



COALITION PROVISIONAL AUTHORITY
BAGHDAD

φ OPP: Strat. Plan

INFO MEMO

November 19, 2003 0936L

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

Initial Guidance to All:

- Who?
- 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.

3 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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Policy Planning
and Analysis

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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 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:

to whom?

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

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*Policy planning?
Strat. plan*

CPA Phase-Out Assumptions
(Straw Man Draft – Nov. 20, 2004)

Regions:

- ☐ Iraqi sovereign governance will extend throughout Iraq beginning July 1, 2004. Yet CPA will not achieve all its capacity-building objectives and will retain all Regional Coordinators and 60% of the GCs for an extended period beyond June 30, 2004 to act as advisors and development/reconstruction assistance program managers. These offices will be supported through Coalition bilateral programs working under their embassies.
- ☐ Funding support for the RC and GC offices will be maintained through appropriated funds which carry over from the CPA support funds and will be managed by the embassies.
- ☐ Iraqi governorates will require significant security sector management assistance in 45% of their capitols and townships beyond June 30, 2004. This will phase down to 10% by June 30, 2005. CJTF-7 and CPA will maintain strong working relationships with the governorates to build their capacity to manage the security sector.

Governance:

- The time lines to establish full sovereign governance in Iraq by July 1, 2004 will be maintained on schedule.
- A government-wide anti-corruption program will be designed and the first stages will have begun implementation by June 30, 2004. Support for this program will be required for the indefinite future.
- The ministries will be implementing their plans for their anti-corruption program plans, but they have not yet been fully institutionalized by June 30, 2004. Technical Assistance programs will continue.
- A national professional civil service institution is planned and financed, but an extended bilateral assistance program will be required to complete the civil service transformation process.

Security:

- A Status of Forces Agreement will be negotiated which will request continued deployment of Coalition forces until stable security has been achieved.
- Iraqi security sector management will require substantial assistance beyond June 30, 2004. It will be requested as part of the agreement for maintaining Coalition forces.

- The continued rent-free occupation of Iraqi facilities by Coalition entities will be negotiated as part of the agreement for the Coalition to remain.
- Embassy military attaché offices will manage the security sector Technical Assistance support activities in the post-CPA period at about 70% of the levels provided prior to June 30, 2004.
- A counterinsurgency program will continue for an indefinite period beyond June 30, 2004.

Justice

- Courts will be open and functioning to varying degrees of effectiveness. Monitoring judicial capability will require continued monitoring beyond June 30, 2004 under a Technical Assistance program under ...
- An Anti-Corruption Task Force will be created to conduct a massive education and prosecutorial program by June 30, 2004 but work will only be beginning. A CPA-appointed Chief and staff will serve for a period of 5 years under CPA funding, with oversight provided by Embassy staff.


Essential Services:

- The Project Management Office will remain in the early stages of project implementation and will continue operations as part of the Embassy. It will report to the Military Attaché office.
- The USAID Mission that has been established under CPA will continue as part of the Embassy. It will manage the ongoing reconstruction and technical assistance programs under funding allocated to USAID.

Economy:

- The Public Distribution System conversion from food basket to a monetization program will be complete by July 1, 2004.
- Privatization of State Owned Enterprises will not be complete by June 30, 2004. Significant Technical Assistance will be required for a subsequent period, expected to be provided by (World Bank, IMF?).

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EXECUTIVE SECRETARIAT	
COALITION PROVISIONAL AUTHORITY	
	DATE: 27-Nov-03

Policy Planning


FOR: THE ADMINISTRATOR

ORIGINATOR: Policy Planning/Governance/ExecSec

RE: Ministry Transition Planning

Attached for your review is a one-page draft containing senior advisor phase-out criteria as developed by Governance and Policy Planning, in consultation with some ministry senior advisors. All expect further refinement of the "graduation" criteria and the nature of liaison and/or technical assistance roles. They understand that time will not allow for a scientific assessment of the extent to which ministries meet this criteria, however precisely defined.

Some withdrawals may have to be made on a case-by-case basis to begin with. The senior advisor's own judgment is likely to be as good as any.

 whose ministry is generally acknowledged as an early candidate for transition, has separately provided a memorandum on his planning efforts to date.

You also have two letters to each of the Ministers ready for signature: One is prepared from our OMB advisors regarding implementation of the 2004 budget; the other is a revision of an earlier OPP draft, based upon input from the senior advisors, asking the Ministers for their top priorities during this transition period and advising them of yours. Senior advisor would like to deliver the two letters simultaneously.

Senior Advisor Phase-Out Criteria

In considering when ministries are ready to be turned over, a number of factors should be taken into consideration. The criteria below have been developed in coordination with ministry senior advisors:

Infrastructure/Communications

- Inventory of infrastructure and communications assets completed.
- Adequate buildings, vehicles, computers, communications equipment, and office supplies in place.
- Adequate communications with governorate offices in place.

Planning

- Strategy for implementing prioritized list of short-term (1 year) and long-term (2-5 years) goals in place.
- Needs assessment for assets and personnel completed.
- Adequate coordination and lines of authority with governorates in place.
- Needs assessment for laws and regulations to implement goals completed.

Budget & Finance

- Development of budget (reviewed and approved by Ministry of Finance).
- Capability to execute competitive contracts for construction, purchases and maintenance in a transparent manner in place.
- Creation of auditing office completed.

Personnel

- Adequate staff levels in place.
- Security vetting of personnel completed.
- Job descriptions, transparent hiring practices, and staff training in place.
- Employee benefit structure (salaries, benefits, pensions, working conditions) in place.

Government/Consumer Relations

- Legal adviser hired to review regulations.
- Mechanisms in place to publish regulations in Official Gazette.
- Public relations office/website established.

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→ Ambassador
Tava

Φ PPTA

Strategic Plan

Revised Strategic Plan, Dec 03 – July 04

03 Dec 03

Revised Strategic Plan

December 2003

- **Governance**
 - Begin Basic Law with GC
 - GC passes Iraqi Special Tribunal Statute
- **Economy**
 - Charge for commercial power
 - Corporatisation begins
 - GC approve FB Monetization
 - IMF future program discussion begins
- **Essential Services**
 - Permanent DGs to MoH
- **Security Affairs**
 - Start interaction with Iraqi Experts
- **Mol**
 - Border Police Class begins (Jordan)
 - ATB Trg starts in US
 - IPS 58,800
- **CJTF-7**
- **Strat Comms**
 - New Contract
 - Deadline for interim license registration

Revised Strategic Plan

January 2004

- **Governance**
 - Begin security agreement with GC, Remove 3 CPA senior advisors from ministries
 - "refreshing" of PC complete
- **Economy**
 - Foreign banks admitted
 - Stock exchange opens
 - Foreign Bank monetization pilot
 - Iraqi FY 04 begins
- **Essential Services**
 - Roads to pre-war standards
 - Education reform dialogue
- **MoJ**
 - Framework for Iraqi court system developed
 - Education in judicial independence
 - All judges vetted
- **Security Affairs**
 - 1st Bde HQ forms
 - Begin training future Iraqi officials
 - IG established
- **MoI**
 - Customs operational
 - FPS TOA complete (~22,000 pers)
- **Strat Comms**
 - New contract starts
 - Key IMN employees trained
 - Est. Independent Media Commission

Revised Strategic Plan

February 2004

- **Governance**
 - Re-selection/re-validation of Governors complete
 - Basic law agreed by GC & CPA
- **Economy**
 - Interim Commercial Code in place
- **Essential Services**
 - Fund water quality monitoring program
 - First TF Restore Iraqi Electricity projects complete
- **MoJ**
 - Serious crime & anti-terrorism investigative capacity established
- **MoI**
 - 101st Transfer Of Authority for border Plan of Execution
- **CJTF-7**
 - ICDC 26 Bns (~22,000 pers)
- **Strat Comms**
 - Electoral documentary shown
 - Press council est.
- **Education**
 - Partner Coalition Universities

Revised Strategic Plan

March 2004

- **Governance**
 - Begin caucuses for TNA
 - Remove 5 CPA senior advisors from ministries
 - Establish Iraqi Election Commission
- **Economy**
 - National Oil Co. Est.
 - First two large scale pilots.
 - Price inc. for energy
- **Essential Services**
 - Hydro network plan
 - Liberalize diesel pricing
 - Train ASP site protectors
- **MoJ**
 - Anti-corruption entity established
- **Security Affairs**
 - Appoint MinDef
- **Mol**
 - 4th ID Transfer Of Authority for border Plan Of Execution
 - MND SE Transfer Of Authority for border Plan Of Execution
- **CJTF-7**
 - Iraqi forces responsible for municipal security
 - Security agreement
- **Strat Comms**
 - IMN prepared for contingency operations

Revised Strategic Plan

April 2004

- **Economy**
 - Draft organic budget law for discussion
- **Essential Services**
 - Residential electricity billing starts
- **MoJ**
 - 3,500 correctional service officers operation under CPA oversight
- **Security Affairs**
 - NIA Bns trained (~3000 troops)
 - 1st Div HQ forms 2 Bde HQ
- **Mol**
 - 1500 new IPS deployed
 - 61,000 police operational
 - 82nd & MND SC TOA for border POE
- **CJTF-7**
 - ICDC 36 Bns
 - 40,000 pers
- **Education**
 - University curriculum reform

Revised Strategic Plan

May 2004

- **Governance**
 - Selections to Transitional Assembly complete
- **Economy**
 - Mid-year review of Budget 04 executed
- **Essential Services**
 - Finalize housing reform
 - Training skills course complete
- **Security Affairs**
 - Militias integrated
 - 2nd Div HQ forms
- **Mol**
 - Ports Transfer Of Authority complete (10,500 pers)

Revised Strategic Plan

June 2004

- **Governance**
 - IEC regional offices established
- **Economy**
- **Essential Services**
 - Hydro network start-up
 - GPS locomotive tracking
- **MoJ**
- **Security Affairs**
 - CMATT handover to JFHQ
 - MOD stood up (incl. integ of DSA)
 - JFHQ stood up under MOD
 - Natl. Cmd. Auth. structure est.

Revised Strategic Plan

July 2004

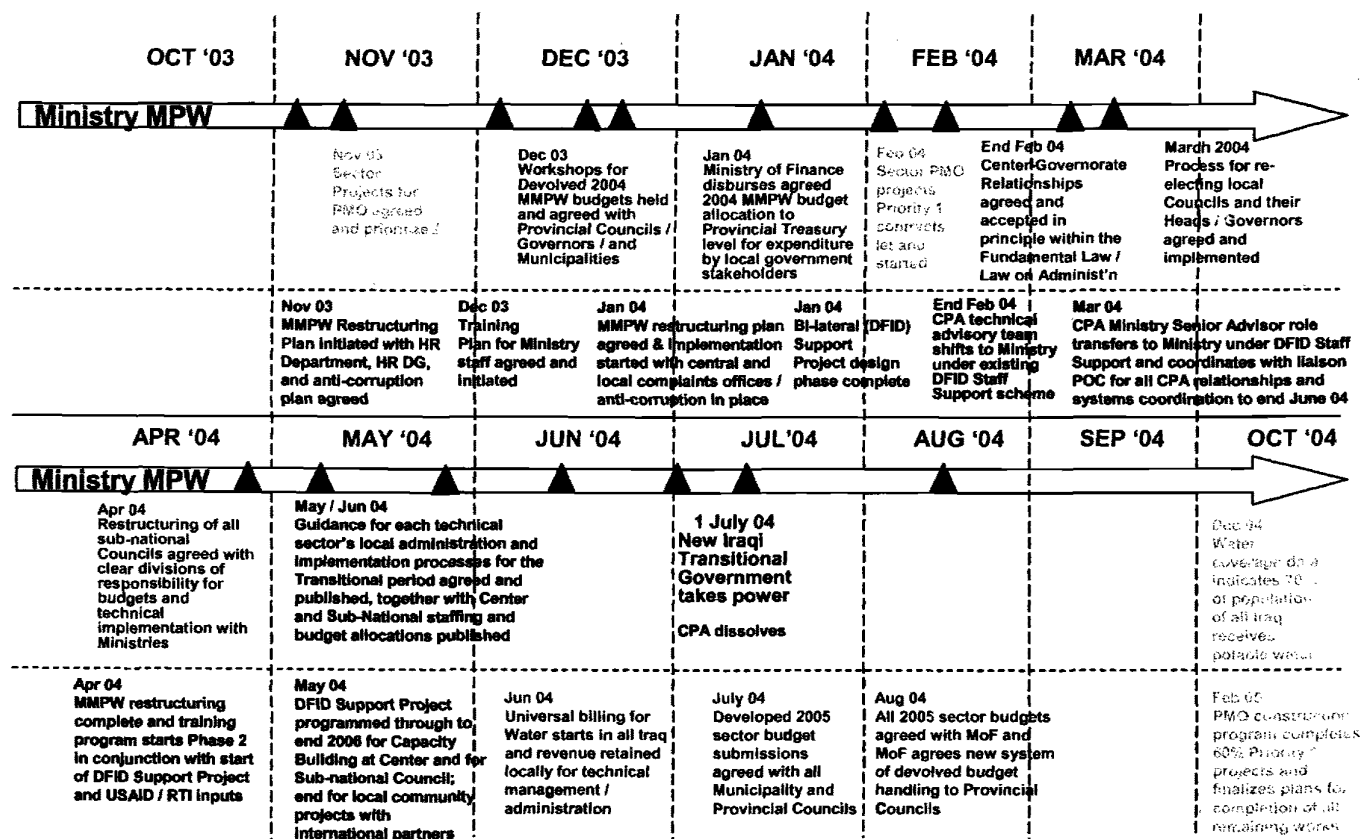
- **Governance**
 - Transitional administration takes power
 - C²A dissolves
 - GC dissolves
- **Economy**
 - Energy and electricity price increase
 - Organic budget bill ready
- **Essential Services**
 - 6000 MW peak power
 - ANS installed
- **Mol**
 - ATB trained
- **CJTF-7**
 - Implement security agreements
- **Education**
 - Link university and business

Ministry of Municipalities and Public Works

*CPA Retained
Street Plan*

- 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 retrain 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 – Logistics for Handover at 1 July 2004

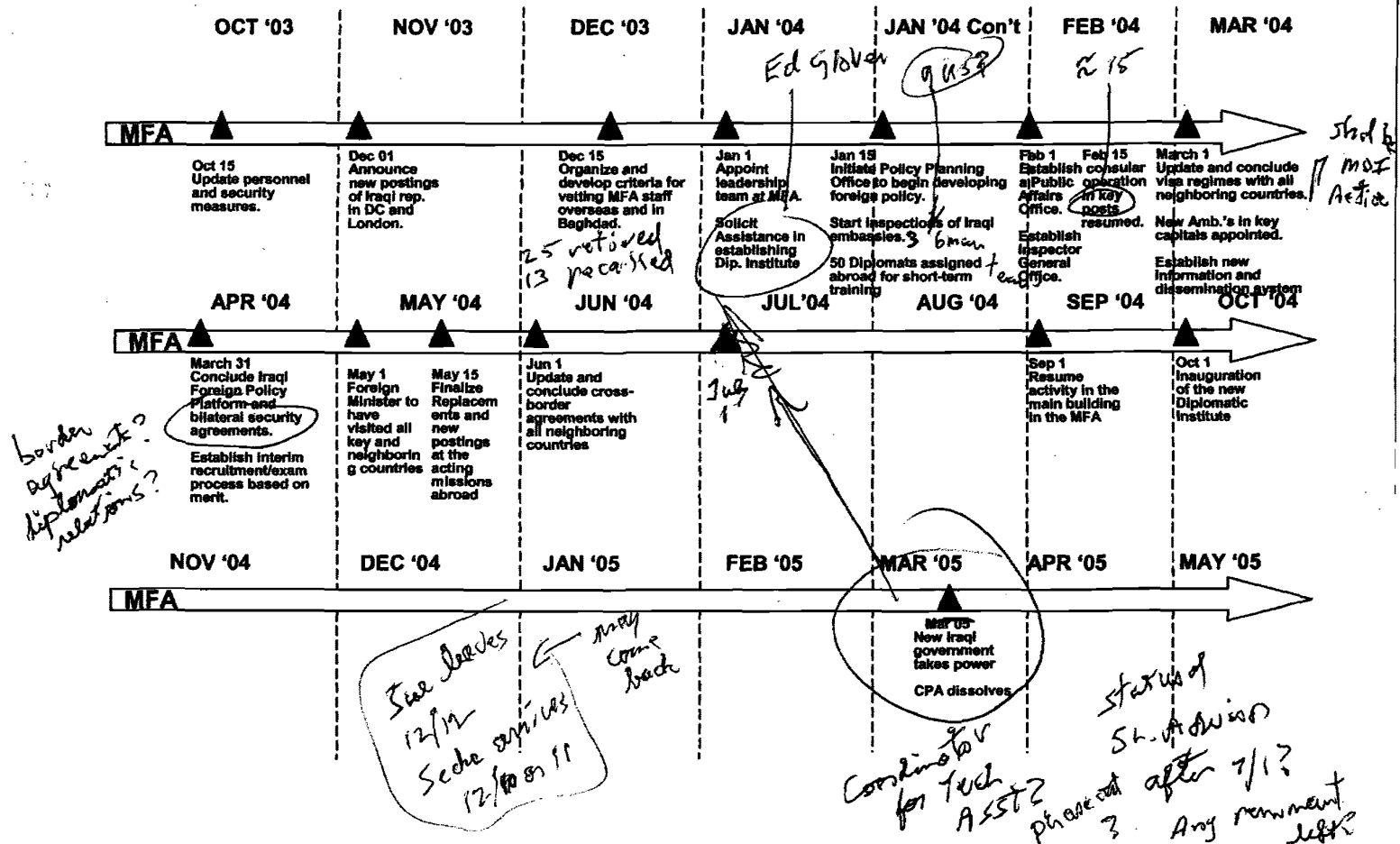


Ministry of Foreign Affairs

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.

Ministry of Foreign Affairs Milestone Chart (Oct '03 – May '05)



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.

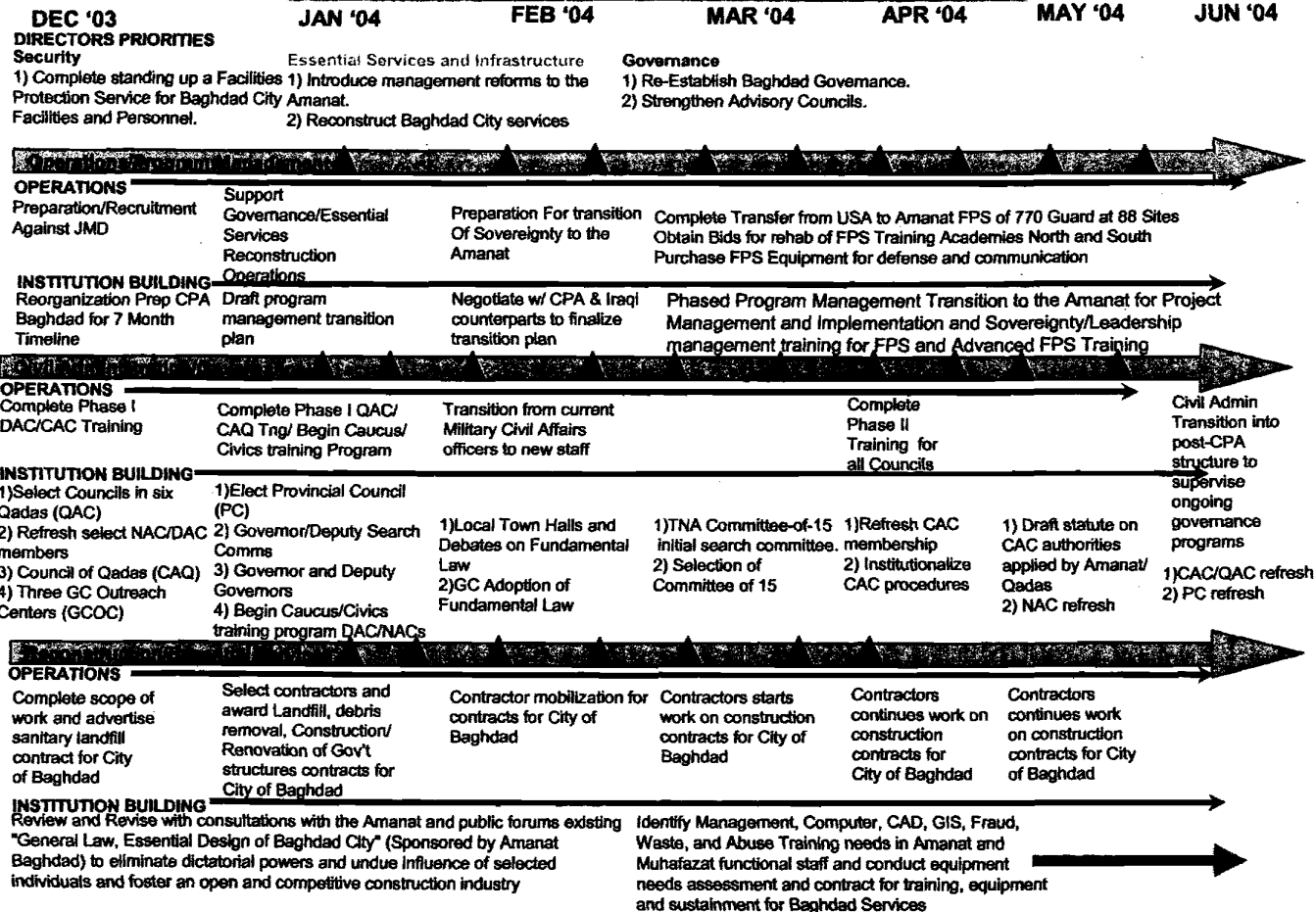
Essential Services and Infrastructure

- **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.

CPA-BAGHDAD – 7 Month Milestones

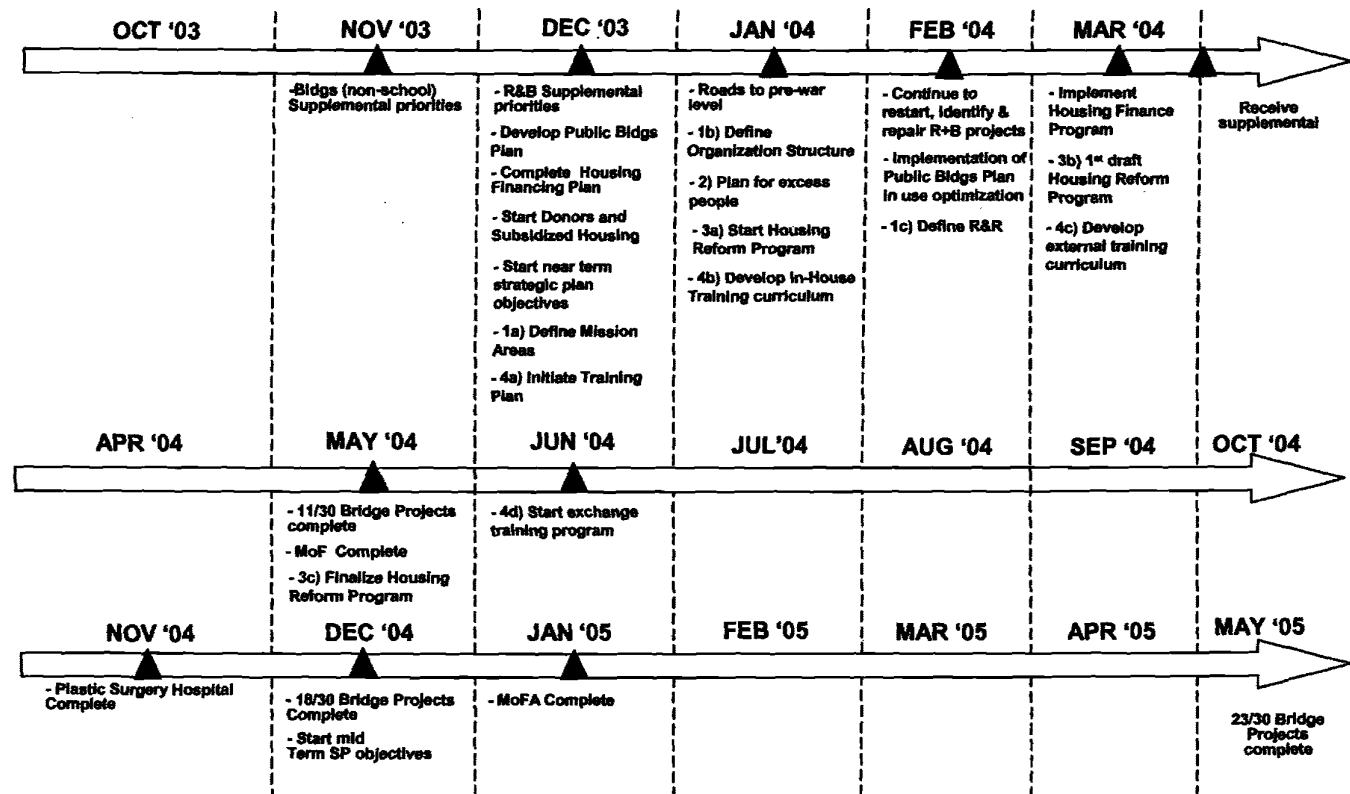


Ministry of Housing & Construction

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 17,000 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 unfunded 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.

Ministry of Housing & Construction Briefing Slide



Top 4 Priorities

1) Establish Organization

2) Plan for Excess Staff

3) Housing

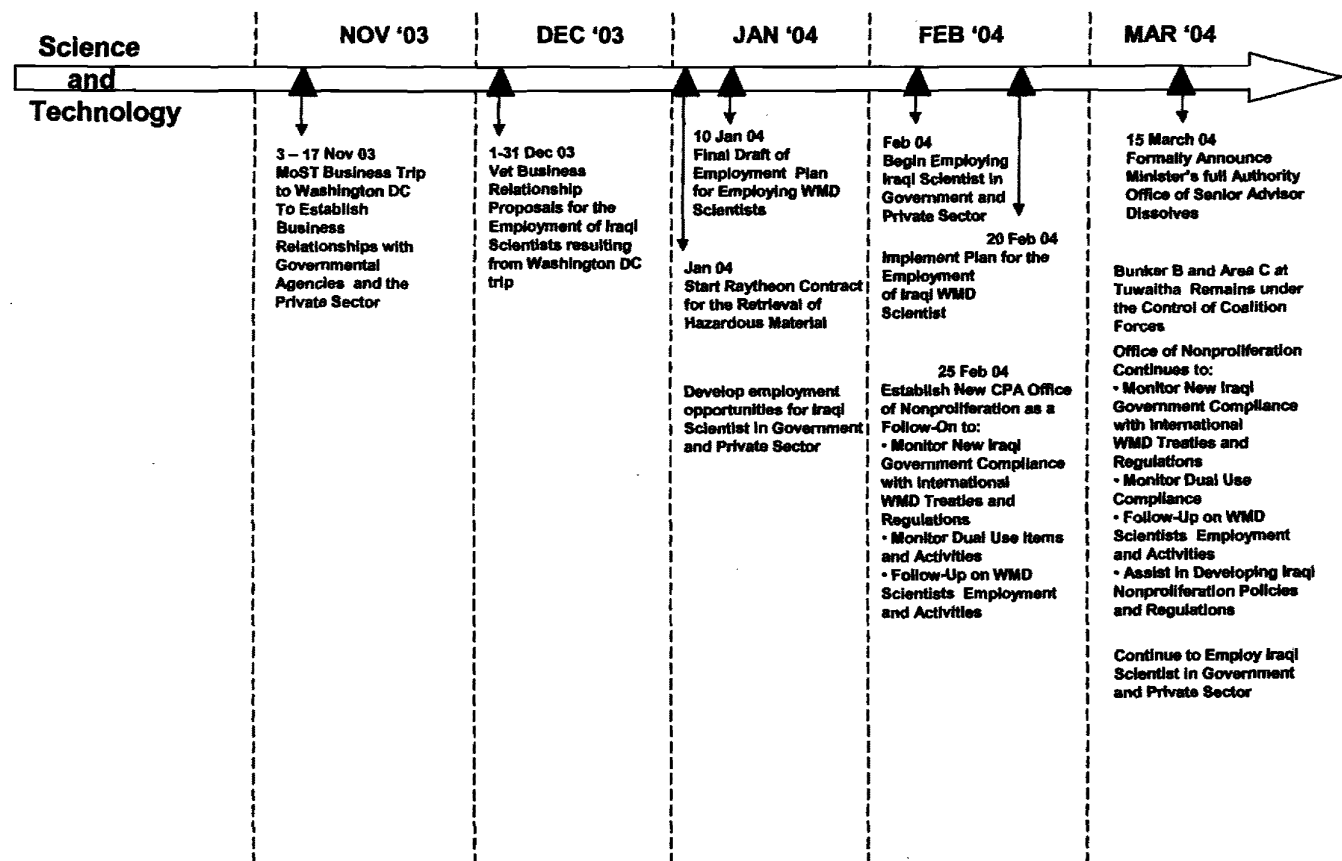
4) Training

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.

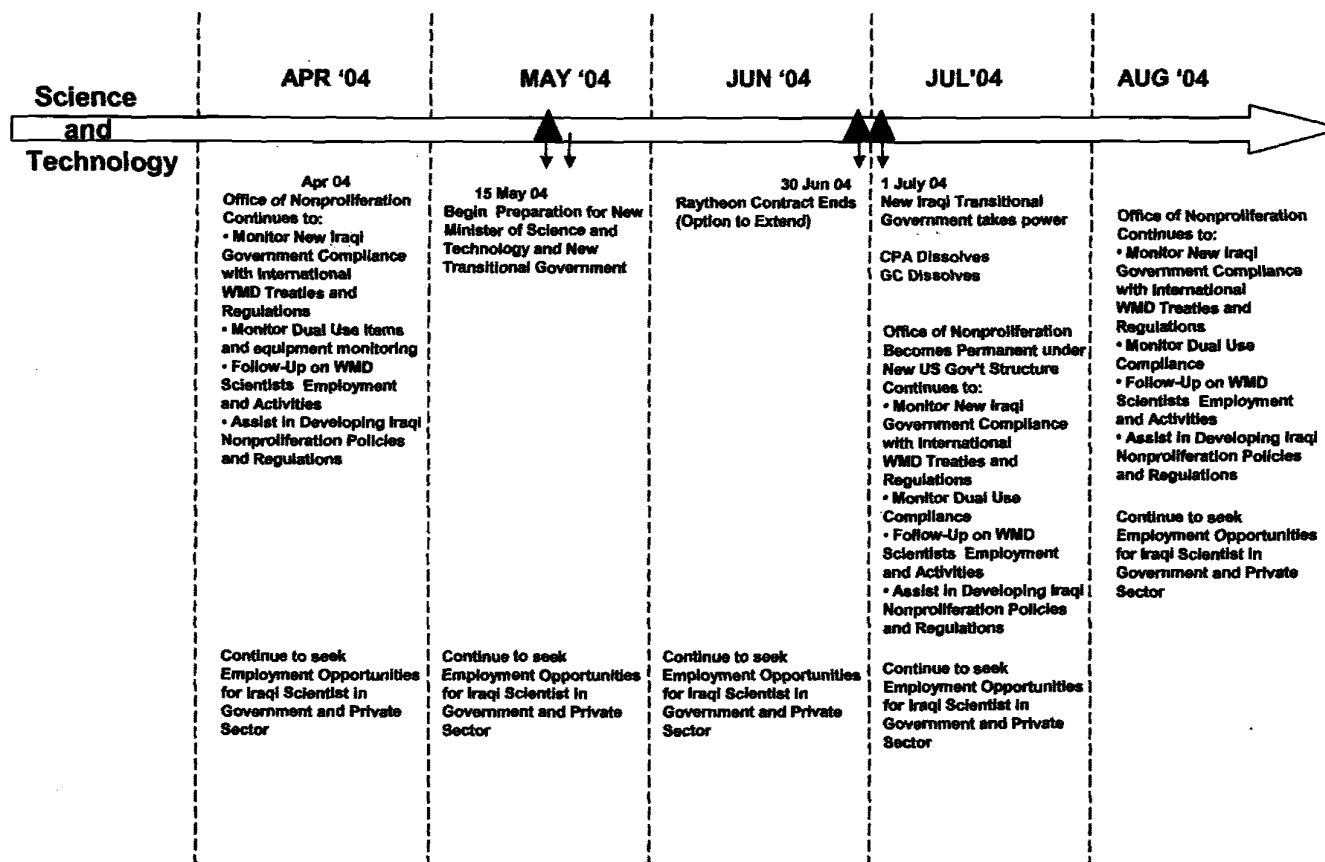
Senior Advisor Slide Science and Technology

As of 30 Nov 03



Senior Advisor Slide Science and Technology

As of 30 Nov 03





COALITION PROVISIONAL AUTHORITY

BAGHDAD

INFO MEMO

December 7, 2003

FOR: ADMINISTRATOR

FROM: [REDACTED] Senior Advisor, Ministry of Housing and Construction (MoHC)

SUBJECT: Top Strategic Plan Priorities

We have identified four top priorities in consultation with the Minister's senior staff that we will strive to complete by June 30, 2004. The priorities are; 1) Establish Organization; 2) Plan for Excess Staff; 3) Develop Housing Reform Program; and 4) Develop Training Program. 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. The teams, called "Committees" by the Iraqi's, will have members from CPA-MoHC and the Ministry and will follow a structured problem solving process. Brief details on the priorities are:

Establish Organization – This is broken into three sub-milestones: 1) Define mission areas; 2) Define organizational structure; and 3) 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.

Plan for Excess Staff – There are approximately 15,670 people on the MoHC State Owned Entities payroll. There are another 8,033 civil servants working directly for the Ministry. 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.

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: 1) housing and property; 2) infrastructure; 3) construction sector; and 4) property. We will also look to identify sources (i.e. Donor's Conference) for unfunded projects that have already been planned.

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.

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Pol. Pl. + Fin. &
Strat. Plan.

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CPA's top priorities of anti-corruption; civil service capacity building and training; and planning for post-CPA work are embedded in the above priorities. As part of the problem solving process we will establish a baseline of where the Ministry is now relative to these priorities, and we'll establish a target for improvement.

ATTACHMENTS: 1) MoHC Briefing Slide
2) MoHC Organization Chart
3) MoHC Fact Sheet
4) MoHC Staffing Spreadsheet
5) Minister's draft letter reply

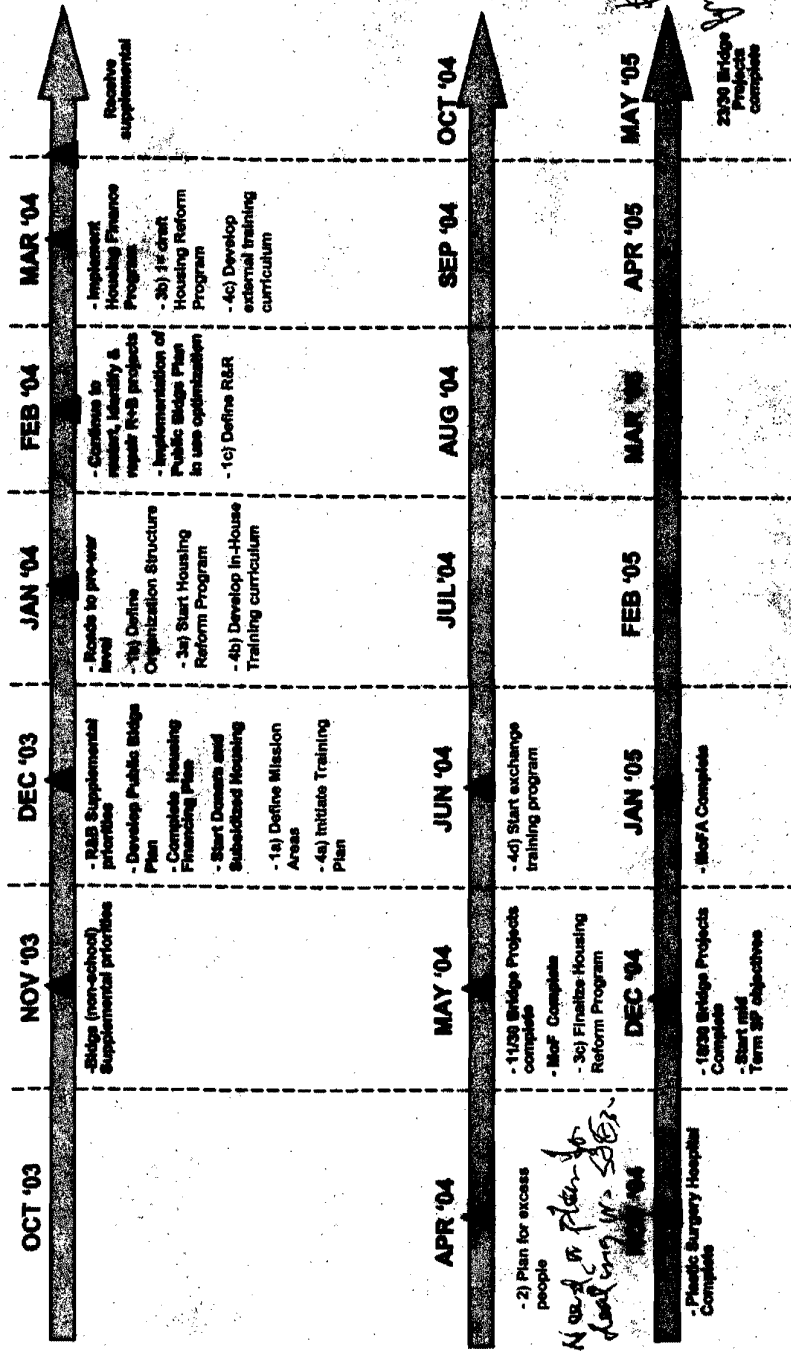
COORDINATION:



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Ministry of Housing & Construction Briefing Slide



Top 4 Priorities

- 1) Establish Organization
- 2) Plan for Excess Staff
(re. VET in SOE Budget - SOE employees)
- 3) Housing
- 4) Training

Mr. L. Paul Bremer III
Administrator
Coalition Provisional Authority

Ref.: _____

Date: Dec. 9th, 2003

Subject : Top Strategic Plan Priorities

Dear Mr. Bremer ,

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 (\$5600m.requested against \$530m.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. 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 ,old age , disabled, etc.).
- 2.4 Squatters in slums & deprived areas, homeless intruding 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 (nil 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 Iraq 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.)

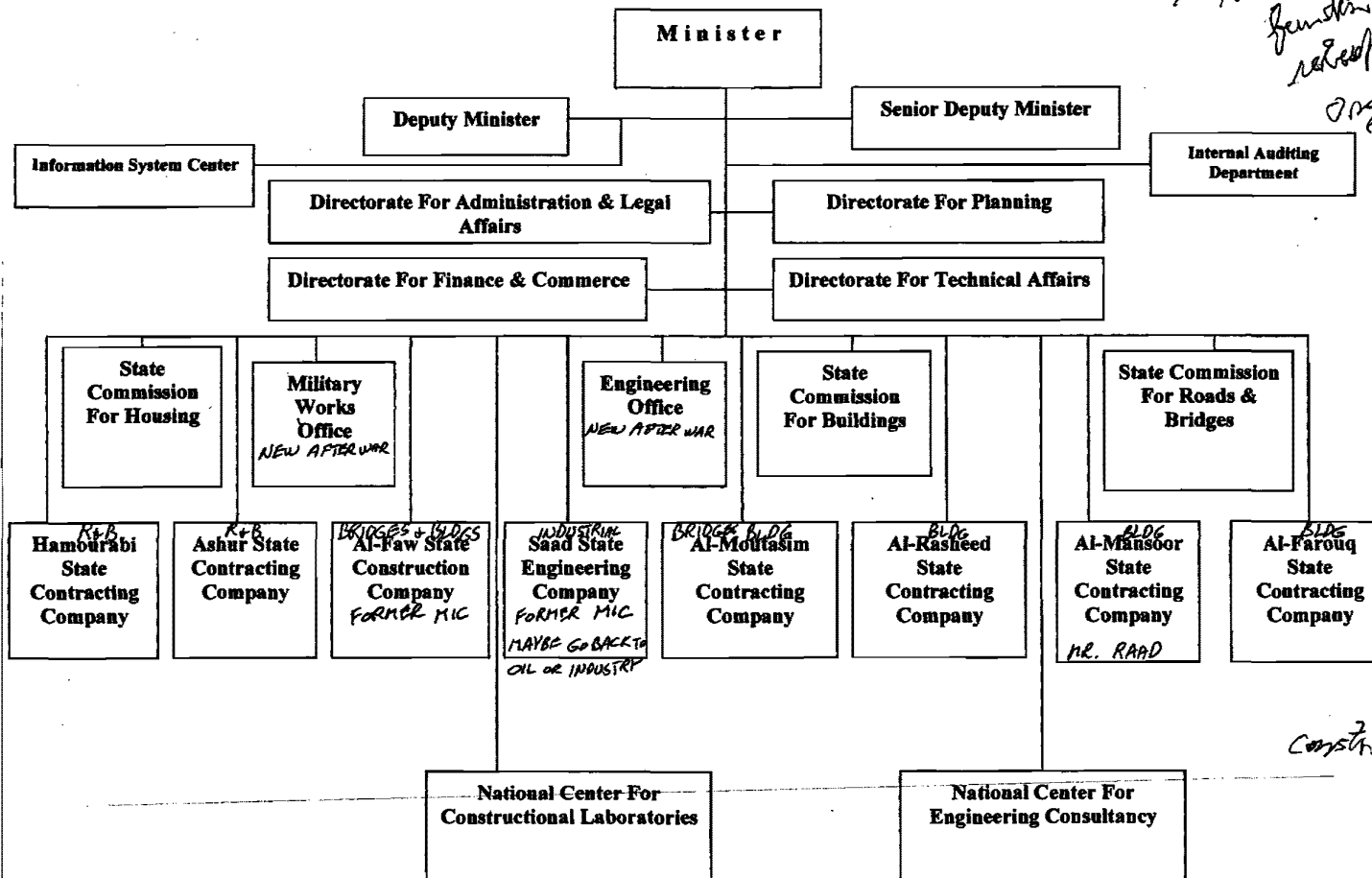
The three additional topics exhibited in your above mentioned letter are covered in the headings explained above, except the issue related to corruption which is a subject that showed continuous presence in our directives and procedures at our ministry. It is worth mentioning here that prevailing regulations 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.

Baqir J. al-Zubaidi
Minister of Construction and Housing

Organigram for Ministry of Construction & Housing



*JB: Typical Ig org
Need a
fundamental
reorg of
this
ministry*

Then S&P

*Can
comple
as sub
contractors
on supp.
const. projects*

Ministry of Housing and Construction

Staffing

Offices	Pre-War 2003	Post-War 2003	Proposed 2004
Ministry Center	158	125	125
Al-Farouq			0
Al-Rashid			0
Ashur			0
Engineering Consultancy			392
Building Board	264	341	341
Housing Board	169	186	186
Al-Faw	0		0
Sae'd	0		0
Military Works	0	2,572	2,572
Hamourabi			0
Roads Board	1,567	1,593	1,593
Al-Mutasim			0
Engineering Directorate	0	3,216	3,216
Al-Mansour			0
Construction Labs			1,324
Dewan	0	0	6,660
Total	14,353	23,703	16,409

Note: Shaded cells indicate State Owned Entities

Need a plan for using these people.

✓ = "4 can" staff
in 50% that will become self supporting or...?

5785 - 03 New
6660 - 02 " "
12445 - New in 03 + 04
out of 16,409 total emp's.

FACT SHEET

DATE 7 December 2003

SUBJECT: Ministry of Housing and Construction Staffing and Budget Information

People:

Minister: Baker Jabor Al-Zubaidi
 Senior Advisor: [REDACTED]
 Deputy Senior Advisor - LTC [REDACTED]
 Governing Council Sponsor: Abdul Aziz al-Hakeem

Pre-War Approximate # Employees on Payroll:

Ministry	2,158
SOE	12,195
Total	14,353

Post-War 2003 Approx # Employees on Payroll:

Ministry	8,033
SOE	15,670
Total	23,703

Proposed 2004 Approx # Employees on Payroll:

Ministry	9,749
SOE	0
Dewan	6,660 (Agriculture, Hospitality, Real Estate)
Total	16,409

Budget (\$m):

	2003	2004
Operating Budget	6.0	36.8
Capital Projects	17.6	133.4
Buildings	2.8	11.9
Housing	1.4	81.4
Roads/Bridges	8.2	89.6
Ministry HQs	4.3	0
Border X & Other	0.9	0
Total	23.6	170.2

Supplemental (\$m):

Buildings	130.0
Roads/Bridges	240.0

Oil for Food (Em):

Housing	74.5
---------	------

for Mortgage Bank?
 have AD
 write on
 RFP?
 Don't study it
 we know
 how to do.
 Talk w AD
 for set
 Don
 FVMA type
 in station
 short cut
 structure



COALITION PROVISIONAL AUTHORITY
BAGHDAD

031218-05
PPA: STRAT. plan

INFO MEMO

December 18, 2003

FOR: The Administrator
FROM: OPFA
SUBJECT: CPA Priorities in 2004

Tomorrow, we shall issue you with the revised version of the new strategic plan. This takes account of the revised ministerial priorities and plans developed since November 15, results of your reviews with Senior Advisors to date and of the Ministers' letters reviewed to date. We are also developing an enhanced reporting process to enable the Executive Board to monitor progress against the Plan on a weekly basis from January 2004.

You asked each ministry to put forward three top priorities to help focus attention on their main tasks between now and July 2004. We thought it may be helpful to provide you our analysis of the top priorities facing CPA in the coming six months. We believe that Executive level attention should be focused on these priorities.

Achieving Iraqi buy-in to the political process

CPA's first priority must be to ensure the success of the political process laid out in the November 15 Agreement. Critical tasks include:

- i) Adequately supporting and guiding the TAL process to ensure that the Law provides a stable basis for the Iraqi political process after March 2004;
- ii) Engaging all communities (notably Sunni and tribal) to ensure that political differences do not escalate into violence;
- iii) Effectively communicating with and involving Iraqis in the political process.

Government capacity building

It has become evident that the primary risk to the achievement of CPA's vision for the reconstruction of Iraq is the lack of a coordinated, well-trained and well-managed civil service. Critical tasks include:

- i) Establishment of a coordinated and restructured civil service including cabinet office secretariat and inter-ministerial committees;
- ii) Recruitment, education and training of senior and mid-level management capacity in the civil service and security forces;
- iii) Establishment of sound management and financial systems.

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Police & judiciary

We are relying on the Iraqi Police Service to serve as the primary law enforcement and internal security agency. We face a daunting task in rebuilding and transforming a weak and corrupt organization into one that can be trusted and effective in the context of high levels of organized crime and political violence. If we are to ensure that the police and the judiciary can bear the burden then we need to devote additional effort to building their capacity. Critical tasks include:

- i) **Recruit and train:** The IPS recruitment & training program is underway but it will not sufficiently raise the quality of police and judicial personnel (officers, civilian staff and managers) by the time of transition. Additional use could be made of Coalition Forces to deliver training in-country; priority also needs to be given to training civilian personnel to support the police and judiciary.
- ii) **Equip:** Belated equipment deliveries to the police (and border police) are seriously retarding their capability and affecting morale. We need to ensure that policemen have identifiable uniforms, marked vehicles and non-lethal equipment (e.g. batons and cuffs). We can accelerate deliveries by diverting resources from the ICDC and NIA, using CERP funding and developing interim options, such as purchasing weapons on the local market or recycling coalition equipment.
- iii) **Mentor:** Mentoring police and the judiciary is vital to build capacity; many police stations and courts have only episodic contact with coalition personnel. There is a need to get mentors on the ground now. While we await the arrival of Supplemental-funded personnel, we can make more use of Coalition Forces and by calling up individual reservists, such as JAGs and police officers.

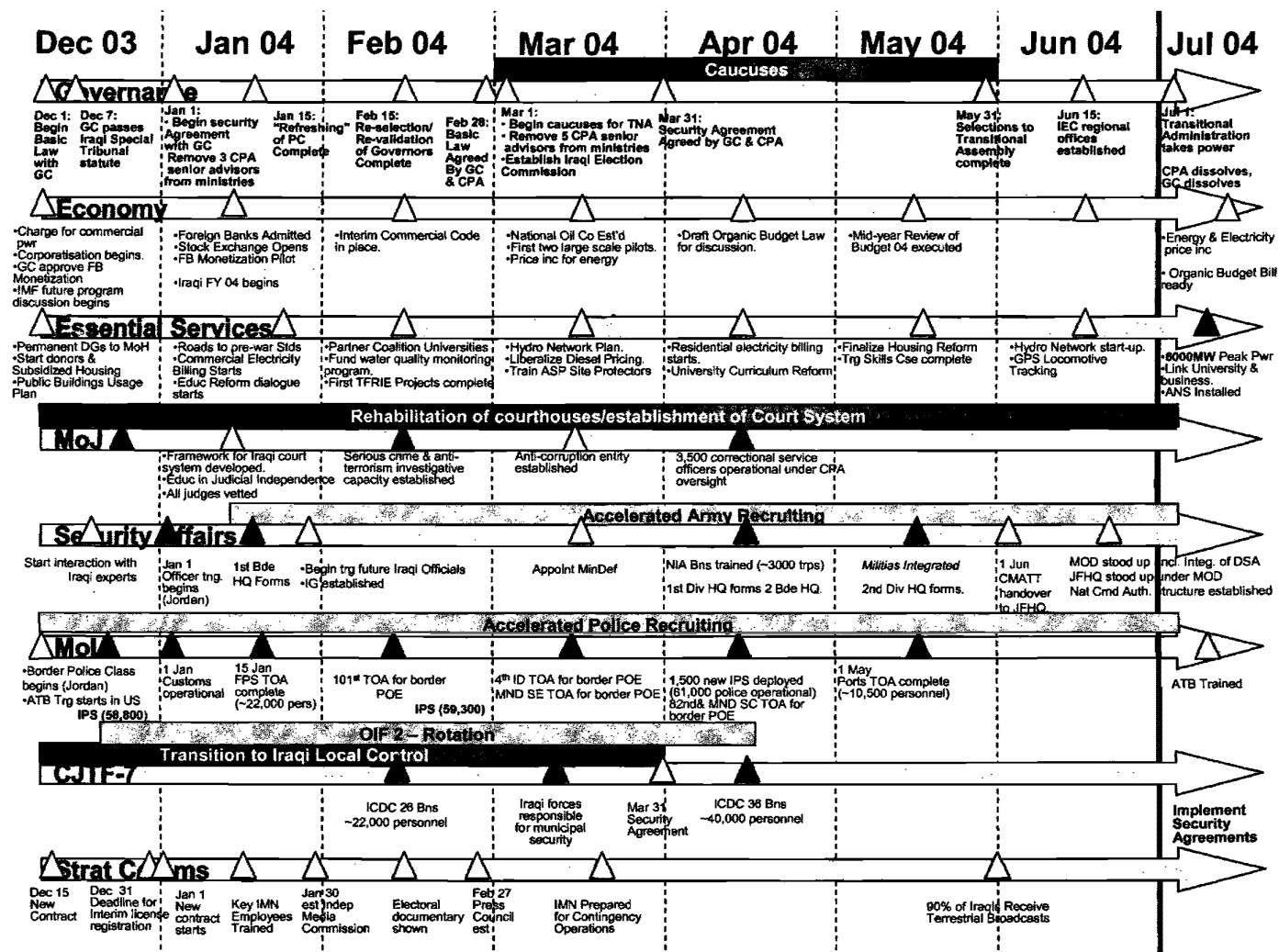
Balanced economic reform

Economic reform is vital for the long-term prosperity and political stability of Iraq but there is also a need for short-term job creation to stabilize the political situation. Significant efforts are now being made to create jobs but the economic priority is to ensure that the Iraqi leadership understand the importance of implementing structural reforms such as fuel price liberalization and PDS monetization. To avoid politically disastrous economic shocks in 2005-6, it is critical that the Iraqi leadership work with CPA to start to start implementing economic reform plans.

Recommendation: Good work is being done in all areas by various CPA and CJTF-7 elements. However, rapid and significant progress on these priorities is critical to the success of the CPA mission and the future of Iraq. We recommend that, you focus effort through high-level, cross-cutting Tiger Teams, able to mobilize resources both within Iraq and in coalition countries.

Cc: Ambassador Keith Jones, General Keith Kellogg, Ambassador Jeremy Greenstock

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Office of Policy Planning
Strategic Plan

**Update on The Revised
Strategic Plan**

28 Nov 03

**Regional Coordinators &
Commanders Conference**

Purpose

To continue the iterative process of
aligning what you are doing with what
we are doing based on the changes in
the Governance timeline

Agenda

- A note on the working groups forming to tackle the four cross-cutting issues including the transition to a Post-CPA environment
- The priorities for each of the 5 Core Foundations between now and 1 July
- The milestones (highlighting changes) to achieve these priorities
- A recap of the overlapping high conflict or risk areas identified in our staff exercise

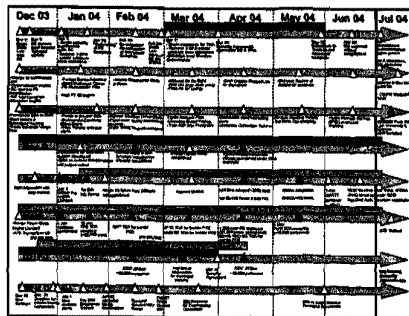
- **Anti-Corruption**
- **Capacity building through training in the Ministries**
- **Creation of a professional Civil Service**
- **Transition to Post-CPA Operations**

- Continue work w/GC, Ministries, PC, LCs
- Implement November Agreement:
 - Develop Transitional Admin Law w/GC
 - Negotiate Security Agreement w/GC
 - Caucus process for TNA
 - Develop electoral infrastructure
- Long-range Democratic Institutional Development:
 - Civil society
 - Civic education
 - Political parties
 - Human rights & transitional justice

Dec 03	Jan 04	Feb 04	Mar 04	Apr 04	May 04	Jun 04	Jul 04
Dec 03 1. 12/1/03 2. 12/2/03 3. 12/3/03 4. 12/4/03 5. 12/5/03 6. 12/6/03 7. 12/7/03 8. 12/8/03 9. 12/9/03 10. 12/10/03 11. 12/11/03 12. 12/12/03 13. 12/13/03 14. 12/14/03 15. 12/15/03 16. 12/16/03 17. 12/17/03 18. 12/18/03 19. 12/19/03 20. 12/20/03 21. 12/21/03 22. 12/22/03 23. 12/23/03 24. 12/24/03 25. 12/25/03 26. 12/26/03 27. 12/27/03 28. 12/28/03 29. 12/29/03 30. 12/30/03 31. 12/31/03	Jan 04 1. 1/1/04 2. 1/2/04 3. 1/3/04 4. 1/4/04 5. 1/5/04 6. 1/6/04 7. 1/7/04 8. 1/8/04 9. 1/9/04 10. 1/10/04 11. 1/11/04 12. 1/12/04 13. 1/13/04 14. 1/14/04 15. 1/15/04 16. 1/16/04 17. 1/17/04 18. 1/18/04 19. 1/19/04 20. 1/20/04 21. 1/21/04 22. 1/22/04 23. 1/23/04 24. 1/24/04 25. 1/25/04 26. 1/26/04 27. 1/27/04 28. 1/28/04 29. 1/29/04 30. 1/30/04 31. 1/31/04	Feb 04 1. 2/1/04 2. 2/2/04 3. 2/3/04 4. 2/4/04 5. 2/5/04 6. 2/6/04 7. 2/7/04 8. 2/8/04 9. 2/9/04 10. 2/10/04 11. 2/11/04 12. 2/12/04 13. 2/13/04 14. 2/14/04 15. 2/15/04 16. 2/16/04 17. 2/17/04 18. 2/18/04 19. 2/19/04 20. 2/20/04 21. 2/21/04 22. 2/22/04 23. 2/23/04 24. 2/24/04 25. 2/25/04 26. 2/26/04 27. 2/27/04 28. 2/28/04	Mar 04 1. 3/1/04 2. 3/2/04 3. 3/3/04 4. 3/4/04 5. 3/5/04 6. 3/6/04 7. 3/7/04 8. 3/8/04 9. 3/9/04 10. 3/10/04 11. 3/11/04 12. 3/12/04 13. 3/13/04 14. 3/14/04 15. 3/15/04 16. 3/16/04 17. 3/17/04 18. 3/18/04 19. 3/19/04 20. 3/20/04 21. 3/21/04 22. 3/22/04 23. 3/23/04 24. 3/24/04 25. 3/25/04 26. 3/26/04 27. 3/27/04 28. 3/28/04 29. 3/29/04 30. 3/30/04 31. 3/31/04	Apr 04 1. 4/1/04 2. 4/2/04 3. 4/3/04 4. 4/4/04 5. 4/5/04 6. 4/6/04 7. 4/7/04 8. 4/8/04 9. 4/9/04 10. 4/10/04 11. 4/11/04 12. 4/12/04 13. 4/13/04 14. 4/14/04 15. 4/15/04 16. 4/16/04 17. 4/17/04 18. 4/18/04 19. 4/19/04 20. 4/20/04 21. 4/21/04 22. 4/22/04 23. 4/23/04 24. 4/24/04 25. 4/25/04 26. 4/26/04 27. 4/27/04 28. 4/28/04 29. 4/29/04 30. 4/30/04	May 04 1. 5/1/04 2. 5/2/04 3. 5/3/04 4. 5/4/04 5. 5/5/04 6. 5/6/04 7. 5/7/04 8. 5/8/04 9. 5/9/04 10. 5/10/04 11. 5/11/04 12. 5/12/04 13. 5/13/04 14. 5/14/04 15. 5/15/04 16. 5/16/04 17. 5/17/04 18. 5/18/04 19. 5/19/04 20. 5/20/04 21. 5/21/04 22. 5/22/04 23. 5/23/04 24. 5/24/04 25. 5/25/04 26. 5/26/04 27. 5/27/04 28. 5/28/04 29. 5/29/04 30. 5/30/04 31. 5/31/04	Jun 04 1. 6/1/04 2. 6/2/04 3. 6/3/04 4. 6/4/04 5. 6/5/04 6. 6/6/04 7. 6/7/04 8. 6/8/04 9. 6/9/04 10. 6/10/04 11. 6/11/04 12. 6/12/04 13. 6/13/04 14. 6/14/04 15. 6/15/04 16. 6/16/04 17. 6/17/04 18. 6/18/04 19. 6/19/04 20. 6/20/04 21. 6/21/04 22. 6/22/04 23. 6/23/04 24. 6/24/04 25. 6/25/04 26. 6/26/04 27. 6/27/04 28. 6/28/04 29. 6/29/04 30. 6/30/04	Jul 04 1. 7/1/04 2. 7/2/04 3. 7/3/04 4. 7/4/04 5. 7/5/04 6. 7/6/04 7. 7/7/04 8. 7/8/04 9. 7/9/04 10. 7/10/04 11. 7/11/04 12. 7/12/04 13. 7/13/04 14. 7/14/04 15. 7/15/04 16. 7/16/04 17. 7/17/04 18. 7/18/04 19. 7/19/04 20. 7/20/04 21. 7/21/04 22. 7/22/04 23. 7/23/04 24. 7/24/04 25. 7/25/04 26. 7/26/04 27. 7/27/04 28. 7/28/04 29. 7/29/04 30. 7/30/04 31. 7/31/04

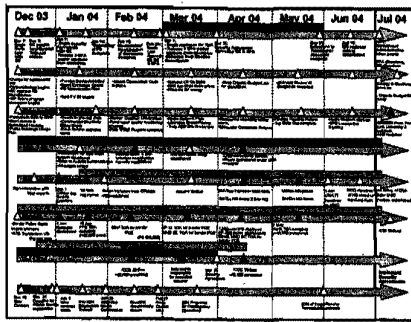
**Priorities
(Economy)**

- Basket monetisation will commence
- Price liberalization will be under way
- SOE policy will be established and implementation underway
- Future oil sector revenue will be assured



**Priorities
(Essential Services)**

- Oil production - Must continue to generate oil revenue and by-products for Iraqi use
- Electricity- Must focus on generation, transmission and maintenance - Key link with oil ministry
- Food Security - PDS to continue past July 1



Priorities (Security)

- OSA Priorities
 - Establish and stand up Ministry of National Defense (MOND) by 1 July.
 - Establish and stand up the Joint Force Head Quarters by July 1
 - Plan, construct/establish National Command Authority structure
- CJTF-7 Priorities
 - Transition to Iraqi Local Control
 - Develop capacity of Iraqi Security forces
 - Assist in developing a Security Agreement

Priorities (Security)

- MOI Priorities
 - Training of all MOI elements
 - Equipment deployment (Accelerate the procurement and deployment of basic and specialized equipment MOI elements)
 - Mentoring - To implement the Civ-Pol program, i.e. the deployment of Civilian Police Officers to act as mentors to MOI elements
- MOJ Priorities
 - Build a durable, honest, comprehensive anti-corruption entity
 - Ensure smooth, expeditious, fair operation of court system
 - Institute workable Prisoners plan
- MFA Priorities
 - Restructuring the Ministry and Iraqi Embassies abroad
 - Build new relationships with Arab and Neighboring countries
 - Establish a foreign policy making process in the new government

**Priorities
(Security - Backup)**

• **CJTF-7 Priorities**

- Transition to Iraqi Local Control
- Develop capacity of Iraqi Security forces
- Assist in developing a Security Agreement

**Priorities
(Security - Backup)**

MOI Priorities

- Training of all MOI elements
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**Priorities
(Security - Backup)**

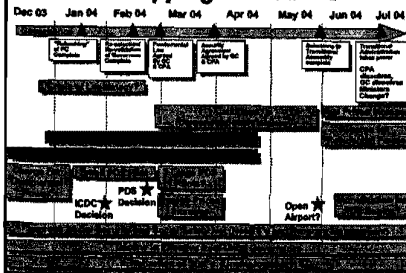
• **MOJ Priorities**

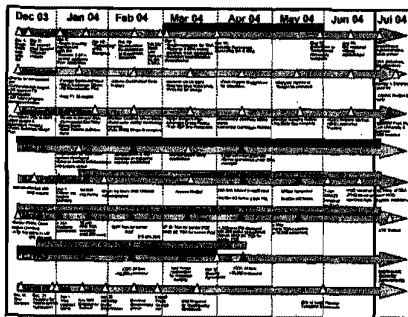
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- Institute workable Prisons plan

Priorities (Security - Backup)

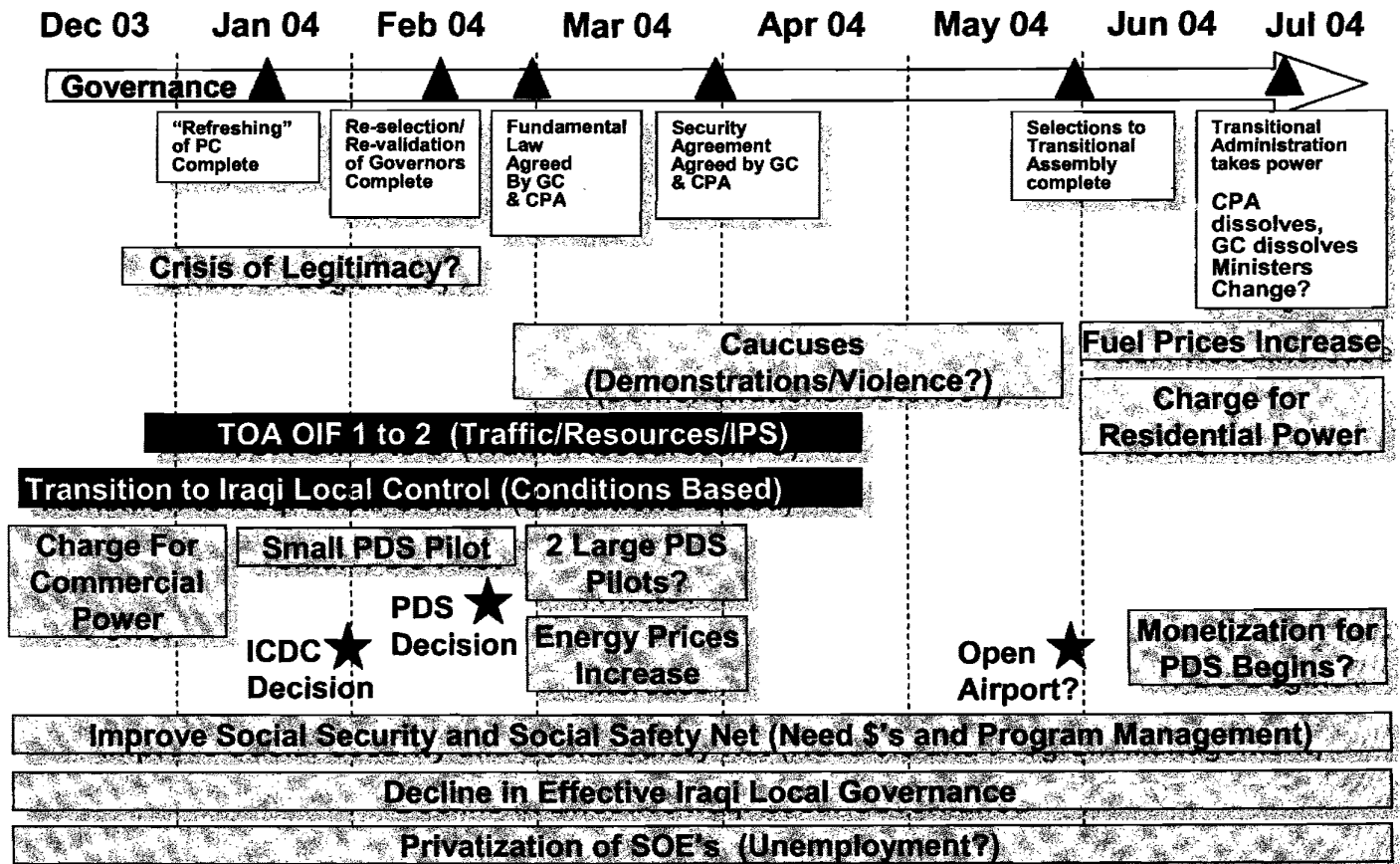
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 - Restructuring the Ministry and Iraqi Embassies abroad
 - Build new relationships with Arab and Neighboring countries
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Overlapping Risk Areas





Overlapping Risk Areas



Ø OPPA

OPPA issues Feb 18

- Progress reporting to CPA (new Strat Planning mechanism)
 - Coordinating CPA and CJTF-7 planning
 - Planning with the CPA regions
 - Analysis of risk areas (e.g. Electricity, MoF, MoJ?)
- Development of statistical indicators (aggregate Measures of Effectiveness)
 - incl capacity building for Central Statistical Office
- Transition Planning
 - Ministerial readiness for transition
 - Standing down of senior advisors
 - CPA transition to embassies
 - Field transition
 - post-CPA support
 - Transition of OPPA processes and knowledge to i) future embassy/AID structures; ii) GOI; iii) UN/IOs
- / • Local Command and Control structures to facilitate TOA to local (police) control and for infrastructure security
- Civil Service Reform
 - Cabinet Office?
 - Think-tanks?
 - IGs
- Election/caucus planning
 - Integrating political requirements with security/logistical requirements
- Security sector development
 - GC dialogue
 - Internal security structures and processes
 - Militia Transition & Reintegration

Transitioning policy planning functions

Policy planning, policy coordination and strategic project planning have been developed as important tools to manage the reconstruction process. As the lead for strategic direction moves from CPA to other agencies (bilateral missions, GOI and IOs), it will be important to build on the CPA lessons learned to provide a basis for more effective planning and coordination once CPA dissolves.

A final resolution to the future place and role for integrated planning cannot be determined until the shape of the US mission is determined, including its relationships with USG agencies in Washington, the DoD, the roles of the CFC and AID. Nonetheless, it is important to pave the way for transition since multiple strategic planning efforts are underway and capabilities are being stood up (e.g. USG, CJTF-7 C5/CENTCOM J-5, UN).

Whilst it is unlikely that we can transition the CPA policy planning process in toto, we can perhaps perpetuate some of the integrative functions through the following channels:

1. Transition the OPPA function to the US Mission, perhaps via USAID and PMO, in the form of a joint planning group with CFC-I.
2. Build Iraqi capacity for strategic planning and policy coordination
 - a. Ministry of Planning & Development Cooperation (incl CIC & CSO) & policy planning staffs in other key ministries (e.g. MFA, MoI, MoD, MoF)
 - b. A putative cabinet secretariat perhaps based around the GC secretariat
 - c. Support for one or more strategic policy think-tanks
3. UN (+ WB/IMF) – by engaging with the UN strategic planning process