

COALITION PROVISIONAL AUTHORITY
BAGHDAD, IRAQ

Action Memorandum

15 June 2003

TO: Administrator, CPA

FROM: Office of General Counsel *SC*

SUBJECT: Delegations of Authority to Use Seized Iraqi Funds

Enclosed for your signature are three delegations of authority that will (1) permit division- and brigade-level commanders to use seized Iraqi funds for urgent humanitarian relief and reconstruction projects in their areas of operation; (2) extend that authority to Regional Directors, in amounts equivalent to those prescribed for division-level commanders; and (3) enable the CPA Program Review Board (PRB) and Regional Directors to carry out the CPA's \$100 million Construction Initiative for Iraq.

- In a memorandum dated April 30, 2003, the President confirmed the authority of the Secretary of Defense to seize, sell, administer, or use state- or regime-owned cash, funds, or realizable securities in Iraq. The President specified that the seized property may be used only to assist the Iraqi people and support the reconstruction of Iraq (enclosure 1).
- On May 29, 2003, the Deputy Secretary of Defense delegated to you the authority to use seized Iraqi property for the same purposes (enclosure 2).
- The three proposed memoranda at enclosures 3, 4 and 5 redelegate this authority as necessary to carry out the following CPA programs:
 - *Commanders' Emergency Response Program.* Enables brigade- and division-level commanders to spend seized funds for urgent humanitarian relief and reconstruction projects within their areas of responsibility, in respective amounts that may not exceed \$500,000 and \$200,000 at any one time, and subject to respective per-project limits of \$100,000 and \$50,000.
 - *Regional Directors' Emergency Response Program.* Provides the CPA's four Regional Directors with the same authority conferred under the Commanders' Emergency Response Program, in amounts equivalent to those assigned to division-level commanders.
 - *Construction Initiative for Iraq.* Authorizes CPA's North, South and South Central Regional Directors to spend up to \$15 million each in construction Projects, subject to per-project limit of \$100,000, and authorizing CPA's PRB to

OT-F-0990

Doc 5

approve construction projects in excess of \$100,000, and all other projects carried out under the Construction Initiative for Iraq.

ACTION REQUESTED: That the Administrator sign the attached delegations of authority.

COORDINATION: Chief of Staff PK; Peter McPherson PM; Ms. Sherri Kraham PK

**COALITION PROVISIONAL AUTHORITY
BAGHDAD, IRAQ**

15 June 2003

**MEMORANDUM FOR CHAIRMAN, PROGRAM REVIEW BOARD
REGIONAL DIRECTORS**

SUBJECT: Construction Initiative for Iraq

I hereby redelegate to the Coalition Provisional Authority (CPA) Program Review Board (PRB) and the Regional Directors for Iraq's North, South and South Central Regions certain authority vested in me by Deputy Secretary of Defense Memorandum, subject: Certain State- or Regime-Owned Property in Iraq, dated May 29, 2003.

The CPA PRB shall review and is hereby authorized to approve all projects carried out under the Local Projects Element of the Construction Initiative for Iraq that exceed \$100,000, and all other projects under the Construction Initiative for Iraq, in a total aggregate amount not to exceed \$100,000,000.

Each of the above-named Regional Directors is hereby authorized to take all actions necessary to operate the Local Projects Element of the Construction Initiative for Iraq, in a total amount not to exceed \$45,000,000, in order to assist the Iraqi people and support the reconstruction of Iraq, provided that each Regional Director:

- (a) may expend seized funds in an amount not to exceed \$15,000,000; and
- (b) may approve projects with a cost of \$100,000 or less, and shall submit project proposals with a cost over \$100,000 to the CPA PRB for approval;
- (c) shall carry out projects under this Initiative in coordination with CPA or Coalition Forces engineering elements available to provide technical advice and support in the Regional Director's area of operations; and
- (d) shall document programs on CPA PRB Funding Request Form (PRB 01), and submit completed forms to the CPA PRB Program Coordinator.

The authority delegated herein may not be redelegated, and shall be exercised in accordance with the above-referenced Deputy Secretary of Defense Memorandum and such other procedures as the CPA may prescribe.


L. Paul Bremer, Administrator
Coalition Provisional Authority

**COALITION PROVISIONAL AUTHORITY
BAGHDAD, IRAQ**

15 June 2003

MEMORANDUM FOR REGIONAL DIRECTORS

SUBJECT: Regional Directors' Emergency Response Program

I hereby redelegate to the Coalition Provisional Authority (CPA) Regional Directors of Iraq certain authority vested in me pursuant to Deputy Secretary of Defense Memorandum, subject: Certain State- or Regime-Owned Property in Iraq, dated May 29, 2003. Office of Reconstruction and Humanitarian Assistance (ORHA) Memorandum, subject: Region Level Quick Impact Projects, dated 19 May 2003, is hereby rescinded.

Specifically, each Regional Directors is hereby authorized to take all actions necessary to operate a Regional Directors' Emergency Response Program, in order to assist the Iraqi people and support the reconstruction of Iraq, provided that:

- (a) Each Regional Director may expend seized funds in an amount not to exceed \$500,000; and
- (b) The amount of individual projects carried out by a Regional Director shall not exceed \$100,000 per project; provided further, that per project authority in excess of \$100,000 may be granted upon advance request.
- (c) As funds are expended by a Regional Director in accordance with subparagraphs (a) and (b) above, like amounts may be replenished up to the monetary limits specified in those subparagraphs for each Regional Director.
- (d) Regional Directors shall document all expenditures on CPA Program Review Board's Funding Request Form (PRB) Form 01, and submit completed forms to the CPA PRB Program Coordinator.

The authority delegated herein is separate and distinct from the authority delegated to the Regional Directors under CPA Memorandum, subject: Construction Initiative for Iraq, dated 15 June 2003. The authority delegated herein may be exercised in a total aggregate amount not be exceed \$7,000,000; may not be redelegated; and shall be exercised in accordance with the terms and conditions set forth in the above-referenced Deputy Secretary of Defense Memorandum and other procedures the CPA may prescribe.


L. Paul Bremer, Administrator
Coalition Provisional Authority

6/16/03

**COALITION PROVISIONAL AUTHORITY
BAGHDAD, IRAQ**

15 June 2003

MEMORANDUM FOR COMMANDER OF COALITION FORCES

SUBJECT: Commanders' Emergency Response Program

I hereby redelegate to you certain authority vested in me pursuant to Deputy Secretary of Defense Memorandum, subject: Certain State- or Regime-Owned Property in Iraq, dated May 29, 2003. Specifically, you are hereby authorized to take all actions necessary to operate a Commanders' Emergency Response Program. This Program will enable commanders to respond to urgent humanitarian relief and reconstruction requirements within their areas of responsibility, by carrying out programs that will immediately assist the Iraqi people and support the reconstruction of Iraq. Under the Program:

- (a) Individual division-level commanders may expend seized funds in a total amount not to exceed \$500,000 per commander, provided that the amount of individual transactions carried out by each division-level commander shall not exceed \$100,000 per transaction; and
- (b) Individual brigade-level commanders may expend seized funds in a total amount not to exceed \$200,000 per commander, provided that the amount of individual transactions carried out by each brigade-level commander shall not exceed \$50,000 per transaction.
- (c) As funds are expended by division- and brigade-level commanders in accordance with subparagraphs (a) and (b) above, the funds may be replenished in like amounts not to exceed the limits specified in those subparagraphs.
- (d) Division- and brigade-level commanders shall document programs on the Program Review Board's Funding Request Form (PRB 01), and submit completed forms to the CPA PRB Program Coordinator.

This authority may be exercised in a total aggregate amount not to exceed \$10,000,000; may not be redelegated, and shall be exercised in accordance with the terms and conditions set forth in the above-referenced Deputy Secretary of Defense Memorandum and such other instructions as the CPA may prescribe. The authority previously delegated to you under CPA Memorandum, subject: Certain State- or Regime-Owned Property in Iraq, dated 3 June 2003, is hereby rescinded.


L. Paul Bremer, Administrator
Coalition Provisional Authority



DEPARTMENT OF DEFENSE
1010 DEFENSE PENTAGON
WASHINGTON, DC 20301-1010

MAY 29 2003



**MEMORANDUM FOR ADMINISTRATOR OF THE COALITION PROVISIONAL
AUTHORITY**

SUBJECT: Certain State- or Regime-Owned Property in Iraq

I hereby delegate to you the authority confirmed in the attached memorandum from the President, subject as above, dated April 30, 2003, regarding the seizure, sale, administration, or use of state or regime-owned property in Iraq.

Property taken under U.S. control under this delegation shall be held on behalf of and for the benefit of the Iraqi people, and shall be used only to assist the Iraqi people and support the reconstruction of Iraq. You may redelegate this authority in writing, and assign such duties and responsibilities in writing to other Department of Defense (DoD) officials as you deem necessary, and shall consider the feasibility of contracting out administrative functions related to your exercise of this authority, as appropriate and authorized by law.

The authority delegated herein shall be exercised in accordance with DoD procedures developed in consultation with the Department of the Treasury, the Department of State, and the Office of Management and Budget. These procedures shall ensure that all property subject to this delegation is appropriately accounted for, audited, and used only for the purposes specified herein. Under these procedures, DoD officials remain responsible for property under their control until the property is disbursed to recipients or to a non-DoD entity for distribution to recipients in accordance with safeguards that ensure the property will be (1) secured at all times; (2) used only for purposes authorized by law; (3) provided only to recipients who are entitled to such payments; and (4) subjected to appropriate accounting and auditing controls.

This delegation of authority shall expire 1 year following the date of this memorandum.

Attachment:
As stated

cc: Chairman, Joint Chiefs of Staff

U07602 /03

THE WHITE HOUSE
WASHINGTON

April 28. 2003

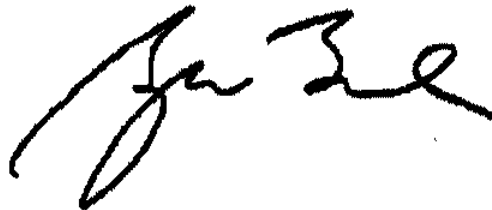
MEMORANDUM FOR THE SECRETARY OF DEFENSE

SUBJECT: Certain State- or Regime-Owned Property in Iraq

Pursuant to my authority under the Constitution as Commander in Chief of the Armed Forces, and consistent with the Authorization for Use of Military Force Against Iraq Resolution of 2002 (Public Law 107-243), I hereby confirm your authority to exercise all powers, consistent with the laws and usages of war, related to the seizure, sale, administration, or use of state- or regime-owned cash, funds, or realizable securities in Iraq. Property seized, sold, or administered under this memorandum shall be used only to assist the Iraqi people and support the reconstruction of Iraq, and such uses shall be consistent with the laws and usages of war.

You are directed, in consultation with the Secretary of the Treasury, the Secretary of State, and the Director of the Office of Management and Budget, to prescribe procedures to ensure that all property subject to this memorandum is appropriately accounted for, audited, and used only for the purposes specified herein.

Nothing in any prior Executive Order shall be construed to limit the authority herein confirmed, and nothing in this memorandum shall be construed to limit authorities that U.S. Armed Forces may otherwise exercise under the laws and usages of war.



Ø telegraph

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COALITION PROVISIONAL AUTHORITY

BAGHDAD

August 24, 2003

FOR: Ambassador McManaway

FROM: Administrator, *CPA/24/03*

SUBJECT: Delegation of Authority

In accordance with my authority as Administrator of the Coalition Provisional Authority (CPA) and under the laws and usages of war, and consistent with relevant U.N. Security Council resolutions, including Resolution 1483 (2003), I hereby delegate to you full power and authority to act on my behalf in signing instruments, contracts, grants, memoranda, correspondence and any other documents that require signature by the head of the CPA. Documents signed under this delegation of authority shall have the same force and effect under applicable law as is accorded by my signature as Administrator.

This delegation of authority shall take effect upon the date of signature, and shall expire on September 4, 2003.

*original
documents*

Do not remove

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COALITION PROVISIONAL AUTHORITY

BAGHDAD

August 24, 2003

FOR: Ambassador McManaway

FROM: Administrator, *CPA* *8/24/03*

SUBJECT: Delegation of Authority

In accordance with my authority as Administrator of the Coalition Provisional Authority (CPA) and under the laws and usages of war, and consistent with relevant U.N. Security Council resolutions, including Resolution 1483 (2003), I hereby delegate to you full power and authority to act on my behalf in signing instruments, contracts, grants, memoranda, correspondence and any other documents that require signature by the head of the CPA. Documents signed under this delegation of authority shall have the same force and effect under applicable law as is accorded by my signature as Administrator.

This delegation of authority shall take effect upon the date of signature, and shall expire on September 4, 2003.

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COALITION PROVISIONAL AUTHORITY

BAGHDAD

ACTION MEMO

August 21, 2003

FOR: THE ADMINISTRATOR

FROM: Office of General Counsel

SUBJECT: Brigade Commanders' Iraqi Employment Initiative

The enclosed Memorandum responds to a request from British forces in Multi-National Division, South East (MND (SE)), who seek an expansion of authority under the Commanders' Emergency Response Program to carry out a program designed to address current unrest attributed to unemployed youth. The proposed Memorandum:

- Authorizes brigade commanders within Iraq's five southern governorates (Wasit, Dhi Qhar, Nasiriyah, Maysan and Qadisiyah) to expend seized funds in a total amount not to exceed \$200,000, for the purpose of hiring day laborers to carry out relief and reconstruction projects.
- Contemplates that commanders will establish a precursor to the 300,000 jobs initiative sponsored by the Directorate of Operations and Infrastructure;
- Includes an expiration date of September 30, 2003, recognizing that this temporary authority eventually will be supplanted by the fully operational Operations and Infrastructure initiative, which can more effectively monitor and supervise a long-term jobs program;
- Limits daily payments to laborers to \$2 (or \$3 for supervisors); and
- Will not necessitate the allocation of additional seized funds, and instead realigns funds that previously approved for the CERP.

RECOMMENDATION: That the Administrator approve and sign the enclosed Memo.

ATTACHMENT: Action Memorandum delegating authority to Brigade Commanders.

COORDINATION: (b)(6) CJTF-7; Program Review Board

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COALITION PROVISIONAL AUTHORITY

BAGHDAD

August 21, 2003

FOR: COMMANDER OF COALITION FORCES

FROM: Administrator *148122103*

SUBJECT: Brigade Commanders' Iraqi Employment Initiative

I hereby redelegate to you certain authority vested in me pursuant to Deputy Secretary of Defense Memorandum, subject: Certain State- or Regime-Owned Property in Iraq, dated May 29, 2003. Specifically, you are hereby authorized to take all actions necessary to carry out an Iraqi Employment Initiative, as part of the Commanders' Emergency Response Program. This Initiative will enable brigade-level commanders within Iraq's five southern governorates (Wasit, Dhi Qhar, Nasiriyah, Maysan and Qadisiyah) to meet the urgent need to gainfully employ Iraqi citizens as day laborers in projects designed to further humanitarian relief and reconstruction objectives within their areas of responsibility. Under the Iraqi Employment Initiative:

- (a) Individual brigade-level commanders in the designated governorates may expend seized funds in a total amount not to exceed \$200,000 per commander.
- (b) Employment initiatives carried out under this delegation shall be documented on the Program Review Board's Funding Request Form (PRB 01), including the number of workers employed, types of services performed and payments disbursed; completed forms shall be submitted to the CPA PRB Program Coordinator.
- (c) The rate of daily pay provided to Iraqi citizens employed under this initiative shall not exceed \$2 (or \$3 for supervisors), unless specifically authorized otherwise by the CPA.

This authority is in addition to the authority delegated under my Memorandum, subject: Commanders' Emergency Response Program, dated 15 June 2003, and shall be exercised in accordance with the terms and conditions set forth in the above-referenced Deputy Secretary of Defense Memorandum and such other instructions as the CPA may prescribe.

The authority conferred herein shall expire on September 30, 2003.

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**COALITION PROVISIONAL AUTHORITY
BAGHDAD, IRAQ**

Action Memorandum

23 June 2003

To: Chairman, Program Review Board, Coalition Provisional Authority
Chief Financial Officer, Coalition Provisional Authority
Comptroller, Coalition Provisional Authority

SUBJECT: Seized Iraqi Funds

I hereby authorize release of seized Iraqi funds for the following purposes and amounts:

1) For Commander's Emergency Response Program, I authorize a total aggregate amount of \$29,500,000 to fund the following components:

\$ 7,000,000 -- Funds previously approved and distributed for the Brigade / Governorate Level Commanders initial \$25,000 authority and subsequent \$100,000 authority increase.

\$10,000,000 -- Funds released with delegation letter of 15 Jun 03 to provide each of the current fifty Brigade / Governorate Level Commanders \$200,000 total authority.

\$ 2,500,000 -- Funds to provide each of the five Division Commanders \$500,000 total authority.

\$10,000,000 -- Funds to provide replenishment of Division / Brigade / Governorate Level Commanders authority.

2) I authorize a total aggregate of \$20,000,000 for critical projects approved by the Program Review Board for seized funding separate from Construction Initiative projects.

3) I authorize \$90,000,000 to purchase and import benzene (gasoline) and Liquid Propane Gas (LPG) for the economic progression of Iraq and for the domestic and transportation benefit of the Iraqi people.

4) Total aggregate seized Iraqi funds authority to date is \$239,500,000.


L. Paul Bremer, Administrator

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COALITION PROVISIONAL AUTHORITY
BAGHDAD

031016-12
Delegation

October 16, 2003

ACTION MEMORANDUM

TO: The Administrator

FROM: (b)(6) ⁵⁶¹¹¹
Program Review Board

SUBJECT: Rapid Regional Response Program

Attached please a proposed Delegation of Authority for the Rapid Regional Response Program, which you recently approved at a funding level of \$28.5M through the end of this year. If you approve, this document will delegate authority to:

- ✓ Regional Coordinators, per project authority of \$200,000 (a \$100,000 increase over the \$100,000 previously granted)
- ✓ Governorate Coordinators, (new) per project authority of \$50,000.
- ✓ The Program Review Board, decision-making on projects over these funding levels; as with the Construction Initiative decisions, we will keep you informed as to Board's approvals.
- ✓ Regional and Governorate Coordinators, that all remaining un-obligated balances from the Construction Initiative be managed in accordance with the broader authorities granted under the current program.

Please indicate your approval by signing the attached memorandum.

Attachments: Memorandum of October 16, 2003
PRB Guidance on Rapid Regional Response Program



COALITION PROVISIONAL AUTHORITY
BAGHDAD

October 15, 2003

TO: Regional Coordinators
Governorate Coordinators
Director, Program Review Board (PRB)

FROM: THE ADMINISTRATOR *10/16*

SUBJECT: Rapid Regional Response Program

I hereby re-delegate to the Coalition Provisional Authority (CPA) Regional Coordinators and Governorate Coordinators of Iraq certain authority vested in me pursuant to Deputy Secretary of Defense Memorandum, subject: Certain State- or Regime-Owned Property in Iraq, dated May 29, 2003. This Memorandum supercedes CPA Memorandum, subject: Regional Directors' Emergency Response Program, dated 15 June 2003, and modifies the portion of the CPA Memorandum, subject: Construction Initiative for Iraq, dated 15 June 2003, which refers to the Local Projects Element.

Specifically, each Regional Coordinator and Governorate Coordinator is hereby authorized to take all actions necessary to execute projects under the Rapid Regional Response Program, in order to assist the Iraqi people and support the reconstruction of Iraq, provided that:

(a) The amount of individual projects carried out by a Regional Coordinators shall not exceed \$200,000 per project; provided further, that per project authority in excess of \$200,000 may be granted upon advance request to the Program Review Board.

(b) The amount of individual projects carried out by a Governorate Coordinator shall not exceed \$50,000 per project; provided further, that per project authority in excess of \$50,000 may be granted upon advance request to the Program Review Board.

(c) Regional Coordinators and Governorate Coordinators shall document all expenditures on CPA Program Review Board's Reporting Form (PRB 02), and submit completed forms to the CPA's PRB Program Director.

The Rapid Regional Response Program incorporates and supercedes the Director's Emergency Response Program and the Local Projects portion of the Construction Initiative. To the extent that funds remain under those programs, I direct that those funds be managed in accordance with the terms of this memorandum and the procedures established under PRB Guidance 06 - Rapid Regional Response Program, attached as Annex A. I further delegate to the PRB the authority to approve projects in excess of \$200,000 under this program.

Rapid Regional Response Program (R3P)

Program Overview:

This program is designed to provide maximum flexibility to Regional and Governorate Coordinators in implementing projects responsive to the needs of Iraqis in their areas of responsibility. R3P incorporates and expands upon authorities of previously funded programs – the Directors' Emergency Response Program (DERP), which provided an emergency response capacity, and the Construction Initiative, which provided funding authority for construction activities. Under this new program, the discretionary authority under which Regional Coordinators can execute projects without PRB approval is increased to \$200,000 and projects up to \$50,000 can be executed at the Governorate Coordinators' discretion. A fixed monthly allotment has been made to each region based on past spending and current funding balances. These funding levels can be re-evaluated, if necessary, based on new spending patterns and requirements. Project plans will be developed primarily by Governorate Coordinators and their staffs, who will oversee project implementation, in conjunction with Iraqi counterparts, and with input from coalition troops. Administration responsibilities – submission of funding requests, contracting, financial management and reporting – will be maintained by the Regional Coordinators' staff, unless otherwise authorized.

Program Objectives:

- Create local jobs, support local industries, stimulate the economy
- Devolve decision making to the regional and governorate level
- Respond more quickly to regional, governorate and local and community needs
- Execute programs quickly and efficiently
- Contribute to the reconstruction effort
- Coordinate to ensure no duplication with other program implementers and consistency with CPA/Iraqi ministry policies and applicable laws and regulations

Permitted Projects: Funds are broadly available to support the relief and reconstruction effort in Iraq. Projects should be strategically targeted to address CPA strategic policy and security objectives, as outlined in the CPA Strategic Plan. The program is intended to support a range of program sizes.

- ✓ Small, high-impact, emergency projects (ex. school renovation - \$30,000)
- ✓ Medium sized reconstruction or other projects (ex. replace pumps in water treatment plant - \$500,000)
- ✓ Governorate or region-wide projects to address common problems/issues (ex. Region wide civic education program - \$1.5M)
- ✓ Funds cannot be used to support CPA operations or to hire local staff for CPA offices, to equip or support any U.S. or coalition military force, or to pay rewards for information or for weapons "buy-back" programs.

Program Execution:

- Governorate Coordinators, Regional Coordinators, and their project management staff will develop project plans and funding requirements.
- All project proposals must be justified based on the criteria in the PRB01 Funding Request Form.
- Administration responsibilities – submission of funding requests, contracting, financial management and reporting – will be maintained by the Regional Coordinator's staff.
- Direct program administration may be transferred to Governorate Coordinators only after certification by the Program Review Committee based on the criteria outlined in "Program Management Assessment" (PRB Guidance 03, 7-9-03). (Note: the disbursing authority may not be involved in the approval process.)
- Each region must develop a process by which decisions are made and funds are allocated within regions. The CPA's Allocation Process is outlined in PRB Guidance 01.
- Funds have been allotted per region based on spending patterns and current funds balances as follows:
 - North - \$1.5M/month for October, November and December, 2003
 - Baghdad - \$1.5M/month for October, November and December, 2003
 - South-Central - \$5M/month for October, November and December, 2003
 - South - \$1.5M/month for October, November and December, 2003
- Funds will be disbursed in these amounts by the Comptroller, if weekly reporting is current.
- From these amounts:
 - Projects under \$50,000 may be funded at the Governorate Coordinator's discretion.
 - Projects under \$200,000 may be funded at the Regional Coordinator's discretion.
 - Projects over \$200,000 require Program Review Board approval.
- Requests for advances against the next month's allotment can be made to the Director of the Program Review Board and the Comptroller.

Reporting and Other Requirements:

1. Within 15 days of the first disbursement, the region must provide the PRB with a strategic plan for the resources available including a notional allocation for each governorate and the strategic program priorities in each governorate, and the region's process for developing and approving projects and the disbursement of payments. Additionally, please identify key program personnel.
2. The Funds Manager must report all expenditures and disbursements weekly on Form PRB 02 (a spreadsheet) to the PRB and the Comptroller. For all projects over \$10,000, a PRB 03 reporting form must be completed and submitted to the PRB. Separate reporting on the Directors' Emergency Response Program and the Construction Initiative will continue until those funds are depleted. The balance of funds from these programs should be managed in accordance with this new program, including the increased program and spending authorities. The Funds Manager will ensure that all expenditures are properly accompanied by a contract, receiving report, invoice (if applicable), or receipts.

3. Completed project files must be maintained by the Program Manager in the Regional Coordinators Office, in accordance with the Maintaining Project Files (PRB Guidance 04).
4. Contract files are to be maintained by the Contracting Officers (from CPA Contracting Activities or as otherwise designated) in the Regional Offices, in accordance with CPA Memorandum Number 4, Contract and Grant Procedures Applicable to Vested and Seized Property and the Development Fund for Iraq (CPA/MEM/19 August 2003/04).
5. Projects must be monitored in accordance with Project Monitoring and Evaluation (PRB Guidance 05).
6. A Certificate of Completion must be completed and submitted to the PRB for each project (PRB Form 04).

Roles/Responsibilities:

Regional and Governorate Coordinators: Oversee the execution of programs and are accountable for the management, safeguarding and control of funds distributed to the region.

- **Program Manager:** (One for each region) Submits requests to the PRB on behalf of the region, tracks all requests and approvals, keeps the Project Officers informed as to the status.
- **Regional Funds Manager:** (One for each region) Requests, manages, and reports on funds in accordance with the requirements above and other applicable regulations.
- **Regional Contracting Officers:** (One for each region from CPA Contracting Activities, or as otherwise appointed by the Administrator per Contracting Memorandum 4): Performs contracting activities for the regions including advertising and awarding contracts to Iraqi vendors regionally and locally. (Contracting will be done in the most expeditious manner and in accordance with CPA Contracting procedures, which govern activities funded by Iraqi seized, vested, or funds available under the Development Fund of Iraq.)
- **Project Officer:** (One for each individual project): The Project Officer (in either the Regional or Governorate Coordinator's office, or in the military divisions) identifies project needs, develops project plans, monitors and evaluates the project, reports all financial transactions to the Funds Manager, maintains the project files and certifies project completion. Completed project files will be turned over to the (regional) Program Manager.

Drafted by: PRB
Cleared by: CPA/CA
CPA/C8
CPA/CFO
CPA/GC
CPA/GOV
CPA/DIOPS

(b)(6)

9-27-03

(b)(6)



COALITION PROVISIONAL AUTHORITY
BAGHDAD

031214-12

December 14, 2003

ACTION MEMORANDUM

TO: The Administrator
FROM: (b)(6)
Director of Regional Programs
THROUGH: (b)(6)
Co-Director, Office of Management and Budget

SUBJECT: Regional Programs Funding and Implementation Changes

Attached please find a proposed Delegation of Authority for the Rapid Regional Response Program, which you recently directed to be replenished at a funding level of \$80,000,000 through 30 June 2004. If you approve, the attached document will delegate authority to:

- Regional Coordinators, per project authority of \$500,000 (a \$300,000 increase over the (\$200,000 previously granted). This takes them to the ceiling of Small Purchases as defined in Memorandum #4.
- Governorate Coordinators, per project authority of \$100,000 (a \$50,000 increase over the (50,000 previously granted).
- The Regional Program Office (RPO), decision-making on projects over the \$500,000 funding level: as with previous actions of the Program Review Board, we will keep you informed of RPO approvals.

Please indicate your approval by signing the attached memorandum.

Attachments: Memorandum of 14 December 2003
PRB Guidance on Rapid Regional Response Program (as amended)

By: (b)(6) CPA DRP/PRB

Coordination:

CPA/OMB (b)(6) 14 Dec 03

CPA/OPS Col (b)(6) 14 Dec 03

CPA/C8 Col (b)(6) 14 Dec 03

CPA/CA Col (b)(6) 14 Dec 03

CPA/Gov HD (b)(6) 14 Dec 03



COALITION PROVISIONAL AUTHORITY
BAGHDAD

December 14, 2003

TO: Regional Coordinators
Governorate Coordinators
Director, Regional Programs

FROM: THE ADMINISTRATOR *167-215*

SUBJECT: Delegations of Authority under Rapid Regional Response Program

I hereby re-delegate to the Coalition Provisional Authority (CPA) Regional Coordinators and Governorate Coordinators of Iraq certain authority vested in me pursuant to United Nations Security Council Resolution 1483. This Memorandum supercedes CPA Memorandum, subject: Rapid Regional Response Program, dated 15 October 2003.

Specifically, each Regional Coordinator and Governorate Coordinator is hereby authorized to take all actions necessary to execute projects under the Rapid Regional Response Program, in order to assist the Iraqi people and support the reconstruction of Iraq, provided that:

(a) The amount of individual projects carried out by a Regional Coordinator shall not exceed \$500,000 per project,

(b) The amount of individual projects carried out by a Governorate Coordinator shall not be in excess of \$100,000 per project,

(c) Regional Coordinators and Governorate Coordinators shall document all expenditures on CPA Program Review Board Reporting Form (PRB 02) and when applicable CPA Project Reporting Form (PRB 03), and submit completed forms to CPA's Regional Programs Director.

The Rapid Regional Response Program incorporates and supercedes the Director's Emergency Response Program and the Local Projects portion of the Construction Initiative. To the extent that funds remain under those programs, I direct that those funds be managed in accordance with the terms of this memorandum, CPA Memorandum #4, and the procedures established under PRB Guidance 06- Rapid Regional Response Program, as amended, attached as Annex A. I further delegate to the Regional Program Office the authority to approve projects in excess of \$500,000 under this program.

Rapid Regional Response Program (R3P)

Program Overview:

This program is designed to provide maximum flexibility to Regional and Governorate Coordinators in implementing projects responsive to the needs of Iraqis in their areas of responsibility. R3P incorporates and expands upon authorities of previously funded programs – the Directors' Emergency Response Program (DERP), which provided an emergency response capacity, and the Construction Initiative, which provided funding authority for construction activities. Under this new program, the discretionary authority under which Regional Coordinators can execute projects without RPO approval is increased to \$500,000 and projects up to \$100,000 can be executed at the Governorate Coordinators' discretion. A fixed monthly allotment has been made to each region based on past spending and current funding balances. These funding levels can be re-evaluated, if necessary, based on new spending patterns and requirements. Project plans will be developed primarily by Governorate Coordinators and their staffs, who will oversee project implementation, in conjunction with Iraqi counterparts, and with input from coalition troops. Administration responsibilities – submission of funding requests, contracting, financial management and reporting – will be maintained by the Regional Coordinators' staff, unless otherwise required by the CPA Office of the Comptroller.

Program Objectives:

- Create local jobs, support local industries, stimulate the economy
- Devolve decision making to the regional and governorate level
- Respond more quickly to regional, governorate and local and community needs
- Execute programs quickly and efficiently
- Contribute to the reconstruction effort
- Coordinate to ensure no duplication with other program implementers and consistency with CPA/Iraqi ministry policies and applicable laws and regulations

Permitted Projects: Funds are broadly available to support the relief and reconstruction effort in Iraq. Projects should be strategically targeted to address CPA strategic policy and security objectives, as outlined in the CPA Strategic Plan. The program is intended to support a range of program sizes.

- ✓ Small, high-impact, emergency projects (ex. school renovation - \$30,000)
- ✓ Medium sized reconstruction or other projects (ex. replace pumps in water treatment plant - \$500,000)
- ✓ Governorate or region-wide projects to address common problems/issues (ex. Region wide civic education program - \$1.5M)
- ✓ Funds cannot be used to support CPA operations or to hire local staff for CPA offices, to equip or support any U.S. or coalition military force, or to pay rewards for information or for weapons "buy-back" programs.

Program Execution:

- Governorate Coordinators, Regional Coordinators, and their project management staff will develop project plans and funding requirements.
- All project proposals must be justified based on the criteria in the PRB01 Funding Request Form.
- Administration responsibilities – submission of funding requests, contracting, financial management and reporting – will be maintained by the Regional Coordinator's staff.
- Direct program administration may be transferred to Governorate Coordinators only after certification by the Program Review Committee based on the criteria outlined in "Program Management Assessment" (PRB Guidance 03, 7-9-03). (Note: the disbursing authority may not be involved in the approval process.)
- Each region must develop a process by which decisions are made and funds are allocated within regions. The CPA's Allocation Process is outlined in PRB Guidance 01.
- Funds have been allotted per region based on spending patterns and current funds balances as follows:
 - North - \$20M through 30 June 2004
 - Baghdad - \$32M through 30 June 2004
 - South-Central - \$16M through 30 June 2004
 - South - \$12M through 30 June 2004
- Funds will be disbursed in these amounts by the Comptroller, if weekly reporting is current.
- From these amounts:
 - Projects under \$100,000 may be funded at the Governorate Coordinator's discretion.
 - Projects under \$500,000 may be funded at the Regional Coordinator's discretion.
 - Projects over \$500,000 require Regional Programs Office approval.
- Requests for advances against the next month's allotment can be made to the Director of the Program Review Board and the Comptroller.

Reporting and Other Requirements:

1. Within 15 days of the first disbursement, the region must provide the PRB with a strategic plan for the resources available including a notional allocation for each governorate and the strategic program priorities in each governorate, and the region's process for developing and approving projects and the disbursement of payments. Additionally, please identify key program personnel.
2. The Funds Manager must report all expenditures and disbursements weekly on Form PRB 02 (a spreadsheet) to the PRB and the Comptroller. For all projects over \$10,000, a PRB 03 reporting form must be completed and submitted to the PRB. Separate reporting on the Directors' Emergency Response Program and the Construction Initiative will continue until those funds are depleted. The balance of funds from these programs should be managed in accordance with this new program, including the increased program and spending authorities. The Funds Manager will ensure that all expenditures are properly accompanied by a contract, receiving report, invoice (if applicable), or receipts.

3. Completed project files must be maintained by the Program Manager in the Regional Coordinators Office, in accordance with the Maintaining Project Files (PRB Guidance 04) except where as required by the CPA Office of the Comptroller.

4. Contract files are to be maintained by the Contracting Officers (from CPA Contracting Activities or as otherwise designated) in the Regional Offices, in accordance with CPA Memorandum Number 4, Contract and Grant Procedures Applicable to Vested and Seized Property and the Development Fund for Iraq (CPA/MEM/19 August 2003/04) except where as required by the CPA Office of the Comptroller.

5. Projects must be monitored in accordance with Project Monitoring and Evaluation (PRB Guidance 05).

6. A Certificate of Completion must be completed and submitted to the PRB for each project (PRB Form 04).

Roles/Responsibilities:

Regional and Governorate Coordinators: Oversee the execution of programs and are accountable for the management, safeguarding and control of funds distributed to the region.

- Program Manager: (One for each region) Submits requests to the PRB on behalf of the region, tracks all requests and approvals, keeps the Project Officers informed as to the status.
- Regional Funds Manager: (One for each region) Requests, manages, and reports on funds in accordance with the requirements above and other applicable regulations.
- Regional Contracting Officers: (One for each region from CPA Contracting Activities, or as otherwise appointed by the Administrator per Contracting Memorandum 4): Performs contracting activities for the regions including advertising and awarding contracts to Iraqi vendors regionally and locally. (Contracting will be done in the most expeditious manner and in accordance with CPA Contracting procedures, which govern activities funded by Iraqi seized, vested, or funds available under the Development Fund of Iraq.)
- Project Officer: (One for each individual project): The Project Officer (in either the Regional or Governorate Coordinator's office, or in the military divisions) identifies project needs, develops project plans, monitors and evaluates the project, reports all financial transactions to the Funds Manager, maintains the project files and certifies project completion. Completed project files will be turned over to the (regional) Program Manager.

Drafted by:	PRB	(b)(6)	9-27-03
Amended by:	DRP		12-14-03
Cleared by:	CPA/CA		
	CPA/C8		
	CPA/OMB		
	CPA/GC		
	CPA/DIOPS	(b)(6)	



COALITION PROVISIONAL AUTHORITY
BAGHDAD

031214-13

December 14, 2003

INFORMATION MEMORANDUM

TO: The Administrator
FROM: (b)(6)
Director of Regional Programs
THROUGH: (b)(6)
Co-Director, Office of Management and Budget

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SUBJECT: Regional Programs Funding and Implementation Changes

Sir, Along with the change in timeline and funding stream for Regional Programs comes adjustments in execution as well. This memo highlights some of the changes that will be implemented with regard to these programs.

Key points are as follows:

- Allocations will be 'Front Loaded' to provide the optimal balance of security, agility and flexibility. The pace of funding is illustrated in Appendix B. With the bulk of funds distributed early the commencement of work and circulation of money into the economy should be stimulated. By retaining funds for later tranches, CPA retains the ability to redirect funds to other areas, without the cumbersome and time-consuming process of pulling in already disbursed funds.

- Regions and Governorates will be directed to stagger their project focus, with an early emphasis on larger projects, tapering to smaller projects later in the cycle. As larger projects have a significantly longer life cycle, this allows for CPA to maximize its assets to produce greater expenditure and project focus before 30 Jun. Further this reduces potential logjams from the Front Load.

- There will be a review of progress on 01 Feb. The results of this review will determine the need, if any, for redirection of funds due to under-performance, or other imperatives.

- There will be a deadline of Apr 30 for any new allocations or commitments through the R3P. This is to ensure maximum number of projects completed by 30 Jun. Target ratio is no less than 85% of projects concluded, no more than 15% outstanding.

By: (b)(6) CPA DRP/PRB

Coordination:

CPA/OMB (b)(6) 14 Dec 03

CPA/OPS Col (b)(6) 14 Dec 03

CPA/C8 Col (b)(6) 14 Dec 03

CPA/CA Col (b)(6) 14 Dec 03

CPA/Gov HD (b)(6) 14 Dec 03

Appendix A

Regional Programs Allocations

Current Levels:

	Total Allocations	Sent	Spent and Obligated	Reported Available
North	\$19,500,000	\$18,000,000	\$7,629,651	\$11,870,349
South	\$19,500,000	\$7,968,200	\$6,259,453	\$13,240,547
South Central	\$30,000,000	\$28,000,000	\$23,707,773	\$6,292,227
Baghdad	\$4,500,000	\$1,500,000	\$990,027	\$3,509,973
Total	\$73,500,000	\$55,468,200	\$38,586,904	\$34,913,096

Plus \$80M (DFI) distributed by region

	Amount	Total Allocations	Spent and Obligated	Available
North (25%)	\$20,000,000	\$39,500,000	\$7,629,651	\$31,870,349
South (15%)	\$12,000,000	\$31,500,000	\$6,259,453	\$25,240,547
South Central (20%)	\$16,000,000	\$46,000,000	\$23,707,773	\$22,292,227
Baghdad (40%)	\$32,000,000	\$36,500,000	\$990,027	\$35,509,973
Total	\$80,000,000	\$153,500,000	\$38,586,904	\$114,913,096

Appendix B

Recommendations

Funding Pace distribution by month and region

\$80,000,000 Total

	Jan- 50%	Feb- 20%	Mar- 20%	Apr- 10%
Total	\$40,000,000	\$16,000,000	\$16,000,000	\$8,000,000
North (25%)	\$10,000,000	\$4,000,000	\$4,000,000	\$2,000,000
South (15%)	\$6,000,000	\$2,400,000	\$2,400,000	\$1,200,000
South Central (20%)	\$8,000,000	\$3,200,000	\$3,200,000	\$1,600,000
Baghdad (40%)	\$16,000,000	\$6,400,000	\$6,400,000	\$3,200,000