



COALITION PROVISIONAL AUTHORITY  
BAGHDAD

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INFO MEMO

November 19, 2003

FOR: SENIOR ADVISORS, CPA/CJTF-7/CENTCOM/RC/GC/MS PLANNERS  
FROM: THE OFFICE OF POLICY PLANNING  
SUBJECT: Joint Mission Analysis Schedule for Revising the Strategic Plan

**Initial Guidance to All:**

- Develop your top priorities (2-4) to accomplish between now and 1 July.
- Please use the milestone charts to illustrate your newly aligned milestones, decision points, and programs that require handoff to bilateral initiatives.
- Prepare to participate in one or all of four cross-cutting Tiger Teams on 1) Anti-Corruption at all levels, 2) Training for ministry personnel, including governance capacity-building, 3) Building a professional civil service capacity, and 4) A Post-CPA management plan of on-going programs and reforms (What does the Post-CPA look like?).
- The intent is to designate Team Coordinators for each team on the subjects above. These teams will produce a broad outline of priorities and a timeline to complete the planning and policy development by the beginning of January. Teams will present these outlines and timelines to AMB Bremer on 1 December.
- Guidance to follow on minimum requirements for your phase-out plans but you should also begin thinking through and depicting milestones on the charts and amending the Strategic Plan.

**Products Anticipated by 1 Dec:**

- A draft memo from AMB Bremer to the Ministers outlining the basic priorities and timelines for: 1) ministry training plans, 2) anti-corruption program, and 3) a professional civil service structure for the ministries. This memo will be finalized for each ministry in December after consultation with Ministers.
- A concept paper outlining the key programs and reforms that must continue beyond the lifespan of CPA.
- A revised Strategic Plan with accompanying milestone charts adjusted for the new timelines and phase-out plans.

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**Planning Schedule:**

**19 Nov – 0730, Ministry Conf Room: OPP briefs all Senior Advisors** on the new Guidance and Way Ahead for Planning. Notes from this along with this memo will also be sent to Regional & Governorate Coordinators and MSCs for action. The agenda for the Coordinators and Commanders Conference will also be sent out separately at this time.

**19 Nov – 1930, AMB Conf Room (T): Conduct a Mission Analysis with the Working Group Leaders, CJTF-7/CENTCOM**

- Governance and OPP brief guidance
- OPP leads a discussion on the new assumptions, implied tasks, timelines, priorities
- Staff leave with a better understanding of the problem, the constraints and priorities for planning

**23 Nov: Senior Advisors prepare draft milestone charts** (25 charts completed by 23 Nov) to identify and present new milestones, priorities, and required decision points. RC/GC/MSCs will also send comments on the Agreement, the agenda, and nominations for top priorities, any critical milestones and decision points that need to be made at both the national and local levels for action between now and 1 July and identification of any obstacles. This input will be used by the OPP staff to finalize the Conference agenda, prepare briefing charts, and continue the revision of the plan.

**24 Nov: Working Group Leaders conduct planning workshops** with senior advisory staffs to coordinate priorities and issues

**25 Nov: Working Group Leaders prepare Overall Milestone Charts** for presentation to the entire body of planners in a Joint Synchronization Exercise

**26 Nov: AMB Bremer complete decisions on local governance**

**27 Nov – 1400-1800, AMB Conf Room: Conduct Joint Synchronization Exercise** with Full Staff in attendance

**28 Nov – 1000-1600, Conf Center: Conduct Regional & Governorate Coordinators and MSC Conference** in Baghdad. (See Attached)

**1 Dec – AMB Conf Room (T): Brief AMB Bremer** on results of Exercise:

**7 Dec: Presentation of the plan** w/alignment of the data base plan to the new milestones

**ATTACHMENTS:**

Proposed Draft Agenda for the Regional Coordinators and Commanders Conference (To be published by 20 Nov)

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INFO MEMO

November 18, 2003 0936L

FOR: SENIOR ADVISORS AND CPA/CENTCOM PLANNING TEAM  
FROM: THE OFFICE OF POLICY PLANNING  
SUBJECT: Joint CPA/CJTF-7 Mission Analysis Timeline for Revising the Strategic Plan

**Initial Guidance:**

- Develop your top priorities (2-4) to accomplish between now and 1 July
- Please use the milestone charts to illustrate your newly aligned milestones, decision points, and programs that require handoff to bilateral initiatives
- Prepare to participate in one or all of three cross-cutting working groups on 1) Anti-Corruption at all levels, 2) Training for ministry personnel, including governance capacity-building, and 3) Building a professional civil service capacity. More details to follow on how these planning teams will form, who will lead, when they will meet and what products are deliverable
- Guidance to follow on minimum requirements for your phase-out plans but you should also begin thinking through and depicting milestones on the charts and amending the Strategic Plan

**Products Anticipated:**

- Memo from Bremer to each Minister which "codifies" 1) phase-out planning requirements, 2) ministry training plans, 3) anti-corruption program, and 4) professional civil service structure for the ministry
- Revised Strategic Plan and milestone charts
- Post-CPA management plan of on-going programs and reforms (Worked by a separate Tiger Team)

**Planning Schedule:**

**19 Nov – 1930, AMB Conf Room (T): Conduct a Mission Analysis with the Working Group Leaders, CJTF-7/CENTCOM**

- Governance and OPP brief guidance
- OPP leads a discussion on the new assumptions, implied tasks, timelines, priorities
- Staff leave with a better understanding of the problem, the constraints and priorities for planning

**20 Nov – 0730, Ministry Conf Room (T): OPP briefs all Senior Advisors on the new Guidance and Way Ahead for Planning. This brief will also be sent to Regional & Governorate Coordinators and MSC's for staffing.**

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**23 Nov: Senior Advisors prepare draft milestone charts (25 charts completed by 23 Nov) to identify and present new milestones, priorities, and required decision points**

**24 Nov: Working Group Leaders conduct planning workshops** with senior advisory staffs to coordinate priorities and issues (RC/MS/GC input included)

**25 Nov: Working Group Leaders prepare Overall Milestone Charts** for presentation to the entire body of planners in a Joint Synchronization Exercise

**27 Nov – 1400-1800, AMB Conf Room (T): Conduct Joint Synchronization Exercise** with Full Staff in attendance

**28 Nov – 1000-1500, Conf Center (T): Conduct Regional & Governorate Coordinators and MSC Conference** in Baghdad. Agenda to Follow.

**1 Dec – AMB Conf Room (T): Brief AMB Bremer** on results of Exercise:

- New charts in 3 month increments with proposed changes
- Charts with decision points

**7 Dec: Presentation of the plan w/alignment of the data base plan to the new milestones**

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