Detailed Plan for a Secure, Peaceful and Soverelyn Line

07-F-0516 Doc#1

The detailed plan presented in this working document is based on a clear strategy for achieving our vision of the early restoration of full sovereignty to the Iraqi people. The plan indicates progress since a preliminary draft in early June. Further planning to achieve our strategic objectives will continue to require regular review and updating.

The Coalition and our Iraqi partners have identified four principal objectives or 'core foundations' within that strategy:

- Security (TAB A) establishing a secure and safe environment
- Essential services and infrastructure (TAB B) restoring basic services to levels which promote stability in Iraq
- Economy (TAB C) creating the conditions for economic growth
- Governance (TAB D) enabling the transition to transparent and inclusive democratic governance

These strategic objectives are intertwined: none can be pursued in isolation. Political and economic progress depends in part on security, but should itself help to create a safer environment.

L. Paul Bremer, Administrator Coalition Provisional Authority With Saddam Hussein's regime removed, the Iraqi people have the opportunity to realize the vision of a stable, prosperous and democratic Iraq. The Coalition Provisional Authority (CPA), the Governing Council and its ministers, local and provincial councils across the country, the UN and the international community all have key roles to play in rebuilding Iraq.

The document describes the CPA's strategy for carrying out its role in this historic process. The CPA exercises interim governance responsibilities in Iraq under international law. However, we do not work alone; we now have a significant partner in the Governing Council. This body represents the voice of the Iraqi people to the CPA and to the world. Iraqi Ministers are now running Iraq's ministries and are accountable to the Governing Council. Over time, the CPA intends to transfer increasing authority to the Governing Council, the ministers, and the provincial and local councils that have been established across the country. Together, Iraqis and the CPA are forging a partnership to guide the nation forward in its transformation.

This document is designed to set out the vision of the CPA, provide a basis for consultation with our Iraqi counterparts, and direct the work of the coalition in a flexible manner. It recognizes the need to retain the support of the Iraqi people in all that we do, knowing that their support is vital to our success. The plan recognizes the need for further planning in coordination with the Governing Council and its ministers, as the process of rebuilding Iraq evolves. This document is also aimed at the international community whose political and financial backing will be essential if our overall objectives are to be achieved. While full economic recovery will take years, the economic reform program provides a vision of a future of freedom and prosperity towards which we and the Iraqis will work in the short term.

The plan describes key action steps within the various core elements that determine the CPA's priorities in the short, medium and long-term. From this, we can review what we have achieved and where we need to adjust. Finally, the plan will assist us and the Iraqis to allocate our resources and those of Iraq. It will also assist in attracting critical resources and capabilities from the international community.



### Our Goal

The primary goal of the Coalition Provisional Authority (CPA) is the early restoration of full sovereignty to the Iraqi people.

We seek a unified and stable, democratic Iraq that provides effective and representative government for the Iraqi people; is underpinned by new and protected freedoms and a growing market economy; is able to defend itself but no longer poses a threat to its neighbors or international security.

A major step towards that goal was taken on July 13, with the establishment of a Governing Council of 25 Iraqis representing all major strands of Iraqi society. The Council has substantial powers. On August 15 the Council appointed a committee to recommend a process for writing a new Iraqi constitution. On September 1 the Council appointed 25 interim ministers. The ministers are now running Iraq's government on a day-to-day basis. The Governing Council and its ministers will be consulted on all major policy issues and on our planning for the restoration of sovereignty to the Iraqi people.

## Security .

Coalition forces will help Iraqis to eliminate the threats to their security and will remain in country for as long as they are needed. Over time we shall transfer security responsibilities to Iraqi police, military, and other security forces as we advance reconstruction and build up institutions of good governance.

The Iraqi people are already contributing to the security effort but must build the capacity to assume full responsibility for meeting the country's security needs as soon as practicable. This will enable the draw-down of coalition forces. Our priorities therefore include:

- Development and training of Iraqi security forces, including an effective police force, a new Iraqi army, specialized protection forces and a civil defense corps
- Development of civilian national security oversight mechanisms
- Measures to ensure border security
- Measures to build the justice system and improve the penal system
- Ensuring that Iraq is free of terrorists and weapons of mass destruction.

## **Essential Services**

Effective delivery of basic services is a major priority for the Iraqi people and the CPA. Our program involves:

- Reconstituting the power infrastructure
- Improving water resource management
- Ensuring food security
- Improving health care quality and access
- Rehabilitating key transport infrastructure
- Improving education and housing quality and access
- Reconstructing the telecommunications system.

# The Economy

To realize the country's full potential for economic growth, Iraq will need initially to:

- Build financial market structures
- Promote private business
- Determine the future of state-owned enterprises.

Policy work is also in progress on:

- Reforming subsidies, while building a social safety net
- Designing an oil trust fund
- · Reform of the tax and tariff system.

# Governance

Iraq has suffered from decades of tyranny. Effective representative government, sustained by democratic elections, requires the rapid development of new frameworks and capacities, including:

- A constitution drafted and approved by Iraqis
- Institutions and processes to conduct free and fair elections
- Open and transparent political processes
- Measures to improve the effectiveness of elected officials, including strengthened local government systems
- Effective and fair justice systems
- Respect for the rule of law and human rights
- Creation of a vibrant civil society.

### Information

Strengthening the media is essential for the development of healthy democracy in Iraq. This will require legislation to protect free speech as well as to regulate broadcasting and promote responsible journalism. Professional bodies have a role to play in setting journalistic standards.

We must ensure that our policies are communicated accurately and effectively at all times to the Iraqi people. The CPA's communications strategy is designed to get our message out in an honest, clear and timely way — and then to take account of the responses of the Iraqi people, including their expression through the media.

#### Resources

External assistance is essential to support Iraq's transition to representative government and a market economy. Eastern European experience would argue that a substantial international commitment is needed. But Iraq starts the process at a lower level of economic and political development. Its energy wealth has been badly mismanaged for decades, leaving the country unable from its own resources at present to provide an acceptable living standard for its people. All infrastructure sectors suffer from chronic underinvestment.

Clearly, the United States and the international community and institutions must take the lead. The US Congress has been invited to approve very substantial additions to the budget for Iraq. A wide range of other prospective aid donors are keen to contribute to the future development of Iraq. Only a coordinated international effort can bring prosperity and stability to the Iraqi people, discourage terrorists from using Iraq as a safe haven and contribute to a lasting peace in the Middle East.

# **Planning**

Our planning, which is a dynamic and iterative process, involves:

 An array of mechanisms for consulting the Iraqi people and the new Iraqi institutions, including regular sessions with the Governing Council and Iraqi ministers.

- An unprecedented joint civilian and military planning process to produce a joint strategic plan — the military contribute vitally to all key objectives
- A comprehensive and evolving plan for the short, medium and longer term, but
- Necessary flexibility to change, and to learn from experience.

The attached charts give further details, in their latest available iteration, of the sectoral plans being taken forward. The charts identify progress to date and establish targets and planning goals for the next 90 days and beyond January 2004. In some cases achievement of projects will depend on securing the necessary funding. We shall monitor progress against our strategic objectives and continue to refine the detailed plans set out here as a result of on-going consultations with the Governing Council and its ministers and as the situation in Iraq requires.

# **Definitions of Colour Status**

A decision on the traffic light color to be attached to each task reflects a judgment at Director level on progress, taking account of all relevant factors.



'Activities expected to be fully achieved on time'

Assessment/Prediction as to whether the time-phased target will be achieved on time and to the prescribed standard.



'At this point, SOME constraints on activity achievement'

Assessment/Prediction of SOME risk as to whether the time-phased target will be achieved on time or to the prescribed standard. Close monitoring required to meet targets.



'SIGNIFICANT constraints on activity achievement'

Assessment/Prediction of SEVERE risk as to whether the time-phased target will be achieved on time or to the prescribed standard. Immediate adjustments required if the target is to be achieved.

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# CPA Strategic Plan - Security

### Endstate

There is a secure environment for people and property that enables citizens to participate fully in political and economic life. The Iraqi government has the means, including its own defense and police forces, to assume responsibility for its external and internal security, including policing of its borders.

Relationships with regional states and with the international community have been established. The roles and accountabilities of organizations providing security are clearly defined within a legal framework. The legal framework also regulates the private possession and use of weapons.

		Achieve a Secure and Sta	able Environment	
1	Key Task			
	60 Day Plan (1 Aug - 30 Sep 03)	Status Narrative	90 Day Plan (1 Oct - 31 Dec 03)	Post-Jan 04 plan
1	Achieve a Secure and Sta	ble Environment		
	1 Provide basic law and o	order using Coalition forces		
	Provide basic law and order using Coalition forces. (CJTF-7).	Joint Iraqi/CJTF-7 patroffing provides basic law and order in all urban areas. Infrastructure looting and oil smuggling remain problems.	Continue to provide basic law and order using Coalition forces. (CJTF-7) Begin transfer of responsibility for law and order to CPA/Iraqi police.	Continue to transfer responsibility for maintaining law and order to traci police, (CJTF-7).
	2 Defeat internal Armed	Threats		
	Conduct operations based on actionable intelligence (CJTF-7).	Offensive operations will continue to defeat non-compilant forces and particular destabilities influences.	Continue operations based on actionable intelligence. (CJTF-7)	Continue operations. (CJTF-7) Commence transfer responsibility to

	Achieve a Secure and Sta	able Environment	
Key Task			
60 Day Plan (1 Aug - 30 Sep 03)	Status Narrative	90 Day Plan (1 Oct - 31 Dec 03)	Post-Jan 04 plan
3 Undermine Support for I	Paramilitaries		
Offensive operations (CJTF-7)     CMI-military operations. (CJTF-7)     Information Operations. (CJTF-7 & CPA)	CJTF-7 and CPA continue to conduct tasks necessary to isolate paramilitaries and encourage public participation in civil society as an alternative to peramilitaries. CJTF-7 continues offensive operations and Civil Military Operations. CJTF-7 with CPA participation, is conducting Leadership Engagement plan, phase 1 of which is complete, to have Iraqi leadership assume responsibility for a safe and secure environment.	Offensive operations (CJTF-7) Civil-military operations. (CJTF-7) Information Operations. (CJTF-7 & CPA)	Offensive operations (CJTF-7) Civil-military operations, (CJTF-7) Information Operations, (CJTF-7 & CP/
<ol> <li>Strategic communications, especially fraqi Media Network, to win popular support. (CPA)</li> </ol>	Mass media info operations and strategic communications need to be better focused and reach a broader audience. Civil-military programs need to be funded.	Strategic communications, especially iraqi Media Network, to win popular support. (CPA)	Strategic communications, especially traqi Media Network, to win popular support. (CPA)

Ka	Took	Achieve a Secure and St	able Environment	
Ve	y Task 60 Day Plan (1 Aug - 30 Sep 03)	Status Narrative	90 Day Plan (1 Oct - 31 Dec (3)	Post-Jan 04 plan
	4 Deter external aggression	n and subversion		
	1 Border operations. (CJTF-7)	CJTF-7 presence deters overt aggression. CJTF-7 border operations prevent some infiltration.  Approximately half of Border Police are in post but they lack infrastructure end equipment. Until the Border Police are fully capable, infiltration and amuggling will remain problems.	Border operations. (CJTF-7).  Develop border policy. (CJTF-7/CPA).	Continue. (CJTF-7) Begin to transfer sodernal security responsibility from CJTF-7 to Iraqi Ministry of Interior.
	2 Civil/military operations. (CJTF-7)	CJTF-7 continues CMO operations to make local populations less susceptible to external subversion.	Civil/military operations. (CJTF-7)	Fransfer responsibility for external security planning and oversight to CPA/track ministries.
	Diplomatic efforts to discourage externel subversion. (CENTCOM/DOS)	Further diplomatic efforts are needed to discourage external infiltration & subversion. Strategy in the region must support the overall objective of deterring external aggression and subversion. Foreign paramilitary personnel continue to infiltrate along leafs eastern border. Western borders remain porous. To date, the Iraqi population has been largely unreceptive to foreign influence.	Diplomatic efforts to discourage external subversion. (CENTCOM/DOS)	Diplomatic efforts to discourage external subversion. (CENTCOM/DOS)
	5 Eliminate munitions cac	hes, unexploded ordinance and	excess military equipment	
	1 Fliminate munitions caches	850 000 tone of munitions have been	Racin to transfer reconneits lifty for	Transfer responsibility for munitions

1 Eliminate munitions caches, unexpided ordnence and excess military equipment. (CJTF-7) First of 6 contract demilitarization sites operational by 15 Oct 03.

650,000 tons of munitions have been discovered. New munitions caches of all sizes continue to be discovered, hence operations will continue. Serviceable ammunition will be preserved.

Begin to transfer responsibility for elimination of munitions caches to contractor of interesting institutions.
(CJT-7)
Begin operations at 6 disposal sites by end of December.

Transfer responsibility for munitions caches elimination to Iraqis, (CJTF-7) Have 6 sites operating at full capacity by end of January.

Key Task

60 Day Plan (1 Aug - 30 Sep 03)

Status Narrative

90 Day Plan (1 Oct - 31 Dec 03)

Post-Jan 04 plan

# Public Safety: Develop Institutions that are Effective in Protecting Society and Constitutional Order

1 Develop and apply consistent vetting policies and processes

Implement de-Be'athilication Order.
 Develop and use consistent records on Be'ath memberahip & personal data (criminal records, DMV, nationalities registration).

High National Deba'athification commission established; initial proposals submitted to CPA.

Complete transfer of authority to commission.

Provide support and training for investigations and appeal process as required. Community based DeBe'athification program ongoing

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#### Public Safety: Develop Institutions that are Effective in Protecting Society and Constitutional Order

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60 Day Plan (1 Aug - 30 Sep 03) Status Narrative 90 Day Plan (1 Oct - 31 Dec 03) Post-Jan 04 plan Establish governance framework for internal security 1 Refurbish Ministry of Interior (MOI) Refurbishment underway; completion Complete refurbishment of MOI office offices and facilities. Establish may slip to January. infrastructure. Acquire interim logistics administrative, staff and command infrastructure and contract support for implementing required actions. infrastructures. Completed. **Construct National Communication** Center within MOI compound. Completed. Rehabilitation of Middle Area Customs Completed. Department Dormitory Wing within MOI compound. 2 Develop policy options on keeping the Policy options under development; Develop security sector strategy in Advise the GC on legislation. police and other civilian security forces working with General Counsel on conjunction with GC and the Ministry of apolitical; define the functions of the Interior. Policy decisions on structure possible legal frameworks. military and police. of the police service; policy decisions on roles and relations of security forces (e.g. Military Aid to the Civil Power). 3 Enact CPA Order on weapons Enact revised CPA Order on weapons Completed. implement disarmament program. regulation. regulation. Complete Weapons Card Policy. Begin information campaign and enforcement of weapons policy, if approved by GC. 4 Plan regulation of private security Completed. Develop and implement regulatory implement regulatory framework for sector. framework for private security sector. private security sector. 5 Establish a Criminal Justice Working To be established. Establish a Criminal Justice Working Continue coordination. Group at top level from Police, Courts Group at top level from Police, Courts and Corrections, including tragis, to and Corrections, including Iraqis, to coordinate policy and reforms. coordinate policy and reforms. 6 Continue pechmenta retirement Pensions being paid; peshmerga Develop policy options on future of Develop demobilization and integration program and encourage peshmerga to being encouraged to join security milities. program for militia personnel including: join ICDC, FPS, IPS, BP, etc. (CPA & forces. Continue retirement payments. Job inventory, training. Synchronize with

CJTF-7)

disermament program.

security force recruitment campaign and

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Post-sn 04 plan	Exforce Code, that tooks police accountable for additions that violate theritan or cold rights.  Continue & build community institutions that take effective actions to addiens accountability issues.	Mexical acceleration officials to achieve system (20,00) after retirement and drum.  Continuer developing accepting and requising thechanisms that atmed a		
90 Day Plan (1 Doc. 31 Dec Co)	Develop policing strategy including pleaning setablishment at a busic strategy beginning at the setablishment at a busic strategy Beauty policy declation on their motion commend except of a particular (local or national), recommend Orders that hold police accountable for actions that will be policy downership policing connecting programs establish a public priformation carpatolity within the IPS, begin training on orine prevention and come amorphoses.	Design new recriting campagn; target recruiting and selection to influe	9 8	
Stetus theirstro	d Accountable Police System  Collen owntyn palcy being breatyst, optimal grangement policy systems by COTE. One policy and considers being designed.			
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#### Public Safety: Develop Institutions that are Effective in Protecting Society and Constitutional Order

#### Key Task

3 Train and retrain IPS personnel. Refurbish academies and provide instructors, develop Public Safety

60 Day Plan (1 Aug - 30 Sep 03)

Finalize budget to train 33,000 new recruits in 2 years and policy decision that enacts the International Police Task Force (IPTF).

Deliver Transition and integration Program (TIP) courses for 5,000 returned police officers.

Status Narrative

Arrangements being negotiated for

Budget established for all programs.

training of new recruits in Jordan.

Plans being developed for IPTF.

90 Day Plan (1 Oct - 31 Dec 03)

Post-Jan 04 plan

curriculum with emphasis on human rights and community based policing.

5,334 in TIP training.

Evaluate facilities and plan refurbishment of all academy structures. Construction completed 60%.

Present the first basic mandate course in Jordan: Begin training for 1,500 new recruits. Begin development of Field Officers Training Program (FTO). Work cooperatively with UN and international human rights organizations to provide training, perl to partition bas seen arews Police. Have donor countries screen and submit applicants based upon the revised staffing concept for 1,500 officers. Begin logistical support and movement of personnel into Iraq in support of the Iraq Police Task force,

Establish a 50 person induction training team to perform induction training at an in-country training site. Recruit and provide an international training team for the 3 Iraq academies. 1 training center and the off-site center.

Expand Transition and Integration Program courses to 1,500 rehires.

Train Iragi counterparts to be responsible for quality control, evaluation and development of new courses to be offered. Construction completed 100%.

Begin Command and Supervision courses and plan advanced and specialized courses.

Have a minimum of 1,000 IPTF members in-country assigned with personnel in all regions of Iraq.

Key Task							
60 Day Plan (1 Aug - 30 Sep 03)	Status Narrative	90 Day Plan (1 Oct - 31 Dec 03)	Post-Jan 04 plan				
4 IPS facilities and equipment. Refurbish police stations.	202 police stations out of 345 operational; 31 out of 67 stations in Baghdad operational.	Continue repairs, refurbishment of police stations.	Continue repairs, returbishment of police stations.				
Acquire equipment for IPS.	IPS equipment currently either delivered or on order includes pietols, emmunition, uniforms, and professional gear (flak vests, handcuffs, flashlights, etc.) for 50,000 officers. 400 vehicles and associated equipment (radios, lights, etc.) are funded and pending procurement action.	Acquire additional equipment for IPS as funding is made available.	Acquire remaining equipment for IPS as funding is made available.				
5 Build Internal control mechanisms.	Limited progress.	Provide advice to the GC on orders/legislation that make police responsible for any intentional violation of human rights or "constitutional" protections within a court of competent jurisdiction.	Assist Iraqi MOI in developing administrative procedures to implement civil service procedures and work protection.				
		Propose Order that makes police responsible for any intentional violation of human rights or "constitutional" protections; review existing laws that provide immunity for police and military.					
		Establish IA section staffed with both international and local national staff. Begin the two week training course on internal investigations and due process rights. Begin public relations campaign promoting ethical responsibilities of irray police and encouraging citizen involvement and reporting of incidents.					

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90 flay Plan (1 Oct – 31 Dec 03)	In conjunction with the Ministry of interior, grant to extreme interior organization. Earther guidelines for the collection, distantisation and use of interiorical.		CBd. Transfer of Authority for local two entrances of the control	Deploy up to 54,000 FFS personnel, Trainafer FFS to individual ministries. Trainafer of Authority (TOA) from CATF- 7 to CPA.	Establish the FPS Professional Cauchards & Training Program with Adigan.		
Statut Naciative	Phens Caing descalated  Phens baing descalated  Underway.		Fartal Carro Statistics Deling collection	Tifred officiers exceedage targets (28.800), Trained 21,000	requisitions Ministry of transfer house a deal in programme and the programme of the programme Course (Inc.)	Completed. 7. Bris completed training by 30 Sept. 6,800 personnel recruited.	
50 Day Planch Aug., 50 Sep.03)	S Piet expedigionary of a comment the Millianne organization. Boys process of the engaging tray Police Millianne organization organizations.  Establish Stockal Police Units (SWAT, public acter)  Reconstruct Traffic Police to pre-user capacity of 5,200 officers.		for police depathing and gain for Transfer of Authority, (C.ITF-7/CP-A).		2. Corrector girocondures, and regulations.  for Fig.   Fig. Fig.   Found the Iran Chill Dates	KDC Establement Oxo Deschlanty Order Island Rectul, estilic Islan and 4 Bre 1000; (CJTF-7)	Muratah, Odober Oy, 1883

#### Public Safety: Develop Institutions that are Effective in Protecting Society and Constitutional Order

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60 Day Plan (1 Aug - 30 Sep 03)

Status Namative

90 Day Plan (1 Oct - 31 Dec 03)

Post-Jan 04 plan

#### Reconstruct Civil Defense organization and establish mine action programs

Completed.

1 Develop plan for Civil Defense organization (fire, rescue and EOD).

Order to separate Civil Defense from IPS.

Acquire 100 fire trucks.

100 Fire trucks delivered.

Acquire 200 fire trucks & water tankers.

Acquire 636 fire trucks.

Begin renovating fire stations.

Completed renovation of 3 Baghdad fire stations; 8 under contract, 14

Continue renovating fire stations.

Continue renovating a total of 200 fire stations & build new fire stations.

Overhaul Bachdad CD communications system. being assessed.

Evaluate Jordanian training options. Plan & develop curriculum for Public Safety Academies.

Start CD training at 3 Public Safety Academies.

Acquire first tranche of Personal Protective Equipment (PPE) & Self Contained Breathing Apparatus (SCBA).

Acquire additional PPE & SCBA.

Overhaul national communications.

On schedule.

Equip 20 Explosive Ordinance Disposal

Q1-Begin recruitment campaign Q1-Emergency Cell Center operational Q2- Dispatching Center operational

Q3 - Emergency Operations Center

Q2-Q4-Recruit and train an additional 5,000 firefighters.

2 Establish National Mine Action Authority (NMAA) under MOP with contract to RONCO. Beclin Mine Risk Education program and continue demining.

On schedule.

Train NMAA staff and develop MOEs.

Establish Ragional Mine Action Centers at Arbit and Basra. Take over 5,000 personnel from UN in north.

Establish Iraq Mine and Unexploded Ordnance (UXO) Clearance Organization (IMCQ).

Continue mine action.

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#### Public Safety: Develop Institutions that are Effective in Protecting Society and Constitutional Order

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60 Day Plan (1 Aug - 30 Sep 03) Status Narrative 90 Day Plan (1 Oct - 31 Dec 03) Post-Jan 04 plan Develop Effective Border Security Policy under development. DBE Complete border policy and visa Develop border policy (CJTF-7/CPA). Implement border and Immigration regime. Set up an MFA/MOI Institutionalize three sections: Bureau sections being established. policies. of Border and Customs Policy, Bureau committee on border issues. Build of Border Inspections; Bureau of Institutional capacity. Nationality and Civil Affairs. 2 Rehire and recruit staff to an eventual 10,424 employees at work including Hire and train remaining staff, Continue training. Transfer of Authority total target of 25,043 staff (including 2,400 Customs & Immigration border control to MOI, DBE (CJTF-11,576 Border Police, 3,000 Customs inspectors and 5,534 Border Police 7/CPA). inspectors, and 1,000 immigration trained using TIP and Program of inspectors; remainder are supporting Instruction. civilian staff). (CJTF-7/CPA) 3 Select Bureau chiefs. (MOI) Bureau chiefs selected. Select regional and divisional assistant. Transition DBE to Iraqi control. Begin uniform issue. Other actions underway. chiefs. Begin PISCES Installation. implement central border payroll. Appoint instructor advisors. Start buildings renovation on 53 Border Police facilities and 19 port of entry facilities. Develop emergency management command and control system for Iraq that can coordinate police, fire, rescue and emergency medical assistance in the event of a natural or manmade disaster.

1 Establish a plan for the Installation of a public safety communications system that will promote the command and control necessary to respond to a disaster.

Plan being developed. The majority of the cables are already in place and being reworked to be stood up over the next two months.

Install communications infrastructure and equipment, to include (but not fimited to) hand-held radios, base stations, repeaters, communications towers, with associated installation. training, operations and maintenance **Build Justice** 

Key Task

60 Day Plan (1 Aug - 30 Sep 03)

Status Narrative

90 Day Plan (1 Oct - 31 Dec 03)

Post-Jan 04 plan

# **Build Justice**

1 Establish Independent judiciary

Issue Order to re-establish Independent judiciary - Council of Judges.

-Completed

Appoint international advisor to support Support tradi constitutional debate on council of Judges. Support tradi constitutional debate on relationship of judiciary and prosecution.

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Security

		Build Just	ice	
Key	Task			
	60 Day Plan (1 Aug - 30 Sep 03)	Status Narrative	90 Day Plan (1 Oct - 31 Dec 03)	Post-Jan 04 plan
2	Reform Judicial System			
1	Deploy 12-15 international advisors on criminal justice.	4 advisors deployed.	Plan for expansion to 30 advisors.	
2	! Start Central Criminal Court (CCC) trials. Propose establishment of a CCC investigation unit.	Completed.	Increase number of CCC trials.  Evaluate the CCC to determine if there is a need to recommend the integration of international judges and prosecutors.	Transition to comprehensive Iraqi system, with full review and appeals process.
` 3	Open all courthouses in Iraq.	Completed.	Begin to reconstruct and harden courthouses with security features and guards. Expand count capacity, including criminal, civil, family.	Continue reconstructing and hardening courthouses.
4	Judicial Review Committee to vet all Judges and prosecutors in Iraq for Ba'ath membership, corruption and ties to the former regime.	Substantial progress made due to selzure of records. Additional staff would accelerate vetting process.	Complete vetting by December 2003.	
. 5	Establish the legal framework for an traql wide legal system which will provide counsel to indigent defendants	Partially implemented.	Implement an Iraqi wide legal system which will provide counsel to Indigent defendants by end December 03.	•
6	Introduce judge training seminars	Underway, but progress severely firnited.	Introduce judge training seminars	Introduce judge training seminars
. 7	Establish a Judicial Inspection Unit to investigate misconduct by judges and prosecutors.	Superseded by establishment of Council of Judges,	Transition inspection from Judicial Review Committee to Council of Judges, with CPA advisor.	
8	Reform the curriculum and the admission procedures of the Judicial College.	Underway, but progress severely limited.	Reform the curriculum and the admission procedures of the Judicial College.	
9	Evaluate the need for emergency orders which increase the role and functions of the public prosecutor.	Under consideration.	Continue to evaluate the need for emergency orders which increase the role and functions of the public prosecutor.	
10	Encourage use of the regular court system for major felonies	Underway	Continue to encourage use of the regular court system for major felonies including the provision of security for judges, prosecutors and witnesses.	Encourage use of the regular court system for major feloniesincluding the provision of security for judges, prosecutors and witnesses.
11	Develop Measures of Effectiveness system (e.g. number of falony trials)	Some data available and is being used to highlight systemic problems.	Continue to develop MoE system (time arrest to trial, number of felony trials)	

		Build Jus	tice	
Key 1	Task .			
	60 Day Plan (1 Aug - 30 Sep 03)	Status Narrative	90 Day Plan (1 Oct - 31 Dec 03)	Post-Jan 04 plan
12	Plan to build capacity to investigate serious crime.	Plan drafted.		Develop ability to investigate and prosecute terrorism and organized crime cases.
13	Plan to build capacity for investigation of crimes against humanity.	Plan drafted.		Assist in the investigation and prosecution of crimes against humanity.
3	Reform the criminal code	•		
. 1	Review existing penal code and draft emergency order to remove provisions that are inconsistent with human rights.	initial review complete.	Complete review of existing penal code and draft emergency order to remove provisions that are inconsistent with human rights.	
2	In conjunction with the GC, draft emergency order to address terrorism, gangs and organized crime.	Models available but not yet drafted or discussed with GC.	Work with GC to draft emergency order to address terrorism, gengs and organized crime.	Assist in drafting a comprehensive Iraql penal and criminal procedure code. Assist in revising the Iraql Civil code.
•	- · · · · · ·		-	-

		Build Just	ice	
Key	Task	t.		
• •	60 Day Plan (1 Aug - 30 Sep 03)	Status Namative	90 Day Plan (1 Oct - 31 Dec 03)	Post-Jan 04 plan
-	4 Improve the penal syste	m.		
	1 Develop prison reform plan.	Outline plan drafted.	Implement prison strategy.	March 04, complete national prison strategy. Develop work release program; probation/parole program.
1	2 Refurblish prisons	13 facilities open and 3,575 beds provided. Military support and security are required for operations.	Provide additional 7,645 beds at 7 facilities.	Refurbish 22 facilities with a capacity of 5,600 and create at least 4,000 prison staff jobs.
	3 Build new prisons	Budget planning complete.	Project planning and initial surveys.	Complete construction of 4 new facilities with total of 4,400 bads by Dec 2004 creating at least 800 prison staff jobs.
••				September 2007, complete 2 new 4,000 bed prisons. This will be a final total of 26 facilities.
	4 Improve quality of prisons.	Current status surveyed.	Plan for raising standards.	March 2005, 50% of prisons compilant with UN standards; Sept 2007, all prisons compliant with UN standards.
. 8	6 Begin to provide security equipment for renovated detention and prison facilities.	Gradual progress due to delays in financing and difficulty in Identifying suppliers who can deliver in the required timeframe.	Continue to provide security equipment.	Continue to provide security equipment.
. •	8 Recruit and train 550 tract officers to replace military personnel in reactivated facilities. (MOJ)	Recruited and trained 550 tract officers using CJTF-7 instructors. Need CPA advisors to replace the military. Interim appointments made for senior	Recruit approx 500 ICS officers per month.	Achieve a total of 14,000 ICS staff.
	Appoint and train an iraqi leader of the iraqi Correctional Service (ICS).	positions.	Continue to staff ICS department heads and support staff. Develop administrative, personnel and logistic	
	Appoint leaders of ICS Adult, Juvenile and support departments		support structure for the ICS.	
	7 Identify location for an ICS National Training Academy.	Space allocated in the Iraq Public Safety Academy.	Appoint training director and staff to replace military personnel. Move to a 2 week course.	Continue and enhance training.
	Develop standard training program for correctional officers which includes human rights and anti-corruption leaves.	week courses underway; longer training programs developed.		

#### Develop Iragi defense capabilities and oversight mechanisms

60 Day Plan (1 Aug - 30 Sep 03)

Status Namative

90 Day Plan (1 Oct - 31 Dec 03)

Post-Jan 04 plan

# Develop Iraqi defense capabilities and oversight mechanisms

## Establish civilian authority over military and develop defense policy

Completed.

Demobilization and reintegration of ex-military personnel

1 Draft Organizational plan for national security.

2 Define plans for a Defense Support Agency as the basis for a ministry infrastructure.

3 NIA Establishing Order, Disciplinary Order issued.

Draft in progress.

Establishment order signed.

security formed and reports. conjunction with the GC.

Begin establishment of DSA in

GC advisory commission on national

Plan for national security policy and Institutions.

NIA Staff training and functioning.

DSA fully functional.

1 CO/NCO stipends on regular schedule. Conscript stipends pald.

Payments continue and demonstrations by ex-military and government workers have stopped. Begin to transfer responsibility to Iraqis. Banks identified in each province, stipend payments shifted to banks.

information input into database in relation to registration questions.

Transfer responsibility to traqia to manage, making payment through the banks to individual accounts.

> Policy decision on routine stipend program and double-dipping. Job matching program in Iraqi hands.

2 International Organization for Migration registration in place. All IOM registration forms completed and in NSD possession. Ministry of Labor entering all ex-soldiers into the national employment database.

IOM/DOL job matching program begins. Continue.

	De	velop Iraqi defense capabilities	and oversight mechanisms	
Key	Task	•		<u> </u>
	60 Day Plan (1 Aug - 30 Sep 03)	Status Narrative	90 Day Plan (1 Oct - 31 Dec 03)	Post-Jan 04 plan
	3 Establish the New Iraqi /	\rmy		
•	Draft strategic plan for New Iraqi Army defining force structure, role and tasking.	Draft in progress.	Plan specialized and logistical units, armor, air transport and coastal defense components.	Prepare and approve FY 2005 (fraqi) budget.
			Initial 2 Bns operational,	September 2004 27 Bns operational in 9 brigades, 3 divisions, including one armored brigade.
	2 Define NIA employment concept	Draft in progress.		
. \$	3 Establish and begin training the New Iraqi Army. Train 1st Bn NIA.	Completed 4 October. Adjusted program for accelerated force	Employ 1st Bn NIA. Graduate 2nd Bn NIA.	Delayed entry recruitment campaign (to June) March: Graduate Bns 3 & 4.
		development concept.	Plan for opening of Iraqi Military Academy.	March: Graduate this 3 of 4.  Add HQ and support elements.  Jan-June 04 officer training in support of accelerated force development concept.
			Program adjustment to accommodate accelerated force development concept: expand recruiting capacity to provide soldier intake to support	Mar-August train 22 Bns Jan-Sep Coastal Defense Force training Jan-June air corps training (transport
÷			accelerated force development concept (subject to supplemental).	only) CS/CSS and specialized units training in-place; 1st Spt Bn employed Training increasingly shifting to fracis
				Brigade (and possibly Div) staffs in place Provisional Gen Staff in place Substantial Iraqi participation in IMET/other International training May-Sep open Iraqi Military Academy
•	Plan Army Aviation Element.	Plan drafted.	Implement plan.	Army Aviation Element operational 1 Sept 04.
	•			800 personnel; 8 C-130; 12 UH-1
	5 Plan Coastal Defense Force.	Plan drafted.	Implement plan.	Coastal Defense Force operational 1 Sept 04; 5 patrol boats.
	Identify potential foreign training opportunities.	Opportunities identified. 2 students at Jordanian staff college; 2 students at Jordanian NDU;	Solick Professional Military Education (PME) quotas, equipment contributions and training support. Develop concept for PME exchanges with region and coalition.	Solicit PME quotas, equipment, contributions and training support. Establish bi-lateral professional contact with coalition and regional counterparts and institutions.

y Task		,		
60 Day Plan (1 Aug - 30 Sep 03)	Status Narrative		90 Day Plan (1 Oct - 31 Dec 03)	Post-Jan 04 plan
7 Define equipment needs for 4 Bns and acquire equipment for 2 Bns.	Completed.	· · ·	Initiate long-term acquisition programs and logistical support activities.	By March 04, 4 Bris equipped  March to Sept, equip additional 23 b
Initiate base refurblehment program to support accelerated force development concept.	Initiated.		Plans made for integration of most military support into civil economy and in conjunction with other ministries. Refurbishment underway of basing infrastructure to support expanded force.	by June 04, garrisons for 9 brigades constructed.

Establish and exercise civilian control over national security resources. Inventory MIC assets/personnet. Interim Minister for MIC appointed. Resolve MIC WMD.

Responsibility transferred from SA(NSD) - to be dealt with under general SOE policy.

Enable Iraq to Become a Responsible Member of the International Com
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60 Day Plan (1 Aug - 30 Sep 03)

Status Narrative

90 Day Plan (1 Oct - 31 Dec 03)

Post-Jan 04 plan

# 5 Enable iraq to Become a Responsible Member of the International Community

1

Develop tradiforeign & national security policy options

Build Iraql foreign and national security policy capacity

Develop Ireq regional and coalition relationship security concept. Consult with GC on regional/coalition security plan and exploit opportunities for multi-lateral mutual security arrangements within region.

Education and training of potential senior officials; roundtables and seminars for capacity building.

Start the training program abroad for 10 young diplomets.

tradi strategic and foreign policy concept paper.

Develop training programs abroad for MFA and other ministries. Develop the international curriculum and training activities at the Diplomatic Institute.

#### Enable Iraq to Become a Responsible Member of the International Community

Key	Tack

60 Day Plan (1 Aug - 30 Sep 03)

Status Narrative

90 Day Plan (1 Oct - 31 Dec 03)

Continue to support Iraqi participation

Promote and lobby for the Madrid

Open Iraqi dipiomatic missions in

Washington and London. An advance

team to be in place by November 2003.

Donor Conference in New York (bilateral contacts), Brussels - EU. European capitals, Asian countries and

organizations (including UN specialized

in meetings of multilateral

organizations).

the Middle East.

Post-Jan 04 plan

### Reform Iraqi Diplomatic Representation

1 Seat an Iraqi Delegation headed by a Completed. Foreign Minister at the 9/9 Arab League Ministerlal.

Get a high level tracil Delegation seated at the 58th General Assembly

of the UN.

Completed.

2 Open iraqi diplomatic offices in Washington and London.

work in 3-5 regional posts.

Resume limited consular/diplomatic Resumed.

Preparations on schedule.

Resume consular activities.

Conclude replacements and new postings at 30% of acting trad missions abroad (priorities: New York, Geneva, Vienna, Brussels). Fill the main positions in the MFA and in the priority missions abroad.

Re-establish diplomatic relations with Kuwait and Saudi Arabia.

Update and conclude visa regimes with all neighboring countries.

Activate inter-ministerial task unit dealing with the Hajj and the broader issue of religious tourism

Establish a Travel Unit in the MFA for tragi officials.

passports.

Continue official participation in the multilateral organizations.

Assess membership status of international organizations.

Conclude replacements and new postings in acting lead missions abroad (I, II).

Open diplomatic missions in Kuwait and Saudi Arabia.

Update and conclude cross-border agreements with all neighboring countries.

3 Establish a policy and process to issue diplomatic/official passports to CPA-designated senior Iraqi officials.

passports/seals in Iraqi embassies.

4 Get control of cash assets and

Completed

Inventory completed

Complete recovery of assets and

Thursday, October 09, 2003

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Security

# Key Task

60 Day Plan (1 Aug - 30 Sep 03)

Status Namative

90 Day Plan (1 Oct - 31 Dec 03)

Post-Jan 04 plan

# Resolve refugee and internally displaced person issues

1 Facilitate organized refugee returns to Iraq. Facilitated five groups totaling 1,277 refugees from Saudi Arabia; Facilitated returns from Europe for 268 Iraqis; Facilitated 2 groups from Lebanon totaling 885 Iraqis.

Continue to facilitate organized refuges returns to iraq. Formulate policies governing refugee returns from Iran. Complete one pliot organized return from Iran.

Develop plan to complete repetriations from Saudi Arabia or find other durable solutions for those remaining in Saudi Arabia. Continue organized returns with expansion of groups from Iran.

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# CPA Strategic Plan - Essential Services

#### Endstate:

Essential services and infrastructure, including particularly electricity, water and health care, are provided to acceptable standards that at least match prewar provision. Plans are in place, and where feasible being implemented, to improve the quality, and accessibility by all citizens, of all public services.

#### Provide Electricity Services that Meet National Needs

Kev Task

60 Day Plan (1 Aug - 30 Sep 03)

Status Narrative

90 Day Plan (1 Oct - 31 Dec 03)

Post-Jan 04 plan

# 1 Provide Electricity Services that Meet National Needs

I Improve generating capacity to 4,400 Megawatts (from 3200-3500 in July '03) by 1 October 03

1 Increase the levels of generation and reliability from existing power stations by undertaking maintenance activities. Work to resolve fuel supply problems. Repeir inoperable transmission lines. An intensive program to raise peak generation levels to 4400MW by the ent of September is nearing completion. CPA project managers have been stationed at all major power stations. A procurement process for equipment was developed using the CPA Contracting Authority, with support from Bechtel. Technical and logistics consultants from many different organizations were brought together Into one team.

Almost 1000 MW of generation capacity should be brought into

capacity should be brought into service in the near future when certain faults are fixed.

The reliability of power stations and

fuel supplies to them continues to be a major problem.

In summary, we have menaged to increase significantly the levels of generation during the last month. The progress made in assembling a large and capable team, of establishing good working relationships, of improving our knowledge of the infrastructure, and of developing effective processes, will form the basis for future development.

Task Force Restore Iraqi Electricity will initiate a large number of projects covering generation, transmission line repairs, communications and control and logistics management. They will begin a number of major projects, bringing some to completion and handing others over to the Program Management Office (PMO) on December 20, 2003.

An abbreviated Autumn maintenance program will take units offline for basic maintenance. It is, therefore, unlikely that generating capacity will increase during this period. However, decreased demand during this period of moderate temperatures should enable the present level of service to consumers to be sustained.

Supplemental funds will be used to Initiate or continue projects in rehabilitating and expanding generating capacity (\$2,900 million), transmission (\$1,550 million), and distribution, communications, security, and institutional development (\$1,225 million). The Program Management Office (PMO) will be established to execute major projects and programs funded by the 2004 Supplemental.

Many projects have already been identified as part of the "Summer of 2004 Program," including new gas turbine generation capacity, continued trensmission line repairs and implementation of SCADA systems for both transmission and distribution networks.

Provided supplemental funding comes through, 6,000 MW of capacity is to be up an running by summer 2004.

### Provide Electricity Services that Meet National Needs

Key Task

60 Day Plan (1 Aug - 30 Sep 03)

Status Namative

90 Day Plan (1 Oct - 31 Dec 03)

Post-Jan 04 plan

Fully implement policy on allocation of electrical power, through fair load shedding 3 hrs on/3 hrs off for domestic and commercial consumers

 Monitor compilance with the allocation policy.
 Optimize allocations to governorates, compulsory loads and substations.
 Public education concerning the requirements to implement planned toad shedding.

Compliance with the national allocation policy has improved, due partly to the increased levels of generation brought about by the 4400 MW program. When levels of generation are lower, it is the governorates that do not have power stations that suffer disproportionately. All but one governorate have been receiving more than the level of power required to enable 3 hours on/3 hours off load-shedding. As temperatures have fallen, the number of 'on' hours has increased.

However, much work remains to be done to improve compliance, particularly at the substation level. A plan has been developed to use Coalition Forces more effectively to monitor and enforce compliance.

Further improve compliance with the national allocation policy. This will partly be through improved monitoring and enforcement activities to be undertaken by Coalition Forces. Local load shedding schedules will be published.

Confinued use of load shedding achedules, but with decreasing levels of following.

# Provide Electricity Services that Meet National Needs

Key Task

60 Day Plan (1 Aug - 30 Sep 03)

Status Namative

90 Day Plan (1 Oct - 31 Dec 03)

Post-Jan 04 plan

## Publish draft document of long-term strategy for Iraql electricity sector

 Develop plane for the short and medium term development of the electrical power infrastructure. Conduct Initial assessment of the Ministry of Electricity organization and structure. Intensive planning activities have been undertaken, and plans continue to be developed. The 'Summer of 2004 Program' plan continues to be refined, including projects in the areas of generation, transmission, communications and control. All plaining activities have fully involved Ministry staff.

A program was developed rapidly for Task Force Restore Iraqi Electricity, that has taken the initial project definitions and, working with their principal contractors, have increased the detail of the planning so that execution may be rapidly undertaken.

Longer-term projects have been identified. Commence development of long-term strategy for the electrical power infrastructure.

Conduct thorough assessment of the Ministry of Electricity organization.

Implement process improvements.

The long-term strategy will continue to be refined. Projects identified and selected by the CPA shall be planned in detail by the executing party, be that Secrited, the PMO or other organization.

A transition plan for the Ministry of Electricity, encompassing organizational structure, training, staffing levels, financial processes, etc., shall be developed. 60 Day Plan (1 Aug - 30 Sep 03)

Status Namative

90 Day Plan (1 Oct - 31 Dec 03)

Post-Jan 04 plan

#### Minimize sabotage and improve security

1 Deploy Ministry of Electricity EPSS 'Power Police' and coordinate with Facilities Protection Service (FPS) and other security services. Improve reporting mechanisms. Enable coalition military to start withdrawing from fixed site security

Although sabotage and looting continue to be a major issue, progress has been made.

We have recruited, trained and equipped 1,840 additional Power Police during the last month. Equipment has been ordered, including a range of vehicles, communications equipment and weapons.

We are still considering a medium term solution to security of power lines, potentially involving many more power police, hiring of tribes and use of aerial surveillance.

Coalition Forces have withdrawn from some fixed locations. CENTCOM are forming an infrastructure security command, designed to coordinate security and intelligence in protection of key infrastructure.

Recruitment, training, equipping and deployment of additional Power Police, to increase the force strength to 4,000.

Commence Power Police patrolling of power lines, using newly procured vehicles. This program is contingent on receiving \$50 million through the supplemental.

Deploy Ministry of Electricity EPSS 'Power Police' to take responsibility for security for fixed sites and for patrolling power lines.

# Reconstruct Telecommunications System and Introduce Advanced Technologies

## 1

#### Repair pre-war damage

- Repeir four main telephone exchanges in Beghdad. This will restore connections to 100k subscribers
- Assessment has been completed and repairs have begun.
- Beginning October 1, one switch will be completed per week with completion planned for November 15,
- Start work on the next nine (9) exchanges in Baghdad to restore subscriber level to pre-war level and beyond. The fast exchange should be completed by January 15, 2004.
- Complete restoration work on Samarra exchange (South of Tikrit)
- international connection through Jordan should be up and running by early October, utilizing a microwave tower. Fiber optic connection with significantly higher capacity should be completed by October 30.
- Refurbish 8 additional post offices within Baghdad.
  Open all postal savings offices within Baghdad.
  Gain approval of postal budget from IPTC.
- identify and purchase postal equipment for national postal system.
- Complete architecture design for national trunked radio network for police, force protection services and military.

- Expand the fiber network for connections between the three northern governorates and iraq, Upgrade the optical fiber network to Introduce WDM systems.
- Connections established between Iraq and rest of the world via Kuwait and Syria.
- Establish a complete distribution network.

  Complete the rebuilding of all post offices and redesign the frag postal service into a modernized postal system.
- integrate civil and Coalition force trunked radio systems for comprehensive First Responder network.

 Repair telephone connections between Baghdad and all provinces.
 Expand international connections. Connectivity to Mosul and Basrah completed.

- 3 Refurbish 2 post offices in Baghdad. Submit postage stamps for print production. National Zip code mapped for the national Zip code system.
- Establish First Responder, Trunked Radio System for Public Safety radios. Provide Interim radio solution for Baghdad, Mosul, Basra police.
- First post office in Begindad is complete and operational with the second post office expected to open by the end of October.

  Printing of postage stamps will begin as soon as the Governing Council approves imaging.

  Zip Code mapping expected to be done by the end of October.
- Competitive source selection underway.

#### Reconstruct Telecommunications System and Introduce Advanced Technologies

#### Key Task

60 Day Plan (1 Aug - 30 Sep 03)

Status Narrative

90 Day Plan (1 Oct - 31 Dec 03)

Post-Jan 04 plan

#### 150

#### Establish comprehensive communication regulatory framework

 Form working group to author regulations. Produce first draft of regulations. Regulations in process of being drawn up with a joint CPA-Iraqi team.

Discuss regulations with Governing Council. Finalize regulation documents and implement throughout the country. In conjunction with discussions with the Governing Council, complete the commercialization of the internet and privatize it. Refine regulation of telecoms and broadcast media.

## 3

#### Let mobile ficenses

Issue tender for licenses.
 Select providers,
 Issue licenses.

Proposals have been received from potential providers and are being adjudicated. Begin providing mobile services. Hold competition for regional wireless local loop. Expand mobile services to all provinces. Award of the regional wireless local loop and install loop, providing expanded service to tradi metropolitan regions.



#### Assess the need for computers and associated equipment for all ministries

 Identify computer requirements for all ministries and survey donor entitles that will supply and finalize donations offered. Requirements have been identified for Ministries and Regions. A donor request letter is pending signature by CPA Director of Private Sector Development. Plan reception and distribution of information technology donations.

Establish comprehensive Enterprise Systems at Ministry of Communications, ITPC and Ministry of Finance.

#### 3 Provide Food Security for all Iraqis

# Enhance Capacity of MOA to promote private sector growth and maintain a sustainable agricultural production system

 Complete rehabilitation of Ministry of Agriculture (MOA) in Baghdad. Rehabilitation of two main Ministry of Agriculture buildings in Baghdad is now 90% complete and will be completed in accordance with a \$463,000 contract by end-September. Furniture and 80 stand-alone computers have been delivered and installed. Complete rehabilitation of governoratelevel MOA buildings and establish effective communication channels with the central Ministry. Begin process with ministry staff to develop strategic plan for iraq's agricultural sector and an organizational structure for the ministry that is consistent with meeting the goals and objectives outlined.

2 Develop transitional plan with Ministry of Finance (MOF) and MOA to reduce agricultural input subsidies Fall prices for di-ammonium phosphate (DAP) and urea have been proposed and will be announced shortly. Pricing of fall wheet and barley crop have been proposed to the Ministry of Trade which are consistent with overall policy of shifting agricultural support from inputs to outputs and moving sector to more direct forms of support.

Establish distribution price for Oil For Food Program poultry feed imports.

Prioritize and begin review with Ministry of Agriculture regarding policy studies, and strategy papers for development of the seed sector, revitalization of the poultry sector, land use policy, and land tenure.

3 Develop 2004 budget with governorstelevel input Draft budget proposal for 2004 submitted including budgets for stateowned enterprises. Identify functions within each SOE that can be transferred to MOA.

Implement 2004 budget in all 18 governorates.

4 Prioritize FAO projects in the northern governorates and identify 2004 funds

Completed prioritization of 284 contracts for \$700 million in agricultural inputs to be imported over the next year. In addition, working with the northern governorates, CPA has prioritized over 200 contracts totaling about \$100 million for import this year.

Solicit international donor support for special agricultural projects.

Begin project implementation in accordance with donor commitments.

Provide Food Security for all tracks	9	1		3	Y	7	ř	'n		į.	Ą		i	į		ř	Ť	į	ľ	ř	ř	۲	ľ	ľ	Ţ	H	ž	ı	Š	Ĭ	٩	â	į,	ì	
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		Provide Food Securit	y for all fragle	
Key	· Task			
	60 Day Plan (1 Aug - 30 Sep 03)	Status Narrative	90 Day Plan (1 Oct - 31 Dec 03)	Post-Jan 04 plan
	2 Assure supply of critica	Inputs		
	Review distribution system for supplies.	Plans for the distribution of 190,000 metric tons of DAP and 350,000 metric tons of urea have been completed, reflecting governorate level production patterns.	Receive Phase VII fertilizer shipments in-country and distribute to farmers.	Initiate study to identify process to transform Agricultural Supplies Company Into a private sector company in competition with other private sector importers and distributors of agricultural inputs.
	Prepare and secure warehouses to receive domestic and imported supplies	On schedule	Monitor distribution of Oil For Food Program (OFFP) supplies at 118 watehouses in 18 locations to assure timely smival and distribution of supplies. Complete audits of 10 percent of the individual warehouses.	Continue to monitor arrival and distribution of agricultural inputs supplied via OFFP Article 1483 contracts.
	Receive initial supplies of DAP funded under Oil For Food Phase II and begin distribution to governorates	Transition from the United Nations to CPA underway.	Transition from the United Nations to CPA will be completed.	
•	Support effort to rehabilitate 3 domestic fertilizer plants.	Initiated discussions with Ministry of Minerals and Industry to Initiate effort to rehabilitate 3 domestic fertilizer plants. Resumption of operations could save approximately \$200 million in foreign exchange needed to meet domestic fertilizer requirements in lieu of domestic production.	Ministry of Minerals and Industry will develop restructuring plan for fertilizer industry.	Ministry of Minerals and Industry will implement restructuring plan for fertilizer industry.

No further action

5 Distribute and treat wheat seed prior to planting to reduce smut.

Completed.

No further action

Status Narrative

Preliminary profile completed on nine

major colleges of agriculture - Abu-

Graib (2,812 students), Basra (691),

Mosul (748), Kufa (366), Tilatt (332),

90 Day Plan (1 Oct - 31 Dec 03)

Post-Jan 04 plan

#### Strengthen Research/Extension System

 Assess capacity of local agricultural colleges to support active program of research and extension.

assessment of needs and develop 3

· 2 Facilitate FAO/World Bank

3 Expand research and extension

year plan.

system.

Anber (529), Sulamaniya, Arbil, and Dihok. Preliminary project proposal submitted to World Bank/FAO/WFP Financial Needs Assessment Team.

Organized workshops with MOA and FAO staff to initiate work on FAO/World Bank needs assessment. Draft report completed on 20 August 2003. Financial resource needs in 2004 estimated to be US \$1.23 billion for the agricultural sector, including \$282 million for rehabilitation, \$199.5 million for new investment, and \$24 million to strengthen public institutions. Planning workshop with 150 participents and technical experts scheduled for August 24, 2003 temporarily postponed until mid-

September because of bombing of

local U.N. building. Reviewed needs. Seek international funding support for pilot extension projects in 3 governorates.

Begin feasibility study.

Follow-up on financial needs.

Begin program and project implementation in accordance with donor commitments.

Begin recruiting, training of extension officers, inside and outside of fraq.

Develop a national extension/research and rural development policy.

Rehabilitate libraries and other information technology systems.

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**Essential Services** 

Status Narrative

90 Day Plan (1 Oct - 31 Dec 03)

Post-Jan 04 plan



#### Work with World Food Program and Ministry of Trade to prioritize and renegotiate Oil-for-Food (OFF) contracts to ensure adequate food pipeline for the PDS (Public Distribution System) through June 2004

- 1 Include in 2004 budget coverage for gaps in pipeline of Oil For Food funded and unfunded contracts. Including strategic reserve requirements
- 2 Build capacity within Ministry of Trade (MOT) to ensure successful handover of Public Distribution System (PDS) responsibilities at end of Oil For Food, to include definition of World Food Program advisory support post-October 2003.

On schedule

On schedule

Assume responsibility for Oil For Food contracts

Ensure pipeline is adequately functioning and that identified gaps are

Maintain regular support to MOT and

the Food Departments in the 3 Northern Governorates as they assume full management of the PDS. Assist MOT in maintaining the pipeline for all PDS commodities.

Continue to support MOT in 3 northern governorates food departments as they prepare for PDS reform...



#### Engage with CSO, Ministries, international organizations, donors, and NGOs in assessment, analysis, and monitoring of food security and vulnerability

1 Collect and analyze information from agencies currently conducting baseline vulnerability and food security assessments. Support WFP to implement the Vulnerability Analysis and Mapping (VAM) study. Determine appropriate requirements for the range of instruments necessary for informing and monitoring PDS transition.

On schedule

findings and analyses into policy and programs.

integration of food security assessment. Take forward findings from food security assessments in developing monitoring systems proposed for PDS reform.

#### Undertake preparatory measures for the handover of the PDS in the northern 3 governorates from a UNadministered system to local authorities

1 Identify local authority groups capable of undertailing PDS tasks. Identify requirements, e.g., budgets, capacity building, etc., for PDS handover. Monitor adequacy of capacity and determine outstanding needs. Engage WFP to provide technical assistance to local authorities. Facilitate interaction between MOT and KRG/Food Departments.

On schedule.

Monitor KRG/Food Departments during initial trial management of October ration distribution, and further strengthen, as required, for the complete handover from WFP in November. Facilitate MOT-KRG Interaction.

Support KRG in maintaining PDS while preparing for POS reform.

60 Day Plan (1 Aug - 30 Sep 03)

Status Narrative

90 Day Plan (1 Oct - 31 Dec 03)

Post-Jan 04 plan

## Initiate steps for reforming the Oil-for-Food ration basket

1 Identify and review options for reform. Link to the wider reform of other subsidies and the social safety net. Undertake consultation process for potential reform measures with the Governing Council, Ministries, donors, World Bank and other international organizations.

Paper submitted and policy decision taken.

Consultation process, including presentation of PDS reform approach at UNDG. Implement preparatory measures for the agreed reform process.

Introduction of phased PDS transition to cash-based transfer.

#### Determine necessary steps for the privatization of MOT food infrastructure and liberalization of food markets as part of PDS reform process

Examine options for privatization of MOT food infrastructure and liberalization of food markets.

Identified regulatory frameworks necessary as well as private sector support required as prerequisites for PDS reform.

Take forward prioritization and liberalization actions as determined. Continue privatization and liberalization activities and ensure compatible pace with PDS reforms.

#### Environmental Initiatives

1 Award USAID ARDI contract.

Expect to award contract during October. Contract mobilization in November.

implementation of USAID ARDI contract in permissive areas including fielding coordination staff in Baghdad and field staffs in permissive areas. Update the scope of work to reflect recent developments or advances in understanding Iraq's needs.

ARDI Initiates innovations to advance private sector agricultural support services in permissive areas

2 Marshlands Initiative Follow-up field visit in September to develop final work plans and evaluate economic opportunities both under flooded and drained conditions.

Follow up scheduled for October.

Marshlands Initiative i. Implementation of preliminary assessment studies as outlined in briefing paper dated July 17. ii. Corps of Engineers to begin river basin master plan study. Estimated duration of river basin mester plan study is 6 months.

ill. Social Services innovations begin in health care, potable water, sewage, and education.

Review options following feasibility study.

USAID to begin formulating policy for land reform program.

Marshlands Initiative 1. Corps of Engineers completes river basin master plan. ii. Danish institute begins modeling of

Marshlands III. Social Services innovations continue.

ly. Full evaluation of economic opportunity under both flooded and drained conditions, including potential for agronomic crops, horticulture, and aquaculture prospects

Begin implementing date palm reseeding.

USAID completes land reform policy formation and implementation begins.

4 USAID to review options for land. reform policies.

Feasibility assessment has been completed.

Research is starting now.

# mprove Quality and Access to Housing

| [ | Increase Available Finance

Estimate shortfall of available
 financing
 Defermine available sources and
 mises of financing.

2 Thorsake Housing Supply

incustry.
Estimate potal extent of capability for private construction and financing.
Research optimum design and construction techniques for low cost southly.

[10] Increase Private Overestrip 1 Edünals pross shortfell of svallable

1 Estimate total shoutsall in available Noveling.
Estimate reduction in abortiset Resty from private finance and construction. Estimate capability of construction industry to produce low tost housing Estimate specuments funds available to assist in horse ownership. Estimate percentage of passival income ownership. Estimate percentage of passival income ownership. Estimate tracke-off point, which misses percentage of point, which misses percentage ships and estimate schools of point, which misses percentage ships and destinate schools of point, which will instantial schools oversamely and distinction of powerment costs. Survey and desamine extend of powerment costs. Survey and desamine extend of powerment bed housing sustable for pheatization.

Defermine infrastructure recessary to Trac aupport autholizated housing concerning program and budget to support. Discuss with Beginded council and ministrates on-going forwaring privatication program. Repeat law limiting safe of Beginded housing to Beginded resistants only so as to make It pressible for insign months to the Sagnided to purchase housing in the copilist.

Draw up plan for finarioing housing. Discuss with Governing Council.

Implement residential housing financing program.

Assuming \$100 million made avoidable through explemental, commission, program to bille? Housing communities with \$526 units.

Assuming \$2 follow made available from donors's Carlevance, commence program to build 70,560 units.

Incorporate US supplemental and

#### Improve Quality and Access to Health Care

## Restore Basic Health Care Services

- Expand coverage beyond pre-war conditions based on universal coverage
- along any Socio-Economic Status parameter is strictly forbidden. However, true universal access will continue to be problematic until the health care infrastructure is rebuilt. Both the pending supplemental as well as the Donor's Conference can have a marked impact on this goal but will almost certainly be unobtainable without that support.

Artificial barriers to access of services

- us Donor contributions into FY03 and FY04 Spending Plans.

  Will Develop medical disester response and contingency operation plans.

  But well have a will series and contingency operation plans.
- Begin multi-year medical infrastructure reconstruction, renovation and improvements.

- Complete Deba'athification and interim staff appointments.
- Deba'athification process nearly completed with the exception of former military medical staff that have not yet been reviewed for inclusion in the Minister of Health (MoH). Existing and potential new management staff are being assessed by the recently appointed interim Minister of Health.
  - complete Deba'athilication process and solidify new management team under the Governing Council-appointed the Minister of Health.
    - Systematically transfer day-to-day operation of the MoH to the new Iraqi management teem and provide advice and support as needed.
    - Continue current rates of shipping for the remainder of the year as the MOH pharmaceutical distributor (Kimadia) reshapes its purchasing, storage and shipping functions to meet tradi demands.
- Implement the necessary organizational changes to Kimadia, which will be measured by its ability to survive in a free market.

3 Ensure adequate supply of pharmaceutical and medical supplies to all areas of the nation.

4 Absorb 18,000 military medical

- With less then 100 tons of pharmaceuticale and medical supplies shipped through the middle of May of this year; shipments had increased by nearly 700 percent by the end of July; increased another 200 percent in August; year-to-date shipments through the end of September are expected to exceed 12,000 tons.
- Approximately half of all eligible former military medical staff have been reassigned within the MoH. The remainder should be fully incorporated or retired before the end of CY 2003 or early-2004 at the latest.
- Complete incorporation of eligible former military medical staff into Ministry of Health.
- Implement retirement options for those personnel with over 25 years of service.

	Key Task	Improve Quality and Acc	ess to Health Care	
. "	60 Day Plan (1 Aug - 30 Sep 03)	Status Narrative	90 Day Plan (1 Oct - 31 Dec 03)	Post-Jan 04 plan
	5 Graduate 300 facility protection services personnel.	Ahead of target. Over 400 graduated year-to-date.	Sustain monthly training and equipping of Facility Protection Service (FPS) personnel to stand up 1,200 new guards by the end of the year. Release Army, from guarding key MoH	Graduate remaining budgeted (4,374) facility protection services personnel.
			facilities, for other missions by November 1. Place FPS staff at selected facilities in all 21 governorates by December 31.	

Thursday, October 09, 2003

Page 14 of 40 Essential Services

Post-Jan 04 plan

Complete the previously developed

strategic plan that will, at a minimum,

health care clinic with their respective

Governorate.

link every hospital and large primary

## Restore Ministry of Health as the central accountable organization for the effective, fiscally sound and lawful administration of health services

 Establish communications with Regional Governorates. The most efficacious means of real time communications between MoH Central and the Governorates, as well as communications within the governorates are still being explored with resolution targeted for the end of CY 2003. Regular and ad hoc courier services are already in place.

On schedule

 Rehabilitate and restore Ministry of Health (MOH) headquarters, Baghdad.

3 Relocate CPA staff to Ministry of Health

- 4 Ensure health services support for prisons and airports.
- 5 Establish indicators for hospital management performance.
- 8 Support New Iraqi Army; Install, operate and maintain medical operations at three recruiting stations and one training center.

This task was completed ahead of schedule. CPA-MoH staff spent the work week at the MoH headquarters downtown. The move was so successful that the next phase, when each CPA staffer routinely works with their tragi counterpart on a daily basis,

has also already been completed.

On schedule

A working group will econ begin the development of these indicators. The group has a year end deadline for the completion of its task.

Four medical clinics staffed and equipped at three recruiting and one training station during August.

Continue the development of a strategic communications plan and implement at least the portion that provides a real-time voice/data this between the MoH central office and every Governorate.

Complete the Phase 1 (Tower 1 and Annex) renovation of the Ministry of Health headquarters in Baghdad no later than November 30.

Continue to strive for a seamless integration and exchange of ideas between all parties.

Complete Phase II (Tower 2) of the renovation of the Ministry of Health headquarters by the end of February 2004.

Continue this partnership for as long as our host colleagues wish to maintain it.

Open two prison and Baghdad International Airport health clinics.

Completion of indicators related to hospital management performance: e.g., budget management, patient treatment outcomes and phermacy utilization and ordering.

Staff one Infantry battalion aid station and two additional recruiting station clinics. Open three remaining prison health clinics and new clinic at main airport terminal.

implement hospital management performance plan.

Provide medical support to 27 infantry battalions, 6 recruiting and three training aid stations.

Status Narrative

90 Day Plan (1 Oct - 31 Dec 03)

Post-Jan 04 plan

#### 3 🌉 Improve Public Health; enhance primary care, prevention and wellness services

- Finalize basic public health benchmarks related to women and children's health and chronic disease prevention.
- Design disease surveillance and monitoring process.
- Launch Maternal and Child Health Initiatives.
- 4 Approve strategy for mental health services, including post traumatic stress (PTSD)/social trauma intervention.
- 5 Design aggressive public outreach strategy for health education and promotion of healthy behaviors.

6 Design policy and program for hospital infection control and establish goals to reduce nosocomial infection. A broad spectrum of public health assets are in the process of establishing these criteria, which should be fully defined by the end of CY2003.

McH, in conjunction with WHO; are developing interim and long range surveillance programs.

Currently in process. CPA is providing the means to chlorinate water to prevent diarrheal disease in children; working with WFP, USAID and UNICEF to fortify flour with Iron and; inter-ministry discussion of feasibility of school nutrition (feeding) programs.

The PTSD program is currently in the process of identifying and training assessment and treatment assets in each region of the country. A broader mental health strategy is in development.

This initiative requires further study.

be completed this fall.

which is ongoing, and specification of

policy alternatives that are expected to

On schedule

mortality data for target population to established benchmarks.

Begin comparing morbidity and

Begin surveillance and monitoring process using paper clinic reporting forms as interim measure.

Distribute 50,000 water cans and chlorinating tablets, engage in planning with six grain mills to fortify flour and decide scope and level of school feeding program.

Complete PTSD training and begin treatment as needed. Finish mental health program/delivery strategy.

Collect statistics on morbidity and mortality resulting from these factors and faunch preventive services initiatives:

- Drug abuse treatment

and

- prevention Smoking gessation
- Firearm safety
- Cooking fuel safety.

Based on the findings of ongoing investigations a policy(les) to combat hospital-caused infection will be adopted at a national conference and workshop this December.

Establish treatment programs to address disease components with greatest variance from benchmarks. Analyze comparable data and recalibrate benchmarks after 6 months, if needed.

Transfer data to computerized disease surveillance programs and disseminate process throughout traq.

Reduce maternal and child mortality rates by 50 percent by end of year if these and other public health initiatives are adopted and funded.

Incorporate mental health treatment strategy into basic mission of MoH.

Resample and compare morbidity and mortality data from these factors and recommend programmatic changes to these initiatives where needed.

Measure the effect of this/these policy(les) over time and report findings as well as recommendations if needed.

Key Task			
60 Day Plan (1 Aug - 30 Sep 03)	Status Narrative	90 Day Plan (1 Oct - 31 Dec 03)	Post-lan 04 plan
7 Restone hospital and free-standing clinical laboratories.	While assessments are underway to determine putilic health/dinksal laboratory needs, the response to those needs will be significantly effected by the fate of the outstanding supplemental request and donor's conference. \$300 million have been requested in the supplemental for repair and replacement of equipment in hospitals, laboratories, and clinics.	Complete assessment of cfinical and public health laboratories.	Undertake restorations of the total laboratory system to the extent that external resources become evaluable.
8 Restore emergency medical care and response systems, including updated training.	On schedule	Evaluate current systems (affied health care and emergency care) and recommend improvements. Continue training of EMS/EMT personnel.	Improve and enhance allied health care and emergency care. Reduce amount of preventable deaths by concentraling pre-hospital treatment during the 'Golden Hour'.
9 identify status of existing Mental Health services, including treatment facilities, numbers and types of existing providers and evallability of medications.	A significant amount of research, which has only started, will be required to adequately describe this area of health care in ltaq.	Sponsor an initial Mental Health Conference, which should produce a mental health treatment protocol for categorizing mental health lithess and a formulary for mental health related medications.	Visit regional directorates for first hand observations of the iraqi mental health programs, monthor mental health, referrate for trend analysis, and develop continuing education curriculum for mental health professionals.

Status Narrative

90 Day Plan (1 Oct - 31 Dec 03)

Post-Jan 04 plan

#### Improve Kimadia Customer Service and Quality

- Quantity pharmaceuticals, storage, distribution and information technology requirements. Complete assessment of needs and send letters to potential donors.
- Establish criteria for computerized inventory control and distribution
- 3 Renovate and utilize Kimadia #2 as the main hub of the Kimadia system and consolidate other warehouses to most adequate facilities.

system.

4 Standardize ordering, issuing and receiving process between Kimadia and all hospitals and health clinics. It is the policy of the MoH to purchase and distribute only FDA/EU approved drugs once the Oil For Food program ends. Kimadia, the pharmaceutical and medical supply arm of the MoH, is undergoing an exhaustive assessment of its procurement, storage and distribution functions. Identified deficits are already in the process of being rectified and should be completed by the middle of FY2004 if sufficient capital, both public and private, is forthcoming.

On schedule

Warehouse modernization is occurring with a limited scope due to the large infusion of capital funds required.

Interim measures to provide the level of communication necessary to the implementation of a rational ordering system between the pharmaceutical distribution and the health facility end users are under study. However, this affort would be greatly enhanced by the development of a cogent national communication policy.

Complete a meaningful assessment to insure that there is a working knowledge of what steps must be taken to bring the purchasing, storage and delivery of medical products to an internationally acceptable level.

Utilize existing and new funds to rectify those areas of deficit identified in the assessment, if possible.

Begin conversion of Basrah Kimadia to a computarized inventory control and distribution system.

Begin ordering/establishing national contracts to replace Oil For Food Program contracts.

Introduce medical supply chain management processes across (req and establish a "best practices" training program for Kimadle managers and customers.

Transition other local Kimedia facilities to a computerized inventory control and distribution system

Monitor, sustain and adjust supply chain procedures to adapt to iraqi specific needs.

Expand the inventory system to a web based system and attain a <10% zero balance for Kimadia's warehouses and 90% customer satisfaction for demand items.

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#### Key Task

60 Day Plan (1 Aug - 30 Sep 03)

Status Namative

90 Day Plen (1 Oct - 31 Dec 03)

Post-Jan 04 plan

Begin implementation of the new

#### 5 Modernize Medical Human Resources Management

Develop mandatory curriculum for certification as a licensed nurse.

Behind schedule.

Assess the design of the curriculum and assign a nursing committee made up of nurses from each region of Iraq, to establish the policies and procedures that will need to be put into place to effectuate that curriculum.

nursing curricultum as soon as is reasonably possible and have the 2nd National Nursing Conference with the focus on the new curricultum and the overall progress made from July 03 to July 04. This will also enhance this conference as an annual event of some importance for the nursing profession.

Facilitate Senior Iraqi Medical Officials participation in Medical Strategic Leadership Program at Fort Sam Houston, Texas in Oct 03

On schedule Ensure attendance at conference.

Plan for further conferences including some to be held in Iraq.

#### Improve Quality and Access to Health Care

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60 Day Plan (1 Aug - 30 Sep 03) Status Narrative 90 Day Plan (1 Oct - 31 Dec 03) Post-Jan 04 plan improve Health Care Facilities and infrastructure 1 Install over 120 generators in hospitals installation started about three weeks insure that all generators are installed Begin second phase of generator to maintain critical 24 hour electrical late due to problems with banking and operating properly and all repair/replacement program that will system. coverage. provide uninterruptible power to health payments are made promptly. care facilities throughout the country. 2 Finalize comprehensive assessment The pace of assessments has Finish assessments and complete Begin nation-wide reconstruction phase, of Ministry of Health facilities and increased dramatically within the last searchable nation-wide detailed health contingent upon the receipt of sufficient equipment needs, including hospitals, facilities database. funds from the U.S. supplemental and two weeks. clinics, public health laboratories and Donor grants. forensic units. 3. Evaluate and correct oxygen Assessment completed and short and Begin implementing the short run Begin implementing the long run availability problems. long run solutions developed. The solutions of using excess military solution of establishing oxygen medical oxygen generation and buying long run solution will require the generation capacity at core hospitals, adoption of the supplemental or a oxygen in the spot market when which in turn, will provide oxygen to favorable response from donor needed, if funds become available. satellite facilities when and if, funds nations, if it is to be completed in a become available. fashion that will be meaningful to the nation's hospitals and future patients. Begin repair/replacement of medical 4 Implement strategy for medical waste. On schedule. Begin repair/replacement of medical waste incinerators in Baghdad and waste incinerators and contract for contract for medical waste removal. medical waste removal nation-wide. 5 Double shifts at Forensic Institute to Completed. autopsy and identify dead from recent conflict. 6 Align USAID contract support (Abt and Develop database that displays Continuing progress being made Continue periodic meetings to help Bechtel) to Ministry of Health priorities. through discussions. refurbishments that have been ensure that duplications of efforts do not completed or are in progress. OCCUY. 7 Plan the 'Adopt a Hospital Program' Over 5 nations have expressed an Fully staff and implement 'Adopt a Seek 100 Adopt-A-Hospital contracts.

Hospital Program'.

interest in this program.

and sign 25 contracts.

#### Improve Quality and Access to Health Care

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60 Day Plan (1 Aug - 30 Sep 03)

Status Namative

90 Day Plan (1 Oct - 31 Dec 03)

Post-Jan 04 plan

Eventual transition from donor

improvements.

assistance to self-sustainment and

Utilize donor contributions to their fullest.

#### Coordinate Donors and Humanitarian Assistance Offers

- Integrate International Medical Assistance Committee (IMAC) into the Ministry of Health.
- 2 Prepare for the October Donors' Conference.
- 3 Utilize offers of donor goods and services when possible.

Progress continues to be made.

A number of pre-donor conference meetings have been held.

Ongoing.

Management vetting of international assistance through IMAC.

Insure that donors have sufficient quantitative and qualitative information to assist in their decision making.

Seek sufficient external resources so that limited internal resources can be used for hospital facilities, clinica and program operations. Continue to seek external assistance throughout the rebuilding phase.



#### Development of 2004 Budget for the Ministry of Health

 Provide documentation and justification for budget proposals. Completed.

Allocate FY2004 budget and review and modify processes for budgetary control. Revise employee classification structure. Incorporate supplemental or donor grants into the FY2004 spending plan. Implement revised salary schedule.

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60 Day Plan (1 Aug - 30 Sep 03)

Status Narrative

90 Day Plan (1 Oct - 31 Dec 03)

Post-Jan 04 plan

#### Improve Quality and Access to Education

#### 1 Print and distribute revised textbooks

1 Textbooks in grades 1,6,9,12 distributed by late September. Textbook distribution begun in Basrah, UNESCO printing nearing completion; some UNICEF external contracts let.

Math and science textbooks for 1st. 6th, 9th, and 12th grades distributed by end of October. Continue distribution of textbooks printed outside Iraq. Continue printing and distribution of Arabic and non-Arabic texts by Kurdish governorates.

Continue printing and distribution of textbooks.

#### Rehabilitate 1000 priority primary and secondary schools

1 Publicity campaign for ribbon cutting of rehabilitated schools in late September

As of September 29, 1,515 schools have been rehabilitated through USAID programs.

Completion of refurbishments under USAID contracts. Continuation of military refurbishments and coordination with other governments. UNICEF beginning distribution of supplies to primary schools. Creative Associates beginning distribution of supplies and furniture to secondary schools. Model schools completed by Bechtel.

Identify geographic-based needs for new schools; prioritize and develop plan for funding. Provision of plan for distribution of computers to administrative offices and select schools.

Continue rehabilitation of schools as resources permit.



1 Curriculum reform/development Committee convened representing gender balanced and diverse cultural, ethnic, and religious groups by early October

Further planning for way shead needed.

Decision to be reached on way ahead. if appropriate, nominate committee members to GC.

Provision of technical assistance to committee; continue curriculum development process.

#### Improve Quality and Access to Education

#### Key Task

60 Day Plan (1 Aug - 30 Sep 03)

Status Narrative

90 Day Plan (1 Oct - 31 Dec 03)

Post-Jan 04 plan

# Improve the quality of education and lay the foundation for educational reform by providing technical assistance for MOE capacity building

Provide technical assistance for MOE capacity building to improve the quality of education and lay the foundation for educational reform.

Planning initiated for nationwide Educational Management Information System (EMIS). Reconstruction of Teacher Training institute for use as temporary Ministry begun. First wave of 100 plus principals and teachers and supervisors trained in proven instructional practices and classroom strategies. Recruit and hire administrative staff for key positions in MOE, including finance management, data management, personnel planning and the teacher training institute. Second wave planned for Baghdad, October 5-19. Nearly 800 to be trained by the end of October.

Minister to undertake nationwide tour

to discuss education in the new iraq.

Ensure systems and programs in place for financial management, educational planning and EMIS.

#### 5 Deliver special programs for girls' education and for reduction of girls' liliteracy

 Develop special programs for girls education and for reducing girls litteracy. 1 model school in northern provinces; plan developed for expansion.

Continue program in northern provinces; plan for expansion in the rest of iraq.

Begin expansion outside northern provinces.

#### 6 🎇 Deliver special accelerated learning programs for secondary school and adolescent drop-outs

 Begin creating special accelerated learning programs for secondary school and adolescent drop outs Ptan developed by Creative Associates for five governorates throughout traq Begin programs in the five governorates

Expand number of schools involved in program

Status Namative

90 Day Plan (1 Oct - 31 Dec 03)

Post-Jan 04 plan

#### 7 Improve Quality and Access to Higher Education

#### 1 Oversee the basic functions of the Higher Education organizations

 Complete undergraduate examinations, re-examinations and graduations.

Finelize procedures related to disbursement of July-Dec 2003 operating budget. Finalize admissions policies & procedures for fall 2003.

Complete undergraduate admissions for academic year 2003/4, Complete 2004 budget.

Completed; academic year ready to start.

Support further review by Iraqi higher educational institutions of future admissions policies 2004 budget revisions Complete 2003/4 academic year on schedule 2004 budget allocated

#### 2 Reform and reconstruct Higher Education Institutions

1 Complete admission process

Completed.

 Support World Bank-UN higher education needs assessment for October international donors' conference Submission completed.

Finalize permanent location for MHESR

Present higher education proposals to Madrid international donor's conference

Begin construction and/or refurbishment of new permanent MHESR headquarters

Develop capacity building programs for higher educational officiate in critical areas such as IT, financial management, and administration.

Ongoing capacity building projects in higher educational administration, including visitor programs to the United

Begin development of proposal for International/American University in Iraq (modeled after American University of Belrut).

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Essential Services

#### Improve Quality and Access to Higher Education

#### Key Task

60 Day Plan (1 Aug - 30 Sep 03)

Status Narrative

90 Day Plan (1 Oct - 31 Dec 03)

Post-Jan 04 plan

#### Reintegrate the higher education institutions in the north with the rest of the country

1 Ensure all the universities are visited by Ministry team.
Ensure full participation of Kurdish higher education institutions in Ministry Advisory Council.
Participate in first fully integrated conference on technical education in Iraq
Finalize admissions procedures to begin exchange of undergraduate between north & south.
Finalize admissions procedures to allow open graduate admissions between north & south.

On achedule.

Support independent university programs that increase participation of students from Kurdish region in graduate education elsewhere in iraq

Development of phase II plans and procedures to ensure the rapid integration of undergraduate admissions throughout Iraq

#### 4 Reintegrate iraqi students, scholars and scientists into the broader intellectual community

 Review initial recommendations of Temporary Advisory Committee on External Relations & develop initial madmap.

Completed.

UN Donors Conference – proposal for major higher education initiatives

 Complete review of USAID HEAD program proposals to foster new partnerships between US universities and irred higher educational institutions Underway.

Launch USAID HEAD program

3 Facilitate the development of independent partnerships between universities and Iraqi higher educational institutions through information sharing, communications support, etc. Ongoing.

Support establishment and/or strengthening of Office of External Relations and Exchanges in all universities

 Organize capacity-building seminar for fellowships, grant writing, academic exchanges, visa procedures, etc. Ongoing.

Begin recruitment for USG sponsored academic exchange programs

Launch Fulbright program and other USG scholarships and fellowships

5 Begin selective introduction of satellite internet access and VTC

Ongoing.

Complete Initial VTC deployment to four universities and Internet access on all campuses

#### Improve Quality and Access to Higher Education

#### Key Task

60 Day Plan (1 Aug - 30 Sep 03)

Status Narrative

90 Day Plan (1 Oct - 31 Dec 03)

Post-Jan 04 plan

#### 5 Launch a review & reform of the curriculum in all disciplines

 Initiate curriculum reform committee, review initial recommendations, and establish roadmap for systematic curriculum revision across all disciplines Little progress - continue over the next 90 days.

Initiate curriculum reform committee, review initial recommendations, and establish roedmap for systematic curriculum revision across all disciplines.

Ongoing curriculum review across all disciplines, involving international scholars as appropriate

#### 6 Provide access to essential information

 Launch Ministry web pages on CPA website with essential information to assist foreign donors. Website online.

Launch Ministry and university website.

#### 8 Provide Water Supply, Sewerage and Municipal Services

#### 1 Create a viable organization to deliver water, sewerage and municipal services

 Rehabilitate and fit out Ministry buildings. Reintegrate Northern Water Supply organization with the rest of the country.

Draft 2004 budget.
 Implement 2003 budget
 Prepare plans for new plants
 Begin strategic planning for beyond
 2004.
 Prepare investment plan for World.

Prepare investment plan for World Bank and sector report prepared for donors conference. On schedule
Rehabilitation and fit out of Ministry buildings has begun, 20 percent complete with 500 staff in refurbished offices. Northern Governorates
Conference held and the integration process proceeding. Meeting with Northern Water Ministers held, IT planning has begun and aspects of the plan have been implemented.
Bifling and accounting system in place. Asset management system commenced. Performance reporting improved.

Draft 2004 budget prepared. 2003 budget fully deployed to operate water treatment plants, prepare plans for new plants, make repairs to roads and administer the governorates and municipalities.

Strategic planning for beyond 2004

administer the governorates and municipalities. Strategic planning for beyond 2004 continuing. Investment Plan prepared for World Bank and sector report prepared for donors conference. Two weekly production reports received and monitored for performance trends.

1000 staff to be co-located in ministry building. Fit out to continue. Billing for services to begin and revenue collection to proceed. Northern Governorates budgets to be included in Ministry budget. Cuality performance reports to be submitted regularly allowing performance comparisons to be made and service improvements quantified.

Approve 2004 budget for implementation. Establish strategic planning targets for 2004 and beyond. Resolve outstanding issues between Ministry and Governor over appointments.

Complete establishment of head offices. Set revenue collection targets. Financial management conforms to national standards. Establish processes to involve customers and key stakeholders in setting delivery standards and monitoring performance and implement.

Review structure and staffing levels required at all levels and implement a human resources plan to strengthen the agreed structure. Implement Internal training program for key activities for 2000 people. Identify and implement human resource initiatives to retain key personnel. Established and operate robust strategic planning/business planning/budget process.

Thursday, October 89, 2863

60 Day Plan (1 Aug - 30 Sep 03)	Status Narrative	90 Day Plan (1 Oct - 31 Dec (3)	Post-Jan O4 plan
2 Restore water supply,	rater supply, sewerage and municipal services to pre war levels	to pre war levels	
Develop end implement a system to coordinate and track donor contribution activities.     Contribution activities. Contribution and track 50 water supply and sewerage improvement projects funded from Ministry budget.	System to coordinate and track donor contribution activities has been developed and operational. 50 waiter autopic and seweration improvement projects funded from Ministry budget have begun and some are operational.	improve water supply to 20 percent above pre-war levels. Improve severage/sentilation services to 11 percent above pre-war levels. Improvemental swift depend on recoking supplemental funding of \$2,830 million for improving severage services. Produces project tracking monthly reports on according from this proving severage.	Deploy trained staff to operate and maintain water supply and sewerage infrastructure. Increase access to potable water to 90 percent of the population. Increase access to sewerage to 15 percent of the population. Reduce water loss from 80 percent to 40 percent of flow, once funds are made available from the supplemental.
2. Establish a water testing taboratory funded from donors and budget. Add and festilisate USAID/Bechiel \$140M program of work and track progress. Comprehensive project reporting system in place.  3. Municipal Services	On schedule	Develop capital budget for 2004.	
Restart physical planning processes     with UN Hablet assistance	UN Bombing delayed this process.	Outline physical development planning process agreed with Governorates,	Include community representatives in developing plans and budgets in

60 Day Plan (1 Aug - 30 Sep 03)

Status Narrative

90 Day Plan (1 Oct - 31 Dec 03)

Post-Jan 04 plan

#### Improve Water Resources Management

#### 1 Assess Irrigation needs and initiate priority actions

 Inventory, inspect 275 pumping stations. Initiate assessment, create GIS & database and recommendations to improve O&M. On target.

Complete GIS product and database

 Develop replacement plan/priorities for 2004 budget.

On schedule

Finalize maintenance, repair & replacement plan for FY 04

Execute OMRR plan, update database and continue to use as a planning tool

3 Initiate immediate repairs of dams & barrages, per USACE Dam Assessment: Complete 40% of immediate repairs.

On schedule

Complete all Immediate repairs. Completion of repairs depends on receipt of funds from \$875 million for Improving water resources. and continue to use as a planning to Begin intermediate level repairs.

4 Employ 10,000 workers to do general clean-up and simple maintenance.

On schedule

Complete all clean-up, aimple maintenance, odd jobs at all offices, pump stations, dams, barrages, and warehouses

Identify seasonal/annual tasks and employ additional short term workers throughout Iraq

5 Increase Irrigation pump station system performance from 30% to 60% Fbx 75% of critical outages by end of summer. On schedule

Repair all outages by end of year

In south. Task will have been completed and will

6 Clean & maintain irrigation canals; Employ 100k workers, clean 75% of canals, Identify additional work opportunities. On schedule

Complete cleaning of canals in south.

not continue into next year.

7 Continue 13 active construction projects:

On schedule

Complete all ongoing projects.

Evaluate remaining incomplete projects

Execute economically justified, environmentally acceptable projects

8 Complete 40% work on 13 projects. Tigris & Euphrates Commissions O&M Initiate normal operation and repair of influstion infrastructure.

On schedule

Complete all 13 projects Execute FY 04 O&M plan
Plan FY 04 O&M in detail

9 Complete 40% O&M work

On schedule

Complete all scheduled O&M work

Raise maintenance standards and record keeping

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Essential Services

#### improve Water Resources Management

Key Task 60 Day Plan (1 Aug - 30 Sap 03) Status Narrative 90 Day Plan (1 Oct - 31 Dec 03). Post-Jan 04 plan 10 Recruit/train/uniform/arm Facilities On schedule Coordinate with MSCs to establish Refine FPS staffing and operations Protection Service Officers: FPS at all required MoWR sites 2,000 Increase size of security force to 1000 quards to expand coverage to dams, barrages Develop FPS staff and processes and pumping stations. Study FPS contracting options and recommend decision Address priority Marshland issues and water availability 1 Coordinate with USAID. Develop long-term strategy for On schedule Execute recommended actions. Prepare plans for 6 restoration sites & Marshlands Continue studies and action plans. other USAID initiatives. Complete 6 studies - recommend actions. Assume a leading role in Marsh Restoration - establish center for Mesopotamian Marsh Restoration. Second visit from USAID Study Team. 2 Build reservoir simulation/ optimization On target. Engineers currently in Field model and train additional Improve (calibrate) model and use as a model with USACE. HEC and Irea California at HEC decision making tool aroleredo Improve Water Resources Management 1 Formalize relationships and Have not yet formalized these Conduct first meeting Institutionalize NWC as a policy making framework between Ministries: relationships Establish organizational objectives body for integrated water resource Form National Water Council (NWC). Establish annual meeting schedule management 2 Establish national weter allocation Fees have been reinstated; however, Review water use fee schedules/laws Execute normal fee collection schedule policy: Discuss with key ministries. to date only 15% has been collected Complete collection of fees Initiate multi-year study Resume water use fees in Aug 03. Finalize agreement with World Bank Complete plan of study 3 Establish new Commission for On target - pursuing capacity building Recruit and train GIS technicians Formulate plans for professional Integrated Water Resources Complete training facility in IWRM through the Donors' Conference, GIS development Management: equipment partially delivered. building Establish Hydrologic and Complete staffing of IWRM - 25 Environmental Analysis Centers. Environmental, 25 Hydrologic, 25 Establish GIS capability and expertise Water Management Center, 25 IWRM (donated equipment). Begin capacity HQ

building though training. Hire 100 new staff - technical & interdisciplinary

90 Day Plan (1 Oct - 31 Dec 03)

Post-Jan 04 plan

#### 10 Restore Economically-Strategic Transportation Infrastructure

#### f Re-open airspace & airports

1 Open air space for over flights within 30 days

All support services will be handled by a combination of military and divilian folks.

Airport certified by all international agencies.

Airspace is open for overflights, but we need to expand routes.

Some support services are handled by civilians.

Some airports are certified by international standards.

Pending a change in the security environment, open Baghdad Airport for full commercial passenger operation. Some airports certified by international standards.

Start fueline operations at BIAP/Basrah.

Assess Mosul, Intil and Nafaj eirports. Begin transition of military out of Basrah terminal. Open Basrah eirport.

Fully assess Kirkuk work force for alroat operations.

Select northern airport for commercial operations.

Negotiate LOA with Turkey and Jordan for VSAT installation.

Controller training in Amman, Jordan. Area Control Center (ACC) atood up Begin ACC operations in Beginded.
Transition Basrah tower.
Install voice switch in
ACC/Besrah/Beginded.
Prioritize assessments required to
restore civil aviation service to
approximately 120 airports throughout

Infrastructure Projects: repetr control towers, repetr sewage and electrical systems, water system repeir, refurbishment of runways and taxiways, fuel system repairs and basic cosmetics (parking lots, escalators, glass/glazing, etc.).

Training: Continue training of Iraqi aviation personnel to meet the minimum international (ICAO) standards. Personnel include air traffic controllers, flight standards, equipment technicians, mechanics, ramp personnel and aircraft safety inspectors.

Safety/Security systems: Conduct security assessments; install informal and external security systems meeting ICAO standards; purchase ground support equipment; purchase crash fire and rescue equipment; and install airport surface detection equipment.

airport surface detection equipment.

Install ASDE (Airport Surface Detection
Equipment) at Beghded Airport to
provide ground security and to track
airport traffic.

 Re-institute fraql meteorological service and train fraql personnel to operate and maintain meteorological system.

In process.

Meteorological service operating using some Iraq employees to support key areas of Iraq. Pursue certification by International Weather Agency.

Irea.

#### Restore Economically-Strategic Transportation infrastructure

#### Key Task

60 Day Plan (1 Aug - 30 Sep 03).

Status Narrative

90 Day Plan (1 Oct - 31 Dec 03)

Post-Jan 04 plan

3 Create plan for reinstituting Iraqi Air traffic Control (ATC) System

Process slowed by security situation around airports.

Begin reinstituting Iraqi Air traffic Control (ATC) System and train initial ATC controllers. Set RFP for ANS contract. Install voice switch Beghdad ACC. Graduate controllers from Jordan ATC ecademy. Transition ACC alrepace. Install DVOR in Beghdad and/or

Install remote communications outlet (RCO) for Baghdad satellite airports. This will satisfy clearance delivery procedures at Baghded satellite airports. Install Remote Digital Voice System at Baghdad and Basrah Airports which will complete all aviation support needed to recentify all iraq airports. Avionic Equipment: purchase control tower console/radio replacement; install precision approach path indicators; Install and provide maintenance for radar systems at Basrah and Mosul: repair/replace ILS landing systems at various airports; install fiber optic cables for communication equipment; repair/install eirfield substations and lighting vaults, and install AFTN communications systems.

### Ensui

#### Ensure commercial operations of port

 Complete wreck removal/dredging in Umm Qasr.

Complete security fencing around Umm Gesr.

Place two (100%) 50 ton container handling cranes back in operation.

Dredging has been completed. Security fence is 65% complete. Cranes are operational. The grain facility at the Um Clear seaport is 90 percent complete. Restore grain facility to full operation Reestablish full cargo handling capability by restoring two container cranes at Umm Casr. Establish reliable power supply for port operations. Establish reliable water supply for

vessel servicing, habitability and fire protection. Complete perimeter fencing and security lighting.

Acquire additional port equipment for hendling cargo both container and break bulk. Reestablish Iraq's ports as competitive ports of call.

Remove obsolete equipment and infrastructure to modernize port operations.

operations.
Establish full intermodal capability at ports and inland container distribution centers.

### Restore Economically-Strategic Transportation Infrastructure

#### Key Task

60 Day Plan (1 Aug - 30 Sep 03)

Status Narrative

90 Day Plan (1 Oct - 31 Dec 03)

Post-Jan 04 plan

### 3

#### Operate raliroad

- 1 Open rail trade with Syria and Turkey through upgrade of the infrastructure plus arrangements to handle international freight.
- 2 Begin major track upgrade Infrastructure projects: Begin track projects currently under contract with Bechtel. Begin fiber optics repair to enable improved signaling. Restore repair shop in Baghdad,

3 Stand up Railroad police and provide

security for railroad facilities

throughout Iraq

Turkey began in August, Passenger service Mosul-Aleppo is expected to begin by the end of October and to extend to Baghdad when the security situation improves.

Freight rail traffic to/from Syria and

Bechtel track upgrade completed.

Execution delayed by late distribution

of weapons and funding constraints.

Security on the railroad continues to

deteriorate. Increased funding and

security personnel required.

Continue physical plant upgrade projects

Begin additional approved track rehab projects

Repair bridge and restore service to Akashat phosphate mine. install locomotive and base station radios as approved in budget. Repair existing rolling stock; acquire

new locomotives: and acquire specialized cars to transport LP gas. Arrange to acquire additional LPG

tankers. Take delivery of additional shunting iccomptives purchased under the haqi/Turkish Protocol.

Take delivery of additional mainline tocomotive purchased under the Oil for Food Program.

Develop and obtain agreement from IRR on a plan for a reorganization of rallway along commercial lines.

implement new organizational structure.

Continue physical plant upgrade projects Revise plan for partially-completed new construction; put selected sections in service. Identify, prioritize and begin work on additional shop facilities to be rehabilitated and reequipped. Continue with fiber optic cable installation. Repair Al-Fatah bridge and restore service to Kirkuk.

Acquire additional container cars and handling equipment. Initiate program of heavy overheul of selected passenger cars. Take delivery of tank cars and ballast cars purchased under the Oil for Food Program.

#### Repair Roads and Bridges to Pre-War Standards

1 Identify shortfalls. Develop prioritization scheme. Prioritize roads and bridges projects. Estimate project costs. Begin repair of critical roads and bridges.

Nine road and bridge projects completed. One hundred fifty road and bridge projects currently underway. Have had to renegotiate construction contracts because of increases in constructions materials prices and shortages of supplies.

Continue to restart, identify, and repair critical roads and bridges.

Shift priorities from national system to include priorities of the governorates.

### Convert Social Service Programs Into Economic Development Tools

**Key Task** 

60 Day Plan (1 Aug - 30 Sep 03)

Status Narrative

90 Day Plan (1 Oct - 31 Dec 03)

Post-Jan 04 plan

#### 11 Convert Social Service Programs into Economic Development Tools

1 Stand up reformed Ministry of Labor and Social Affairs and transition to Iraqi leadership

 Renovate and furnish ministry administrative and programmatic service facilities in Begindad. On schedule:
3 orphanages renovated.
Social Welfare building renovated.
Employment Center renovated.
Security guard facilities renovated.
Pey site renovated.

Renovate and furnish ministry administrative and programmatic service facilities in 5 governorates. Renovate and furnish ministry administrative and programmatic service facilities in all 18 governorates

2 Deliver programmatic and administrative service with improved financial assistance

 Improve delivery of programmatic and administrative service, and financial assistance. Social care workshops increasing level of professionalism.
Child welfare commission instituted.
Ceiling on welfare recipierris rescinded.
Kurdish lialson co-located in Baghdad.
Pilot literacy program for FPS applicants developed

Hire and train additional social care and employment service specialists. Task NGO's with helping train and assist Labor and Social Affairs social care employees to improve delivery and quality of programmatic and administrative service.

Hire and train 1000 social welfars and labor specialists.

Fully staff, fund and manage reformed social care and training programs. Begin streamlining the eligibility criteria to ensure equal access to services and benefits to all eligible constituents.

#### Convert Social Service Programs into Economic Development Tools

#### **Key Task**

60 Day Plan (1 Aug - 30 Sep 03)

Status Narrative

90 Day Plan (1 Oct - 31 Dec 03)

Post-Jan 04 plan

#### Developing a national employment and training initiative

 Establish employment center to serve unemployed workers with counseling, resume writing, and job search services.

Rewrite Education Ministry vocational education curriculum

Train key staff in employment and workforce development skills.

Ministry has begun renovations on 4 buildings in Bachdad to be utilized as vocational training institutes. Ministry has also coordinated with Korean NGO KOKO and received \$5 million dollars to construct a building and trade vocational training center in Baghdad. Educational programs with Education Ministry have been slowed by absence of key personnel. Alternative plan of hiring contract staff to fill this gap has been formulated. Ministries still developing list of key jobs. Need is for more CPA staff to fill critical needs. Neither the education or housing budget addresses or

prioritizes the rehabilitation of Vocational Training Centers Create 10 employment centers. Assess and register unemployed in national employment and training services program.

Register and catalogue 300, 000 shortterm workers.

Register and catalogue 600, 000 demobilized former traqt military personnel.

Create national employment database to provide labor market information by region and localities.

Complete survey of IOM employee skills/needs.

275 training institutes begin teaching unemployed new, marketable skills.
22 employment centers up and running to help facilitate relationships between those trained and employers that partner with the center and training institute.

25, 000 customers trained. 100, 000 personnel registered for employment services through detabase.

 Complete short-term assessment of labor market On schedule

Complete national labor market survey, permitting effective, national management of resources that assist eligible constituents. Work with the ILO to ensure accurate national, regional and local employment data, including cheracteristics concerning age,

Use data to improve budgetary planning, spending and resource affocations.



#### Eliminate discrimination by providing equal access to services and benefits to all eligible constituents

 Provide the same quality of social services to all eligible inaci citizens regardless of attractly, religion or pender.

Expand programmatic service to women, the elderly and persons with disabilities.

- Contact governorates.
- Hold national meetings and women's conferences.

On schedule
Outreach to governorates established.
National UNIFEM meeting held.
Three women's conferences convened.
All CPA regional headquarters visited.

Add Presidential Diwan orphans to MOLSA programs. Take steps to eliminate discrimination

gender, retirement and disabled.

Take stepe to eliminate discrimination by providing equal access to services and benefits to all eligible constituents. Raise number of social welfare benefits recipients from 68,000 to 150,000. Revise programs according to eligible constituent demand, providing quick, targeted assistance to populations in need.

Use new data to plan and budget resource and funding allocations to populations in need of assistance, such as women, elderly and disabled. Moved temporary Palestinian camps to fixed facilities.

Provide access for disabled to ministries.

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90 Day Plan (1 Oct - 31 Dec 03)

50 Dety Plem (1 Aug - 30 Sep 03)

Hamilan production access 1.3 million barrels per day (byd.)  2. Complete key Infrastrict	1 Obshin asproved work plan.  Haintain production shows 1.3 million consistently in the 1.9 million tool range barrets per day (bod).  Complete key intrastructure restoration projects	Restrict of production category to 2 million bod. Machiga reflueny capacity for between, LTG sortowine and disself, Complete tim around of Baji Reflueny Supplemental includes \$1,200 million needed to conduct repairs and instabiliation projects that will make achieving these goals possible.	Achieve 2.5 million toot by October 04. Achieve 3.0 million bod by December 31, 2004.
tritible at remaining tey infrastructure setoration projects     Provide oil police	On track. Have received \$550N of \$981N approved. Expect to acolve an additional \$159M by Octobert.	Complete key short term intrastructure setteration projects a s. emergency power, 50 km iff pipeline, Tighs River trassing.	<ul> <li>Confinue to repel the infrastructure.</li> </ul>
1 Award contract to recruit, him, train and fact 7,000 oil police.	Constact awarded, formed Task Force   Field all oil pides Shark		Provide training and implement counter measures against attacks.
Transfer reaponsibility for Importal required products	r ell domestic product importa	Transfer responsibility for all domestic product imports to the III/O (Illinistry of Oil), SOIII/O I import all required products.  Continue to work with SOII/O to	

#### Provide Opportunities for Sporting Activities and the Development of Young People

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60 Day Plan (1 Aug - 30 Sep 03)

Status Narrative

90 Day Plan (1 Oct - 31 Dec 03)

Post-Jan 04 plan

# 13 Provide Opportunities for Sporting Activities and the Development of Young People

### 1

#### Re-establish the Ministry of Youth & Sport

- Compile an inventory of Ministry of Youth and Sports (MOYAS) holdings of buildings and equipment. Identify MOYAS needs in terms of reconstruction, transportation and administrative support
- Completed in first draft but more detail required.

Renovate all Ministry offices.

Establish and execute transition from CPA to Ministry (Dec-Jan).

- Secure all Ministry of Youth and Sports (MOYAS) premises with FPS guards
- Trained 600; preparing to train remainder.
- 3 Appoint key personnel. Establish new Ministry structure.
- Completed.
- Complete budgetary measures for 2003/4 budget.
- Completed.

## 2

# Re-establish Sports Clubs, Branch Federations, Central Federations and Olympic Committee organizations

- Identify all Sports Clubs, Branch
  Federations and Central Federations
  (July-Sept)
- Completed
- Establish Interim Committee to Administer Sport (July) Interim Committee to establish election rules and Sub-Committees to monitor elections in each Province (July)
- Completed

- Liaise with International Olympic Committee (IOC) to approve process for election of new National Olympic Committee (Oct)
- Work with IOC to lift suspension of iraq's IOC Membership (Oct-Dec)

Organize, schedule and monitor elections for Sports Clubs, Branch Federations and Central Federations (July-Sept)
 Cross-check election results to ensure

De-Ba'athification process carried out and election rules applied (July-Sept)

- Complete aside from national football federation. This issue is being negotiated with Ministry of Justice
- Seek FIFA approval of new IFA Constitution and hold IFA election.

#### Provide Opportunities for Sporting Activities and the Development of Young People

#### Key Task

60 Day Pian (1 Aug - 30 Sep 03)

Status Narrative

90 Day Plan (1 Oct - 31 Dec 03)

Post-Jan 04 plan

#### Facilitate Resumption of National and International Sporting, Youth and Community Activities

- Compile full database of all Sports Clubs, Federations and Olympic facilities (July-Sept).
- Completed in first draft but more detail required.

Secure and renovate all Sports Clubs, Federations and Olympic facilities

Using \$2M included in supplemental, develop youth programming to expose youth to new models of civic participation through exchange programs, youth groups and University programming.

2 Identify existing Oil For Food Contracts and establish procedures for contract management of these (Aug-Oct)

3 Identify Priority Olympic Sports and

support training and competition

needs (Aug-Sept)

Contracts prioritized but full details not vet received.

Identify possible funders and funding processes for project finance and equipment donations (Sept-Nov) Match project requirements to funders (Sept-Nov) Establish Ministerial Department for Contract Bid, Tender and Acceptance

Establish Ministerial Department for Contract Bid, Tender and Acceptance Process and Contract Management Process (Sept-Nov)

Completed and good support now coming from Olympic Solidarity dept of International Olympic Committee.

Support Federations in planning and execution Provincial and National tournaments and competitions (Sept-Dec)

Support Federation delegations to international training camps and competitions (Sept-Dec) Identify possible sources of national and international support for Olympic teams (Sept-Nov). Assist Federations with Media support of tournaments, with Coalition Forces involvement wherever appropriate to spread goodwill as a forces protection measure (Sept-Dec). Support renovation and refurbishment of Colleges of Physical Education and

Sports Academy (Oct-Dec).

Re-establish courses in College of Physical Education and Sports Academy (Dec-Jan).

#### Provide Opportunities for Sporting Activities and the Development of Young People

Key Task

60 Day Plan (1 Aug - 30 Sep 03)

Status Narrative

90 Day Plan (1 Oct - 31 Dec 03)

Post-Jan 04 plan

4

Facilitate Economic Regeneration in relation to Sporting Activities

Hold conference for new Federation
Officials to assist them with
commercial sport activities and
economic regeneration (Oct-Dec)
Establish and disseminate policy for
commercial sponsorship of sport
including licensing of television and
radio broadcasting rights (Oct-Dec)

within Ministry (Oct-Dec)
Consider establishment of a National
Lottery to assist funding (Nov-Dec)

Establish Commercial Advice Office

# 14 Support plans for the restoration and preservation of Iraq's cultural heritage and traditions, having regard also to tourism potential

1 Restore Iragi cultural institutions and revitalize Iragi cultural life

 Identify and evaluate ten major construction and renovation projects.
Preparations for construction of new National Library to commence. \$23.6 million in funding allocated for reconstruction out of total estimated cost of \$29.46 million. Cleaning has been completed and refurbishment has begun on four key projects (Board of Tourism, National Library, Baghdad letand, and Ministry of Culture Headquarters). Complete refurbishment of National Library, Baghdad Island, and Symphony Hall.
Funds needed to more fully protect cultural and historical sites and to obtain new materials for the National Library will depend on funding from the Donors' conference.

Complete refurbishment of Board of Tourism, and Ministry of Culture Headquarters. Begin next set of projects. Status Narrative

90 Day Plan (1 Oct - 31 Dec 03)

Post-Jan 04 plan

#### 15 Improve and Optimize Use of Public Buildings

1 Repair public buildings to pre-war quantities and standards

 Identify needs for public buildings for decentralized political system.

Develop prioritization scheme.

Prioritize public building projects.

Estimate project costs. Initial estimates of needs are being submitted by governorates. Estimates of unbudgeted needs are being prepared for the Donors' Conference. Have begun repairs on 27 buildings with svallable funding.

Over 50 percent of the 14,250 public buildings in need of rehabilitation. Need to prioritize repair tasks and continue to start new projects as funding becomes available.

Based on budget availability, initiate work on projects in priority order. Observe program and adjust as necessary.

#### Develop and implement optimum mlx of public building utilization

 Inventory public buildings to determine alternative use potential (e.g., hotels, tourism).

Assess public buildings to determine alternative use potential.

Currently, inventorying properties controlled by the Office of the President and the Ba'ath Party.

Assessing suitability for alternative use.

Estimate potential public income to be derived from appropriets use of public buildings.

Develop policy with regard to sitemetive use of public buildings in conjunction with Iraqi government institutions.

Determine optimum mix of benefits (income, cultural, other) to be derived from alternative uses.

Initiate plan for alternative use of public buildings in conjunction with tracing government institutions.

Seek competitive negotiations to achieve maximum benefit for Iraqingovernment.

Observe program and adjust as necessary.

#### 16 Improve the Environment

#### 1 Establish the Ministry of Environment

Identify personnel and materiel resources regulated for new ministry.

Minister appointed by GC on 7 Aug. Inventory of needs being prepared.

Acquire all equipment, buildings and personnel.

Prepare for and attend international Donors' Conference.

Ministry fully functional.

## 2 Develop and execute action plans for environmental hazards and health and safety.

1 Identify potential hazards to health that require immediate action.

Determining the fessibility of cleanup of existing hazards and environmental 'hot spots'.

Execute assessment: field visits and evaluation of all sites.

Develop and execute long term remediation plans.

2 Develop the capability to monitor and assess the air, water, groundwater and soils and identify threats to human health and blodiversity. Inventory of needs being prepared.

Develop a plan to start monitoring and study of key indicators.

Execute phase one of a long term action plan.

T A B

C

# CPA Strategic Plan - Economy

#### Endstate:

Financial market structures, and fiscal and regulatory conditions, have been established that enable sustainable economic growth, the development of a dynamic private sector and rising living standards for the Iraqi people. Measures have been taken to develop human resources and to eliminate corruption. A policy has been developed for the use of oil wealth for the benefit of the Iraqi people.

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Key Task

60 Day Plan (1 Aug - 30 Sep 03)

Status Narrative

90 Day Plan (1Oct -31 Oec 03)

Post-Jan 04 plan

#### 1 Build Financial Market Structures

# 1

#### Functioning Central Bank

- 1 Central Bank legislation.
- Set up training programs for Central Bank of Ireq (CBI) officials with international organizations or with another central bank.

IMF draft central bank legislation received. Reviewing order with Central Bank of Iraq (CBI).

CBI personnel taking IMF Institute courses. Discussions continuing with other training providers, including technical exchange programs with other Arab central banks.

Develop long-term, anti-inflationary monetary program. Order to be adopted in October.

Initiate first technical exchange program.

Create instruments for pursuing monetary and exchange rates police. Implement bank monitoring functions.

Expand training programs for CBI personnel.

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60 Day Plan (1 Aug - 30 Sep 03)	Status Narrative	90 Day Plan (1Oct -31 Dec 03)	Post-Jan 04 plan
2 Introduce new currency			
1 Banknote conversion	New bank notes have arrived in Iraq. Training proceeding for conversion at commercial bank branches. Security in place. Exchange on track for Oct 15 start and completion by January 16.	To be implemented 15 October to 15 January	Complete banknote conversion by tanuary
Publicity campaign beginning early September	Publicity campaign has commerced and is on track. Meetings have been, and are being, held in different regions of the country with local bankers, businessmen, political officials, and the media to explein details and answer questions about the banknote exchange that will begin on October 15. Road show with CBI officials completed in 7 northern governorates. In Baghdad, central bank has met	Continue information campaign. Road show with CBI officials to 4 southern governorates to begin October 3 and to central governorates on October 8.  New poster and handbill with pictures of currency to be distributed beginning October 4.	Continue information campaign

#### **Build Financial Market Structures**

	ey Tesk			
	60 Day Plan (1 Aug - 30 Sep 03)	Status Narrative	90 Day Plan (1Oct -31 Dec 03)	Post-Jen 04 plan
	3 Commercial banking sy	stem		
	Order in place on bank licensing and regulation (including foreign bank entry).	Order has been issued on bank ilcensing and regulation, including the provision of six licenses permitting foreign banks to take up to 100 percent stakes in an Iraqi subsidiary.	Process underway to admit foreign banks.	Foreign banks are admitted.
	Complete basic assessment of bank solvency.	Basic assessment of state-owned commarcial bank solvency has been completed.	In concert with the GC and Ministry of Finance, develop and commence implementation of strategy on consolidation or liquidation of state- owned and private commercial banks. Increase capital of private banks.	In concert with the GC and Ministry of Finance, complete restructuring of smaller state-owned banks. Increase loanable funds by 8:1 ratio due to increased capital of private banks.
-	<ol> <li>Support the creation of an Iraqi bankers' association.</li> </ol>	tradi Bankers Association (private bankers) now established and operating.	Help association establish contacts with other associations, such as the American Bankers' Association. Solicit invitation from American Bankers' Association for Iraqi representatives to attend annual meeting.	Encourage new and foreign banks that enter Iraqi market to join association. Make it possible for Iraqi representatives to attend annual meeting of American Bankers' Association.
	<ol> <li>Begin private bank diagnostic report; follow with anti-money laundering and terrorist finance report.</li> </ol>	Diagnostic report aimost complete, anti-money laundering assessment pending.	Complete diagnostic report; begin enti- money laundering/anti-terrorist finencing report.	Complete anti-money laundering/anti- terrorist financing report, implement plan.
	5 Complete satellite-based bank	System being installed, 90 day target	Install satellite-based bank	Complete connecting all banks to

#### 4 Restructure National debt

communication system covering 80

1 Draw up plan

branches in 3 cities.

Plan being drawn up.

target.

is 80 branches across the country.

locations. On schedule to achieve this

Installation completed at 37 of 80

Retain legal and financial advisors. Refine strategy and approach in conjunction with the GC.

communication system covering 80

branches of 2 major banks, implement modern inter-bank payments system,

Begin implementation of plan to obtain debt reduction.

satelite system.

#### **Develop Transparent Budgeting and Accounting Arrangements**

Key Task

60 Day Plan (1 Aug - 30 Sep 03)

Status Nerrative

90 Day Plan (1Oct -31 Dec 03)

Post-Jan 04 plan

# 2 Develop Transparent Budgeting and Accounting Arrangements

2003 H2 Budget

1 2003 H2 Budget

2003 H2 budget being executed. Budget execution has improved substantially in the last few weeks, but further improvement needed. Execute 2003 H2 Budget using Iraqi procedures and process.

Year-end reports on 2003 execution:

2 2

2004 Budget

1 Approve 2004 Budget. Draw up supplemental. 2004 Budget drawn up.

Supplemental has been submitted to Congress.

Publish final 2004 Budget in time for October donors conference.

Execute 2004 Budget

Budgeting and financial management reforms

 Prepare TOR for BearingPoint (BP) scoping study for phased implementation of financial management information system (FMIS).

(Frency, Evaluate budgeting and financial management reforms recommended by the IMF TORs complete. Bearing Point has begun work.

Maying ahead on implementing ma

Moving ahead on implementing many of the recommendations in the IMF report. The FMIS should make a major contribution to the budget process.

 Implement those IMF reform recommendations (Single Treasury account, economic and functional classification of budget, etc.) that have been adopted.

been adopted.
2) Introduce monthly reporting of financing provided to Ministry accounts by Ministry of Finance Treasury account by November 2003
3) Provide Central Bank of Iraq and Ministry of Finance with regular information on transactions from the Development Fund for Iraq (DFI) account monitored by CPA to allow development of consolidated accounts with immediate effect. Establish communications with all of the Treasury offices in the governorates by January 1, 2004.

Continue implementing reforms. Introduce FMIS system beginning January 1, 2004.

#### Develop Framework for Sound Public Sector Finances and Resource Allocation

Key Task

60 Day Plan (1 Aug - 30 Sep 03)

Status Narrative

90 Day Plan (1Oct -31 Dec 03)

Post-Jan 04 plan

# 3 Develop Framework for Sound Public Sector Finances and Resource Allocation

### 1 2004 Budget process run by Iraq MOF using existing systems, subject to hard budget constraints

1 Run 2004 Budget process by Iraqi Ministry of Finance, in close consultation with Ministry of Planning, with technical assistance from the CPA, using existing systems, subject to hard budget constraints. 2004 capital and operating budgets considered simultaneously. 2004 Budget has been drawn up by the Iraqi Ministry of Finance, in close consultation with Ministry of Planning and other ministries, with technical assistance from the CPA, using existing Iraqi system. Capital and operating budgets were considered simultaneously for 2004 budget.

Finalize 2004 Budget using existing systems.

Implement 2004 budget using existing systems, but gradually phase in new systems.

### Strategy to reclaim frozen iraqi assets

1 Plan and negotiate - 1st Phase

30 day plan submitted to Amb. Bremer

Develop and implement longer-term asset recovery plan. Continue plan Implementation.

# 3

#### International Donors' Conference

 Prepare special funding requests not funded through budget for presentation to October donor's conference. Ministries have prioritized unmet needs by project. Submissions being consolidated. Donor Conference scheduled for 23 and 24 October 2003.

Follow up on donor performance in meeting pledges.

Status Nametive

90 Day Plan (1Oct -31 Dec 03)

Post-Jan 04 plan

#### Promote Private Business/Small and Medium Enterprises (SMEs)

#### Streamline existing commercial code/regulations

 Complete basic review of critical existing corporation law (using Office of General Counsel, short-term TDY USG personnel, Bearing Point consultants, pro bono efforts by disinterested law firms). Recommend changes after consulting with Iraqi leaders.

Bearing Point consultants have yet to be integrated into the Office of General Counsel; ongoing review of administrative regulations for corporations applying to the Registrar of Companies. Creation and adoption of new regulations that reflect national treatment of foreign investors and other aspects of CPA Order Number 39 on Foreign investment.

Continue review of the administrative regulations applicable to companies and individuals engaging in foreign Investment. Review of and, if necessary, revision to the corporation laws. Prioritization of other business law problem areas for further review and revision. Recommend changes after consulting with fragileaders.

commercial paper law to identify problem areas and consider changes necessary to allow economic reconstruction.

Begin review of insolvency/bankruptcy. tax, customs, mortgage, property,

#### Facilitate lending to private businesses

1 Establish microcredit facilities throughout the country.

First micro-credit facility has been set up in the South and is lending funds (CHF project). Microcredit lending has begun in Najal. Competition held to select NGOs to operate 2nd microcredit program for the rest of the country. Two NGOs have been

Expand lending from existing microcredit program; get second program up and running,

Expand microcredit program across ireq.

2 Resume lending by state-owned benks.

3 Attract 2 or more foreign banks to enter Iraci market

selected. Two large state-owned banks are issuing icans, including loans to small

and medium sized enterprises.

Following GC approvel, CPA has Issued an order permitting foreign banks to hold up to 100 percent shareholdings in up to 6 Iraqi banks. Order permits unlimited number of foreign banks to acquire up to a 50 percent share of Iraqi banks. Initial discussions have been held with a number of banks.

Push to make more credit available to private businesses on a reasonable basis.

initiate and complete transparent competitive process to select first two foreign banks for entry into Iraqi market. Encourage foreign banks to partner with Iraqi banks by acquiring minority ownership stake. Propose allocation of Enterprise Fund to partially match capital raised by private banks.

Provide broad range of financing options for creditworthy private Iraqi businesses.

Two foreign banks begin operations in Iraq. Attract four additional foreign banks to invest in operations in Iraq. Continue to encourage foreign banks to partner with Iraqi banks.

Promote Private Busi			
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60 Day Plan (1 Aug - 30 Sep 03)

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#### Encourage foreign investment

1 Issue order permitting foreign direct investment in Iraq.

Order permitting foreign direct investment has been approved after agreement with Governing Council. Order permits 100% foreign ownership of iraci companies, excluding oil sector. Banking and insurance subject to restrictions.

Work out regulations affecting direct foreign investment.

Remove any remaining regulatory obstacles to foreign direct investment.

2 Establish a single point of contact for all enquiries regarding foreign investment

In conjunction with the Business Center, developing Interactive Website for potential foreign investors and Iraqi partners.

Set up investment promotion board (one stop shopping to inform investors); determine feasibility of foreign officers serving on the board. Release Interactive Website in conjunction with the Business Center.

operations.

Develop staffing in Baghdad In confunction with the Business Centre.

Conduct business sector conference in tandem with the Donors' Conference in Madrid on Oct 22/23.

investment promotion board begins

Preparing business sector conference to be held in Madrid on Oct 22/23.

Follow up with interested investors after conference.

Expand referral capacity outside of Baghded.

Continue following up with interested investors after conference.

3 Develop an information and referral capacity

4 Develop a trade and investment development program that includes presentations before domestic and overseas business conferences, direct solicitation of investment and sponsorship by overseas corporations. and other initiatives.

Promoted foreign investment in Iraq at various international investment fora.

# Commence Reform of Tax System

# Initial measures to stabilize revenues (reconstruction tax/excises)

In process.

1 Decide on potential temporary taxes (If any) to help finance reconstruction. Examine reinstating current taxes that are on the books but not collected.

Decision taken to reinstate land tax. gasoline excise, hotel and restaurant Work with Governing Council and Ministries to prepare for implementation of new tax regime. Institute assessment mechanism to ensure the fair collection of tax revenues.

Monitor new tax system to ensure fairness and compliance. Overhaul tax system to construct investor-friendly system and balance revenue from off.

2 Complete review of Irag's existing taxes for potential implementation of new permanent taxes (e.g., income taxes, real estate sales taxes).

Review underway. Recommendations on personal and corporate income tax maxima have been made.

Present all taxation options to Governing Council for discussion.

Study potential distortionary effects of new taxes after a full fiscal year of the new tax system.

### Remove Subsidies/Develop Social Safety Net

Key Task

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### 6 Remove Subsidies/Develop Social Safety Net

### Quantify subsidies and implicit social support to individuals and corporations

 Identify subsidies to corporations through 2004 budget process. Initial draft policy proposals are being drawn up.

Develop policies to reduce subsidies in consultation with ministries in charge of state-owned enterprises, the Ministry of Finance, and Office of Management and Budget, and Economic Policy.

Prepare for start of reform process.

2 Identify subsidies to Individuals through separate process. Assess costs and benefits of monetizing these subsidies. Recommend changes to social safety net and subsidy reductions to Governing Council for discussion.

initial draft policy proposals are being drawn up.

Consult with Governing Council about changes to social safety net and subsidy reductions. Plan policies on reducing subsidies and revamping social safety net. After preparing the public, prepare phase out of subsides and compensation policies.

# **Develop Policy Towards State Owned Enterprises (SOEs)**

### 1 Return SOEs to pre-war operating levels, where appropriate

- 1 Identify and develop action plan for solving SOE operating problems.
- Action plan has been completed. SOEs have been evaluated and grouped according to viability. Rudimentary balance sheets and income statements are being developed.
- Consultations with Governing Council on implementing SOE policy. Output from viable SOEs restored to pre-war level.
- Remove remaining subsidies to SOEs and adopt hard budget constraint.

- 2 Identify and develop plans for SOEs irreparably damaged during the war
- irreparably damaged SOEs have been grouped according to those that should be liquidated and those that should be reconstructed.
- Consultations with Governing Council on closure of non-viable SOEs and restructuring of viable SOEs.
- All SOEs face hard budget constraint.

# Hard budget constraints

- 1 Allocate funds needed to meet SOEs' private liabilities and working capital through budget grants and supervised benk loans.
- Balance sheets have been cleaned and assets and liabilities adjusted. Ongoing operations are being evaluated and dates are being set for the cession of subsidies. Viable SOEs have been recapitalized. 20 SOEs have written loan applications.
- Continue financial assessments of banks and SOEs to determine whether hard budget constraints have been maintained
- Improve monitoring system to track performance of SOEs.

# In conjunction with the GC, develop restructuring plans for SOEs

- 1 Determine competitive structure of major industries with SOE presence.
- Devise procedure for seiling small.

competitive SOEs.

- 3 Issue TOR for scoping study of options for restructuring state-owned Insurance companies
- 4 Activate loan scheme through Ministry of Finance and banks to provide working capital for SOEs.

- Preliminary evaluations of the telecommunications, cement, fertilizer, and other industries have been completed.
- Procedure for setting small, competitive SOEs has been created and submitted for approval.
- Draft TORs prepared. In-country expert from BearingPoint has begun assessment.
- Scheme in place; loan requests being assessed.

- Prepare medium to longer term restructuring strategies for large SOEs. Engage in discussions with Governing Council on restructuring
- Set up an iraqi government agency to handle privatization.
- Write acoping study of options for restructuring state-owned insurance companies. Discuss study options for restructuring with Governing Council.
- Issue loans for financially sound proposeis.

- Commence implementation of SOE strategies.
- Staff and begin operations of privatization agency.
- Make and implement decision on restructuring state owned insurance companies.
- Expand loan programs; monitor repayments.

#### **Design Oil Trust Fund**

Key Task

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### **Design Oil Trust Fund**

1 Proposal for oil trust fund

1 Examine options for Oil trust fund.

Oil trust fund options in process of review. Oil trust fund concept agreed in principle.

Discuss potential options for oil trust fund with Governing Council.

Continue exploration of options.

## Lay Foundations for an Open Economy



1 Permanently reduce or zero-out tariffs

1 Decide whether Iraq's tariff holiday should continue. If tariffs are re-instituted, decide on tariff structure.

Decision to impose a temporary tariff of 5 percent on non-exempt terms as of January 1, 2004 has been taken.

Plan for liberalization of transport and telecom sectors consistent with World Trade Organization (WTO) agreements.

In advance of WTO negotiations, address non-tariff barriers to trade and discuss future tariff structure.

# Establish Trade credit facility

 Select respondent RFPs for entering into contract.

international Commercial Banking Consortium selected to advise the Trade Bank of Iraq. All operational documentation and commercial agreements completed by CPA, (raq) advisors and MorganChase on behalf of Consortium.

Appointment of President of Trade Bank recommended by CPA pending endorsement by Minister of Finance and Governor of Central Bank. All documents and agreement cited are pending approval/endorsement by appropriate officials. Export Credit Agency lines to the Trade Bank totaling nearly US\$1 billion (Including U.S. EximBank lines of \$500 million) have been board approved pending establishment of the Trade Bank,

After Trade Bank established, complete negotiations with Export Credit Agencies (ECAs) of numerous willing OECD countries for an estimated US\$1.6 billion in credit for commodity and capital goods imports. ECAs await legally constituted entity prior to seeking board approval. Once Trade Bank established Banking Consortium will be able to issue Letters of Credit for procurement.

#### Pursue National Strategy for Human Resource Development

Key Task

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#### 10 Pursue National Strategy for Human Resource Development

Establish a national strategy for vocational and technical training, including information technology

 Begin planning for national survey of private firms to inform vocational and technical curriculum.

No contract has been let. However, Ministry of Labor and Social Affairs is conducting its own survey of Baghdad business. Coordinate with Ministry of Labor and Social Affairs to plan for a survey of all of Iraq. Conduct national survey

2 Start vocational education training.

No contract has been signed for vocational training because survey has not been completed. Begin planning for training as survey results come in.

Commence training of vocational educators once survey results have been analyzed.

3 Establish a national strategy and base for vocational and technical training, including information technology. Strategy design proceeding.

Begin renovations for 263 vocational/adult educational institutions, including resources for basic skills Complete renovations for 263 vocational/adult educational institutions, including resources for basic skills.

2 Design accelerated training programs in the complexities of Free Market Democracy

Approve development of a marketing economics simulation.

Bearing Point exploring with Institute for Defense Analyses feasibility of adapting software to Iraq's circumstances. Conduct first BETA tests Complete Iraq version of simulation Develop plans with Iraqi institutions for technology transfer Conduct one simulation per month for mid-level and senior officials Design and conduct special purpose simulation uses to address specific issues.

11 Maintain and Strengthen Iraq's Science and Technology Base

Occupy and renovate buildings and laboratories. Develop detailed program plans and initiate purchases for major Programs. Focus on Scientist retention for non-proliferation purposes.

 Establish Ministry of Science and Technology (MoST) and decide Program areas

Ministry of Science and Technology has been created.

Occupy and renovate buildings and laboratories. Develop detailed program plans and initiate purchases for major Programs. Focus on Scientist retention for non-proliferation purposes.

Initiate research and development. Establish domestic and foreign business relationships. Coordinate and partnership with other ministries. Focus on Scientist retention for nonproliferation purposes.

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Key Task

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# 12 Initiate Public Sector Management Reform (See also Governance Obj 8)

Civil Service Salary Review

 Complete review of CMI Service salary scales for progressive implementation. Review complete. Salary order has been approved and published.

Implementation of new pay scales by January 1, 2004.

implement new pay scales by January 1, 2004

Thursday, October 09, 2003

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Economy

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# CPA Strategic Plan - Governance

# Endstate:

Iraq has a representative form of government that promotes the rule of law, protects the rights of all, including freedom of expression and religious practice, and is supported by a vibrant civil society. It is underpinned by a democratically agreed constitution, transparent electoral processes and strengthened political institutions. There is an accountable and responsive system of local government. The effectiveness of elected officials has been increased through training.

		Support Role of Govern	ing Council (GC)	
Ж	(ey Task		00 D Cl 14 O . 1 0 1 0 0 0 0 0	
	60 Day Plan (1 Aug - 30 Sep 03)	Status Narrative	90 Day Plan (1 Oct - 31 Dec 03)	Post-Jan 04 plen
1	Support Role of Governing	g Council (GC)		
	1 Support Role of Govern	ing Council		
	1 Identify major policy Issues	CPA/Governance providing assistance to GC on major issues.	Act as interface between CPA and GC on issues of concern	Act as interface between CPA and GC on issues of concern
	Respond to GC requests for information	CPA/Governance in continual contact with GC and Ministries to facilitate information flow	Act as interface between CPA and GC on Issues of concern	Act as interface between CPA and GC on Issues of concern
-	3 Support selection of Interim Ministers	Interim Ministers appointed on September 1. Governance working to assist GC/interim Ministers Interface	Work with GC on Interface between interim ministers and GC. Facilitate increasing responsibility for ministries to the GC and their ministers.	Continue to act as interface between CPA, GC and Interim Ministers on Issues of concern; work with GC on Interface between interim ministers and GC
	Support the development of relationships between GC, Ministers, CPA and regional components	Informational meeting for CPA/regional component held on August 15. GC planning intragovernmental meeting in near future. Monthly meetings between CPA/Governence, Regional and Governorate Coordinators, and Division Commanders.	Monthly meetings between CPA/Governance, Regional and Governorate Coordinators, and Division Commanders. Facilitate systematic consultation between CPA and GC over all policy decisions, made possible by committee or other structure.	Monthly meetings between CPA/Governance, Regional and Governorate Coordinators, and Division Commanders
	5 Assist the development of GC constituent offices	Scope of work for constituent office staff training completed, awaiting contract. Infrastructure support on- line. Office infrastructure being upgraded. Funding via the Office of Transitional initiatives (OTI).	GC constituent centers operating with assistance from international NGOs	GC constituent centers operating Independently

Page 2

60 Day Plan (1 Aug - 30 Sep 03)	Status Namative	90 Day Plan (1 Oct - 31 Dec 03)	Post-Jan 04 plan
Transfer full authority for deBerathflication to iraqi institutione	High National Deba'ethification controlission established; Intitial proposals submitted to CPA.	Complete transfer of authority to commission. Provide support and training for investigations and appeal process as required.	Community based DeBa'sthifical program ongoing

Key Task

Develop	Civic	Particip:	ation in	Governance

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60 Day Plan (1 Aug - 30 Sep 03)

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Post-Jan 04 plan

#### **Develop Civic Participation in Governance**

#### 1 Develop Indigenous polling capacity

1 Identification of local groups & assessment of capacity:

Politing organizations assessed scopes of work for capacity building developed and implemented.

Ongoing and expanding

Ongoing and expanding; sustainable polling organizations operating

2 Infrastructure support

tragi Center for Research and Strategic Studies (ICRSS) provided infrastructure support grant from OTI; contract between ICRSS, DOS and CPA concluded to provide polling data; first poll completed.

Appropriate grant mechanisms established with additional polling firms Grants transitioning into commercial contracts with corporate entities

3 Polling techniques and methodologies training

DOS provided two week training program (12 Aug to 28 Aug) on polling methodologies. Continued programming on polling methodologies, data field creation and sampling ongoing.

Ongoing and expanding

Ongoing and expanding

4 Contract with indigenous polling organizations to provide public opinion

Contract for polling signed between CPA, DOS and ICRSS for three month polling project.

Continue grant to indigenous organizations

Support expansion of polling operations to commercial entities

5 Develop linkages between international polling firms and Indigenous organizations

Linkages built between Central Statistical Office and Gallop polling organization (Independent of CPA, initiated by DOS). Linkages between ICRSS and international politing firms being explored.

Assist in developing linkages between trad polling firms and international think tanks and polling firms

Provide women and youth with the skills necessary to become important participants in the political process

Establish exchange programs

Discussion with DOS Education and Cultural Affairs ongoing.

Increase frequency of exchanges

2 Leadership training

Training programs conducted in Bachdad, North and South/Central CPA regions. Programs funded by OTI, Research Triangle International (RTI) and CPA.

Provide additional training opportunities for women, to include training for participation in political

Encourage women to participate in the electoral process by providing political aktile training

#### Develop Civic Participation in Governance

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#### Develop local civil society capacity to conduct advocacy and participate in political life

1 Identify & support the development of community and interest-based local organizations

Ongoing, small grants to support local Initiatives supported by OTI, Scope of Work for creation of stx regional NGO development centers in process, program expected to be funded within the next three months.

Expand support and technical assistance to interest based organization so that they interact with governing structures Provide sustainability support to indigenous NGOs

Develop civil society development centers in conjunction with "democracy centers"

2 Facilitate networking

Scope of Work for creation of six regional NGO development centers in process; program expected to be funded within the next three months.

Provide for NGO groups to meet and network. Build an association of interest groups Establish a permanent organization of NGOs to provide technical and material assistance

3 Funding for specific activities

Funding of human rights and community activist groups ongoing.

# Develop civic education programs promoting electoral participation and democratic ideals

1 Produce and distribute public information materials on democratic principles

"What is democracy?" and "Democracy Papers" currently in publication and being prepared for nationwide distribution. Workshops on democracy and constitution

Establish civics module of education curriculum Develop democracy resource centers at local libraries - provide materials on

democratic values

Expand civics program to all governorate and grade levels

2 Produce and distribute public information materials on Constitution

3 Produce and distribute public Information materials on Voter Registration

4 Produce and distribute public information materials on Elections development engoing; work with Strategic Communications on public display items and Iraqi Media Network and multimedia programming ongoing. Materials in development with

Strategic Communications. Speakers identified; public outreach on constitutional principles ongoing.

Not appropriate at this time. Task benefab

Not appropriate at this time. Task deferred.

Expose population to differing models

and promote constitutional debate. Promote plenary session on constitution; solicit public comment

Civic education program on the voter registration process

Expose population to differing models and promote constitutional debate. Promote plenary session on constitution; solicit public comment

Program on voter participation developed for constitutional referendum and elections to the National Assembly

		Develop Civic Participati	on in Governance	
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	60 Day Plan (1 Aug - 30 Sep 03)	Status Narrative	90 Day Plan (1 Oct - 31 Dec 03)	Post-Jan 04 plan
	5 Progressively transfer m	ullitary responsibilities for govern	nance to civillans	
•	Develop policy on military/civilian transition points	Transition points developed. Working groups of CJTF-7, USAID and CPA Governance reviewing. Transition planning with CENTCOM ongoing.	Complete development of policy	
•	Build capacity for civil s	ociety conflict prevention & miti	gation (CPM)	
	1		Inventory CPM activities; conduct gap analysis & recommend actions; form CPM working group.	Plan, approve, fund and implement programs; transition to Iraqi control
	Support Development of C	onstitution that Protects th	e Rights of All	
. 1	Support Governing Cour	ncil's Constitutional Preparatory	Commission (CPC)	
	1 Facilitate CPC's internal deliberations and consultations in the provinces	CPC appointed on August 15 CPC report on constitutional process completed and forwarded to GC	Assist CPC if GC decides to extend its mandate	Assist CPC if GC decides to extend its mandate
2	Support the establishme	nt of a constitutional convention	π	
	Determine methods and mechanisms for technical support: Constitutional Experts     Drafting Process etc	GC deciding mechanism for establishing constitutional convention. CPA has prepared a list of materials and technical assistance that can be provided to constitutional convention.	Support GC and constitutional convention as required	Support GC and constitutional convention as required
1	Promote civic education	on constitutional Issues (See a	iso Obj 2)	
. 1	Organize speakers on constitutional issues, conferences and local town hall meetings	Program is underway	Continue the program	Continue the program
4	f Enable a constitutional r	eferendum	· · ·	
1	Research capacity and Iraqi needs for holding national referendum on constitution (See also Obj 4)	Awaiting report from international NGO on Iraq's electoral capacity	Provide assistance to EMS as required	Provide assistance to Electoral Management Body (EMS) as required
	•			

	Develop Framework and C	Capacity for Elections	
Key Task			,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,
60 Day Plan (1 Aug - 30 Sep 03)	Status Narrative	90 Day Plan (1 Oct - 31 Dec 03)	Post-Jan 04 plan

# 4 Develop Framework and Capacity for Elections

# 1 Support creation of National Independent Electoral Commission

Develop methodology for providing technical expertise to advise GC

Scope of Work for assistance approved and contractor identified. Assessment with recommendations should be completed by October 15, 2001 Assessment underway, report expected in October

Implementation of report recommendations; development of independent electoral capacities

## 2 Assess existing electoral infrastructure

Assessment of electoral infrastructure ongoing. Report expected October 9,

Engage international NGO in development of critical thinking papers for GC and CPA on paths to forming electoral infrastructure

# Promote scopes of work and operational linkages between national, regional and local level election administration authorities

Scope of Work for electoral assistance approved and contractor identified. Assessment with recommendations should be completed by October 15, 2003.

Technical assistance through international NGO and multinational organizations to provide assistance to interim Election Commission to authorize development of regional electoral infrastructure

Provide technical assistance to local electoral commission for constitutional referendum.

Roving technical assistance for election observation by indigenous and international organizations

Support	Deve	opment	nf	Sustainable Political Parties/Associations

Key Task

60 Day Plan (1 Aug - 30 Sep 03)

2 Set up democracy support centers for

training and party organization, and

3 Promote local and regional party

political movements

organizations that support national

Status Narrative

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Post-Jan 04 plan

# 5 Support Development of Sustainable Political Parties/Associations

#### 1 Support development of political associations

1 Engage International NGOs

message

National Democratic Institute (NDI) and International Republican Institute (IRI) have mapped the political taxoscape. Scopes of work for future programming developed and in process.

Scope of work developed for political assistance centers. Currently being yetted within CPA; funding via OTI.

Addressed through consultation; swaiting engagement by international NGOs. Develop contracts with international democracy NGOs to provide technical support to independent political movements and associations

Expand "democracy centers" to provide material support to political movements and associations in at least six governorates

Democracy NGOs to develop political party training programs for national political parties that establish local organizations. Provide technical and organizational support to local and regional branches of national political organizations

Contracts ongoing; political assessment ongoing

Develop regional and local political party organizations that run candidates for elections. Aim to enable ective national, regional and local political associations that reflect the will of constituents

Promote	Raen	act for	Human	Righte
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### **Promote Respect for Human Rights**

#### 1 Educate on human rights issues

1 Press briefings and interviews on past human rights abuses

Press briefings ongoing.

2 Develop Civic Education program

Conference in Dohuk conducted, September 12-13.

3 Workshops on NGOs, future human rights institutions, education, and memoriale

Development of NGOs ongoing; five workshops conducted. Human rights NGO activity to be included in overall NGO development plan; human rights training to be provided by Office of Human Rights and Transitional Justice.

4 Support and develop local tragi Human Rights NGOs

Material assistance provided to NGOs; training programs identified. Development of NGOs ongoing; five workshops conducted. Human rights NGO activity to be included in overall NGO development plan, human rights training to be provided by OHRTJ.

Arrange other venues, to include Ministry of Human Rights

Assist iragis to heal from past abuses. Provide forensic support, exhumation and training on mass graves Provide programs to assist bereaved families

Integrate human rights NGO capacity in overall NGO development plan. continue to conduct human rights specific training

Support HR NGOs in their development and training

Establish Iraqi capacity to conduct activity

Promote culture of respect for human rights. Recommend curriculum on human rights throughout education system

Sustainable human rights NGOs developed and operating

Encourage independent human rights institutions and organizations to function

#### **Promote Respect for Human Rights**

#### Key Task

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Post-Jan 04 plan

# 2

# Support development of Human Rights Archive to preserve information and increase awareness of past atrocities

 Take summaries of past abuse and interview witnesses Activety collecting witness statements

Support Iraql establishment of permanent human rights institutions. Provide training and resources for HR Ministry

 Collect information from military units in Iraq on what they have found. Worked with military units as outlined in Fragmentary Order (FRAGO) issued in July '03.

Ensure implementation of FRAGO. Collect information from military units in Iraq on what they have found.

Continue to collect information from military units in Iraq on what they have found.

3 Develop Iraqi Information Center on past abuses

Document efforts moving forward; funding for archive being sought. Documentation programs ongoing; refurbishment of document archive ongoing.

Provide information on missing persons to Ireai Bureau of Missing Persons Ensure Iraqi authority has adequate institutions to receive information Support Iraqi inklistives for Truth, Reconciliation, Compensation and Justice. Support programs to construct commemorative memorials and museum Promote equality of opportunity (EO) and protection. Work with Ministry of Justice to ensure EQ laws are in place. Assist in providing training on EO. Transfer evidence of human rights violations to Iraqi authorities and institutions. Turn over Human Rights Archive to Iraci authority and documentation center. Turn over Transitional Justice. Complete and

implement Mass Graves action plan.

Programs to ensure government officials are trained in human rights protection. Encourage society to move forward once accountability sought.

4 Mass Graves action plan

Planning phase completed; forensic teams delayed owing to security concerns.

# 3

#### Strengthen local capacity to investigate and address past atrocities

 Bring in International trainers in forensics, investigations and counseling Forensic teams on the ground; investigations ongoing.

 Assess long-term needs for tracts to take on this role

Assessments ongoing.

Support traditional forces for past atrocities as requested. Support systems to address orimes against humanity. Encourage appropriate appeals for traits

Promote Respect for Human Rights	Promote	Respect	for Hi	ıman l	Rights
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### Key Task

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Post-Jan 04 plan

#### Implement voluntary Property Reconciliation Facility for property disputes

- 1 Finalize claim form and open offices
- ongoing.
- 2 Discuss creation of Incentives package for voluntary reconciliation
- International Organization for Migration contract delayed over security concerns; CPA sponsored activity
- IOM contract delayed over security concerns; CPA sponsored activity in planning stage.
- Establish Iraqi Property Claims Commission (IPCC)
- **Develop Property Arbitration** Commission for Past Disputes. Develop incentives package for compensation. Work with IOM to develop proposal based on IPRF success

Work with IPCC

Culture of human rights that protects the rights of the most vulnerable and allows society to overcome past atrocities

#### Develop More Accountable and Responsive Local Government

Key Task

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Status Narrative

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Post-Jan 04 plan

#### 7 Develop More Accountable and Responsive Local Government

Support organization of citizens' advisory councils per CPA models, with follow-on training in democratic practices, and/or support for interim representative bodies

1 Organization of citizens' advisory councils per CPA models, with followon training in democratic practices, and/or support for interim representative bodies Councils created; training programs via RTI ongoing.

Civic education program underway in 9 governorates and with more than 120 councils. Develop national/sub national government interface – create association of local governance structures. Provide international experts' panels on local governance issues to national audience. Sponsor policy forums in 10 governorates on local/regional topics. Four mayors/governors regional conferences on local government tasues.

Achieve sub-national government that has a strategy and vision that is articulated to residents; transparent public budgeting and expenditure identifies local resources and uses them efficiently to alleviate constituent concerns, and follows developed and sustainable management practices.

### 2 Develop more accountable and responsive local government

 Increasing the legitimacy of local advisory councils through immediate assistance in restoring basic public services – to be expanded to all governorates

Rapid response grants provided via RTI.

Rapid response grants made through councils

# 3 Work with civic groups to encourage participation in local public affairs

 Initial work with civic groups to encourage participation in local public affairs Training of constituent/local governance interface ongoing. Work with advisory councils on constituent concerns ongoing.

Five specialized women's NGOs making public statements on policy issues of importance to them Project assisting at least 10 NGOs Training programs on institutional development and project cycle completed for more than 100 NGOs More than 200 NGOs to have received project training and other assistance in all 18 governorates. Issue oriented NGOs to have federated nationally from local areas in more than 25 cases. Civic organizations to have become service delivery partners in 25 cities

#### Develop More Accountable and Responsive Local Government

Key Task

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Post-Jan 04 plan

#### Provide basic training for professional budget preparation and transparent financial management

 Basic training for professional budget preparation and transparent financial management Several seminars held by RTI; authorities paper empowering local/regional government on Budget/Tax ongoing. Public management training programs delivered in 10 governorates Technical assistance work begun on 2004 budget reparation begun in 10 governorates 16 of 18 governorates to be able to prepare quality capital and current operations budgets. Point of service measuring system for public services to be used in at least 10 governorates. Project to have delivered human resources management training to executive departments in 16 of 18 governorates. Capacities to have been developed in revenue-raising, transparent expenditure, and budget preparation

#### Initiate Public Sector Management Reform (See also Economy Obj 12)

#### Key Task

60 Day Plan (1 Aug - 30 Sep 03)

Status Narrative

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Develop management and training

Post-Jan 04 plan

#### 8 Initiate Public Sector Management Reform (See also Economy Obj 12)

1 Assist development of Iraqi civil service management and training plans

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plans in consultation with GC, Ministries and CPA

#### Promote ethical government, transparency and the accountability of officials

 Transparent government financial management practices (See also Economy Obl 2) Training programs for local/regional governance being conducted by RTI.

International NGOs work at all levels of government in anti-corruption and transparency training programs (See also Economy Obj 2)

Training programs for the GC and its

personal and professional staff

Establish transparency and enticorruption curriculum for all government workers. Provide assistance in establishing open budget process and transparent government contracting (See also Economy Obj 2)

 Training for GC staff (preparatory training materials for eventual parliamentary staff). CPA has worked with GC to identify training needs, scope of work being developed to respond to GC needs.

Develop constituent relations offices in regions and encourage constituent outreach by GC members Expand training opportunities for GC members and staff, and possibly National Assembly

3 Constituent relations training et local, regional and national level

4 Begin national anti-corruption initiative

Scope of work on GC outreach completed, international NGOs have responded to scope of work. Intrestructure and communications equipment placement ongoing.

Strategic plan for anti-corruption

initiative in development in

coordination with DOS.

Promote the creation of a government wide inspector General's office and an Anti-Corruption Commission

Provide technical assistance to office of inspector General and Anti-Corruption Commission.

Further promote an open and transparent government process that is viewed as legitimate by its constituents.

(b)(6)	СРА		
From:	(b)(6) CIV WHS/CCD	9 4	
Sent: To:	Wednesday, August 04, 2004 (b)(6) CPA	7:27 AM	
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Historical Office	one afternoon a week to work His	storical Office tasks—I know	how it is to work two jobs! (b)(6)
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