



**USAID** | **IRAQ**  
FROM THE AMERICAN PEOPLE

# IRAQ ADMINISTRATIVE REFORM PROJECT

## MONTHLY PROGRESS REPORT MAY 2016

**MAY 01, 2016**

This publication was produced for review by the United States Agency for International Development. It was prepared by Management Systems International.

# IRAQ ADMINISTRATIVE REFORM PROJECT

## MONTHLY PROGRESS REPORT

MAY 2016



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

Tel: + 1 703 979 7100

Contracted under AID-267-C-11-0005 Iraq Administrative Reform Project

Please do not circulate this report without due consideration of security issues in Iraq.

### **DISCLAIMER**

The author's views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States Government.

# CONTENTS

Acronyms.....	3
Summary .....	4
<b>1. Rapid Improvements of the Oil Sector Revenues .....</b>	<b>5</b>
1.1 Implementation of Critical Projects.....	5
1.1.1 Provide Technical Assistance to MoO to Implement Technically Challenged and Troubled Export Projects.....	5
1.1.2 Improve MoO capacity in implementation of Technically Challenged and Troubled Refinery Projects.....	6
1.2 Improve MoO Procurement Procedures and Processes .....	7
1.2.2 Assist MoO in Preparing New Tenders .....	7
1.2.3 Adopt and Implement Effective Procurement System .....	8
1.3 Improve Projects Execution.....	10
1.3.1 Provide TA to MoO to Improve Implementation of Ongoing delayed Projects .....	10
1.3.2 Assist MoO to Implement Project Management Urgent Systems .....	12
1.3.3 Assist MoO to Implement the PMP Certificate Program.....	12
1.4 Improve internal policies, regulations and administrative functions.....	12
1.4.1 Enhance Roles, Responsibilities and Lines of Authority .....	12
1.4.2 Assist MoO to streamline Internal Regulations and Procedures.....	13
1.4.3 Assist MoO/SCOP and OPC to Adopt Administrative Reforms.....	13
<b>2. IRAQ DEVELOPMENT MANAGEMENT SYSTEM (IDMS).....</b>	<b>14</b>
2.1 Support the MoP to Adopt IDMS.....	14
2.1.1 Establishment of the IDMS Help Desk at MoP .....	14
<b>Support to MoP’s Help Desk .....</b>	<b>14</b>
3.1 MoP capacity building .....	14
2.1.1 Development of Public -Private Partnership PPP .....	15
3.1.3 Development of Public Procurement ToT Program .....	15
<b>project administration.....</b>	<b>15</b>
Staffing, Deployment, Registration .....	15
Security .....	15
Visa/ Badges .....	15
Property.....	16
<b>May, 2016 USAID- Tarabot List of Activities.....</b>	<b>17</b>

## 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 Office
Gol	Government of Iraq
GPS	Global Positioning System
HQ	Headquarter
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. It 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 the MoP Help Desk on the use of the consultant services on the standard bidding documents (SBD's) and delivering technical assistance to GoI entities. It also assists MoP on the PPP program, delivering technical support and helping them to conduct the 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 May 2016. The following breakdown is a disaggregation of the events:

- **Total Events:** USAID-*Tarabot* teams held (138) events; representing (8) workshop and (130) meetings.
- **Locations:** (86) of these events were held at locations in Baghdad, (1) in Waist, (1) in Najaf, (2) in Muthanna, (2) in Karbala, while (46) events were delivered in Basrah.
- **Institutions:** a total of (8) government institutions were involved in USAID-*Tarabot* activities in MAY; representing (4) ministries and (4) Governorate office.
- **Tarabot Technical Teams:** (9) events were implemented by Procurement Advisory Unit support ministry of planning, (127) events were implemented by Oil Assessment Team, and (4) by IDMS Team.

# I. RAPID IMPROVEMENTS OF THE OIL SECTOR REVENUES

During May, 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 Provide Technical Assistance to MoO to Implement Technically Challenged and Troubled Export Projects

- **Expedite Completion of JICA SEALINE: (SOC):** The JICA SEALINE project continues to lag between mediation meetings. SOC delegation met this month with the new management of Leighton Company in Dubai. They aim to conclude all issues related to the on shore part of the project. They will view and assess the condition of the equipment held by the contractor. USAID-Tarabot is still trying to collect info from follow on meeting held in Dubai to resolve remaining issues of onshore portion of contract dispute.

- **Expedite the Commission of Single Point Mooring (SPM) #5/Shipwreck Removal (SOC):** The SOC is still unhappy with the contractor, Mammoet, for their removal of their salvage barge for operational recertification. The SOC wants a guarantee from the contractor, (which, due to internal restructuring, has ceded the remaining work to subsidiary Kool Mammoet), that they will recommence the work. This issue has been kicked back from the SOC to the MoO legal department for review. Tarabot is struggling to get updated information for this project from SOC.



- **Reduce Number of Days of Weather Outages:**

- **Tugboats Captains Training:** USAID-Tarabot sent the first wave of a total of 22 participants to Hamburg, Germany to train at Nautitec's institute on rough weather piloting. The first wave of 11 participants will return in the first few days of June. The second wave will go after Ramadan. The training program focuses on increasing operational tolerance in berthing and un-berthing at Iraq's offshore oil terminals. Nautitech is training participants on new operating procedures utilizing state of the art simulation technology which mimics the northern Arabian Gulf weather patterns during the first half of the training week. The last half will focus on practical training with actual tugboats in the northern seas.



- **Tugboats:** This tender remains stalled due to lack of funding issues. Tarabot is helping to construct a feasibility study for three potential funding options: full funding (not an option due to the financial crisis); lease to own (for which Chevron Texaco expressed interest); and pay-as-you-go financing (Chevron Texaco is also potentially interested in this option). The SOC will determine which option they want to utilize.

- **Standard Operating Procedures (SOPs):** The development of these SOPs is integrated as a deliverable of the training being held in Germany for tugboat pilots and captains. During the first phase

of training, a manual will be developed and delivered to SOC and GCPI one week after the conclusion of the training for review and approval.

- **Mooring points:** This month, the tugboat prototype mooring point was installed in the oil export operation waters, which will service both Al Basra port and Al-Khouralameya port. The performance of this test model will determine any changes needed to the mooring point design, and fabrication will begin of at least 19 additional mooring points after that. The installation of these mooring points will increase tugboat crews' safe operating threshold in rough weather conditions, contributing to the overall aim of optimizing operations in rough weather. Rough weather outages costs associated with the loss of export operations for 10 days a year amounts to around \$1.0 billion.



- **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. Now that the rough weather of April is abating, GCPI can more often use these mooring boats to secure tanker mooring lines-- instead of the hit-and-miss rope-firing guns—to minimize berthing operation time.

## I.1.2 Improve MoO capacity in implementation of Technically Challenged and Troubled Refinery Projects

- **Basra Incomplete Refinery Boiler System (SRC):** This month, Tarabot's Senior Refinery Advisor reviewed the draft tender for this project. The MoO approved opening up this project to other contractors, however since then has refused to consider a single offer. SRC is planning to solicit a further four companies to share the contract with Sazeh. At the same time, Tarabot also advised that SRC work to improve their fuel quality for their boilers, and require in all future contracts a clause stipulating that a boiler must be capable of maintaining acceptable levels of efficiency without economizers.



Economizers are heat exchange devices that heat fluids (like water) and improve boilers' efficiency by reducing irreversibilities involved in steam generation. Economizers are often over-relied upon because they are far cheaper than boilers, yet can extremely increase a boiler's output. Many companies install large economizers to get around purchasing more expensive and efficient boilers, but the result is that a boiler can lose up to 50% efficiency if the economizer goes out. Nebraska Boilers wanted to provide a "boiler feed water (BFW) preheater" instead of an economizer. Though BFW preheaters and economizers serve the same purpose (to preheat water), they technically function quite differently. At SRC,

historically economizers get disconnected quite easily. However, this could be due to the poor fuel quality and improper operating procedures rather than because of leaks from bad BFWs.

- **Basra Excess Salt Content Inhibiting Near and Long Term Production (SRC):** During May, SRC shut down Crude Unit 1 in order to perform regular maintenance. Tarabot suggested the refinery take advantage of this shutdown to install piping for an additional wash point of the crude to improve crude/water mixing on de-salter performance as well as to reduce fouling of heat exchangers. This is a low cost solution with significant added benefit in reducing salt content. This was confirmed with the restart of Crude 1, which showed significantly improved efficiency. SRC will realize over \$36 million in savings from the cancelled dehydrator project, maintenance costs, and lost production over time.
- **Basra Isomerization (SRC):** This month Tarabot delivered to SRC vital process modeling software, previously supplied to MRC. This software can assist to determine the optimum configuration for additional feed to the unit, whether by transferring naptha from CDU 3 to CDU 1 and CDU 2, or by running CDU 1 and CDU 2 at 117% of design rates, or a combination of the two. In the meantime, the contractor, under threat of imminent termination, restarted the outstanding work needed for the project, delivering 96% of the needed equipment, including important piping. Separately, Tarabot suggested to Honeywell UOP, the company that sells catalysts, to restructure the catalyst contract into one contract for the platinum and one contract for the catalyst manufacture. This will reduce delays, as the MoO objected to portions of the contract regarding the manufacture.

Tarabot also discovered that no flare has been designed for the project, which could potentially delay the start-up of the unit by several years. After analysis and discussion, the refinery determined they would prefer to use instrumentation and controls to reduce the flare load, so that it would fit within the existing flare capacity, rather than to construct a brand new flare.

## 1.2 Improve MoO Procurement Procedures and Processes

### 1.2.2 Assist MoO in Preparing New Tenders

- **Rehabilitation of the turbine units at Zubair I – SOC:** This month, At the SOC, after USAID-Tarabot a five-day workshop, the cost estimate of the tender was determined to be \$3 million USD. The budget is available for this project (allocated at \$18.5 million). Once the DG approves the completed SBD, the tender can be posted.
- **Purchase of Six Tugboats – SOC:**  
The cost estimation for the Purchase of Six Tugboats had to be postponed, as the SOC's project's staff had to go out of country temporarily.
- **New 21 Km crude oil pipeline from Zubair to SRC:** SRC is aiming to award this tender to SCOP by mid June 2016. This is excellent news, and shows some progress in an area otherwise stalled by the financial crisis of the country.
- **Fuel Oil for Furnace – SRC:** The SRC informed Tarabot that this project is not listed in the 2016 budget and therefore will not be implemented until 2017. Regardless, Tarabot has already

assisted to finalize the SBDs for the EPC, Turnkey of Works. Once SRC adds the remaining requirements, the tender would be ready for posting. No further update.

- **Desalination of Sea Water – SRC:** Last month, SRC removed this tender as a standalone tender and allocated it as an appendix to an existing contract, held by Techno Export Company, for construction of the refinery's Fourth Refining Unit. As such, this project will be completed by Techno Export Company as a part of their work. No further update.
- **Flare Gas Recovery and New Flare Stack – MRC:** This month, USAID-Tarabot completed SBDs workshops to finalize the technical SOW. Section 6 of the SBDs is completed and will be sent to the DG for approval. MRC requested the project to be open to limited competitive bids in two stages, applying SBDs to the prequalification documents at the first stage, and to the EPC- Turnkey contract. USAID-Tarabot supported MRC with the preparation of the draft bidding documents for the project, and participants of the workshop completed both stages.

USAID-Tarabot also helped MRC to use existing cost estimation software for the tender. Analyses of cost-estimation information revealed that the refinery's existing flare constructed in 2013 cost \$8 M and provides only 10% of the capacity required. This means that the cost of adding two flare stacks at MRC could be \$25 M. Their original cost estimate was \$5 M. Tarabot has recommended that MRC includes the requirement for a proper study of required capacity in the SOW since the discrepancies are so wide.

At *Tarabot's* suggestion, MRC centered project responsibility for three subcontracts on one contractor. MRC could attract major bidders and receive bids with contractor contingency costs up to 15 percent lower by presenting this improved tender. Successful project completion will reduce gas flaring, thus reducing harmful emissions and boosting refinery revenue.

- **Nitrogen unit - MRC:** With Tarabot assistance, last month the SBD of the EPC-Turnkey of Works has been finalized. MRC is reviewing the document before taking the next step to posting. No further update.
- **Bin Omar Depot Project (SCOP):** Funding is not available for this project, and there are conflicts over different funding mechanisms. All procedures for this tender have been suspended by SCOP.
- **Gas Compressions Stations Project for OPC:** The cost estimate was finalized for this tender this month. The remaining mechanical works for the project, which include items like piping, vent stacks, injection materials, lube oil coolers, filtering systems, etc, are estimated at \$ 14.15 million USD, and the cost of the Cathodes protection system and the electric system was calculated to be \$ 0.41 M and \$ 12M.

### 1.2.3 Implement Effective Procurement System at MoO

- **Procurement Standard Process:** SOC approved this month the procurement standard process. SRC are moving in a similar direction, and are preparing an official request to discuss this further.

- **Organizational Structure:** This month, Tarabot completed their workshop at MRC to teach about implementing a functional procurement department and procurement sustainability plan. USAID-Tarabot is working with SOC's commercial division to re-organize their structure to a more efficient, organized method, particularly their contract department, which is part of the commercial division.



- **Procurement Plan:** USAID-Tarabot's received this month from SOC approval for adoption of procurement plan as a guide for directing projects. The Planning & Studies division will unify the last details of the procurement plan before submitting to the MoP.

- **Contracts Webpage:** USAID-Tarabot met several times with the MRC this month to construct their contracts webpage. An official letter outlining the contract with the Ministry of Communication for the development of the webpage will be sent to Tarabot soon.



- **Performance Indicators:** SCOP is adopting and applying performance indicators and comparing indicator reports with next quarter performance to see how projects improved. Tarabot also continues to work with SOC's Commercial division to adopt performance indicators, and which consider an important barometer of the success of implementation of projects. So far, they are only interested in a few of them.

- **SBDs Application:** Tarabot held a SBDs application workshop this month with OPC to complete the SBD of Goods for a new pilot project on the Supply of Laboratory Equipment and Instruments. Draft bidding documents were completed and OPC will review them. OPC is scheduled to advertise the bid in June. \$1 million USD have been allocated for the project.

- **Procurement Archiving System:** This month, Tarabot worked with SCOP's procurement department to adopt a new archiving system, replacing an outdated, paper-based system with a more modernized and efficient one. Proper records management is a key ingredient to any successfully managed procurement system. So far, SCOP has completed the archiving for all their 2015 projects. SRC also approved procurement archiving modernization this month.

Procurement activity reports provide the reader with a complete picture of ongoing activities for the previous quarter, and are written for the benefit of both outside contractors as well as internal managers. Reports consist of several chapters, including external purchasing, local purchasing, and contracts.



- **Procurement reporting:** Tarabot continued ongoing work this month working with SOC's commercial division to collect information for the procurement activity reports, which provides information on past and ongoing activities for both contractors outside of the

company and the company's management itself. SCOP is also in the process of adopting monthly procurement reports on their activities, and SRC approved to apply procurement reporting as well.

- **Procurement staff Qualification:** This month USIAD-Tarabot completed a workshop at MRC to teach about implementing a functional procurement department and procurement sustainability plan.

## I.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):** The final approvals of Tarabot's recovery plans were received for this project this month, but there is further the delay with the BOQ (Bill of Quantities), which was requested before by the MoP. The 16 tanks are complete but not yet operational due to needed civil works, such as electrical wiring, pumps, connectors, turbines, etc. The MoP has been waiting for a completed BOQ in order to determine if there are adequate funds for the project. SCOP completed the BoQ for the remaining civil works and currently working on the mechanical and electrical works.

The MoO was exempted from the recent World Bank loan requirement to reduce the 2016 federal budget by \$ 4.5 billion. This is an opportunity for SCOP to obtain the needed funds once the BoQ for the remaining work is approved leading to expediting the project implementation.



- **Al-Fao Depot (implemented by Ibn Majed) – 8 tanks – SOC (increases crude oil storage capacity by 180,000 bpd):** Tarabot's recovery plan for this project is officially approved, and the contractor's performance has visibly improved this month, completing the soil treatment process for four tanks' foundation sites, and currently processing the soil for two more. Tarabot recommended that construction begin immediately on the four foundation sites that have completed the soil treatment. Tarabot officially submitted this month the technical report with the next steps for SOC and waited higher management's approval. Meanwhile, the installation of the pipeline network is nearly completed.
- **Al-Lhaes and Al-Sabaa field extension project SCOP (increase crude oil production by 180 thousand bpd):** This month, Tarabot received formal approval of their developed recovery plan for the project.
- **Nahr Bin Omar Field construction – SOC (initial capacity of the field 50 thousand bpd):** During this month USAID-Tarabot received from the Nah Bin Omar field project an updated Work Based Scheduling for the remaining work of the project. This will assist in refining activities to recover the project. The cost estimation is still underway, and Tarabot is assisting to complete the project scheduling, which had been delayed due to incomplete project designs. The project manager sent a memorandum to the Designs department to receive a completed

design plan, but this is still outstanding. Tarabot is meeting with the SOC Higher Committee to resolve the issue.

- **Nitrogen Production Unit (1500 NM3 /hr) Civil work:** This project's Tarabot-developed recovery plan was officially approved this month, and includes the following recommendations: focus on the civil works required to first install mechanical equipment (cast slab-on-grade, complete interior flooring for the control building); and to conduct meetings with the financial department and MRC senior management to expedite the payments for sub-contractors. Currently, casting of concrete is 80% complete, and excavation for the laying of cabling from the main trench to equipment has commenced.
- **Oil products pipeline (Shoaeba-Baghdad) pump stations (SCOP pipeline available capacity 28 thousand bpd):** Tarabot's recovery plan is officially approved, and Tarabot is assisting OPC to follow up with SCOP on issues of delayed payments and missing work. The project is in the 2016 federal budget, but OPC still does not have enough funding to pay SCOP for over \$3000 USD worth of invoices outstanding since January of this year. State companies receive their budgets from the federal budget allotment, but entities also have operational budgets in addition to this. The Deputy Minister of Oil proposed that OPC pay the sum owed SCOP, as well as the additional \$9 million that they need to be paid for the project, from their operational budget since the funds do not exist in the budget allotted from the federal allocation. USAID-Tarabot is working with OPC to secure OPC DG approval for this.



- **Liquid petroleum gas unit project – SRC (production 200 ton gas liquid for the west hydrocarbon output from operation units):** Tarabot's recovery plan was officially approved for this project, and implementation begun. The contractor has almost completed the fire protection works. The project manager expressed concern about the continued holding of the needed funds by Ministry of Finance, and Tarabot agreed to coordinate with MoF to see what can be done to progress their release.
- **Raw Water Treatment in Qarmat Ali (SRC) project:** Last month, this project was moved to be integrated with the Basra Refinery Expansion Project. The project will be renamed, and reflect the new combined capacity of 3000 m<sup>3</sup>/hr. This change order was approved by MoO. Tarabot assisting to teach how to construct monthly status reports for this piece of the project.
- **Increasing the capacity of the Basra refinery project - SRC Increasing the capacity of the Basra refinery to 280 000 barrels / day:** The activation of the project LC for the Increasing Capacity of Basra Refinery Expansion project has been released this month, but not activated. There are problems with the approved certificates of origin; Tarabot has recommended they approach MoO HQ in order to solve it.

### 1.3.2 Assist MoO to Implement Project Management Urgent Systems

- **Cost Estimation for Tenders and Projects:** This month, MRC officially requested Tarabot's assistance to develop their own cost estimation unit. This would be a wonderful development for the refinery, and help them to have consistent, ongoing support for the construction of future tenders and projects. Tarabot is moving forward to help them establish such a department. SCOP is also interested, and actually already owns cost estimation software, Aspentech, which comes with its own online training tools. Tarabot will begin training with SCOP on Aspentech after Ramadan. In the meantime, Tarabot has met several times with SCOP officials to teach about cost estimation methodology and other cost estimation basics.

- **Utilization of Primavera for project scheduling:** This month, USAID-Tarabot held the historic opening of the first of its kind Primavera department at SCOP. Primavera P6 is a powerful project management tool that gives unparalleled control, monitoring, and insight to project managers and stakeholders. This software will be used on all SCOP projects, and will be immediately implemented on over 29 projects valued at an estimate of over \$1 billion USD. Deputy Minister of Oil Dr. Fayyad attended the opening ceremony, and remarked that now MoO/SCOP can keep pace with other international oil companies who are utilizing advanced software, ensuring projects are implemented with lower risk of deviation from planned schedules and budgets. Tarabot and SCOP plan to train a TOT cadre for Primavera to staff the unit and provide ongoing, expert assistance to the entity.



Following this historic success, both SRC, SOC, OPC, and MRC expressed interest in establish similar units, and SRC, MRC, and OPC have made formal requests for Tarabot's assistance in their development.

- **Project Implementation Tracking Systems:** During this month Tarabot met the Senior Chemical Engineer and the Projects Implementation Department Manager to continue writing and reviewing procedures for MRC. Four procedures were drawn up on the establishment of committees, a change order review, and the first draft of the project document was completed. On the trouble-shooting document, two procedures with diagrams were completed and work is on-going and progressing steadily.

### 1.3.3 Assist MoO to Implement the PMP Certificate Program

Tarabot continues to assist the PMP candidates in self-study via web-based venues. Approval was received from the MoO for the proposed PMP training for 35 participants. The Al-Mustakbal Academy in Egypt was chosen as the PMI registered institution for this additional training, and the first wave of candidates traveled there on May 28<sup>th</sup> for five days. The second group will go after Ramadan. Tarabot will test the candidates after this training is complete, and only those who pass will move forward to take the actual PMP exam.

## 1.4 Improve internal policies, regulations and administrative functions

### 1.4.1 Enhance Roles, Responsibilities and Lines of Authority

USAID-Tarabot has been working diligently this month to identify a number of authorities for transfer at the MoO entities which could benefit the re-start of the ongoing delayed project and maximize

project management teams' ability to implement their projects. The Bin Omar project, for instance, is quite large, and any improvement in this area could make a significant difference. Tarabot identified four clear lines for the LPG Unit project, and has been working to receive their approval for transfer. The project manager of the project is fully cooperative and supportive of the proposed authorities, and is supporting the recommendations to SRC leadership for formal approval. A meeting with the Director of the Increasing the Capacity of Basra Refinery project also discussed delegations of authority, specifically those which would help empower the project manager. SRC has already embraced the concept of delegation, having delegated several authorities in early March from the DG to the Director of the Project Commission, and from him to the Resident Engineer.

#### **1.4.2 Assist MoO to streamline Internal Regulations and Procedures**

Tarabot–USAID completed this month an extensive workshop regarding L/Cs at SCOP, one of the trainers of which is a graduate of Tarabot's procurement TOT training program. This L/C workshop taught how a L/C operates, went over international forms, terms, and L/C practices, and how to troubleshoot L/C problems. A lack of know-how regarding L/Cs is one of the biggest hindrances in the smooth operation and management, let alone opening of, L/Cs, and this workshop better equips participants (34 in total) to handle these important funding mechanisms.

#### **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 to provide on the job training for SCOP regarding the implementation of the Quality Management System. SCOP held a management review meeting to complete the required documentation. This meeting is one of the ISO9001: 2008 tools to ensure the continuing stability, adequacy, and effectiveness the quality system. The meeting included discussion of the results of the internal audit, customer feedback, status of preventative and corrective actions, changes that could affect the QMS and recommendations for improvements, communication with certification bodies, and assessing opportunities for improvement.



The next step is to attain certification from a third party auditor, which will then grant approval of the QMS and the actual ISO certificate. USAID-Tarabot advised that SCOP add a precondition that any certification body under consideration should have representatives in Iraq. Four different bodies are in communication with SCOP, and the deadline for receiving their offers is June 19<sup>th</sup>.

- **Work with the OPC task force to review and develop the pipelines maintenance and inspection procedures:** This month, Tarabot completed the final manual which will be submitted for approval to OPC leadership. The manual will be distributed with a certification completion event as soon as approval is received. This will be done in conjunction with the eventual Primavera department opening at OPC, as the two systems complement each other.

## **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**

This month celebrated the historic acceptance and mandatory application by the Ministry of Planning of the IDMS. At perhaps one of the biggest events in Tarabot's lifetime, the MoP and Tarabot jointly hosted a conference on June 2<sup>nd</sup> that drew a crowd of over 1000 attendees at the Al Rasheed Hotel in Baghdad, Iraq. Diplomatic representatives from more than 10 countries attended, including the US Ambassador, along with two former Iraqi Ministers, the Chief of Staff of the Prime Minister's office, the former Chief of Staff of the Prime Minister's office, representatives from international organizations, and members from over 60 NGOs.

The IDMS provides decision makers, civil society, and auditors with computerized access to all 4000 or so of the Government's investment projects. It can be used to track progress, evaluate efficiency, and judge performance. USAID, along with partners in the UN and World Bank, designed IDMS as a public finance tool for Iraq, the gatekeeper of accountability, and a guardian against corruption. Its launch next week signals a new era of transparency, and project management.

Over the past year, more than 3000 projects have been uploaded into the system—once the remaining are entered, the system can begin to generate reports. Tarabot is designing with the MoP the training plan to roll out the IDMS to all government entities, and will also be establishing a HelpDesk to support sustainable, ongoing assistance for the government. The MoP allocated extended office space shortly after official approval, and \$20,000's worth of computer facilities to enable this to happen fast.

Iraq needs to look at new ways to manage their contracting resources and limited teams of skilled civil servants. The IDMS does exactly that. It will not only accelerate the implementation of vital projects, in both the service sector and the oil sector, but will stand as a defense against inefficiency and corruption.

## **SUPPORT TO MOP'S HELP DESK**

### **3.1 MoP capacity building**

At the same event which proclaimed the launch of the IDMS, Tarabot and the MoP also celebrated the MoP's acceptance and instruction of mandatory use of Standard Bidding Documents for all government entities.

Over its lifetime, USAID-Tarabot has worked closely with the government of Iraq (GoI) to introduce and promote a unified and streamlined procurement process. One of the cornerstones of this initiative has been the establishment of Standard Bidding Documents (SBDs), designed under international standards and complementing best practices.

These documents revolutionize the way procurement begins in Iraq. Tenders are better prepared, more comprehensive, and accurate—eliminating waste from haphazardly prepared bids. Competition is fair and open, no longer done in secret, and potential suppliers receive uniform treatment and evaluation. Such tangible benefits are the backbone of public procurement, and ensure public funds are efficiently used according to the purposes intended.

But more importantly, a better system of accountability and control attracts international vendors. The GoI has increasingly recognized that it cannot tackle the immense infrastructural and institutional

needs it faces alone. Large scale projects sometimes require expertise only international vendors can offer, and sound procurement practices are essential to attracting those to Iraq.

Tarabot teams worked with an enormous range of ministries, at all levels, from ministers and director generals to contracting department archivists and engineers in the field. They trained over 3,487 civil servants in the concepts and processes of procurement, and facilitated practical application through ongoing technical support. The work continues.

### **2.1.1 Development of Public -Private Partnership PPP**

### **3.1.3 Development of Public Procurement ToT Program**

This month USAID-Tarabot held training workshops for SBD application and general knowledge for Karbala, Wasit, Muthana, Najaf, Babil, Basrah, and Ninawa provinces. Most ToTs that graduated from USAID-Tarabot's advanced procurement training program implemented these workshops, with USAID-Tarabot oversight and support. These workshops introduce the concept and purpose of SBDs, and take participants through each section, with special focus on how to distribute responsibilities between departments.

The largest of these was in Basra, where in cooperation with the MoP, MoO, and the Inspector General Office, USAID-Tarabot completed a five-day Standard Bidding Documents (SBD) workshop at the Oil Culture Center. 83 employees from ten southern oil companies attended, including the Oil Training Institute. A ToT advanced procurement graduate was the MoP-DGGC trainer.

## **PROJECT ADMINISTRATION**

### **Staffing, Deployment, Registration**

As of May 31<sup>st</sup>, USAID-Tarabot employed 62 local staff, and five expatriate staff, one of whom is on a short-term assignment.

### **Security**

There continues to be extreme civil unrest regarding what Iraqis perceive as unacceptable delays to reforms in their government. There were frequent marches on the IZ this month, one of which raided the Prime Minister's building. These remain mostly non-violent, but are contributing to rising tensions across Iraq and especially Baghdad.

Other incidents continue to occur in and around Iraq, though no Tarabot staff are affected and operations continue as normal.

### **Visa/ Badges**

Tarabot applied for 30 day visas for ten staff (field and home office) due to regulation changes that affected the application of renewal of multi-entry visas. All expatriates will re-enter the country under these 30 day visas, until the multi-entry visas are received.

No badges were applied for this month.

## Property

### Pending Requests:

#### **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 has been purchased by MSI, we are waiting USAID instructions regarding its disposition.

This request is still outstanding with USAID despite several reminders over the last eight months. Unfortunately the identified vendor for purchase, Sallyport, is no longer interested in the equipment. This disposition will need to be revoked and resubmitted with an alternate method of disposition.

#### **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 (Mol) 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. Tarabot is also clarifying the exact cost to ship these vehicles out of Iraq for destruction.

### Upcoming Requests:

USAID-Tarabot is preparing an exhaustive, final disposition request which will include all remaining equipment and items under Tarabot's possession, to be donated for close-out.

## MAY, 2016 USAID-TARABOT LIST OF ACTIVITIES

Code	Team	Department	ACTIVITY	Type	Start Date	End Date	Province	Ministry	Total participants
WAJ0300	Oil Sector Team	Project Management	Workshop	Cost Estimation	4/3/2016	4/7/2016	Basrah	MoO-SRC	17
WAJ0301	Oil Sector Team	Project Management	Workshop	Primavera	4/3/2016	4/12/2016	Basrah	MoO-SOC	10
WAR0387	Oil Sector Team	Procurement	Workshop	Standards Bidding Documents	4/10/2016	4/14/2016	Basrah	MoO-IDC	25
WAR0388	Procurement With MoP	Procurement	Workshop	Regulations 2014	4/17/2016	4/21/2016	Basrah	MoEI	32
WAR0389	Procurement With MoP	Procurement	Workshop	Standards Bidding Documents	4/17/2016	4/21/2016	Baghdad	MoP	16
WAR0390	Oil Sector Team	Procurement	Workshop	Letter of credit (LC) & inco terms	4/25/2016	4/27/2016	Baghdad	MoO-SCOP	33
WAR0391	Oil Sector Team	Procurement	Workshop	Regulation & Instruction	4/20/2016	4/21/2016	Baghdad	MoO-OPC	21
WAR0392	Oil Sector Team	Procurement	Workshop	Procurement	4/24/2016	4/25/2016	Baghdad	MoO-MRC	15
MAC0478	Oil Sector Team	Technically Challenged Projects	Meeting	Action Plan	4/24/2016	4/24/2016	Basrah	MoO-SOC	4
MAC0479	Oil Sector Team	Technically Challenged Projects	Meeting	Action Plan	4/24/2016	4/24/2016	Basrah	MoT-GCPI	2
MAC0480	Oil Sector Team	Technically Challenged	Meeting	Action Plan	4/25/2016	4/25/2016	Basrah	MoO-SOC	3

Code	Team	Department	ACTIVITY	Type	Start Date	End Date	Province	Ministry	Total participants
		Projects							
MAC0481	Oil Sector Team	Technically Challenged Projects	Meeting	Action Plan	4/27/2016	4/27/2016	Basrah	MoO-SOC	5
MAR0633	Oil Sector Team	Regulatory Reform	Meeting	Regular Meeting	4/13/2016	4/13/2016	Baghdad	MoO	1
MAR0634	Oil Sector Team	Regulatory Reform	Meeting	Regular Meeting	4/17/2016	4/17/2016	Baghdad	MoO-MRC	2
MAR0635	Oil Sector Team	Regulatory Reform	Meeting	Regular Meeting	4/19/2016	4/19/2016	Basrah	MoO-SRC	2
MAR0636	Oil Sector Team	Regulatory Reform	Meeting	Regular Meeting	4/20/2016	4/20/2016	Basrah	MoO-SRC	3
MAT3180	Oil Sector Team	Organization development	Meeting	Technical	4/3/2016	4/3/2016	Baghdad	MoO-SCOP	3
MAT3181	Oil Sector Team	Procurement	Meeting	Technical	4/3/2016	4/3/2016	Baghdad	MoO-OPC	2
MAT3183	Oil Sector Team	Procurement	Meeting	Technical	4/3/2016	4/3/2016	Baghdad	MoO-MRC	2
MAT3184	Procurement With MoP	Procurement	Meeting	Technical	4/3/2016	4/3/2016	Baghdad	MoP	3
MAT3185	Oil Sector Team	Technically Challenged Projects	Meeting	Technical	4/3/2016	4/3/2016	Basrah	MoT-GCPI & MoO- SOC	4
MAT3186	Oil Sector Team	Organization development	Meeting	Technical	4/3/2016	4/3/2016	Baghdad	MoO-SCOP	4
MAT3187	Oil Sector Team	Procurement	Meeting	Technical	4/4/2016	4/4/2016	Basrah	MoO-SOC	5
MAT3188	Oil Sector Team	Technically Challenged Projects	Meeting	Technical	4/4/2016	4/4/2016	Basrah	MoO-SOC	1
MAT3189	Oil Sector Team	Project Management	Meeting	Technical	4/4/2016	4/4/2016	Baghdad	MoO-SCOP	4
MAT3190	Oil Sector Team	Organization development	Meeting	Technical	4/4/2016	4/4/2016	Baghdad	MoO-SCOP	3

Code	Team	Department	ACTIVITY	Type	Start Date	End Date	Province	Ministry	Total participants
MAT3191	Oil Sector Team	Procurement	Meeting	Technical	4/4/2016	4/4/2016	Baghdad	MoO-MRC	2
MAT3192	Oil Sector Team	Organization development	Meeting	Technical	4/4/2016	4/4/2016	Baghdad	MoO-SCOP	4
MAT3193	Oil Sector Team	Organization development	Meeting	Technical	4/5/2016	4/5/2016	Baghdad	MoO-SCOP	4
MAT3194	Oil Sector Team	Procurement	Meeting	Technical	4/5/2016	4/5/2016	Basrah	MoO-SOC	5
MAT3195	Oil Sector Team	Project Management	Meeting	Technical	4/3/2016	4/3/2016	Baghdad	MoO	15
MAT3196	Oil Sector Team	Project Management	Meeting	Technical	4/4/2016	4/4/2016	Baghdad	MoO	14
MAT3197	Oil Sector Team	Project Management	Meeting	Technical	4/6/2016	4/6/2016	Baghdad	MoO-SCOP	6
MAT3198	Oil Sector Team	Project Management	Meeting	Technical	4/7/2016	4/7/2016	Baghdad	MoO-MRC	1
MAT3199	Oil Sector Team	Project Management	Meeting	Technical	4/7/2016	4/7/2016	Baghdad	MoO-OPC	1
MAT3200	Oil Sector Team	Organization development	Meeting	Technical	4/6/2016	4/6/2016	Baghdad	MoO-OPC	3
MAT3201	Oil Sector Team	Organization development	Meeting	Technical	4/7/2016	4/7/2016	Baghdad	MoO-OPC +MoO-SCOP	3
MAT3202	Oil Sector Team	Organization development	Meeting	Technical	4/7/2016	4/7/2016	Baghdad	MoO-SCOP	6
MAT3203	Oil Sector Team	Organization development	Meeting	Technical	4/10/2016	4/10/2016	Baghdad	MoO-SCOP	6
MAT3204	Oil Sector Team	Project Management	Meeting	Technical	4/10/2016	4/10/2016	Basrah	MoO-SRC	5
MAT3205	Oil Sector Team	Organization development	Meeting	Technical	4/11/2016	4/11/2016	Baghdad	MoO-SCOP	6
MAT3206	Oil Sector Team	Project Management	Meeting	Technical	4/11/2016	4/11/2016	Baghdad	MoO-SCOP	2
MAT3207	Oil Sector Team	Procurement	Meeting	Technical	4/11/2016	4/11/2016	Basrah	MoO-SOC	3

Code	Team	Department	ACTIVITY	Type	Start Date	End Date	Province	Ministry	Total participants
MAT3208	Oil Sector Team	Procurement	Meeting	Technical	4/6/2016	4/6/2016	Baghdad	MoO-SCOP	5
MAT3209	Oil Sector Team	Procurement	Meeting	Technical	4/6/2016	4/6/2016	Baghdad	MoO-SCOP	2
MAT3210	Oil Sector Team	Procurement	Meeting	Technical	4/6/2016	4/6/2016	Baghdad	MoO-MRC	11
MAT3211	Oil Sector Team	Procurement	Meeting	Technical	4/7/2016	4/7/2016	Baghdad	MoO-MRC	11
MAT3212	Oil Sector Team	Technically Challenged Projects	Meeting	Technical	4/7/2016	4/7/2016	Basrah	MoO-SRC	2
MAT3213	Oil Sector Team	Procurement	Meeting	Technical	4/10/2016	4/10/2016	Baghdad	MoO - OPC	2
MAT3214	Oil Sector Team	Project Management	Meeting	Technical	4/10/2016	4/10/2016	Basrah	MoO-SRC	5
MAT3215	Oil Sector Team	Procurement	Meeting	Technical	4/10/2016	4/10/2016	Baghdad	MoO-MRC	2
MAT3216	Oil Sector Team	Project Management	Meeting	Technical	4/11/2016	4/11/2016	Basrah	MoO-SOC	1
MAT3217	Oil Sector Team	Project Management	Meeting	Technical	4/11/2016	4/11/2016	Baghdad	MoO-SCOP	2
MAT3218	Oil Sector Team	Technically Challenged Projects	Meeting	Technical	4/11/2016	4/11/2016	Basrah	MoT-GCPI & MoO- SOC	4
MAT3219	Oil Sector Team	Organization development	Meeting	Technical	4/6/2016	4/6/2016	Baghdad	MoO	1
MAT3220	Oil Sector Team	Project Management	Meeting	Technical	4/7/2016	4/7/2016	Basrah	MoO	16
MAT3221	Oil Sector Team	Organization development	Meeting	Technical	4/7/2016	4/7/2016	Baghdad	MoO	1
MAT3222	Oil Sector Team	Project Management	Meeting	Technical	4/10/2016	4/10/2016	Basrah	MoO	16
MAT3223	Oil Sector Team	Project Management	Meeting	Technical	4/12/2016	4/12/2016	Basrah	MoO-SRC	3

Code	Team	Department	ACTIVITY	Type	Start Date	End Date	Province	Ministry	Total participants
MAT3224	Procurement With MoP	Procurement	Meeting	Technical	4/10/2016	4/10/2016	Baghdad	MoP	5
MAT3225	Procurement With MoP	Procurement	Meeting	Technical	4/11/2016	4/11/2016	Baghdad	MoP	5
MAT3226	Oil Sector Team	Organization development	Meeting	Technical	4/12/2016	4/12/2016	Baghdad	MoO-MRC	2
MAT3227	Oil Sector Team	Project Management	Meeting	Technical	4/10/2016	4/10/2016	Baghdad	MoO-SCOP	2
MAT3228	Oil Sector Team	Project Management	Meeting	Technical	4/11/2016	4/11/2016	Baghdad	MoO - OPC	3
MAT3229	Oil Sector Team	Project Management	Meeting	Technical	4/13/2016	4/13/2016	Basrah	MoO-SOC	2
MAT3230	Oil Sector Team	Procurement	Meeting	Technical	4/13/2016	4/13/2016	Basrah	MoO-SRC	5
MAT3231	Oil Sector Team	Procurement	Meeting	Technical	4/13/2016	4/13/2016	Basrah	MoO-SOC	7
MAT3232	Oil Sector Team	Procurement	Meeting	Technical	4/13/2016	4/13/2016	Baghdad	MoO-SCOP	5
MAT3233	Oil Sector Team	Procurement	Meeting	Technical	4/13/2016	4/13/2016	Baghdad	MoO-MRC	1
MAT3234	Oil Sector Team	Procurement	Meeting	Technical	4/14/2016	4/14/2016	Baghdad	MoO-SCOP	5
MAT3235	Oil Sector Team	Organization development	Meeting	Technical	4/14/2016	4/14/2016	Baghdad	MoO-SCOP	3
MAT3236	Oil Sector Team	Procurement	Meeting	Technical	4/14/2016	4/14/2016	Basrah	MoO-SOC	2
MAT3237	Oil Sector Team	Project Management	Meeting	Technical	4/14/2016	4/14/2016	Baghdad	MoO-SCOP	2
MAT3238	Oil Sector Team	Organization development	Meeting	Technical	4/14/2016	4/14/2016	Baghdad	MoO-SCOP	6
MAT3239	Oil Sector Team	Procurement	Meeting	Technical	4/14/2016	4/14/2016	Baghdad	MoO - OPC	2
MAT3240	Oil Sector Team	Project Management	Meeting	Technical	4/14/2016	4/14/2016	Baghdad	MoO-MRC	2

Code	Team	Department	ACTIVITY	Type	Start Date	End Date	Province	Ministry	Total participants
MAT3241	Oil Sector Team	Procurement	Meeting	Technical	4/17/2016	4/17/2016	Baghdad	MoO-SCOP	5
MAT3242	Oil Sector Team	Organization development	Meeting	Technical	4/17/2016	4/17/2016	Baghdad	MoO-SCOP	3
MAT3243	Oil Sector Team	Procurement	Meeting	Technical	4/17/2016	4/17/2016	Baghdad	MoO - OPC	2
MAT3244	Oil Sector Team	Organization development	Meeting	Technical	4/17/2016	4/17/2016	Baghdad	MoO-SCOP	6
MAT3245	Oil Sector Team	Procurement	Meeting	Technical	4/18/2016	4/18/2016	Baghdad	MoO-SCOP	5
MAT3246	Oil Sector Team	Organization development	Meeting	Technical	4/18/2016	4/18/2016	Baghdad	MoO-MRC	5
MAT3247	Oil Sector Team	Procurement	Meeting	Technical	4/18/2016	4/18/2016	Baghdad	MoO-MRC	1
MAT3248	Oil Sector Team	Technically Challenged Projects	Meeting	Technical	4/18/2016	4/18/2016	Basrah	MoO-SRC	2
MAT3249	Oil Sector Team	Organization development	Meeting	Technical	4/18/2016	4/18/2016	Baghdad	MoO - OPC	1
MAT3250	Oil Sector Team	Project Management	Meeting	Technical	4/18/2016	4/18/2016	Baghdad	MoO - OPC	2
MAT3251	Oil Sector Team	Technically Challenged Projects	Meeting	Technical	4/18/2016	4/18/2016	Basrah	MoT-GCPI	3
MAT3252	Oil Sector Team	Procurement	Meeting	Technical	4/19/2016	4/19/2016	Baghdad	MoO - OPC	2
MAT3253	Oil Sector Team	Organization development	Meeting	Technical	4/19/2016	4/19/2016	Baghdad	MoO-SCOP	6
MAT3254	Oil Sector Team	Project Management	Meeting	Technical	4/18/2016	4/18/2016	Baghdad	MoO-SCOP	3
MAT3255	Oil Sector Team	Project Management	Meeting	Technical	4/18/2016	4/18/2016	Baghdad	MoO	5
MAT3256	Oil Sector Team	Technically Challenged Projects	Meeting	Technical	4/19/2016	4/19/2016	Basrah	MoT-GCPI	3

Code	Team	Department	ACTIVITY	Type	Start Date	End Date	Province	Ministry	Total participants
MAT3257	Oil Sector Team	Organization development	Meeting	Technical	4/18/2016	4/18/2016	Basrah	MoO-IDC	2
MAT3258	Oil Sector Team	Organization development	Meeting	Technical	4/19/2016	4/19/2016	Basrah	MoF-Customs	2
MAT3259	Oil Sector Team	Organization development	Meeting	Technical	4/19/2016	4/19/2016	Basrah	MoF-Customs	3
MAT3260	Oil Sector Team	Organization development	Meeting	Technical	4/20/2016	4/20/2016	Basrah	MoF-Customs	2
MAT3261	Oil Sector Team	Organization development	Meeting	Technical	4/20/2016	4/20/2016	Baghdad	MoO-SCOP	5
MAT3262	Oil Sector Team	Organization development	Meeting	Technical	4/24/2016	4/24/2016	Baghdad	MoO-SCOP	5
MAT3263	Oil Sector Team	Procurement	Meeting	Technical	4/24/2016	4/24/2016	Baghdad	MoO-SCOP	3
MAT3264	Oil Sector Team	Procurement	Meeting	Technical	4/24/2016	4/24/2016	Basrah	MoO-SOC	3
MAT3265	Procurement With MoP	Procurement	Meeting	Technical	4/24/2016	4/24/2016	Najaf	Najaf GO	3
MAT3266	Procurement With MoP	Procurement	Meeting	Technical	4/24/2016	4/24/2016	Karbala	Karbala GO	3
MAT3267	Oil Sector Team	Organization development	Meeting	Technical	4/25/2016	4/25/2016	Baghdad	MoO-SCOP	5
MAT3268	Oil Sector Team	Procurement	Meeting	Technical	4/25/2016	4/25/2016	Basrah	MoO-SRC	1
MAT3269	Oil Sector Team	Project Management	Meeting	Technical	4/25/2016	4/25/2016	Baghdad	MoO - OPC	4
MAT3270	Oil Sector Team	Project Management	Meeting	Technical	4/25/2016	4/25/2016	Baghdad	MoO-MRC	1
MAT3271	Oil Sector Team	Procurement	Meeting	Technical	4/25/2016	4/25/2016	Basrah	MoO-SOC	3
MAT3272	Procurement With MoP	Procurement	Meeting	Technical	4/26/2016	4/26/2016	Wasit	Wasit GO	2
MAT3273	Oil Sector Team	Procurement	Meeting	Technical	4/26/2016	4/26/2016	Basrah	MoO-SOC	2

Code	Team	Department	ACTIVITY	Type	Start Date	End Date	Province	Ministry	Total participants
MAT3274	Oil Sector Team	Project Management	Meeting	Technical	4/25/2016	4/25/2016	Baghdad	MoO-SCOP	1
MAT3275	Oil Sector Team	Project Management	Meeting	Technical	4/25/2016	4/25/2016	Baghdad	MoO-SCOP	2
MAT3276	Oil Sector Team	Project Management	Meeting	Technical	4/24/2016	4/24/2016	Baghdad	MoO - OPC	5
MAT3277	Oil Sector Team	Procurement	Meeting	Technical	4/26/2016	4/26/2016	Baghdad	MoO-MRC	2
MAT3278	Oil Sector Team	Project Management	Meeting	Technical	4/26/2016	4/26/2016	Baghdad	MoO-SCOP	4
MAT3279	Oil Sector Team	Procurement	Meeting	Technical	4/26/2016	4/26/2016	Basrah	MoO-SRC	2
MAT3280	Oil Sector Team	IDMS	Meeting	Technical	4/24/2016	4/24/2016	Baghdad	MoP	16
MAT3281	Oil Sector Team	Project Management	Meeting	Technical	4/25/2016	4/25/2016	Basrah	MoO-SRC	7
MAT3282	Oil Sector Team	Project Management	Meeting	Technical	4/26/2016	4/26/2016	Basrah	MoO-SOC	3
MAT3283	Oil Sector Team	Technically Challenged Projects	Meeting	Technical	4/26/2016	4/26/2016	Basrah	MoO-SRC	2
MAT3284	Oil Sector Team	Procurement	Meeting	Technical	4/27/2016	4/27/2016	Basrah	MoO-SOC	2
MAT3285	Oil Sector Team	Project Management	Meeting	Technical	4/27/2016	4/27/2016	Basrah	MoO-SOC	1
MAT3286	Oil Sector Team	Project Management	Meeting	Technical	4/27/2016	4/27/2016	Basrah	MoO-SCOP	1
MAT3287	Oil Sector Team	Technically Challenged Projects	Meeting	Technical	4/28/2016	4/28/2016	Basrah	MoO-SOC	5
MAT3288	Oil Sector Team	Procurement	Meeting	Technical	4/27/2016	4/27/2016	Baghdad	MoO-MRC	2
MAT3289	Oil Sector Team	Procurement	Meeting	Technical	4/28/2016	4/28/2016	Baghdad	MoO-MRC	2

Code	Team	Department	ACTIVITY	Type	Start Date	End Date	Province	Ministry	Total participants
MAT3290	Oil Sector Team	Organization development	Meeting	Technical	4/28/2016	4/28/2016	Baghdad	MoO-MRC	2
MAT3291	Oil Sector Team	Procurement	Meeting	Technical	4/28/2016	4/28/2016	Baghdad	MoO-SCOP	3
MAT3292	Oil Sector Team	Procurement	Meeting	Technical	4/28/2016	4/28/2016	Basrah	MoO-SOC	3
MAT3293	Oil Sector Team	Project Management	Meeting	Technical	4/27/2016	4/27/2016	Baghdad	MoO-MRC	2
MAT3294	Oil Sector Team	Project Management	Meeting	Technical	4/28/2016	4/28/2016	Baghdad	MoO-SCOP	5
MAT3295	Oil Sector Team	Project Management	Meeting	Technical	4/28/2016	4/28/2016	Baghdad	MoO-SCOP	3
MAT3296	Oil Sector Team	Project Management	Meeting	Technical	4/28/2016	4/28/2016	Baghdad	MoO	1
MAT3297	Procurement With MoP	Procurement	Meeting	Technical	4/28/2016	4/28/2016	Baghdad	MoP	2