



COALITION PROVISIONAL AUTHORITY
BAGHDAD

8 March 2004

TO: MINISTER OF FINANCE/MINISTER OF ELECTRICITY

FROM: Senior Advisor, MINISTRY OF INDUSTRY & MINERALS

SUBJECT: Request for SOE Funding

1. Request \$261,600,000 USD for power generation and capital expenditures.
2. **BACKGROUND:** An occupying power has the legal obligation (Article 55 of the 1907 Hague Convention Respecting the Laws and Customs of War on Land) to preserve dwindling capital assets and to safeguard and preserve whatever residual value country assets might have. Doing so will leave them in a better position to attract needed foreign investment. Circumstances of an occupation that will significantly alter the value of State Owned Enterprises (SOEs) include:
 - The re-direction of power to the populace which effectively stops any relevant production
 - Bank accounts frozen that cuts off needed operating capital
 - Cancellation of intergovernmental debts that negatively impact cash flow;
 - Facilities, inventory, and supplies damaged or looted during the war.

It is a fact that most of Iraq's SOEs, while admittedly run inefficiently, have suffered severe debilitation through post war neglect and are operating well below pre-war capacity.

The Ministry of Industry & Minerals has identified three key sector SOEs as priorities. They are cement, fertilizer/phosphates and petrochemicals. For purposes of this memorandum, only cement and fertilizer/phosphate will be addressed for expediency purposes.

CEMENT: With the upcoming construction needs of the country, to include a US Supplemental 18.6 Billion Dollar reconstruction infusion, cement plants are an absolute priority. They make up the majority of the request herein. The cement SOEs are the only cement producers in the country. They produce Portland cement, sulfur resistant cement, white cement and lime. In the past, Iraq exported cement; now it is importing cement. Cement importation is expensive to transport and will add significant expense to the project bottom lines. Limited local cement can also mean higher prices. Additionally, importation of cement will increase congestion of heavy equipment traffic into Iraq from all main supply routes at a time when maximization of transit systems is critical.

Excluding the two cement plants in the Kurdish region, the design capacity of the plants total 14 million tons a year. Pre-war levels (determined as 2002) produced 7.4 million tons. Currently, through the third quarter, the estimate is that production will come in, if current conditions continue, at under 1 million tons for the year.



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Customers included other Ministries and SOEs, private customers, private construction companies and export. Anecdotal investigation reveals opportunity revenues already lost. A small example is right here in Baghdad. Huge quantities of cement are being purchased by US Army Corps of Engineers, CJTF-7, KBR, local contractors and others. Much of it is being imported from Kuwait, Syria, Turkey and Lebanon. If the cement factories were operating at each one's respective maximum available capacity now, much of the supply could be coming from within the country and ensuring that the money stays and invigorates the economy.

The Ministry of Industry & Minerals is working a number of different avenues for both power generation and major rehabilitation of these key SOEs. Base working capital is necessary, combined with the increased MW, to return the plants to minimum production capacity, in essence, enough capacity to start producing quantities necessary to provide a percentage of the cement needs for the country's upcoming needs.

FERTILIZER/PHOSPHATES: One fifth of Iraq consists of farmland, and the need for fertilizer is great. Barley and wheat, dates, rice, cotton, sugarcane and sugar beets have significant commercial value. A country that once led the region in fertilizer exports is now importing the commodity at huge costs. Primary products include Triple Super Phosphate TSP, NSP, urea and ammonia. The Ministry of Agriculture and Ministry of Oil (Oil for Food Program) has spent (and will continue to spend) millions of dollars importing fertilizer products the past year. Demands for these products remain high and potential outlook could be favorable.

3. ISSUES: The primary hurdles to normal capacity include lack of electricity, lack of capital to conduct capital expenditure upgrades and, in some instances, a reliable source of fuel.

While it is true that operating and/or capital funds may be necessary to bring these some of these plants to maximum capacity in production, without the required electrical power, complete assessments can not be conducted nor repairs made. It is important to note that, with power to factories-particularly old ones- inconsistent power is worse then no power.

Security is also an overriding issue. According to numbers provided the total employees of the three main companies: Northern Cement- 2,300; Central- 3,400; and Southern Cement- 5,200. These people need to be back at work. The more idle the work force, the more dangerous to the civilian population and Coalition Forces. The SOE factories serve as a source of pride to the people that work there. Many are 2nd generation in the same factory. When the plants are not operating it is viewed as a personal affront and angers the employees.

4. PRIORITIES: Following are the critical SOEs and base requirements for power and capital equipment:

Priority #1a - State Company for Phosphates in Al Qaem; Governate of Anbar. Produces TSP and NP, primarily for Ministry of Agriculture. Employs 2,212 people.

Max MW Requirement is 60 MW. Recommend the purchase of fifteen (15) Warzilla Diesel generators @ 4 MW each. Price: 15 @ 1.2 M USD = \$18,000,000 USD

The phosphate plant produces TSP and NP for the Ministry of Agriculture - critical components for the production of fertilizer. The Phosphate plant employs 3,212 and offers a cheap local supply of raw material.

Ten million (10M USD) is required to get this factory operating. It is estimated that pre-war production provided approximately 40-50% of the Ministry of Agriculture requirements. This 10M USD would be distributed between three company plants: the TSP plant, the NP plant and the Phosphate Plant. The funds would be used primarily for repair parts and some operational rehabilitation. Approval of this request, coupled with the 5 million previously allocated from the Ministry, will not bring the factory or either design or maximum capacity but will get the plant operating and going in the right direction.

Priority #1b - Central (Iraqi) Cement Company in Al Qaem; Governate of Anbar.

Max MW Requirement is 22.5 MW. Recommend the purchase of six (6) Warzilla Diesel generators @ 4 MW each. Price: 6 @ 1.2 M USD = \$7,200,000 USD

Finally, the plants are located in the Sunni Triangle. The Coalition and IGC have voiced a vested interest in bringing stability and economic growth to this region.

Total Power Costs for Priority 1 a & b: \$25,200,000 USD

Total Capital Expenditure Costs: Phosphate Company- \$10,000,000 USD

Priority #4: Central (Iraqi) State Company for Cement- Manufacturers of Portland cement, sulfur resistant cement, white cement and lime. Five companies, each serving different areas of central and west central Iraq.

Five Million (\$5M USD) is needed now for repair and spare parts. These funds would be split, not necessarily evenly, among the five companies depending on need and criticality. For example, sulfur resistant will have the higher demand during the reconstruction phase of the Country and, therefore, may receive more funding than a factory producing white cement (finish cement) so that it can achieve higher capacity. The Director General has provided a list of multiple requirements, (pinions, kilns, hard gears, etc.) to the Ministry who would require a detailed plan of action before any funding is released.

-Al Fallujah; 500 employees. Requires 11 MW; 3 ea Warzilla Generators @ 4 MW each = \$3,600,000 USD

-Al Qaim; 800 employees: discussed above as priority #1

-Kirkuk; 750 employees. Requires 34 MW; 9 ea Warzilla Generators @ 4 MW each=\$10,800,000 USD

-Kubaisa; 800 employees. Requires 40 MW, 10 ea Warzilla Generators @ 4 MW each = \$12,000,000

-Baghdad; 600 employees.

Total Power Costs for Priority 4: \$26,400,000 USD

Total Capital Expenditure Costs: \$5,000,000 USD

Priority #5: Southern State Company for Cement - Manufacturers of Portland cement, sulfur resistant cement, and lime. Eight companies, each serving different areas of southern Iraq.

Five Million (\$5M USD) is needed now for repair and spare parts. These funds would be split, not necessarily evenly, among the eight companies. The Director General has provided a list (pinions, kilns, hard gears, etc.) of requirements to the Ministry who would require a plan before any funding is released.

- Old & New Kuffah; 2,000 employees. Requires 5 MW and 29 MW, respectively. They are not co-located. Old Kuffa should obtain 1 ea Warzilla generator at \$1,200,000 and a bank of Warzilla Generators for New Kuffa. 8 ea @ 4 MW= \$9,600,000 USD

- Karbala; 800 employees. Requires 34 MW. 9 ea Warzilla Generators at 4 MW each = \$10,800,000 USD

- Karbala/Lime. Needs 4 MW @ 1 Warzilla Generator= \$1,200,000 USD

- Muthana/Samawa; 750 employees. Already taken care of.

- South Plant/Sumawa; 750 employees. 15 MW required. 4 ea Warzilla generators @ 4 MW= 16 MW at \$4,800,000 USD

- Um Qasr; 5 MW required. 1 Warzilla Generator requested = \$1,200,000 USD

- Sadat Al Hindia/Babil. 7 MW required for 2 ea Warzilla Generators \$2,400,000 USD

Total Power Costs for Priority 5: \$31,200,000 USD

Total Capital Expenditure Costs: \$5,000,000 USD

Priority #6: Northern State Company for Cement - Manufacturers of Portland cement, sulfur resistant cement, white cement, and superfine. Four companies, each serving different areas of northern Iraq.

Five Million (\$5M USD) is needed now for repair and spare parts. These funds would be split, not necessarily evenly, among the four companies. The Director General has provided a list of requirements (pinions, kilns, hard gears, etc.) to the Ministry who would require a plan before any funding is released.

- Mosul/Badoosh; 1,000 employees. 50 MW required. 13 ea Warzilla Generators = \$15,600,000 USD

- Hamam Alil; 600 employees. 15 MW required. 4 ea Warzilla Generators = \$4,800,000 USD

- Sinjar/Mosul; 700 employees. 35 MW required. 9 ea Warzilla Generators = \$10,800,000 USD

- Sabonjh/Badoosh; 5 MW required. 1 ea Warzilla Generator = \$1,200,000 USD

Total Power Costs for Priority 6: \$34,400,000 USD

Total Capital Expenditure Costs: \$5,000,000 USD

Priority #2: State Companies for Fertilizer- Northern Region. Located in Bayji in the Province of Saladin. According to management, the plants were built in 1986 for \$360 M USD. Produces primarily urea. Urea is a basic nitrogen fertilizer used throughout Iraq and the world. Pre-war levels provided approximately 70% of the Ministry of Agriculture requirement. Provided that electricity brings the plant back up so that it can run all lines, there are still minimal capital expenditures required for operation. Fifteen million (\$12M USD) is needed for a waste heat boiler, rehabilitation of its intake system, repair parts and a condenser. 1,514 employees

Max MW Requirement at two different plants is 15 MW and 10 MW respectively. Since natural gas is a fuel stock for fertilizer plants, recommending 1 each GE Frame 5 for each site at 24 MW a piece. The remainder will go back to the grid. Cost: $2 \times \$1,200,000 = \$2,400,000$

Total Power Costs for Priority 2: \$2,400,000 USD

Total Capital Expenditure Costs: \$12,000,000 USD

Priority # 3: State Companies for Fertilizer – Southern Region. Power needs are already resolved according to MoE. The DG of Planning for the Ministry of Industry & Minerals is finalizing the details of a plan to get design capacity from these critical SOEs. \$15,000,000 is required to bring capacity to productive levels. These funds are for repair and rehabilitation of the reactor, repair of the cooling tower, and general repair parts.

Total Power Costs for Priority 3: \$0 USD

Total Capital Expenditure Costs: \$15,000,000 USD

Miscellaneous Discussion: Use of the Warzilla generators is preferable because they (1) are strong, robust and easy to maintain and (2) they use crude/residual fuel. Meeting with MoE/CPA confirms that it is plentiful but that a coordinated effort must and will be made between MoE and MIM to ensure proper allocation and transit as well as to minimize or eliminate black market sales of Iraqi crude. The generator banks would be co-located at the various transformer substations and the fences would be extended to enclose the generators. We would request that MoE add the maintenance of these generators to their normal scheduled maintenance at the sites. The excess capacity generated by this source would transmit back to the grid.

Totals:

(1) Total costs for new power generation requested herein is: \$119,600,000 USD

(2) Total capital expenditures necessary to get base operation started: \$142,000,000

5. Conclusion: Although the Minister of Industry & Minerals believes, philosophically, that his ministry's State Owned Enterprises (SOEs) need to be replaced by private sector entities, in the

short run (2-5 years), it is important for economic stabilization and security within Iraq to get certain, pre-designated SOEs operating to its full capacity.

**Republic of Iraq
Ministry of Environment
Technical Affairs Directorate
Environmental Monitoring Dep.**

Ref. No.: 3 6

Date: 26/2/2004

Internal memorandum

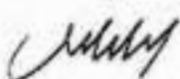
To: LTC. Timothy Krawczel

Subject: Brick Factories

1. Referring to the E-mail on February 2, 2004, we would like to state that in order to solve the problem of the illegal brick factories in Najaf governorate, we need executive authority such as (military force) to prevent these factories continuing their work as a cause of the violent owners.
2. Concerning the construction agreements of the legal brick factories in Najaf, we would like to inform you that our ministry permits the construction of these factories provided that the site coincides with the environmental regulations, moreover, the official entity that has not submitted their agreement concerning this subject up until this moment is the general company for Geological Survey and Mining. We contacted the company officially to take rapid measures in issuing the official agreements to aid in providing the necessary construction materials.

Please state your opinion and suggestions concerning the aforementioned.

With Best Regards



Manal Kamil Elias

Director General

26 /2/2004

UNCLASSIFIED

COALITION PROVISIONAL AUTHORITY

BAGHDAD

March 16, 2004


To Whom It May Concern:

FROM: Directorate, Private Sector Development (PSD)

SUBJECT: State Owned Enterprises

Private Sector Development Directorate (PSD) as part of the Coalition Provisional Authority (CPA) inform all military or civilian might be interest, as directed by the military command, it is forbidden the sell or removal of assets or other materials, equipment, scraps or debris from the area of the enterprises. In case it is any required such action it has to be coordinated with the management of the company.

Any questions on this matter may be addressed the undersigned at phone (b)(6) or (b)(6)


MIC Senior Analyst-Advisor
MARCEL CONDUROVICI, COL.PHD.ENG.
Private Sector Development

UNCLASSIFIED

MIC COMPANIES
IN BAGHDAD

1. BADER COMPANY
YOUSIFIA DISTRICT
SOUTH BAGHDAD
2. AL FID'A COMPANY
SAYADIA DISTRICT
SOUTH BAGHDAD
3. AL-RASHEED COMPANY
YOUSIFIA DISTRICT
SOUTH BAGHDAD
NEAR QAQA COMPANY.
4. AL-MANSOUR COMPANY
KADIMIYA RIVER SIDE
KADIMIYA DISTRICT
BAGHDAD
5. AL ZAHIF AL-KABER COMPANY
BAGHDAD GATE
NORTH BAGHDAD
6. AL-SALAM COMPANY
BAGHDAD GATE
NORTH BAGHDAD

7- AL-QADISIYA COMPANY
YOUSIFIA DISTRICT
SOUTH BAGHDAD.

8- SANHAREEB COMPANY
SAYADIA DISTRICT
SOUTH BAGHDAD

9- IBN WALEED COMPANY
ABU GREEB DISTRICT
WEST BAGHDAD

10- AL-AIZ COMPANY
BAGHDAD GATE
NORTH BAGHDAD

11- AL-HARITH COMPANY
AL-TAGI MILITARY CAMP
AFTER BAGHDAD GATE
ON THE MAIN ROAD TO MOUSUL.
NORTH BAGHDAD.

12- AL-NIDA'A COMPANY
AL-RASHEED MILITARY CAMP
SOUTH BAGHDAD

13- AL- ABUR COMPANY

ABU GREER DISTRICT

NEAR AL-KARKH CEMETRY

WEST BAGHDAD

14- AL NA'AMAN COMPANY

AL-RASHEED MILITARY CAMP

SOUTH BAGHDAD

15- AL- KARAMA COMPANY

WAZYRIA DISTRICT

NEAR MINISTRY OF SOCIAL SECURITY

CENTRAL BAGHDAD

16- TRINING COMPANY

WAZYRIA DISTRICT

NEAR MINISTR OF SOCIAL SECURITY

CENTRAL BAGHDAD

17- IBIN RUSHD COMPANY

SAYADIA DISTRICT

SOUTH BAGHDAD

18- AL-YARMAK COMPANY
ABU GREER DISTRICT,
WEST BAGHDAD

19- AL RADWAN COMPANY
ABU GREER DISTRICT
NEAR AL-KARKH CEMENTRY
WEST BAGHDAD

20- AL-QADHA COMPANY
YOUSIFIYA DISTRICT
NEAR AL-RASHEED COMPANY
SOUTH BAGHDAD.

21- 2 NISSAN COMPANY
NAHRAWN DISTRICT
SOUTH BAGHDAD.

22- AL TAHADI COMPANY
OLD BAHQUBA RD.
EAST BAGHDAD

23- UM AL MARK COMPANY

YOUSIFIA DISTRICT

SOUTH BAGHDAD.

24- HUZEEN COMPANY

ESKANDARIA TOWN

SOUTH BAGHDAD

25- AL BASHIR COMPANY

SA'ADOUN STREET

NEAR BAGHDAD HOTEL

BAGHDAD.

26- AL-MARABER COMPANY

NEDAL STREET

BEHIND THE PETROL STATION

27- IRMOS COMPANY

SA'ADOUN STREET

OPPOSITE PALISTINE HOTEL

BAGHDAD

28- TARIQ COMPANY

SAKLAWIA DISTRICT

WEST OF BAGHDAD

MIC COMPANIES
IN MOUSUL

- 1- JABBER BIN HAYAN COMPANY
MOUSUL CITY
NORTH IRAQ
- 2- KINDY COMPANY
MOUSUL CITY
NORTH IRAQ.

MIC COMPANIES
IN BASRAH

- 1- IBEN MAJID COMPANY
BASRAH CITY
1



Iraq: Key Websites and Contacts



Prepared by the
Iraq Investment & Reconstruction Task Force
U.S. Department of Commerce – International Trade Administration

Links to these and other resources, as well as useful information about business developments and opportunities in Iraq, are available at www.export.gov/iraq.

Business Information about Iraq

| | |
|--|--|
| U.S. Department of Commerce Iraq Investment & Reconstruction Task Force | www.export.gov/iraq |
| Coalition Provisional Authority Private Sector Development Group | www.iraqcoalition.org/business_center.html |
| Iraqi Business Center (in Baghdad) | www.iraqibusinesscenter.org |
| Kirkuk Business Center | http://kirkuk-business-center.org |
| CPA South: Um Qasr Business Center | commercial.enquiries.south@cpa-iq.org |

Reconstruction Contracts

| | |
|--|--|
| Coalition Provisional Authority Program Management Office | www.cpa-iraq.org/business www.rebuilding-iraq.net |
| U.S. Army Corps of Engineers | www.hq.usace.army.mil/cepa/iraq/iraq.htm |
| U.S. Agency for International Development | http://www.usaid.gov/iraq/ |

Iraqi Ministry Websites

| | |
|--------------------|--|
| Ministry of Health | www.kimadia.com |
| Ministry of Oil | www.uruklink.net/oil |
| Ministry of Trade | www.motiraq.org |
| Others TBD | |

Program Management and Construction Contracts

Program Management Office (PMO) Services (Up to \$50M)

AWARDED 10 Mar 04 to AECOM (CA-USA) \$21,610,501

**PMO Services
Electrical Sector**
(Up to \$56M)
AWARDED 10 Mar 04
\$43,361,340 to
Iraq Power Alliance JV
(Parsons Energy and
Chemical Group (PA-USA) &
Parsons Brinckerhoff (UK))

**PMO Services
Public Works/Water**
(Up to \$56M)
AWARDED 10 Mar 04
\$26,494,672 to
CH2M Hill and PWH JV
(CH2M Hill (CO) &
Parsons Water
Infrastructure, Inc (CA))

**PMO Services
Comm/Transp**
(Up to \$15M)
AWARDED 10 Mar 04
\$8,458,350.05 to
Berger/URS JV
(Louis Berger Group (DC)
& URS Group, Inc (CA))

**PMO Services
Bldgs/Edu/Health**
(Up to \$15M)
AWARDED 10 Mar 04
\$10,764,864.07 to
Berger/URS JV
(Louis Berger Group (DC)
& URS Group, Inc (CA))

**PMO Services
Security/Justice**
(Up to \$30M)
AWARDED 10 Mar 04
\$8,458,350.05 to
Berger/URS JV
(Louis Berger Group (DC)
& URS Group, Inc (CA))

**PMO Services
Oil**
(Up to \$30M)
AWARDED 10 Mar 04
\$8,416,986 to
Foster Wheeler (U.K.)

USAID Iraq Infrastructure II - up to \$1.8b Bechtel -USA, Parsons-USA, Home Engineering-USA

Electrical
Capacity Contracts
\$500K Minimum
Up to \$1,500M

Generation
\$500M Ceiling
AWARDED 11 Mar 04
Fluor-AMEC JV
(Fluor: CA/SC in USA &
AMEC in UK)

**Transmission &
Distribution NORTH**
\$500M Ceiling
AWARDED 12 Mar 04
Washington Intl Inc
(ID-USA)

**Transmission &
Distribution SOUTH**
\$500M Ceiling
AWARDED 11 Mar 04
Pertini Corp
(MA-USA)

Public Works/Water
Capacity Contracts
\$500K Minimum
Up to \$1,700M

Public Works NORTH
\$600M Ceiling
AWARDED 23 Mar 04
Fluor-AMEC JV
(Fluor: CA/SC in USA &
AMEC in UK)

Public Works SOUTH
\$500M Ceiling
AWARDED 23 Mar 04
Fluor-AMEC JV
(Fluor: CA/SC in USA &
AMEC in UK)

Water Resources
\$600M Ceiling
AWARDED 11 Mar 04
Wash Intl (ID in USA) &
Black & Veatch (KS in USA)

Comm/Transp
Capacity Contracts
\$500K Minimum
Up to \$400M

Communications
\$75M Ceiling
AWARDED 23 Mar 04
Lucent Technologies
World Services, Inc.
(VA-USA)

Transportation
\$325M Ceiling
AWARDED 23 Mar 04
Contract/AICI/OCT/
Archirodon JV (VAUSA)
JV Partner Members:
Contract: DC-USA
AICI: MD-USA
OCT: Egypt
Archirodon: Netherlands/
Panama/UAE

**Bldgs/Educ/
Health**
Capacity Contract
\$500K Minimum
Up to \$500M

Bldgs/Educ/Health
\$500M Ceiling
AWARDED 25 Mar 04
Parsons Delaware, Inc.
(CA-USA)

Security/Justice
Capacity Contract
\$500K Minimum
Up to \$900M

Security/Justice
\$900M Ceiling
AWARDED 26 Mar 04
Parsons Delaware, Inc.
(CA-USA)

Iraqi Military Bases
\$239M

AWARDED 29 Jan 04
EarthTech
(CA-USA)
Parsons Infrastructure
Tech Group
(CA-USA)
Shaw Environmental
(LA-USA)
Weston Solutions
(PA-USA)

Oil*
Capacity Contract
Up to \$827M

NORTH
\$415M Ceiling
Awarded: 16 Jan 04
Parsons Iraq JV
(Parsons CA, USA
Worley - Australia)

SOUTH
\$412M Ceiling
Awarded 16 Jan 04
KBR Inc.
(VA-USA)

*Total contracts
are for up to \$600M and
\$1.2B respectively, but only
\$927 can currently be funded
from the Fiscal Year 2004
Supplemental appropriation

PenRen

Army

Navy

USAID

27-Mar-04

Iraq Events

May 6
Houston, TX

(b)(6)

May 24-25
London

(b)(6)

May 25-29
London

(b)(6)

May
Amman
Jordan

(b)(6)

May/June

(b)(6)

May/June

(b)(6)

June 2-3
Basra, Iraq

(b)(6)

June 23-24
London

(b)(6)

TBD
Atlanta, GA

(b)(6)

TBD
Seattle, WA

(b)(6)

Last Q 2004 **New Fields 5th Rebuilding Iraq Conference**
Baghdad www.new-fields.com

Prepared by

(b)(6)

Calendar of Iraq Related Events
As of March 30, 2004

April 5-8 Destination Baghdad EXPO (DBX) www.i-acci.org
Baghdad Organized by: Iraqi American Chamber of Commerce & Industry (IACCI)
Iraq Location: Baghdad, Iraq
Contact: (b)(6)

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(b)(6) www.cnfa.org

Major conference with key Iraqi interim gov't & int'l agribusiness leaders focusing on the rebuilding of Iraq's agriculture economy.

April 20 CPA-PMO/DOC/State event in Dubai

April 23 CPA-PMO/DOC/State event in Rome

April 26-29* New Fields 4th Rebuilding Iraq Conference. (capital of Kurdistan).
Erbil, Iraq In Erbil University; conference and exhibition. www.new-fields.com
Seeking CPA and Iraqi Ministerial participation

April 26-28 Iraq Procurement 2004
London Organized by the Arab-British Chamber of Commerce (www.iraqprocurement.org)

April 27 CPA-PMO/DOC/State event in Madrid

April 28 CPA-PMO/DOC/State event in Amman

April 29 CPA-PMO/DOC/State event in Istanbul

April 30 CPA-PMO/DOC/State event in Sydney



Iraq: Key Websites and Contacts



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Business Information about Iraq

| | |
|--|--|
| U.S. Department of Commerce Iraq Investment & Reconstruction Task Force | www.export.gov/iraq |
| Coalition Provisional Authority Private Sector Development Group | www.iraqcoalition.org/business_center.html |
| Iraqi Business Center (in Baghdad) | www.iraqibusinesscenter.org |
| Kirkuk Business Center | http://kirkuk-business-center.org |
| CPA South: Um Qasr Business Center | commercial.enquiries.south@cpa-iq.org |

Reconstruction Contracts

| | |
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| Coalition Provisional Authority Program Management Office | www.cpa-iraq.org/business www.rebuilding-iraq.net |
| U.S. Army Corps of Engineers | www.hq.usace.army.mil/cepa/iraq/iraq.htm |
| U.S. Agency for International Development | http://www.usaid.gov/iraq/ |

Iraqi Ministry Websites

| | |
|--------------------|--|
| Ministry of Health | www.kimadia.com |
| Ministry of Oil | www.uruklink.net/oil |
| Ministry of Trade | www.motiraq.org |
| Others TBD | |

Program Management and Construction Contracts

Program Management Office (PMO) Services (Up to \$50M)
AWARDED 10 Mar 04 to AECOM (CA-USA) \$21,610,501

**PMO Services
Electrical Sector**
(Up to \$38M)
AWARDED 10 Mar 04
\$43,361,340 to
Iraq Power Alliance JV
(Parsons Energy and
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Parsons Brinckerhoff (UK))

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Public Works/Water**
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AWARDED 10 Mar 04
\$26,494,672 to
CH2M Hill and PWT JV
(CH2M Hill (CO) &
Parsons Water
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(Louis Berger Group (DC)
& URS Group, Inc (CA))

**PMO Services
Bldg/Edu/Health**
(Up to \$16M)
AWARDED 10 Mar 04
\$10,764,684.07 to
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(Louis Berger Group (DC)
& URS Group, Inc (CA))

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(Louis Berger Group (DC)
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Foster Wheeler (U.K.)

USAID Iraq Infrastructure II - up to \$1.8b Bechtel -USA, Parsons-USA, Home Engineering-USA

Electrical
Capacity Contracts
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Generation
\$500M Ceiling
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Fluor-AMEC JV
(Fluor: CA/SC in USA &
AMEC in UK)

**Transmission &
Distribution NORTH**
\$500M Ceiling
AWARDED 12 Mar 04
Washington Int'l Inc
(ID-USA)

**Transmission &
Distribution SOUTH**
\$500M Ceiling
AWARDED 12 Mar 04
Perini Corp
(MA-USA)

Public Works/Water
Capacity Contracts
\$500K Minimum
Up to \$1,700M

Public Works NORTH
\$800M Ceiling
AWARDED 23 Mar 04
Fluor-AMEC JV
(Fluor: CA/SC-USA &
AMEC (UK))

Public Works SOUTH
\$500M Ceiling
AWARDED 23 Mar 04
Fluor-AMEC JV
(Fluor: CA/SC in USA &
AMEC in UK)

Water Resources
\$800M Ceiling
AWARDED 11 Mar 04
Wash Int'l (ID in USA) &
Black & Veatch (KS in USA)

Comm/Transp
Capacity Contracts
\$500K Minimum
Up to \$400M

Communications
\$75M Ceiling
AWARDED 23 Mar 04
Lucent Technologies
World Services, Inc.
(VA-USA)

Transportation
\$325M Ceiling
AWARDED 23 Mar 04
Contract/AICI/OCI/
Archirodon JV (VA-USA)
JV Partner Members:
Contract: DC-USA
AICI: MD-USA
OCI: Egypt
Archirodon: Netherlands/
Panama/UAE

**Bldgs/Educ/
Health**

Capacity Contract
\$500K Minimum
Up to \$500M

Bldgs/Educ/Health
\$500M Ceiling
AWARDED 25 Mar 04
Parsons Delaware, Inc.
(CA-USA)

Security/Justice
Capacity Contract
\$500K Minimum
Up to \$900M

Security/Justice
\$900M Ceiling
AWARDED 26 Mar 04
Parsons Delaware, Inc.
(CA-USA)

Iraqi Military Bases
\$239M

AWARDED 29 Jan 04
EarthTech
(CA-USA)
Parsons Infrastructure
Tech Group
(CA-USA)
Shaw Environmental
(LA-USA)
Weston Solutions
(PA-USA)

Oil*
Capacity Contract
Up to \$827M

NORTH
\$415M Ceiling
Awarded: 16 Jan 04
Parsons Iraq JV
(Parsons CA, USA
Worley - Australia)

SOUTH
\$412M Ceiling
Awarded 16 Jan 04
KBR Inc.
(VA-USA)

* Total contracts
are for up to \$803M and
\$1.2B respectively. Full City
\$827 can currently be funded
from the Fiscal Year 2004
Supplemental Appropriation.

PenRen

Army

Navy

USAID

27-Mar-04

Iraq Events

May 6
Houston, TX

May 24-25
London

May 25-29
London

May
Amman
Jordan

May/June

May/June

June 2-3
Basra, Iraq

June 23-24
London

TBD
Atlanta, GA

TBD
Seattle, WA

Last Q 2004
Baghdad

New Fields 5th Rebuilding Iraq Conference
www.new-fields.com

Prepared by (b)(6)

As of March 30, 2004

Destination Baghdad EXPO (DBX) www.i-acci.org
Organized by: Iraqi American Chamber of Commerce & Industry (IACCI)
Location: Baghdad, Iraq
Contact: (b)(6)

b)(6)

(b)(6)

b)(6)

Agribusiness leaders focusing on

The rebuilding of Iraq's agriculture economy.

April 23 CPA-PMO/DOC/State event in Rome

April 26-29* New Fields 4th Rebuilding Iraq Conference. (capital of Kurdistan).
Erbil, Iraq In Erbil Univeristy; conference and exhibition. www.new-fields.com
Seeking CPA and Iraqi Ministerial participation

April 26-28 **Iraq Procurement 2004**
London **Organized by the Arab-British Chamber of Commerce (www.iraqprocurement.org)**

April 27 CPA-PMO/DOC/State event in Madrid

April 28 CPA-PMO/DOC/State event in Amman

April 29 CPA-PMO/DOC/State event in Istanbul

April 30 CPA-PMO/DOC/State event in Sydney



Iraq: Key Websites and Contacts



Prepared by the
Iraq Investment & Reconstruction Task Force
U.S. Department of Commerce – International Trade Administration

Links to these and other resources, as well as useful information about business developments and opportunities in Iraq, are available at www.export.gov/iraq.

Business Information about Iraq

| | |
|--|--|
| U.S. Department of Commerce Iraq Investment & Reconstruction Task Force | www.export.gov/iraq |
| Coalition Provisional Authority Private Sector Development Group | www.iraqcoalition.org/business_center.html |
| Iraqi Business Center (in Baghdad) | www.iraqibusinesscenter.org |
| Kirkuk Business Center | http://kirkuk-business-center.org |
| CPA South: Um Qasr Business Center | commercial.enquiries.south@cpa-iq.org |

Reconstruction Contracts

| | |
|--|--|
| Coalition Provisional Authority Program Management Office | www.cpa-iraq.org/business www.rebuilding-iraq.net |
| U.S. Army Corps of Engineers | www.hq.usace.army.mil/cepa/iraq/iraq.htm |
| U.S. Agency for International Development | http://www.usaid.gov/iraq/ |

Iraqi Ministry Websites

| | |
|--------------------|--|
| Ministry of Health | www.kimadia.com |
| Ministry of Oil | www.uruklink.net/oil |
| Ministry of Trade | www.motiraq.org |
| Others TBD | |

Program Management and Construction Contracts

Program Management Office (PMO) Services (Up to \$50M)

AWARDED 10 Mar 04 to AECOM (CA-USA) \$21,610,501

**PMO Services
Electrical Sector**
(Up to \$50M)
AWARDED 10 Mar 04
\$43,361,340 to
Iraq Power Alliance JV
(Persons Energy and
Chemical Group (PA-USA) &
Parsons Brinckerhoff (UK))

**PMO Services
Public Works/Water**
(Up to \$50M)
AWARDED 10 Mar 04
\$28,494,872 to
CH2M Hill and PWH JV
(CH2M Hill (CO) &
Parsons Water
Infrastructure, Inc (CA))

**PMO Services
Comm/Transp**
(Up to \$15M)
AWARDED 10 Mar 04
\$8,458,350.05 to
Berger/URS JV
(Louis Berger Group (DC)
& URS Group, Inc (CA))

**PMO Services
Bldgs/Edu/Health**
(Up to \$15M)
AWARDED 10 Mar 04
\$10,754,664.07 to
Berger/URS JV
(Louis Berger Group (DC)
& URS Group, Inc (CA))

**PMO Services
Security/Justice**
(Up to \$30M)
AWARDED 10 Mar 04
\$8,458,350.06 to
Berger/URS JV
(Louis Berger Group (DC)
& URS Group, Inc (CA))

**PMO Services
Oil**
(Up to \$30M)
AWARDED 10 Mar 04
\$8,416,985 to
Foster Wheeler (U.K.)

USAID Iraq Infrastructure II – up to \$1.8b Bechtel -USA, Parsons-USA, Home Engineering-USA

Electrical
Capacity Contracts
\$500K Minimum
Up to \$1,500M

Generation
\$500M Ceiling
AWARDED 11 Mar 04
Fluor-AMEC JV
(Fluor: CA/SC in USA &
AMEC in UK)

**Transmission &
Distribution NORTH**
\$500M Ceiling
AWARDED 12 Mar 04
Washington Intl Inc
(ID-USA)

**Transmission &
Distribution SOUTH**
\$500M Ceiling
AWARDED 12 Mar 04
Perini Corp
(MA-USA)

Public Works/Water
Capacity Contracts
\$500K Minimum
Up to \$1,700M

Public Works NORTH
\$600M Ceiling
AWARDED 23 Mar 04
Fluor-AMEC JV
(Fluor: CA/SC-USA &
AMEC (UK))

Public Works SOUTH
\$500M Ceiling
AWARDED 23 Mar 04
Fluor-AMEC JV
(Fluor: CA/SC in USA &
AMEC in UK)

Water Resources
\$600M Ceiling
AWARDED 11 Mar 04
Wash Intl (ID in USA) &
Black & Veatch (KS in USA)

Comm/Transp
Capacity Contracts
\$500K Minimum
Up to \$ 400M

Communications
\$75M Ceiling
AWARDED 23 Mar 04
Lucent Technologies
World Services, Inc.
(VA-USA)

Transportation
\$325M Ceiling
AWARDED 23 Mar 04
Contract/AIC/OCI/
Archirodon JV (VA-USA)
JV Partner Members:
Contract: DC-USA
AICI: MD-USA
OCI: Egypt
Archirodon: Netherlands/
Panama/UAE

**Bldgs/Educ/
Health**
Capacity Contract
\$500K Minimum
Up to \$500M

Bldgs/Educ/Health
\$500M Ceiling
AWARDED 25 Mar 04
Parsons Delaware, Inc.
(CA-USA)

Security/Justice
Capacity Contract
\$500K Minimum
Up to \$900M

Security/Justice
\$900M Ceiling
AWARDED 26 Mar 04
Parsons Delaware, Inc.
(CA-USA)

Iraqi Military Bases
\$239M

AWARDED 29 Jan 04
EarthTech
(CA-USA)
Parsons Infrastructure
Tech Group
(CA-USA)
Shaw Environmental
(LA-USA)
Weston Solutions
(PA-USA)

Oil*
Capacity Contract
Up to \$827M

NORTH
\$415M Ceiling
Awarded: 16 Jan 04
Parsons Iraq JV
(Parsons CA,USA
Worley – Australia)

SOUTH
\$412M Ceiling
Awarded 16 Jan 04
KBR Inc.
(VA-USA)

*Total contracts
are for up to \$800M and
\$129 respectively, but only
\$927 can currently be funded
from the Fiscal Year 2004
Supplemental appropriation

PenRen

Army

Navy

USAID

27-Mar-04

Iraq Events

Calendar of Iraq Related Events
As of March 30, 2004

April 5-8

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; www.cnfa.org

major conference with key Iraqi interim gov't & int'l agribusiness leaders focusing on the rebuilding of Iraq's agriculture economy.

April 20 CPA-PMO/DOC/State event in Dubai

April 23 CPA-PMO/DOC/State event in Rome

April 26-29* New Fields 4th Rebuilding Iraq Conference. (capital of Kurdistan).
Erbil, Iraq In Erbil Univeristy; conference and exhibition. www.new-fields.com
Seeking CPA and Iraqi Ministerial participation

April 26-28 Iraq Procurement 2004
London Organized by the Arab-British Chamber of Commerce (www.iraqprocurement.org)

April 27 CPA-PMO/DOC/State event in Madrid

April 28 CPA-PMO/DOC/State event in Amman

April 29 CPA-PMO/DOC/State event in Istanbul

April 30 CPA-PMO/DOC/State event in Sydney

Iraq Events

May 6 **Dept. of Commerce Iraq Reconstruction event**

Houston, TX

(b)(6)

May 24 - 25

London

(b)(6)

May 25-29

London

(b)(6)

May

Amman

Jordan

(b)(6)

May/June

(b)(6)

May/June

(b)(6)

June 2-3

Basra, Iraq

(b)(6)

June 23-24

London

(b)(6)

TBD

Atlanta, GA

(b)(6)

TBD

Seattle, WA

(b)(6)

Last Q 2004

Baghdad

New Fields 5th Rebuilding Iraq Conference

www.new-fields.com

Prepared by

(b)(6)

(b)(6)

From: (b)(6)
Sent: Wednesday, October 15, 2003 8:06 AM
To: (b)(6) (ROM)
Cc:
Subject: Local companies

Local Companies contributing MIC with shares (Still Working)

| <u>Company</u> | <u>Location</u> | <u>Activity</u> | <u>MIC Shares</u> |
|----------------|-----------------|----------------------------|-------------------|
| 1.Sanhareeb | Baghdad | Contracting | 24% |
| 2.AlBuraq | Baghdad | Design & Consultant | 24% |
| 3.Dar Alsalam | Baghdad | Machine maintenance | 24% |
| 4.AlQudra | Baghdad | Air conditioning services | 15% |
| 5.Asad Babil | Baghdad | Computers | 24% |
| 6.Asia | Baghdad | Thermal units | 24% |
| 7.AlRaya | Baghdad | Constructions | 24% |
| 8.Uur | Baghdad | Moulds | 24% |
| 9.AlRafidain | Baghdad | Lifts maintenance | 24% |
| 10. AlZawra | Baghdad | Printing machines services | 6% |
| 11. AlWadhah | Mousil | Heaters production | 24% |
| 12. AlSahaab | Baghdad | Spray irrigation | 24% |

10/15/2003

Six Month Timeframe for MIC Transition

| Action | Deadline | Comments | 2004 | | | | | | | | | | | |
|---|---------------|---------------------------------|---------|----------|-------|-------|-----|------|------|---|---|---|---|---|
| | | | January | February | March | April | May | June | July | | | | | |
| 1 Create plan for MIC transition | January 21st | | → | | | | | | | | | | | |
| 2 Assess the need and cost for use of FPS to guard remaining assets by enterprise and apply for money. | January 26th | In progress | → | | | | | | | | | | | |
| 3 Assess the need of money for employees for the period July thru December 2004, and establishing budget for the transfer and other expenses | January 26th | | → | | | | | | | | | | | |
| 4 Assess the cost basic requirement for each company to start up their activities partly or wholly for budgetary purposes. | January 26th | | → | | | | | | | | | | | |
| 5 Make plan for transfer of employees to other ministries. Group all personnel issues together | February 16th | DG tasks-coordinated by Raja | → | → | | | | | | | | | | |
| 6 Move training Centre to Ministry of Labour | February 20th | In progress with Min. of Labour | → | → | | | | | | | | | | |
| 7 Create the principles for the holding function | February 26th | | | → | | | | | | | | | | |
| 8 Move 15 enterprises to MIM | May 20th | In progress with MIM | → | → | → | → | → | | | | | | | |
| 9 Give recommendations for leasing out assets on a continuous basis and prepare enterprise profiles (mini sales memoranda) for enterprises whose assets are being offered for lease | June 15th | Public offer | | → | → | → | → | → | → | → | → | → | → | → |

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| | <30 | 31-45 | 46-60 | 51-55 | 66-60 | >60 | |
|-----------------------|--------|--------|-------|-------|-------|------|--------|
| 1.Jaber ben Havan | 371 | 488 | 33 | 9 | 3 | | 904 |
| 2.Aj Saheed | 406 | 778 | 82 | 23 | 11 | 2 | 1,900 |
| 3.AjYarmuk | 470 | 1,700 | 200 | 200 | 100 | 38 | 2,708 |
| 4.Aj Ezz | 629 | 401 | 10 | 4 | 2 | 0 | 1,046 |
| 5.Tareq | 206 | 526 | 107 | 51 | 6 | 0 | 896 |
| 6.Hammurabi | 218 | 325 | 87 | 4 | 2 | 0 | 636 |
| 7.Aj Kadissiya | 147 | 790 | 880 | 670 | 404 | 144 | 3,035 |
| 8.Aj Tahadv | 95 | 273 | 17 | 14 | 4 | 1 | 399 |
| 9.Ibn Aj Walid | 388 | 462 | 74 | 2 | 0 | 0 | 926 |
| 10.Aj Ikhaa | 722 | 1,402 | 185 | 52 | 21 | 0 | 2,382 |
| 11.Aj Fidaa | 640 | 580 | 40 | 14 | 1 | | 1,285 |
| 12.Aj Karama | 1,428 | 821 | 34 | 4 | - | - | 2,287 |
| 13.Aj Rashed | 997 | 1,121 | 107 | 37 | 28 | 6 | 2,290 |
| 14.Azahf al Kabir | 68 | 18 | 0 | 0 | 0 | 0 | 86 |
| 15.Aj Noaman | 215 | 403 | 21 | | 3 | | 643 |
| 16.Um Almarek | 453 | 669 | 65 | 22 | 3 | 5 | 1,217 |
| 17.Uboor | 422 | 741 | 62 | 8 | 7 | 3 | 1,243 |
| 18.Aj Qaqa | 2,501 | 2,516 | 290 | 52 | 6 | 0 | 5,365 |
| 19.Bader | 56 | 967 | 104 | 8 | 1 | 5 | 1,631 |
| 20.Tabook | 14 | 328 | 200 | | | | 532 |
| 21.Aj Mansour | 264 | 328 | 52 | 13 | 8 | 5 | 670 |
| 22.Aj Hadhar | 299 | 238 | 32 | 3 | | | 572 |
| 23.Aj Radhwan | 269 | 445 | 31 | 6 | 9 | | 760 |
| 24.7 Nissan | 928 | 1,591 | 132 | 132 | | | 2,652 |
| 25.Aj Hareth | 277 | 956 | 129 | 22 | | | 1,387 |
| 26.Aj Nidaa | 415 | 803 | 31 | 19 | 10 | 3 | 1,281 |
| 27.Aj Kindi | 253 | 645 | 58 | 12 | 5 | 3 | 976 |
| 28.Sanahareeb | 540 | 117 | 15 | 3 | | | 675 |
| 29.Training center | | | | | | | |
| 30.Salahuddeen | 700 | 2000 | 200 | | | | 2900 |
| 31.Aj Salam | 358 | 362 | 23 | 5 | 2 | 2 | 752 |
| 32.Ibn Rushd | 164 | 235 | 36 | 9 | 2 | 2 | 448 |
| 33.Ibn Majed | 981 | 635 | 18 | 11 | 3 | | 1,648 |
| 34.Mic Administration | | | | | | | |
| 35.Hutteen | 1192 | 2553 | 1228 | 456 | 44 | | 5473 |
| | 17,086 | 26,215 | 4,583 | 1,865 | 685 | 219 | 51,005 |
| | 33.5% | 51.4% | 9.0% | 3.7% | 1.3% | 0.4% | 100.0% |

Six Month Timeframe for MIC Transition

General layout

| | | 2004 | | | | | | | | | | | | | | | | | | | | | | | | | | | |
|---|----------|---------|--|--|--|----------|--|--|--|-------|--|--|--|-------|--|--|--|-----|--|--|--|------|--|--|--|------|--|--|--|
| | | January | | | | February | | | | March | | | | April | | | | May | | | | June | | | | July | | | |
| Task | Due date | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 1 <i>Transition Plan</i> | 20-Jan | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2 <i>Move Training Centre to Min. o Labour</i> | 20-Feb | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 3 <i>Create a Holding Function within MIM for enter</i> | 28-Feb | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 4 <i>Move 15 MIC Enterprises to MIM</i> | 30-May | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 5 <i>Lease out Assets</i> | 15-Jun | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 6 <i>Redeploy personnel</i> | 15-Jun | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 7 <i>Prepare enterprise profiles</i> | 31-Mar | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

These tasks will be performed with the personnel from the DPSD

Additionally it has to be mentioned once again that data collection is an ongoing process as the situation in the enterprises changes on a daily basis due to taking or other decisions made

C. Follow-On Activities

At the end of the orientation visit, the Iraqi participants and U.S. representatives will be asked to identify potential opportunities for follow-on work, or "next steps," that would be required before a new collaboration can move forward. Iraqi participants will submit a Final Report prior to departure from the U.S., detailing the results from each of the meetings and desired follow-on activities. The CRDF will submit a Comprehensive Visit Summary with recommendations for next steps to the SANC, Coalition Provisional Authority (CPA) and other organizations, including both U.S. government and scientific organizations, as appropriate.

III. Logistics

A. Travel

The CRDF's Travel Coordinator will arrange international airline travel from the nearest international airport to the United States, and return. All international travel will be in compliance with the U.S. Government's Fly America Act.

B. Accommodations/Meals

The CRDF will arrange hotel or similar accommodations for each participant for the entire duration of their stay. The CRDF will also arrange for all meals throughout the visit.

C. Local Transportation

The CRDF will provide for local transportation as required throughout the visit and will accompany the Iraqi participants to all locations.

D. Language Support

The CRDF will provide Arabic-English interpretation services throughout the duration of the visit and translation of documents as appropriate.

IV. CRDF Review Process

All applications will be screened for eligibility and completeness upon receipt by the CRDF. Review of applications will be administered by CRDF staff, who will call upon external experts to assist in the evaluation of applications. Both CRDF staff and external experts will use the evaluation criteria described in Section V (below) to reach a final decision. All CRDF support is subject to the availability of funding from CRDF, the sponsor of this program. All decisions reached by the CRDF are final.

V. Evaluation Criteria

CRDF staff and external reviewers will apply the following criteria in evaluating applications for this program. The first two serve as the CRDF's primary and most important criteria, and must be met by all applicants; the remaining two serve as supplementary criteria.

1. **Performance Excellence:** the capability and distinction of the applicant's scientific expertise as demonstrated by prior research accomplishments, including the applicant's projected capability to contribute to scientific collaborations with U.S. researchers.
2. **Professional Benefits:** the relevance of the visit to the applicant's stated professional goals and areas of specialization and/or interests, potential contribution to the applicant's professional development.

3. **Effect on Scientific Infrastructure:** the potential and willingness of the applicant to disseminate the benefits of the visit beyond his or her individual level of participation.

4. **Nonproliferation Impact:** The applicant's level of experience in weapons-related research and the likelihood that this visit will support applicant's sustainable transition to civilian science.

VI. Application Contents

Each application must include all of the following elements. All applications should be typed, if possible, and in English with pages numbered consecutively in the upper right corner.

Comments: I'll check with the State Dept folks on this. CWM

1. **Cover Sheet (Form A).** The cover sheet collects a basic overview of information about the applicant.
2. **Biographical Sketch (Form B). Biographical Sketch of Applicant** (limit of 3 pages). The biographical sketch (Curriculum Vitae) should include the following:
 - a. **Employment and Experience.** Begin with your current position. Any relevant professional history should be listed in reverse chronological order. If you have more than one current affiliation, please identify all.
 - b. **Education.** Educational background, beginning with undergraduate and including postdoctoral training, the institution and location; degree; year conferred and field of study.
 - c. **Academic Honors.** Fellowships, scholarships, teaching assistantships, mentoring activities, and other relevant positions held or awards received with dates and locations.
 - d. **Foreign Languages.** Indicate any relevant language experience, particularly English-language experience.
 - e. **Previous Travel Experience.** Indicate any previous foreign travel experience.
 - f. **Research Accomplishments.** List any research previously pursued, giving the title and reference of any published works. List the titles of any unpublished work in progress. Other accomplishments may include patent and software credits, papers presented at conferences, seminars, etc.
3. **Goals and Objectives (Form C).** Please summarize the goals (both short and long term), objectives, milestones, and measurements of success that will be used that will define your participation in this project. For guidance, please see the CRDF evaluation criteria listed above in Section V. *Please be specific as possible.* Summary should be 2-3 pages in length.

NOTE on Confidentiality. The CRDF will treat all applications as confidential material and will require all external reviewers to likewise respect confidentiality of applications.

6 Month Transition Plan for MIC

OBJECTIVE:

Transfer, liquidate, lease, or sale of part of the assets and consolidate in a holding the remaining defence industry proprieties, reporting to the MoF

Background:

The MIC assets include:

- 33 Enterprises.
 - 15 enterprises for possible restructure in the holding.
 - details presented in Annex A
 - 18 enterprises with assets and employees eligible for transfer.
 - details presented in Annex B
- The training centre.
 - Being transferred to the Ministry of Labour.
- The MIC administration and companies' personnel
 - Personnel being transferred to different Ministries.
 - by selection and interviews to all interested ministries looking for skilled personnel, i.e. electricity, defence, agriculture, labour, etc.

Establishing the team to be in charge with holding management

The remaining personnel from the companies will be as now in the Ministry of Finance payroll until a severance plan will be approved and implemented.

The level of destruction and number of employees for each enterprise are shown in the annex C.

Issues:

The following outstanding items remain:

- Security requirements (guards) for
 - some of the enterprises having ordnances or dangerous materials left in their former areas of activity but the company being destroyed, or establish other steps in order to clear the areas and be destroyed by the ordnance body.
 - Enterprises working or able to restart for the civilian required goods, services or materials. For the mentioned enterprises needs assessment required are in progress.
- Electricity requirements.
- Generator refurbishment.
- ~~Deadline is before TOA.~~

Action and deadlines

| Action | Deadline | Comments |
|---|---------------|---------------------------------|
| Move training Centre to Ministry of Labour | February 20th | In progress with Min. of Labour |
| Move 15 enterprises to MIM | May 20th | In progress with MIM |
| Assess the need and cost for use of FPS to guard remaining assets by enterprise and apply for money. | January 26th | In progress |
| Create the principles for the holding function | February 28th | |
| Assess the need of money for employees for the period July thru December 2004, and establishing budget for the transfer and other expenses | January 31st | |
| Assess the cost basic requirement for each company to start up their activities partly or wholly for budgetary purposes. | January 26th | |
| Give recommendations for leasing out assets on a continuous basis and prepare enterprise profiles (mini sales memoranda) for enterprises whose assets are being offered for lease | June 15th | Public offertt |
| Make plan for transfer of employees to other ministries Group all personnel issues together | February 16th | DG tasks-coordinated by Raja |

May 30
Same intermediary terms

Enterprises to be transferred to Ministries

| Enterprise | Employees | Area Square meters | Level of destruction % | Area Square meters | Cost Million SD |
|---------------------------|---------------|--------------------------|------------------------------|--------------------------|-----------------------|
| 2. Al Saheed | 1,300 | 83,402 | 11.9 | 73,496 | 45 |
| 5. Tareq | 896 | 37,012 | 30.6 | 25,668 | 25 |
| 6. Hammurabi | 636 | 8,536 | 2.8 | 8,299 | 15 |
| 8. Al Tahady | 399 | 13,470 | 10.4 | 12,071 | 35 |
| 9. Ibn Al Walid | 926 | 46,050 | 10.5 | 41,220 | 60 |
| 10. Al Ikhaa | 2,382 | 108,680 | 1.7 | 106,814 | 20 |
| 13. Al Rashed | 2,290 | 147,385 | 43.2 | 83,708 | 50 |
| 14. Azahf al Kabir | 86 | 32,266 | 26.1 | 23,856 | 35 |
| 15. Al Noaman | 643 | 23,791 | 6.0 | 22,373 | 10 |
| 17. Uboor | 1,243 | 32,124 | 36.8 | 20,296 | 95 |
| 21. Al Mansour | 670 | 25,694 | 0.2 | 25,631 | 5 |
| 23. Al Radhwan | 760 | 44,260 | 34.0 | 28,228 | 60 |
| 26. Al Nidaa | 1,281 | 35,400 | 41.8 | 20,605 | 80 |
| 31. Al Salam | 752 | 11,281 | 7.7 | 10,407 | 100 |
| 33. Ibn Majed | 1,648 | 22,073 | 21.6 | 17,309 | 30 |
| Totally | 15,912 | 671,424 | 22.4 | 520,979 | 45 |

Enterprises in Holding Function

| Enterprise | Location | Area Square meters | Level of destruction on % | Area Square meters | Level of destruction on % |
|--------------------------|---------------|--------------------------|---------------------------------|--------------------------|---------------------------------|
| Name | | | | | |
| 1.Jaber ben Hayan | 904 | 58,560 | 25.7 | 43,507 | 95 |
| 3.Al Yarmuk | 2,708 | 81,500 | 65.8 | 27,850 | 100 |
| 4.Al Ezz | 1,046 | 36,500 | 23.7 | 27,855 | 100 |
| 7.Al Kadissiya | 3,035 | 102,650 | 69.9 | 30,900 | 100 |
| 11.Al Fidaa | 1,285 | 16,360 | 50.2 | 8,141 | 100 |
| 12.Al Karama | 2,287 | 52,192 | 51.4 | 25,378 | 40 |
| 16.Um Almarek | 1,217 | 110,863 | 70.4 | 32,804 | 100 |
| 18.Al Qaqa | 5,365 | 104,202 | 36.6 | 66,115 | 85 |
| 19.Bader | 1,631 | 34,681 | 82.8 | 5,976 | 100 |
| 20.Tabook | 532 | 36,156 | 0.3 | 36,056 | 20 |
| 22.Al Hadhar | 572 | 88,975 | 70.6 | 26,150 | 100 |
| 24.7 Nissan | 2,652 | 89,000 | 94.2 | 5,175 | 100 |
| 25.Al Hareth | 1,387 | 47,025 | 0.0 | 47,025 | 60 |
| 27.Al Kindi | 976 | 48,392 | 38.0 | 29,997 | 90 |
| 28.Sanahareeb | 675 | 10,936 | 22.3 | 8,492 | 100 |
| 30.Salahuddeen | 2,900 | 49,800 | 34.2 | 32,748 | 75 |
| 32.Ibn Rushd | 448 | 6,957 | 50.0 | 3,479 | 100 |
| 35.Hutteen | 5,473 | 244,762 | 25.9 | 181,327 | 70 |
| | | | | | |
| Totally | 35,093 | 1,219,511 | 47.6 | 638,974 | 90 |

(b)(6)

From:

(b)(6)

Sent: Wednesday, October 15, 2003 8:06 AM

To:

(b)(6)

Cc:

Subject: Local companies

Local Companies contributing MIC with shares (Still Working)

| <u>Company</u> | <u>Location</u> | <u>Activity</u> | <u>MIC Shares</u> |
|----------------|-----------------|----------------------------|-------------------|
| 1.Sanhareeb | Baghdad | Contracting | 24% |
| 2.AJBuraq | Baghdad | Design & Consultant | 24% |
| 3.DarAlsalam | Baghdad | Machine maintenance | 24% |
| 4.AIQuadra | Baghdad | Air conditioning services | 15% |
| 5.Asad Babil | Baghdad | Computers | 24% |
| 6.Asia | Baghdad | Thermal units | 24% |
| 7.AIRaya | Baghdad | Constructions | 24% |
| 8.Uur | Baghdad | Moulds | 24% |
| 9.AIRafidain | Baghdad | Lifts maintenance | 24% |
| 10. AlZawra | Baghdad | Printing machines services | 6% |
| 11. AlWadhah | Mousil | Heaters production | 24% |
| 12. AlSabaab | Baghdad | Spray irrigation | 24% |

1/5/2004

Military Industrialization Commission Subordinate Companies and Separate Directorates

Derived from a single-page, undated wall chart found on 7 June 2003 in a Research Directorate office in Organization of Military Industrialization Headquarters.

| | Company Name | | Company Name |
|----|--|----|---------------------------------|
| 1 | Training and Qualification Directorate | 27 | Al-Fatah State Company |
| 2 | 7 Nissan State Company | 28 | Al-Feda' State Company |
| 3 | Ibn Walid State Company | 29 | Al-Qadisiyah State Company |
| 4 | Umm al-Ma'arik State Company | 30 | Al-Qa'saQa'a State Company |
| 5 | Ibn Rushd State Company | 31 | Al-Karama State Company |
| 6 | Tareq State Company | 32 | Al-Kindi State Company |
| 7 | Ibn Sina State Company | 33 | Al-Maid State Company |
| 8 | Ibn Farnas State Company | 34 | Al-Mufakhir Company |
| 9 | Al-Basil State Company | 35 | Al-Mansour State Company |
| 10 | Al-Batanni State Company | 36 | Al-Meclad State Company |
| 11 | Al-Basha'ir Company | 37 | Al-Nida' State Company |
| 12 | Al-Tahadi State Company | 38 | Al-Nasr al-Atheem State Company |
| 13 | Al-Hareth State Company | 39 | Al-Nu'uman State Company |
| 14 | Al-Hadhr State Company | 40 | Al-Yarmuk State Company |
| 15 | Al-Khawarizmi Company/Al-Farabi Center | 41 | Badr State Company |
| 16 | Al-Razi State Company | 42 | Jabir bin Hayan State Company |
| 17 | Al-Raya State Company | 43 | Hutteen State Company |
| 18 | Al-Rashid State Company | 44 | Sa'ad Company/Ibn Yunis |
| 19 | Al-Radwan State Company | 45 | Senhareeb State Company |
| 20 | Al-Zahf al-Kabeer State Company | 46 | Saddam State Company |
| 21 | Al-Zawra' State Company | 47 | Salah Ad-Deen State Company |
| 22 | Al-Salaam State Company | 48 | National Monitoring Directorate |
| 23 | Al-Shahid State Company | 49 | 28 Nissan State Company |
| 24 | Al-Uboor State Company | 50 | Ibn Majid State Company |
| 25 | Al-Ezz State Company | 51 | Al-Samoud State Company |
| 26 | Al-Fao State Company | 52 | Al-Quds State Company |

Factories in AO Raleigh

| Chosen | | | | | | | | | | | |
|---------------------------------------|--------------|------------|------------|--|---------------------|-------|-------|-----|--|--|---|
| Truck Factory | Iskandariyah | MB 360 450 | Private | Cars, buses, trucks, semi trucks, trailers | Amer Najim | 1,800 | 2,000 | Yes | | | Are operating and perwar standards Completion of contract with General Motors, they could employ 10,000 |
| Cement Factory | Iskandariyah | MB 432 372 | | | | | | | | | |
| Haleen Ammo Factory | Iskandariyah | MB 387 408 | | | | 20 | | No | | | |
| State Company for Mechanical Industry | Iskandariyah | MB 382 415 | Government | Tractors and Irrigation Systems Pre Gulf War 500-700/month Prewar 500/year | Haden Ali Mossim | 3,760 | 3760 | Yes | | | No production since war, but talks are underway to begin production ppl still show up to work |
| Alrat Company | Iskandariyah | | | | Mohamed Abud Razanq | 100 | | | | | |
| | | | | | | | | | | | |
| | | | | | | | | | | | |

To visit ?

| Control List Building Information | | | | | | | | | | | | |
|-----------------------------------|-------------------------------|--------|---|---------------------------------|-----------------|-------------------|---------------|--------------|--------|-------------------------|------------------|--|
| No | Building Name | Status | Description of the building and its use | Building Material and Structure | Height of Floor | Completed in year | Area | | Volume | Labor or construction % | Stock value 2002 | Comments |
| | | | | | | | Square meters | Cubic meters | | | | |
| 1 | 1.Jaber ben Hayan | | OK | OK | OK | OK | OK | OK | OK | OK | OK | Questions about the sites and material not on disc |
| 2 | 2.Al Shaheed | OK | OK | OK | OK | OK | OK | | | OK | OK | |
| 3 | 3.Al Yarmuk | OK | OK | OK | OK | OK | OK | OK | OK | partly | | |
| 4 | 4.Al Ezz | OK | OK | OK | OK | OK | OK | OK | OK | X | | X |
| 5 | 5.Tareq | OK | OK | OK | OK | OK | OK | OK | OK | X | | X |
| 6 | 6.Hammurabi | OK | OK | X | X | X | OK | X | OK | X | | X |
| 7 | 7.Al Kadisslya | OK | OK | OK | OK | OK | OK | OK | OK | X | | X |
| 8 | 8.Al Tahady | OK | OK | OK | OK | OK | OK | OK | OK | X | | X |
| 9 | 9.Ibn Al Walid | OK | OK | OK | OK | OK | OK | OK | OK | X | | X |
| 10 | 10.Al Ikhaa | OK | OK | OK | OK | OK | OK | OK | OK | OK | | X |
| 11 | 11.Al Fidaa | OK | OK | OK | OK | OK | 16,360 | 103,440 | OK | X | | X |
| 12 | 12.Al Karama | OK | OK | OK | OK | OK | 52,192 | 306,794 | OK | X | | X |
| 13 | 13.Al Rashed | OK | OK | OK | OK | OK | 121,755 | 588,321 | OK | 34,687,968 | | OK |
| 14 | 14.Azahf al Kabir | OK | OK | OK+½ | OK | OK | OK | OK | OK | OK+½ | | OK |
| 15 | 15.Al Noaman | OK | OK | OK | OK | OK | 23,791 | 270,150 | OK | 34,459 | | OK |
| 16 | 16.Um Almarek | OK | OK | OK | OK | OK | 110,583 | 735,789 | OK | 16,764,160 | | OK |
| 17 | 17. Al Uboor | OK | OK | OK | OK | OK | OK | OK | OK | OK | | OK |
| 18 | 18.Al Qaja | OK | OK | OK | OK | OK | OK | ¼OK | OK | OK | | OK |
| 19 | 19.Bader | OK | OK | OK | OK | OK | OK | OK | OK | OK | | OK |
| 20 | 20.Tabook | OK | OK | OK | OK | OK | OK | OK | OK | OK | | OK |
| 21 | 21.Al Mansour | OK | OK | OK | OK | OK | OK | OK | OK | X | | X |
| 22 | 22.Al Hadhar | OK | OK | OK | OK | OK | OK | OK | OK | OK | | OK |
| 23 | 23.Al Radhwan | OK | OK | OK | OK | OK | OK | OK | OK | OK | | OK |
| 24 | 24.7 Nissan | OK | OK | OK | OK | OK | OK | OK | OK | OK | | OK |
| 25 | 25.Al Hareth | | | | | | | | | | | |
| 26 | 26.Al Nidaa | OK | OK | X | OK | OK | OK | X | OK | X | | X |
| 27 | 27.Al Kindi | OK | OK | OK | OK | OK | OK | OK | OK | X | | OK |
| 28 | 28.Sanahareeb | OK | OK | OK | OK | OK | OK | OK | OK | OK | | OK |
| 29 | 29.AL Tahil (Training center) | | | | | | | | | OK | | OK |
| 30 | 30.Salahuddeen | | | | | | | | | | | |
| 31 | 31.Al Salam | OK | OK | OK | OK | OK | OK | OK | OK | OK | | OK |
| 32 | 32.Ibn Rushd | OK | OK | OK | OK | OK | OK | OK | OK | OK | | OK |
| 33 | 33.Ibn Majed | OK | OK | OK | OK | OK | OK | OK | OK | OK | | OK |
| 34 | 34.Mic Administration | | | | | | | | | | | |
| 35 | 35.Hutteen | OK | OK | OK | OK | OK | OK | OK | OK | X | | OK |

| Control List Building Information | | | | | | | | | | | |
|-----------------------------------|--------------------------------|--------|---|---------------------------------|-----------------|-------------------|---------------|--------------|-------------------------|------------------|--|
| No | Building Name | Status | Description of the building and its use | Building Material and Structure | Height of Floor | Completed in year | Area | Volume | Labor or construction % | Stock value 2002 | Comments |
| | | | | | | | Square meters | Cubic meters | | 1998 to | |
| 1 | 1.Jaber ben Hayan | | OK | OK | OK | OK | OK | OK | OK | OK | Questions about the sites and material not on disc |
| 2 | 2.Al Shaheed | OK | OK | OK | OK | OK | OK | | | OK | |
| 3 | 3.Al Yarmuk | OK | OK | OK | OK | OK | OK | OK | OK | partly | |
| 4 | 4. AlEzz | OK | OK | OK | OK | OK | OK | OK | OK | X | X |
| 5 | 5.Tareq | OK | OK | OK | OK | OK | OK | OK | OK | X | X |
| 6 | 6.Hammurabi | OK | OK | X | X | X | OK | X | OK | X | X |
| 7 | 7. Al Kadisslya | OK | OK | OK | OK | OK | OK | OK | OK | X | X |
| 8 | 8. Al Tahady | OK | OK | OK | OK | OK | OK | OK | OK | X | X |
| 9 | 9.Ibn Al Walid | OK | OK | OK | OK | OK | OK | OK | OK | X | X |
| 10 | 10. Al Ikhaa | OK | OK | OK | OK | OK | OK | OK | OK | OK | X |
| 11 | 11. Al Fidaa | OK | OK | OK | OK | OK | 16,360 | 103,440 | OK | X | X |
| 12 | 12. Al Karama | OK | OK | OK | OK | OK | 52,192 | 306,794 | OK | X | X |
| 13 | 13. Al Rashed | OK | OK | OK | OK | OK | 121,755 | 588,321 | OK | 34,687,968 | OK |
| 14 | 14. Azahf al Kabir | OK | OK | OK+½ | OK | OK | OK | OK | OK | OK+½ | OK |
| 15 | 15. Al Noaman | OK | OK | OK | OK | OK | 23,791 | 270,150 | OK | 34,459 | OK |
| 16 | 16. Um Almarek | OK | OK | OK | OK | OK | 110,583 | 735,789 | OK | 16,764,160 | OK |
| 17 | 17. Al Uboor | OK | OK | OK | OK | OK | OK | OK | OK | OK | OK |
| 18 | 18. Al Qaja | OK | OK | OK | OK | OK | OK | ¼OK | OK | OK | OK |
| 19 | 19. Bader | OK | OK | OK | OK | OK | OK | OK | OK | OK | OK |
| 20 | 20. Tabook | OK | OK | OK | OK | OK | OK | OK | OK | OK | OK |
| 21 | 21. Al Mansour | OK | OK | OK | OK | OK | OK | OK | OK | X | X |
| 22 | 22. Al Hadhar | OK | OK | OK | OK | OK | OK | OK | OK | OK | OK |
| 23 | 23. Al Radhwan | OK | OK | OK | OK | OK | OK | OK | OK | OK | OK |
| 24 | 24. 7 Nissan | OK | OK | OK | OK | OK | OK | OK | OK | OK | OK |
| 25 | 25. Al Hareth | | Completed by the 2002. Plans were added but no construction to date | | | | | | | | |
| 26 | 26. Al Nidaa | OK | OK | X | OK | OK | OK | X | OK | X | X |
| 27 | 27. Al Kindi | OK | OK | OK | OK | OK | OK | OK | OK | X | OK |
| 28 | 28. Sanahareeb | OK | OK | OK | OK | OK | OK | OK | OK | OK | OK |
| 29 | 29. AL Tahil (Training center) | | | | | | | | | OK | OK |
| 30 | 30. Salahuddeen | | | | | | | | | | |
| 31 | 31. Al Salam | OK | OK | OK | OK | OK | OK | OK | OK | OK | OK |
| 32 | 32. Ibn Rushd | OK | OK | OK | OK | OK | OK | OK | OK | OK | OK |
| 33 | 33. Ibn Majed | OK | OK | OK | OK | OK | OK | OK | OK | OK | OK |
| 34 | 34. Mic Administration | | | | | | | | | | |
| 35 | 35. Hutteen | OK | OK | OK | OK | OK | OK | OK | OK | X | OK |

- Al Karama -

- 790018557 - Alex

- ① Dr. Mudher Sadiq - D.C. - Bg Gen
790147209
BC Eng - Univ. Technol 1981 - MSc - Rocket Eng.
Celi - 84
- PhD - 84

• Liquid prop rock. univ. - M. Acad - 2y, in Bg.
Dec 86 - MIC - Sp. Pt - Dev and increasing range for
Scud -
Proj 1728 = manufact. rocket engs
Al Somod 2 -

- compressors; pumps; turbines; Aerospace consulting.
Russia - pr for agricultural helicopters -

- ② Hussein Mohanimad Al-Qureshi - Gen Bg
MS; PhD in Chem. Autom. Zapotceky Mil. Ac
Rocket Eng - exp. tests - 97 - leader -
Rocket motor design -
- management of production - aircraft prod. eng.

- ③ Hussain Ali Husoon Al-Tamimi - Bg. gen
Electric Eng -

- ④ Farid M Salman Al Tammemi - 7901354981 -
Chem. eng - in propellant liquid for rockets -

④ pollution = hazardous waste neutralization -
environment -

- ⑤ Ahmed Hussam Ahmed Salman
Mat Lab - Aft design and prod - Aeronautical -
- mech -

- ⑥ Muhannad Melidi Muhammad Saleh
Art and welding - oil industry - 3 inds

- ⑦ Equad Kareem Hussein Al Kazragy (Khazragy)
flight technology - grant - ?

IRAQI SCIENTIST ORIENTATION VISIT SPRING 2004

FORM C: GOALS AND OBJECTIVES

Please summarize the goals (both short and long term), objectives, milestones, and measurements of success that will be used that will define your participation in this visit. For guidance, please see the CRDF evaluation criteria listed above in Section V. Please be specific as possible, including identifying U.S. researchers from academia or industry with whom you would like to meet to discuss potential scientific collaborations. (Please provide 2-3 pages.)

① Fida - med. education program

Tareq - Anorganic chem - Dr Zuhair Muhmood ①
Said Al Kazza

- chlorine fact
- pesticides - for agr -
With regulatory - low ~~radiation~~ radiation

② Hussein Shamkhi Jabar -
Chem expert - organic - chem agents -
Biological + MSW -
pesticides development - (formulating)

③ ~~Taha~~ Thaeer H Jamal Al Deen Al Aloosi =
Chem. Eng. - ; Chem. W.
Chlorine process - after 89
Water treatment -
consultant

(rebuilding 2/5 mil \$)

④ Hikmat Gebrael Gorges Jorif
Electr. Eng.

5. Haydar Hassan Taha Abdul Ali -
Chem Eng - Al Muthana = (former Sec)
Establishing erection of tech. line -
Syst anal. - totally -
Pest prod; -
Est. also for prod - Shampoo; Pharmaceutical
joint venture - prod -

IRAQI SCIENTIST ORIENTATION VISIT SPRING 2004

FORM B: BIOGRAPHICAL SKETCH

Please limit your responses to three pages total.

A. Employment and Experience. Begin with your current position. Any relevant professional history should be listed in reverse chronological order. If you have more than one current affiliation, please identify all.

B. Education. Please describe your educational background beginning with undergraduate and including postdoctoral training, the institution and location, degree, year conferred and field of study.

C. Academic Honors. Please describe all fellowships, scholarships, teaching assistantships, mentoring activities, and other relevant positions you have held or awards you have received with dates and locations.

D. Foreign Languages. Please indicate any relevant language experience, particularly English-language experience.

E. Previous Travel Experience. Please indicate any previous foreign travel experience.

F. Research Accomplishments. Please list any research you have previously pursued, giving the title and reference of any published works. Please also list the titles of any other work in progress. (Other accomplishments may include patent and software credits, papers presented at conferences, seminars, etc.)

① ~~Mr. Rashed~~ - Al Raga -
 Pilot projects =
 preparatory, experience -
 civil expertise -
 Establish a program based in MIM
 for cement factories.
 \$50 mil. \$
 (2 years/day) $\frac{500,000 \text{ lb./hour}}{3000 \text{ lb.}}$
 Experienced in experience =

② Basman F Kadhim -

BSc. physics -
 - art design -
 Consulting for MOD -

③ Mohamed Mahmoud Fadel Ahmed -

BSc Engineering Chem.
 V - MIM consultant -

V Cash. Material (bricks) - to prepare the prep
 (0.5 mil \$)

④ Enad Al-Deen Salah Ahmed Al-Nail - VMO
 Adif Ali Abd Al-Mohsen

BSc physics - MSc -
 device, base powder -
 plastic mat -

IRAQI SCIENTIST ORIENTATION VISIT SPRING 2004

FORM A: COVER SHEET

| | | | |
|---|--|--|-----------------------------|
| Full Name As It Appears on International Passport or Interim Travel Document | | | |
| Position/Title | | | |
| Citizenship | | | |
| Place of Birth | | | |
| Institution Name and Complete Mailing Address | | | |
| Email Address (If Available) | | | |
| Telephone Number | | Fax Number | |
| Date of Birth (MM/DD/YY) | | International Passport Number or Interim Travel Document Information | |
| Gender (Male or Female) | | Issue Date | |
| Highest Degree Earned | | Expiration Date | |
| Field of Degree (Refer to Appendix 1 of Program Announcement.) | | Authority Issuing Passport or Interim Travel Document | |
| Institution and Year Awarded | | | |
| Do you have experience in weapons-related research? | | Yes <input type="checkbox"/> | No <input type="checkbox"/> |
| If "Yes," see Appendix 2 to Program Announcement and determine the code that best describes your experience in weapons-related subjects. Please enter this code here: | | | |
| Also, please provide a brief description of your weapons-related research experience in the space below: | | | |
| | | | |

Comments: Please adjust this (work w/ Radee) so it collects all the passport info we need for invitation letters.

SIGNATURE

By my signature below, I hereby attest that the information contained in this application form is true and accurate, to the best of my knowledge.

| | | | |
|---------------------|--|------|--|
| Applicant Signature | | Date | |
|---------------------|--|------|--|

- Al Rashid -

① Jalal Hussein Hassan -
El. eng

② Abdul Salam Abdul Hussein Fuyaa Al Ali.
Technology of Explosives (more and bubble bar)
in Belgrade +
rocket propellant specialist -

③ Mohamed Al-Viset Abrahman
B.Sc Chemistry Eng
powder and fuel prop; composite prop
ready for oil industry

④ Al Tahan Ali Thalib Hashim. - Physic and
prop and rubber Matl.
Lab industrial - Q.A.

⑤ Saad Tami Hamidi
System Eng in Mec. Weak presentation -
Def strategy.

⑥ Karrem Al Hamadani
B.Sc mat eng. - mec.

⑦ Ehsan Ali Mohammed Hamdan Al Gholi
Ch. Eng.
- Regulatory;

APPENDIX 2
FORMER WEAPONS RESEARCHER CODE LIST

Former Weapons Researcher – defined as applicants who are currently or were formerly actively engaged in research at a current or former weapons laboratory or institution. Five categories of former weapons researchers are provided below (Categories B, C, and D are classified as Weapons of Mass Destruction researchers):

| CATEGORY A: MISSILE TECHNOLOGY EXPERTS | |
|---|---|
| CODE | DESCRIPTION |
| A1 | Design, construction and performance of air, space, surface and underwater - launched missiles. Materials and technologies for these missiles. Production of engines, fuels, composites, integrated elements, radio-electronic equipment, different testing devices for missiles. |
| A2 | Techniques for guidance and control of missiles from launching to impact. Includes optical guidance, television guidance, wire guidance, present and terminal guidance, internal guidance, command guidance, and homing guidance. |
| A3 | Missile handling and launching, including transportation, storage, and preparation for launching. Air, space, surface and underwater launching and support equipment and technologies. Checkout equipment and procedures. Guided missile ranges. |
| A4 | Techniques and systems for tracking missiles as defensive measures. Can be from surface installations or air and space-borne platforms. |
| CATEGORY B: CHEMICAL WEAPONS EXPERTS | |
| B1 | Design and performance of missile warheads and rockets for delivery of chemical weapons. |
| B2 | Materials, facilities and performance processes needed for the production of chemical weapon agents and their key precursors. |
| B3 | Dissemination of chemical weapon agents. |
| B4 | Basic knowledge on CW design and their effect on human system. |
| CATEGORY C: BIOLOGICAL WEAPONS EXPERTS | |
| C1 | Design and performance of missile warheads and rockets for delivery of biological weapons. |
| C2 | Biopolymer production related to biological warhead capabilities. |
| C3 | Dissemination of biological weapon agents. |
| C4 | Basic knowledge on BW design and their effect on human system. |
| CATEGORY D: NUCLEAR WEAPONS EXPERTS | |
| D1 | Basic knowledge of Nuclear Weapons design, construction, characteristics and the effect on human system. |
| D2 | Design, construction and performance of missile warheads for delivery of nuclear weapons. |
| D3 | Design, construction and performance of the equipment and Components for Uranium and Plutonium separation. |
| D4 | Design, construction and performance of the equipment connected with Heavy Water Production. |
| D5 | Design, construction and performance of the equipment for Development of Detonators. |
| D6 | Design, construction and performance of Explosive Substances and Related Equipment. |
| D7 | Design, construction and performance of the equipment and Components for Nuclear Testing. |
| D8 | Design, construction, performance and operation of production-type nuclear reactors for fissile and plutonium-content materials production (breeding). |
| D9 | Design, construction, performance of nuclear reactors and units for submarine and for military space program. |
| CATEGORY E: OTHER | |
| E1 | Design, construction, and performance of powerful laser facilities for military applications. |
| E2 | Design, construction and performance of accelerator facilities for military applications in space programs. |
| E3 | Others |

Respective (b)(6)

**the biggest advisor for the ministry of
Industry and material
assistant for the biggest advisor for the
Ministry of industry and material**


Respective (b)(6)

I'm the lawyer (b)(6) I've been signed a contract with the military industrialization commission \ al-marakef trade company since 2001 and I used to get salary till last month (my salary 100000 ID=60\$) they stopped pay me the salary for April after a series of threatens to cut the salary because the new updates salaries for the ministry of finance when Mr. (Rajaa Hussein) asked the ministry of finance to cancel our contracts .

But this order changes your opinions, advices and your decisions that you've been taken in your meeting in 1st Apr.2004 and your decisions that do not stop paying any employees or canceling any contracts but they didn't care about your decisions and in the same time I have a family and like you know I have to feed them and pay for them that made my need this salary although its not big amount but I need it and my retired money is not enough to pay my commitments and this salary its nothing with my service and my experience for thirty years and with this situation with all the employ less here in Iraq its very difficult to find a job .

So, I need your personal help in this subject by talking with the military industrialization commission and ask them again, by that don't cut our salaries or threat us again, by the way I went many times and talked with the people who's in charge there but they were without mercy and they used to broke the rules and the orders for them personal benefits and after I lost my trust in those people because they are unprofessional people and they don't care about what's going on and they care about Iraqi people the only thing they care about its themselves.

Thank you for your kindness and your listening and I'm waiting your answer at my address with best my regards and my appreciation.


The lawyer

(b)(6)
House address: (b)(6)
(b)(6)

You can address me in this e-mail
(b)(6)

No.

Date: / 5 / 2004

Ministers Office

To: Ministry of Finance / Budget Department

Subject: Transfer of Training Centers

In accordance with CPA Order awaiting signature, and to move toward a more efficient training program for SOE employees and others, the undersigned Ministers hereby agree as follows:

1. That the following training entities will be transferred, in whole, from the Ministry of Industry & Minerals to the Ministry of Labor & Social Affairs:
 - Electrical & Electrical Training Center (Baghdad)
 - Textile Training Center (Baghdad)
 - Welding Training Company (Baghdad)
 - Food Training Company (Baghdad)
 - Textile Training Center (Al Kut)
 - Mechanical Training Center (Basra)
 - Industry Institute (Basra)
2. The transfer includes all employees and payroll thereof, all assets of the entities, and all liabilities (if any). A detailed list of such assets, liabilities and employees will be provided shortly.
3. The effective date of this transfer is predicated on the Minister of Finance records being properly annotated and showing that the employees are now the responsibility of Ministry of Labor & Social Affairs.



Sami Uzara Al-Ma'joon
Minister of Labor & Social Affairs

Mohamad Tofiq Rahim
Minister of Industry & Minerals

Ministry of Industry & Minerals

No.
Date: / 5 / 2004

Minister Office

To: Ministry of Finance / Budget Department

Subject: Transfer of Training Centers

In accordance with CPA Order awaiting signature, and to move toward a more efficient training program for SOE employees and others, the undersigned Ministers hereby agree as follows:

1. That the following training entities will be transferred, in whole, from the Ministry of Industry & Minerals to the Ministry of Higher education:

Electrical Training Center (diala)
Mechanical training center (Nassiriya)

2. The transfer includes all employees and payroll thereof, all assets of the entities, and all liabilities (if any). A detailed list of such assets, liabilities and employees will be provided shortly.
3. The effective date of this transfer is predicated on the Minister of Finance records being Properly annotated and showing that the employees are now the responsibility of Ministry of Higher Education.

Dr. Ziad Abd-Alrazaq Mohamad
Minister of Higher Education



Mohamad Tofiq Rahim
Minister of Industry & Minerals

العدد: 346
التاريخ: 23/5/2004

دائرة التخطيط

To: (b)(6)
Senior Advisor
MIM

Sub/Water pumping station

Dear (b)(6)

The State company for mechanical industries – MIM -, and Hatia State company – MIC – depend on their water supply from a pumping station in Mussaib which belongs to Hatia State company and was operated by their employees. Due to the looting that took place at Hatia Company, the station is operated by the state company for mechanical industries.

You are kindly requested to obtain the necessary approval to transfer the ownership of the pumping station to the state company for mechanical industries.

Kind regards



Sami R. Al-Araji
Director General for Planning
MIM

23/5/2004

Dear (b)(6)

I'm very happy for writing to you ,I got your email address from our colleagues in the ministry of electricity . I'm engineer Thamer Mahmode Majeed general director of Al-Harith General company this company was related to Military Industries, the main job of the company was maintenance of air defense systems and equipments . The site of the company is located at Al-Taji on Al-Tigris river side 20Km north Baghdad we are kindly looking for your help to join the ministry of electricity because we thought that the staff and infrastructure of our company is mostly suited for serving in the ministry of electricity, the site of the company is %40 damaged by military operations but most of the buildings and workshops are safe. Finally I would like give you a brief description of the company profile

COMPANY PROFILE:

The site of the company is 500,000 square meters and consists of the following factories:

1 - Electromechanical factory

This factory consists of the following workshops

A- Transformers winding workshop

This workshop is interested in maintenance and winding of various type of power transformers

B- Power Control boards Design and construction workshop

This workshop is interested in the design and construction of all type of power distribution and control boards.

C- Cabinets construction workshop

This workshop is interested in the design and construction of all type of cabinets required for power control equipments

D- Welding workshops

This workshop do various type of welding required for maintenance Applications.

E- Welding machines design and construction workshop

In this workshop many types of welding machines are designed and produced such as arc welding machines Arc on welding machines

F - Support workshop

This workshop contain various mechanical equipments and mechanical tools such as lathes drills that used to support the above workshops

G- Air-conditioning workshop

this workshop do maintenance and installation of air-conditioning systems

2-Power Generators maintenance and rehabilitation factory

This factory consists of a number of workshops as following

A- AC and DC generators test and maintenance workshop

This workshop is specialized in the doing all test and maintenance required for both AC and DC generators of various rating

- B- Air compressors maintenance workshop**
 In this workshop various types of air compressors with rating from 5b to 400b are tested and repaired
- 3- Electronic test and measurement equipments factory**
 This factory consists of a number of workshops as following
- A- Electrical and electronics apparatus maintenance workshop**
 This workshop is interested in the maintenance of electronic test and measurement equipments and control equipments
- B-Communication equipment maintenance workshop**
 this workshop is interested in the maintenance of all types of communication equipments such wireless transmitters receivers telephones and telephone Exchanges
- C- Video equipments maintenance workshop**
 In this workshop all types of video cameras and monitors are tested and repaired.
- 4- Quality Control and Calibration Laboratory**
 This laboratory contain many equipments and instruments that is used to calibrate measuring equipments such as oscilloscopes multimeters time measuring equipments and many other test and measurement apparatus.
- 5- Metal coating factory**
 This workshop do all type of metal coating
- 6- Painting factory**
 This workshop is specialized in painting of the equipment cabinets
- 7- Research and development center**
 This center is interested in doing research work in the fields of electronic engineering, computer control engineering communication engineering and software development
- 8- Industrial safety and security unit**
 This unit is responsible for monitoring of all factories safety requirements like fire extinguishers and all accessories required for workers safety
- 9- Medical care unit**
 This unit gives the first aids and primary health care to the staff of the company

The staff of the company is 1525 employee as following

| | |
|--------------------------|-----|
| 1- PHD engineering | 3 |
| 2- MSc. Engineering | 18 |
| 3- BSc. Engineering | 118 |
| 4- MSc. Computer science | 1 |
| 5- MSc Management | 1 |
| 6- BSc. Management | 39 |
| 7- BSc. Physics | 17 |
| 8- BSc. Chemistry | 8 |
| 9- Technicians | 813 |
| 10- Workers | 481 |
| 11- Physicians | 2 |



COALITION PROVISIONAL AUTHORITY
BAGHDAD

INFO MEMO

October 30, 2003

FOR: Coalition Forces
FROM: (b)(6) *RD*
Senior Advisor
Ministry of Industry and Minerals
SUBJECT: Request for Access to Company

This is to certify that the Private Sector Development Directorate has requested Mr. E. Thamer Mahmoud, Director General, al-Harth Co., to conduct an inventory of company plant and equipment, per the attached copy.

I would appreciate your cooperation in allowing Mr. Mahmoud to have access to the company premises to complete this request.

Please direct any questions to me or to the chief of staff, (b)(6)

ATTACHMENTS: CPA Request for company inventory

COORDINATION: (b)(6) Chief of Staff, Private Sector Development Directorate

P.S. Mr. Mahmoud will be accompanied by 3 or 4 assistance who will help conduct the required inventory. Thank you for your consideration.

(b)(6)

UNCLASSIFIED

*Please request coordination thru C-5, CSTF7. They will ensure proper notification/coordination with military authorities at Taji is made. Right now Mr. Mahmoud is being forced to seek resolution on his own. Hk, CRC Combs
CMTT*



COALITION PROVISIONAL AUTHORITY

BAGHDAD

To the MIC administrator and MIC directors general,

First of all we want to thank you for the cooperation that you have shown in the past and looking forward to continue this in the same manner.

The information requested and the information received in the past has naturally not been enough to make a comprehensive overview of your enterprise but has helped to let us have a general understanding of how your enterprise has been working in the past. We are now in the process of updating our files and ask you to supply us with the following missing information.

- ♦ Copy of decree or decision on which your enterprise was founded.
- ♦ Extract from company register/chamber of commerce where your enterprise was registered(if applicable)
- ♦ Exact address or a description of where your enterprise is located within a range of 400m
- ♦ Enterprise number according to the old budget
- ♦ Evidence of land ownership (extract from the kadastral register and/or land register)
- ♦ Maps of each site and land plot that is assigned to or owned by your enterprise (see explanation in annex a)
- ♦ Evidence of ownership in other enterprises in Iraq or abroad.
- ♦ List of workers (according to annex b)
- ♦ List of buildings (according to annex c)
- ♦ List of machinery (according to annex d)
- ♦ List of inventory (according to annex e)
- ♦ Outdoor installations (kindly list and describe and give book value end of 2002 if applicable)
- ♦ List of liabilities your enterprise has (contingent, environmental, economical etc.)

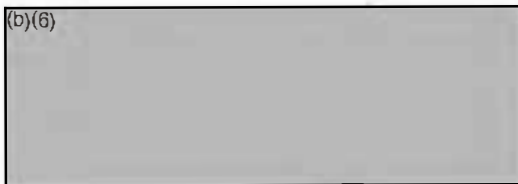
We understand that data may have been lost due to reasons beyond your control, however, we ask you to review the situation and conduct an assessment to the best of your ability to comply with giving all information requested above.

The correctness of the information in each document should be verified by the General Manager/acting person in charge by his signature.

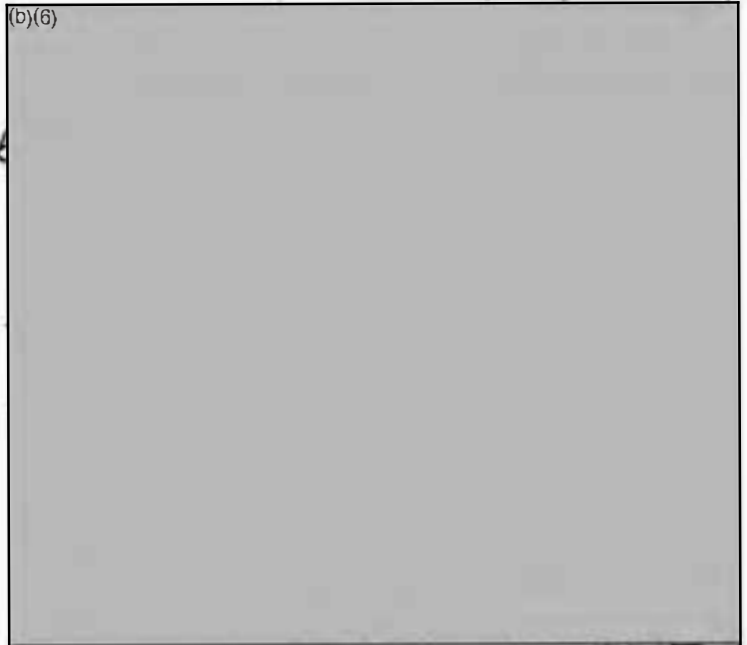
The information should be handed over the DPSP no later than 30th of October 2003.

Baghdad October 20th 2003.

(b)(6)



(b)(6)



Brief

Introduce

We would like to introduce our selves us an expert team in the field of production, testing and demolition of the explosives materials.

We got al need experience from our jobs in military industries, especially in alqaqaa state company, which is specialized in production for all types of explosives, testing and demolition.

Already this team got the needed experience in the quality control field and procedure of demolition when the ammunition is expired.

Safety technology procedure is one of our experts.

Here below the brief of jobs this had been done by the team and brief of information of each member of the team:

1- Omar a. al-khoja:

- Expert in safety management for determination of the safety procedures.
- Two month in England training for ultra-high speed camera and flash x-ray.
- Education :physist -Baghdad university
- Expert in explosives casting (TNT,RDX and PETN).
- From Sep. 2003 he was director manager of Al -Qaqa'a state company

2-Isam a. al-ani:

- Expert in ammunition types, shooting and rang for missiles.
- Chemical eng. -Yugoslavia 1981.
- Training in Yugoslavia.

3-Besman I .aljubori:

- Expert in explosives casting (TNT,RDX and PETN). Assembly and disassembly for missiles.
- Education: physist -Baghdad University.

4-Dr. sadiq j. baker:

- Expert in quality cont. and chemical analysis.
- PhD. in chemistry - Baghdad University.

5-Mahmud kaleel:

- Expert in demolition for all types. Expert in determination the suitable area for demolition in Iraq.

Notes: each member of the team has assistant with the seem professionalism .

This report is just a brief about the experience of the team; more details could be issued with certificates from al -qaqaa state co. Incase of needing a big team we can arrange more than five teams in the same time which could done the job in deferent locations.

For any other questions for more details please contact phone No.:

(b)(6)



To: (b)(6) the Supervisor in the Military
Manufacturing Board, Esq.

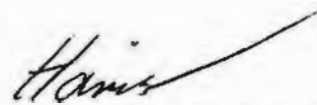
Sub: an Order of an interview

I'm Dr. Hamid Ubaid Hada, the chief of researchers in the military manufacturing board. I have along service (32) year, along with having Ph.D. in economics since 1997. I spent along time under such title (the chief of researchers), and when the law of employment degree and titles being used on 2/1/2004, a committee was formed within the given board to modulated the employment degree and title in order to be conforming to the new table of salaries. But I would like to tell you that my title remains as it was, the chief of researchers.

Without being changed according to the new table of salaries to an expert title, while others employees, title were modulated who had less certificate than me and service as well, who granted a degree of expert, so such procedures are standing on the contrary to the instructions of law in respect with "certificate and service". I have submitted many objections to Mr. General director of administrative and financial office, and also to the chief of the given a committee, butt I get no answer.

So I solicit you to make an interview with you to explain my matter for changing my title and given me the degree which be suitable to my certificate.

With best regard



Dr. Hamid Ubaid Hadad
Military Manufacturing Board
3 / 5 / 2004

COALITION PROVISIONAL AUTHORITY

BAGHDAD

March 16, 2004

To Whom It May Concern:

FROM: Directorate, Private Sector Development (PSD)

SUBJECT: State Owned Enterprises

Private Sector Development Directorate (PSD) as part of the Coalition Provisional Authority (CPA) inform all military or civilian might be interest, as directed by the military command, it is forbidden the sell or removal of assets or other materials, equipment, seraps or debris from the area of the enterprises. In case it is any required such action it has to be coordinated with the management of the company.

Any questions on this matter may be addressed the undersigned at phone (b)(6)
or (b)(6)

(b)(6)

Private Sector Development

oreign language

Report concerning Al-Zahff Company

Al-Zahff company is one of M.I.C's companies which had been established on 1992 as mineralogical and chemical research and development center, its main duty was to create chemical and mineralogical projects based on feasible ores and minerals abundant in Iraq soil, waters and oil (purification, concentration and productions).

Most of its original staff were come from the destroyed firms and factories (destroyed during the 1991 war) *PCS*

The company consists of three locations with two activities

1- Main location (Baghdad site)

The location are specializes in;

A- productions of (supporting construction products) ; bitumen felt , primers, mastics , concrete additives , Calcium carbide, Aluminum powder , Copper powder and basic paints .

B-research and development center with pilot plants for production of Silicon Metal, KOH solution 30% concentration, hypo chloride and Zinc oxide powder in addition of many researches were to be implemented as pilot plants.

The number of employees in this location is 334 personal . After April 2003, ~~the~~ *the* ~~from~~ *from* ~~several~~ *several* production lines were restored and they are ready to produce (bitumen Felt, mastic, flunkout, primers and concrete additives , *bitumen emulsion*

The remaining lines needs minor technical reapers and electrical power restore The research center need to re- equipped

The location can be function again if a starting budget can be provided or if the company regain its assets (400 M.ID) which ~~swept~~ from its Bank account.

The Board of directors of the company in co-ordination with the M.I.C management has reached the final steps of contracting with one of the suodi company to work with them (under producing for others Low), in a deal to produce goods for them. This agreement (if reached) will give Al Zahff co. arrange between 43- 47 M.ID /month as a profits notably its considered 60 % of Al Zahff co. productions capacity (Baghdad site)

2- Alremah location (Mosul site)

The location was specialized in research and development and the production on pilot scales for concentrated ores such as iron oxides, pentonite and HCl

The location is totally looted (150) personal

3- Althagr location (Basra site)

The location is under constriction project to construct a dead burned Magnisite for the production of Magnesite bricks for furnaces . The By- product to be use in oil well drilling . It was 90% completed (120) personal, partly looted needs re- equipped .

Finally.. Al-Zahff Company consist of an expert Ph.D., MsC, B.Sc. holders and Forman's which many of them study or treaned in developed countries (UK, France, Italy) which thy make homogenous combination of science and techniques on there line of work in Iraq. (Production, researches and projects management)

2A)

NAME

CONTACT INFO

Najeeb M. Mubab

Tech Director in Mic

Najeeb S. A.

G.D. of ABur company

~~Sabri S. ISA~~~~POC of ALMAARK Co.~~~~Rashid K. Al Hashim~~

Project Director of MTC

Lith A. Wanas

G.D. of AL Badwan General Company

Basil Aziz

G.D. of M-Nidaa

Zubair A. HAMOUD

D.G. of Bader Co

Basel Mahmoud Hamed

D.G. of AL Shakra Co.

FAIK ALI Abdul Rasoul

D.G. of AL-EKhaa Co.

Adnan Y. Hussien

D.G. AL Fedaa Co.

MAGED Hameed Khudair

D.G. UM-ALMAARK Co.

Dr. Mohammed Sallah HAMZA

G.D. of AL-KADISIA company

Taher Hussien Salwan

G.D. of ALMAARK company

Kassem Ghani

D.G. Hamra by Corp

COPY OF COPIES
HQ, CJTF-7
CAMP VICTORY, IRAQ
300555DSEP03

(U) **FRAGO 910 [INTERIM WEAPONS CARD PROCEDURES]** TO CJTF-7 OPORD 03-036

(U) **THIS** FRAGO HAS BEEN REVIEWED AND APPROVED FOR RELEASE BY (b)(6) CJTF-7
(b)(6)

(U) **SUBJECT: ESTABLISHMENT OF INTERIM WEAPONS & WEAPONS CARD PROCEDURES.**

(U) REFERENCES:

A. FRAGO 601 [MOD 1 TO FRAGO 493 IMPLEMENTATION OF THE IRAQI CIVILIAN DEFENSE CORPS (ICDC)] TO CJTF-7 OPORD 03-036

(U) MAPS: [NO CHANGE]

(U) TIME ZONE USED THROUGHOUT THIS ORDER: DELTA

(U) TASK ORGANIZATION: [NO CHANGE]

1. (U) SITUATION. [NO CHANGE]

2. (U) MISSION. [NO CHANGE]

3. (U) EXECUTION. [CHANGE]

3.A. (U) COMMANDER'S INTENT. [CHANGE] ESTABLISH PROCEDURES THAT WILL FACILITATE A SMOOTH TRANSITION TO A NATIONAL WEAPONS PROGRAM WITHIN 6 MONTHS.

3.B. (U) CONCEPT OF THE OPERATION. [CHANGE]

3.B.1. (U) REDEFINITION OF SMALL ARMS/PERSONAL WEAPONS. PERSONAL WEAPONS INCLUDE HANDGUNS AND MACHINE PISTOLS FIRING AMMUNITION UP TO 9MM IN DIAMETER; AS WELL AS RIFLES FIRING UP TO 7.62MM (THIS INCLUDES AK-47 AUTOMATIC RIFLES). ARMOR PIERCING AND HOLLOW POINT AMUNITION IS ILLEGAL. BUSINESSES / FAMILIES MAY HAVE NO MORE THAN ONE PERSONAL WEAPON PER EMPLOYEE / RESIDENT OVER THE AGE OF 18 AT THEIR PLACE OF BUSINESS / HOME. LAW ENFORCEMENT OR COALITION MILITARY PERSONNEL HAVE THE RIGHT TO SEIZE WEAPONS THAT THEY BELIEVE DO NOT COMPLY

3.B.2. (U) WHO IS REQUIRED TO HAVE A WEAPONS CARD. ANY NON-COALITION FORCES PERSON WHO IS NEITHER PART OF THE POLICE FORCE NOR IRAQI MILITARY (NIA & ICDC) MUST HAVE A WEAPONS CARD IF THEY CARRY A WEAPON IN PUBLIC PLACES. FPS AT THEIR LOCATION OF SERVICE DO NOT REQUIRE WEAPONS CARDS.

3.B.3. (U) FORMAT OF APPROVED WEAPONS CARDS. SEE ENCLOSURE 1. WHILE SEVERAL FORMATS EXIST THROUGHOUT IRAQ, WE WILL TRANSITION TO A PERMANENT CARD WITHIN THE NEXT 6 MONTHS. IN THE MEAN TIME, ANY TEMPORARY CARDS ISSUED WILL BE OF THE BASIC FORMAT AS DEPICTED AT ATTACHMENT 1.

3.B.4. (U) APPROVAL AND ISSUING AUTHORITIES. THE LNO TO THE GOVERNING COUNCIL AND SENIOR ADVISOR OF EACH MINISTRY ARE ADDED AS APPROVING AUTHORITIES.

3.B.5. (U) ESTABLISHMENT AND MAINTENANCE OF DATABASE. CJTF-7 WILL ESTABLISH A WEB BASED DATABASE TO RECORD ALL WEAPONS CARDS ISSUED. DATABASE FIELDS WILL INCLUDE ALL INFORMATION ON THE TWC AS WELL AS IRAQI ID NUMBER OF THE HOLDER. ALL ISSUERS OF WEAPONS CARDS ARE RESPONSIBLE FOR UPDATING DATABASE WITH INFORMATION FROM THE CARDS THAT THEY ISSUE. THIS WILL BE DONE ON A DAILY BASIS.

3.B.6. (U) EXTENSION OF EXPIRATION DATES. TO FACILITATE THE TRANSITION TO THE NEW PERMANENT WEAPONS CARDS THAT WILL ARRIVE IN APPROXIMATELY 6 MONTHS, EXPIRATIONS FOR EXISTING TEMPORARY WEAPONS CARDS WILL BE EXTENDED. THE EXTENSION WILL BE GOOD UNTIL THE 61ST DAY AFTER THE NATIONAL FIELDING OF THE PERMANENT WEAPONS CARD PROGRAM. U.S. AND COALITION SOLDIERS WILL NOT CHECK EXPIRATION DATES OR SERIAL NUMBERS ON EXISTING WEAPONS CARDS. ALL EXISTING WEAPONS CARDS ARE VALID UNTIL 61 DAYS AFTER THE RELEASE OF THE NEW WEAPONS CARD, NO MATTER THE SERIAL NUMBER OF THE CARD AND WEAPON OR THE EXPIRATION DATE OF THE CARD.

3.B.7. (U) MOTORCADE PRIVILEGES. GOVERNING COUNCIL MEMBERS AND MINISTERS SHALL BE GRANTED UNRESTRICTED ACCESS TO THE BAGHDAD GREEN ZONE VIA COALITION LANES FOR UP TO THREE VEHICLES CARRYING UP TO 12 PSD. PASSES (SEE ATTACHMENT 2) FOR VEHICLES WILL BE ISSUED BY THE GOVERNING COUNCIL POLICE LIAISON OFFICE. THESE PASSES WILL BE PLACED ON THE DRIVER'S SIDE DASHBOARD ONLY WHEN THE VEHICLE IS IN OR IS PREPARING TO ENTER THE GREEN ZONE. 3.C. (U) TASKS TO SUBORDINATE UNITS. [NO CHANGE]

3.C. (U) TASKS TO STAFF. [NO CHANGE]

3.D. (U) COORDINATING INSTRUCTIONS. [NO CHANGE]

4. (U) SERVICE SUPPORT. [NO CHANGE]

5. (U) COMMAND AND SIGNAL. [CHANGE]

5.A. (U) POINT OF CONTACT FOR THIS BRGO IS (b)(6)
(b)(6)

5.B. (U) C3 FUOPS ACTO IS LTC SMITH AT DSN 822-1612.

ACKNOWLEDGE

(b)(6)

OFFICIAL:

(b)(6)

ATTACHMENTS:

1. CJTF-7 SAMPLE TWC
2. CJTF-7 SAMPLE VEHICLE DASHBOARD PASS

(b)(6)

(b)(6)

From:
Sent:
To:
Subject:

(b)(6)

Ad Dawr Plant

Importance:

High

(b)(6)

I need some information regarding the future of a former radar/satellite factory in Ad Dawr. I am the new OIC and upon our transition of securing the area in-and-around Ad Dawr and have been approached by several individuals who believe they have a vested interest in the company. There men range from a self-appointed spokesman for the former company to contractors who wish to clear the debris.

Let me provide you some information before I continue. This factory has been occupied as a FOB by Coalition Forces since May of 2003. It serves as a HQ and living area for over 300 US soldiers and 160 ICDC. The facilities are in shambles as it was bombed in 1991 (only minor repairs made and substandard) and looted by locals last Spring before occupancy by Coalition Forces. An assessment made by CPA back in September found the factory was in no way able to begin operations again without a substantial amount of money to repair and refit, and CPA informed the former commander it was not a priority, and highly unlikely the plant would open since there would be no need for the factory's services in the "New Iraq" future. The grounds of the plant are littered with mangled metal, trash, broken equipment and more. It is a serious force protection and safety issue for my soldiers. Some workers from the former company were allowed to remove equipment under the old command. I have spoken with some of these men and I offered to consolidate all of the useful equipment on the FOB in the event it could be used at a later date. Now these men want us to leave the facility or partition a section so they can come back to work. Work on what? The factory is insolvent. There is no product to sell or produce at the present time.

It would be beneficial to all if someone from your office could come and see the grounds and make a determination. I feel the factory workers are living by false hope and promises and are unsure of their severance pay and future employment. Additionally, I'm asking for approval to remove the debris and certain scrap metal which is a danger to my soldiers and the locals (e.g. there is an area adjacent to the camp strewn with scrap metal. We cannot seal off the area and recently I detained 11 locals - mostly teenagers - in the area. Had my guards been more attentive, someone could have been seriously injured). This area needs to be cleared so I can reinforce the walls of the base to keep people out and deter them from stealing the scrap metal and equipment in the immediate area.

A contractor has offered to remove all the scrap metal and damaged equipment at no cost to Coalition Forces or the government. He has agreed to donate the profits (~10%) back to the community. I would oversee the project and ensure the funds are used in accordance with CPA and CJTF-7 guidelines. The former unit did something similar and used the funds to provide medical supplies for the local clinic, school supplies, and warm clothing for children during the winter months. We intend to conduct projects along the same lines with the help of our civil affairs team.

V/R

(b)(6)

Squadron XO
1st Squadron, 4th US Cavalry

In The Name of God

Iraq Republic

-Military Industrial Committee

-Sallah Al-Deen General Company

111

Date: 5/2/2004

TO /Senior Adviser of Military Industrial Committee

Subj/ Sallah Al-Deen Co. in Auction

To follow up with our previous notes and to confirm what we did tell you previously about the property of Sallah Al-Deen Company and the damaging happened to these properties. We got information to that this company has been sold to one of the Iraqi Contractors with the agreement of CPA, the contractor who bought the company had contact us trying to rent some machines for lifting the materials and machines but we refused to deal with him and asked him to show us a copy of the contract of selling the company but he refused to show us the contract.

We hope you can work on that as soon as possible to help to keep what has remain (machines, and other materials of the company)

With all respect

The General Manager

Dhaif Fiyhaan Mahmoud

5/2/2004

• Wise Change: Schedule H Bar

T: knif

pac. (b)(6)

• Don't know when this occurred -

- track vs machines



10000000
10000000

DEPARTMENT OF THE ARMY
HEADQUARTERS AND HEADQUARTERS BATTERY
4TH BATTALION, 42ND FIELD ARTILLERY
4TH INFANTRY DIVISION (MECHANIZED)
FORT HOOD, TEXAS 76544



AFYB-DA-S3

1 June 2003

MEMORANDUM FOR RECORD

SUBJECT: Election of the Council for the Salah Ad-Din General Establishment (SDGE) Company

1. Purpose. To Declare the Official Results of the SDGE Company Election
2. Proceedings. On 28 and 29 May 2003, a majority of the 2,845 SDGE Company employees convened at the Almaslaha Housing Complex Youth Center. Under the endorsement and supervision of the Commander of 4th Battalion, 42nd Field Artillery, these employees freely and democratically elected an eleven-member council. The newly elected council will represent the SDGE Company employees' interests on an interim basis until the formation of a new central Iraqi Government.

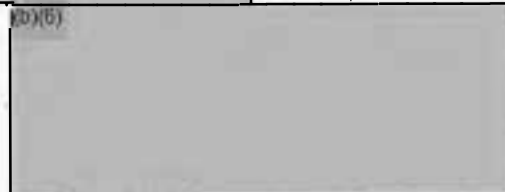
3. Results. The employees of the SDGE Company elected the following individuals:

- | | |
|--------------------------|---------------------------|
| a. Dhayf Felan Mahmud | g. Hashim Hamood Abd |
| b. Nabeel Saeed Ahmad | h. Monceb Abdullaha Jasim |
| c. Saeedun Abd Asmi | i. Kamal Ahmad Hasan |
| d. Hamed Hamid Hasan | j. Salih Kabalat Ali |
| e. Jalal Khorsheed Olman | k. Wadeca Mohamad Salih |
| f. Taqi Rafeem Mustafa | |

These eleven selected Dhayf Felan Mahmud as the council Chairman and Nabeel Saeed Ahmad as the council Deputy.

4. Responsibilities and Authority. The newly elected council is authorized and encouraged to conduct the day-to-day administrative and financial affairs of the SDGE Company on behalf of its employees. Additionally, they are authorized to convene meetings, conduct negotiations, and make decisions regarding the future operations of the company.

5. The POC for this memorandum is (b)(6) S-5, 4-421-A.



Commanding

To / The Supervisor of MIC
Sub/ Comments on Realignment of MIC's Decision

I would like to mention below my comments & notes on The Realignment of MIC's Decision as follows :-

1. On pp 2 / section 3-2, The last two lines mentioned « Where an enterprise listed in Annex A is not reassigned to another Iraqi ministry, the liabilities of such enterprise shall be assumed by the Ministry of Finance ».
- Such case is not available because all enterprises listed in Annex A are reassigned to another Iraqi ministry.
2. On pp 3 / section 4-1, The last two lines mentioned « Responsibility for MIC's & the assets & Personnel thereof not listed in Annex A shall be assigned to MIM, Ministry of Industry & Minerals or such other Ministry as the Administrator deems appropriate ».
- Since MIC Head Quarter is not listed in Annex A, so that means that MIC Head Quarter shall be assigned to MIM.
3. On pp 1 of Annex A, The Head line is « MIC's to MIM » But the Assign Employees & Assets is mentioned in the table to MIM & Ministry of Finance.
4. On pp 1 of Annex A mention the total amount of workers of Asht al Kabir enterprise is 86 where the correct amount is 614.

5. On pp 2 of Annex A mention the Assign Employees & Assets of AL-Salam enterprise is to Ministry of Housing & the area of its activity is Construction Equipment, where the correct activity of the mentioned enterprise is Electronic fields & the best suggestion of its Assign shd be to the Ministry of Electricity or Ministry of Communication.
6. On pp 2 of Annex A, one of the Headlines mention of MIC's that will have surviving Assets & Employees Transferred to Other Iraqi Government Agencies & where the Assign Employees & Assets mentioned in the table is for Ministry of Finance.

with Best Regards



Chief Engineer
BASHAIR KHAMAL
MIC Head Quarter / Projects Dept.
Poc.

Military Industrialization Corporation
Salah Addin Company
Ref.: 111
Date : 5/2/2004

To / The Senior Advisor to the Military Industrialization Corporation
Subject / Salah Addin Company in the Auction

Attaching to our previous letters and confirming to what we formerly notified you concerning the properties of Salah Addin Company and the damages happened to it, we have received information that the company has been sold to a contractor under the supervision of CPA. The contractor telephoned us and asked for hiring some vehicles to pick up the materials and equipment and machines. We refused that and we asked him to give us a copy of the contract signed with the CPA. He reused to do that. We hope to take quick procedure to protect the remaining of the equipment and machines of the company.

Daif Feihan Mahmood
Director General
5/2/2004

عدي حسين سلمان طرفه

فريق حماية المرافق

تاريخ ١٩٧٨

To / Humanity helps center

1. Because we received Al-Nassir cigarettes factory (state company for tobacco and cigarettes) from coalition forces and for the current circumstances, so the factory director visit the factory every day with protection team after work period and still for late time, he take his brother with him (Oday Hussien Salman) when the protection team didn't come, we inform you that theirs a AK- 47 (Klashinkov) inside the car always ,it used by the protection team .
2. In 29/3/2004 in 9:30 in the evening a checkpoint for coalition forces stopped them in Balastien St. near by the martyr erect, they took the weapon and arrested the brother of the factory director.
3. We agree with the responsible officer on the check point that the weapon belong to the company to protection group which guard the director, the officer agree to let some one to go and bring the proving documents that the weapon is belong to the company so the director of the factory went and let his brother (Oday Hussien Salman birth in 1978 / graduate from the languages college) with the American, they ask the director to go to them in their camp in the inside departments of Al-Mustansereah University .
4. When the director go them to that location they refused to understanding or see any documents and tell the translator that they will investigate in the subject and send (Mr. Oday Hussien Salman) to Abo- Greuib Prison, now he in the special camps inside the prison and we know finally that they accused him by attack the coalition forces and his destiny to be decided by the region commander.
5. Please arrange to involve to release Mr (Oday Hussien Salman) Tarfa which have no relationship with the subject and he only was in the car

عدي حسين سلمان طرفه

With Appreciation

CHIEF OF ENGINEERING

(b)(6)

Supervisor on Facilities Protection Unit
For Ministry of Industry

This is a summary of the case of Col. Engineer Munjed Salah Mahdi, the director of the Mechanical Factory in Salah Addin Company. On 1/28/04 he informed us that the car number 3979, Nissan pick up belonging to the company, was looted by three persons while he was returning from the fuel station in Samara city. An investigation committee was formed to investigate the matter. The company had already asked the Col. Munjed to hand over the car after he fired from his position because he was a member in the Baath Party and was included in the decision of debathification. He did not hand over the car because he was waiting for instructions relating to this matter, as he claimed that. The committee recommended to fine the Col. Munjed the amount of 16,500,000 Iraqi Dinars for the car as estimated by a committee. The Legal Office in the Corporation approves the decision of fining the Col. the amount of the car and he has to pay it off within 30 days otherwise he has to be detained in the police offices until he settles the matter of paying the amount.



United States Department of State

Washington, D.C. 20520

MEMORANDUM

7 March 2004

UNCLASSIFIED

TO:

(b)(6)

FROM:

(b)(6)

SUBJECT: Scientific Advisor Council Nominees

We have identified the following individuals as nominees to the Scientific Advisory Council. We propose that the Council be made up of 9-12 scientists, perhaps 3-4 from each discipline listed below. The selections below are listed in order of preference.

Biological

(1) ~~Dr.~~ Dr. Nassir Abd Al-Mussain Al-Hind (Al-Hindawi)*
Dr. Hindawi is the father of bioweapons in Iraq, and the cornerstone of the field of virology. He has a M.S. in Microbiology from the University of Tennessee, and a Ph.D in Bacteriology from Mississippi State University. He has trained a number students, and has worked with Soviet weapons labs. He has worked as the Al-Hakam Factory Director and served as a Professor of Science at Mustansiriyah University. He has already been invited to our scientific council and currently serves as the IICSI Scientific Advisor.

(2) Dr. Ismail Kadum Schubber*
Dr. Shubber was trained by Dr. Hindawi and is head of the radio-biology center at the Ministry of Science and Technology. His research may have dual use implications, but he was not involved in the development of WMD.

(3) Dr. Hussain R[h]anakan*
Dr. Khanakan is a soil microbiologist at the Department of Microbiology in the College of Science at Mustansiriyah

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University. He is originally Kurdish, but is not a WMD scientist.

(4) Dr. Khaleel Khammas*

Dr. Khammas is the Head of the Department of Microbiology at the College of Science at Mustansiriyah University. He was not involved in the development of WMD.

(5) Dr. Munir H. Ahmad

Dr. Ahmad specializes in animal husbandry vaccines for the Al-Kundi Co.

(6) Dr. Al-Bana

Dr. Al-Bana is a virologist. He is extensively published.

(7) Dr. Hazim M. Ali Abu-Ghreib?

Dr. Abu-Ghreib has a Ph.D in virology and was a research at the Technical Research Center. He was a former Director General at the Al-Razy Center, and a Professor at the Medical School. He took over a civilian lab for Dr. Hindawi and also was head of the Al-Manal factory which produced vaccines for Foot and Mouth Disease. The equipment in the factory was used to produce Botulism toxin. Current Status Unknown

(8) Dr. Huda Amash.

Biologist. Ba'ath leader. According to Hindawi, he has not worked on science extensively. He was a member of the National Ba'ath Council.

(9) Dr. Al-Zog

Dr. Al-Zog is a geneticist. He works within the Department of DNA Manipulation at the University of Baghdad. WMD Status?

Nuclear & Physics

(1) Dr. Siham Afif Kandela

Dr. Kandela is an expert in laser physics at Al-Nahrain University and an active participant in the rebuilding of science and technology in Iraq. Although she did not directly work on WMD's, it is likely that many of her students did.

(2) Dean A. M. Talab*

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Dr. Taleb is the dean of the College of Sciences at the University of Baghdad. He holds a doctorate in physics. No WMD involvement.

(3) **Dr. Jaa'far Dhia Jaa'far.** Father of Iraq's Nuclear Program. Has a Ph.D. in Nuclear Physics and served as head of the Project Petro Chemicals (PC3) and was the Head of MIC and a supervisor in the Electricity Sector. He was also Chairman of the Technology Transfer Board. Although he was detained after turning himself in voluntarily, he is reported to have traveled to the United Arab Emirates.

(4) **Dr. Muhammed Abd Al-Zaharaa Habeeb**
Dr. Habeeb was head of the weaponization group team for nuclear weapons. He has a Ph.D in theoretical physics and was head of the Department in the Ibn Forenas Co. He also has a research office in the Electro Optics and Laser Center. ISG recommends him as a competent WMD scientists. Saddam supporter and Ba'ath Loyalist.

(5) **Dr. Abdul-Qadir Abdul-Rahman Ahmad**
Dr. Ahmad was a key force in building up the Iraqi Atomic Energy Commission's scientific expertise in the early 1980's. In Mid-1994, he was a senior deputy minister of industry and possibly director of Iraq's post-Gulf War nuclear weapons organization. He has a Ph.D in chemistry and may have been head of all chemical research at IAEC.

(6) **Dr. Humam Abd Al-Khaliq Abd Al-Ghafoor**
Dr. Al-Ghafoor holds a Ph.D. in Nuclear Facilities and Management. He has served as head of the Iraqi Atomic Energy Commission, as well as the Minister of Culture, and as the Minister of Higher Education and Scientific Research. He was arrested by Coalition Forces - Status unknown. Hindawi believes that he is not a serious scientist, but spent the last few years bluffing Hussein Kamel about Nuclear developments.

(7) **Dr. Ahmed Abd Al-Jabaar Shanshal**
Dr. Shanshal has a Ph.D. in Radioactive Chemistry. Dr. Shanshal has served as the Director General of the Al-Jazeera factory, Director General of the Research Office of MIC, and Director General of the Chemistry Office and of the Engineering Office in IAEC. His Brother was the Chief of the Army, and was also Dean of the College of Science at the

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University of Baghdad. Both are good scientists, according to Dr. Hindawi. Idhu Firka.

(8) Dr. Zouhair Mahmood Al-Khazzaz.

Dr. Al-Khazzaz holds a Ph.D. in Radio-Chemistry. He was head of radio-chemistry activity. He was the former Director General of Al-Basil Company and of Tareq co.

(8) Dr. Faris Abdul A-Azeez. MOST CRDF List

Chemical

(1) Hikmat Nailem Abbo Al-Jallo

Dr. Al-Jallo is the former Director of the Industrial Chemistry Research Center and then Director-General of the Ibin Sina Company, part of the Military Industrial Complex. He has Ph.D in Organic Chemistry from the Imperial College of Science and Technology at the University of London. He has most recently been conducting, supervising, and managing research and development in Industrial Chemistry. ISG recommendation.

(2) Brig. Alaa Mahdi Al-Saeed

Dr. Al-Saeed has a Ph.D in Analytical Chemistry. He served as the Director of Analysis and Quality Control in the Past WMD Chemical Program. He also was Director of the Chemical Department in the National Monitoring Directorate. He currently serves as the NMD's Director General.

(3) Dr. Ahemd Moosa

Worked on nuclear at Tuwaitha and is on the faculty at the University of Technology, Baghdad. Dr. Moosa has a Ph.D in Materials Science and spent many years in the United States at the University of Pittsburg. To be released soon from Detention - willing to help. ISG recommendation.

(4) Lft. General Amer Hamoudi Al-Saadi

Dr. Al-Saadi holds a Ph.D in Organic Chemistry and was the former Deputy of MIC. He has formally held the positions of Minister of Industry and Minerals and as an Advisor in Presidency House. He was an advisor to Saddam Hussein, and chief of the BW/CW program. He is currently in Germany and is probably unreachable for participation.

(5) Dr. Georgius Abdul al-Aadam

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Dr. Al-Aadam is a polymer chemist at the University of Basra. He is Dean of the faculty of education and former Dean of the College of Science (2001-2003) at the University. Wants back into Science due to the destruction of lab. No WMD experience.

(6) Dr. Yasin Hamza

Dr. Hamza is the Chemical Director of MIC/OMI and a leading analytical chemist in the country. He has a Ph.D. in analytical chemistry.

(7) Maj. Gen. Mohamed Shaker Sulieman

Dr. Sulieman had a Ph.D in Organic Chemistry and served as the Director of Research and Development for the Past Chemical Program. He also served as Commander of the Chemical Corps in the Second Army. He is currently retired.

(8) Dr. Etad Al-Aini? MOST CRDP List.

Delivery Systems & Other

(1) Dr. Mar'uf Mahmoud Salim al-Jalabi (Marouf Chalabi)

Director General of the Al-Fat'h Co. Probably work in missile development. Mr. Chalabi was the former director of the Missile system program and now works at the Ministry of Science and Technology. ISG doubts seriousness as a scientist.

(2) Dr. Yahya Tawfiez Al-Rawi*

Dr. Al-Rawi is a geologist who previously served as the President of Mustansireyah University and a Geologist. He is also the Previous President of Babylon University. He was not involved in the development of WMD, but was a senior figure in Iraqi science.

(4) Mr. Raja Hassan Ali Al-Khazraji

Mr. Al-Khazraji is the Director General of the Military Industrial Complex headquarters. He is familiar with hundreds of scientists and technicians that worked within the MIC, and would be candidate for the Scientific Advisory Council, or the Board of Directors. He does not have a background in Science, but rather in business and marketing. ISG recommends him as a person finder and is politically well-connected.

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(5) Dr. Ra'ad Jasim Ismail al-Adhami

One time Director of al-Karama (liquid propellant missile design center). Currently at home.

(5) Dr. Madher Al-Sabaa? Most CRDF List.

- Recommended by Dr. Hindawi.

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United States Department of State

Washington, D.C. 20520

MEMORANDUM

8 March 2004

UNCLASSIFIED

TO: (b)(6) Director NP/PTR
Dep. Dir. NP/PTR
Program Manager

FROM: (b)(6)

SUBJECT: Scientific Advisory Council: Selection Criteria
and Appointment Process [DRAFT]

BACKGROUND

The Scientific Advisory Council will advise the Iraq International Center for Science and Industry (IICSI) in support of redirection activities in Iraq. Although the recommendations of the Council are non-binding, the Council will play a useful role in representing IICSI and in facilitating its work through connections of its members to Iraq's former WMD program. We propose the following selection criteria and process for appointing individuals to the Council.

SELECTION CRITERIA

- (1) **Limited to Scientists and Engineers.** Proposed Council members must be scientists or engineers.
- (2) **Education & Training Threshold.** Scientists must hold a Ph.D. in an appropriate discipline and/or have expertise in fields relevant to WMD nonproliferation concerns. Engineers must have formal engineering education or a combination of training/experience or licensing in engineering with a record of progressive responsibility.
- (3) **WMD Affiliation.** Candidates must have had a direct or an indirect connection to WMD activities. Specifically, this includes:

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- a. Research in scientific fields or technologies that are directly linked to WMD or considered dual-use technology/basic research;
 - b. Training or mentoring of students in scientific fields or technologies that are directly linked to WMD or considered dual-use or the training/mentoring of students who later were employed in WMD positions;
 - c. Engineering and management of WMD technologies (e.g., Director General of a MIC company);
 - d. Individuals listed on the National Monitoring Directorate list of WMD personnel, but who are not otherwise included in the above categories; or
 - e. Candidates who have served as a scientific advisor to the Hussein regime through the Presidential Office of Reserve Service, or similar positions.
- (4) **Senior Status in Discipline.** As an alternative to WMD affiliation, the Council may also include (a) influential senior scientists (defined as scientists with access to many others, who have knowledge of WMD programs, or who have influence relevant to future developments), or (b) members of the Iraqi National Academy of Science.

SELECTION PROCESS

The Director of the WMD Redirection Program will solicit the nominations for the Council from (a) WMD Redirection Program team members, (b) the IICSI Science Advisor (Dr. Nassir Hindawi); and (c) existing members of the IICIS Scientific Advisory Council. Nominees that meet the selection criteria for participation on the Council will be forwarded to the interagency process for comment. Accepted candidates will then be invited to join the Scientific Advisory Council.

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United States Department of State

Washington, D.C. 20520

MEMORANDUM

3 March 2004

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TO: (b)(6) Director NP/PTR
Dep. Dir. NP/PTR
Program Manager

FROM: (b)(6)

SUBJECT: Proposed Duties for IICSI Advisory Council [DRAFT]

We are appointing an Iraqi Scientific Advisory Council ("Council") to the Iraq International Center for Science and Industry. The Council will provide two advantages. First, the Council will be selected from among leaders in the Iraqi WMD scientific community. Their selection and appointment will require them to support non-proliferation efforts. Second, the Council will assist IISCI's efforts to gain credibility and access to Iraq's broader scientific community. These advantages will assist IISCI to achieve its mission.

Specific duties of Council members are the following (in order of importance).

1. **The Council will Promote Non-Proliferation Threat Reduction Goals.** By co-opting leading members of Iraq's scientific community (specifically those involved in WMD), we can promote PTR activities among their current and former students, colleagues, and peers.
2. **The Council will hold regular meetings and communicate with the IISCI.** By meeting on a regular basis, the Council will ensure that progress is made in the implementation of the WMD Personnel Redirection Program.
3. **The Council will serve as "diplomats" to the other scientists.** It is crucial to gain the respect and trust of scientists in our program, and to separate our program from the Iraq Survey Group. The Council can serve this purpose.

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4. **The Council will connect Scientists with needs.** Because the Council will consist of senior scientists, they will have trained or worked with most of the scientific community in Iraq. They will be in the best position, therefore, to determine which scientist would best staff a particular position or need in the reconstruction efforts in Iraq.
5. **The Council will advise on feasibility of the Center's strategic initiatives.** Upon request, the Council can provide advice on project proposals, feasibility of IICSI activities, and suggest ways of accomplishing goals. This includes commentary on the selection of an office site, redirection efforts, and invited comments on policies.
6. **The Council will provide in-house peer review of grant proposals.** Although the ultimate funding decision will be determined by PTR guidance, the Council may provide initial anonymous reviews and recommend funding priorities.
7. **The Council will create committees and study groups.** The Advisory Council may form committees or study groups chaired by a member of the advisory council, and made up of other scientists to examine particular problems in Iraq and report on them. In this way, their function will be similar to committees created by the National Research Council of the United States National Academy of Sciences. The Council's committees and study groups will focus on proliferation threat reduction activities, but also will address broader questions in reconstruction of science and technology in Iraq.

Defining and highlighting these duties will further our non-proliferation mission in Iraq and contribute to the reconstruction of Iraq. We intend to incorporate these duties into a preliminary contract between the Center and the invited appointees to the Council.

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United States Department of State

Washington, D.C. 20520

MEMORANDUM

28 March 2004

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TO:

(b)(6)

Director
, Deputy Director
Program Director

FROM:

(b)(6)

SUBJECT: Review & Recommendation of MIC Candidates for
Inclusion in the WMD Redirection Program

The following are lists of employees from Military Industrial Complex (MIC) companies that were interviewed on March 15-16, 2004. I have made recommendations on (a) whether these individuals should be included in the WMD Personnel Redirection Program and, if so, (b) where they would be best suited based on their experience, training, and preferences. Abbreviations used for the recommendations are found at the end of this document.

MIC COMPANIES

AL-KARAMA- MISSILE SYSTEMS

RECOMMENDATION

SA [initials] *Conrad*

| | |
|--|--------|
| Modher Sadik Sabeih Kames Al-Temimi (Ph.D Mech. Eng.) | PC |
| Hussein Mohammed Al-Quershi (Ph.D Aerospace Eng.) | PC/MOI |
| Hussain Ali Hussoon Al-Tamimi (B.A. Electrical Eng.) | NO |
| Asim M. Salman Al-Tammemi (M.S.Chemical Engineering) | MOE |
| Ahmed Hussam Ahmed Salman Abu Al-Khafagi (B.S. Aerosp) | NO |
| Muhammad Mehdi Muhammed Saleh (B.S. Mechanical Eng.) | NO |
| Emad Kasiem Hussein Al-Khazrigy (M.S. Missile Eng) | ACAD |
| Dr. Feda'a Safa Mohammed Ali (Ph.D Materials Science) | NO WMD |

TARIQ PESTICIDE/CHEMICAL WEAPONS PLANT

RECOMMENDATION

| | |
|--|----------|
| Zouhair Muhmood Al-Kazzaz (Ph.D. Inorganic Chem) | IRSRA |
| Hussein Shamkhi Jabor (B.S. Chemistry) | MOA |
| Thaer H Jamal Al-Deen Al-Aloosi (B.S. Engineering) | MOI/MOWR |
| Hikmat Gebrael Gorges Yousif Shooka (B.S.E.E.) | MOI/MOA |
| Brigadier Raad Manhal Ali Al-Zubaidi (B.S. Indus Chem) | SAC/REG |
| Haydar Hassan Taha Abd Ali (B.S. Chemical Engineering) | PC |

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Al-QAQA EXPLOSIVES PLANT

RECOMMENDATION

| | |
|--|---------|
| Omar A. Jamal (B.S. Physics) | PC/MOI |
| Basman E. Kadhim (B.S. Physics) | IA |
| Mohamed Mahmood Fatah Ahmed al-Qameesh (B.S.Chem. Eng) | PC/MOI |
| Emad Al-Deen Shahab Ahmed Al-Anii (B.S. Chem. Eng) | No Show |
| Husain K. Rasheed (B.S. Chem. Eng) | No Show |
| Adil Ali Abd Moshen (B.S. Physics) | NO WMD |

Al-RASHEED COMPLEX FUELS & EXPLOSIVES

RECOMMENDATION

| | |
|--|-----------|
| Jalal Hussein Hassan Al-Talabany (B.S.E.E.) | ISTRA/MEL |
| Abdul Salam Abdul Hussein Shyaa Al Ali (Ph.D Chem.) | ACAD |
| Mohamed Abd Ulsatar Abraheem Al-Mshhdani (B.S ChemEng) | MOO/MOI |
| Ali Talib Hashim Al-Tahan (B.S. Physics/Math) | MOI |
| Saad Tami Hamidi (Ph.D Mech. Eng.) | MOI |
| Kareem Al Hamadani (B.S. Minerals Eng.) | MOI |
| Ehsan Ali Mohammed Hamdan Alagaily (B.S. Chem. Eng.) | MOP |
| Saad Ahmed Mahmood (B.S. Chemistry) | No Show |

MIC HEADQUARTERS SENIOR STAFF

RECOMMENDATION

| | |
|--|-------------|
| Tuama A. Hamza Hellow (M.S. Explosive Materials) | MOO/MOI/REG |
| Tarik Mohammed Shukur Al-Shamari (M.S. Computer) | MOP |
| Sabak Mohammad Majed (M.S. Chemistry) | MOO/REG |
| Fadil Abbas Ahmed Al-Obaydy (B.S. Mech. Eng.) | MIN |
| Ahmed Abbas Fadli (B.S. Physics) | MOI/MOO/PC |
| Bashair Kamal Mohammed Al-Hashimi (Eng.) | MOI |
| Furat Salih Al-Saati (Doctoral Student) | ACAD/MOP |
| Qusai Saudi Majeed (B.S. Chemistry) | REG |
| Samia Karim Farhan Al-Shamary (M.S. Comm Eng.) | MOC |
| Salah Al-Deen Mehdi Abid Al-Robaey (B.S. Chemistry) | PC/MOI |
| Waleed Khier-Aldeen Ishaq Shabbah (B.S. Mech. Eng.) | NO |
| Sinan Adnan Bader Abdo Al-Jalel (B.S. Production Eng.) | MOP/MOWR |
| Mahmoud Shakir Mahmoud Al-Qaysi (B.S. Production Eng.) | NO WMD |
| Sarmed Abdul Razzak Mohamed (B.S.E.E.) | NO WMD |
| Shukri Haumadi Ibrahim Al-Neami (B.S. Chemical Eng.) | NO WMD |
| Raja Hassan Ali Al-Khazraj (M.B.A. Marketing) | IICSI |

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ABRIEVIATIONS

| | |
|--------|---|
| MOA | Minister of Agriculture |
| MOC | Ministry of Communications |
| MEL | Ministry of Electricity |
| MOE | Minister of Environment |
| MOI | Minister of Trade and Industry |
| MOO | Ministry of Oil |
| MOP | Ministry of Planning |
| MOWR | Ministry of Water Resources |
| MIN | Any Ministry |
| IRSRA | Iraqi Radiation Source Regulatory Agency |
| ISTRA | Iraqi Science and Technology Regulatory Authority |
| PC | Private Corporations |
| IA | Iraqi Army |
| ACAD | Academics |
| REG | Regulatory Agencies, not specified |
| IICSI | Iraq Int'l Center for Science and Industry |
| SAC | IICSI Scientific Advisory Council |
| NO WMD | No extensive WMD expertise or work experience |

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U.S. Civilian Research & Development Foundation
1530 Wilson Boulevard, 3rd Floor
Arlington, Virginia 22209
Tel (703) 526-9720 • Fax (703) 526-9721

**U.S. CIVILIAN RESEARCH AND DEVELOPMENT FOUNDATION
IRAQI SCIENTIST ORIENTATION VISIT
SPRING 2004**

I. Introduction and Scope

The programs of the U.S. Civilian Research and Development Foundation (CRDF) bring science and technology researchers, managers, administrators, business people and entrepreneurs from abroad to the United States to meet with their academic and industrial counterparts in order to develop and pursue collaborative research and development projects. The objective of these programs is to foster civilian research and technology development as an alternative to weapons research and emigration.

To pursue the same objective in Iraq, the CRDF will conduct an orientation visit to the United States for a group of Iraqi scientists during the spring of 2004. During this visit, the participating Iraqi scientists will be introduced to leaders in their scientific fields/technology areas from the U.S. academic and commercial communities, and provided with opportunities to initiate international research collaborations.

The CRDF seeks to encourage the inclusion of Iraqi scientists and engineers formerly engaged in weapons research, including work on weapons of mass destruction, in the civilian activity funded through this program. The CRDF will give special consideration to former defense research applicants to this program that seek civilian research environments. Participants who were formerly engaged in weapons research are required to indicate such experience on Forms A and B of their Application Form, according to the Former Weapons Researcher Code List in Appendix 3 of this Program Announcement.

II. Program Schedule

A. Identification of Iraqi Participants

The CRDF has developed this application format to gather professional and personal data, and to highlight research capabilities and interests, as well as any previous weapons research expertise. As part of this application process, applicants will be asked to provide any information about desired collaborators and ideal plans for follow-on research with new collaborators.

The CRDF will work with appropriate U.S. government agencies to support visa applications for all Iraqi participants. The visa process will take approximately 8 weeks. For any participants who are not granted visas the CRDF will seek alternate participants.

B. Orientation Visit

The orientation visit is currently planned for the final week of April 2004 at CRDF's headquarters in Arlington, Virginia, in the Washington, D.C. area. During that time, CRDF will introduce the selected Iraqi participants to representatives from U.S. companies, universities, laboratories, and government research sponsors who could be potential future research collaborators, R&D partners, or funders. Such meetings could include focus on basic advances in science, science ethics (use of animals or human subjects), and/or presentation and entrepreneurial skills as required.

C. Follow-On Activities

At the end of the orientation visit, the Iraqi participants and U.S. representatives will be asked to identify potential opportunities for follow-on work, or "next steps," that would be required before a new collaboration can move forward. Iraqi participants will submit a Final Report prior to departure from the U.S., detailing the results from each of the meetings and desired follow-on activities. The CRDF will submit a Comprehensive Visit Summary with recommendations for next steps to the SANC, Coalition Provisional Authority (CPA) and other organizations, including both U.S. government and scientific organizations, as appropriate.

III. Logistics

A. Travel

The CRDF's Travel Coordinator will arrange international airline travel from the nearest international airport to the United States, and return. All international travel will be in compliance with the U.S. Government's Fly America Act.

B. Accommodations/Meals

The CRDF will arrange hotel or similar accommodations for each participant for the entire duration of their stay. The CRDF will also arrange for all meals throughout the visit.

C. Local Transportation

The CRDF will provide for local transportation as required throughout the visit and will accompany the Iraqi participants to all locations.

D. Language Support

The CRDF will provide Arabic-English interpretation services throughout the duration of the visit and translation of documents as appropriate.

IV. CRDF Review Process

All applications will be screened for eligibility and completeness upon receipt by the CRDF. Review of applications will be administered by CRDF staff, who will call upon external experts to assist in the evaluation of applications. Both CRDF staff and external experts will use the evaluation criteria described in Section V (below) to reach a final decision. All CRDF support is subject to the availability of funding from CRDF, the sponsor of this program. All decisions reached by the CRDF are final.

V. Evaluation Criteria

CRDF staff and external reviewers will apply the following criteria in evaluating applications for this program. The first two serve as the CRDF's primary and most important criteria, and must be met by all applicants; the remaining two serve as supplementary criteria.

1. **Performance Excellence:** the capability and distinction of the applicant's scientific expertise as demonstrated by prior research accomplishments, including the applicant's projected capability to contribute to scientific collaborations with U.S. researchers.
2. **Professional Benefit:** the relevance of the visit to the applicant's stated professional goals and areas of specialization and/or interests, potential contribution to the applicant's professional development.

3. **Effect on Scientific Infrastructure:** the potential and willingness of the applicant to disseminate the benefits of the visit beyond his or her individual level of participation.

4. **Nonproliferation Impact:** The applicant's level of experience in weapons-related research and the likelihood that this visit will support applicant's sustainable transition to civilian science.

VI. Application Contents

Each application must include all of the following elements. All applications should be typed, if possible, and in English with pages numbered consecutively in the upper right corner.

Continued on back of this page. CWM

1. **Cover Sheet (Form A).** The cover sheet collects a basic overview of information about the applicant.
2. **Biographical Sketch (Form B).** **Biographical Sketch of Applicant** (limit of 3 pages). The biographical sketch (Curriculum Vitae) should include the following:
 - a. **Employment and Experience.** Begin with your current position. Any relevant professional history should be listed in reverse chronological order. If you have more than one current affiliation, please identify all.
 - b. **Education.** Educational background, beginning with undergraduate and including postdoctoral training, the institution and location; degree; year conferred and field of study.
 - c. **Academic Honors.** Fellowships, scholarships, teaching assistantships, mentoring activities, and other relevant positions held or awards received with dates and locations.
 - d. **Foreign Languages.** Indicate any relevant language experience, particularly English-language experience.
 - e. **Previous Travel Experience.** Indicate any previous foreign travel experience.
 - f. **Research Accomplishments.** List any research previously pursued, giving the title and reference of any published works. List the titles of any unpublished work in progress. Other accomplishments may include patent and software credits, papers presented at conferences, seminars, etc.
3. **Goals and Objectives (Form C).** Please summarize the goals (both short and long term), objectives, milestones, and measurements of success that will be used that will define your participation in this project. For guidance, please see the CRDF evaluation criteria listed above in Section V. *Please be specific as possible.* Summary should be 2-3 pages in length.

NOTE on Confidentiality. The CRDF will treat all applications as confidential material and will require all external reviewers to likewise respect confidentiality of applications.

APPENDIX 1
LIST OF GENERAL SCIENTIFIC AREAS AND SUB-DISCIPLINES

Biological & Biomedical Sciences & Engineering

Agriculture & Agronomy
 Bacteriology
 Behavioral Biology
 Biochemistry
 Biophysics
 Biotechnology
 Botany (Plant Biology)
 Cardiology
 Cell Biology
 Conservation Biology
 Developmental Biology
 Entomology
 Environmental Health
 Epidemiology
 Genetics
 Hematology
 Immunology
 Marine Biology
 Medicine
 Molecular Biology
 Molecular Medicine
 Mycology
 Neurology
 Oncology
 Ophthalmology
 Physiology
 Population Biology
 Radiology
 Toxicology
 Microbiology
 Virology
 Zoology

Chemical Sciences and Engineering

Analytical & Surface Chemistry
 Biochemistry
 Catalysts
 Chemical Engineering
 Inorganic Chemistry
 Organic Chemistry
 Physical Chemistry: General
 Physical Chemistry: Kinetics
 Physical Chemistry: Physical Organic
 Physical Chemistry: Reactions/Mechanisms
 Physical Chemistry: Theory & Dynamics
 Polymer Chemistry

Electrical, Materials, and Manufacturing Sciences and Engineering

Aero/Astro Engineering
 Ceramics
 Composite Materials
 Electrical Engineering
 Electronic Materials
 Instrumentation
 Lasers
 Magnetic Materials
 Manufacturing
 Materials Science
 Mechanical Engineering
 Metallurgy
 Nuclear Engineering

Optical Material

Polymers
 Power Engineering
 Superconducting Materials
Geological Sciences and Engineering
 Atmospheric Science
 Civil and Mechanical Engineering
 Environmental Science
 Geochemistry
 Geological Engineering
 Geology
 Geophysics
 Hydrology
 Meteorology
 Mineralogy
 Oceanography
 Paleoclimate
 Petroleum Geology
 Radioactivity
 Remote Sensing
 Seismology
 Soil Science
 Volcanology

Mathematical Sciences

Abstract Algebra
 Applied Mathematics (non-physics)
 Complex Systems & Chaos
 Computer Science
 Geometry & Topology
 Mathematical Logic & Number Theory
 Mathematical Physics
 Mathematical Statistics and Probability
 Modern Analysis
 Numerical Methods

Physical Sciences

Acoustics
 Astronomy/Astrophysics
 Atomic and Molecular Physics
 Beams
 Condensed Matter: General
 Condensed Matter: Magnetic Properties
 Condensed Matter: Structure
 Condensed Matter: Superconductivity
 Condensed Matter: Theory and Transport
 Electronics
 Fluids
 Holography
 Hydrodynamics
 Lasers
 Mechanics
 Medical Physics
 Nonlinear Optics
 Nuclear Physics
 Optics and Spectroscopy
 Particles and Fields
 Plasma Physics
 Space
 Theoretical Physics
 Quantum Computing and Cryptography
 Quantum Statistic

APPENDIX 2
FORMER WEAPONS RESEARCHER CODE LIST

Former Weapons Researcher – defined as applicants who are currently or were formerly actively engaged in research at a current or former weapons laboratory or institution. Five categories of former weapons researchers are provided below (Categories B, C, and D are classified as Weapons of Mass Destruction researchers):

| CATEGORY A: MISSILE TECHNOLOGY EXPERTS | |
|---|---|
| CODE | DESCRIPTION |
| A1 | Design, construction and performance of air, space, surface and underwater - launched missiles. Materials and technologies for these missiles. Production of engines, fuels, composites, integrated elements, radio-electronic equipment, different testing devices for missiles. |
| A2 | Techniques for guidance and control of missiles from launching to impact. Includes optical guidance, television guidance, wire guidance, present and terminal guidance, internal guidance, command guidance, and homing guidance. |
| A3 | Missile handling and launching, including transportation, storage, and preparation for launching. Air, space, surface and underwater launching and support equipment and technologies. Checkout equipment and procedures. Guided missile ranges. |
| A4 | Techniques and systems for tracking missiles as defensive measures. Can be from surface installations or air and space-borne platforms. |
| CATEGORY B: CHEMICAL WEAPONS EXPERTS | |
| B1 | Design and performance of missile warheads and rockets for delivery of chemical weapons. |
| B2 | Materials, facilities and performance processes needed for the production of chemical weapon agents and their key precursors. |
| B3 | Dissemination of chemical weapon agents. |
| B4 | Basic knowledge on CW design and their effect on human system. |
| CATEGORY C: BIOLOGICAL WEAPONS EXPERTS | |
| C1 | Design and performance of missile warheads and rockets for delivery of biological weapons. |
| C2 | Biopolymer production related to biological warhead capabilities. |
| C3 | Dissemination of biological weapon agents. |
| C4 | Basic knowledge on BW design and their effect on human system. |
| CATEGORY D: NUCLEAR WEAPONS EXPERTS | |
| D1 | Basic knowledge of Nuclear Weapons design, construction, characteristics and the effect on human system. |
| D2 | Design, construction and performance of missile warheads for delivery of nuclear weapons. |
| D3 | Design, construction and performance of the equipment and Components for Uranium and Plutonium separation. |
| D4 | Design, construction and performance of the equipment connected with Heavy Water Production. |
| D5 | Design, construction and performance of the equipment for Development of Detonators. |
| D6 | Design, construction and performance of Explosive Substances and Related Equipment. |
| D7 | Design, construction and performance of the equipment and Components for Nuclear Testing. |
| D8 | Design, construction, performance and operation of production-type nuclear reactors for fissile and tritium-content materials production (breeding). |
| D9 | Design, construction, performance of nuclear reactors and units for submarine and for military space program. |
| CATEGORY E: OTHER | |
| E1 | Design, construction, and performance of powerful laser facilities for military applications. |
| E2 | Design, construction and performance of accelerator facilities for military applications in space programs. |
| E3 | Others |

IRAQI SCIENTIST ORIENTATION VISIT SPRING 2004

FORM A: COVER SHEET

| | | | |
|---|--|--|-----------------------------|
| Full Name As It Appears on International Passport or Interim Travel Document | | | |
| Position/Title | | | |
| Citizenship | | | |
| Place of Birth | | | |
| Institution Name and Complete Mailing Address | | | |
| Email Address (If Available) | | | |
| Telephone Number | | Fax Number | |
| Date of Birth (MM/DD/YY) | | International Passport Number or Interim Travel Document Information | |
| Gender (Male or Female) | | Issue Date | |
| Highest Degree Earned | | Expiration Date | |
| Field of Degree (Refer to Appendix 1 of Program Announcement.) | | Authority Issuing Passport or Interim Travel Document | |
| Underpin and Year Awarded | | | |
| Do you have experience in weapons-related research? | | Yes <input type="checkbox"/> | No <input type="checkbox"/> |
| If "Yes," see Appendix 2 to Program Announcement and determine the code that best describes your experience in weapons-related subjects. Please enter this code here: | | | |
| Also, please provide a brief description of your weapons-related research experience in the space below: | | | |
| | | | |

Important: Please align this (work w/ Rouse) so it so (look) all the (passports) in it we need for in (vision) letters.

SIGNATURE

By my signature below, I hereby attest that the information contained in this application form is true and accurate, to the best of my knowledge.

| | | | |
|---------------------|--|------|--|
| Applicant Signature | | Date | |
|---------------------|--|------|--|

IMAG SCIENTIST ORIENTATION VISIT SPRING 2004

FORM B: BIOGRAPHICAL SKETCH

Please limit your responses to three pages total.

A. Employment and Experience. Begin with your current position. Any relevant professional history should be listed in reverse-chronological order. If you have more than one current affiliation, please identify all.

B. Education. Please describe your educational background beginning with undergraduates and including postdoctoral training, the institution and location; degree; year conferred and field of study.

C. Academic Honors. Please describe all fellowships, scholarships, teaching assistantships, mentoring activities, and other relevant positions you have held or awards you have received with dates and locations.

D. Foreign Languages. Please indicate any relevant language experience, particularly English-language experience.

E. Previous Travel Experience. Please include any previous foreign travel experience.

F. Research Accomplishments. Please list any research you have previously pursued, giving the title and reference of any published works. Please also list the title of any other work in progress. (Other accomplishments may include patent and software credits, papers presented at conferences, seminars, etc.)

IRAQI SCIENTIST ORIENTATION VISIT (SPRING 2004)

FORM C: GOALS AND OBJECTIVES

Please summarize the goals (both short and long term), objectives, milestones, and measurements of success that will be used that will define your participation in this visit. For guidance, please see the CRDF evaluation criteria listed above in Section V. Please be specific as possible, including identifying U.S. researchers from academia or industry with whom you would like to meet to discuss potential scientific collaborations. (Please provide 2-3 pages.)

CRDF CANDIDATES

(1) Dr. Dr. Nassir Abd Al-Hussain Al-Hind (Hindawi)*

Dr. Hindawi is the father of bioweapons in Iraq, and the cornerstone of the field of virology. He has a M.S. in Microbiology from the University of Tennessee, and a Ph.D in Bacteriology from Mississippi State University. He has trained a number students, and has worked with Soviet weapons labs. He has worked as the Al-Hakam Factory Director and served as a Professor of Science at Mustansiriyah University. He has already been invited to our scientific council and currently serves as the IICSI Scientific Advisor.

(2) Dr. Ismail Kadum Schubber

Dr. Shubber was trained by Dr. Hindawi and is head of the radio-biology center at the Ministry of Science and Technology. His research may have dual use implications, but he was not involved in the development of WMD.

(3) Dr. Zouhair Mahmood Al-Khazzaz*

Dr. Al-Khazzaz holds a Ph.D. in Radio-Chemistry. He was a research scientist, and later, head of radio-chemistry activity at the Iraq Atomic Energy Company (working on Lab Scale Processing of Irradiated Fuel). He was also head of activity 4R in G4 (PC3), where he worked on extraction of polonium from irradiated bismuth. He was the former Director General of Al-Basil Company, and is current Director General of Tariq Co. Both Al-Basil and Tariq are MIC companies.

(4) Dr. Modher Sadik Kamas Al-Temimi*

Dr. Al-Temimi has a Ph.D. in Mechanical Engineering and was trained in Czechoslovakia. He has published articles and books, and has served as an advisor on 3 masters theses. He has worked extensively in the design of missile systems (Al-Hussian, Al-Somod, Al-Nida, Al-Fateh), including serving as the General Manager of the Al-Karama Co. He previously served as a Director for the Ibn-Fernas factory. He is a strongly anti-Hussein, due to the killing of his brother. He was also jailed under the former regime because of his opposition to secretarianism.

(5) Dr. Hussein Mohammed Al-Queresshi

Dr. Al-Queresshi holds a Ph.D. in Aerospace Engineering from the Antonin Zapotocky Military academy in Czechoslovakia. He was head of the rocket department in the military college of engineering and worked at Al-Karama. He has applied experience in rocket production, research, and design. He has served as a supervisor for postgraduate study in engineering.

(6) Mr. Jasim M. Salman Al-Tammeni

Mr. Al-Tammeni holds a M.S. in Chemical Engineering from University of Baghdad. He has extensive experience in the design and synthesis of chemicals, development of pilot plants and production units. Much of this work has been applied to the analysis and quality control of various liquid and propellant fuels used in rockets. He has been a prolific academic, having published more than 50 papers. His interests are in working with the Ministry of Environment. He has worked with assessments and treatment of hazardous materials and development of safety methods for their use and handling.

(7) Mr. Tuama A. Hamza Hellow

Dr. Hellow has a M.S. in Technology of Explosive Materials from the University of Belgrade, Yuogoslavia. He has worked extensively with explosive materials, and was active in reconstruction of various industries in Iraq after the first Gulf War. He worked in the National Monitoring Directorate as the representative of Al-QaQa before joining the MIC headquarters staff. He was on the list of 500 scientists as a person in charge of warheads.

(8) Dr. Hikmat Naïem Abbo Al-Jallo*

Dr. Al-Jallo is the former Director of the Industrial Chemistry Research Center and then Director-General of the Ibin Sina Company, part of the Military Industrial Complex. He has Ph.D in Organic Chemistry from the Imperial College of Science and Technology at the University of London. He has most recently been conducting, supervising, and managing research and development in Industrial Chemistry. Semi-Retired. Recommended by ISG.

(9) Dr. Ahemd Moosa

Worked on nuclear at Tuwaitha and is on the faculty at the University of Technology, Baghdad. Dr. Moosa has a Ph.D in Materials Science and spent many years in the

United States at the University of Pittsburg. He was in the PC-3 (nuclear service). ISG recommends him as a solid scientist. To be released soon from Detention - willing to help.

(10) **Dr. Zafir Yusif al-Azzawi (Dhafir Yusf Al-Azawee)**
Mr. Al-Azawee has a B.S. in Chemical Engineering and was head of the explosive lenses project at al-Qaga labs. He has previously served as Director General of Al-Basil Company, Director General of Al-Raya Co, and Director General of Al-Zahif Al-Kabeer Company within the Ministry of Industry. He comes recommended by ISG for our advisory team.

MOST CANDIDATES ORIGINALLY PROPOSED ON 01/30/04

Biological

(1) **Mr. Sinan Abdul Hassan Muhey**
B.S. Microbiology. According to Hindawi, Sinan only was a technician in his laboratory. Hindawi notes that he was not smart, but used his military connections to advance. He remains connected with WMDs. According to Hindawi, he may still have stores of bioweapons hidden away.

Nuclear

(1) **Dr. Mikmat N. Jallow**
See main list for description.

(2) **Dr. Faris Abdul Al-Azeez (Aziz)**
Dr. al-Azeez holds a Ph.D. in Mechanical Engineering. He was head of the Centrifuge Enrichment team in the nuclear program. He was also former Director General of the technical office in MIC, Director General of Al-Saheed Co., and Director General of Al-Sumood Co. in the Ministry of Industry. He was dismissed for being Idhu Firka.

Chemical

(1) **Dr. Ala' Mahdi Al-Saeed**
Dr. Al-Saeed has a Ph.D. in Analytical Chemistry and is listed on the NMD list. He was Director of Analysis Quality Control in the Chemical Weapons Program, and has

served as Director of the Chemical Department in the National Monitoring Directorate, where he is currently the Director General.

(2) Mr. Emad Al-Deen Shahab Ahmed Al-Anii

Mr. Al-Anii has a B.Sc. in Chemistry. He worked in Al-Qaqa with light, middle, and heavy ammunition. He did not show up at the MIC interviews. His direct connection to WMD is unclear.

Delivery Systems

(1) Dr. Mar'uf Mahmoud Salim al-Jalabi (Marouf Chalabi)

Director General of the Al-Fat'h Co. Probably work in missile development. Mr. Chalabi was the former director of the Missile system program and now works at the Ministry of Science and Technology.

(2) General Mudh'her Sadeaq Al-Sabaa

Served as Saddam's Chief Missiles Expert and lead the team of the Al-Samoud Missile that was proscribed by UN inspectors for exceeding the 92 mil range. He is Shia and the Press reported that he was being recruited by the Iranians.

*Have been given applications.



DEPARTMENT OF THE ARMY

GOVERNORATE SUPPORT TEAM
AR RAMADI, AL ANBAR, IRAQ

AOCP-CA-GST

29 January 2004

MEMORANDUM FOR Military Industry Committee

SUBJECT: Request for Consideration

1. I request your kind consideration of a request on behalf of over a thousand employees of the Al-Shaheed General Company, which manufactures copper and copper alloys. The employees claim that the copper factory company owes them money out of the profits from the sale of the products. Your appropriate, expeditious resolution of this issue will be appreciated.
2. Thank you for your understanding. Please contact the undersigned of the Ar Ramadi GST at 422-981 should you have questions.



(b)(6)

Lieutenant Colonel, U. S. Army Reserve
Chief, Governorate Support Team



04124

FROM : AL-SHAHEED COMPANY EMPLOYEES

TO :

(b)(6)

DATE: 20/1/2004

DEAR SIR:

We would like to thank you for noticing our rights about the bonus , which we earned at march 2003 .

We received half of the amount we deserve, because of the lack of currency and war circumstances .

Hereby we would like to refer to our meeting during your visit to our site at Falluja - Ammeria , dated in 12/01/2004 and we are sure that you will save no effort to full fill your promise to release our earnings , without mentioning our will to continue protecting our factory and aiming to restart our machines , whenever it's possible , and hopping that our lives tern reasonable again .

Thank you for your listening and your cooperation

Signature

Group of Employees
AL-Shaheed Company
Falluja - Ammeria
20 / 01 /2004

TECHNECAL EMPOIES IN MIC HEADQUARTER

| seq | EMPLNAME | OFFICE | DEGREE | OPENDT | ADD COD | EDU COD |
|-----|------------------------------------|----------|--------|------------|---------|---------|
| 1 | mohanad fadhel hameed | 5000000 | 2 | 01/01/1994 | 28 | 4\6 |
| 2 | ayad abdalla manhky | 6000000 | 3 | 01/01/1994 | 19 | 2\6 |
| 3 | habeeb kamel madloul | 5003000 | 5 | 01/01/1994 | 30 | 7 |
| 4 | hasoon jasem mohamed | 3000000 | 4 | 01/01/1994 | 30 | 7 |
| 5 | ali ghali emtasher | 5004000 | 5 | 01/01/1994 | 37 | 7 |
| 6 | shaker mahmood salman | 5004000 | 6 | 01/01/1994 | 37 | 7 |
| 7 | homam salman haseen alrawy | 13000000 | 2 | 01/01/1994 | 3 | 4 |
| 8 | mdhafar waled nafeaa | 3000000 | 5 | 01/01/1994 | 37 | 7 |
| 9 | yusra fadhel abed ali al | 3000000 | 5 | 01/01/1994 | 37 | 5 |
| 10 | all noori flæeh | 5004000 | 5 | 01/01/1994 | 37 | 7 |
| 11 | moshtak jameel khdaear | 5003000 | 6 | 01/01/1994 | 37 | 7 |
| 12 | kareem hashem kaghad | 6000000 | 3 | 01/01/1994 | 19 | 4 |
| 13 | adil ghazy noaaman | 6000000 | 3 | 01/01/1994 | 18 | 7 |
| 14 | fadhil abas ahmed | 6000000 | 2 | 01/01/1994 | 3 | 7 |
| 15 | ebrahem nasar heseen | 3000000 | 2 | 01/01/1994 | 6 | 4 |
| 16 | haeder ali heseen | 5004000 | 5 | 01/01/1994 | 37 | 7 |
| 17 | ebraheem ismaeel faleh | 5004000 | 5 | 01/01/1994 | 37 | 7 |
| 18 | dadiq khalef sharar | 3000000 | 3 | 01/01/1994 | 18 | 7 |
| 19 | belal jameel ibraheem | 5004000 | 5 | 01/01/1994 | 37 | 7 |
| 20 | mahamed hasan ali | 5004000 | 5 | 01/01/1994 | 31 | 4 |
| 21 | yehya abd alwahab abd alrazaak 123 | 3000000 | 5 | 01/01/1994 | 30 | 5 |
| 22 | mohamed rokan ahmed | 5004000 | 5 | 01/01/1994 | 30 | 7 |
| 23 | latef nagem helal baresem | 14000000 | 5 | 01/01/1994 | 37 | 7 |
| 24 | adnan taresh halos | 14000000 | 5 | 01/01/1994 | 37 | 7 |
| 25 | haetham najy maarof | 6000000 | 4 | 01/01/1994 | 18 | 7 |
| 26 | fadela salman aabas | 9000000 | 2 | 01/01/1994 | 9 | 4 |
| 27 | ehsan abd alkareem hamady | 6000000 | 3 | 01/01/1994 | 19 | 4 |
| 28 | shaker mahmod abres | 6000000 | 3 | 01/01/1994 | 19 | 4 |
| 29 | farok haseen aalawy | 5002000 | 5 | 01/01/1994 | 30 | 5 |
| 30 | ali abd alwahab mohamed | 6000000 | 4 | 01/01/1994 | 19 | 4 |
| 31 | nafaa mahmod morbt | 6000000 | 2 | 01/01/1994 | 6 | 4 |
| 32 | hasen all thamer | 6000000 | 5 | 01/01/1994 | 37 | 7 |

| seq | EMPLNAME | OFFICE | DEGREE | DPENDT | ADD COD | EDU COD |
|-----|----------------------------------|----------|--------|------------|---------|---------|
| 33 | aayda esmael jasem | 6000000 | 2 | 01/01/1994 | 6 | 4 |
| 34 | basem waheb jasem mohamed alzay | 6000000 | 4 | 01/01/1994 | 25 | 4 |
| 35 | hazem ahmed abd allatef | 6000000 | 4 | 01/01/1994 | 30 | 7 |
| 36 | emad alden hatem mohamed | 6000000 | 3 | 01/01/1994 | 19 | 4 |
| 37 | hamed mohamed faleh mosa | 6000000 | 5 | 01/01/1994 | 30 | 7 |
| 38 | kotayer najem abod | 6000000 | 4 | 01/01/1994 | 30 | 7 |
| 39 | kamalabd alkareem mohamed | 13000000 | 2 | 01/01/1994 | 14 | 4 |
| 40 | hanaa hameed ahmed | 6000000 | 2 | 01/01/1994 | 15 | 4 |
| 41 | aabas abd hassan | 6000000 | 3 | 01/01/1994 | 18 | 7 |
| 42 | mohamed abdalaah abd alkareem | 6000000 | 3 | 01/01/1994 | 18 | 7 |
| 43 | majeed kalef abas homod al etha | 9000000 | 3 | 01/01/1994 | 20 | 4 |
| 44 | mahmod shaker mahmod | 6000000 | 3 | 01/01/1994 | 19 | 4 |
| 45 | majed mohemd jwad | 6000000 | 4 | 01/01/1994 | 19 | 4 |
| 46 | kylan mathlom ebrahim | 6000000 | 3 | 01/01/1994 | 4 | 5 |
| 47 | jamal mahmod omer | 9000000 | 3 | 01/01/1994 | 20 | 5 |
| 48 | aamer nacef jasem | 3000000 | 5 | 01/01/1994 | 37 | 7 |
| 49 | mahdy abdalaah abdali | 9000000 | 4 | 31/08/1994 | 18 | 7 |
| 50 | waleed kadem mosleh | 2000000 | 2 | 13/09/1994 | 19 | 4 |
| 51 | takreed mohy alden mosa | 6000000 | 2 | 11/10/1994 | 8 | 4 |
| 52 | tarek bader aamael | 13000000 | 3 | 22/11/1994 | 19 | 4 |
| 53 | khaled ahmed kalef | 5002000 | 3 | 20/11/1994 | 28 | 4 |
| 54 | emad abd alwahed moneer | 9000000 | 2 | 01/12/1994 | 19 | 2 |
| 55 | osama ahmed khaled | 5004000 | 5 | 01/12/1994 | 37 | 7 |
| 56 | khaled taleb ali | 14000000 | 6 | 18/09/1994 | 37 | 7 |
| 57 | abd alrahman jakel salman | 13000000 | 3 | 20/10/1994 | 18 | 7 |
| 58 | aala nosaen abd aljabar | 6000000 | 3 | 01/01/1995 | 18 | 7 |
| 59 | ahmed mahmod saleh | 5004000 | 3 | 25/01/1995 | 18 | 5 |
| 60 | hasan bkhyt jasem | 5000000 | 3 | 17/05/1995 | 25 | 4 |
| 61 | aamer abd almajeed ahmed | 9000000 | 3 | 25/05/1995 | 15 | 4 |
| 62 | ahmed kadem jowda | 6000000 | 5 | 19/06/1995 | 30 | 7 |
| 63 | abd alhafed abd aldyem aasmaa | 3000000 | 3 | 28/05/1995 | 28 | 4 |
| 64 | mohamed hasen fadel | 5004000 | 4 | 15/08/1995 | 12 | 7 |
| 65 | maayad jawad khlef rashed altaay | 9000000 | 4 | 11/08/1995 | 18 | 5 |
| 66 | montaha ahmed khfe | 9000000 | 4 | 30/08/1995 | 20 | 4 |
| 67 | nahla waartan bader | 9000000 | 3 | 09/09/1995 | 16 | 4 |

| SEQ | EMPLNAME | OFFICE | DEGREE | OPINDT | ADDCOD | EDU COD |
|-----|---------------------------------|----------|--------|------------|--------|---------|
| 68 | aadnan mahmod shehab | 9000000 | 4 | 11/08/1995 | 20 | 4 |
| 69 | saad hatem dawood | 6000000 | 3 | 17/09/1995 | 18 | 7 |
| 70 | fares hamed rashed | 5000000 | 5 | 18/09/1995 | 33 | 5 |
| 71 | ryad mohamed saayd | 9000000 | 1 | 11/08/1995 | 2 | 3 |
| 72 | mohsen abd farhood | 6000000 | 2 | 03/09/1992 | 28 | 4 |
| 73 | sadek abd hamei | 9000000 | 2 | 02/01/1996 | 14 | 4 |
| 74 | waleed hainza jareemt | 6000000 | 3 | 15/08/1995 | 18 | 7 |
| 75 | abd alkareem mohsen | 6000000 | 3 | 15/08/1995 | 18 | 5 |
| 76 | sondos abd alaaazeh mahmod | 9000000 | 5 | 01/01/1996 | 32 | 4 |
| 77 | kahled hamza jareemt | 13000000 | 3 | 23/08/1995 | 19 | 4 |
| 78 | fares ikhaled ahmed | 9000000 | 4 | 20/03/1996 | 33 | 5 |
| 79 | fawzya koshy adheem | 5000000 | 3 | 11/05/1996 | 19 | 4 |
| 80 | jaber mohy ali | 14000000 | 3 | 01/07/1996 | 28 | 4 |
| 81 | mahed aabas fyad | 5003000 | 5 | 06/08/1996 | 36 | 7 |
| 82 | nada abdalaah rashed | 5005000 | 2 | 10/09/1996 | 10 | 4 |
| 83 | mohamed naama haseen | 13000000 | 2 | 01/09/1996 | 14 | 4 |
| 84 | hayder dyaa aldyn jyjan | 9000000 | 4 | 12/11/1996 | 20 | 4 |
| 85 | nameer abd alsaheb saleh | 5004000 | 3 | 01/12/1996 | 18 | 7 |
| 86 | hosam majeed zabon | 13000000 | 4 | 08/12/1996 | 18 | 7 |
| 87 | abd almotleb hashem khyry | 5004000 | 5 | 04/12/1996 | 30 | 4 |
| 88 | ehsan ali mahmood | 3000000 | 2 | 01/12/1996 | 7 | 4 |
| 89 | ahlam ahmed abd alaah sabty | 3000000 | 2 | 14/12/1996 | 6 | 4 |
| 90 | mowafek nathem lawfek | 3000000 | 3 | 21/01/1997 | 28 | 4 |
| 91 | aa ref jasem mohsen ali | 13000000 | 2 | 01/01/1997 | 6 | 2 |
| 92 | senan adnan bader taha | 13000000 | 2 | 01/01/1997 | 14 | 4 |
| 93 | akeel abd majeed kadem | 13000000 | 4 | 01/01/1997 | 12 | 7 |
| 94 | waleed kher alden ashak maty | 13000000 | 2 | 01/01/1997 | 14 | 4 |
| 95 | osama abd alsatar abd alrazak | 9000000 | 3 | 17/12/1996 | 17 | 5 |
| 96 | abd alaamer abd alhasen abrahay | 3000000 | 2 | 01/03/1997 | 3 | 2 |
| 97 | rafed ali abd alaah | 5002000 | 4 | 27/02/1997 | 18 | 4 |
| 98 | dorayd taleb yas | 9000000 | 5 | 25/02/1997 | 19 | 4 |
| 99 | adel hatem irahen | 5004000 | 5 | 18/03/1997 | 30 | 7 |
| 100 | mohamed rabeaa abd alhaleem | 9000000 | 5 | 05/03/1997 | 35 | 5 |
| 101 | sadon hseen ahmed | 3000000 | 3 | 24/04/1997 | 28 | 4\6 |
| 102 | ahmed abd jasem | 5004000 | 5 | 22/03/1997 | 30 | 7 |

| seq | EMPLNAME | OFFICE | DEGREE | OPENDT | ADDCOD | EDUCOD |
|-----|---------------------------------|----------|--------|------------|--------|--------|
| 103 | sanaa majeed jalel | 13000000 | 6 | 15/06/1997 | 30 | 7 |
| 104 | all khlel abas ateya | 13000000 | 2 | 01/06/1997 | 28 | 4 |
| 105 | salam saadon homod | 6000000 | 2 | 19/06/1997 | 28 | 4 |
| 106 | hesen hashem weys | 5000000 | 2 | 17/06/1997 | 5 | 4 |
| 107 | ahem abd alaah mahmod | 5000000 | 4 | 13/07/1997 | 33 | 4 |
| 108 | yhya abd alwahab abd alrazak | 5000000 | 5 | 21/07/1997 | 33 | 5 |
| 109 | shehab ahmed mosa | 2000000 | 2 | 21/06/1997 | 6 | 2 |
| 110 | abd alftah nory abd alfatah | 6000000 | 2 | 27/07/1997 | 14 | 4 |
| 111 | falah abd almhdy taleb | 6000000 | 2 | 27/07/1997 | 14 | 4 |
| 112 | arkan mohamed jasem | 5004000 | 6 | 01/06/1997 | 37 | 7 |
| 113 | mohemd saber moften | 5000000 | 5 | 29/07/1997 | 33 | 5 |
| 114 | samya kareem farhan | 13000000 | 5 | 28/08/1997 | 19 | 4 |
| 115 | modfer mohsen jasem saayd | 13000000 | 3 | 13/09/1997 | 19 | 4 |
| 116 | ahmed mohdy saleh howayla aljeb | 3000000 | 5 | 15/09/1997 | 30 | 7 |
| 117 | sabah maan bden shahen | 13000000 | 2 | 01/12/1997 | 28 | 4 |
| 118 | abd alsaheb mohamed daher | 5004000 | 4 | 01/12/1997 | 18 | 7 |
| 119 | all moshtaa ahmed | 13000000 | 2 | 12/11/1997 | 28 | 4 |
| 120 | kasem mohemd abd | 2000000 | 0 | 11/01/1998 | 12 | 2 |
| 121 | taleb bader abd alrazak | 13000000 | 2 | 10/01/1998 | 28 | 2 |
| 122 | mahamed adil esmaeel | 3000000 | 6 | 22/02/1998 | 37 | 7 |
| 123 | masaab ataa yasen | 5004000 | 4 | 01/05/1998 | 18 | 7 |
| 124 | ahmed abas fadhly | 6000000 | 2 | 21/04/1998 | 7 | 2 |
| 125 | bashaaer kamal mohamed | 13000000 | 2 | 03/05/1998 | 6 | 4 |
| 126 | mahmood mahdi sharmoot | 5004000 | 5 | 17/05/1998 | 30 | 7 |
| 127 | fadaa safass mohamad all | 3000000 | 2 | 09/05/1998 | 3 | 1 |
| 128 | abd alstar jasem hassan | 5004000 | 3 | 01/06/1998 | 18 | 7 |
| 129 | all abd najem abd allah | 5004000 | 4 | 12/06/1998 | 18 | 7 |
| 130 | zoheer azeez khdaeer | 5007000 | 5 | 22/04/1998 | 30 | 7 |
| 131 | montaha abood jasem | 5002000 | 4 | 07/06/1998 | 21 | 4 |
| 132 | mohamed adnan mahmood dahash | 3000000 | 3 | 01/06/1998 | 28 | 4 |
| 133 | khaleel jbaer meshaan | 5004000 | 5 | 01/07/1998 | 37 | 7 |
| 134 | angham ali yasen | 7000000 | 5 | 21/07/1998 | 32 | 4 |
| 135 | abd alameer mahdi joad | 3000000 | 5 | 01/10/1998 | 3 | 7 |
| 136 | tuaama abd alhamza heelo | 6000000 | 2 | 01/11/1998 | 3 | 4 |
| 137 | hamed obeed hadad | 5002000 | 2 | 01/12/1998 | 13 | 4 |

| seq | EMPLNAME | OFFICE | DEGREE | OPENDT | ADD COD | EDU COD |
|-----|----------------------------------|----------|--------|------------|---------|---------|
| 138 | adnan ali hassan | 3000000 | 5 | 01/02/1999 | 30 | 7 |
| 139 | arkan bahlool naji | 5000000 | 4 | 01/03/1999 | 4 | 2 |
| 140 | forat salleh ahmed | 13000000 | 2 | 01/06/1999 | 6 | 4 |
| 141 | lateef yusef ellek | 5004000 | 5 | 16/06/1999 | 19 | 4 |
| 142 | mahaned ali mahdi | 3000000 | 2 | 03/07/1999 | 28 | 4 |
| 143 | mahamed jasem hassan | 7000000 | 5 | 01/07/1999 | 27 | 5 |
| 144 | ehsan kadhém hleco | 5004000 | 5 | 11/09/1999 | 30 | 7 |
| 145 | laeeth kadhém hassan | 13000000 | 5 | 06/09/1999 | 30 | 7 |
| 146 | anwar salleh jaber | 3000000 | 3 | 06/10/1999 | 18 | 7 |
| 147 | naoofal adnan rashed abd alwahab | 3000000 | 3 | 01/01/2000 | 28 | 4 |
| 148 | alaa akrem abd allah | 9000000 | 7 | 18/01/2000 | 29 | 5 |
| 149 | zena abd alrazaq mahdi | 9000000 | 6 | 19/01/2000 | 29 | 5 |
| 150 | tho alfekar saad reajeb | 9000000 | 7 | 19/01/2000 | 29 | 5 |
| 151 | senan adnan ebrahim | 9000000 | 7 | 22/01/2000 | 29 | 5 |
| 152 | ebrahém abd alrasool najy | 9000000 | 7 | 05/03/2000 | 29 | 5 |
| 153 | shokry hamoody ebrahim | 6000000 | 2 | 01/02/2000 | 6 | 4 |
| 154 | aayd abd aaron | 5002000 | 5 | 31/08/1999 | 37 | 7 |
| 155 | sabah mohamed majyd | 6000000 | 2 | 13/02/2000 | 8 | 4 |
| 156 | basem ali aajaj | 3000000 | 5 | 24/04/2000 | 37 | 7 |
| 157 | zaky hesain hasen zaky alhashmy | 6000000 | 3 | 20/05/2000 | 28 | 4 |
| 158 | mohend abd alrahman saleh mahdy | 3000000 | 3 | 01/06/2000 | 28 | 4 |
| 159 | nawal abd alwahd shmky maftol | 13000000 | 6 | 12/06/2000 | 16 | 4 |
| 160 | wesam farook hasen | 5003000 | 5 | 28/06/2000 | 7 | 4 |
| 161 | wesam mohamed abd alhesain sah | 13000000 | 6 | 02/07/2000 | 7 | 4 |
| 162 | khlaed omer abd allatef | 6000000 | 2 | 18/06/2000 | 28 | 4 |
| 163 | salah aldeen mahdy abd | 13000000 | 4 | 01/06/2000 | 26 | 4 |
| 164 | montaha awad nahab | 5002000 | 6 | 12/07/2000 | 21 | 4 |
| 165 | abd alrahman abd allah kado | 13000000 | 2 | 23/05/2000 | 6 | 4 |
| 166 | emad ahmed saloom | 6000000 | 5 | 01/10/2000 | 19 | 4 |
| 167 | jabar aabas hasan | 5004000 | 3 | 01/10/2000 | 19 | 4 |
| 168 | kays ali kaleb | 2000000 | 0 | 11/09/2000 | 1 | 2 |
| 169 | rana fadel shaker | 6000000 | 4 | 17/10/2000 | 26 | 4 |
| 170 | jasem mohamed hasan | 5000000 | 5 | 19/11/2000 | 33 | 5 |
| 171 | tarek mohamed shoker | 6000000 | 2 | 01/11/2000 | 6 | 2 |
| 172 | aanfal zoher mohamed | 9000000 | 6 | 09/11/2000 | 32 | 4 |

| seq | EMPLNAME | OFFICE | DEGREE | DPENDT | ADD COD | EDU COD |
|-----|----------------------------------|----------|--------|------------|---------|---------|
| 173 | adel adnan raaf | 9000000 | 4 | 22/11/2000 | 21 | 4 |
| 174 | emad abd allah fathy | 6000000 | 3 | 01/11/2000 | 31 | 4 |
| 175 | emad mohamed hason esmaael al | 13000000 | 3 | 01/12/2000 | 28 | 4 |
| 176 | sarwa mohamed esmaael | 5000000 | 3 | 28/11/2000 | 24 | 4 |
| 177 | emad naser hosaln | 3000000 | 3 | 23/01/2001 | 18 | 7 |
| 178 | esam jaseem mohamed | 7000000 | 5 | 01/01/2001 | 32 | 5 |
| 179 | basma kmal ahmed | 5000000 | 3 | 07/01/2001 | 23 | 4 |
| 180 | mohamed shhab ahmed aabas | 3000000 | 3 | 28/01/2001 | 28 | 4 |
| 181 | wasen abd alwahed rashed mostafa | 5000000 | 5 | 25/01/2001 | 34 | 4 |
| 182 | moaayd jmal yaakob | 5004000 | 3 | 01/02/2001 | 28 | 4 |
| 183 | rawaa aldeen khyry saaed | 2000000 | 0 | 24/02/2001 | 26 | 1 |
| 184 | montather fozy abd allah khthair | 13000000 | 3 | 01/04/2001 | 28 | 4 |
| 185 | hasen ali mahdy saleh | 3000000 | 5 | 01/04/2001 | 30 | 7 |
| 186 | nohal monther abd almajeed | 6000000 | 6 | 01/04/2001 | 29 | 7 |
| 187 | moafek abd alhady saleh | 5003000 | 3 | 22/04/2001 | 12 | 5 |
| 188 | waleed saleh abd alhady | 5002000 | 6 | 14/04/2001 | 18 | 4 |
| 189 | nohad khthayer aabas khlef | 6000000 | 6 | 07/04/2001 | 37 | 5 |
| 190 | khled toaama naser | 3000000 | 6 | 01/05/2001 | 37 | 7 |
| 191 | zohear kareem abd alhosean | 6000000 | 2 | 20/05/2001 | 28 | 4 |
| 192 | mohamed ahmed jaber | 9000000 | 4 | 18/04/2001 | 29 | 7 |
| 193 | abd almahdy aabas motiak | 5004000 | 5 | 01/06/2001 | 30 | 7 |
| 194 | esam jaseem kadom | 6000000 | 2 | 18/06/2001 | 3 | 1 |
| 195 | aamer fadel salman | 5004000 | 6 | 01/08/2001 | 37 | 7 |
| 196 | aayad mahdy aalwan | 6000000 | 5 | 25/07/2001 | 30 | 7 |
| 197 | abd alselam abd aljabar nofan | 6000000 | 2 | 18/08/2001 | 6 | 4 |
| 198 | noaama latef mahdy | 6000000 | 2 | 25/08/2001 | 6 | 4 |
| 199 | mahmod khlef mahdy | 3000000 | 2 | 01/09/2001 | 28 | 4 |
| 200 | haitham khawy fajer | 5004000 | 5 | 26/08/2001 | 37 | 7 |
| 201 | fadel hosean hasan | 6000000 | 4 | 01/10/2001 | 19 | 4 |
| 202 | hosam ali ahmed alethawy | 9000000 | 5 | 30/09/2001 | 32 | 4 |
| 203 | sarmed abd alrazak mohamed | 6000000 | 2 | 01/10/1989 | 19 | 4 |
| 204 | abd alkareem ahmed hasan fodayel | 3000000 | 2 | 01/10/2001 | 28 | 1 |
| 205 | mohamed abd alwahab folalfel | 9000000 | 6 | 31/12/2001 | 32 | 4 |
| 206 | tony aadem ebrahim | 3000000 | 5 | 01/12/2001 | 30 | 7 |
| 207 | nawfel jsam aabald jaseem | 3000000 | 5 | 01/01/2002 | 37 | 7 |

| seq | EMPLNAME | OFFICE | DEGREE | OPENDT | ADO COD | EDU COD |
|-----|---------------------------------|----------|--------|------------|---------|---------|
| 208 | mohamed hameed mohamed | 13000000 | 2 | 21/01/2002 | 6 | 4 |
| 209 | rakdaa theyaa sadeaa | 5000000 | 2 | 01/02/2002 | 5 | 1 |
| 210 | ebtesam waheb hameed | 9000000 | 2 | 26/01/2002 | 6 | 4 |
| 211 | ahmed abd alkader ahmed | 3000000 | 3 | 01/06/2000 | 28 | 4 |
| 212 | kosay mohamed saleh | 3000000 | 2 | 01/06/2000 | 28 | 2 |
| 213 | ryad ali jaber radey | 6000000 | 3 | 01/06/2000 | 28 | 4 |
| 214 | khalel ebrahim aasmaeel | 3000000 | 3 | 01/06/2000 | 28 | 4 |
| 215 | kamal ebraheem esmaeel | 14000000 | 4 | 01/04/2001 | 28 | 5 |
| 216 | feras yosef abd allah | 7000000 | 2 | 18/04/2001 | 28 | 4 |
| 217 | aayad abd alrazak abd alwayab | 3000000 | 2 | 15/05/2001 | 28 | 4 |
| 218 | hatem daood salman | 5000000 | 5 | 01/04/2002 | 11 | 7 |
| 219 | ahmed najem aashor | 5000000 | 5 | 30/03/2002 | 33 | 7 |
| 220 | aamar esmaeel kadam | 3000000 | 6 | 01/06/2002 | 32 | 4 |
| 221 | aadnan mohamed rasheed | 6000000 | 2 | 01/06/2002 | 6 | 4 |
| 222 | mahmod farej belal | 3000000 | 2 | 25/05/2002 | 28 | 1 |
| 223 | raad khled othman | 9000000 | 6 | 14/05/2002 | 31 | 4 |
| 224 | sameer abd aljabar abd almajeed | 5006000 | 4 | 01/06/2002 | 22 | 7 |
| 225 | aanmar ali hosaen | 13000000 | 5 | 01/06/2002 | 19 | 4 |
| 226 | aaliaa alden sohyod shanan | 6000000 | 2 | 22/05/2002 | 6 | 2 |
| 227 | sawsan bakos mosa | 3000000 | 3 | 29/08/2002 | 12 | 7 |
| 228 | nakam abd ala al ameen | 6000000 | 5 | 01/08/2002 | 26 | 4 |
| 229 | nazar hashem yaseen | 9000000 | 5 | 20/08/2002 | 29 | 5 |
| 230 | omar saber aldeen aazeez | 9000000 | 3 | 14/08/2002 | 20 | 2 |
| 231 | mohamed kamas mahmood | 3000000 | 3 | 01/09/2002 | 28 | 4 |
| 232 | mohamed yaseen mohamed rasheed | 3000000 | 2 | 23/11/2002 | 28 | 4 |
| 233 | mostafa aakrem aakef | 3000000 | 3 | 24/11/2002 | 28 | 2 |
| 234 | jasem kadam aashem | 6000000 | 2 | 27/11/2002 | 28 | 4 |
| 235 | kosay saady majeed | 6000000 | 2 | | 18 | |
| 236 | esmaeel abd alrazak hany | 6000000 | 6 | 01/06/2000 | 28 | 4\6 |
| 237 | hasan motyaa hosain | 13000000 | 3 | | 19 | 6 |

EDUCATION CODE

| EDUCATION · E | CODE | EDUCATION · A |
|---------------|------|---------------|
| PHD | 1 | دكتوراه |
| MSC | 2 | ماجستير |
| HIGH DEPLOMA | 3 | دبلوم عالي |
| BSC | 4 | بكالوريوس |
| DEPLOMA | 5 | دبلوم |
| MILETRY | 6 | عسكري |
| LESS THAN | 7 | اعدادية فاضل |

OFFICE CODE OF HEADQUARTER

| OFFICE NAME-E | OFFICE CODE | OFFICE NAME-A |
|------------------------|-------------|------------------------------|
| IRAQY ATOMIC ENERGY | 0 | طاقة |
| HEADOF MIC | 1000000 | مدير الهيئة |
| HIGHY POSTION | 2000000 | لمناسب العليا |
| SEQRTRY OFFICE | 3000000 | المكتب |
| RELATION OFFICE | 4000000 | مديرية العلاقات |
| MANEGMENT AND FININCE | 5000000 | لادارة الادارية والمالية |
| FININCE OFFICE | 5001000 | مديرية الشؤون المالية |
| COMERTIAL OFFICE | 5002000 | مديرية الشؤون التجارية |
| EMPLOY DEPARTMENT | 5003000 | مديرية شؤون العاملين |
| SERVECE DEPARTMENT | 5004000 | مديرية الخدمات |
| FININCE MONETRING | 5005000 | مديرية الرقابة الداخلية |
| TECHNECAL OFFICE | 6000000 | لادارة الفنية |
| LAW OFFICE | 7000000 | لادارة القانونية |
| TECHNECAL MONETRING | 8000000 | مديرية مراقبة الوطنية |
| INFORMATION CENTER | 9000000 | مركز المعلومات |
| RELATIONS DEPARIMENT | 10000000 | مديرية العلاقات |
| RESEARCH OFFICE | 11000000 | دائرة البحوث |
| MANUFACTURING COMMITY | 12000000 | للجنة الصناعية |
| FOLOW UP OF PROHECTS | 13000000 | مديرية متابعة تنفيذ المشاريع |
| VEHECLS DEPARTMENT | 14000000 | لادارة الادارية قسم الاليات |
| SECURETY OF COMPANYS | 16000000 | حمية الشركات |
| FININCE PLANNING | 18000000 | لتخطيط المالي |
| RE ESTABLISHING EMPLOY | 20000000 | لعمادين الى الفصل (المولين) |
| CONTRACTER EMPLOY | 19000000 | لمتعاقدين و |

EMPLOIES ADDRESS CODE

| EMPLOY ADDRESS NAME - E | CODE | EMPLOY ADDRESS NAME - A |
|----------------------------------|------|-------------------------|
| GENERAL MANAGER | 1 | مدیر عام |
| EXCUTIVE MANAGER | 2 | مدیر تنفيذی |
| EXPERT | 3 | خبیر |
| MANAGER | 4 | مدیر |
| DOCTORS CHEFF | 5 | رئيس اطباء |
| ENGINEERS CHEFF | 6 | رئيس مهندسين |
| PHYSICISTS CHEFF | 7 | رئيس فيزيائيين |
| CHEMISTS CHEFF | 8 | رئيس كيميائيين |
| CHEFF OF SYSTEM ANALYSTS | 9 | رئيس محلي أنظمة |
| PRIME STATISTICIAN CHEFF | 10 | رئيس احصائي اول |
| NURSES CHEFF | 11 | رئيس ممرضين |
| OBSERVERS CHEFF | 12 | رئيس ملاحظين |
| RESEARCHS CHEFF | 13 | رئيس باحث |
| SENIOR ENGINEER | 14 | مهندس اقدم |
| SINIOR COMPUTER PROGRAMER | 15 | مير مع حاسبة اقدم |
| SINIOR RESEARCHER | 16 | باحث اقدم |
| SINIOR COMPUTER OPARATOR | 17 | مشغل حاسبة اقدم |
| SINIOR TECHNICIAN OBSERVER | 18 | ملاحظ فني اقدم |
| ENGINEER | 19 | مهندس |
| COMPUTER PROGRAMER | 20 | مير مع حاسبة |
| STATISTICIAN | 21 | احصائي |
| RESEARCHER | 22 | باحث |
| DENTIST | 23 | طبيب اسنان |
| PHARMACIST | 24 | صيدلي |
| PHYSICIST | 25 | فيزيائي |
| CHEMIST | 26 | كيميائي |
| SURVEYOR | 27 | مصاح |
| MILITARY | 28 | عسكري |
| OPARATOR | 29 | مشغل |
| TECHNICIAN OBSERVER | 30 | ملاحظ فني |
| ENGINEER 'S ASSISTANT | 31 | م.مهندس |
| COMPUTER PROGRAMER 'S ASSISTANT | 32 | م.مير مع حاسبة |
| DOCTOR 'S ASSISTANT | 33 | م.طبي |
| BIOLOGIST 'S ASSISTANT | 34 | م.بيولوجي |
| COMPUTER OPARATOR 'S ASSISTANT | 35 | م.مشغل حاسبة |
| TECHNICIAN SUPERVISOR | 36 | مراقب فني |
| TECHNICIAN OBSERVER 'S ASSISTANT | 37 | م.ملاحظ فني |

Mr. Raja Hassan Ali Alkhazraji
Director General Finance & Administration
MIC Headquarter

Chemical Field

- 1- Nafa'a Aljaboury - *Th. May*
- 2- Sabah Mohammed Majed - *Dr. Ch. dp*
- 3- Tuama A. Hamza Hellow - *Amo Ky*
- 4- Qusai Saudi Majeed - *Dr. El. Al. K.*
- 5- Bashair Kamal Mohammed - *P. J. J.*
- 6- Shukri Haumadi Ibrahim - *Dr. El. T. J.*
- 7- Adnan Mohammed Rashed - *Dr. El. T. J.*
- 8- Salah Al-Deen Mehdi - *Dr.*
- 9- Mohammed Nema Houssain - *Dr.*
- 10- Abdul Fattah Noori Abdul - *Light & Sound*
- 33- Mahmmmed Shakir Mahmoud - *Gen. Dr. El. C.*
- 34- Waleed Kheir Al-deen - *Dr. J. J.*
- 35- Shakir Mahmoud Brase - *Dr. El. J. J.*
- 36- Emad Al-deen Hatem - *Dr. El. J. J.*
- 37- Emad Abdul Mankhe - *Dr.*
- 38- Ihsan Abdul Kareem Humadi - *T. K. of.*
- 39- Falah Abdul Mahdi Talib - *Light & Sound*
- 40- Majid Mohammed Jaral - *Light & Sound*
- ④ Mrs. Fedaa Safa Mohammed - *Dr. J. J.*

Electrical Field

- 11- Ali Khalil Abbas - *Dr. El. P. A.*
- 12- Neam Lahif Mahdi - *Dr. El. C.*
- 13- Mohsen Abid Farhood - *Dr. El. J. J.*
- 14- Montether Fawzi Abdullah - *Ch. P. S. J.*
- 15- Miss. Samia Karim Farhan - *Dr. J. J.*
- 16- Tarik Mohammed Shukur - *Dr. J. J.*
- 17- Ali Mushtak Ismai - *Ch. P. S. J.*
- 18- Abdul Rahman Abdullah Kathum - *Dr. K. R. O.*
- 19- Zakar Hussier Hassan - *Dr. J. J.*
- 20- Muhammed Adnan ohammed - *Dr. J. J.*
- 22- Sarnad Abdul razzak - *Ch. P. S. J.*

Computers Field

- 42- Ryad Mohammad said - *Dr. J. J.*
- 43- Tareq Bader Essaieel - *Dr. J. J.*
- 44- Hayder Deia Al-den - *Dr. J. J.*
- ④ Miss. Asmaa Rasem Saied - *Dr. J. J.*
- 46- Aumer Sabealden Azez - *Dr. J. J.*
- 47- Adnan Mahmood Shehab - *Dr. J. J.*
- 48- Duraid Talib Yass - *Dr. J. J.*
- 49- Mohanad abd alwahab - *Dr. J. J.*
- ⑤ Miss. Dina Nori Abbas - *Dr. J. J.*
- 51- Imad Abdil Alwahab - *Dr. J. J.*
- 52- Raad Khalid Authman - *Dr. J. J.*

Mechanical Field

- 23- Dr. Esam Jassim Kadhim - *Dr. J. J.*
- 24- Ahmed Abbas Fadli - *Dr. J. J.*
- 25- Fadil Abbas Ahmed - *Dr. J. J.*
- 26- Abdula Salam Abdul Jabbar - *Dr. J. J.*
- 27- Hassan Muti Hassan - *Dr. J. J.*
- 28- Furat Salih Al-Saat - *Dr. J. J.*
- 29- Jassim Kadhum Ashim - *Dr. J. J.*
- 30- Sabah Maan Bader - *Dr. J. J.*
- 31- Karim Hashim Kakhed - *Dr. J. J.*
- 32- Sinan Bader Abdo - *Dr. J. J.*

Civil Field

- 53- Fadhil Hussan Hassan - *Dr. J. J.*
- 54- KHalid Hamzeh Jremot - *Dr. J. J.*
- 55- Anmar Ali Hussein - *Dr. J. J.*

- Mohammad Fares Awiz
Auditing & Co
- ADEL M ABOKH
- Ec. & Admin
Cooperation Dept

COUNTRY BY THE CONTINUATION OF THEIR SALARY PAYMENTS FOR THE COMING THREE YEARS UNTIL THE INTRODUCTION OF THE SEVERANCE PLAN WITHOUT ANY DISMISALS.

THEREFORE, WE PROPOSE TO DISTRIBUTE ALL UNNEEDED STAFF IN THE REMAINING OPERATIONAL M.I.C COMPANIES TO OTHER MINISTRIES WITH NEW DEVELOPMENT PROJECTS AND EXPANSION OF THEIR ACTIVITIES IN ORDER TO UTILIZE THE SERVICES AND EXPERIENCES

15

Saturday - Samedi

السبت

١٢ المحرم ١٤٢٤ هـ

March - Mars

آذار - مارس

10

OF THESE PEOPLE TO BUILD
THE NEW IRAQ AS QUICKLY AS
POSSIBLE WITHOUT ANY NEW
TRAINING OF NEW PEOPLE. AS
MUCH AS POSSIBLE.

REQUIRING THE REDISTRIBUTION
OF MIC COMPANIES, WE PROPOSE
THE FOLLOWING:-

FIRST:-

COMPANIES TO GO TO MINISTERS
OF INDUSTRY.

A - UNDAMAGED & READY TO WORK COMPANIES:-

1- AL-IKHA'A

2- AL-SHAHEED

3- AL-MANSOUR

4- AL-ZAHIF AL-KABER

5- HAMORABEY

6- SALAH AL-DEEN.

الإمام الشافعي

لما ظفرت من الدنيا بمرزوق
فكنت أول موفون ومرزوق

لو كنت بالمقل تعطى ما تريد إن
رزقت مالا على جهل فطشت به

| | | | |
|----|-------------------|-------------|----|
| 13 | Thursday - Jeudi | الخميس | 13 |
| | 10 المحرم 1424 هـ | | |
| | March - Mars | آذار - مارس | |

B - DAMAGED COMPANIES WITH HIGH AND VERY EXPERANCED STAFF WHICH CAN BE UTILIZED AT MIN. ESTABLISHMENTS.

- 1- AL HADER
- 2- AL ABOUL
- 3- AL RADWAN
- 4- JABBER BIN HAYAN
- 5- IBIN AL WALFED
- 6- AL FIDA'A
- 7- UM AL MAARIK
- 8- BADER
- 9- AL SALAM
- 10- HULTSEN
- 11- AL NIDA'A

SECOND:

COMPANIES TO GO TO
MINISTRY TRANSPORT & COMMUNICATION:

- 1- AL AIAZ
- 2- IBIN MASUD

THIRD :-

أول الصوم.

RESEARCH COMPANIES TO GO
TO MINISTRY OF SCIENCE & TECH.

1- AL KINDY

FOURTH :-

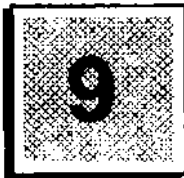
COMPANIES TO GO TO MINISTRY
OF ELECTRICITY :-

1- AL TAHAD 1

2- AL HARITH

FIFTH :-

DUE TO THE UNIQUE
SPECIALIZATION OF IBIN RUSTHD
COMPANY, WE SUGGEST THAT IT
SHOULD GO EITHER TO THE
MINISTRY OF PLANNING (WHERE
IT BELONGED ORIGINALLY) OR TO



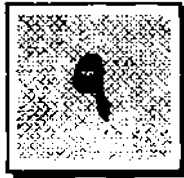
Sunday-Dimanche

الأحد

المعرم ١٤٧٤ هـ

March - Mars

آذار - مارس



MINISTRY OF ENVIRONMENT PROTECTION.

SIXTH:-

TRAINING & DEVELOPMENT CO.

WE SUGGEST THE FOLLOWINGS:-

1- TRAINING & DEVELOPMENT
CENTERS TO GO TO MINISTRY
LABOUR & SOCIAL SECURITY
TOGETHER WITH HEAD OFFICE
STAFF.

2- ALL OTHER INSTITUTES TO
GO TO MINISTRY OF HIGH
EDUCATION (INSTITUTE
ESTABLISHMENT).

SEVENTH:-

ALL OTHER COMPANIES

SPECIALIZING IN MILITARY PRODUCTION

AND HAS BEEN LOOTED COMPLETELY

הַיְּהוָה יִשְׁמַר אֶת צְדָקָתְךָ וְאֶת כָּל מַצְעָדֶיךָ.
וְכָל דְּבַר שֵׂם לִפְנֵי הַיְּהוָה יִשְׁמַר אֶת צְדָקָתְךָ וְאֶת כָּל מַצְעָדֶיךָ.

OR DISTROYED DURING THE WAR
BUT IT HAS A VERY WELL
EXPERANICE & TRAIND EMPLOYEES
ESPECIALLY IN THE FIELD OF
CHEMICAL AND MECHANICAL FIELDS
AND WHICH WAS ANNOUNCED
FOR INVESTMENT BUT WITH
NO SUCCESS, BECAUSE OF IT
MILITARY NATURE, THEY TOLD
WE SUGGEST THAT THEIR EMPLOYEES
TO BE RE-DISTRIBUTED TO ALL
RELEVANT INDUSTRIES WITH BIG
FUTURE INVESTMENTS & PROSPECTS
AND THEIR ASSETS & PROPERTIES



| | |
|------------------|-----------|
| March - Mars | 157 - 158 |
| Thursday - Jeudi | 159 - 160 |

27

20

TO BE TRANSFERRED TO THE ^{عبد الباقى}
RELEVANT AUTHORITIES. IN THE
MINISTRY OF FINANCE. THESE

COMPANIES INCLUDE:

- 1- AL DADIA
- 2- AL RASHEED
- 3- AL NAKHEEL
- 4- AL KARAMA
- 5- AL YARMOOK
- 6- AL QADISIYA
- 7- TABOUK.

THESE COMPANIES HAVE ABOUT
24000 EMPLOYEES;

15/11/19

ALNAMAN COMPANY CAN
BE JOINED TOGETHER WITH
SANHAREEB COMPANY AS ONE
COMPANY & LINKED WITH MINISTRY OF
AGRICULTURE.

NAFAT MATHMANIA

R. N. ...
RAJA AL KHARAJ

• الرسالة محمدية ونظم ألم السبي. فن السوء $H_2 Q$ 10

4/2/2004

4/2/2004

The requirement for restarting the operation:

✓ Project 1: Maintenance of production workshop;

This project cost is 185850, we receive 33% of total cost.

✓ Project 2: Machines and Equipment re-installation in workshop
halls: This project cost about 10000 \$.

?
Project 3: Maintenance of production machines: This project
cost 498000 \$.

?
Project 4: Maintenance of Technical service equipments; This
project cost 550050 \$

?
Project 5: Accessories for machines; This project costs 117500 \$

?
Project 6: Maintenance of Telephone system and firefighting system
and Lifting system; This project costs 264000 \$
290400 \$

?
Project 7: Providing power to Machines, The minimum
power consumption is about 4 MW.

The Estimated value for this project
480000 \$.

اربع مئالت

Total: 2,104,000 \$
264,000 \$
2,368,000 \$

Al-Ikhaa company
Falluja- Amiria

project.1-

1- Maintenance of production workshop

| Seq. | Item | Specification | Estimated value \$ | Notes |
|--------------|--------------------|---|--------------------|-----------------|
| 1. | Repair of ceilings | - sheet area 3000 m ² - gutters + flashing - drain pipes | 60000 | Material + work |
| 2. | Window glasses | Area 1200 m ² | 12000 | Material + work |
| 3. | Repair of doors | quantity 200 doors | 10000 | Material + work |
| 4. | Construction works | - floors - ceilings - walls | 80000 | Material + work |
| 5. | Sanitary works | | 15000 | Material + work |
| 6. | Other Expenses | | 8850 | Material + work |
| Total | | | 185850 | |

2- Machines & Equipment re-installation in workshop halls: This project cost about (10000) \$ as below,

project.2.

| Seq. | Item | Qty. | Work days |
|------|-------------------|------|-----------|
| 1- | Rent a crane | 2 | 25 |
| 2- | Rent a low-loader | 1 | 25 |
| 3- | Rent a forklift | 2 | 25 |

The importance of this project is to re-install the machines in its places in the workshop to prevent it from damage because of the bad weather (rain, dust, sunlight, etc.).

3-Production Activities:

Al-Shabeed Co. might be classified into the following sectors:

A- Copper Continuous Wire Rod Production Plant

- Up - cast Rota made technology – 5000 ton /year design capacity supplied by ÖZÇİN Turkish Co. in the end of 2002. The production has been started at the beginning of 2003 and was supervised by ÖZÇİN team.
- * There's still contractual relationship with ÖZÇİN Co. related to this Plant.
- *The Plant is ready to restart within one month when getting an order of at least 200 ton / month for three months minimum among the needs to restart:
 - About 2.5 MVA
 - To assure import some consumables in addition to the balance Cathodic copper grade A sheets.

B- Casting Plant

Five Induction 3-7 ton melting furnaces with their holding furnaces in addition to suitable preparation ware house (cutting M/cs, pallets presses...) produce:

A- Flat casts (called "cake") 670mm width by 140 mm thickness and 3m or 6m length.

B- Round Casts (called "Billet") with various diameter Ø155,180,210 mm up to 6m length.

Among the needs to restart within three months:

- About 2.5 MVA each.
- To assure import some consumables in addition to the balance Cathodic Copper ingots.

C- Forming by Rolling Plant

Hot and Cold rolling applied on the flat casts (cakes) to produce different "SEMIS" such as:

| | | |
|---------------|--------|---------------|
| Brass sheets | 1.5 mm | 120 ton/month |
| Copper strips | 3 mm | 100 ton/month |
| Brass strips | 0.2 mm | 10 ton/month |
| Brass foils | 0.1 mm | 15 ton/month |
| Copper foils | 0.07mm | 5 ton/month |

And about 50 ton/month blanks (discs) with different dimensions.

Among the needs to restart within three months:

- About 5 MVA ~~costs~~
- 50 ton/month LN, 2ton/month Ammonia gas.

D- Forming by Extrusion and Drawing Plant

Extrusion applied on the cylindrical Casts (Billet) and then forming by drawing different rods, sections, pipes such as

| | | |
|---------------------|-------------|--------------|
| Hexagonal sections. | Ø10 - 20 mm | 5 ton/month |
| Round rods | Ø 10-20 mm | 15 ton/month |
| Copper Pipes | Ø 25 mm | 20 ton/month |
| Continuous wire | Ø 3.5 mm | 10 ton/month |

Needs to be started within three months the followings:

- About 3 MVA

E- Copper Cathodic sheets production Plant

*2000 ton/year Copper Cathodic sheets are to be produced from copper and brass scrap in two stages, thermal stage composite of two gas furnaces and a node casting wheel and electrical – chemical analysis stage composite of many cells.

During thermal stage Zink oxide mud produced as a by-product with uncontrolled quality.

*The Plant executed by ITSC Russian Company and being in production since the end of 2000 and it is still in the commission responsibility of ITSC

*The needs to restarted within three months:

- About 2.5 MVA
- 2 ton/month Acids, 50 ton/week LPG.
- To assure import some consumables

F- Zinc oxide purification Project

*A contract with ÖZÇİN Company to execute plant for purification of the Zink oxide collected during the thermal stage of anode production (ref. to section 5)

*The contract signed at the end of 2002

*One gas furnace with refractory lining material reached the Al-Shaheed Co. at the end of 2003.

4- Production needed by:

- 1- Diala General Co. for Electrical industries / Diala ~ Baagoba.
- 2- Ur General Co. / Al Naseria.
- 3- Iln Seana General Co.
- 4- Industrial Sectors.
- 5- Local Markets.

5-Fuel & Electricity Needs:

| | |
|--------------------|--------------------------|
| - LPG | 250 ton / month |
| - Diesel | 35 ton / month |
| - Oils | 14000 L / month |
| - Oil For Start Up | Initially 60000 L |
| - Power | 12 MVA (Initially 4 MVA) |

Other Needs to Restart:

| | |
|--------------------------|---------------------------|
| --Working capital Needs: | 50000 (000"s ID) / Month |
| --Security Needs: | 12000 (000"s ID)/ Month |
| --Authorities | |

**Military Industries Corporation (MIC)
AL-SHAHEED GENERAL COMPANY**

1-General Information

Company name: Al-Shaheed General Company
Sofor: Military Industries Corporation (MIC)
#Of Employees: 1630
Headquarters Address: AL Anbar - Faluja - Amenia
Director General Name: Basil Mahmood Hameed
Telephone : # 024 572 066
Banks Used: Al Rashed Branch No. (285)

2-Brief description & Company Highlights:

Al shaheed is general company dealing with casting,rolling,extrusion and
rolling of scrap of copper and its alloys. It consists of three main factories as
following :-

Al-Qadisi factory:

It processes brass scrap by thermal and Electro chemical refining process to
produce high grade copper cathode which cover part of raw materials required for
the following production line of producing copper wire rod (8 mm) for Uir General
company in Nasria.

Al-Tahady factory:

It consists of induction melting and casting lines to produce slabs and billets of
copper and copper alloys as semi product for the further production processes. The
raw materials are imported in addition to local scrap and recycling material.

Al-Sumood factory:

It consists of two main production lines:

Rolling for producing strips, sheets and disc (by punching).

Extrusion and drawing machines for producing rods, bar, wire and tubes.
There are some other services as following:-

1-Drinking water station supplies housing complex and industrial companies in
Amenia in addition to sewage treatment plant.

2-Products are checked by chemical and physical laboratories (X-ray, Examination,
etc.)

according to international standards as requested by customer. The company was
working to have ISO 9000 certificate

3-The company (With 1630 employees) is managed by General director whom is
the chairman of management council.

3- Production Activities of Al-Shaheed Co. might be classified into the following sectors:

1- Copper Continuous Wire Rod Production Plant

- Up - cast Rota made technology – 5000 ton /year design capacity supplied by ÖZÇİN Turkish Co. in the end of 2002. The production has been started at the beginning of 2003 and was supervised by ÖZÇİN team.
- There's still contractual relationship with ÖZÇİN Co. related to this Plant.
- The Plant is ready to restart within one month when getting an order of at least 200 ton/month for three months minimum among the needs to restart:
 - About 2.5 MVA
- To assure import some consumables in addition to the balance Cathodic Copper grade A sheets.

2- Casting Plant

- 5-Induction 3-7 ton melting furnaces with their holding furnaces in addition to suitable preparation ware house (cutting M/cs, pallets presses...) produce:
 - a- Flat casts (called "cake") 670mm width by 140 mm thickness and 3m or 6m length.
 - b- Round Casts (called "Billet")with various diameter Ø155,180,210 mm up to 6m length.
- Among the needs to restart within three months:
- About 2.5 MVA each.
 - To assure import some consumables in addition to the balance Cathodic Copper ingots.

3- Forming by Rolling Plant

Hot and Cold rolling applied on the flat casts(cakes) to produce different "SEMIS" such as:

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|----------------|--------|---------------|
| Brass sheets | 1.5 mm | 120 ton/month |
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| +Brass foils | 0.1 mm | 15 ton/month |
| +Copper foils | 0.07mm | 5 ton/month |

And about 50 ton/month blanks (discs) with different dimensions.

Among the needs to restart within three months:

- About 5 MVA each.
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Extrusion applied on the cylindrical Casts (Billet) and then forming by drawing different rods, sections, pipes such as

| | | |
|--------------------|------------|--------------|
| Hexagonal sections | Ψ 10-20 mm | 5 ton/month |
| +Round rods | Ø 10-20 mm | 15 ton/month |
| +Copper Pipes | Ø 25 mm | 20 ton/month |
| +Continuous wire | Ø 3.5 mm | 10 ton/month |

Needs to be started within three months the followings:

- About 3 MVA

5- Copper Cathodic sheets production Plant

- 2000 ton/year Copper Cathodic sheets to be produced from copper and brass scrap in two stages, thermal stage composite of two gas furnaces and a node casting wheel and electrical – chemical analysis stage composite of many cells.
During thermal stage Zink oxide mud produced as a by-product with uncontrolled quality.
- The Plant executed by ITSC Russian Company and being in production since the end of 2000 and it is still in the commission responsibility of ITSC
- The needs to restarted within three months:
 - About 2.5 MVA
 - 2 ton/month Acids, 50 ton/week LPG.
 - To assure import some consumables

6- Zinc oxide purification Project

- A contract with ÖZÇİN Company to execute plant for purification of the Zink oxide collected during the thermal stage of anode production (ref. to section 5)
- The contract signed at the end of 2002
- One gas furnace with refractory lining material reached the Al-Shaheed Co. at the end of 2003.

The Expected Initial Expenses

| <i>Factory</i> | | <i>Expenses</i> <i>000 \$</i> |
|-----------------------|---|--|
| 1. | <i>Al-Qud'is Factory</i> <i>200 ton/month Continuous wire Ø8</i> <i>100 ton/month Cathodic Copper</i> | <i>100</i> <i>300</i> |
| 2. | <i>Al-Tahady Factory</i> <i>Slabs & Billets Casts</i> | <i>100</i> |
| 3. | <i>Al-Sumood Factory</i> <i>Forming Plants:</i> - <i>120 ton/month Brass Sheets 1.5mm</i> - <i>100 ton/month Copper strips 3mm</i> - <i>10 ton/month Brass strips 0.2mm</i> - <i>15 ton/month Brass foils 0.1mm</i> - <i>5 ton/month Copper foils 0.07mm</i> <i>~50 ton/month blanks (discs) with different dimensions</i> <i>5 ton/month Hexagonal sections φ10-20 mm</i> <i>15 ton/month Round rods Ø10-20 mm</i> <i>20 ton/month Copper Pipes Ø25 mm</i> <i>10 ton/month Continuous wire Ø3.5 mm</i> | <i>100</i> |
| 4. | <i>Utilities & Others</i> | <i>120</i> |

((مستلزمات التشغيل والانتاج الاولى لمنتج الاسلاك للحاسبة))

| ت | المادة | لوحدة | الكمية / سنة |
|-----|---|-------|--------------|
| -1 | انبوب كرافيت (Externally glazed) Super cooler cap | عدد | 1200 |
| -2 | سدانة كرافيت Graphite Insert Plug | عدد | 1200 |
| -3 | واشر حراري Fiber Frax washers | عدد | 1800 |
| -4 | ثيت حراري Fiber Frax paper 1260 °C | متر | 60 |
| -5 | مسمنت حراري للقوالب Fire Cement | كغم | 6 |
| -6 | قضبان الصب Steel Rods For Cast Star | عدد | 24 |
| -7 | زاس الصب Copper Rod For Cast Star | عدد | 600 |
| -8 | خيط اسبتوس Ceramic Fiber Rope OD 6 mm | متر | 180 |
| -9 | كرافيت Graphite Flake | كغم | 3600 |
| -10 | انبوب كرافيت مخروطي Packing Insert | عدد | 300 |
| -11 | نبي حراري Scotch | لفة | 60 |
| -12 | Dram Rode Coating Soap | لتر | 60 |
| -13 | ورق تسجيل بياني لمتنل الحرارة Recording PP | لفة | 24 |
| -14 | صوف عازل حراري Insulation Wool 1400 °C 7.3m R11 | لفة | 72 |
| -15 | مسمنت حراري Refac. Cement Capital D11 | طن | 3 |
| -16 | Refac. Cement (Morcen 900) | طن | 3 |
| -17 | Graphite paper (500 * 500 * 1) mm | طبقة | 15 |
| -18 | Silset Cement Ready Mixed | كغم | 25 |
| -19 | Headed thermocouple type R Assy 390 mm Long | عدد | 4 |
| -20 | T \ C Shth (220D * 121D * 550 Lg) | عدد | 4 |
| -21 | DAG Lubricant | كغم | 5 |
| -22 | Headed thermocouple type R Assy 850 mm Long | عدد | 4 |
| -23 | Melt T \ C Assy. With Ceramic Sheathed Rs 3000 | عدد | 4 |
| -24 | Tin cement powder 1/2 L | علبة | 2 |
| -25 | Tin cement Liquid 1/8 L | علبة | 2 |
| -26 | بطانة حوض الصب الاضطرابي Lining for emergency pot | سيت | 12 |

~~UNCLASSIFIED~~

**COALITION PROVISIONAL AUTHORITY
BAGHDAD**

November 16, 2003

FOR: MIC Management Team/Companies Director General

FROM: Directorate, Private Sector Development (PSD)

SUBJECT: Cancellation of DGs nomination by Mr. Al Janabi Musadak following our the meeting on Thursday 13 November

As results of the democratic elections in different companies in MIC there are committees in charge to perform the required management tasks. As brought to our attention the heads of such committees were nominated by order of former MIC coordinator which was not allowed to do it. In order to follow the democratic election we request to elect the point of contact (POC) to act as the committee leader. For the election it is to take into consideration the management experience, background, qualification, training and skills of such a person. The order for the nomination, sign before, are cancelled. Please be advised to prepare the agreed written document of the committee decision and provide a copy for CPA, Private Sector Development. Any question or clarifications are to be addressed to the undersigned or COL.

(b)(6)

(b)(6)

Senior Analyst, Private Sector Development

~~UNCLASSIFIED~~

~~UNCLASSIFIED~~

**COALITION PROVISIONAL AUTHORITY
BAGHDAD**

November 12, 2003

FOR: MIC Management Team/ Directors General

FROM: Directorate, Private Sector Development (PSD)

SUBJECT: MIC Coordinator Position Elimination

SUMMARY & PURPOSE: The Coalition Provisional Authority (CPA) and Private Sector Development no longer recognize Mr. Musadak Al-Janabi as Military Industrial Commission Coordinator.

CPA and PSD have determined that the position of MIC Coordinator has been improperly used to conduct business that violates CPA directives on assigning personnel, and disbursing assets. It has come to our attention that Mr. Musadak Al-Janabi has inappropriately assumed a position as head of MIC activities, that he has appointed management, that he has changed management personnel without prior coordination with CPA, and has sold vehicles in violation of CPA policy. Therefore until he addresses this directly with CPA and PSD, he has no authority, and is removed as MIC coordinator. Any questions on this matter may be addressed to (b)(6) or the undersigned.

(b)(6)

Chief of Staff, Private Sector Development

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~~UNCLASSIFIED~~

**COALITION PROVISIONAL AUTHORITY
BAGHDAD**

November 12, 2003

FOR: MIC Management Team/Companies Director General

FROM: Directorate, Private Sector Development (PSD)

SUBJECT: Following our memo dated October 20th 2003 concerning the future of the Defense Industry (MIC)

SUMMARY & PURPOSE: The Coalition Provisional Authority (CPA) and Private Sector Development analyses conducted to the conclusion Military Industrial Commission can not exist any more as a stand alone structure. In order to provide a better coordination for the industry MIC will be part of Ministry of Industry and Minerals. Until then any management or restructuring matters are to be supervised by the PSD representatives, the undersigned or (b)(6)

(b)(6)

CPA and PSD have determined that the position of MIC can not work efficiently as a stand alone structure. Taking into consideration the restructuring of the defense industry oriented toward the civilian commercial goods the decision is to include MIC within the Ministry of Industry and Minerals. This will take place within the next period in parallel with the implementing of a **severance plan** in order to provide the **social assistance, retraining and job replacement for the employees and none of the employees is to be sucked or kicked out.**

It is necessary to underline the salaries will be paid even in the next year until the social assistance plan will be implemented. The severance plan is to be in force for a period of three years until the **end of 2006**. All the details will be provided the moment everything will be agreed upon and settled.

(b)(6)

Senior Analyst, Private Sector Development

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~~UNCLASSIFIED~~

**COALITION PROVISIONAL AUTHORITY
BAGHDAD**

November 12, 2003

FOR: MIC Management Team/ Salah Aldin Director General

FROM: Directorate, Private Sector Development (PSD)

SUBJECT: General Director Position

SUMMARY & PURPOSE: Maintaining the elected general director

The Coalition Provisional Authority (CPA) and Private Sector Development no longer recognize Mr. Musadak Al-Janabi as Military Industrial Commission Coordinator as long as his actions were not in accordance with CPA policy.

CPA and PSD have determined that the position of MIC Coordinator has been improperly used to conduct business that violates CPA directives on assigning personnel, and disbursing assets. It has come to our attention that Mr. Musadak Al-Janabi has inappropriately assumed a position as head of MIC activities, that he has appointed management, that he has changed management personnel without prior coordination with CPA. As consequence the order signed by Mr. Musadak Aljanabi is canceled and according to the letter signed by (b)(6) (b)(6) the military area commander, the elected director general of Salah Aldin company is to be kept in place and to act in order to restart the company activities.

Any questions on this matter may be addressed the undersigned at phone 9 (b)(6)

(b)(6)

Private Sector Development

~~UNCLASSIFIED~~

Summary and Proposed Action Plans

As of August 28, 2003

Not for Distribution Outside of PSD

The following summary of vehicle SOEs is based on initial assessments conducted by the CPA Transportation team:

- **Al Dhilal:** Passenger and Freight. Staff of 753 with about 210 passenger cars, buses and trucks
- **Delegates:** Chauffeur limos. Staff of 214 with a about 10 new sedans
- **Land Transport:** Mostly freight with about 1,600 staff and 840 trucks
- **Passenger:** Bus service with about 3,326 buses and 3,326 staff. Service is municipal as well as inter-city and international.
- **Private:** 165 terminals for buses and taxis. Staff of 1,679. Regulates passenger transport service for private and public owned operators
- **Projects:** Engineering with 1,039 staff

Points:

- Barriers to entry in this market are low
- Vehicle SOEs do not have dominant market share in passenger travel. Trucking to be confirmed
- Although many of the vehicles in the SOEs have been stolen and offices have been looted, many of these companies are conducting operations

CPA Ministry of Trade Leads:

- (b)(6) Al Dhilal, Private and Delegates
- (b)(6) Land Transport and Passenger
- (b)(6) Projects

Proposed Action Plan Based on Current Assessment:

- Re-structure all six vehicle SOES
- Separate long distance passenger service, trucking and taxi/limo service and create a municipal bus agency
- Then consolidate redundancy in passenger, trucking etc
- Transfer bus and taxi stops located in Private to the Baghdad bus municipality and take the staff and reclassify as a national regulatory agency

- Consolidation and incorporation may allow some types of service to be large enough to attract investors
- Project: Break up group and assign appropriate engineering and staff to the restructured vehicle companies or to rail or air

Issues and Status:

- (b)(6) has just taken over Passenger and Land Transport
- He strongly believes a restructuring plan for his companies should not be developed and executed until he has time to conduct proper assessments of the status of his companies (don't know enough)
 - o Basic operational issues such as securing fuel, spare parts and tracking down stolen vehicles is preoccupying a lot of his time
- (b)(6) fears that premature privatization or restructuring would:
 - o Disrupt already unreliable bus service
 - o Lead to a monopoly being transferred to private hands in trucking
- Wants more time to conduct his assessments
- (b)(6) has stated that Al Dhilal is open to privatizing

Peter
X 6257

015 210

Key Task

60 Day Target

Point of Contact Objective Status

Key Task Status

Status Narrative

SS Status

4

Peter Khalil - SA(NSD)

Green

1 De-Ba'athification system in place and tested.

Green

☐ ☐ ☐

- 1 Vetting system in place and tested
- Enact new order defining those ineligible for senior public office.
- Work on database collation.
- Begin phase 1 vetting. (SA(NSD))

2 Establish and exercise civilian authority over military order and discipline (NDSA)

Green

☐ ☐ ☐

- 1 NIA Establishing Order, Disciplinary Order issued
- Governing Council advisory commission on National Security formed
- Vetting system in place and tested (supporting officer and key personnel selection, pensions and stipend payments)

3 Establish control over Military Industrial Commission (MIC) assets and personnel.

Green

☐ ☐ ☐

- 1 Establish and exercise civilian control over national security resources. Inventory MIC assets/personnel
- De-Ba'athification of MICs/SOEs
- Interim Minister for MIC appointed
- Resolve MIC WMD issues
- 2 Plan to establish/restart local defense industry (small arms, vehicles, uniforms, personal gear).
- Fund NIA from SA(NSD) budget with judicious use of PRBs
- Prepare and approve FY 2004 budget
- 3

Initial decisions on MIC/SOE plan to establish/restart local defense industry.

Green

☐ ☐ ☐

5 Brief Governing Council (GC) on Initiatives.

Green

☐ ☐ ☐

Thursday, August 21, 2003

Page 12 of 18

check - what
Green could be
March 2004

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Proposed Action Plan
Ministry of Transportation
August 28, 2003

Our initial conclusions are that the following actions should be taken with respect to certain Transportation Department SOEs:

- Privatize Al Dhilal and Internet through a tender process
- Break-up Projects and re-assign Projects engineers to other SOEs based on their respective specialties, i.e. railroad engineers to the Rail group
- Split Passenger to inter-city/international busing and intra-city busing
- Give the intra-city busing to the respective municipalities
- Re-classify Private as a government agency and move Private bus terminals to the respective municipalities
- Implement appropriate licensing and regulations for taxis, buses and trucks
- Delegates, Land Transportation, and the inter-city/ international bus business out of Passenger should be sold in a tender process

The above Action Plan is subject to change based on the continuing assessments being conducted by the CPA Transport group and Private Sector Development

Walter Trip -

16.09 - Report

Meeting with DG.

(b)(6)

(b)(6)

- chief of staff 19.5

Many military SOE have radioactive sources -

To (b)(6) Esq.
From : MIC – Coordinator IRDC
Subject : MIC Front Companies & their Financial obligations

Dear sir :

Many companies are connected either directly with the head quarter of MIC or with one of MIC Front companies as partners or share holders.

Some of these companies are still working in both Commercial and industrial activities inside or outside Iraq.

In order to know the scope, the kind and the status of the activities of these companies, I performed several investigations and meetings with MIC relevant personnel, among whom are :

- General director of Management and financial department.
- General director of legal department.

The Front Companies:

❖ Front companies that are still working inside Iraq :

1. Al Bashaer Co.Ltd – Commercial activity.
2. Al Mafakher Co.Ltd – Commercial activity.
3. Arnos Co.Ltd – Commercial activity (To deal secretly with Russia).

❖ Front companies working outside Iraq :

1. Alba – House :

It is a local Jordanian company located in Amman. Its activity is in assembling (Mercedes buses). MIC possesses %50 . this company is connected with Albashaer company.

2. Coltal :

It is an industrial company located in Tunisia. It produces all types of mechanical springs. Its activity is progressing and it has achieved escalating gain.

It is connected to Al Mafakher company.

3. Al Mawj co.Ltd :

It is a commercial company located in Qatar. It is connected to Al Bashaer company.

- ❖ Front companies working outside Iraq but their activities have been frozen by the Government of residence since 1991, and their situation is still unknown :

| | |
|-----------------------|--------------|
| 1. Dijla Co. | USA. |
| 2. MCC Co. | USA. |
| 3. Duran Barbouty Co. | Spain. |
| 4. SMB Co. | Switzerland. |
| 5. MCL Co. | England. |
| 6. RGCo. | England. |
| 7. TDGCo. | England. |
| 8. TMG Co. | England. |
| 9. Nef Co. | Germany. |
| 10. H&H Co. | Germany. |
| 11. Babil Co. | France. |

- ❖ Front companies working outside Iraq which are under liquidization process. They are foreign companies connected with MIC by certain percentage of shares.

MIC has requested from them to start liquidization procedure in addition to introduce their final financial accounts (formal and legal documentations are in the possession of MIC – legal department).

These companies are :

| | |
|----------------------------|-----------------------------------|
| 1. Al Tadamun Co. Jordan | - connected to AlBashaer Co.Ltd. |
| 2. Taurus Co. Turkey | - connected to AlBashaer Co.Ltd. |
| 3. AlMannaie Co. Jordan | - connected to AlBashaer Co.Ltd. |
| 4. AlMassar Co. Jordan | - connected to AlMafakher Co.Ltd. |
| 5. AlSamha Co. Jordan | - connected to AlMafakher Co.Ltd. |
| 6. AlMaimana Co. Jordan | - connected to AlMafakher Co.Ltd. |
| 7. Wheel Star Co. Singapur | - connected to AlMafakher Co.Ltd. |

- ❖ Local industrial companies that MIC possesses not more than % 24 :

| | |
|----------------|--------------------------------|
| 1. Sanhareeb | Construction & Technology. |
| 2. Al Buraq | Design & Consultants. |
| 3. Dar AlSalam | Mechanical maintenance. |
| 4. AlQudrah | Ventilation & Airconditioning. |
| 5. Asad Babil | Computers. |
| 6. Asia | Thermal products. |

| | |
|---------------|---------------------------------|
| 7. AlRayah | Piles. |
| 8. Uur | Moulds. |
| 9. AlRafidain | Lifts. |
| 10. AlZawra | Printing machinery maintenance. |
| 11. AlWadhaah | Heaters. |
| 12. AlSahaab | Spray irrigation. |

Notes & suggestions :

- MIC has informed Elba – House company to hold in Baghdad an exceptional meeting for the Board to discuss the current situation.
- Elba- House has been informed to stop all financial operations related to the Iraqi side and to stop Iraqi representatives from work and send them back to Baghdad standing from 1 Sep 2003.
- All MIC companies have been informed to introduce their activities for the last 4 years in addition to their legal and financial obligations.
- MIC commercial department has been informed to introduce all the legal documents related to the contracts MIC have signed with other parties.
- Management & financial department and Legal department have been informed to list out MIC estate properties inside and outside Iraq.
- There are many legal cases MIC have initiated against some companies (inside and outside Iraq) and waiting for the results, such as :
 1. The case of the Iraqi Marine Fleet – Italy \$ 3.189.00 Billions.
 2. A case against AlWadak company - \$ 4.00 millions.
 3. Cases against companies in Jordan.
 4. A case against a company in Sudan.
 5. A case against a company in Singapore.

Musadak Aljanabi

Tasks from meeting with MIC management team/directors general:

- 1. Memo to MIC directing who can review the MIC files: Legal, Financial, Administrative managers.**
- 2. Memo to MIC allowing them to move files and equipment in old MIC HQs as necessary.**
- 3. The name of the person the vehicles were sold to.**
- 4. A list of all the directives/decrees that Musadak had put out.**
- 5. A list of all assets of MIC.**
- 6. Personnel List finalized**
- 7. Memo describing how the MIC will be dissolved – severance, retirements, disability, and rehires...**



DEPARTMENT OF THE ARMY
4th Battalion, 42nd Field Artillery,
Ad Dawr, Iraq, APO 09323

AFYB-DAA-CO

4 November 2003

MEMORANDUM FOR Military Industrial Corporation, Baghdad Iraq

SUBJECT: Al Salah Din Military Industrial Plant

1. The purpose of this memorandum is to outline the procedures 4th Infantry Division established reference establishing the corporate leadership of the Al Salah Din Military Industrial Plant.
 - a. In May of 2003 the 4th Infantry Division assigned 4-42 Field Artillery the responsibility for establishing security and civil life support functions to the Ad Dawr to Tuz area.
 - b. The former director general; General Raad Ismael Jameel fled the area to Baghdad because of his upper level association with the former Ba'ath Party. In accordance with establishing a democratic society and also establishing company representation to the Military Industrial Corporation (MIC) in Baghdad, I as the military commander in this area authorized a corporate election. This election established the new director and council for the Al Salah Din Military Industrial Plant. The election was open to all employees of the company. The employees elected a 10 man council and elected Mr. Dayf Fehan Muhmood as the director.
 - c. Mr. Dayf Fehan Muhmood and the 10 man council are thoroughly familiar with the procedures and systems of this company. I recommend you keep this leadership in place while deciding the future of this corporation.
2. Point of contact for this memorandum is the undersigned.

(b)(6)

LTC, FA
Commanding

COALITION PROVISIONAL AUTHORITY

BAGHDAD

November 8, 2003

(b)(6)

Director
Private Sector Development
CPA

As you know, Defense Support Agency (created by CPA Order 42) will be a civilian agency charged with administrative and logistical support of the New Iraqi Army (NIA) including all military bases, recruiting centers and the new Iraqi Military Academy. Key functions to be initially activated include Acquisition and Logistics, Contracting, Personnel, Finance, Medical Services, Legal Affairs and Facilities Management. During the transitional phase (the period of time prior to full Iraqi sovereignty in which Iraqi personnel will be working at differing degrees of independence at the new DSA site) a ramp up from zero to 100 or so positions will occur.

I wish to express my full appreciation for supporting us to get 10 vehicles few days ago, but the new Defense Support Agency requires more vehicles for the execution of the mission assigned to. In particular we request the issuance of the following vehicles for indefinite usage:

- Three 4x4 Sport Utility Vehicle
- Three pick-ups

We will assign only qualified drivers to use the vehicles and will carry out any administrative procedures required by the MIC program.

(b)(6)

MIC Management
According to the existing
possibilities please
follow up with the docs required.

Director General
Defense Support Agency
Office of Security Affairs

(b)(6)

List of MIC enterprises

The assets following MIC enterprises have either been destroyed by looting or acts of war to a degree that exceeds 50%.

| Nos | Enterprise |
|-----|--------------------|
| 1 | Tariq (Falluja) |
| 2 | Al-Majed |
| 3 | Ibn-Al-Waled |
| 4 | Ibn-Firnas |
| 5 | 7-Nissan |
| 6 | Al-Zahaf Al-Kabeer |
| 7 | 28 April Research |
| 8 | Al-Ezz |
| 9 | Ar-Razi |
| 10 | Al Karama |
| 11 | Bader |
| 12 | Jaber Ben Hayan |
| 13 | Tabooq |
| 14 | Al-Kindi |
| 15 | Al-Yarmonk |
| 16 | Al-Khawarezmi |
| 17 | Al-Fa'th |
| 18 | Al-Battany |
| 19 | Al-Harith |
| 20 | Al-Qadls |
| 21 | Um-Almarik |
| 22 | Ibn-Rusbd |
| 23 | Al-Kadisiya |
| 24 | Al-Uboor |
| 25 | Huteem |
| 26 | Al-Qaqa |
| 27 | Al-Hadhar |
| 28 | IbnMajd |
| 29 | Al Melad |
| 30 | Al Nidas |
| 31 | Shakar Al Arab |
| 32 | Al Raahced |
| 33 | Al Radhwam |

List of MIC enterprises

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| 9 | Ar-Razi |
| 10 | AlKarama |
| 11 | Bader |
| 12 | Jaber Ben Hayan |
| 13 | Tabooq |
| 14 | Al-Kindi |
| 15 | Al-Yarmouk |
| 16 | Al-Kbawarezmi |
| 17 | Al-Fa'th |
| 18 | Al-Battany |
| 19 | Al-Harith |
| 20 | Al-Qudis |
| 21 | Um-Almarik |
| 22 | Ibn-Rusbd |
| 23 | Al-Kadistya |
| 24 | Al-Uboor |
| 25 | Huteem |
| 26 | Al-Qaqa |
| 27 | Al-Hadhar |
| 28 | IbnMajd |
| 29 | Al Melad |
| 30 | Al Nidaa |
| 31 | Sbakar Al Arab |
| 32 | Al Rasheed |
| 33 | Al Radhwam |

State Department Study Foresaw Trouble Now Plaguing Iraq

19 October 2003

A yearlong State Department study predicted many of the problems that have plagued the American-led occupation of Iraq, according to internal State Department documents and interviews with administration and Congressional officials.

Beginning in April 2002, the State Department project assembled more than 200 Iraqi lawyers, engineers, business people and other experts into 17 working groups to study topics ranging from creating a new justice system to reorganizing the military to revamping the economy.

Their findings included a much more dire assessment of Iraq's dilapidated electrical and water systems than many Pentagon officials assumed. They warned of a society so brutalized by Saddam Hussein's rule that many Iraqis might react coolly to Americans' notion of quickly rebuilding civil society.

Several officials said that many of the findings in the \$5 million study were ignored by Pentagon officials until recently, although the Pentagon said they took the findings into account. The work is now being relied on heavily as occupation forces struggle to impose stability in Iraq.

The working group studying transitional justice was eerily prescient in forecasting the widespread looting in the aftermath of the fall of Mr. Hussein's government, caused in part by thousands of criminals set free from prison, and it recommended force to prevent the chaos.

"The period immediately after regime change might offer these criminals the opportunity to engage in acts of killing, plunder and looting," the report warned, urging American officials to "organize military patrols by coalition forces in all major cities to prevent lawlessness, especially against vital utilities and key government facilities."

Despite the scope of the project, the military office initially charged with rebuilding Iraq did not learn of it until a major government drill for the postwar mission was held in Washington in late February, less than a month before the conflict began, said (b)(6) the office's deputy director.

The man overseeing the planning, (b)(6) State Department official, so impressed aides to (b)(6) a retired Army lieutenant general heading the military's reconstruction office, that they recruited (b)(6) to join their team.

(b)(6) an aide to General Garner, said the reconstruction office wanted to use knowledge because "we had few experts on Iraq on the staff."

But top Pentagon officials blocked (b)(6) appointment, and much of the project's work was shelved, State Department officials said. (b)(6) declined to be interviewed for this article.

The Defense Department, which had the lead role for planning postwar operations and reconstruction in Iraq, denied that it had shunned the State Department planning effort.

"It is flatly wrong to say this work was ignored," said the Pentagon spokesman (b)(6). (b)(6) "It was good work. It was taken into account. It had some influence on people's thinking and it was a valuable contribution."

The broad outlines of the work, called the Future of Iraq Project, have been widely known, but new details emerged this week after the State Department sent Congress the project's 13 volumes of reports and supporting documents, which several House and Senate committees had requested weeks ago.

The documents are unclassified but labeled "official use only," and were not intended for public distribution, officials said. But Congressional officials from both parties allowed The New York Times to review the volumes, totaling more than 2,000 pages, revealing previously unknown details behind the planning.

Administration officials say there was postwar planning at several government agencies, but much of the work at any one agency was largely disconnected from that at others.

In the end, the American military and civilian officials who first entered Iraq prepared for several possible problems: numerous fires in the oil fields, a massive humanitarian crisis, widespread revenge attacks against former leaders of Mr. Hussein's government and threats from Iraq's neighbors. In fact, none of those problems occurred to any great degree.

Officials acknowledge that the United States was not well prepared for what did occur: chiefly widespread looting and related security threats, even though the State Department study predicted them.

Senior said the Pentagon squandered a chance to anticipate more of the postwar pitfalls by not fully incorporating the State Department information.

"Had we done more work and more of a commitment at the front end, there would be drastically different results now," said Senator Joseph R. Biden Jr. of Delaware, the senior Democrat on the Foreign Relations Committee.

Testifying before the Senate Foreign Relations Committee on Feb. 11, Marc Grossman, the under secretary of state for political affairs, said the working groups were "not to have an academic discussion but to consider thoughts and plans for what can be done immediately."

But some senior Pentagon officials, speaking on the condition of anonymity, said that while some of the project's work was well done, much of it was superficial and too academic to be practical.

"It was mostly ignored," said one senior defense official. "State has good ideas and a feel for the political landscape, but they're bad at implementing anything. Defense, on the other hand, is excellent at logistical stuff, but has blinders when it comes to policy. We needed to blend these two together."

A review of the work shows a wide range of quality and industriousness. For example, the transitional justice working group, made up of Iraqi judges, law professors and legal experts, has met four times and drafted more than 600 pages of proposed reforms in the Iraqi criminal code, civil code, nationality laws and military procedure. Other working groups, however, met only once and produced slim reports or none at all.

"There was a wealth of information in the working group if someone had just collated and used it," said Nasreen Barwari, who served on the economy working group and is now the Iraqi minister of public works. "What they did seems to have been a one-sided opinion."

Many of the working groups offered long-term recommendations as well as short-term fixes to potential problems.

The group studying defense policy and institutions expected problems if the Iraqi Army was disbanded quickly—a step L. Paul Bremer III, the chief American civil administrator in Iraq, took. The working group recommended that jobs be found for demobilized troops to avoid having them turn against allied forces as some are believed to have done.

After special security organizations that ensured Mr. Hussein's grip on power were abolished, the working group recommended halving the 400,000-member military over time and reorganizing Iraqi Special Forces to become peacekeeping troops, as well as counter-drug and counterterrorism forces. Under the plan, military intelligence units would help American troops root out terrorists infiltrating postwar Iraq.

"The Iraqi armed forces and the army should be rebuilt according to the tenets and programs of democratic life," one working group member recommended.

The democratic principles working group wrestled with myriad complicated issues from reinvigorating a dormant political system to forming special tribunals for trying war criminals to laying out principles of a new Iraqi bill of rights.

It declared the thorny question of the relationship between that secular state and Islamic religion one "only the people of Iraq can decide," and avoided a recommendation on it.

Members of this working group were divided over whether to back a provisional government made up of Iraqi exiles or adopt the model that ultimately was adopted,

the Iraqi Governing Council, made up of members from a broad range of ethnic and religious backgrounds. The group presented both options.

The transparency and anticorruption working group warned that "actions regarding anticorruption must start immediately; it cannot wait until the legal, legislative and executive systems are reformed."

The economy and infrastructure working group warned of the deep investments needed to repair Iraq's water, electrical and sewage systems. The free media working group noted the potential to use Iraq's television and radio capabilities to promote the goals of a post-Hussein Iraq, an aim many critics say the occupation has fumbled so far.

Encouraging Iraqis to emerge from three decades of dictatorship and embrace a vibrant civil society including labor unions, artist guilds and professional associations, could be more difficult than anticipated, the civil society capacity buildup working group cautioned: "The people's main concern has become basic survival and not building their civil society."

The groups' ideas may not have been fully incorporated before the war, but they are getting a closer look now. Many of the Iraqi ministers are graduates of the working groups, and have brought that experience with them. Since last spring, new arrivals to Mr. Bremer's staff in Baghdad have received a CD-ROM version of the State Department's 13-volume work. "It's our bible coming out here," said one senior official in Baghdad.

Source: Eric Schmitt, and Joel Brinkley, The New York Times

Classification:**Ministry:****A - Keepers**

| Company | Business | 2003 CPA Subsidy (\$\$) | Employees CPA Location | Estimated Asset Value | Power Y/N >1MW kW/Empl. | 2004 Est. Revenue | Salary Expense |
|------------------------------|---|----------------------------------|--|-----------------------------|----------------------------------|----------------------|-------------------|
| Ag Supplies | Procurement and distribution of agricultural supplies | | N NC C SC S <hr/> 1,358 | na | n | 193,752,000 | 2,772,000 |
| Animal Resources | Supplies to livestock and poultry industries | | N NC C SC S <hr/> 492 | na | n | 233,000 | 1,721,000 |
| Veterinary Services | Veterinary Supplies to farmers and control of animal diseases | | N NC C SC S <hr/> 2,434 | na | n | 27,879,000 | 4,500,000 |
| Industrial Crops | Supply of inputs, purchase of outputs from industrial crops such as cotton and oilseeds | | N NC C SC S <hr/> 481 | na | n | 1,157,000 | 719,000 |
| Horticulture and Forestry | Nursery Production of plant stock, supply of seedlings and trees to farmers | | N NC C SC S <hr/> 773 | na | n | 497,000 | 1,099,000 |
| Mesopotamia Seed | Processing of wheat, barley, cotton and corn seed for sale to farmers | | N NC C SC S <hr/> 747 | na | n | 18,268,000 | 1,022,000 |

| Additional Operating & Other Exp. | Cost to return to reasonable operations | Criteria: Est. 2004 Cash Shortfall/Surplus | Political Sensitivity High / Low | Status of Facilities: Looted: (%) Operational: (%) | Industry Attractiveness High / Low |
|--|--|---|---|---|---|
| 186,552,000 | 0 | 7,200,000 | High | 100 80 | High |
| 1,787,000 | 533,000 | -1,021,000 | Low | 100 50 | Low |
| 55,745,000 | 443,000 | -27,423,000 | High | 100 50 | Low |
| 1,267,000 | 167,000 | -57,000 | Low | 25 50 | Low |
| 2,009,000 | 127,000 | -1,385,000 | Low | 50 50 | Low |
| 19,591,000 | 890,000 | -433,000 | High | 50 30 | High |

Classification:
TBD

Ministry: MIC

TBD

| Company | Business | 2003 CPA Subsidy | Employees CPA Location | Estimated Asset Value | Power Y/N >1MW kW/Empl. | 2004 Est. Revenue | Salary Expense | Additional Operating & Other Exp. | Cost to return to reasonable operations | Criteria: Est. 2004 Cash Shortfall/Surplus | Political Sensitivity High / Low | Status of Facilities: Looted: (%) Operational: (%) | Industry Attractiveness High / Low | Operating obstacles to be overcome |
|-------------|--|------------------------|--|-----------------------------|----------------------------------|----------------------|-------------------|---|---|--|--|---|--|---|
| Al-Shaheed | Raw materials for ammunition | | N NC C 1,279 SC S T 1,279 | n/a | Y 12MW | n/a | 1,666,000 | n/a | 110,000 | < - 1,976,000 | H (employment) (Falluja) | 10% 0% | L | Tied to Al-Qadisiya New Iraqi army? |
| Hamourabi | Pistols and small arms | | N NC C 647 SC S T | n/a | Y | n/a | 600,000 | n/a | 100,000 | < - 700,000 | H (Baghdad) | 10% 0% (operational) | H | New Iraqi army? Police |
| Al-Fida | Hydraulic and pneumatic systems design, maintenance (RPG7) | | N NC C 1,285 SC S T 1,285 | n/a | Y | n/a | 1,500,000 est. | n/a | 625,000 | < - 2,125,000 | L | 75% 0% | H | Need contracts Work with many significant SOEs |
| Al-Tahady | High voltage motors, power capacitors, transformers, Rehabilitation for cement, water, oil & gas | | N NC C 400 SC S T 400 | n/a | Y 4MW | n/a | 687,800 | n/a | n/a | n/a | L | 60% 0% | H | Need contracts |
| Al-Qadisiya | Pistols, rifles, grenade launchers, mortars | | N NC C 3,943 SC S T 3,943 | 0 | Y | n/a | 4,267,000 | n/a | n/a | n/a | H (employment) | 85% 0% | L | New Iraqi army? Merge with Hamourabi? |
| Al-Uboor | Machining, for irrigation pumps, metal coating | | N NC C 890 SC S T 890 | n/a | Y 6MW | n/a | 1,600,000 | n/a | n/a | n/a | L | 90% 0% | H | Can recover machine from locals Need contracts |

Classification:

A - Keepers

| Company | Business | 2003 CPA Subsidy | Employees CPA Location | Estimated Asset Value | Power Y/N >1MW kW/Empl. | 2004 Est. Revenue | Salary Expense | Additional Operating & Other Exp. | Cost to return to reasonable operations | Criteria: Est. 2004 Cash Shortfall/Plus | Political Sensitivity High / Low | Status of Facilities: Looked: (%) Operational: (%) | Industry Attractiveness High / Low | Operating obstacles to be overcome |
|-------------------|---|------------------|--|-----------------------|-------------------------|-------------------|----------------|-----------------------------------|---|---|---|--|------------------------------------|------------------------------------|
| Al-Rashid B | Machining, sheet metal forming, water purification units | | N NC C 755 SC S T | 0 | n/a 1,000MW 1,322 | 896,000 | 1,000,000 | >896,000 | 590,000 | >-1,590,000 | L | 40% 0% | H | Need contracts |
| Hutaim C | Ammunition, guns & mortar | | N NC C 5443 SC S T 5443 | n/a | n/a 4MW | n/a | 5,600,000 | n/a | n/a | >-5,600,000 | H (employment) | 100% 0% | L | New Iraqi army? |
| Al-Harith C | Defense product, repair, R&D | | N NC C 1,382 SC S T | n/a | n/a | 2,485,000 | 3,500,000 | n/a | 10,000,000 | >11,000,000 | L | 100% 0% | L | New Iraqi army? |
| Jaber Bau Mayan B | Rubber products, plastics, filters, boilers, textiles | | N NC C SC S 925 T 925 | n/a | n/a 3MW | n/a | 680,000 | n/a | 3,000,000 | >-3,680,000 | H (location) (employment) (size) (2002 Rev) (18mn) | 100% n/a | Unclear | Unclear |
| Taldaq C | New company, not fully established for powder for rocket cartridges and warheads. | | N NC C 534 SC S T 534 | 0 | n/a 25MW | 0 | 1,333,000 | n/a | 10,000,000 | >-11,333,000 | L | 100% 0% | L | |
| Bader C | Tools & dies | | N NC C 1661 SC S T 1631 | n/a | n/a 3-5MW | n/a | 2,267,000 | n/a | 11,333,000 | >-13,600,000 | L | 100% 0% | L | Startup |
| Al-Hadhar C | Chemical products for cement, electric power, water treatment | | N NC C SC S T | n/a | n/a | n/a | n/a | n/a | 5,600,000 | >6,000,000 | L | n/a n/a | L | |

Ministry of Industry and Minerals

(P.O.)

Senior Ministry Advisor

Sub. / Transferring state companies from MIC to MIM

We would like to inform you that the following state companies which belong to the Military Industries Commission (MIC) deals with civilian products covering part of local market need.

1- Al-Mansor State Company

Its products are transistors, Linear integrated circuits, solar energy cells, gases (oxygen, hydrogen, argon, nitrogen), drinking water in plastic bottles.

2- Tariq State Company

Produces chlorine & Caustic soda, liquid fertilizers.

3- Ibin Majid State Company

Manufactures different equipments (tanks, vessels, heat exchangers ...etc)

4- Al-Shaheed State Company

Specialized in copper products

5- Jaber Bin Hayan State Company

Manufactures heaters, rubber and plastic products ...etc.

6- Salah Al-Din State Company

Manufactures electronic products.

7- Al Zahaf Al Kabir State Company

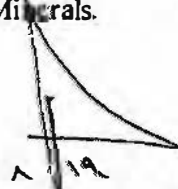
Produces chemical materials for industrial use.

8- Saad State Company

Specialized in design and construction of electro-mechanical and chemical units of industrial projects. The centers associated with these works that need to be transferred are (Ibin Younis Center & Al-Zahrawi Center).

From the above-mentioned work specialization we suggest to transfer these companies from MIC to the Ministry of Industry & Minerals.

Kind Regards



Muhanad Abdul Mujeeb
Supervisor

السيد
عبد القدير
الطاهر
20/11/14

Date: August 31, 2003

Memorandum To: (b)(6)

Re: Preliminary Plan for MICs

The attached is the preliminary plan for the MIC companies you outlined.

We have recategorized companies based on further internal discussions.

In this regard we have been given a memo by (b)(6) that Sami (MIM planning) prepared some time ago that outlines alternative businesses for most of the MIC companies, including eight of the 13 we have identified as Losers. These include:

Um-Almarik —
Al-Qaqa —
Huteem —
Al-Harith — Radar — could be connected with other
Jaber Ben Hayan — gas masks; plasters —
Al-Khawarezmi — software —
Ibn-Rushd — QA; QC
Al Karama — mech. — design & consulting

All of the companies need direct assessment to confirm these preliminary categories.

PRELIMINARY ACTION PLAN FOR MICS

- 1. Transfer the 3,688 employees (plus the employees of Ar-Razi) of the following SOEs to the ISTC:**

**Al-Battany'
Al-Fat'h
28 April Research
Al-Raya
Al-Qudis
Ibn-Firnas
Al-Melad
Ar-Razi
Sakar Al-Arab
Al Basil (TBD)**

- 2. Close facilities, terminate 22,247 employees, and sell the assets of the following SOEs:**

**Al-Qaqa
Nissan
Al-Kindi (Mosul)
Huteem
Al-Harith
Jaber Ben Hayan
Al-Khawarezmi
Tabooq
Ibn-Rushd
Al-Hadhar
Al Karama
Al-Ezz
Um-Almarik**

- 3. Transfer the following companies to the Keeper list:**

**Al-Majd
Al-Zahaf Al-Kabeer
Al-Shaheed
Hamoorabi (Babylon)
Al-Fida
Al-Tahady
Al-Uhoor
Al-Radhwam**

4. Transfer the following companies to the TBD list:

Tariq (Falluja)
Al-Nidaa
Bader
Ibn-Al-Waled
Al-Yarmouk

5. Transfer the following company to the Loser list:

Um-Almarik

| Company | Good or Service | Ministry | Employees | Est. Asset Value (\$MM) | OE&A Revenue (\$MM) | Salary Expense (\$MM) | Operating & Other Expenses (\$MM) | CapEx to Project (\$MM) | Op Ex (\$MM) | Political Factors | Current Rating | Industry Viability (\$MM) | Comments |
|--------------------|-------------------------------|----------|-----------|-------------------------|---------------------|-----------------------|-----------------------------------|-------------------------|--------------|-------------------|----------------|---------------------------|----------|
| KEEPERS | | | | | | | | | | | | | |
| Al-Homani | Plastic injection, irrigation | Ministry | 640 | | 1,000 | | 0.067 | | | Low | 0.8 | High | |
| Al-Hammar | Solar cells, IC, gases | Ministry | 676 | | 8.62 | | 0.000 | | | Low | | High | |
| Al-Sheeh (F&E) | Heavy machining, lenses | Ministry | 2282 | | 2.738 | | 6.486 | | | High | | M | |
| Sahabdeen (TMO) | Communications, radar | Ministry | 2860 | | 3.333 | | 0.333 | | | High | | High | |
| Sunneesh (TBO) | Injection systems | Ministry | 654 | | 0.800 | | 0.533 | | | Low | 0.5 | High | |
| Bar-Hadd (Bamir) | Eng. Mfg. marine et al. | Ministry | 1500 | | 1.000 | | 1.250 | | | High | 0 | High | |
| Al-Hadd | Water purification | Ministry | 547 | | 0.435 | | 1.500 | | | Low | 0 | Low | |
| Al-Zahid Al-Kawser | Concrete technology | Ministry | 568 | | 1.240 | | 0.530 | | | Low | 0 | Low | |
| Al-Shahed | Arrangement raw materials | Ministry | 1279 | | 1.866 | | 0.110 | | | High | 0 | Low | |
| Hamoonah (Babylon) | Pedals, small arms | Ministry | 647 | | 0.800 | | 0.100 | | | High | 0 | High | |
| Al-Fida | Hydraulic, pneumatic sys. | Ministry | 1285 | | 1.000 | | 0.625 | | | Low | 0 | High | |
| Al-Tahdy | Motor, capacitors, transis. | Ministry | 400 | | 0.887 | | | | | Low | 0 | High | |
| Al-Libor | Machining | Ministry | 890 | | | | | | | Low | 0 | High | |
| Al-Rudhwan | Machining | Ministry | 755 | | 1.000 | | 0.500 | | | Low | 0 | High | |
| | | | | 14973 | 18.891 | | 6.354 | | | | | | |

| | | | | | | | | | | | | | |
|----------------------|-------------------------|----------|-------|--|--------|--|--------|--|--|------|---|-----|--|
| TBO | | | | | | | | | | | | | |
| Al-Hadstym | Guns, grenades, mortars | Ministry | 3843 | | 4.267 | | | | | High | 0 | Low | |
| Tarig (F&E) | Plastics, chemicals | Ministry | 871 | | 1.767 | | 5.233 | | | High | 0 | Low | |
| Al-Hadim | Org. molds, gears | Ministry | 1307 | | 1.580 | | 12.000 | | | Low | 0 | Low | |
| Bader | Tools & dies | Ministry | 1631 | | 2.267 | | 1.333 | | | Low | 0 | Low | |
| Al-Hadid | Training, certification | Ministry | 785 | | 2.617 | | 0.690 | | | Low | 0 | Low | |
| Al-Yamouk | Armatures, barrel wds | Ministry | 2708 | | 4.497 | | 10.000 | | | Low | 0 | Low | |
| Al-Farheed (no file) | CO2 producer | Ministry | 2830 | | 3.667 | | | | | High | | | |
| | | | 13876 | | 20.656 | | 29.216 | | | | | | |

| | | | | | | | | | | | | | |
|------------------|---------------------------|----------|-------|--|--------|--|--------|--|--|------|---|------|--|
| LOSERS | | | | | | | | | | | | | |
| Al-Hamrik | Machining | Ministry | 1560 | | 1.133 | | | | | Low | | High | |
| Al-Qam | Explosives, powder, TNT | Ministry | 5400 | | 5.533 | | | | | High | 0 | Low | |
| Al-Ham | Fuses, military shells | Ministry | 1860 | | 2.000 | | | | | Low | 0 | Low | |
| Al-Soud (Rasul) | R&D, radar | Ministry | 970 | | 1.867 | | | | | Low | 0 | Low | |
| Al-Ham | Armatures, guns, mortar | Ministry | 5443 | | 5.600 | | | | | High | 0 | Low | |
| Al-Hamh | R&D, air defense, repair | Ministry | 1382 | | 3.500 | | 10.000 | | | Low | 0 | Low | |
| Al-Ham Ben Hayan | Plastic, plastics, fibers | Ministry | 925 | | 0.860 | | 3.000 | | | Low | 0 | Low | |
| Al-Hamamant | Software | Ministry | 280 | | 0.467 | | 0.282 | | | Low | 0 | Low | |
| Al-Ham | Powder for cartridges | Ministry | 534 | | 1.333 | | 10.000 | | | Low | 0 | Low | |
| Al-Hamh | Chemical products | Ministry | 451 | | 0.808 | | 0.755 | | | Low | 0 | High | |
| Al-Hamh | Chemical products | Ministry | 557 | | 0.330 | | 2.267 | | | Low | 0 | Low | |
| Al-Hamh | Chemical products | Ministry | 1960 | | 2.340 | | 2.340 | | | Low | 0 | Low | |
| Al-Hamh | Electronic switching | Ministry | 955 | | 1.355 | | 1.345 | | | Low | 0 | Low | |
| | | | 22247 | | 27.056 | | 28.979 | | | | | | |

| | | | | | | | | | | | | | |
|------------------|----------------------------|----------|------|--|-------|--|--------|--|--|-----|-----|-----|--|
| TRANSFERS | | | | | | | | | | | | | |
| Al-Hamh | R&D, space tech | Ministry | 288 | | 0.430 | | 0.750 | | | Low | 50% | Low | |
| Al-Fatih | R&D, missiles, explosives | Ministry | 198 | | 0.400 | | 0.233 | | | Low | 0 | Low | |
| Al-Hamh | R&D, electronic warfare | Ministry | 98 | | 0.153 | | | | | Low | 0 | Low | |
| Al-Hamh | Consulting, alloy, ceramic | Ministry | 370 | | 0.400 | | 0.500 | | | Low | 0 | Low | |
| Al-Hamh | R&D, engineering, tools | Ministry | 718 | | 1.000 | | 10.000 | | | Low | 0 | Low | |
| Al-Hamh | R&D, marine mines, drone | Ministry | 805 | | 0.463 | | 0.200 | | | Low | 0 | Low | |
| Al-Hamh | R&D, electronics | Ministry | 780 | | 1.568 | | 0.890 | | | Low | 0 | Low | |
| Al-Hamh | Lessons | Ministry | | | 0.600 | | 0.600 | | | Low | 0 | Low | |
| Al-Hamh | R&D, electronic warfare | Ministry | 34 | | 1.667 | | 1.667 | | | Low | 0 | Low | |
| Al-Hamh | R&D, OC, Pyrotechnicals | Ministry | 419 | | 0.447 | | | | | Low | 0 | Low | |
| | | | 3688 | | 7.106 | | | | | | | | |

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ADJUTANT GENERAL, 1ST BATTALION, 70TH ARMOR
BRIGADE, 1ST ARMORED DIVISION
APO AF 9324

ALAN BEED

MEMORANDUM FOR RECORD

7 August 2003

1. A memo for the contractors to clean up.

2. The contractor working to remove all the building debris from the site. The contractor is located near the exit to White Gold Village. Please

3. Advise the contractors to continue removing the debris from this site, and dumping it in an approved land site. They have the approval of both 2-70 AR Bn and the

4. The contractor is responsible for the removal of debris from the site. The contractor is responsible for the removal of debris from the site. The contractor is responsible for the removal of debris from the site.

5. This memo is only valid from 08 AUG 03 until 21 AUG 03.

6. POC for this memorandum is [redacted]

(b)(6)

Civil Affairs

MIC outcome



COALITION PROVISIONAL AUTHORITY
BAGHDAD

ACTION MEMO

December 17, 2003

FOR: (b)(6) Director, DPSD

FROM: (b)(6) BearingPoint

SUBJECT: recommendation for action to be taken for the MIC enterprises currently under the administration of DPSD.

Law 22 on State Enterprises 1997 stipulates in Chapter Three, Article 14 when an enterprise can be put into liquidation. Subsequently we have determined that the listed enterprises qualify to the conditions set forth in this article. The procedure of liquidation is described in the same law Chapter Ten Article 39.

Thus we recommend the following actions to be taken subject to information received

1) Close down

| | |
|--------------------|---|
| 1. Jaber ben Hayan | The destruction of the buildings in conjunction with the loss of machinery up to 90% suggests that this enterprise should be closed. |
| 3. Al Yarmuk | No possibility to revive, close down. |
| 4. Al Ezz | Buildings can be used for any purpose. All machinery and inventory looted. Close down. Verify ownership of big adjacent piece of land. |
| 7. Al Kadissiya | Totally destroyed by professional looters. Nothing was destroyed during the war. Close the company as the production similar to Hammurabi and two enterprises in this filed are not needed. |
| 11. Al Fidaa | The enterprise is destroyed more than 50% and should closed down. The asset is the land in an expensive are close to Baghdad. |
| 12. Al Karama | Close down. Assets are many plots of land and some machines. Production only military orientated. |
| 16. Um Almarek | Close down. Fully looted and not operating. Salvage parts of the 25 million USD machines if possible. |
| 18. Al Qaqa | Gunpowder and explosives factory. Polluted ground. Could be interested for manufacturer of dynamite and other explosives. Close down. |
| 19. Bader | Totally destroyed by professional looters. Close down |
| 20. Tabook | Close down. Before final recommendation verify the status of looting! |
| 21. Al Mansour | Operating and working. Should be moved to MIM. Check value of machinery. |
| 22. Al Hadhar | Close down. |
| 24.7 Nissan | Close down! |

- the two cat - Tony
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| | |
|-----------------|--|
| 25. Al Hareth | Close down |
| 27. Al Kindi | Split up and lease parts that are not occupied. |
| 28. Sanahareeb | Products no longer requested by Ministry of Agriculture. Buildings could be used for any purpose. Close down. |
| 30. Salahuddeen | Information missing |
| 32. Ibn Rushd | Occupied by Army. Close down site and rehabilitate workers by creating quality Control department or enterprise. |
| 35. Hutteen | no information, but close down as only manufacturing guns, mortars and ammunition. |

2) Enterprises to be kept and leased or privatized subject to the legal framework being in place

| | |
|------------------------|---|
| 2. Al Shaheed | The destruction of the buildings is small. The inventory has a value of 5,5 billion ID, however the information of machinery is not existing and thus this enterprise should be rehabilitated and put to work. |
| 5. Tareq | Destruction of machinery and buildings relatively small. Revive enterprise as it is not a military company. |
| 6. Hammurabi | Occupied by the armed forces. The enterprise is not destroyed and should be included in the new defense industry program. The enterprise can be privatized later conditionally that it produces a certain quota as requested. |
| 8. Al Tahady | The enterprise should be encouraged to continue its business as destruction is very little and the products are in use in the major industries in Iraq as in the oil refineries. |
| 9. Ibn Al Walid | Enterprise has four sites. Two sites are occupied by armed forces and the others have interested parties for a lease or a purchase agreement. |
| 10. Al Ikhaa | Company untouched can work. Split up and sell or lease in parts. |
| 13. Al Rashed | Less than 50% destroyed cannot be closed according to existing legislation. |
| 14. Azahf al Kabir | Less than 50% destroyed cannot be closed according to existing legislation. |
| 15. Al Noaman | Capable to operate and has ongoing contracts that are fulfilled. To continue its work and to be privatized. |
| 17. Al Uboor | Try to save as specialized in machining and total destruction less than 50%. |
| 23. Al Radhwan | Destruction less than 50%. Should be encouraged and restructured. |
| 26. Al Nidaa | Try to save as specialized in machining and gears used in all the vital enterprises as cement factories, phosphate factories and oil refineries. |
| 29. Training center | Keep until Defense Structure within MIM is decided upon |
| 31. Al Salam | Continue operations as destruction is minimal. |
| 33. Ibn Majed | Continue operations as destruction is less than 50% |
| 34. Mic Administration | Keep until Defense Structure within MIM is decided upon |

In the
ATTACHMENTS: List of MIC enterprises]

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**COALITION PROVISIONAL AUTHORITY
BAGHDAD**

November 12, 2003

FOR: MIC Management Team/Companies Director General

FROM: Directorate, Private Sector Development (PSD)

SUBJECT: Following our memo dated October 20th 2003 concerning the future of the Defense Industry (MIC)

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Senior Analyst, Private Sector Development

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16 Nov. 03

17 Nov. 03

**COALITION PROVISIONAL AUTHORITY
BAGHDAD**

November 16, 2003

FOR: MIC Management Team/Companies Director General

FROM: Directorate, Private Sector Development (PSD)

SUBJECT: Cancellation of DGs nomination by Mr. Al Janabi Musadak following our the meeting on Thursday 13 November

As results of the democratic elections in different companies in MIC there are committees in charge to perform the required management tasks. As brought to our attention the heads of such committees were nominated by order of former MIC coordinator witch was not allowed to do it. In order to follow the democratic election we request to elect the point of contact (POC) to act as the committee leader. For the election it is to take into consideration the management experience, background, qualification, training and skills of such a person. The order for the nomination, sign before, are cancelled. Please be advised to prepare the agreed written document of the committee decision and provide a copy for CPA, Private Sector Development . Any question or clarifications are to be addressed to the undersigned or (b)(6)

(b)(6)

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Senior Analyst, Private Sector Development

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COALITION PROVISIONAL AUTHORITY

BAGHDAD

Distributed within the
DG's meeting - Al Mansor - 17.11.2003
Arabic version -

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**COALITION PROVISIONAL AUTHORITY
BAGHDAD**

17 Nov 03
D.E.'s meeting

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FROM: Directorate, Private Sector Development (PSD)

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CPA and PSD have determined that the position of MIC Coordinator has been improperly used to conduct business that violates CPA directives on assigning personnel, and disbursing assets. It has come to our attention that Mr. Musadak Al-Janabi has inappropriately assumed a position as head of MIC activities, that he has appointed management, that he has changed management personnel without prior coordination with CPA, and has sold vehicles in violation of CPA policy. Therefore until he addresses this directly with CPA and PSD, he has no authority, and is

removed as MIC coordinator.

(b)(6)

Any questions on this matter may be addressed to (b)(6)

or the undersigned.

(b)(6)

Chief of Staff, Private Sector Development

UNCLASSIFIED

UNCLASSIFIED

**COALITION PROVISIONAL AUTHORITY
BAGHDAD**

November 16, 2003

FOR: MIC Management Team/Companies Director General

FROM: Directorate, Private Sector Development (PSD)

SUBJECT: Cancellation of DGs nomination by Mr. Al Janabi Musadak following our the meeting on Thursday 13 November

As results of the democratic elections in different companies in MIC there are committees in charge to perform the required management tasks. As brought to our attention the heads of such committees were nominated by order of former MIC coordinator witch was not allowed to do it. In order to follow the democratic election we request to elect the point of contact (POC) to act as the committee leader. For the election it is to take into consideration the management experience, background, qualification, training and skills of such a person. The order for the nomination, sign before, are cancelled. Please be advised to prepare the agreed written document of the committee decision and provide a copy for CPA, Private Sector Development. Any question or clarifications are to be addressed to the undersigned or

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Senior Analyst, Private Sector Development

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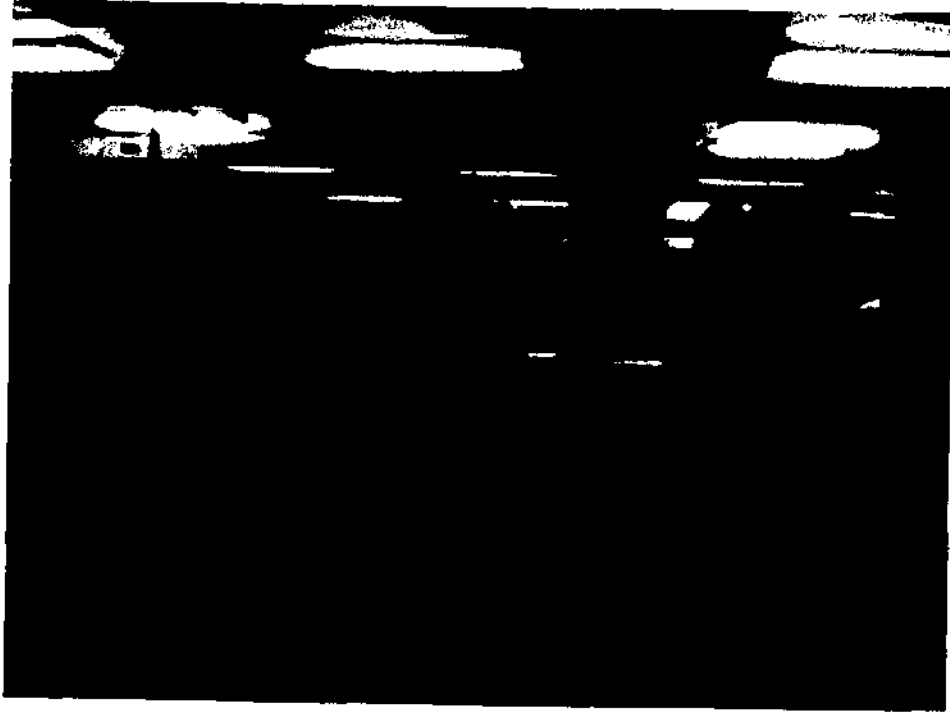
(b)(6)

(b)(6)

~~Senior Advisor, Private Sector Development~~

UNCLASSIFIED

Al Mansour Pictures



Preparation of

$\text{Fe} + \text{K}_2\text{S}$.

"Silver potassium"

Synthesized.

To/ MIC Coordinator

Rehabilitation of Al-Shaheed Co.

The attachment report describes the specialization of the different Al-Shaheed Co. factories and their products and the expected initial expenses needed for rehabilitation of the production facilities for each of them independently.

The following alternatives may let Al-Shaheed Co. start running:

Get a loan 100-300 (000\$) from the state by which Al-Shaheed Co. concentrate on certain activities such as production of continuous copper wire rods for Ur General Co. and comply the production with the needs of Ur system.

Note: Efforts from both Ur and Al-Shaheed specialists in these days try to put the stored products in the mode of Ur M/Cs adjustment and established the suitable manufacturing parameters for Al-Qudis M/Cs.

While exceeding this problem other may be marketed especially for Diala General Co. and other local markets.

- Other alternative suggested with investors to make a relation such as joint venture with Al-Shaheed Co. by which they import some materials (including the primary metals and some consumables) and specify the product SEMIS combination to be marketed and Al-Shaheed Co. get the manufacturing costs.*
- Other alternative which is depended on the market (local or out board) when Al-Shaheed by the assistant of PSD find a market for any product will affect the rehabilitation of the sector that produce.*
- Any alternative applied will concentrate on the production facilities and not to the modification or environment improvement such as repair ceiling (for the moment the CPA - Al-Anbar gave their assistance to do this project) and it'll be accompanied by different needs among them the import of some materials, the technical assistance specially from the previously contracted Companies such as ITSC for copper cathode production or OZÇIN for continuous wire rod production. The implementation of production bonus regime, the industrial insurance for accidents and fires, the security, ... etc.*
- For the moment to provide funds until production starting some garbage and unusable coated copper wire scrap (from scrap transformers) may be sold.*
- The Zink Oxide purification project.*
One gas furnace with refractory lining material (bricks and cement) and hydraulic furnace tilting motives with control board listed in packing lists reached Al-Shaheed premises 15/12/2003.

Best Regards


DG. Al-Shaheed Co.
Basil M. Al-Qaisi

Military Industries Corporation (MIC)
AL- SHAHEED GENERAL COMPANY

1-General Information

Company name: Al-Shaheed General Company

Sector :Military Industries Corporation (MIC)

#Of Employees: 1630

Headquarters Address: AL Anbar -- Faluja - Ameria

Director General Name :Basil Mahmood Hameed

Telephone : # 024 572 066

Banks Used :Al Rasheed Branch No. (285)

2- Brief description & Company Highlights:

Al shaheed is general company dealing with casting,rolling ,extrusion and refining of scrap of copper and its alloys & consists of three main factories as following :-

AL-Qudis factory:

It processes brass scrap by thermal and Electro chemical refining process to produce high grade copper cathode which cover part of raw materials required for the following production line of producing copper wire rod (8 mm) for Ur General company in Nasria .

*Expected Initial Expenses : 100000\$ for continuous Cu wire rod
300000\$ for Cu Cathode production*

AL-Tahady factory :

It consists of induction melting and casting lines to produce slabs and billets of copper and copper alloys as semi product for the further production processes .the raw materials are imported in addition to local scrap and recycling material.

AL-Sumood factory :

Expected Initial Expenses 100000\$

It consists of tow main production lines:

***Rolling for producing strips , sheets and disc (by punching.)**

***Extrusion and drawing machines for producing rods , bar , wire and tubes.**

There are some other services as following--: *Expected Initial Expenses 100000\$*

1-Drinking water station supplies housing complex and industrial companies in Ameria in addition to sewage treatment plant.

2-Products are checked by chemical and physical labratories (X-ray, Emmision, etc..)

according to international standards as requested by customer . The company was working to have ISO 9000 certificate.

3-The company (With 1630 employees) is managed by general director whom is the chairman of management consul .

3- Production Activities of Al-Shahred Co. might be classified into the following sectors:

1- Copper Continuous Wire Rod Production Plant

- Up - cast Rota made technology – 5000 ton /year design capacity supplied by ÖZÇİN Turkish Co. in the end of 2002. The production has been started at the beginning of 2003 and was supervised by ÖZÇİN team.
- There's still contractual relationship with ÖZÇİN Co. related to this Plant.
- The Plant is ready to restart within one month when getting an order of at least 200 ton/month for three months minimum among the needs to restart:
 - About 2.5 MVA
- To assure import some consumables in addition to the balance Cathodic Copper grade A sheets.

2- Casting Plant

- 5-Induction 3-7 ton melting furnaces with their holding furnaces in addition to suitable preparation ware house (cutting M/cs, pallets presses...) produce:
 - a- Flat casts (called "cake") 670mm width by 140 mm thickness and 3m or 6m length.
 - b- Round Casts (called "Billet") with various diameter Ø155,180,210 mm up to 6m length.
- Among the needs to restart within three months:
- About 2.5 MVA each.
 - To assure import some consumables in addition to the balance Cathodic Copper ingots.

3- Forming by Rolling Plant

Hot and Cold rolling applied on the flat casts(cakes) to produce different "SEMIS" such as:

| | | |
|----------------|--------|---------------|
| Brass sheets | 1.5 mm | 120 ton/month |
| +Copper strips | 3 mm | 100 ton/month |
| +Brass strips | 0.2 mm | 10 ton/month |
| +Brass foils | 0.1 mm | 15 ton/month |
| +Copper foils | 0.07mm | 5 ton/month |

And about 50 ton/month blanks (discs) with different dimensions.

Among the needs to restart within three months:

- About 5 MVA each.
- 50 ton/month LN, 2ton/month Ammonia gas.

4- Forming by Extrusion and Drawing Plant

Extrusion applied on the cylindrical Casts (Billet) and then forming by drawing different rods, sections, pipes such as

| | | |
|--------------------|------------|--------------|
| Hexagonal sections | Ø 10-20 mm | 5 ton/month |
| +Round rods | Ø 10-20 mm | 15 ton/month |
| +Copper Pipes | Ø 25 mm | 20 ton/month |
| +Continuous wire | Ø 3.5 mm | 10 ton/month |

Needs to be started within three months the followings:

- About 3 MVA

5- Copper Cathodic sheets production Plant

- 2000 ton/year Copper Cathodic sheets to be produced from copper and brass scrap in two stages, thermal stage composite of two gas furnaces and a node casting wheel and electrical – chemical analysis stage composite of many cells.
During thermal stage Zink oxide mud produced as a by-product with uncontrolled quality.
- The Plant executed by ITSC Russian Company and being in production since the end of 2000 and it is still in the commission responsibility of ITSC
- The needs to restarted within three months:
 - About 2.5 MVA
 - 2 ton/month Acids, 50 ton/week LPG.
 - To assure import some consumables

6- Zinc oxide purification Project

- A contract with ÖZÇİN Company to execute plant for purification of the Zink oxide collected during the thermal stage of anode production (ref. to section 5)
- The contract signed at the end of 2002
- One gas furnace with refractory lining material reached the Al-Sheheed Co. at the end of 2003.

The Expected Initial Expenses

| <i>Factory</i> | | <i>Expenses</i> <i>000 \$</i> |
|-----------------------|---|--|
| 1. | <i>Al-Qudis Factory</i> <i>200 ton/month Continuous wire Ø8</i> <i>100 ton/month Cathodic Copper</i> | <i>100</i> <i>300</i> |
| 2. | <i>Al-Tiahady Factory</i> <i>Slabs & Billets Casts</i> | <i>100</i> |
| 3. | <i>Al-Sumood Factory</i> <i>Forming Plants:</i> - <i>120 ton/month Brass Sheets 1.5mm</i> - <i>100 ton/month Copper strips 3mm</i> - <i>10 ton/month Brass strips 0.2mm</i> - <i>15 ton/month Brass foils 0.1mm</i> - <i>5 ton/month Copper foils 0.07mm</i> <i>~50 ton/month blanks (discs) with different dimensions</i> <i>5 ton/month Hexagonal sections φ10-20 mm</i> <i>15 ton/month Round rods Ø10-20 mm</i> <i>20 ton/month Copper Pipes Ø25 mm</i> <i>10 ton/month Continuous wire Ø3.5 mm</i> | <i>100</i> |
| 4. | <i>Utilities & Others</i> | <i>120</i> |

((مستلزمات التشغيل والانتاج الاولى لمنتج الاسلاك النحاسية))

| ت | المادة | لوحدة | لكمية / مئة |
|-----|---|-------|-------------|
| -1 | انبوب كرافيت (Externally glazed) Super cooler cap | عدد | 1200 |
| -2 | معداة كرافيت Graphite Insert Plug | عدد | 1200 |
| -3 | واشر حراري Fiber Frax washers | عدد | 1800 |
| -4 | شيت حراري Fiber Frax paper 1260 °C | متر | 60 |
| -5 | مسحت حراري للقوالب Fire Cement | كغم | 6 |
| -6 | قضبان الصلب Steel Rods For Cast Star | عدد | 24 |
| -7 | راس الصلب Copper Rod For Cast Star | عدد | 600 |
| -8 | خيوط اربابوس Ceramic Fiber Rope OD 6 mm | متر | 180 |
| -9 | كرافيت Graphite Flake | كغم | 3600 |
| -10 | انبوب كرافيت مخروطي Packing Insert | عدد | 300 |
| -11 | ناب حراري Scotch | لفة | 60 |
| -12 | Dram Rode Coating Soap | لتر | 60 |
| -13 | ورق تسجيل بياني لمقياس الحرارة Recording PP | لفة | 24 |
| -14 | صوف عازل حراري Insulation Wool 1400 °C 7.3m R11 | لفة | 72 |
| -15 | مسحت حراري Refac. Cement Capital D11 | طن | 3 |
| -16 | Refac. Cement (Morcen 900) | طن | 3 |
| -17 | Graphite paper (500 * 500 * 1) mm | طبقة | 15 |
| -18 | Silset Cement Ready Mixed | كغم | 25 |
| -19 | Headed thermocouple type R Assy 390 mm Long | عدد | 4 |
| -20 | T \ C Shth (220D * 121D * 550 Lg) | عدد | 4 |
| -21 | DAG Lubricant | كغم | 5 |
| -22 | Headed thermocouple type R Assy 850 mm Long | عدد | 4 |
| -23 | Melt T \ C Assy. With Ceramic Sheathed Rs 3000 | عدد | 4 |
| -24 | Tin cement powder 1/2 l. | علبة | 2 |
| -25 | Tin cement Liquid 1/8 l. | علبة | 2 |
| -26 | بطانة حوض الصلب الاضطرابي Lining for emergency not | مبت | 12 |

IRRIGATION

| N ^o | CONTACT NO. | CONTACT VALUE | MATERIALS | ORIGIN | NAME OF CO. AND NATIONALITY | REGISTRATION NO | A.C. N ^o . | DELIVERY PERIOD | ACTION TAKEN |
|----------------|-------------|---------------|----------------------|--------|-----------------------------|-----------------|-----------------------|-----------------|--------------|
| 14- | 354/2001 | 1,355,000 | 11 SHUFFLES | JAPAN | WASIL & BABIL/EMERATE | 802181 | - | - | PENDING |
| 15- | 356/2001 | 3,575,000 | 9 PUMPS | GERMAN | 4 | 802507 | - | - | PENDING |
| 16- | 366/2001 | 8,927,840 | 6 LIFTS | FRANCE | BOTEN CO FRANCE | 802539 | - | - | PENDING |
| 17- | 369/2001 | 573,423 | 5 LORRIES WITH CRANE | GERMAN | WASIL & BABIL/EMAR. | 802686 | - | - | PENDING |
| 18- | 11A-561 | 2,340,000 | PRESS | GERMAN | POWER CO. GERMANY | 1101032 | - | - | PENDING |

GENERAL NOTES:-

CONTRACT NO. 11-A-561 PENDING WITH UN COMM. NO 661
 APPROVAL ALREADY GRANTED FOR THE MODIFICATIONS
 REQUIRED IN ARTICLE NO. (8).

MOHAMMAD ALI HAMAD
 ENQ. DEPT.

YOUSUF SHALMOON
 MINISTRY OF IRRIGATION

KHALID W. YACOOB
 HAKI S. MAMUD
 AUT. EST.

BATool F. M. ALI

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COALITION PROVISIONAL AUTHORITY

BAGHDAD

November 11, 2003

FOR: MIC Management Team/Companies Director General

FROM: Directorate, Private Sector Development (PSD)

SUBJECT: Following our memo dated October 20th 2003 concerning the future of the Defense Industry (MIC)

SUMMARY & PURPOSE: The Coalition Provisional Authority (CPA) and Private Sector Development analyses conducted to the conclusion Military Industrial Commission can not exist any more as a stand alone structure. In order to provide a better coordination for the industry MIC will be part of Ministry of Industry and Minerals. Until then any management or restructuring matters are to be supervised by the PSD representatives, the undersigned or (b)(6)

CPA and PSD have determined that the position of MIC can not work efficiently as a stand alone structure. Taking into consideration the restructuring of the defense industry oriented toward the civilian commercial goods the decision is to include MIC within the Ministry of Industry and Minerals. This will take place within the next period in parallel with the implementing of a **severance plan** in order to provide the **social assistance, retraining and job replacement for the employees and none of the employees is to be sucked or kicked out.**

It is necessary to underline the salaries will be paid even in the next year until the social assistance plan will be implemented. The severance plan is to be in force for a period of three years until the **end of 2006**. All the details will be provided the moment everything will be agreed upon and settled.

(b)(6)

Senior Analyst, Private Sector Development

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**COALITION PROVISIONAL AUTHORITY
BAGHDAD**

November 11, 2003

FOR: MIC Management Team/ Salah Aldin Director General

FROM: Directorate, Private Sector Development (PSD)

SUBJECT: General Director Position

SUMMARY & PURPOSE: Maintaining the elected general director

The Coalition Provisional Authority (CPA) and Private Sector Development no longer recognize Mr. Musadak Al-Janabi as Military Industrial Commission Coordinator as long as his actions were not in accordance with CPA policy.

CPA and PSD have determined that the position of MIC Coordinator has been improperly used to conduct business that violates CPA directives on assigning personnel, and disbursing assets. It has come to our attention that Mr. Musadak Al-Janabi has inappropriately assumed a position as head of MIC activities, that he has appointed management, that he has changed management personnel without prior coordination with CPA. As consequence the order signed by Mr. Musadak Aljanabi is canceled and according to the letter signed by (b)(6) (b)(6) the military area commander, the elected director general is to be kept in place and to act in order to restart the company activities.

Any questions on this matter may be addressed the undersigned at phone (b)(6)

(b)(6)

Private Sector Development

UNCLASSIFIED

COALITION PROVISIONAL AUTHORITY

BAGHDAD

October 15, 2003

Dr. Musadak Al-Janabi
MIC Coordinator
Private Sector Development
CPA

Dear Dr. Al-Janabi,

As discussed with you today by my representatives, the new Defense Support Agency (created by CPA Order 42) requires vehicles for the execution of the mission assigned to the agency. In particular we request the issuance of the following vehicles for indefinite usage:

One 4 Passenger Pickup Truck (could be Nissan)
One 4xs4 Sport Utility Vehicle (could be Toyota Land Cruiser)
Two 12 Passenger Mini-Buses (could be Mitsubishi)

We will assign only qualified drivers to use the vehicles and will carry out any administrative procedures required by the MIC program.

Sincerely,



SES TONI B. WAINWRIGHT
Acting Director General
Defense Support Agency
Office of Security Affairs

(b)(6)



COALITION PROVISIONAL AUTHORITY
BAGHDAD

ACTION MEMO

December 17, 2003

FOR: (b)(6) Director, DPSD

FROM: (b)(6) Jan-Erik Bjorn, BearingPoint

SUBJECT: recommendation for action to be taken for the MIC enterprises currently under the administration of DPSD.

Based upon the information collected from the management of the companies (as presented in the Detailed list annex) we established two main categories for MIC SOEs- recommendation for liquidation and prepare for restructuring, consolidation or leasing.

Law 22 on State Enterprises 1997 stipulates in Chapter Three, Article 14 when an enterprise can be put into liquidation. In this respect it was necessary to proceed for modification to the law according to the updated situation. This has to be made in conjunction with the General Council taking in considerations the necessary changes to the liquidation legal provisions. Subsequently we have determined that the listed enterprises in annex A qualify to the conditions set forth in the mentioned law. The procedure of liquidation is described in the same law Chapter Ten Article 39.

Thus we recommend the following actions to be taken subject to information received

1) Close down/ liquidation

18 enterprises having altogether 35 046 employees Annex A

2) Prepare for leasing and joint ventures thru restructuring

15 enterprises having altogether 15 798 employees Annex B

ATTACHMENTS: Annex A
Annex B
Detailed List of MIC enterprises]

CC: (b)(6)

UNCLASSIFIED

To the Attention of (b)(6)

Subject: Explosives for limestone quarries.

Dear Sir,

In reference to the meeting of 25th -3 - 2004 we under line below the information of explosives for the cement plants belonging to the Southern Cement Company in Kufa, Karbala & Muthana.

1- Two tons of explosive already available in Karbala Cement Plant.
The time schedule for carrying out the explosions will be the 10th to 17th April 2004.

2- The Irregular explosions to be carried out before the regular ones based on available bore holes.

- Al-Muthana Cement Plant.
100 bore holes, 12 m depth.
Explosions required
1000 Kg. Straight gelatin dynamite.
2000 Kg. AN-FO
1500 m Detonating Cord.
20 pieces of Detonator.
The expected lime stone 15000 tons.

- b- Kufa Cement Plant
800 bore holes, 3m depth.
Explosions required.
1920 Kg. Straight gelatin dynamite.
200m detonating cord.
66 pieces of detonator capsule.
The expected lime stone 19500 tons.

- C- Karbala Cement Plant.
150 bore holes, 12m depth.
Explosions required.
1500 Kg. Straight gelatin dynamite.
3000 Kg. AN-FO
150 pieces of detonators capsule.
22500 tons lime stone rock.

All above sites are ready to carry out explosions during the period from 10-17 April , 2004.

As for the regular program of explosions we shall inform you by 3rd of May 2004, of our rudeness and No. of bore holes achieved and we under line below the requirements for the regular program.

| Plant | Bore Holes | Quantity of explosions | | | | Quantity of lime stone (Tons) | Clinker (Tons) | Time Schedule. |
|----------------------|---------------|------------------------|--------------|-----------|---------------|-------------------------------|----------------|----------------|
| | | SGD (Tons) | An-Fo (Tons) | Cord (KM) | Fuse (pieces) | | | |
| Kufa Cement Plant | 2250 3m depth | 13.5 | - | 13.5 | 445 | 135,000 | 112,000 | 9-17 May |
| Muthana Cement Plant | 768 12m depth | 11.8 | 23.6 | 17.7 | 212 | 177,000 | 99500 | As above |
| Karbala Cement Plant | 533 12m depth | 8 | 16 | - | 533 | 120,000 | 73,000 + 8300 | As above |

Chief Geologist for Southern Cement Company.

- 1- Nabeel Abbas Ali.
- 2- Maki Radeef. / Kufa Plant.
- 3- Haidar Fadhil / Muthana Plant.
- 4- Malik Ahmed / Karbala Plant.

X-Y Coordinates for the Quarries.

- 1- Kufa LATN 31 - 44 - 23.15
LONE 44-13-59.32
Altitude 39 meters above sea level.
- 2- Muthana Plant. LATN 31-12-34.32
LONE 44-59-36.81
Altitude 65 meters above sea level.
- 3- Karbala Plant. LATN 32- - 18.85
LONE 43- - 19.83
Altitude 70 meters above sea level.

Further we enclose full technical specifications of explosions awaiting your reply.

Regards, (b)(6)


SOUTHERN CEMENT STATE COMPANY

| IT NO. | SPECIFICATION | Q. |
|-------------------------------|--|---|
| Straight Gelatin Dynamites | <p style="text-align: center;"><u>Composition</u></p> <ul style="list-style-type: none"> - Nitroglycerine 20-50 % - Sodium nitrate 60-40 % - Nitro cellulose 0.4-1.8% - Carbonaceous fuel 8 <p style="text-align: center;"><u>Properties</u></p> <ul style="list-style-type: none"> - Specific gravity 1.7-1.3 kg/dm³ - Confined VOD. 3300-6900 m/sec - Detonation transmission 6-8 cm or more - Water resistance excellent - Oxygen balance positively - Dimensions of cartridges <ul style="list-style-type: none"> Diameter 80 mm Length 300 mm And Diameter 25 mm Length 150 mm | <p>1- 228 ton (80 mm×300mm)</p> <p>2- 5.5 ton (25mm×150mm).</p> |

SOUTHERN CEMENT STATE COMPANY

| IT NO. | SPECIFICATION | Q. |
|--------------------|---|---|
| 2. AN-FO | <ul style="list-style-type: none"> - Weight strength 75% - Density 0.98-1.02 g/cc - Detonation velocity 3000-3300 m/sec - Air gap sensitivity 2-6 cm. - Explosion energy 920 cal/kg. - Detonation pressure 26898 kp/cm². - Oxygen balance +0.407% | 271 ton |
| 3- Detonators | <ul style="list-style-type: none"> - Electric detonator strength No. 8 <ul style="list-style-type: none"> Length 15 m Length 6 m - Electric detonator strength No. 8 (Mille-second detonator) that has a relative delay time between interval number of 20 ms. <ul style="list-style-type: none"> Length 15m | 2442 piece 3740 piece 500 set |
| 4- Detonating Cord | - the components of the detonating cord 15 gm/m penetrate. | 296 km |
| 5- Boosters | <ul style="list-style-type: none"> - Type PP-360. - Detonation velocity 7000 m/sec. - Wight 360 gm. - Dimensions (70mm×59mm) | 5000 piece |

(urgent)

Att. 

Sub.: Explosives

Dear Sir,

In reference to your request for further information about storage areas for explosives quarries belonging to cement plants. We enclosed lay out drawing for the quarries & the explosives storage area for:

Kufa cement plant.

Karbala cement plant.

Muthana cement plant.

- The Kufa stores for explosives were blown up by coalition forces & are in the process of re-constructions.
- The Muthana stores were looted.
- The Karbala stores are intact.
- The number of expositions for mining purposes are between 3-4 times for month per site.
- Protection is carried out by the facility protection services.
- The company is urgent need for provision of explosives to continue their operations.

Awaiting your answer

Best Regards


(b)(6)

enclosed three drawings

Ref.:

Date: Mar. 2004

لجنة دراسة العروض

To the Attention of (b)(6) -- Senior Advisor to MIM

Dear Sir,

We enclose the specification of explosive required by our cement plant used in their quarries for mining purposes.

The quantities specified for the three cement companies requirements for six months are as follows:

- | | |
|-----------------------|-----------|
| - Northern Cement Co. | 200 tons. |
| - Iraqi Cement Co. | 228 tons. |
| - Southern Cement Co. | 499 tons. |

Kindly obtain the necessary approval for import of such material & make the necessary arrangements with concerned CPA authorities to advice on safety & storage & to monitor consumption.

Regards..

(b)(6)

SOUTHERN CEMENT STATE COMPANY

| | | |
|--------------------|---|---|
| 2. AN-FO | <ul style="list-style-type: none"> - Weight strength 75% - Density 0.98-1.02 g/cc - Detonation velocity 3000-3300 m/sec - Air gap sensitivity 2-6 cm. - Explosion energy 920 cal/kg. - Detonation pressure 26898 kp/cm². - Oxygen balance +0.407% | 271 ton |
| 3- Detonators | <ul style="list-style-type: none"> - Electric detonator strength No. 8 <ul style="list-style-type: none"> Length 15 m Length 6 m - Electric detonator strength No. 8 (Mille-second detonator) that has a relative delay time between interval number of 20 ms. <ul style="list-style-type: none"> Length 15m | 2442 piece 3740 piece 500 set |
| 4- Detonating Cord | - the components of the detonating cord 15 gm/m penetrate. | 296 km |
| 5- Boosters | <ul style="list-style-type: none"> - Type PP-360. - Detonation velocity 7000 m/sec. - Wight 360 gm. - Dimensions (70mm×59mm) | 5000 piece |

SOUTHERN CEMENT STATE COMPANY

| 1. Straight Gelatin Dynamites | <u>Composition</u> | |
|----------------------------------|---|---|
| | <ul style="list-style-type: none"> - Nitroglycerine 20-50 % - Sodium nitrate 60-40 % - Nitro cellulose . 0.4-1.8% - Carbonaceous fuel 8 | 1- 228 ton (80 mm×300mm) 2- 5.5 ton (25mm×150mm). |
| | <u>Properties</u> | |
| | <ul style="list-style-type: none"> - Specific gravity 1.7-1.3 kg/dm³ - Confined VOD. 3300-6900 m/sec - Detonation transmission 6-8 cm or more. - Water resistance excellent - Oxygen balance positively - Dimensions of cartridges | Diameter 80 mm Length 300 mm And Diameter 25 mm Length 150 mm |



Portland Cement

The properties of concrete depend on the quantities and qualities of its components. Because cement is the most active component of concrete and usually has the greatest unit cost, its selection and proper use are important in obtaining most economically the balance of properties desired for any particular concrete mixture.

Type I/II portland cements, which can provide adequate levels of strength and durability, are the most popular cements used by concrete producers. However, some applications require the use of other cements to provide higher levels of properties. The need for high-early strength cements in pavement repairs and the use of blended cements with aggregates susceptible to alkali-aggregate reactions are examples of such applications.

It is essential that highway engineers select the type of cement that will obtain the best performance from the concrete. This choice involves the correct knowledge of the relationship between cement and performance and, in particular, between type of cement and durability of concrete.

Portland Cement (ASTM Types)

ASTM C 150 defines portland cement as "hydraulic cement (cement that not only hardens by reacting with water but also forms a water-resistant product) produced by pulverizing clinkers consisting essentially of hydraulic calcium silicates, usually containing one or more of the forms of calcium sulfate as an inter ground addition." Clinkers are nodules (diameters, 0.2-1.0 inch [5-25 mm]) of a sintered material that is produced when a raw mixture of predetermined composition is heated to high temperature. The low cost and widespread availability of the limestone, shales, and other naturally occurring materials make portland cement one of the lowest-cost materials widely used over the last century throughout the world. Concrete becomes one of the most versatile construction materials available in the world.

The manufacture and composition of portland cements, hydration processes, and chemical and physical properties have been repeatedly studied and researched, with innumerable reports and papers written on all aspects of these properties.

Types of Portland Cement.

Different types of portland cement are manufactured to meet different physical and chemical requirements for specific purposes, such as durability and high-early strength. Eight types of cement are covered in ASTM C 150 and AASHTO M 85. These types and brief descriptions of their uses are listed in Table 2.1.

More than 92% of portland cement produced in the United States is Type I and II (or Type I/II); Type III accounts for about 3.5% of cement production (U.S. Dept. Int. 1989). Type IV cement is only available on special request, and Type V may also be difficult to obtain (less than 0.5% of production).

Although IA, IIA, and IIIA (air-entraining cements) are available as options, concrete producers prefer to use an air-entraining admixture during concrete manufacture, where they can get better control in obtaining the desired air content. However, this kind of cements can be useful under conditions in which quality control is poor, particularly when no means of measuring the air content of fresh concrete is available (ACI Comm. 225R 1985; Nat. Mat. Ad. Board 1987).

If a given type of cement is not available, comparable results can frequently be obtained by using modifications of available types. High-early strength concrete, for example, can be made by using a higher content of Type I when Type III cement is not available (Nat. Mat. Ad. Board 1987), or by using admixtures such as chemical accelerators or high-range water reducers (HRWR). The availability of portland cements will be affected for years to come by energy and pollution requirements. In fact, the increased attention to pollution abatement and energy

conservation has already greatly influenced the cement industry, especially in the production of low-alkali cements. Using high-alkali raw materials in the manufacture of low-alkali cement requires bypass systems to avoid concentrating alkali in the clinkers, which consumes more energy (Energetics, Inc. 1988). It is estimated that 4% of energy used by the cement industry could be saved by relaxing alkali specifications. Limiting use of low-alkali cement to cases in which alkali-reactive aggregates are used could lead to significant improvement in energy efficiency (Energetics, Inc. 1988).

Table 1.1 Portland cement types and their uses.

| Cement type | Use |
|-------------------|--|
| I ¹ | General purpose cement, when there are no extenuating conditions |
| II ² | Aids in providing moderate resistance to sulfate attack |
| III | When high-early strength is required |
| IV ³ | When a low heat of hydration is desired (in massive structures) |
| V ⁴ | When high sulfate resistance is required |
| IA ⁴ | A type I cement containing an integral air-entraining agent |
| IIA ⁴ | A type II cement containing an integral air-entraining agent |
| IIIA ⁴ | A type III cement containing an integral air-entraining agent |

1 Cements that simultaneously meet requirements of Type I and Type II are also widely available.

2 Type II low alkali (total alkali as Na₂O < 0.6%) is often specified in regions where aggregates susceptible to alkali-silica reactivity are employed.

3 Type IV cements are only available on special request.

4 These cements are in limited production and not widely available.

Cement Composition. The composition of portland cements is what distinguishes one type of cement from another. ASTM C 150 and AASHTO M 85 present the standard chemical requirements for each type. The phase compositions in portland cement are denoted by ASTM as tricalcium silicate (C_3S), dicalcium silicate (C_2S), tricalcium aluminate (C_3A), and tetracalcium aluminoferrite (C_4AF). However, it should be noted that these compositions would occur at a phase equilibrium of all components in the mix and do not reflect effects of burn temperatures, quenching, oxygen availability, and other real-world kiln conditions. The actual components are often complex chemical crystalline and amorphous structures, denoted by cement chemists as "elite" (C_3S), "belite" (C_2S), and various forms of aluminates. The behavior of each type of cement depends on the content of these components. Characterization of these compounds, their hydration, and their influence on the behavior of cements are presented in full detail in many texts. Some of the most complete references dealing with the chemistry of cement include those written by Bogue (1955), Taylor (1964), and Lea (1970). Different analytical techniques such as x-ray diffraction and analytical electron microscopy are used by researchers in order to understand fully the reaction of cement with water (hydration process) and to improve its properties.

In simplest terms, results of these studies have shown that early hydration of cement is principally controlled by the amount and activity of C_3A , balanced by the amount and type of sulfate interground with the cement. C_3A hydrates very rapidly and will influence early bonding characteristics. Abnormal hydration of (C_3A) and poor control of this hydration by sulfate can lead to such problems as flash set, false set, slump loss, and cement-admixture incompatibility (Previte 1977; Whiting 1981; Meyer and Perenchio 1979).

Development of the internal structure of hydrated cement (referred to by many researchers as the microstructure)

occurs after the concrete has set and continues for months (and even years) after placement. The microstructure of the cement hydrates will determine the mechanical behavior and durability of the concrete. In terms of cement composition, the C_3S and C_2S will have the primary influence on long term development of structure, although aluminates may contribute to formation of compounds such as ettringite (sulfaluminate hydrate), which can cause expansive disruption of concrete. Cements high in C_3S (especially those that are finely ground) will hydrate more rapidly and lead to higher early strength. However, the hydration products formed will, in effect, make it more difficult for hydration to proceed at later ages, leading to an ultimate strength lower than desired in some cases. Cements high in C_2S will hydrate much more slowly, leading to a denser ultimate structure and a higher long-term strength. The relative ratio of C_3S to C_2S , and the overall fineness of cements, has been steadily increasing over the past few decades. Indeed, Pomeroy (1989) notes that early strengths achievable today in concrete could not have been achieved in the past except at very low water-to-cement ratios (w/c's), which would have rendered concretes unworkable in the absence of HRWR. This ability to achieve desired strengths at a higher workability (and hence a higher w/c) may account for many durability problems, as it is now established that higher w/c invariably leads to higher permeability in the concrete (Ruettggers, Vidal, and Wing 1935; Whiting, 1988).

One of the major aspects of cement chemistry that concern cement users is the influence of chemical admixtures on portland cement. Since the early 1960s most states have permitted or required the use of water-reducing and other admixtures in highway pavements and structures (Mielenz 1984). A wide variety of chemical admixtures have been introduced to the concrete industry over the last three decades, and engineers are increasingly concerned about the positive and negative effects of these admixtures on cement and concrete performance.

Considerable research dealing with admixtures has been conducted in the United States. Air-entraining agents are widely used in the highway industry in North America, where concrete will be subjected to repeated freeze-thaw cycles. Air-entraining agents have no appreciable effect on the rate of hydration of cement or on the chemical composition of hydration products (Ramachandran and Feldman 1984). However, an increase in cement fineness or a decrease in cement alkali content generally increases the amount of an admixture required for a given air content (ACI Comm. 225R 1985). Water reducers or retarders influence cement compounds and their hydration. Lignosulfonate-based admixtures affect the hydration of C_3A , which controls the setting and early hydration of cement. C_3S and C_4AF hydration is also influenced by water reducers (Ramachandran and Feldman 1984).

Test results presented by Polivka and Klein (1980) showed that alkali and C_3A contents influence the required admixtures to achieve the desired mix. It appears that set retarders, for example, are more effective with cement of low alkali and low C_3A content, and that water reducers seem to improve the compressive strength of concrete containing cements of low alkali content more than that of the concrete containing cements of high alkali content.

Physical Properties of Portland Cements. ASTM C 150 and AASHTO M 85 have specified certain physical requirements for each type of cement. These properties include 1) fineness, 2) soundness, 3) consistency, 4) setting time, 5) compressive strength, 6) heat of hydration, 7) specific gravity, and 8) loss of ignition. Each one of these properties has an influence on the performance of cement in concrete. The fineness of the cement, for example, affects the rate of hydration. Greater fineness increases the surface available for hydration, causing greater early strength and more rapid generation of heat (the fineness of Type III is higher than that of Type I cement) (U.S. Dept. Trans. 1990).

ASTM C 150 and AASHTO M 85 specifications are similar except with regard to fineness of cement. AASHTO M 85 requires coarser cement, which will result in higher ultimate strengths and lower early-strength gain. The Wegner Turbidimeter and the Blaine air permeability test for measuring cement fineness are both required by the American Society for Testing Materials (ASTM) and the American Association for State Highway Transportation Officials (AASHTO). Average Blaine fineness of modern cement ranges from 3,000 to 5,000 cm^2/g (300 to 500 m^2/kg).

Soundness, which is the ability of hardened cement paste to retain its volume after setting, can be characterized by measuring the expansion of mortar bars in an autoclave (ASTM C 191, AASHTO T 130). The compressive strength of 2-inch (50-mm) mortar cubes after 7 days (as measured by ASTM C 109) should not be less than 2,800 psi (19.3 MPa) for Type I cement. Other physical properties included in both ASTM C 150 and AASHTO M 95 are specific gravity and false set. False set is a significant loss of plasticity shortly after mixing due to the

formation of gypsum or the formation of ettringite after mixing. In many cases, workability can be restored by remixing concrete before it is cast.

Influence of Portland Cement on Concrete Properties. Effects of cement on the most important concrete properties are presented in Table 1.2.

Cement composition and fineness play a major role in controlling concrete properties. Fineness of cement affects the placeability, workability, and water content of a concrete mixture much like the amount of cement used in concrete does.

Cement composition affects the permeability of concrete by controlling the rate of hydration. However, the ultimate porosity and permeability are unaffected (ACI Comm. 225R 1985; Powers et al. 1954). The coarse cement tends to produce pastes with higher porosity than that produced by finer cement (Powers et al. 1954). Cement composition has only a minor effect on freeze-thaw resistance. Corrosion of embedded steel has been related to C_3A content (Verbeck 1968). The higher the C_3A , the more chloride can be tied into chloroaluminate complexes—and thereby be unavailable for catalysis of the corrosion process.

Table 1.2. Effects of cements on concrete properties.

| Cement Property | Cement Effects |
|-----------------------------|---|
| Placeability | Cement amount, fineness, setting characteristics |
| Strength | Cement composition (C_3S , C_2S and C_3A), loss on ignition, fineness |
| Drying Shrinkage | SO_3 content, cement composition |
| Permeability | Cement composition, fineness |
| Resistance to sulfate | C_3A content |
| Alkali Silica Reactivity | Alkali content |
| Corrosion of embedded steel | Cement Composition (esp. C_3A content) |

Storage of Cement. Portland cement is a moisture-sensitive material; if kept dry, it will retain its quality indefinitely. When stored in contact with damp air or moisture, portland cement will set more slowly and has less strength than portland cement that is kept dry. When storing bagged cement, a shaded area or warehouse is preferred. Cracks and openings in storehouses should be closed. When storing bagged cement outdoors, it should be stacked on pallets and covered with a waterproof covering.

Storage of bulk cement should be in a watertight bin or silo. Transportation should be in vehicles with watertight, properly sealed lids. Cement stored for long periods of time should be tested for strength and loss on ignition.

Cement Certification. The current trend in state transportation departments is to accept certification by the cement producer that the cement complies with specifications. Verifications tests are taken by the state DOT to continually monitor specification compliance. The cement producer has a variety of information available from production records and quality control records that may permit certification of conformance without much, if any, additional testing of the product as it is shipped (ACI Comm. 225R 1985).

Blended Portland Cements

Blended cement, as defined in ASTM C 595, is a mixture of portland cement and blast furnace slag (BFS) or a "mixture of portland cement and a pozzolan (most commonly fly ash)."

The use of blended cements in concrete reduces mixing water and bleeding, improves finishability and workability, enhances sulfate resistance, inhibits the alkali-aggregate reaction, and lessens heat evolution during hydration, thus moderating the chances for thermal cracking on cooling.

Blended cement types and blended ratios are presented in Table 1.3.

Table 1.3 Blended cement types and blended ratios.

| Type | Blended Ingredients |
|-------|---|
| IP | 15-40% by weight of pozzolan (fly ash) |
| I(PM) | 0-15% by weight of Pozzolan (fly ash) (modified) |
| P | 15-40% by weight of pozzolan (fly ash) |
| IS | 25-70% by weight of blast furnace slag |
| I(SM) | 0-25% by weight of blast furnace slag (modified) |
| S | 70-100% by weight of blast furnace slag |

The advantages to using mineral admixtures added at the batch plant (Popoff 1991; Massazza 1987).

- Mineral admixture replacement levels can be modified on a day-to-day and job-to-job basis to suit project specifications and needs.
- Cost can be decreased substantially while performance is increased (taking into consideration the fact that the price of blended cement is at least 10% higher than that of Type I/II cement [U.S. Dept. Int. 1989]).
- GGBFS can be ground to its optimum fineness.
- Concrete producers can provide specialty concretes in the concrete product markets.

At the same time, several precautions must be considered when mineral admixtures are added at the batch plant.

- Separate silos are required to store the different hydraulic materials (cements, pozzolans, slags). This might slightly increase the initial capital cost of the plant.
- There is a need to monitor variability in the properties of the cementitious materials, often enough to enable operators to adjust mixtures or obtain alternate materials if problems arise.
- Possibilities of cross-contamination or batching errors are increased as the number of materials that must be stocked and controlled is increased.

Modified Portland Cement (Expansive Cement)

Expansive cement, as well as expansive components, is a cement containing hydraulic calcium silicates (such as those characteristic of portland cement) that, upon being mixed with water, forms a paste, that during the early hydrating period occurring after setting, increases in volume significantly more than does portland cement paste. Expansive cement is used to compensate for volume decrease due to shrinkage and to induce tensile stress in reinforcement.

Expansive cement concrete used to minimize cracking caused by drying shrinkage in concrete slabs, pavements, and structures is termed shrinkage-compensating concrete.

Self-stressing concrete is another expansive cement concrete in which the expansion, if restrained, will induce a

compressive stress high enough to result in a significant residual compression in the concrete after drying shrinkage has occurred.

Types of Expansive Cements. Three kinds of expansive cement are defined in ASTM C 845.

- Type K: Contains anhydrous calcium aluminate
- Type M: Contains calcium aluminate and calcium sulfate
- Type S: Contains tricalcium aluminate and calcium sulfate

Only Type K is used in any significant amount in the United States.

Concrete placed in an environment where it begins to dry and lose moisture will begin to shrink. The amount of drying shrinkage that occurs in concrete depends on the characteristics of the materials, mixture proportions, and placing methods. When pavements or other structural members are restrained by subgrade friction, reinforcement, or other portions of the structure, drying shrinkage will induce tensile stresses. These drying shrinkage stresses usually exceed the concrete tensile strengths, causing cracking. The advantage of using expansive cements is to induce stresses large enough to compensate for drying shrinkage stresses and minimize cracking (ACI Comm. 223 1983; Hoff et al. 1977).

Physical and mechanical properties of shrinkage compensating concrete are similar to those of portland cement concrete (PCC). Tensile, flexural, and compressive strengths are comparable to those in PCC. Air-entraining admixtures are as effective with shrinkage-compensating concrete as with portland cement in improving freeze-thaw durability.

Some water-reducing admixtures may be incompatible with expansive cement. Type A water-reducing admixture, for example, may increase the slump loss of shrinkage-compensating concrete (Call 1979). Fly ash and other pozzolans may affect expansion and may also influence strength development and other physical properties.

Structural design considerations and mix proportioning and construction procedures are available in ACI 223-83 (ACI Comm. 223 1983). This report contains several examples of using expansive cements in pavements.

In Japan, admixtures containing expansive compounds are used instead of expansive cements. Tsuji and Miyake (1988) described using expansive admixtures in building chemically prestressed precast concrete box culverts. Bending characteristics of chemically prestressed concrete box culverts were identical to those of reinforced concrete units of greater thickness (Tsuji and Miyake 1988). Expansive compounds are also available in the United States. They can be added to the mix in a way similar to how fly ash is added to concrete mixes.

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United States Department of Transportation - Federal Highway Administration

Position and outlook for 2004 of the following SOE's

| | | |
|----|-------------------------------------|--|
| 1 | Wasit State Co. for Textiles. | Raw materials are available but the subsidy with the liquidity they have is not enough to buy colors and different materials. They are only working for 12 hours because of the security situation. 30% of workers are beyond required, there is no ability to pay their salaries. Incentives system is needed for the workers. No problems in selling the products. |
| 2 | State Co. for Cotton Industries. | Surplus in raw materials. The liquidity they have is enough to cover the salaries for the first four months of 2004. Incentive system is needed. 35% of workers are beyond required. |
| 3 | State Co. for Wooden Industries. | Raw materials are available. 50% of workers are more than required and there is no ability to pay their salaries. Some of the plants are damaged because of the war (the plant in Al-Rasheed camp and the plant in Nasiria). There are 1200 workers in these two plants and the workers salaries are too high to pay. There is no ability to stand, the only plant which can stand is the carpet factory while the others don't have the technology and even the quality is not good. |
| 4 | State Co. for Hand Woven Carpet | Raw materials are enough. They have signed a big number of contracts and they have a good account in the Bank. Also they began to produce new things (blankets... etc.). The profits are good and it will go to the next year if they don't give 95% of it to the Ministry of Finance. Intendence to joint venture in marketing. They have the ability to pay workers salaries on the next year. |
| 5 | State Co. for Mechanical Industries | They produce imitation systems and casting equipments. They have problems in marketing because there is no demand on products by the ministry of Agriculture. No ability to pay salaries. This Company can't stand without support. |
| 6 | State Co. for Textiles (Hila). | Raw materials are available. Incentives system is necessary for workers. The Company's field is good. The products have good markets and demand. |
| 7 | State Co. for Vehicles Industry. | They produce Busses, trailers... etc. They need the subsidy, without it they can't continue. Difficulties in marketing especially with the big number of used vehicles entering the country. The staff is too big and there is no ability to pay their salaries. The Coalition forces are using the place and the equipments there are totally damaged. |
| 8 | State Co. for Dairy Products. | No raw materials, expecting to receive it on the beginning of the next month. Milk prices has raised to much and they don't have the liquidity to buy. Workers are beyond required and there is no liquidity to pay them during the first months of 2004. |
| 9 | State Company for Construction Ind. | 75% of the factories are working but they have problems in electricity and gas. 30% of workers are beyond required. Reducing the prices in some places by the government and the Coalition forces. Three brick plants from seven are working (Kadisia, Diwanla, Mahaweeh). |
| 10 | Al-Zawraa Company . | The Company was bombed in the war and also it was looted. They have some new contracts with the public sector. They didn't get a subsidy and they need it. Without the subsidy they will be able to pay 50% of the workers only. They need test equipments and machines for 500 000 \$. There is a good demand on their products. |

| | | |
|----|--|--|
| 11 | That Al-Sawari State Company. | <p>95% of the raw materials are imported, they need financial support because the Company was looted.</p> <p>The Company is producing and making good profits.</p> <p>They have liquidity to pay salaries for the six coming months.</p> <p>No beyond required workers.</p> |
| 12 | State Co. for Paper Industries. | <p>Raw materials are enough for two months.</p> <p>No liquidity.</p> <p>Basrah plant was looted.</p> <p>Misan plant needs electricity.</p> <p>School accessories plant is working.</p> <p>50% of workers are beyond required.</p> |
| 13 | 17th Nissan Company. | <p>From 80% to 95 % is destroyed.</p> <p>searching for investors.</p> <p>Demand on traffic signs by the government and by the private sector.</p> |
| 14 | State Co. for Batteries Industry. | <p>Raw materials are enough for eight months.</p> <p>No problem in paying salaries for the three coming months.</p> <p>They can't work on three shifts because of the security situation.</p> <p>No gas.</p> |
| 15 | Specialized Institute for Engineering Industries. | <p>Shortage in liquidity.</p> <p>No ability to raise the salaries.</p> |
| 16 | State Co. for Drugs & Medical Supplies Industry-Sammarah | <p>Stock enough for one year.</p> <p>7 Billion ID selling's and they have an account in Dollars.</p> <p>Problems in marketing to the Ministry of Health.</p> <p>The monthly selling's are very good.</p> <p>Some workers are beyond required.</p> |
| 16 | Ur State Company. | <p>Copper will cover for four months.</p> <p>Aluminum is enough for one year.</p> <p>The account can cover two months from the coming year.</p> <p>The quality is not good, rehabilitation is required the Company needs a loan for that).</p> <p>Without a loan they can continue for four months only.</p> <p>50% of the staff are beyond required.</p> |
| 17 | State Co. for Drugs & Medical Supplies Industry-Ninawa. | <p>925 employees and 184 Million for salaries.</p> <p>Raw materials are enough for three months.</p> <p>In general the Company's situation is good.</p> |
| 18 | State Co. for ready made clothes. | <p>It has four factories (Najaf Ninawa Texts plant in Baghdad and Ana for Arabic uniforms)</p> <p>Soon there is a tender for raw materials.</p> <p>The Company's problem is Al-Najaf factory which represents 52% from the Company's capacity.</p> <p>this factory needs 8 months of support.</p> <p>Mosul factory is covering its expenses and needs development.</p> |

(b)(6)

And a copy of
priority issues to the
new ministry.

(b)(6)

KEY ISSUE: State-Owned Enterprises

Issues

- Significance of State-Owned enterprises to the Iraqi economy
- Burden of SOEs on economy and government
- Transition of SOEs away from subsidies and into a corporate environment

Background

There are approximately 190 state-owned enterprises (SOEs) in Iraq, under the jurisdiction of seven ministries. Most of the industrial SOEs fall under the Ministry of Industry and Minerals. They employ about 450,000 people. *53 SOEs in MIN alone and an additional 20 mixed company SOEs*

SOEs dominate the oil, manufacturing, and distribution sectors. The SOEs generally suffer from low productivity and major inefficiencies, and the existence of SOEs has stifled private investment in these industries. Furthermore, as state enterprises, these entities represent a liability in the national budget.

There is available in the 2004 Budget approximately \$750 million for SOEs, of which \$500 million is dedicated to salaries, and \$250 million to reform and capital improvements. An additional \$50 million for capital improvements has been approved for the cement, petrochemical, and fertilizer industries, all of which are critical to the reconstruction effort. Finally, international donors may help finance capital improvements and other reform initiatives in key SOEs.

There is a much greater chance of securing strong and rapid economic progress if there is greater reliance on private know-how and investment. Progress can be promoted over the medium term by reforming and privatizing SOEs. Where SOEs function more as mechanisms for providing social welfare than as commercial trading entities, the social function should be made transparent and be kept separate from the manufacturing and trading entities. Reducing the regulatory burden on the private sector will also encourage private investment.

Ongoing Initiatives to Reform SOEs

- We are working with the Ministries and SOEs to initiate an Identification Card program aimed at reducing "ghost" workers – fictitious workers thought to represent as much as 20 percent of payroll costs. This could save between \$50 and \$100 million of the overall SOE budget. These savings should be used for capital improvements of strategic SOEs.
- We are working with the Ministry of Finance to clarify the implementation of a national pay scale system so that all SOEs stay within their budget.
- We are seeking to implement legislation that would limit the government's ability to give preferential treatment to SOEs and that requires SOEs to operate in commercially appropriate ways.

*SOEs may compete equally with private sector firms on all
DPI + IREF contracts in a transparent process*

Hajim Al-Hassani
Minister of Industry & Minerals (MIM)

Priority Issues:

Power to SOE Factories: The Minister of Electric has issued a Memorandum advising that power will be shut or reduced to the Industrial Sector of the country beginning 15 June. The MIM was just beginning to get some traction with its cement, fertilizer and other infrastructure critical factories. Tens of thousands of people will be sitting idle with the reduced power and construction materials needed for the US Supplemental construction projects will need to be imported.

Security of MIM Headquarters: The bulk of the Ministry is currently located in three temporary facilities and it is preparing to move back into the former Headquarters that has been repaired. The local neighborhood is not particularly a good one and this environment has serious security concerns, including large abandoned buildings next to and around the MIM Headquarters.

Preparation of the 2005 Budget: It is critical that the Ministry prepare a realistic and comprehensive Ministry Headquarters budget for the year. The budget is due to Minister of Finance on/about 15 June. Additionally, it is time to exercise proper oversight on the 60 State Owned Enterprises (located in almost 200 different locations) for each of their respective 2005 budgets.

Long Term Projects

Ministry Reorganization: The organization of the Ministry and the operation thereof must be overhauled. The concept, development and way ahead has been completed in the form of a report by DFID and previously approved by the former Minister. Minister al-Hassani needs to review the strategic plan, make whatever changes he feels are necessary and start implementation. Additionally, the current Ministry Directors General staff is weak.

Redundant & Ghost Employees: As part of the strategic plan, this issue must be addressed. It is an incredible drain on both the country's financial assets and negatively affects the ability of an SOE to become financially independent. Re-training programs are being developed through other ministries (i.e. Ministry of Labor & Social Affairs). As to the ghost workers, funding has just been allocated for an SOE employee Identification Plan which has every indication of exorcising ghost employees. The Minister will have to give top down support to the implementation of the ID card program for it to succeed.

Capital Projects and Prioritization: Viable SOEs must get up and operational. In addition to power requirements, many lack repair and spare parts, major capital equipment. and qualified and motivated leadership. Although the intent

over the long term will likely be privatization, the better the targeted SOEs are operating, the better value the Iraqi people will get when the asset is sold or leased.

Staffing Status

Authorized five technical consultants: Senior Consultant, Technical Consultant for Industrial Development and SOE Transition, Technical Consultant for Financial Management, Technical Consultant for Personnel & Training and Legal Consultant.

The Senior Consultant position is already filled with (b)(6) who will be in that position through October 2004, at a minimum (possibly January 2005) unless Minister al-Hassani determines that he'd prefer someone else.

Candidates for the other positions are being sought and interviewed at this time.

MIC Enterprises

| Enterprise Name | Buildings Level of destruction % | Assets | Enterprise | Assets |
|------------------------|----------------------------------|--------|------------|---------------------|
| 2. A. Saheed | 1,300 | 11.9 | 46 | MIM |
| 8. Al Tahedy | 394 | 10.4 | 86 | MIM |
| 10. Alkhaa | 2,382 | 1.7 | 20 | MIM |
| 15. Al Noaman | 643 | 0.0 | 10 | MIM |
| 21. Al Mansour | 670 | 0.2 | 6 | MIM |
| 33. Ibn Mejed | 1,648 | 21.8 | 80 | MIM |
| 31. Al Salan | 783 | 7.7 | 100 | Ministry of Housing |
| 29. Training center | | | | Ministry of Labour |
| 1. Jaber bin Hayan | 904 | 20.7 | 86 | Ministry of Finance |
| 3. Al Yarmuk | 2,708 | 84.8 | 100 | Ministry of Finance |
| 4. Al Ezz | 1,046 | 23.7 | 100 | Ministry of Finance |
| 5. Tarq | 898 | 30.0 | 55 | Ministry of Finance |
| 6. Hammurabi | 638 | 2.3 | 18 | Ministry of Finance |
| 7. Al Kadisyia | 3,033 | 49.0 | 100 | Ministry of Finance |
| Enterprise Name | Buildings Level of destruction % | Assets | Enterprise | Assets |
| 9. Ibn Al Walid | 978 | 10.8 | 80 | Ministry of Finance |
| 11. Al Fidaa | 1,285 | 60.2 | 100 | Ministry of Finance |
| 12. Al Karana | 2,287 | 61.4 | 60 | Ministry of Finance |
| 13. Al Rashed | 2,200 | 48.3 | 80 | Ministry of Finance |
| 14. Azahfal Kabir | 69 | 26.1 | 35 | Ministry of Finance |
| 16. Um Almarak | 1,217 | 70.4 | 100 | Ministry of Finance |
| 17. Uboor | 1,243 | 38.6 | 85 | Ministry of Finance |
| 18. Al Qasr | 5,385 | 34.6 | 80 | Ministry of Finance |
| 19. Bader | 1,631 | 23.8 | 100 | Ministry of Finance |
| 20. Tabook | 533 | 0.3 | 20 | Ministry of Finance |
| 22. Al Hadhar | 572 | 70.6 | 100 | Ministry of Finance |
| Enterprise Name | Buildings Level of destruction % | Assets | Enterprise | Assets |
| 23. Al Radhwan | 760 | 34.0 | 60 | Ministry of Finance |
| 24. Nissan | 2,832 | 84.3 | 100 | Ministry of Finance |
| 25. Al Harath | 1,387 | 0.6 | 60 | Ministry of Finance |
| 26. Al Nidaa | 1,281 | 41.8 | 80 | Ministry of Finance |
| 27. Al Qndi | 978 | 36.0 | 80 | Ministry of Finance |
| 28. Sanaharab | 675 | 22.3 | 100 | Ministry of Finance |
| 30. Salahuddeen | 2,800 | 34.2 | 70 | Ministry of Finance |
| 32. Ibn Rusd | 448 | 60.0 | 100 | Ministry of Finance |
| 34. Mic Administration | | | | Ministry of Finance |
| 35. Hutteen | 5,473 | 38.9 | 70 | Ministry of Finance |
| Totally | 61,008 | 38.7 | 78 | |

Copper
Oil industry equipment
Hydraulic cylinders
Irrigation systems
Solar cells, water pipes
Tanks/vessels, heat exchangers,

MINISTRY OF INDUSTRY & MINIRALS

TABLE OF COMPANIES FOR LEASE

| No. | State Co. | Factory Name |
|-----|--|--|
| 1 | Wassit State Co. for Cotton Industries | Textile Factory + Weaving Factory |
| 2 | State Co. for Cotton Industries | Al- Dewanya Textile Factory |
| 3 | State Co. for Woolen Industries | Al- Nassarya Textile Factory |
| 4 | State Co. for Ready Made Clothes | Ninava Clothes Factory & Al Naggaf Clothes Factory |
| 5 | State Co. for Vegetable Oil | Al Amine Factory (Specialized in Soap Industries) |
| 6 | State Co. for Dairy Industries | Al- Qadisya Dairy Factory & Al- Ninava Dairy Factory |
| 7 | State Co. for Tobacco & Cigarette | Nassir&Baghdad Cigarette Factories |
| 8 | State Co. for Sugar | Messan Sugar Factory + Sugar Store with the deck in Um Qasser |
| 9 | State Co. for Glass & Ceramic | Ceramic tiles (New Factory, Old Factory) + Centaury Furniture |
| 10 | Nasser State Co. for Mechanical Industries | Structure Factory and Sandwich Pannel |
| 11 | UR State Co. for Engineering Industries | Aluminum Product Factory + Electrical Cables Factory + Jelly Field Cable |
| 12 | Diyala State Co. for Electrical Industries | |
| 13 | State Co. for Paper Industries | Students Copy Book |
| 14 | Al Furat State Co. for Chemical Industries | P.P Waved Sacks + Starch Factory |
| 15 | State Co. for Batteries Industries | Babylon Factory (1) |
| 16 | State Co. for Tires Industries / Al Naggaf | Tires Factory + Rubber Products Factory |
| 17 | Ninava State Co. for Druges Industries | Ninava Druges Factory |
| 18 | Samarra State Co. for Druges Industries | Medical Gasses Factory / Baghdad |

As of 10 Jun 2004

MINISTRY OF INDUSTRY AND MINERALS

SECOND STAGE

LIST OF PLANTS ANNOUNCED FOR LEASING

| item | Name of the Company | Name of Plants |
|------|--|---|
| 1 | State Co. for Electrical Industries | Styropore |
| 2 | Diala State Co. for Electrical Industries | - Ceiling Fan |
| 3 | = | - Iron Steam |
| 4 | = | - Spark Plugs |
| 5 | = | - Fiber Optics |
| 6 | Ur State Co. for Engineering Industries | - Telephone Cables |
| 7 | = | - Domestic Wires |
| 8 | = | - Jelly Filled Cables |
| 9 | = | - Enamelling Copper Wires |
| 10 | State Co. for Mechanical Industries | - Bolts & Nuts |
| 11 | = | - Carpentry Workshop |
| 12 | Al-Furat State Co. for Chemical Industries | - Plastic Bags (PVC) |
| 13 | = | - Starch & Dextrin |
| 14 | State Co. for Construction Ind. | - 14 Tamooz |
| 15 | = | - Diala Bricks |
| 16 | State Co. for Vegetable Oils Industry | - Al-Ameen |
| 17 | = | - Al-Mutassim |
| 18 | State Co. for Paper Industries | Pencils |
| 19 | Wassit Co. for Textile Industries | - Textile |
| 20 | = | - Knitting |
| 21 | State Co. for Woolen Industries | - Spinning & Fitted Carpets / in Hay Al-Salam |
| 22 | = | - Al-Nassiriah |
| 23 | State Co. for Cotton Industries | Al-Diwaniya |

| | | |
|----|----------------------------------|--|
| 24 | State Co. for Ready-Made Wear | - Mossul Centre |
| 25 | = | - Baghdad Centre (Tents) |
| 26 | = | - Anna Centre |
| 27 | State Co. for Leather Industries | Al-Kuffah Factory for sport shoes & bags |
| 28 | Tobacco & Cigarettes Warehouses | - Bab Al-Muadham Warehouse |
| 29 | = | - Kirkuk Warehouse (Al-Ta'ameem) |
| 30 | State Co. for Diary Products | - Abu-Ghraib Diaries |
| 31 | = | - Al-Mossul Diaries |
| 32 | = | - Al-Diwaniya Diaries |
| 33 | State Co. for Sugar Industry | Um Qasr Deck |
| 34 | State Co. for Furniture Industry | Baghdad Factory for Furniture |

Republic of Iraq

**Ministry of Electricity
Power Distribution Directorate**

Ref.: 873

Date: 5/6/2004

To/ Ministry of Industry and Minerals

Subject: Factories of Ministry of Industry and Minerals

Implementing to the instructions of the minister , it has been decided to stop feeding all factories of Ministry of Industry and Minerals with power within the period from 6/15/2004 to 9/15/2004. With regards.

Abdulkareem Fawaz Al Kubaisi

Director General

6/3/2004



Proposal - Workshop on strategic planning for agricultural mechanization in Iraq

It is proposed that a workshop is carried out with key Iraqi stakeholders. The objective is to raise awareness of the significant factors that affect private sector agricultural mechanization.

Availability of sufficient farm power, whether human, animal or mechanical, is a pre requisite to any agricultural activity. To fully develop its agricultural potential Iraq will need to expand its farm power supply significantly.

The way that farm mechanization has been adopted and diffused throughout the world has been a topic of debate over recent decades. There are many examples of both success and failure in projects that have attempted to raise rural incomes by transfer of improved technology.

Many lessons have been learned but almost universally it is agreed that adoption of a participatory process to develop a strategic framework for agricultural mechanization significantly increases the chances of success and achievement of sustainable rural livelihoods throughout the farm machinery and equipment supply chain.

Stakeholders to be represented in the process should include, but not be limited to: government departments, including Ministries of Agriculture, Industry, Finance and Planning; farmers representative bodies; rural entrepreneurs involved with machinery development, repair and maintenance; importers and distributors and manufacturers.

As Iraq embarks on the transition from Command to Market economy it is timely that the key lessons learned from mechanization experience's elsewhere are highlighted and considered prior to development of strategic plans, policies and legislation for the industry.

Topics

- Current status of agricultural mechanization in Iraq
- Application of technology to Iraqi farming systems
- Lessons learned from analysis of agricultural mechanization in selected countries in the Middle East and elsewhere
- Options for building the Iraqi machinery park and what needs to be done to ensure sustainability
- Policy, social, economic and market issues
- Organizational development and arrangements between organizations
- Training for farmers, rural entrepreneurs, extension officers and others as identified.



Funding

Confirmed by AGCO

Contact Details

(b)(6)

A large rectangular area of the document is redacted with a solid grey fill, covering the contact details for AGCO.

or

(b)(6)

A rectangular area of the document is redacted with a solid grey fill, covering the contact details for AGCO.

Headquartered in Duluth, Georgia, USA, AGCO is one of the world's leading producers of farm machinery. The company markets a full range of tractors, implements and combines through 8,450 dealers in 140 countries. Massey Ferguson is a registered brand of AGCO.

It is estimated that no less than 17,000 AGCO Massey Ferguson brand tractors are in Iraq and that half of these, 8,500 tractors, are in need of repair.

Security items:

A. * Access badges are being made by NearEast who is going on site to take digital pictures and then printing them from their office. We need to get everyone that needs access into the exchange photographed asap.

Maybe able to complete

B. * Barriers. NearEast is responsible for ordering the Jersey/Texas Barriers for the parking area. The decision to go with Jersey or Texas will be determined by which can be delivered in time. The Texas barriers are in such demand that KBR is still quoting 4-6 weeks which is why NearEast is looking to provide.

Not enough time to Complete for July 15

C. * CAV military has committed to provide military support and is doing an assessment today to identify their role.

D. Distinguished Visitors. A request has been made to Sue Phallen for who would be attending from Press and Gov't.

E. * Emergency Response Training. the staff needs to be advised with onsite instructions on what to do in case of attack, bomb threat, fire, dealing with emergency response.

Maybe able to complete

F. * Fence (Bridge). there is concern from the ISX about having any kind of fence put up on the bridge. Auday called me today and said that ISX personnel were getting worried as the word on the street was the fence would be to hide a CIA facility and would be bombed. Options need to be made to the Board as to what they are comfortable with. NearEast guards can be posted on the bridge at a minimum to protect it from a bridge attack.

Not enough time to Complete

G. * Guards. NearEast has 10 guards on duty 24 hours a day. We also have commitment from the new US trained Iraq SWAT team that will be onsite at the exchange before the opening.

H. * Hotel Security. we need to meet with the hotel management to review their security needs, assets and ensure that they are coordinated with ours. To look at hotel register and see who has checked in for the 2 week period prior to opening.

Maybe able to complete

I. Items to be purchased. A walk thru metal detector can be purchased for \$1,500 and should be setup asap at the employee entrance. Security Mirrors for employee hallway entrance to allow guards to see who is coming, signs that tell hotel guest and civilians that this area is off limits,

Not enough time to Complete

J. Misc. Items, (couldn't find anything with a J) Concertina wire that will close walkway down below ISX near the river and employee entrance area, trim tree blocking the visibility of towers on river, have garbage and bldg materials removed from pool area behind exchange in alleyway.

Not enough time to Complete

K. Dog Team, a Iraq K9 unit is hopeful that they can provide support the day before and day of to lessen the threat of bomb et site.

Not Available

Barriers

Fences

Badges

Security Leadership / Trainers

Guest Opening / Un Scheduled

- Security to be up increasing concern post opening
limit people

INFORMATION ON STATE IDENTIFICATION SYSTEM

Who: All State Owned Enterprise employees and their Ministry Headquarters (ministry of industry and minerals, and all 53 state owned enterprises, ministry of housing and construction and all state owned enterprises associated with it).

What: Participate in an operation to collect personal information in order to formulate a data base, to establish employee education levels, work experience, document attendance and set work place security levels.

When: Immediately. The collection of the hard copy information to include state ID number, personal photo, education degrees, work experience and background to create the data base. The time frame is set for 30 May 2004.

Where: This operation will start with the Ministry of Industry & Minerals headquarters. It will continue with all 53 State Owned Enterprises assigned /attached until completion and then to other SOE's at the discretion of the MIM point of contact Mr. Taseen al-Jabar Chief Information Officer.

Why: This will happen in order to accomplish three (3) things: Eliminate ghost employees, create a secure work environment by having only those employees associated with the company there in the facility, and establishing a bona fide data base of skilled and qualified employees to serve for the good of the state.

How: A team, consisting of the chief information officer, the inspector general, senior personnel worker, senior payroll worker, senior security worker, and data entry workers, and a military advisor will screen the information collected in the hard copy version from the workers at the request of their immediate supervisor.

A start date and ending date will be established, with consequences of none payment, for not meeting the suspense date by the employee. The facility manager and the director general will sign off on the authenticity of the information collected and verify the workers position at the facility. The information will be put into a computer and the data base will store the data. The worker is notified to report to a location in the facility, their picture is taken after the information is reviewed again, signature is taken fingerprint is taken, and the identification card is produced. The team sets the priority of work establishes the security of information level and is the only group authorized to make adjustments when required. The team will be the gate keepers of the information for all ministries and all SOEs.

MND CMO Points of Contact

(b)(6)



(b)(6)

**Director for Foreign Affairs
Coalition Provisional Authority**

Subj.: Truck Manufacturing Project

March 11, 2004

Dear Sir,

MAFEKS has signed a Framework Agreement, on November 11, 2002, with the State Company for Automotive Industry (SCAI) and Ministry of Industry amounting to USD 287,622,343 USD to set up a truck manufacturing plant in Iraq. This project, comprising of several stages, will initially assemble parts exported from Turkey to manufacture trucks. 8,000 BMC trucks will also be exported under the Framework Agreement.

Two supply contracts have been signed within the scope of this Framework Agreement on November 16, 2002. One of them is the USD 22,500,000 Border Trade Arrangement contract and the other one is the Euro 90,313,410 United Nation's M.O.U contract.

The contract was in its initial stages before the liberation of Iraq started. Now we are facing problems in finding a counterpart in Iraq to decide on the next step to be taken to realize this project. During our Prime Minister's visit to USA with a Turkish delegation in Jan 2004, this project was mentioned as a priority project of Turkey during their meeting with VP Cheney and a note was given to Secretary Evans on this project as well as requesting his assistance.

USA equipment suppliers of the (b)(6) are trying to get the support of the American Administration for the realization of the project.

We kindly request your valuable advice and assistance for the realization of the project between the parties based on mutual understanding and benefit.

(b)(6)

(b)(6)

From: serdar konyali (b)(6)
Sent: Wednesday, April 07, 2004 3:15 PM
To: (b)(6)
Cc:
Subject: Fwd: FW: Makeks Contract

Dear (b)(6)

Let me introduce myself as the General Manager of MAFEKS and the partner of (b)(6). I am currently in Baghdad and I believe that it would be helpful if we can meet somewhere in Baghdad at your convenience.

For your information, the contacts of our Baghdad Office are :

(b)(6)

Best Regards
Serdar Konyali

Note: forwarded message attached.

Do you Yahoo!?
Yahoo! Small Business \$15K Web Design Giveaway - Enter today

4/7/2004

(b)(6)

From: (b)(6)

Sent: Tuesday, June 08, 2004 8:18 PM

To: (b)(6)

Subject: Cement Status

(b)(6)

BLUF – The southern cement company has made little progress in moving the puck on the 'Boom Team' issue. Today, 8 June 04 I learned why; the associated costs will increase the locally priced product above that of the current import price. Secondly, the cement company does not understand, or is not trusting of our previous promise to pay a price for product at this rate. Documenting this promise/statement will overcome this matter. A following meeting is slated for Thursday, 10 June, at the Convention Center at which time I will need the proper PMO authority present to deal with this promise formally, either up or down.

Now for the rest of the story....Here is what I gleaned yesterday from my meeting with the 3 DG's of the SOE Cement Companies 7 June 04–

1) Northern Cement Co –

3 lines operating, max designed capacity of 2 mil tons/yr
 Current limitations; Electricity, area Security for the safe travel of employees to and from work, Spare parts, Technical training of employees.
 Mosul plant is currently producing 240,000 tons/yr of clinker.
 Badush and Singer Co's are basically shut down due to power – receiving 47 MW with a peak demand of 125 MW.
 Limestone quarry work is being performed with heavy equipment, which is historical process.

2) Central Cement Co –

1 Company close to the Syrian boarder, 1 Company 250km west of Baghdad, Fallujah plant (white cement), Kirkuk currently producing 2 mil tons/yr.
 Current inventory of limestone is 3 week supply, using heavy equipment to quarry, have been doing so for the past 6 months, NOT ready for Boom mission, current estimate is that they can continue to operate under the current process.

3) Southern Cement Co –

Current production is 110k tons/month of clinker and 120 tons/month of cement.
 Needing dependable supply of fuel oil for kilns, limestone quarry requires explosives due to density of raw stone, DG reports that his quarry is ready for the Boom Team.
 Current electricity available – 12 MW, requirement of 28 MW for the Kufa Plant.

All three DG's raised concerns about the MoE's plan for cutting electricity to the plants from 15 June – 15 August. They fear – damage to production lines from dis-use, increased problems with safety and security associated with little or no productive work.

(b)(6)

كبير مكيك

Deputy Senior Advisor

والمعادن نائب المشرف على وزارة الصناعة

Ministry of Industry & Minerals

6/10/2004

① Current Operational Status - max capacity @t / limitations @t

North - (Alkayihad) - max 5 km

3 km

2 mt + tons/yr. max.

Central - (Munammad) - ① Senan border
② 200 km west Bgd.
③ Fallujah (white)

South.

④ Kirkuk 2 mt ton/annum

- ① Electricity -
- ② Security - good -
- ③ Electricity -
- usually homes
- ④ Space parts
- ⑤ Training flags
- process of.
- much, elec, electronic

~~unable to collect due to land closure~~

28 mg kupa (12-14 current) 100-110 K Ton kupa/yr
115-120 K Ton current/yr

② Electricity - Requirements per Station.

Current Plan - 25 mg/line in Central (100-125 mg)

3 plants but not stable due to electricity.

Hx.

• Oil for kupa for McOil, Coordinator for Oil - for all plants in Southern Current Co.

• DG for Technical Company - 4.5 mt McOil Plant

• 12 mg Co for explosives (Mc Oil).

③ Boom Status - Requirements @t.

Central. 3 kupa limestone, using heavy equipment; past 6 months, not ready for explosives. cost is increased w/o explosives.

South: 3 granitic kupa, kupa - hard Rock. Mechanical > 15%. Requirement. Ready for Boom.



KUWAIT ESTABLISHMENT CO. W.L.L.

(GENERAL TRADING & CONTRACTING)

Off. No. 7-11, 1st Fl., Building No. 204, St. 70, 3rd Ind. Area - Block A,
Shuwaibh Industrial Area, Kuwait

(g)(q)

Storage of Explosives during Rev- in the tanks — no depot
storage available.

Model

Two type - 214, 4 tons - Cruiser, add system and spend = convert.

Limitations -

Speed - 125 mph
Badly
Sinker

125 mph Eng / AT available

Gas readily shut down -

- Turkish 16 was a OK Sinker / Badly -
- Missing maintenance, mostly down with heavy equipment -

□ Funding availability for spending capital

□ Salary schedule.

① Base is Social Security

② Bonus based on production paid in addition to #1.

Store of explosives, quit a little $Q = 1500$. 3 months ago.

(b)(6)

From: (b)(6) on behalf of Executive Secretary
Sent: Sunday, June 06, 2004 7:47 PM
To: CPA Ministries
Cc: Executive Secretary
Subject: Badges for the IIG

Photographs for badges for the IIG are being taken from 0900-1100 in the Protocol Office (Ground Floor of the IIG High-Rise building; i.e., the high-rise for the former IGC). (b)(6) (b)(6) are taking care of this. They have been there since Saturday, 4 June, and will continue to be there each day through Thursday, 10 June. Please impress upon your Ministers, Deputy Ministers, and Ministerial Staff to make sure they make time to come to the IIG building for a photo. The badges are being completed at the CPA Palace and will be brought back down to the IIG for distribution.

We very much want to complete the Category A (top 4 IIG officials), Category B (Minister or equivalent), and Category C (Deputy Minister or equivalent) badges as rapidly as possible. The photography is quick, but the actual badge production is taking time because of the need to have the badge produced in both Arabic and English. Thank you for your cooperation.

Please do not respond to Exec Sec with questions concerning badges. Contact (b)(6) (b)(6) for further information.

6/7/2004



KUWAIT ESTABLISHMENT CO. W.L.L.

(GENERAL TRADING & CONTRACTING)

Off. No. 7-11, 1st Fl., Building No. 204, St. 70, 3rd Ind. Area - Block A,
Shuwaikb Industrial Area - Kuwait

(b)(6)

REF: KEC/CPA-53-04
DATE: 15TH APRIL, 2004

(b)(6)

Contracting Officer
CPA - Contracting Activity
Republican Presidential Compound,
Baghdad, Iraq.

Dear Sir,

SUB: OUR READINESS TO SUPPLY DYNAMITE YOUR REF NO: RFI:
DYNAMITE ---REQUEST FOR INFORMATION - DUE DATE APRIL 15, 2004
@ 15:00 HOURS - OUR DUNS NUMBER: 366428837 - CAGE CODE NO: SV001

Introducing ourselves, we are a Transport and Logistical Division of our parent company "Kuwait Projects Company (Holding) (www.kipcogp.com). With reference to your Request for Information for the supply of Dynamite, we are having a stock of these items in Kuwait and we can supply within the period you specified. Besides the product is procured from U.S.A. and it meets exactly as per your specifications.

As we have our own transport division and our drivers are quite familiar all over Iraq, we can arrange to deliver the materials to the specified location, as per your instructions. In case you need any additional information, we are glad to provide you upon request.

We hope you will kindly prequalify our company in the list of approved suppliers for dynamite and other weapons and ammunitions.

Thanking you and assuring you of our prompt attention at all times.

Yours sincerely,
For Kuwait Est. Co. W.L.L>

(b)(6)

Chief Executive Officer

(b)(6)



Iraqi Assistance Center

Memo

To:

From:

CC:

Date: 6/23/2004

Re: minutes meeting 'hand-over' project file procurement tools Southern Cement Factory Kufa, As Samawah to the Iraqi Ministry of Industry and training on international contracting procedures

Objective of the meeting was to hand-over the project file of the Procurement of Goods for the Cement Factory in As Samawah under the CERP funds with DFI money to the Iraqi ministry of Industry and to discuss options how to proceed with the procurement process after June 30th.

Current state of affairs:

The chronological history of the last 6 weeks of the As Samawah Cement project has been handed over to the Iraqi representative of the Ministry of Industry (MoI). A Cd Rom will be burned.

Ministry of Industry Baghdad prepared with help of the cement and fertilizer industry, a long list of materials which need to be procured to bring those industries back to international competitive levels. The Materials for the Southern Kufa Cement Factory in As Samawah, worth 4.5 M.US\$ are among them. Every item has been described in detail and now only cost estimates need to be gathered.

The contracting / legal PMO office has been approached to help the Ministry of Industry with the drafting and completion of CPA order number 87 for Procurement of Goods for the Public Sector. This Order is vital to upgrade the procurement procedures to match international recognized standards. The mentioned PMO office, represented by Col.t. Lany Schaefer will be taken up the duty to undertake on the job training of Iraqi counterparts.

The CPA Industry department, represented by (b)(6) has been functioning as window through which to communicate with the Iraqi Ministry of Industry.

The Iraqi Assistance Center (IAC) has been operating as a go-between to tie up partners together and bring the issue from CPA SOUTH Basrah under the attention of the Ministry of Industry. Liaison IAC officers: (b)(6)

Within the new Iraqi Government, money has already been allocated to the various ministries. Per ministry budget breakdowns have been drafted and rough budget lines are identified. Financial means can be reserved and booked off from these budget lines for budget control and over-spending is less likely to occur.

End-state:

The objective of this current initiative and meeting is to build capacity within the Iraqi Ministry of Industry through expertise in the CPA Contracting and PMO Legal offices and to prepare the unfinished projects for the

(b)(6)

Date: 3/28/2004 3:22 PM



new Iraqi administration to such an extent that the procurement and tendering procedure can continue without major time loss.

Process:

In a series of meetings prior to June the 30th, the PMO legal office will work closely together with representatives of the ministry among others Mr. Soher Dahud of the Planning Department. Others will be selected by the Ministry to attend the training. The training will use the current unfinished projects as models.

The first meeting is scheduled for next Saturday June 26th at 10.00 am at the Convention Center IAC office. Focus of this meeting will be on learning how the contracting and tendering procedure works, by using an example of another department (Electricity). For this meeting Order No.87 needs to be translated into Arabic. This translation might already been written, but not yet published on the internet. Michael Keller will follow this up and deliver a translated copy next week for our Iraqi colleagues who are less fluent in English. CA-1 form contracts will be used as templates. (Action: (b)(6))

Because to the ministry of Finance needs to be aware of the current training and its consequences after June 30th, we deem it important to call in representatives of that ministry as well. Who has contacts at the ministry? Bernd will contact CPA dept. Finance.

On the technical/financial side, prices for the various products need to obtain. Primarily this is the responsibility of the ministry but CPA/PMO is willing to assist. Ministry of Industry need to take initiative of help is required. Contacts have already been established with Hitachi. Mr. Sinan will provide an electronic copy of the list of materials. (Cd Rom)

The contracting legal office of PMO (b)(6) will prepare the actual training possibly with other colleagues.

Action list:

| No | Ref. | Activity | Person | Deadline | Status/Result |
|----|------|---|--------|-----------------------|---------------|
| 1 | | Translate copy order no 87 Arabic | (b)(6) | 25 th June | |
| 2 | | Prices goods | | | |
| 3 | | Preparation of training Contract | | 25 th June | |
| 4 | | Min of Finance PoC | | 25 th June | |
| 5 | | Cd-rom of previous communication and old CERP project documents of the Cement factory refurbishment | | 25 th June | |
| 6 | | Cd_rom copy of procurement list of all factories Cement + Fertilizer | | 25 th June | |
| 7 | | Inform Schrikkema with how many persons you will come for the meeting training next week | | 25 th June | |

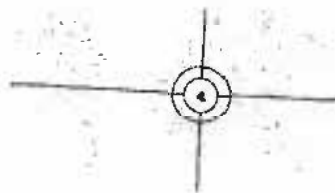
Next meeting: IAC Convention Center gr.flr. 10.00 am Saturday 26th of June 2004

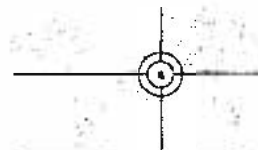
(b)(6)

Date 3/28/2004 3:22 PM

(b)(6)

ARMOR GROUP IRAQ





The Provision of Convoy Escort and Security Services to the PMO/MoMI

ArmorGroup Iraq (AGI) have been asked for the provision of a Convoy Escort and Security Services to the PMO / Department of Minerals and Industry

1. Operational Security

This project involves the movement of commercially sensitive equipment into Iraq and therefore has operational security issues, as such this document has been left deliberately vague. Core to the success of this project will be operational security, counter-surveillance and deception planning and execution. Any information relating to the operations should only be disseminated where necessary and anything relating to: the movements of cargo; dates; timings; locations and routes, must be kept to a minimal group of specified individuals.

2. Specified Tasks

There will be two main tasks involved in this project

- The Convoy Escort of commercial equipment from the point of ingress into Iraq to their site of use
- The oversight of the equipment being used and ensuring the disposal of any excess.

3. Dedicated Team

There will be one Security Team dedicated to this task at all times.

4. Schedule

The coordination and scheduling of the convoy movement within Iraq will be the responsibility of the security manager. The planning and execution will be dependant on the daily intelligence picture, the operational security plan and meeting the commercial requirements. Flexibility will be key and the following table shows an approximate schedule for how one task may run.

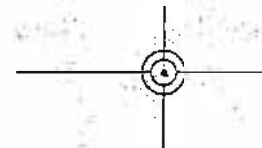
| Day | Planned Activity |
|-----|--|
| 1 | Preparation and Planning |
| 2 | Deployment move to Convoy Pick-Up |
| 3 | Convoy move under Escort – with cargo |
| 4 | Convoy move under Escort – with cargo |
| 5 | At commercial site – security and disposal oversight |
| 6 | At commercial site – security and disposal oversight |
| 7 | Contingency |
| 8 | Convoy move under Escort – without cargo |
| 9 | Convoy move under Escort – without cargo |
| 10 | Recovery move to Base Location |
| 11 | Review and Replenish |
| 12 | StandDown |

5. Security Profile

At this juncture AGI are satisfied that the profile of this project meets their requirements for an ethical fit with their profile as a Private Security Company. Should the threat increase to the extent that heavy weapons and armoured

ARMOR GROUP IRAQ

2nd April 2004



reaction vehicles are required then AGI would deem this project to have become a military task. This would result in AGI ceasing their operations.

6. Monthly Invoice

This is envisaged to be a six month project. AGI propose that payment is to be made on submission of a monthly invoice. There will be no capital expenditure required from the PMO/DoMI. The rates below are based on daily lease rates

| Item | Unit Price | No Units | Monthly Rate |
|--------------------|------------|----------|--------------|
| Security Manager | \$1,064.00 | 30 | \$31,920.00 |
| Team Leader | \$1,010.00 | 30 | \$30,300.00 |
| Escort Guards | \$72.58 | 300 | \$21,774.00 |
| SUV | \$329.67 | 60 | \$19,780.20 |
| 4WD Pick Up | \$230.77 | 60 | \$13,846.20 |
| Comms Kit | \$109.89 | 30 | \$3,296.70 |
| Weapons | \$127.47 | 30 | \$3,824.10 |
| Equipment | \$105.49 | 30 | \$3,164.70 |
| Admin @ 7.5% | | | \$9,592.94 |
| Total Monthly Rate | | | \$137,498.84 |

7. Site Reconnaissance

Prior to the first convoy being escorted AGI will carry out a reconnaissance to the commercial sites. This would be regarded as billable to the project.

8. Documentation

The correct documentation for transit across the border and relevant passes and authorities are to be provided by the PMO/DoMI.

9. CF Route Intel

Due to the nature of the cargo, AGI request that the PMO/DoMI provide them with CF Intelligence and Route Reports for the area of operations.

10. Project Launch

AGI can react to this requirement within 10 days. However the PMO/DoMI should be aware that until a formal, signed contract is in place AGI will not proceed with any tasking.

To: Ministry of Industry in Baghdad
Attn: Secretary to the Minister, (b)(6)
Baghdad.



Iraqi Assistance Center

(b)(6)

Department of Industry of the Governorate of Al Muthanna province in As Samawah (via
Dutch Battle group, (b)(6))

Re 1) RFI on Cement Factory of Kufah, 15km SW of As Samawah and
2) Reason for calling you

Dear Sir,

Further to my telephone call this morning, please find attached some additional information about the discussed plant.

The issue is that Coalition Provisional Authority (CPA) has made a reservation for 4.5 M\$ to buy production tools for the discussed plant in order to boost the production capacity of the Cement factory. (Please find a list (xls-file) specifying the equipment attached. Note, that total cost of the tools and equipment could be brought down to fit within the given budget by selective purchasing). At some point the management of the cement factory has turned down the offer arguing that the materials were no longer available. The reasoning for this sudden change in attitude towards this point has not been explained to a satisfactory level.

I, as representative of the Coalition Forces MNF-Iraq residing in Baghdad and in particular as representative of Dutch Stabilization Force in Al Muthanna Governorate, have been approached to mediate in the issue, which was already regarded as closed by those closest involved in As Samawah.

However, from a national Iraqi perspective and in particular also with regard to the interests of the people of Al Muthanna, the refurbishment of the plant is a matter, which deserves a wider involvement. It is therefore that I have taken steps to seek direct contact with you, in confidence that you are the right authority to deal with this matter. Please regard my role solely as messenger.

Finally, please be aware that with the phasing out of CPA, all its allocated funds will be canceled shortly. It is therefore eminent that this matter is taken further with some urgency.

Sincerely,

(b)(6)

List of Excavation Equipment for Al Muthana Cement Plant

| Sl. No. | Equipment Description | Specifications (to be filled by plant) | Quantity | Possible Suppliers |
|----------------|-------------------------------------|--|-----------------|--|
| 1 | Dump Trucks | Rigid body, Rear Dump Trucks, Payload 50 t | 10 | Caterpillar, Komatsu, Hitachi, Volvo |
| 2 | Hydraulic Excavators | Hydraulic, Front shovel, Bull cam bucket - 5m ³ , Crawler mounted, Diesel Engine operated | 3 | Caterpillar, Komatsu, Hitachi, Volvo |
| 3 | Crawler Drill | Self propelled by diesel engine, Crawler mounted, Down the Hole drilling of 150-165 mm dia holes for depth upto 15 m, with on board air compressor having 16 m ³ /min FAD at 16-18 bar pressure | 5 | Atlas, Ingersoll Rand, Sandvik |
| 4 | Air compressor | Portable, Chassis mounted, Screw type, 12-14 m ³ /min FAD at 7-8 bar pressure | 5 | Atlas Copco, Ingersoll Rand |
| 5 | Ignition set cum blasting equipment | Exploder capacitor/ Electronic discharge type, 200 shots dynamo condenser/ electronic exploder with inbuilt ohm meter, capable of firing 200 shots at a time | 1 | |
| 7 | ANFO-mixing/charging equipment | Truck mounted ANFO mixing cum charging unit of 50-100 kg/min capacity with all accessories and controls | 1 | |
| 8 | Grader | Tyre mounted, motor grade, 140 - 150 HP drive unit | 1 | Caterpillar, Hitachi, |
| 9 | Crawler rock breaker | Hydraulic rock breaker, mounted on 18-20 t crawler mounted excavator with back hoe attachment, capable of producing 350-550 blows/min on long stroke and 700-1100 blows/ min on short stroke. | 1 | Caterpillar, Hitachi |
| 10 | Roller compactor | Diesel Engine propelled 140-150 HP, roller width 2-2.5 m | 1 | Ingersoll Rand |
| 11 | Bulldozer | Crawler mounted, 300-400 HP, Hydraulic straight blade | 2 | Caterpillar, Komatsu, Hitachi, Volvo, Kawasaki |

| | | | |
|-------|-------------------------|---|--|
| 12 | Water tanker | Truck mounted, self propelled, with sprinkler arrangement, 10m3 capacity | 1 Daimler Benz, Volvo |
| 13 | Wheel loader | Tyre mounted, Self propelled by diesel engine, Front end loader attachment of 4-5 m3 capacity | 2 Caterpillar, Komatsu, Hitachi, Volvo, Kawasaki |
| 14 | Pick up van | Tyre mounted mini bus with 10-12 person capacity for transport of persons to quarry, capable of running on rough roads of quarry. | 1 Toyota, Daimler Benz, |
| 15 | Gasoline/ Diesel tanker | Truck mounted, self propelled, with pump and metering arrangement, 8-10 m3 capacity | 1 Daimler Benz, Volvo |
| TOTAL | | | |

| Budgetary Cost/ unit (US\$) | Total Cost (US\$) |
|--------------------------------|-------------------|
| 350,000 | 3,500,000 |
| 350,000 | 1,050,000 |
| 300,000 | 1,500,000 |
| 20,000 | 100,000 |
| 2500 | 2,500 |
| 40,000 | 40,000 |
| 100,000 | 100,000 |
| 100,000 | 100,000 |
| 80,000 | 80,000 |
| 300,000 | 600,000 |

| | |
|---------|-----------|
| 40,000 | 40,000 |
| 180,000 | 360,000 |
| 30,000 | 30,000 |
| 50,000 | 50,000 |
| | 7,552,500 |

| | |
|-----------------------------|--|
| | |
| | |
| | |
| | |
| | |
| Badoosh Cement Plant | Old Badoosh 180 000 Tons / year design capacity. |
| | New Badoosh 500 000 Tons / year design capacity. |
| | Badoosh Extension 1 Million Tons per year design capacity. |
| | Capacity utilized is about 35%. |
| | Power requirement 55 MW, available power 12-15 MW. |
| | |
| Sinjar Cement Plant | 3200 tons / day design capacity. |
| | available capacity 1 million tons. |
| | requires rehab. & upgrading. |
| | Max. design capacity utilization in 2002 is 44%. |
| | Power requirement 35 MW, available 10 MW. |
| | |
| Hamman Alwan | Old Hamman / 200 000 |
| | New Hamman 350 000 |
| | requires overhaul & upgrading. |
| | Max. Capacity utilization 35%. |
| | Power required 15 MW, available 5 MW. |
| | |
| Capacity utilized | In 2002 total production achieved was 1.4 million tons. |
| | current production 800 000 - 100 000 tons per month. |
| | |
| | |

| | |
|-------------------------------|---|
| Cement Companies | |
| | |
| | |
| Kirkuk Cement Plant | Two million tons operating at very low capacity requires overhaul requires electric power currently 10-12 MW is available and unstable. Power requirements 35 MW Max. capacity reached in 2002 35% of design capacity. |
| Kubaisa Cement Plant | Two million tons design capacity. electric power 10 MW unstable, only one furnace is operating. Power requirements 43 MW Max. capacity reached in 2002 is about 42% of design capacity. good quality of cement. |
| Al-Qadisiyah Cement Plant | 1 million tons One line requires overhaul 10 MW being provided power requirement 22.5 MW Max. Capacity reached about 45% of design capacity. good quality of cement. |
| Falluja White Cement | 300 000 tons / year of white Two lines are available, the third line requires overhaul. 3.5 electric power for grinding mills. power requirement 10 MW Max. capacity reached in 2002 is about 60% of available capacity. |
| Bamashan Cement production | In 2002 total production achieved is about 2.25 Million tons of cement, currently production is very low and doesn't exceed 30-40 thousand tons per month. |

| | |
|-----------------------------|---|
| | |
| | |
| Old Kufa | 200 000 Tons / year Operating at low capacity because of power limitations about 12 000 Tons / month. electric power required 7 MW, available 3MW |
| New Kufa | 1.8 Million Tons design Capacity Two of the four furnaces requires rehabilitation grinding mill and other machines requires rehab. actual production is about 35 000 tons / month Electric power required 29 MW, available 8 MW |
| Karmah Cement Plant | 2 million tons design capacity requires overhaul with major problem in power supply. production is very low based on cement grinding hours. Electric power required 35 MW, available 8 MW |
| Muthana Cement Plant | 2 Million Tons Design capacity One line is operating and requires rehab. Current production limited because of power limitations. electric power required 35 MW, available 8 MW. |
| Sadat Al-Hindia | 200 000 Tons / year design capacity An old Plant, requires rehab and upgrading. Current production 3000 Tons / month only. Electric Power required 22 MW, available 3-5 MW. |
| UM Qasr | Only grinding facilities up to 500 000 Tons / year not operating because of lack in electricity power and raw materials. Electric power required 10 MW, available power 3.0 MW |
| Al-Jinoub plant | Russian line / 450 000 Tons per year (damaged and partially rehabilitated), requires electric power. FL Smith Line / 400 000 Tons per year (not operating) Electric power required 22 MW, available 8 MW. |
| Remarks | The Company produced 3.6 Million Tons in 2002 and can raise production in case of provision of electric power and explosives and needs funds for rehab.& upgrading. |

Briefing Note:**Al Muthanna Cement Company.**

This company is part of the Southern Cement Company, generally known as Kufa. The Southern Cement Company must not be confused with a redundant mill in the Provincial capital of As Samawah, which mill ceased production in/around 1988. A separate proposal to sell/lease this latter plant was made by a private Iraqi company, for which no reply has yet been received from Baghdad after numerous requests.

The 'Kufa' company comprises the plants at the following locations:

Saddah
Karbala
Karbala ar Razazar
Karbala/Noura/Lime
Al Muthanna
Umm Qasr

The only plant with which the Southern Region has had dealing (apart from the redundant mill) are Al Muthanna and Umm Qasr. This briefing deals with Al Muthanna, a full integrated plant (Umm Qasr is solely a grinding mill).

The information I give below is the best available to me. I have no information on the other plants – part of the problem of dealing with these companies spread over more than one region, this include having many times requested details from Baghdad.

Kufa Head office

Location: Najaf-Kufa
PO9.

Key individuals:

| | | | |
|-----------|--------------------|-------------------|------------|
| DG | Mr Alaa Al Tofaily | 0088216 672 22594 | 0333 42951 |
| DG Office | Eng. Ahmed | 0088216 672 22419 | 0333 72863 |
| Tech GM | Engr Mohamed Ali | 0088216 672 22794 | 8853 668 |

Cement Factory – Al Muthanna Province

Location: 15 km SW As Samawah; Grid. NV 004 545
Employment 850

Management:

| | | |
|---------------|-------------------------------|-------------------|
| Saad Ali Gawi | Plant Director | 0088216 333 13844 |
| Mohammed Asan | Technical Maintenance Manager | |
| Sadiq Turkey | Production Manager | |
| Jasim Naji | Electrical Manager | |

Description of plant

The plant has two lines for dry type cement production process, designed to produce 2,000,000 tons/year of Portland cement, high tension cement and sulphate resistant cement. Designed, installed and commissioned by the German company KHD between 1982 -1984, the plant has 850 employees and currently produces 1,800 tons/day of cement equating to 360,000 tons/year based on having electricity supply 200 days/year.

The plant has adopted some good, modern technology, is in comparatively good shape and it is considered that with a little rehabilitation and replacement of parts should be able to produce 1,000,000 tons per year with one production line in full operation.

Action proposed (December 2003) and known results (May 2004) to reach 1,000,000 tpa.

Electrical supply

The plant needs a stable and reliable electricity supply and an additional 15 Mw of power. A number of options were explored; by using the Kadisia substation by raising the power supply setting from 10Mw to 25Mw; to put a new generator in close proximity to the plant, allowing sheddage to As Samawah, to put a new generator in to service the Province. I believe that this option was selected after the adoption of an IPP (Independent Power Provider) agreement. Installation has yet to be completed. It is noted that there are political (and indeed some technical) arguments about this, which Dr Walid is aware.

Excavation Equipment (USD 4.5 million)

A project of US\$ 4.5 Million was submitted in Jan 2003, (with the approval, received in December ,2003, of the management team identified above) approved by CPA South for the supply of excavating equipment for the quarry, and submitted to Baghdad. (I might add that this project was personally taken by a project officer in Feb. to Baghdad to promote it at PRB, where it was passed.)

It was noted in a report dated 10 Dec that a significant constraint on production was the lack of excavation equipment. It was also noted that USD4.5 million would actually satisfy the need of only one production line, subsequent excavation equipment to be purchased from cash generated from earnings.

The reason for re-approaching the management was the detailed specification of the parts. As no answer was forthcoming, the current position has unfueled.

Kiln refractory bricks etc (USD 450,000)

This project has now been cancelled (from R3P funds) on the word of the Dutch battalion. I note however that if the company has not received new kiln bricks it will not be able to undertake routine maintenance, and I find it inexplicable that these should be refused.

Proposals put up for the Southern Cement Company 'Kufa'.

Orascom Construction Industries

A proposal entitled 'Project Restore Iraqi Cement' dated 24 November 2003 was received from Orascom Construction industries, 106, 26th July Street, Cairo Egypt. In brief this proposal was for a management contract for a single state company to undertake its rehabilitation, increase cement production, improve the quality of cement produced, its distribution, and the net returns to the Iraqi treasury. (As set out in a letter dated 24 November to (b)(6) Director of Private Sector Development, CPA, Baghdad.)

A set of this documentation was forwarded to (b)(6) at CPA (South) and then to me. We were unable to arrange any meetings with 'Kufa' to determine their interest or that of the Ministry.

I have also heard that the Al Muthanna management team were invited to Japan to discuss a potential role for a Japanese company in developing the company. This has not been verified.

Other documentation

I have a rather bad copy of a document 'Al Muthanna Cement Factory: Business Plan' dated November 2003, prepared by Cap (b)(6) which contains the USD 4.5 million proposal.

PJA 25/5/04

Annex II: International Reconstruction Fund Facility for Iraq Meetings in Doha, Qatar – “From Commitment to Action” (25-26 May 2004)

Project proposals recommended by the ISFIB and given special priority by Iraqi Ministries

| | | |
|------------------------------|--|-------------|
| | Project Number (<i>Abu Dhabi conference</i>): | |
| Approved by the ISRB: | Yes – | No – |
| Sector: | | |
| Sub Sector: | | |
| Ministry : | | |

b)(6)

(b)(6)

Project Contact:

(b)(6)

NASSA state Co.

The rehabilitation of :-

(i) tool production plant.

Serves the production of toolings for all fabrication plants for cold pressing, hot forming, hot forgings, casting moulding in iron. also for production of moulds for the plastic industry and moulds for the glass industry.

(ii) special alloy steel foundry.

the rehab. of foundry production lines to enable production of castings in alloy steels for the cement industry such as heat resisting steel for Grate coolers, wear resisting liners for grinding mills and grinding media.

Also, serves the ministry of electricity and ministry of oil in producing parts for pumps, valves, electric motors etc.

project requirements.

(a) tool Room

- Repair & rehab. of special machine tools ~ 38.
- technical assistance and training.
- special tools for milling, boring, grinding and spark erosion machines.
- special measuring and testing equipment.
- and special toolings for production.
- provision of spare parts.

time schedule 12.0 months for the project

money allocations 8.0 million U.S. \$.

Civil Special alloy steel foundry.

- Technical assistance for erection and commissioning of newly supplied moulding line.
- equipment for Quality Control.
- rehabilitation of shell moulding lines, and moulding lines for production of grinding media and fuson pit moulding line.
- rehab. of machine tools for pattern production.
- provision of spare parts for induction furnaces and core making machines.

Time schedule up to 12.0 months for the project.

money allocation 4.0 million U.S.\$.

(b)(6)

Diala State Co. for electrical industries,
(previously AL-Quadisia State Co.),

rehabilitation of following plants:-

- power transformers plant.
- distribution transformers plant.
- electric meters plant.

objectives,

To rehab. the production lines of transformer distribution plant to reach design capacity of ~ 3500 MVA./annum.

To rehab. the production lines of power transformers plant to reach design capacity of ~ 3400 MVA per annum.

To be able to cover the requirements of the ministry of electricity for power and distribution transformers and also to repair old transformer

Transformer plants

- Rehabilitation of George machines for laminations.
- Rehab. of annealing furnaces.
- Rehab. of machine tools & presses and fabrication lines for radiator production.
- Rehab. of utilities such as compressed air, water treatment.
- Rehab. of Argon plant.
- provision of special tools and quality control equipment.
- Technical assistance and training

time schedule 12.0 months for the project.
money allocations 10.0 million U.S. \$.

The impact of the project is to provide essential and critical equipment for the rehab. of substations in Iraq both for power and distribution including rehab. and supply for new substations for the ministry of electricity.

b)(6)

UR state co.

The rehabilitation of following plants.

(a) Cable production.

- enameled wire { serves industrial and private sector. }
- overhead cables [400 KV, 132 KV, 33 KV, 11 KV in Aluminium and Copper serves the ministry of electricity]
- low tension cables
- Siemens wires for housing { serves private sector and public sector }
- Jelly filled cables { serves tele communication sector }

(b) Aluminium plants.

- foundry (cast Al. wires, slabs & billets).

- extrusion plant.
 - anodizing plant
- { serve construction sector }

- Hot rolling mill
 - cold rolling mill
- { serve industrial fabrication plants for air coolers etc. }

- foil production shop
- { serves industrial concerns, food, tobacco, & house hold needs. }

The programme involves.

- the complete rehab. of production lines mentioned above to achieve Quality and Quantitative requirements and standards.
- provision of major spares and components.
- provision of essential drawing tools and dies.

- technical assistance.
- overhaul of lines for hot rolling and cold rolling and extrusion.
- overhaul of annealing and pre heating furnaces.
- provision of essential Quality Control equipment.
- the installation and commissioning of Jelly filled cables plant.

time schedule. 12.0 months for the project.

money allocation's

| | |
|-------------------|------------------|
| (a) Cables plants | 10.0 M. U.S. \$. |
| (b) AL-plants | 20.0 M. U.S. \$. |

total = 30 million U.S. \$.

(b)(6)

rehabilitation of:-

(a) Fabrication lines for production of-

- pressure vessels.
- heat exchangers.
- storage tanks
- distillation columns for refineries.
- fabrication of cement kilns & fans

the above lines serve the ministry of electricity
ministry of oil and the cement industry.

and the industrial sector.

(b) - under desalination

- water treatment package units

the above serve the ministry of municipalities
and industrial sector.

project requirements for above lines of production

- To Rehab. machine tools for forming,

bending, spinning & flanging machines.

also special welding machines and presses.

- To provide essential tools for production

such as riveting, welding, cutting.

- Quality control and X-ray for weld

testing and ultrasonic testing equipment.

- utilities such as oxygen under 70 M³/hour.

- Compressed air & CO2 production units.

- technical assistance & training.

time schedule 12.0 months for the project.

money allocation cost of fabrication lines 10.0 million U.S. \$.

cost for water treatment fabrication lines 5.0 million U.S. \$.

total 15.0 million U.S. \$.

(b)(6)

erection and commissioning of specially welded pipe plant of 25000 tons capacity per annum.

The plant serves the oil sector and the ministry of water resource and water pipelines for the ministry of municipalities.

the pipes of $\frac{1}{8}$ " in class to up to $\phi 48$ " as per API standards & up to 17.1 mm thickness in steel grades up to X-70.

the equipment for the plant previously paid for) shall arrive by June-July

2004.

in order to complete the project the following are required :-

- Completion of buildings and foundations
- erection of equipment, test runs & commissioning.
- provision of cranes, utilities
- completion of missing components
- a polyethylene coating line.
- technical assistance and training.
- staff.
- tool for start up of production.

(2) duration 12.0 months for project completion
and commissioning.
money allocations 10.0 million U.S. \$.

We underline below the electric power supply to our cement plants knowing that the under voltage and frequency are recurring many times every day and causing damage to our equipment and plants stoppage.

1- Northern Cement Co.

| | During Peak (17-24 hrs) | Outside peak (1-16 hrs) |
|--------------|-------------------------|-------------------------|
| Sinjar | 6MW | 16MW |
| Badoosh | 10 MW | 15 MW |
| Hammam Aleel | 4-5MW | 10 MW |

2- Iraqi Cement Co.

| | During Peak (17-24 hrs) | Outside peak (1-16 hrs) |
|---------|-------------------------|-------------------------|
| Qaem | 5 MW | 15 MW |
| Kirkuk | 10 MW | 16 MW |
| Faluia | 3 MW | 5 MW |
| Kubaisa | 10 MW | 17 MW |

3- Southern Cement Co.

| | During Peak (17-24 hrs) | Outside peak (1-16 hrs) |
|-----------------|-------------------------|-------------------------|
| New Kufa | 8 MW | 14 MW |
| Old Kufa | 3 MW | 7 MW |
| UM Qasir | ----- | 5 MW currently stopped |
| Karbala | 10 MW | 17 MW |
| Muthana | 10 MW | 17 MW |
| Sadat Al-Hindia | 3-4 MW | 7 MW |

Kindly they to get the electricity people to control the voltage and to provide constant load supply as currently these figures change every day.

13 / 5 / 2004

Dr. walid Khuder



COALITION PROVISIONAL AUTHORITY
BAGHDAD

MEMORANDUM FOR: INTERIM MINISTERS

FROM:

L. Paul Bremer III, Administrator

SUBJECT:

Inspectors General – Development of Organizations and Pay Arrangements

You know the importance that I attach to the development of the role of the Inspectors General. I am now following up our discussion last Saturday, May 8.

We agreed previously that funding would need to be made available for the full staffing of the IGs' offices in the 2005 budget. We should now start to build up those offices, taking into account the difficult budgetary position of the government. My officials have consulted the IGs about the guidance and instructions that follow. This advice will be followed up further with your officials by the Budget Department of the Ministry of Finance.

Development of IG Organizations

The IG staff at each ministry will normally consist of the IG, a Chief of Staff (who can deputize as necessary), and professional and administrative staff appropriate to the scale of the Ministry's operations, covering the areas of investigation, audit, inspection and ethical training.

Each IG office should employ a staff of not less than five, including the IG. Many offices will need to be larger, in some case much larger. Each member of staff will need a clearly defined position in the new IG organization, including a job description.

The size of the ministry's budget and the number of staff it employs (including state owned enterprises) will help determine the number of IG staff required. Also relevant will be the ministry's responsibilities for procurement and other financial transactions, the scope of the ministry's operations outside Baghdad and the opportunities that there may be for corruption.

Staff employed by the IG office will be paid according to the 11-tier pay scale established by CPA Order Number 30. This enables ministries to decide within their overall allocations what numbers and grades of staff their IGs can employ.

The IGs are already working on their initial plans for their organizations. *In making those plans, the IGs must take into account all relevant staff positions and personnel that exist already within their own ministries that may now need to be redeployed to work for the IG.*

Your IG's plans should be fully reflected in your 2005 budget request.

UNCLASSIFIED

IGs have been asked to submit their plans for the build up of their organizations to you. You should ensure, with the help of your IG, that any requirements for additional staff and financial resources are fully justified. If you seek additional resources, you will need to be able to demonstrate that your ministry is taking all suitable opportunities that exist to redeploy staff and resources in support of the IG's office. Any requests for additional funding will be carefully scrutinized by the Ministry of Finance and the CPA. Such requests must be made no later than May 23.

IG Pay and Status

Inspectors General will be paid at the Super "B" level of the 11-tier pay scale, as established by CPA Order Number 30, which is the pay level used for both Deputy Ministers and Directors General. Since IGs report directly to Ministers, they thus have the status of Deputy Ministers.

The starting salary for IGs will be step 5 at the Super "B" level, unless the person appointed is already a government employee paid at a level above step 5; an individual in those circumstances would retain his or her current salary level.

IGs will be eligible for pay increases as other officials are. IG pay increases will be guided by general rules of compensation applicable and established for Deputy Ministers on an annual basis. However, in view of the roles and responsibilities of the IGs, Ministers should consult the Commissioner of Public Integrity and the President of the Board of Supreme Audit about any proposal to grant or withhold a pay increase for an IG. *The Commissioner and the Board President must have concurred with an IG pay increase for it to take effect.*

Incremental funding will be provided centrally to cover the salary of the IG in each Ministry.

A copy of this memorandum will be provided to the Commissioner of Public Integrity and the President of the Board of Supreme Audit when they are appointed.

UNCLASSIFIED

TRIP REPORT
Northern State Owned Enterprises: Mosul

I traveled to Mosul , Iraqi ,Ninawa Province with (b)(6) and his interpreter Steve Jembro. The trip covered a period of 5 days from April 2 until April 7th 2004. Site visits were made to the following: State Dairy in Mosul grid# 3085630551. State Drug Factory grid # LF 271388, Northern Cement Company Grid # 329235, Old and new Badoosh cement factories Grid#LF 156346, Concrete Pillar Company Grid #LF 15636, Thread and Material Factory Grid #LF311208, Hand Made Carpet Factory Grid #311208 and The Ready Made Clothes Factory Grid # LF 310208.

A visit from the Program Management Offices was conducted during the same time frame, and entailed visits to the Mosul Airport, Mosul Gas Power Plant Rehabilitation the Electrical Company and visits to an area Dam and meeting with local business leaders and the reconstruction committee along with the Mosul Governorate coordinator.

(b)(6)

The area of operations was hostile, travel was by armored car NTV and with up armored tactical military vehicles only.

The state dairy factory did not have another address street location. The Director General 's name is Jalal Aldeen he was present for the interview along with his deputy Himad Ali Both gentlemen stated they had worked for the dairy in various positions for many years. During the interview no answers were supported by any written documentation. They were asked to be ready to provide the information by a phone call the day before with no specific time for reasons of force protection. The dairy has been in existence since 1976. The DG stated his 2002 salary expenses were 8 million ID and another 2 million dinars were paid out in bonuses, for a total of 10 million dollars per month. He stated the average workers salary is apoxx. \$60.usd per month. He stated he has 114 full time employees and 1 part time employee the same amount in 2002 and 2003, he pays no bonuses now. He stated the dairy was designed to produce 15 Tons of various types of dairy products a day, yogurt, cream and cheese. He stated in 2002 the plant produced 15 tons of products. He stated the only thing stopping the dairy from producing more is the raw material which is fresh milk. Powder milk is also hard to come by. He stated fresh milk is trucked in from Baghdad twice a week. He said that do to shelf life of the dairy products they are also limited as to how much on hand they can have. They have no other source for fresh milk. Baghdad sets the price. They have no market except for the locals in the area who walk in and the little shops here and there. He felt that with more trucks he could push his product to a larger market. He explained that he use to have 17 trucks but because of looting they were stolen and he was left with only two. He stated he currently has no power shortages and that before the war he was allocated more than others because of his produce. He stated he would like to have an English made generator

Puma model, 435 KVA/ GEC. He stated he requires 1 MW generator also oil and refrigeration. He stated if he had 100 million ID, he would buy 10 more trucks, so that he could transport his workers to the dairy. He would also buy a new boiler and a milk separator and 10,000 cows to produce his own fresh milk.

In summary this does not appear to be a good enterprise to be privatized or supported. The area can not support 1000 cows with the amount of sheep in the area. The machinery is old and would have to be upgraded significantly. There is already a private company in the area that does just as much with 3 employees.

The state drug factory did not have an exact address other than the grid. It has a local phone number 817-450 and a mobile # 07701611008. The Director General is Dr. Farg Ahmed, he has been the DG since May of 2000. He was not available for the interview and so we spoke to his deputy Talib Abudal, who has been in that position since January 2004. He was unable to produce his total revenue for 2002, he sent for various people who came with scraps of paper but they were dismissed. He stated he employs 1,000 employees, 6 days a week from 8am to 2pm, and the same amount that was in 2002. His employee payroll is 176 million ID per month with the average worker making \$140 usd a month. He pays no bonuses now. But they use to pay bonuses. He stated the design capacity was 1 billion tablets and 250 million capsules. He was unaware if they ever reached that amount. He stated he was presently doing 30% of capacity. In 2002 they produced 50 million tablets and 30 million capsules per month. He stated that up to March 2004 they had produced 50 million capsules and 30 million tablets. He went on to say that with out bonuses there is no incentive for the workers to do more, in addition to not having raw materials readily available. Baghdad is his customer base. In the past they would get raw materials from Samara and the local market produce the product and then sell the product to the Ministry of Health. They produce 50 kinds of different tablets and 16 types of different capsules. One type of raw material they use to purchase is Dexamethasone powder at \$1,800 usd a kilo. They use to purchase other materials from an Iraq company that had permission to purchase from international markets and the oil for food program and the United Nations and Turkey. After the war they experienced some looting but they have repaired or replaced the damage at this point. He stated he had an inventory in excess of what was for the ministry but never got around to showing it. He stated that drugs made at his plant and in Iraq are cheaper than Turkey and Syria. He stated he presently has enough electrical power all the time and before he was always given more than the others because he produced for the state. He stated he could use for back up an American made Caterpillar model 3,500 KVA.

Summary: They have 47 people employed as quality control who were certified in Samara which holds another state drug factory perhaps a little larger. They produce here mostly vitamins / C, B1, B2, B12. They state they are capable of being totally self sufficient, able to pay the over head and the salaries and still make a profit, again no proof. There did not appear to be 1000 workers at that factory and we were in the area when the factory was closing for the day. Again the machinery appears old. There was an IV plant that was the only one in the country, it was destroyed during the war repairing

it would not be the best solution. However replacing it might be a wise decision since there is no other one around in the country.

(b)(6)

The Northern Cement Company Grid #LF 329235 is located on Cornish Street in Downtown Mosul. Phone number local exchange (b)(6)

(b)(6)

The Director General is Hussien Mohson Obied he has been in that position since September 2003, before that he was a manager since September 2001. The DG stated the total revenue for 2002 was 20,068,940ID, total expenders was 14,910,709 ID and the profit was 5,158,231 ID. Revenue for 2003 was 23,676,397 ID expenders were 20,411,914 profits was 3,264,483. His total number of employees at all three factories in 2002 was 2,327 in 2003 it was 2,232 and at present it is 2,351. Also of the 2,351 110 are FPS. Salaries for 2002 was 4 billion ID, in 2003 it was 300 million ID and for the first figures do not. The northern cement company is made up of three cement factories.

The design capacity of Sinjar is 2 million tons of cement, Portland, consisting of two lines each handling 1 ton. At present they are doing 450,000 tons each line. They produced paper work in Arabic which had to be translated and are included in this report. The cement is sold at two prices 60,000ID and 90,000 ID a ton. 60% of the cement made is sent to Baghdad, Nineva, Ramadi, and Saladaie. The other 40% goes towards government building. The government pays 90,000ID a ton and the locals pay 60,000ID a ton. Each factory has its own quarry and the only other raw material required is iron ore which sometimes must be purchased. The ministry sets a production schedule at the beginning of the year with orders to make a profit. The production schedule has been set for 2004 and is included in this report. When repair parts are needed, they are advertised, the ministry receives the quotes and the cement company is directed who to purchase from. Germany has been the most reliable foreign company to get repair parts. They also have to purchase bags in which to package the cement often getting them from Turkey, Iran, Jordan and U.A.E. The factories are able to operate 24 hrs as long as there is power. They can not afford to shut down the kilns. Sometimes they must reduce their power consumption in order for the locals to have power presently they work 4 6 hour shifts because of that reason. The DG says the cement company is totally self sufficient. The power needs for Sinjar are 50 MW, Badoosh 55MW and Hamand 25 MW. He states he has already signed a contract with a Turkish firm as of January 2004 to furnish the power needed to Sinjar and Badoosh by June 2004. For other power sources they use Barkerce a type of heavy oil for the ovens and the boilers.

SUMMARY : This Company appears to be a good candidate for privatization. They report to be too totally self sufficient. The Badoosh factory was extremely busy during the day time visit, the manager was not available during the visit. Electricity appears to be their only need. Cement rates are definitely competitive.

The State Thread and Material Factory Grid# LF 311208 , no street address .Telephone number local Mosul exchange 912-221 they have no e- mail. The main office is located in Baghdad. The Director General is Ghanim Said Ahmad. He was not available ,so we spoke with Mr. Fourk Bakerswaf the factory technical manager for the past 34 years. Mr. Bakerswaf was not able to tell me his 2002 revenue. He stated he had 1,655 employees that were permanent and 40 that were part time. He stated that his employee salary is 363 million ID per month. They work 2 shifts from 730AM to 130pm and 130pm to 730pm 6 days a week they could operate a third shift but because of employee safety they do not . He stated the streets are very dangerous at night, and employee travel is difficult at night. Each employee makes about \$140 USD per month and that is paid by the state. Mr. Bakerswaf stated that 202 was the best production as well as the first three months of 2003. In 2002 they produced 48,455 meters of cloth per day, the target was 55,500 meters. In 2003 the production rate for the first six months was 26,545 meters a day. Raw Cotton cost \$600,000 ID a ton , after ginning only 30% of that is useable. Prices are fixed from Baghdad and they were forced to buy from Sadaams family of cotton growers. The good thing was that they were able to sell the material to the military at twice the price. Before the 1991 war he states that they were making 500 million ID in profits. He went on to state that the biggest problems he was having was with the employees not wanting to work while others get paid for doing nothing. In addition there are groups of employees who threaten the others with bodily harm if they continue to work . He also feels that there are too many holidays. He states the Iraqi cotton is not a good grade and produces poor material, which can only be marketed to poor and middle class Iraqi's. They have no outside market due to quality.

Summary: Again the equipment in the factory appears very old, he is totally not self sufficient, even though he states he makes a profit he still does not pay his employees from the profits of the company. There was a fire there that day that burned approx six bails of cotton plus scorched ten others , employees say that is a common occurrence.

The State Hand Made Rug Company GRID # LF 311208, in the same complex as the thread and material company. No street address. Local Mosul exchange 912-415 They have no e-mail. Spoke with Director General Saaida Ali Salaha who has been in that position for the past 6 months, before that she was in various positions and has over 10 years as a weaver. The main office is in Baghdad, where all of their raw material comes from, wool and silk. There are enough raw materials to make 6 carpets a year for the next 20 years. Some silk carpets and special design carpets can take as much as 4 years to complete. The carpets sell for \$130USD per square meter for wool and \$430USD for silk. They don't export the carpets, they sell to wealthy Iraqi's and they have retail locations , in all 7 of their factory locations. They employ 64 people at the Mosul plant, of which 55 are weavers making approx. 250,000ID a month. They normally work from 730 am to 130pm six days a week.

Summary: although the factory is charming and interesting it does not appear to be a good enterprise for privatization. The factory is not self supporting, it does not purchase raw materials nor does it pay its overhead in electricity and looms and salaries. The work force would have to be tripled in order to profit making just 6 carpets a year.

The State Company for Ready Made Wear Grid #LF 311208 located in the same industrial complex but across the street no other addresses. The Director General is Salih Mahdi Hamooh he lives in the town of Najaf, and does not come to the factory on a daily basis, he visits the others when he is not there. The other factories are in Baghdad, Najaf and Anah. I spoke with chief engineer Nabil Jamil Saadaldin who has been in that capacity since 1994. He stated the factory was designed to make 50 to 60 thousand pieces a month. Presently they are doing 75% of capacity. Raw material is the main reason. A secondary reason appears to be no overtime which is an incentive for the workers. He states the workers are getting no more than those that don't work. He also states that the highly skilled workers feel that they should be paid more. They are presently on the 4 tier pay system, and they are being told in order to be on the 1 tier system they must first make a profit but there is a shortage of raw material. The most skilled female tailor makes 200,000 ID per month they want 300,000 which appears to be the top of their 11 tier system. Mr. Saadaldin was very anxious to show us around the factory and to see the tailors in action. He was not prepared to discuss 2002 revenues with us as well as the other monetary questions involving the company. He wanted the DG to discuss the answers. He produced a perfectly made US DCU and stated he was prepared to make a contract with the army. (not sure of the durability of the material but it looked really well made). He reported no war damage and no looting because his workers slept in the factory until soldiers appeared to help and stop the looting. Mr. Saadaldin reports they have no market other than the locals. He tries to stimulate sales by sending home samples with the workers to show in the neighborhoods and villages but the workers keep the samples. They have not ventured out to any other foreign markets, he states he knows his prices are the lowest because he sends his workers into the markets and lowers prices accordingly. He reports that he is waiting for the ministry to authorize him to go outside the country to seek sales.

Summary: This is another enterprise that appears to have all the right answers, knows they are highly competitive. However they still do not pay their own employees and have no overhead. The equipment is very old and would require a lot of overhauling. To be more specific, the company could not compete with the Asian market just on its work hours of 6 hours per day.

(b)(6)

From: (b)(6)
 Sent: Tuesday, March 30, 2004 10:20 AM
 To: (b)(6)
 Cc: (b)(6)
 Subject: MOSUL INFO

Greetings!

In response to our short discussion this morning, here is some information that might keep you updated on our plans. However I have not discussed in detail with (b)(6) so the sites are not confirmed. They appear ranked in order of the employees that have been reported to have worked there.

- | | | |
|--|--|----|
| 1. State Company for Ready Made Wear Industries tents 3,500. | Four factories manufacturing clothing and | 1 |
| 2. State Company for Cotton Industries fabric. 1,300 | Manufacturer of medical cotton gauze and cotton | 7 |
| 3. State Company for Drugs and Medical Supplies destroyed in the war) 1000 | Manufacture of pharmaceuticals(reported | 8 |
| ★ 4. State Company for Industrial Design & Construction focusing on contracting 1,200 | Company staffed with high quality <u>engineers</u> | 6 |
| ★ 5. State company for Cement white cement&lime 1,000 | Manufacturers of Portland cement,sulfur cement, | 2 |
| 6. Jaber BEN Hayan 925 | Rubber, plastics and filters | > |
| ★ 7. State Company for Cement- Sinjar cement &lime 700 | Manufacturers of Portland ,sulfur and white | 3 |
| ★ 8. State Company for Cement-Hamam and lime 600 | Manufacturers of Portland, sulfur,white cement | 4 |
| 9. State company for Sugar sugar, animal feed byproducts 550 | Processing and refining sugar. Include refine | 9 |
| 10. State company for dairy Products cheese butter sterilized milk 130 | Manufacturer of milk based products, yogurt, | 10 |
| 11. State company for hand woven carpets mattresses (7 centers through out Iraq) 100 | Hand woven silk and wool carpets also | 11 |
| ★ 12. State company for construction Industries bricks plastic pipe&concrete poles 70 | Manufacturer of various construction materials | 5 |

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3/30/2004

| | | | | | | |
|--|------------|--------------|----------|-------------|---|-----------------------|
| Abu Ghurayb Concrete Plant | Production | Construction | Baghdad | Abu Ghurayb | Manufacturer of various construction materials, including brick, plastic pipes, and concrete poles. Plant is operational. | MB 2262 8540 |
| Al-Faris Company (Baghdad) | Production | Engineering | Baghdad | Abu Ghurayb | Manufacturer of water purification units, storage tanks for oil, steel structures, pressure vessels, and heat exchangers. Critical suppliers to various Iraqi industries. Company is operational. | Need grid coordinates |
| State Company for Phosphate #1 (Al-Anbar) | Mining | Fertilizer | Al-Anbar | Akashat | Produces TSP and NP, primarily for Ministry of Agriculture. Awaiting gas and electricity to begin production of products. Factory needs 30MW of power to sustain full production. Currently allocated 4MW. Awaiting a delivery of 10MCF of natural gas. | Need grid coordinates |
| Design and Construction #1 (Al-Anbar) | | Service | Al-Anbar | Al Qaim | Company is staffed with highly qualified engineers who focus on contracting, building, and commissioning industrial plants. Provides services to all major Iraqi industries, including Oil, Cement, Fertilizers, and Textiles. | Need grid coordinates |
| Design and Construction #2 (Al-Anbar) | | Service | Al-Anbar | Ar Ramadi | Company is staffed with highly qualified engineers who focus on contracting, building, and commissioning industrial plants. Provides services to all major Iraqi industries, including Oil, Cement, Fertilizers, and Textiles. | Need grid coordinates |
| Al-Furat State Company for Chemical Industries | Production | Chemical | | | Produces polypropylene for industrial uses. Production dropped to 25000 bags per day. | Need grid coordinates |
| Acid Battery | Production | Chemical | | | Manufacturer of automotive lead acid batteries. Production limited due to a shortage of plastic containers used to make lead acid batteries. Monthly revenue averages 280 M.D. | Need grid coordinates |

| | | | | | | |
|--|------------|--------------|----------|-----------|--|------------------------|
| Acid Battery #4 (Baghdad) | Production | Chemical | Baghdad | Baghdad | Manufacturer of dry-cell batteries. Currently operating on generator power. There is a shortage of raw materials. Need money to purchase raw materials. Can produce up to 1.4 million dry-cell batteries, as long as there is sufficient raw materials. | MB28898620 |
| Paper Industry | | Chemical | | | Factories manufacture pencils, paper packaging, writing paper, and cardboard. 13 million books available in stock. Could sell to Ministry of Education. Lacks raw materials. | Needs grid coordinates |
| Northern Cement Company | | Construction | | | Manufacturer of portland cement, sulfur resistant cement, white cement, and lime. The factory needs 800CM of fuel oil shipped from Bayji. Electrical power cuts impacted production. Currently producing 1000 tons of concrete per day. 60,000 tons of cement. | Need grid coordinates |
| Southern Cement Company | | Construction | | | Manufacturer of portland cement, sulfur resistant cement, white cement, and lime. Currently has 50,000 tons of cement in its inventory. | Need grid coordinates |
| Iraqi State Companies for Cement | | Construction | | | Manufacturer of portland cement, sulfur resistant cement, white cement, and lime. | Need grid coordinates |
| Glass and Ceramics Company #3 (Al Anbar) | Production | Construction | Al-Anbar | Ar Ramadi | Manufacturer of standard sheet glass and ceramic tiles for construction. Also produces consumer glassware. Short of LPG for furnaces. Factory needs 5MW of power. It needs an additional 5000CM of LPG. Needs PWC. | LC 3814 9873 |

| | | | | | | |
|--|------------|--------------|------------|------------|---|------------------------|
| State Company for Geological Survey & Mining (Al-Muthanna) | Production | Construction | Muthanna | AsSamawah | This company conducts geological, geochemical, geophysical, hydrogeological, and engineering geological surveys. Explores and prospects for metallic ores and industrial minerals and rocks. Mines and processes metallic ores and industrial minerals. Dire | Need grid coordinates |
| State Company for Geological Survey & Mining | | Construction | | | This company conducts geological, geochemical, geophysical, hydrogeological, and engineering geological surveys. Explores and prospects for metallic ores and industrial minerals and rocks. Mines and processes metallic ores and industrial minerals. | Need grid coordinates. |
| Tobacco Company | | Food | Not listed | Not listed | Manufacturer of matches and cigarettes under four name brands: Sumer, Al-Rasheed, Kithana, and Baghdad. Raw materials=320 MID or 400 million cigarettes. | Need grid coordinate |
| Al Faris Company | | Engineering | | | Manufacturer of water purification units, storage tanks for oil, steel structures, pressure vessels, and heat exchangers. Critical suppliers to various Iraqi industries. This company has 18,000 tons of raw materials. | Need grid coordinate |
| State Company for Ready Made Wears | | Textile | Not listed | Not listed | Company consists of four factories that manufacture children's clothing, men's clothing, tents, and school uniforms. Mosul factory (started in 1983) is the only one operating as of July, 2003. Najaf factory was heavily damaged by US bombing during the war | Need grid coordinates |
| Thermestone Brick Plant | Production | Construction | Baghdad | Baghdad | Manufacturer of various construction materials, including brick, plastic pipes, and concrete poles. Plant is heavily damaged and is inoperable. | Need grid coordinates |

| | | | | | | |
|--|------------|--------------|--------------|------------|--|-----------------------|
| Diala Brick Plant | Production | Construction | Diyala | Not listed | Manufacturer of various construction materials, including brick, plastic pipes, and concrete poles. This factory is heavily damaged and is inoperable. | Need grid coordinates |
| Mahawal Brick Plant | Production | Construction | Babil | Babil | Manufacturer of various construction materials, including brick, plastic pipes, and concrete poles. Plant needs 1MW total. Receives an allocation of 2MW. Lack of diesel oil limiting production. Plant is operational; it produces 80,000 bricks per day. | Need grid coordinates |
| Sodium Sulfates | Production | Construction | Salah Ad Din | | This company conducts geological, geochemical, geophysical, hydrogeological, and engineering geological surveys. Explores and prospects for metallic ores and industrial minerals and rocks. Mines and processes metallic ores and industrial minerals. Dire | Need grid coordinates |
| Glass and Ceramics Company #1 (Al Anbar) | Production | Construction | Al-Anbar | Ar Ramadi | Manufacturer of standard sheet glass and ceramic tiles for construction. Also produces consumer glassware. Short of LPG for furnaces. No information available. | LB 3790 9888 |
| Glass and Ceramics Company #2 (Al Anbar) | Production | Construction | Al-Anbar | Ar Ramadi | Manufacturer of standard sheet glass and ceramic tiles for construction. Also produces consumer glassware. Short of LPG for furnaces. Currently, factory is supplied with 4MW of power from unreliable generators. It needs an additional 5000CM of LPG. | LC 3840 0042 |

| | | | | | | |
|--|------------|--------------|----------|----------|--|-----------------------|
| Iraqi State Companies for Cement #1 (Al-Anbar) | | Construction | Al-Anbar | Al Qaim | Manufacturer of portland cement, sulfur resistant cement, white cement, and lime. Currently allocated 5MW of power. The factory needs 20MW to reach full production. Started producing cement at 1000 tons per day. Expected monthly production is 25,000 | Need grid coordinates |
| State Company for Handmade Carpets #1 (Al-Anbar) | Production | Textile | Al-Anbar | Annah | Produces hand woven silk and wool carpets in seven centers throughout Iraq. Also manufactures rugs and mattresses which generates the bulk of the revenue it receives. | Need grid coordinates |
| Iraqi State Companies for Cement #2 (Al-Anbar) | | Construction | Al-Anbar | Fallujah | Manufacturer of portland cement, sulfur resistant cement, white cement, and lime. This factory is for white cement. Currently allocated 2.5MW of power. The factory needs 7MW to reach full production. Started grinding white cement at 300 tons per day. | LB9319 9301 |
| Haririat State Company for Refractory's (Al-Anbar) | | Construction | Al-Anbar | Fallujah | Construction of refractories. Factory is located next to the cement factory. It has one 1MW of power allocated to it, the factory needs 2MW of power. Started production 12 Oct03. There was no production in November due to power cuts. | LB 9313 9240 |
| Al-Faris Company (Al-Anbar) | Production | Engineering | Al-Anbar | Fallujah | Manufacturer of water purification units, storage tanks for oil, steel structures, pressure vessels, and heat exchangers. Critical suppliers to various Iraqi industries. This company located near cemetery of Arkuk. | LB 1179 8544 |

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| Iraqi State Companies for Cement #3 (Al-Anbar) | | Construction | Al-Anbar | Not listed | Manufacturer of portland cement, sulfur resistant cement, white cement, and lime. Currently allocated 10MW of power. The factory needs 20MW to reach full production in one line. Need 35MW for both lines. Started klinker production. | Need grid coordinates |
| State Company for Phosphate #2 (Al-Anbar) | | Fertilizer | Al-Anbar | Al Qaim | Produces TSP and NP, primarily for Ministry of Agriculture. Awaiting gas and electricity to begin production of products. Factory needs 30MW of power to sustain full production. Currently allocated 15MW. Awaiting a delivery of 10MCF of natural gas. | GU 005 001 |
| State Company for Handmade Carpets #2 (Al-Anbar) | Production | Textile | Al-Anbar | Rawah | Produces hand woven silk and wool carpets in seven centers throughout Iraq. Also manufactures rugs and mattresses which generates the bulk of the revenue it receives. | Need grid coordinates |
| State Company for Handmade Carpets (At-Ta'mim) | Production | Textile | AtTa'mim | Karkuk | Produces hand woven silk and wool carpets in seven centers throughout Iraq. Also manufactures rugs and mattresses which generates the bulk of the revenue it receives. | Need Grid Coordinates |
| Iraqi State Companies for Cement (At Ta'mim) | | Construction | AtTa'mim | Karkuk | Manufacturer of portland cement, sulfur resistant cement, white cement, and lime. Currently allocated 20MW of power. The factory needs 32MW to reach full production. Daily production is 500 tons per day. Production problems equates to low capacity uti | Need grid coordinates |

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| State Company for Cotton Industries (At Ta'mim) | Ginning Plant | Textile | At Ta'mim | Karkuk | Manufacturer of medical cotton, gauze, and cotton fabrics. Due to low quality cotton supplied by Iraqi farmers, company focuses on producing low quality "burlap" fabrics. Plant require 1.5MW of power. But plant is not operational. Plant has ginning don | Need grid coordinates |
| Hilla Textile Company | Production | Textile | Babil | Al Hillah | Manufacturer of polyester fabrics and velvet at two separate factories. Short of electricity. Could run at 100% if it has the electricity. Factory is designed to use 5MW of power, but is currently allocated 2MW. Started up recently due to power supply | MA4851 3687 |
| Suwayrah Bricks Plant | Production | Construction | Babil | Ash Shuaybah | Manufacturer of various construction materials, including brick, plastic pipes, and concrete poles. Plant needs 1MW total. Was provided a generator that produces 2MW. Lack of electricity is the biggest problem. | Need grid coordinates |
| Dairy Factory (Babil) | Production | Food | Babil | Al Hillah | Manufacturer of milk-based products, including yogurt, cream, cheese, butter, and sterilized milk. Subsidized company with limited market share in a competitive market. Operating under generator power. Lacks raw materials needed to produce products. | Need grid coordinates |
| State Company for Handmade Carpets #1 (Babil) | Production | Textile | Babil | Al Hillah | Produces hand woven silk and wool carpets in seven centers throughout Iraq. Also manufactures rugs and mattresses which generates the bulk of the revenue it receives. | Need grid coordinates |

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| State Company for Handmade Carpets #2 (Babil) | Production | Textile | Babil | Al Hillah | Produces hand woven silk and wool carpets in seven centers throughout Iraq. Also manufactures rugs and mattresses which generates the bulk of the revenue it receives. Almost all 900 employees are women. | Need grid coordinates |
| Southern Cement Company (Babil) | Production | Construction | Babil | Not listed | Manufacturer of portland cement, sulfur resistant cement, white cement, and lime. Currently allocated 3MW of power for startup. The factory needs 7MW total for maximum production. Started one line which produces 250 tons per day. | Need grid coordinates |
| Al-Faris Company (Babil) | Production | Engineering | Babil | Al Musayyib | Manufacturer of water purification units, storage tanks for oil, steel structures, pressure vessels, and heat exchangers. Critical suppliers to various Iraqi industries. This company produces steel structures. Currently not operational because US Army u | MB 1181 5572 |
| Woolen Company (Carpet) | Production & Administration | Textile | Baghdad | Baghdad | Manufacturer of woolen fabrics, men's suits, carpets, and blankets. Factory needs 2MW of power. It has been allocated 2MW. The factory is operational. | MB 3938 9260 |
| Woolen Company (14th Ramadan) | | Textile | Baghdad | Baghdad | Manufacturer of woolen fabrics, men's suits, carpets, and blankets. Factory requires 2MW of power. Has its own generator. Factory is operational, but requires more electricity to increase production. | MB3941 9258 |
| Woolen Company (30th July) | | Textile | Baghdad | Baghdad | Manufacturer of woolen fabrics, men's suits, carpets, and blankets. Factory requires 2MW of power, but is only receiving 1MW. Has its own generator. Factory is operational. | MB 39239295 |

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| Woolen Company (01 July) | | Textile | Baghdad | Baghdad | Manufacturer of woolen fabrics, men's suits, carpets, and blankets. Factory requires 2MW of power, but is only receiving 1MW. Has its own generator, but it is being repaired. | MB 3753 9421 |
| Woolen Company (Baghdad) | Spinning Factory | Textile | Baghdad | Baghdad | Manufacturer of woolen fabrics, men's suits, carpets, and blankets. Factory requires 1.5MW of power to produce at 100%. Currently, factory is using a 2MW diesel engine. | MB 397 925 |
| State Company for Ready Made Wear's (Baghdad Factory) | Production | Textile | Baghdad | Baghdad | Company consists of four factories that manufacture children's clothing, men's clothing, tents, and school uniforms. Mosol factory (started in 1983) is the only one operating as of July, 2003. Najaf factory was heavily damaged by US bombing during the war. | MB 343 911 |
| State Company for Handmade Carpets (Baghdad) | Production | Textile | Baghdad | Baghdad | Produces hand woven silk and wool carpets in seven centers throughout Iraq. Also manufactures rugs and mattresses which generates the bulk of the revenue it receives. Factory sells about \$50,000 USD a month in products. | MB 3938 9278 |
| Leather Manufacturing Company #1 (Baghdad) | | Textile | Baghdad | Baghdad | Manufacturer of consumer leather products, including shoes, bags, and garments. The factory currently has 2MW of power with a generator. It needs a stable source of power, and raw materials. Production for August was 220 MID. | MB 4950 8146 |
| Leather Manufacturing Company #2 (Baghdad) | | Textile | Baghdad | Baghdad | Manufacturer of consumer leather products, including shoes, bags, and garments. | MB 4050 8146 |

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| Design and Construction (Baghdad) | | Service | Baghdad | Baghdad | Company is staffed with highly qualified engineers who focus on contracting, building, and commissioning industrial plants. Provides services to all major Iraqi industries, including Oil, Cement, Fertilizers, and Textiles. | MB4561 8799 |
| Baby Milk Factory | Production | Food | Baghdad | Abu Ghurayb | Manufacturer of baby milk and other dairy products. Currently suffers from lack of raw materials. Also, factory sustained 25% damage due to looting. | MB 2315 8763 |
| Dairy Factory (Baghdad) | Production and Administration | Food | Baghdad | Abu Ghurayb | Manufacturer of milk-based products, including yogurt, cream, cheese, butter, and sterilized milk. Subsidized company with limited market share in a competitive market. Operating under generator power. Requires raw milk or imported powdered milk. | MB234 867 |
| The General Company for Vegetable Oils #1 (Baghdad) | Production | Food | Baghdad | Baghdad | Company manufactures food, soap, toiletries, cosmetics, and laundry detergent. Sold under its own brands to Iraqi consumers. Products are rumored to be of high quality, but packaging is not consumer-marketing oriented. | MB 39389260 |
| The General Company for Vegetable Oils #2 (Baghdad) | Production | Food | Baghdad | Baghdad | Company manufactures food, soap, toiletries, cosmetics, and laundry detergent. Sold under its own brands to Iraqi consumers. Products are rumored to be of high quality, but packaging is not consumer-marketing oriented. October production expected to re | MB 4871 8392 |
| The General Company for Vegetable Oils #3 (Baghdad) | Production | Food | Baghdad | Baghdad | Company manufactures food, soap, toiletries, cosmetics, and laundry detergent. Sold under its own brands to Iraqi consumers. Products are rumored to be of high quality, but packaging is not consumer-marketing oriented. Shampoo, liquid bleach, and sulph | MB491 843 |

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| The General Company for Vegetable Oils #4 (Baghdad) | Production | Food | Baghdad | Baghdad | Company manufactures food, soap, toiletries, cosmetics, and laundry detergent. Sold under its own brands to Iraqi consumers. Products are rumored to be of high quality, but packaging is not consumer-marketing oriented. Q=150 tons of laundry soap. Dies | MB 497 832 |
| The General Company for Vegetable Oils #5 (Baghdad) | Production | Food | Baghdad | Baghdad | Company manufactures food, soap, toiletries, cosmetics, and laundry detergent. Sold under its own brands to Iraqi consumers. Products are rumored to be of high quality, but packaging is not consumer-marketing oriented. Scheduled to resume production 01 | Need grid coordinates |
| Tobacco Company #1 (Baghdad) | Production | Food | Baghdad | Baghdad | Manufacturer of matches and cigarettes under four name brands: Sumer, Al-Rasheed, Kithana, and Baghdad. Factory is located in the Karradah district, and currently runs under generator power. Revenues estimated at 180 MID per month. | MB 4532 8313 |
| Tobacco Company #2 (Baghdad) | Storage | Food | Baghdad | Baghdad | This facility provides a storage area from products and raw materials used in the manufacture of cigarettes. | MB 4834 8488 |
| Acid Battery #1 (Baghdad) | Production | Chemical | Baghdad | Baghdad | Manufacturer of automotive lead acid batteries. Requires additional LPG. Can produce 1500 lead acid batteries per month. | MB 4363 9172 |
| Acid Battery #2 (Baghdad) | Production | Chemical | Baghdad | Baghdad | Manufacturer of automotive lead acid batteries. Production stopped due to electrical power. Can produce 4500 batteries per month. | MB 4395 9193 |
| Acid Battery #3 (Baghdad) | Smelter | Chemical | Baghdad | Baghdad | Manufacturer of automotive lead acid batteries. Produces the lead used by other factories to produce batteries. Currently operating on generator power. | Need grid coordinates |

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| Al-Sawary Company #1 | Production | Chemical | Baghdad | Baghdad | Manufacturer of resins, inks, fiberglass, and rockwool. Started Q of PVA2 resins after plant rehab. 2 MID for inks; 250 MID for Insulation; only emulsion paint producer. | MB 2852 9875 |
| Al-Sawary Company #2 | Production | Chemical | Baghdad | Baghdad | Manufacturer of resins, inks, fiberglass, and rockwool. This plant produces rockwool. Plant sustained 50% damaged during the war. DG is under investigation. There is a sub-plant in Baghdad. | Need grid coordinates |
| Iraqi State Companies for Cement (Baghdad) | | Construction | Baghdad | Baghdad | Manufacturer of portland cement, sulfur resistant cement, white cement, and lime. | MB 49888174 |
| State Company for Materials and Construction #1 (Baghdad) | Production/Administration | Construction | Baghdad | Baghdad | Manufacturer of various construction materials, including brick, plastic pipes, and concrete poles | MB 497 818 |
| 14th of July Brick Plant | Production | Construction | Baghdad | Baghdad | Manufacturer of various construction materials, including brick, plastic pipes, and concrete poles. This plant was heavily damaged and is unoperational. | MB 486 637 |
| Harist State Company for Refractory's (Baghdad) | | Construction | Baghdad | Baghdad | Construction of refractories. Factory is not operational. | MB 4140 7330 |
| State Company for Geological Survey & Mining HQ (Baghdad) | Administration | Construction | Baghdad | Baghdad | This company conducts geological, geochemical, geophysical, hydrogeological, and engineering geological surveys. Explores and prospects for metallic ores and industrial minerals and rocks. Mines and processes metallic ores and industrial minerals. Dire | MB 467 868 |
| Electrical Company #2 (Baghdad) | | Engineering | Baghdad | Baghdad | Manufacturer of small motor, 1.1 to 7.5 kW, fractional HP motors for air cooler, large and medium motors LT and HT (small volume), air conditioner units (using freon) and lighting equipment. | Need grid coordinates |

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| Electrical Company #1 (Baghdad) | Production | Engineering | Baghdad | Baghdad | Manufacturer of small motor, 1.1 to 7.5 kW, fractional HP motors for air cooler, large and medium motors LT and HT (small volume), air conditioner units (using freon) and lighting equipment. Company needs 5MW of power to work at 100%. | MB 436 921 |
| General Systems Company | | Engineering | Baghdad | Baghdad | Control systems and building automation consultancy. Provides site work, engineering project management and software programming. Critical service for oil, electricity, cement, petrochemical, and other industries. Currently allocated 300kV of electricity. | MB 4635 8950 |
| Vehicles Company #1 (Baghdad) | | Engineering | Baghdad | Baghdad | Truck and bus assembly. This site is a deisel engine plant. The site is not operational. It requires rehab and raw materials. Currently, American forces occupy the site. Also, it is heavily damaged. | Need grid coordinates |
| Vehicles Company #2 (Baghdad) | | Engineering | Baghdad | AbuGhurayb | Truck and bus assembly. There are two parts to this site. One is an earth moving equipment reconditioning site, and the other is an after sales service plant. Requires a significant amount of rehab and spare parts. Currently the site is not operational. | MB 288 862 |
| 17th Nissan Company (Investment Casting Factory) | | Engineering | Baghdad | Baghdad | Company manufactures three distinct products: stainlyss steel & aluminum castings, signs (e.g. road signs), and medals (mostly for the military). Heavily damaged and looted. | MB 4800 8833 |
| 17th Nissan Company (Head Office & Medal Factory) | | Engineering | Baghdad | Baghdad | Company manufactures three distinct products: stainlyss steel & aluminum castings, signs (e.g. road signs), and medals (mostly for the military). Looted and damaged. | Need grid coordinates |

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| State Company for Cotton Industries (Baghdad) | Production & Administration | Textile | Baghdad | Baghdad | <p>Manufacturer of medical cotton, gauze, and cotton fabrics. Due to low quality cotton supplied by Iraqi farmers, company focuses on producing low quality "burlap" fabrics.</p> <p>The factory needs 5MW of power to work at full production. Currently uses a 2MW of power.</p> | MB377919 |
| Design and Industrial Consultation | | Service | Baghdad | Baghdad | <p>Provides engineering, contracting, project management, and feasibility studies for industrial construction projects (primarily the petrochemical industry). In the process of securing contracts with oil ministry companies. Looking for 1200SM office to let.</p> | MB4551 8799 |
| State Commission for Research & Development | | Service | Baghdad | Baghdad | <p>Provided research and development for most MIM SOEs through eleven research centers, four for pharmaceutical industry, and others for food, building materials, glass, textiles, energy & environmental, petrochemical and chemical industries. Company has no research contracts.</p> | MB42968225 |
| State Commission for Training Centers #3 (Baghdad) | | Service | Baghdad | Baghdad | <p>Job training. This training center is currently undergoing reorganization. Have not received approval on new student enrollment.</p> | MB 4365 9138 |
| State Commission for Training Centers #2 (Baghdad) | | Service | Baghdad | Baghdad | <p>Job training. Welding center is operational.</p> | Need grid coordinates |
| Specialized Institute for Engineering | | Service | Baghdad | Baghdad | <p>White collar scientific consulting service offering inspection, material testing, and design of products. In 1978, the institute signed an agreement with UN on technical support including training programs on different levels.</p> | MB46298141 |

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| Software | | Service | Baghdad | Baghdad | Computer software. Have found new offices to rent. Will move 01 Nov 03. | MB 45798794 |
| Industrial Promotion | | Service | Baghdad | Baghdad | Promotes industry. Requires directives on what to do. | MB 479 849 |
| Research & Development Company | | Service | Baghdad | Baghdad | Provided research and development for most MIM SOEs through eleven research centers, four for pharmaceutical industry, and others for food, building materials, glass, textiles, energy & environmental, petrochemical and chemical industries. Company has no research contracts. | MB 4583 8787 |
| Nasser Al-Adeem | | MIC | Baghdad | Baghdad | Oil contracting. Started some contracts with Ministry of Oil worth 260 MID. | MB46338167 |
| SDI (Baghdad) | | Pharmaceutical | Baghdad | Baghdad | Manufacturer of pharmaceuticals, including tablets, syrups, and oral drops. Most products are generic versions of branded drugs. This factory produces Oxygen gas for medical purposes. It also produces Nitrous gases and bandages. Has own generator, but | Need grid coordinates |
| Baghdad Furniture Company (Baghdad) | Production | Service | Baghdad | Baghdad | Manufacturer of office furniture, tables, sofas, bookcases, and bedroom furniture. Factory requires completely destroyed. It was a workshop. | Need grid coordinates |
| State Commission for Training Centers #1 (Baghdad) | | Service | Baghdad | Baghdad | Job training. This training center is partially damaged. | MB 5288 7907 |
| Al-Sawary Company #3 | Production | Chemical | Baghdad | | Manufacturer of resins, inks, fiberglass, and rockwool. This plant produces fiberglass. Rockwool production has begun. | MB 3796 8326 |
| Al-Sawary Company #4 | Production | Chemical | Baghdad | | Manufacturer of resins, inks, fiberglass, and rockwool. Produces resins, inks, and glue. Total sale in 15 days is \$20,000 USD. Ink production has started. | MB 2852 9875 |

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| Al-Samood | | MIC | Baghdad | | Technology contracts and light assembly. Started contracts worth \$1.9 million USD. | MC 2872 1564 |
| Al-Kharzen Center | | MIC | Baghdad | | Electronic company. The company needs 1MW of power. Currently, it is only allocated .5MW. Company merged with Electronics Company. Has contracts worth \$1.8 million USD. | MB 52727868 |
| Paper Industry (Basrah) | Production & Administration | Chemical | Basrah | Not listed | Factories manufacture pencils, paper packaging, writing paper, and cardboard. Obtained necessary power for start up in November. Needs rehab and upgrading. Suffered heavy damage. | QU 566044 |
| Southern Fertilizer Company | Production | Fertilizer | Basrah | | Produces urea as its main product. Urea is a basic nitrogen fertilizer used throughout Iraq and the world. Needs natural gas, oil, and electricity for operation. Currently operating on 7MW of power. Need 15MW of power and 50MCF of natural gas. | QU 734425 |
| Petrochemical Company (PC-1) | Production | Fertilizer | Basrah | | Manufacturing plant erected in 1976 by Loomis. Main products include ethylenes, chlorine, and caustic soda. The company is divided into seven units based on products. The factory requires stable power and natural gas. The gas fired turbines are damaged. | QU 619 585 |
| Spiral Piping Plant | | Engineering | Basrah | | DRI, structural sections, spiral pipes and reinforcement bars. Factory is heavily damaged. Not operational. 35-50MW needed for pipeline production. Natural gas power plant nearby. Need 50MCF of natural gas for production. Issued tenders for 350,000 tons of iron pellets. | QU 820202 |

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| Asbestos Piping Plant | | Engineering | Basrah | | DRI, structural sections, spiral pipes and reinforcement bars. Factory is heavily damaged. Not operational. 35-50MW needed for pipeline production. Natural gas power plant nearby. Need 50MCF of natural gas for production. | Need grid coordinates |
| Design and Construction (Basrah) | | Service | Basrah | | Company is staffed with highly qualified engineers who focus on contracting, building, and commissioning industrial plants. Provides services to all major Iraqi industries, including Oil, Cement, Fertilizers, and Textiles. | Need grid coordinates |
| State Commission for Training Centers #2 (Basrah) | | Service | Basrah | | Job training. This training center is damaged. | Need grid coordinates |
| State Commission for Training Centers #1 (Basrah) | | Service | Basrah | | Job training. This training center is operational. | Need grid coordinates |
| Southern Cement Company (Basrah) | Production | Construction | Basrah | Umm Qasr | Manufacturer of portland cement, sulfur resistant cement, white cement, and lime. Needs rehabilitation. Will start production on 10 Oct 03. | Need grid coordinates |
| Ur State Company for Engineering Industries | Production | Engineering | Dhi Qar | An Nasiriyah | Manufacturer of wires and cables for power and communications industries. Products include winding and overhead line wires, and telephone, power and jelly-filled cables. Produces aluminum sheets and wire. Sold 180MID of stocks. Factory needs 10MW of p | PV222304 |
| Woolen Company (Dhi Qar) | Clean & Dye | Textile | Dhi Qar | An Nasiriyah | Manufacturer of woolen fabrics, men's suits, carpets, and blankets. Plant is damaged. Not operational. | PV 1980 3235 |
| State Commission for Training Centers (Dhi Qar) | | Service | DhiQar | An Nasiriyah | Job training. This training center is operational. | PV 1850 3330 |

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| Diala State Electrical Industries Company | | Engineering | Diyala | Baqubah | Manufacturer of electrical power transformers, distribution transformers, electrical meters (single & three phase) Critical to electrical and infrastructure and oil industry in Iraq. There are frequent electrical interruptions. Company needs 3MW per ho | MC 666 9 3706 |
| Baghdad Brick Plant | Production | Construction | Diyala | Not listed | Manufacturer of various construction materials, including brick, plastic pipes, and concrete poles. Plant needs 2MW total. Receives 1MW from a generator. Starting furnace heating. Will start producing 25 Oct 03. | Need grid coordinates |
| Abu Nuaase Bricks | Production | Construction | Diyala | Not listed | Manufacturer of various construction materials, including brick, plastic pipes, and concrete poles. Plant needs 1MW total. Receives an allocation of 1MW. Starting furnace heating. Will start producing 25 Oct 03. | Need grid coordinates |
| Paper Industry (Diyala) | | Chemical | Diyala | Taji | Factories manufacture pencils, paper packaging, writing paper, and cardboard. Plant ready for operation. Depends on electrical supply. DG under investigation. Can produce 100K egg carton trays a month. Needs 5 tons of paper scrap. | MC 3333 0248 |
| Tobacco Company #3 (Baghdad) | Production | Food | Baghdad | Baghdad | Manufacturer of matches and cigarettes under four name brands: Sumer, Al-Rasheed, Kithana, and Baghdad. Factory is located in the Habbabiyah district (Al-Thawra). Produces 500 cartons of cigarettes per day. | MB 519 934 |

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| Northern Cement Company #1 (Ninawa) | | Construction | Ninawa | Mosul | Also known as State Companies for Cement-Hamam. Manufacturer of portland cement, sulfur resistant cement, white cement, and lime. Currently allocated 5MW of power. The factory needs 15MW for steady production and 20MW for maximum production. | LF 3939 0772 |
| Al-Furat State Company for Chemical Industries #3 (Hilla) | Production | Chemical | Babil | Not listed | Factory produces starch for pharmaceutical and food industry. Stopped production because of leasing and problems with staff. Needs 1 MW of electricity to operate. Currently has 6000 tons of raw materials. | Need grid coordinates |
| State Company for Mechanical Industries (SCMI) | Production | Engineering | Babil | Al Iskandiriyah | Low demand on the products in the local market and poor quality forced the company to start producing other equipment and tools like tractors, water pumps, and irrigation systems. This factory produces agricultural implements, irrigation systems, tools and tractors. | MB 3860 3987 |
| Vehicles Company (Babil) | | Engineering | Babil | Al Iskandiriyah | Bus body builder and semi trailer assembly (not manufacturing) Also rents trailers, reconditions earth moving machinery, and produces "non-standard equipment." This site is actually three sites in one. One part assembles trucks. | MB 3930 4102 |
| Al-Furat State Company for Chemical Industries #1 (Hilla) | Production | Chemical | Babil | Al Hindiyah | Factory produces Na(OH), H ₂ SO ₄ , HCL, Cl ₂ , NaOCl gases for use in refineries, power stations, and sterilizing water. Sales average about 1000 MIO per month. | Need grid coordinates |
| Al-Furat State Company for Chemical industries #2 (Hilla) | Production | Chemical | Babil | Al Hindiyah | Factory produces Na(OH), H ₂ SO ₄ , HCL, Cl ₂ , NaOCl gases for use in refineries, power stations, and sterilizing water. Sales average about 1000 MIO per month. | Need grid coordinates |

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| State Company for Iron and Steel | | Engineering | Basrah | Not listed | DR1, structural sections, spiral pipes and reinforcement bars. Heavily damaged. Factory is heavily damaged. Not operational. 35-50MW needed for pipeline production. Natural gas power plant nearby. Need 50MCF of natural gas for production. | QU 726 496 |
| Kadasiah Brick Plant | Production | Construction | Qadisiyah | | Manufacturer of various construction materials, including brick, plastic pipes, and concrete poles. Plant needs 1MW total. Receives an allocation of 1MW. Lack of diesel oil limiting production. Plant is operational; it produces 70,000 bricks per day. | Need grid coordinates |
| Southern Cement Company #2 (Karbala) | Production | Construction | Karbala | Karbala | Manufacturer of portland cement, sulfur resistant cement, white cement, and lime. Currently allocated 20MW of power. The factory needs 34MW to run its four mills. Only one line is producing at low efficiency. | LB 9696 0364 |
| State Company for Materials and Construction Industry (Karbala) | Production | Construction | Karbala | Karbala | Manufacturer of various construction materials, including brick, plastic pipes, and concrete poles. This plant provides the sand necessary for construction. There are six sites throughout the city of Karbala. It is operational. | Need grid coordinates |
| Ar-Razzazar Plant | Production | Construction | Karbala | | Plant is located in the Karbala governorate. It manufactures portland cement, sulfur resistant cement, white cement, and lime. Started one line of production of lime @ 150 tons a day. | Need grid coordinates |
| Southern Cement Company #1 (Karbala) | Production | Construction | Karbala | | Manufacturer of portland cement, sulfur resistant cement, white cement, and lime. Currently allocated 3MW of power. The factory needs 4MW for maximum production. This is a lime facility. | Need grid coordinates |

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| Maysan Brick Plant | Production | Construction | Maysan | Al Amarah | Manufacturer of various construction materials, including brick, plastic pipes, and concrete poles. This plant makes plastic pipes. Plant needs 2MW total. Receives no electricity. Lacks raw materials and electricity. Plant is damaged. | Need grid coordinates |
| The General Company for Vegetable Oils #2 (Maysan) | Production | Food | Maysan | Not listed | toiletries, cosmetics, and laundry detergent. Sold under its own brands to Iraqi consumers. Products are rumored to be of high quality, but packaging is not consumer-marketing oriented. Currently produces soap and detergents. | Need grid coordinates |
| The General Company for Vegetable Oils #1 (Maysan) | Production | Food | Maysan | Not listed | Company manufactures food, soap, toiletries, cosmetics, and laundry detergent. Sold under its own brands to Iraqi consumers. Products are rumored to be of high quality, but packaging is not consumer-marketing oriented. One shift started working 23 Oct 03. | Need grid coordinates |
| Sugar Company (Maysan) | Production / Administration | Food | Maysan | Not listed | Company processes and refines sugar. Main products include refined sugar, animal feed byproducts, molasses, and alcohol. Not profitable at this time due to the cost of sugar beets from local farmers. Needs 400 cu. Meters of natural gas for plant to begin production. | Need grid coordinates |
| Paper Industry (Maysan) | | Chemical | Maysan | | Factories manufacture pencils, paper packaging, writing paper, and cardboard. Requires 3 MW of power. Also requires paper pulp. Has 200 tons of cardboard boxes and 250 tons of cement paper bags. | Need grid coordinates |

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| Leather Manufacturing Company #1 (Najaf) | Tanning | Textile | Najaf | Not listed | Manufacturer of consumer leather products, including shoes, bags, and garments. This factory also has 2MW of power allocated to it, but it is also suffering from stable power supply issues. The expected revenue from sales in Sept. is 700 MID. | Need grid coordinates |
| State Company for Tire Industry #1 (Najaf) | Production | Chemical | Najaf | Not listed | Two technically separate companies producing similar rubber products: tires for cars and bicycles, belts, hoses, and tire tubes. This factory focuses on light duty tires. They receive electricity from the An-Najaf substation. Currently have a 3 MW power. | MA 3178 6776 |
| State Company for Tire Industry #2 (Najaf) | Production | Chemical | Najaf | Not listed | Two technically separate companies producing similar rubber products: tires for cars and bicycles, belts, hoses, and tire tubes. This factory focuses on light duty tires. Currently receiving .5 MW of power. Production quantity is 2600 tires due to prob | MA 3889 3963 |
| Southern Cement Company (Najaf) | Production | Construction | Najaf | Not listed | Manufacturer of portland cement, sulfur resistant cement, white cement, and lime. Currently allocated 12.5MW of power. The old factory needs 4MW to reach full production, while new factory needs 25MW to reach full production. This factory has two locations. | MA 46503667 |
| State Company for Ready Made Wears (Najaf) | Production | Textile | Najaf | An Najaf | Company consists of four factories that manufacture children's clothing, men's clothing, tents, and school uniforms. Mosol fatory (started in 1983) is the only one operating as of July, 2003. Najaf factory was heavily damaged by US bombing during the wa | MA 3568 4334 |

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|---|------------|--------------|---------|----------|---|-----------------------|
| Leather Manufacturing Company #2 (Najaf) | | Textile | Najaf | An Najaf | Manufacturer of consumer leather products, including shoes, bags, and garments. Factory is allocated .5MW of power. It started producing sports shoes. Currently producing at 3 MID per day. | Need grid coordinates |
| Dairy Factory (Ninawa) | Production | Food | Ninawa | Mosul | Manufacturer of milk-based products, including yogurt, cream, cheese, butter, and sterilized milk. Subsidized company with limited market share in a competitive market. Operating under generator power. Lacks raw materials needed to produce products. | LF 308 305 |
| Sugar Company (Ninawa) | Production | Food | Ninawa | Mosul | Company processes and refines sugar. Main products include refined sugar, animal feed byproducts, molasses, and alcohol. Not profitable at this time due to the cost of sugar beets from local farmers. This factory is set up to produce sugar from beets. | LF 3360 1833 |
| Tobacco Company #5 (Baghdad) | Storage | Food | Baghdad | Baghdad | This facility provides a storage area from products and raw materials used in the manufacture of cigarettes. | MB 4312 9073 |
| Northern Cement Company #2 (Ninawa) | | Construction | Ninawa | Sinjar | Also known as State Companies for Cement-Sinjar. Manufacturer of portland cement, sulfur resistant cement, white cement, and lime. Currently allocated 15MW of power. The factory needs 20MW for steady production and 25MW for maximum production. | KF 375 268 |

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|---|------------|--------------|--------|-------|--|-----------------------|
| Northern Cement Company #3 (Ninawa) | | Construction | Ninawa | Mosul | Manufacturer of portland cement, sulfur resistant cement, white cement, and lime. Currently allocated 17MW of power. The factory needs 20MW for steady production and 35MW for maximum production. One clinker line, and one grinding line are operational. | LF 1464 3491 |
| State Company for Cotton Industries (Ninawa) | Production | Textile | Ninawa | Mosul | Manufacturer of medical cotton, gauze, and cotton fabrics. Due to low quality cotton supplied by Iraqi farmers, company focuses on producing low quality "burlap" fabrics. The factory needs 6MW to produce at 100%. Currently allocated 2MW of power. | LF 3118 2089 |
| State Company for Ready Made Wears (Ninawa) | Production | Textile | Ninawa | Mosul | Company consists of four factories that manufacture children's clothing, men's clothing, tents, and school uniforms. Mosul factory (started in 1983) is the only one operating as of July, 2003. Najaf factory was heavily damaged by US bombing during the wa | LF 3101 2087 |
| State Company for Handmade Carpets (Ninawa) | Production | Textile | Ninawa | Mosul | Produces hand woven silk and wool carpets in seven centers throughout Iraq. Also manufactures rugs and mattresses which generates the bulk of the revenue it receives. | Need grid coordinates |
| Design and Construction (Ninawa) | | Service | Ninawa | Mosul | Company is staffed with highly qualified engineers who focus on contracting, building, and commissioning industrial plants. Provides services to all major Iraqi industries, including Oil, Cement, Fertilizers, end Textiles. Progress or work depends upon | LF 3101 2087 |

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|---|------------|----------------|-----------|--------------|--|-----------------------|
| Badoosh Columns Plant | Production | Construction | Ninawa | Mosul | Manufacturer of various construction materials, including bricks, plastic pipes, and concrete poles. This plant manufactures concrete utility poles. Currently have an order for 2000 poles. Lack of reinforcing steel wire rods limits production. Will start in 1990. | Need grid coordinate |
| Mishrah Sulfur Mine Company | | Chemical | Ninawa | Not listed | Started in 1970, the company extracts and refines sulfur from the largest sulfur deposit in the world. One of its products, sulfuric acid, is used in myriad industries worldwide. Produces Aluminum sulfate which is used in water treatment, and sulfur powder. | LE 4773 9837 |
| State Company for Medical Industries and Appliances #1 (Ninawa) | | Pharmaceutical | Ninawa | Mosul | Manufacturer of pharmaceuticals, including tablets, syrups, and oral drops. Most products are generic versions of branded drugs. Capable of producing up to 200 MID per month. Need lead time for MOU contracts. Need PWC for raw material. | LF 2715 3888 |
| State Company for Medical Industries and Appliances #2 (Ninawa) | | Pharmaceutical | Ninawa | Mosul | Manufacturer of pharmaceuticals, including tablets, syrups, and oral drops. Most products are generic versions of branded drugs. This factory suffered heavy damage in the war. Estimated that factory can be brought online with \$2 million USD. Production resumed in 1990. | Need grid coordinates |
| Ad-Diwaniyah Tire Company | Production | Chemical | Qadisiyah | Ad Diwaniyah | Two technically separate companies producing similar rubber products: tires for cars and bicycles, belts, hoses, and tire tubes. This factory focuses on heavy equipment tires. Needs 3.5 MW of power. Provided with 3 MW. | Need grid coordinates |

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|--|---------------|-------------|--------------|--------------|--|-----------------------|
| State Company for Cotton Industries (Qadisiyah) | Production | Textile | Qadisiyah | Ad Diwanivah | Manufacturer of medical cotton, gauze, and cotton fabrics. Due to low quality cotton supplied by Iraqi farmers, company focuses on producing low quality "burlap" fabrics. Site is short of electricity; cannot run continuously because it damages the equipment. | Need grid coordinates |
| Nasser Company for Mechanical Industries | Production | Engineering | Salah Ad Din | Taji | Company consists of three major divisions: forms and tools, steel foundry, and iron frames. Has three induction and one electric arc furnace. Major customers include state cement companies and the oil industry. Makes steel structures, castings, and molds. | MC2880 1650 |
| Woolen Company (Salah Ad-Din) | Clean and Dye | Textile | Salah Ad Din | Taji | Manufacturer of woolen fabrics, men's suits, carpets, and blankets. Currently allocated 1MW of power, but there are constant power interruptions. Plant is producing at 50% capacity. | Need grid coordinates |
| The General Company for Vegetable Oils (Mansour Plant) | Production | Food | Salah Ad Din | Bayji | Company manufactures food, soap, toiletries, cosmetics, and laundry detergent. Sold under its own brands to Iraqi consumers. Products are rumored to be of high quality, but packaging is not consumer-marketing oriented. Have raw materials to work for two | LD 6716 7688 |
| Northern Fertilizer Company (Salah Ad-Din) | | Fertilizer | Salah Ad Din | Bayji | Produces urea as its main product. Urea is a basic nitrogen fertilizer used throughout Iraq and the world. Currently operating on 7MW of power. Need 15MW of power and 50MCF of natural gas for full production per line. Due to delay in the delivery of n | LE 5233 8843 |

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|--|------------|----------------|--------------|------------|--|-----------------------|
| Samarra Drug | | Pharmaceutical | Salah Ad Din | Samarra | Produces pharmaceuticals. Has 1.5 BID of stocks on hand. Reached 1.8 BID in sales, but now currently averages 800 MID per month. Currently, MoH is not purchasing from company stock. | LC 0397 3785 |
| Electric Bulb Company | Production | Engineering | Salah Ad Din | Taji | Manufacturer of electrical power retransformers, distribution transformers, electrical meters (single & three phase) Critical to electrical and infrastructure and oil industry in Iraq. There are frequent electrical interruptions. Company needs 1MW per ho | MC 3112 0032 |
| Baghdad Furniture Company (Salah Ad-Din) | Production | Service | Salah Ad Din | Taji | Manufacturer of office furniture, tables, sofas, bookcases, and bedroom furniture. Factory requires .5MW of power. Factory working at only 5%. | MC 3338 0209 |
| Southern Cement Company (Muthanna) | Production | Construction | Muthanna | As Samawah | Manufacturer of portland cement, sulfur resistant cement, white cement, and lime. Currently allocated 10MW of power. The factory needs 17MW to reach full production in one line. Need 34MW for both lines. Started rehabilitating one line in October. | NV 0050 5510 |
| Wassit Textile | Production | Textile | Wassit | Al Kut | Manufacturer of cotton fabrics, socks, underwear, hats, and external wear. Factory is designed to use 5MW of power, but is currently allocated 3MW. Started up recently due to power supply. Company has sales of 300MID per month. | NA 7743 9759 |
| State Company for Materials and Construction Industry (Salah Ad-Din) | Production | Construction | Salah Ad Din | | Manufacturer of various construction materials, including brick, plastic pipes, and concrete poles. This site is located near Balad. | LE 5233 8843 |
| State Commission for Training Centers (Wassit) | | Service | Wassit | Al Kut | Job training. | Need grid coordinates |

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|--|----------------|--------------|----------|------------|---|-----------------------|
| Tobacco Company #4 (Baghdad) | Storage | Food | Baghdad | Baghdad | Also known as Warehouse #11. This facility provides a storage area from products and raw materials used in the manufacture of cigarettes. | MB 5913 8624 |
| State Company for Materials and Construction Industry #2 (Baghdad) | Administration | Construction | Baghdad | Baghdad | Manufacturer of various construction materials, including brick, plastic pipes, and concrete poles. The main limitations to increased production is are lack of diesel oil and electric power. | MB 488 837 |
| Al-Zawra Company | | Not listed | Baghdad | Baghdad | Oil contracting. Review of previous oil contracts. Contracts with oil and electricity worth 3 BtD. | MB 52447823 |
| Mixed Sector Companies | | Not listed | Baghdad | Baghdad | | Need grid coordinates |
| Bicycle Company | | Not listed | Baghdad | Not listed | Bicycle company and metal fabrication. | MB 4066 5959 |
| State Company for Geological Survey & Mining (Basrah) | Saltary | Construction | Basrah | | This company conducts geological, geochemical, geophysical, hydrogeological, and engineering geological surveys. Explores and prospects for metallic ores and industrial minerals and rocks. Mines and processes metallic ores and industrial minerals. | Need grid coordinates |
| State Company for Geological Survey & Mining #1 | | Construction | | | This company conducts geological, geochemical, geophysical, hydrogeological, and engineering geological surveys. Explores and prospects for metallic ores and industrial minerals and rocks. Mines and processes metallic ores and industrial minerals. | Need grid coordinates |
| State Company for Geological Survey & Mining (Al-Anbar) | | Construction | Al-Anbar | Ar Rutbah | This company conducts geological, geochemical, geophysical, hydrogeological, and engineering geological surveys. Explores and prospects for metallic ores and industrial minerals and rocks. Mines and processes metallic ores and industrial minerals. | Need grid coordinates |

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|---|------------|----------------|-----------|--------------|--|-----------------------|
| 17 Nissan Comoany (Sign Factory) | | Engineering | Baghdad | Baghdad | Company manufactures three distinct products: stainlyss steel & aluminum castings, signs (e.g. road signs), and medals (mostly for the military). Partially looted. Needs raw materials. | MB 4794 8833 |
| 17 Nissan Comoany | | Engineering | Baghdad | Baghdad | Company manufactures three distinct products: stainlyss steel & aluminum castings, signs (e.g. road signs), and medals (mostly for the military). Site is looted and damaged. | Need grid coordinates |
| Dairy Factory (Al-Qadisiyah) | Production | Food | Qadisiyah | Ad Diwaniyah | Manufacturer of milk-based products, including yogurt, cream, cheese, butter, and sterilized milk. Subsidized company with limited market share in a competitive market. | Need grid coordinates |
| The General Company for Vegetable Oils (Al-Qadisiyah) | Production | Food | Qadisiyah | Not listed | Company manufactures food, soap, toiletries, cosmetics, and laundry detergent. Sold under its own brands to Iraqi consumers. Products are rumored to be of high quality, but packaging is not consumer-marketing oriented. | Need grid coordinates |
| Sugar Company | Production | Food | | | Company processes and refines sugar. Main products include refined sugar, animal feed byproducts, molasses, and alcohol. Not profitable at this time due to the cost of sugar beets from local farmers. Requires import of unrefined sugar. | Need grid coordinates |
| SDI (Babil) | Production | Pharmaceutical | Babil | Al Musayyib | Manufacturer of pharmaceuticals, including tablets, syrups, and oral drops. Most products are generic versions of branded drugs. This is a new project for producing disposable syringes. Awaiting receipt of raw materials to start production. | Need grid coordinates |

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|---|------------|---------|----------|-------|---|-----------------------|
| State Company for Ready Made Wears (Al-Anbar) | Production | Textile | Al-Anbar | Annah | Company consists of four factories that manufacture children's clothing, men's clothing, tents, and school uniforms. Mosol fatory (started in 1983) is the only one operating as of July, 2003. Najaf factory was heavily damaged by US bombing during the war. | Need grid coordinates |
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Ministry of Industry & Minerals

List of plants announced for leasing

| ITEM | NAME OF THE COMPANY | NAME OF PLANTS |
|------|---|--|
| 1- | Wasett Company for Cotton Industry | Textile Plant + Knitting Plants |
| 2- | State Company for Cotton Industry | Diwania Textile Plant |
| 3- | State Company for Woolen Textile | Nassiriah Textile Plant |
| 4- | State Company for Ready-made Clothing | Ninawa Plant for Clothing + Najaf Plant for Clothing |
| 5- | State Company for Vegetable Oil Industry | Al-ameen Plant (specialized in producing soaps) |
| 6- | State Company for Diary | Al-qadisiah plant for diary + Ninawa plant for diary |
| 7- | State Company for Tobacco & Cigarettes | Nasser plant + Baghdad plant for producing Cigarettes + Matches Plant + 2 Offsets. |
| 8- | State Company for Sugar Industry | Meesan plant + Warehouses and platform in Um – Qassir port |
| 9- | State Company for Glass & Ceramic | Tiles & Ceramics plant (new & old plants) + Sanitary plant |
| 10- | Nasser Company for Mechanical Industries | Structures Plant and Sandwich Panel |
| 11- | Ur State Company for Engineering Industries | Aluminum Plant + Electrical Cables Plant + Jelly Cable Plant |
| 12- | Dialah Company for Electrical Industries | Fiber Optic cable plant |
| 13- | State Company for Paper Industries | School – copybooks plant in Taji (the plant consists of : 4 units for producing copybooks, Eggs Containers, Pencils , paper- waste pressing) |
| 14- | Al-Furat Company for Chemical Industries | PVC bags + Corn flower Plant |
| 15- | State Company for Batteries | Babel plant (1) |
| 16- | State Company for Tires Industry / Najaf | Tires Plant + Rubber products plant |
| 17- | State Company for Drugs / Ninawa | Ninawa Drugs Plant + Intervenes Solution Plant |
| 18 | State Company for Drugs / Samara | Medical Gas plant in Baghdad |

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Law No. 22 of 1997 on State Companies

JN1509155497 Baghdad al-Jumhuriyah in Arabic 24 Aug 97 p 2

["Text" of Law No. 22 of 1997 on State Companies]

[FBIS Translated Text] In the name of God the merciful, the compassionate

The Republic of Iraq

In the name of the people

The president of the republic

As decided by the National Assembly and approved by the Revolution Command Council, and in accordance with the provisions of Article 53 of the constitution, we issue the following law:

Law No. 22 of 1997 on State Companies

Chapter One: The Aims of the Law and the Requirements of Establishment

Article 1: For the purposes of this law, the following terms shall have the meanings stated hereunder:

The minister: The minister concerned or the head of an organization which is not linked to a ministry.

The state company: The economic unit which is self-financed, fully owned by the state, enjoying a corporate status, independent financially and administratively, and functioning on economic bases.

The registrar: The registrar of companies at the Department for the Registration of Companies in the Ministry of Trade.

Article 2: This law is aimed at organizing state companies, with regard to their establishment, management, and liquidation, under unified financial and administrative bases and rules so as to enable them to attain a high level of growth

in their work and production and to adopt the principle of proper economic accounting, competent investment of public funds, and efficiency in achieving state aims and improving the performance of the national economy.

Article 3: The ministry shall submit an application to the cabinet for the establishment of a state company supported by a study which states the economic and technical reasons for its establishment, provided the application includes the following:

First: The company's name, location, and head office.

Second: The company's aims and activity.

Third: The company's capital and sources of financing its activity.

Fourth: Any other information deemed essential by the ministry.

Article 4: Once the cabinet has approved the application for the establishment of the company, the ministry shall prepare the contract or statement, which shall include the following details:

First: The company's name, location, and head office. The name must reflect its activity and include the word "state."

Second: The company's aims.

Third: The company's activity.

Fourth: The company's capital.

Fifth: The names of the founders.

Sixth: Any other information deemed essential by the ministry.

Article 5: For the purposes of statistical records and documentation, the ministry shall submit the establishment contract or statement, which has been approved by the cabinet, to the registrar so he can register the company.

Article 6: The registrar shall register the company and issue a certification of establishment. The ministry shall publish this certificate and contract or statement in the Official Gazette and in the bulletin which is issued by the registrar.

Article 7: The company shall acquire a corporate status as of the date of the issuance of its certificate of establishment.

Chapter Two: The Company's Capital

Article 8: The company's capital shall be fixed in the decision which shall be issued by the cabinet approving its establishment.

Article 9: First: The State Treasury shall pay the company's capital as a lump sum or in installments, whose amounts and due dates shall be fixed in accordance with a timetable which shall be drawn up by the company in coordination with the Ministry of Finance.

Second: The value of the company's movable and immovable property shall be considered part of the paid up capital.

Third: When two or more self-financed state corporate persons participate in the establishment of a state company, the partners shall pay their share of the capital and submit to the same rules which are set forth in the provisions of this law.

Article 10: First: Whenever there is a need to increase or reduce the company's capital, the ministry, in coordination with the Ministry of Finance, shall submit an application to the cabinet supported by a financial study on the reasons for taking such a step and its impact on the company's activity, rights, and obligations.

Second: Once the cabinet has approved the increase or reduction of the company's capital, the ministry shall take the necessary steps to implement that as well as the contract or statement on the establishment of the company.

Third: The ministry shall inform the registrar to amend the registration and publish it in the Official Gazette.

Chapter Three: Profits and Losses

Article 11: For the purposes of this law, net profit means the increase in the revenues over the expenditures, as shown in the profit and loss account for the company's fiscal year, organized according to existing rules and regulations and approved accounting procedures, audited by the Financial Control Bureau, and endorsed by an authorized legal quarter.

Second: Capital profits and losses and any other profits and losses resulting from any extraordinary activity by the company shall be separated from the profits which are to be distributed among the employees.

Third: The profits which are to be distributed must not be more than 30 percent of the value of current activity. Any excess shall be transferred to the Ministry of Finance.

Fourth: The profits stipulated in Clause (III) of this article shall be distributed as follows: i) Forty-five percent to the State Treasury. ii) Thirty-two percent as incentives to company employees and to those who excel in their work, including members of the board of directors and ministry employees according to the percentages which will be fixed by the board of directors with the approval of the ministry. iii) Five percent for research and development. iv) Five percent for social services for the employees. The remainder shall go to the capital reserve.

Fifth: The cabinet may increase or reduce the percentages in Clauses (III) and (IV) of this article depending on the economic activity and circumstances.

Article 12: Twenty-five percent of the net profit before its distribution shall be deducted for covering recurrent losses from previous years, if there are any.

Article 13: If the company's losses amount to 25 percent of the nominal capital, the company's board of directors shall make an economic appraisal, indicating the causes of the losses and suggesting solutions. The appraisal shall be referred to the ministry so it can make the appropriate decision on it.

Article 14: If the company's losses amount to 50 percent of the nominal capital, the ministry shall make an economic appraisal, which shall be referred to the cabinet so that it can make the appropriate decision on whether to maintain or liquidate the company.

Chapter Four: Investments and Loans

Article 15: First: The company may invest its surplus funds in joint ventures with other partner companies, provided the ventures are relevant to the company's aims inside Iraq. The company has to obtain the approval of the cabinet if the ventures are outside Iraq.

Second: The cabinet's approval has to be obtained also when funds from partner Arab and foreign companies or establishments are to be used in joint ventures that are relevant to the company's aims outside Iraq.

Third: The company has the right to participate with Arab or foreign companies and establishments in joint ventures that are relevant to the company's aims inside Iraq.

Article 16: First: The company may invest its surplus funds as fixed deposits in banks inside Iraq for a period of not more than 180 days, provided a special account is opened in the company's records to record the interest on these deposits and to also show them in the final accounts so that it will be easy to determine the company's performance in this sector.

Second: i) Insurance and re-insurance companies and banks may invest their funds in the different investment fields. ii) The cabinet may decide to include any other investment quarter under the provisions of Paragraph (i) of this clause.

Article 17: The company may give or obtain loans, or obtain funds to finance its activity from national financial institutions and state companies under contracts and terms which shall be agreed upon, provided the loan does not exceed 50 percent of the company's paid-up capital.

Article 18: The approval of cabinet must be obtained when the loan is being obtained from outside Iraq in order to finance the company's investment or current activity.

Chapter Five: The Company's Management and Board of Directors

Article 19: The company's board of directors shall assume the task of drawing up the management, financial, organizational, and technical policies and plans for conducting the company's activity, and achieving its aims, and supervising and following up on their implementation. It shall also exercise all the pertinent rights and powers. It may authorize the company's general manager with any powers it deems appropriate.

Article 20: The board of directors shall consist of the company's general manager as chairman and eight members who shall be appointed as follows:

First: Four members shall be chosen by the minister from the among the heads of the company's various units for their experience and specialized knowledge in their fields.

Second: Two members shall be elected from among the company's employees.

Third: Two members, who are experienced and specialized in their fields, shall be selected by the minister from outside the company with the approval of the "Opinion Board."

Fourth: The board of directors shall have three reserve members. One shall be elected by the employees and two appointed by the minister.

Fifth: The board of directors shall elect during its first meeting a vice chairman from among its members. He will replace the chairman in his absence.

Article 21: The company's basic law shall determine the method of electing the representatives of the company's employees in the board of directors and the qualifications they must have.

Article 22: The term of the board of directors shall be three years, which is renewable. The term shall begin from the date of the first meeting of the board.

Article 23: First: The board of directors shall meet once a month at the invitation of its chairman.

Second: The board of directors may hold an extraordinary meeting at the invitation of its chairman or a written request by two of its members stating the reasons for it.

Third: The quorum for the board of directors is achieved by the attendance of the majority of its members, including the chairman or his deputy. Decisions shall be

made by the majority vote of those attending. In the case of a tie vote, the side getting the chairman's vote wins.

Article 24: If a vacancy occurs in the board of directors, the chairman shall invite a reserve member to cover up for the remainder of the board's term.

Article 25: The board of directors' decisions shall be implemented as soon as they are issued. However, those dealing with the issues mentioned below shall be implemented after obtaining the minister's approval:

First: Annual plans and budgets.

Second: The final accounts and the company's annual report.

Third: Legislations.

Fourth: The production incentive system, since it is considered part of the cost of production.

Article 26: The board of directors' decisions on the issues mentioned in Article 25 of this law shall be considered endorsed unless the minister objects to them within 15 days from the date of their submission to his office. If he objects to them, they shall be re-submitted to the board of directors as soon as it meets. If the board of directors insists on its opinion, a meeting shall be held under the chairmanship of the minister in order to examine the subject. The decision made by the majority of the members present shall be final.

Chapter Six: The Company's General Manager

Article 27: The company shall be run by a general manager who is experienced, specialized, and holds at least a first university degree. The general manager shall be appointed under a decision by the cabinet. He shall be the highest authority in the company and he shall undertake all the necessary work for managing and running its activity in accordance with the powers granted to him by the board of directors.

Chapter Seven: Internal Control

Article 28: Internal control is aimed at establishing effective control on the company's funds. In the achievement of this aim, the company shall conduct its activity according to programs that ensure the application of all control systems.

Article 29: The Financial Control Bureau shall prepare monthly reports containing the results of its activity for the previous period. The report shall be submitted to the company's general manager. The company's board of directors shall then take the necessary steps to tackle any problems raised by the report within 30 days from the date the report is submitted to the office of the general manager.

Article 30: The Internal Control Department shall be attached to the general manager. It is impermissible to transfer or punish any member of this department without obtaining the consent of the board of directors and stating the reasons.

Chapter Eight: Merger of Companies

Article 31: First: It is permissible under a decision by the cabinet to merge two or more state companies into a new state company, provided they engage in a similar or integrated activity.

Second: The ministry shall prepare a technical and economic feasibility study of the merger and submit it to the cabinet so it can make the appropriate decision.

Article 32: Once the cabinet has approved the merger, the ministry will amend the original contract or draw up a new one. The board of directors will also amend the basic law or draft a new one.

Article 33: The ministry shall inform the registrar of the amended contract or provide him with a new one. The merger shall be considered valid as of the date of the cabinet's approval, or as of any other date set by cabinet. On that date, the corporate status of the old company shall expire. The registrar shall issue a new certification of establishment.

Article 34: First: The ministry shall publish the merger decision in the Official Gazette and in the bulletin which is issued by the registrar.

Second: The old company's rights and obligations shall revert to the new company.

Chapter Nine: Change of the State Company

Article 35: It is permissible to change a state company to a shareholding company with the approval of the cabinet.

Article 36: The ministry shall prepare a study on the economic and technical reasons for the change, the method of assessing the value of the shares in the capital, and the method of selling the shares. The study shall be submitted to the cabinet so it can make the appropriate decision on them.

Article 37: First: Once the cabinet has approved the change, the ministry shall prepare a new contract for the company and submit it to the registrar with the approval of the cabinet.

Second: The minister shall publish the decision on the change in the Official Gazette and in the bulletin which is issued by the registrar.

Third: The shareholding company shall acquire a corporate status as of the date of the publication of the decision.

Fourth: The cabinet may, following the transformation of a state company into a shareholding company, fix a certain percentage of the company's nominal capital so the company employees can buy shares in the shareholding company.

Article 38: The socialist sector's share in the new company shall be determined under the provisions of existing laws.

Chapter Ten: Liquidation of Companies

Article 39: First: Once the reasons mentioned in Article (14) of this law become valid, the ministry shall seek the approval of the cabinet to liquidate the company.

Second: If the cabinet decides to liquidate the company, the ministry must take the following steps: i) Form a liquidation committee representing the Ministry of Finance and the Financial Control Bureau, define its powers and jurisdictions, and send a copy of the formation of the committee to the registrar. ii) As soon as it is informed of the liquidation decision, the company shall stop assuming any new obligations. However, it can continue its activity in so far as fulfilling its obligations and retaining its corporate status during the liquidation period. iii) The liquidation committee shall seize all the company's records and documents, make an inventory of its assets, and prepare an initial report, which will be submitted to the ministry. iv) The committee will liquidate the company's rights and obligations and what is mentioned in the liquidation decision, taking into consideration the provisions of this law. v) The liquidation committee shall prepare the final accounts and a report on the results of the company's liquidation once the liquidation has been carried out or at the end of every fiscal year, if the company's liquidation work continues for more than one year, and submit them to the ministry. vi) Once the liquidation work has been completed, the committee shall submit its final report to the ministry backed by the report of the accounts controller. vii) If the results of the liquidation show a balance in the company's funds, this balance shall be paid to the State Treasury or to the companies subscribing to the newly established company. The minister has the powers to transfer assets at the approximate value. viii) The liquidation period must not exceed three years in all cases. Otherwise, the matter should be referred to the cabinet so it can make the appropriate decision. ix) Once the ministry is satisfied that the liquidation has been carried out in accordance with the provisions of this law, it shall notify the registrar to this effect so he can issue his decision to cancel the name of the company and publish that in the Official Gazette and in his bulletin.

Chapter Eleven: General and Final Rules

Article 40: Within a period of one year from the implementation of this law, all existing self-financed economic organizations must adjust their conditions in harmony with the provisions of this law.

Article 41: The cabinet may, whenever necessary, exempt any mining companies belonging to the Oil Ministry from the provisions of this law.

Article 42: The company's activity shall be subject to the control and auditing of the Finance Control Bureau.

Article 43: The minister shall issue an internal system for the company which shall be prepared by its board of directors in accordance with the provisions of the law within 60 days from the its formation. The system shall include the following:

First: The duties and powers of the board of directors.

Second: The method electing the representatives of the employees in the board of directors.

Third: The required qualifications for a member of the board of directors.

Fourth: The management structure of the company and the descriptions of the management and organizational units' jobs and duties.

Fifth: The organization of the procedures for following on the company's activity and internal control.

Sixth: Any other matters relating to the tasks and activity of the company.

Article 44: The existing employment rules shall apply to the employees of the companies covered by this law until new employment rules are issued.

Article 45: This law shall be implemented as of the date of its publication in the Official Gazette. Any public or private provisions contrary to its provisions are considered invalid.

Written in Baghdad on 15 Rabi' al-Thani 1418 Hegira corresponding to 18 August 1997.

[Signed] Saddam Husayn, president of the republic

Reasons for issuing this law: This law was enacted for the purpose of organizing the activity of self-financed state economic organizations and unifying the laws organizing the activities of these organizations by establishing national state companies and organizing their work in such a way as to contribute to the advancement of the national economy and to achieve the social aims of the socialist sector.

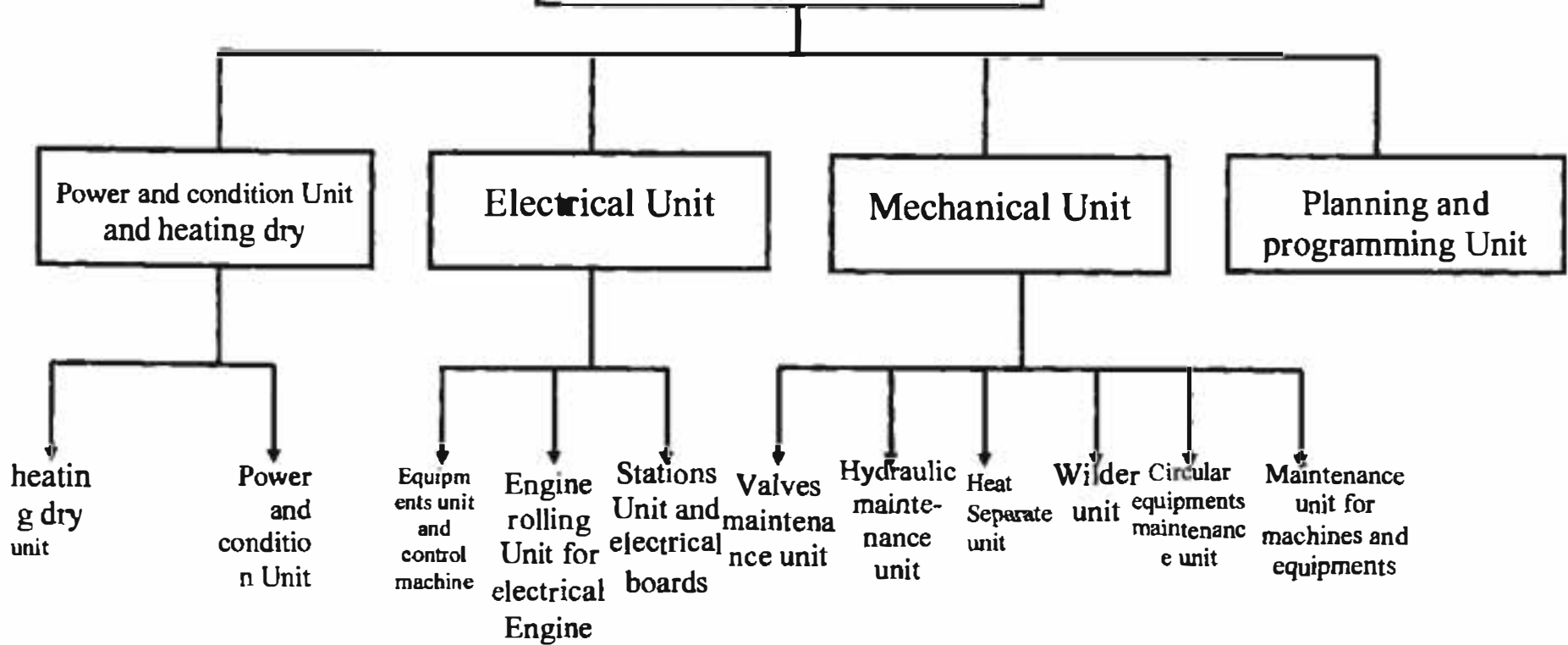
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Because of AL- Qaqa'a General Company is the biggest Factory project not just in Iraqi but is also in the Middle East.

And for it many projects and products there must be many equipments in nature case where it be about thousands of equipments and special devices, and to let that projects to be continued in that production by providing special maintenance staff for equipments and devices with many specialist. And now our company presenting it experts which are for about 25 years ago to help other special section to help our new Iraq with rivalry prices and in the following fields:

- 1- Install new Factories.
- 2- Maintenance all kinds of Equipment circular.(pumps, Vacuums, Engines....act.).
- 3- Maintenance mechanical, general and specialist equipments.
- 4- Welder special works.
- 5- Maintenance and install for all Hydraulic and air systems.
- 6- Maintenance and install all kind of handle and control valves.
- 7- Maintenance running dry boiler.
- 8- Chelars Maintenance and cooling equipments and install air baths.
- 9- Design, founded, install and Maintenance all kind of Electrical boards and secondary stations.
- 10-Maintenance work for equipments and main control station and fields controls will all kinds.
- 11-Heat Separate works and covering for all pipes.
- 12-Big Sewing workshop more than 100 of equipments.
- 13-A counting staff with great expert.

Al- Qaqa'a workshop



Notes:

- 1- Staffs will grouped as needed with special visors.
- 2- Staffs will gift percentage from project gains.
- 3- We can expands that specialist in future and as for needed.
- 4- We suggest to formatting Engine Visor Office in all baths of projects and didn't just for maintenance fields but in executing project also where we will constant baths and work ways by dispute with special directions.

IBN - RUSHID COMPANY

Specialization:

Quality control , quality assurance , engineering inspection , safety assessment , lab test of different engineering materials as well as environmental monitoring and treatment

Location :

DURA city - AWERIJ .

Back ground :

Since 1992 our company had been established to be inspection company for industrial and general service activity .

Capabilities :

- 1- Execution of all non - destructive testing such as radiography , ultrasonic , dyepenetrant , ... etc .**
- 2- lab test for all engineering material as well as failure analysis study .**
- 3- Safety analysis aspect according to international standard .**
- 4- Application of total quality management ISO 9000 and environmental ISO 14000 .**
- 5- Design and execution of fire alarm and fire fighting system .**
- 6- Supplying of fire fighting equipments , materials and personal safety equipment .**
- 7- Design and execution of earthing and antilightning system .**
- 8- Water and waste water analysis and environmental study and monitoring .**

Applicable standard :

ASME , ASTM , AWWA , NFPA , ANSI , DIN , GOST , . . .

Executed project :

- 1- Quality control of ADEM dam .**
- 2- Pile test for RESAFA water project .**
- 3- Execution of NDT for all rehabilitation project of thermal power station all over Iraq .**
- 4- Quality control of rehabilitation of suspension bridge and other new bridges .**
- 5- Treatment of different kind of by product (solid , liquid , gas) .**
- 6- Rehabilitation of fire alarm and fire fighting system for BAGHDAD international airport as well as most interchange communication all over Iraq .**
- 7- Hydrological study of SALADIN thermal power station site .**

Work with international company :

- 1- THCHNOPROM EXPORT (Russian company)**
- 2- ENERGO MASH EXPORT (Russian company)**
- 3- CMEC (China company) .**


AL -HARITH COMPANY

Civilian production activities

1. Setting an repairing measuring devices-indicators (electrical -electronic -digital- micro wave and mechanical types) with different ratings.

Notice :- in this field we have special -lab contains high accuracy standards devices , with high experience staff which makes the lab as a lonely source of such technique in iraq

2. Installing measuring labs, workshops stationary and movable.
3. Setting and repairing of CNC machines with laser technique.
4. The ability to manufacture and repair the battery chargers for all types and ratings .
5. The ability to manufacture and repair welding machines (electric arc) for all types and ratings
6. The ability to manufacture and repair the power supplies and electric starters for all types and ratings.
7. Instillation and repairing low and high tension electrical boards.
8. The ability to repair and maintenance power generating sets diesel and benzene for all types and ratings.
9. The ability to repair the special welding machines (Argon, co2 ,plasma ,spot welding) for all types and powers .
10. Ability to repair air compressors for all types.
- 11.the ability to repair and maintenance all types of local exchanges telephone -radio communication cables and devices.
- 12.Installation, setting and repair video cameras used for inspection services.
13. Center of research, programming and researching works for different electronic fields.
14. Ability for printing, installing and repair electronic cards for all equipment's.
15. Manufacture of spare parts (mechanical ,rubbers ,plastics) .
- 16.Ability to manufacture plastic and rubber special parts (washers electrical covers for plug in) .
17. Ability for chemical coating, galvanization for metals efficiently .
18. High ability for painting and tinker works and black smith for frames .
19. Workshop for iron works (forging -shearing and welding) for all types of metals .


chief engineer
Thair M. M. Al-Hariri
D. G. of Co

Detailed Presentation Letter

AL Salam State Company

1- Introduction:

Al-Salam State Company is one of the governmental industrial firms. It's specialized in electronic aspect, which serves many fields such as communication, TV & Radio broadcasting, health, crude oil industries, irrigation and water treatment.

The company has specialized engineering, scientific and technical staff, that has an excellent experience due to its previous work in research, development, design and manufacturing of electronic equipment related to the fields mentioned above. The staff is well-trained in large foreign companies in USA, Europe, and Japan.

The company has the capabilities to produce Printed Circuit Board (PCB), assemble the electronic cards and manufacturing the mechanical bodies and cabinets. Also, the company has the experience and the capabilities to accomplish the specialized researches in the fields of communication, monitoring, electronic protection and control through its advanced laboratories especially the Digital Signal Processing (DSP) lab. and the Programmable Logic Device (PLD) lab.

The company has the experience in the field of requalification, installation, operation, and maintenance of systems including automated systems. The company has previous main participation in the reconstruction of exchanges, Radio & TV broadcasting, medical instruments CNC machines, controllers of dams and reservoirs, control and monitoring systems of airport,

Alsalam State Company

Altaieyat (in front of Arabic Institute of Oil) Baghdad/ Iraq

(b)(6)

control system of crude oil production process, water treatment units and electrical power stations.

2- History of the Company:

Al Salam State Company is one of the electronic companies of the military industrial committee. It becomes a state company in 1997 where it was Al Salam factory from 1991 to 1997. From 1979 to 1991 it represents the departments that are responsible for electronic research and development in the technical research center which is cancelled in 1991.

The history of the company covers more than 23 years, its firstly established as an R&D center with limited capability of production (prototype production or production of small number of equipment).

The last location of the company is in Baghdad – Altajyat (north of Baghdad, in front of Arabic Institute of Oil).

3- Staff of Company:

The company has (755) employee, (170) of them have B.Sc. degree in the branches of electrical engineering, 10 of them have a B.Sc. in mechanical and chemical engineering. While (63) employee have a B.Sc. degree in scientific branches (programming, physical, and chemical). The other employees are technical staff except 10% of the employee that represent the management staff. There are (56) chief engineering or scientific staff that represent the senior people in the company. The company also has 4 member having a Ph.D. degree and 18 member having an M.Sc. degree. Also there are 3 members are Ph.D. students and 5 members are M.Sc. students.

4-Hierarchical Organization:

Figure 1-1 shows the hierarchical organization of the company. It consists of the general management, research centers and other directorates as briefly described below:

A. Researches Centers:

There are four research centers, which are listed below:

First: Digital and Radio Applications Research Center:

It is specialized in design and implementation of control & monitoring systems, (MW) Radio broadcasting and power amplifier in the (HF & V/UHF) frequency ranges. It has 46 electrical engineers and 7 programmers.

Second: Encryption Research Center:

It is specialized in design and implementation of voice and data encryption units. It has 31 electrical engineer and 2 programmers.

Third: Electronic Protection Research Center:

It is specialized in the design and implementation of electronic monitoring and protection of important Buildings and locations. Also it's responsible for of TV (V/UHF) broadcasting transmitters. It has 16 electrical engineers and 4 physicists.

Forth: Material and Supporting Equipment Research Center:

It is specialized in the developments of the materials related to manufacturing broadcasting transmitters (insulating materials and carbonate resistors). Also it is responsible for developing and manufacturing of the supporting instruments such as high power dunmy loads, high power antennas, and RF switching devices. It includes 10 engineers and 5 physicist.

B. Electronic and Mechanical Design Directorate :

It includes 17 engineers and 8 programmers. It is responsible for the following activities:

First: Developing the products from the research scale to the mass production scale through the implementing of necessary electronic and electrical design of the equipment and also designing the printed circuit boards (PCB) and mechanical bodies, it is also responsible for preparing the production file and manufacturing the prototype equipment.

Second: Maintenance of equipment and systems of other governmental companies including CNC machines. This activity is supported by the staff of the research centers according to the needs to find the alternatives, redesign some of the units and implementing the required software (programs). This directorate accomplishes the maintenance of many systems in the ministry of irrigation, ministry of health and ministry of industry.

C. Production Directorates:

It consists of two directorates, the first one (production directorate) cover the main products of the company and the other (factory of broadcasting transmitters) is specialized in manufacturing of broadcasting transmitters.

First: Production Directorate:

It consists of four workshops, the first is the mechanical workshop which include well-experienced engineering and technical staff to manufacturer the mechanical bodies and cabinets and to accomplish all the required mechanical accessories. The second one is PCB factory with production capacity of (1) m² per day from two-sided

PCB. The third one is chemical coating and painting workshop. The fourth workshop is the responsible for assembling the electronic cards and instruments.

Second: Factory of Broadcasting Transmitters:

It is specialized in assembling and testing the TV and radio broadcasting transmitters and the supporting equipments.

D. Technical supporting Directorates:

They include the planning and following-up directorate, quality control directorate, information center and safety works and environmental protection department.

E. Administration and Services Directorates:

They include administration, economical, trading and law directorates.

5-Company Products:

The products of the company in the last (12) month can give a proper impression upon its activities and capabilities. The products are listed below:

A. (MW) Radio Broadcasting Transmitters: After the succeeding of research centers in design and implementing of prototype broadcasting transmitter.

Using solid state electronics techniques, the company accomplishes the production of the following quantities of equipments for the purposes of ministry of information:

- 1KW, MW broadcasting transmitter with quantity of (62).
- 1.5KW, MW broadcasting transmitter with quantity of (48).
- 20KW, MW vertical transmitter antenna of high of (45) m with quantity of (20).

- 1KW, MW horizontal antenna for portable broadcasting transmitter (the antenna can be quickly installed) with quantity of (40).
- 3KW, dummy load with quantity of (20).
- 3KW, change over switches with quantity of (30).
- Portable broadcasting studio with quantity of (23).
- Prototype of (50KW) (MW) broadcasting transmitter.

B. TV broadcasting transmitter

A prototype (5KW) (VHF) TV broadcasting transmitter, using solid state electronics techniques for the purpose of ministry of information.

C. Communication Systems:

- (HF) wireless portable communication stations with output power of (500 watt & 1000 watt) for the purposes of general military headquarter. The stations are used for data and voice communication. The quantity of stations is (20).
- (HF/VHF) wireless portable communication nodes with wireless exchanges for the purpose of republic guard forces with quantity of (4).
- Portable communication nodes (electronic exchanges) for the purpose of general military headquarter and communication of air defense forces with quantity of (20).
- Portable fiber optics digital communication nodes (1 x E1) for the purposes of communication of air defense forces with quantity of (100).
- Portable fiber optics digital communication nodes (4 x E1) for the purposes of communication of air defense forces with quantity of (25).

D. Encryption Units:

Production of data encryption unit (named AL NAKHWA) it is delivered to foreign office, intelligent service office and military intelligence directorate. The over all quantity of the manufactured encryption units is (90) unit.

- Modification of encryption algorithm of a bulk encryption units manufactured by American company (TCC), which are used for encryption of (E1) microwave links for the purposes of communication of air defense with quantity of (50).
- Implementation of prototype of fax encryption unit.
- Implementation of prototype of bulk encryption unit.
- There are research products of digital voice encryption unit (vocoder) and concentrator of voice channels.
- Modification of encryption algorithm of voice scrambling unit including (Racal 4224), (SV4) and (IRAQ 3000) which is also manufactured by the our company with quantity of (3000) unit.
- Modification of encryption algorithms of different kinds of data encryption units manufactured by our company during the 80's and 90's.

E. Miscellaneous Products:

- Real time recording systems to record (8/16) audio channel using PC with quantity of (20).
- Electronic monitoring and protection for important locations such as military industrial committee and AL Qa'qa' company.
- Monitoring system of acid production line in AL Qa'qa company.
- Soft ware loading device of radar computer system for the purpose of airports.

- Specialist maintenance service including medical equipment (CT scan), electronic equipment to control mads referred to irrigation ministry and data monitoring & internal communication system of Baghdad airport.

6-Financial Capabilities:

As result to the previously mentioned projects, the company accomplishes the implementation of many contracts during last year. These contracts have estimated value of about (30 000) million ID. So the company realize large benefits, where the stimulus of the members of the company becomes the highest stimulus that is reached by the other companies of governmental industrial sector. The stimulus of the members range from (225 000) ID to (1 400 000) ID according the graduation degree, period of service, and their technical rule in the projects.

7- Scientific & Technical Capabilities:

The company has long experience in the field of research and development (where it accomplishes about 40 research per year) and it produced many different kinds of system and equipment. So the staff of the company has gained an accumulated experience supported by specialized training in a well-known companies in USA, Europe & Japan. So the company has the following scientific & technical capabilities:

- A. Design & implementation of microprocessor based systems. This will include the design and implementation of the electronic circuits, PCB, mechanical frames & bodies and the required software. Our company implements the first microprocessor-based system in 1982. The conventional microprocessors such as Z8000, 68000, 8086 and micro controller such as 89C5 are used in these systems. These systems are used for data monitoring, digital control systems and data communication.

- B.** The application of digital signal processing in the fields of digital communication, speech signal processing, image signal processing, digital control systems, and encryption. The company deals mainly with Texas (DSP) processors TMS320CXXXX including all the families from the first family TMS320C1X up to latest families TMS320C6XXX and TMS320C7XXX.
- C.** The experience in the field of software programming including high level language such as visual C++ & visual basic and low level language of the used microprocessors.
- D.** The application of programmable chip including (Programmable Array Logic (PAL), Gate Array logic (GAL), Field Programmable Gate Array Logic (FPGA), Logic Cell Array (LCA) & Programmable Logic Device (PLD). The chips that are used for (LCA) are manufactured by (XILINX) and the old chips are manufactured by (ALTERA).
- E.** Using the PC's for data monitory and control system. These systems Typically consist of the PC, interfacing cards (manufactured by the company or may be imported from other (companies) and the required software which is usually written in high level language.
- F.** Implementation of interfacing cards with external environment for the purpose mentioned above. The signal to be interfaced can be digital or analog signals.
- G.** Integration of systems and equipments, i.e. implementation of systems from equipment of different vendors. This will be including the installation of the system, programming the different devices and equipments and operation the system to perform the required job.
- H.** Maintenance services for communication systems control system, CNC machines.

I. Manufacturing and assembling electronic cards and equipments.

8- Company Rule in the 1991 Reconstruction Process:

Although the buildings of the company were completely damaged during 1991 Gulf war, the company has performed the following jobs.

A. Tourism committee:

Reconstruction of the communication, control, and electronic monitor & protection systems of the conferences palace and Al- Rashid hotel.

B. Ministry of Transportation and Communication:

- Reconstruction of (French) exchange maintenance center known as (CDR) center in AL Mamoon communication center. (Baghdad)
- Main participating in reinstallation, operation of Baghdad AL Jadeeda & AL Kadhmiya exchanges. (Baghdad)
- Reinstallation and operation of (ARABSAT) satellite communication station in AL Dijail. (North of Baghdad)
- Reinstallation and operation of internal communication and control system in Baghdad airport.

C. Governmental Industrial Sector:

- Design & implementation of alternative control system for the 1500 tone hot ram in 7-Nissan-state company.
- Design & implementation of alternative control system for the balls line in Nasar state company.
- Design & implementation of monitory and recording system for the acid production line in AL Qa'qa' state company.
- Design & implementation of alternative control system for transformers production line in AL Qadisya State company (Dialah).

- Design & implementation of alternative control system for plastic injection machine in Aljlod state company.
- Installation, operation and maintenance of different types of CNC machines in many state companies.

D. Information Ministry:

- Reconstruction of TV broadcasting station in AL Omarah City (south of Iraq).
- Reconstruction of radio & TV broadcasting studio in AL Salihiyah (Baghdad).

9- Current Suggested Works for the Company:

Although the company is suffered from the action of looters, the company staff, whose well experienced, still have the truth desire to participate in the Iraq rebuilding and reconstruction process in the following fields:

A. Broadcasting:

- Reconstruction and requalification process of the transmitter, Antennas, Studio of the TV and radio broadcasting station. Also our company is ready for installing, operation and maintenance of new systems.
- Design & implementation of control monitory and control system for the operation of the all parts of transmitting station with their accessories in the work country. Where this system use the public telephone network.

B. Communication:

- Reconstruction of the communication transmission system (optics, microwave, and coaxial cable) for the connection between cities of the country and between exchanges in each city. Also our company is ready for installing operation and maintenance of new transmitting system.

Presentation Letter

- Installation, operation and maintenance of modern communication systems, such as cellular communication system, computer network (Internet), private and general exchanges & satellite communication systems.

C. Electronic Monitoring and Protection:

Design & implementation of electronic monitoring and protection system for the important location and building, such as airport and crude oil extruding fields.

D. Health:

Installation, operation and maintenance of medical equipments such as (CT scan).

E. Maintenance:

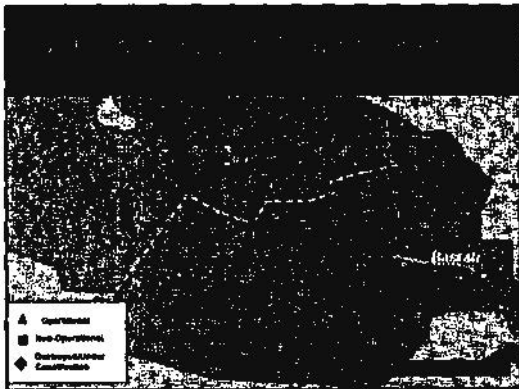
Maintenance services for modern advanced electronic systems and equipment.

F. Manufacturing:

The company is to be prepared for contraction with world companies to work in the field of production of electronic equipment and systems under their license according to the economical plan of country.

G. Research and Development:

Accomplishing of scientific research in the fields mentioned above according to the specialization of each research center of the company. This will include design and implementation of equipment and systems upon request and developing existing system according to the need.



As Samawah Cement Plant I

As Samawah Cement Plant I is located approx. 240 km. south-southeast of Baghdad in Muthanna Province.

The plant is located on the south side of As Samawah City and just south of the Euphrates River

As Samawah I uses the wet process to produce clinker on four production lines

Significant Points

- According to CPA reporting this plant has resumed production since the end of OIF
- Looting damage did occur at this plant

Functional Units

As Samawah I consists of the following units:

- Administration Area
 - Located just inside main gate - contains several office type buildings and approx. ten service & support buildings
 - Looting occurred in this area
- Two (2) Raw Material Receiving & Processing Areas
- Two (2) Clinker / Cement Production Areas
- Finished Material Storage & Transshipment Point

Raw Material Receiving & Processing

- Samawah I has two raw material receiving points

Receiving Area I

- Located on east side of complex - served by single track rail spur
- Open storage, grinding/mixing mill & six (6) material silos are co-located here
- This area serves central production area containing three (3) kilns

Receiving Area II

- Located in southwest quadrant of complex - served by a single track rail spur
- Open storage, grinding/mixing mill & three material

Clinker Cement Production Areas

- Central Production Area

- Located in east central section of complex
- Contains three (3) wet process kilns (2 x 140m; 1 x 180m)
- Contains four (4) slurry tanks approx. 30 meters in diameter

- West Production Area

- Located in southwest quadrant of complex
- Contains one (1) wet process kiln (1 x 180m)

Contains one (1) slurry tank approx. 35 meters in

Finished Material Storage & Transshipment

- There are two (2) finished product storage & transshipment points centrally located in the complex

- North area contains two (2) silos and appears to have capability for truck & rail transshipment

- Area supports east production area

- South area contains two (2) silos and appears to have capability for truck & rail shipment

Power

- Power lines enter the plant on northwest side of complex
 - As Samawah I currently requires 13 MW of power to support production
 - It is unknown if plant has any internal power generation capability

Storage

- As Samawah I contains the following storage tanks

Two (2) medium fuel tanks (approx. 20m in diameter)
Four (4) small fuel tanks (approx. 10m in diameter)

Transportation

As Samawah I is served by both road & rail

Rail

- Single track enters complex on southeast corner. Track splits w/ single spur serving each production area

Road

- Paved, divided highway provides access to main gate on north side of complex
- Two dirt roads enter complex from southeast & southwest

← Air

Security

A wire fence & wall secure most of perimeter of complex

- Main entrance is gated and has a security building
- Dirt road entrance on southwest is gated
- Lights along perimeter

As Samawah I [Link to Map](#)

[Link to Southern Region Map](#)

Functional Units

As Samawah II consists of the following units

- Administration Area
 - Located just inside main gate, consists of a single office type building
- Raw Material Receiving & Storage
- Production Area & Clinker Storage
- Blending Building & Finished Product Storage
- Truck & Rail Transshipment Point

As Samawah II

(Image 52)

Raw Material Receiving & Storage

- Located on south side of complex
 - Materials trucked to plant from quarry approx. 3 km south
 - Materials stored in three silos/domes
 - Two (2) large silos approx. 100 meters in diameter
 - One (1) small silo approx. 45 meters in diameter

Production Area & Clinker Storage

- Located in south central section of complex - Two lines

As Samawah II

- Each production line contains grinding & mixing mills

Blending & Finished Product Storage

Blending & finishing building (NE of production line) has two lines

- Cement is stored in four (4) finished product silos, approx. 15 meters in diameter x several stories high

Truck & Rail Transshipment

Truck transshipment and bagging building is located close to main gate. Series of covered conveyors connect this building to rail

transshipment point on eastern edge of complex

Power

- External electric power enters complex via a fenced substation located just outside of perimeter on north
 - Plant currently requires 17 MW to support production
 - Unknown if complex has internal power generation capability

Storage Tanks

- Samawah II has the following storage tanks

Transportation

This plant is served by both road & rail

Road

Two hard surface roads & three dirt roads enter complex

- Two lane paved road enters via main gate on north side
- Paved road enters plant from south - provides access to quarry
- Three secondary roads enter plant via:
 1. Northwest - connect housing area and plant
 2. West - enter in vicinity of fuel storage tanks
 3. Southeast - enter in vicinity of rail transshipment point

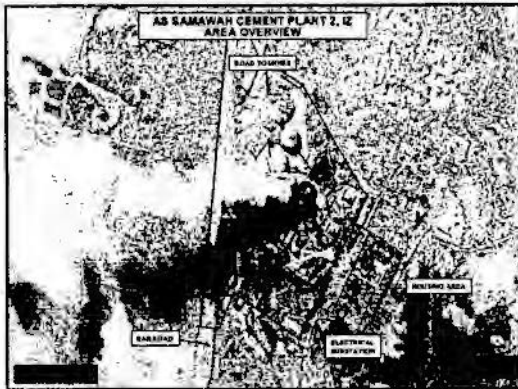
Security

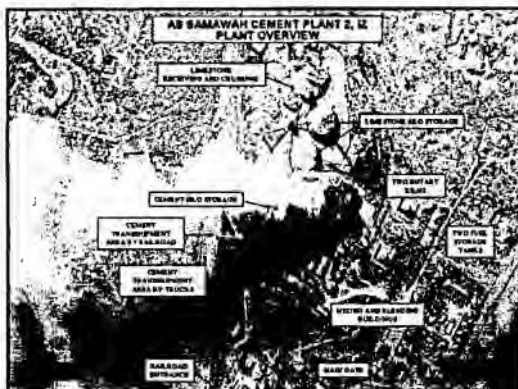
Perimeter

- A wire fence secures most of north, south & east sections of perimeter
- A wall provides physical & visual barrier between plant and housing area to west
- Perimeter has security lights and numerous guard posts

[Link to Map](#)

[Link to Southern Region Map](#)





Umm Qasr Clinker Grinding Plant *

Umm Qasr Clinker Grinding Plant is located approx. 495 km south-southeast of Baghdad, and approx. 55 km south of Al Basrah, in Al Basrah Province

The Port of Umm Qasr is immediately adjacent to the plant ~ this plant is served by road, rail and sea

Significant Points

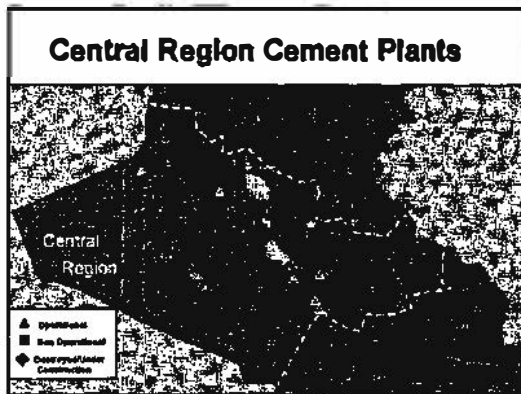
This plant has been operational since 1971

End of Presentation

Questions?

Discussion

Point of Contact



Laylan Cement Plant

(36°20'21"N 44°25'44"E)

The Laylan cement plant is located in the province of Kirkuk approx. 240 km. north of Baghdad in north central Iraq

Significant Points

- According to CPA reporting looting damage did not occur here
- Plant has been operational since end of OIF

Page 1/1

Functional Units

The Laylan Cement Plant contains the following functional units:

- A cement products plant
- A cement transshipment area
- Crushed limestone storage area
- A cement production plant consisting of two (2) dry process rotary kilns that are approx. 60 meters long

A housing area is located adjacent to the north-west side of the cement plant

Page 1/1

Cement Products Plant

The cement products plant is located immediately northwest of the Laylan Cement plant. It includes the following functional areas:

- A pouring and casting area
- A batch plant
- A cement silo storage area
- An aggregate crushing area
- An aggregate delivery and storage area

Laylan

UNCLASSIFIED

Storage Tanks

Laylan Cement Plant fuel storage tanks are located to the north-east corner of the complex contains the following:

- Three (3) horizontal medium sized fuel storage tanks approx. 25 meters in diameter

These fuel tanks are truck served and are secured within a berm

Laylan

UNCLASSIFIED

Power

A substation is present approx. 1.24 km. away from the northeastern corner of the cement plant. The following applies:

- Supplies power to Laylan Cement Plant and the surrounding areas
- The plant requires 17 mw of power for production

Laylan

Transportation

This plant is primarily served by road

Road

- The main entrance is located on the eastern side of the complex
- Three (3) truck entrances located on the east, west and north side of the cement plant

Air

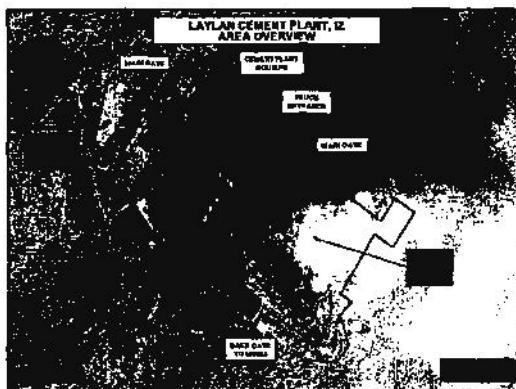
The closest airfield to the cement plant is Kirkuk Airbase

(35°27'57"N 044°20'51"E). This Airbase is located

Security

The Laylan Cement Plant contains the following security measures:

- A security wall surrounds the cement products plant and the adjoining housing area
- A wire fence secures the perimeter of the Laylan cement plant
- A security gate is present at all the access points leading to the cement plant
- Main entrance is guarded and gated
- Security lights present along the main road leading to the cement plant



Al Qaim Cement Plant

(34°18'37"N 44°11'2"48"E)

The Al Qaim Cement Plant is located in the province of Anbar about 330 km. west-northwest of Baghdad in western Iraq near the border with Syria.

Significant Points

- According to CPA reporting looting damage did not occur here
- Plant has been operational since end of OIF

Al Qaim

Image 20

Functional Units

The Al Qaim Cement Plant contains the following functional units:

- A cement production plant consisting of one dry process cement production rotary kiln approx. 62 meters long
- An administrative support area
- A storage area
- A overhauling area

A housing area is located adjacent to the north-west side of the cement plant

Al Qaim

Image 20

Image 21

Image 22

Image 23

Storage Tanks

The storage tanks are located on the northeastern corner of the installation

- Two (2) large sized fuel storage tanks approx. 25 meters in diameter

These fuel tanks are rail served and are secured within a wall

Al Qaim

Image 24

Power

A substation is present within the facility of the cement plant on the eastern end of the complex. The following applies:

- Supplies power to Al Qaim Cement Plant and the surrounding areas
- Electrical substation utilizes electrical towers with disconnect switches
- The plant requires 17 mw of power for full production

(Index 25)

Transportation

This plant is primarily served by road and rail

Road

Vehicle/Truck entrance is via the main entrance which is located on the southwest corner of the complex

Rail

Rail entry is via a gated entrance located to the north of the complex

Air

The closest airfield to the cement plant is H1 New (33°48'49"N 041°28'12"E). This Airbase is located approx. 50 miles

Security

The Al Qaim Cement Plant contains the following security measures:

- A wire security fence secures the plant perimeter as well as the rail lines that enter the plant
- There is a gated main entrance
- There is a gated railroad entrance that contains a guard post
- There are ten (10) guard towers approx. 300 meters apart

Link to: [Main Map](#) Link to: [Cement Plant Map](#)

