



المنصة · AL-MANASSA

Ministry of Oil · Republic of Iraq

■ WHERE THIS STARTED

What can we propose to the Ministry of Oil?

A deliberately open question, and the only
honest place to begin.

■ WHY THE QUESTION IS HARD

A hundred and sixty-one thousand people, before the companies

At this scale nothing is small. It has to survive twenty-five formations, not one.

161,585

STAFF

the ministry's own
establishment, 30 June 2025

25

FORMATIONS

each with its own systems,
and its own paper

30,758

IN ONE COMPANY

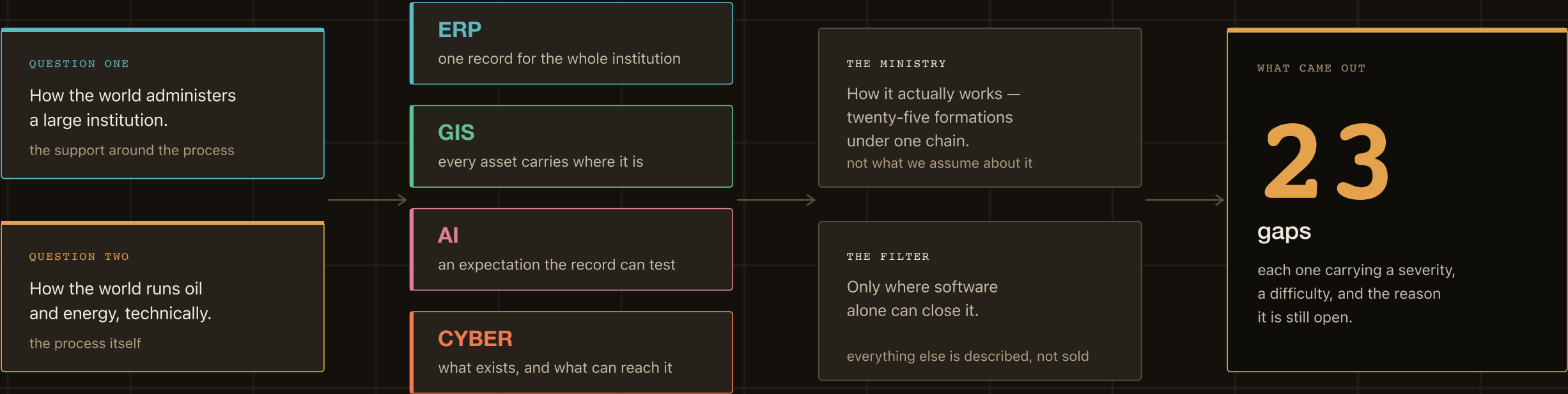
Basra Oil alone, larger than
most ministries

Five things we had to study first

Two questions about the world outside, four disciplines that answer them, then the ministry.

From two questions to twenty-three gaps

TWO QUESTIONS ABOUT THE WORLD, FOUR DISCIPLINES, THEN THE MINISTRY ITSELF



Nothing was proposed until all five had been studied.

The first four are how the world works. The fifth is how the ministry works — and the fifth is what decided which of the others survived.

And then the ministry itself

Four disciplines are how the world works. The fifth was how this ministry works.

Why a gap is still open

FOUR HONEST ANSWERS, AND ONLY ONE OF THEM IS 'NOBODY KNOWS'

A

**Known, painful,
nobody built it**

The ministry understands this perfectly well. The instrument is missing because building it is hard, and nobody has come and built it.

B

**Reachable, but
only by heroics**

One person can get the answer with a week of calls and a spreadsheet. That is a person, not a system, and it stops on leave.

C

**Held, but cannot
survive challenge**

The number exists. The chain back to the instrument that produced it does not, so it cannot be defended when somebody disputes it.

D

**Nobody holds
the record**

The rarest of the four, and the only one where 'cannot see' is the true wording.

We never tell the ministry something about itself that it already knows.

Every entry opens by conceding what is understood, and only then offers an instrument.

Can the ministry prove its own numbers?

Not produce them. Prove them.

A report, and an instrument

THE DIFFERENCE IS NOT THE NUMBER — IT IS WHAT STANDS BEHIND IT

A REPORT

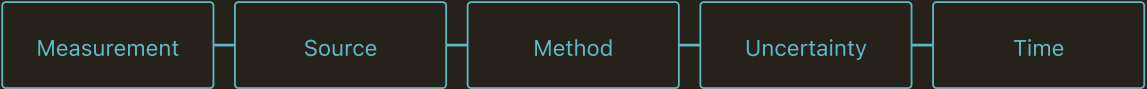
One number, written down.



If someone disputes it, the only answer is to ask whoever wrote it down. There is nothing else to check against.

AN INSTRUMENT

One number, and its working.



checkable again, on demand

Not produced. Proved.

What was measured, where, by which instrument, with what uncertainty, and which companies had reported by the time it was struck.

■ AUGUST 2026

One month, three published figures

Different bases. All honest. None reconciled.

2.75

MILLION BPD

production, as stated by the ministry

1.75

MILLION BPD

exports, same statement

3.58

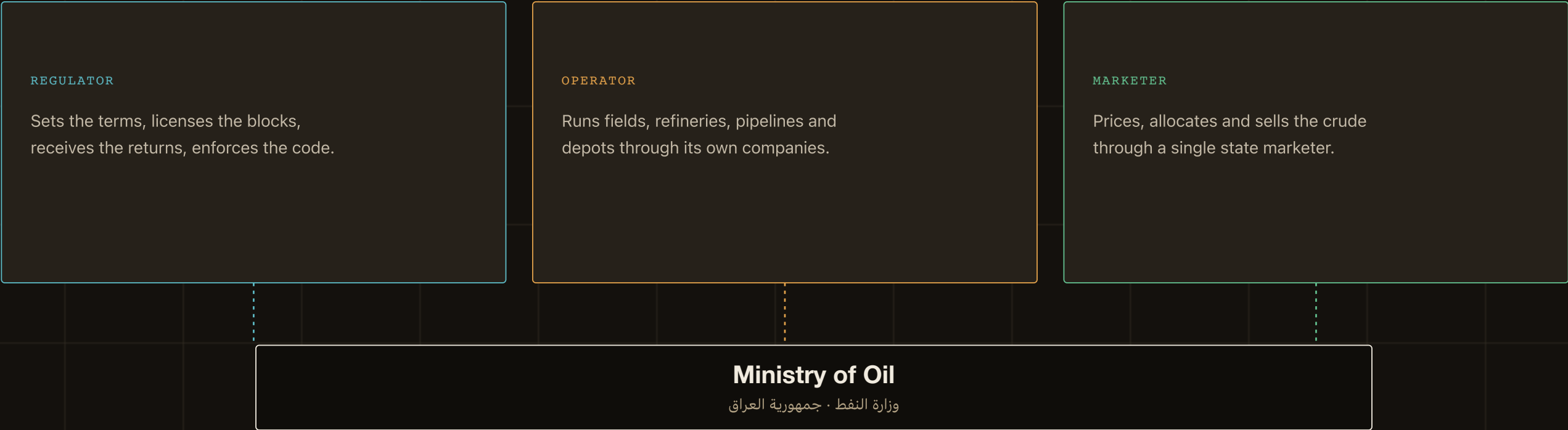
MILLION BPD

implied by the ministry's own monthly total

Twenty-five formations, one chain

Regulator, operator and marketer under one roof.

THE THING THAT MAKES IRAQ DIFFERENT FROM EVERY NEIGHBOUR



Elsewhere these sit in three institutions. Here they sit in one.

So the neighbours' problem was to upgrade a single national company. Ours is to federate a group of them.

The ministry already knows

We bring instruments, not information.

Why a gap is still open

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23 gaps

Ordered worst first. Severity, then difficulty.

How to read the twenty-three that follow

THE SAME FIELDS, EVERY TIME — ORDERED WORST FIRST

G01 • SYSTEMS AND ERP

One national production figure, with its chain of custody

KNOWN

The export figure depends on who you ask and what they are counting.

WHY STILL OPEN — C

Held, but it cannot survive challenge: the chain back to the instrument that produced it does not exist.

MISSING

What was measured, where, by which instrument, with what uncertainty, and who had reported.

S5

D2

PHASE 1

THE ORDER

- 1

Worst severity first
S5 before S4, S4 before S3.
- 2

Then easiest first
Within a severity, lowest difficulty first.
- 3

Then by number
Ties broken by the register's own id.

This is the order the following pages actually use.

Every entry concedes what is already known, then names the instrument.

In that order, always — and worst first, so the highest-consequence gaps are read before anything else.

One national production figure, with its chain of custody

No single national figure carries its own arithmetic.

S5
SEVERITY
national
consequence

D2
DIFFICULTY
one format
agreed inside

Months 1–3
PHASE
when it lands



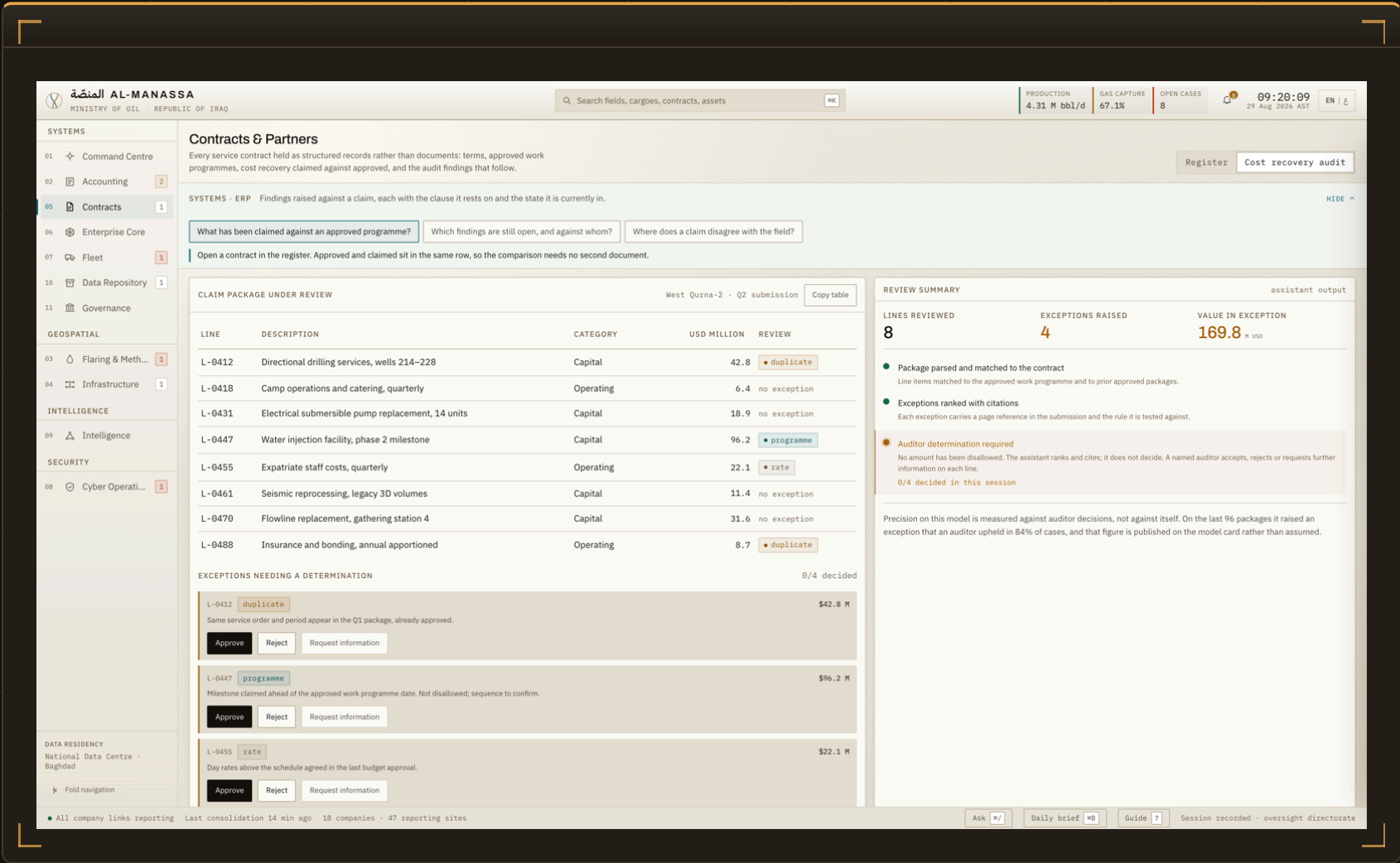
Cost-recovery claims checked against what was approved

Claims are sampled, because checking every line is impossible.

S5
SEVERITY
national
consequence

D2
DIFFICULTY
one format
agreed inside

Months 4–8
PHASE
when it lands



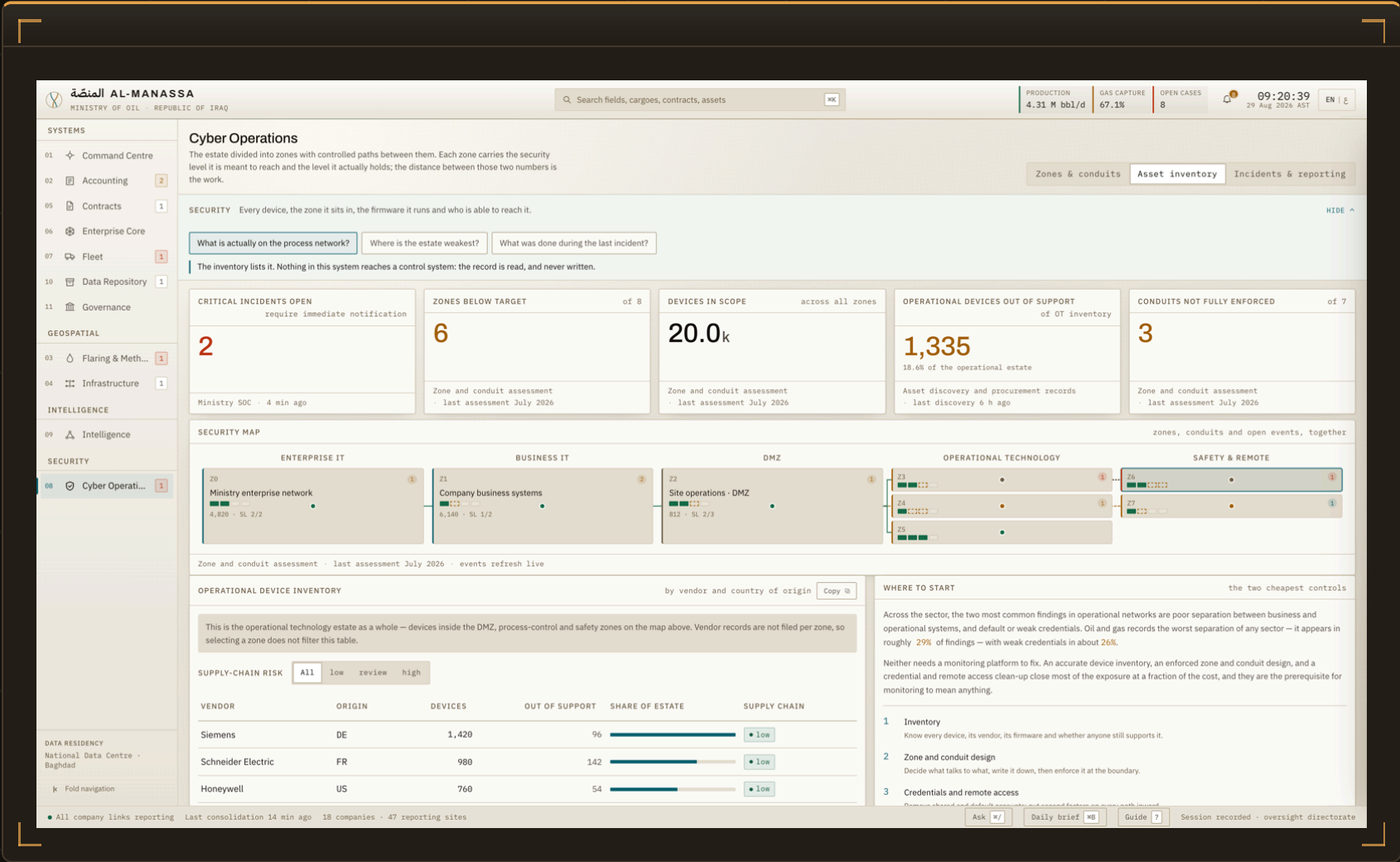
An inventory of operational equipment, and who touched it last

No one inventory of operational equipment across sites.

S5
SEVERITY
national
consequence

D2
DIFFICULTY
one format
agreed inside

Months 4–8
PHASE
when it lands



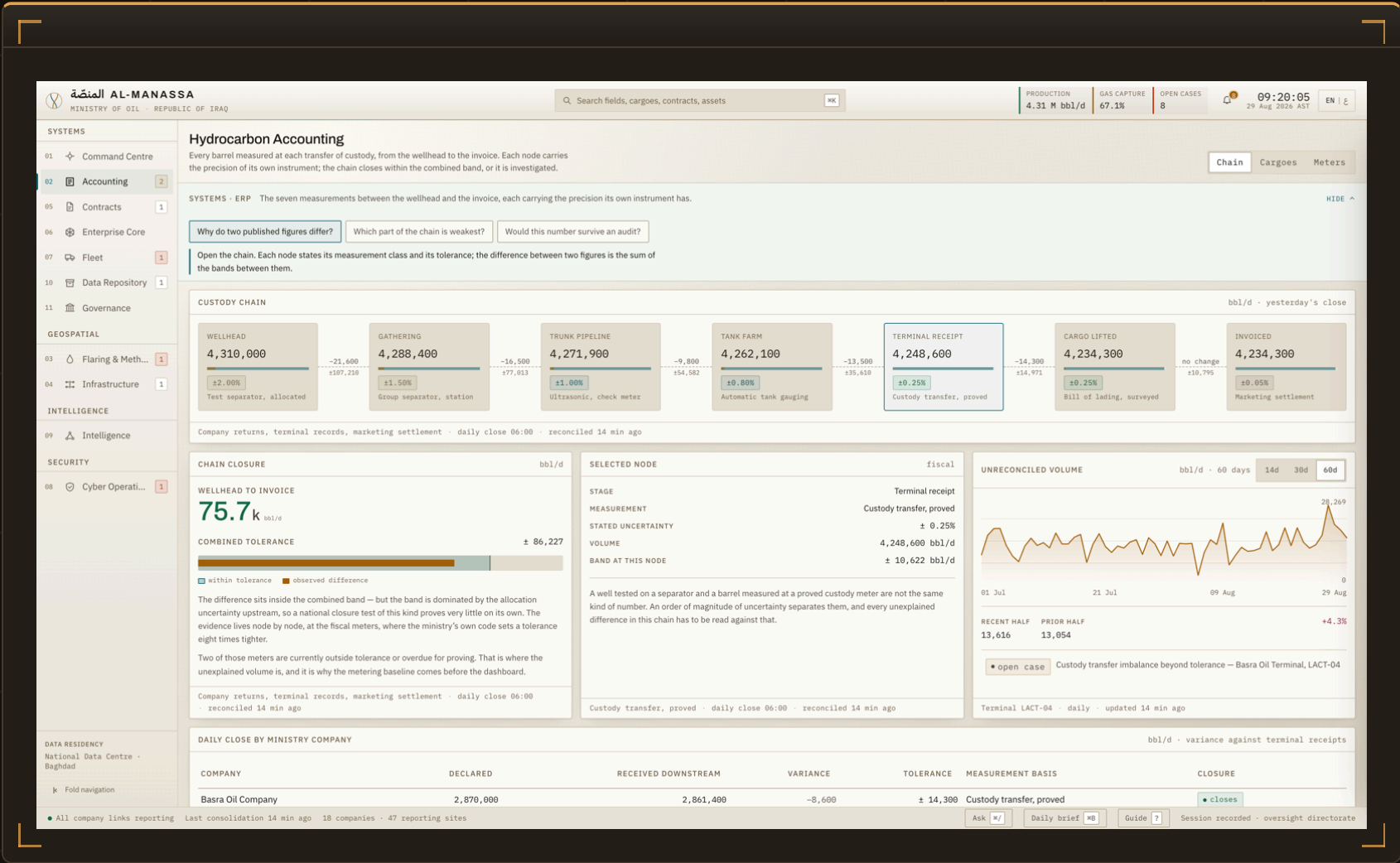
Evidence Iraq can bring to its own quota conversation

The quota argument is not backed by Iraq's own measurement.

S5
SEVERITY
national
consequence

D2
DIFFICULTY
one format
agreed inside

Months 4–8
PHASE
when it lands



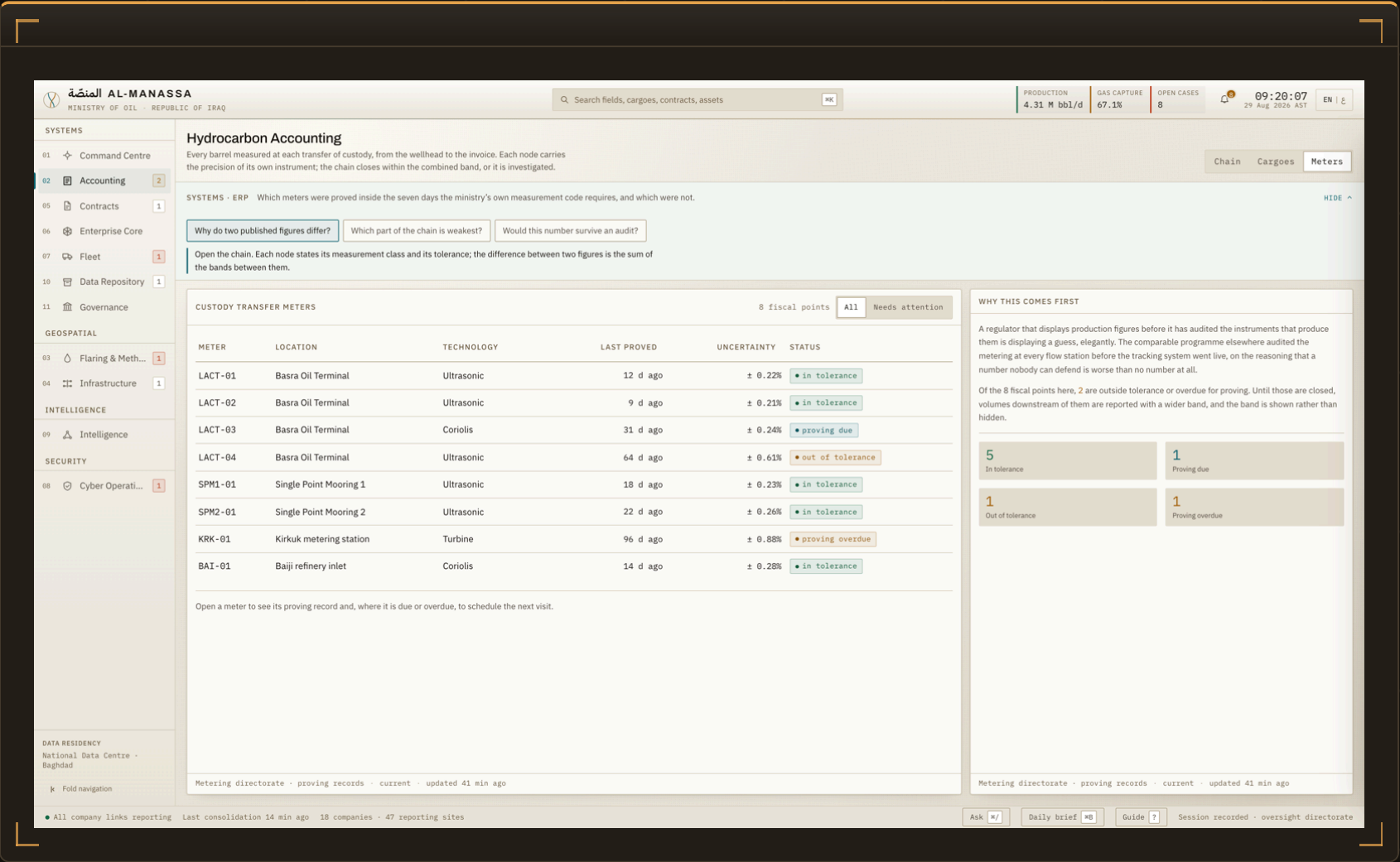
Which custody meters are proved, and when they were last proved

The code requires proving. Nothing records whether it happened.

S5
SEVERITY
national
consequence

D4
DIFFICULTY
field instruments
and consent

Months 4–8
PHASE
when it lands



■ GEOSPATIAL

Dated, located evidence of activity near shared structures

No dated record of activity near shared structures.

S4

SEVERITY

recurring, and
disputed

D1

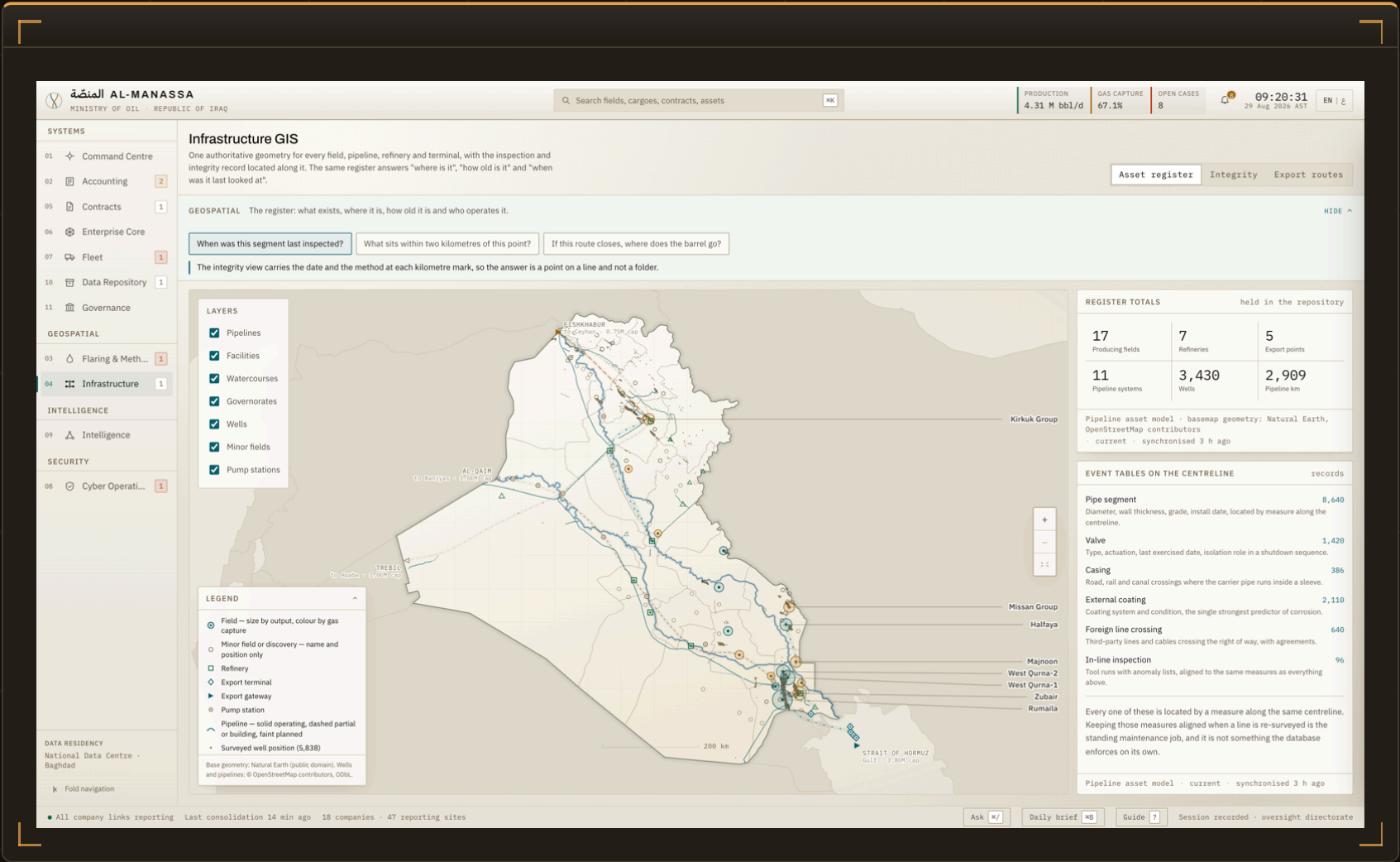
DIFFICULTY

we build it

Months 9–12

PHASE

when it lands



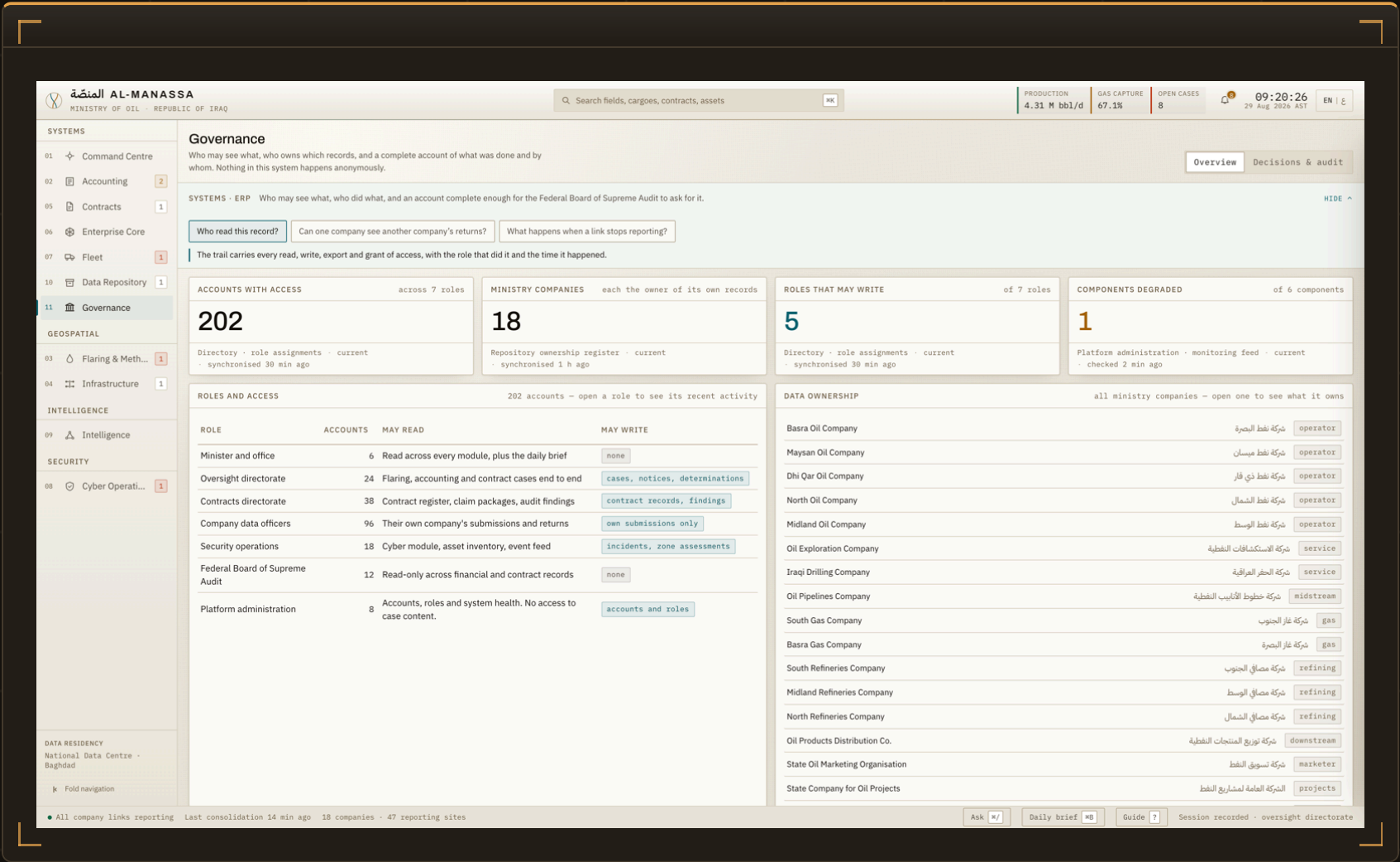
An audit trail that survives the auditor arriving four years later

The auditor arrives four years after signature.

S4
SEVERITY
recurring, and
disputed

D1
DIFFICULTY
we build it

Months 4–8
PHASE
when it lands



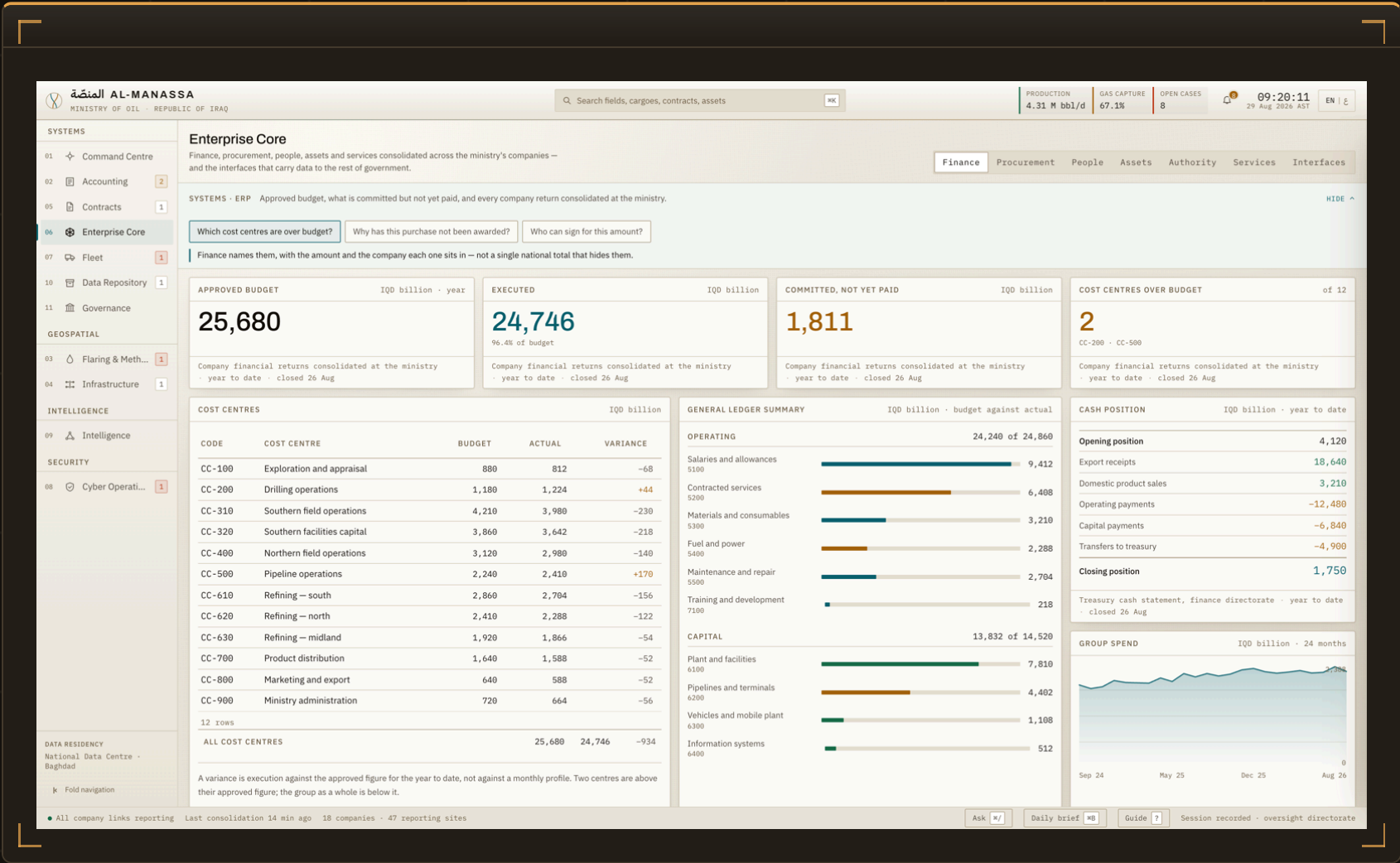
A consolidated financial position across the ministry's companies

Consolidation is done by hand, every period.

S4
SEVERITY
recurring, and
disputed

D2
DIFFICULTY
one format
agreed inside

Months 4–8
PHASE
when it lands



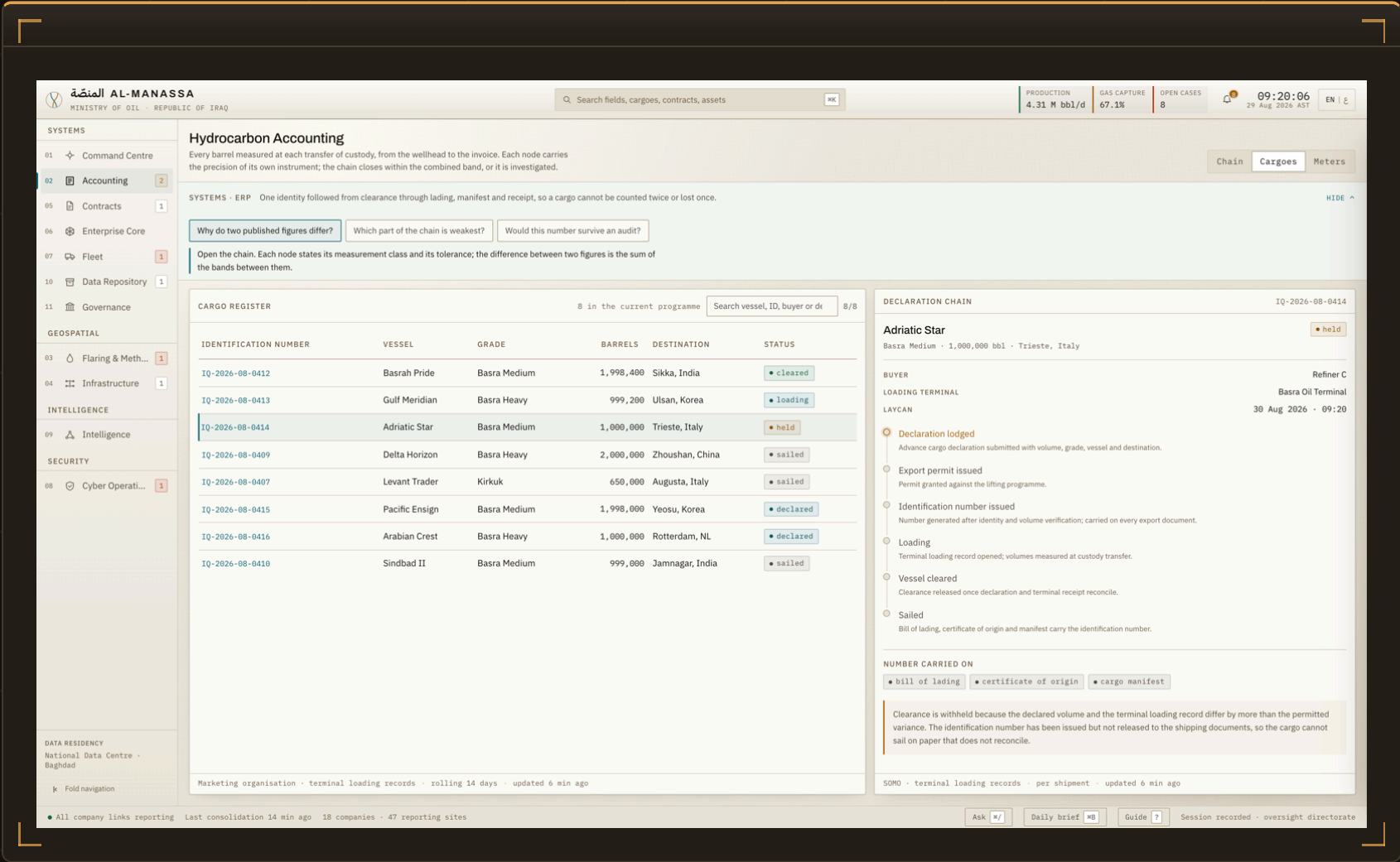
One reference that follows a cargo from lifting to receipt

No one reference follows a cargo end to end.

S4
SEVERITY
recurring, and
disputed

D2
DIFFICULTY
one format
agreed inside

Months 1–3
PHASE
when it lands



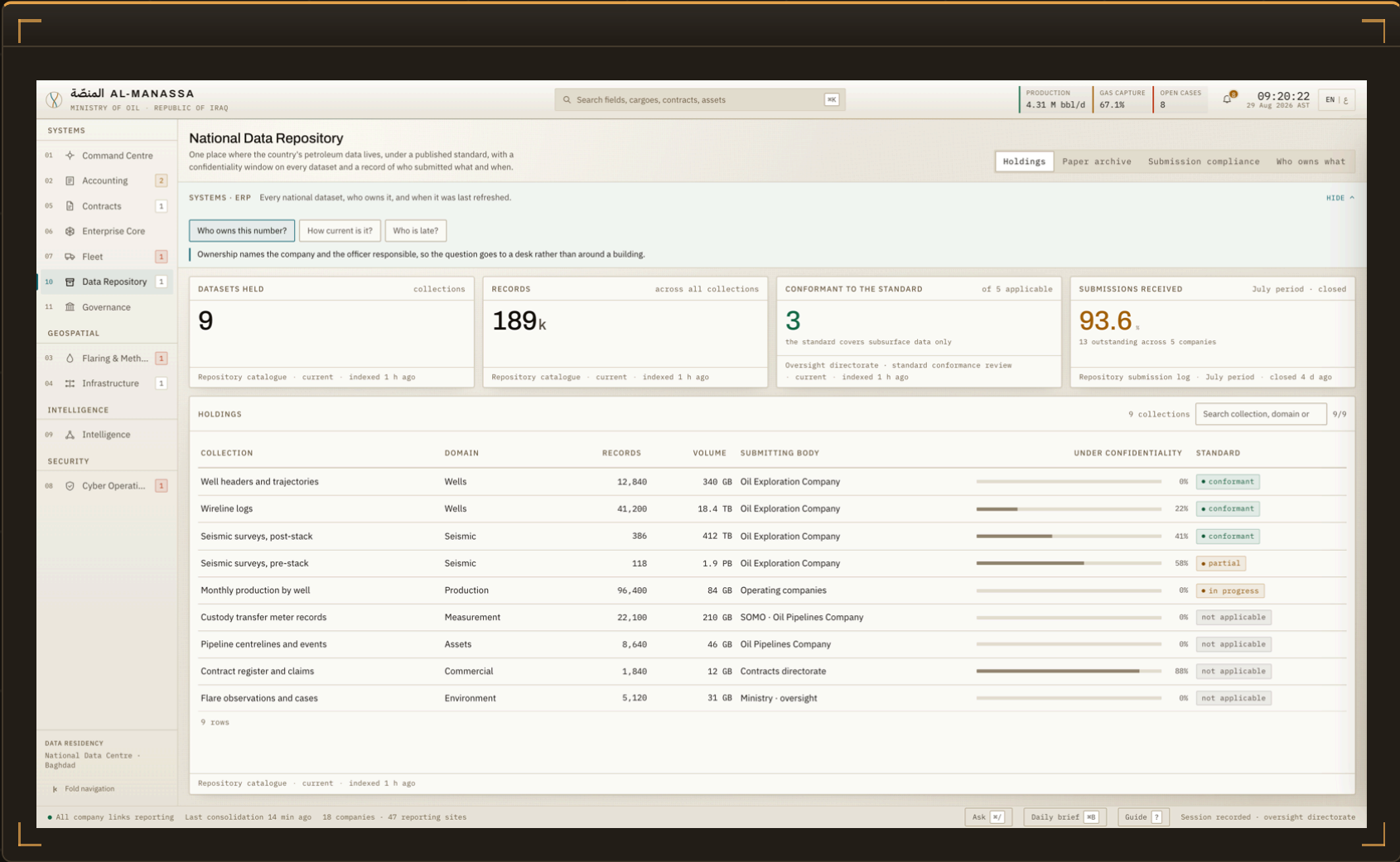
A national record of what data exists and who holds it

Records exist. A national holding of them does not.

S4
SEVERITY
recurring, and
disputed

D2
DIFFICULTY
one format
agreed inside

Months 4–8
PHASE
when it lands



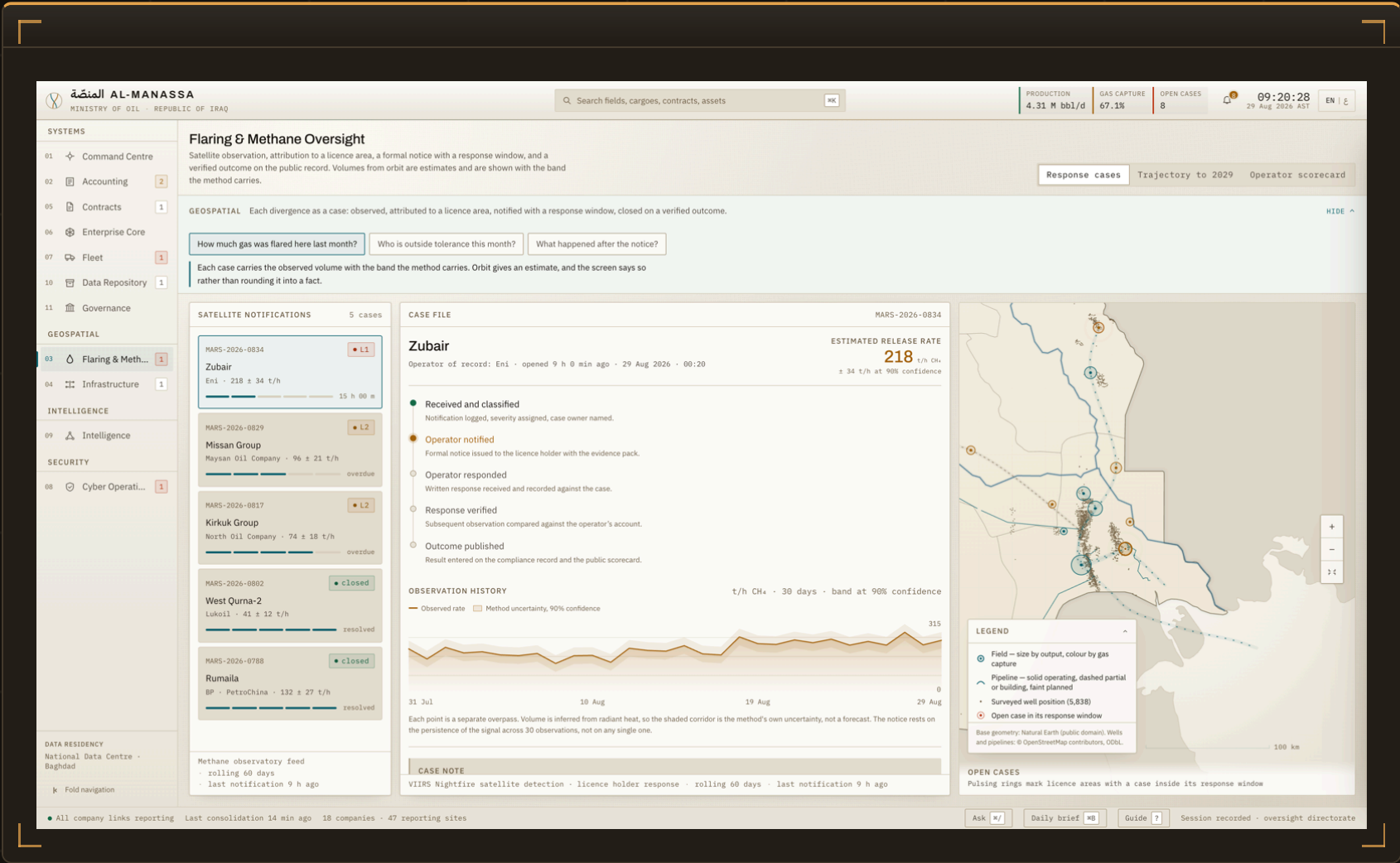
Flare observation set beside the company's own return

Observation and declaration are reconciled once, by hand.

S4
SEVERITY
recurring, and
disputed

D2
DIFFICULTY
one format
agreed inside

Months 1–3
PHASE
when it lands



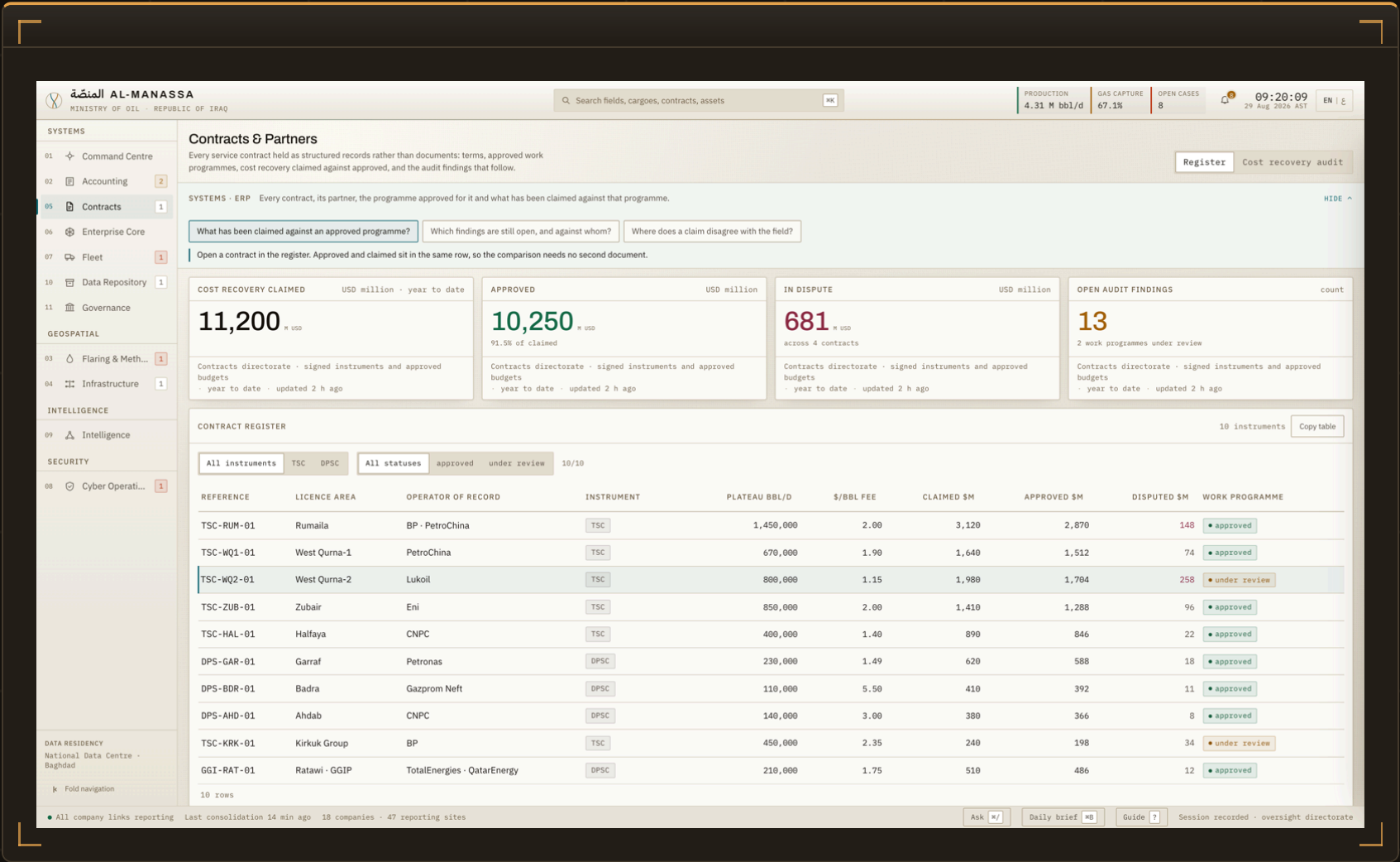
What the ministry has committed to, in one register

Contract terms are read, not queried.

S4
SEVERITY
recurring, and
disputed

D2
DIFFICULTY
one format
agreed inside

Months 4–8
PHASE
when it lands



Litres loaded against litres discharged

Litres loaded and litres discharged are never joined.

S4

SEVERITY

recurring, and
disputed

D3

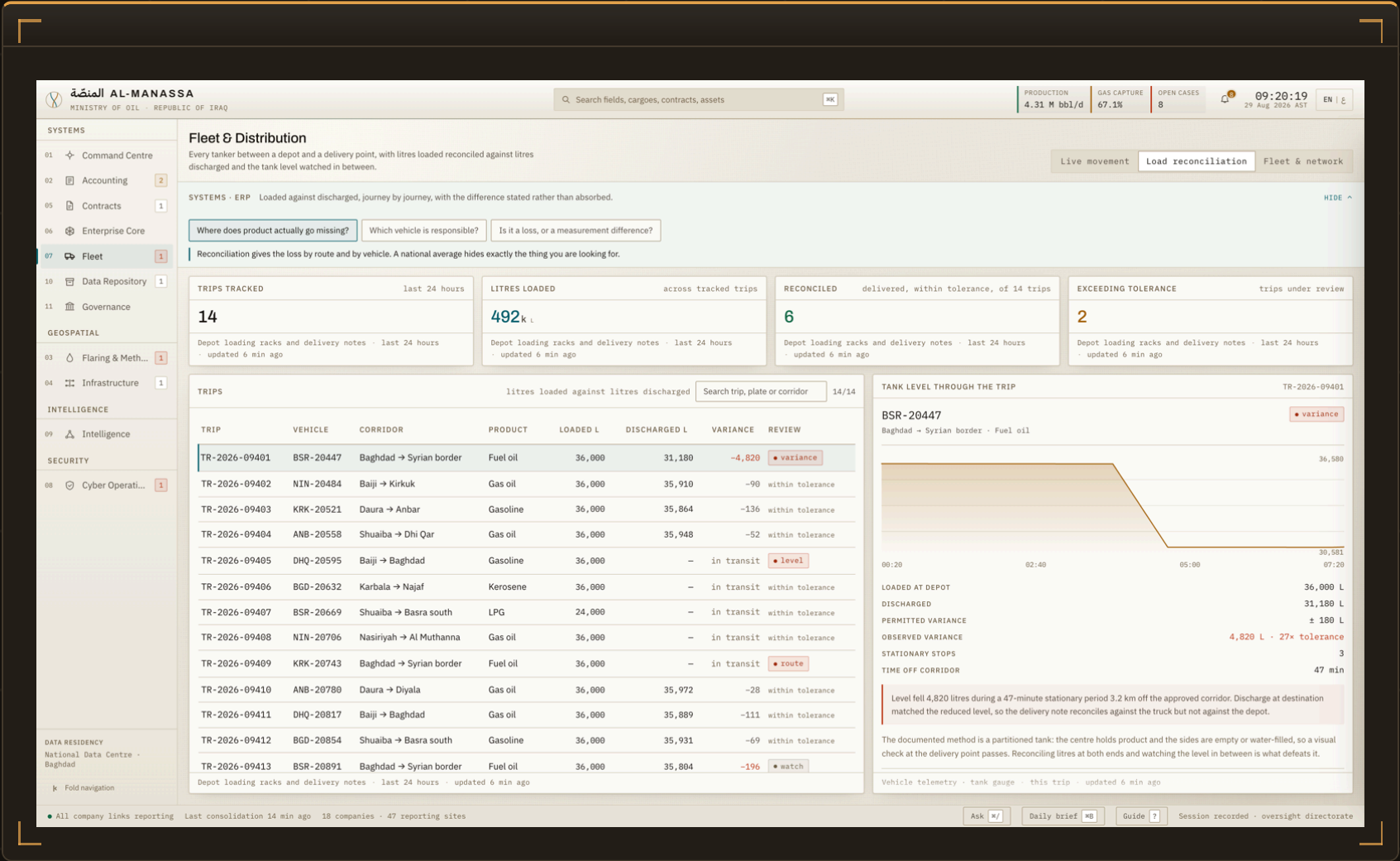
DIFFICULTY

a company sends
on a schedule

Months 1–3

PHASE

when it lands



The distance between the security level intended and the one achieved

Intended and achieved security levels are not compared.

S4

SEVERITY

recurring, and disputed

D4

DIFFICULTY

field instruments and consent

Months 9–12

PHASE

when it lands

THE GAP BETWEEN THEM IS THE FINDING



▲ target set by what the zone protects ■ achieved and demonstrable

WHAT THIS IS NOT

It is not a security score out of a hundred. An engineer would dismiss that, and they would be right.

The target level is chosen for each zone by what it protects. The achieved level is what the site can actually demonstrate today.

Everything on this chart is inside ministry-operated facilities. Nothing here reaches into a contractor's plant.

Where a file has stopped, and for how long

A stopped file is invisible until someone asks.

S3

SEVERITY

weeks instead of a day

D1

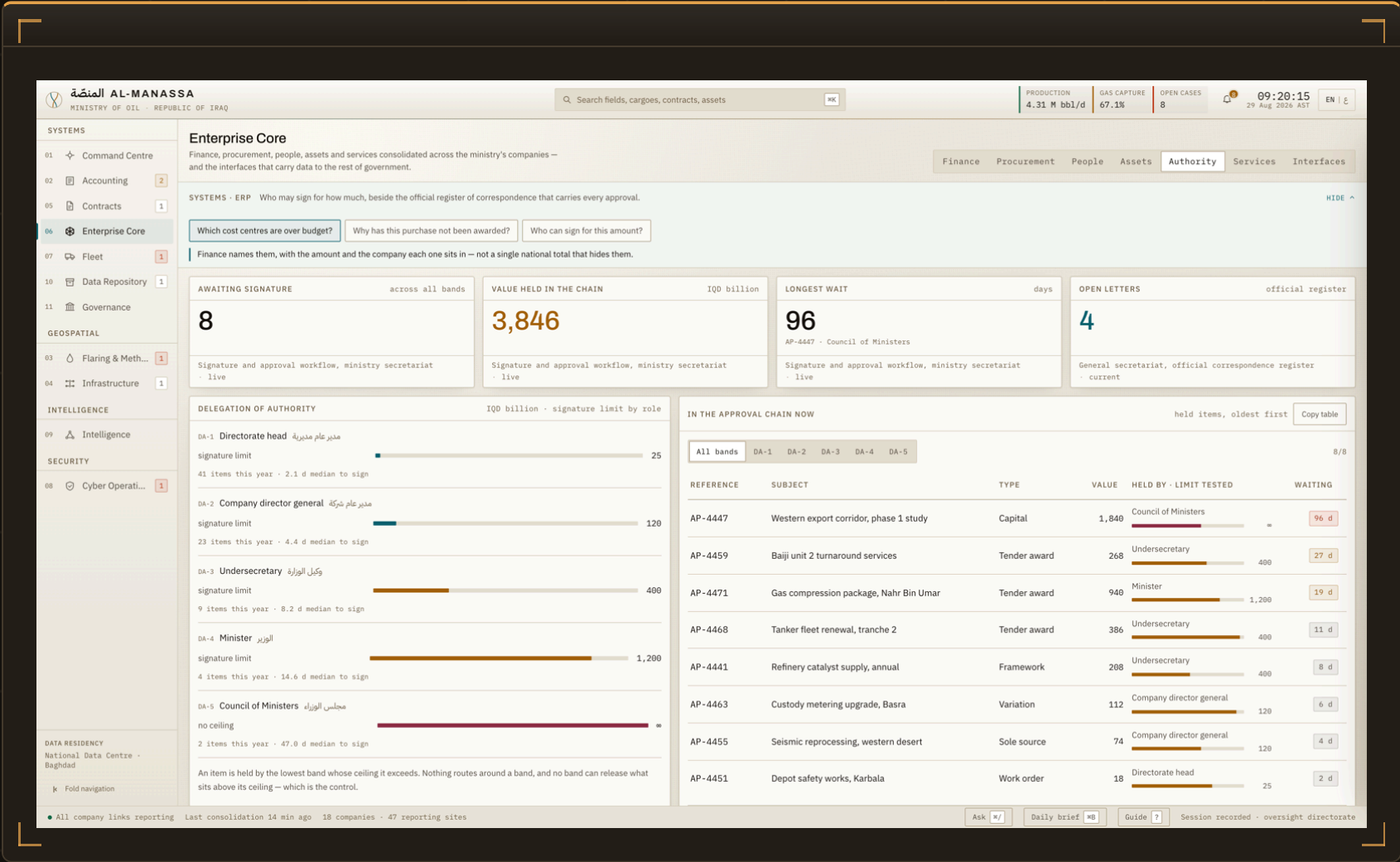
DIFFICULTY

we build it

Months 1–3

PHASE

when it lands



■ INTELLIGENCE

The ministry's Arabic correspondence, made searchable

The archive is Arabic, paper, and unsearchable.

S3

SEVERITY

weeks instead of a day

D1

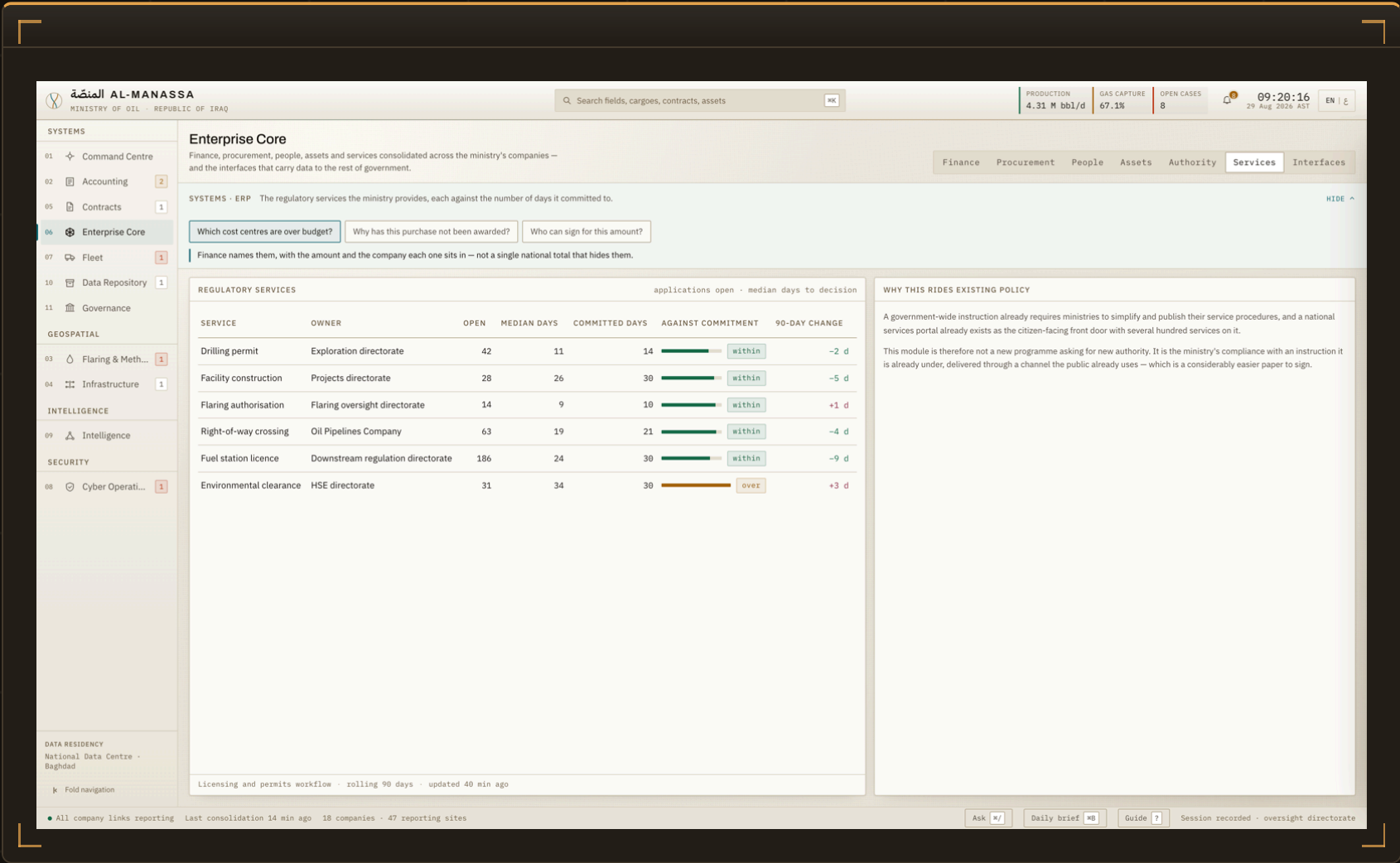
DIFFICULTY

we build it

Months 9–12

PHASE

when it lands



A response process for a satellite notification, with a clock on it

A satellite notice arrives. Nothing starts a clock.

S3

SEVERITY

weeks instead of a day

D1

DIFFICULTY

we build it

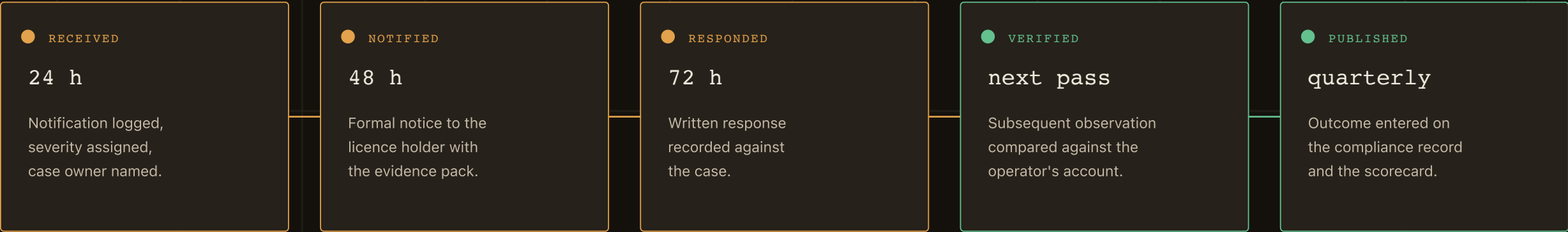
Months 1–3

PHASE

when it lands

A notification, and what happens next

FIVE STEPS, EACH WITH A WINDOW AND AN OWNER



Expiry is a state, not an error.

A window that closes without a response is itself a recorded outcome, and it appears on the record as one. The lever is the record, not the penalty: the environmental fine in law is small and does not mention flaring. What to do about any operator remains the ministry's decision at every step.

■ GEOSPATIAL

An authoritative register of the physical estate

No single register holds the physical estate.

S3
SEVERITY

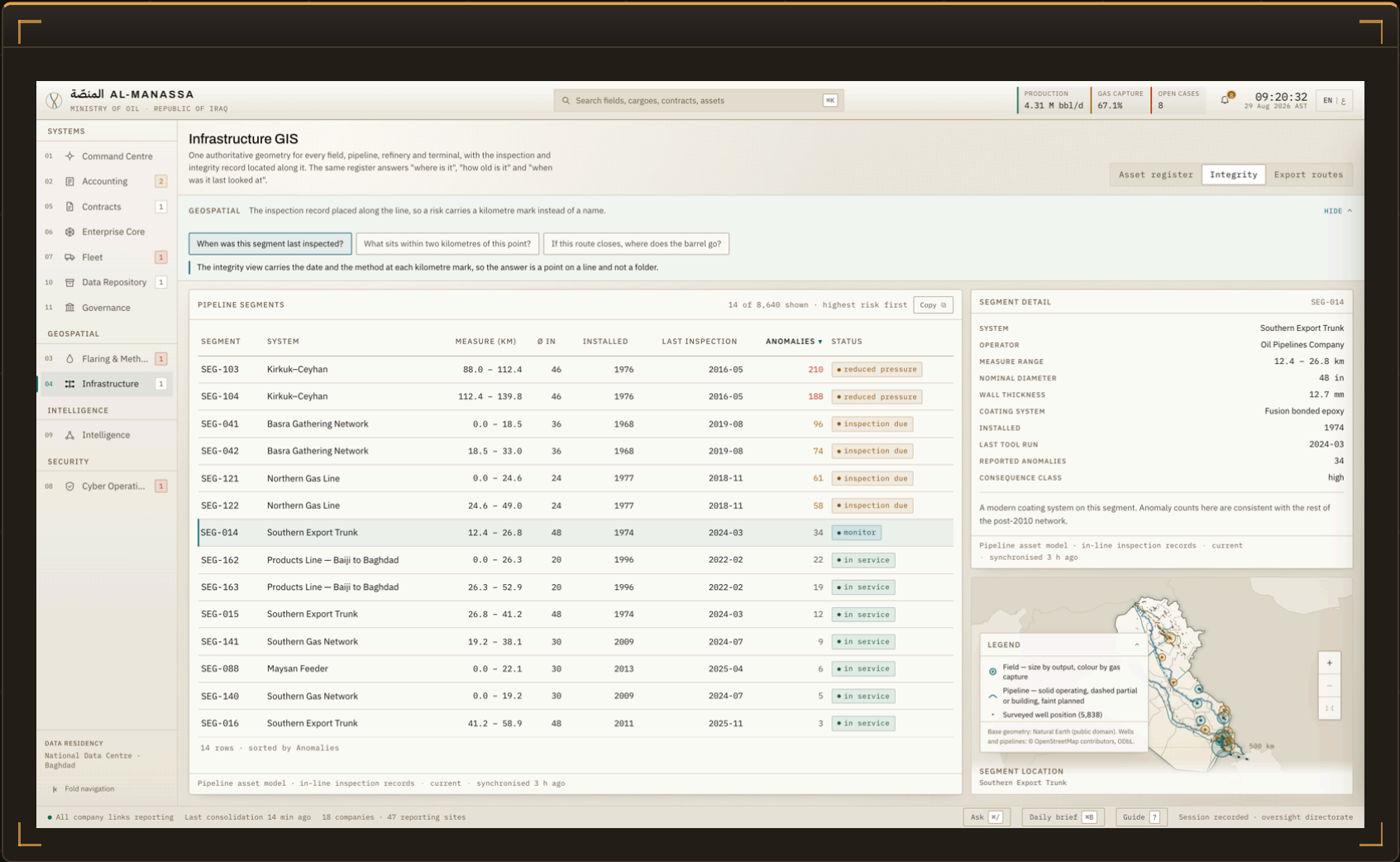
weeks instead of a day

D2
DIFFICULTY

one format agreed inside

Months 4–8
PHASE

when it lands



Reporting an incident inside the published window

Reporting windows are published. The reporting path is not.

S3

SEVERITY

weeks instead of a day

D2

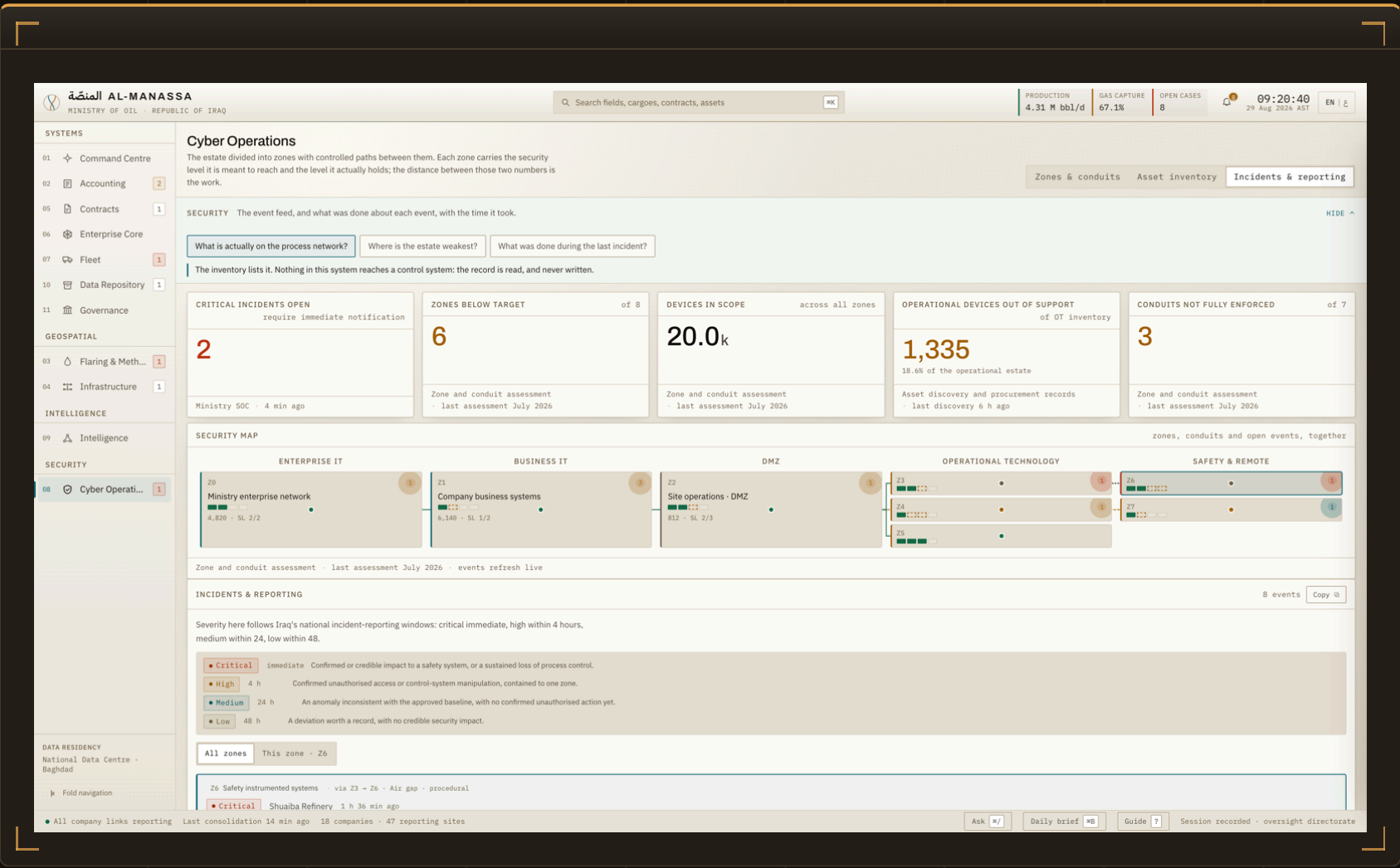
DIFFICULTY

one format agreed inside

Months 4–8

PHASE

when it lands



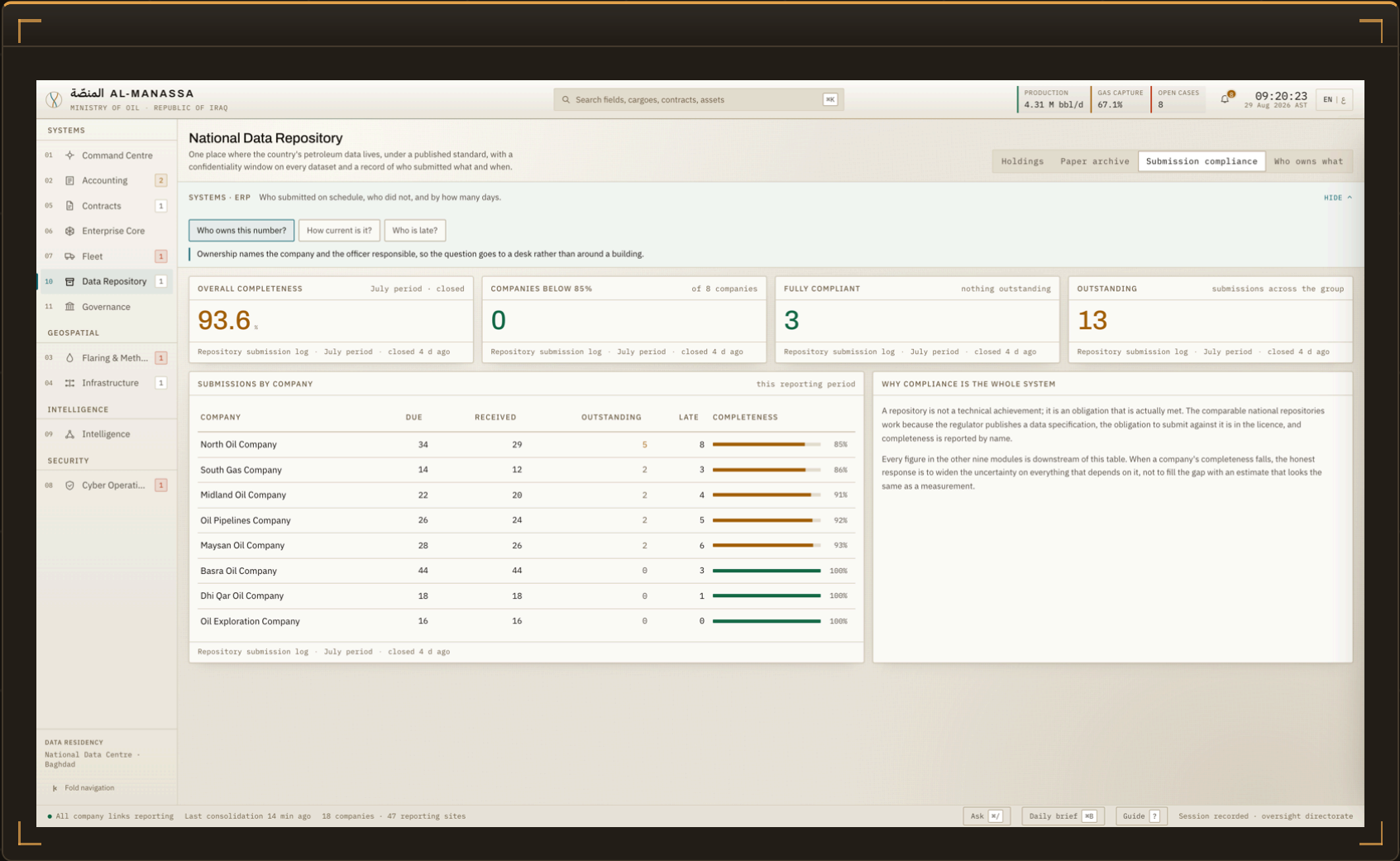
A public account of the sector's own numbers

Transparency reporting is an annual manual exercise.

S3
SEVERITY
weeks instead of a day

D2
DIFFICULTY
one format agreed inside

Months 9–12
PHASE
when it lands



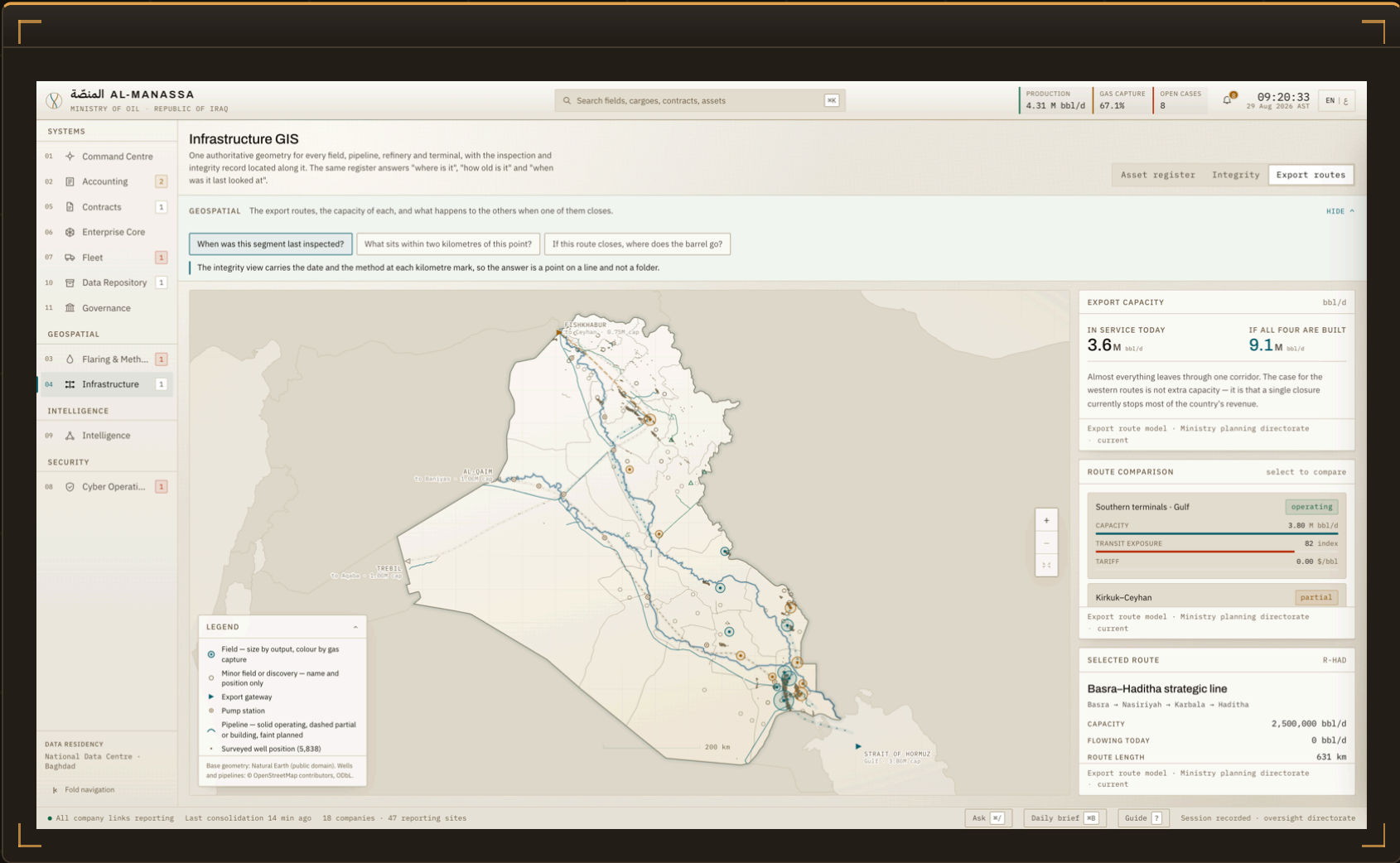
What is being built, and what it will change

Project schedules sit apart from the numbers they move.

S3
SEVERITY
weeks instead of a day

D2
DIFFICULTY
one format agreed inside

Months 9–12
PHASE
when it lands



What the ministry sends to other bodies, and what comes back

Inter-agency exchange runs on people, not gateways.

S3

SEVERITY

weeks instead of a day

D3

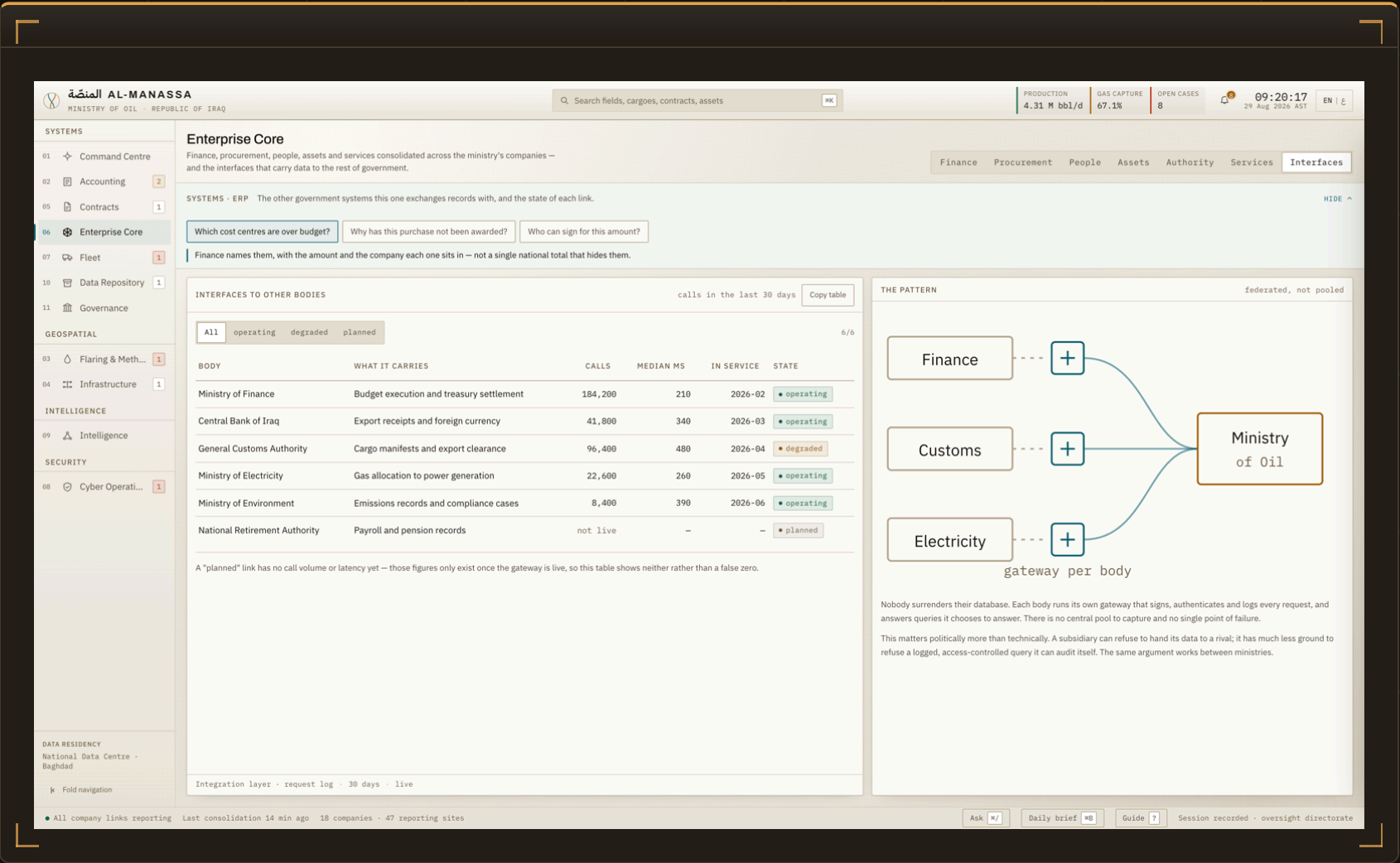
DIFFICULTY

a company sends on a schedule

Months 9–12

PHASE

when it lands



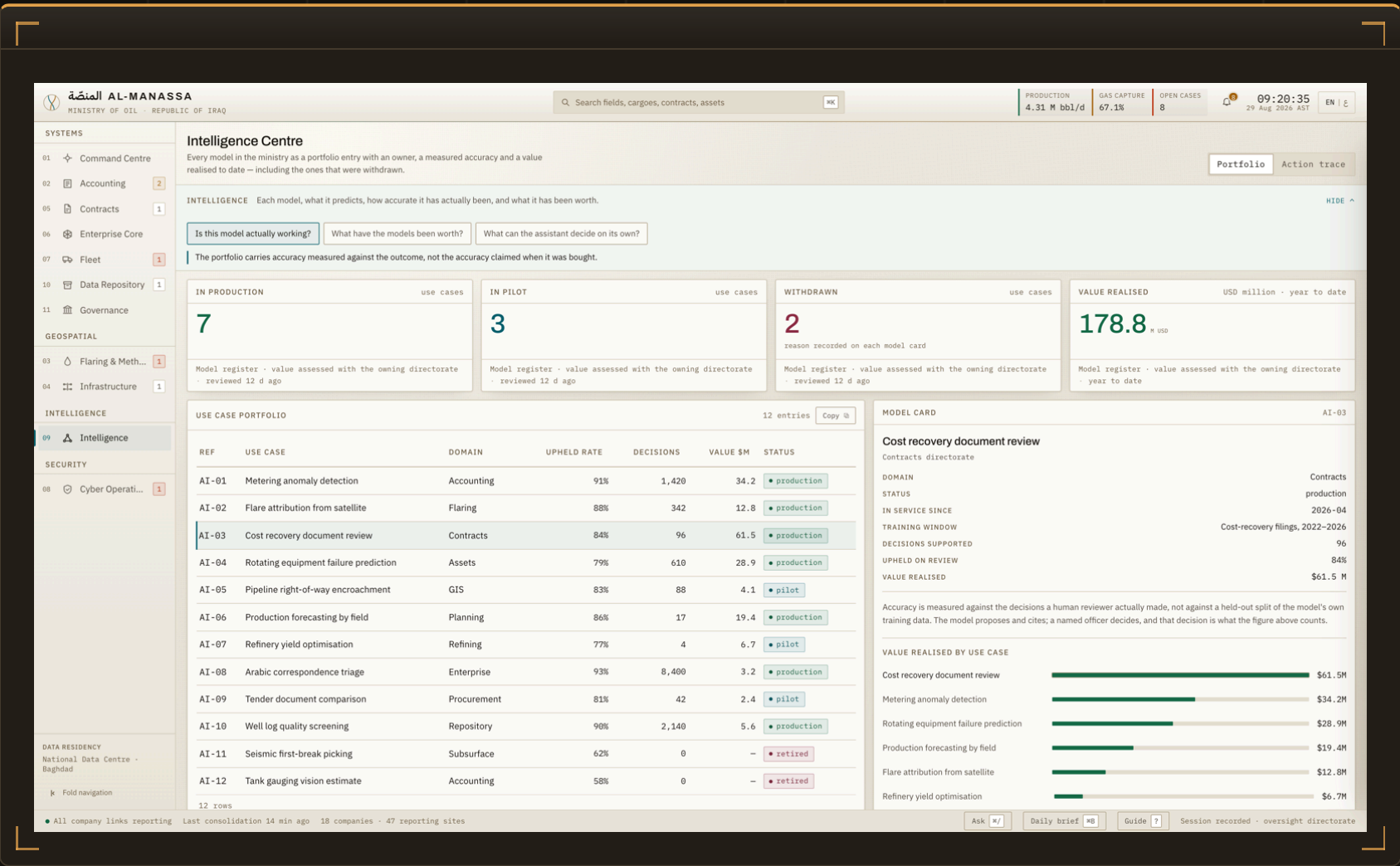
A register of what models are deployed, and what they are worth

Nothing records what a deployed model is worth.

S2
SEVERITY
one person can answer

D1
DIFFICULTY
we build it

Months 9–12
PHASE
when it lands



■ PART TWO

Seven records worth reading

Six are other people's. The seventh is ours.

■ ON THE RECORD

Panorama

One group position, refreshed daily.

UAE

WHERE
one national company

2017

SINCE
still running

success

OUTCOME
the destination

■ ADNOC

ADNOC's own announcement of it

Fourteen companies, one command centre,
over a billion dollars.



ADNOC Murban

Investors

Suppliers

Careers

News & Insights

Contact Us

العربية

Our Story

Our Business

Our Projects

AI & Technology

Sustainability

[Home](#) > [News and Insights](#) > [Press Releases](#) > [ADNOC's Panorama Digital Comma...](#)

ADNOC's Panorama Digital Command Center Generates Over \$1 Billion in Value and is Enabling an Agile Response During COVID-19

Panorama is helping to ensure business continuity by enabling real-time decision-making through secure remote access to data and analysis across ADNOC's value chain

ADNOC's strategic investments in digitization and artificial intelligence over the past few years allows the company to drive greater efficiencies, optimize performance and be responsive to market dynamics

ADNOC continues its digital transformation journey to embed cutting-edge technology across its value chain and enable smart growth



Panorama aggregates real-time information across ADNOC's 14 specialist subsidiary and joint venture companies and uses smart analytical models, AI, and big data to generate operational insights and recommendations.

In addition to the business value Panorama has enabled, it has also proven to be a valuable asset in navigating the current COVID-19 situation. The access to real-time data and analysis provided by Panorama enables simulations and scenario planning, and plays an important role in ADNOC's business continuity.

Abdul Nasser Al Mughairbi, Senior Vice President, Digital at ADNOC, said: "The importance of embedding

Release Details

May 05, 2020

Abu Dhabi



About ADNOC

ADNOC is a leading diversified energy and petrochemicals group wholly owned by the Emirate of Abu Dhabi. ADNOC's objective is to maximize the value of the Emirate's vast hydrocarbon reserves through responsible and sustainable exploration and production to support the United Arab Emirates' economic growth and diversification. To find out more, visit www.adnoc.ae

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■ ON THE RECORD

The satellite that watched Zubair

More than thirty instruments, scanning continuously.

Iraq

WHERE
this one is ours

2023

SINCE
notices issued

open

OUTCOME
a letter closes it

Four places this has already been done

None of them is a vendor story.

NORWAY
Since 1995

**Ownership split
three ways**

Industry owns. Regulator administers. A third party operates.

NIGERIA
2023

**They audited the
meters first**

One hundred and eighty-seven flow stations, before any display.

UNITED KINGDOM
December 2025

**A regulator that
names operators**

Twenty-two companies, each with its compliance percentage.

IRAQ
2023 onward

**The flares are
already watched**

Thirty satellite instruments. Notices go somewhere.

Four regulators, each choosing an instrument before a policy.

Norway federates by contract. Nigeria and the UK regulate by naming. Iraq already has the satellite data — only the response process is missing.

Ownership split three ways

Industry owns. Regulator administers. A third party operates.

The chain, and where the platform sits on it

UPSTREAM, MIDSTREAM, DOWNSTREAM — ONE RECORD ACROSS ALL THREE

UPSTREAM

Wells, separators,
gathering stations

- Hydrocarbon accounting
- Flaring oversight
- Infrastructure register

MIDSTREAM

Trunk lines, storage,
terminals, cargoes

- Custody transfer
- Cargo identity
- Export routes

DOWNSTREAM

Refineries, depots,
trucks, stations

- Fleet reconciliation
- Product distribution
- Station network

The ministry is the only body that sees all three at once.

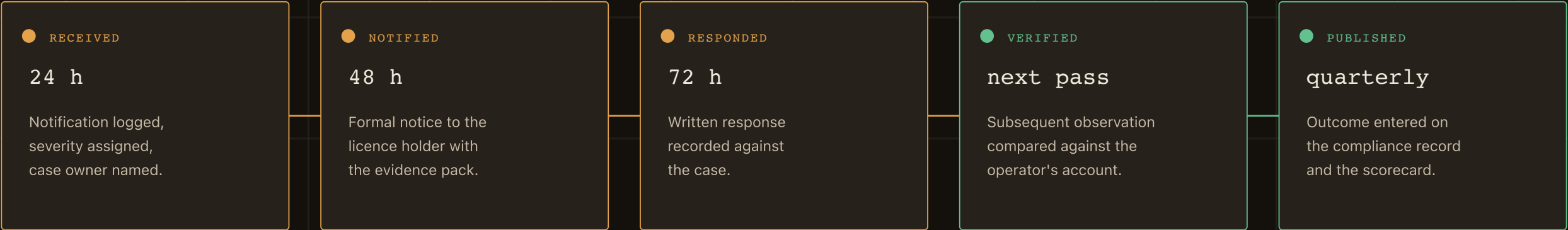
Every company holds one part of this chain. Nobody holds the join, and the join is where the money is.

A regulator that names operators

Twenty-two companies, each with its compliance percentage.

A notification, and what happens next

FIVE STEPS, EACH WITH A WINDOW AND AN OWNER



Expiry is a state, not an error.

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■ AND ONE THAT DOES NOT TRANSFER

Iraq is not a single national company

The neighbours upgraded. We have to federate.

THE THING THAT MAKES IRAQ DIFFERENT FROM EVERY NEIGHBOUR

REGULATOR

Sets the terms, licenses the blocks, receives the returns, enforces the code.

OPERATOR

Runs fields, refineries, pipelines and depots through its own companies.

MARKETER

Prices, allocates and sells the crude through a single state marketer.

Ministry of Oil

وزارة النفط · جمهورية العراق

Elsewhere these sit in three institutions. Here they sit in one.

So the neighbours' problem was to upgrade a single national company. Ours is to federate a group of them.

■ UNITED ARAB EMIRATES

Fourteen companies on one display

Sixty-five operating sites. One screen.

14

COMPANIES

subsidiaries and joint ventures

65

SITES

on a single display

\$1bn+

VALUE SINCE 2018

attributed to integration

What transfers, and what does not

Their model assumes one company. Iraq has a ministry.

the order

TRANSFERS
measure, integrate, then
automate

the attribution

TRANSFERS
value came from integration,
not tools

the structure

DOES NOT
one national company is not our
shape

What the platform is

One display. Every figure carries its source.

Four capabilities, one platform

BOUGHT SEPARATELY THEY NEVER RECONCILE

SYSTEMS AND ERP

Fourteen gaps sit here.
It is the spine.

GEOSPATIAL

Where everything is,
and what is above it.

INTELLIGENCE

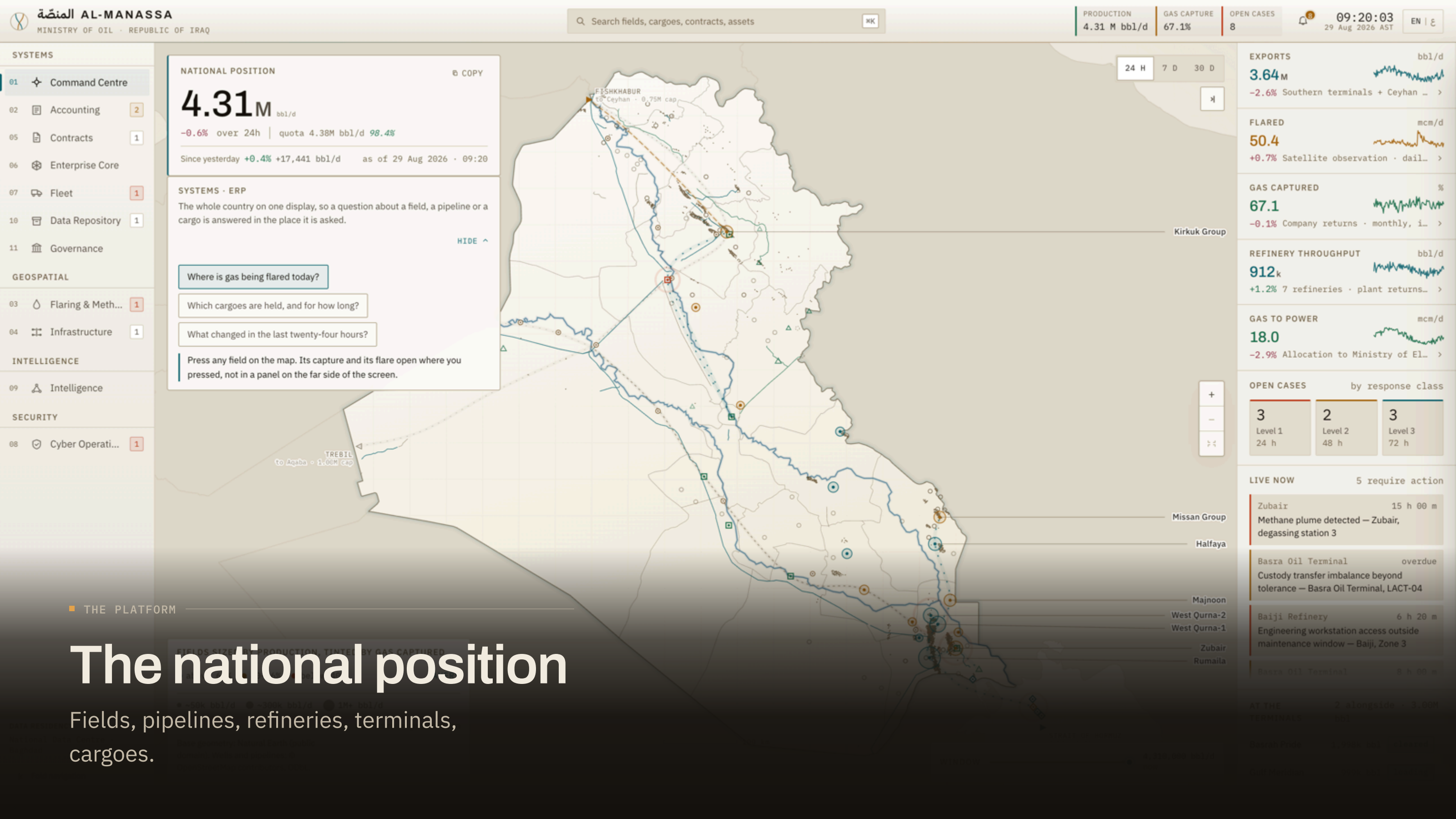
Models that carry
their own evidence.

SECURITY

Inventory first. Monitoring
second. Control never.

One display. Every figure carries its source.

Four disciplines, reported the same way, so a figure from one can be checked against a figure from another.



THE PLATFORM

The national position

Fields, pipelines, refineries, terminals, cargoes.

Four layers, and one deliberate absence

No path reaches a control system. By design.

THE PLATFORM SITS ABOVE THE COMPANIES' SYSTEMS, NOT IN PLACE OF THEM

PRESENTATION

One display. Every figure carries its source, its period and its uncertainty.

PLATFORM SERVICES

Cases, reconciliation, contract register, assisted review, audit and access.

DATA

National repository, operational store, reference data. Held in Baghdad.

INTEGRATION

Company submission gateway, external feeds, inter-agency gateways.

NOT IN SCOPE

No connection to any control system.

Not to an operator's, and not to the ministry's own in year one.

A platform with a path into a control network becomes a route into it. Data arrives by reporting obligation, not by connection.

Data arrives by obligation, not by connection.

One direction only, all the way through

Every submission is validated once. There is no path back.

One submission, from a company system to the register

VALIDATED ON THE WAY IN — THERE IS NO PATH BACK



Data moves one way: reporting obligation, not live connection.

The company keeps its own system exactly as it is. The gateway only ever reads what is sent to it.

■ THE FOUR

Four capabilities, one platform

Bought separately they never reconcile.

01

SYSTEMS AND ERP

the ledger and the chain of custody

02

GEOSPATIAL

where every asset actually is

03

INTELLIGENCE

models with measured value, and a portfolio

04

SECURITY

what exists, what it is exposed to

■ PILLAR ONE

Systems and enterprise resource planning

Fourteen gaps sit here. It is the spine.

14

GAPS

more than the other three
combined

D1–D2

MOSTLY

our build, or one format
agreed inside

months 1–3

STARTS

before any hardware is touched

The systems inside it

Six, and they share one record.

01

FINANCIAL AND ACCOUNTING

ledger, consolidation, cost recovery

02

HUMAN RESOURCES

the establishment, posts and grades

03

PROCUREMENT AND SUPPLIERS

requisition through award, each stage timed

The tolerances are the ministry's own

Set in its measurement code, 2007.

The custody chain

THE TOLERANCES ARE THE MINISTRY'S OWN – MEASUREMENT CODE, 1ST EDITION, 2007



They will never agree, and that is normal.

The ministry's own measurement code has set these tolerances since 2007, and made them mandatory for every operator. A UK regulator publishes what the divergence looks like in practice: reconciliation factors of 0.85 to 0.90.

So a difference is read against the combined tolerance of the two nodes that produced it, and only what falls outside that band raises a case. Nobody is accused of anything.

What we do not promise here

Stated now, so it is not discovered later.

no replacement

OF ANY COMPANY SYSTEM

we translate at the boundary

no metering hardware

IN YEAR ONE

part of that answer is not
software

no judgement

ON ANY FILE

we make it visible; the decision
stays yours

Geospatial

Where everything is, and what is above it.

4

GAPS
small in number, large in
consequence

D2–D4

MOSTLY
a format, or a company
reporting

satellite

ALREADY
the observations exist today

■ GEOSPATIAL

The systems inside it

Five. The map is infrastructure, not decoration.

01

UNIFIED ASSET REGISTER

fields, wells, refineries,
terminals

02

PIPELINE INTEGRITY

linear referencing, event
tables

03

ENVIRONMENTAL AND FLARE
OBSERVATION

satellite reception and
attribution

Four steps, and a clock on each

Today the clock does not start.

	Response steps	Level 1	Level 2	Level 3
1	- MARS focal point assigns official to the notification - Lead official classifies the notification	24h	48h	72h
2	- Lead official notifies likely operator - Other relevant authorities are informed	24h	48h	72h
3	- Operator identifies source and implements (or plans for) mitigation measures - Feedback form is filed with lead official	10 days	20 days	30 days
4	- Lead official verifies response - Follow-up activities if needed	10 days	20 days	30 days
5	- Event summary is added to government-managed database - Feedback is provided to UNEP's IMEO	8 days	16 days	24 days

Note: The timelines outlined in the framework are intended to be ambitious. While some actions may align with standard operator planning windows, recurrent emissions of this magnitude should be treated as emergencies and necessitate responses outside typical operational procedures. Countries may adapt these timelines to reflect national circumstances and feasibility constraints. However, they are strongly encouraged to recognise the critical nature of such emission events when planning their response.

What this pillar depends on

Two of the four are outside our reach.

a focal point

NAMED

so a satellite notice has a recipient

utilisation returns

MONTHLY

from operators, in one format

a decision

ON PUBLICATION

whether a scorecard is published at all

What we do not promise here

Observation is not attribution.

no enforcement

OF ANY KIND

the record is the lever, not the
fine

no comparison

BETWEEN COUNTRIES

intensity figures do not transfer

no policy

ON FLARING OR IMPORTS

that is the ministry's
decision, not ours

Intelligence

Models that carry their own evidence.

2

GAPS

narrow, and deliberately so

register

FIRST

before any model runs

bounded

AUTONOMY

nothing consequential
decided by a model

■ INTELLIGENCE

The systems inside it

Six, and every one cites its source.

01

FORECASTING

against a recorded baseline

02

ANOMALY AND EXCEPTION
DETECTION

the case, not the score

03

DOCUMENT INTELLIGENCE

the Arabic archive,
searchable

And three that read and advise

Reading is not deciding.

04

THE EXECUTIVE ASSISTANT
answers with the record it used

05

COMPUTER VISION ON
SATELLITE IMAGERY
what changed, and when

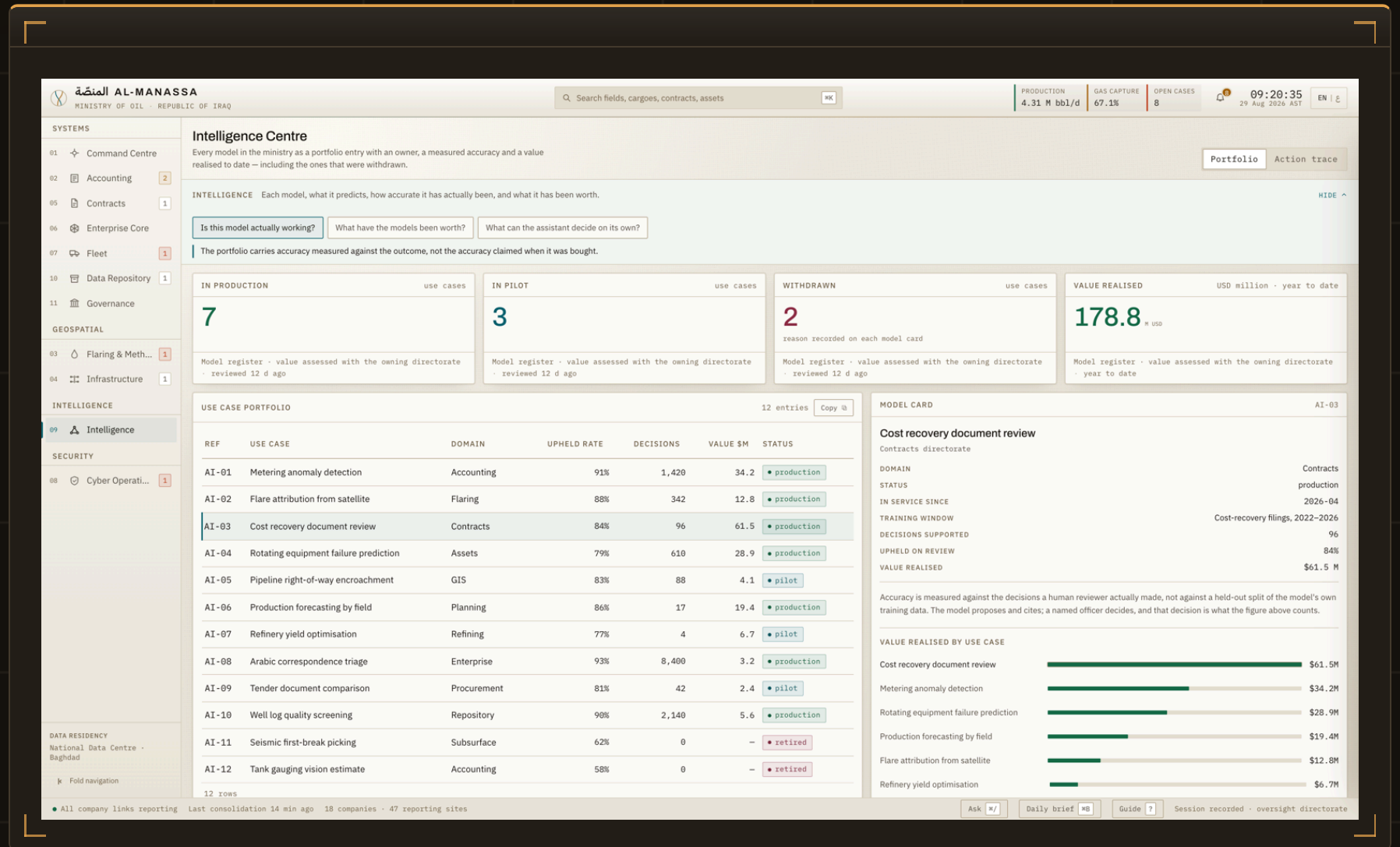
06

DECISION SUPPORT
options with their
uncertainty attached

■ INTELLIGENCE

Every model, with its measured value

Including the ones withdrawn.



Three roles, and only three

Read, suggest, and record. Never decide.

THE THING THAT MAKES IRAQ DIFFERENT FROM EVERY NEIGHBOUR

REGULATOR

Sets the terms, licenses the blocks, receives the returns, enforces the code.

OPERATOR

Runs fields, refineries, pipelines and depots through its own companies.

MARKETER

Prices, allocates and sells the crude through a single state marketer.

Ministry of Oil

وزارة النفط · جمهورية العراق

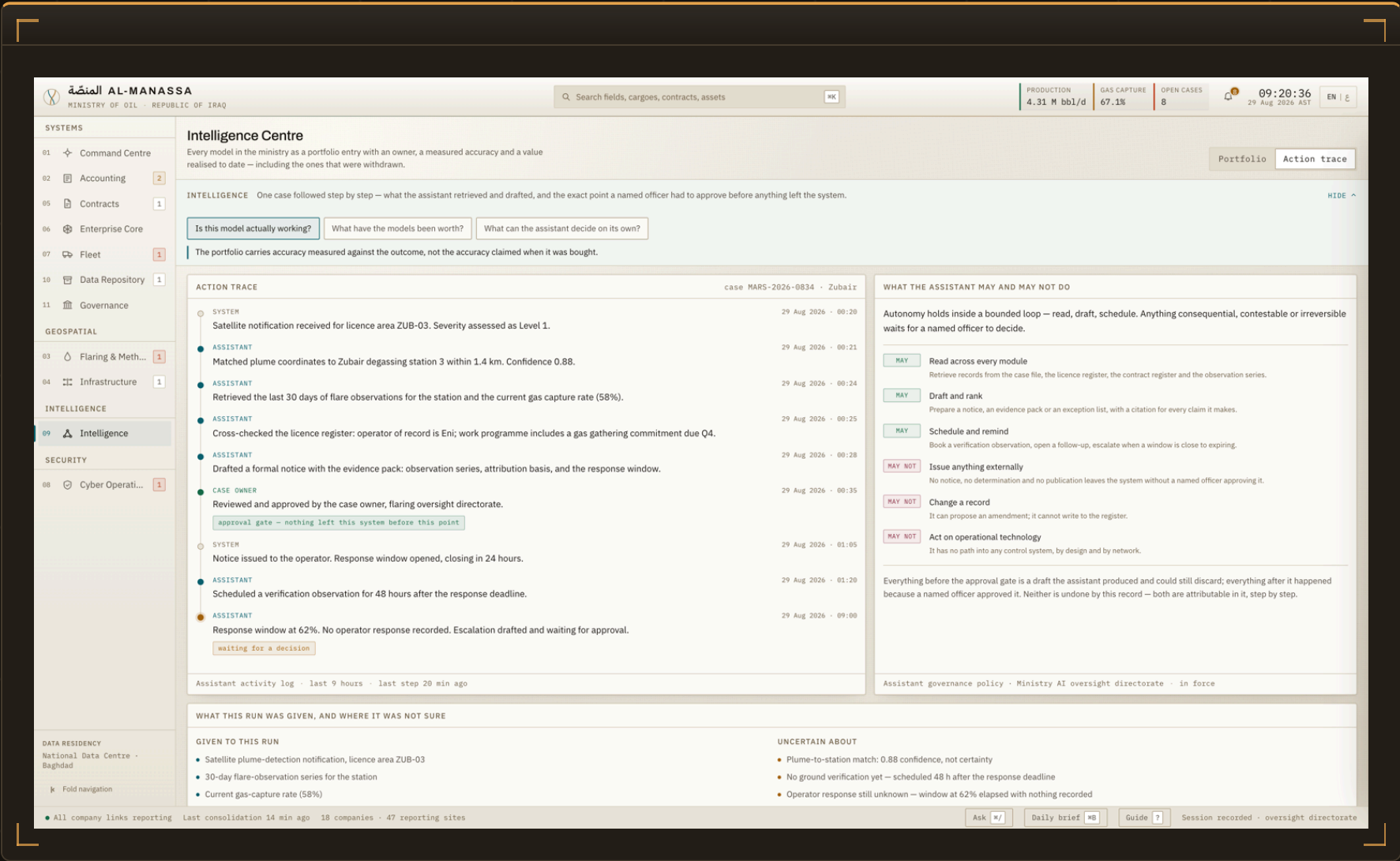
Elsewhere these sit in three institutions. Here they sit in one.

So the neighbours' problem was to upgrade a single national company. Ours is to federate a group of them.

■ INTELLIGENCE

Ask it a question in either language

It answers with the record it used.



■ INTELLIGENCE

What we do not promise here

The narrowest pillar, deliberately.

no decision

THAT IS CONSEQUENTIAL

or contestable, or irreversible

no model

WITHOUT A RECORDED
BASELINE

value is measured against
something

no forecast

SOLD AS A FACT

every output carries its
uncertainty

Security

Inventory first. Monitoring second. Control never.

3

GAPS

all now reachable

Nov 2025

CHANGED

a national centre now exists

D2

HIGHEST

no law needs changing

The systems inside it

Six, in the order they must be built.

01

ASSET INVENTORY AND
VISIBILITY

you cannot defend an unknown
estate

02

SEGMENTATION
ARCHITECTURE

zones and conduits, per
facility

03

MONITORING AND DETECTION

only after the first two

Zones and conduits, as the standard defines them

Intended separation, drawn.

THE GAP BETWEEN THEM IS THE FINDING



▲ target set by what the zone protects ■ achieved and demonstrable

WHAT THIS IS NOT

It is not a security score out of a hundred. An engineer would dismiss that, and they would be right.

The target level is chosen for each zone by what it protects. The achieved level is what the site can actually demonstrate today.

Everything on this chart is inside ministry-operated facilities. Nothing here reaches into a contractor's plant.

What we do not promise here

The hardest boundary in the proposal.

no path

TO A CONTROL SYSTEM
not read, not write, not in year
one

no safety system

TOUCHED
TRITON is why, and it is not
negotiable

ministry facilities

ONLY
operator sites are a separate
conversation

الصادرات

bb1/d

3.64M

-2.6%

الموانئ الجنوبية + جيهان · عدادات تسليب · <

المحروق

mcm/d

50.4

+0.7%

رصد فضائي · تجميع يومي · <

الغاز المحتجز

%

67.1

-0.1%

تقارير الشركات · شهرياً بالاستيفاء · <

معدل مناولة المصافي

bb1/d

912k

+1.2%

٧ مصافي · تقارير المنشآت · كل ساعة · <

الغاز لتوليد الكهرباء

mcm/d

18.0

-2.9%

التخصيص لوزارة الكهرباء · يومياً · <

حسب فئة الاستجابة		
3	2	3
المستوى 3 ٧٢ س	المستوى 2 ٤٨ س	المستوى 1 ٢٤ س

الآن مباشرة

5 تتطلب إجراء

الزبير

15 س 00 د

رصد سحابة ميثان – الزبير، محطة نزع الغاز رقم ٣

ميناء البصرة النفطي

متأخر

اختلال في تسليم العهدة يتجاوز الهامش – ميناء البصرة النفطي, LACT-04

مصفاة بيجي

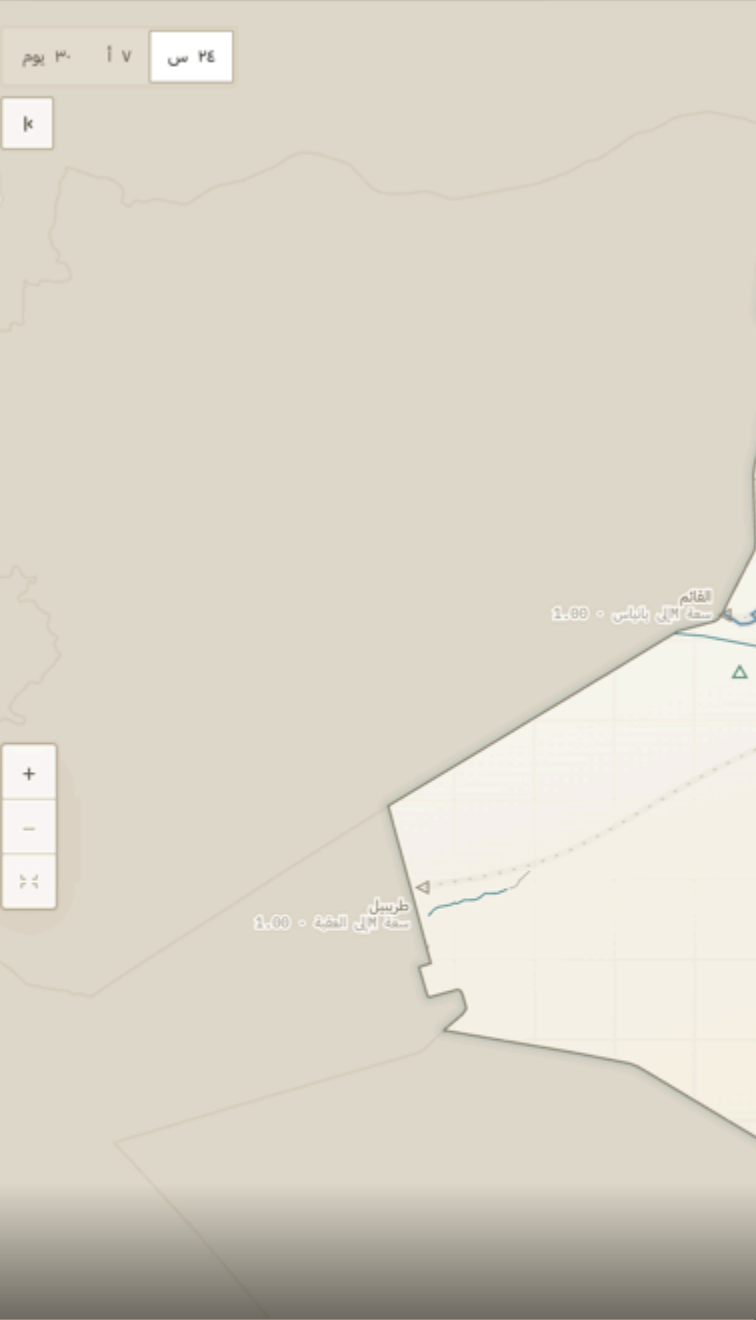
6 س 20 د

الوصول إلى محطة عمل هندسية خارج نافذة الصيانة – بيجي، المنطقة ٣

ميناء البصرة النفطي

8 س 00 د

شحنة محبوزة – الحجم الفعلي لا يطابق مقبوضات



الوضع الوطني

نسخ

4.31M

bb1/d

-0.6%

خلال ٢٤ س | الحصة 4.38M bbl/d 98.4%

منذ الأمس

bb1/d 17,441+

+0.4%

حتى 09:20 29 Aug 2026

الأنظمة · تخطيط الموارد

البلد كله على شاشة واحدة، فيجاب السؤال عن حقل أو أنبوب أو شحنة في المكان نفسه الذي طرح فيه.

إخفاء

أين يُحرق الغاز اليوم؟

أي الشحنات محتجزة، ومنذ متى؟

ما الذي تفتّر خلال أربع وعشرين ساعة؟

اضغط أي حقل على الخريطة، يفتح احتجازه وحرقه في موضع الضغط نفسه، لا في لوحة على الطرف الآخر من الشاشة.

الأنظمة	
01	مركز القيادة
02	المحاسبة
05	العقود
06	النواة المؤسسية
07	الأسطول
10	المستودع
11	الحكومة
الجغرافية	
03	الحرق والميثان
04	البنى الجغرافية
الدكاء	
09	مركز الدكاء
الأمن	
08	العمليات السيبرانية

حجم الحقول حسب الإنتاج، ولونها حسب نسبة احتجاز الغاز

● أعلى من ٦٦% ● ٤٠-٦٦% ● أقل من ٤٠%

● 50- ألف برميل/يوم ● 300- ألف برميل/يوم ● 1+ مليون برميل/يوم

حجم الحقول حسب الإنتاج

البيانات هي تقديرات فقط، وليست دقيقة. يرجى التحقق من البيانات الفعلية.

And it works in Arabic

Right to left, throughout.

■ PART FOUR

How hard each one actually is

Measured by what it depends on.

What it costs, against what it depends on

Every gap placed. Nothing hidden.

EVERY GAP PLACED BY SEVERITY AND BY DIFFICULTY

		D1		D2		D3	D4		D5		
Costs more	S5			G01	G04	G12	G15	G16			
	S4	G09		G23	G03	G05	G06	G07	G17	G13	
	S3	G02		G10	G20	G08	G14	G21	G22	G19	
	S2	G11									
	S1										
Costs less											

DEPENDS ON US ONLY

DEPENDS ON A LAW BEING CHANGED

the right-hand column is described,

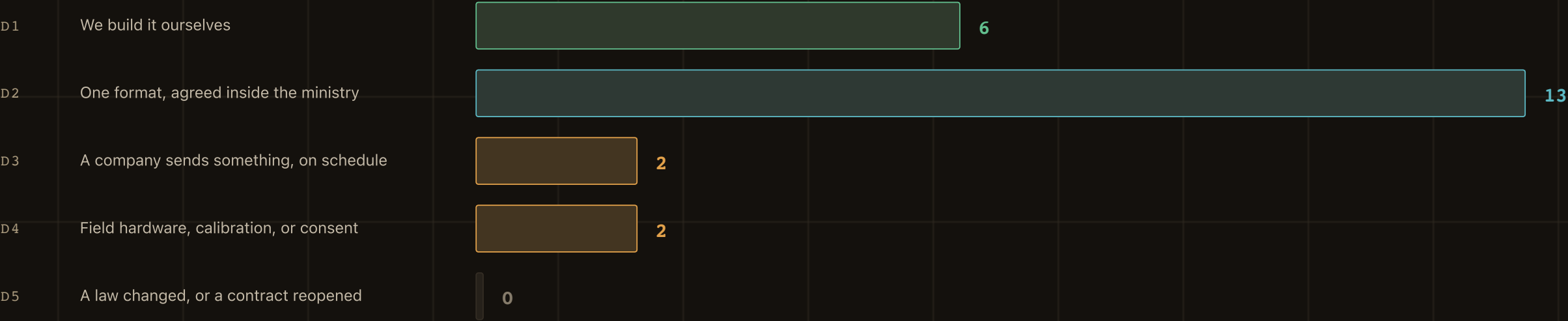
never promised

Nothing here requires a law to be changed

Or a signed contract reopened.

What closing these actually depends on

TWENTY-THREE GAPS, AND NOT ONE OF THEM NEEDS A LAW CHANGED



Zero of twenty-three depend on a law changing.

The one that looked like it needed one did not: the National Cybersecurity Center already exists, established inside the Prime Minister's Office in November 2025, with its own published reporting windows.

What we do not promise

No control systems. No production measured from orbit.

THE PLATFORM SITS ABOVE THE COMPANIES' SYSTEMS, NOT IN PLACE OF THEM

PRESENTATION

One display. Every figure carries its source, its period and its uncertainty.

PLATFORM SERVICES

Cases, reconciliation, contract register, assisted review, audit and access.

DATA

National repository, operational store, reference data. Held in Baghdad.

INTEGRATION

Company submission gateway, external feeds, inter-agency gateways.

NOT IN SCOPE

No connection to any control system.

Not to an operator's, and not to the ministry's own in year one.

A platform with a path into a control network becomes a route into it. Data arrives by reporting obligation, not by connection.

Data arrives by obligation, not by connection.

The order matters more than the ambition

Three modules delivered beats ten started.

What lands in each window

AND WHAT IS HELD BACK ON PURPOSE UNTIL YEAR TWO

MONTHS 1–3

Foundations

- National position over existing returns
- Cargo identity chain
- Flaring response process
- Fleet on one corridor

Nothing here needs a new sensor,
a control system, or a law.

MONTHS 4–8

The spine

- Metering baseline completes
- Hydrocarbon accounting
- Contract register
- Cyber inventory, ministry sites

The account mapping is the item
most likely to slip.

MONTHS 9–12

Reach

- Model portfolio with measured value
- Operator scorecard
- Infrastructure integrity
- First inter-agency gateways

Depends on months 1–8 landing
before any of it starts.

YEAR TWO

Deferred, on purpose

- Network segmentation programme
- Operational-technology monitoring
- Allocation and back-allocation
- Route optimisation

Each one needs something to be
true first, and it is not yet.

We would rather deliver three modules that work than promise eleven that do not.

What could start immediately

No new sensor. No new law. Nobody's consent.

G01

One national production figure,
with its chain of custody

G17

Litres loaded against litres
discharged

G05

One reference that follows a
cargo from lifting to receipt

G02

Where a file has stopped, and
for how long

G07

Flare observation set beside the
company's own return

G20

A response process for a
satellite notification, with a
clock on it

Part of the answer is not software

A metering baseline needs instruments and people.

What software can finish, and what it cannot

A METERING BASELINE NEEDS INSTRUMENTS AND PEOPLE, NOT A DASHBOARD

SOFTWARE CAN

- ✓ Aggregate every return already filed
- ✓ Compare declared against observed
- ✓ Flag what falls outside tolerance
- ✓ Publish the record, on schedule

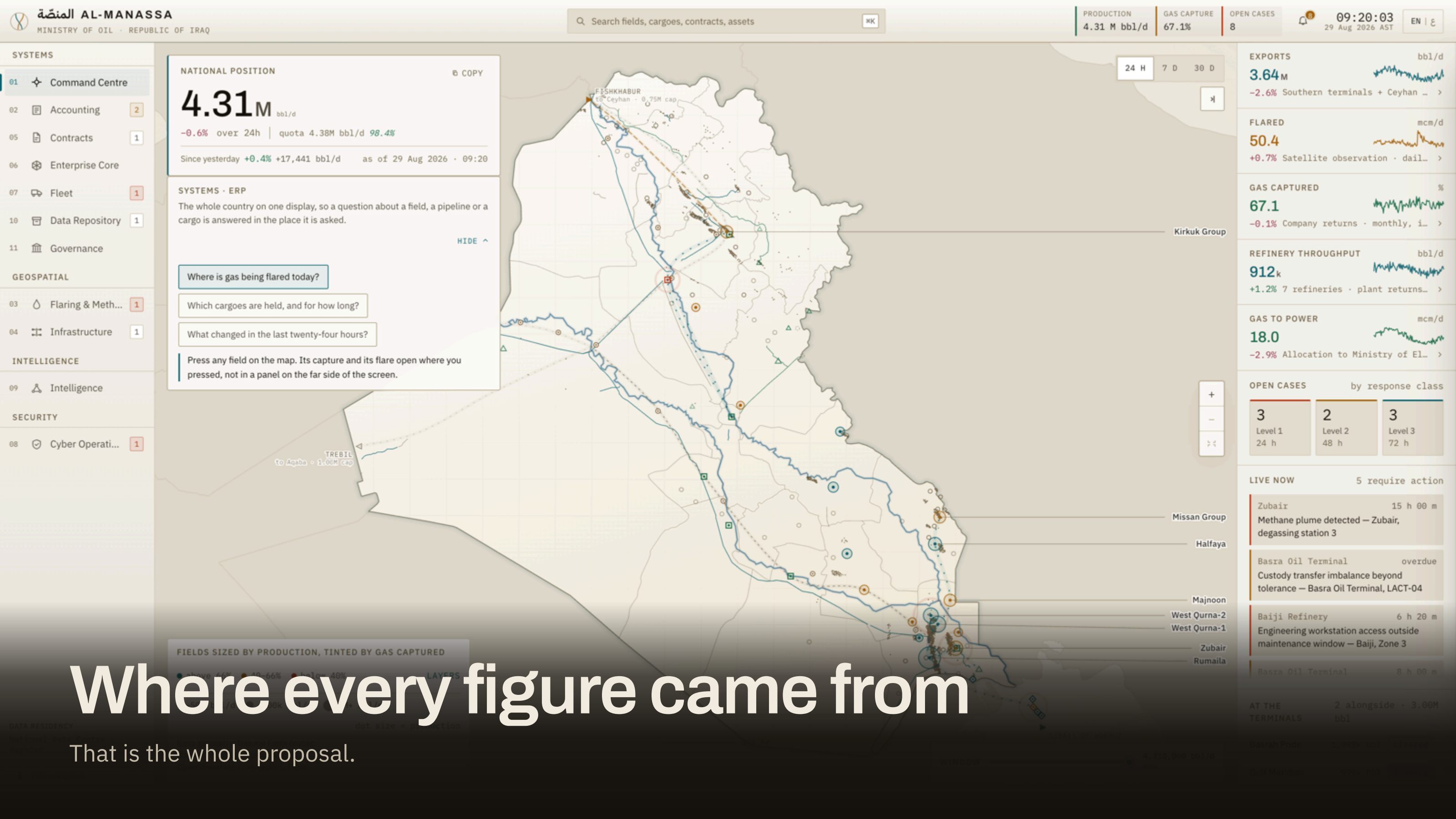
SOFTWARE CANNOT

- ✗ Install a meter that is not there
- ✗ Calibrate an instrument in the field
- ✗ Win an operator's contractual consent
- ✗ Prove a meter it never touched

1,691 of 4,898 meters proved, last published 2010.

The platform can show what is missing. Only instruments and people can install it.

A metering baseline is field work first. The dashboard comes after, not instead.



Where every figure came from

That is the whole proposal.