

Outcomes of the Strategic, Industry, and Academia Panel Sessions and Proposed Recommendations

No.	Challenge	Brief Description	Proposed Recommendations
1	Need to Enhance HSE Culture	Participants generally agreed that the health, safety, and environmental culture within the Iraqi oil and gas industry requires significant improvement.	<ol style="list-style-type: none"> 1. Establish a centralized governmental HSE academy. 2. Enforce stricter HSE regulations. 3. Implement mandatory HSE event reporting systems. 4. Introduce HSSE as a mandatory academic subject.
2	Insufficient Regulations for Dealing with IOCs	Regulations differ from one country to another.	The Ministry of Oil is strongly encouraged to continuously discuss and review the matter with all international oil companies operating in Iraq.
3	Lengthy Decision-Making Processes	Approvals take considerable time, causing delays in supply chains and project execution.	The Ministry of Oil should improve internal procedures and streamline approvals to reduce routine delays.
4	Technology Transfer Constraints	There is limited attention toward technology transfer among some governmental employees at operational and administrative levels.	<ol style="list-style-type: none"> 1. Provide incentives for successful technology transfer. 2. Expand training programs with IOCs. 3. Establish an Industrial Technology Transfer Institute. 4. Facilitate overseas training. 5. Require IOCs to train Iraqi personnel annually.
5	Support for Public and Private Sector Initiatives	Limited support exists for innovative Iraqi engineers and local initiatives.	<ol style="list-style-type: none"> 1. Support SMEs and internal initiatives. 2. Form a specialized executive technical council to evaluate and support initiatives.
6	Inadequate Iraqization Policies	There is a clear shortage of Iraqi professionals in leadership and technical positions within foreign oil companies.	<ol style="list-style-type: none"> 1. Strengthen localization policies. 2. Apply Iraqization policies across all management levels.
7	CSR-Related Issues	International oil companies face pressures from multiple stakeholders when implementing CSR projects.	Coordinate efforts with IOCs through clear and transparent planning and implementation mechanisms.
8	Lack of an International Conference Center in Baghdad	The absence of a specialized conference center limits Iraq's ability to host major international oil and gas events.	<ol style="list-style-type: none"> 1. Launch a national initiative to establish an international conference center in Baghdad. 2. Expand the initiative across ministries and sectors.
9	Weak Communication Between Oil Companies and Universities	There is a significant gap between academia and the oil industry.	<ol style="list-style-type: none"> 1. Establish joint cooperation mechanisms. 2. Create recognition systems for companies supporting research and academic development.
10	Need to Update Petroleum Engineering Curricula	Current curricula require modernization to align with international standards and market needs.	<ol style="list-style-type: none"> 1. Establish a joint advisory council. 2. Periodically review and update curricula.
11	Ensuring Continuity of High-Level Technical Events	Such events are important platforms for collaboration and knowledge exchange.	Adopt IPIW as a recurring national Iraqi event organized in partnership with the public and private oil sectors and SPE Central Iraq Section every two years.

