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سلطة الائتلاف المؤقتة
Coalition Provisional Authority

STRATEGIC PLAN

(As at 25 June 2004)

Produced by OPPA



00815



COALITION PROVISIONAL AUTHORITY
BAGHDAD

INFO MEMO

DATE June 25, 2004

FOR: THE ADMINISTRATOR
FROM: Director CPFA [REDACTED]
SUBJECT: Strategic Plan Update for June 2004

We have pleasure in attaching the latest update to the Strategic Plan, including changes up to Jun 30, 2004. This memo summarizes some of the key developments since the Plan was revised on Jun 1, 2004.

Changes/Events

Changes to the Milestones are highlighted by the white icebergs on the overall milestone chart. In more detail, the key changes to the plan and significant events, as reported by ministries and directorates, were as follows:

Security

- MoD initial refurbishment completed. MoD Annex completed.
- Militia Order agreed and was signed on Mon Jun 7.
- Commissioner approved Code of Conduct for Commission on Public Integrity and request for startup funds submitted.
- Approximately 4000 claims filed with IPCC to date.
- 47 new Chiefs of Mission selected by Foreign Minister Zebari.
- CPI Commissioner met with ministry IG and representatives from the Ministry of Education to suggest grade-school anticorruption curriculum.
- Contract awarded for a new Iraqi passport with delivery set for November 1.
- National Academy for Dept of Border Enforcement may not be necessary. Training will likely take place at the Baghdad Police Academy once expansion of that facility is complete.

Governance

- IIG appointed.
- IEC appointed on June 4.
- TAL Annex issued.
- UNSC Resolution.
- Work continues to enhance Iraqi participation in detention operations.
- CPA emergency funding resolved IPCC funding issue resultant from lack of Chief Executive to authorize draw down of funds. Interviews for new Iraqi Head of the IPCC scheduled for 17 & 18 June.
- The Oral History program is now established in the Ministry and working well.

Essential Services

- Housing & Construction Plan reviewed to provide more focused tasking.
- MOE – Minister reviewing the Ministries organization and tasking of staff proceeds apace.
- [REDACTED]
- PMO announced the first significant contract that Poland has secured since joining the Coalition. The contract is for 120 new double-platform container wagons for the Iraqi Republic Railways today.

UNCLASSIFIED

Economy

- MoF to establish a Loan and Grant Management Unit. IGO appointed.
- Lay foundations for open economy – IGOs appointed.
- IAF training on tax administration and tax policy for MoF taking place in Abu Ghraib.
- 41 MoST personnel completed training in preparation for MoST taking over operation of the radioactive source storage bunkers at al-Tawitha, scheduled for 27 June 2004.
- Chief Information Officer (CIO) Planning Meetings conducted with representatives from all ministries.
- Ministry of Science & Technology contracted with Ministry of Oil to build several water treatment facilities at outlying areas.
- CPA Order to create the Iraq Radiological Source Regulatory Agency signed.
- New MoST IG, Mr Dhiyan Street Mahmoud appointed and actively involved in the Ministry.
- MoST contracted with MoO to build several water treatment facilities at outlying areas.

Strategic Communications

- Electricity Campaign focused on sharing of electrical power.
- Ad campaign continued in support of the democratic process. Wave 3 started 27 May on all Arab Satellite channels.
- Low profile of Coalition spokesperson in favor of allowing Iraqis to talk about issues in Iraq policy continued.
- Engaging Iraqi public affairs on National Conference and Preparatory Committee public information campaigns.
- Wave 5 Strategic TV ad for Democracy Campaign approved.
- Planning on Iraqi Special Tribunal/High Value Detainee transfers commenced.

Risk Areas Controlled During June 2004

Security Develop Effective Border Security	Department of Border Enforcement Intelligence Unit has been formed and currently consists of ten individuals. The unit is run by Colonel [REDACTED] and work is ongoing to stand up the new entity within DBE.
Security Improve the Penal System	Through approved requests, travel requests, the Prisons Department is able to be on-site at each facility on a daily basis, and is also billeted at the Abu Ghraib Prison. Modernization and decentralization of the Transportation system to improve prisoner transportation to and from the courts has continued, albeit hampered somewhat by the security situation during June.
Security Establish Commission on Public Integrity	Commissioner for the Commission On Public Integrity was appointed. Immediate security concerns have been resolved and work is ongoing to secure long term housing protection for the Commissioner. An LCA for the witness protection location has been received, the Commissioner has approved the Code of Conduct, and the plan for training and deployment is being prepared.
Security Create an Effective and Accountable Police Service	Training programs continue across the IPS, including professional training for middle management, and specialized training such as forensic and investigations. These initiatives coincide with a renewed focus on quality over quantity. As part of this effort, \$60M was recently approved to provide assistance to up to 30,000 Iraqi Police Officers who were hired within the last year but who have not been meeting minimum employment standards. IPS total manning now lies at 116,000 which is some 30,000 over authorized end strength.
Essential Services	[REDACTED]

UNCLASSIFIED

Oil-Structural Reform	The Kimaedia structure was disbanded into MoH and realigned into separate functional areas. Emergency procurement buys in progress, but spot shortages of pharmaceuticals continue as the old Kimaedia structure struggles to reassess itself. Problems processing MoH Letter of Credit applications were resolved. However, the evolving banking structure and some cumbersome procedures have created turbulence in the transfer of contract payments.
	(b)(5)
Governance Develop civic education programs promoting electoral participation and democratic ideals	IAT Annex published.
Governance Promote scopes of work & operational linkages between national, regional & local level election administration authorities	Under a UN sponsored process the Independent Election Commission of Iraq (IEC) has been established. The Commission will be responsible for the establishment of a nation-wide election Administration and oversees national and provincial elections scheduled for no later than January 2004. The Commission will be out of Iraq until July 8 undergoing an intensive training program. Upon its return, the national electoral administration will be established with branch offices in each province. The UN will continue to support the IEC and its work with technical advisors throughout the election process.
Governance Educate on human rights issues	(b)(5) 25 MoH/R officials are currently in Amman attending a UK/UN training course in human rights.
Governance Preserve documentation of past atrocities, raise awareness, and promote reconciliation	FRAQO 71 was issued through CJTF-7 on 16 Jan 04, directing 1st AD to report on status of documents/evidence under its control & if directed by OHRTJ to transfer to document processing warehouse.
	(b)(5)

Current Risk Areas

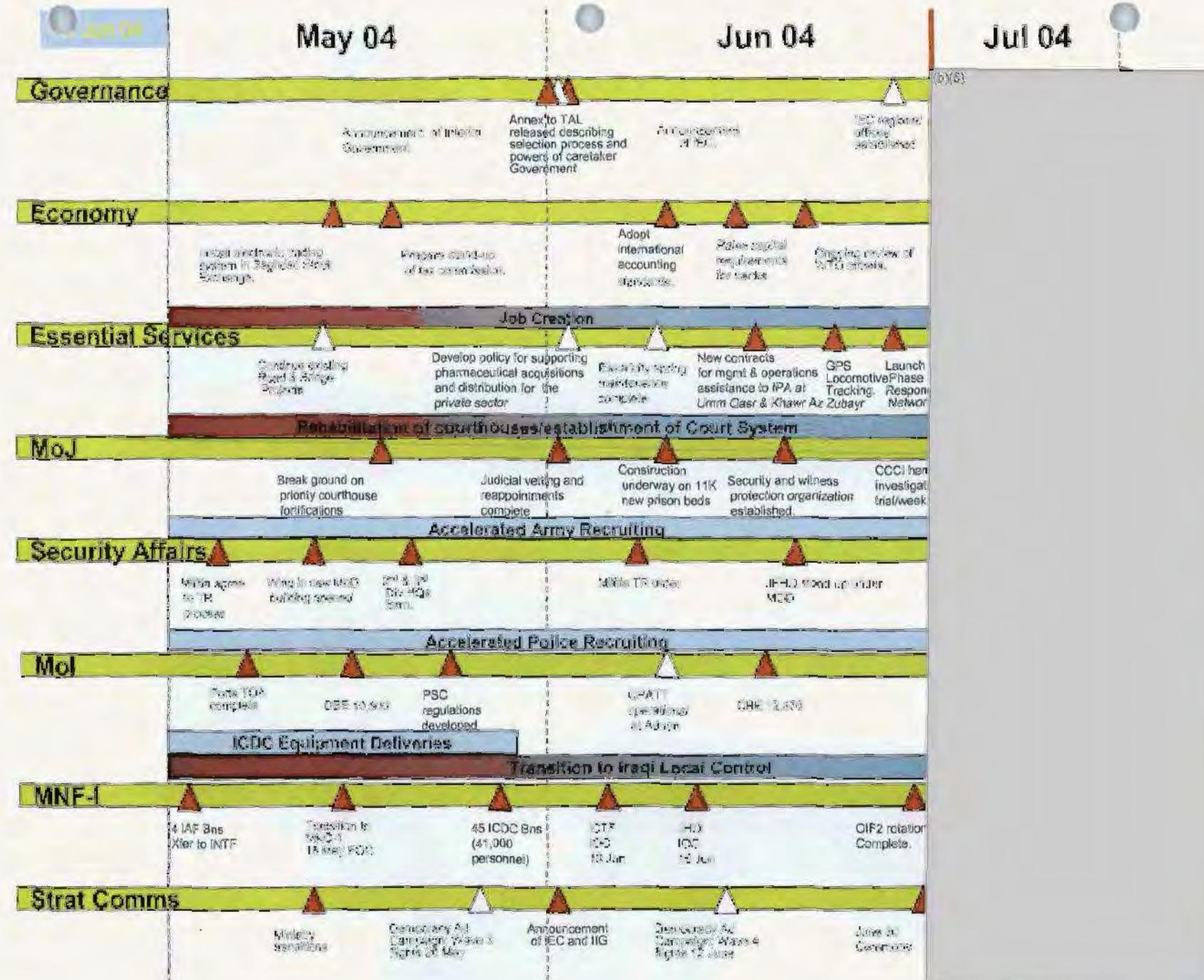
Significant Anabors

Security National Security System Development	(b)(5)
Security Post CPA Transition Planning	
Security Assist in Establishment of Basic Law Enforcement	

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<p>Security Solidify real property rights</p>	<p>Efforts continue to assess comprehensiveness and accuracy of land records filed with land registration offices in Iraq. A short-term consultant from the United Kingdom has arrived to focus intensely on assessing land registration facilities.</p> <p>(b)(1)</p>
<p>Essential Services Restore & Enhance Near Term Services for the Iraqi Telephone & Post Company</p> <p>Restructure Iraq Telephone & Post Company (ITPC)</p> <p>Initiate Long Term Upgrade of Iraqi Telecommunications Infrastructure, improve capacity to provide Service, restore International Connectivity.</p>	<p>Funding has been set aside to for a six month renewal of the internet services for the Governing Offices of Iraqi Center. This ensures that the government center will continue to have Internet connectivity. Eight of 16 ministry VSATs installed; remaining VSAT terminals for Baghdad ministries slated to be certified before 30 June. Four of 18 Governorate VSATs installed; nine more slated to come online by the first week of July; security currently precluding setup in Najaf, Karbala, Ramadi, and Al Kut. The Ministry is currently working on implementing a communications plan for the Interim Iraqi Government.</p> <p>(b)(1)</p>
<p>Essential Services First Responder Network</p>	<p>First Responder Network - Radio Deployment for Border Guards and Iraqi Police outside of Baghdad continues to be impacted by the security environment. IAI working with MSC to identify specific contacts to aid in the deployment.</p> <p>(b)(1)</p>
<p>Governance Develop and implement a process to resolve property disputes</p>	<p>Twenty two offices open in 10 governorates receiving claims. A draft compensation scheme and source of funding is in progress. Publicity launch completed. Some funding secured for compensation. The process for the appointment of the Iraqi Chief Executive is nearing a conclusion.</p> <p>(b)(1)</p>
<p>Governance Strengthen local capacity to investigate and address past atrocities</p>	<p>Exhumation of sites has not begun. Training program was underway but UK team withdrawn due to security concerns. Ministry of Human Rights is not yet prepared to assume training responsibilities. JPIC (US Army forensic team) is being deployed in the near future to begin forensic exhumations. (b)(1)</p> <p>(b)(1) Arrival date of the US Army forensic team is uncertain.</p>

UNCLASSIFIED



Ministry of Agriculture

OCT '03	NOV '03	DEC '03	JAN '04	FEB '04	MAR '04
Ministry of Agriculture 					
Nov 1 Est & Enhance DPS Center at MoA to track OFF Ag Contracts	Dec 1 Develop project to renovate Ag College	Jan 10 Assist MoA in FAO contract performance review & to develop future relationship	Feb 15 Review status of ethics & anticorruption campaign	Let contract for 13 remaining satellite internet connection to Governorate Offices of MoA.	
Nov 21 Complete Prioritization of 300+ OFF Contracts (\$1.5 billion)	Dec 14 Request for funding renovation of Ag College at Abu Ghraib (\$350,000)	Dec 20 Approved		Hire Inspector General & Staff	
		Dec 21 Review distribution of 2003 budget		Plan transition to from CPA Sr. Advisor to MoA	
		Dec 31 Est. Civil Service Guidelines & Professional Management Development for MoA		Capacity building scoping mission – project development	
				R. DAE scoping mission – project development	
					Identify rapid response implementation project in Governorates to be implemented by Civil Affairs
APR '04	MAY '04	JUN '04	JUL '04	AUG '04	SEP '04
Ministry of Agriculture 					
Agricultural strategy submitted to CPA	SOC financial assessment consultancy	Scenario planning 2004/05 agro input	1 Jul New Iraqi Government Takes Power	Ongoing donor projects with MoA	Ongoing donor projects with MoA
Project identification and proposal preparation	Ag extension publishing project	GIS support project	'CPA dissolved'		
Identify rapid response implementation projects in Governorates to be implemented by Civil Affairs	Project identification and proposal preparation	Project identification and proposal preparation	Ongoing donor projects with MoA		
		Identify rapid response implementation project in			

Ministry of Agriculture

- 1) Completion of the contracts, coordination of delivery dates and receipt of supplies. We will start transitioning this by mid-February and will handoff around March 1, 2004.
- 2) Establishment of Operations Centers at the Ministry of Agriculture and State Company for Agricultural Supplies to handle contracts, track receipt of supplies and distribution and account for receipt of funds. This includes establishment of telephone, fax and internet communications. Infrastructure finished by December 31, 2003 and with handoff around February 1, 2004.
- 3) Pursuant to guidance from the Administrator, help the Ministry to establish civil service guidelines, professional management development program and the establishment of an Office of Inspector General for the ministry.

031210-23

Excellency, Mr. L. Paul Breuer III

Ref / 252

Date / 4 / 22 / 2003

Dear Sir,

Referring to your letter dated November 27, 2003.

I am glad to receive your ideas about the priorities and objectives for our ministry in the coming future, and I assure you that we put great interest in developing our staff skills in professional management and civil services, and we also took the required measures to eradicate and alleviate corruption through the creation of an inspector general unit in the ministry.

I would like to thank you again about your interest in our work and also the (CPA) staff helping us in our work in the ministry.

Please accept my highest consideration.

(c)(e)

Minister of agriculture

CC: L. COL [REDACTED] CPA

03/2/04-27

EXC.

351

Mr. L.Paul Bremer III

Dec. 8- 2003

Dear Sir,

Thank you for letter concerning the 2003 , 2004 budget for the ministry of Agriculture .

We studied the figures attached by your letter and we assure you that we will not exceed the proposed budget for next year as they are the upper limits .

I will do my best to reduce some spending and shift these savings to other budget needs .

Thank you and the Coalition Provisional Authority for your help and understanding for a successful and full transition of sovereign power to the Iraqi people on june 30 of next year.

With Best Regards

(b)(6)

Minister of Agriculture

Baghdad Central

			JAN '04	FEB '04	MAR '04
			Town Hall meeting on TAL.	Complete the stand up of Facilities Protection Service for Baghdad City Hall (Amanat Building Complex).	Establish selection committee and qualifications for Mayor candidates.
APR '04	MAY '04	JUN '04	JUL '04	AUG '04	SEP '04
Selection of Mayor by City Council. Establish selection committees and qualifications for offices of Deputy Governor and Governor.	Selection of Deputy Governor by Regional Council, and Governor by Provincial Council. Begin stand up of Baghdad Province government offices.	Complete obligation of beautification and other funds. Train employees in financial systems, draft 2005 budget, standup Inspector Generals office.	Formation of charter boards to examine local gov't charters. Refurbishment of Baghdad Governorate offices.	Begin preparations for January elections, including creation of election precincts, testing of voting machines, creation of voter registration rolls, candidate training and advertising of the election date, filing deadlines and candidate qualifications.	
OCT '04	NOV '04	DEC '04	JAN '05	FEB '05	
Complete the standup of Baghdad provincial offices.	Complete 2005 budget for Baghdad city government. Complete training of city employees in financial systems.	Complete the oversight of obligated funds, close out the program and budget analysis function. Complete plans for election security issues.	Municipal, Regional and Provincial elections held.	Post election assistance and installation of elected officials. Close down Baghdad Central operation.	

Dated 06-01-04

Baghdad Central

Security

- Complete standing up a Facilities Protection Service for Baghdad City Facilities and Personnel. Complete standing up an effective security department in the Amanat that is capable and competent to guard/protect employees, facilities and property.

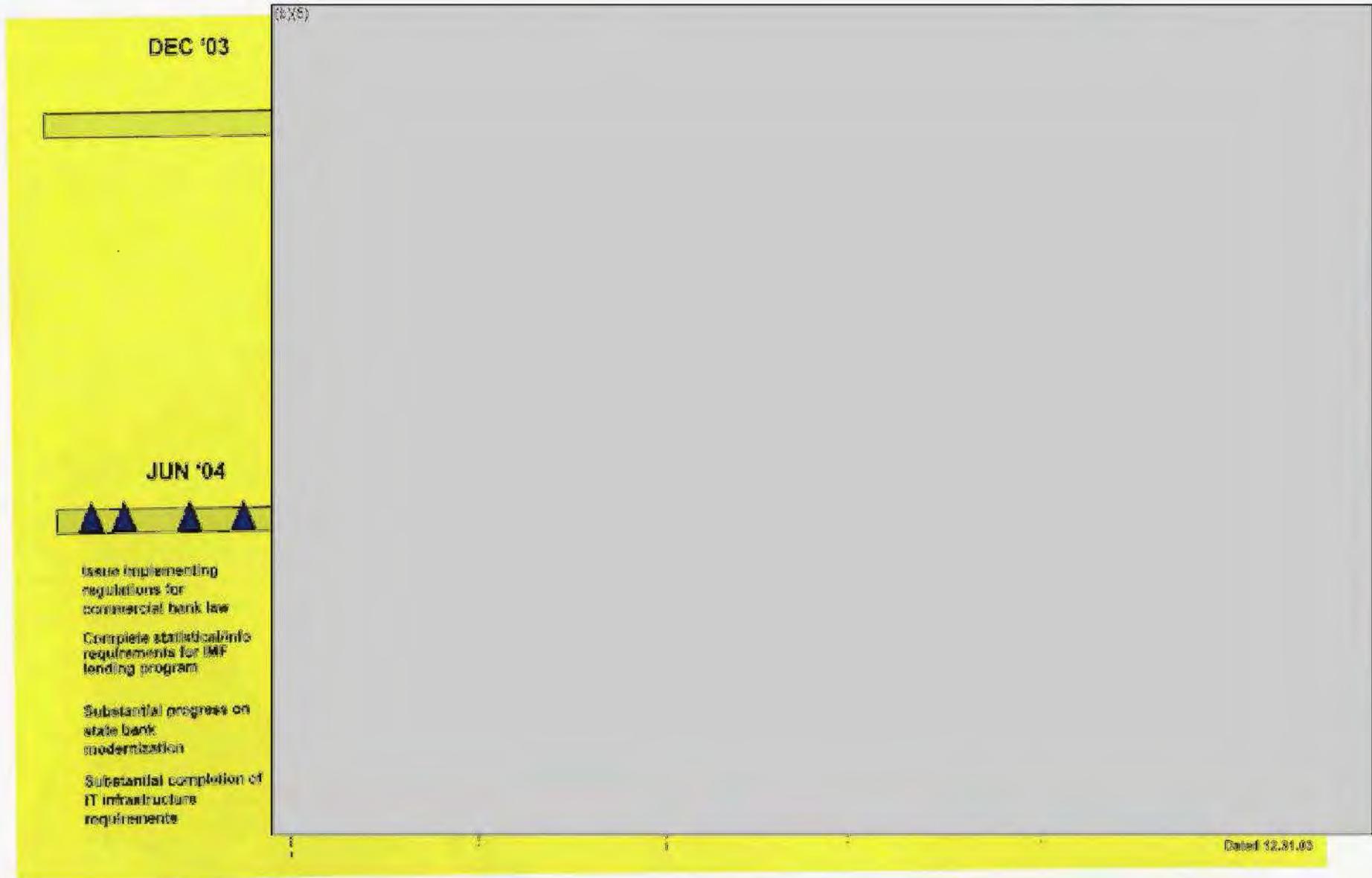
Essential Services and Infrastructure

- Introduce management reforms to the Amanat. The objective is to reform management services for the Baghdad Governorate and the Mayoralty of Baghdad by improving leadership/management capacity for infrastructure management systems (including consolidation and restructuring of water, sewer, solid waste, real estate, road maintenance and repair and integrating information systems technology, training and software to assist in management). Additionally, the reform will improve management capacity in ancillary systems such as budget processes, accounting, audit procurement and personnel systems and anti-corruption training.
- Reconstruct Baghdad City services. Reconstruct essential services and infrastructure, including water, sewer, and solid waste services to bring Baghdad and the Governorate up to pre-war standards. Accelerate the pickup and disposal systems for solid waste and rid the city/governorate of unauthorized garbage and rubble dumps.

Governance

- Re-Establish Baghdad Governance. Establish Baghdad Governance so that it can execute its assigned responsibilities.
- Strengthen Advisory Councils. Strengthen Governorate and City advisory councils so they can play their assigned roles in the political transition process. At the same time improve their ability to convey constituent priorities to government executives.

Central Bank



Central Bank

- 1) Strengthen the core capacities of Central Bank - monetary policy, supervisory role and regulatory.
- 2) Progress in the commercial bank sector with regard to State Owned Banks, Privately Owned Banks and facilitation of Foreign Bank entry. Particular tasks include:
 - a. Provisions for Training,
 - b. Regulatory system for long term competition in banking.
- 3) Providing ground support for a sovereign debt reduction strategy to be led by Washington.
- 4) Enhance our understanding of Iraqi macro-economics in analytical terms and provide forecasting related to the economy, e.g. on inflation.

Ministry of Communications

Ministry of Communications

1. **Build Iraq's First Responder Network (first user - Ministry of Interior)**
 - The First Responder Network (FRN) will be a nationwide, trunked digital radio system. FRN will be the communications foundation of Iraq's police, fire, force protection, and other emergency service workers. Features will include secure UHF transmissions, push-to-talk communications, over-the-horizon (tracking) connectivity, text and video transmission, national 911 call routing, and (1-way) cellular network roaming.
 - Ministry of Interior will be the first customer of this network. MOI will have its own, customized Network Operations Center and dispatch centers. Other ministries will have similar capabilities and functionality.
2. **Upgrade Iraqi Telephone and Posts Company (ITPC) Network for Interoperability**
 - ITPC's new business model includes its evolution into multiple service lines. A major business unit will be that which provides "backhaul" of communications traffic over ITPC's fiber network. It is essential for the three, new Mobile Cellular Wireless operators and the ITPC to interoperate with each other's respective networks. Major investments are required in computers and software to manage telecommunications.
3. **Build a Data Network for ITPC, including International Gateways.**
 - ITPC has no data network. Hence, Iraq has [virtually] no high speed, high bandwidth Internet capability, no high speed backbone for data-intensive applications, such as banking, point-of-sale transaction (credit card) processing, or ability for corporations to manage their data centers. Supplemental funds will be applied to building the foundation to this data network.
4. **Restructure ITPC and its business operations.**
 - Investments will be made in bringing ITPC into compliance with Generally Accepted Accounting Principles (GAAP), including establishment of general ledger accounts, automation of accounting practices, investments in back office information systems including service order provisioning systems, logistics management, and customer care.

Republic of Iraq
Ministry of Communications

Order : 176
Date : 27/12/2003

Your Excellency Ambassador Paul Bremer
Administration of the CPA

Greeting

In reference to your letter related to the priority objectives for the ministries over the next seven months, we would like to present to you the ministry of communication's plan and strategies for the coming period.

1. Civil service training

Our plan calls for all ministry and related services personnel, including leadership to undergo reinforcement courses in their related areas of expertise and specifically in subject matters related to:

- General administration
- Financial management
- Planning management
- Training administration

2. Professional management including human resources management

As you know, the success of professional management is determined by the selection of higher management staff based on their areas of expertise and their academic qualifications. Competence is the guarantee that top management can plan and carry out tasks using different departments. It will also ensure that annual evaluations are undertaken. We will only hire the very best.

3. Defeating Corruption

Our vision and strategy see the following:

- Perform our work on scientific and technical basis
- Set up a qualified financial administration.
- Relocate corrupt elements and those with little experience away from important positions particularly finance and project implementation departments
- Improve living conditions of the civil servants and raise their level of qualifications.
- Appointment of a general inspector knowledgeable of administration and finance

4. Measures under implementation

- Adopt a structure for the ministry of communication that suits the new status of the civil administration.
- Develop personnel in accordance with structure

- Select suitable personnel for the management positions of the various department's sections and offices within the ministry's structure.
Draw up an annual training program to include the training of higher management, technical staff, mid-level management and entry level staffers. This training can be conducted inside or outside the country inside and outside the country. Financing to cover the cost of training needs to be arranged.
- Study the present status of all companies affiliated with the ministry of communication. Assess their manpower and their impact on inflation. Set up a mechanism and a plan to retain those employees and keep them employed by expanding the scope of services and working on investment projects.
Review the laws governing civil service that were in use before and propose appropriate amendments.

For your kind consideration

(P.M)

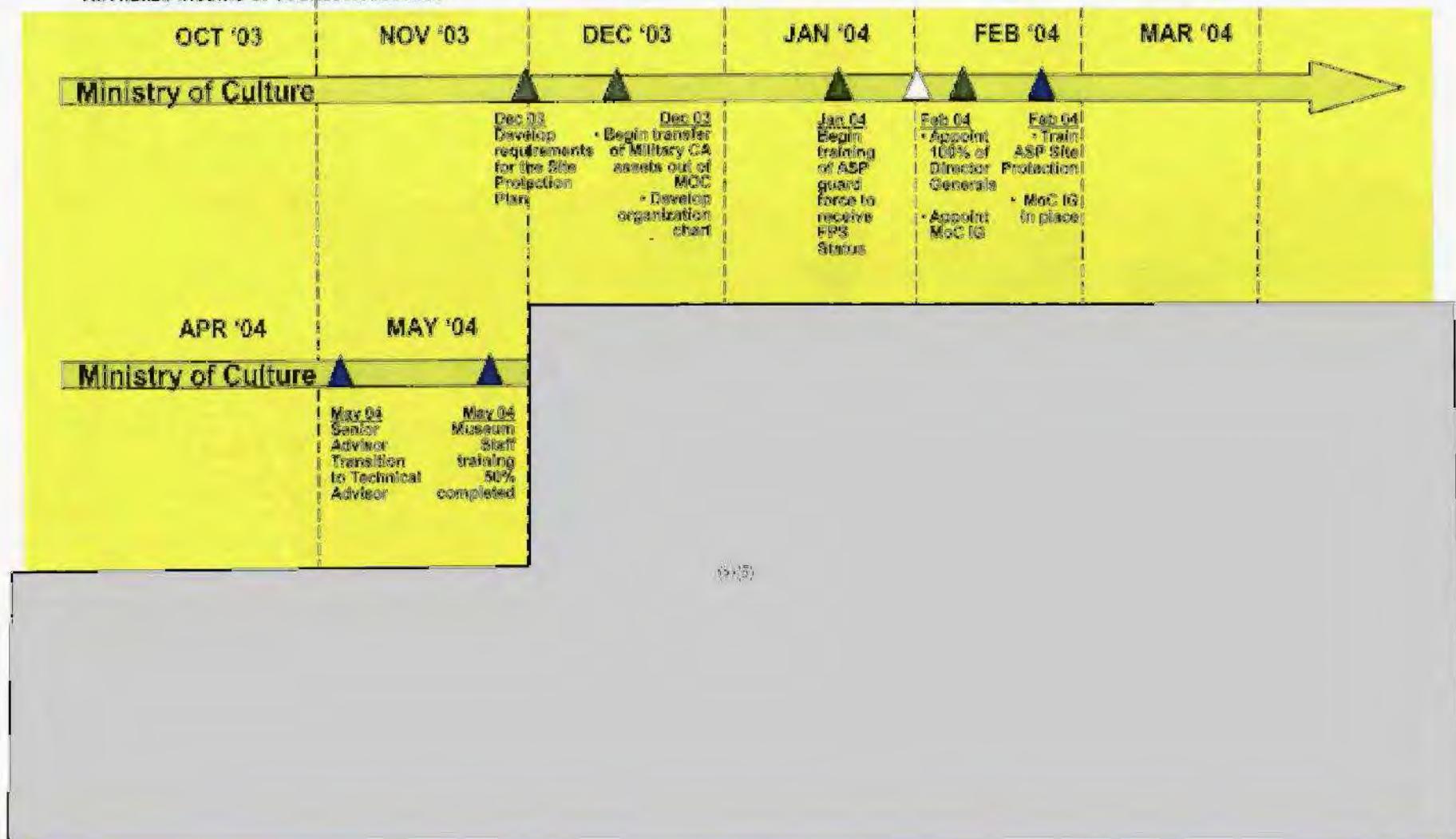
Minister of Communication

7/12/2003

Administrator's Priorities

- Review MoC staffing needs post TOA; request personnel
- Emplace a functioning FPS program within Ministry
- Establish an Archeological Site Protection Force (ASP)
- Complete Rehabilitation of MoC Buildings
- Revitalize Income of Tourist Resources

Ministry of Culture



(2/15)

Ministry of Culture

1) (b)(5)

2)

3)

4)

5)

UNOFFICIAL TRANSLATION FROM ARABIC ORIGINAL

Republic of Iraq
Ministry of Culture
Minister's office

Mr. Chief of the CPA, the Honorable Paul Bremer,

After study of the conditions and the needs of our ministry, we reached the following priorities for our ministry.

First, we agree on what was mentioned about cross-cutting issues.

Second, the priorities of our ministry include the following as we see them:

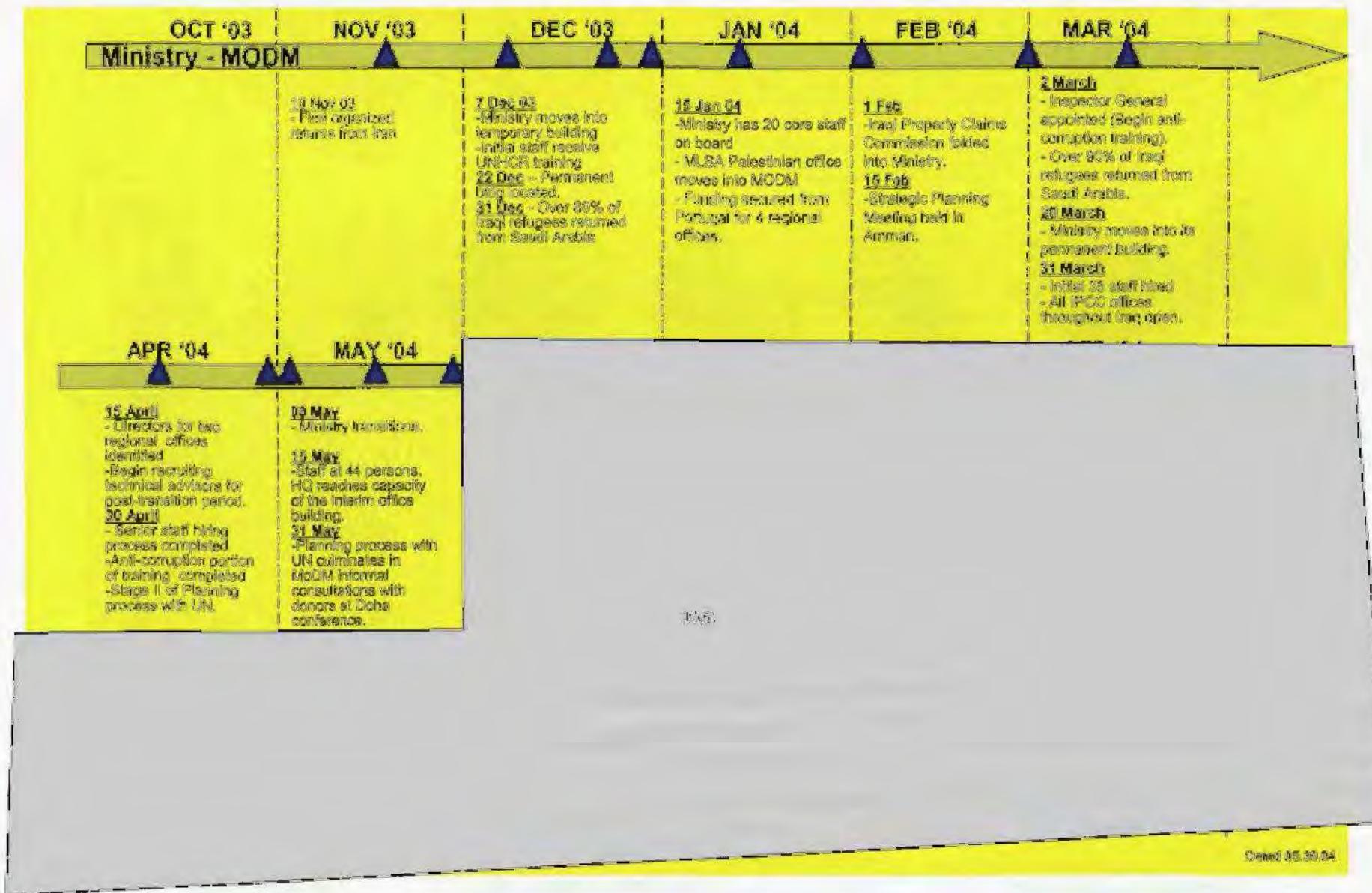
1. Reinstitute the Ministry of Culture and the Board of Tourism buildings.
2. Raise the competence of the financial administration system.
3. Prepare a complete plan for culture.
4. Prepare a complete plan for tourism.
5. Establish a protection force for the archaeological sites.

We await your answer.

With regards,

[redacted]
Minister of Culture

Ministry of Displacement and Migration



Ministry of Displacement & Migration

- 1) Stand up the new ministry and assist with the hiring and training of staff to carry out the mission of the ministry.
- 2) Open selected (at least four) regional offices that can assist with the protection and delivery of assistance to refugees and internally displaced persons throughout Iraq.
- 3) Prepare ministry to be able to draft and promote national legislation that will assist with the protection and assistance of returning Iraqi refugees and internally displaced persons and provide similar protection and assistance to non-Iraqi refugees inside the country.

REPUBLIC OF IRAQ
MINISTRY OF DISPLACES AND MIGRATIONS

Excellency the ambassador Mr. Paul Brumer
The administration manager for CPA

Greetings ..

It's clear to you that the formation of the ministry of displaces and migrations is the hope and request of millions of Iraqis people whom forced to leave their country for many reasons or leaved their residences because of the policy of the x-regime and his inhumanities procedures. They are now asking the ministry to solve their complicated problems and simplify the difficulties that face them by using the devices of the ministry of displaces and migrations.

The ministry formed according to decision No. 30 in 30th Aug. 2003, and from then date the ministry starting its works and activities in spite of unavailability of suitable place and lack in the staff and also it faced many problems from bad complicated security situation, but its go on and made a lot of achievements and works and run the programs that charged with them.

Your letter that used to submit our suggestions and opinions to development the work in the coming seven months is merit all respectable and appreciation, so we suggest the following:

- 1- Prepare psychological and mental circumstances inside the ministry offices in form let them complete each others in order to make the necessary work as a one cooperative and completely unit.
- 2- Built the best relationships between the ministry and Iraqi displaced, that done by solve their problems and let them be a part of the Iraqi society.
- 3- Support the relations and connections between the Iraq's displaced in all states in order to utilize their power, mental and finance expert that done by received their commissioners and listen to their suggestions and opinions or send delegates form the ministry heading by the minister to hold the meetings and understand their essential, sociality, psychologically situations and find the suitable ways to create a strong relations between them and their country.
- 4- Participate in the processing of simplify the operation of option of going back to their country and work on remove the problems which resistance this goal.
- 5- Study the benefit of the civil service rules which related with state employees in service and compensation.

- case in order to respect the rules and be insuring that the word is well inside the ministry.
- 6. Use informational cultural program to connect with the public and direct them to the best ways to treat the materials which are in related with the ministry work and that done by the press, radio broadcasting, and television or by make a personal and collective meetings.
 - 7. The ministry will train its staff to provide the civil service in order to understand the ministry program and the training will be according to the time schedule which takes the period not more than six month.
 - 8. Cooperate and coordinate with different international organizations and concern sides to submit the best services to the migrants and displaced funds on basic, mental and finance field.
 - 9. Make common programs and plans with the Iraqi ministries which have contact with the migration and displaced Iraqi's serve in the mental and finance level.

- The technical administration which include the human resources administration.

The ministry needs to arrange training programs for its employees according to the specialist of each one of them in a way that covers the following aspects:

- 1. Administration.
- 2. Account department.
- 3. Legal affairs.
- 4. Technical affairs.
- 5. Human affairs.
- 6. Foreign languages.

That may be done either by arranging courses inside the same ministry or by sending employees to the ministries and specialist universities or by sending trainers to the specialist, international organizations with the necessity of ministries contributing in all international conferences which has the relationship with the work of its employees, and that to achieve two purposes.

First: The good representation for Iraq in these conferences.

Second: To increase the employees experiences in these aspects.

Note: It has been sent three of the ministry employees to Jordan to contribute in training course which hold by the high commissioner for refugees affairs.

- The corruption extermination / appoint a general inspector

As the ministry of migration and displaces established recently, so from now on it may put basis and manners to facing the administration and financial corruption and limited the dangerous of these phenomena in the ministry conduct and that through the following procedures:

- 1- The careness in choosing the electing elements for work in the ministry whether they are new employees or uses from other ministries
- 2- Forming a committee to ensure the employment safety or borrowing employees from other ministries
- 3- Establishing a monitoring and inspection device to ensure the good conduct for administration, accounting and human affairs
- 4- Preparing the symposiums, interviews and meetings to the ministry employees and motivate them to hold a good morals like truth and honesty.
- 5- Not neglect the harmful elements and take the necessary procedures which are suitable for them
- 6- Using the motives to the good elements to be honest examples to serve the people and nation

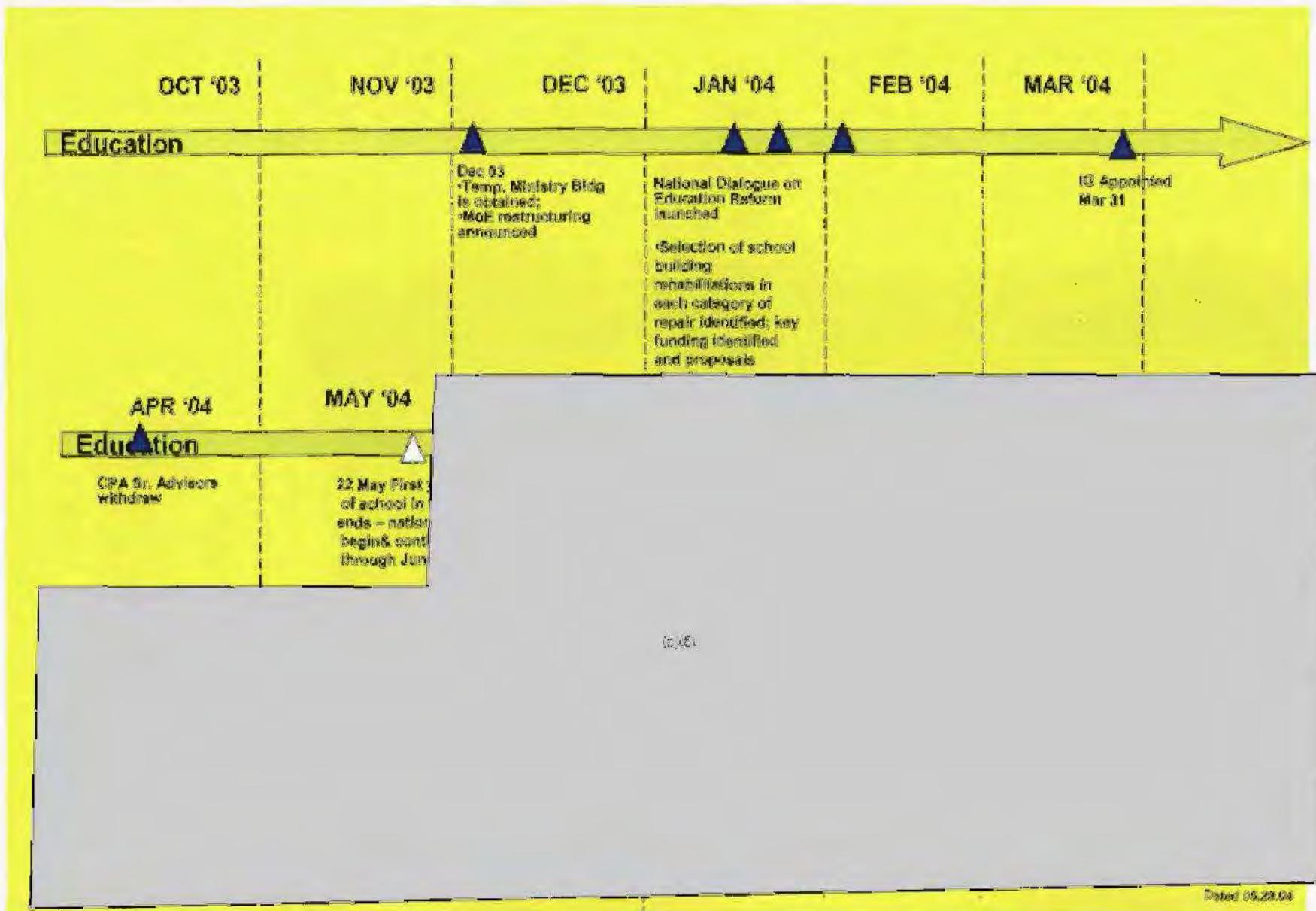
With thanks and appreciation...

(b)(6)

*The migrations and
displaces minister*

11/12/2003

Ministry of Education



Ministry of Education

- 1) Obtain Ministry Headquarters Building in Baghdad.
- 2) Rehabilitate [50%] schools by January and engage in the rehabilitation and reconstruction of at least [10%] more by March. (A total of [100%] schools must be rehabilitated over the next 4 years and another [50%] new schools added to the inventory.)
- 3) Develop Primary teacher training that is equal in quality to the High School Master Training underway since September; half of primary teachers to be trained by June.
- 4) Launch the national dialogue on education (curriculum) reform, expected to be at least a two-year program.

Other issues that can be considered high priority are:

- De-Baathification
- Assessment of actual teacher requirements and qualifications
- Creation of the Educational Management Information System

Iraqi Ministry of Education

Reference: MOE 406

Date: 9 December 2002

To: Ambassador Paul Bremer,
Administrator, Coalition Provisional Authority

Dear Ambassador Bremer

Thank you for your letter dated 7 November 2002 concerning the priorities of the Ministry of Education for the next seven months.

On my appointment in September 2002, our key priority was to re-start the schools. Most of the work done in September focused in this area. In parallel we conducted a situation analysis of the education sector in Iraq. Based on this analysis, the following four priorities were established:

i. Reconstructing the MoE and improving its management

As a result of this evaluation we have recruited management staff to fill key vacancies temporarily. Other vacancies remain, pending the new organizational structure. We expect to have a final restructured organization by the end of next week.

In collaboration with the Iraqi Financial Audit Office and security authorities in the ministry of interior, we are examining the financial management of the MoE and are taking some steps to introduce anti-corruption measures. More work and support is needed in this area.

ii. Teacher Training

The MoE has over 700,000 teachers. Working in conjunction with USAID, the Ministry developed and implemented Master teacher training for secondary school teachers and supervisors on instructional methods and internationally approved classroom management practices. The first class included a cadre of primary teachers who have been placed in an accelerated learning pilot program to reduce student drop outs. Following the second class of Master training, we reached consensus that this 6 day program will be offered to 34,000 teachers across the country. A key objective of the program is to place the MoE Institute of Training as the key driver of the program that should eventually include all secondary school teachers.

We are planning to replicate a program of equal quality for primary school teachers in collaboration with USAID, UNESCO and others.

iii. Reconstruction of schools

While USAID and the contractors initiated school reconstruction efforts in the post-conflict period, we have developed a comprehensive plan for reconstruction in collaboration with the World Bank and UN agencies. This plan provides critical data and assessment on the scale of the challenges and needs over the next 4 years. It will require US \$ 1 billion annually. Our budget for 2003 has no investment component and no funds for reconstruction. I have expressed concern on this issue in every Ministerial or Governing Council meeting I attended on the budget during the last three months. As indication to you during your visit to the MoE in October, I have also argued and made my case with the Finance section of CPA on several occasions before the endorsement of the budget proposal on the need for a higher priority given to education in the Iraqi 2003 budget but with no

Positive response. Although some of the needs will hopefully be met by the Donors, additional funds from the IFC or budget is necessary.

To cover urgent needs like fixing broken windows or electricity and water repairs in schools, we have initiated a small grant program to address urgently needed repairs and this will hopefully continue. We are having discussions with the World Bank to plan and implement a reconstruction project supported by an emergency grant but this will cover only a fraction of the needs.

A. Education reform

As a first step in re-examining the values, policies and structure of the education system, we have begun wide-ranging discussions inside and outside the MoE. A working document has been designed to provoke national debate around an accountable, re-invigorated and high-quality basic education system. This outreach has already begun and the initial version of the document that will continue to evolve has been presented to the Governing Council.

Following the national dialogue, there is likely to be a two-year period for curriculum development. In the meantime, we intend to review and revise the religious curriculum and develop the civic education curriculum in consultation with the Governing Council which we hope to introduce next year on an interim basis.

We have addressed above our critical areas of work for the next four years; however, you know that our ability to successfully manage these priorities have been hampered by the absence of a headquarters building. I continue to be disappointed with CFA's refusal to take up our cause on the replacement of the building taken away from us by CFA. Despite the meetings held, etc on this issue in October and last month there has been no progress. The Communications and Agriculture buildings were proposed to CFA as viable options. We agreed, and I spoke with the Ministers concerned but it seems clear that the Ministers have no incentive to give up a building assigned to them simply because I asked them.

Except you think I should be looking an alternative site but how can I do this without authority or budget? I have seen many inadequate and damaged buildings but no other appropriate venues are being offered to us. Yet our original building (the Sand building) is still vacant, although I understand it will be given to USAID.

Our key functions remain impaired and displaced, you should also know. Mr Ambassador, that complaints and confusion are mounting from MoE employees and those who seek MoE services.

To sum up, our priorities for the seven months are as:

1. Obtain a Ministry headquarters building immediately;
2. Rehabilitate at least [redacted] schools. A total of [redacted] must be rehabilitated over the next 4 years and another [redacted] new schools added to the inventory;
3. Develop primary school teachers training and continue to implement the secondary school teacher training to achieve full coverage;
4. Implement a plan for capacity-building and training for MoE staff in areas like decentralization, public resource management, budget preparation, auditing, executive and monitoring, curriculum reform and development, and post-conflict related issues like drop-outs, refugees and community participation.

3. Continue the national dialogue on education reform and begin the curriculum revision process in consultation with the Governing Council.

Thank you for giving me the opportunity to report on our achievements and immediate goals. I look forward to hearing from you.

Kind regards,

[redacted]

Minister of Education

cc: Iraqi Governing Council

Ministry of Electricity

OCT '03

NOV '03

DEC '03

JAN '04

FEB '04

MAR '04

(b)(5)

APR '04

MAY '04

JUN '04

JUL '04

AUG '04

(b)(5)

Ministry of Electricity

CPA Electricity's concerns primarily relate to capacity building and security. With the programs underway the physical infrastructure will be built and put in place, but if the Ministry does not have the capability to manage it and to protect it we will see these assets deteriorating rapidly.

Significant advances will be made in three key areas over the next six months:

- (1) Security;
- (2) Financial and accounting systems, especially cost recovery and transparency;
- (3) Restructuring and management capability, focus on anti-corruption and transition to financially and technically efficient operations.

1. Security:

Our immediate concern is the potential for a rise in sabotage of the power system as a method of influencing both potential voters and the stability of remaining coalition representation and military forces. An effective and seamless security force must be built up and actively supported by the military forces that remain in-country after the transition.

2. Financial and Accounting Practices:

Work in financial and accounting practices will enable the ME to become financially self-sufficient, implement transparent and internationally recognized practices, and charge their customers on a meaningful schedule. To accomplish change in the Ministry of Electricity, the Ministry of Finance will have to be reformed significantly and new budget, spending and accounting rules put in place before handover.

3. Restructuring and management capability:

Restructuring and building management capability will enable the ME to manage and maintain their systems from a technical and operational perspective. This area of work involves extensive training and identification of management capabilities within the ME.

Foreign Language

Ministry Of Electricity

Foreign Language

Date: 8/12/03

No: 302

Attention : Ambassador Paul Bremer
 Administrator, Coalition Provisional Authority CPA

SUB DIRECTIONS

This ministry sends its regards...

We would like to inform you that we have received your letter dated on the 27th of November 2003 about your desire that every ministry should present its working program to develop its performances & plans for the next seven months.
 And we wish to discuss essential axis which are as follows:

1. The ministry plan for the year 2004.

The ministry has organized a proposed working plan for the year 2004 which included its conception to develop the electrical system in its different axis as shown in the attached C.D which focused on the following points:

- a- Axis of generation that includes the proposed projects in the new generation plan through adding new generation stations & rehabilitation of existing units.
- b- Axis of power transmitting & substations.
- c- Axis of power distribution in the interior network.
- d- Axis of communication & control centers.
- e- Axis of workers training.

The ministry has organized this plan to include its conception to develop its performance during the next three years by work projects, which will be declaring its tenders for the remaining of the year 2003 that will be financed by the American & other countries' donations & these programs has been organized and specified in direct coordination with the CPA team work.

2. Axis of civil service training & human resources administration

a- The ministry has organized wide training program to rehabilitate all the levels of employees of all technical, administrative levels & responsibilities levels & the ministry is presently coordinating directly with Bearing Point Co. to apply re-engineering for the accounting, financing and administrative & their application in the ministry of electricity, according to the International Accounting Standards & to build training centers to develop the staff in all over the governorates of the country .

b- Training programs will be organized outside Iraq in coordination with international companies specialized in this field where workers are trained in these companies during work like the British company TQ & HARZA & FASTER WHEELER & other American companies with assurance of readiness to receive the Iraqi workers in the electricity sector to work & train in the working locations of their companies.

- c- Bearing Point Co. has introduced a training project for specialized staffs in the Arab Republic of Egypt to rehabilitate & train 360 from the employers of the ministry in different specialties.
 - d- The ministry also took in consideration to engage on several international companies specialized in the field of training for the purpose of inquiries & technical advises in this filed.
3. Axis of corruption terminating
- a- We believe that strict centralism which was followed by the old working systems has prevented the release of the administrative & commendable abilities of several engineering cadres specialized in the electricity sector which was the exact opposite of these authorities which led to the administrative corruption.

In order to avoid these practices, we endeavored here in the Ministry to restudy the activity structure and general administration to grant wider authorities, to insure the assignments of authorities by granting the actual leadership in the working functions & the new flexibility to move forward, so that the necessary goals of implementing the required plans can be accomplished. In view of protecting the performance of the ministry from any negative cases one of the main (dep) in the ministry has been selected (dep. of internal auditing) to supervise and audit the financial & administrative procedures in all functions of the ministry's departments.

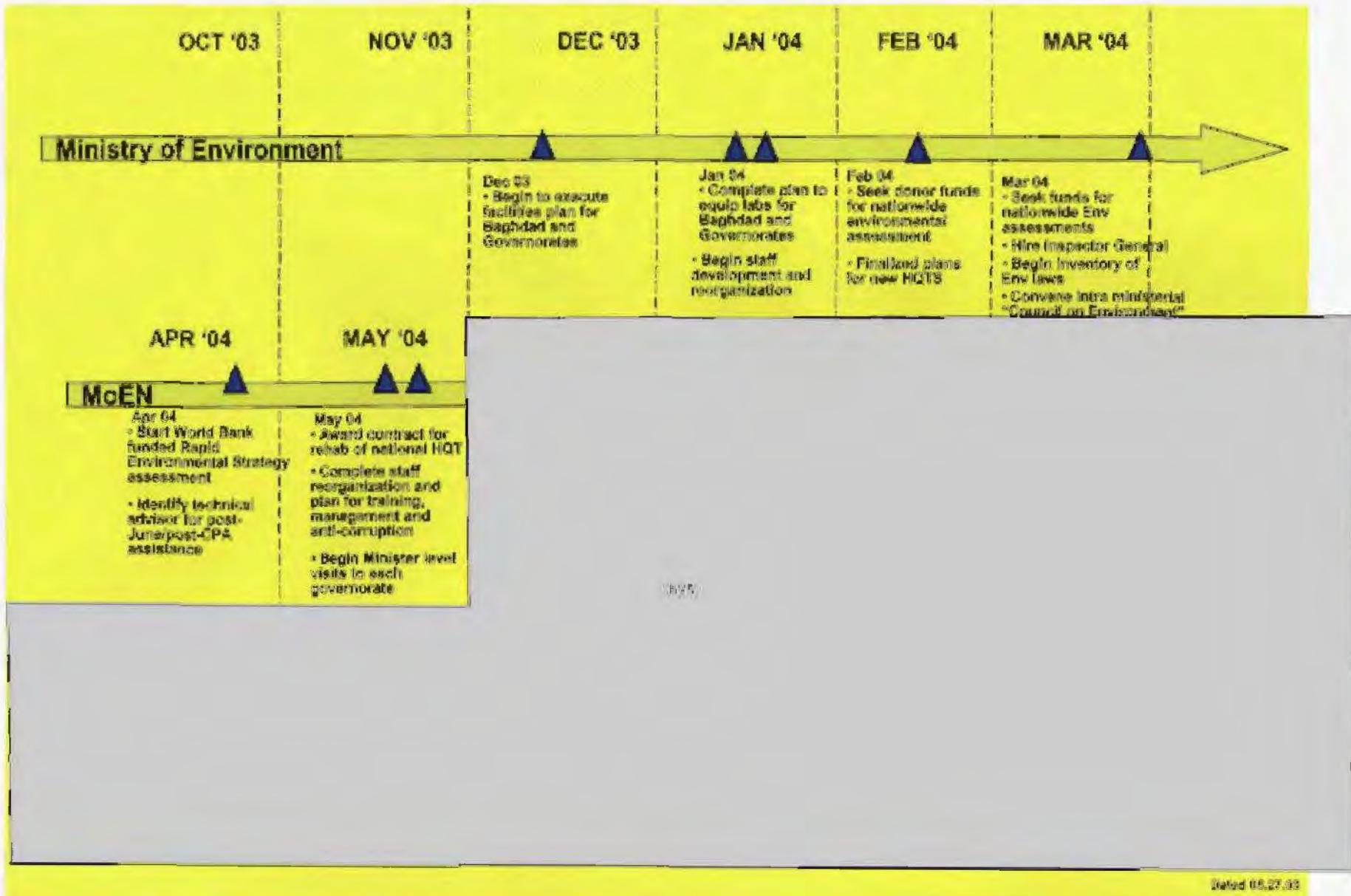
B-One of the factors which contributed in creating cases of administrative corruption, was the low living standards for those working in the Electricity sector, at the time dealings of the sector with large allocations and with Arab international companies, therefore, the ministry of electricity thought of the possibility of developing the system of salaries and allowances in the ministry & its departments in a way that can raise the living standards for all its employees and protect them from involvement in any operation that may lead to a situation of administrative crisis in the said departments .

c- The rehabilitation of those working in the electricity sector is not restricted in the technical professional side only , but also the humane side of the employees shall be addressed, also in order to enable them to regain their self-confidence & capacity for work, therefore ,our training programs included many factors to rehabilitate the employees & morals of work in order to show the moralist & supportive side of the work , and the responsibility in working amidst a working team for the service of society & country .



Minister
g / 2/ 03

Ministry of Environment



Ministry of Environment

The priority task will be to enliven and shape the capacity of the Ministry to execute the range of missions from protecting and conserving the environment to addressing human health risks posed by pollution. To do so, the Ministry must have capable leadership, a solid organizational structure, and suitable facilities and laboratory equipment in Baghdad and each governorate and an infusion of expertise and equipment to execute new programs and activities. The priorities are:

- 1) Build the ministry's capacity and organization to execute a range of responsibilities from protecting and conserving the environment to addressing human health risks posed by pollution (involves new talent, civil service training, professional personnel management and elimination of corruption).
- 2) Fund and develop facilities and equip laboratories for ministry HQ and governorate offices.
- 3) Revitalize or start, with international assistance, five priority environmental programs (water quality monitoring, hazardous waste assessment, industrial pollution assessment, establishment of air quality monitoring network and biodiversity assessment).

Republic of Iraq
Ministry of Environment
Rep. [redacted]
Date: December 8, 2003

Dear Ambassador Dugay:

Thank you for your letter of November 27th. I have been traveling inside Iraq and have not opportunity to review it prior to today. I am pleased to be able to respond to you with the information you have requested.

Concerning the priority objectives of the Ministry of Environment, these fall into three basic categories. First, we intend to organize and staff the ministry appropriately, and provide such technical training as may be needed to bring the staff up to an appropriate level of competence. This is part of my plan to increase the capacity of the ministry to function as a technical regulatory agency. Resources will be part of my proposal to the ministry's capacity, separate from what will be provided as to the ministry's budget and the recently passed supplemental appropriation, for which we will be in search of international support to renovate and rehabilitate the facilities of the ministry. This endeavor will, in particular, focus on building up testing and monitoring's capability to detect and correctly analyze environmental pollutants. Today, we intend to complete our capacity building program in order to develop a program to build our capability to plan and execute skilled environmental management and monitoring programs. Attaining this goal will similarly require some level of international technical and financial support.

You have also asked us to send all key supporting elements to the currently listed offices for less formal review. I too believe that it is important to develop strategies or programs that will provide the ministry with the ability to provide appropriate training, civil service, and a foundation for professional management at the ministry, and ensure that corruption is condemned. I again send you my need for an inspector general and intent to establish such a position and appointment. Feel free to let me know if that post at the earliest opportunity.

I look forward to continuing to work together with the CPA in order to accomplish these goals of the audit opportunity.

[Redacted]
Minister of Environment
[Signature]

Ministry of Finance

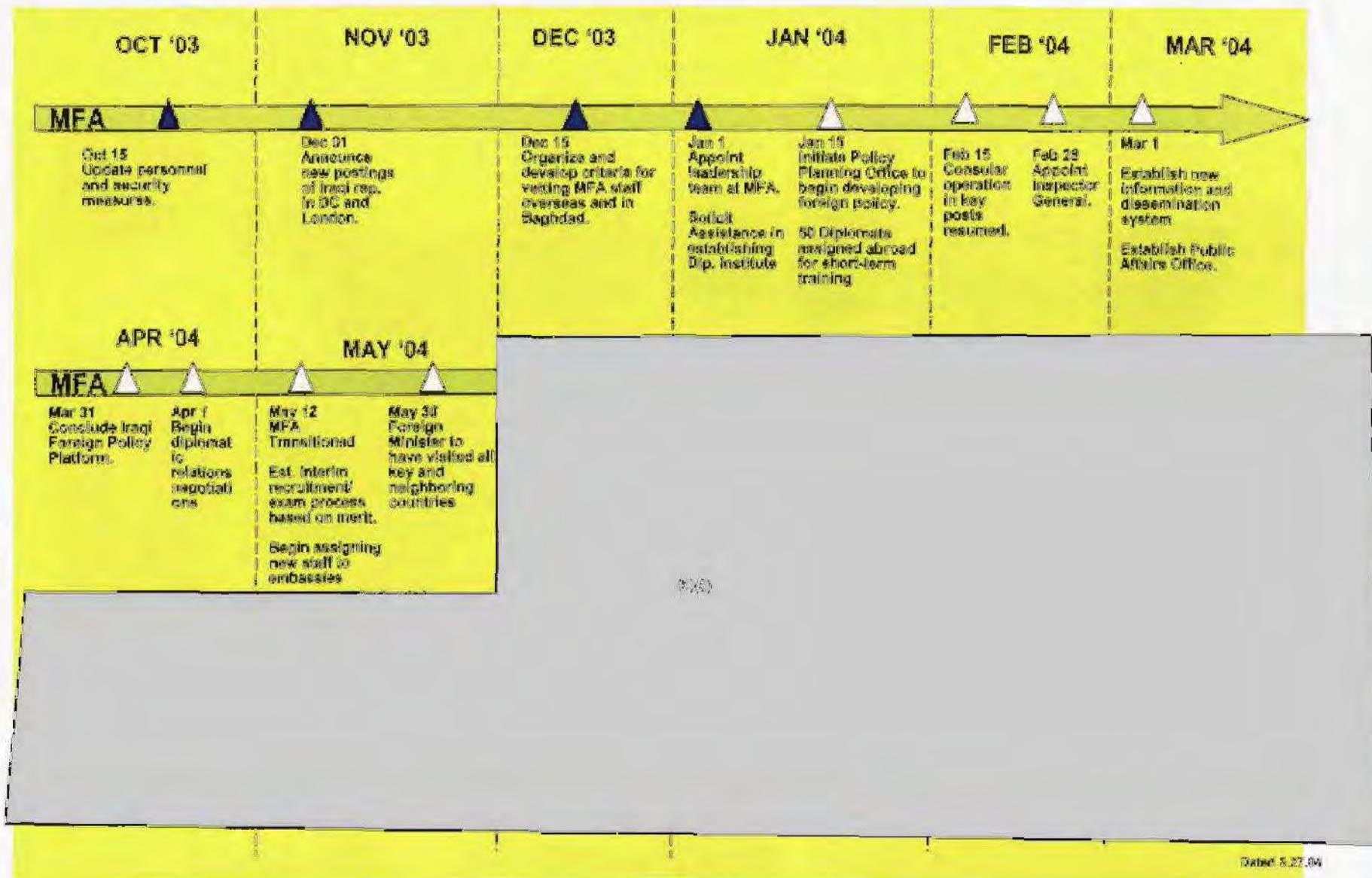
	DEC '03	JAN '04	FEB '04	MAR '04
Finance				
	Consult with World Bank on Standard and procurement imp. program. Consult with MoF on proposed revisions to FY2004 Budget.	Chart of accounts using IMF standards	- Identify & appoint IG - FY04 operational in MoF GIC Approval of Tax Strategy IMF Fiscal Seminar for High-level Iraqi Officials Begin long on budget processes for regions/ministries Ting & capacity building w/World Bank & IMF	FY2004 Budget Approved Start integrating donor funding into budget with MoF/OC Monitor implementation of Reconstruction Levy Mid-March Mtg w/IMF

(9)(b)

Ministry of Finance

- 1) Redraft and execute 2004 budget.
- 2) Provide the post-July 1 Iraqi Government with a responsible fiscal position.
- 3) Develop spending and implementation plan for funds from US supplemental.
- 4) Implement food basket monetization trials – conduct household surveys and begin monetization trials in selected districts.

Ministry of Foreign Affairs



Ministry of Foreign Affairs

The overall priority is to restructure the Ministry of Foreign Affairs. This process will take years to complete but the Minister would like to implement the following steps by July 1, 2004 in order to set the course. Hence, the three top priorities are:

1. Restructuring the Ministry and Iraqi Embassies abroad. This includes appointing a leadership team, appointing new "Ambassadors," developing a transparent personnel process, beginning training programs, establishing key offices such as Public Affairs and Policy Planning and establishing an Inspector General's Office.
2. Building new relationships with Arab and Neighboring countries including concluding visa regimes, border agreements and bilateral security arrangements.
3. Establishing a foreign policy making process in the new government.

Left message

REVIEW BY

REPUBLIC OF IRAQ
MINISTRY OF FOREIGN
AFFAIRS



Foreign Language

Foreign Language

Ambassador L. Paul Bremer III
Presidential Envoy to Iraq
Coalition Provisional Authority

Dated: 9 December 2003

Dear Ambassador,

With reference to your letter dated 17 November 2003 regarding the strategic plan and objectives of the Ministry of Foreign Affairs (MFA), I would like to briefly state our priorities for MFA.

To achieve our goal of re-integrating Iraq as a responsible member of the international community, we have been working to build Iraq's foreign policy capacity, under the dynamic leadership of MFA, and increase Iraq's international diplomatic representation. To this end, our first priority has been to lay the foundations for MFA's personnel policy and begin the selection and training of suitable employees.

Over the next six months we plan to achieve the following objectives:

Establishing MFA and Iraq's Embassies overseas.

- a) We plan to appoint a leadership team at MFA to fill the senior positions of Deputy Minister, Under-Secretary for Multilateral & Regional Affairs (for regional and international organizations), Under-Secretary for Political Affairs & Bi-Lateral Relations and Under-Secretary for Management & Technical Affairs. In addition we plan to introduce a Policy Planning Department, a General Inspector and a Public Affairs and Media Bureau.
- b) We are preparing to appoint new Ambassadors and Charge d'Affaires to key capitals, principally in major regional countries, key Arab states, permanent members of the United Nations Security Council and International organizations of the United Nations and the Arab League. On the appointments of Ambassadors and key posts in MFA, we need to increase political support through consulting with, and advice of, the crews of Iraqi diplomatic liaison offices.

- ① We are extending an enhanced vetting process to be implemented for the peacekeeping staff of MIA.
- ② We plan to develop a transparent process for the recruitment, selection and hiring of new military personnel through public announcements and by offering equal opportunities for qualified Iraqis to serve at MIA based on merit.
- ③ We plan to establish a coherent information collection and dissemination system.
- ④ We are planning to suggest protection of Iraqi citizens, and a workbase of Iraqi citizens and protectives abroad.
- ⑤ We require urgent action be taken in order to regulate consular programs in all international key posts to provide Iraqi communities overseas with necessary consular services including certifications, passport extensions, processing of interim travel documents, visa stamps, and consular services.
- ⑥ We are developing training schemes for junior staff to update them on generation of free documents with processional development programs currently conducted by Spain, Czech Republic and Poland. We are also being assisted by experts from many countries including Germany, USA, Turkey, Iran, Japan, India, Egypt and Australia.
- ⑦ We intend to begin preparations to re-open and reform the Dept. of Consular Affairs in MIA in order to continue our consular diplomatic activities.
- ⑧ Build new relationships with Arab and Non-Arab Diplomatic Countries.
- a) For these objectives we are coordinating the updating and standardizing visa regulations.
 - b) Upgrading and concluding border agreements.
- (b)(6)
- ⑨ And meeting our financial obligations of international and regional organizations to achieve full membership and appropriate representation. In this area, the Customs Provisions Authority will assist MIA in meeting our full or partial debt requirements to these organizations.
- ⑩ Establish a Foreign Policy Making Process in the new Government
- We intend for the new policy planning department to pool Iraqi expertise and intellectual resources both within MIA and externally to the ministry to assist in the foreign policy making process.

4. Communication system

We are working on establishing a slighter more robust system for MIA and its relatives and we have established an ICA working group developing a official MIA website. A specific version for MIA will also be presented.

On the personal opinion, based on the existing consequences and resources of MIA at this time, the restructuring of the ministry will be a lengthy process due to the legacy of negative thinking practices, culture and ideology of the previous regime. The reorganization and transformation of MIA requires a new culture of professionalism, competent personnel who believe in the ideals of a free and democratic Iraq and who are committed to the new order. This reform can only be achieved through continuous strategic visioning and by separating authority concerned to financial and logistic practice and standards.

In conclusion, we hope to fulfill a majority of the above priorities within the next six months given the close cooperation among ministry officials and CPA staff. I would like to use this opportunity to reiterate my commitment to retaining Iraq's rightful place on the international stage now to thank you, and the CPA, for your support to MIA for the help and advice you have given us.

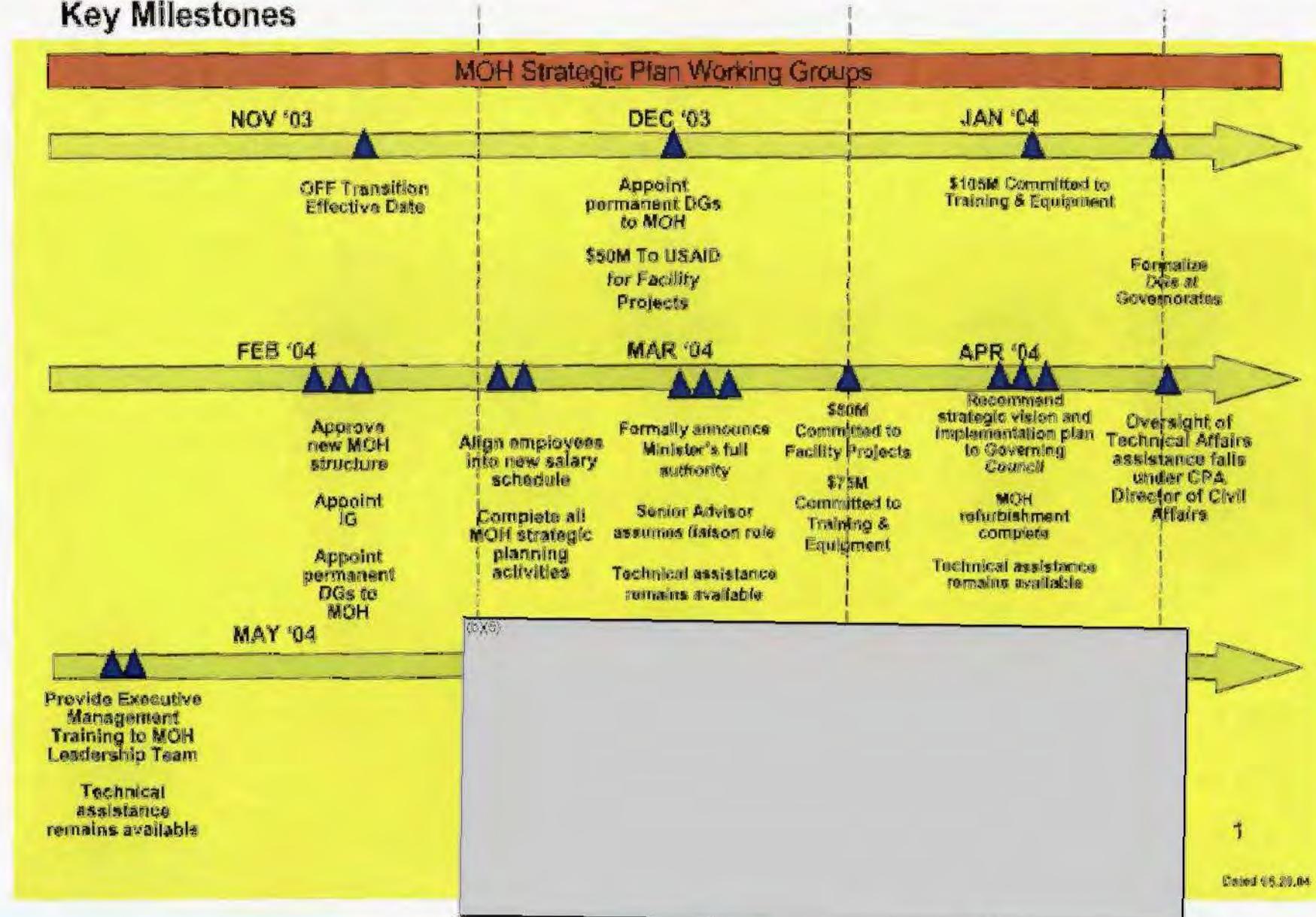
With my Highest Consideration

(DWS)

Mohamed Al-Jallouzi, Minister

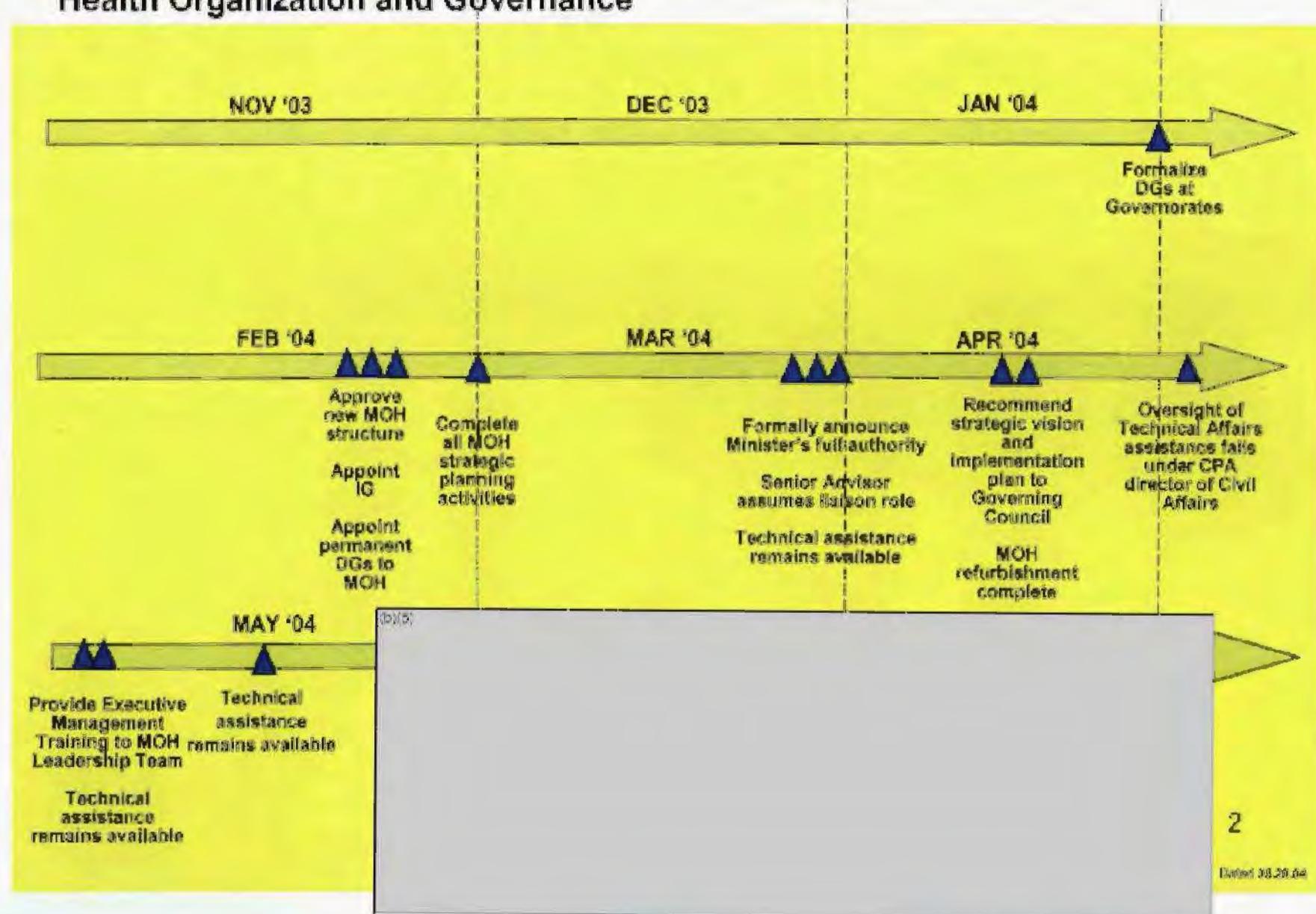
Ministry of Health

Key Milestones



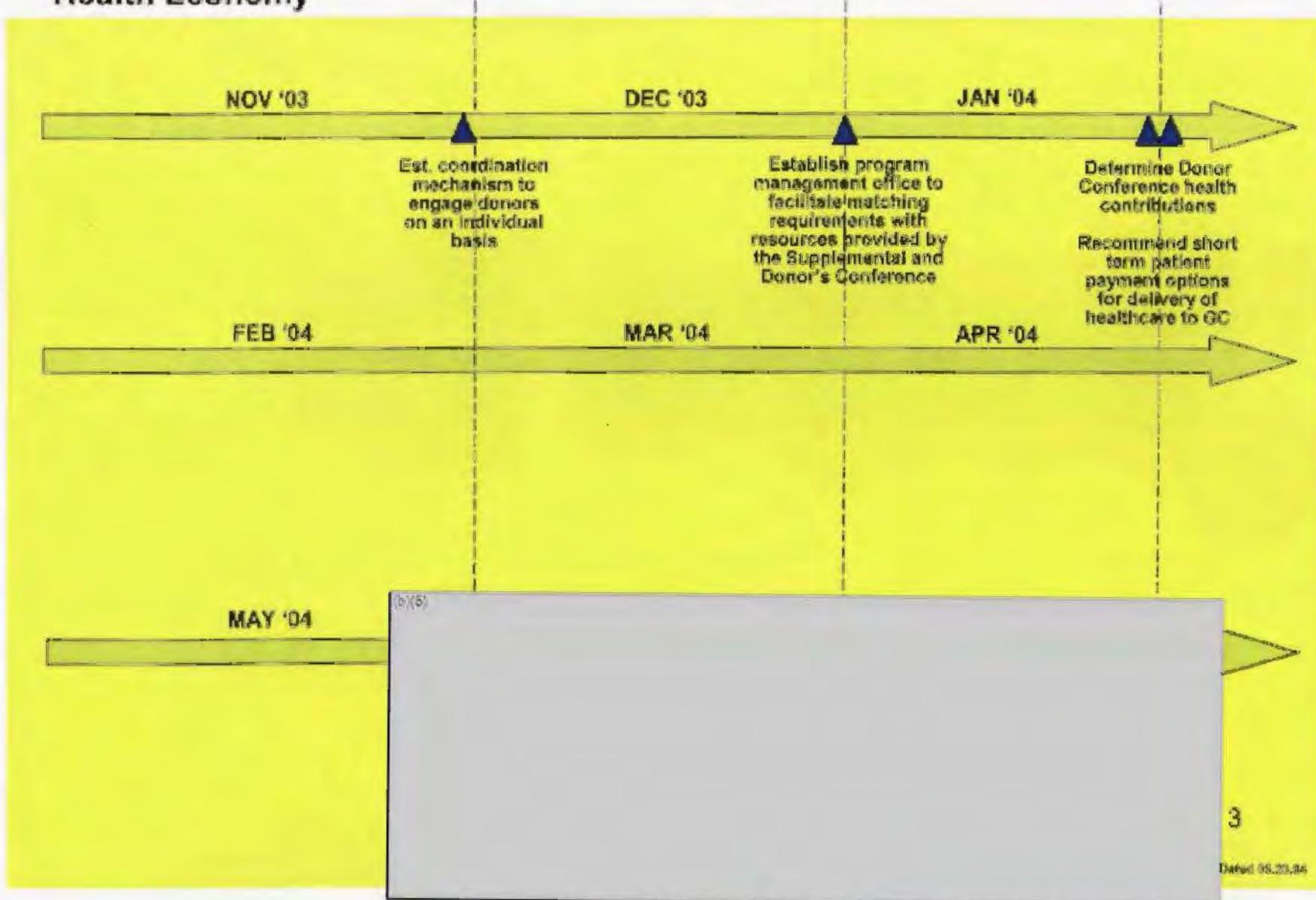
Ministry of Health

Health Organization and Governance



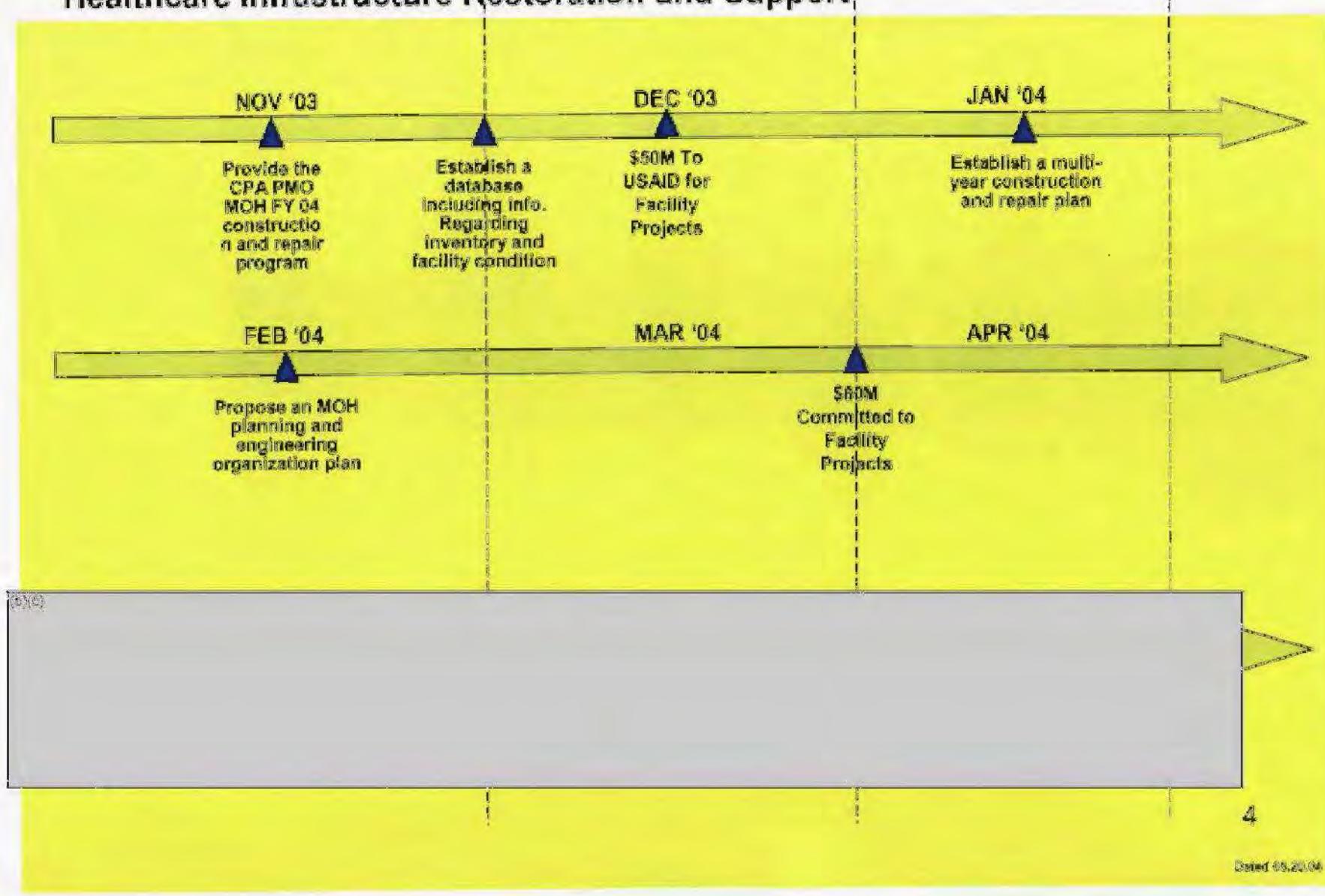
Ministry of Health

Health Economy



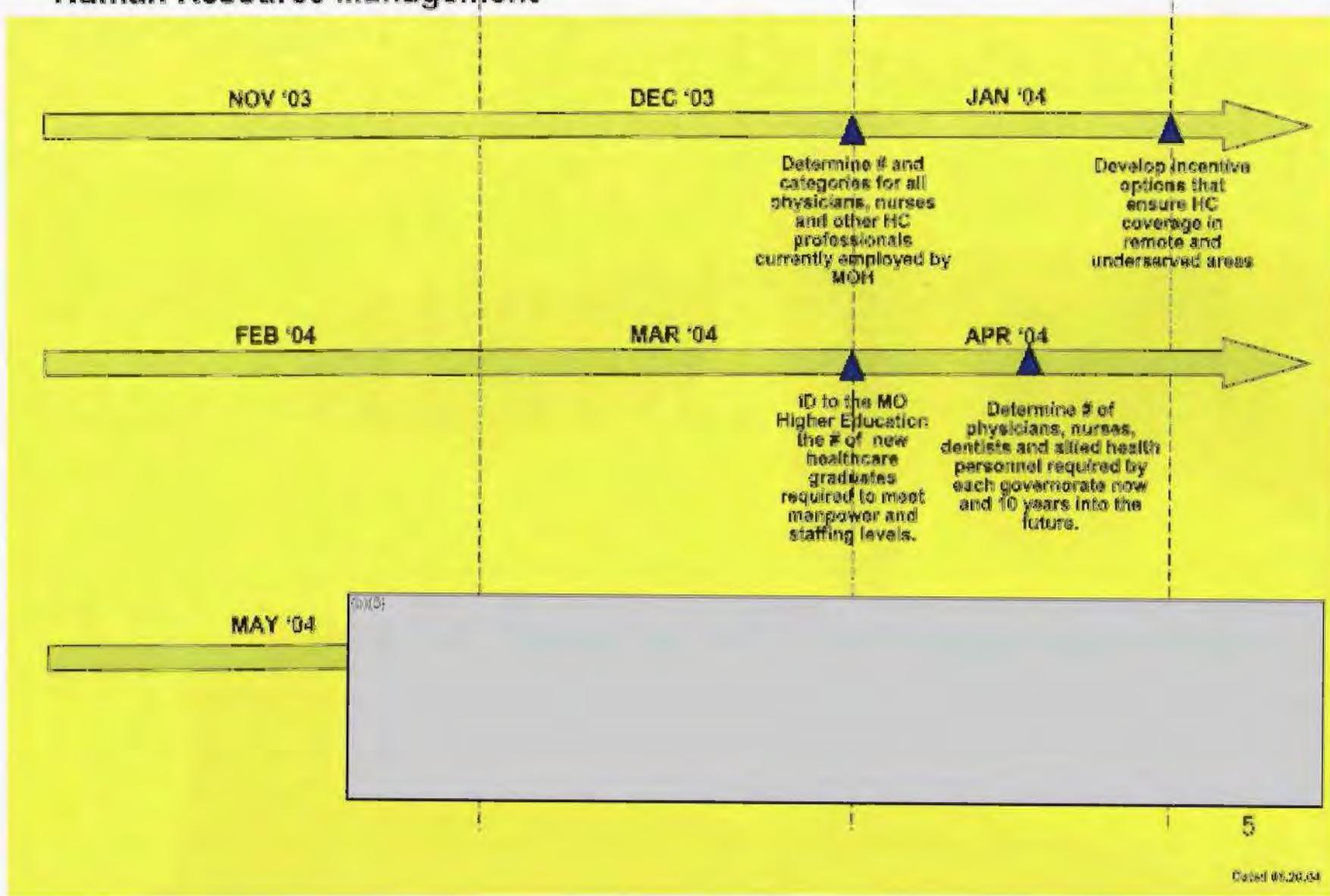
Ministry of Health

Healthcare Infrastructure Restoration and Support



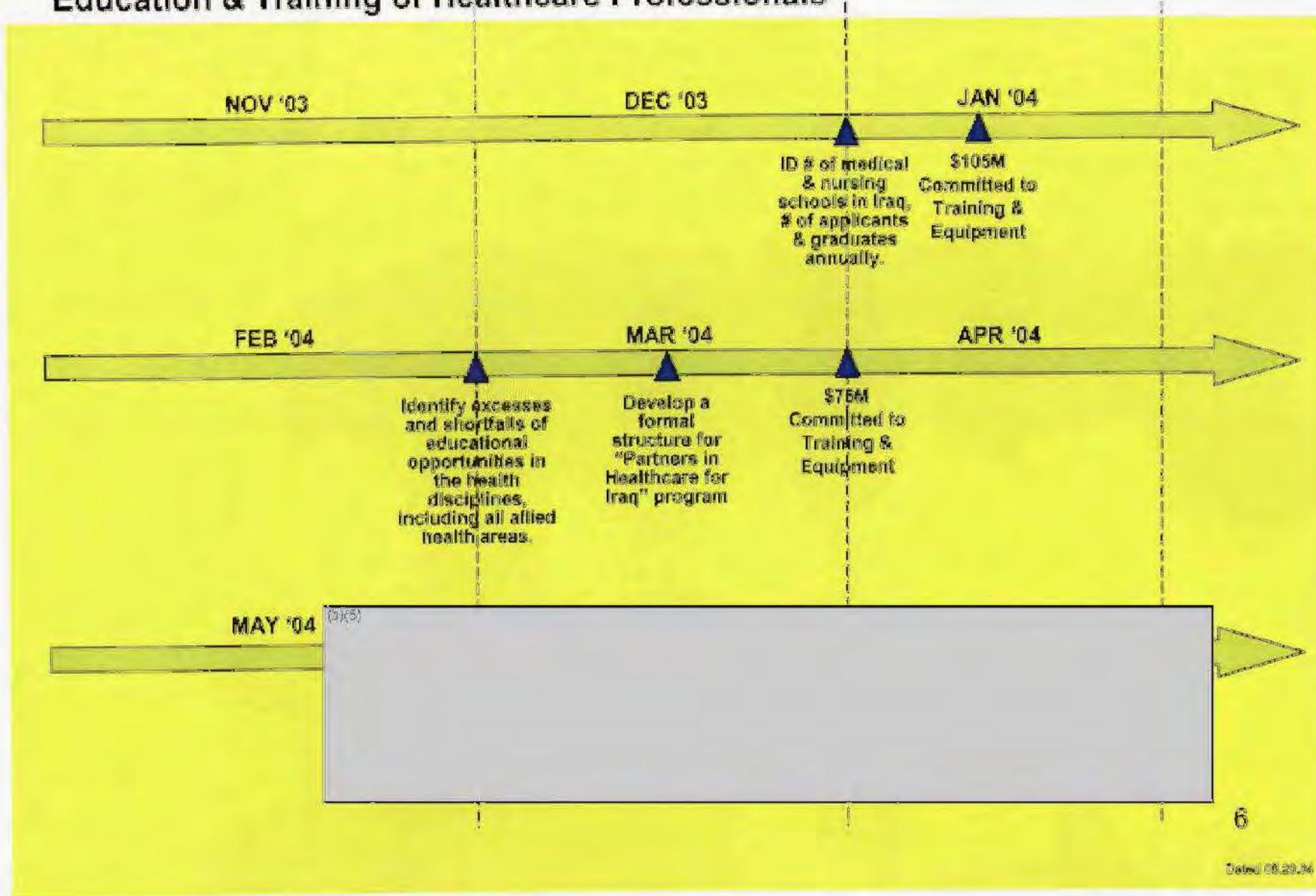
Ministry of Health

Human Resource Management



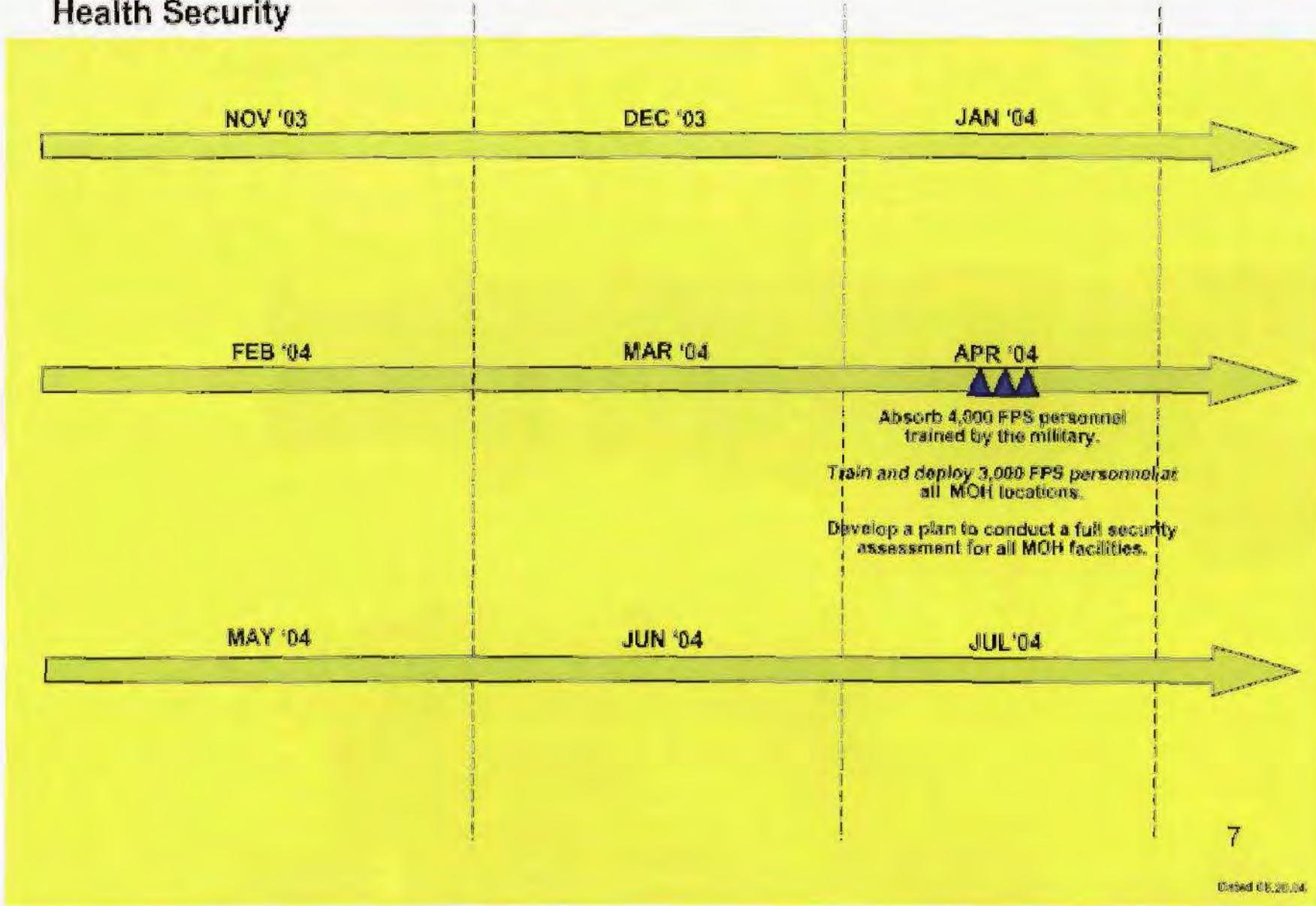
Ministry of Health

Education & Training of Healthcare Professionals



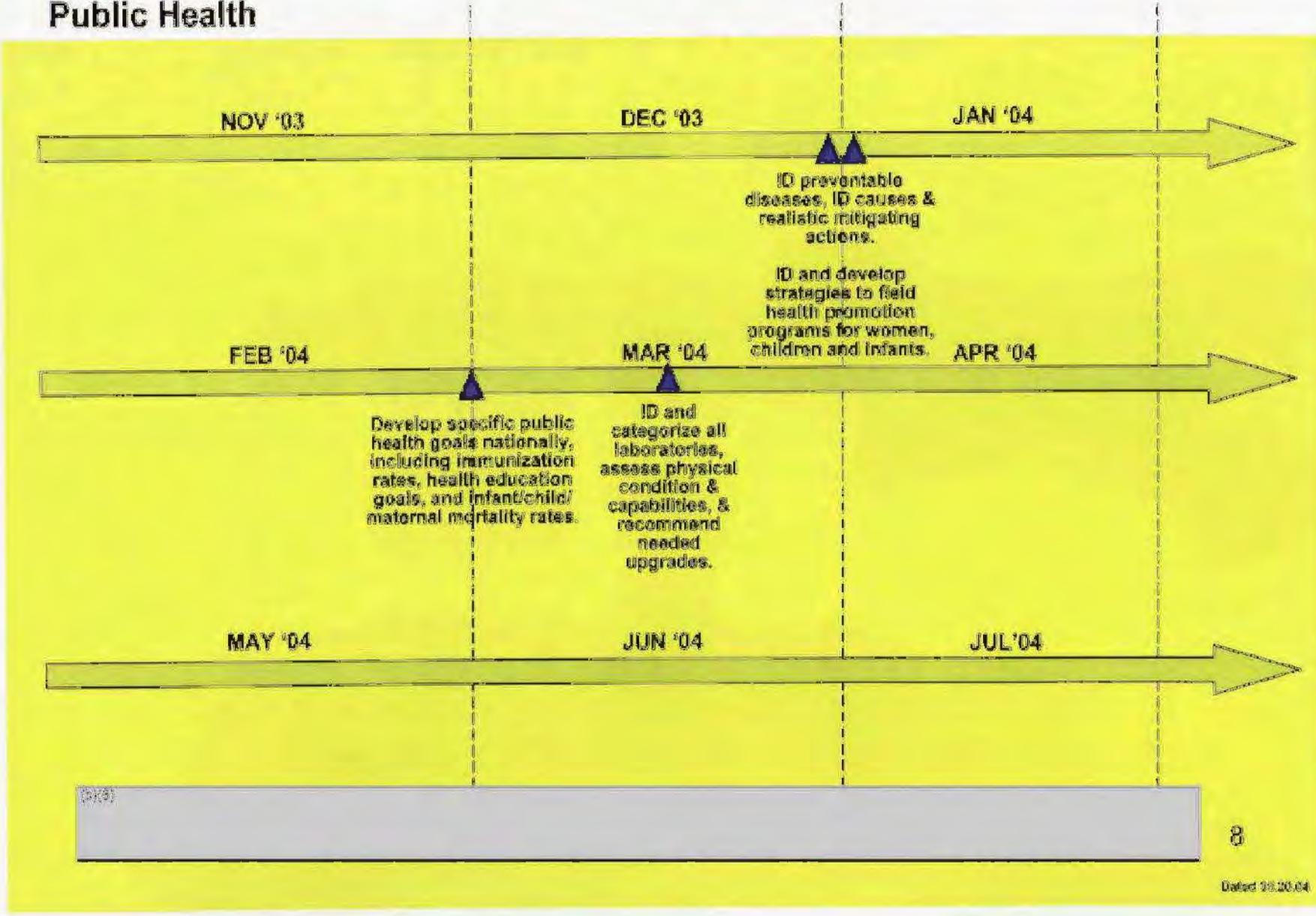
Ministry of Health

Health Security



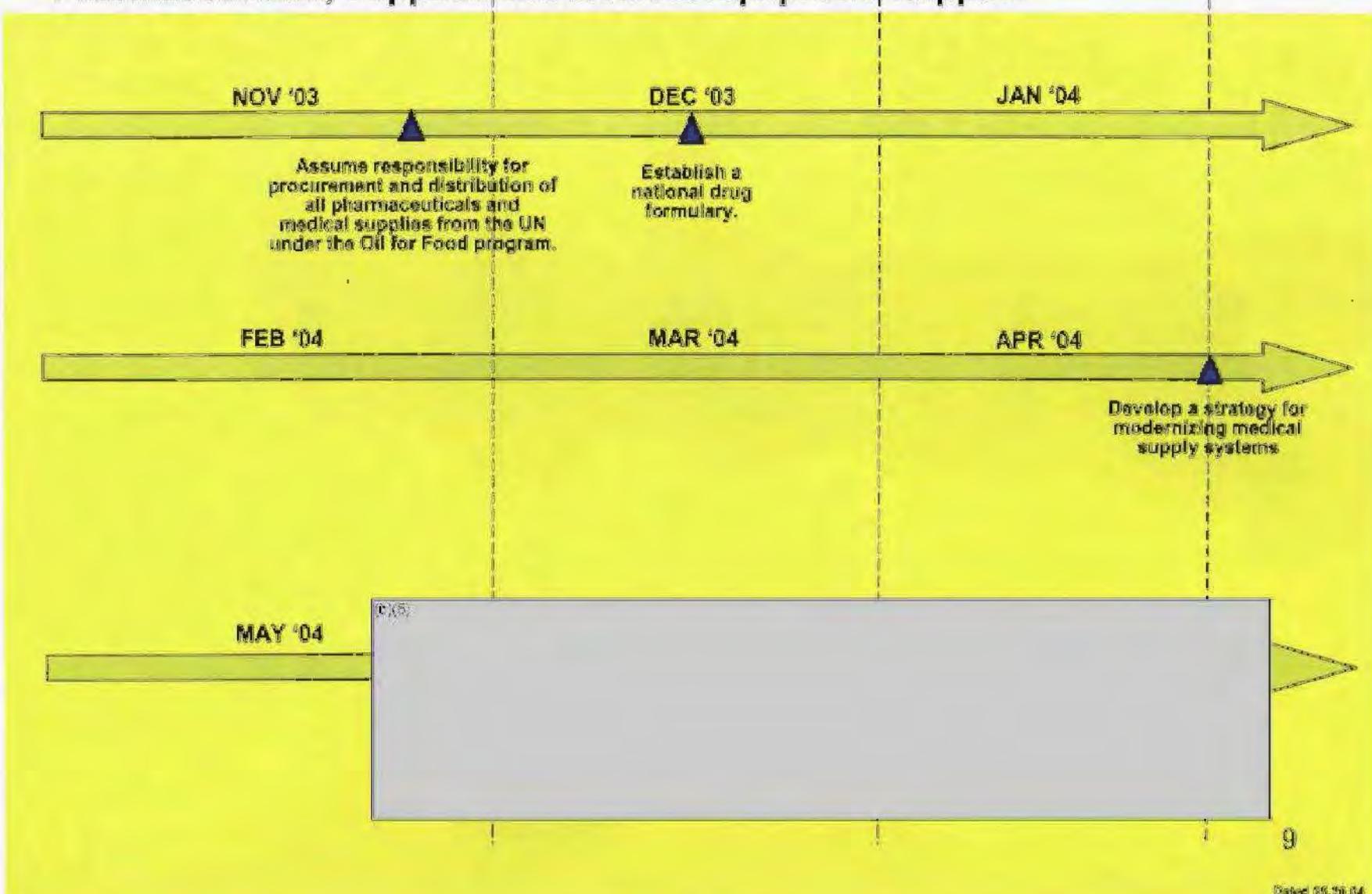
Ministry of Health

Public Health



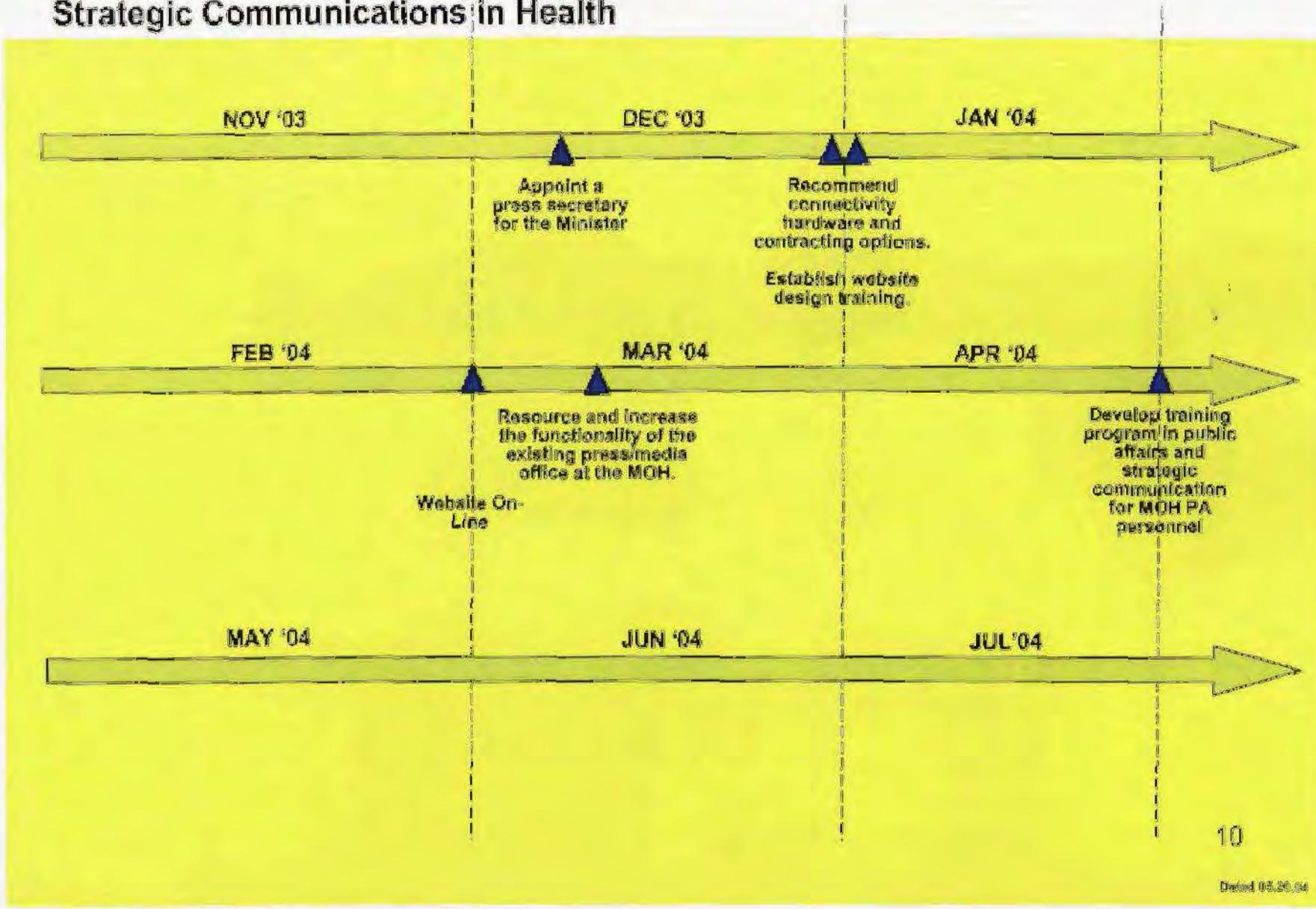
Ministry of Health

Pharmaceuticals, Supplies and Medical Equipment Support

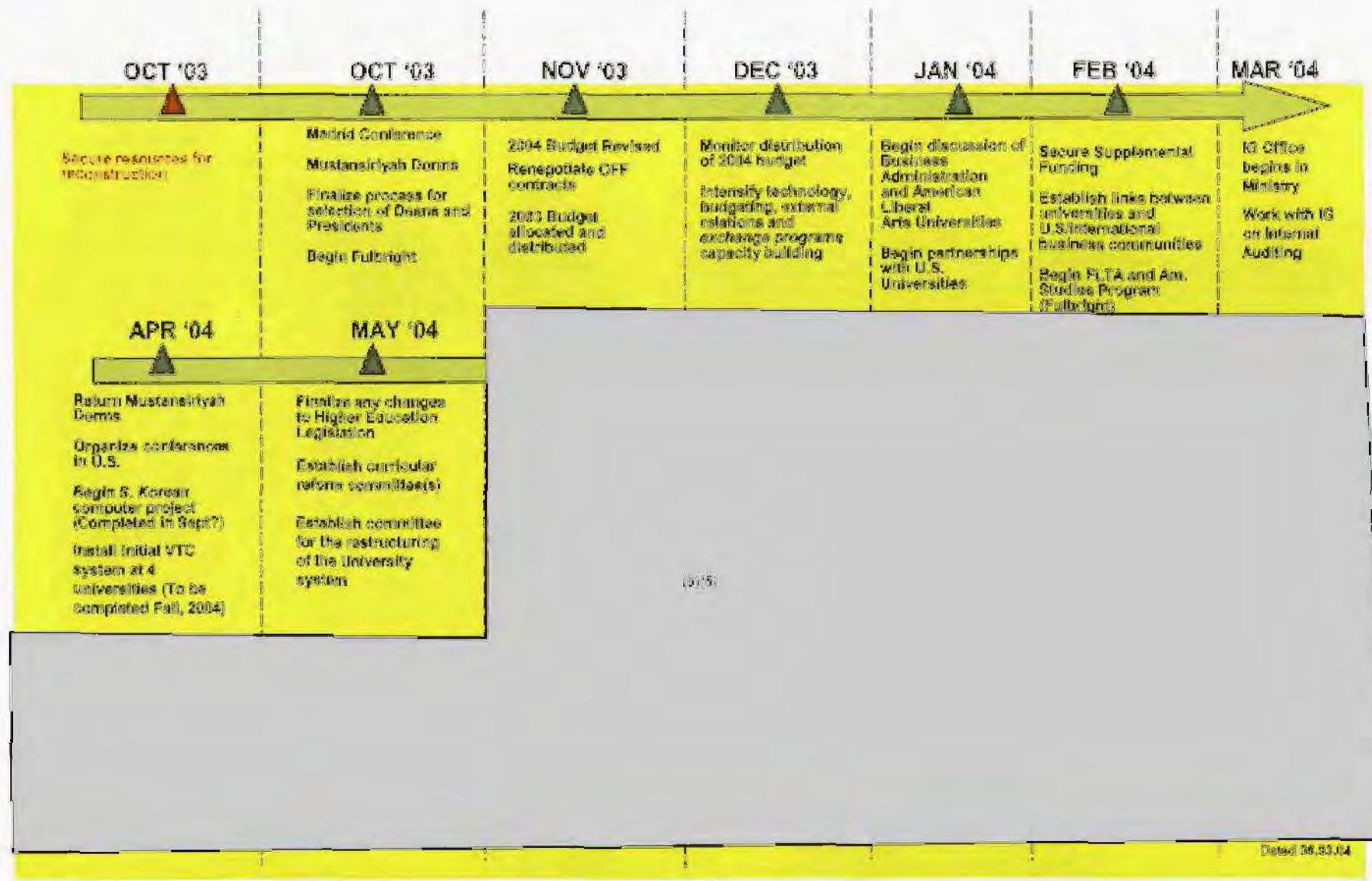


Ministry of Health

Strategic Communications in Health



Higher Education and Scientific Research



Ministry of Higher Education & Scientific Research

- 1) To complete the reconstruction and restoration of the Higher Education infrastructure;
- 2) To begin to establish permanent linkages between Iraqi and institutions abroad - including partnerships between universities, faculty exchanges and fellowships, student scholarships, joint conferences and joint PhD programs;
- 3) To assist Iraqi universities in reviewing and reconsidering their current standard curriculum with a view towards its expansion and liberalization, and to initiate and support the restructuring of the current university system;
- 4) To propose legislation or solidify procedures regarding the rights and responsibilities of the universities, the selection and firing of presidents and deans, the establishment of the board of trustees for each university, and the organization of the Ministry.

In addition, we will continue "capacity building" in the following areas: computers and electronic technology, budgeting and finance, admission procedures, and external relations (including scholarship programs). Moreover, we will work on an anti-corruption "code of ethics" for teachers, professors and administrators.

Ministry Of Higher Education & Scientific Research
The Minister's Office

/ / 2003

To: CPA - Baghdad
Excellency Ambassador L. Paul Bremer / Civil Administrator

Subject: Objectives and functions of the Ministry of Higher
Education & Scientific Research in the present period

Greetings.

A. Civil Service training :

1. To enhance the mission of higher education and scientific research in the service of Iraq, its people and particularly its students.
2. To provide higher education for every capable Iraqi.
3. To raise the standards of higher education and to upgrade it to levels equivalent to those in the developed countries, and to advance into the new century in well defined, steady and definite steps.
4. To prepare and develop specialized scientists and competent graduates to work in the service of the people, the homeland and the nation.
5. To strengthen the concepts of freedom, democracy and human rights in the education sector and among the teaching staff and students.
6. To promote justice and equality in this ministry between all members of the society irrespective of their sectarian, ethnic or national affiliations.

B. Professional management including human resources:

1. To reconstruct Iraqi universities, institutes and scientific research centers and rehabilitate its infrastructure through the provisions of resources and available financial grants, as the ministry was actively present in the Madrid conference
2. To acquire computers and laboratory equipments, modern texts and periodicals to fill the shortages as quickly as possible. Some support has been forthcoming from the state of Qatar (Fund for Higher Education Support in Iraq.)
3. To provide internet services in colleges via the INTERNET. It is hoped to provide such through the support of South Korea and some donor nations.
4. To allow teaching staff with no restrictions to travel abroad to attend international and regional conferences and to visit foreign universities to learn about their capabilities and transfer their experiences to Iraq in the fields of specialization.
5. To actively participate in Arab and international conferences on higher education through the attendance of university presidents or representatives of the ministry to benefit as well as to conclude bilateral agreements with similar universities.
6. To encourage academic association and bilateral cooperation between Iraqi universities and institutes, and American, European and Arab universities.

7. To firmly establish sound scientific foundations for Iraqi universities. To put in place sound scientific standards for evaluating colleges and universities academically, scientifically and in research in all areas of specialization.
8. To allow some independence in the management of universities and institutes in scientific, financial, administrative and legal matters.
9. To encourage private education in Iraq and to expand enrollment in it; and to provide to it academic and moral support and rebuild it on sound scientific basis
10. To provide scientific and research fellowships for Iraqi staff and students in various specializations to enhance the state of higher education. Some fellowships (from the Fulbright Foundation) have already been granted and also from The Czech Government as well as Jordan and France. We continue to seek more.
11. The participation of the ministry's and universities' administrative staff in training courses abroad to develop their administrative, financial, scientific and organizational abilities to effectively improve the performance of the ministry and universities.
12. To encourage the establishment of a democratically elected Iraqi students union to serve the mission of higher education and the students in particular and help realize their hopes and aspirations. This union should be democratic, independent removed from political, sectarian or ethnic differences, since it is a union of students in every university and for all Iraqis.
13. To rehabilitate and rebuild students residence halls and encourage universities and institutes to draw up future plans to acquire modern student residence halls that meet the needs of students (male and female) and the free Iraqi society.
14. To seek improvement of the social and financial positions of the teaching staff, and to provide them with all the support and to compensate them for all the years of deprivation. Encourage the return of Iraqi professors and scientists living abroad to serve their country.

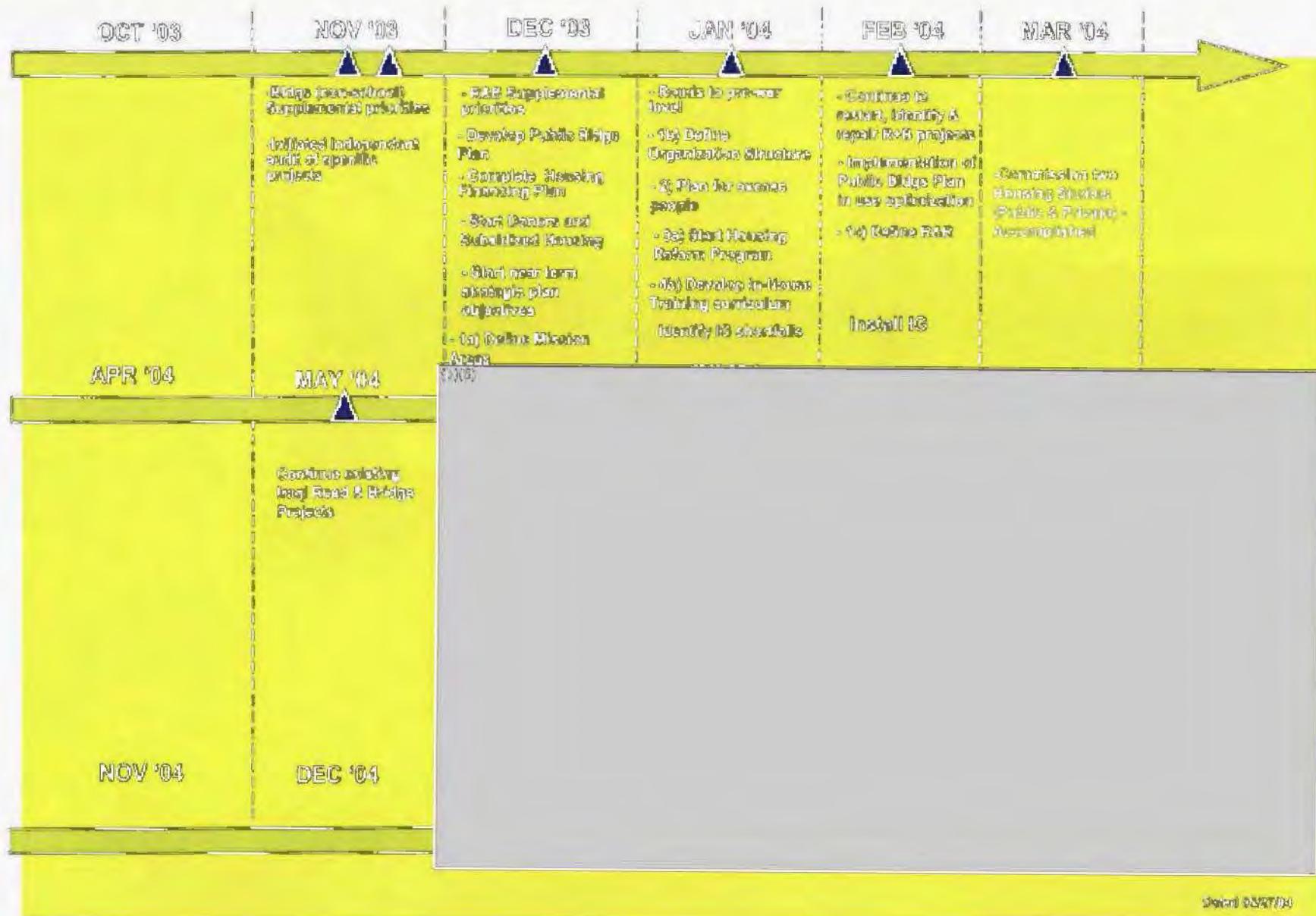
C. Defeating corruption (Appointing an Inspector General)

1. Restructuring of the purchases and financial committees in the ministry by the minister personally and to direct all universities, colleges and institutes to do the same.
2. Formation of independent honest committees in all offices of the ministry to combat corruption, bribery and financial embezzlement. The Minister and the general directors personally oversee the work of these committees.
3. [REDACTED] director general of the Office of Scientific Supervision and Evaluation in the ministry, has been nominated to the position of Inspector General for combating and defeating corruption in the ministry as well as universities and colleges.

For your kind consideration.....

(6)(g)

Ministry of Housing & Construction



Ministry of Housing & Construction

We have identified four top priorities. These were selected from a list of 24 priorities that were identified by the Ministry and CPA-MoHC staffs. The Minister has agreed to appoint a project team to study and act on the priorities.

- 1) Establish Organization – This is broken into three sub-tasks: a) Define mission areas; b) Define organizational structure; and c) Define roles and responsibilities. This will encompass both the headquarters organization as well as the Governorate staffs. The goal will be to develop the organization that will endure beyond June 30, 2004.
- 2) Plan for Excess Staff – There are approximately 17,600 people on the MoHC State Owned Entities payroll. There are another 16,409 civil servants working directly for the Ministry, including 8,143 DeWan. This plan will examine findings from the Establish Organization priority and recommend alternatives for trimming the size of the staff through streamlining, capacity building mechanisms, and privatization.
- 3) Housing Reform Program – The Program goal is to create a private, market-based housing finance and construction system. The program components are tasks relative to: a) housing and property; b) infrastructure; c) construction sector; and d) property. We will also look to identify sources (i.e. Donor's Conference) for intended projects that have already been planned.
- 4) Training – A training plan will be initiated comprised of in-house training resources and external opportunities including technology transfer and exchange programs with agencies from other countries. Mission essential tasks will be prioritized and a training plan will be formulated that addresses those needs.

Mr. L. Paul Brewer III
Administrator
Coalition Provisional Authority

Ref. LS

Date Dec. 8th 2003**Subject : Top Strategic Plan Priorities**

Dear Mr. Brewer,

In response to your letter dated Nov 25th 2003, senior staff of our ministry(MoC&H) together with CPA Senior Advisor and his assistance have studied strategic objectives need to be addressed during the next seven months and agreed on the following concepts representing top priority items:

1. Organizational Restructuring & Capacity Building:

Since the decision (June/2003) to dissolve some ministries and public sector enterprises , and the annexation of their engineering and construction entities to MoC&H , total workforce of our ministry has been doubled (from 12000 to 25000 approx.)

Actions been implemented in June 2003 for restructuring of state-owned entities (SOEs) within our ministry, followed by consolidating (merge) of identical facilities (July 2003),parallel to efforts to regain lost assets (buildings,workshops,factories,equipments,vehicles,furniture,etc.) leading to restoring and upgrading production output.

The present workforce has the capacity to handle work volume larger than projects presently committed for and those planned for 2004. We expect that by June 2004 - when major facility capabilities are recovered - capacity building will reach 50% of it's material magnitude as per Feb. 2003.

The inability to provide funding for proper utilization of this capacity in 2004 (35600m. requested against 8534m. allocated from various sources of finance) coupled with almost total loss of assets, shall obviously lead to a sharp increase of underemployment of our ministry's present workforce and may exceed 55% of capacity targeted.

This vital issue should be addressed urgently -on public sector level- as directives in force instructs self financed SOEs to pay salaries and wages for their employees (as from Jan.2004) from their revenues rather than treasury of ministry of finance as presently the case. Creation of a "social safety net" to include policies or laws regarding pension, redundancy, privatization, unemployment and disability. Establishment of national policies are needed for the entire population including employees of SOEs and Diwan. Options under study are:

- 1.1 Shift excess staff to other ministries (especially newly established) and other public sector entities
- 1.2 Review present scale of salaries to achieve fair proportioning of income with full or partial employment
- 1.3 Issuance of modified pension regulations to encourage redundancies to apply for retirement and possibly seek other opportunities at the private sector.

1.4 Shift 2 of our SOEs (namely: National Centers for Engineering Consultancy and Construction Laboratories) from self-financing to central-financing system.

2. National Policy for Housing:

Housing – being the most crucial and highly demanding avenue of our ministry's obligations (beside Roads & Bridges and Public Buildings) – requires urgent and comprehensive efforts to review, update and devise policies, plans and action programs to enable full and efficient participation of all parties concerned (public & private sector / local & international investors), addressing prioritized housing issues that faced negligence for the past two decades, like :

- 2.1 Internally Displaced Populations (IDPs).
- 2.2 Returnees (refugees and detained citizens)
- 2.3 Vulnerable Groups (requiring government assistance: widows , orphans, female-headed families and age , disabled, etc.).
- 2.4 Squatters in slums & deprived areas, homeless including public estates
- 2.5 Low-income families (below poverty line) lacking housing affordability.

The present funding for housing allocated for our ministry in 2004 is around \$35m, against \$1997m. requested to finance an ambitious plan to build one million dwellings during this decade. Other sources of finance are similarly incomparable with demand (oil in supplemental funding approved by US Congress ; allocations from donors not yet known). Additionally, serious efforts from CPA are needed to ensure that housing sector should be the sole beneficiary from non-expended allocations for construction of housing complexes in the "Oil for Food" program (terminated last November).

Bearing in mind that - even in a market oriented economy -, public sector maintain key roles in the provision of land, financial loans, infrastructure networks and legislation related to housing, as well as providing subsidy to building materials and components (locally produced and imported).

3. Upgrade of Skills in Civil Service via Training:

The two devastating wars in the last two decades followed by 13 years of economic sanctions has their greatest impact on the sharp decline in the quality and magnitude of human resources in Iraq , and became a cross-cutting issue in the strategic planning for national development. Construction sector heavily suffered from deteriorated standard of fresh graduates, absence of on-site training, lack of allocations for continuing education locally and/or abroad (attending scientific conferences, seminars, workshops, post graduate studies) for transfer of technology and upgrade of skills.

Our ministry is presently conducting surveys to identify needs according to disciplines, category of employee, duration and location of training programs. This should lead to devising a plan for each quarter of 2004, with a priority for "Training the Trainers" before next June.

With the help of CPA, we are in the process of exploring several avenues leading to the achievement of our objectives, namely:

- 3.1 Utilizing available prominent expertise of CPA staff for training courses.
- 3.2 *The inclusion of training programs in memoranda of understanding and bilateral agreements signed between our ministry and other countries.*
- 3.3 Approaching major contracting firms who presently has substantial volume of construction work in use to contribute in the financing of training logistics, as well as manufacturers of training facilities hardware and software to donate the needed supply of their products.
- 3.4 Active resumption of technical assistance with professional engineering and constructional institutions in the USA (via VTC) to provide the updates needed for training (technical specifications, standards, codes of practice, professional periodicals, publications, bulletins, etc.)

The three additional topics exhibited in your above mentioned letter are covered in the headings explained above, except the issue related to corruption which is a subject that showed continuous presence in our directives and procedures at our ministry. It is worth mentioning here that prevailing regulations and instructions on the government institutions level defines a comprehensive auditing and inspection framework throughout the hierarchy of administration procedures, namely:

- Supreme Auditing Board: directly linked to the highest governmental authority, issues annual summary reports on compliance of each ministry (and their sub-organizations) with laws, regulations and instructions.
- Auditing department at each ministry : directly linked to the minister, responsible for coordination with Supreme Board on the one hand and internal auditing sections in SOEs on the other hand.
- Random inspection teams , formulated by the minister for specific tasks.
- Ministerial auditing and inspection committee formulated by the minister for reviewing monthly reports submitted by SOEs on various expenditure items and issue notes and observations on proper implementation of procedures in accordance with responsibilities authorized to DGs.
- Ministerial Board of Directors : formulated by the minister, responsible – among his other duties to monitor SOEs fulfillment of important notes on cases raised by SAB and/or committees & inspection teams.

Kind regards,

(b)(8)



Minister of Construction and Housing

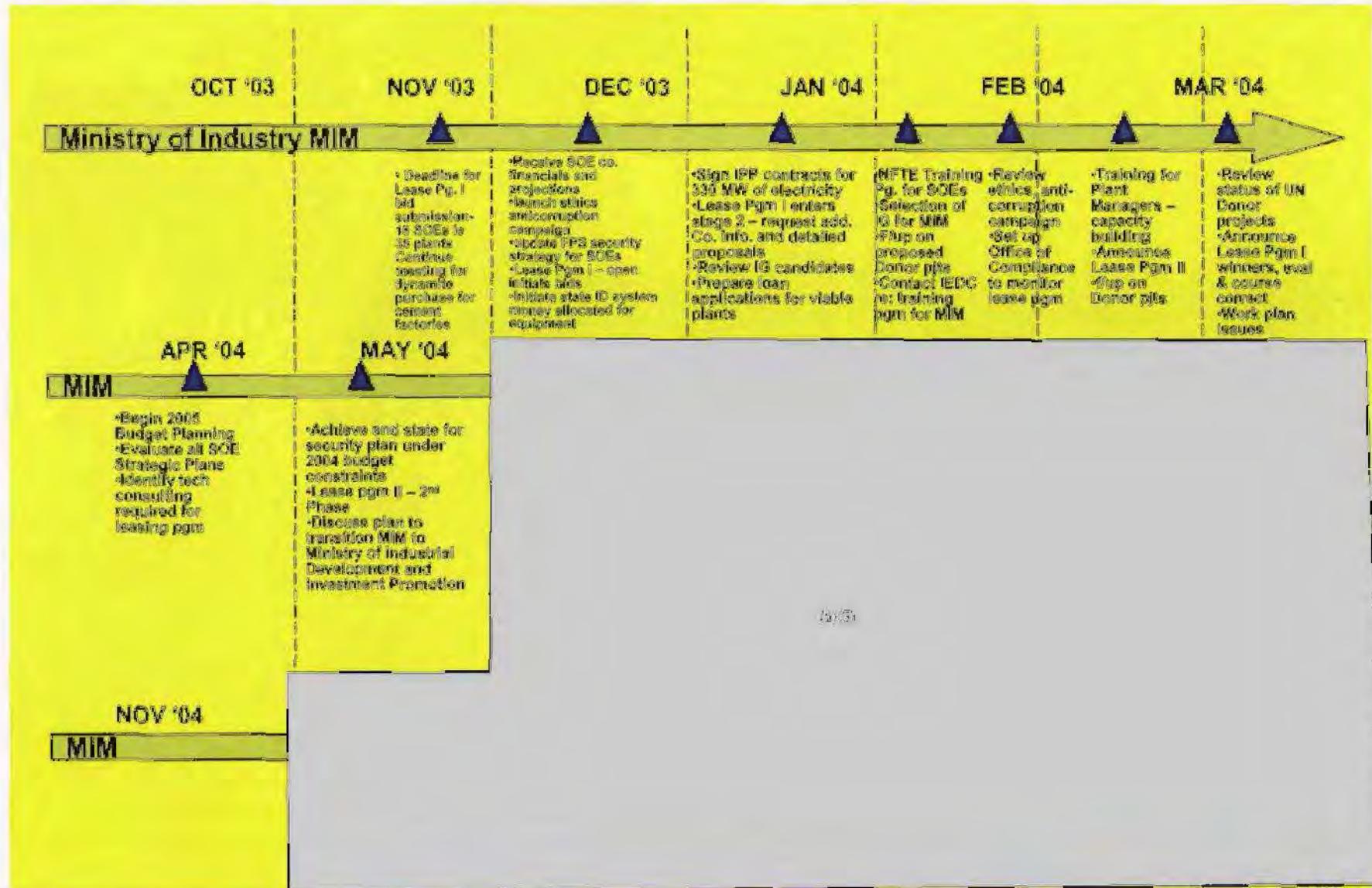
Ministry of Human Rights

OCT '03		NOV '03		DEC '03		JAN '04		FEB '04		MAR '04	
Human Rights											
New Ministry and Minister function defined	First Int'l Travel Minister	Mass Grave Training begins	38 Personnel hired	Int'l Travel of Minister to ICRC	Open Ministry Building – Construction delay to 2/14	Document warehouse refurbishment begins	New Senior Advisor- 1/28	New Ministry building finished and opened	Ministry Sub-Committees staffed and functioning	Hire 150 new personnel	
Budget, Mission and Priorities defined		Document Collection planning Underway	Work on Building begins.	Selection of Deputy – waiting for GO			Budget increase/ Hire 150 new personnel – Ongoing - Budget approved 1/30	Identify IG Candidate and Appoint	Establish IG Function	Bureau of Missing Persons – recruitment of International supervisor	
									Appoint Special HR Rep to Geneva	Documentation Warehouse refurbishment complete	
									Minister visit to UN Human Rights Commission	NGO delegation to UN Human Rights Mission	
APR '04		MAY '04		(Ex)							
Human Rights											
Planning underway for opening 7 regional offices		Contact with OCHCR, UNIFEM and UNDP									
Assessment on need for Senior Advisor or equivalent after transition		Network of HR NGOs gain support from MUHR									
Community-led Mass Grave Exhumations Process never started. The team was withdrawn		Internal planning for bureaucratic restructuring of ministry complete									
HR press office established		Ocal history pilot project begins									
Deputy HR Minister appointed		Arrival of Expert on national HR Commission									
Women's workshops begin		Assessment of sites in Barathra for NGO Centre									

Ministry of Human Rights

- 1) Address past atrocities through documentation, mass graves, and reconciliation efforts. Support investigations and prosecutions of ISIL.
- 2) Establish infrastructure and mission of new Ministry.
- 3) Protect human rights in the future through education, development of independent NGOs, and Ministry advocacy.

Ministry of Industry and Minerals



Ministry of Industry & Minerals

1. **Security** - State Enterprises need adequate security to ensure that personnel, plant, and equipment are secure.
2. **Employment** - Determine adequate personnel levels for the Ministry and the state companies and determine how to reduce over employment. We should identify the most competent managers in each industry sector and at company plants to act as decision making heads that report progress directly to the Minister. The minister should reorganize the Administration Department to be more flexible and expedient in addressing urgent personnel issues.
3. **Management** - Restructure the strongest of the SOEs to enable those firms that are self sustaining to grow and prosper as independent entities, while successfully exercising Leasing and Liquidation strategies for the weaker firms and plants. Strengthen the Administration and Accounting Departments to improve budget and fiscal accountability, monitoring and tracking of funds; we should also revamp and strengthen the Technical Department to track progress and identify areas of potential future growth, while identifying solutions to problems and concerns. We should establish clear lines of responsibility for each DAs, and draft a Standard Operating Manual to establish the means of accomplishing tasks and initiatives in an efficient and effective manner.
4. **Essential Needs Assessment** - Upon completion of the SOE assessments, fine tune and streamline plans for obtaining Liquidity, Electricity, and Raw Materials to enable SOEs to re-open or expand operations. Identify necessary modifications to production, sales and marketing that will enhance the viability of existing firms. (It is not enough simply to get companies running again, they must produce products that are high quality, attractive and durable, and able to compete with growing import competition.)

OPI-11-1

Foreign Languages

G. Yea
G. Yea
Foreign Languages

Ministry of Industry & Minerals

Ref.: 606

Date: 2 Dec. 2003

Copy provided by
Dr.

(F.O.P.P.)

Dear Ambassador Bremer,

Thank you for your letter of November 27, 2003. I appreciate the opportunity to share with you and your staff at the CPA our priorities for the coming seven months as we prepare for the transition toward self rule.

Our number one priority is security of our ministry, company plants, equipment, stocks of goods and raw materials, and most importantly our personnel. That is why we have developed a comprehensive plan to meet our security needs.

Our number two priority is fighting corruption. Although we have since established a small committee jointly with CPA/ARDC advisors to review allegations of corruption, we realize we need to strengthen our efforts. We need your support to provide a trained independent inspector general to assist us. Elimination of corruption will enable our state companies to grow and prosper, benefiting the economy in general and the all strata of society in particular.

Our third priority is to develop and implement a strategic plan which addresses the needs of our state enterprises. We are committed to getting companies back into operation and returning employees back to work in order to return their sense of worth and normalcy, which should also improve security in the country.

We have initiated a plan to obtain additional electricity and liquidity for companies in leading sectors such as cement and fertilizers. We hired accountants to prepare financials on a large number of firms that are in a middle category (not strong nor weak). We have embarked on a leasing program to attract private investment, technology transfer and managerial expertise, and to reduce the burden of operating these companies on the public sector. The job of the ministry is to promote industrial development and to turn over the management of the companies to the private sector.

We will require your continued guidance and assistance in implementing our strategic plan and appreciate everything the CPA has already provided to our ministry. We view our close involvement with the CPA as a partnership and I am confident that working together our efforts will continue to produce lasting positive results.

I look forward to discussing these and other related matters with you in person.

Sincerely,

(S)

Ministry of Interior Milestone Chart as at 30 May 2004

ACCELERATED POLICE RECRUITING					
OCT 03	NOV 03	DEC 03	JAN 04	FEB 04	MAR 04
				121 st TOA for POE IPS 59,300	4 th ID TOA for POE Stand Up CPATT MND (SE) TOA for POE IG approved IPS TOA FEB 5200 DBE 4,263
ACCELERATED POLICE RECRUITING					
APR 04	MAY 04	JUN 04	JUL 04	AUG 04	SEP 04
32 nd & MND 5C TOA for POE New IPS 1,500 Specialised training begins	Ports TOA complete DBE 10,500 PSC regulations developed	CPATT operational at Adnan DBE 12,374	Transitional Iraqi Government takes power CPA dissolves	New IPS 10,000	IPS capable of provincial security 4000 new firefighters trained
ACCELERATED POLICE RECRUITING					
OCT 04	NOV 04	DEC 04	JAN 05	FEB 05	MAR 05
			Original IPS target of 75,000 trained officers achieved		

APR 05	MAY 05	JUN 05	JUL 05	AUG 05	SEP 05

Ministry of Interior

The MoI's focus is upon improving the intelligence, operational and integrity of the law enforcement organizations within Iraq. This is critical based on the short time frame and security issues facing us.

- 1) Training: Expand and accelerate training efforts both inside and outside of Iraq. This training includes basic police, customs, immigration, fire and border police training along with specialized training in the areas of intelligence analysis, counterterrorism, corruption investigation and forensics. A focus will be placed on creating locations and environments within Iraq, if possible, for the majority of this training.
- 2) Equipment deployment: Accelerate the procurement and deployment of basic and specialized equipment to elements of the MoI such as police, customs, immigrations, fire and border police. It will focus initially on basic requirements and later on more specialized needs.
- 3) Mentoring: To implement the CivPol program which is the deployment of Civilian Police Officers to act as mentors to MoI elements. Training alone cannot create an efficient and effective law enforcement program for the country. What is needed is continual reinforcement of what is learned along with the ability to react to daily, real life events as we change the procedures and culture of these elements. Daily contact with police, immigration, customs, fire and border enforcement groups with area and policing experts will help us in the quality arena.

MINISTRY OF INTERIOR OF IRAQ

December 26, 2005

Mr. Paul Bremer
Administrator
Chairman, Iraqi Interim Authority
Baghdad, Iraq

Dear Mr. Bremer:

Reference is made to your letter dated November 15, 2003, requesting that I provided you with my vision, priorities and goals for the months preceding the transition of July 2004. The following is submitted to meet that requirement.

Main Targets:

- To oversee the development of Iraq Security Forces under the Ministry of Interior to draw down the strength, threat of internal terrorism and the long term threat of organized and terrorist crime.
- To continue to build the respect, support and cooperation of the Iraqi people for the Iraq Security Forces.

Missions:

Training:

- Continue Basic Training in Jordan and expand those capabilities within Iraq.
- Expand the initial capabilities of the police academy with a dedicated intervention unit which will be identified, trained, equipped and deployed.
- Conduct advanced training for counterterrorism, intelligence, organized crime and drug trafficking both in Iraq and in foreign countries.
- Develop initial training in investigating terrorist threats, counterintelligence and counterterrorism.
- Provide training to mid-level managers on the basis of administration, personnel and financial management.

Personnel Development:

- To identify and recruit the best possible personnel to fill the critical positions of Deputy Minister, Senior Advisors and their staff so we may implement a strong plan of operation for the Ministry.
- To ensure the existence that border control plays in Iraq's internal security by implementing a strong border defense, immigration and customs inspection program.

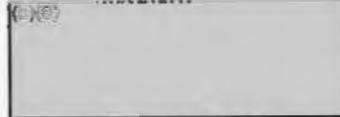
- Focussing initially on the areas of counterterrorism, intelligence, internal affairs and organized crime, in standing up specialized areas within the Ministry. This will be done both in Baghdad and the Provinces.
- Recognizing the importance of the Ministry outside of the immediate Baghdad area by creating the provinces' secretariats or equivalents, or Chiefs of Police.
- Setting national standards, operating rules and procedures consistently throughout the country in consultation with Heads of Tribes, City and Provincial Councils along with Civil Associations, CPA and the Coalition Military.
- Begin a process of development and implementation of a National Identity Registration for assistance in elections and resource allocation along with a National ID card program.

Implementation of Recommendations:

- As part of the proposed structure for the Ministry, a position of an independent Inspector General reporting directly to the Minister was developed. I have identified a candidate for this role, whom it will largely continue under you. I have already transferred the existing and staffed internal affairs branch of Baghdad Police under my direct supervision.
- This process will be established under the provincial level reporting to the national process.

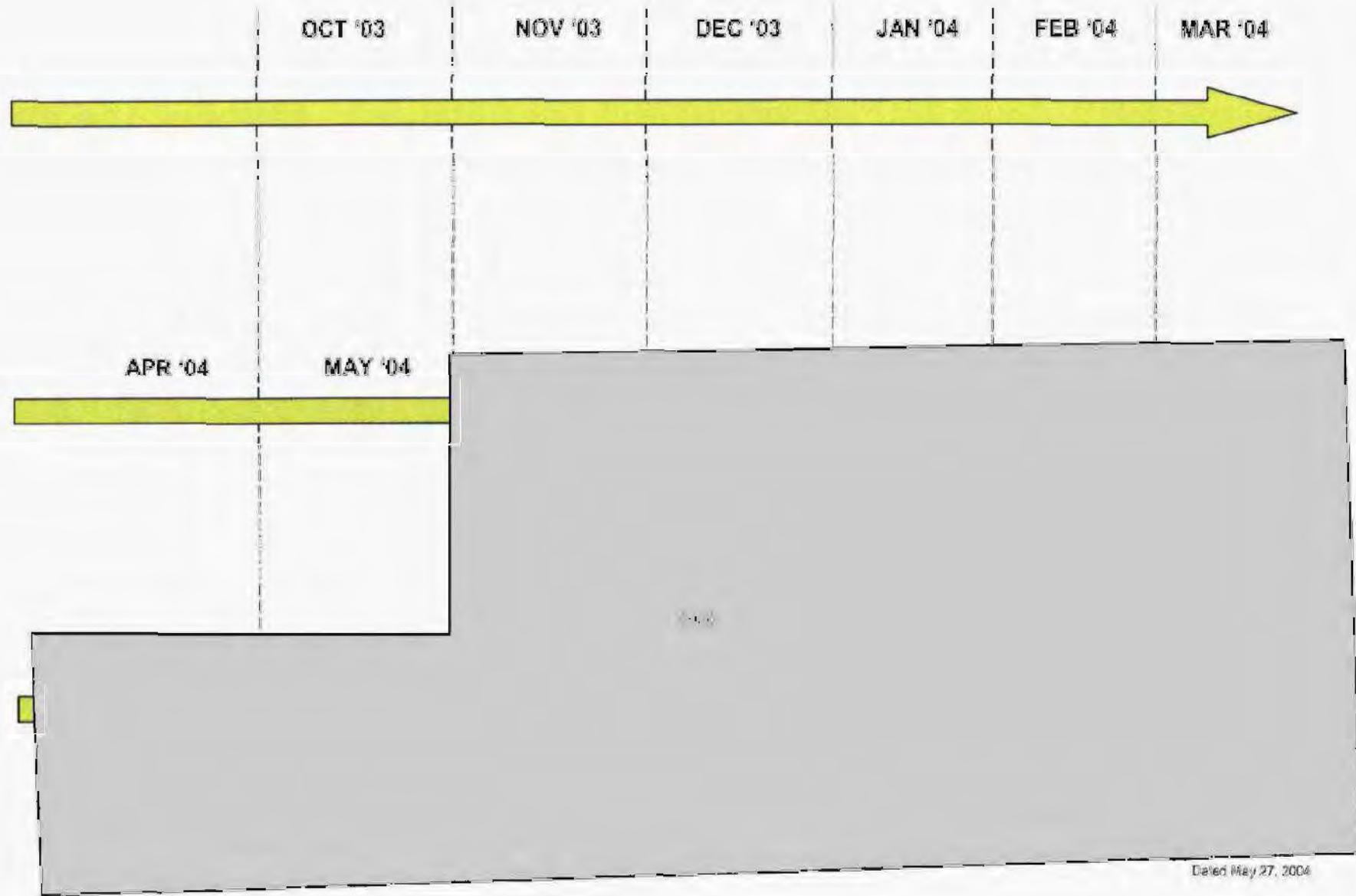
Finally recognizing the short period of time we have to work together and implement these crucial reforms, I can assure you that you will have my full attention and effort in accomplishing these goals.

Sincerely,



Minister of Interior

Justice milestones



Ministry of Justice

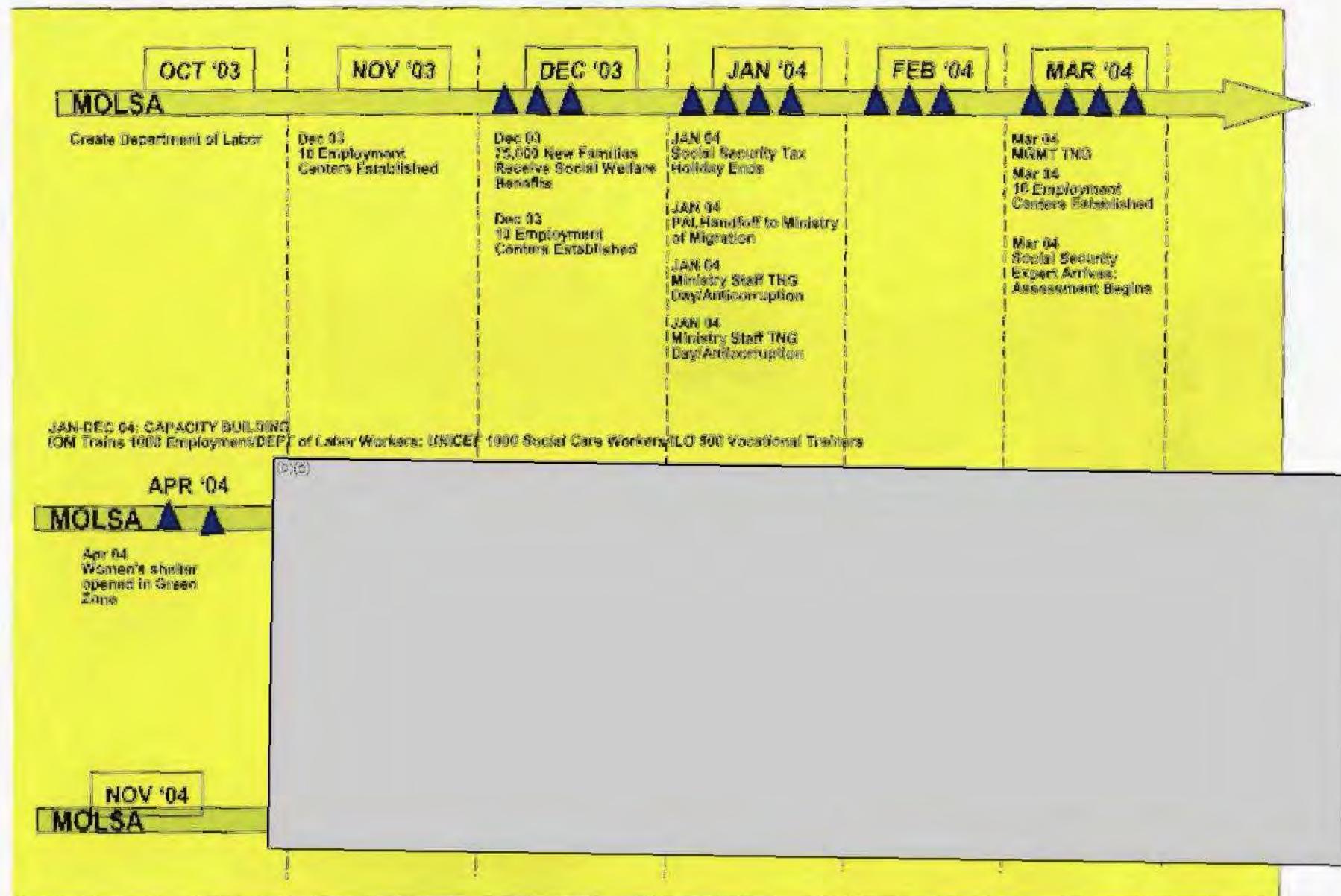
The Ministry of Justice's top three priorities to accomplish by July 1, 2004 are:

1. Build a durable, honest, comprehensive anti-corruption entity.
2. Ensure smooth, expeditious, fair operation of court system.
3. Institute a workable prisons plan.

Prisons

- 1) Provide assistance to the Iraqi government with organization development, management, and operation of the Iraqi Correctional Service. In particular, select, hire, mentor, coach, advise and train mid and upper management teams.
- 2) Recruit, vet, and train Iraqi Correctional labor force.
- 3) Execute funds committed to calendar year 2003 capital and operation funds, and plan for expenditure of \$99 million restoration and reconstruction budget for existing facilities. \$100m is planned for construction of four to five regional prisons throughout Iraq.

Ministry of Labor & Social Affairs



Ministry of Labor & Social Affairs

- 1) Social Security - Currently there are 18,000 private pensioners in the country. They formerly paid a stipend into a social security fund which was then used to pay dividends to pensioners. The pension fund was frozen and the assets confiscated by CPA. The pensioners now receive their pensions from Ministry of Finance and they are the same as government pensions (\$29/30,000 Dinar per month). The amount that they paid in to the fund was 17% of which they paid 5% and the company paid 12%. It was also noted that companies associated with the oil industry paid a 25% premium to social security. CPA declared a tax "holiday" until January 1st 2004.

If the country wants to have a private pension system and to encourage the growth of private industry then it must overhaul private pension system. Citizens must have faith that a private pension is going to be available to them. This pension must be compatible or superior to the government system.

- 2) Social Safety Net - Preparing for the monetization of the Public Distribution System. The goal of the Ministry is to expand the programs and services from the current 68,000 constituents to 150,000 by the end of FY 2003 and up to 300,000 by FY 2004. There is a need to hire and train additional social care workers, expand the benefits programs, and to provide services to whole segments of the population who were denied services in the past. (Disabled, Handicapped, Elderly, Orphans, Deaf, Blind, Widows, Destitute and others).
- 3) Establishing a Department of Labor - Job creation is one of the biggest tasks facing the Ministry. The Department of Labor was recently established and within the next 6 months over 27 job/employment centers are to be created along with developing the organizational structure, resources, budget and strategic plan for an entire department. Currently contractors and military units are utilizing short range work programs as an economic stimulus. True long-range job growth with the proper tools is needed in order to ensure stability throughout Iraq. The Ministry has established on the Job Training (OJT), job retraining, vocational training and other training programs like English as a Second Language, Computer Training and Literacy/ Remedial Training as tools to assist unemployed personnel and employers. This program is in its infancy. We are changing rapidly from a socialist economy to a free market economy. The system will be barely be standing on its own two feet by 1 July. This transition to a new system needs time, mentoring and assistance in order to be viable.

Dear Mr. Bremer:

8 December 2003

The Ministry of Labor and Social Affairs thanks you for support and leadership as the country of Iraq works towards the restoration of sovereignty by June 30, 2004.

The Ministry of Labor and Social Affairs has four main objectives to accomplish in order to facilitate an orderly transition. The primary objectives of the Ministry are:

1. Reorganization of Ministry
2. Programmatic Expansion of Services
3. Overhaul of Social Security System
4. Creation of Employment and Training Centers and Rehab of Vocational Centers

1. Reorganization of Ministry

In order to facilitate the growth of Social and Labor Services which had been neglected for the past 30 years, the ministry needs the ability to structurally change in order to meet the need of a growing free nation. In order to meet those needs the Ministry seeks to add the following:

- Employment and Training Pillar
- Medical Department
- Incorporation of Iraqi Village, OSRA and Presidential Handicapped Bureau

As the Ministry has received several administrative orders from CPA to take on additional capacity, no such approval for funding of programs or personnel has been included to support this objective.

2. Programmatic Expansion of Social Services

Rehabilitation of Facilities

A capital program rehabilitating the facilities is well under way and the Ministry is giving priority to achieving the completion of this as soon as possible. A Team from the CPA, working closely with Ministry staff is also initiating immediate work in improving the care of those using the facilities.

Introduction of New Programs

It is planned that pilot programs which have been run jointly with NGOs and IOs over the last three months will be handed over to the Ministry and similar programs will start in the governorates. The main focus of these will be the improvement of services to women and children.

Staff Training

A training strategy has been completed and a detailed plan now being worked up by the staff. This will further the training input to achieve all staff having received some training by the end of the year. It includes specialist training such as IT skills, social care, and also training for managers and administrators and will be a major factor in building capacity in the Ministry.

Increase in Beneficiaries

A major thrust of the services in the coming year is to achieve fairer access to service and develop services to cope with an increase in demand. This will involve changes to existing systems with more emphasis on helping people to stay together as families and less institutional care. Five international experts are being appointed to give input to this and the other developments in social care.

3. Overhaul of Social Security System

Currently the Social Security System is not operational. As the Ministry works to overhaul the system two major components of the social safety net must be worked out. Two main aspects which must be implemented are the development of a Tax strategy and the overhaul of the Pension system.

4. Establishment of Department of Labor

Unemployment is one of the greatest problems affecting the country. In order to solve this situation the following initiatives are needed in order to assist the workers in obtaining jobs in the 21st century.

Rehabilitation of Vocational Training Institutes. Rehabilitation, equip, staff, and train the existing six vocational training centers and open ten new centers across Iraq in order to help prepare the Iraqi labor force to meet the demands of an emerging market economy.

Creation of 28 Employment and Training Centers Open twenty-eight employment services centers throughout the country to match employment opportunities with five million unemployed.

Organizational structure, policies and programs Establish mechanism to secure labor standards in Iraq, which will encourage international trade and investment.

The following are strategies and programs that we are developing in our ministry that may complement three major government-wide objectives:

i) Civil service training

- a. Have identified the need for civil service training for core public administrators. All managers are to undergo civil service training
- b. Have developed strategies for individual training plans (see attachment 1)
- c. To develop a cadre of senior civil service members

- a) Professional management, including personnel management:
 - a. Conducting audit of existing procedures for professional management and personnel recruitment.
 - b. To revise procedures for professional management and personnel recruitment to ensure transparency and equity of these procedures; where appropriate.
 - c. To develop and implement procedures to ensure effective management accountability.
 - d. Exploring alternatives to implement early retirement and other mechanisms to raise capacity, decrease unemployment, and increase productivity for employees.
 - e. Concern to ILO conventions and internationally accepted labor standards.
- b) The elimination of corruption (establishment of an Inspector General):
 - a. Developing a code of ethics.
 - b. To establish an Office of the Inspector General.
 - c. To establish a transparent mechanism for public review of MOUSA expenditures.
 - d. To establish an anti-corruption media campaign.
 - e. To propose legislation for full access to public information for all citizens.
 - f. To establish a mechanism for citizens' grievances against the ministry.

We are working together with the Senior Advisor and the entire CPA team to develop plans in order to achieve the above objectives. We welcome your critical review and assistance and the opportunity to work together towards building a better Iraq.



Senior Counsel
Ministry of Labor and Social Affairs

Ministry of Municipalities and Public Works

OCT '03	NOV '03	DEC '03	JAN '04	FEB '04	MAR '04	
MMPW						
Nov 03 Sector Projects for PMO agreed and prioritized with initial projects set for 15 Dec contracts	Dec 03 Workshops for Devolved 2004 MMPW budgets held and agreed with Provincial Councils / Governors / and Municipalities	Jan 04 Ministry of Finance discussions agreed 2004 MMPW budget allocation to Provincial Treasury level for expenditure by local government stakeholders	Feb 04 Sector PMO projects Priority 1 contracts identified	End Feb 04 Center-Governorate Relationships agreed and accepted in principle within the Fundamental Law / Law on Administ'n	March 2004 Process for re-electing local Councils and their Heads / Governors agreed and implemented	
Nov 03 MMPW Restructuring Plan initiated with new HR Department, HR DG staff agreed and recruited, and anti-corruption plan agreed	Dec 03 Training Plan for Ministry initiated	Jan 04 MMPW restructuring plan agreed & implementation started with central and local complaints offices / anti-corruption plan in place ID position identified and recruited	Jan - Feb 04 Bi-lateral (DFID) Support Project design phase starts and timetable agreed	End Mar 04 CPA technical advisory team shifts to Ministry in new building under existing DFID Staff Support contract	Mar 04 Ministry completes TRANSITION CPA Ministry Senior Advisor role dissolves and technical advice transfers to Ministry under DFID Staff Support and coordinates with liaison POC for all CPA relationships and systems coordination to end June 04, and with Coalition Embassies from July	
APR '04	MAY '04					
MMPW						
Apr 04 Restructuring of all sub-national Councils agreed with clear divisions of responsibility for budgets and technical implementation with Ministries	April 04 Developed 2005 sector budget submissions agreed with all Municipality (and Provincial Councils proposed)	May 04 All 2005 sector budgets agreed with MoF				
Apr 04 MMPW restructuring and training program starts Phase 2 in conjunction with start of DFID Support Project and USAID / RTI inputs	May 04 DFID Support Project programmed through to end 2005 for Capacity Building at Center; and for local community planning and development projects with UN and International partners					

Ministry of Municipalities and Public Works

- 1) MMPW will occupy and equip headquarters complete with communications systems that link with Provinces/Municipalities, other ministries/government agencies, civil society organizations, and the post-CPA central government systems, including the PMO support to Water and Sanitation sectors. We shall also restructure and retain staff to operate all functions, coordinated with MoF and Ministry of Planning and Development Cooperation.
- 2) MMPW to reach agreement on policy (up-dating laws where necessary) on Center-Provincial relationships that provides working systems at the local government level that are responsive to local requirements, and transparency measures such as local complaints centre, with appropriate technical support, and lines of communication and finance (local participatory budgeting, payments to councilors, etc.) agreed between MMPW, Sub-National Councils, CPA Regions, MoF, MoPDC and IGC.
- 3) MMPW to reach agreement on policy (up-dating laws where necessary) on physical planning, land administration and urban development, including GIS, relational databases and infrastructure inventory systems, and together with procedures for land dispute resolution (coordinated with Ministry of Justice and others), supported by a bilateral capacity building and resources program in place for Ministry and Local officials across the remainder of 2004 and through 2005/6.

**Ministry of Municipalities
and Public Works (MMPW)
Office of the Minister**

No. 1437-1
Date 10/12/03

Foreign Languages



Foreign Language

9 December 2003

Ambassador L. Paul Bremer III
Administrator
Coalition Provisional Authority
Baghdad, Iraq

Dear Ambassador Bremer,

Thank you for your very timely letter of 27 November that I shared with my seven directors general and the four responses so far received have been considered. I am largely responding, however, based on my professional training, ten plus years of public service experience in reconstruction and development in the Iraqi Kurdistan Region, and observations at the national level within this ministry during the past three months.

This ministry is responsible for the provision of essential municipal services countrywide for which it is critically important to initiate decisive and rapid change that supports much needed improvement in cost-effective performance. In view of the enormous work before us, it is neither supportive nor encouraging to delay transforming the status quo. The process of restoration of sovereignty by 30 June 2003, as currently understood, raises serious concerns of continuity pertaining to urgently needed initiatives, unless measures are put in place beforehand that maintain and strengthen the momentum that is being developed.

To better focus energies and resources, the establishment of clear lines of authority between ministries, and a process of overall supportive coordination among ministries, is extremely important and urgently needed. Confusion remains unresolved with the Ministry of Interior regarding the governors and to whom they report. Coordination among ministries requires a process that addresses issues and concerns in a timely and consultative manner. The Ministry of Planning and Ministry of Finance are not yet geared to apply rules and procedures in an accelerated manner called for in the current situation.

Transparent and inclusive democratic governance cannot be developed in abstraction, separate from the delivery of public services and the development of an enabling environment that allows and supports the realization of Iraq's full potential for revitalization and growth. Developing good governance is more successful where services essential to everyday life are features that require regular treatment.

The Ministry of Municipalities & Public Works is responsible for essential services of everyday concern to every citizen for which the governors and their staff play an important role. I have had very engaging and productive sessions with governors and provincial councils with whom I am convinced this ministry needs to be directly linked in order to empower these and other subnational government units to help carry out the enormous tasks before us.

During the few months remaining until 30 June, it would be very helpful to the future of Iraq to build a framework and instill a spirit of public service where the development of public management capabilities and promotion of integrity are geared to answering the fundamental question of 'what's the public interest?'

Civil Service Training

Regarding civil service training to support day-to-day operations we are challenged by the need to reform and reinvoke the current bureaucracy in order to enhance the effectiveness and efficiency of the delivery of essential services to meet the expressed needs of citizens. This would include:

- o improving budget development skills,
- o re-introduction of laws and regulations,
- o improvement of auditing and monitoring techniques,
- o priority setting,
- o improving communication and clerical skills,
- o asset management to minimize expenses and optimize revenues, etc.

We look toward ministry staff acquiring a closer understanding of community needs by improving their communication skills, and the application of information and communication technology to gather, analyze, and generate information that promotes timely decisionmaking for resolving issues and problems. This would involve accurate and timely reporting, and improved responsiveness in taking correction action.

Internally, we continue to review our organizational structure. We plan to re-establish a center for administrative and technical development to build capacities of ministry staff throughout the country. We have approached donor governments to support this effort. We intend to use this center for reorientation of our staff toward a new vision and to build their capacities on various topics, but also to share views and experiences, explore new ideas, and to offer a forum to test and introduce private sector involvement. We have been struggling to engage professional and donor organizations currently in country such as RTI, DFID, and the German Government.

Professional Management

On professional management there is an extensive need to assess staff capacities and performance at all levels, especially at senior levels. Technical planning capacities need to be greatly enhanced, as demonstrated by the recent Supplemental Budget project planning exercise. The ministry has been, essentially and primarily, a technical program management organization that is excessively project as opposed to policy oriented. To guide and promote the development of programs and projects to be decided at the subnational level based on the principles of adequacy and equitability, we look toward developing national policies and strategies based on a consultative approach at the subnational level.

The ministry cannot improve its professional management capabilities without external expertise, programs, and additional resources to attract and keep quality staff. Given the size of this ministry, the extent of its operations, and the high level of technicality, we have been functioning and attempting to advance our capabilities without external technical advisers. We seek qualified and experienced technical advisers in the fields of potable water supply, environmental sanitation (sewerage, solid waste), urban planning including land management, property development, and traffic engineering. We also seek legal advisers to assess and redevelop laws and regulations.

A main asset of the ministry is its large staff assigned throughout the country. We look forward to improving their productivity through a professional human resource management program for which we have created a new position to focus on all areas of staff development. We seek resources and professional support to build this capacity to achieve its goals and objectives.

Corruption

Regarding corruption, we seek ways and means to maximize the utility of substantial resources and highly valuable assets for which this ministry is responsible, and to prevent misappropriation and mismanagement. The principles of transparency and accountability need to become part of the general vocabulary and practice. There are already established organizations and systems within the government, within each ministry and above ministries, to inspect, audit, or monitor the application of rules and procedures. This structure needs to be reviewed, enhanced, and its operations reformed and reinvigorated to promote integrity and to transcend its previous role as a bystander to the endemic corruption promoted by the former regime.

Good Governance

Good governance is about good delivery of public services. At the subnational level this means attention to the development of professionalism and the promotion of integrity at the local administrative levels of governor, district, and sub-district. To promote ministries' national policies and strategies, governors, mayors, and sub-mayors and their staffs need to effectively coordinate the works of all ministries. In this regard, there is a need to develop their professional capabilities.

Thank you for this opportunity to share thoughts and plans of the Ministry of Municipalities & Public Works which I look forward to discussing with you during our meeting on Sunday.

With best regards,

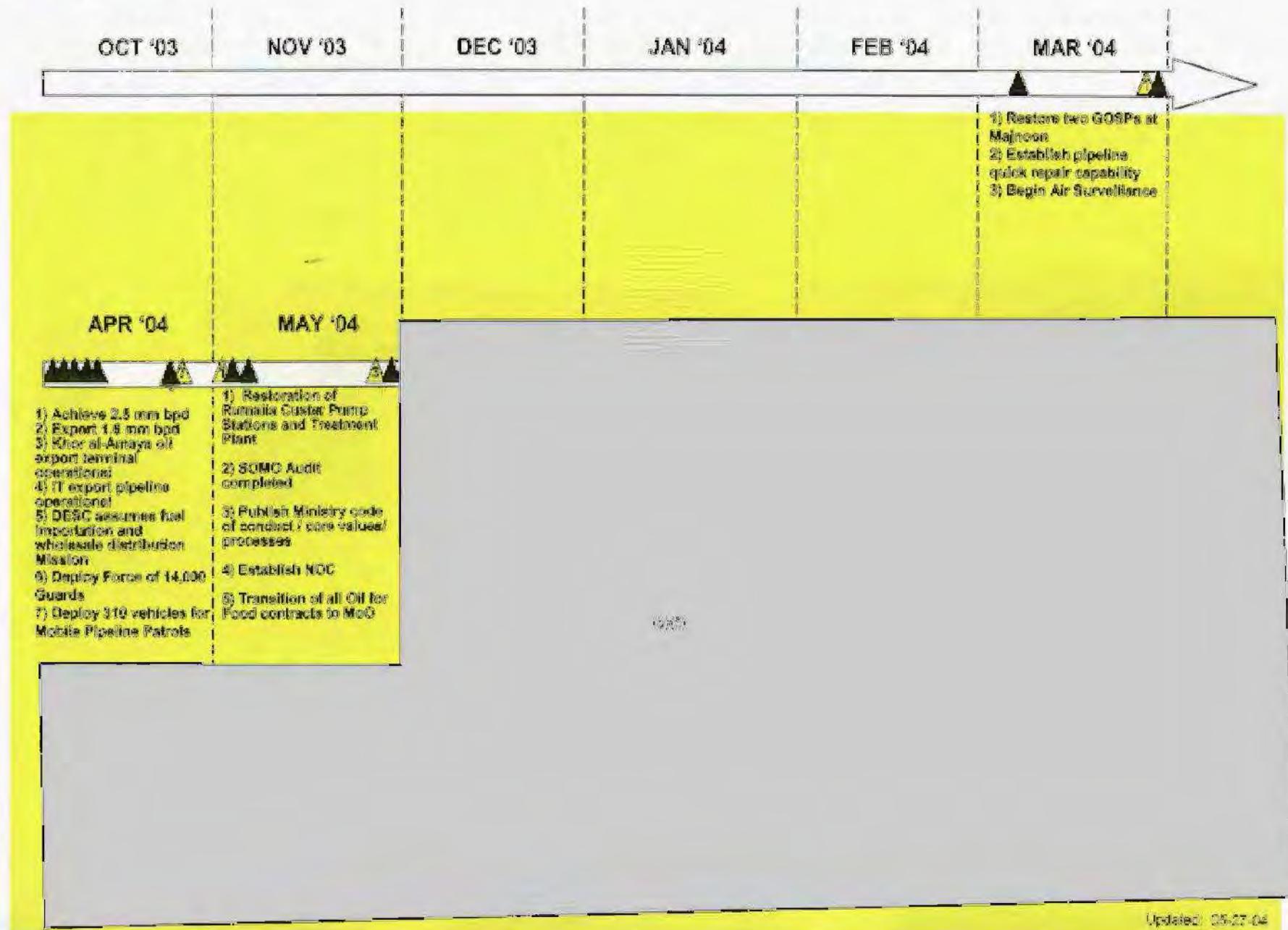
Yours sincerely,



Minister

- On schedule
- Questionable
- Significantly Delayed

CPA Oil Major Milestone Chart



Ministry of Oil

The Ministry's priorities are:

- 1) Security - Establish a professional security force of over 14,000 Iraqis that will be responsible for protecting the country's oil infrastructure. The force will be equipped with weapons, transportation, communications and aerial surveillance.
- 2) Ensuring Product Supply - Import enough products into Iraq to augment refinery production and meet the country's needs.
- 3) Restoration of Infrastructure - Repair and restore the oil infrastructure to pre-war levels.

REPUBLIC OF IRAQ
MINISTRY OF OIL
Minister Office



REF: M/ 969
 DATE: 01.12.2003

Ambassador : L.Paul Bremer III
 Administrator
 CPA

Dear Ambassador,

Reference your letter concerning the 2004 budget and your emphasis on the proper and efficient implementation. We would like to point out the following:

1. The quoted workforce of 779 civil servants with 1.9 Billion IQD allocated salaries represents only the workforce and salaries allocation of the Ministry Headquarter and the central directorates where the salaries and other operational expenditure are normally financed from the Central Treasury. This constitutes a very small percentage of the workforce and budget of the companies and entities operating under the Ministry umbrella.

2. The budgeting and financing of the oil activities apart from the above mentioned Ministry Headquarters is as follows:

- a) Self finance operating budget , which amounts to over 300 billion Iraqi Dinar covering the salaries of around 67000 civil servants and other operating expenses such as raw materials , consumables , spare parts , transportation , maintenance , limited capital investment and equipment replacement , etc.
- b) Centrally financed capital investment covering major current and new oil projects such as drilling and completion of new wells , surface facilities , flow lines and pipelines , upgrading and expansion of refineries and other downstream activities

The Ministry of Oil requested capital budget for 2004 amounted to 1.2 Billion US Dollars. However after discussing this budget with the representatives of the CPA and Ministries of Finance and Planning , it was reduced to only 0.8 billion US Dollars with the promise to increase it back to 1.2 Billion US Dollars at a later date pending the achievement of the planned oil production levels.

However , we recently found out that this allocation has been removed from the Central Budget and to be financed from the US supplementary budget .

We would like to emphasize that until now we have not been advised on the procedure to be adopted to process and award contracts under this financial scheme . This needs speedy and clear definition before the end of 2003 .

Kindly Accept the assurance of my highest consideration and respect .

(b)(6)

REPUBLIC OF IRAQ
MINISTRY OF OIL
Minister Office

Foreign Languages



REF: M/2003
DATE: 03.12.2003

Foreign Languages

Ambassador : L.Paul Bremer III
Administrator
CPA

Dear Ambassador,

Reference your letter dated Nov 27th 2003 , regarding priority objectives for the Ministry of Oil , we would like to point out the following :

1-One of the top priorities of the Ministry lies in making available oil products and dry gas in quantities and qualities that meet the demand , including that which is needed for the power generation , transportation and industrial sectors , while maximizing oil production and export remains as a main objective for the Ministry .

To achieve the above commitments , the Ministry has developed its plans for the year (2004) which were submitted through the proper channels .

The most important requirements for the successful implementation of these plans are as follows :-
Ensuring secure and safe environment for the oil and gas production sites , refineries , storage and pipelines , etc .

Provision of continuous and uninterrupted electric power to production , refining , storage and distribution and export facilities .

Making available the required funds to implement the Ministry of Oil plans . It is our understanding that the required budget is allocated within the US supplementary funds . The method and procedure for utilizing these funds are yet to be clarified by the CPA .

Proper conduct of operations (minimizing shutdown and step-down) , with the aim of maximizing light and middle distillate yields .

Safe and uninterrupted extraction and transport of products to distribution outlets .
Proper and tight control of oil products handling and distribution . Serious efforts are needed to cut back or stop smuggling .

Meeting the short term shortage in some of the products through importation , and at the same time working towards increasing refining capacity through upgrading and adding new units .

2-Professional technical and managerial training and personnel management . The Ministry shall review its training policy which was negatively affected since 1980 by wars and sanctions . The revised plans shall involve the following :-

- a-Seeking assistance and contribution from international oil companies and institutions that have dealings with the Ministry . However this can only meet part of the training requirements .
- b-Allocation of money for specially designed training courses both outside and inside Iraq .
- c-The nature and types of the required training shall cover the following areas :

- 3-Finance, accounting, purchasing and storekeeping .
- 4-Auditing and control .
- 5-Data base, information and telecommunication.
- 6-New technologies and advances in various upstream and downstream activities .

3-Elimination of corruption: The Ministry is revising its purchasing and contracting procedure with the aim of updating and standardising under full transparency and strict implementation to avoid any wrong doing .

The proper and exact conduct of processing the purchasing and contracting shall be monitored through three levels of auditing and control which are :

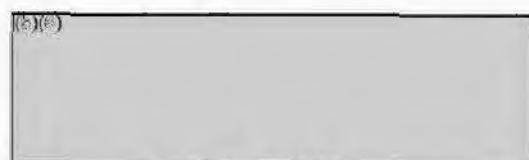
- a-The internal audit departments in the Ministry entities reporting directly to the director generals .
- b-The internal auditing Directorate , which is a central Directorate within the Ministry reporting directly to the Minister .
- c-The Supreme Auditing Board of Iraq reporting directly to the Cabinet .

It is important to emphasize here that the above auditing entities need to be strengthened and supported . This can be achieved through :

- 1-Erasing the services of additional competent and experienced accountants .
- 2-Embarking on intensive training programmes for various auditing levels .
- 3-Engaging the services of professional advisors in the field of international standard .

I hope you find the above clarifications as sufficient .

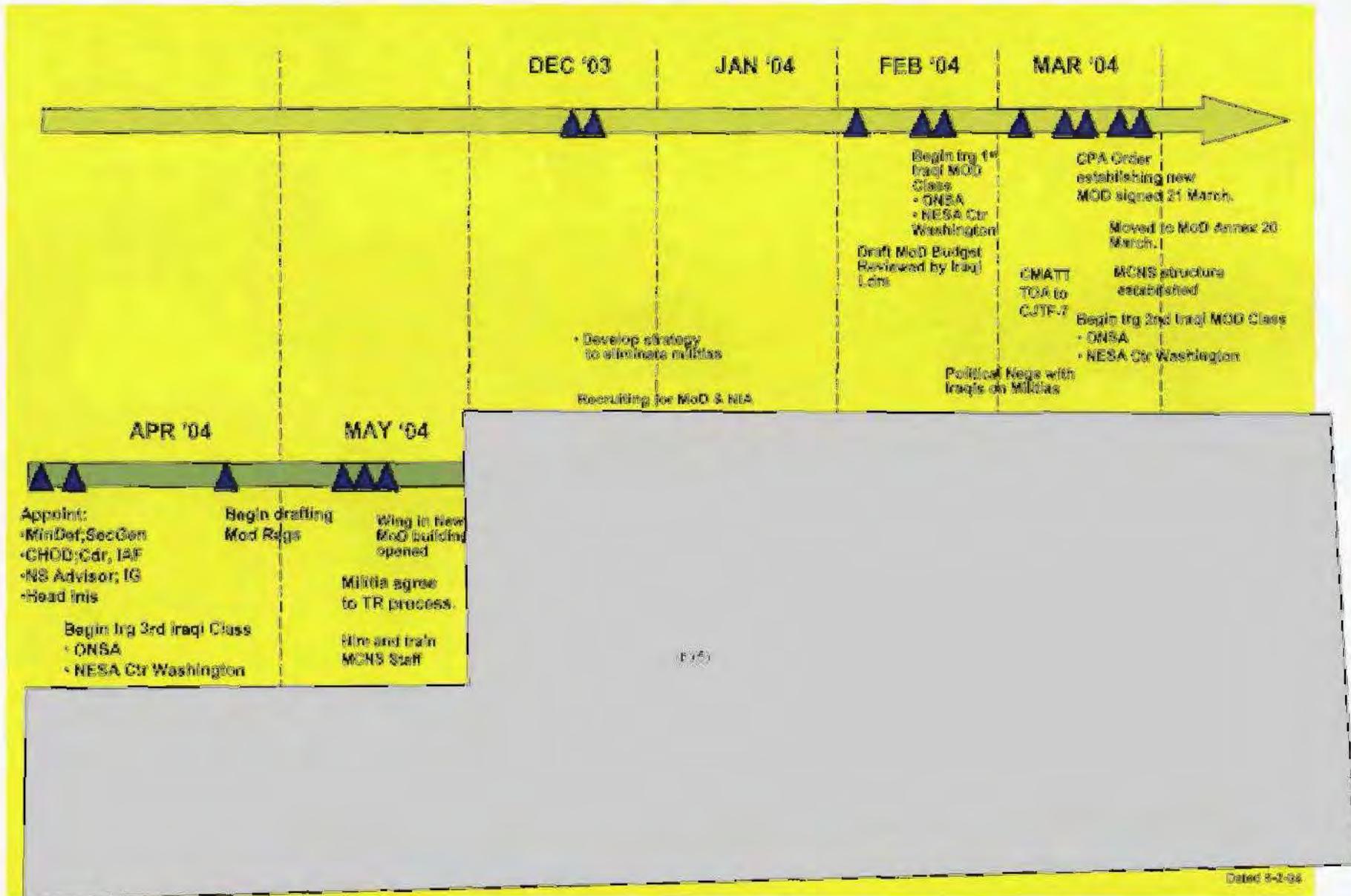
Kindly accept the assurances of my highest considerations .



Minister of Oil

17/12/2003

Office of National Security Affairs (ONSA)



Office of Security Affairs

- 1) Establish and stand up Ministry of Defense (MOD) before 1 July. The plan to achieve this includes: identifying and implementing tasking required to be achieved before 1 July; identifying tasking which will need to be carried on by post-CPA coalition presence; integration of DSA into MOD/JFHQ; selection, training of both MOD/NIA senior leadership up to Minister and of civil service middle management and lower level staff.
- 2) Establish and stand up the Joint Force Head Quarters before July 1.
- 3) Plan, construct and establish National Command Authority structure, including determining interrelationship of security services and command and control structures.

Ministry of Planning and Development Cooperation (MoPDC)

DEC '03	JAN '04	FEB '04	MAR '04
<p>(Dec. 5) CPA Reg. 7 - MoPDC established as part of the Iraq Donor Coordination Mechanism</p> <p>(Dec. 20) PMO Hands over hard copy and Excel version of ISRB Ministries' Projects</p> <p>(Dec. 21) Meeting of the Ministers of MoPDC, Finance, and Trade to discuss cooperation and coordination</p>	<p>(Dec. 22) Minister sends letter to donor countries to inform them of process and inquire about their preliminary sectoral interests (require response by end-Jan.)</p> <p>(Dec. 23) Joint letter (MoPDC/MoF) to all Ministers outlining development cooperation process</p> <p>(Dec. 31) Develop Ministry Org Chart, including appointment of Senior Managers</p>	<p>(Jan. 12) CIC Assembly meets to revise CPA Reg. 5 - established the CIC</p> <p>(Jan. 25) MoPDC finalizes negotiations with Ministries on proposed sectoral programs for 2004</p> <p>(Jan. 26) Discussions between Ministers of MoPDC and MoF to secure MoF concurrence on proposed 2004 strategy by Jan. 30</p>	<p>(Jan. 30) PMO database complete and ready to be shared with MoPDC</p> <p>(Jan. 31) MoPDC submits proposed sectoral strategy to the ISRB for approval (max. ten days for review)</p> <p>(Jan. 31) United Nations proposed sector work program released</p>
		<p>- Identity & appoint IC -</p> <p>(Feb. 11) Submit completed sector-specific programs to ISRB for final approval</p> <p>(Feb. 15-27) ISRB releases decision on proposed sectoral strategy, then clarifies to IRII donor community</p>	<p>(Ongoing) Continue CIC and donor efforts to development of MoPDC capacity</p> <p>(Ongoing) Submit completed sector-specific programs to ISRB for final approval</p> <p>(Feb. 28-Mar.) Discussions with WB/UN on their proposed sector work program in light of Iraqi strategy</p> <p>(Late March) PMO/MoPDC database becomes web-based and available to the public (secure access for changes granted to select individuals)</p>
			<p>(Late-March) DFI's formal "capacity assessment" of the MoPDC complete</p> <p>Continue CIC and donor efforts to development of MoPDC capacity – make changes in light of DFI study</p> <p>(Ongoing) Submit updates to ISRB on progress in meeting targets as defined by the sectoral programs</p>
APR '04	MAY '04	JUN '04	
<p>(Ongoing) Continue CIC and donor efforts to development of MoPDC capacity</p> <p>MoPDC authority over Quality Standards Board and De-Mining Commission Codified</p> <p>(Ongoing) Submit completed sector-specific programs to ISRB for final approval</p>	<p>Joint letter (MoPDC/MoF) to all Ministries with 2005 budget guidance and solidifying budget proposals</p> <p>Submit updates to ISRB on progress in meeting targets as defined by the sectoral programs</p>	<p>Begin 2005 Budget Formulation Exercise</p> <p>Order Mgt. in second half of May</p>	

Ministry of Planning & Development Cooperation

1. Work with the Ministries, the Program Management Office (PMO), and the international donors to:
 1. Maximize donor spending in 2004
 2. Ensure that Iraqi priorities, as identified by the Iraqi Strategic Review Board in consultation with the Ministries, are respected and adhered to by the donor community.
2. Develop the capacity within the Ministry of Planning and Development Cooperation for donor coordination, particularly staff training and the establishment (with Information Management Unit and PMO) of a comprehensive public project data base.
3. Support the Ministry of Finance on the development of an integrated (capital and recurrent expenditures) and balanced budget for 2005.
4. A Transition Planning process will be designed with the Office of Policy, Planning and Analysis during January to begin a joint CPA-Iraqi Government transition planning effort. This transition planning will continue through the dissolution of CPA and assure a smooth transition planning effort. A key element of this will be the role of the Council for International Coordination (CIC) Assembly in the post CPA period.

Science and Technology

Science and Technology	NOV '03	DEC '03	JAN '04	FEB '04	MAR '04
	3-17 Nov 03 MoST Business Trip to Washington DC Established Business Relationships with Governmental Agencies and the Private Sector	9 Dec Minister Appoints Two Anti Corruption Training Coordinators Anti Corruption training ICW MOJ Instructions	21 Jan Raytheon contract signed 31 Jan 30% Completion of reconstruction of Tuwaitha Research Facility	Feb 04 Begin Employing Iraqi Scientist in Government Partnerships and Private Sector Projects	1 Mar Begin development of a new CPA Order creating the Iraqi Food and Water Regulatory Agency
	30 Nov 25% Completion of the reconstruction of Tuwaitha Research Facility (Former Atomic Energy Commission) This facility will house the workspace for 30% of MoST employees	1-11 Dec 03 Vet Business Proposals for the employment of Iraqi Scientists participation in projects resulting from Washington DC trip	Tuwaitha, Diyala River Bridge Reconstruction 50% Completed Coordinated with the CPA New office of Nonproliferation to Monitor and Employ WMD Scientists	Partner with Ministry of Communications and Interior to introduce security technology into law enforcement, border and security functions Introduce Internet technology and computer network capabilities into MoST scientific, engineering and technical research and project development	20 Mar 80% of Anti Corruption Training completed 3-22 Mar Ministers trip to the USA and UK HAZMAT contract not signed 31 Mar 40% Completion of reconstruction of Tuwaitha Research Facility
		Coordinate Proposal with Amb Jones and Dr. Key to establish a new Nonproliferation Office		29 Feb Start Retrieval of Radiological Material under Raytheon contract 28 Feb Inspector General nominated	31 Mar 40% Completion of Critical Laboratory and Workshop Building Renovations projects through out MoST. 28 Mar Begin Training Program for New Inspector General 31 Mar -PPS Security 40% trained 60% awaiting PPS training by MOI -PSD Security 10% currently trained
				28 Feb Installed 300 Computers in the University of Baghdad	31 Mar New Inspector General approved

Science and Technology

Science and Technology	APR '04	MAY '04	JUN '04	0205
	15 Apr	1 May	15 Jun	
Begin Installing V-Sat Satellite Communications Systems in 16 ministries		Begin training of Iraqi Al-Tuwaitha Security Force and Al-Tuwaitha Management Team	Begin Preparation for New Transitional Government	
29 May (Tentative) Graduate Ministry to Iraqi Control		15 May Raytheon Contract for the retrieval Radiological Material ends on 15 Jun begin working to create a new contract to extend source collection to Dec04	15 Jun Raytheon Contract for the retrieval Radiological Material Ends	
31Apr Completion of Critical Equipment Needs: 30% Of Laboratory Equipment 40% Of Workshop Equipment	31Apr	15 May Begin Anti Corruption training under IG leadership	15 Jun Completion of Critical Equipment Needs study	
·PPS Security 100 trained by MoI ·PSD Security 10% trained	·PPS Security 100 trained by MoI ·PSD Security 10% trained	15 May Obtain Approval For new CPA Order creating the Iraqi Food and Water Regulatory Agency (CNA no CPA Order will be created for this. Topic is under discussion by Iraqi Ministers)	31 Jun ·PPS Security 90% Trained Conduct joint Tuwaitha security site survey between MoST and MNFI	
30 Executives received anti-corruption training	31Apr	15 May	·Iraqi security and management teams in training to assume responsibility for Bunker B and Site C (funded by DTRA & DoD non-proliferation office)	
100% Completion of New Inspector General Training	31Apr	·PPS Security 90% trained by MoI	Bunker B and Site C at Al-Tuwaitha remain under the control of Coalition Forces during the Transition Period	
Complete Ministry Long and Short Range Strategic Plans	31Apr	·MoST absorbed Food Environmental Safety Lab (FESL) professional scientists	Official recognition of Iraqi Nat'l Academy of Sciences	
CY04 Budget Completed CY05 budget estimate completed				
10 Apr Completed Audit of all PRADEI funding by MoST				

Ministry of Science & Technology

- 1) Establish a new CPA Office of Nonproliferation to monitor new Iraqi Government compliance with international WMD treaties and regulations, monitor dual-use compliance, follow-up on WMD scientists' employment and activities and assist in the development of Iraqi non-proliferation policies and regulations.
- 2) Employment of Iraqi scientists associated with the development of WMD.
- 3) Employment of most scientists, engineers and technicians into government and private sector jobs. Resulting from follow-up actions associated with our 3-17 November 2003, trip to Washington DC.
- 4) Initiate a contract between the Ministry and Raytheon for the retrieval of hazardous materials throughout Iraq.

COALITION PROVISIONAL AUTHORITY
BAGHDAD

REF ID: A6242

INFO MEMO

December 8, 2004

FOR: THE ADMINISTRATOR
[redacted]

FROM: Sr. Advisor-Science and Technology

SUBJECT: Attached is the reply to your memorandum dated November 27, 2003, requesting the priority objectives from Minister [redacted] Ministry of Science and Technology. Additionally, in separate correspondence also attached, Minister [redacted] has appointed [redacted] as the ministry's Inspector General, and assigned [redacted] to head-up the ministry's Anti-Corruption Training Program.

ATTACHMENTS: Reply to Ambassador Bremer's memo dated November 27, 2003
Appointment memo for MoST Inspector General
Appointment memo for MoST Anti-Corruption Training Program

COORDINATION: None

Our program has a general form to serve the rural public in reducing the pollution, water desalinization, salinity wastewater treatment, early detection of tumor and essential use elements, operation strategy of agricultural management as increasing productivity, seed production, radiation protection etc. The amount of the present total modify salinities is 11,450 million L.D. And if we are to apply the new salinity system for the next year, we shall need to have 2.5 million L.D. each month, and this will mean 30 billion L.D. to be planned for the next year. However the planned budget for the salaries only is 116 billion L.D. For this reason it is important to reevaluate funds needed for the increased budget for the project and reconstruction.

2. Professional management, including personnel management

In general terms, concerning this objective subject, we have planned to work with concepts of "The Cost - Effectiveness" using the required funds in an optimum way to fulfill all what was put on papers for our planned projects. One of our aims is to restructure the "Institute of Training & Development" to have a ready to resume the regular activities.

ESTADOS UNIDOS (1810-1)

Reiterating to your letter dated Nov 27, 2003, we would like to identify our challenges or programs that we are developing in our Ministry for the three major categories of immigrants by which it would be too difficult to keep the Sciences busy

Dear Mr. Administrator,

The Administrator of Iraq
Baghdad, Iraq



Science & Technology

JOURNAL OF

Table Dec. 9, 2003

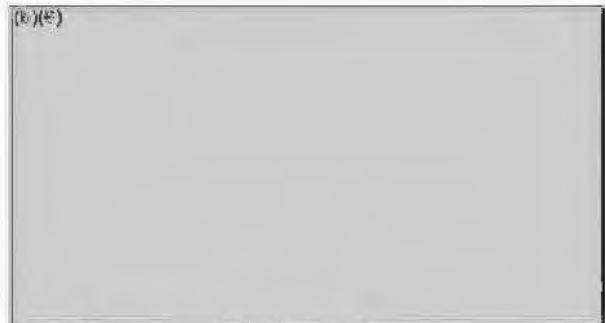
THE STATE OF TECHNOLOGY

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3. The elimination of corruption (establishment of an inspector General):

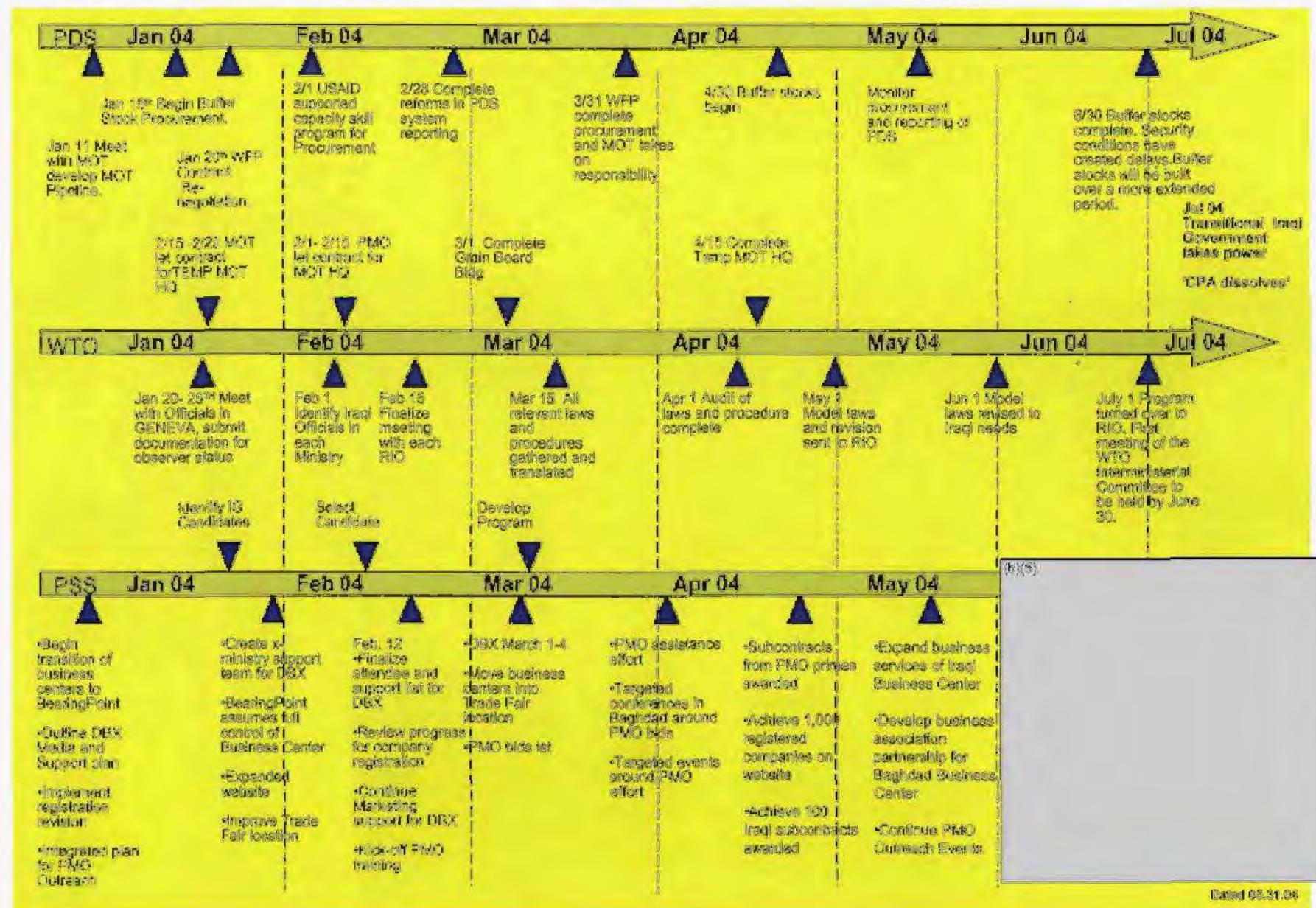
We are in process to establish a bureau for investigating the corruption, and shall be led by Dr. Eng. Ihsan Al-Bayyati.

(b)(e)



Minister of
Science and Technology

Ministry of Trade



Dated 08.31.06

Ministry of Trade

1. Develop and implement a plan that will identify, write proposed changes to law, regulations that need to be promulgated that will encourage foreign investment. Assist in the Ministry of Trade in obtaining WTO observer status. (POC Matt Gold).
2. Insure that a three month PDS buffer and a reliable food pipeline is procured, distributed and monitored. Provide training to the Ministry in the areas of food testing, pipeline management and international procurement. (POC Stan Stalla)
3. Assist the Ministry in the installing an IG structure that is manned and staff per CPA guidance.

The key Strategic, Policy and Operational Objectives of the Ministry of Trade for the period January 1- June 30, 2004

Mission Statement

The purpose of the Ministry of Trade is to facilitate, encourage, enhance and promote commercial life and activity in Iraq by acting as a service and support structure for the domestic and international commercial and trading sector. It will do so by the vigorous pursuit of policies that will develop and maintain a correct framework for a vibrant and productive enterprise sector within the broad guidelines of a market-oriented competitive economy that is open to the world.

Short-term objectives (already achieved)

1. Re-organize ministerial departments into more coherent units
2. Replace incompetent or tainted senior managers with new personnel
3. Create a special department to promote the private sector
4. Expedite company registration procedures
5. Eliminate obstructive regulations blocking trade and investment
6. Eliminate import licensing rules
7. Establish forums with the private sector to promote commercial activity
8. Embark on wide-ranging missions to promote the new trading environment of Iraq
9. Start the process of introducing trading standards
10. Launch an anti-corruption drive
11. Launch a consumer welfare and protection unit
12. Close functionless Iraqi trade offices that acted as ex-regime intelligence fronts

Food Subsidy Programme

1. Gear up the MOT and the concerned SOE's to assume direct responsibility for the management of the PDS through a new MOU with the CPA and WFP
2. Examine and possibly launch trials for the gradual replacement of the in-kind subsidy to a cash grant
3. Manage the MOT transport fleet to effectively participate in the distribution of PDS goods and foodstuffs
4. Purge the list of companies that deal with the MOT, of companies associated with the ex-regime and its organs
5. Introduce a new list that would favour reputable suppliers and open the tendering process to hitherto neglected or boycotted countries and companies
6. Introduce measures that would reduce waste and inefficiencies in the current PDS

SOE Reform

1. Start the process of reorganising the SOE's under MOT control into enterprises that are driven by market signals and that are oriented towards profit-making
2. Develop new strategic and operational objectives for the SOE
3. Begin the process of introducing SOE's of the MOT to private sector participants in the form of new joint ventures, lease proposals and joint developments of key projects
4. Prepare SOE's to work with the possibility of reduced or eliminated funding support
5. Prepare these SOE's for possible privatization

International

1. Launch the new trade policies of Iraq in a number of international venues
2. Negotiate and sign important trade MOU's with neighbouring countries
3. Pursue trade liberalization agreements with the GCC countries
4. Launch the process of joining the WTO as an observer with a view to accession to the treaty
5. Launch an application to join the EU-Mediterranean initiative
6. Develop new commercial attaché and trade offices that reflect Iraq's new trading priorities and relations viz: Washington; London; Brussels; Dubai; Beirut/Cairo; Johannesburg; Tokyo; Beijing; Sydney

Develop Project Priorities for foreign donors under the Reconstruction Plan

1. Develop a seed capital fund for support of new entrepreneurs (\$30 million)
2. Develop a project for the rehabilitation and expansion of grain silos (\$40 million)
3. Develop a project for improvement of grain discharging at Umm Qasr Port (\$10)
4. Develop a project for the improvement of the milling/baking industry in Iraq (\$30 million)
5. Develop a joint venture for a new vegetable oil handling and hydrogenation and processing facility(\$30million)
6. Develop a project for the rehabilitation of MOT's destroyed/looted warehouses and cold stores (\$ 70 million)
7. Develop a project for MOT reorganization and restructuring, including capacity-building and training(? million)

Strategic Plan Milestones

	APR04	MAY04	JUN04
Aviation	   	  	  
<ul style="list-style-type: none"> ▪ Develop Iraqi CAA's capability to manage air traffic mgmt ops. thru training. ▪ Develop Iraqi CAA's capability to manage Air Navigation System (ANS) infrastructure. ▪ Develop training plan for Iraqi air traffic controllers at BTAP. ▪ Develop, with RAF and Army, plans to transfer air traffic control tower functions to Iraqi CAA at Basrah and Mosul. ▪ Complete defining segregated civil-military airspace system for Iraqi airports. ▪ Complete refining Aerautical Information Publication (AIP). 	<ul style="list-style-type: none"> ▪ Begin implementation of an route automation mgmt system (part of ATC), including consoles and voice comms. ▪ Align ANS communications re-integrated with ICAO's Middle East Region (MER). ▪ Complete training plan for Iraqi air traffic controllers at BTAP, with an Australian RAF col. supervising the training and Iraqi air traffic control examiners administering the CAA licensing process. 	<ul style="list-style-type: none"> ▪ Begin implementation of CNS suite (Communications, Navigation, and Surveillance) to enable landings during inclement weather at Basrah and Mosul. ▪ Develop airport mgmt master plan & BTAP to plan property usage and infrastructure development. ▪ Finalize policy to support cargo ops. ▪ Complete enhancement of ground support ops. for PMD charter activity at BTAP, Basrah, and Mosul. 	
Maritime	  		  
<ul style="list-style-type: none"> ▪ Complete awarding supplemental-funded contracts totaling \$5.5 million for dredging and stability at Umm Qasr. Dredging is expected to begin within 3 days of contract signing. ▪ Execute on-the-job training program for IFA Port Authority in all aspects of port business. ▪ Finalize scrap removal contract with UNDP. ▪ Train 20 security guards at Umm Qasr. 	<ul style="list-style-type: none"> ▪ Remove obsolete port equipment & material, including nonoperable cranes. 	<ul style="list-style-type: none"> ▪ Finalize, with UNDP, continued dredging operations, funded by the Lebanese Government. ▪ Finalize, with World Bank, funding for improved port management operations. ▪ Award new contracts for mgmt and operations assistance to the IFA at Umm Qasr and Al-Kawn Al-Zubayr. 	
Railroad	 	 	   
<ul style="list-style-type: none"> ▪ Continue installation of VHF basic radio system. ▪ Receive delivery of new locomotives and wagons. 	<ul style="list-style-type: none"> ▪ Complete restoration of freight services to Al-Qaim and Akashat. ▪ Complete enhanced coordination with military security. 	<ul style="list-style-type: none"> ▪ Award contract for Communications. ▪ Achieve 80% completion of railcar. ▪ Finalize work on previously-fund. ▪ Establish Internet access to the IFA and train additional Railway t. ▪ Purchase service recovery vehicles. ▪ Accelerate the repair of existing r. 	
Civil Service Reform	 	 	  
On Schedule	<ul style="list-style-type: none"> ▪ Commerce right training mainly programs started. ▪ Appoint 2 Deputy Ministers. ▪ Re-design ministry org. structure & processes. 	<ul style="list-style-type: none"> ▪ Appoint IG's deputies, Chief Auditor & Chief Investigator. ▪ Develop and execute anti-corruption program. ▪ Establish Baghdad-based program for mid- and senior-level managers. 	<ul style="list-style-type: none"> ▪ Complete scaling for C office, and integration of office into MoT. ▪ Put in place plan to provide security structure for MoT through transition and beyond. ▪ Finalize 2005 ministry budget.
In Progress			
Significantly Delayed			

**Strategic Plan
Milestones**

1. Aviation - Enable Iraqi civil aviation to prepare for international commercial aviation and cargo service. Tasks include: Installation of new air navigation equipment and infrastructure at major airports; Opening BIAP, Basrah, Mosul, Kirkuk for Cargo Service; A new Meteorological System provided by Italy.
2. Ports - Enable Iraqi Port Authority (IPA) to administer ports with intermodal capabilities and inland container distribution. Tasks include: Complete wreck removals from piers and waterways; Removal of obsolete port equipment and scrap; Establish competitive Port tariffs; Continue maintenance dredging.
3. Railroad - Enable Iraqi Republic Railways (IKR) to provide domestic and international passenger and freight capabilities. Tasks include: VHF Radio network installed; International passenger service established to Syria and Turkey; Akashat Bridge repaired and service initiated to support the Superphosphate Fertilizer Plant in Al Qaim; Reconstruction of the railway between Umm Qasr and Shouiba largely completed; New GPS and computer-assisted Radio-based Train Control System designed and contracts let.
4. Civil Service Reform - Build the capacity of the Ministry of Transportation and train mid-level managers and technical staff. Tasks include: Establishment of the Office of Inspector General and World Bank training for mid-level MoT staff in procurement, finance/accounting, and project management.

AN ADJUNCT TO THE 3 MAIN TRANSPORTATION SECTORS:

5. Establish the framework for increased security for all modes of transportation.
 - a. Aviation (Re-negotiate BIAP Security Contract; Increase security during the military to civilian transfer of BIAP operations.)
 - b. Ports (Complete perimeter fencing; Contract more guards; Establish the Iraq Coastal Defense Force Base at Umm Qasr; Strengthen customs/anti-smuggling procedures; Conclude handling and disposition of seized oil cargo and smuggling ships; Upgrade commercial operations/site protection.)
 - c. Railroad (Complete Tribe Security contracts; Arm, train, and conclude financial contracts with families along railroad; Increase Railway Police and Track Patrols; Establish a military Rail Task Force.)

Ministry of Transportation

- 1 Establish the framework for increased security for all modes of transportation.
 - a. Aviation (Re-negotiate BIAP Security Contract; Contract Kurds to secure BIAP perimeter; Increase security during the military to civilian transfer of BIAP operations.)
 - b. Ports (Complete perimeter fencing; Contract more guards; Establish the Iraq Coastal Defense Force Base at Umm Qasr; Strengthen customs/anti-smuggling procedures; Conclude handling and disposition of seized oil cargo and smuggling ships; Upgrade commercial operations fire protection.)
 - c. Railroad (Complete Tribe Security contracts; Arm, train, and conclude financial contracts with families along railroad; Increase Railway Police and Track Patrols; Establish a military Rail Task Force.)
- 2 Aviation - Iraqi Civil Aviation will inherit an airport system that will be fully functional for International Passenger and Cargo Service. Tasks include: a preliminary test of commercial air service by flying the Hajj; Opening BIAP, Basrah, Mosul, Kirkuk for Cargo Service; A new Meteorological System provided by Italy.
3. Ports - The Iraqi Port Authority will inherit strategic plans for establishing a competitive port of call with full intermodal capabilities and inland container distribution at competitive prices. Tasks include: Complete wreck removals from piers and waterways; Removal of obsolete port equipment and scrap; Establish competitive Port tariffs; Continue maintenance dredging.
4. Railroad - The Iraqi Railroad will inherit a well established rail network with secure train communications and international passenger and freight capabilities. Tasks include: VHF Radio network installed; International passenger service established to Syria and Turkey; Akashat Bridge repaired and service initiated to support the Superphosphate Fertilizer Plant in Al Qaim; Reconstruction of the railway between Umm Qasr and Shouiba largely completed; New GPS and computer-assisted Radio-based Train Control System designed and contracts let.

REPUBLIC OF IRAQ
Ministry Of Transportation

Ambassador Paul Bremer
Coalition Provisional Authority

This ministry offers its greetings.

Ref: your letter of May 27th 2003

We find it necessary to inform you of our work priorities at The Ministry of Transportation.

1. To strengthen the security aspect of the ministry's main activities that are:

- a. Civil aviation
- b. Railroads
- c. Ports

The ministry's plan is as follows:

- a. To make available financial resources.
- b. To rely more and more on local guards after training them and equipping them with weapons.
- c. Take bigger advantage of security contracts entered with tribes living in the vicinity of the ministry's installations.

2. Civil aviation:

- a. Prepare airports and air navigation systems in order to restore commercial air services when allowed.
- b. Start commercial freight service.
- c. Insure commercial air service for this year's pilgrims.
- d. Reopen Baghdad International airport and the remaining civilian airports to commercial passenger air service.

3. Railroads :

- a. Appropriate use of passenger and freight railroads transportation inside and outside the country.
- b. Re-establish the use of the radio communication system of railroads (VHF).
- c. Repair tracks between Umm-Qasr and Baghdad, Baghdad, Mosul and Arbil.

4. Ports:

- a. Secure waterways through dredging and salvaging sunken vessels.
- b. To set up a plan to develop Iraqi ports and their equipments to bring them up to International Standards.
- c. Adopt the revenue and fee charts in use in neighboring ports. Adopt the pay scale in those ports and apply them to Iraqi ports.

For your kind consideration


Ministry of transportation
Dec 2003

Ministry of Water Resources (MoWR)

DEC '03	JAN '04	FEB '04	MAR '04	APR '04	MAY '04
<p>Previous Strategic Plan was originally developed by previous staff and is no longer considered applicable by the Ministry.</p> <p>The Ministry is in the process of completely reorganizing into a more streamlined and efficient organization. This process has been in the planning stages for several months now and is finally being implemented.</p> <p>This new organization will be in a position to much more efficiently handle the transition process and the projects coming on line.</p>	<p>(Ongoing) Cont. to work with PMO on development of procurement package for 150 Generators.</p> <p>(Ongoing) Cont. staffing, training and equipping of FPOs.</p> <p>(Ongoing) Cont. Construction of HQ.</p> <p>(Ongoing) Cont. repairs to MoWR Center.</p> <p>(1 Jan.) Begin nomination process for an IG.</p>	<p>(8 Jan.) End bidding process for internet system for MoWR Research Center.</p> <p>(30 Jan.) Complete PMO and donor project database.</p> <p>(30 Jan.) Begin a complete reorganization of the ministry.</p> <p>(30 Jan.) Complete donor package for MoWR Master Plan.</p> <p>(30 Jan.) Begin development of MoWR Master Plan Donor Package.</p>	<p>(2 Feb.) Begin installation of Internet and WAN at WRM.</p> <p>(8 Feb.) Establish WRM Project Management Center.</p> <p>(8 Feb.) Establish MoWR Strategic Planning Center.</p> <p>(15 Feb.) Begin Development of a Maintenance Program for Structural and Mechanical System Components.</p> <p>(24 Feb.) Complete WRM Internet system and install 100 new lower end computers.</p> <p>(28 Feb.) Begin incorporating SOE's into the Ministry.</p>	<p>(1 Mar.) Complete reorganization of the Ministry.</p> <p>(1 Mar.) Establish Training Center and begin equipping facility.</p> <p>(1 Mar.) Begin purchase process of 100 high end computers.</p> <p>(15 Mar.) Begin Development of Ministry Training Programs.</p>	<p>(15 Mar.) Begin Master Plan for Surveying and Mapping Center.</p> <p>(31 Mar.) Complete initial equipping of Training Center.</p> <p>(5) (5)</p>
<p>(Ongoing) Expand Project Management to include projects coming on line.</p> <p>(Ongoing) Continue to evaluate SOE's and initiate privatizations.</p> <p>(Ongoing) Cont. development of Ministry Training Programs.</p>	<p>(1 Apr.) Establish coordination team to Change Budgets and Priorities as Projects are picked up by donors.</p> <p>(15 Apr.) Establish group for 2005 Budget Development.</p> <p>(1 May) Begin occupation plan for new MoWR HQ.</p>	<p>(Ongoing) Establish coordination team to Change Budgets and Priorities as Projects are picked up by donors.</p> <p>(Ongoing) Continue to evaluate SOE's and initiate privatizations.</p> <p>(1 May) Begin occupation plan for new MoWR HQ.</p>	<p>(1 May) Develop 2005 Budget for MoWR.</p> <p>(15 May.) Begin purchase of equipment for Surveying and Mapping Center.</p> <p>(10 May) Ministry transition.</p> <p>(15 May) Integration work program begins</p>		

Ministry of Water Resources

- 1) Modify the organizational structure of the Ministry to incorporate essential government services into Ministry operations and to place non-governmental functions in the private sector.
- 2) Establish and implement a long-term program to ensure continuous technical support and capacity building for Ministry staff after CPA phases out.
- 3) Develop a water management system that can forecast flood and drought conditions, maximize hydropower storage and flood control, retain marshland, and achieve similar strategic objectives.



English Language

6 December 2003

Mr. Paul Bremer II
 Administrator
 Coalition Provisional Authority
 Baghdad, Iraq

Dear Ambassador Bremer:

In response to your letter dated November 27, 2003 the following information is provided concerning priority objectives for my ministry over the next seven months.

Our immediate task is to complete repair and renovation of our buildings and facilities to provide appropriate work places for our staff. The organizational structure of MoWR must be modified to function in the new environment of a sovereign Iraq. The previous regime dictated a loyalty-based water resources program that led to inefficient and wasteful practices, devastation of critical ecosystems and overall deterioration of water quality in the nation. As the raw water supplier for drinking water and irrigation purposes, MoWR must be organized to provide a multi-disciplined, full service water resources program to the nation. Currently several critical mission functions are provided by State-Owned Enterprises (SOE's). MoWR needs to be re-organized to incorporate those functions that are critical to accomplishing the water resources mission and are inherently governmental in nature. This means that some of the companies need to be combined with the Ministry staff and other parts need to be separated into the private market. This will require a major overhaul of the existing system with many changes in job responsibilities for senior leaders and throughout the ranks of the Ministry.

Considering the significant changes in organizational structure discussed above, there will be a significant technological transition requirement facing MoWR. In order to meet this need MoWR must establish and implement a long term program/process to ensure continuous technical support and capacity building for personnel after CPA is phased out. MoWR is Iraq's engineering organization that is responsible for design, construction, operation and maintenance of the raw water resources infrastructures. They have a strong cadre of capable engineers, but they lack overall engineering-based management skills. They also lack proper knowledge of technological developments over the last two decades. The success of the Ministry in rehabilitating and managing the water resources of Iraq will depend on developing and enhancing the knowledge base of the organization through a variety of capacity building and technical support programs.

The Ministry operates a complex system of dams, barrages, pump stations, canals and drains that meet the water needs of the nation. There is a significant need to develop a sophisticated water management system which includes the ability to forecast flood and drought conditions to maximize storage potential for drinking water, irrigation, hydropower, flood control and to maintain/estate marshlands and ecosystems, etc. Currently the Ministry utilizes an antiquated modeling system to make operational decisions. These decisions are not timely and are based on limited knowledge of conditions around the nation. There is need for a hydro-meteorological network of gauges that will provide real time information on precipitation, snow cover, stages, discharges, evapo-transpiration, groundwater salinity, recharge and water quality. A simulation modeling capability must be provided that will allow informed decisions that will make the most efficient use of the nation's critical water resources. A data-sharing program with Turkey, Syria and Iran must be developed to provide critical information that is essential for developing meaningful forecast conditions. This will become even more critical in the future resolution of trans-boundary distribution and quality of water issues.

With respect to identifying strategies or programs within the ministry for 1) civil service training, 2) professional management, including personnel management, and 3) the elimination of corruption (establishment of an Inspector general), we are diligently working on developing a new organizational structure which will define the roles and responsibilities of senior managers. We expect to implement this new organizational structure at the beginning of the 2004 calendar year. A Personnel Management Office will be tasked with managing all personnel administration procedures. Disciplinary procedures, hiring practices, salary structures, etc will be totally transparent and consistent across the organization. An independent audit group will be established that will report directly to me. I have assigned the Director General of my Finance Department and a senior attorney from my Office of Counsel to serve on the Committee of Anti-corruption established by CPA. At this time we have developed a "Proposed Capacity Building Program" (See Attachment) that meets the specific technical and management needs of the ministry. The program could be broadened to include more civil service training. The problem is obtaining funding to support the program. We will seek support from donor's programs and within our operations budget to the fullest extent practicable.

I look forward to working with your organization in developing strategies and programs to accomplish these very important objectives.

Sincerely,

(b)(6)

Interim Minister of Water Resources

Attachment: Proposed Capacity building Program

MINISTRY OF WATER RESOURCES

Proposed Capacity Building Program

1. OVERVIEW

Goal:

- 1 To provide Integrated Water Resources Management to the citizens of Iraq. Transform and modernize the Ministry of Water Resources into a dynamic and efficient organization that meets water requirements and optimizes future utilization of the diminishing water resources of the Nation. Focus areas of improvement include improved operation and maintenance of water control structures and pump stations, efficient management of water through conservation and optimization, and a comprehensive approach to project approval that considers environmental impacts, competing demands, and public involvement.

Background

- 2 The Ministry of Water Resource (MoWR), formerly the Ministry of Irrigation, is the bulk water supplier for the nation. The Ministry's 9 large dams, 18 major barrages, and 275 pump stations constitute one of the most complex water distribution systems in the world. Over 90 percent of the nation's water is used to irrigate 3.25 million hectares of land throughout Iraq. Mechanical equipment, such as pump stations and back up generators, are 20 to 30 years old and not well maintained. The operational status of the systems 1,200 individual pumps is less than 60 percent.
- 3 The water resources infrastructure in Iraq suffered damage after the war due to looting and vandalism; however, the overall functionality of the system itself was not significantly affected. Severe damage and looting was, however, inflicted at several remote project sites and virtually every office. All of the Ministry's commissions and the Headquarters lost everything – data files, computers, furniture, vehicles, and heavy equipment. What wasn't taken was demolished.
- 4 Application of technology in the MoWR lags the rest of the world by several decades. The former regime's indifference to science and engineering, combined with 12 years of sanctions, deprived gifted engineers and scientists of opportunities to collaborate and apply emerging technologies. Many major project decisions were political rather than technically driven; solutions developed to solve a problem or benefit the population. Criteria such as the consideration of the environment, public involvement, cost/benefit analysis in decision making, were ignored.
- 5 The destruction of the Mesopotamian Marshes is an environmental and humanitarian tragedy of large proportion. The former regime drained over 90 percent of the original 20,000 square kilometers that made up the Hawizah, Central, and Hammar Marshes. Many thousands of people were driven from their homes and livelihood. The Ministry of Water Resources will assume a leading role in restoring this national treasure to the extent possible.

Progress to Date

6. Over the past several months, the Ministry has made remarkable progress. The 2003 budget included funds for building reconstruction, emergency dam repair, the study of 8 potential new reservoirs projects, and continuation of 13 ongoing construction projects. Work is ongoing and the Ministry is concurrently planning for 2004.
7. The Ministry accepts its role as a leader in the new Iraq and the change in the Ministry's work from the Ministry of Irrigation, is recognition of its much broader mandate. The Ministry reorganized creating a Commission for Integrated Water Resources Management. This new organization includes an Environmental Analysis Center, Hydrologic Analysis Center, Water Control Operations Center, and National Groundwater Center. A new facility to house this organization is under renovation and some donated GIS computer equipment has already arrived.
8. Marsh Restoration commands considerable international attention and the second visit from the International Study Team and USAID are scheduled for January 2004. As part of this effort, two Iraqi engineers travelled to the United States to build a computer model of the Tigris and Euphrates basin in conjunction with the Hydrologic Engineering Center of the US Army Corps of Engineers. The development of a reservoir simulation computer model is essential for efficient water management and restoration scheme evaluation.

Facility and Hardware Resource Requirements

9. The Ministry is in great need of modern computers, printers, plotters, scanners, and a network complete with data storage servers and high speed internet access. Initial needs are concentrated in the Ministry Headquarters, the Integrated Water Resource Management Center, and the Engineering and Design Commission for a total of 1,500 work stations. Estimated cost of this requirement is \$6 million USD.
10. An essential element in the Ministry's ability to efficiently manage water is a modern Water Control Operations Center. This facility will be located in Baghdad and will be the depository for all real time reservoir level and flow data. The Operations Center constantly monitors the status of the entire reservoir and river system and implements the regulation plan according to established operation plans and simulation model results. The center is a physical structure, or room, with a state-of-the-art graphical display of the system and communication systems to each major hydraulic structure. The facility becomes the Emergency Operations Center in crisis situations. Cost is \$500,000 USD.
11. Communication between the numerous remote dams and barrage sites and the headquarters is extremely difficult. Data transmission is impossible at the current time and will likely never be available in most project locations from commercial means. A communication network composed of stand alone voice and data capable nodes is required at 40 sites. Cost is \$150,000.
12. The computer simulation model that is currently being developed will only be as good as the input information. Real time information from the field is essential to accurately depict the current condition from which operation alternatives are determined. A gauging and meteorological network including reservoir levels, flow, water quality, precipitation, and evaporation, etc. is required at approximately 120 locations throughout Iraq. Total cost is \$2 million USD.

Capacity Building / Training Needs

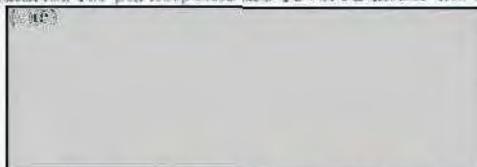
13. The training gap between ministry employees and their counterparts in any other developed nation is enormous. The Ministry is in great need of an in-house Training Center where employees can receive training from consultants or expert volunteers. Virtually every discipline in the ministry can benefit from this facility. The Center would consist of a computer training facility, a lecture facility, and smaller work rooms. Space is available within Ministry buildings, however, renovation and equipment is needed. Cost is \$350,000 USD.
14. A sustained schedule of technical and professional training seminars is needed to rapidly close the technology and information gap caused by years of intellectual isolation. New concepts and modern methods must be injected into the ministry at all levels to build capacity. There is a great need for training in the areas of Environmental Restoration, Sustainable Development, Economic Analysis, Project Management, and many, many other subjects. The most cost effective way to accomplish this is through on-site instruction delivered by experts, consultants, visiting professors, etc. The Ministry welcomes appropriate experts from the international community and also seeks to fund a two year curriculum of seminars and short courses. Cost: \$800,000 USD.
15. Ministry of Water Resources employees have had very few opportunities over the past two decades to participate in professional societies or attend international conferences. While Iraqis are now free to associate with these organizations, membership fees alone can be more than a year's salary. Conference attendance is an important part of many professions within the Ministry and important to Iraq as a nation. Funding is limited for the foreseeable future within the Ministry budget. Complementary international society memberships would be greatly appreciated, as well as corporate membership for the Ministry. An annual budget of \$250,000 USD would allow representation at up to ten annual conferences covering a variety of disciplines.
16. Many normal administrative processes within the Ministry need focused external assistance to overcome the inefficient, top driven methods of the previous regime. Consultants for administrative improvement in such areas as human resources, contracting, information technology, public affairs, internal review/auditing, and community liaison. Cost: \$250,000 USD.
17. Educational opportunities for undergraduate or advanced study outside of Iraq were virtually impossible for the past 25 years. As a result, at least two generations of scientists and engineers have not been able to keep pace with emerging technology and concepts. Foreign study is essential to re-enrich the Ministry's future leaders, managers, and decision makers. A budget of \$150,000 USD per year is required to fund five of the Ministry's most promising employees for Masters or Doctorate level study.
18. Study abroad is an important component of the educational system; however, Iraq must ultimately offer equally attractive opportunities of world class study. University Centers of Expertise would provide a new approach for students, universities, and government to collaboratively address and formulate solutions for complex technical issues. University Centers of Expertise would be established in 5 to 7 Iraqi universities, each with a specialty focus area such as irrigation and drainage, environmental restoration, agricultural productivity, or sustainable development. Projects would be studied by multidisciplinary teams of students, faculty advisors, and industry experts. Initial capital is needed to fund physical renovation or construction of a suitable facility and procurement of computers and equipment. Ministries such as, Water Resources, Environment, Agriculture, or Public Works would identify projects annually and include funds in their annual budget to allocate to the appropriate Center to cover direct research expenses such as data collection. Each Center would have a Director and perhaps one or two other administrative

- positions paid by the Ministry of Higher Education or the University. An initial amount of \$10 million USD is necessary to fund the renovations and equipment procurement.
19. The Ministry of Water Resources Commission for Surveying is a unique organization that provides land surveying and mapping support to all Ministries. The Commission employed dated equipment and methods, while new technologies were diverted toward the Iraqi military. The Commission's facilities and equipment were completely looted during the war, and little or no capability remains. The Ministry is in great need of a modernized surveying capability with state-of-the-art equipment, complete training program, GIS equipment (hardware and software), and peripherals such as plotters for map printing. Cost: \$600,000 USD
20. Effective management and safe, reliable operation of the nation's water resources infrastructures requires a hydrographic surveying capability. Modern multi-beam or Doppler radar, mounted on a small vessel, can quickly map reservoir and river beds to determine such things as sediment quantities and subsurface characteristics. A complete training program and continued support of the hydrographic surveying program needs to be established. Cost: \$750,000 USD
31. Laboratory equipment is urgently needed to equip the Integrated Water Resource Management Center's Environmental Analysis Center. Virtually all of the Ministry's laboratory capability was stolen or vandalized during the war. Iraq and the Ministry face mounting challenges in water quality, particularly salinity management. Environmental issues, including Restoration of the Mesopotamian Marshes, will require a robust analytical capability. Cost: \$350,000 USD

Summary of Needs

Facility & Hardware	
Computer Network Ministry-Wide (Initial)	\$5,000,000
Water Control Operations Center (Hardware)	\$1,000,000
Communications System	\$750,000
Water Management simulation Models	\$2,000,000
Subtotal	\$7,750,000
Capacity Building/Training	
Training Center @ IWRG	\$350,000
On-site Professional Seminars	\$500,000
International Conferences	\$250,000
Management Training Seminars	\$250,000
Sponsor Graduate Level Training (5 People)	\$250,000
Establish Centers of Expertise (Multiple Ministries)	\$10,000,000
Establish National Surveying Program	\$600,000
Establish Hydrographic Surveying Program	\$750,000
Water Quality Laboratory (2 Labs)	\$350,000
Subtotal	\$13,300,000
TOTAL ESTIMATED COST	\$26,150,000

In absence of donor contributions, it is recommended that \$2,000,000 per year be set aside for these programs beginning with the 2004 budget. Salaries for participants are covered under the normal Ministry budget.



Senior Advisor, Ministry of Water Resources

Ministry of Youth & Sport

Dec '03 | Jan '04 | Feb '04 | Mar '04 | Apr '04 | May '04 | Jun '04

(b)(5)

Ministry of Youth & Sports

- 1) PEOPLE - Reduce total headcount to fit needs and 04 Budget cap; fix employment structure; identify skill function requirements; match employees to skill functions; exercise de-Baptification; anti-corruption vetting; voluntary and compulsory redundancies.
- 2) CAPABILITY - civil service training for all Ministry staff; e-mail communications infrastructure for all Ministry locations.
- 3) YOUTH - Evictions and then reconstruction and construction of youth centers.
- 4) SPORT - Olympic Committee elected and separated from Ministry as non-profit corporation; support for Olympic teams; Support for Youth Development; Support for Women's sport.

Prior objectives of Youth and Sport Ministry

Bi – annual plan (To June 30 , 2004)

Ministry of Youth and Sport has been prepared an annual plan for the year 2004 , defined in it the broad lines to its work according to three main standards as follows :

- Civil service trainings
- Vocational administration which includes humane resource administraion .
- Corruption combat

Below the Ministry work programme according to the above mentioned standards .

First : Civil service trainings

The Ministry prepared a complete programme to develop vocational efficiencies of Ministry cadre through circles and symposiums series and scientific evaluation system as follows :

A. Circles

1. A recent administrative concepts circle / general administration and organizaton / January 2004 .
2. Sport and physical adueducation supervisors circle in youth centers/technical /January 2004
3. A circle on stores organization and administration /specialized administration/ January 2004.
4. An administration skills development circle to the new managers / general administration and organization.
5. Youth and sports managers development circle in the governorates / technical.
6. A circle on modern methods of secretariat and office work administration / specialization administration.
7. A circle on resolution making for the managers / general administration and organization.
8. Circle for employees with scouting and guides /technical.
9. Libraries organization, administration and documentation circle / specialized administration.

B. Symposia:

1. Symposium of riots combat in stadiums. November 19 , 2003.
2. Symposium on sports professionalism in Iraq. December 18 , 2003.
3. Symposium on Iraqi child and sport. January , 2004.
4. Symposium on Iraqi woman and sport. February , 2004.
5. Symposium on the relation between sports education colleges and community March , 2004
6. School sport symposium. April , 2004
7. Symposium of investment fundamentals in sports clubs / May , 2004

C. Evaluation:

The ministry is working to create a scientific evaluation system for its cadres depends on binding between the work nature and achievement amount of administrative works by pursuing the input and output of the administrative process in all Ministry departments.

Second: Vocational administration

The ministry is highly taking care about the vocational administration and human resource administration and it has been prepared a complete plan to cover the articulat work sides by creating series of activities, as follow :

- Circulatory administration conferences.
- Youth and sport directorates conference in the governorates in mid of every month.
- Sports clubs conference -every three months.
- Ministry administration council -every fifteen days.
- General directorates administration council -every month.

Organizing Committees:

1. The new ministry's structure preparation committee.
2. Administrative authorizations preparation committee.
3. Cadres evaluation committee.

Third : Corruption combat

The Ministry took many measures to combat corruption and continues to follow up all administrative violations and faults , and has been prepared the following steps :

- Control and Audit

This department continues to control and audit all Ministry departments by its connected sections , it is directly combined with the Minister of Youth and Sport , and is working through :

1. 1. Voucher audit
2. Salaries audit
3. Accounting audit
4. Stores audit
5. Activities audit

Investigation Committees

Some cases referring to the specialized investigation committees for observing some cases and violations , and issuing recommendations and punishments about them .

Digitalization Committee

The committee is continuing its work of auditing the Ministry cadre files, and has been arranged specific information forms of cadre and it permanently modernizes the information through many sources.

Complaints Box

The Ministry is to be ready to fix the complaints box which is directly connected with Minister, and to inform all Ministry employees about the importance of interaction with this box by convey their complaints and notices on the work of the ministry

Definitions of Color Status

 **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.

 No Assessment/Prediction received from Ministry or Core Foundation Working Group

SECURITY

SECURITY

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 its responsibility for 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 Stable Environment

Key Task

POC

1 January - 31 March (Q1) 2004

1 April - 30 June (Q2) 2004

(DVS)

1 Achieve a Secure and Stable Environment

- 1  Assist in the establishment of basic law enforcement.
- 1 Provide basic law and order using Coalition forces. (CJTF-7). Iraqi police and ICDC responsible for Internal security under transition to local control.
- 2 Continue to transfer responsibility for maintaining law and order to Iraqi police. (CJTF-7).
- Continue to transfer responsibility for maintaining law and order to Iraqi police. (CJTF-7).
- 2  Complete the neutralization of destabilizing threats and influence.
- 1 Continue operations. (CJTF-7) Commence transfer responsibility to Iraqi. (CPA) Form the Emergency Response Unit (ERU) and the Civil Intervention Force (CIF). Continue planning and operations to resolve issue of armed militia.

Achieve a Secure and Stable Environment

POC

Key Task

1 January - 31 March (Q1) 2004

1 April - 30 June (Q2) 2004

1 July - 30 September (Q3) 2004 Onwards

Status Narrative

3  Assist in the establishment of Iraqi Armed Forces. Field and equip ICDC and IAF.

- Detail and train ICDC and IAF

Complete training of ICDC battalions to augment coalition forces efforts and transfer to local control. Iraqi forces responsible for internal security under transition to local control.

4  Maintain territorial integrity of Iraq.

- Begin to transfer external security responsibility from COTF-2 to Iraqi Ministry of Interior. Border policy being further refined. CF maintain responsibility for external defense until IAF capability in place.

Border policy being further refined and implemented. Increasing border guard and IAF capability at border crossings. Continue to build IAF capability.

Achieve a Secure and Stable Environment

POC

Key Task	1 January - 31 March (Q1) 2004	1 April - 30 June (Q2) 2004	1 July - 30 September (Q3) 2004 Onwards	Status Narrative (5/5)
2 Transfer responsibility for external security planning and oversight to CPA/Iraqi ministries. Iraqi MOI facility renovation is now complete and a plan is in place to return Iraqis to the building.	Begin moving some Iraqi MOI functions into the MOI headquarters			
3 Diplomatic efforts to discourage external subversion. (CEN/COM/DOE)	Diplomatic efforts to discourage external subversion (CEN/COM/DOE)			
5  Eliminate munitions caches, unexploded ordinance and excess military equipment	1 Transfer responsibility for munitions caches elimination to Iraqis. (JTF-7) Have 3 sites operating at full capacity by end of January.	SCD leading coordination to remove and dispose of ordnance and EME		
6  Maintain freedom of movement along commercial and military lines of communication.	1 Conduct operations and patrols necessary to maintain lines of communication to include major roads, railways, ports, electrical power lines and oil pipe lines. Begin to transfer responsibility to IZ forces.	Continue to transfer responsibility for maintaining lines of communication to IZ forces		

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

Key Task

POC

1 January - 31 March (Q1) 2004

1 April - 30 June (Q2) 2004

1 July - 30 September (Q3) 2004 (Ongoing)

Status Narrative

2 Public Safety: Develop Institutions that are Effective in Protecting Society and Constitutional Order**1  Develop and apply consistent vetting policies and processes**

1. Community based DeBaathification program: Weapons card being developed. VCO-C-like capabilities being developed. Automated finger print system being reviewed.

2  Establish governance framework for internal security

1. After delays on construction to the MOI building, the building renovation is now complete and a plan is in place to return Iraqi MOI to the location. Minister Badran has moved personnel into the first two floors of the building and is in the process of moving the rest of Baghdad MOI personnel.

A gradual transfer of Iraqi military personnel and functions back to the MOI building.

2. Develop security sector strategy in conjunction with GO and the Ministry of Interior. Policy decisions on structure of the police service; policy decisions on roles and relations of security forces (e.g. Military Aid to the Civil Power). Advise the GO on legislation.
- Pass drafts for comments of strategic policies for each division. Finalify and publish by May 31. Develop policy shop for Iraqi MOI.

3. Enact revised CPA Order on weapons regulation. Complete Weapons Card protocol. Begin information campaign and
- Continue working with Iraqi MOI to enforce weapons policy.

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

POC

Key Task	1 January - 31 March (Q1) 2004	1 April - 30 June (Q2) 2004	1 July - 30 September (Q3) 2004 Ongoing	Status Narrative
	enforcement of weapons policy, if approved by QC.		(0/0)	
4	Implement regulatory framework for private security sector.	Implement agreed framework for private security sector.		
5	Establish a Criminal Justice Working Group at Int'l level from Police, Courts and Corrections, including Iraq, to coordinate policy and reforms.	Establish a Criminal Justice Working Group at Int'l level from Police, Courts and Corrections, including Iraq, to coordinate policy and reforms.		
6	Develop demobilization and integration program for militia personnel (including job inventory, training). Synchronize with security force recruitment campaign and disarmament program.			
7	 Create an Effective and Accountable Police System			
1	Enforce Order that holds police accountable for actions that violate human or civil rights.	Training with supervisors and management being conducted in support of efforts to hold police accountable for human and civil rights issues.		
2	Continue to build community institutions that take effective actions to address accountability issues.	Continue to build community institutions that take effective actions to address accountability issues.		
3	Establish a public information capacity.	Establish a public information capacity.		
4	CJTF numbers suggest that enough police have been retained at this point.	CJTF numbers suggest that enough police have been retained at this point.		
5	Recruit additional officers to achieve a total of around 75,000 by July 1, 2004.	WFP statistics show a larger Iraqi population than first thought. As a result, up to 85% Police could be required.		

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

POC

Key Task

1 January - 31 March (Q1) 2004

1 April - 30 June (Q2) 2004

1 July - 30 September (Q3) 2004

Status: Not Started

- 2 Continue developing, reviewing and updating mechanisms that ensure a valid, transparent and accountable system.
- 3 Train Iraqi police personnel to be responsible for quality control, evaluation and development of new courses to be offered.
- 4 Continue to develop indigenous training capacity through delivery of TTT programs for PSC, Begin Command and Supervision courses and plan advanced and specialized courses.
- 5 Deploy additional international coalition police trainers to training academies in Iraq - 2004.
- 6 Achieve full training capacity in all three basic recruit training academy sites - a total of up to 5000 students in basic training at any one time.
- 7 Have a minimum of 1,000 IPA members in-country assigned with personnel in all regions of Iraq as dictated by deployment scheme of new battalions.
- 8 Work on stations in existing. Equipment has been ordered.
- 10 Continue reports on recruitment of police and one

0 / 0%

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

POC

Key Task	1 January - 31 March (Q1) 2004	1 April - 30 June (Q2) 2004	1 July - 30 September (Q3) 2004	Status Narrative
13		Acquire remaining equipment for TCO as funding is made available.		
15	Continue Iraqi policing legal framework by January 31, 2004; identify needs for reviews to ensure compliance with human rights standards.	Implement civil service procedures and work protection.		
16	Assist Iraqi MOI in developing administrative procedures to implement civil service procedures and work protection.			
16	Develop MOI and standard Internal Audit capability.	TG functioning well in Iraq MOI		
17	Continue developing high end LP capability.	Continue transition the management and control of SPU to Iraqi counterparts with International members remaining as both mentors and monitors.		
18	Transition the management and control of CIP to Iraqi counterparts with International members remaining as both mentors and monitors.	Transition the management and control of CIP to Iraqi counterparts with International members remaining as both mentors and monitors.		
19	Implement civilianization plan.	Continue civilianization plan.		
20	Prepare to transfer national planning and oversight responsibility to Iraqi government. Undertake detailed planning and planning to prepare for TGA to Iraqi institutions.	Implement detailed planning and planning prepare for and meet TGA to Iraqi institutions.		
21		Coordinate roles and responsibilities of CMOI vs. CPATT. Create a firm and workable understanding of division of labor.		
4	 Create a Facilities Protection Service	Deploy up to 80,000 FPP personnel. Complete TGA to CPA; finalize requirements.	FPP TGA complete with initiatives now budgeting and paying guards for which they are responsible.	

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

POC

Key Task

1 January - 31 March (Q1) 2004

1 April - 30 June (Q2) 2004

1 July - 30 September (Q3) 2004 onwards

Status Narrative

2	Continue establishing MOI as the licensing and regulatory board for security personnel. Establish regional FPS Operations Centers.	Implement policies of the board in relation to security personnel.	
3	Establish a national training site for FPG and DPG.	Establish a national training site for FPG and DPG.	
4	Establish FPS Inspector General.	Establish FPS Inspector General.	
5	Form the Iraq Civil Defense Corps (ICDC)		
1	Implement ICDC policy options.	Implement ICDC policy options.	
2	Total supported under supplemental 1B Bns = 10,800 personnel. (1 additional Bn planned in 04). Anticipate increasing total to 40,000 personnel.	Total supported under supplemental 1B Bns = 10,800 personnel. (1 additional Bn planned in 04). Anticipate increasing total to 40,000 personnel.	(2)(b)
6	Reconstruct Civil Defense organization and establish mine action programs		
1	C2 Dispatching Center operational CG - Emergency Operations Center CG-C4 Recruit and train an additional 5,000 firefighters.		(2)(b)
2	Acquire 636 fire trucks.	Continuing as supp budget allows: Acquire 636 fire trucks.	
3	Continue renovating a total of 200 fire stations. Continue renovating a total of 179 fire stations & build new fire stations.		

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

POC

Key Task

1 January - 31 March (Q1) 2004

1 April - 30 June (Q2) 2004

1 July - 30 September (Q3) 2004 onwards

Status / Narrative

- 4 Start CO training at 3 Public Safety Academies.
- 5 Acquire additional PPE & SOBA.

- 6 Start CO training at 3 Public Safety Academies.
- 7 Acquire additional PPE & SOBA.

(Q1)

- 8 Overhaul national communications.

- 9 Overhaul national communications.

- 10 Build 20 Explosive Ordnance Disposal units.

- 11 Equip 20 Explosive Ordnance Disposal units.

- 12 Begin recruitment campaign. Emergency Call Center operational.
- 13 Continue mine action.

- 14 Recruitment campaign in place. Emergency Call Center operational.
- 15 Continue mine action.

- 16 Draft border, customs and immigration policies and circulate for comments.

- 17 Implement border and immigration policies with increasing effectiveness.

- 18 Hire and train DBE employees.

- 19 Seven of the most important border crossings will TCA by April 30; the rest before July 1, 2004.

- 20 Transition DBE to Iraqi control is developing and the leadership is integrated into the

- 21 Transition DBE to Iraqi control continues as the leadership is integrated into the decision

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

POC

Key Task

1 January - 31 March (Q1) 2004

1 April - 30 June (Q2) 2004

1 July - 20 September (Q3) 2004 Overview

Status Narrative

decision making process.

making process and implementing
statistic and policies

(b)(5)

4 Establish a National Academy for the
Department of Border Enforcement

Establish a National Academy for the
Department of Border Enforcement

5 Deploy US Department of Homeland Security
Staff to ports of entry (US Border Patrol,
Customs & Immigration Staff)

Deploy US Department of Homeland Security
Staff to ports of entry (US Border Patrol,
Customs & Immigration Staff)

6 Implant and collection of 2% levy at major
class 'A' ports of entry.

Implement collection of 2% Levy at Major
Class 'A' ports of entry

7 Implementation of levy at the remaining class 'A'
ports.

Implement 5% levy at the remaining class "B"
ports.

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

POC

Key Task

1 January - 31 March (Q1) 2004

1 April - 30 June (Q2) 2004

1 July - 30 September (Q3) 2004 Onwards

Status Narrative

6 Implement a new Iraq Passport

Implementation of a new Iraq Passport

(b)(5)

7 Design, production and distribution of a new National ID Card.

Design, production and distribution of a new National ID Card.

8 Prepare and install the initial work-in-progress

Establish and initial immigration warning system.

11 Establish a DDCI intelligence unit

Establish a DDCI intelligence unit.

8  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.

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

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

(b)(5)

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

POC

Key Task

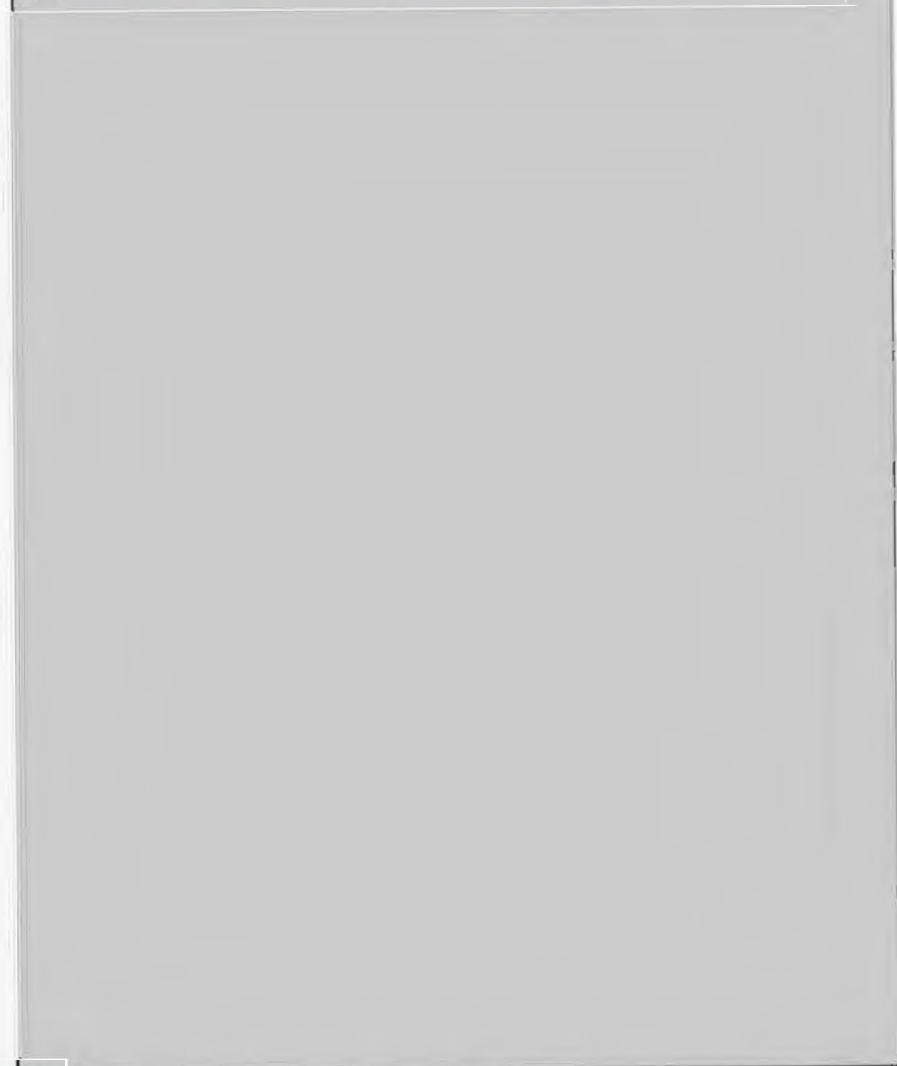
1 January - 31 March (Q1) 2004

1 April - 30 June (Q2) 2004

1 July - 30 September (Q3) 2004 Onwards

Status Narrative

(b)(5)



Key Task

Build Justice

POC

1 January - 31 March (Q1) 2004

1 April - 30 June (Q2) 2004

1 July - 31 September (Q3) 2004 onwards

Status Narrative

3 Build Justice

1 Establish independent judiciary

- 1 Provide advice regarding judicial independence and structure, criminal procedural rights, and other constitutional advice as required.

Provide advice regarding judicial independence and structure, criminal procedural rights, and other constitutional advice as required.

- 2 Transfer administration and pay of judges from Ministry of Justice to Council of Judges Assess needs by March 1.

Complete transfer of administration and pay of judges from Ministry of Justice to Council of Judges by June 1.

2 Reform Judicial System

- 1 Central Criminal Court of Iraq self-sufficiency: Incorporate OCC into Transitional Law; with alternative case referral mechanism to enable referrals by either the Coalition or a designated Iraqi. Increase OCC throughput. Produce testimony from redeployed soldiers via VTC. Add 20 Coalition Investigators to assist in assembling evidence for various cases.

Central Criminal Court self-sufficiency: By June 1st, OCC should handle up to 50 investigations, 6 trials per week.

(b)(5)

Build Justice

POC

Key Task

1 January - 31 March (Q1) 2004

1 April - 30 June (Q2) 2004

1 July - 30 September (Q3) 2004 onwards

Status Narrative

- 2 Physical security for criminal courthouses: Identify for fortification or relocation approximately 12 priority courthouses by Feb. 21. Ascertain current FPG presence on courthouses by March 1. FPG TGA complete by March 1. Prepare to assume FPG payroll by April 1.

Enhance physical security for courthouses to ensure safety for the proceedings within.

(b)(5)

- 2 Judicial Review Committee: Complete initial vetting and reappointments by March 1.

Judicial Review Committee: The Committee will complete its work during this quarter, including adjudication of all appeals. The Committee will remain available during this quarter for special cases, review of judges as to whom new evidence or complaints arise.

Build Justice

Key Task

POC

1 January - 31 March (Q1) 2004

1 April - 30 June (Q2) 2004

1 July - 30 September (Q3) 2004 onwards

Status Narrative

- | | | | |
|---|--|---|---|
| <p>4 Court-appointed defense counsel: Work with Council of Judges and military courts to ensure appointment of defense counsel for all misdemeanor and felony defendants.</p> | <p>Court-appointed defense counsel: Design and conduct two- or three-day training courses for defense counsel. Work with Council of Judges to design and implement mandatory qualification test.</p> | <p>5 Training for judges and prosecutors to articulate norms of due process, human rights, and rule of law.</p> | <p>Establish organization in Ministry of Justice to provide personal security for criminal judges and prosecutors. By June 30, the service should be established and protecting several</p> |
|---|--|---|---|
- 5 Training for judges and prosecutors to articulate norms of due process, human rights, and rule of law.
- 6 By end of quarter, establish organization in Ministry of Justice to provide personal security for criminal judges and prosecutors; 500 PSC guards trained.

~~For Official Use Only~~

Build Justice

Key Task

POC

1 January - 31 March (Q1) 2004

1 April - 30 June (Q2) 2004

1 July - 31 September (Q3) 2004

Status Narrative

dozen judges.

(b)(5)

2. Decrease detention-in-time by consolidating police lock-up and pre-trial detention centres, hiring more court investigators.
- Increase court efficiency, including reducing detention-to-trial time significantly (on the order of 1 month).

Build Justice

Key Task

POC

1 January - 31 March (Q1) 2004

1 April - 30 June (Q2) 2004

1 July - 30 September (Q3) 2004 Onwards

Status Narrative

(b)(5)

- 6 Establish witness-protection organization in Ministry of Justice
Witness protection program by June 30, the witness protection organization in the Ministry of Justice should be capable of temporarily protecting witnesses and should have formulated a plan for long-term protection, including relocation.

Build Justice

POC

Key Task

1 January - 31 March (Q1) 2004

1 April - 30 June (Q2) 2004

1 July - 30 September (Q3) 2004 onwards

Status Narrative

- 9 Implement basic court-police-prisons communications system.

Formulate plan and begin implementation for instantaneous communications between police, courts, and prisons.

(S)(S)

3  Improve the penal system

- 1 Continue to implement strategy. As sign up to one hundred seven (107) contracted civilian prison experts to direct operations at multiple prison sites nationwide. Develop national policy orders to implement inmate work, exercise, and education programs at all facilities. Institute a specialized departmental inmate transportation system to enhance prisoner transportation functions.

Contracted civilian prison experts provide on-site direction, training and supervision to moI Corrections Service staff members in operating prisons. Coordination will be enhanced by the operation of a centralized inmate transportation system within the Iraqi Corrections Service.

- 2 Complete renovations of six facilities initiated during 4th quarter of CY03 using remaining CY03 construction/major renovations budget funds, adding approximately 5,000 beds and creating more than 1,200 prison-related jobs.

Refurbish existing facilities with ICS budget dollars in order to upgrade to International standards. Insufficient budgetary funds currently exist to significantly increase capacity.

Build Justice

POC

Key Task

1 January - 31 March (Q1) 2004

1 April - 30 June (Q2) 2004

1 July - 30 September (Q3) 2004 Onward

Status Narrative

Initiate renovation of multiple prisons and detention centers with anticipated CVM compliance by mid year (CVM inspection scheduled)

(b)(5)

3. Initiate construction of one new secure prison complex of 4,400 beds in Nasaruddin to be completed by December 2005 creating at least 200 prison staff jobs. Initiate the major reconstruction of one 3,600 bed detention center in Khan Barr Seead to be completed by December 2005. Initiate the construction of one 3,000 bed prison in Duryulayib to be completed by December 2005.

Oversee the ongoing construction projects for three secure prison/detention facilities. Target date for completion of these projects is December 2005.

4. March 2006: 50% of existing prisons compliant with UN standards; Sep 2007: all prisons compliant with UN standards.

June 2006: 75% of existing prisons compliant with international prison standards.

5. Continue to provide security equipment and vehicles for renovated detention and prison facilities. Receive new equipment purchased and/or donated for the legal Corrections Services (LCS) and establish new items in operational practices. Specialized equipment and operational components, for example, inmate transportation vehicles, are incorporated into daily operational activities.

Continue to enhance training of staff members on technological capabilities and use of new security equipment. Continue to install integrated communications as well as demarcation and storage systems.

Key Task

Build Justice

POC

1 January - 31 March (Q1) 2004

1 April - 30 June (Q2) 2004

1 July - 30 September (Q3) 2004 onwards

Global Narrative

(X)

- 5 Continue to recruit and train Iraqi officers to operate reactivated facilities as well as actively involve the on-site civilian prison experts in employee mentorship and directed training of leadership staff.

Remove a new headquarters for the ICS and national department-level staff operations.

Achieve a total of 5,000 ICS staff.

- 7 Expand the core curriculum for the training academy program and institute management training program for selected supervisors.

Complete the appointment of the ICS senior executive management team and institute a specialized mentor training program.

Implement additional professional training opportunities for existing Iraqi Corrections Service staff members.

4 Establish Commission on Public Integrity

Get legislation establishing Commission passed by Governing Council.

Appoint Commissioner as soon as possible.

Build Justice

POC

Key Task

1 January - 31 March (Q1) 2004

1 April - 30 June (Q2) 2004

1 July - 30 September (Q3) 2004 onwards

Charlie Harshe

- | | | | |
|---|---|---|--|
| | | | |
| 2 | Appoint Commissioner as soon as possible. | Secure \$35M funding: \$20M from DFI, \$15M from the supplemental | |
| 3 | Secure \$30M funding:
\$20M from DFI, \$5M from the supplemental
democracy-building funds, \$5M from the
supplemental witness protection program | Obtain Coalition staff | |
| 4 | Obtain Coalition staff | Obtain office space. | |
| 5 | Obtain office space. | Begin first investigation by April 15. Make
first arrest by April 30. Begin first trial by Jun
1st. | |

Build Justice

Key Task

POC

1 January - 31 March (Q1) 2004

1 April - 30 June (Q2) 2004

1 July - 20 September (Q3) 2004 Grants

Status Narrative

(3/3)

- 6 Beginning and setting registered by March 15.

- Beginning and setting registered by March 15.

5  Solidify real property rights

- 1 Assess status of property ownership, records, quelling and transferring title by end of March to propose needed reforms and assist POC. By April 15, propose changes needed to ensure firm real property rights; seek required equipment and technical assistance. By May 15, enact needed changes into law.

Support POC

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Build Justice

Key Task

POC

1 January - 31 March (Q1) 2004

1 April - 30 June (Q2) 2004

1 July - 30 September (Q3) 2004 Onwards

Status Narrative

(b)(5)

Key Task

POC

Develop Iraqi defense capabilities and oversight mechanisms

Key Task	1 January - 31 March (Q1) 2004	1 April - 30 June (Q2) 2004	1 July - 30 September (Q3) 2004	Status / Narrative
4 Develop Iraqi defense capabilities and oversight mechanisms				(b)(5)
1 ↑ [REDACTED] National Security System Development				
1 Design the institutional structures and establish roles and missions.				
2 Develop requisite laws and regulations.	Develop requisite laws and regulations	Design the institutional structures and establish roles and missions.		
3 Develop national security information architecture.	Develop National Security Information Architecture			
4	Develop National Intelligence institutions			
2 ↑ [REDACTED] National Defence Institution Development				
1 MOD organizational development.	MCC organizational development.			
2 Appoint leadership.	Appoint leadership.			
3 Appoint Senior Officials	Appoint Senior Officials			
4 Develop New MOD Budget	Develop MOD Budget			
3 ↑ [REDACTED] Iraqi Defence Capacity Building				
1 Interview additional candidates	Interview additional candidates			
2	Post General Training (NETA)			
3 Offer General Training (NESEA)	Plan/Provide Pre/Post NESEA Training			

Develop Iraqi defense capabilities and oversight mechanisms

POC

Key Task	1 January - 31 March (Q1) 2004	1 April - 30 June (Q2) 2004	1 July - 30 September (Q3) 2004 Onwards	Status Narrative
			(S)(S)	
4 Plan/provide Pre-Post NEGA Training				
5 Provide on-the-job training (CJT) and advise.				
6 Stand-up Military Academy				
7 Develop Intelligence Institutions				
4 MoD HQ Infrastructure Development				
1 Stage 1 - MoD Annex	Stage 1 - MoD Annex			
2 Stage 2 - Initial refurbishment - Main MoD building.	Stage 2 - Initial refurbishment - Main MoD building.			
3 Stage 3 - Total refurbishment - Main MoD building	Stage 3 - Total refurbishment - Main MoD building			
4 JHQ Development	JHQ Development			
6	Stand Up of Iraqi Armed Forces (IAF)			
7 Military Academy	Military Academy			
	Stand Up Iraqi National Guard			
5 ↑ Enablers for MoD Standup				
1 Internal QMSA staffing	Internal QMSA staffing			
2 Funding/Spending	Funding/Spending			
3 Mitre Strategy				
4 Public Information Campaign	Public Information Campaign			
6 ↑ Iraqi Consultations for MoD Standup				

Develop Iraqi defense capabilities and oversight mechanisms

Key Task

POC

1 January - 31 March (Q1) 2004

1 April - 30 June (Q2) 2004

1 July - 30 September (Q3) 2004 onwards

Status Narrative

1 Iraqi Governing Council Security Committee consultations.

Iraqi Governing Council Security Committee consultations.

DRAFT

2 Post-CPA security arrangements

Post-CPA security arrangements

7  State Department WMD Non-Proliferation Activities

1 CPA Order on the Iraq Non-Proliferation Program Foundation (INPF)

2 IAEA International Center for Science and Industry (ICSI)

3 Scientific Advisory Council

4 CRDF Training in Washington DC

5 Convention and Treaties

12 Establish Iraq Radioactive Source Regulatory Authority (IRSRA)

13 Export Control and Border Security Program (EXBS)

8  Post-CPA Transition Planning

1 Provide mentors/advisors to a small number of Iraqi MOD civil servants.

Provide mentors/advisors to a small number of Iraqi MOD civil servants.

2 Develop a central body to administer the mentor/advisor program.

Develop a central MOD body to administer the mentor/advisor program.

3 Place experienced MOD trainers under contract for continued training post-CPA

Place experienced MOD trainers under contract for continued Iraqi post-CPA

4 Implement Multi Transition Plan/Integration Strategy

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Develop Iraqi defense capabilities and oversight mechanisms

Key Task

POC

1 January - 31 March (Q1) 2004

1 April - 30 June (Q2) 2004

1 July - 30 September (Q3) 2004 Onwards

Status Narrative

(b)(5)

Stand-up Veterans Affairs Department

Enable Iraq to Become a Responsible Member of the International Community

POC

Key Task

1 January - 31 March (Q1) 2004

1 April - 30 June (Q2) 2004

1 July - 30 September (Q3) 2004 onwards

Status Narrative

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

1 Develop Iraqi foreign & national security policy options

- 1 Initiate MFA Policy Planning Offices to begin developing foreign policy.
- 1 Complete Iraq's foreign policy platform and policy on bilateral security agreements.

(b)(5)

2 Build Iraqi Foreign and National Security Policy Capacity

- 1 Appoint leadership team at MFA. Seek international assistance in establishing the Diplomatic Institute. Assign 20 diplomats abroad for short-term training. Establish a Public Affairs Office. Establish Inspector-General Office. Establish a new, coherent information and dissemination system.
- 1 Establish, inform, recruit and train internal personnel.
- 1 Resume activity in the main building of the MFA and inaugurate the new Diplomatic Institute.

2

Finalized replacement by end of year. No change in role.

Enable Iraq to Become a Responsible Member of the International Community

POC

Key Task

1 January - 31 March (Q1) 2004

1 April - 30 June (Q2) 2004

1 July - 30 September (Q3) 2004 Orwards

Status Narrative

3 1 Reform Iraqi Diplomatic Representation

- 1 Resume consular operations in key posts.
Establish a new Iraqi visa regime, to be implemented in phases.
- 2 Adequately staffed Iraqi missions abroad (i.e. 16).
Plans of missions identified, preparations underway to serve them abroad.
- 3 Establish a policy and process to issue diplomatic/official passports to CPA-designated senior Iraqi officials.
- 4 Passport seals delivered to Kirkuk branch
- 5 Begin three-issue diplomatic relations negotiations between the United States and Iraq. Issues to be covered: exchange of recognition, definitions of privileges and immunities, and property.

4 Resolve refugee and internally displaced person issues

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

(Q3)

ESSENTIAL SERVICES

ESSENTIAL SERVICES

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 pre-war 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			
Key Task	1 January - 31 March (Q1) 2004	1 April - 30 June (Q2) 2004	1 July - 30 September (Q3) 2004 onwards
1 Provide Electricity Services that Meet National Needs	<p>1 Improve generating capacity to 8,000 Megawatts (from 3,200)</p> <p>Bring online 900 MW of new generation between January and June 2004.</p> <p>The following new generation is scheduled to come online between January 1 and March 31:</p> <ul style="list-style-type: none"> SDMO Rehab: 175 MW (all power derated for summer operation) Najaf 2 Rehab: 20 MW Khor Zubair 2/4 Rehab: 60 MW North Industrial Site: 40 MW Diba 4/5 Rehab: 80 MW Bell Model Units: 120 MW Bell Unit 2: 110 MW Hilla New Unit: 17 MW Quraysh 5/6/7/8: 120 MW Euzang New Unit: 30MW <p>Bring online 900 MW of new generation between January and June 2004.</p> <p>The following new generation is scheduled to come online between April 1 and June 30:</p> <ul style="list-style-type: none"> Kasaiyah New Unit: 28 MW 	<p>Bring online 900 MW of new generation between January and June 2004.</p> <p>The following new generation is scheduled to come online between April 1 and June 30:</p> <ul style="list-style-type: none"> Kasaiyah New Unit: 28 MW 	<p>30/09</p>

Provide Electricity Services that Meet National Needs

POC

Key Task

1 January - 31 March (Q1) 2004

1 April - 30 June (Q2) 2004

1 July - 30 September (Q3) 2004 onwards

Status Narrative

- 1 Increase imports by 300 MW framework January until June 2004.

Imports from Turkey should exceed 170 MW by March 31.

Imports from Syria should continue at 60 MW.

Taj Rehab GT Units: 74 MW
Inat Coolers for GT Units: 50 MW
Zefarma Rehab Diesel Units: 33 MW

Spring Maintenance on all 50 units ends June 30.

- 2 Increase imports by 300 MW framework January until June 2004.

Imports from Turkey should exceed 170 MW between January and June 2004.

Imports from Turkey should continue at 170 MW minimum.

Imports from Syria should continue at 60 MW.

DRAFT

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

- 1 Further improve compliance with the national allocation policy. Investigate methods of monitoring and enforcement.

Continue to develop SCADA system to better control electricity distribution.
Continue load shedding, but with decreasing levels of 'off' time. Major improvements to begin in APR 04.

Start evaluation of results for SCADA rollout.

Governorates provide sub-allocation plans for power to industry and residential consumers in their areas.

Continue load shedding with improvements as follows:
4x1 AFR 04

SCADA installation complete in Baghdad JUL 04 and nationwide 36 to 48 months after project start.

DRAFT

- 3 Publish draft document of long-term strategy for Iraqi electricity sector

- 1 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 Bechtel, the PMC or other organization.

A transition plan for the Ministry of Electricity, encompassing organizational structure, training, staffing levels, financial processes, etc, shall be developed.

Complete plans for Ministry of Electricity staff reorganization, financial processes, master system plan, billing and collection systems, IT systems.

Establish a framework for transitioning the Ministry of Electricity to become a world class electric utility, characterized by the following:
(1) Maintain and operate the power system so customers can count on a safe and reliable power supply; (2) Establish real time operation, dispatch and control of the system;
(3) Establish competitive rates that recover costs while encouraging economic growth; (4) Establish grid interconnectivity to improve

DRAFT

Provide Electricity Services that Meet National Needs

POC

Key Task

1 January - 31 March (Q1) 2004

1 April - 30 June (Q2) 2004

1 July - 30 September (Q3) 2004 onwards

Status Planative

system reliability; (5) Implement an Electric System Modelling program to optimize generation, transmission, distribution and load utilisation; (6) Improve business and organizational processes including customer service, billing and collection systems, IT systems, Project Management, and continuous process improvement capability; (7) Establish an asset financial system that enables new investments; (8) Develop customized spare parts and inventory systems; and (9) Provide for Environmental Stewardship and Sustainability Economic Development.

(b)(5)

4 Minimize sabotage and improve security

- 1 Deploy Ministry of Electricity (POG) Power Police to take responsibility for security for power plant and for protecting power lines.

Expand communications capability to provide regional communications network. Additional communications equipment to be purchased to enhance the current communications system. Base stations and mobile radios will provide this regional network. National communications will use phone services.

Deploy Ministry of Electricity (POG) Power Police to take responsibility for security for fixed sites and for protecting power lines.

Expand communications capability to provide regional communications network. Additional communications equipment to be purchased to enhance the current communications system. Base stations and mobile radios will provide this regional network. National communications will use phone services.

Reconstruct Communications and Postal Systems and Introduce Advanced Technologies			
Key Task	POC	Start Date	End Date
1 January - 31 March (Q1) 2004	1 April - 30 June (Q2) 2004	1 July - 30 September (Q3) 2004 onwards	Status Narrative
2 Reconstruct Communications and Postal Systems and Introduce Advanced Technologies			Story Themes
1 ←  First Responder Network	(b)(5)		
1 Collect functional requirements and initiate high level design.	Interim First Responder network - Brighton Digital radio.		
2 Initiate distribution of 10,000 ADR radios for Ministry of Interior (Iraq) Police Department	Interim First Responder Network - Iraq Police Forces		
3 Construct First Responder Network. First pilot capability using the InterSync System anticipated by end of February.	Interim First responder Network - Customs and Border Enforcement		

Reconstruct Communications and Postal Systems and Introduce Advanced Technologies

POC

Key Task	1 January - 31 March (Q1) 2004	1 April - 30 June (Q2) 2004	1 July - 30 September (Q3) 2004 onwards	Status Narrative
4		Advanced Fiber Proprietary Network	(b)(5)	
2	 Establish Independent Communications Regulatory Commission			
1	Solicit and obtain approval for regulatory commission from Governing Council.	Appoint remaining commissioners and identify staff; restore Ircsc presence in International Telecommunications Union.	(b)(5)	
3	Transfer technical staff and spectrum management office from POC to regulatory commission and hire more staff.	Establish training program for new Commissioners and staff.		
5	Nominate and select interim commission members	Prepare telecommunications policy paper		

Reconstruct Communications and Postal Systems and Introduce Advanced Technologies

POC

Key Task

1 January - 31 March (Q1) 2004

1 April - 30 June (Q2) 2004

1 July - 22 September (Q3) 2004 onwards

Status Narrative

- 4 Establish committee to draft communications policy paper, legal framework, and telecoms law.
- 5 Draft/Amend regulatory codes of procedure.
- 6 Establish C.I.T.P.C. liaison with new regulatory agency for telecommunications policy and spectrum.

Draft basic telecommunications law.

Draft communications regulation.

Establish Spectrum Management Office, develop spectrum plans for ISP, begin enforcement.

(S)

3 ↑ Restore and Enhance Near Term Service for the Iraqi Telephone and Post Company.

- 1 Conduct site surveys

Establish basic voice and data communications at core Ministries.

(S)

- 2 Coordinate with Ministries of Oil, Electricity, and Rail to define requirements.

Establish Governing Office of Iraq Council as communications hub for Iraq.

- 3 Release bid for national fiber network.

Develop and implement high speed wireless network in Baghdad.

- 4 Construct fiber network upgrades for single wavelength transmission to Dense Wavelength Division Multiplex (DWDM).

Install Iraqi data network.

- 5

Replace and improve operational capability of network switches, expand interconnection for mobile carriers.

- 6

Expand fibre network.

Reconstruct Communications and Postal Systems and Introduce Advanced Technologies

POC

Key Task

1 January - 31 March (Q1) 2004

1 April - 30 June (Q2) 2004

1 July - 30 September (Q3) 2004 Onwards

Status Narrative

7

Expand and maintain subscriber connectivity.

(b)(5)

4

↑ **Initiate long term upgrade of Iraqi telecommunications infrastructure, improve capacity to provide service, restore international connectivity.**

1 Design transmission component for data network.

Restores international connectivity.

(b)(5)

2 Contract award for transmission equipment. Construct national data centres.

3 Receive equipment. Install national microwave backup network.

4 Begin data network installation. Upgrade fibre network in Basra and surrounding areas.

Reconstruct Communications and Postal Systems and Introduce Advanced Technologies

POC

Key Task

1 January - 31 March (Q1) 2004

1 April - 30 June (Q2) 2004

1 July - 31 September (Q3) 2004

Status Narrative

- 6 Establish international connection.

Review and upgrade local switching capacity.

- 7 Expand rural service.

5 ↑  Restructure Iraqi Telephone and Post Company (ITPC).

- 1 Set up Inspector General

Restructure ITPC into separate business units: Iraq Telephone Company (retail and wholesale companies), state owned Internet Company, Post Company.

- 2 Conduct External Audit (Accounting)

Establish training, mentoring, and leadership program for Ministry of Communication companies, Iraq Government.

- 4 Establish New Corporation

Establish national Chief Information Officer and Council.

(DX5)

Reconstruct Communications and Postal Systems and Introduce Advanced Technologies

POC

Key Task

1 January - 31 March (Q1) 2004

1 April - 30 June (Q2) 2004

1 July - 30 September (Q3) 2004 (Tentative)

Status Narrative

- 4 Identify Spin Off Plan for New Postal Corporation
Responsible Ministry of Communications Facility Protection Services.
- 5 Upgrade and Modernize Iraqi Post and Savings Company.**
- 1 Establish national zip code mechanism. Establish National Zip Code mechanism.
 - 2 Develop address and delivery schemes. Develop a mail processing and logistical distribution network to ensure four-day one-to-end in-country service.
 - 3 Retail business development with point of sale technology, prepare launch pilot programs. Develop delivery focus to reflect revenue generation, accuracy of sort, and security of mail.
 - 4 Develop Standards for delivery by product line and mode of transportation. Institute standardization. Restore Iraqi membership of the Universal Postal Union.
 - 5 Establish interface between postal savings and banking community. Establish International Service Charter.

(b)(5)

Reconstruct Communications and Postal Systems and Introduce Advanced Technologies

POC

Key Task	1 January - 31 March (Q1) 2024	1 April - 30 June (Q2) 2024	1 July - 30 September (Q3) 2024 Outcomes	Status Narrative
6 Acquire automated mailing and delivery equipment. Issue tender for automated equipment. 7 Restore International Mail Connections Remove airbridge affected by price delivery.			(b)(5)	

Provide Food Security for all Iraqis

POC

Key Task

1 January - 31 March (Q1) 2004

1 April - 30 June (Q2) 2004

1 July - 30 September (Q3) 2004 onwards

Status Narrative

3 Provide Food Security for all Iraqis

Peter King

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

- 1 Create an information management unit within the Ministry of Agriculture and begin transmission of reports and other documents to facilitate budget administration, personnel actions, distribution of supplies and market information to facilitate program planning.
- 2 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 Implement 2004 budget in all 15 Governorates
- 4 Design project implementation in accordance with donor commitments
- Determine overall information management needs and develop appropriate budgets, organizational structures and training programs to institutionalize the capacity within the Central Ministry and Governorates level offices.
- Appoint key senior staff to research, develop vision with MoA and prepare Transition Strategy for the Agriculture Sector
- Implement 2004 budget in all 15 governorates
- Determine 2004-05 subsidy procurement
- Plan and implement national seed testing program
- Begin project implementation in accordance with donor commitments

(b)(5)

Provide Food Security for all Iraqis

POC

Key Task	1 January - 31 March (Q1) 2004	1 April - 30 June (Q2) 2004	1 July - 30 September (Q3) 2004 (Oversize)	Status Narrative
2 ↑ Assure supply of critical inputs	<p>1 Develop pricing and distribution plan for capital equipment imported under the Oil for Food Program, specifically tractors, pumps, electric generators, and poultry houses to assure equity and transparency in the allocation process.</p> <p>2 Continue to monitor arrival and distribution of agricultural inputs supplied via CFFP Article 14d3 contracts.</p> <p>3 Ministry of Minerals and Industry will implement restructuring plan for fertilizer industry.</p> <p>4</p> <p>5</p>	<p>Complete the importation and delivery of all agricultural inputs financed through the Oil for Food Program and initiate the process to privatize the Ministry of Agriculture's State Owned Agricultural Supplies company through liquidation of assets, leasing of facilities and development of a business/transition plan.</p> <p>Continue to monitor arrival and distribution of agricultural inputs supplied via CFFP Article 14d3 contracts.</p> <p>Plan and implement 2004/05 fertilizer procurement with MOI. Draw up contracts and distribution plan for 2004/05 fertilizer program.</p> <p>Plan and implement 2004/05 rendering contracts, procurement and distribution of pesticide, herbicide and fungicide.</p> <p>Ministry of Minerals and Industry will implement restructuring plan for fertilizer industry.</p> <p>Conduct audit of CFF assets and develop analytical tool for assessment of distribution routes of the goods.</p> <p>Develop distribution policy for CFF goods in MOA warehouses.</p>	(b)(5)	
3 Strengthen Research/Extension System	<p>1 Begin assessments of technical assistance and financial needs of individual departments within each college and institute.</p> <p>2 Begin program and project implementation in accordance with donor commitments.</p> <p>3 Enhance libraries and other information technology systems.</p>	<p>Begin assessments of technical assistance and financial needs of individual departments within each college and institute.</p> <p>Begin program and project implementation in accordance with donor commitments.</p> <p>Bolster libraries and other information technology systems.</p>		

Provide Food Security for all Iraqis

Key Task

PDC

1 January - 31 March (Q1) 2004

1 April - 30 June (Q2) 2004

1 July - 30 September (Q3) 2004 onwards

Status: Not Yet

(b)(5)

- 4 ↑  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 Assist Ministry of Trade (MOT) in maintaining the pipeline for all PDS commodities.
- 2 Continue to support MOT in 3 northern governorates food departments as they prepare for PDS reform.

(b)(5)

- 5 ↑  Engage with Central Statistics Office (CSO), Ministries, international organizations, donors, and Non Governmental Organizations (NGOs) in assessment, analysis, and monitoring of food security and vulnerability

- 1 Take forward findings from food security assessments in developing monitoring systems proposed for PDS reform.
- 2 Take forward findings from food security assessments in developing monitoring systems proposed for PDS reform.

(b)(5)

- 6 ↑  Undertake preparatory measures for the handover of the PDS in the northern 3 governorates from a UN-administered system to local authorities

- 1 Support Kurdish Regional Government (KRG) in maintaining PDS while preparing for PDS reform.
- 2 Support Kurdish Regional Government (KRG) in maintaining PDS while preparing for PDS reform.

(b)(5)

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

1

(b)(5)

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

1

(b)(5)

- 9 ←  Environmental Initiatives

- 1 ARDI initiates innovations to advance private sector agricultural support services in
- 2 ARDI initiates innovations to advance private sector agricultural support services in

Provide Food Security for all Iraqis

POC

Key Task

1 January - 31 March (Q1) 2004	1 April - 30 June (Q2) 2004	1 July - 30 September (Q3) 2004 Onwards	Status Narrative
permissive areas	permissive areas	permissive areas	
<p>2 Marshlands Initiative</p> <ul style="list-style-type: none"> i. Corps of Engineers completes river basin master plan. ii. Danish Institute begins modeling of Marshlands iii. Social Services Innovations continues. iv. Full evaluation of economic opportunity under both flooded and drained conditions, including potential for agro-ecological crops, horticulture, and aquaculture prospects. <p>3 Begin implementing date palm breeding.</p> <p>4 USAID completes land reform policy formation and implementation begins.</p>	<p>Marshlands Initiative</p> <ul style="list-style-type: none"> i. Corps of Engineers completes river basin master plan. ii. Danish Institute begins modeling of Marshlands iii. Social Services Innovations continues. iv. Full evaluation of economic opportunity under both flooded and drained conditions, including potential for agro-ecological crops, horticulture, and aquaculture prospects. <p>Begin implementing date palm breeding.</p> <p>USAID completes land reform policy formation and implementation begins.</p>		

Improve Quality and Quantity of Housing and Ministerial Operations.

POC

Key Task

1 January - 31 March (Q1) 2004

1 April - 30 June (Q2) 2004

1 July - 30 September (Q3) 2004 Onwards

Status Narrative

4 Improve Quality and Quantity of Housing and Ministerial Operations.

Roliff Purrington

1 Enhance and Streamline Ministerial Operations

- 1 Establish at least one (1) MoU with no contract between an SOE and a NGO/national firm.
- 2 Define a legally sufficient mechanism for the Ministry of Housing & Construction to devolve SOEs to the private sector.
- 3 Work with the senior ministry leadership to define the appropriate role going forward of the major ministry sectors: Roads and Bridges, Irrigation, and Public Buildings.
- 4 Work with the senior ministry leadership to develop a comprehensive competitive strategy for SOEs, including opportunities in joint ventures, development of policies to enhance the SOEs' ability to compete and development of a policy and programs to retain unnecessary workforce.
- 5 Work with the senior ministry leadership to design capacity building programs to improve the SOEs' competitive position and to enhance increasing independence from the public sector.

(3)(B)

2 Housing Policy Development & Promulgation

- 1 To Jan, open and begin review of over 500 bids for 13 separate Housing Contract Contracts. Objective: "Finalize contracts" or at least one project by end of February. Target Achieved.
- 2 Consideration two studies on housing one for Public housing and one for Private housing.
- 3 Reassess the previous approach to a mortgage finance system and work with USAID, local banks, private banks, and the Central Bank to develop a replicable, self-sustaining, pilot home mortgage program.

Improve Quality and Quantity of Housing and Ministerial Operations.

Key Task

POC

1 January - 31 March (Q1) 2004

1 April - 30 June (Q2) 2004

1 July - 30 September (Q3) 2004 Ongoing

Status Narrative

- 5 Continue construction of ongoing funded new units.

Reassess strategic plan and work with senior ministry leadership to develop the appropriate functions of the Ministry with respect to housing in the transitioning economy.

b)(5)

3 Repair Roads and Bridges

- 1 Continue executing current ongoing projects tendered by the MoHC Roads & Bridges Office

Continue to implement Road & Bridge Projects.

- 2 Maintain roads and bridges

Work with senior ministry leadership to identify appropriate function of Roads and Bridges D3 within the MoHC.

- 4 Work with senior ministry leadership to develop policy to oversee military and public road and bridge projects.

- 5 Position SCDEs to compete for PMO and Military roads and bridges projects.

- 6 Develop budget for 2005 roads and bridges projects.

b)(5)

4 ← Improve and optimise use of Public Buildings by repairing to pre-war quantities and standards.

- 1 Complete all ongoing Public Building projects tendered by MoHC, as this transitions to COE/PMD support.

Work with senior ministry leadership to develop and define the proper role of the ministry in oversight of public building construction.

b)(5)

- 2 Continue work on embassy public building contracts and problem contracts.

Develop complete strategy for SCDEs to compete for private building projects.

Improve Quality and Quantity of Housing and Ministerial Operations.

POC

Key Task

1 January - 31 March (Q1) 2004

1 April - 30 June (Q2) 2004

1 July - 30 September (Q3) 2004 onwards

Status Narrative

- 5 **Improve and optimise use of Public Buildings by developing a Public Building Plan that will implement optimum mix of Public Building utilisation.**

- 1 Complete ongoing Public Building projects currently endorsed, as this transitions to COEP/MO support.

- Complete ongoing Public Building projects currently endorsed, as this transitions to COEP/MO support.

Improve Quality and Access to Health Care

POC

Key Task

1 January - 21 March (Q1) 2004

1 April - 30 June (Q2) 2004

1 July - 30 September (Q3) 2004 Onwards

Status Narrative

5 Improve Quality and Access to Health Care**1 Develop Health Organization and Governance**

1 Develop and approve new Ministry of Health structure.

Appoint new Director General and principal & department heads to Ministry of Health.

Start the process of data collection to validate the current number, size, locations and distribution of all MOH hospitals, primary health centers and healthcare support facilities.

Formally exercise full authority of Ministry; shift to liaison role; technical assistance from Sr Advisor remains available.

Public directive that all activities supporting healthcare in Iraq must be coordinated through and approved by the Minister of Health.

Set up donor coordination office to work with Ministry of Planning.

Formalize DG leadership status at the Governorates and District Hospitals.

Finalize all MOH strategic planning workgroup activities that include information gathered from local teams to get population buy-in/feedback on plan.

Establish an Inspector General Directorate at the MOH.

Provide management training program for Minister and key staff.

Minister of Health will review and approve recommendations on strategic vision for health and implementation of MOH strategic plan. Minister will present strategic plan to Governing Council for their review.

Establish policies and procedures for Ministry of Health to support New Iraqi Army (NIA).

Review all current national laws that affect health care and make recommendations for needed repeals, amendments, or new policies necessary to meet healthcare goals of the real people.

Revalidate and publish data on the number, size, and location of all MOH facilities.

Transition oversight of MOH to the CPA Director of Civil Affairs.

Commence detailed master planning to project future requirements (over the next 10 years) for the number, size, locations and distribution of MOH hospitals, primary health centers and support facilities based on projected demographic changes and the shift toward primary health.

Develop policies and procedures for effective operations of procurement, contracting, warehousing, and facility hygiene.

Implement connectivity capability for the Minister of Health to communicate with all governorate DGs as well as communication between strategic hospitals and warehouses.

Establish a workgroup to facilitate planning for nursing education, master planning, and national health initiatives.

Participate in local teams to explain the healthcare vision.

Present basic management classes to all three level supervisors and above.

Develop an implementation plan according to workgroup vision statements.

Ensure Technical Assistance is available to help implement facets of Ministry of Health strategic plan.

Q1/2004

Improve Quality and Access to Health Care

POC

Key Task	1 January - 31 March (Q1) 2004	1 April - 30 June (Q2) 2004	1 July - 30 September (Q3) 2004 (Ongoing)	Status Narrative
	etc..	Establish Connectivity between all MOH Facilities.	(b)(t)	
	Develop a connectivity capability for the Minister of Health to communicate with all government NGOs via landline communication between strategic hospitals and Headquarters.	Analyze private sector health capability.		
	Senior Advisor assumes liaison role.			
	Harmada becomes a state agency and is absorbed by the Ministry of Health.			
2	Health Economy and Finance			
1	Align employee pay and salary schedule.	Start workgroups to help develop financial accountability tools to influence policy decisions to address patient payments, current and future costs, etc. Workgroups will provide projections of future costs given possible changes in population statistics. One option is establishment of National Health Accounts (NHAs).		
	Establish a system for centralizing requirements, managing contracts and procurement in a transparent way. Train staff in execution of such procurement.	Implement financial transaction accountability systems for the unit and governorate level.		
	Identify all possible funding streams including patient payments and public financing that may be used to support this system.	Help to decentralize funding to Governorate levels and provide capacity building to assist in the execution of budgets.		
	Work with OIC to determine Local Conference health contributions.	Consolidate budget process with central office/governorate/filing.		
	Continue development of policies as short term patient payment options for delivery of health care as a utilization control rather than revenue generator.	Be Budget in place by end of June.		
	Start to develop financial transaction accountability systems for the unit and government level.			
	Begin a regional review to determine baseline realities of costs and payment options and approximate those items for use.			
3	Healthcare Infrastructure Restoration and Support			
1	Provide the CPA PMO copies of work for the Supplemental Construction and Repair program.	Develop MCH Objective Master Plan.		
	Develop MCH Program Management and Project Management Policies to include facilities, maintenance and construction as the baseline for donor contributions.	Develop policies and procedures for preventive maintenance, regular care and maintenance of facilities and equipment.		
	Coordinate with the Ministry of			

Improve Quality and Access to Health Care

POC

Key Task

1 January - 31 March (Q1) 2004

1 April - 30 June (Q2) 2004

1 July - 30 September (Q3) 2004 onwards

Status Narrative

Communications on an overall plan for connectivity (telephonic and Internet) with all governorates and healthcare facilities.

Deploy an interim communications capability to provide minimum levels of connectivity.

Develop policies and procedures for preventative maintenance, regular care and maintenance of facilities and equipment.

4

Human Resource Management

1 Implement the new salary structure.

Develop incentive options for IHCIS employees to ensure appropriate health coverage in rural and disadvantaged locations.

In cooperation with the Ministry of Higher Education, determine the numbers of new healthcare graduates required to meet manpower and staffing levels throughout Iraq, taking into account norms for non-patient patients.

Assess the number of physicians, nurses, dentists and allied health personnel required by each governorate, based on current population centers and the shift to primary health centered care for input into the master plan.

Determine the number of physicians, nurses, dentists and allied health personnel anticipated for 10 years in the future, based on current population centers and demographic data.

5

Education & Training of Healthcare Professionals

1 Start to identify the number of medical schools and nursing schools throughout Iraq, noting their specific location, class size, number of applicants accepted annually, number of graduates annually, and curriculum provided for all healthcare disciplines.

Start to identify the number of all technical institutes and other health care related educational schools and training facilities, noting their specific location, class size, number of applicants accepted annually, number of graduates annually, and curriculum provided.

Formulate the position of health care administrator, and assist the Ministry of Higher Education to develop formal education programs for the same.

Identify excesses and shortages of educational opportunities in the health disciplines, including all allied health areas.

Investigate healthcare credentialing standards for all professional health disciplines.

Review current licensure protocols for all healthcare disciplines, and recommend needed adjustments to the MoH.

Develop a formal structure for sharing human intellectual capital between the US and Iraq via the USAID Initiative "Partners in Health for Iraq".

End to develop standardized continuing medical education program criteria, requirements and tracking mechanisms for all

Improve Quality and Access to Health Care

POC

Key Task	1 January - 31 March (Q1) 2004	1 April - 30 June (Q2) 2004	1 July - 30 September (Q3) 2004 onwards	Status / Narrative
		<p>licensed healthcare providers.</p> <p>Provide Public Healthcare Administration funding.</p> <p>Provide an environment to encourage ex-patriot (expat) healthcare professionals and technicians to return and help provide technical assistance to the Ministry of Health.</p>	(b)(5)	
6 Security of Healthcare System	<ul style="list-style-type: none"> 1 Train and Deploy 3,000 FTS personnel to meet security needs at all MCH locations. Fully absorb additional FTS personnel required by the authority into the MCH. Develop a plan to conduct a full security assessment for all MCH facilities. Move authority for MCH FTS personnel under Minister of Home Affairs. Appoint MCH Director of Security and senior staff and provide training to them. Implement transition plan to fully segregate authority from FTS. 	<ul style="list-style-type: none"> Do a review to ensure the FTS forces are properly sized and have the right equipment. Establish a standardized audit evaluation tool to continue process improvement. 		
7 Public Health	<ul style="list-style-type: none"> 1 Identify significant preventable diseases that place the population at risk, identify risk factors within the population, and realistic interventions to mitigate them. Analyze available models for effective health promotion and programs that promote healthy lifestyles to determine communication strategies of most benefit to the majority of the at-risk population. Identify specific programs to target health promotion for women, infants and children, and develop specific, executable strategies to field them. Identify and categorize all clinical and public health laboratories, assess their physical condition and current vs. desired capabilities, and make specific recommendations for rehabilitation or capability growth, as 	<ul style="list-style-type: none"> Develop specific public health goals for implementation nationally, including immunization rates, health education goals, and pharmaceutical availability rates. Deploy an Interim electronic national surveillance system. (Dec 04) Develop Public Health Campaigns in areas such as water sanitation, broadcasting, etc. 		

Improve Quality and Access to Health Care

POC

Key Task	January - 31 March (Q1) 2004	1 April - 30 June (Q2) 2004	1 July - 30 September (Q3) 2004 (Oversight)	Status Narrative
	<p>Develop specific public health goals for implementation nationally, including immunization rates, health education goals, and infant/birth/maternal mortality rates.</p> <p>8 ↓  Pharmaceuticals, Supplies, Equipment Support</p> <ul style="list-style-type: none"> Assume responsibility for procurement and distribution of all pharmaceuticals and medical supplies from the UN under the UN for Food program. Develop a corporate strategy for the procurement of pharmaceuticals. Establish a national formulary for the public sector to maximize cost savings while still providing a reasonable clinical choice of drug categories and range of drugs available to clients in the MOH system. Roll-out the new formulary and provide training to healthcare specialists. Restructure the supply chain management system for the efficient and effective delivery of pharmaceuticals and medical supplies and equipment. Develop a strategy for modernizing medical supply systems and provide a detailed action plan for implementation. Develop policies and procedures for a drug registration, certification and quality assurance system that assures imported products meet regional standards. Develop a policy for supporting pharmaceutical acquisition and distribution for the private sector. Connect strategic distribution warehouses and hospitals to improve deliveries, efficiency and reduce pilferage. <p>9  Strategic Communications</p> <ul style="list-style-type: none"> Develop a training program in public affairs and strategic communications for MOH PA personnel. 	<p>Finalize the strategy for modernizing medical supply systems and implement a detailed action plan.</p> <p>Finalize policies and procedures for a drug registration, certification and quality assurance system to ensure imported products meet regional standards.</p> <p>Implement a policy for supporting pharmaceutical acquisition and distribution for the private sector.</p> <p>Ensure new regulations are being developed for preventing movement of drugs and supplies from public to private market and to ensure penalties to anyone selling unsafe products.</p> <p>Create environment for the private market to flourish to provide for private hospitals and clinics. Get Ministry of Health out of the private sector business.</p>	<p>(3)(b)</p>	

Improve Quality and Access to Health Care

Key Task

POC

1 January - 31 March (Q1) 2004

1 April - 30 June (Q2) 2004

1 July - 30 September (Q3) 2004 onwards

Status Narrative

Resource and increase the functionality of the existing press/media office at the MOH.

Stand up a new office supporting the minister managing all public affairs and media operations functions.

Develop a MOH website (Arabic & English).

Information and run public information campaigns.

Proactively drive stories in the media and get the Ministry of Health message out.

(b)(5)

Key Task

Improve Quality and Access to Education

POC

1 January - 31 March (Q1) 2004

1 April - 30 June (Q2) 2004

1 July - 30 September (Q3) 2004 Onwards

Status Narrative

6 Improve Quality and Access to Education

1 Reorganize and staff the Ministry of Education

- | | |
|---|---|
| 1 Ensure that systems and programs are in place for financial management and educational planning. | Evaluate Inspector General's progress in establishing procedures for monitoring the Ministry's practices (May 1). |
| 2 Complete Education Management Information System (EMIS) database, which tracks 47 indicators of all 1,100 schools, by March 31. | Define and expand the Education Management Information System. |
| 3 Establish Inspector General position and systems by March 31. | Implement plan and establish 100 model schools ("Latories of Excellence"). |
| 4 | Continue capacity building in the Ministry for educational planning and financial management. |

2 Rehabilitate school buildings and build new schools

- | | |
|---|---|
| 1 Identify geographic-based needs for new schools and those that need rehabilitation. | Restore water and sanitation services to schools (under contracts to be issued and paid for by supplemental funds). |
| 2 Ministry of Education has established a set of building standards against which schools will be inspected. | Continue rehabilitation of schools scheduled for completion under the supplemental funds program. |
| 3 Schedule the first 1,000 primary and secondary schools for rehabilitation under the supplemental funds program. | Monitor plan for securing funding from World Bank and other donors for rehabilitating and reconstructing 10,000 schools and rebuilding another 4,500 new schools. |

- | | |
|--|---|
| 4 Create plan for distribution of computers to schools and administrative offices. | Distribute computers to schools and administrative offices. |
|--|---|

Improve Quality and Access to Education

POC

Key Task

1 January - 21 March (Q1) 2004

1 April - 30 June (Q2) 2004

1 July - 30 September (Q3) 2004 onwards

Status Narrative

- 5 Create plan for securing funding from World Bank and other donors for rehabilitating and reconstructing 10,000 schools and rebuilding another 4,500 new schools.

(P/C)

3 Advance the national dialogue that will lead to curriculum reform

- 1 Continue National Dialogue on Education Reform in a series of forums and the media throughout Jan.
- Establish and announce Commission on Education and Curriculum Reform. Reforming curriculum involves engaging in a two-year dialogue and attaining some sort of consensus, not always easy in the new kag.

(P/C)

- 2 Develop weekly TV/radio programming on education topics and the reform process.
- 3 Develop plan for establishing TV programs for pre-school children and their families.
- 4 Senior Advisor office to provide technical assistance to Commission.
- Plan annual textbook printing and distribution plan, beginning with 2004-2005 school year.

- 5 Monitor student attendance, especially for girls, to ensure that rates are improving.
- Begin broadcasting weekly TV/radio programs on education topics and education reform process.

4 Continue and expand teachers training

- 1 Continue teacher training program. Master Trainers will train 32,000 secondary teachers by end of March.
- Develop primary teacher training (based on model created for training of secondary school teachers). Half of primary teachers will be trained by June.

Improve Quality and Access to Education

Key Task	POC
1 January - 31 March (Q1) 2004	1 April - 30 June (Q2) 2004
2 Begin plan to assess teacher requirements and qualifications.	Using assessment of teacher requirements and qualifications, reorganize and re-staff training institutes. Develop training schedule for delivering teacher training nationwide
3 Reorganize and re-start training institutes. Develop training schedule for delivering teacher training nationwide	To train teachers who were fired by the previous regime and recently recruited by the Ministry

Improve Quality and Access to Higher Education					
Key Task	POC	1 January - 31 March (Q1) 2004	1 April - 30 June (Q2) 2004	1 July - 30 September (Q3) 2004 (Comments)	Status Narrative
7 Improve Quality and Access to Higher Education					<i>See Correspondence</i>
<p>1 Oversee the basic administrative functions of the Higher Education ministries</p> <p>1 2003/4 academic year proceeding on schedule.</p> <p>2 2004 budget allocated</p> <p>3 Coordinate with ministry and World Bank on Donors' assistance to higher education</p> <p>4 Monitor the distribution of funds from the university presidents to their respective colleges and department</p> <p>5 Arrange meeting between Coalition Provisional Authority (CPA) Administrator and Council of University Presidents</p> <p>6 Launch the Office of the Inspector General in the ministry</p>		<p>2003/4 academic year proceeding on schedule.</p> <p>Provide budget training to Administrative and Financial Officers at universities</p> <p>Continue auditing</p> <p>Monitor the distribution of funds from the university presidents to their respective colleges and department</p> <p>Arrange meeting between Coalition Provisional Authority (CPA) Administrator and Council of University Presidents</p> <p>Launch the Office of the Inspector General in the ministry</p>	<p>1/15</p>		
<p>2 Reform and reconstruct Higher Education institutions</p> <p>1 Begin Discussion of three American style universities/colleges with Qafqaz, Sabill, and Sulaymaniyah</p> <p>2 Devise new procedures for the dismissal of University presidents</p> <p>3 Help with the return of Baghdad College and Al-Hikmat University</p> <p>4</p> <p>5 Encourage recruitment of American and British Iraqi professors to teach in Iraqi universities and technical institutes</p> <p>6 Seek donation of books from America and elsewhere for Iraqi universities</p> <p>7 Coordinate with TMO in the allocation of the Supplemental Budget for higher education</p> <p>8 Devise new selection process on the appointment and selection of university</p>		<p>Continue discussion of three American style universities/colleges with Qafqaz, Sabill, and Sulaymaniyah</p> <p>Develop the administrative staff in the Ministry of higher education for visiting programs to the United States and other countries.</p> <p>Help with the return of Baghdad College and Al-Hikmat University</p> <p>Commence discussions of the reorganization of the higher educational system</p> <p>Encourage recruitment of American and British Iraqi professors to teach in Iraqi universities and technical institutes</p> <p>Seek donation of books from America and elsewhere for Iraqi universities</p> <p>Begin the implementation policy for selecting university presidents and deans.</p>			

Improve Quality and Access to Higher Education

POC

Key Task

1 January - 31 March (Q1) 2004	1 April - 30 June (Q2) 2004	1 July - 20 September (Q3) 2004	Status Notes
professors and deans.		(b)(5)	
5 Establish bilateral visitors program for administrators	Establish bilateral visitors program for administrators		
10 Review pending and on-going contracts for OIL, POF, POCO and assist UNESCOP in renegotiating these contracts	Review pending and on-going contracts for OIL, POF, POCO and assist UNESCOP in renegotiating these contracts		
11 Repair and furnish a 200 beds dorm for women students at Baghdad university	Repair and furnish a 200 beds dorm for women students at Baghdad university		
12 Repair a building in Baghdad University and furnish it with 30 computers to be used as an Internet Cafè. Repair and renovate Iraq's sole Natural History Museum at Baghdad University.	Repair a building in Baghdad University and furnish it with 30 computers to be used as an Internet Cafè. Repair and renovate Iraq's sole Natural History Museum at Baghdad University.		
13 Open dormitory to partially house displaced Muslim/Iraqi students	Recon al Mustansir ya dorm to the University		
14 Secure contracts for the rebuilding of science and medical labs with supplemental money	Oversee the rebuilding and restocking of labs.		
15			
16			
17	Develop a new teaching program in "Administration of Justice" in Technical Institutes of Baghdad.		
3 Reintegrate the higher education institutions in the north with the rest of the country			
1 Support admission of Kurdish students into other Iraqi universities and vice versa	Encourage increased faculty and student interaction between Iraqi Kurdish and Iraqi Arab universities.	(b)(5)	
4 Reintegrate Iraqi students, scholars and scientists into the broader intellectual community			
1 Continue organizing in Sulaymaniyah University three week summer courses for university teachers in the sciences and social sciences.	Continue organizing in Sulaymaniyah University three week summer courses for university teachers in the sciences, social sciences and humanities.	(b)(5)	
2 Continue fundraising from foundations and other private donors	Organize conferences at various American universities for Iraqi professors to exchange views on teaching, learning, scholarship and research in Liberal Arts.		
3 Begin round two of the Fullbright program for candidates enrolling in the Fall semester 2004			
4	Assist in developing new Legislative Acts that addresses democracy, autonomy of		

Improve Quality and Access to Higher Education

POC

Key Task	1 January - 31 March (Q1) 2004	1 April - 30 June (Q2) 2004	1 July - 30 September (Q3) 2004 Onwards	Status Narrative
1	Assist in the formation of academic professors' associations such as professional, lawyers, physicians and others.	university, standards in education, accreditation of professional schools, rights and duties of governmental professors, etc...	(1)(a)	
2	Assist in the formation of student unions	Assist in the formation of academic professional associations such as professional, lawyers, physicians and others.	Assist in the formation of student unions	
3				
4				
5		Establish links between Iraqi universities and local industries, businesses and communities		
6	Begin partnership with US Universities and Technical Institutes and Colleges	Begin partnership with US Universities and Technical Institutes and Colleges		
7	Launch USAID HEAD program			
8	Launch Czech scholarships	Launch Czech scholarships		
9	Assist university scientists previously involved in WMD in the "reduced" program organized by the State through the creation of the International Center for Science and Industry.	Assist university scientists previously involved in WMD in the "reduced" program organized by the State through the creation of the International Center for Science and Industry.		
10	Establish links between Iraq and the international business communities	Establish links between Iraq and the international business communities		
11				
12				
13				
14				
15	 Launch: a review & reform of the curriculum in all disciplines	Encourage the development of some GE courses in Ethics, Democracy, Religious Tolerance, Multicultural Relations, to be included in the Fall 2004 and taught as part of undergraduate requirements.	(1)(b)	
16				
17				
18				
19				
20				
21				
22				
23				
24				
25	 Provide access to essential information			
26	1 Assist BM to establish an information technology center at the university of Technology.	Launch Ministry website. Launch university publishing press		
27	2	Launch university websites		

Improve Quality and Access to Higher Education

POC

Key Task

	1 January - 31 March (Q1) 2004	1 April - 30 June (Q2) 2004	1 July - 30 September (Q3) 2004 Onwards	Status Narrative
3	<p>Install initial Video Teleconferencing (VTC) at four universities.</p> <p>• Increase Internet access on all campuses.</p> <p>5 Train and transfer skills and knowledge in information capacity building at the ministry.</p>	<p>Install initial Video Teleconferencing (VTC) at four universities.</p> <p>Implement South Korean project in Information Technology Infrastructure.</p> <p>Train and transfer skills and knowledge in information capacity building at the ministry.</p>	(b)(5)	

Provide Water Supply, Sewerage and Municipal Services

Key Task

PGC

1 January - 21 March (Q1) 2004

1 April - 30 June (Q2) 2004

1 July - 20 September (Q3) 2004 onwards

Status Narrative

With Details

8 Provide Water Supply, Sewerage and Municipal Services

1

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

(Q1)

- 1 Complete establishment of head offices - organization, premises and equipment by beginning of March.
All staff transferred to salary scales by 21 January.

New Ministry Structure will establish new Human Resource Department and Director General HR position to review structure and staffing levels required at all levels and implement a human resources plan to strengthen the agreed structure. Also, new Inspector General Department will be established with IG appointment by end February.

Plan for Complaints procedures, localized Complaints Office and anti-corruption plan to follow.

Security Department will be established and new Head of Security will be responsible for all Ministry FPOs throughout 15 Governorates.

Implement internal training program for key activities for 2000 people, identify and implement human resource initiatives to retain key personnel.

Bi-lateral (DFID) Capacity Building Support Project due to start and run to 2005. End Feb 04 CPA Technical Advisors team shifts to Ministry under modified bi-lateral support project.

Guidance for each technical sector's local administration processes for the transitional period agreed and published, together with Central and Sub-National staffing and budget allocations published.

2

ESTABLISH METHODOLOGIES FOR FUNDING SERVICES AT MUNICIPAL LEVEL

MoF places agreed budget facility at provincial Treasury level for release to local administration. Payments to Provincial and Municipal Councils maintained via direct

Ministry restructuring being implemented with the following outcomes:

- Training Program agreed and in place
- Human Resource Department and anti-corruption plans initiated
- Planning Department strengthened especially in relation to PMO activity, and revitalised Provincial and Municipal Councils, and their decentralised sector budget processes.

End March 04 Minister CPA Senior Advisor withdrawn, with technical role transferred to Ministry under DFID Staff Support Scheme and coordinates with CPA Ministry Liaison Office (PGC is the CMO Advisor HQ) for all CPA relationships and systems coordination to end June 04.

End June 04 Ministry develops relationship with Canadian Embassies for continuing external support.

TNA to provide coordination, Ministerial reporting and systems support.

Review structure and staffing levels required at all levels and implement 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.

Provide Water Supply, Sewerage and Municipal Services

POC

Key Task	1 January - 31 March (Q1) 2004	1 April - 30 June (Q2) 2004	1 July - 30 September (Q3) 2004 (cont'd)	Status Narrative
1	<p>Ministry of Finance funding mechanism with GO oversight.</p> <p>Establish processes to involve customers and key stakeholders in setting delivery standards and monitoring performance and implement. Set revenue collection targets. Examine financial management standards.</p> <p>Build capacity of Self-Funded Services Delivery entities (for Drinking Water, Sewerage, Sanitation and Solid Waste Management) to collect local fees for retention and reinvestment at Government level.</p>	<p>Establish and operate robust strategic planning/business planning/budget process.</p> <p>By March 04 Governance of all sub-national councils with clear divisions of responsibility for budgets and technical implementation agreed with Ministries and contained in Law on Administration (Fundamental Law).</p> <p>In April 04 Ministry assist Provincial and Municipal Councils develop 2005 sector budget submissions with priorities. Provincial and Municipal sector budgets agreed with MoF along with devolved system of budget handling at local level.</p>	(O)G	
2	<p>Expand water supply, sewerage and municipal services to meet national needs</p> <p>Keep in view Joint UN/World Bank Needs Assessment Study and note any up-dated data.</p> <p>Track all projects - NMPPW, PMO, UN, NGOs, Bi-lateral - and promote un-funded projects with GO and Donors.</p> <p>Agree monitoring to indicate stages reached in overall aim to achieve:</p> <ul style="list-style-type: none"> - Increase access to potable water to 70 percent of the population. - Increase access to sewerage to 15 percent of the population. - Reduce water loss from 60 percent to 40 percent of flow, once funds are made available from the supplements to the PMO over a 2-3 year period. - Improved Municipal Services for solid waste management. <p>ESTABLISH RANGE OF FINANCIAL SOURCES FOR SERVICES INVESTMENT PROGRAM</p> <p>Initiate 2004 NMPPW capital program in each Governorate.</p> <p>Audit PMO finalize all early projects by contracts in February, and program for all other PMO projects.</p> <p>Details for further Unfunded Projects being detailed for OIC and Other Directors.</p>	<p>Verify basic service delivery status data and metrics with improved NMPPW Reporting mechanism, and electronic sharing of information.</p> <p>Deploy trained staff to operate and maintain water supply and sewerage infrastructure.</p> <p>Targets for access to potable water and sewerage, and reduced water loss will be achieved when the PMO and other donor projects are completed in 2006/7.</p> <p>From April to June 2004 initiate universal billing for domestic water throughout Iraq alongside introduction of billing for domestic electricity.</p>	(S)G	

Provide Water Supply, Sewerage and Municipal Services

POC

Key Task	1 January - 31 March (Q1) 2004	1 April - 30 June (Q2) 2004	1 July - 30 September (Q3) 2004 onwards	Status Narrative
Initiate scope for World Bank grant and loan projects				
Coordinate with UN bodies on their investment challenges.				
Evaluate and validate for Private Sector funding				
3 Develop full range of Municipal Services and inclusive delivery mechanisms - urban planning and development, property management, municipal roads, traffic control, parks, safe drinking water, and environmental management (waste water, solid waste)				
Technical advisory team (Institutions Development, Water and Sanitation, and Urban Planning and Development) established at Ministry under bi-lateral support project by 31 March.	Apr 04 Ministry Senior Advisor withdrawn.	End June 04 MMPW restructuring complete and Municipal services staff training continues in conjunction with bi-lateral support project.	(bx5)	
Develop capacity to initiate new Urban Development Plans to replace the destroyed surveys and master plans for cities throughout Iraq through Ministry staff and consultants under UN and bi-lateral support. Plans developed to include community representatives in planning process, developing investment plans and budgets in majority of municipalities.	Technical roles for Physical and Urban Planning, Land Administration, and Municipal Services management developed in Ministry for replication at the Governorate level.	Capacity building for community participation and neighborhood programs part of three year bi-lateral project to include UN-Habitat program.		
SOE Company redeployed as maintenance units at seven Governorates. Plan for cost and program community-driven proposals for neighborhood improvement to be rolled-out over three year period.				
Jobs and skills upgrading program.	Jobs and skills upgrading program.			
Assist Governorates in development of employment opportunities through the 100,000 MMPW Jobs Program to expand concept from street cleaning activities only to vocational training to meet the needs of the new economy which will require basic construction skills and new operations and management skills (especially women) in the organization of small scale service delivery and environmental maintenance.	Assist Governorates in development of employment opportunities through the 100,000 MMPW Jobs Program to expand concept from street cleaning activities only to vocational training to meet the needs of the new economy which will require basic construction skills and new operations and management skills (especially women) in the organization of small scale service delivery and environmental maintenance.			

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Provide Water Supply, Sewerage and Municipal Services

Key Task	POC
1 January - 31 March (Q1) 2004	1 April - 30 June (Q2) 2004
(Q3)	1 July - 30 September (Q3) 2004 onwards

Improve Water Resources Management

Key Task	POC
1 January - 31 March (Q1) 2004	1 April - 30 June (Q2) 2004
1 July - 30 September (Q3) 2004	1 October - 31 December (Q4) 2004
	Status Narrative
9 Improve Water Resources Management	Ed Treador
1 Improve Ministry Processes in preparation of Iraq's Sovereignty	
1 Re-Organization of the Ministry of Water Resources	Continue to evaluate SOEs and initiate privatization.
2 Establish a Project Management support structure in MoWR.	Expand the support structure in MoWR to insure coordination is continued as construction begins and the ministry is prepared to take over operation and maintenance of new projects as they occur.
3 Establish a Strategic Planning and coordination team.	Establish a coordination team within the ministry to find potential donors. Insure a complete prioritized list of needs is completed for implementation within the Capital Budget, Supplemental Program and for potential donors.
2 Infrastructure improvements to Iraq's Water Resource System	
1 Establish a reliable system for communications.	Begin to develop a long term strategy to maintain communications with all major projects.
2 Establish a dependable power system.	Begin installation of primary and backup

Improve Water Resources Management

Key Task

POC

1 January - 31 March (Q1) 2004

1 April - 30 June (Q2) 2004

1 July - 30 September (Q3) 2004 onwards

Status Narrative

3. **Develop and Schedule Reclamation of Levees.**

Develop a detailed prioritization list of all ongoing reclamation projects. This should include schematics of drainage systems and maintenance requirements. Schedules, equipment and labor should be included.

(b)(5)

4. **Schedule and develop methods for public notification for Maintenance and Improvements to Water Distribution and Canal Systems.**

Develop a detailed prioritization list of all ongoing water distribution and canal projects. This should include schematics of drainage systems and maintenance requirements. Schedules, equipment and labor should be included.

5. **Develop maintenance program to Improve Structural Components.**

Develop a detailed prioritization list of all ongoing structural and mechanical maintenance. This should include schematics of structure locations and maintenance requirements. Schedules, equipment and labor should be included.

3. Facilities Improvements within the Ministry

1. **Facilitate construction of MoWR headquarters:** The minister and his entire staff has moved building to be finished by end of May 04.
Move the Minister and his immediate staff into

into the H/C Annex building.

Key Task

POC

Improve Water Resources Management

Key Task	1 January - 31 March (Q1) 2004	1 April - 30 June (Q2) 2004	1 July - 30 September (Q3) 2004 onwards	Status Narrative
	the annex at the HQ site.		(b)(5)	
2 Facilitate repairs to the WRM research center.		Facilitate repairs to the lab portions of the WRM building. Implement plans for Training Facility. A comprehensive master plan for the research facility has been proposed by a team of experts from the U.S. The ministry is in the process of trying to get this plan paid for by the World Bank Trust Fund.		
3 Improve Security at all Ministry Facilities.		Extend FPC into Kurdistan. A total of 942 FPC guards should be induced and equipped including Kurdistan.		
4 Capacity Building within the Ministry				
1 Development of Master Plans.	A master plan proposal is prepared and was presented to the World Bank Trust Fund to develop the Institute of Water Resource Management Research Center.	Finalize proposal for Comprehensive Master Plan and submit for donor funding. Begin implementation of March Master Plan protocol.		
	A proposal for a comprehensive master plan to address all aspects of water needs, water quality, water availability and water distribution for Iraq. Technical information to provide a basis for discussions on transboundary issues is also to be included.			
	A master plan is proposed for March studies and should be coordination into the comprehensive Master Plan proposal.			
2 A plan was submitted to establish status of agencies and SOE organizations with respect to the needs of the Ministry. Begin to meet the needs by incorporating SOEs.		Continue to evaluate and incorporate as private SOEs		
3 Modernize national surveying and mapping		Purchase equipment. Develop contracts to fill		

Improve Water Resources Management

Key Task	1 January - 31 March (Q1) 2004	1 April - 30 June (Q2) 2004	1 July - 30 September (Q3) 2004 onwards	Status Narrative POC
	capability.	specific data needs.	(Q3)	
4	Nomination and Selection of IG by FEB 2004	Nomination and Selection of IG by FEB 2004		
5	Develop Training programs and expand Training Center	Begin first training program in new Training Center. Have a schedule of future training for remainder of 2004.		
6	Improve Office Technology: Install Internet and new laser and computers;	Improve Office Technology: Install Email and phones. Purchase higher end computers for engineers and scientists.		

Restore Economically-Strategic Transportation Infrastructure

POC

Key Task

1 January - 31 March (Q1) 2004

1 April - 30 June (Q2) 2004

1 July - 31 September (Q3) 2004 Onwards

Status Narrative

10 Restore Economically-Strategic Transportation Infrastructure

Baseline Green, Not Started/In Progress

- 1** → Enable the Iraqi Civil Aviation Authority (CAA) to assume responsibility of the country's civil aviation system as rapidly as practicable, in an internationally-compliant manner and supported by safe and efficient services.

CAA Organization: Define and implement a new CAA organizational structure, including priority staffing, to meet core functions, including Air Navigation Services (ANS), which includes Aeronautical Meteorology (AEMET); safety and regulatory oversight; and airport operation.

SUPPORTING TASK:
Outline and staff major organizational components of new Iraqi CAA, to ensure that major, internationally-recognized / i.e. ICAO defined- functions are supported. Continue development of operational and technical workforce through training programs.

CAA Organization: Define and implement a new CAA organizational structure, including priority staffing, to meet core functions, including Air Navigation Services (ANS), which includes Aeronautical Meteorology (AEMET); safety and regulatory oversight; and airport operation.

(b)(5)

SUPPORTING TASK:
Establish stable state CAA organization. Accelerate capacity development within each component, starting with ANS, safety and regulatory oversight, and airport operations. Implement budget mechanisms by which CAA can be adequately funded by aviation revenue sources / e.g. overflight fees, and if necessary general funds.

- 2** Aerospace Transition: Implement an aerospace transition based on a civil-military structure, which enables the Iraq CAA to assume responsibility for civil overflights and the coalition forces' requirements for continuing military air operations to be met.

Aerospace Transition: Implement an aerospace transition based on a civil-military structure, which enables the Iraq CAA to assume responsibility for civil overflights and the coalition forces' requirements for continuing military air operations to be met.

SUPPORTING TASK:
Develop aerospace and route scheme, which will support a segregated civil-military system in post 1 July environment. Support scheme with joint civil-military operational procedures and associated infrastructure / e.g. communications between civil and coalition forces ATM units.

SUPPORTING TASK:
Coordinate the aforementioned scheme with ICAO, Users / e.g. the International Air Transport Association (IATA), and neighboring States. Develop civil capacity, using Iraqi CAA resources, possibly augmented by contractor support, to support new Iraqi Area Control Center (ACC).

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Restore Economically-Strategic Transportation Infrastructure

Key Task	POC		
1 January - 31 March (Q1) 2004	1 April - 30 June (Q2) 2004	1 July - 30 September (Q3) 2004 Onwards	Status Narrative
		(b)(5)	
3. Airports Transition: Enable the Iraqi CAA to assume responsibility for priority airports, including Baghdad, Basrah, Mosul airports. Transfer primary airport functions e.g. select Air Traffic Management (ATM) services, airport operations, and security - supporting these	Airports Transition: Enable the Iraqi CAA to assume responsibility for priority airports, including Baghdad, Basrah, Mosul airports. Transfer primary airport functions e.g. select Air Traffic Management (ATM) services, airport operations, and security - supporting these		

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Restore Economically-Strategic Transportation Infrastructure

Key Task

POC

1 January - 31 March (Q1) 2004

1 April - 30 June (Q2) 2004

1 July - 30 September (Q3) 2004 Onwards

Status Narrative

airports from coalition forces to the Iraqi CAA.

SUPPORTING TASK:
Refine requirements for civil ANS infrastructure needed to support operations at priority airports, including Baghdad, Baqubah, and Mosul and to replace military expeditionary systems currently in use for ATM at these facilities. Initiate implementation of civil ANS infrastructure for Baghdad, i.e. top priority facility. Develop associated solutions for ATM operations, specifically for Baghdad Air Traffic Control Tower (ATCT) currently staffed by Royal Australian Air Force (RAAF), security (outer perimeter, airport police, and internationally compliant aviation security).

SUPPORTING TASK:
Manage implementation of ANS infrastructure e.g. communications, navigational aids, and surveillance (sector) for Baghdad airport. Develop and implement seamless transition of security functions at Baghdad airport and, possibly, at Baqubah from coalition forces to civil capability, preferably staffed and managed by Iraqi personnel. Initiate civil transition solutions for ANS (ATM operation and ANS infrastructure), airport operations, and other critical aviation functions for Baqubah, Mosul, and any other priority airports selected by CPA decision-makers.

D15

Restore Economically-Strategic Transportation Infrastructure

POC

Key Task	1 January - 31 March (Q1) 2004	1 April - 30 June (Q2) 2004	1 July - 30 September (Q3) 2004 Objectives	Status Narrative
<p>Civil aviation law and regulatory oversight: Facilitate the adoption by the interim Iraqi government of internationally compliant aviation laws and regulations. Develop Iraqi CAA capacity to enforce laws through internationally compliant safety and regulatory oversight.</p> <p>SUPPORTING TASK: Assess status of legacy Iraqi aviation law and associated national regulations pertaining to safety oversight of the civil aviation system.</p> <p>Civil aviation law and regulatory oversight: Facilitate the adoption by the interim Iraqi government of internationally compliant aviation laws and regulations. Develop Iraqi CAA capacity to enforce laws through internationally compliant safety and regulatory oversight.</p> <p>SUPPORTING TASK: Develop and implement program for safety and regulatory oversight capacity within Iraqi CAA, utilizing ICAO TRAINAIR program, resources from coalition CAA's, e.g. U.S. FAA, and other technical assistance resources. Investigate with CPA General Counsel and other stakeholders strategy to modernize national aviation law and regulations to meet modern international norms in context of legal transition environment / e.g. TAL.</p>			(0/0)	

Restore Economically-Strategic Transportation Infrastructure

Key Task

100

1 January - 31 March (Q1) 2004	1 April - 30 June (Q2) 2004	1 July - 30 September (Q3) 2004 Onwards	Status Narrative
<p>5 International Reintegration: Reintegrate the Iraqi CAA into the global aviation community through participation in the International Civil Aviation Organization (ICAO) and other important international aviation bodies.</p> <p>SUPPORTING TASK: Establish Iraqi CAA leadership in regional ICAO representatives and regional planning and implementation groups.</p>	<p>International Reintegration: Reintegrate the Iraqi CAA into the global aviation community through participation in the International Civil Aviation Organization (ICAO) and other important international aviation bodies.</p> <p>SUPPORTING TASK: Refine harmonization of civil aviation reconstruction plans with crucial ICAO Air Navigation Plan (ANP) and other critical regional plans driving system requirements etc.</p>	<p>(b)(5)</p>	

Restore Economically-Strategic Transportation Infrastructure

POC

Key Task	1 January - 31 March (Q1) 2004	1 April - 30 June (Q2) 2004	1 July - 30 September (Q3) 2004 Onwards	Status Narrative
2	Enable Iraqi Port Authority (IPA) to administer a port of call with intermodal capabilities and inland container distribution.			
1	<p>Strengthen Water-side Cargo Transport Operations:</p> <ul style="list-style-type: none"> Establish Port Task Force to coordinate supplemental port numbering. Fund and begin dredging at Khawr Al Zubayr and Umm Qasr. Fund perimeter fencing and security lighting. Acquire crash fire equipment at ports. Train new security personnel for Iraqi Port Authority. Establish port control and wreck removal program to clean up berths and waterways. Fund electrical system repair for Umm Qasr port. 	<p>Strengthen Water-side Cargo Transport Operations:</p> <ul style="list-style-type: none"> Link up electrical systems at Umm Qasr to main electrical grid in area to provide power to container cranes. Remove UNDP-financed wrecks from jetties and waterways. Establish local lab capability to expedite food stuff analysis. Establish a Pilot Operations center at UQ and Pilot Station to provide more responsive and reliable service. Provide security to enable activity and port revitalization in Iraq's 5 ports. 	(b)(5)	
3		Training & Mentoring: Begin activity program of on-the-job training in all aspects of the port business. Have USA counterparts in IPA identified and have monthly status meetings on accomplishments.		

Restore Economically-Strategic Transportation Infrastructure

POC

Key Task	1 January - 31 March (Q1) 2004	1 April - 30 June (Q2) 2004	1 July - 30 September (Q3) 2004 (Overside)	Status Narrative
0		Contractor Support: Award new contracts for management and operations assistance to the IPA at Umm Qasr and Al Zubayr to terminate on Dec. 31, 2004. Initiate dialogue with the SOC Land Transport Company (LTC) to establish a relationship between ship agents, port, and road transport.	(b)(6)	
3	Enable Iraqi Railroad Railways (IRR) to provide domestic and international passenger and freight capabilities.	1 Restore Railway Service and Communications: Establish railway VHF radio network. Award contract for Train Control System installation. Complete installation of fiber-optic voice and data system.	2 Restore Railway Service and Communications: By June 2004, 50% completion of railway VHF radio network. Restore freight service to Al Qaim and Al Anbar. Award contract for installation of new Communications-based Train Control (CBTM) system.	(b)(6)

Restore Economically-Strategic Transportation Infrastructure

Key Task	1 January - 31 March (Q1) 2004	1 April - 30 June (Q2) 2004	1 July - 30 September (Q3) 2004 onwards	Status Narrative	POC
2 Improve Railway Infrastructure: Acquire rolling stock and locomotives. Institute emergency repairs due to attacks. Continue physical plant upgrade projects. Establish 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. Repair parts of Al-Fatah bridge to restore service to Alouk.	Improves Railway Infrastructure: Continue work on previously-funded track reconstruction projects. Accelerate the repair of existing rolling stock, acquire new locomotives, and wagons. Get internet access to General Office Building.				

Restore Economically-Strategic Transportation Infrastructure

POC

Key Task	1 January - 31 March (K1) 2004	1 April - 30 June (K2) 2004	1 July - 31 September (K3) 2004 onwards	Status Narrative
			(K3)	
3. Strengthen Security of the Railways:	\$50M has been granted specifically for railway security. This will allow the hiring, outfitting, and training of additional [redacted] Railway Police and contract security forces employed by the railway and for the acquisition of inspection and communications equipment and equipment used in restoring the railway to service following incidents/accidents.	Strengthen Security of the Railways: Hire and train additional Railway Police. Purchase vehicles and other equipment. Enhance coordination with military security.		
4. Reform Civil Service at Ministry of Transportation	Build the capacity of the Ministry of Transportation: Re-design ministry organizational structure to improve efficiencies and establish effective business processes. Establish the Office of Inspector General to combat anti-corruption. By end of February, appoint two deputies (Chief Auditor and Chief Investigator) and support staff. Appoint deputy minister to staff executive management. Build up adequate security forces in all parts of MoT's security portfolio, including Facility Protection Service personnel, Railway Police, and other personnel.	Build the capacity of the Ministry of Transportation: Re-design ministry organizational structure to improve efficiencies and establish effective business processes. Establish the Office of the Inspector-General, and integrate the Office of the Inspector General into the Ministry of Transportation. Appoint deputy ministers to staff executive management of ministry. Work to meet targeted 25% female participation in management. Put in place over-arching plan to provide security for the Ministry of Transportation through transition and beyond.		
5. Train mid-level managers and technical staff:	Train managers and technical staff:			

Restore Economically-Strategic Transportation Infrastructure

POC

Key Task	1 January - 31 March (Q1) 2004	1 April - 30 June (Q2) 2004	1 July - 30 September (Q3) 2004 onwards	Status Narrative
	Train managers in contracts, financial management, and project management. World Bank and foreign donors will provide critical help.	Provide training programs for senior and mid-level managers to enable execution of business management processes.	(b)(5)	
	Develop anti-corruption rules, procedures, and training at Ministry of Transporter, in coordination with Ministry of Justice. Training will focus particularly on the Minister and Director-Generals.			

Key Task

POC

Convert Social Service Programs into Economic Development Tools

1 January - 31 March (Q1) 2004

1 April - 30 June (Q2) 2004

1 July - 30 September (Q3) 2004 Onwards

Status Narrative

11 Convert Social Service Programs into Economic Development Tools

Robert Jones

1 Stand up reformed Ministry of Labor and Social Affairs and overhaul Social Security System

- 1 Renovate and furnish ministry administrative and programmatic service facilities.
- 2 Perform Social Security Administration assessment and strategic plan complete.

(3/3)

- 3 Management teams (CPA) Assigned to MOLSA to Provide assistance to MOLSA and guide Ministry through Transition and provide expertise in key areas.
- 4 Budget Developed for Ministry (OS)

- 5 Renovate and furnish Ministry administrative and programmatic service facilities.

- 6 New public pension pillar in Iraq:
- 1) Payments decentralized through post offices starting in second quarter;
 - 2) MOLSA-MOF team engaged with DGs of both pensions systems for better coordination on new benefits;
 - 3) Preparation of World Bank involvement, after 1 July, in the social security reform;
 - 4) Actuarial model delivered to the Social Security Department.

Convert Social Service Programs into Economic Development Tools

POC

Key Task	1 January - 31 March (Q1) 2004	1 April - 30 June (Q2) 2004	1 July - 30 September (Q3) 2004 onwards	Status Narrative
6		Honorably and furnish Ministry administrative and programmatic service facilities in 5 Governorates.	(b)(5)	
2	 Deliver programmatic and administrative service with improved financial assistance			
1	Fully staff, fund and manage reformed social care and training programs.	150,000 families Receive Welfare Payments: (Q3) 25,000 of the new families are from the North. Revised eligibility Criteria Established and Implemented. New Checks and Balances verifies those recipients.		
2	Begin streamlining the eligibility criteria to ensure equal access to services and benefits to all eligible constituents.	Plan established for emergency reserve of food supply that ensures continuity for most needy. Tied in with PDS.		
3	Palestinian Affairs Transition to MIn. of Migration	5 Women's Centers established.		
4	National Assessment of all Social Care Centers opened in Green Zone.	Veterans Services Implemented into Ministry		
5	2 Women's Shelters Opened. High Risk Center opened in Green Zone.	Hire and train additional social care and employment service specialists.		
6	Work begins on Rehabilitation of 24 Social Care Centers.	Palestinian Affairs Transitions to Ministry of Migration		
7	Handicapped children school established at WOLCA	National Assessment of all Social Care Centers opened in Green Zone.		
8	Handicapped Veterans office established at Ministr.	Work begins on Rehabilitation of 24 Social Care Centres		
9	Women's Higher Council and advisory Board established.			
10	Ministry Headquarters projects			
11	Use data to improve budgetary planning, spending and resources			
3	 Developing a national employment and training initiative			
	20 employment centers up and running to help facilitate relationships between those trained and employers that partner with the	Establish employment center to serve unemployed workers with counseling, resume writing, and job search services.		

Convert Social Service Programs into Economic Development Tools

POC

Key Task	1 January - 25 March (Q1) 2004	1 April - 30 June (Q2) 2004	1 July - 30 September (Q3) 2004	Status Narrative
	center and training institute.		(b)(6)	
1	National Employment and Training Center Established. 5 Vocational Training Centers Established.	Use data to improve budgetary planning, spending and resource allocations.		
2	5,000 customers trained	Train key staff in employment and workforce development skills.		
3	100,000 personnel registered for employment services throughout Iraq.	Create national employment database to provide labor market information by region and localities.		
4	On the Job Training begins for 10,000 trainees	Register and catalogue 300,000 short-term workers.		
5	150 Staff Trained (300 in Jordan)	Register and catalogue 600,000 demobilized former Iraqi military personnel.		
6	Labor Law review sent out for draft and review	Create national employment database to provide labor market information by region and localities.		
7	OSHA established in Labor Pillar	100,000 personnel registered for employment services throughout Iraq.		
8		Labor Law review sent out for draft and review		
9	Ministry establishes Labor Survey department/staff trained	OSHA established in Labor Pillar		
10	Use data to improve budgetary planning, spending and resource allocations.	Ministry establishes Labor Survey department/staff trained.		
4	Eliminate discrimination by providing equal access to services and benefits to all eligible constituents			
1	Revise programs according to eligible constituent demand, providing quick, targeted assistance to populations in need. Use new data to plan and budget resources 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.	Programs revised. Independent team audits system. Women's programs implemented throughout country.	(b)(6)	

Convert Social Service Programs into Economic Development Tools

PQC

Key Task	1 January - 31 March (Q1) 2004	1 April - 30 June (Q2) 2004	1 July - 30 September (Q3) 2004 / onwards	Status Narrative
	Kurdish and WOLSA services are further consolidated.		(3/5)	
2		Provide the same quality of social services to all eligible Iraqi citizens regardless of ethnicity, religion or gender.		
3		Focus on pro-pooristic service to women, the elderly and persons with disabilities; - Continue governance, - Hold national meetings and women's conferences		
4		Revise programs according to eligible constituents demands, providing quick, targeted assistance to populations in need. Use raw data to plan and budget resources and finding allocations to populations in need of assistance, such as women, elderly and disabled. Moved temporary Palestinian camps to fixed facilities. Provide access for displaced to ministries. Kurdish and WOLSA services are further consolidated.		

Reconstitute Oil Infrastructure			
Key Task	1 January - 31 March (Q1) 2004	1 April - 30 June (Q2) 2004	1 July - 30 September (Q3) 2004 onwards
12 Reconstitute Oil Infrastructure			(O/C)
1  Production - Repair plants and pump stations to meet production milestones within the set target dates	Achieve 2.0 million barrels per day by Jan 04. Achieve 2.5 million barrels per day by 1 Apr 04.		(D)(5)
2	Restoration of Rumaila Cluster Pump Stations and Treatment Plant (1,2,3) by 1 May 04.		
3	Restore two Gas and Oil Separation Plants (GOSePs) at Makhoul by 30 Mar 04. Requires Supplemental Funding.	Restore two Gas and Oil Separation Plants (GOSePs) at Makhoul by 30 Mar 04. Requires Supplemental Funding.	
4	Project Reprioritization.		
5			
6	Implement accountability procedures / Implement distribution plan - State Oil Marketing Organization by 30 Jun 04.		
7	Oil for Food contracts transferred to Ministry of Oil by 31 May.		
8	Initiate training for Ministry of Oil - Oil for Food by 29 Feb 04.		
11	Establish pipeline quick repair capability.	Establish pipeline quick repair capability.	
2  Exports - Repair bridges, pipelines, and terminals to meet production milestones within the set target dates	Export 1.4 million barrels of oil per day.	Export 1.4 million barrels of oil per day.	(D)(5)
1		Export 1.6 million barrels of oil per day.	
2			
3		Kirkuk-al-Amara oil export terminal partially operational.	
4		Iraq/Turkey (IT) export pipeline operational.	
5			

Reconstitute Oil Infrastructure

Key Task	POC
1 January - 31 March (Q1) 2004	1 April - 30 June (Q2) 2004
1 July - 30 September (Q3) 2004 onwards	Status Narrative
6	(QX5)
3 Product Supply - Implement plans and policies that meets demand and builds stocks that maximizes current capacity and transition operations to MOO and SOMO	(QX5) Defense Energy Supply Center assumes fuel importation and wholesale distribution mission. Removal of fuel oil from refineries. Implement accountability procedures / implement distribution plans - State Oil Marketing Organization.
3	(Q15)
2	
5	
6	
7	
8	
9	
2	
4 Security - Build an effective oil security capability	
3 Tribal contracts in place.	Tribal contracts in place.
4 Begin air surveillance.	Begin air surveillance.
5 Deploy 310 vehicles for Mobile Flotilla Patrols.	
6 Deploy Force Level of 14,000 guards.	
7 Train and equip Iraqi Guard Forces.	
8	
5 ↑ Structural Reform - Restructure the MOO and separate operations from political control and implement a modern Iraqi petroleum regime	

Reconstitute Oil Infrastructure

Key Task	1 January - 31 March (Q1) 2004	1 April - 30 June (Q2) 2004	1 July - 30 September (Q3) 2004 / onwards	POC Status Narrative
1	Petroleum Regime Study.	Petroleum Regime Study.	(O:S)	
2		Publish Minister's code of practice / core values / processes.		
3		Establish National Oil Company.		
4		Conclude State Oil Marketing Organization Transition/Process Audit.		

Provide Opportunities for Sporting Activities and the Development of Young People

POC

Key Task

1 January - 31 March (Q1) 2004

1 April - 30 June (Q2) 2004

1 July - 30 September (Q3) 2004 onwards

Status Narrative

13 Provide Opportunities for Sporting Activities and the Development of Young People**1 ↓ Re-establish the Ministry of Youth & Sport**

- 1 Strategy - ensure Ministry has a coherent Strategic Mission Statement and Vision for short (1yr) and longer (5yr) term which all staff own.
- 2 Structure - crystallise employment structure and total employee numbers.
- 3 Structure - Appoint Inspector General
- 4 Skills - identify training needs and plan training courses; external and internal
- 5 Systems - establish communication, finance, personnel and security policies and systems
- 6 Support - identify and resource support for Ministry needed after 1 July.

(3)(b)

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

- 1 Work with IOC to lift suspension of Iraq's IOC Membership (Oct-Dec)
- 2 Seek FIFA approval of new FA Constitution and hold FA election.
- 3 Escalate Properties Commission to determine property ownership and use as between Ministry and NOCs, Federations and Clubs
- 4 Sports Charter - establish a sport charter stating objectives, roles and standard form constitution of all Sports Clubs

(3)(c)

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

- 1 Using Ministry Budget and Governance Team Supplemental allocation, complete

(3)(c)

Provide Opportunities for Sporting Activities and the Development of Young People

POC

Key Task	1 January - 31 March (Q1) 2004	1 April - 30 June (Q2) 2004	1 July - 30 September (Q3) 2004 Onwards	Status Narrative
1	rehabilitation of 70 Youth centres with civic education and democracy building programmes	rehabilitation of 70 Youth centres with civic education and democracy building programmes	(b)(5)	
2	Re-establish Iraqi Football League	Re-establish Iraqi Football League		
3	Olympic Team Qualification	Olympic Team Qualification		
4	Facilitate Economic Regeneration in relation to Sporting Activities			
1	Engage a sports consultancy company to advise National Olympic Committees and sports Federations.	Engage a sports consultancy company to advise National Olympic Committees and sports Federations.	(b)(5)	
2	Website - launch a website for Iraqi Sport	Website - launch a website for Iraqi Sport		
3	Sport TV - increase broadcast of sport on Iraqi TV networks.	Sport TV - increase broadcast of sport on Iraqi TV networks.		
4		Training - provide computer skills and sports marketing training for Clubs and Federations		

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

POC

Key Task

1 January - 31 March (Q1) 2004

1 April - 30 June (Q2) 2004

1 July - 30 September (Q3) 2004 onwards

Status Narrative

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

(b)(6)

1 ↓ **Restore Iraqi cultural institutions and revitalize Iraqi Cultural life.**

- 1 Rehabilitate MOI Building. Award contracts. National Museum ready to open.
to establishment of National Museum,
National Library, Bagdad Island, and
National Cinema and Theater.

Complete refurbishment of Board of Tourism,
and Ministry of Culture Headquarters.
Award design and construction contract for
the National Library.
Begin work on the National Cinema and
Theater building.
Rehabilitation of Baghdad Al-Jadid area.

(b)(6)

- 2 Increase MOI Staff Capacity. Develop a Ministry Long Range Strategic Plan.
Special 100% of the Ministry's Current Schedule.

- 3 Establish an Archeological Site Protection Force (ASP).
Expand site protection pilot projects to 10 additional provinces. Seek additional funding for vehicles and communications equipment.

FPS/ASP forces operating in An Nasiriyah 16

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

POC

Key Task	1 January - 31 March (Q1) 2004	1 April - 30 June (Q2) 2004	1 July - 30 September (Q3) 2004 Onwards	Status Narrative
January.	By 10 February, State Board of Antiquities and Heritage formally launch A&P project. a Revitalize Inventory of Tourist Resources. Develop Tourism Revitalization Plan. Board of Tourism appointed and takes office.	1 April - 30 June (Q2) 2004 Revitalization of Tourism Plan begins to be extended.	(Q3)	

Improve and Optimise Use of Public Buildings - Now combined with Objective 4.

Key Task

POC

1 January - 31 March (Q1) 2004

1 April - 30 June (Q2) 2004

1 July - 30 September (Q3) 2004 Onwards

Status Narrative

15 Improve and Optimise Use of Public Buildings - Now combined with Objective 4.

1

1

POC

Key Task

Improve the Environment

POC

1 January - 31 March (Q1) 2004

1 April - 30 June (Q2) 2004

1 July - 30 September (Q3) 2004

Stakeholder

16 Improve the Environment

1 Organize, Staff, and Train the New Ministry

- 1 Develop Strategic plan to define the mission of the Ministry, reorganize, train and empower the Ministry staff.
- 1 Execute reorganization, including infusion of new leadership and training for civil service, professional management and anti-corruption, and information technology.

(S)(E)

2 Acquire, construct and equip buildings and laboratories for national headquarters and governate offices.

- 1 Secure funding for rehab of national headquarters and new construction in eight governorates. Coordinates with PMO to keep rehab of national headquarters on schedule. Work with Directors in 8 governorates to
- Continue rehab of national ministry headquarters, continue to plan, rehab or construction of offices and labs in 8 governorates. Secure commitments for donors to equip the central and each

(S)(E)

Improve the Environment

POC

Key Task	1 January - 31 March (Q1) 2004	1 April - 30 June (Q2) 2004	1 July - 30 September (Q3) 2004 onwards	Status Narrative
	complete plans and initiate contracts for rehab/construction. Develop strategy to secure funding for central and governorate lab equipment.	governorate lab.	(0%)	
3	Enliven and augment the capability of existing staff to execute key environmental assessments, monitoring programs and environmental awareness campaigns.	Secure funding for equipment, staff training, and international expertise to execute programs for water quality monitoring, hazardous waste assessments, industrial pollution source assessment, air quality monitoring, and biodiversity assessment. Develop strategy for an environmental awareness campaign.	Continue to secure funding, execute assistance agreements and to acquire equipment and contract for services as funding is available. Complete strategy for building environmental awareness that includes public relations, media, and outreach to private environmental groups.	(1%)

Improve the Environment

POC

Key Task

1 January - 31 March (Q1) 2004

1 April - 30 June (Q2) 2004

1 July - 31 September (Q3) 2004 onwards

Status Narrative

(b)(5)

4 Strengthen Iraq's Environmental Governance Capacity

- 1 Begin systematic inventory and review of adopted environmental standards and regulations.
- Complete inventory and review of adopted environmental standards and regulations.

5 Build Environmental Governance amongst Ministries at National and local levels.

- 1 Convene "Council of Environment" chaired by Minister of Environment with members from 14 key ministries.
- Establish working relations with staff responsible for environmental concerns in each "Council of Environment" Ministry.
- Develop a capacity building plan for all staff sections.

(b)(5)

~~For Official Use Only~~

Improve the Environment

POC

Key Task

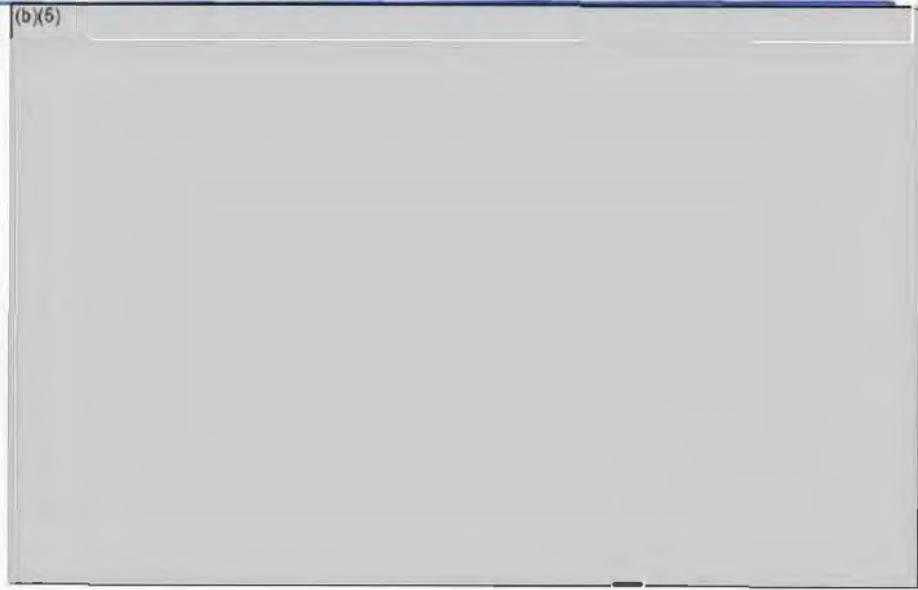
1 January - 31 March (Q1) 2004

1 April - 30 June (Q2) 2004

1 July - 30 September (Q3) 2004 onwards

Status Narrative

(b)(6)



ECONOMY

ECONOMY

CPA Strategic Plan - Economy

Endstate

Financial market structures, operational 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.

Build Financial Market Structures

Key Task				POC
	1 January - 31 March (Q1) 2004	1 April - 30 June (Q2) 2004	1 July - 30 September (Q3) 2004	
1 Build Financial Market Structures				(b)(6)
1  Modernize the Central Bank				
1.1 Revision of Central Bank law and regulations	Principles of Central Bank law and regulations			
1.2 Development of a Monetary Policy Framework	Development of a Monetary Policy Framework			
1.3 Begin building bank supervisory regime.	Complete supervisory structure.			
1.4	Adopt internationally recognized accounting procedures.			
1.5 Begin release of certain key statistical indicators	Begin release of certain key statistical indicators.			
1.6	Establish government securities market.			
2  Commercial Banking System				
2.1 Foreign bank license candidates announced.	Foreign bank license candidates announced.			
2.2	Launch bankers' training institute.			
2.3 Complete initial training of bank credit	Complete initial training of bank credit			

Key Task

Build Financial Market Structures

POC

Key Task	1 January - 31 March (Q1) 2004	1 April - 30 June (Q2) 2004	1 July - 30 September (Q3) 2004 Onwards	Status Narrative
	departments.	departments.	(Ex)	
4	Implement initial interbank payment system.	Substantial progress towards completion of initial interbank payment system.		
5	Complete draft banking law regulations.	Issue implementing regulations for commercial bank law.		
6	Complete study of state banks.	Substantial progress on state bank modernization.		
7		Implement banking procedures for Interbank payment system by Jun 04.		
3	↑  Re-establish Baghdad Stock Exchange			
1	Reopen stock exchange at temporary location. Install electronic trading system. In Q1 2004 with CPA order. Install depository with direct link to New York.			
2	Draft Securities Law by GO in Feb.	Sign new securities law		
3		Open stock exchange		
4	 Restructure National debt			

Build Financial Market Structures

Key Task

POC

1 January - 31 March (Q1) 2004

1 April - 30 June (Q2) 2004

1 July - 30 September (Q3) 2004 Onwards

Status Narrative

- 1 Begin coordination with USG agencies to obtain debt reduction.

- Begin coordination with USG agencies to obtain debt reduction.

(b)(5)

Key Task

POC

Develop Transparent Budgeting and Accounting Arrangements

1 January - 31 March (Q1) 2004

1 April - 30 June (Q2) 2004

1 July - 30 September (Q3) 2004 Onwards

Status Narrative

2 Develop Transparent Budgeting and Accounting Arrangements

1 Redraft and Execution of 2004 Budget

- | | |
|--|--|
| <p>1 Coordinate with Ministry to carry-over unexpended 2003 funds</p> | <p>Develop 2005 budget baseline and initial 2004 priority assessment.</p> |
| <p>2 Issue the 2004 Revised Iraqi Budget approved. Issue areas: Oil revenue estimates, creation of new ministries, wage estimates, fuel imports.</p> | <p>Publish instructions for mid-year review of 2004 budget.</p> |
| <p>3 Devise a unified capital and recurrent budget planning process with the Ministers of Finance and Planning. Train teams</p> | <p>Provide Transitional Iraqi Government with budget based on responsible fiscal position (in balance through fiscal year)</p> |

0/0

0/0

Develop Framework for Sound Public Sector Finances and Resource Allocation

Key Task

POC

1 January - 31 March (Q1) 2004

1 April - 30 June (Q2) 2004

1 July - 30 September (Q3) 2004 onwards

Status Narrative

3 Develop Framework for Sound Public Sector Finances and Resource Allocation

(b)(6)

1 Increase Capacity of Ministries of Finance and Planning to Manage Public Resources

- | | | | |
|---|---|---|--------|
| 1 | Implement 2004 budget using existing systems, but phase in new systems. Financial Management Information System (FMIS) system implementation beginning in March 2004. | Conduct 2004 mid-year review | (b)(6) |
| 2 | Conduct review of fiscal budget expenditure and control systems. | Develop recommendations and implement changes | |
| 3 | Establish training programme and sessions with the IMF, World Bank and other donors. | Continue capacity building training programs and sessions with the IMF, World Bank and other donors | |

2 Increase International Coordination to Manage Foreign Assistance

- | | | | |
|---|-------------------------------|------------------------------|--|
| 1 | Continue plan implementation. | Continue plan implementation | |
|---|-------------------------------|------------------------------|--|

Private Sector Initiatives

Key Task

POC

1 January - 31 March (Q1) 2004

1 April - 30 June (Q2) 2004

1 July - 30 September (Q3) 2004 onwards

Min of Maritime

4 Private Sector Initiatives

 **Streamline existing commercial code/regulations**

- 1 Revisions to Company Law 21 will be signed into law
 Continued revisions of all laws affecting business development (i.e., bankruptcy, commerce code, business licensing, etc.)
 Second round of changes to Company Law to be issued

(b)(5)

2 Streamline corporate registration process

- 1) Work with MOT and OGC to release instructions to be issued by Minister of Trade regarding registration of corporate entities
 2) Work with Ministry of Trade to implement systems to ensure process of registration becomes easier over time

Final implementation by USAID/GearingPoint of new systems at registrar (who is the enforcer of many corporate laws) to allow streamlining of operations.

 **Facilitate lending to private businesses.**

- 1 Facilitate new bank startups, particularly increased activity on collecting deposits
 Same as C1

- 2 Rehabilitation of Reliant and Prudential Banks; Continue to support projects (including

Continuation

Private Sector Initiatives

PDC

Key Task	1 January - 31 March (Q1) 2004	1 April - 30 June (Q2) 2004	1 July - 30 September (Q3) 2004 Onwards	Status Iterative
	management and credit training and systems improvement. These projects will require at least a year to work through.			
2. Pursue opening of International Finance Corporation credit facility - Urge rapid IFC deployment of an approximately \$170 million credit facility for small and medium sized enterprises.		Continuation		
			1/1/04	
1. a. Assist Citigroup and OPIC in establishing a \$350 million letter of credit facility targeted toward private sector business. Seek allocation of 25% of Ministry letter of credit business to pass through private banks. b. strive to have facility up and running.	a. Assist Citigroup and OPIC in establishing a \$350 million letter of credit facility targeted toward private sector business. Seek allocation of 25% of Ministry letter of credit business to pass through private banks. b. strive to have facility up and running.			
5. b. Finalize selection and documentation of HQD and other implementation partners	b. Finalize selection and documentation of HQD and other implementation partners			
6. 7. To establish direct lending program in which specially selected and centralized credit evaluation teams make SME loans directly in partnership with local lending institutions or other fund providers. Ensure effective use of credit evaluation teams in pursuit of lending opportunities.	7. To establish direct lending program in which specially selected and centralized credit evaluation teams make SME loans directly in partnership with local lending institutions or other fund providers. Ensure effective use of credit evaluation teams in pursuit of lending opportunities.	Continuation.		
7. a. Insure interim credit availability for mainstream private sector - Green b. Deploy pre-credit evaluation teams and begin finding and evaluating lending opportunities c. Ensure effective use of credit evaluation teams in pursuit of lending opportunities	a. Insure interim credit availability for mainstream private sector - Green b. Deploy credit evaluation teams and begin finding and evaluating lending opportunities c. Ensure effective use of credit evaluation teams in pursuit of lending opportunities			
8.			Lead to a company	
3	 Technical Assistance for SMEs			
1	Develop educational programs and affiliation groups and business associations.	Select partners and begin implementation of programs.		
4	 Iraqi Participation in Reconstruction Subcontracts			

Private Sector Initiatives

POC

Key Task

	1 January - 31 March (Q1) 2004	1 April - 30 June (Q2) 2004	1 July - 30 September (Q3) 2004 onwards	Status Report
1	Implement plan to ensure communication between contractors and Iraqi businesses. Develop website information regarding conferences, contract awards, etc.	Oversee plan.	(O)(S)	
5	Business development. 1 Develop Foreign Investment - International outreach mailings to potential investors with materials on investing in Iraq, and develop and high road shows to encourage potential foreign investors. 2 Develop plan for support of DEX and obtain concurrence for implementation. The Ministry of Trade will work with the PSDG, CITEP, CPA, and other relevant agencies to issue a transition ministry support plan to ensure the success of the DEX event. 3 Ensure implementation of the revised registration process by the Ministry of Trade. 4 Transition Iraqi Business Center to Training Point/Improve Trade Fair for DEX. Work with BusinessPoint to seamlessly assume control of the Iraqi and Baghdad Business Centers. Full launch of Iraq Business Guide and Iraqi Business Directory database designed to assist small-medium sized Iraqi enterprises obtain PMO subcontracting. 4. Initiate work with NGOs- JumpStart- on clean-up of the International Trade Fair grounds and ensure continued work on renovations in the temporary offices for the Ministry of Trade begin as scheduled. Finalize attendees and support effort for DEX/May-04 PMO meeting. Working in consultation with the x-functional team supporting the DEX show, ensure implementation of the plan is underway such	Continue to follow up on inquiries from foreign investors. Transition to PSD group in Ministry of Trade. Organic support for PMO effort. Establish and execute targeted events through the Trade Fair Company focused on achieving the goals of the PMO. Events include direct training for Iraqi subcontractors hosted jointly by CPA-PMO, the Ministry of Trade and local business associations or NGOs. 1. Achieve measurable success for business center interaction with PMO Achieve 1,000+ registered Iraqi subcontractors on Iraq Business website. Achieve 100+ registered companies that obtain PMO contracts. 2. Expand services of Iraqi Business Center, continue PMO outreach and develop close partnership with local business associations. Operate private sector business center with local business association and conduct coordinated capacity building efforts for local associations. Expand services of Ministry of Trade Iraq Business Center so that it becomes a truly one-stop shop for international businesses wishing to invest in Iraq. 1. Transfer of authority of Iraqi Business		

Private Sector Initiatives

Key Task			POC	
	1 January - 31 March (Q1) 2004	1 April - 30 June (Q2) 2004	1 July - 30 September (Q3) 2004	Status Narrative
1. Ensure that the CJTF-7 security plan is in place, key attendees and exhibitors are invited and planning to attend, targeted grants from FEDG are awarded, and finally that the STO&TQCOMM plan is proceeding.		Center to Ministry of Trade employees and Business Center to FSG Convention center.		
2. Support DBX event/Move Business Centers from Convention Center				
Carry out the action plan for support of the DBX event.				
Physically move the offices of the business centers from the convention center to the MIM building at the Trade Fairgrounds				

Commence Reform of Tax System

Key Task

POC

1 January - 31 March (Q1) 2004

1 April - 30 June (Q2) 2004

1 July - 30 September (Q3) 2004 onwards

Status: Not Yet

5 Commence Reform of Tax System

 **Reform Tax Rates**

- 1 Order Governing Council acceptance of tax policy (15% maximum individual rate) Institute assessment mechanism to ensure the fair collection of tax revenues.
- 2 Work with Audit Advisors and DITFZ on implementation of Reconstruction Levy Implement individual and business Taxpayer Identification Number system.

(b)(5)

Proceeds of Tax Committee

Key Task

Remove Subsidies/Develop Social Safety Net

POC

1 January - 31 March (C1) 2004

1 April - 30 June (C2) 2004

1 July - 30 September (C3) 2004 Onwards

Status Narrative

6 Remove Subsidies/Develop Social Safety Net**1 Develop Energy Subsidy Reform Plan.**

- 1 Continue to discuss appropriate timing and Ongoing parameters with MCT, UNDP and OC. Implement if appropriate.

2 Strengthen Food Security controls on PDS System until monetization is implemented

- 1 Enlist the assistance of WFP to manage the Pipeline and food transport until MCT capacity is improved.

WFP to procure 3 month buffer stock of the PDS system by 31 Mar.

Action To be taken to Improve Capacity

Improve the management of the food distribution system

Institute new reporting and tracking procedures to ensure greater accuracy and consistency to ensure a standardized reliable data set.

The maintenance of safe high quality foodstuff is essential for the PDS, and all procurement criteria will be reviewed to ensure that modern internationally accepted guidelines are established which protect the health and wellbeing of the Iraqi people. The sampling and testing protocols will be reviewed and the food testing laboratories subjected to an accreditation and certification process.

The timely delivery of PDS foodstuffs is a critical element in the management of the PDS, and there have been past supply shortfalls due to logistical problems. These challenges are being identified, and plans developed to improve the efficiency of the system to ensure end user suppliers receive their goods as required.

Supplier reliability is a key issue in the efficacy of the food delivery pipeline and instances of late delivery, delays and non-

(C1)

(C2)

(C3)

Remove Subsidies/Develop Social Safety Net

POC

Key Task

1 January - 31 March (Q1) 2004

1 April - 30 June (Q2) 2004

1 July - 30 September (Q3) 2004 Onwards

Status Narrative

delivery have compounded the challenges of maintaining a secure food distribution system. Actions will be taken to ensure a greater emphasis is placed on supplies in the contractual and management phases.

Improve inventory management system

With 140 flour mills and more than 200 storage warehouses it is essential to ensure the inventories are closely managed and goods and commodities are accurately tracked to ensure availability to end point consumers.

Provide Training to the MGT comprising section in operational procurement procedures.

(b)(5)

Key Task

POC

Implement Policy Towards State Owned Enterprises (SOEs)

Key Task	1 January - 31 March (Q1) 2004	1 April - 30 June (Q2) 2004	1 July - 31 December (Q3) 2004 & Ongoing	Status Narrative
7 Implement Policy Towards State Owned Enterprises (SOEs)				
1  Return SOEs to pre-war operating levels, where appropriate	<p>1 Return SOEs to pre-war operating levels, where appropriate a. Continued progress of SOEs returning up to normal operating levels. Salaries will be subsidized indirectly. Subsidies will not be removed.</p> <p>2 Continued progress of SOEs standing up to normal operating levels.</p> <p>4 SOEs are facing hard budget constraints and are taking steps to alleviate pressures. These steps include the circuit of leasing of property of many unprofitable SOEs. Need to re-evaluate current SOE strategy based on current political constraints</p>	<p>Return SOEs to pre-war operating levels, where appropriate a. Continued progress of SOEs standing up to normal operating levels. Salaries will be subsidized indirectly. Subsidies will not be removed.</p> <p>Continued progress of SOEs standing up to normal operating levels.</p> <p>SOEs are facing hard budget constraints and are taking steps to alleviate pressures. These steps include the circuit of leasing of property of many unprofitable SOEs. Need to re-evaluate current SOE strategy based on current political constraints</p>	(b)(5)	
2  Find sources for financing their short term working capital and investment requirements - (leasing).	<p>1 Improve monitoring system to track performance of SOEs</p> <p>3  Hard Budget Constraints</p> <p>1 Need to re-evaluate current SOE strategy based on current political constraints</p> <p>2 Examine restructuring state owned insurance companies</p> <p>4  Develop Restructuring Plan for SOEs</p>	<p>1 Improve. Minimize reporting intervals.</p> <p>3 Continue to avoid restructuring actions as far as possible.</p> <p>2 Examine restructuring state owned insurance companies.</p> <p>4 Need to re-evaluate current SOE strategy based on current political constraints</p>	(b)(5)	

Design Oil Trust Fund

Key Task

POC

1 January - 31 March (Q1) 2004

1 April - 30 June (Q2) 2004

1 July - 30 September (Q3) 2004 Onwards

Status Narrative

8 Design Oil Trust Fund

(b)(5)

1  **Proposal for Oil Trust Fund**

1 Continue exploration and analysis of options. Continue exploration and analysis of options.

2 Conduct assessment of OPEC regimes to develop a model for Iraq. Conduct assessment of OPEC regimes to develop a model for Iraq.

Lay Foundations for an Open Economy

POC

Key Task

1 January - 31 March (Q1) 2004

1 April - 30 June (Q2) 2004

1 July - 31 September (Q3) 2004

Status Narrative

9 Lay Foundations for an Open Economy**1 Provide IG Staff Capability**

- 1.1 Identify candidates for CPA Review
- 1.2 Recruit and Install IG
- 1.3 Develop and Implement Program

2 Trade bank

- 2.1 Complete negotiations with Export Credit Agencies (ECAs) of numerous willing OECD countries for an estimated US\$2.4 billion in credit for commodity and capital goods imports. ECAs await legally constituted entity prior to seeking board approval. Banking Consortium can issue Letters of Credit for procurement by Iraqi ministries and CPA.

3 WTO Observer Status

- 3.1 February 1: Relevant Iraqi Officials (RIO) in each ministry named
- 3.2 February 15: Initial meeting discussion with each RIO concluded

The WTO accession process requires every type of Iraqi law that regulates any part of commerce be brought into compliance with what will be Iraq's WTO obligations. This will involve audit and revision of laws under the umbrellas of nearly all of Iraq's ministries including, but not limited to, the ministries of Trade, Finance, Interior, Transportation & Communication, Industry & Minerals, Agriculture, Foreign Affairs, National Standards, Oil, Justice, Culture, Central Bank, Public Works, and Planning. At the same time, much of Iraq's pre-war law is not available from any one central source. This is particularly true of regulatory law promulgated by the ministries themselves – as opposed to statutory law promulgated by a legislature, or executive orders issued by the nation's executive. As a consequence, it will be necessary to have an Iraqi official within each ministry named to be the POC for information

May 1: Report on audit of existing relevant laws completed

Once the laws are assembled, in English, in a database, they must be audited for non-compliance with what will be Iraq's WTO treaty obligations. The audit report will isolate each non-compliant aspect of each non-compliant statute, regulation or procedure, and describe the nature of the revisions needed to bring the provision into compliance. In some cases, certain categories of rules may be discussed in the report in groups.

June 1: Revised model laws compiled and distributed to ILO

Text will be drafted for revision or replacement of legal provisions identified as needing to be brought into compliance. Generally, the drafters will seek to achieve WTO obligation compliance with the minimum possible revision. In specific cases where CPA or Iraqi Ministries seek to revise existing law beyond that which is necessary for WTO compliance, the CPA and Iraqi Ministries

Key Task

Lay Foundations for an Open Economy

POC

1 January - 31 March (Q1) 2004

1 April - 30 June (Q2) 2004

1 July - 31 September (Q3) 2004 Oceanside

Status Narrative

under audit, drafting of new laws, and for organizing support within the ministry for enactment of the new laws.

March 15: All relevant law and procedure assembled and translated

As noted above, much of Iraq's pre-war law is not available from any one central source. Law from a myriad of disparate sources, including regulatory law promulgated by individual ministries will need to be assembled, after which much of it will need to be correlated and put into an electronic database.

should be in consensus, should be prepared to evidence a likelihood of general support for the additional revisions, and will be responsible to provide the draft text.

June 7: Convenes Inter-ministerial committee CPA SAs, Iraqi Ministers, Iraqi NGOs, CPA GC

This will be an opportunity for CPA SAs, incl NGOs, CPA General Counsel's office to discuss the upcoming promulgation processes, prior to selection of the CPA. Potential substantive and procedural obstacles to promulgation will be presented and discussed. Fore sight in these regards will require speculation as to the future make-up and procedures of the incoming Transitional/Interim Government. But, it will serve as an assessment of prospective issues for what will be the next phase of the WTE process. Enactment statutory changes, and promulgation regulatory and procedural changes.

June 30: Tasks above not completed on schedule.

4

TBD

5

Draft Intellectual Property law to GC by Apr 15 '04

6

Develop Framework for Collateralizing Movable and Immovable Property

1

Pursue National Strategy for Human Resource Development

Key Task		1 January - 31 March (Q1) 2004	1 April - 30 June (Q2) 2004	1 July - 30 September (Q3) 2004 onwards	Status Narrative	POC
10	Pursue National Strategy for Human Resource Development					
1	↑  Begin work to employ 100,000 workers in Public Works programs around the country.	Conduct national survey.	Conduct national survey.			
2	Commence training of vocational educators once survey results have been analyzed.	Commence training of vocational educators once survey results have been analyzed.				
3	Complete renovations for 250 vocational/adult educational institutions, including resources for basic skills.	Complete renovations for 250 vocational/adult educational institutions, including resources for basic skills.				

~~Confidential~~

Maintain and Strengthen Iraq's Science and Technology Base

Key Task

POC

1 January - 31 March (Q1) 2004

1 April - 30 June (Q2) 2004

1 July - 30 September (Q3) 2004 Onwards

Status: Not Started

11 Maintain and Strengthen Iraq's Science and Technology Base

1

 **Energy Research and Development:** This enterprise will harness the expertise of Iraq's scientists to develop new technologies to maximize the potential of current fossil fuel production, and to research and develop alternative energy sources.

1

Renovate and establish the old Al Tusaithis facility as not only a research facility for development of energy technologies, but also to help emerging manufacturing and production companies overall. Develop the site for showcasing public-private partnerships and new technology.
- 30 June 50% Completion of reconstruction research a Research Facility
- Tusaithis Diyala River Bridge reconstruction completed

Renovate and establish the old Al Tusaithis facility as not only a research facility for development of energy technologies, but also to help emerging manufacturing and production companies overall. Develop the site for showcasing public-private partnerships and new technology.
- 30 June 50% Completion of reconstructing Tusaithis Research Facility
- Tusaithis Diyala River Bridge reconstruction completed

(b)(5)

2

Examine emerging technologies in the alternative energy fields of solar and wind power with the ultimate objective of assisting its remote communities in the desert by supplying their energy needs with these alternative sources.

Examine emerging technologies in the alternative energy fields of solar and wind power with the ultimate objective of assisting its remote communities in the desert by supplying their energy needs with these alternative sources.

2

Export these new technologies to other countries that are in need of solar and wind energy.
 **Environmental Protection:** Establish standards, monitor conditions, and conduct remediation in order to protect human health and safeguard the environment.

Export these new technologies to other countries that are in need of solar and wind energy.

(b)(5)

2

Develop and resource pollution prevention programs to forestall any further contamination.
- 21 Jan. Sign Raytheon Contract, begin training four Radiological Collection Teams.
- 10 Feb. Begin removal of radiological material under Raytheon Contract

Four local Radiological Collection Teams continue to retrieve radioactive sources throughout out Iraq under the Raytheon contract. The contract is currently due to expire on 16 June 04.

2

To meet its international obligations under the Nuclear Nonproliferation Treaty, serve as the technical interface and liaison with:

Create a independent Iraqi Radioactive Source Regulatory Authority. The new authority will serve as the technical interface

Maintain and Strengthen Iraq's Science and Technology Base

PDR

Key Task

1 January - 31 March (Q1) 2004

1 April - 30 June (Q2) 2004

1 July - 30 September (Q3) 2004 Onwards

Status Narrative

<p>International monitoring agencies such as the International Atomic Energy Agency (IAEA). - Coordinate with the new CPA Office of Nonproliferation to monitor and amply scientists.</p> <p>3 Serve as the responsible body for assuring the proper use of radioactive materials for legitimate medical and industrial uses.</p> <p>4 Train, educate, and maintain proficiency of HAZMAT teams to the proper standards in order to assess, collect, process, and dispose of hazardous waste. Train and equip first responder medical teams to respond to a hazardous or toxic material event. - 30 Jan, Sign contract with Western Solutions, begin training of HAZMAT Teams.</p> <p>5 Establish consultancy with other ministries concerning environmental issues.</p> <p>6 Develop capabilities to use licensed technology to establish desalination plants in order to alleviate severe salinity problems in Iraq's rivers. Examine technologies to aid in environmental clean-up and to enhance waste treatment capabilities in order to reduce microbial and chemical contaminant level to at or under established standards. Conduct research on aspects of water chemistry for practical applications in Iraq's water systems.</p> <p>7 Conduct environment impact assessments and a survey of environmental damage due to the various WMD projects.</p>	<p>and liaison with international monitoring agencies such as the IAEA.</p> <p>IISRA serve as the responsible body for assuring the proper use of radioactive materials for legitimate medical and industrial uses.</p> <p>Train, educate, and maintain proficiency of HAZMAT teams to the proper standards in order to assess, collect, process, and dispose of hazardous waste. Train and equip first responder medical teams to respond to a hazardous or toxic material event. - 30 Jun, Sign contract with Western Solutions, begin training of HAZMAT Teams.</p> <p>Establish consultancy with other ministries concerning environmental issues.</p> <p>Develop capabilities to use licensed technology to establish desalination plants in order to alleviate severe salinity problems in Iraq's rivers. Examine technologies to aid in environmental clean-up and to enhance waste treatment capabilities in order to reduce microbial and chemical contaminant level to at or under established standards. Conduct research on aspects of water chemistry for practical applications in Iraq's water systems.</p> <p>Conduct environment impact assessments and a survey of environmental damage due to the various WMD projects.</p>	<p>(Ongoing)</p>
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Maintain and Strengthen Iraq's Science and Technology Base

POC

Key Task	1 January - 31 March (Q1) 2004	1 April - 30 June (Q2) 2004	1 July - 30 September (Q3) 2004 Onwards	Status Narrative
9	Construct and staff radiological and chemical waste sites. Conduct research into suitable forms of recycling waste products.	Construct and staff radiological and chemical waste sites. Conduct research into suitable forms of recycling waste products.	(b)(5)	
3	←  Center for Industrial Development: Establish suitable facilities for private commercial enterprises to use for the purpose of exploring new technologies and industrial processes. This goal is key to the overall goal of encouraging a free-market economy that can compete in world markets.	1 To promote the development of infrastructure that is necessary to conduct trade in goods and services. 2 Benchmark performance of industrial processes against established standards. 3 Build capacity of academic, non-government and government institutions to support specific industrial enterprises. 4 Conduct research and development on industrial processes.	Conduct research and development on industrial processes.	(b)(5)
4	←  Information and Electronics Technology: Modernize this critical area in order to help in Iraq's economic recovery and to streamline the operations of the government and business.	1 Establish network interfacing of hardware and software.	Establish network interfacing of hardware and software.	(b)(5)

Maintain and Strengthen Iraq's Science and Technology Base

POC

Key Task

1 January - 31 March (Q1) 2004

1 April - 30 June (Q2) 2004

1 July - 31 September (Q3) 2004 Onwards

Status Narrative

(b)(5)

- 1. Digitize critical data records and the creation of government wide data bases and modernize banking and financial data bases. Digitize critical data records and the creation of government wide data bases and modernize banking and financial data bases.
- 2. Establish uniform or compatible software standards for use by the government. Establish uniform or compatible software standards for use by the government.
- 3. Improve business processes to maximize the potential of technology. Improve business processes to maximize the potential of technology.

4.  **Agriculture and Food Technology:** For Iraq to stabilize its society and grow economically, the MoST must facilitate the redirection and refurbishment of the agriculture and food production capabilities of the country.

Maintain and Strengthen Iraq's Science and Technology Base

POC

Key Task

1 January - 31 March (Q1) 2004

1 April - 30 June (Q2) 2004

1 July - 30 September (Q3) 2004 onwards

Status Narrative

- 1 Facilitate obtaining international expertise to assist in refurbishment of the agriculture sector.

- ✓ Restart previous experiments with cobalt in food sterilization, genetically modified grains to withstand local diseases, and examine various other microbiological applications.

This is a major project which will require significant investment in the future. Donor project proposal in work.

(b)(5)

- 1 Study new ways of managing Iraq's declining fish stocks that are being depleted through overfishing and reduced production as a result of pollution.

Requesting assistance from the Japan International Agency (JICA), an international donor, for assistance in increasing Iraq's fish stocks. Expect proposal to be submitted in June.

Maintain and Strengthen Iraq's Science and Technology Base

Key Task

POC

1 January - 31 March (Q1) 2014

1 April - 30 June (Q2) 2014

1 July - 30 September (Q3) 2014

Status Narrative

(b)(5)

6

Materials and Chemistry Center: Support the emerging private sector by researching and developing advanced material technologies.

- 1 Investigate potential solutions and processes that require the studies of available raw and processed materials and the commercial viability of supporting technologies.
Investigate potential solutions and processes that require the studies of available raw and processed materials and the commercial viability of supporting technologies.
- 2 Facilitate in bringing in outside expertise to assist in development of emerging material technologies.
Facilitate bringing in outside expertise to assist in development of emerging material technologies.
- 3 Assist in developing technologies that maximize the potential of quality raw materials for the ceramics and glass industries. This applies to both the building material sector and products for household use.
Assist in developing technologies that maximize the potential of quality raw materials for the ceramics and glass industries. This applies to both the building material sector and products for household use.

(b)(5)

Maintain and Strengthen Iraq's Science and Technology Base

POC

Key Task

1 January - 31 March (Q1) 2004

1 April - 30 June (Q2) 2004

1 July - 30 September (Q3) 2004 onwards

Status Narrative

- 4 Develop appropriate construction technology and better materials with a higher insulation factor to partially offset the very hot Iraqi weather. This effort can bring cheaper and better housing to Iraq, and alleviate the critical housing shortage.
- 5 Enhance knowledge about new technologies that, coupled with preprocessing, can turn iron and bauxite ores into economically viable raw materials.
- 6 Enhance knowledge about new technologies that, coupled with preprocessing, can turn iron and bauxite ores into economically viable raw materials.

(b)(5)

- 7 ↑ Capacity Building: Establish Office of the Inspector General, Start Anti Corruption Training
Establish the Office of the Inspector General

(b)(5)

- 8 Conduct Anti Corruption Training

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

Key Task				POC
	1 January - 31 March (Q1) 2004	1 April - 30 June (Q2) 2004	1 July - 30 September (Q3) 2004 Onwards	
12 Initiate Public Sector Management Reform (See also Governance Obj 8)				(b)(6)
1 Civil Service Salary Review				

GOVERNANCE

GOVERNANCE

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.

Key Task	Support Role of Governing Council (GC)			POC
	1 January - 31 March (Q1) 2004	1 April - 30 June (Q2) 2004	1 July - 30 September (Q3) 2004 onwards	
1 Support Role of Governing Council (GC)				
1 Support Role of Governing Council				
1 Act as interface between CPA and GC on issues of concern.	Act as interface between CPA and GC on issues of concern.			
2 Respond to GC requests for information	Respond to GC requests for information			
3 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	Continue to work with GC on interface between Interim ministers and GC. Facilitate increasing responsibility for ministers to the GC and their ministers.			
4 Monthly meetings between CPA/Governance, Regional and Governorate Coordinators, and Division Commanders to communicate plans and policies of GC	Monthly meetings between CPA/Governance, Regional and Governorate Coordinators, and Division Commanders to communicate plans and policies of GC			
5 GC constituent centers operating independently	GC constituent centers operating independently			
6 Support GC De-Baathification Commission as needed	Support GC De-Baathification Commission as needed			

Key Task	Develop Civic Participation in Governance			POC
	1 January - 31 March (Q1) 2004	1 April - 30 June (Q2) 2004	1 July - 30 September (Q3) 2004 (Ends)	
2 Develop Civic Participation in Governance				
1  Develop Indigenous polling capacity	1 Ongoing; sustainable polling organizations operating	1 Ongoing; sustainable polling organizations operating	(b)(6)	
2				
3	Continued programming on polling methodologies, case build creation and sampling ongoing with two polling organizations.	Continued programming on polling methodologies, data field creation and sampling or polling with two polling organizations.		
4	Continue grant to indigenous organizations	Continue grant to indigenous organizations		
2  Provide women and youth with the skills necessary to become important participants in the political process	1 Ongoing exchanges	1 Ongoing exchanges	(b)(6)	

Develop Civic Participation in Governance

Key Task

POC

1 January - 31 March (Q1) 2004

1 April - 30 June (Q2) 2004

1 July - 30 September (Q3) 2004 onwards

Status Pending

- 2 Encourage women to participate in the electoral process by providing political skills training.

Continue to encourage women to participate in the electoral process by providing political skills training through expert NGOs.

(b)(5)

3



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

Support civil society development centers in conjunction with democracy centers; provide infrastructure helping to ensure long-term sustainability.

(b)(5)

Develop Civic Participation in Governance

Key Task

POC

1 January - 31 March (Q1) 2004

1 April - 30 June (Q2) 2004

1 July - 31 August 30 (Q3) 2004

Global Name/Re

- 2 Provide for NGO groups to meet, network through establishment of civil society resource centers.
- Support permanent NGOs that provide technical and material assistance.
- Continue to provide for NGO groups to meet, network through establishment of resource centers.

4 ↑ Develop civic education programs promoting electoral participation and democratic ideals

- 1 Develop and disseminate democracy materials for town hall and multiple local discussion groups; continue to distribute literature in a box.

Continue to support civics programs in all governments.

(b)(5)

Develop Civic Participation in Governance

POC

Key Task

1 January - 31 March (Q1) 2004

1 April - 30 June (Q2) 2004

1 July - 30 September (Q3) 2004 onwards

Status Narrative

(b)(5)

- 2 Produce and distribute public information materials on Transitional Administrative Law Continue to promote education and debate on the TAL...

- 3 Promote education and debate on the Transitional National Assembly.

5 Build capacity for civil society conflict prevention & mitigation (CPM)

- 1 Plan, approve, fund and implement programs: Plan, approve, fund and implement programs: Transition to local control

(b)(5)

Develop Civic Participation in Governance

Key Task

POC

1 January - 31 March (Q1) 2004

1 April - 30 June (Q2) 2004

1 July - 30 September (Q3) 2004 - Canada

Status Narrative

(b)(5)

Develop Framework and Capacity for Elections

Key Task

POC

1 January - 31 March (Q1) 2004

1 April - 30 June (Q2) 2004

1 July - 30 September (Q3) 2004 onwards

Status Narrative

(S)

3 Develop Framework and Capacity for Elections

1 ↑ [Green] Support creation of National Independent Electoral Commission

- 1 Set up an independent election administration, create voters' list, prepare for elections.
- Continuing support needed for election administration preparation (b)(5)

2 ↑ [Green] Promote scopes of work and operational linkages between national, regional and local level election administration authorities

- 1 Technical assistance through International NGOs and multilateral organizations to provide assistance to Interim Election Commission to authorize development of regional electoral infrastructure and provide technical assistance to local electoral commission for constitutional referendum. Roving technical assistance for election observation by indigenous and international organizations
- Continue as required to provide technical assistance to local electoral commission for constitutional referendum. Roving technical assistance for election observation by indigenous and international organizations (b)(5)

Support Development of Sustainable Political Parties/Associations

Key Task

PDC

1 January - 31 March (Q1) 2004

1 April - 30 June (Q2) 2004

1 July - 30 September (Q3) 2004 Unearmarked

Status Narrative

4 Support Development of Sustainable Political Parties/Associations

(6/6)

1 Support development of political associations

- 1 Coordinate political party building programs with NED, IRI, NDI; party building programs expand.
- 1 Launch political party building program outcome

(0/0)

- 2 Set up democracy support centers for training and party organization Continue to expand and support 7democracy centers? to provide material support to political movements and associations in at least six governorates
- 3 Promote local and regional party Develop regional and local political party

Support Development of Sustainable Political Parties/Associations

POC

Key Task	1 January - 31 March (Q1) 2004	1 April - 30 June (Q2) 2004	1 July - 30 September (Q3) 2004 onwards	Status Narrative
	organizations that support national political movements	organizations that run candidates for elections. Aim to enable active national, regional and local political associations that reflect the will of constituents	(LX5)	

Promote Respect for Human Rights

Key Task

POC

1 January - 31 March (Q1) 2004

1 April - 30 June (Q2) 2004

1 July - 30 September (Q3) 2004

Status Narrative

5 Promote Respect for Human Rights

1  **Educate on human rights issues**

- 1 ORTIIU conducts training programs in partnership with Human Rights Ministry

Start education and training at school, civic and government levels. Train-the-trainers in providing this training. Harmonize training programs under Human Rights Ministry.

(b)(5)

- 2 Increase Iraqi press coverage. Human Rights Human Rights Minister to establish a Human Rights Minister to establish Press office.

2  **Preserve documentation of past atrocities, raise awareness, and promote reconciliation**

- 1 Begin nationwide use of CPA document database and witness testimony collection programs. Train Human Rights Ministry personnel in this function.

Transition of CPA programs to collect documents and testimony over to the IST or Ministry of Human Rights for long-term reconciliation, historical record, location of missing persons and investigations.

(b)(5)

- 2 Collect information from military units and Collect and transfer former regime documents

Promote Respect for Human Rights

Key Task

POC

1 January - 31 March (Q1) 2004

1 April - 30 June (Q2) 2004

1 July - 30 September (Q3) 2004 Outcomes

Status Narrative

have this information forwarded to CPA. Store in document and evidence facilities assigned to the Ministry.

to central site for processing to support IST and human rights purposes.

(b)(3)

3 CHRTJ and Human Rights Ministry jointly hold training. Document processing begins at Documents in Documents Warehouse, Document Warehouse.

CHRTJ holds training and processes documents in Documents in Documents Warehouse, Document Warehouse.

4 Develop and seek international funding for memorials. Once Supplemental Funding arrives complete planning for Abu Ghraib memorial with NGOs and Ministry.

Human Rights Ministry to carry process toward an memorial.

5 Develop Truth-revealing process.

Creation of a Truth Commission

6 Bring counseling programs to Iraq. Strengthen local capacity.

Ministry of Human Rights coordinate with programs for counseling. In order to be able to refer Iraqi identified through MoHR programs with problems.

3 ←  **Strengthen local capacity to investigate and address past atrocities.**

1 Begin exhumation of sites selected for full forensic investigation with international teams under CHRTJ. Continue training programs and prepare for community-led exhumations; begin to transfer training responsibilities to Ministry of Human Rights.

Begin full international forensic exhumations - begin transfer of this role to investigations Unit of IST. Human Rights Ministry to assist with community-led exhumations.

(b)(3)

2 Bring in international investigators. Perform renovations of site, and begin use. Bring evidence custodian to train Iraqis in evidence handling and to serve as senior evidence custodian for facility.

Continue investigations and strengthen local capacity. Continue use of investigative facility. Plan for eventual transfer to complete local run and led facility.

Promote Respect for Human Rights

Key Task

POC

1 January - 31 March (Q1) 2004

1 April - 20 June (Q2) 2004

1 July - 30 September (Q3) 2004 Ongoing

Status Narrative

4  **Iraq Special Tribunal for past atrocities and Iraqi Property Claims Commission for property disputes**

- 1 Seek funding for both the IST and begin work. Continue training and support for the IST to implement.

(b)(5)

2  IFGCC begins to function

5  **Human Rights Incorporated into Laws:**

- 1 Legal committee established within Ministry of Human Rights. Ministry of Human Rights lawyers actively engaged in Inter-Ministerial dialogue and with Governing Council Sub-Committee.

6  **Develop Role of Independent Human Rights NGOs and Media:**

- 1 Some sustainable human rights NGOs developed, providing services and operating with CPA and international support.
- 2 Have initial nationwide "Network" of Human Rights NGOs linked to media to begin to function together to accomplish human rights goals. Human Rights Minister to place this as key priority.

Human Rights NGOs are developing around Iraq, and are being supported through CPA and USAID funding and training programs. The Minister of Human Rights is actively engaged in supporting these efforts.

(b)(5)

Human Rights Minister to foster Independent "Network" of Human Rights NGOs and media.

7  **Establishment of a Human Rights Ministry**

- 1 Appoint IG and establish function. Bureau of Missing Persons, and legal Sub-committees developed. Refine organizational chart to reflect new missions. Budget increased.
- 2 Hire up to 150 personnel. Move into HR Ministry building. Ministry Conference Center and paved parking lot expected to open.
- 3 Minister begins regional travel. Develops PR. Minister builds International links.

Ministry establishes functioning Bureau of Missing Persons.

Assess current personnel & identify weaknesses. Hire additional qualified personnel. Regional offices planning begins.

~~For Official Use Only~~

Promote Respect for Human Rights

POC

Key Task	1 January - 31 March (Q1) 2004	1 April - 30 June (Q2) 2004	1 July - 30 September (Q3) 2004 Onwards	Status Narrative
	Representative position in Geneva. Assumes and sends key delegation to UN Human Rights Commission.		(b)(5)	
4	Minister actively participates with CHRTU staff in substantive matters on documentation, mass graves, NGO training and human rights education. Legal recommendations of Ministry sent to SC legal Sub-Committee on these topics.	Ministry takes over roles from CHRTU and begins to take ownership of all projects.		

Develop More Accountable and Responsive Local Government

POC

Key Task	1 January - 31 March (Q1) 2004	1 April - 30 June (Q2) 2004	1 July - 30 September (Q3) 2004 Onwards	Status Narrative
6 Develop More Accountable and Responsive Local Government				(b)(5)
1	Support the organization of citizens advisory councils per CPA models, with follow-on training in democratic practices, and/or support for interim representative bodies	Organization of citizens advisory councils per CPA models, with follow-on training in democratic practices, and/or support for interim representative bodies	(2)(5)	

~~For Official Use Only~~

Develop More Accountable and Responsive Local Government

Key Task

POC

1 January - 31 March (Q1) 2004

1 April - 23 June (Q2) 2004

1 July - 20 September (Q3) 2004 Outcome

Status Narrative

(b)(5)

Develop More Accountable and Responsive Local Government

POC

Key Task

1 January - 31 March (Q1) 2004

1 April - 30 June (Q2) 2004

1 July - 30 September (Q3) 2004 Onwards

Status Narrative

2 Develop more accountable and responsive local government

1 Provincial council refresh

Provincial council refresh ongoing

(b)(5)

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

1 Initial work with civic groups to encourage participation in local public affairs

Continue work with civic groups to encourage participation in local public affairs

(b)(5)

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

1 Basic training for professional budget preparation and transparent financial management

Basic training for professional budget preparation and transparent financial management continuing

(b)(5)

~~For Official Use Only~~

Develop More Accountable and Responsive Local Government

POC

Key Task	1 January - 31 March (Q1) 2004	1 April - 30 June (Q2) 2004	1 July - 30 September (Q3) 2004 Outcomes	Status Narrative
			(b)(5)	

~~For Official Use Only~~

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

Key Task	POC		
	1 January - 31 March (Q1) 2004	1 April - 30 June (Q2) 2004	1 July - 30 September (Q3) 2004 onwards
7 Initiate Public Sector Management Reform (See also Economy Obj 12)			
1  Assist development of Iraqi civil service management and training plans	1 Develop management and training plans in consultation with GO, Ministries and CPA	Ongoing management and training of Iraq Civil Service	(O)S
2  Promote ethical government, transparency and the accountability of officials	1 Establish transparency and anti-corruption curriculum for all government workers. Establish commission on Public Integrity.	Continue transparency and anti-corruption curriculum for all government workers. Continue to provide assistance in establishing open budget process and transparent government contracting ((O)S

~~For Official Use Only~~

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

Key Task

POC

1 January - 31 March (Q1) 2004

1 April - 30 June (Q2) 2004

1 July - 30 September (Q3) 2004 Omissions

Governance Initiative

(b)(5)

~~For Official Use Only~~

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

POC

Key Task

1 January - 31 March (Q1) 2004

1 April - 30 June (Q2) 2004

1 July - 30 September (Q3) 2004 Onwards

Status Narrative

2. Expand training opportunities for SC members and staff.

Continue training opportunities for SC members and staff, and Transitional National Assembly

(b)(5)

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

POC

Key Task	1 January - 31 March (Q1) 2004	1 April - 30 June (Q2) 2004	1 July - 30 September (Q3) 2004	Status Narrative
			(b)(5)	
3. Constituent relations offices operating in regions and constituent outreach by SC members; training for staff and SC members	Constituent relations offices operating in regions and constituent outreach by SC members	Constituent relations offices operating in regions and constituent outreach by SC members	Continue to provide technical assistance to office of Inspector General and Commission on Public Integrity. Continue to further promote an open and transparent government process that is viewed as legitimate by its constituents.	

Promote Durable Solutions for Refugees and Internally Displaced Persons (IDPs)

Key Task

POC

1 January - 31 March (Q1) 2004

1 April - 30 June (Q2) 2004

1 July - 30 September (Q3) 2004 onwards

Status Note/Ref.

8 Promote Durable Solutions for Refugees and Internally Displaced Persons (IDPs)

1 Facilitate the return of refugees and internally displaced persons.

- 1 Continue to work with Ministry, GO, local authorities, UN agencies, and NGOs to formulate policies and plans to facilitate return of refugees and IDPs.
 Continue to develop return policies and, where appropriate, implement return of refugees and IDPs.
- 2 Continue refugee returns from Saudi Arabia and Iran.
 Complete refugee returns from Saudi Arabia.
 Continue refugee returns from Iran.

(b)(5)

- 3 Initiate, with UNHCR support, return of Turkish refugees to Turkey. Work with UNHCR to promote voluntary returns to Syria.
 Initiate, with UNHCR support, return of Turkish refugees to Turkey. Continue to work with UNHCR to promote voluntary returns to Syria.

2 Build national and local capacity to protect and assist refugees and IDPs.

- 1 Locate permanent facility for Ministry. Continue to hire and train staff. Facilitate increasing responsibility for refugees and IDP policy making.
 Continue staff training as well as increasing responsibility for policy and programming by Ministry officials.
- 2 Finalize locations of four offices in regions of high refugee and IDP populations. Open offices and hire initial staff.
 Complete staffing of offices and training in refugee policies and law.

(b)(5)

- 3 Increase participation from affected Ministries. Continue to promote role of Inter-Ministerial Committee.

3 Develop and implement a process to resolve property disputes.

- 1 Provide training and support for IPCC. Set up. Continue work of collecting claims, open offices. Seek funding for compensation.
 Remunerating offices and launch publicity.

(b)(5)

Promote Durable Solutions for Refugees and Internally Displaced Persons (IDPs)

Key Task

POC

1 January - 31 March (Q1) 2004

1 April - 30 June (Q2) 2004

1 July - 30 September (Q3) 2004 onwards

Overall Manager

Incentives package. Begin work of IPCC and
resettle campaign to resettle and solicit
voluntary return of Iraqis.

Campaign. Continue work on compensation
scheme.

(b)(5)

STRATEGIC COMMUNICATIONS

STRATEGIC COMMUNICATIONS

CPA Strategic Plan - Strategic Communications

Endstate

Unity of effort is achieved amongst Iraqis, Coalition nations and the international community. Negative Iraqi perceptions of Coalition activities have been mitigated into constructive support. Messaging efforts have created an environment where an aura of legitimacy takes hold amongst the Iraqi people leading to a sustained engaged and active participation in the democratic process of the country.

Foster a professional Iraqi media industry which operates under the conventions of unbiased reporting and freedom of speech.

Key Task

POC

1 January - 31 March (Q1) 2004

1 April - 30 June (Q2) 2004

1 July - 31 September (Q3) 2004 Onwards

Status Narrative

1 Foster a professional Iraqi media industry which operates under the conventions of unbiased reporting and freedom of speech.

1 Establish IMN as the popular, professional and reliable media network that Iraqis support.

- Prepares for contractor hand-off from SAC to Harts Corp - Harts begins contract on 15 FEB 04.
- Contractor hand-off complete.
- Intermediate term program for productivity, government and overall professionalization underway.
- IMN begins to be recognized as the premier site for Iraqi news and programming (MAY 04)

(b)(5)

2 Establish Regional Governorate Strategic Communication Support Teams to coordinate and facilitate campaigns.

- 1 Assign and orient new arrivals. Improve communications Mini-Suites (CPUs, cameras, computers, printers, etc.) and cell phone connectivity at each location. Continue to improve relationships with local government officials, tribal and religious leaders, academia and student groups, media, and citizenry.
- 1 POC Manning unchanged.
- Review effectiveness of message content and delivery vehicles; improve as needed.
- Continue to improve relationships with local government officials, tribal and religious leaders, academia and student groups, media, and citizenry.
- Messaging delivery concentrated on Transitional Administrative Law, Caucuses, and Transitional National Assembly.

(b)(5)

3 Establish regulations and licensing requirements for Iraqi media companies

- 1 Establish skeleton IMC
- Establish skeleton IMC
- Issue licenses for national commercial TV and radio channels
- Issue licenses for national commercial TV and radio channels
- Establish skeleton Press Council. Adopt a Press Code of Conduct
- Establish skeleton Press Council. Adopt a Press Code of Conduct

(b)(5)

Foster a professional Iraqi media industry which operates under the conventions of unbiased reporting and freedom of speech.

POC

Key Task

1 January - 31 March (Q1) 2004

1 April - 30 June (Q2) 2004

1 July - 30 September (Q3) 2004 Overview

Status Narrative

Tender process for National TV and radio networks complete.

Agree Media Election Rules

Tender process for National TV and radio networks complete

Agree Media Election Rules

Continue to support initiatives to promote independent but regulated media.

(S)(S)

- 4  **Foster development of Independent media companies to include production, market research, advertising, publishing and broadcasting companies.**

Establish independent media capacity.

Establish independent media capacity.

(S)(S)

Support Security with a robust communications campaign

Key Task

POC

1 January - 31 March (Q1) 2004

1 April - 30 June (Q2) 2004

1 July - 20 September (Q3) 2004 onwards

Status Narrative

2 Support Security with a robust communications campaign

1  New Iraqi Military communication and information campaign

- 1 Strategic communications, especially Iraqi Media Network, to win popular support. (CPA)
- 1 Strategic communications, especially Iraqi Media Network, to win popular support. (CPA)

- 2 Continue to recognize achievements in stand up of New Iraqi Army. Support CMATT requests to max extent.

2  Police communication and information campaign

- 1 Develop recruiting campaign for Police and FPS
- 1 Support MAF recruiting campaigns as required.
- Materials distribution for recruitment campaign

(b)(5)

Support Governance with a robust communications campaign

Key Task

POC

1 January - 31 March (Q1) 2004

1 April - 30 June (Q2) 2004

1 July - 30 September (Q3) 2004 (Ongoing)

Status Narrative

3 Support Governance with a robust communications campaign

1  For the People: Establish pluralism and tolerance as the precursors to sovereignty

- 1 Produce a Town Hall documentary and air on TV and radio
- Conduct analysis of Focus Groups, Town Hall meetings and media (print/TV/radio)
- Conduct Town Hall meeting in Mosul and Baghdad and Basrah
- Conduct Explanatory Programming on Al-Iraqiyah by IGC official and StreetTeam spokesperson

Support execution of national "punctuating events" prior to Transitional National Assembly formation which serve to reinforce themes and messages delivered during Town Hall meetings and national civic education effort.

(b)(5)
IGC currently working logistics issues for national events.

Conduct Pressie Chats

Weekly update column in Al-Sabah

Road Show teams speak to local communities educating them on Transition Plan

Regional Conference hosted by Governance

Wide-spread distribution of civic education materials

Possible uptake to ARSSAT

2  Constitution: Support the process by which the Iraqi citizens develop their constitution.

- 1 Materials production for constitution campaign. Constitutional materials distribution

(b)(5)

Key Task

POC

Support Essential Services with a robust communications campaign

1 January - 31 March (Q1) 2004 1 April - 30 June (Q2) 2004 1 July - 30 September (Q3) 2004 Onwards

Status Narrative

4 Support Essential Services with a robust communications campaign

1 Electricity Campaign

Reconcile task list to achievable objectives within currently shortened time frame.

Finalise plans

Full execution of plan. (PSAs, Talkers, information exposure, handbills, press releases, Op-Eds, etc.)

Develop transition plan to hand to USAID/PAC under U.S. Embassy structure

(Q3)

6/6

2 Education Campaign

Reconcile task list to achievable objectives within currently shortened time frame.

Finalise plans

Full execution of plan. (PSAs, Talkers, information exposure, handbills, press releases, Op-Eds, etc.)

Develop transition plan to hand to USAID/PAC under U.S. Embassy structure

(Q3)

6/6

3 Health Care Campaign

Reconcile task list to achievable objectives within currently shortened time frame.

Finalise plans

Full execution of plan. (PSAs, Talkers, information exposure, handbills, press releases, Op-Eds, etc.)

Develop transition plan to hand to USAID/PAC under U.S. Embassy structure

(Q3)

6/6

Key Task

POC

Support Economy with a robust communications campaign

1 January - 31 March (Q1) 2004

1 April - 30 June (Q2) 2004

1 July - 30 September (Q3) 2004 Onwards

Status Narrative

5 Support Economy with a robust communications campaign

- 1  **Economic development communication and information campaign**
- 1 Produce products/provide press material that support the improvement of economic conditions.
- 1 Produce products/provide press material that support the improvement of economic conditions.

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CONTENTS

Additional Papers:

1. Integrated Security Sector Development - December 2003.
2. CPA Priorities Towards Transition - 5 April 2004.
3. The Ministry of Interior and MAS - 7 April 2004.
4. Rapid Reconstruction of NISF Capabilities - 9 April 2004.
5. Where Are We ? - 14 April 2004.
6. Andrew Rathmell (Director OPPA) Outbrief - 5 May 2004.
7. Deliberate and Development Post Conflict Planning in Iraq (working draft).
8. Sovereignty with Sustainment – Post-conflict Planning in Iraq.



COALITION PROVISIONAL AUTHORITY
BAGHDAD

Iraq: **Integrated Security Sector Development**

December 4, 2003
Office of Policy Planning & Analysis

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Executive Summary

The immediate focus of the CPA must be upon building Iraqi forces and security institutions to counter the insurgency. At the same time, it is important to design institutions that will not challenge the civilian government, oppress the population or facilitate political fragmentation. We should envisage three phases of operation in transforming the Iraqi security sector. First, the period up to transition when CF forces will have primacy. Second, the period from transition when Iraqi forces will have primacy. Third, the period after the insurgency when the Iraqi security sector can "return" to a stable state.

This paper lays out a vision for the development of the Iraqi security sector to meet both immediate security needs and to lay the foundations for long-term stability. This vision has benefited from detailed input from a range of security sector actors across CPA and CJTF-7 but the paper has not formally been staffed for concurrence. The purpose of the paper is to provide a structured framework within which crucial, and urgent, policy and operational decisions can be made by CPA, CJTF-7, CENJCOM and national capitals.

Security force roles and responsibilities

There are five primary entities that will be employed to achieve internal security: the Iraqi Police Service (IPS), the Iraqi Civil Defence Corps (ICDC) and the New Iraqi Army (NIA); intelligence services; Coalition Forces/MNF.

- **IPS.** The IPS should have primacy not just for routine policing but also for internal security. To enable the IPS to deal with the emergency period, we have i) adopted a relatively centralized command structure and ii) are accelerating plans to develop specialist capabilities (e.g. anti-terrorist branch, police intelligence, armed response and public order units). The IPS is being established as a national force with legal accountability. Coordination with other security forces needs to be operationalized via regional and local operations centers.
- **ICDC.** Locally recruited and deployed, the ICDC will have [redacted] by the time of transition. Initially envisioned as auxiliary troops, the ICDC will be able to perform tasks at up to company level. Missions will involve patrolling, cordon and search, fixed-site protection, check points, and convoy escort. Until the IPS develops nation-wide and robust capabilities, the ICDC provide an interface between the IPS and the NIA. The ICDC should come under the NIA command and control structures and transition into an army reserve force. It needs to be made clear that the ICDC is a reserve force that has been mobilized under national authority for the emergency period.
- **NIA.** The NIA will have [redacted] by September 2004. It is being designed for external defense but, during the emergency period, needs to help counter internal security threats. It is important to enshrine this role in legislation. The NIA brings two types of capabilities to bear. First, it can rapidly deploy formed units to provide a quick reaction capability. Second, it can bring to the table its C⁴ and logistics assets.

Through the Department of Border Enforcement will be important for border security and the Facilities Protection Service will be increasingly important for infrastructure protection.

- **Intelligence.** Intelligence collection, fusion and analysis are critical. Standing up effective and accountable intelligence services is a priority; it is equally important to focus upon intelligence coordination at all levels.
- **Coalition Forces/MNF.** CF/MNF should be able to focus on the most demanding counter-terrorist operations and to back up Iraqi forces should law and order break down. It will also be important for CF/MNF to bolster Iraqi forces with advisors and liaison staff.

Militias

The original CPA objective to demobilize and disarm sub-state militias may no longer be feasible. Offensive actions will continue against non-compliant militias. Compliant militias may however be integrated into the Iraqi security sector. If this approach is adopted, it needs to be on the basis of a clear political-security strategy rather than an ad hoc response to short-term operational requirements.

Actions

In order to achieve the vision laid out in this paper, the following actions will be required by CPA and CJTF-7:

Defeat insurgents and terrorists

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Build Iraqi security force capacity

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Develop coordinated plans for TOA to Iraqi authorities

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Criminal Justice

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Build durable and accountable governance for Iraqi security forces

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Adopt holistic approaches to conflict prevention and management

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Improve CPA security sector management processes

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1 Introduction

One of the implications of the November 15 agreement is the requirement to accelerate the building of Iraqi security sector capacity. Although Multi-national Forces (MNF) will remain in support of the sovereign Iraqi government, the CPA intention is to build sustainable Iraqi security capacity as rapidly as possible.

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1.1 The Goal

The CPA has defined the desired end-state for security in Iraq as follows:

- 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 the responsibility for 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 which governs, *inter alia*, the ownership of weapons.

The goal is to help Iraq build legitimate and accountable systems of security to prevent violent conflict. This needs to be done by reforming the Iraqi security sector so that it supports the emergence of a stable, secure and democratic Iraq.

1.2 The Problem

CPA & CJTF-7 activity in the security sector has often been driven by the short-term requirement to address pressing security needs. The current security sector strategy development process has the following weaknesses:

- We have not designed our security sector development program based on a thorough conflict assessment;
- There is no overarching security vision for Iraq that joins up short-term current activities with long term goals;
- We are focusing on building tactical and operational capabilities - the building of Iraqi governance and oversight capacity is proceeding more slowly;
- Local ownership of the security sector reform process and policy is in its infancy;
- We are focusing on "hard" security force development with limited attention being paid to building "soft" Iraqi capacity to prevent or manage conflicts.

1.3 Considerations

The achievement of the security end-state is by no means only a function of the nature, size and shape of the recognized security forces that may be in place when transition to Iraqi sovereign control takes place. Some of the key factors influencing how the security sector develops are:

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- The security situation, internal and external, at these transitional points will determine the shape of the security sector. We can only make assumptions about how the security situation will evolve, and about the extent to which MNP will continue to help Iraqis to manage the threats to their security.

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2 Security Sector Reform Best Practices

A strategy for the development of Iraq's security sector can draw on the extensive experience gained by the international community in recent years of reforming security sectors in transitional and failed states.

Security Sector Reform describes the transformation of the security system in a manner that is consistent with democratic norms and sound principles of good governance. The need for SSR has been recognized by the international community in three aspects. First, an understanding that security policy must be concerned not just with state stability but also with the well-being of the population. Second, an understanding that security and development are inextricably linked. In particular, it is important to mainstream security as a governance issue, involving greater public scrutiny. Third, a recognition that security problems for the population often stem from the way in which security systems operate and are organized, regulated and resourced.

It is important to note that SSR goes beyond the uniformed services. The "security system includes the armed forces, the police and paramilitary forces, intelligence services ... judicial and penal institutions, as well as the elected and duly appointed civil authorities responsible for control and oversight."¹

In developing countries such as Iraq, the overall objective of SSR is to create a secure environment that is conducive to development. This involves the development of state capacity "through its security policy and the various instruments at its disposal, to prevent, contain or address specific security threats" but also the building of state and societal capacities to generate conditions that mitigate the vulnerabilities to which people are exposed.²

2.1 Lessons for Iraq

International experience with SSR has identified a number of best practice principles. SSR programs need to:

- * Be people-centred, locally owned, and based on democratic principles;
- * Integrate development & security policies through civilian oversight;
- * Enhance institutional capacity;
- * Adhere to transparency and accountability;
- * Take a whole-of-government approach.

For international organizations or bilateral donors promoting SSR, there are a number of crucial lessons to keep in mind. These include:

- * Balance short-term security requirements with long-term development objectives;
- * Develop strategic programmatic framework approaches rather than project by project approaches;

¹ *Security Sector Reform: Policy and Good Practice*, OECD, Development Assistance Committee, Network on Conflict, Peace and Development Co-operation | Oct 2003.

² This broadens the agenda beyond state security forces to bring in, for instance, non-state organizations such as citizens' groups, tribal councils and religious institutions which may help prevent or manage violence.

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- Focus on building capacity for process issues, such as how governments can formulate and implement security policies more effectively.

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3 Situational Assessment

Iraqis face five types of security threat: foreign invasion; crime (especially organized crime); political violence; terrorism; insurgency and civil unrest; state violence; and corrupt and highly politicized security sector institutions. The new Iraqi security sector needs to be built so that it will protect Iraqis against all of these threats. Whilst the immediate focus of the CPA is to field Iraqi security forces, it is just as important to design new institutions that will not challenge the civilian government, oppress the population or dispense justice and security in a sectarian or corrupt manner.

3.1 Priorities

On the assumption that MNP will defend Iraq against external enemies, the threat of foreign invasion is a low priority for Iraq's security sector in the coming several years. Political violence, crime and the design of institutions that will underpin the civil government are the most important short-term issues.

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3.2 Countering the Insurgency

At least through the end of 2004, the Iraqi government will be fighting an insurgency that involves domestic insurgents (motivated by a range of grievances), external subversion, and international terrorism, complicated by high levels of organized crime. We shall need to implement emergency measures to restore stability. However, it is important to take these measures only within a framework of laws to ensure that they do not set bad precedents for the future development of the Iraqi security sector.

Emergency measures need to include:

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4 Elements of the Iraqi Security Sector

The effort to develop a reformed Iraqi security sector has faced two critical challenges. First, decisions were taken in the early post-war period to abolish a substantial portion of the sector (armed forces, defense ministry, security services). These elements of the sector are being built anew. Second, the development program has been undertaken against the backdrop of an escalating insurgent and terrorist threat; this has meant that numerous short-term operational priorities have led to security force programs (e.g. ICDC, accelerated police training) that have not yet been put in the context of an overall vision.

4.1 Overview of the Iraqi security sector

To counter the threats outlined in section 3, Iraq requires the following capabilities:

External defense

- A combined arms force able to contribute to Iraq's defense, operating in conjunction with other national and regional forces
- An external and military intelligence capability able to support national defense

Crime

- Accountable, impartial and effective local police forces
- Specialist national police units able to deal with national and international organized crime
- Citizen trust and cooperation with the police force via community initiatives
- An efficient and fair judicial and penal system
- Public or regulated private guard services
- Effective and comprehensive border control services

Political violence

- Domestic intelligence capabilities
- Capability to deal with armed insurgents and public order
- Border control services

These capabilities can be provided in many different ways. In pre-war Iraq, for instance, the intelligence and security services dealt with political violence and some crimes whilst the military undertook external defense as well as internal security.

The "best practice" in SSR is to separate external defense forces (armed forces) from police-led internal security services and to ensure civilian primacy over security affairs. This is the approach the CPA has sought to follow. However, this does not preclude the external defense forces from being used to augment internal security forces, given a basis in law and regulation for military support to the civil authority.

4.2 New Iraqi Army

Current position: The NIA is at an early stage in its development. It will be the basis for a future Army for the defense of Iraq against external threats. By October 1 2004,

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4.3 Iraqi Civil Defense Corps

Current position: The ICDC is a locally recruited and deployed, lightly equipped force designed to augment Coalition Forces. It should enable Coalition (and Multi-national) Forces to reduce their presence, particularly in urban areas. Under plans for local control, it would mount urban and rural patrols, conduct cordon and search, protect fixed sites, establish check points, escort convoys, maintain public order, and help with emergency and disaster response.⁵

⁵ ICDC tasks currently include public order and disaster responses. As ICDC units are thrust into the front-line in urban areas, it is a priority to ensure that they receive appropriate public order training and equipment.

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4.4 Iraqi Police Service

Current position: The IPS was one of the lowest status security forces under the previous regime and performed little in the way of modern policing duties. They had little presence outside urban areas. In the post-war period, they lost most of their personnel and equipment. The IPS are now being rebuilt in the major urban centers; a massive recruitment and training program is now beginning.

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4.5 Department of Border Enforcement

Current position: The DBE was created by combining relevant capacities from a variety of government departments. Most border control functions are currently undertaken by Coalition Forces but they are being transferred to the DBE as the department recruits staff, acquires equipment and refurbishes border facilities.

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4.6 Facilities Protection Service

Current position: Assorted FPS units have been stood up across the country by the MSCs and are now being transferred to the operational and budgetary control of ministries and other public authorities. The ongoing TCA is not proceeding smoothly due to differences in naming levels and budgetary restrictions and the inability of the ministries to fully accept and understand the magnitude associated with the security aspects incorporated into their positions. Furthermore without a full time, permanent and dedicated individual in each ministry, or government entity, they become negligent in their delegated duties.

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4.7 Intelligence

Current position: The former Iraqi intelligence services have been disbanded and their personnel disqualified from government service. The Coalition has created a number of tactical and operational intelligence units to counter security threats. The IPS is developing basic criminal intelligence capabilities in Baghdad and a national criminal intelligence unit is planned by the MOI. Oversight capabilities at the executive level are planned in the MOD and MOI structures. Training opportunities for senior officials as future intelligence consumers and oversight providers are being looked at. The legal framework for a coordination, coordination and oversight of the intelligence community has yet to be developed.

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4.8 Criminal Justice

Current position: Courts are back up and running nationwide, albeit at below their pre-war capacity. Special security courts have been abolished. Fundamental revisions to the penal code and procedures have been implemented, including suspension of the crime of "insulting the President" and a right to criminal defense counsel at every stage of investigation. Judges are being removed for past corruption, close ties to the Baath Party or the former regime, or complicity in atrocities. A Central Criminal Court, staffed with judges and prosecutors reputed for integrity, has been established to hear cases of national moment. Prisons, left decrepit by former-regime neglect and poor狀況 locking, are being repaired or reconstructed.

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4.9 Militias

Current position: Militias outside the scope of national control are a destabilizing force ultimately detrimental to a secure and stable Iraq. Up until now the thinking within CJTF-7/CPA has been to implement the Demobilization, Demilitarization and Reintegration (DDR) of all militias through a series of confidence building measures which include: new security forces subject to the rule of law, engagement, phased disarmament, economic development, peaceful and legitimate political empowerment and the transition from parochial political and security structures to a modern national security structure with its built safeguards. There are over 30 known militias active in Iraq and it is estimated that there are between 30,000-60,000 militia personnel.

Desired end-state: The long term goal of CPA is for armed militias to disappear or to be transformed into political parties. Militia personnel will be absorbed into state security forces as individuals, not as formed units. This may no longer be a viable objective.

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Since the November 15 Agreement, there has been a tendency amongst the political parties to hold onto their militias to protect their interests during a volatile transition period.

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5 Governance & Accountability

Establishing effective and durable civil governance of the Iraqi security sector is fundamental to ensuring the transition to a stable democracy and a durable peace. It would be too easy for Iraq to revert to past models in which the military or other security agencies subvert civil government, where they become instruments of repression wielded by an undemocratic government or where sub-state militias lead to the weakening of central authority.

The rapid build-up of fielded Iraqi security forces must not come at the expense of establishing robust governance frameworks within which these forces will work. At present, the institutionalization of CPA/Iraqi civil governance mechanisms is falling behind the development of fielded forces.

3.1 National oversight & civilian control

On the national level, the institutionalization of civil governance is beginning with the MOI, MOJ, GC sub-committees and the OSA senior leadership program.⁶

⁶ The naming of the ICDC CPA/CII/P-7 has confused both CPA staff and Iraqis. The Civil Defense Organization refers to the nation-wide fire and rescue service operating under the MOI, not to the ICDC.

Ministry of Interior: The MoI has established a structure in which there is civilian control at all levels. Civilian politicians and officials will hold all policy offices but professional officers will have a degree of autonomy. The outstanding issue is the question of the structure of the national police service and the relationships of local police services with Governors and Provincial Councils.

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5.3 Legal Framework

A clear legal framework is required to govern the roles and relationships of Iraqi security forces. Existing CPA Orders covering the NIA (Order 22 and Order 23), the FIPS (Order 27) and the ICDC (Order 28) can be translated into the Fundamental Law and future Iraqi legislation.

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6 External Assistance

What should be the nature and extent of external assistance to the Iraqi security sector?

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[N.B: this section requires additional development by CENTCOM/CJTF7, OSA/CMATT, MOI, MOJ & MFA]

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7 The Way Ahead

The CPA security sector has revised plans for the development of Iraqi security capacity by July 2004. However, CPA still lacks an organizational mechanism for delivering joined-up policy direction on the security sector.

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In implementing the revised plans, there are four overarching factors that CPA, CJTF-7 and Iraqis will have to focus upon.

7.1 Timetables and transition points

The security transition concept lays down a conditions-based schedule for building Iraqi security capacity and transitioning to Iraqi control. The concept involves moving to full local control (i.e. Iraqi capacity to police urban areas) by [b](5) and to regional control (i.e. Iraqi capacity to police provinces) by [b](5). Implementing the security transition concept will require detailed planning for hand-offs. Questions that need to be resolved include: what will be the respective roles of NIA/ICDC and IPS and how will they be integrated into CP/MNF command and control structures and how will Governorate Teams and Iraqi Local Government Institutions institutionalize control over security forces in the regions.

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7.2 Budgeting and Investment

Integrated planning and budgeting across the Iraqi security sector is not yet in place. The problems are now becoming evident as transfers of authority take place from CJTF-7 to ministries, notably in relation to the FPS.⁷

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ANNEX Conflict Assessment⁶

Conflict is a normal and healthy part of any political process. The conflict that is of concern here is that which finds expression as large-scale violence. The aim of a country conflict assessment is to identify and prioritize the most important causes of violent conflict to allow effective intervention by national institutions or by international partners. A systematic conflict assessment would ensure that CPA and Iraqi policies are addressing not just the symptoms but also some of the root causes of violent conflict in Iraq.

One model that may be useful in Iraq is the developed for USAID's conflict assessment process. This model seeks to help decision makers address conflicts at four levels.

Motive (root causes)

Most individuals do not engage in or support large-scale violence. Many may however have latent motives for supporting or engaging in violence.

Grievances are those underlying factors that make people angry and willing to engage in violence. They can include ethnic and religious divisions, poverty, environmental scarcity, disputes over land or other resources.

Greed is another type of motive. Violent conflict can be beneficial for conflict entrepreneurs who constitute a war economy. These entrepreneurs have a vested interest in instability from which they can profit (banditry, crime, smuggling, drugs, control of natural resources, protection racketeering).

Means (factors that facilitate mobilization & expansion of violence)

An intention to commit large-scale violence remains latent unless the means are available. These include money, weapons, recruits, organizational networks and external backing. Without some combination of these means, then latent grievances will remain unexpressed.

Opportunity (causes due to political or social institutions)

Political and social institutions filter grievances and can serve either to provide or deny the opportunity for violence. Poor institutions may fuel discontent through repression, corruption and poor governance; they can fail to limit flows of recruits and arms or even provide resources to opposing factions; they can facilitate the emergence of violence-prone elites. Good institutions, in contrast, can address grievances in a responsive manner, they can block access to arms and funds and find alternative employment for potential recruits and they can constrain opportunistic elites.

Regional & international causes

Overt or covert military intervention by other states poses the threat of violence. Transnational networks are an important factor in sustaining internal conflict; these may be economic networks (e.g. smuggling), ethnic or religious networks or criminal or terrorist networks. External state actors can also fuel a conflict directly or indirectly.

Conflict Triggers

Windows of vulnerability – events that threaten to fundamentally change the balance of economic or political power.

⁶ Conflict Assessment Framework USAID January 7, 2002

- Elections
- Changes in distribution of power (e.g. decentralization)
- Economic shocks
- Assassinations, riots, etc.

Changes in the balance of political or economic power are particularly likely to be triggers of conflict when political power is the main route to economic power or where established monopolies are upset at local or national levels. The problem is the mobilization by elites of violence to preserve or to compete for power.

Motives

Identify one or two of the most important root causes & bring resources to bear on that cause manifesting itself along the causal chain (motive-means-opportunity-external).

Motive

There are many motives for violent conflict in Iraq. These include political and economic grievances and the interests of conflict entrepreneurs. One of the motives clearly present is relative poverty (especially amongst men employed by the previous regime). This overlaps with a youth bulge - i.e. a disproportionate share of 15-25 year olds in the population. At the same time, identity (e.g. tribal or religious) may provide a motive for violence as political leaders exploit fears of losing out in the new political dispensation.

Means

In order for violence to be any other than sporadic or localized, leaders need to be able to recruit, arm, finance and organize fighters. Organizational structures include networks of former regime military or intelligence personnel, tribal structures, religious structures (e.g. the Wahabi movement) or political parties. Studies have shown that a very high level of ethnic fragmentation corresponds to a lower level of violence due to the difficulties in coordinating action even on shared grievances across groups - perhaps reflecting the validity of the old imperial concept of divide and rule. The other means (arms, finance, recruits and warfighters) are in ample supply in Iraq.

Opportunity

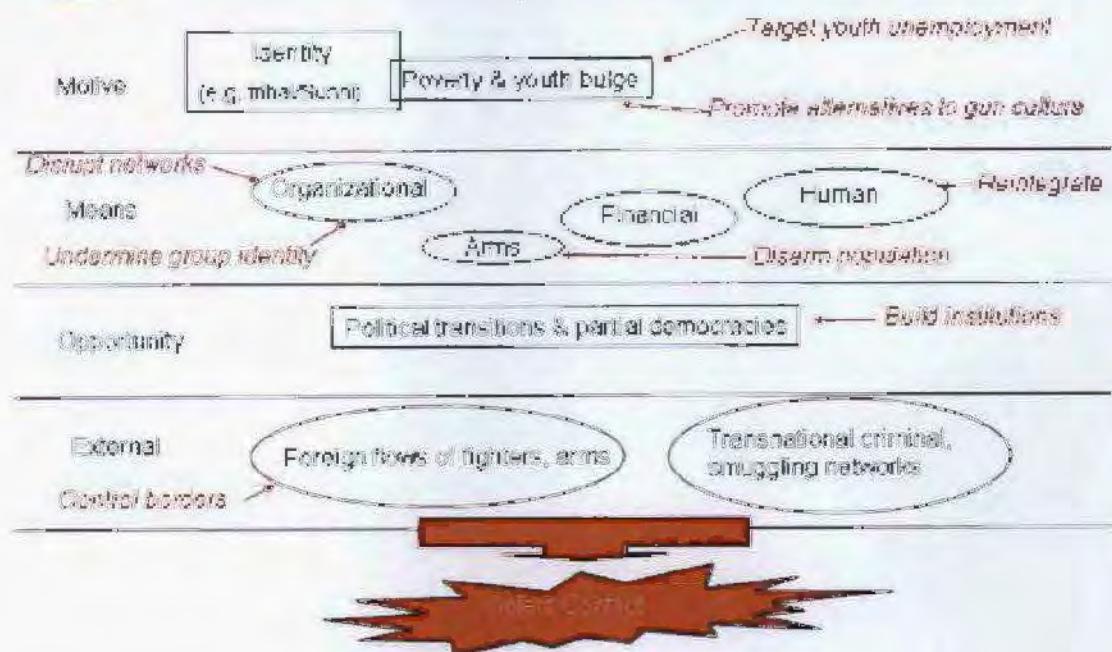
State and societal institutions can address or exacerbate root causes; they can block access to conflict resources; they can constrain elite behavior; and they can manage international pressures. Unfortunately, Iraq has been left with very weak state institutions in this phase of political transition. Of 152 countries studied over 50 years, partial democracies are four times more prone to civil war than democracies. The main issue driving recent civil conflicts has been contention for state power in the aftermath of efforts to democratize autocracies. Most violence has been by entrenched political elites seeking to hold onto power, often by inciting violence on ethnic lines. These types of conflicts have been associated with 50% more deaths and refugees than conflicts based on demands for autonomy or secession.

External

In addition to the obvious problem of external state intervention (in Iraq's case this would include covert Iranian intervention), Iraq suffers from being in a bad neighbourhood, with porous borders.



Iraq conflict assessment





**COALITION PROVISIONAL AUTHORITY
BAGHDAD**

INFORMATION MEMO


David S. Nye
4/5/04

DATE: April 5, 2004

FOR: THE ADMINISTRATOR, THE DEPUTY ADMINISTRATOR

FROM: **(b)(6)** (OPPA)

SUBJECT: CPA Priorities towards Transition

Summary. Although a great deal remains to be achieved before transition, it will be valuable to keep CPA focused on a small number of vital tasks so as to marshal our resources. To assist in this prioritization, we have undertaken an analysis of the Strategic Plan goals. This process provides a systematic set of recommendations for where the CPA leadership should focus its efforts in the remaining period before TOA.

Our methodology for selecting these priorities is summarised in Tab A. Our analysis led us to select 15 vital objectives for CPA. We refined these into four top vital objectives. Within the four Objectives we have defined as vital for success of transition, our recommendations focus on those tasks that are Amber or Red in the plan and about which something can realistically be done.

The main resources that CPA is able to redeploy in the remaining weeks are: i) time and attention of the senior leadership; ii) CPA personnel; iii) funds; iv) CTF-7 assets. Any redeployment of personnel or assets will of course have to ensure that significant gaps are not thereby created in other programs that may cause unexpected risks.

Top 4 Priorities for Transition

- 1) Continued emphasis by the Coalition Forces and Iraqi Security Forces on public safety and counter insurgency. (Objective:- Achieve a Secure and Stable Environment)
- 2) Resources and training for Iraqi Security Forces that allow them to effectively provide public safety. (Objective:- Public Safety: Develop Institutions that are Effective in Protecting Society and Constitutional Order)
- 3) Support for development of the caretaker government and the Transition Administrative Law, including civil education programs. (Objectives:- Develop Civic Participation in Governance & Support Governance with a robust communications campaign)
- 4) Increase Iraqi satisfaction with Electricity. (Objective:- Provide Electricity Services that Meet National Needs)

1. Continued emphasis by Coalition Forces and Iraqi Security Forces on public safety and counter insurgency. The overwhelming consensus of the participants to this study and the Iraqi polling data is that security is the top priority. In addition to ongoing military operations, probably the most important areas on which to focus are:

- * (b)(1)
- * [Redacted]
- * [Redacted]

2. Resources and training for Iraqi Security Forces that allow them to effectively provide public safety. The police must be resourced properly and trained; the quality of the forces is probably more important than simple numbers. The development of specialist capabilities (e.g., criminal intelligence and organized crime investigative units) is critical if the police are to make real inroads against criminal and terrorist networks. The most important areas related to the Task Create an Effective and Accountable Police System are:

- * (b)(1)
- * [Redacted]
- * [Redacted]
- * [Redacted]
- * [Redacted]

3. Support governmental reform and the Transitional Administrative Law, including the provision of resources to civil education programs. An important CPA focus is, rightly, upon working with the UN to establish a stable caretaker government. However, the governance information campaign and civic education program are absolutely critical to a smooth TAA. Decisions on the form of the caretaker executive must be made and explained to the people of Iraq before the transfer. The local governance order is an important asset in this campaign as it will provide demonstrable benefits at the local levels of government. The key tasks here are:

- * (b)(1)
- * [Redacted]
- * [Redacted]
- * [Redacted]

Given the strength and inherent advantages of anti-CPA information campaigns, ranging from the Sistani anti-TAL effort to the attitudes of some Arab media networks, the provision of resources for the engagement and education of civil society should be reviewed for adequacy. There may be additional steps that CPA can take to bolster these critical information campaigns.

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COORDINATION: COO - ok
CJTF-7 - ok

ATTACHMENT: TAB A: PRIORITY SETTING METHODOLOGY

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TAB A: PRIORITY SETTING METHODOLOGY

To establish the above priorities, we used the following methodology:

Each Strategic Objective and its subordinate Key Tasks were evaluated by the OPPA Lead Planner. They were annotated as Vital, Critical, Important or Needed based on the following definitions:

- *Vital* for those elements that will impact the success of the transition. The implication is that if a Vital element failed, then the transition itself would fail.
- *Critical* was used to identify those elements whose failure would imply serious damage to the transition or would place other tasks and objectives at unacceptable risk.
- *Important* and *Needed* are self explanatory.

The priorities derived from this assessment were modified by the following steps:

- i) Analysis of Iraqi poll data to determine the expressed priorities of Iraqi citizens (in broad terms, Iraqis rank CPA's pillars as follows: 1 – Security, 2 – Infrastructure, 3 – Elections/Governance and Employment and 4 – Economy)
- ii) Prioritisation of ministry criticality according to CJTF-7 Essential Conditions and infrastructure dependency matrix.
- iii) Analysis of COO's top ten priorities in the infrastructure ministries
- iv) Brainstorming by OPPA, COO, AID and CJTF-7 to revise the priorities
- v) Input from expert sources outside CPA, including the Dobbins RAND report

This process allowed us to select 15 vital objective priorities from the Strategic Plan (table 1).

Table 1: Vital Objective Priorities

Pri.	Iraqi Tier	Ministry	Sect	OBJ	Name
1	1 CJTF 7		SEC	1	Achieve a Secure and Stable Environment
2	1 Interior		SEC	2	Public Safety: Develop Institutions that are Effective in Protecting Society and Constitutional Order
3	1 Strategic Communications		STR	2	Support Security with a robust communications campaign
4	1 Justice		SEC	3	Build Justice
5	2 Electricity		ESS	1	Provide Electricity Services that Meet National Needs
6	3 Governance		GOV	1	Support Role of Governing Council (GC)
7	3 Governance		GOV	2	Develop Civic Participation in Governance
8	3 Governance		GOV	3	Develop Framework and Capacity for Elections
9	3 Governance		GOV	4	Support Development of Sustainable Political Parties/Associations
10	3 Strategic Communications		STR	3	Support Governance with a robust communications campaign
11	3 Health		ESS	5	Improve Quality and Access to Health Care
12	4 Oil		ESS	12	Reconstitute Oil Infrastructure
13	4 Trade		ECO	4	Private Sector Initiatives
14	4 Trade		ECO	9	Lay Foundations for an Open Economy
15	4 Finance		ECO	1	Build Financial Market Structures



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April 7, 2004

FOR THE ADMINISTRATOR

FROM: OPPA [REDACTED]

RE: The Ministry of Interior and IPS

Summary: The Iraqi MOI and IPS are the center of gravity to the campaign against Moqtada al-Sadr if we are to turn a likely military victory into a political victory. They are also critical if we are to avoid this conflict being exacerbated by major terrorist attacks on Arbaeen pilgrims. A number of short and medium term actions are needed to bolster the IMOI/IPS profile and capability and to mitigate the threat of Arbaeen terrorism.

Strategy towards Sadr

The centre of gravity in the fight against Moqtada al-Sadr is an Iraqi-led information campaign. Whilst it is crucial to prosecute the tactical military/police fight, the desired political effect will only be achieved through an Iraqi information campaign. The information campaign by Sadr and his allies is proving very effective, stoked by Arab media focus on civilian casualties caused by CF.

[REDACTED]

MOI national command and control

In order to coordinate operations and to ensure situational awareness for the MOI leadership in support of the information campaign, it is vital for MOI to have a national command, control and communications capability. The full, nation-wide capability is under construction. In the interim, the MOI and IPS leadership have done an outstanding job of maintaining awareness and managing operations through a makeshift operations center, using cell phones and messengers.

Although there were plans in the run-up to Arbaeen to inaugurate a national operations center at the MOI, limited steps were taken. This is in contrast to the provincial and municipal JCCs which are working fairly well. However, by the end of this week, the IMOI ops centre should have initial capability including satellite phones, maps and perhaps landline phones and internet capability. CPA and CJTF-7 need to ensure they provide the IMOI with the technical assets and personnel, and access to CPA/CJTF-7 information flows to make this ops center effective.



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Arbaeen preparations

The events of the past few days have increased the risk of mass casualty terrorist attacks on Arbaeen pilgrims. The worst risk is on the roads south of Baghdad, in Najaf and in Karbala. In these areas, the intricate police/CF planning is worth little since the local security forces have either disintegrated or been seriously weakened. It is likely that terrorists have taken advantage of the confusion. Overall, it appears that IMOM/IPS and MND(CS) have lost focus on countering terrorism as they have moved into crisis management mode.

There are two steps we need to take immediately to mitigate the risk:

- (b)(5)
1)

- 2)

The main issues in our planning are:

- (b)(5)
i)
ii)
iii)

Our options seem to include:

- (b)(2)
•

Medium term

(b)(5)

You have already asked for recommendations as to how IPS in vulnerable areas can be rapidly reconstituted and we shall ensure you have these recommendations shortly.



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Recommendations

(b)(5)

Agree _____ Agree with modifications _____ Reject _____

(b)(5)

Agree _____ Agree with modifications _____ Reject _____

(b)(5)

Agree _____ Agree with modifications _____ Reject _____

(b)(5)

Security plans for 1000000000, 1 major area from USA.

Agree _____ Agree with modifications _____ Reject _____

Cc: Amb Jones, Adm Redd, David Gompert, (b)(5)

Steve Castle,

(b)(5)



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April 9, 2004

FOR: THE ADMINISTRATOR

FROM: OPPA [REDACTED]

RE: Rapid Reconstitution of NISF capabilities

Summary: The center of gravity to the political-military campaign to restore stability in Iraq is to promote the perception of the conflict as an internal Iraqi struggle against criminals rather than one against "occupation" forces. This is especially important in the face of Moqtada al-Sadr, whose cause has some legitimacy amongst many Iraqi Shiites. An important element in this strategy is to promote the perception of an Iraqi security force lead and to restore the credibility of the Iraqi security forces. This can be done by judicious integration of NISF and the MOI into the overall pol-mil campaign plan.

Background

In the struggle against FRS/foreign fighters and against Moqtada al-Sadr, we have been wrongfooted by our inability to put NISF and their political leaders at the center of our strategy. This has enabled the waging of an effective psychological campaign against the Coalition and Iraqi state institutions. This psychological campaign is reinforced by the holding of ground (e.g. in Najaf and Kut) but it is important not to regard the tactical fight for ground as the overwhelming priority.

Strategy

(b)(5)



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(b)(5)

The MOI's Emergency Response Unit is departing abroad for training so will not be available.



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(b)(5)

COORDINATION: MOI

Cc: Amb Jones, Adm Reid, David Compton,

(b)(6)

(b)(6)

Steve Caseel,

(b)(6)