit implemented (9) events to support ministry of planning, (125) events were implemented by Oil Sector Team, and (3) events were implemented by IDMS Team.

I. RAPID IMPROVEMENTS OF THE OIL SECTOR REVENUES

During February, 2016 USAID-*Tarabot* continued moving forward with the implementation of its technical assistance program to Ministry of Oil (MoO) and its state companies by identifying and implementing high-priority interventions with the potential to bolster oil revenues.

I.1 Implementation of Critical Projects

I.1.1 Provide Technical Assistance to MoO to Implement Technically Challenged and Troubled Export Projects

- **Expedite Completion of JICA SEALINE: (SOC):** This month *Tarabot* followed up with the ever-important JICA Sealine project. Most recent progress was in January, when Leighton Offshore, Japanese consultants, UNDP representatives, and MoO officials met in Jordan and resolved the disputes over the onshore portion of the project as well as replaced Leighton Offshore with Habtoor Leighton to carry out the remainder of the project. The project is about 75% complete, with the offshore portion still under dispute. Though the 60km worth of offshore piping is mostly complete, the valve stations and Single Point Mooring (SPM) 4 are incomplete. The dispute centers on the design of the offshore pilings, as well as over contractor delays. All parties will meet again on March 20th in Dubai in an attempt to reach consensus on the design disagreement as well as to release the remaining equipment and material, which is currently held by the contractor in Dubai. SOC's project manager for this project expressed a desire for continued *Tarabot* involvement to assist in determining what kind of support they may need.
- **Expedite the Commission of Single Point Mooring (SPM) #5/Shipwreck Removal (SOC):** Just as important as the JICA Sealine project is SOC's removal of the shipwreck/commissioning of SPM #5 project, which ground to a halt over contracting payment disputes with the company contracted to remove a shipwreck interfering with the commissioning of the SPM. The Dutch contracting company, Mammoet, had to remove their salvage barge for operational certification renewal, however the SOC was not in agreement over both this change as well as over internal Mammoet management restructuring that effected implementation of the work. The SOC wants a guarantee that the conditions of the contract will be honored despite the change in contracting management, which ceded the remaining work to a Mammoet subsidiary, Kool Mammoet. Otherwise the SOC remains open to discussing payments terms. *Tarabot* is assisting the SOC to coordinate and expedite consultation between themselves and the MoO legal department, as well as to provide general assistance to SOC on the contracting dispute. The commissioning of this SPM will add 900,000 barrels per day of export capacity, and is crucial to help realize Iraq's export potential.
- **Reduce Number of Days of Weather Outages:**

During this month, the DG of SOC and the General Company for Ports of Iraq (GCPI) approved USAID-*Tarabot* assessment report and recommendations regarding the rough weather outages:

 - **Tugboats Captains Training:** USAID-*Tarabot* has completed the technical evaluation of the offerors to provide the training for captains and pilots is working with officials from SOC & GCPI to complete the evaluation of the three vendors who will deliver the training of pilots and captains for the Rough Weather Outages project. One responder was excluded due to high cost, the final selected vendor will be chosen by the end of the week. Meanwhile, the list of participants for the tugboats piloting training has been finalized and sent.
 - **Tugboats:** USAID-*Tarabot* assisted to prepare the prequalification SBD for these tugboats, and the DG approved to submit the tender to open bidding. Please see the Tenders section for additional information, below. *Tarabot* is seeking approval to post on the dgMarket to subject the tender to recruit additional qualified vendors. In the meantime, there are eight

identified vendors which can procure the high specification tugboats. *Tarabot* is encouraging SOC to submit these companies to prequalification so as to not lose time in the vendor selection process. The MoO is exploring the possibility of a “lease-to-own” payment plan in order to fund this tender.

- **Standard Operating Procedures:** Once training is completed, SOC and GCPI will develop an agreement about SOPs for rough weather operations.
- **Mooring points:** SOC approved the design of the tugboat mooring points and initiated their fabrication. The test model is nearly complete, and if successful, manufacturing will begin on 19 additional points.
- **Ship Mooring Boats:** South Oil Company has completed the installation of cranes at Khor Al Amiriyah Oil Terminal, and Al Basrah Oil Terminal, to store and deploy its four tanker-mooring boats. *Tarabot* identified the specialized boats as a significant asset in improving tanker loading time, and has worked with SOC to commission and install them on the terminals.



SOC has been using rope-firing guns to secure the tanker mooring lines, but this is a hit and miss affair, and takes significantly longer than the specialized boats. The two-ton vessels can transport the heavy mooring ropes from tanker to terminals in most weather conditions, saving around an hour and a half per berthing operation. With over 450 such operations a year, SOC can save significant funds through such simple improvements to enhance their berthing efficiency.

1.1.2 Improve MoO capacity in implementation of Technically Challenged and Troubled Refinery Projects

- **Basrah Reformer Spare Parts (SRC):** The reformer is working much better now, with refinery-identified solutions resolving many of the issues. Since this remains an unapproved-by-the-MoO project and seems to require little assistance at this point, USAID-*Tarabot* recommends removing this project from the Workplan.
- **Basrah Incomplete Refinery Boiler System (SRC):** USAID- *Tarabot* Senior Oil Refinery Advisor visited Nebraska Boilers to follow up on the collection of equipment, diagrams, and other materials required for the SRC Incomplete Boiler project. These crates of materials were purchased but never shipped after the contractor stopped work five years ago, and their delivery now will allow for SRC to immediately begin expediting and updating plans to complete this project.
- **Basrah Excess Salt Content Inhibiting Near and Long Term Production (SRC):** USAID-*Tarabot* received a letter from SRC officially requesting technical assistance for this project last month. Meanwhile, USAID-*Tarabot* is following up with the SRC to implement a number of solutions to improve the desalter equipment efficiency. Cancellation of an initiative to install dehydrators, thought by SRC to be the root of the problem, has saved SRC over \$6 million USD.
- **Doura Isomerization Unit Project (MRC):** At Doura Refinery USAID-*Tarabot* contacted EnergyServ, a Romanian company, requesting a technical and commercial quotation (to be sent directly to Daura Refinery) for crude heater cleaning. However, *Tarabot* has ceased engagement with this project due to concerns of interference from United Oil Products (UOP), contracted to

work with MRC, and *Tarabot* will recommend removing this project from the Workplan.

- **Doura Catalytic Reforming Unit Project:** USAID-*Tarabot* requested MRC officials to develop a list of remaining and implemented work in order to complete the cost estimation. Regardless, the project will cost an exorbitant amount of money and there are significant contracting issues with UOP, working with MRC on this and several other initiatives, who is concerned about interference from *Tarabot*. It is recommended to remove this project from the Workplan.
- **Doura Heavy Boilers Project:** Greens Power Company, the contractor for this project, has still not responded to the letter written and submitted last month by the MRC with USAID-*Tarabot* assistance, which requested bi-weekly progress reports, a detailed schedule, and drawings required for civil work. Their continued reticence makes it very difficult to make headway on this project, and it is recommended to remove this project from the Workplan.

1.2 Improve MoO Procurement Procedures and Processes

1.2.1 Develop Standard Bidding Documents (SBD) for the Oil Sector

In an exciting and landmark accomplishment this month, after several meetings and follow-up investigations to determine the true need and requirements for a specialized SBD for the oil sector, the MoO approved the adoption of the MoP-issued SBDs. These SBDs, also constructed with USAID-*Tarabot* guidance, were compiled with the specific intention of being applicable to all government entities. Thanks to USAID-*Tarabot* support, the MoO has now instructed all state-owned oil companies to adopt these SBDs. This move will improve the public procurement system for MoO, and help the ministry and its companies to reach the best international standards.

1.2.2 Assist MoO in Preparing New Tenders

- **Supplying control equipment for the crude oil well – SOC**
This tender has been cancelled due to lack of qualified bidders, is will be removed from the Workplan.
- **Rehabilitation of the turbine units at Zubair I – SOC**
This month, USAID-*Tarabot* worked alongside the SOC to develop and fill the SBDs for their tender to rehabilitate the turbine unit at Zubair I depot—identified to be a better solution than replacing them outright. This workshop was well attended (14 members, 7 male and 7 female), and resulted in a draft SBD, which was delivered to the engineering department so add additional minor details as needed. This tender will be open to general invitation, and is funded with \$18.5 million USD, and has been approved from the financial division of SOC. It should be posted on the dg Market in the coming month.
- **Purchase of Six Tugboats – SOC:** This month USAID-*Tarabot* assisted to prepare the prequalification SBD for these tugboats, and the DG approved to submit the tender to open bidding. *Tarabot* is seeking approval to post on the dgMarket to subject the tender to recruit additional qualified vendors. In the meantime, there are eight identified vendors which can procure the high specification tugboats. *Tarabot* is encouraging SOC to submit these companies to prequalification so as to not lose time in the vendor selection process. The MoO is exploring the possibility of a “lease-to-own” payment plan in order to fund this tender.
- **New 21 Km crude oil pipeline from Zubair to SRC:** The joint committee of SOC, SRC, and SCOP is conducting the survey to alter the pipeline path from Zubair I to SRC. Zubair 2 will support Zubair I if needed. The survey takes significant time to complete, but once finished, SOC

will invite SCOP to implement the project. *Tarabot* stands ready to assist with procurement assistance once the SOW is updated to reflect the updated pipeline path.

- **Fuel Oil for Furnace – SRC:** Last month, USAID-*Tarabot* worked with SRC to develop the cost estimation of the fuel furnace, valued at \$4.4 million USD. This important development will enable the process of developing the SBD to be ready for the tender to be announced whenever funding becomes available. However, this is a low priority tender for the SRC, and may not be ready for SBD development until late March or early April.
- **Desalination of Sea Water – SRC:** Funding is available for this project, which was identified as a top priority tender. *Tarabot* assisted with the cost estimation, valued at \$14.35 million USD. The EPC SBD is prepared, as well as a limited bidding document. *Tarabot* is working with SRC to adapt a turnkey SBD for this project as well, which may be a more appropriate SBD for this tender.
- **Flare Gas Recovery – MRC:** USAID-*Tarabot* is assisting to complete the technical SOW to combine the tenders for the new flare stack with the flare gas recovery unit. Cost estimation has been calculated to be \$4.44 million USD and this will enable the process of developing the SBD to be ready for the tender to be announced whenever funding becomes available.
- **Nitrogen unit - MRC:**
This month *Tarabot* prepared the SBD of prequalification. *Tarabot* is assisting now to develop the SBD for EPC in the coming weeks. This will be MRC's first project to utilize the MoP-issued SBDs. With *Tarabot* guidance, cost estimate was determined at \$2 million USD.
- **MLDW, iso de-waxing – MRC:** This project has been cancelled by MoO due to lack of funding, and will be removed from the Workplan.
- **Bin Omar Depot – SCOP:**
Tarabot met with SCOP's project manager of the Bin Omar Depot project. SCOP sent a direct invitation to 9 companies (3 from China, 2 from Korea, and 1 each from Italy, France and Japan) to probe interest in paying in yearly installments for this tender, which is estimated at around \$1 billion USD, to build 55 storage tanks at Bin Omar.
- **Gas compression stations project for OPC:** USAID-*Tarabot* this month has helped OPC to complete the consultant version SBD, a Request for Proposals (RFP), and after some minor amendments to the Terms of Reference (TOR), the tender should be ready for posting within the next month. The funds have been allocated for this project, so *Tarabot* will be following up with OPC to assist as possible with the technical TOR modifications.

• 1.2.3 Implement an Effective Procurement System at MoO

- **Organizational Structure:** This month *Tarabot* began work with MRC's procurement depart for internal restructuring, and will continue this effort it through the following month.

- **Procurement plan:** USAID-*Tarabot* received this month the approved procurement plan of SRC and SCOP. The plan provides a framework of tenders for the coming year, with fixed implementation dates, and a timeframe for each step. USAID-*Tarabot* continued its guidance on procurement planning through various workshops throughout the month for several SOEs.



- **MoP Regulations and Instructions:** This month, USAID-*Tarabot* completed a regulation workshop on Feb 14-18, 2016 for members from SOC and SRC regarding government contracts no.2 of 2014. Over 100 employees from 13 southern oil companies attended, including the Deputy Manager of the SOC and the Director of Inspector General's Office, who gave opening speeches. USAID-*Tarabot* has already made recommendations to the MoP and the GGCD, concerning inadequacies in the 2014 regulations, and feedback from the workshops will contribute to further recommendations.

- **Reporting and Archiving Systems:** This month, with *Tarabot* guidance, the MRC approved and adopted new reporting and archiving systems, two components of *Tarabot*'s II element program for procurement reform. *Tarabot* is at work at the OPC to accomplish similar results.

1.3 Improve Projects Execution

1.3.1 Provide TA to MoO to Improve Implementation of Ongoing delayed Projects

- **Al-Fao Depot – 16 tanks – SCOP (increases crude oil storage capacity by 360,000 bpd):** This month USAID-*Tarabot* *Tarabot* visited SCOP to discuss the Al Fao Depot (16 tanks) project with Mr. Subhi Al Ganim, from the Follow Up department, as well as with members of the Planning department to discuss the financial obstacles of the project. As a result of this meeting, *Tarabot* was able to meet with MoP representative, Mr. Ali Hussein, head of the Energy and Oil division within MoP, to present and discuss proposed solutions for SCOP to allocate a budget for the project. SCOP will prepare a report detailing the total annual accumulated cost of the project up to the end of 2015, as well as indicate the amount of funds returned to the Development Fund of Iraq for non-performance and penalties. SCOP will then submit a detailed checklist of the completed work, a bill of quantities for remaining work, and then update the project cost estimate. These documents will be sent by March 10, 2016.
- **Al-Fao Depot (implemented by Ibn Majed) – 8 tanks – SOC (increases crude oil storage capacity by 180,000 bpd):** This month, USAID-*Tarabot* worked alongside SOC to develop a project recovery plan along with upgraded tracking systems. The recovery plan will be submitted next month for SOC's DG approval.

- **Al-Lhaes and AL-Sabaa field extension project SCOP (increase crude oil production by 180 thousand bpd):** USAID-Tarabot advisors met with the project manager several times this month to discuss the project progress and obstacles, which include a shortage of space available for the work, expiration of much of the project's equipment due to the long delay in completion, and funding obstacles. Tarabot is coordinating with SCOP to meet with the Ministry of Finance directly to explore alternative funding solutions.

- **Nahr Bin Omar Field construction – SOC (initial capacity of the field 50 thousand bpd):** USAID-Tarabot worked with SOC to conduct a cost estimation workshop in order to estimate the project's remaining work cost. The project remains only 80% complete. In the meantime, Tarabot developed the project recovery plan for this project, and will discuss with senior leadership for approval in the coming week.



- **Nitrogen Production Unit (1500 NM³ /hr) Civil work:** The MRC continued implementation of Tarabot's recommendation to split the civil from the installation work of the project. Tarabot followed up in guiding MRC in this work, making recommendations to expedite installation.
- **Oil Fields-Pump Stations connecting pipelines project:** USAID-Tarabot worked this month on the project recovery plan and how to implement it with the SOC.
- **Oil products pipeline (Shoaeba-Baghdad) pump stations (SCOP pipeline available capacity 28 thousand bpd):** USAID-Tarabot worked this month with SCOP on continuing to find alternative sources of funding for this project. Tarabot advisors and SCOP representatives will meet with the Ministry of Finance to try and explore other avenues to release the needed funding.
- **Liquid gas unit project –SRC (production 200 ton gas liquid for the west hydrocarbon output from operation units):** This month, USAID-Tarabot continued to assist to mediate the contractor disputes between SRC and the contractor, as well as to refine the project recovery plan. SRC guaranteed this month that they would fulfill the financial obligations of the project, and that funding is available.
- **Raw water treatment in Qarmat Ali project-SRC (second pipe line to supply the water to SRC):** The SRC still needs to activate the L/C for this project—the contractor refuses to continue work until this is done.
- **Increasing the capacity of the Basrah refinery project - SRC increasing the capacity of the Basrah refinery to 280 000 barrels / day:** USAID-Tarabot and SRC met several times this month to refine the plan to restart the work with this project.

1.3.2 Assist MoO to Implement Project Management Urgent Systems

- **Cost Estimation for Tenders and Projects:** This month USAID-Tarabot received an official letter from SRC regarding the cost estimation for the Desalination of Sea Water project. The final cost of \$14.4 Million USD was calculated according to AACE and PMI international standards,

thanks to USAID-Tarabot's cost estimation guidance. This brings the list of calculated cost estimation for tenders completed up to the following:

1. Supplying control equipment for the crude oil well - SOC
Cost estimate: \$70.8 million USD
 2. Rehabilitation of the turbine units at Zubair I – SOC
Cost estimate: not yet complete
 3. Purchase of Six Tugboats -SOC
Cost estimate: \$120 million
 4. New 21 Km crude oil pipeline from Zubair to SRC
Cost estimate: \$20 million (however this is subject to change as the SOW is under refinement)
 5. Fuel Oil for Furnace – SRC*
Cost estimate: \$4.44 million
 6. Desalination of Sea Water – SRC
Cost estimate: \$14.35 million
 7. Flare Gas Recovery – MRC
Cost estimate: Ongoing
 8. MLDW, iso de-waxing – MRC*
Cost estimate: \$56.5 million
 9. Nitrogen unit – MRC 600 KM3/hr
Cost estimate: \$2 million
 10. Bin Omar Depot – SCOP Project*
Cost estimate: \$1 billion
 11. Gas compression stations project for OPC
Cost estimate: ongoing
- **Utilization of Primavera for project scheduling:** This month USAID-Tarabot held a two-week Primavera workshop for members of the Planning and Scheduling Department in SCOP. USAID-Tarabot also met with Dr. Subhi al-Ganim, head of SCOP steering subcommittee, to discuss the progress of Tarabot's Primavera assistance—an enterprise which trains staff on better methods for project scheduling and tracking through Primavera P6 software, and supports the capacity of staff to improve overall management of their projects. Dr. al-Ganim expressed his excitement and enthusiasm for achievements thus far, elaborating that this is a remarkable outcome for SCOP to more effectively manage their projects.

In light of this success, SCOP intends to issue a letter next week praising Tarabot for their efforts and officially requesting continued assistance in pursuit of company-wide adoption of the software.

Tarabot also developed for SCOP a draft proposal containing the framework for establishing a formal Primavera department at SCOP, including goals, organizational structure, job descriptions, and scope of work for unit staff.

In the meantime, USAID-Tarabot continues to guide SCOP and other state oil companies on the utilization and application of Primavera upon pilot projects. USAID-Tarabot also sent a letter to

the MoO Research, Planning, & Follow-Up department head, Mr. Hilal Ali, detailing January and February's Primavera program progress, and informing him of an upcoming Primavera workshop for MoO companies on March 13th – 24th, 2016.

- **Project Implementation Tracking Systems:** This month, SRC approved 8 out of 15 USAID-Tarabot recommendations issued at the end of project tracking workshop on Jan, 2016.

1.3.3 Assist MoO to Implement the PMP Certificate Program

This month, the second wave of candidates, comprised of 26 individuals, sat for the English competency test on Feb 08, 2016 at the University of Baghdad/ College of Education. USAID-Tarabot also started the second PMBOK workshop on Feb 21 to Mar 03, 2016 at Oil Culture Center in Basrah for these individuals as well as the initial 11 participants who passed the first English assessment test in the first wave, and had not yet attended the first PMBOK workshop.



1.4 Improve internal policies, regulations and administrative functions

1.4.1 Enhance Roles, Responsibilities and Lines of Authority

- **Lines of Authorities:** This month, USAID-Tarabot continues working with the Director of Human Resources at the Ministry of Oil, Mr. Kadhim Kassim Mussa, to delegate and transfer particular authorities from both the Minister of Oil to DGs of oil companies, as well as additional powers to delegate from DGs of oil companies to lower level staff and engineers. The list of authorities to transfer from the MoO to oil company DGs is finalized and approved by all SOEs except SOC, and Tarabot is working alongside them for their approval. Once obtained, Tarabot and the SOEs will present this list to the Minister.

In the meantime, the SOC's approval for the list of authorities (13 identified so far) to transfer internally from their DG to lower level managers and engineers is pending.

1.4.2 Assist MoO to streamline Internal Regulations and Procedures

- **Customs Regulations & Procedures:** Excitingly, the DG of Customs Directorate of South region and the SOC – Central Customs department this month continued simplifying customs procedures for MoO and its entities according to Tarabot recommendations. The Director of Southern Region Customs issued the following instructions and requests:
 1. Assign a phone number to the Customs Directorate to be used for verifying issuance of letters.
 2. Assign two employees to use the customized phone number to verify issuance of documents.
 3. Assist the customs directorate with establishing the public sector window
 4. Request USAID-Tarabot's assistance to help implement the ASYCUDA system. This is a global system for the computerization of specialized operations of customs administrations.

5. Request USAID-Tarabot to provide customs employees “Customs Agents” training in the administrative and financial institute of the Ministry of Finance.

The DG also stressed the importance of holding a meeting between Ministry of Finance, the General Directorate of Customs and the Ministry of Oil Directorates, Companies and Customs Clearance departments to simplify procedures, and prepare a list of recommendations to be presented to the Council of Ministers to take the decision.

1.4.3 Assist MoO/SCOP and OPC to Adopt Administrative Reforms

- **Work with SCOP management to implement ISO 9001 Quality Management System (QMS):** USAID-Tarabot continued this month to guide SCOP in the ISO certification process this month. USAID-Tarabot worked alongside SCOP to teach about the Quality Management System and to establish it within SCOP. Tarabot continues to guide SCOP on the implementation of the Quality Management System in pursuit of ISO 9000 certification. On February 28 & 29, USAID-Tarabot met with Performance Evaluation and Quality department representatives and heads to ensure that processes are being implemented according to documented procedures, work instructions, and in compliance with ISO requirements. Additionally, Tarabot is working with SCOP to design an internal audit action plan, to prepare for and facilitate more easily the eventual next step of the ISO certification process, in which a third party organization verifies and audits the adoption and implementation for the QMS. This draft of the internal audit action plan was submitted the SCOP DG for approval. Seven certification bodies have been identified as possibilities to perform this audit.
- **Work with the OPC task force to review and develop the pipelines maintenance and inspection procedures:** This month, USAID-Tarabot received a formal letter from OPC approving another six standard operating procedures (SOPs) and diagrams drafted with USAID-Tarabot assistance for the Cathodic Protection and Safety and Fire Fighting Departments. USAID-Tarabot initiated work with the Engineering Inspection department to accomplish the same work for them.
- **Work with the SCOP task force to redesign the EPC project life cycle processes and contract annex process:** Last month, SCOP officially approved USAID-Tarabot to start drafting a manual for EPC project life cycle processes and manual for EPC contract annex procedures. USAID-Tarabot worked this month on the first draft of these processes.

2. IRAQ DEVELOPMENT MANAGEMENT SYSTEM (IDMS)

2.1 Support the MoP to Adopt IDMS

2.1.1 Establishment of the IDMS Help Desk at MoP

USAID-Tarabot continues to try and work with Synergy Company and the Ministry of Planning to troubleshoot ongoing problems with the standard indicators system and fix bugs within the software.

3. SUPPORT TO MOP'S HELP DESK

3.1 MoP capacity building

This month, Minister of Planning issued an official letter approving the adoption of the MoP- SBD as Official SBD's to be used by all Iraqi entities starting from July-01-2016. The SBD is at the heart of the procurement system, and is recognizable worldwide. Its uniform introduction in Iraq gives a clear signal that the country is open for business, and is taking steps to do so in a transparent and internationally standard format.

This announcement will have a rapid effect on the status of Iraq's thousands of stalled public and oil sector contracts, and help pave the way for accelerated change.

3.1.1 Development of Public-Private Partnership PPP

This month, USAID-Tarabot continued assisting MoP Help Desk per their request for additional assistance and guidance in providing procurement training to provinces. USAID-Tarabot advisors conducted several site visits and scheduled trainings for the upcoming month. Meanwhile, USAID-Tarabot held the first meeting for the PPP committee to review the draft Iraqi contract law and update its contents. The committee included 12 individuals from GoI institutions along with USAID-Tarabot representatives. The feedback and comments will be collected and compiled into a presentation in order to collate the edits and plan the next steps.

3.1.3 Development of Public Procurement ToT Program

USAID-Tarabot also continued its guidance on public procurement to the MoP this month. USAID-Tarabot, in cooperation with MoP and the Inspector General office, began a five-day workshop in the training center in Basrah on the 2014 Iraqi Regulations for Implementing Government Contracts (No.2). Over 100 employees from 13 southern oil companies attended, including the Deputy Manager of the SOC and the Director of the Inspector General Office, who gave opening speeches. The workshop is divided into two periods, the second of which is scheduled for next month. USAID-Tarabot has already made recommendations to the MoP and the GGCD, concerning inadequacies in the 2014 regulations, and feedback from the workshops will contribute to further recommendations.



PROJECT ADMINISTRATION

Staffing, Deployment, Registration

As of February 29th, USAID-*Tarabot* employed 60 local staff, and five expatriate staff, one of whom is on a short-term assignment.

Security

As usual, small incidents as well as protests continue throughout Baghdad, though no staff members are affected and operations continue as normal. This month the Americans captured in January were released, though very little additional information has come to light about the circumstances of the kidnappings. Nevertheless, *Tarabot* has switched to armored vehicles for all red zone movements as a precaution.

Visa/ Badges

This month USAID-*Tarabot* received one multi-entry visa renewal as well as one blue level IZ access badge for Nael Shabaro. Three other badges—one green, one yellow, and one grey—were also received.

Property

The following disposition requests are ongoing with USAID for disposal:

Second Disposition request: Sensitive equipment in two divisions:

1. List of Motorola radios, GPSs & Thuraya Phones: Sallyport have submitted an offer to buy it. These radios have been under Sallyport's custody since Tijara purchased it; Tijara transferred these to USAID-*Tarabot* when they closed out)
2. List of Vests, Helmets, Motorola radios, GPRS & Thuraya Phone etc....) which were purchased by MSI, we are waiting USAID instructions regarding its disposition.

This request is still outstanding with USAID despite several reminders over the last seven months.

The disposition of 18 armored vehicles:

MSI has 18 D class Armored Vehicles. Per US Regulations these are classified and cannot be given or sold to the private sector or an alien government. They can only be given to the government or to a contractor on a USG Contract. The vehicles are registered to Private Security Company (PSC), Sallyport Global Services; because only PSCs have the authority to register armored vehicles with the Gol.

The vehicles are registered in two Iraqi Directorates, the Directorate of Registration and Evaluating the Private Security Companies (PSC) and Customs under Sallyport; which means Sallyport is legally responsible and held accountable for these vehicles. MSI proposed to return these vehicles directly to USAID Iraq, since they have ownership of them. But according to Iraqi Ministry of Interior (MoI) regulations for orange plated vehicles, the PSC must donate them to the Iraqi Government or re-export them outside the country. There is no third option.

USAID-*Tarabot* is in the process of requesting permission from the Iraqi government to be exempted from Mol regulation. This would allow the destruction of the vehicles locally at Baghdad International Airport (BIAP), or to be donated back to USAID. Since the cost of shipping the vehicles out of country for destruction is prohibitive, an exception from the Gol is the only option. A Dip Note was issued by the Embassy to the Iraqi Ministry of Foreign Affairs (MoFA) requesting this exception and this month, approval was received by the Embassy from the MFA to destroy the vehicles in country at Abu Ghraib. The Embassy is working to amend this location to a more appropriate venue, and USAID-*Tarabot* in the meantime is working out the logistical details.

FEBRUARY, 2016 USAID-TARABOT LIST OF ACTIVITIES

M&E Code	Team	Subject Area	ACTIVITY	Start Date	End Date	Province/City	Ministry	Total participants
WAJ0293	Oil Sector Team	Project Management	Workshop	31-Jan-16	11-Feb-16	Baghdad	SCOP	11
MAT2926	Oil Sector Team	Organization Development	Meeting	01-Feb-16	01-Feb-16	Baghdad	MoO	1
MAT2927	Oil Sector Team	Organization Development	Meeting	01-Feb-16	01-Feb-16	Baghdad	MoO	2
MAT2928	Oil Sector Team	Procurement	Meeting	01-Feb-16	01-Feb-16	Basrah	South Oil Company	3
MAT2929	Oil Sector Team	Procurement	Meeting	01-Feb-16	01-Feb-16	Baghdad	MoO	18
MAC0466	Oil Sector Team	Regulatory Reform	Meeting	01-Feb-16	01-Feb-16	Baghdad	MoO	2
MAT2924	Procurement With MoP	Procurement	Meeting	01-Feb-16	01-Feb-16	Baghdad	MoP	3
MAT2925	Oil Sector Team	Technically Challenged Projects	Meeting	01-Feb-16	01-Feb-16	Basrah	South Oil Company	2
MAT2931	Oil Sector Team	Procurement	Meeting	02-Feb-16	02-Feb-16	Baghdad	MoO	2
MAT2932	Oil Sector Team	Procurement	Meeting	02-Feb-16	02-Feb-16	Basrah	South Oil Company	2
MAT2934	Oil Sector Team	Procurement	Meeting	02-Feb-16	02-Feb-16	Basrah	South Refinery Company	4
MAT2933	Oil Sector Team	Project Management	Meeting	02-Feb-16	02-Feb-16	Basrah	South Oil Company	2
MAT2930	Procurement With MoP	Procurement	Meeting	02-Feb-16	02-Feb-16	Baghdad	MoH	8
MAT2951	Oil Sector Team	Organization Development	Meeting	03-Feb-16	03-Feb-16	Baghdad	MoO	2
WAR0372	Oil Sector Team	Procurement	Workshop	03-Feb-16	04-Feb-16	Basrah	SOC	18
MAT2935	Oil Sector Team	Procurement	Meeting	03-Feb-16	03-Feb-16	Basrah	MoO	2
MAT2936	Oil Sector Team	Procurement	Meeting	03-Feb-16	03-Feb-16	Baghdad	MoO	2
MAT2947	Oil Sector Team	Procurement	Meeting	03-Feb-16	03-Feb-16	Baghdad	MoO	2
MAT2948	Oil Sector Team	Project Management	Meeting	03-Feb-16	03-Feb-16	Basrah	South Refinery Company	7
MAT2949	Oil Sector Team	Project Management	Meeting	03-Feb-16	03-Feb-16	Basrah	South Refinery Company	1
MAT2950	Procurement With	Procurement	Meeting	03-Feb-16	03-Feb-16	Baghdad	MoP	3

M&E Code	Team	Subject Area	ACTIVITY	Start Date	End Date	Province/City	Ministry	Total participants
	MoP							
WAO0104	Oil Sector Team	Organization Development	Workshop	04-Feb-16	06-Feb-16	Baghdad	SCOP	20
MAT2952	Oil Sector Team	Organization Development	Meeting	04-Feb-16	04-Feb-16	Baghdad	MoO	2
MAT2937	Oil Sector Team	Procurement	Meeting	04-Feb-16	04-Feb-16	Basrah	MoO	2
MAT2938	Oil Sector Team	Procurement	Meeting	04-Feb-16	04-Feb-16	Baghdad	MoO	4
MAT2956	Oil Sector Team	Organization Development	Meeting	07-Feb-16	07-Feb-16	Baghdad	MoO	1
WAR0375	Oil Sector Team	Procurement	Workshop	07-Feb-16	10-Feb-16	Basrah	SRC	15
MAT2939	Oil Sector Team	Procurement	Meeting	07-Feb-16	07-Feb-16	Baghdad	MoO	1
MAT2940	Oil Sector Team	Procurement	Meeting	07-Feb-16	07-Feb-16	Baghdad	MoO	2
MAT2943	Oil Sector Team	Procurement	Meeting	07-Feb-16	07-Feb-16	Baghdad	MoO	1
MAT2953	Oil Sector Team	Project Management	Meeting	07-Feb-16	07-Feb-16	Baghdad	MoO	1
MAT2954	Oil Sector Team	Project Management	Meeting	07-Feb-16	07-Feb-16	Baghdad	MoO	1
MAT2955	Procurement With MoP	Procurement	Meeting	07-Feb-16	07-Feb-16	Baghdad	MoP	5
MAT2965	Oil Sector Team	Technically Challenged Projects	Meeting	07-Feb-16	07-Feb-16	Basrah	South Refinery Company	3
MAT2960	Oil Sector Team	Organization Development	Meeting	08-Feb-16	08-Feb-16	Baghdad	MoO	1
MAT2961	Oil Sector Team	Organization Development	Meeting	08-Feb-16	08-Feb-16	Baghdad	MoO	2
MAT2941	Oil Sector Team	Procurement	Meeting	08-Feb-16	08-Feb-16	Baghdad	MoO	2
MAT2942	Oil Sector Team	Procurement	Meeting	08-Feb-16	08-Feb-16	Baghdad	MoO	3
MAT2944	Oil Sector Team	Procurement	Meeting	08-Feb-16	08-Feb-16	Baghdad	MoO	1
MAT2945	Oil Sector Team	Procurement	Meeting	08-Feb-16	08-Feb-16	Baghdad	MoO	2
MAT2957	Oil Sector Team	Procurement	Meeting	08-Feb-16	08-Feb-16	Basrah	South Oil Company	1
MAT2959	Oil Sector Team	Project Management	Meeting	08-Feb-16	08-Feb-16	Basrah	South Refinery Company	2
MAT2963	Oil Sector Team	Project Management	Meeting	08-Feb-16	08-Feb-16	Baghdad	MoO	4
MAT2964	Oil Sector Team	Project Management	Meeting	08-Feb-16	08-Feb-16	Basrah	South Oil Company	1
MAT2958	Oil Sector Team	Regulatory Reform	Meeting	08-Feb-16	08-Feb-16	Basrah	South Refinery Company	2
MAT2946	Oil Sector Team	Procurement	Meeting	09-Feb-16	09-Feb-16	Baghdad	MoO	2
MAT2966	Oil Sector Team	Procurement	Meeting	09-Feb-16	09-Feb-16	Basrah	South Oil	5

M&E Code	Team	Subject Area	ACTIVITY	Start Date	End Date	Province/City	Ministry	Total participants
							Company	
MAT2962	Oil Sector Team	Technically Challenged Projects	Meeting	09-Feb-16	09-Feb-16	Basrah	South Oil Company	2
MAT2968	Oil Sector Team	Procurement	Meeting	10-Feb-16	10-Feb-16	Basrah	South Refinery Company	2
MAT2969	Oil Sector Team	Procurement	Meeting	10-Feb-16	10-Feb-16	Basrah	South Oil Company	21
MAT2972	Oil Sector Team	Procurement	Meeting	10-Feb-16	10-Feb-16	Baghdad	MoO	4
MAT2967	Oil Sector Team	Project Management	Meeting	10-Feb-16	10-Feb-16	Basrah	South Refinery Company	2
MAT2970	Procurement With MoP	Procurement	Meeting	10-Feb-16	10-Feb-16	Baghdad	MoP	3
MAT2971	Oil Sector Team	Technically Challenged Projects	Meeting	10-Feb-16	10-Feb-16	Basrah	South Refinery Company	3
MAT2975	Oil Sector Team	Organization Development	Meeting	11-Feb-16	11-Feb-16	Baghdad	MoO	2
MAT2973	Oil Sector Team	Procurement	Meeting	11-Feb-16	11-Feb-16	Basrah	South Refinery Company	2
MAT2994	Oil Sector Team	Procurement	Meeting	11-Feb-16	11-Feb-16	Basrah	South Oil Company	1
MAT2974	Oil Sector Team	Project Management	Meeting	11-Feb-16	11-Feb-16	Basrah	South Oil Company	3
MAC0467	Oil Sector Team	Technically Challenged Projects	Meeting	13-Feb-16	13-Feb-16	Basrah	Iraq Ports Company/ Basrah	1
WAR0374	Oil Sector Team	Procurement	Workshop	14-Feb-16	18-Feb-16	Basrah	Mix	126
WAR0376	Oil Sector Team	Procurement	Workshop	14-Feb-16	18-Feb-16	Basrah	SRC	7
MAT2976	Oil Sector Team	Procurement	Meeting	14-Feb-16	14-Feb-16	Baghdad	MoO	3
MAT2978	Oil Sector Team	Procurement	Meeting	14-Feb-16	14-Feb-16	Baghdad	MoO	2
MAT2979	Oil Sector Team	Procurement	Meeting	14-Feb-16	14-Feb-16	Baghdad	MoO	1
MAT2992	Oil Sector Team	Procurement	Meeting	14-Feb-16	14-Feb-16	Baghdad	MoO	1
WAJ0294	Oil Sector Team	Project Management	Workshop	14-Feb-16	18-Feb-16	Baghdad	MRC	15
WAJ0295	Oil Sector Team	Project Management	Workshop	14-Feb-16	18-Feb-16	Basrah	SRC	10
MAT2977	Oil Sector Team	Technically Challenged Projects	Meeting	14-Feb-16	14-Feb-16	Basrah	South Oil Company	5

M&E Code	Team	Subject Area	ACTIVITY	Start Date	End Date	Province/City	Ministry	Total participants
MAT2984	IDMS	IDMS	Meeting	15-Feb-16	15-Feb-16	Baghdad	MoP	2
MAT2985	IDMS	IDMS	Meeting	15-Feb-16	15-Feb-16	Baghdad	MoP	4
WAR0373	Oil Sector Team	Procurement	Workshop	15-Feb-16	16-Feb-16	Baghdad	OPC	27
MAT2982	Oil Sector Team	Procurement	Meeting	15-Feb-16	15-Feb-16	Basrah	South Oil Company	1
MAT2980	Oil Sector Team	Project Management	Meeting	15-Feb-16	15-Feb-16	Basrah	South Refinery Company	2
MAT2981	Oil Sector Team	Project Management	Meeting	15-Feb-16	15-Feb-16	Basrah	South Oil Company	1
MAT2983	Oil Sector Team	Project Management	Meeting	15-Feb-16	15-Feb-16	Baghdad	MoO	1
MAC0468	Oil Sector Team	Technically Challenged Projects	Meeting	15-Feb-16	15-Feb-16	Basrah	South Oil Company	1
MAT2993	Oil Sector Team	Project Management	Meeting	16-Feb-16	16-Feb-16	Basrah	South Oil Company	6
MAC0469	Oil Sector Team	Regulatory Reform	Meeting	16-Feb-16	16-Feb-16	Baghdad	MoO	2
MAT2987	Oil Sector Team	Regulatory Reform	Meeting	16-Feb-16	16-Feb-16	Basrah	MoO	2
MAT2986	Oil Sector Team	Technically Challenged Projects	Meeting	16-Feb-16	16-Feb-16	Basrah	South Refinery Company	2
MAT2996	Oil Sector Team	Procurement	Meeting	17-Feb-16	17-Feb-16	Baghdad	MoO	3
MAT2997	Oil Sector Team	Procurement	Meeting	17-Feb-16	17-Feb-16	Basrah	South Oil Company	1
MAT2998	Oil Sector Team	Procurement	Meeting	17-Feb-16	17-Feb-16	Baghdad	MoO	2
MAT3017	Oil Sector Team	Procurement	Meeting	17-Feb-16	17-Feb-16	Basrah	South Refinery Company	28
MAT2988	Oil Sector Team	Project Management	Meeting	17-Feb-16	17-Feb-16	Basrah	South Refinery Company	5
MAT2989	Oil Sector Team	Project Management	Meeting	17-Feb-16	17-Feb-16	Baghdad	MoO	4
MAT2990	Oil Sector Team	Regulatory Reform	Meeting	17-Feb-16	17-Feb-16	Basrah	MoO	4
MAT2991	Oil Sector Team	Regulatory Reform	Meeting	17-Feb-16	17-Feb-16	Basrah	South Oil Company	4
MAT2995	Procurement With MoP	Procurement	Meeting	17-Feb-16	17-Feb-16	Baghdad	MoP	7
MAT3003	Oil Sector Team	Organization Development	Meeting	18-Feb-16	18-Feb-16	Baghdad	MoO	3
MAT3000	Oil Sector Team	Procurement	Meeting	18-Feb-16	18-Feb-16	Baghdad	MoO	2

M&E Code	Team	Subject Area	ACTIVITY	Start Date	End Date	Province/City	Ministry	Total participants
MAT3001	Oil Sector Team	Procurement	Meeting	18-Feb-16	18-Feb-16	Baghdad	MoO	3
MAT2999	Oil Sector Team	Regulatory Reform	Meeting	18-Feb-16	18-Feb-16	Basrah	South Oil Company	2
MAT3002	Oil Sector Team	Regulatory Reform	Meeting	18-Feb-16	18-Feb-16	Basrah	South Oil Company	1
MAC0470	Oil Sector Team	Technically Challenged Projects	Meeting	18-Feb-16	18-Feb-16	Basrah	South Oil Company	5
MAT3005	Oil Sector Team	Organization Development	Meeting	21-Feb-16	21-Feb-16	Baghdad	MoO	3
MAT3006	Oil Sector Team	Organization Development	Meeting	21-Feb-16	21-Feb-16	Baghdad	MoO	3
WAR0377	Oil Sector Team	Procurement	Workshop	21-Feb-16	25-Feb-16	Baghdad	OPC	14
WAR0378	Oil Sector Team	Procurement	Workshop	21-Feb-16	24-Feb-16	Basrah	SOC	14
MAT3004	Oil Sector Team	Procurement	Meeting	21-Feb-16	21-Feb-16	Baghdad	MoO	1
WAJ0296	Oil Sector Team	Project Management	Workshop	21-Feb-16	25-Feb-16	Basrah	SOC	11
MAT3010	IDMS	IDMS	Meeting	22-Feb-16	22-Feb-16	Baghdad	MoP	2
MAT3007	Oil Sector Team	Organization Development	Meeting	22-Feb-16	22-Feb-16	Baghdad	MoO	3
MAT3008	Oil Sector Team	Procurement	Meeting	22-Feb-16	22-Feb-16	Baghdad	MoO	3
MAT3011	Oil Sector Team	Procurement	Meeting	22-Feb-16	22-Feb-16	Baghdad	MoO	1
MAT3016	Oil Sector Team	Procurement	Meeting	22-Feb-16	22-Feb-16	Basrah	South Refinery Company	2
MAC0471	Oil Sector Team	Project Management	Meeting	22-Feb-16	22-Feb-16	Baghdad	MoP	2
MAT3009	Procurement With MoP	Procurement	Meeting	22-Feb-16	22-Feb-16	Baghdad	MoP	8
MAT3012	Oil Sector Team	Technically Challenged Projects	Meeting	22-Feb-16	22-Feb-16	Basrah	South Oil Company	3
MAT3039	Oil Sector Team	Technically Challenged Projects	Meeting	22-Feb-16	22-Feb-16	Basrah	South Refinery Company	3
MAT3018	Oil Sector Team	Organization Development	Meeting	23-Feb-16	23-Feb-16	Baghdad	MoO	6
MAT3019	Oil Sector Team	Procurement	Meeting	23-Feb-16	23-Feb-16	Baghdad	MoO	3
MAT3020	Oil Sector Team	Procurement	Meeting	23-Feb-16	23-Feb-16	Baghdad	MoO	2
MAT3021	Oil Sector Team	Procurement	Meeting	24-Feb-16	24-Feb-16	Basrah	South Refinery Company	26
MAT3022	Oil Sector Team	Procurement	Meeting	24-Feb-16	24-Feb-16	Baghdad	MoO	2
MAT3023	Oil Sector Team	Procurement	Meeting	24-Feb-16	24-Feb-16	Baghdad	MoO	3

M&E Code	Team	Subject Area	ACTIVITY	Start Date	End Date	Province/City	Ministry	Total participants
MAT3013	Oil Sector Team	Project Management	Meeting	24-Feb-16	24-Feb-16	Baghdad	MoO	2
MAT3014	Oil Sector Team	Project Management	Meeting	24-Feb-16	24-Feb-16	Baghdad	MoO	3
MAT3024	Oil Sector Team	Procurement	Meeting	25-Feb-16	25-Feb-16	Baghdad	MoO	3
MAT3025	Oil Sector Team	Procurement	Meeting	25-Feb-16	25-Feb-16	Baghdad	MoO	2
MAT3026	Oil Sector Team	Technically Challenged Projects	Meeting	25-Feb-16	25-Feb-16	Basrah	South Oil Company	1
MAT3027	Oil Sector Team	Organization Development	Meeting	28-Feb-16	28-Feb-16	Baghdad	MoO	1
MAT3029	Oil Sector Team	Organization Development	Meeting	28-Feb-16	28-Feb-16	Baghdad	MoO	2
MAT3028	Procurement With MoP	Procurement	Meeting	28-Feb-16	28-Feb-16	Baghdad	MoP	8
MAC0472	Oil Sector Team	Technically Challenged Projects	Meeting	28-Feb-16	28-Feb-16	Basrah	South Refinery Company	2
MAT3015	Oil Sector Team	Technically Challenged Projects	Meeting	28-Feb-16	28-Feb-16	Basrah	South Refinery Company	1
MAT3030	Oil Sector Team	Organization Development	Meeting	29-Feb-16	29-Feb-16	Baghdad	MoO	6
MAT3037	Oil Sector Team	Organization Development	Meeting	29-Feb-16	29-Feb-16	Baghdad	MoO	2
MAT3031	Oil Sector Team	Procurement	Meeting	29-Feb-16	29-Feb-16	Baghdad	MoO	3
MAT3033	Oil Sector Team	Procurement	Meeting	29-Feb-16	29-Feb-16	Baghdad	MoO	3
MAT3034	Oil Sector Team	Procurement	Meeting	29-Feb-16	29-Feb-16	Baghdad	MoO	1
MAT3032	Oil Sector Team	Project Management	Meeting	29-Feb-16	29-Feb-16	Baghdad	MoO	4
MAT3038	Oil Sector Team	Regulatory Reform	Meeting	29-Feb-16	29-Feb-16	Baghdad	MoO	2
MAT3035	Procurement With MoP	Procurement	Meeting	29-Feb-16	29-Feb-16	Baghdad	MoP	8
MAT3036	Oil Sector Team	Technically Challenged Projects	Meeting	29-Feb-16	29-Feb-16	Basrah	South Refinery Company	4
MAT3040	Oil Sector Team	Technically Challenged Projects	Meeting	29-Feb-16	29-Feb-16	Basrah	South Oil Company	4
MAT3041	Oil Sector Team	Technically Challenged Projects	Meeting	29-Feb-16	29-Feb-16	Basrah	South Oil Company	2