

Senior Advisor/ I am concerned that your ministry offices outside Baghdad will not have easy access to cash if all money is in Baghdad. There are spending controls: Any expenditure must be approved by the minFin office in each Governorate. Please reconsider your earlier allocation.

Budget Allocations by Ministry, by Point of Disbursement (\$ Mil, 20% of Year)
Allocated by Percentage of Population, Except as Noted

(BRS)

Below is a per capita allocation for your consideration

Governorate	Baghdad (24%-50%)	Basrah	Mina (Mosul)	Anbar (Ramadi)	Babylon (Hilla)	Dia (Ba'quba)	Karbala	Muham (Erbil)	Muthana (Bamnashur)	Hajer	Qadisiya (Dharmay)	Salah Aldeen (Tikrit)	Tamim (Kut)	Thiqr (Nasiriyah)	Wasit (Kut)	Total
Percentage of Population	Realist	7%	10%	5%	5%	5%	3%	3%	2%	4%	4%	4%	3%	5%	4%	100%
Ministry																
Agriculture (per Senior Advisor)	2,017,487	120,000	190,410	100,000	120,000	140,000	120,000	100,000	100,000	120,000	200,000	100,000	160,000	120,000	172,103	3,880,000
Baghdad Mayorality	1,207,040	236,100	314,850	157,440	170,560	157,440	91,840	104,080	85,600	118,080	118,080	118,080	104,960	196,800	118,080	3,280,000
Culture (per Senior Advisor)	12,060,000	0	0	0	500,000	0	0	0	0	0	0	0	0	0	0	12,560,000
Education	713,920	139,680	186,240	93,120	100,880	93,120	54,320	62,080	38,800	69,840	69,840	69,840	62,080	116,400	69,840	1,940,000
Electricity Commission	7,477,760	1,463,040	1,950,720	975,360	1,056,540	975,360	568,960	650,240	406,400	731,520	731,520	731,520	650,240	1,219,200	731,520	20,320,000
Finance	4,784,160	2,888,540	3,851,520	1,925,760	2,086,240	1,925,760	1,123,360	1,283,840	802,400	1,444,320	1,444,320	1,444,320	1,283,840	2,407,200	1,444,320	40,120,000
Foreign Affairs (per Senior Advisor)	4,700,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0	4,700,000
Health (per Senior Advisor)	41,031,410	192,156	187,488	90,165	84,741	57,850	80,297	66,170	84,931	97,238	76,906	63,198	80,596	78,715	66,136	42,320,000
Higher Ed (per Senior Advisor)	4,609,000	600,000	600,000	130,000	250,000	220,000	86,000	0	0	173,000	227,000	120,000	120,000	156,000	70,000	7,360,000
Housing and Construction	7,720,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0	7,720,000
Industry and Minerals	15,411,840	3,015,360	4,020,480	2,010,240	2,177,760	2,010,240	1,172,540	1,340,160	837,600	1,507,680	1,507,680	1,507,680	1,340,160	2,512,800	1,507,680	41,880,000
Interior	1,685,440	320,760	430,680	210,840	238,160	210,840	128,240	146,560	91,600	164,880	164,880	164,880	146,560	274,800	164,880	4,580,000
Irrigation (per Senior Advisor)	846,668	166,667	166,667	133,333	200,000	133,333	200,000	166,667	166,667	200,000	166,667	133,333	200,000	200,000	200,000	3,280,000
Irrigation/Jobs (per Senior Advisor)	1,187,500	375,000			250,000	83,750	187,500	187,500	125,000	187,500	312,500			312,500	250,000	3,468,750
Justice/excluding prisons	2,318,400	453,600	604,800	302,400	327,600	302,400	176,400	201,600	126,000	226,800	226,800	226,800	201,600	378,000	226,800	6,300,000
Justice/prisons	2,068,160	404,640	539,520	269,760	292,240	269,760	167,360	179,840	112,400	202,320	202,320	202,320	179,840	337,200	202,320	5,620,000
Labor and Social Affairs	471,040	92,160	122,880	61,440	66,560	61,440	35,840	40,960	25,600	46,080	46,080	46,080	40,960	76,800	40,960	1,260,000
New Iraqi Army (per Senior Advisor)	33,000,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0	33,000,000
Oil	22,080	4,320	5,760	2,880	3,120	2,880	1,680	1,820	1,200	2,160	2,160	2,160	1,820	3,600	2,160	60,000
Planning	338,560	66,240	88,320	44,160	47,840	44,160	25,760	29,440	16,400	33,120	33,120	33,120	29,440	55,200	33,120	920,000
Public Works	5,358,080	1,048,320	1,397,760	698,880	757,120	698,880	407,680	465,920	291,200	524,160	524,160	524,160	465,920	873,600	524,160	14,560,000
Religious Affairs	267,040	56,160	74,880	37,440	40,500	37,440	21,840	24,960	15,800	28,080	28,080	28,080	24,960	46,800	28,080	780,000
Science and Technology	986,240	192,960	257,280	128,640	139,360	128,640	75,040	85,760	53,600	96,480	96,480	96,480	85,760	160,800	96,480	2,680,000
Supreme Board Audit	26,440	5,760	7,680	3,840	4,160	3,840	2,240	2,560	1,600	2,880	2,880	2,880	2,560	4,800	2,880	80,000
Trade	294,400	57,600	76,800	38,400	41,600	38,400	22,400	25,600	16,000	26,800	26,800	26,800	25,600	48,000	26,800	800,000
Transportation & Communication	11,010,560	2,154,240	2,872,320	1,436,160	1,556,840	1,436,160	837,760	957,440	598,400	1,077,120	1,077,120	1,077,120	957,440	1,795,200	1,077,120	29,520,000
Youth (per Senior Advisor)	324,000	64,000	84,000	42,000	54,000	54,000	32,400	36,000	21,600	39,600	39,600	39,600	36,000	68,400	39,600	1,080,000
Total by Point of Disbursement	171,540,223	14,116,463	18,010,083	8,913,258	10,584,961	8,104,893	5,631,157	6,180,177	4,012,896	7,136,058	7,341,395	6,774,851	6,218,439	11,427,415	7,116,559	294,466,760
Date of Delivery																

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Budget Allocations by Ministry, by Point of Disbursement (20% of Year)

Governorate	Baghdad (20%-36%)	Basrah	Minwa (Mosul)	Anbar (Ramadi)	Babylon (Mila)	Diala (Ba'quba)	Karbala	Masrah (Erbil)	Muthanna (Samarra)	Najaf	Qadisiyah (Dhowsa)	Salam Al-Din (Tikrit)	Tamim (Kut)	Thiqr (Nasirya)	Wahl (Kut)	Total
Percentage of Population	Residual	7%	10%	5%	5%	5%	3%	3%	2%	4%	4%	4%	3%	6%	4%	100%
Ministry																
Agriculture	1,427,840	279,360	372,480	186,240	201,760	186,240	186,240	124,160	77,600	139,680	139,680	139,680	124,160	232,800	139,680	3,880,000
Baghdad Mayorality	1,207,040	236,160	314,880	157,440	170,560	157,440	91,840	104,960	65,600	118,080	118,080	118,080	104,960	186,800	118,080	3,280,000
Culture	4,822,080	904,320	1,205,760	602,880	653,120	602,880	351,680	401,920	251,200	452,160	452,160	452,160	401,920	753,800	452,160	12,560,000
Education	713,920	139,680	186,240	93,120	100,880	93,120	54,320	62,080	38,800	69,840	69,840	69,840	62,080	116,400	69,840	1,940,000
Electricity Commission	7,477,760	1,483,040	1,950,720	975,360	1,058,640	975,360	568,960	650,240	406,400	731,520	731,520	731,520	650,240	1,219,200	731,520	20,320,000
Finance	14,764,160	2,888,640	3,851,520	1,925,760	2,088,240	1,925,760	1,123,360	1,283,840	802,400	1,444,320	1,444,320	1,444,320	1,283,840	2,407,200	1,444,320	40,120,000
Foreign Affairs	1,729,600	338,400	451,200	225,600	244,400	225,600	131,600	150,400	94,000	168,200	168,200	168,200	150,400	282,000	168,200	4,700,000
Health	15,573,760	3,047,040	4,062,720	2,031,360	2,200,640	2,031,360	1,184,960	1,354,240	846,400	1,523,520	1,523,520	1,523,520	1,354,240	2,539,200	1,523,520	42,320,000
Higher Ed	2,708,480	529,920	706,560	353,280	382,720	353,280	206,080	235,520	147,200	264,960	264,960	264,960	235,520	441,600	264,960	7,360,000
Housing and Construction	2,840,960	555,840	741,120	370,560	401,440	370,560	218,160	247,040	154,400	277,920	277,920	277,920	247,040	463,200	277,920	7,720,000
Industry and Minerals	15,411,840	3,015,360	4,020,480	2,010,240	2,177,760	2,010,240	1,172,840	1,340,160	837,800	1,507,680	1,507,680	1,507,680	1,340,160	2,512,800	1,507,680	41,880,000
Interior	1,885,440	329,760	439,680	219,840	238,160	219,840	128,240	148,560	91,800	164,880	164,880	164,880	148,560	274,800	164,880	4,580,000
Irrigation	1,207,040	236,160	314,880	157,440	170,560	157,440	91,840	104,960	65,600	118,080	118,080	118,080	104,960	186,800	118,080	3,280,000
Irrigation - Jobs Program	1,187,500	375,000			250,000	93,750	187,500	187,500	125,000	187,500	312,500			312,500	250,000	3,468,750
Justice (excluding prisons)	2,318,400	453,600	604,800	302,400	327,600	302,400	176,400	201,600	126,000	226,800	226,800	226,800	201,600	378,000	226,800	6,300,000
Justice (prisons)	2,068,160	404,640	539,520	269,760	292,240	269,760	157,380	179,840	112,400	202,320	202,320	202,320	179,840	337,200	202,320	5,620,000
Labor and Social Affairs							35,840	40,960	25,600	46,080	46,080	46,080	40,960	78,800	46,080	1,280,000
New Iraqi Army							924,000	1,056,000	660,000	1,188,000	1,188,000	1,188,000	1,056,000	1,980,000	1,188,000	33,000,000
Oil							1,880	1,920	1,200	2,160	2,160	2,160	1,920	3,600	2,160	80,000
Planning							25,760	29,440	18,400	33,120	33,120	33,120	29,440	56,200	33,120	620,000
Public Works							407,680	466,920	291,200	524,160	524,160	524,160	466,920	873,800	524,160	14,580,000
Religious Affairs							21,840	24,960	15,600	28,080	28,080	28,080	24,960	46,800	28,080	780,000
Science and Technology							75,040	85,760	53,600	96,480	96,480	96,480	85,760	160,800	96,480	2,680,000
Supreme Board Audit							2,240	2,560	1,600	2,880	2,880	2,880	2,560	4,800	2,880	80,000
Trade							22,400	25,600	16,000	28,800	28,800	28,800	25,600	48,000	28,800	800,000
Transportation & Communication							837,760	957,440	598,400	1,077,120	1,077,120	1,077,120	957,440	1,796,200	1,077,120	29,920,000
Youth							30,240	34,560	21,600	38,880	38,880	38,880	34,560	64,800	38,880	1,080,000
Total by Point of Disbursement							334,060	3,860,140	5,845,400	10,664,220	10,789,220	10,478,720	9,312,840	17,773,760	10,726,720	294,488,750
Date of Delivery																

Error - I'm not quite sure what this is. Don/MG Campbell/Judge Campbell gave me a copy this morning. It's obviously to do with allocating money to Governors. We were supposed to devise a way of carving up 20% of our allocation. I've had a think about what to do, & have a proposal of sorts for you to consider. Come & find me.

CDIC + (diD)
/ on Form 1

CDIC + (diF)
/ + ¹⁰⁰interpreters (Level 2)
Dec 2003 staffing levels

100

Salary Level	Juvenile Corrections			Adult Corrections			Detention Centres		
	Base Salaries	People in Ranks	Total (000 dinars)	Base Salaries	People in Ranks	Total (000 dinars)	Base Salaries	People in Ranks	Total (000 dinars)
1	500	1	500	500	1	500	500	1	500
2	300	24	7,200	400	64	25,600	400	229	91,600
3	200	183	36,600	200	496	99,200	200	600	120,000
4	100	301	30,100	100	1,750	175,000	100	6,500	650,000
		509	74,400		2,311	300,300		7,330	862,100
					✓			↓	
	Total	Personnel		Monthly		Annual		6 mths	
	Juveniles	509		74,400		892,800			
	Adult	2,311		300,300		3,603,600			
	DC	7,330		862,100		10,345,200			
		10,150		1,236,800		14,841,600			

New figures

Staff	\$13,304,230	\$18,628,731	\$18,628,731
Service	\$1,033,527	\$1,058,777	\$1,048,477
Grants	\$71,948,035	\$73,837,109	\$73,697,184
Assets	\$2,630,535	\$2,689,201	\$2,689,201
Capital	\$7,520,287	\$7,700,896	\$6,964,994
Capital	\$226,028,484	\$116,012,197	\$116,012,197
	\$322,465,097	\$219,926,910	\$219,040,783

20% Allocation by Governorate

ICS Governorate Allocations

	Chapter 5 Equipment	Chapter 5 Capital	20% Of Chapter 5:	Chapter 3 Operating	20% Of Chapter 3	Total Allocated (20% of 6 Month Budget)
Observation House - Mosul	\$367,580		\$73,516	\$227,279	\$45,456	\$118,972
Badush Phase 2 - Mosul	\$643,265		\$128,653	\$221,040	\$44,208	\$172,861
Badush Phase 1 - Mosul	\$735,160		\$147,032	\$626,400	\$125,280	\$272,312
MOSUL GOVERNORATE ALLOCATION:			\$349,201		\$214,944	\$564,145
Al Maqual - Basrah	\$367,580		\$73,516	\$200,520	\$40,104	\$113,620
Military Barracks - Basrah	\$441,096		\$88,219	\$317,340	\$63,468	\$151,687
BASRAH GOVERNORATE ALLOCATION:			\$161,735		\$103,572	\$265,307
Al Tasferat - Baghdad	\$367,580		\$73,516	\$353,400	\$70,680	\$144,196
Russafa - Baghdad	\$367,580		\$73,516	\$361,044	\$72,209	\$145,725
Al Kadmiya - Baghdad	\$367,580		\$73,516	\$963,600	\$192,720	\$266,236
Abu Ghairb Phase 1 - Baghdad	\$367,580		\$73,516	\$264,720	\$52,944	\$126,460
Al Karhk - Baghdad	\$367,580		\$73,516	\$352,080	\$70,416	\$143,932
Al Hakemia - Baghdad	\$367,580		\$73,516	\$242,880	\$48,576	\$122,092
Abu Ghairb Phase 2 - Baghdad	\$992,466		\$198,493	\$213,600	\$42,720	\$241,213
BAGHDAD GOVERNORATE ALLOCATION:			\$639,589		\$650,265	\$1,289,854
Al Hillah - Babil	\$367,580		\$73,516	\$376,878	\$75,376	\$148,892
BABIL GOVERNORATE ALLOCATION:			\$73,516		\$75,376	\$148,892

[Redacted] **CPT, Dept. of Prisons**

From: [Redacted]
Sent: Sunday, September 14, 2003 6:03 PM
To: [Redacted]
Subject: FW: 2004 Budget Ministry totals

-----Original Message-----

From: [Redacted]
Sent: Sunday, September 14, 2003 6:00 PM
To: [Redacted] (GS-15 Justice Dept.)
Subject: 2004 Budget Ministry totals

Senior Advisor,

Please find below for review your preliminary 2004 Budget allocation. These numbers are based on the information the Iraqi Ministry of Finance has received from your Ministry as at today.

Please refer to the Memo from [Redacted] (attached).

Regards,

[Redacted]
 CPA Office of Management and Budget

Justice

(note MOJ includes prisons)

Summary

	2003	2004	2005	2006	<u>Prisons</u>		
					<u>2004</u>	<u>2005</u>	<u>2006</u>
Budget Expenditure							
Operating Expenditure	10	66	66	66	40	50	50
Capital Projects	23	83	100	100	62.2	50	50
Total	33	149	166	166	<u>102.2</u>	<u>550</u>	<u>550</u>

Off-Budget Items
 Unmet needs 1000

Memorandum Item:
 Total needs

This Funding:

9/14/2003

Ministry Expenditure

	2003	2004	2005	2006	2004
<i>Ministry Capital Projects</i>	23.2	83	100	100	?
1 Staff Expenditures		14.2	14.2	14.2	?
2 Service Requirements	3.3	10.1	10.1	10.1	.67
3 Goods Requirements	6.4	29.8	29.8	29.8	29.3
4 Assets Maintenance	0.3	4.1	4.1	4.1	3.3
5 Capital Expenditures		8	8	8	6.6 → ? 5.4
6 Transferred Expenditures					1.22
7 Foreign Obligations					
9 Salaries & Retirements' rewards					
<i>Ministry Operating Expenses</i>	10	66.2	66.2	66.2	
Total Ministry Budget Expenditure	33.2	149.2	166.2	166.2	
Memorandum Items					

# Employees	2003	2004	2005	2006	
Tier 1		854	854	854	42
Tier 2		1795	1795	1795	1940
Tier 3		3649	3649	3649	7845
Tier 4		1412	1412	1412	3896
Total Employees		7710	7710	7710	13,723
Total Salary Cost		14.2	14.2	14.2	3415

Operating Expenses

	2003	2004	2005	2006
Normal Ministry Operating Expenses		66.2	66.2	66.2
<i>Sub-total Operating Expenses</i>		66.2	66.2	66.2

Budget Funded Capital Projects (including reconstruction)


2004 Total Project Cost

<i>Sub total Capital Projects</i>	0	0		
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Unmet Needs

Sub total Unmet needs Projects 0

9/14/2003



COALITION PROVISIONAL AUTHORITY

ACTION MEMO

14 September 2003

To: Ministry Senior Advisors

From: [REDACTED] Senior Advisor, Office of Management and Budget

Please find attached your preliminary 2004 Budget allocation as at 14 September. These numbers are based on the information the Iraqi Ministry of Finance has received from your Ministry.

Can you please check this information with your Iraqi Ministry, and respond **within the next 48 Hours – ie by 5pm Tuesday 16 September**. A checklist is provided in this Memo to guide you. **The key thing to focus on is how your Ministry intends to spend its Capital Projects budget for 2004. List in as much detail as you can.**

This is your last chance to consider your budget for 2004 – it is being published on 24 September.

Please direct all questions and responses to either: [REDACTED]
[REDACTED] in my office.

[REDACTED]

Senior Advisor

CPA Office of Management and Budget

Additional Information

The checklist for you is outlined below:

- **Have you listed all capital projects that you can undertake using your Budget allocation?**
- Is the operating expenditure aggregate correct, and allocated correctly across expenditure categories?
- Please fill in a brief description of what the Budget will do for the Ministry (please no wisecracks, we know it's austere..)
- Are the number of employees correct?
- Please provide – in priority order - the 'top 5' largest unmet needs for your Ministry. You can provide the remainder by cob 18 September.
- Do you have any State Companies that are receiving budgetary support? If so, what are their names (and how much are they getting)?

CPA - Prison Funding and Budget (2003)

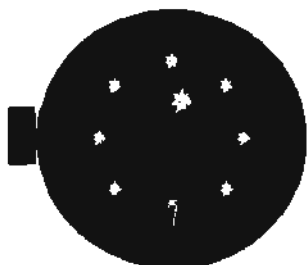


FACILITY:	Setup Expenses Budget	Operating Budget (6 mnths and monthly)
Observation House – Mosul 112 beds	\$395,168	\$216,354 \$36,059
Al Salhya – Baghdad 100 beds	\$391,410	\$200,520 \$33,420
Al Ma'qil – Basrah 300 beds	\$441,530	\$353,400 \$58,900
Al Tasferat – Baghdad 300 beds	\$442,391	\$361,044 \$60,174
Russafa – Baghdad 416 beds	\$463,257	\$376,878 \$62,813
Al Hillah – Al Hillah 750 beds	\$546,305	\$626,400 \$104,400
Badush (Phases 1 and 2) – Mosul 2,000 + 1,750	\$1,211,760 \$1,060,290	\$963,600 \$240,900 (Sep-Dec) +\$213,600 in Dec



CPA - Prison Funding and Budget (2003)

FACILITY:	Setup Expenses Budget	Operating Budget (4 months and monthly)
AL Kadimiya – Baghdad 400 beds	\$462,900	\$264,720 \$66,180
Baghdad Central (Abu Ghraib) Phs 1 and 2 – Baghdad 600 + 2,700 beds	\$510,560 \$1,635,876	\$352,080/\$317,340 \$88,020 +Dec \$317,340
Al Karkh – Baghdad 350 beds	\$450,985	\$242,880 \$60,720
Al Hakimla – Baghdad 300 beds	\$439,070	\$221,040 \$55,260
Basrah Central (Military Barracks) – Basrah 1,200 beds	\$721,521	\$145,350 For December Only



Issue – CERF Fund Use for Prisons

Unit	Current CERF Expenditures	Projected CERF Expenditures	Total CERF Spent/Allocated
800 th MP Brigade	\$139,200	\$67,200	\$206,400
101 st ABN	\$132,000	\$419,000	\$551,000
Total:	\$271,200	\$486,200	\$757,400

As of 28 September 03

To the manager of the prison Dept

We went to Al-Rasheed bank (Al-Jayhara branch) 272 they haven't add any sum of money on our account under the number 175 on 2, 9, 2003.

Asaam Mohsin Kasim

The accountant of the dept.

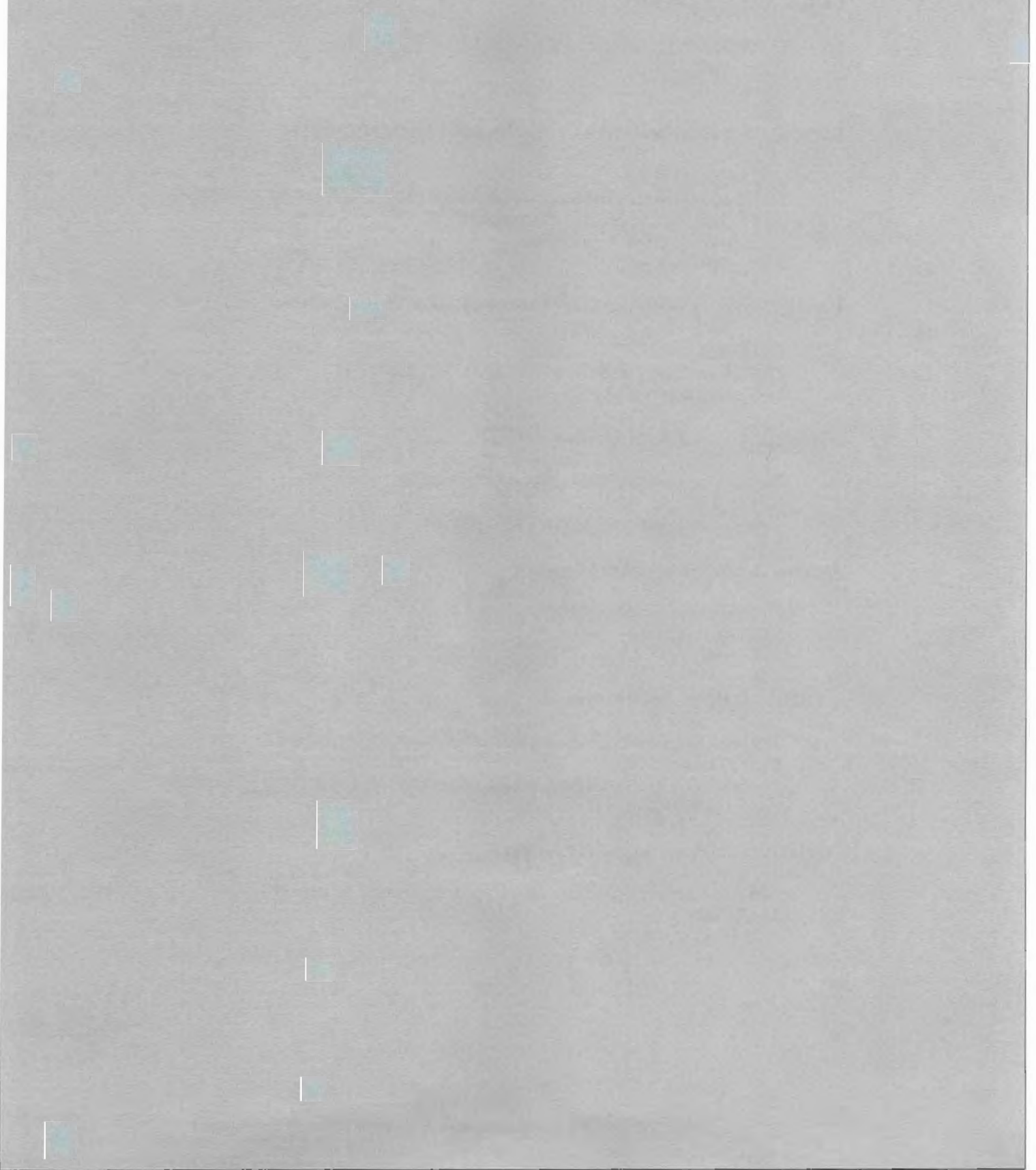
2, 9, 2003

~~XXXXXXXXXX~~ Al-Rasheed bank was visited by our revise on 2, 9, 2003 and they knew there is no (transfer Balans) or amount to our account in the bank and we contacted with manager of the bank and he confirmed or assured there is no amount add to our account but there is an account in the name of rehabilitation Counciler (Lariy Debwa) in 50,000 and he use this money for the prison and special account in his name carry the number 10, 428 and still 15,000 in his account and the amount was not transfer to our account in the bank. ^{then} the amount draw by the rehabilitation Counciler Lariy Debwa because he the only man how could get the money from the bank.

The Re-Camb Director

Raieel Chaelor Kellaf

2, 9, 2003



ICS Capital Projects

Badush, Mosul, Ninawa Province –

\$2,900,000; 101st Airborne, Air Assault; CPT [REDACTED] P.O.C.
Under construction
Prison

Baghdad Central, formerly Abu Ghraib, Baghdad, Baghdad Province –

\$172,000, paid in full
\$1,755,500, 20% paid, balance due in coming days; \$1,927,500 total commitment
Phase 1 complete; Phase 2 nearly complete
1,856 total beds, max security prison
320th MP BN/800th MP BDE; LTC [REDACTED] and CPT [REDACTED] P.O.C.

Basrah Central, formerly a military barracks, Basrah, Basrah Province –

\$4,400,000
FEST Assessment complete; no funding to date; prison
MND (UK) supervision

Al Ma'qil, Basrah, Basrah Province –

260 beds, juvenile and adult areas; detention center
No cost available
Complete and operating; MND (UK) supervision

Isenbarrat, Baghdad, Baghdad Province –

300 beds, max security prison
\$38,000, paid in full
Incomplete; 113th Armor, CPT [REDACTED] P.O.C.

Al Hillah, Al Hillah, Babil Province –

700 beds; last prisoner count: 25; medium and max security prison
\$126,623, paid in full
Question of \$15,000 remaining in bank under name of [REDACTED], initially
opened by [REDACTED]

Al Hakimia, Baghdad, Baghdad Province –

300 beds on upper floors, max security prison; potential national HQs
\$5,632,740
No funding to date

Kazamiyah, Baghdad, Baghdad Province –

315 beds, originally a female detention center currently slated as a male facility
\$92,909, funds paid in full per CW4 [REDACTED], 18th MP BDE; receipts in Chief's
possession

Al Rasafa, Baghdad, Baghdad Province –

400 beds, detention center
\$66,440, paid in full per CW4 [REDACTED]

Al Tasferat, Baghdad, Baghdad Province –

300 beds, detention center
\$25,800, kitchen, paid in full

Al Kharkh, Baghdad, Baghdad Province –

200 beds, juveniles; detention center
\$48,000 spent but facility was looted following work
\$32,000 requested for additional repairs and denied

KURDISH AREAS:

OCPA central does not provide any funding for the Kurdish areas

Dahuk Province –

200 beds, women and juveniles
60F; 80J currently held
Operating

Erbil Province –

600 beds, women and juveniles
60F; 80J currently held
Operating

New Transportation Jail, Location to be Verified

250 beds
\$350,000 expended by 101st, etc.

Ministry of Justice - Prison Department

This funding is for the newly created prison department in the Ministry of Justice.

The detention centres were previously administered by the Ministry of Interior. Prisons and Detention Centres were run by the Ministry of Labour and Social Affairs and Secret Service.

It will provide pre-trial and post trial facilities for both adults and juveniles which will meet internationally recognised standards for the first time.

A credible prison service is a vital component in the administration of justice and the security of Iraq.

	Actual 2002	Proposed Jul-Dec
Expenditure		
Operating expenditure	Not available	6,253,166
Capital Expenditure		21,873,364
Total		28,126,530
Number of employees		10,150
Operating expenditure		
Staff expenditure	Not available	4,947,200
Service requirements		
Goods requirements		6,253,166
Assets maintenance		
Capital expenditure		0
Transferred expenditure		0
Foreign obligations		0
Special programmes		0
Salaries + retirement awards		0
Total		11,200,366
Capital expenditure		
Estimated Reconstruction authorised or authorities pending		5,520,342
Additional Capital Expenditure Required for Reconstructions		7,000,000
Start Up costs to re-equip prisons		<u>9,353,022</u>
		<u>21,873,364</u>

No provision has been made for the employment of security guards

The cost of reconstruction for 2003 is based on a programme to open and operate 12 detention centres and prisons by the end of the year housing 11,278 inmates.

It is anticipated that Iraq will eventually require accommodation for up to 30,000 prisoners.

A new prison for 1000 prisoners will cost an estimated \$200million each and take 36 to 48 months to build.

Ministry of Justice

We have made strides in instituting the rule of law in Iraq. These budget proposals will allow us to continue to do so apace, ensuring a single system of justice for Iraq that provides equal protection of and access to the law for all, and that earns the people's confidence.

Expenditure	Actual 2002	Proposed Jul- Dec	Agreed Jul- Dec
Operating expenditure	4,089	6,679	
Capital Expenditure	49	25,222	
Total	4,138	31,901	
 Number of employees	 6,555	 7,711	
 Revenues			
Courts, Deeds Offices and Notary Public	26,647	13,324	
 Operating expenditure			
Staff expenditure	3,268		
Service requirements comprising	579	5,935	
public defence system (\$4,556m)			
security guards (\$815m)			
Goods requirements	164	164	
Assets maintenance	77		
Jul-Dec costs comprise IT training + maintenance (\$453m)		530	
Capital expenditure	49	49	
Transferred expenditure	1	1	
Foreign obligations	0	0	
Special programmes	0	0	
Salaries + retirement awards	0	0	
Total	4,138	6,679	
		(excludes salaries)	
 Capital expenditure			
IT infrastructure		2,681	
Reconstruction (buildings and furniture)		22,541	
Total		25,222	

Notes

"Service requirements" includes \$815m for 2,265 security guards each paid \$80 per month.

Total cost of reconstruction (rebuilding and refurbishment) is estimated to be \$90,164m, with \$22,541m expected to fall in the remainder of this year.


Prepared by: [REDACTED]

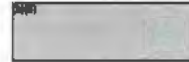
Prison Budget

1. Prisons are a vital component to the criminal justice system and security of Iraq
 2. Prison system totally destroyed by war and looting
 3. Budget envisages the re-equipping of prison establishments to provide 11,000 beds by the end of 2003.
 4. Start up costs are for furniture, and equipment.
 5. Operating costs are the costs of running the prison detention centres
 6. Costs greater than previous regime to comply with UN Minimum requirements for Prisoners codified into OCPA Proclamation
 7. Warehouse being set up at Baghdad Central Prison for equipment purchases for distribution to prisons as they are being stood up.
 8. Staff salaries to be high enough to prevent corruption and attract educated people to the prison service.
 9. Systems to be established to ensure that equipment is procured in a transparent and fair way.
-

Date: 12 June 2003

For All Senior Ministry Advisors

There will be a meeting at 1000 on Friday, 13 June in the Ministry Meeting Room (S111) with  to discuss the following draft budget guidance.



DRAFT – Not for Distribution outside ORHA

Eighteen Month Plan for Subsidized Companies

1. While Ministry Senior Advisors are constructing the budgets for July-Dec 03, the presumption is that public (state-owned) companies will be subsidized at no more than the pro-rata 2002 amount.

2. Public company subsidies will be calculated as the difference between the cost of goods and services using the following assumptions:

- a. Oil cost is \$20/barrel.
 - b. Foreign Exchange Rate is 1500 Dinar/US Dollar,
- and the amount which the companies paid in 2002 for those goods and services.

Ministries should explain why a 30% reduction in the pro-rata 2003 subsidy would be imprudent.

3. In calculating expenses for 2003, the presumption is there will be no major investments (e.g. no public company whose facilities have been destroyed will be restarted/rebuilt) and that salaries will be paid according to the four tier rates currently in effect.

4. As a one time accounting adjustment, it will be assumed that all intergovernmental fiscal transfers had been completed as of 1 June 2003, and therefore there were zero intergovernmental transfers outstanding as of that date.

All Ministries

	<u>2004</u>	<u>2005</u>	<u>2006</u>
Budget Funded			
<i>Revenue</i>			
Transfers from SOEs	390	215	155
Taxes/Fees for Services	915	128	151
Oil Revenue	12069	19170	19440
Taxes/Customs Duty	60	110	110
Total Revenue	13434	19623	19856
<i>Expenditure</i>			
Operating Expenditure	5673	5706	5331
Reconstruction	119	510	510
Ministry Capital Projects	8522	13331	13888
Budget funded expenditure	14314	19547	19729
 Budget Balance	 -880	 76	 126

Prepared by: [REDACTED]

Prepared by:

Prepared by:

Prison Department
Ministry of Justice
Estimated Initial Start Up Costs

	Foreign Language	Quantity	Unit Cost	Total	Cumulative Total
Beds and mattresses		1,000.00	130.00	130,000.00	130,000.00
Pillows and sheets		2,000.00	6.00	12,000.00	142,000.00
Towels		2,000.00	2.00	4,000.00	146,000.00
Personal Hygiene		1,000.00	7.00	7,000.00	153,000.00
Food issue		15,000.00	3.00	45,000.00	198,000.00
Shoes		1,000.00	15.00	15,000.00	15,000.00
Shirts		3,000.00	6.00	18,000.00	33,000.00
Guards Trousers		2,000.00	12.00	24,000.00	57,000.00
Guards Military Belts		1,000.00	2.00	2,000.00	59,000.00
Guards Holsters		100.00	5.00	500.00	59,500.00
Hand Torches		300.00	5.50	1,650.00	61,150.00
Prisoners Uniforms		5,000.00	14.00	70,000.00	131,150.00
Office Furniture Metal cupboards / Cabinets		10.00	120.00	1,200.00	132,350.00
Desks		20.00	200.00	4,000.00	136,350.00
Office Chairs for desks		20.00	80.00	1,600.00	137,950.00
Office chairs general		60.00	50.00	3,000.00	140,950.00
Filing Cabinets		10.00	160.00	1,600.00	142,550.00
Airconditioners		10.00	600.00	6,000.00	148,550.00
Water dispensers		10.00	160.00	1,600.00	150,150.00
Ceiling Fans		10.00	30.00	300.00	150,450.00
General office stationary sundry items		1.00	1,000.00	1,000.00	151,450.00
Prisons books and journals		100.00	20.00	2,000.00	153,450.00
Computer		2,000.00	2.00	4,000.00	157,450.00
Computer printer		2.00	200.00	400.00	157,850.00
Digital Camera		2.00	200.00	400.00	158,250.00
Tea and coffee makers		4.00	25.00	100.00	158,350.00
Security Equipment - Hand cuffs		200.00	50.00	10,000.00	168,350.00
Batons		200.00	5.00	1,000.00	169,350.00
Emergency Food & Water		10,000.00	3.00	30,000.00	199,350.00
Control & restraint equipment		200.00	300.00	60,000.00	60,000.00
Safe		2.00	500.00	1,000.00	61,000.00
Gunsafe		4.00	400.00	1,600.00	62,600.00
Tools for maintenance		1.00	2,000.00	2,000.00	64,600.00
Maintenance materials		1.00	1,000.00	1,000.00	65,600.00
Overall		20.00	14.00	280.00	65,880.00
knives forks & spoons plates etc		1,000.00	6.00	6,000.00	71,880.00
Medical costs		1.00	30,000.00	30,000.00	101,880.00
Recreation equipment for prisoners		1.00	1,000.00	1,000.00	102,880.00
Blankets		500.00	5.00	2,500.00	105,380.00
Kitchen equipment		1.00	10,000.00	10,000.00	115,380.00
Prisoners lockers		600.00	20.00	12,000.00	127,380.00
Furniture for visiting room		1.00	5,000.00	5,000.00	132,380.00
2 pickups		2.00	25,000.00	50,000.00	182,380.00

Enano

Iraq Prison Service
Emergency Funding Requests

Date	Applications drafted but not necessarily approved at time of 2003 budget preparation	US\$	US\$	US\$	Chapter 3	Chapter 4	Chapter 5
				Approved			
	Al Hillah Prison Renovation	126,623		126,623			
PR-001	Renovation of Police Academy	66,440		66,140			
PR-002	Renovation of Female Prison (Nazariyah) Section II and III	92,909		92,909			
PR-003	Renovation of High Security Prison Cellblock (Abu Gharaib)	172,000		172,000			
PR-004	Renovation of Detention Centre Al Tasferat	9,180					
PR-005	Renovation of Detention Centre Karkh Detention Centre	48,000		48,000			
PR-006	Renovation of High Security Prison Cellblock (Abu Gharaib)	939,000		1,755,500			
PR-006	Renovation of Prison (Badush Prison)	2,900,000		2,900,000			
PR-007	IRIS Prison Centre	1,139,000					
PR-008	Purchase of Steel Bunk Beds		101,970				
PR-009	Repair of Prison Kitchen Police Academy	22,190		22,190			
PR-E001	Start Up Package Uniforms for Prison Officers and Prisoners, Office & Recreational Equipment		199,350		175,250		24,100
PR-E002	Start Up Package Prisoners Beds, Food & Personal Hygiene		198,000		198,000	68,000	130,000
PR-E003	Start Up Package Security Equipment Prisoners Medical welfare needs and vehicles		198,380		198,380	99,780	96,600
	Al Hillah Generator			5,000			
		5,515,342	897,700				
	Eisenbarat			38,000			
	Security Equipment			810,754			
	Tasferat Kitchen			25,800			
				5,252,162	1,508,454	343,030	250,700
	Projects pending						
	Basrah Central Prison	CPA South		1,000,000			
	Nasiriyah	CPA South		200,000			
	Al Amarah	CPA South		200,000			
	As Samawah	CPA South		100,000			
	Kadimiah			22,500			
	Al Karkh			32,000			
	Additional Juvenile Facility Baghdad			75,000			
	Medical Facility Abu Gharaib Phase 1			85,000			
	Medical Facility Abu Gharaib Phase 2			135,000			
	Block D Abu Gharaib			172,000			
	Kitchen Abu Gharaib			30,000			
	Admin Building Abu Gharaib			196,000			
	Cleaning and installing equipment Abu Gharaib			30,000			
	Block C Abu Gharaib			172,000			
	Wall round death house Abu Gharaib			12,000			
	Eisenbarat toilet facilities			35,000			
	Payment for Ministry of Information building exchanged for buildings between Russafa & Tasferat			75,000			
	Court yard between Tasferat and Russafa			93,000			
	Guard towers Abu Gharaib			184,000			
				8,100,662	1,508,454		
	Less Chapter 3				343,030		
	Less Chapter 4				3,000		
				1,162,424	1,162,424		
	Reallocation of Start Up costs			5,061,945			
				14,325,031			

15-Oct-03
Capital Budget Allocations for July-December 2003 in USD

Ministry	Province	Origin Language															
		Baghdad	Basrah	Nineveh (Mosul)	Anbar (Ramadi)	Babylon (Hilla)	Diala (Ba'quba)	Karbala	Missan (Amara)	Mustansiriya (Samarra)	Baghdad	Qadisiya (Dhowsa)	Salah Al-Din (Tikrit)	Tamim (Kutub)	Tikrit (Mosul)	Wasit (Hut)	Jul-Dec
Ministry	Origin Language																
Ag		3,774,280	487,650	300,902	302,183	387,163	513,313	182,904	90,430	261,949	1,079,213	352,704	160,828	820,503	386,274	307,562	10,900,000
Baghdad		16,300,000															16,300,000
Standards																	
Culture		24,302,480				7,520											24,400,000
Education																	
Electricity		97,800,000															97,800,000
Finance		3,800,000															3,800,000
Foreign																	
Health		1,000,000															1,600,000
Higher Ed		1,680,000	288,000	384,000	182,000	208,000	182,000	112,000			144,000	144,000	144,000	128,000	240,000	144,000	4,600,000
Housing		17,600,000															17,600,000
Industry		300,000															300,000
Interior		110,980,320	485,280	647,040	323,520	350,480	323,520	188,720	215,680	134,800	242,640	242,640	242,640	215,680	404,400	242,640	115,240,000
Irrigation		9,086,163	2,907,373	1,518,020	137,887	1,849,662	433,795	1,297,783	983,164	3,780,124	2,502,922	2,532,059	8,010	64,853	2,362,938	1,337,438	30,500,000
Justice		4,857,600	950,400	1,267,200	833,600	586,400	633,600	309,600	422,400	264,000	475,200	475,200	475,200	422,400	782,000	475,200	15,200,000
Prisons		2,174,385	260,184	1,235,023		280,184											3,930,676
Labor																	
Security		90,690,000															90,690,000
Oil		300,000,000															
Planning																	
Public Works		17,395,355	4,234,665	5,081,335	1,313,330	626,870	3,597,335	851,985	830,670	247,330	3,372,000	557,335	5,787,315	1,378,665	3,267,330	3,168,680	52,600,000
Religious		1,177,800	230,400	307,200	153,600	156,400	153,600	86,600	102,400	64,000	115,200	115,200	115,200	102,400	182,000	115,200	3,200,000
Sci. & Tech.		1,600,000															1,600,000
Audit		200,000															200,000
Trade		708,550	138,240	184,320	92,160	99,840	92,160	53,780	61,440	38,400	89,120	89,120	89,120	81,440	115,200	89,120	1,820,000
Transport		125,853,196	1,562,042	1,817,389	358,694	1,038,586	858,694	559,238	639,130	399,458	719,021	719,021	719,021	639,130	1,198,368	719,021	138,700,000
Youth		1,030,400	201,600	269,800	134,400	145,600	134,400	78,400	86,600	56,000	100,800	100,800	100,800	89,600	188,000	100,800	2,800,000
Environment																	
Rights																	
Migration																	
Total		832,478,314	11,746,850	13,178,128	4,541,385	5,818,548	7,332,418	3,793,878	3,440,938	5,246,059	8,829,116	5,308,978	7,862,134	3,920,570	8,878,510	6,478,860	628,180,878

10M
6340,000.

Capital.

July- Dec.

October 15, 2003

Ambassador Paul Bremer
U.S. Administrator
Coalition Provisional Authority

Mr. Kamel Al-Keilani
Minister of Finance
Republic of Iraq

Dear Ambassador:

I am writing to request payment of \$458 million from the Development Fund for Iraq to the Ministry of Finance for financing the national budget for the month of October 2003. A table setting out monthly financing requirements for 2003 is attached. We will not draw any cash from the Central Bank of Iraq - DFI account without a signed check from your staff.

Yours,

Kamel Al-Keilani

Gailani

2003 INTERIM BUDGET REQUEST

PRISON DEPARTMENT

MINISTRY OF JUSTICE

STEADY STATE REQUEST

AMENDED OPERATING AND START UP COSTS



26 JUNE 2003

Form No (2)

Estimation of Expenditures According to the Sections

u

Part
Department
Section

Thousand Dinar

Section	Title	Actual Expenditures for 2002 MLSA	(A)	Estimated Total for Prison Dept for 2002	Pro Rata Split for 7 months 2003	Total anticipated Running Costs 2003	Expected for 2003	Total of Additional Requirements B	Suggested from the office A+B	Agreed on
	Number of Employees	10150		Estimate for Ministry of Interior 2002 @75% MLSA				10,150	10150	
1	Staff Expenditures	Not Known								
2	Service Requirements	121,352,200	91,014,150	212,366,350	123,880,371					
3	Goods Requirements	1,760,680,000	1,320,510,000	3,081,190,000	1,797,360,833					
4	Assets Maintenance	1,323,000,000	992,250,000	2,315,250,000	1,350,562,500					
5	Capital Expenditures									
6	Transferred Expenditures									
7	Foreign Obligations									
8										
9	Salaries & Retirements' rewards									
	Total	3,205,032,200	2,403,774,150	5,608,806,350	3,271,803,704	9,314,843		9,314,843		

1

The Total Anticipated Running Costs of ID 9,314,843,000 (US\$8,253,166) is based on an opening programme for 14 prisons and detention centre in 2003 that includes wages per attached schedule

An additional ID14,029,533,000 is required for start up costs on the sites selected for reactivation

Prison Department
Ministry of Justice
Prison and Detention Centre Opening Programme for 2003
Excludes Cost of Wages

	Bed	Initial Cost per prisoner	Prison Officers	Initial Cost per Prison Officer	General Equipment	Total Set Up Costs	Jun-03	Jul-03	Aug-03	Sep-03	Oct-03	Nov-03	Dec-03	Total Recurring Costs	Total Incurred except Renovations
Observation House - Mosul	112	25,312	37	2,276	367,580	395,168	36,058	36,058	36,058	36,058	36,058	36,058	36,058	252,413	647,581
Al Sahlyeh - Baghdad	100	22,800	20	1,230	367,580	391,410	33,420	33,420	33,420	33,420	33,420	33,420	33,420	233,840	625,360
Al Maqul - Basrah	300	67,800	100	6,150	367,580	441,530	58,900	58,900	58,900	58,900	58,900	58,900	58,900	412,300	853,830
Al Yasferat - Baghdad	300	67,800	114	7,011	367,580	442,391	60,174	60,174	60,174	60,174	60,174	60,174	60,174	421,218	863,809
Russefa - Baghdad	416	94,016	27	1,661	367,580	463,257	62,813	62,813	62,813	62,813	62,813	62,813	62,813	439,691	902,048
Al Hilah - Al Hilah	750	108,500	150	9,225	367,580	546,305	104,400	104,400	104,400	104,400	104,400	104,400	104,400	730,800	1,277,105
Badush Phase 1 - Mosul	2,000	452,000	400	24,900	735,180	1,211,760				240,900	240,900	240,900	240,900	863,600	2,175,360
Al Kadmya - Baghdad	400	90,400	80	4,920	367,580	462,900				66,180	66,180	66,180	66,180	264,720	727,620
Abu Gharih Phase 1 - Baghdad	600	135,800	120	7,380	367,580	510,500				86,020	86,020	86,020	86,020	352,080	862,640
Al Karhi - Baghdad	350	79,100	70	4,305	367,580	450,985				60,720	60,720	60,720	60,720	242,880	693,865
Al Hakama - Baghdad	300	67,800	80	3,660	367,580	439,070				55,260	55,260	55,260	55,260	221,040	660,110
Badush Phase 2 - Mosul	1,750	395,500	350	21,525	643,265	1,060,290							213,600	213,600	1,273,890
Abu Gharih Phase 2 - Baghdad	2,700	610,200	540	33,210	992,468	1,605,878							317,340	317,340	1,953,218
Military Barracks - Basrah	1,200	271,200	150	9,225	441,096	721,521							145,350	145,350	886,871
	11,278	2,548,828	2,218	136,407	6,487,787	9,173,022	355,798	355,798	355,798	366,840	366,840	366,840	1,507,677	5,210,872	14,363,994
Headquarters Expenses 20% of recurring costs				136,407	180,000	180,000	71,153	71,153	71,153	173,366	173,366	173,366	301,415	1,043,194	1,222,194
Totals US\$	11,278	2,548,828	2,218	136,407	6,667,787	9,353,022	426,919	426,919	426,919	1,040,215	1,040,215	1,040,215	1,809,092	6,253,186	15,606,188
Iraqi Dinars (000's) US\$1=ID1500		3,823,242		204,611	10,001,681	14,029,533	640,379	640,379	640,379	1,560,323	1,560,323	1,560,323	2,712,738	9,314,643	23,344,378
Assumption in start up costs															
Each prison or detention centre will require general equipment of at least \$367,580 for 1000 prisoners and below. For prisons with larger populations there will be a proportionate increase.															
The initial cost is \$226 per prisoner, and \$61.15 per prison officer.															
Prison officers establishment based on 20% of prisoners or actual where known															
Assumptions in Operating Costs															
The Fixed costs per month are \$22,500 per month for 1000 prisoners and below. For prisons with larger populations there will be a proportionate increase.															

① 7700 budget. Request / approval.

②

1.3

5.0

Diyala capital
Basrah
Hilla
AL Amarah.
Mosul
Karbala
Baghdad

DQ.

Prison Department
Ministry of Justice
Initial Budget (US\$) for July 2003 to December 2003

		Jul-03	Aug-03	Sep-03	Oct-03	Nov-03	Dec-03	Total Budget
FOOD		110,400	110,400	110,400	110,400	110,400	110,400	662,400
ELECTRICITY & WATER		5,000	5,000	5,000	5,000	5,000	5,000	30,000
MEDICAL		5,000	5,000	5,000	5,000	5,000	5,000	30,000
HYGIENE		7,500	7,500	7,500	7,500	7,500	7,500	45,000
MAINTAINANCE		1,000	1,000	1,000	1,000	1,000	1,000	6,000
VEHICLES		1,000	1,000	1,000	1,000	1,000	1,000	6,000
OFFICE SUPPLIES		1,000	1,000	1,000	1,000	1,000	1,000	6,000
RENEWABLES FOR PRISONERS		2,000	2,000	2,000	2,000	2,000	2,000	12,000
WAGES		20,000	20,000	20,000	20,000	20,000	20,000	120,000
Monthly Total		152,900	152,900	152,900	152,900	152,900	152,900	917,400
Fixed Costs Per month up to 1000 prisoners		22,500	22,500	22,500	22,500	22,500	22,500	135,000
Assuming Total Prison Population of 30,000 and 2003 prison population of 11,278 there is a need for another 18 prisons holding 1,000 each								
<u>Current Costs</u>		One Prison / DC		Eighteen Prison / DC		Costs of prisons in 2003 Programme		
Initial Start Up costs		614,730		11,065,140		9,251,328		
Total operating costs		1,834,800		33,026,400		5,274,705		
HQ Costs (20%)		366,960		6,605,280		1,054,941		
		2,816,490		50,696,820		15,580,974		
<u>Start Up and Operating Costs (assuming inflation 10%) for the period 1 June 2003 to 31 December 2007</u>								
		Start Up Costs		Total Operating Costs				Total
Year 1	2003	9,251,328	-3			6,329,646		15,580,974
Year 2	2004	12,171,654		43,594,848		22,536,792		78,303,294
Year 3	2005			47,954,333		24,790,471		72,744,804
Year 4	2006			52,749,766		27,269,518		80,019,284
Year 5	2007			58,024,743		29,996,470		88,021,213
		21,422,982		202,323,690		110,922,898		334,669,569

Prison Department
Initial Start up Costs

	Quantity	Unit Cost	Total	Cumulative Total
Prisoners Equipment				
Beds and mattresses	1,000.00	130	130,000.00	130,000.00
Pillows and sheets	2,000.00	6	12,000.00	142,000.00
Towels	2,000.00	2	4,000.00	146,000.00
Personal Hygiene	1,000.00	7	7,000.00	153,000.00
Food Issue	15,000.00	3	45,000.00	198,000.00
Prisoners Uniforms	2,000.00	14	28,000.00	226,000.00
Officers Equipment				
Shoes	1,000.00	15	15,000.00	15,000.00
Shirts	3,000.00	6	18,000.00	33,000.00
Guards Trousers	2,000.00	12	24,000.00	57,000.00
Guards Military Belts	1,000.00	2	2,000.00	59,000.00
Guards Holsters	100	5	500	59,500.00
Hand Torches	300	5.5	1,650.00	61,150.00
General Equipment				
Office Furniture Metal	10	120	1,200.00	1,200.00
Desks	20	200	4,000.00	5,200.00
Office Chairs for desks	20	80	1,600.00	6,800.00
Office chairs general	60	50	3,000.00	9,800.00
Filing Cabinets	10	180	1,800.00	11,400.00
Airconditioners	10	600	6,000.00	17,400.00
Water dispensers	10	160	1,600.00	19,000.00
Ceiling Fans	10	30	300	19,300.00
General office stationery	1	1,000.00	1,000.00	20,300.00
Prisons books and journals	100	20	2,000.00	22,300.00
Computer	2,000.00	2	4,000.00	26,300.00
Computer printer	2	200	400	26,700.00
Digital Camera	2	200	400	27,100.00
Tea and coffee maker	4	25	100	27,200.00
Security Equipment - H	200	50	10,000.00	37,200.00
Batons	200	5	1,000.00	38,200.00
Emergency Food & W	10,000.00	3	30,000.00	68,200.00
Control & restraint equipment	200	300	60,000.00	128,200.00
Safe	2	500	1,000.00	129,200.00
Gunsafe	4	400	1,600.00	130,800.00
Tools for maintenance	1	2,000.00	2,000.00	132,800.00
Maintenance materials	1	1,000.00	1,000.00	133,800.00
Overall	20	14	280	134,080.00
knives forks & spoons	1,000.00	6	6,000.00	140,080.00
Medical costs	1	30,000.00	30,000.00	170,080.00
Recreation equipment	1	1,000.00	1,000.00	171,080.00
Blankets	500	5	2,500.00	173,580.00
Kitchen equipment	1	10,000.00	10,000.00	183,580.00
Prisoners lockers	600	20	12,000.00	195,580.00
Furniture for visiting room	1	5,000.00	5,000.00	200,580.00
2 pickups	2	25,000.00	50,000.00	250,580.00
Radio Equipment	40	300	12,000.00	262,580.00
Telephone Equipment	1	5,000.00	5,000.00	267,580.00
Emergency Generator	2	50,000.00	100,000.00	367,580.00
Total Estimated Start Up Costs for Detention Centre or Prison holding 1				654,730.00

Table 5
Total Cost, Annual Allocation and Previous Year Expenditures

US\$

Year	Details	Total Cost	Annual Allocation	Final Expenditure
1 According to Provisional Studies				
2 First Year	Start Up Costs for equipping prisons and administration ⑤	9,353,022		
	Renovation of remaining facilities for 2003 plan	7,000,000		16,353,022
3 Second Year	Start Up Costs for equipping 18 prisons ③	12,171,654		12,171,654
4 Third Year				
5 Fourth Year				

Iraqi Dinar
(000's)

Year	Details	Total Cost	Annual Allocation	Final Expenditure
1 According to Provisional Studies				
2 First Year		24,529,533		23,470,533
3 Second Year		18,257,481		18,257,481
4 Third Year				
5 Fourth Year				

The set up costs relate to reequipping prisons and detention centres. It is anticipated that at least a further **Additional Funding for rebuilding the remaining prisons in 2003 is likely to amount to US\$7**

Insufficient Information

According to the Juvenile Corrections Directorate 6,862,400,000 Dinars have been allocated for the

The Department of Internal Security had a contract to build a new facility at the site of Al Karhk, Baghdad

14-Oct-03
Financing Requirements for 2003 in USD
Activities Funded Through the Ministry of Finance

Ministry/Activity	Financing Provided			Financing Requested			Financing Future			Total
	Jul-Sep			October			November - December			
	Current	Capital	Subtotal	Current	Capital	Subtotal	Current	Capital	Subtotal	
Ag	2,748,786	3,861,075	6,609,861	2,217,071	2,112,979	4,330,046	4,434,143	4,225,890	8,660,033	19,400,000
Baghdad	9,735,000	5,202,000	14,937,000	2,538,333	3,686,333	6,224,667	5,078,667	7,398,667	12,477,333	33,650,000
Standards	64,000		64,000	45,333		45,333	80,667		80,667	200,000
Culture	824,000	20,128,000	20,952,000	192,000	1,424,000	1,616,000	384,000	2,848,000	3,232,000	25,800,000
Education	5,044,000		5,044,000	1,552,000		1,552,000	3,104,000		3,104,000	9,700,000
Electricity	12,480,000	47,936,000	60,416,000		18,621,333	18,621,333		33,242,667	33,242,667	110,280,000
Finance	1,060,001	624,000	1,684,001	353,334	1,058,667	1,412,000	706,667	2,117,333	2,824,001	5,820,000
Foreign	10,300,000		10,300,000	2,400,000		2,400,000	4,800,000		4,800,000	17,500,000
Health	89,906,450	520,000	90,426,450	40,230,503	160,000	40,390,503	80,461,007	330,000	80,791,007	211,600,000
Higher Ed	17,056,000	2,080,000	19,136,000	5,248,000	640,000	5,888,000	10,496,000	1,280,000	11,776,000	38,800,000
Housing	3,120,000	12,152,000	15,272,000	980,000	1,816,000	2,796,000	1,820,000	3,622,000	5,442,000	23,800,000
Industry	31,900,000	156,000	32,056,000	8,196,667	48,000	8,244,667	18,333,333	98,000	18,431,333	56,700,000
Interior	82,400,000	15,500,000	97,900,000							108,900,000
Water	3,137,000	28,089,000	31,226,000	254,333	803,667	1,058,000	508,667	1,807,333	2,316,000	34,400,000
Justice	2,444,000	9,264,000	11,708,000	418,667	1,312,000	1,730,667	837,333	2,824,000	3,661,333	18,900,000
Prisons	3,148,666	7,115,822	10,264,488	1,050,437	961,393	2,011,830	2,108,874	1,822,785	3,931,659	16,200,000
Labour	5,960,000		5,960,000							5,960,000
Security	31,310,000	80,680,000	112,000,000	4,583,333	3,103,333	7,686,667	9,126,667	6,206,667	15,333,333	145,000,000
Oil	7,248,000		7,248,000							7,248,000
Planning	2,362,000		2,362,000	738,000		738,000	1,472,000		1,472,000	4,600,000
P. Works	8,704,000	27,040,000	35,744,000	1,832,000	8,320,000	10,152,000	3,684,000	16,640,000	20,324,000	66,200,000
Religious	364,000	1,684,000	2,048,000	112,000	512,000	624,000	224,000	1,024,000	1,248,000	3,900,000
Sci & Tech	3,658,000		3,658,000	1,548,000	256,000	1,804,000	3,098,000	512,000	3,610,000	11,088,000
Audit	166,400	84,000	250,400	34,333	45,333	79,667	88,667	80,667	169,333	470,000
Trade	2,080,000	1,820,000	3,900,000	640,000		640,000	1,280,000		1,280,000	5,920,000
Transport	5,616,000	72,124,000	77,740,000		22,182,000	22,182,000		44,384,000	44,384,000	144,316,000
Youth	1,352,000	1,424,000	2,776,000	418,000	658,667	1,076,667	832,000	917,333	1,749,333	5,400,000
Environment				100,000		100,000	200,000		200,000	300,000
Rights				100,000		100,000	200,000		200,000	300,000
Migration				100,000		100,000	200,000		200,000	300,000
Salaries	336,592,700		336,592,700	156,800,000		156,800,000	229,800,000		229,800,000	722,192,700
Pensions	84,740,041		84,740,041							84,740,041
Military	92,859,900		92,859,900	30,000,000			80,000,000		80,000,000	202,859,900
Construction Int.		25,000,000	25,000,000							25,000,000
Wheat Purchases	74,700,000		74,700,000	5,000,000		5,000,000	1,000,000		1,000,000	80,700,000
Shimlani			inc. above			5,000,000			5,000,000	10,000,000
100K Jobs						5,000,000			5,000,000	10,000,000
Kurds - Budget	186,061,385		186,061,385	58,000,000		58,000,000	116,000,000		116,000,000	340,061,385
Kurds - Salaries	80,725,320		80,725,320	26,700,000		26,700,000	53,400,000		53,400,000	160,825,320
Kurds - Pensions	9,042,720		9,042,720							9,042,720
Kurds - Military	12,975,000		12,975,000	4,000,000		4,000,000			4,000,000	24,975,000
Off-budget transfers	-20,000,000		-20,000,000							-20,000,000
Totals	1,173,515,412	373,353,897	1,546,869,309	327,306,545	85,544,701	412,851,246	813,017,061	131,089,402	782,706,463	2,599,765,148
On-budget transfers			-1,391,567,045							-1,391,567,045
Shortfall			155,272,263			556,125,509				711,397,772
Est. Balances						-100,000,000				-100,000,000
Request						456,125,509				456,125,509

Notes:

/a Include \$42 million for Ramadan Bonus in October

/b Includes \$34,110 (\$32,340 and \$1,770,000 @ 1500:1) for replenishing funds stolen for Children's Hospital

15-Oct-03

Capital Budget Allocations by Governorate for October-December 2003 in USD

Ministry	Province	Foreign Language															
		Baghdad	Basrah	Al-Najaf (Misal)	Anbar (Rumad)	Al-Qadisiyah (Hila)	Al-Diwa (Ba'quba)	Karbala	Misran (Amara)	Muthanna (Samawa)	Najaf	Qadisiyah (Dwina)	Salah Al-din (Thamr)	Tamim (Kut)	Thiagar (Hassira)	Wasit (Kut)	Oct-Dec
Ag		2,339,512	345,929	177,168	172,913	254,284	576,549	42,138		138,351	809,437	144,050	57,803	576,549	461,343	153,089	6,338,925
Baghdad		11,098,000															11,098,000
Standards																	
Culture		4,270,683				1,317											4,272,000
Education																	
Electricity		49,854,000															49,854,000
Finance		3,176,000															3,176,000
Foreign																	
Health		480,000															480,000
Higher Ed		806,400	138,240	184,320	92,180	99,840	92,180	53,760			69,120	66,120	69,120	81,440	115,200	69,120	1,920,000
Housing		5,448,000															5,448,000
Industry		144,000															144,000
Interior																	-96,740,000
Intelligence		906,163	215,873	2,020	17,387	87,442	15,295	73,013	45,164	421,499	228,922	185,309	1,010	8,153	144,438	56,313	2,411,000
Justice		1,448,448	283,392	377,856	188,928	204,672	188,928	110,208	125,952	78,720	141,696	141,696	141,696	125,952	238,180	141,696	3,938,000
Prisons		1,624,100	886,722			186,078											2,894,178
Labor																	
Security																	-690,000
Oil		218,080,000															218,080,000
Planning																	
Pub Works		8,349,770	2,032,836	2,439,041	774,396	292,162	1,726,721	409,953	398,722	118,718	1,616,560	267,521	2,768,311	660,799	1,582,718	1,520,966	24,960,000
Religious		565,248	110,592	147,456	73,728	79,872	73,728	43,008	49,152	30,720	55,296	55,296	55,296	49,152	92,180	55,296	1,536,000
Sci & Tech		768,000															768,000
Audit		136,000															136,000
Trade																	-1,920,000
Transport		66,483,000	93,000														66,576,000
Youth		506,368	99,072	132,096	66,048	71,552	66,048	38,528	44,032	27,520	49,536	49,536	49,536	44,032	82,560	49,536	1,375,000
Environment																	
Rights																	
Migration																	
Total		376,493,693	3,508,416	4,348,679	1,386,683	1,277,818	2,739,428	788,608	683,021	815,529	3,082,567	912,537	3,142,572	1,526,077	2,714,579	2,048,016	384,054,103

a) Includes funding for Reconstruction and Shimeeni. Totals will therefore differ from earlier versions

(GBR) UK Ministry of Justice

From: [REDACTED] (GS-15 Ministry of Finance)
Sent: Friday, October 10, 2003 5:27 PM
To: CPA Budget Contacts
Subject: Funds Remaining for 2003
Importance: High
Follow Up Flag: Follow up
Due By: Sunday, October 12, 2003 12:00 AM
Flag Status: Flagged
Expires: Wednesday, October 15, 2003 5:00 PM

Budget Advisors,

The attached files indicate the funds authorized for your Ministry in 2003 for the July-September, September-December, and July-December periods *by Governorate*. These will be delivered electronically to the CPA/local governance teams in each Governorate on Wednesday, October 15 for local budget planning purposes. **THEY CANNOT BE CHANGED AFTER 5PM ON THAT DATE.**

Please review the sheets with your Iraqi counterpart to ensure they accord with the policies and programs of your Ministry for 2003

The most important items are:

- 1) Each file has a tab entitled '2003 (\$)'. Ensure the figure in the last column is equal to the funding authorized for your Ministry in the 2003 Budget. *if Not equal.*
- 2) Each file has a tab entitled 'Jul-Sep (\$)'. Ensure the figures by Governorate correspond to your records.
- 3) Each file has a tab entitled 'Oct-Dec (\$)'. Ensure that the allocations by Governorate accord with your Ministry's plans for the remainder of the year. You may wish to coordinate with the Regional Operations Office if you do not already have a contact for your Ministry in each Governorate. *JK*

A month by month plan of releases is not required at this time. Actual cash releases will depend on the monthly trial balance reported to the Accounts Department of the Ministry of Finance and your Ministry's funding requirements for the given month.

Thanks for your help.

[REDACTED]

Notes

If your Ministry has a negative amount in the final column of the tab entitled 'Oct-Dec (\$)', it means that a) the correct amount authorized for your Ministry for 2003 is higher than my records indicate or b) the amount allocated for your Ministry over the July-September period exceeds your authorized budget. In case of the latter, the funding allocations for your Ministry will be reduced to ensure that total disbursements do not exceed authorizations.

Amounts not expended in July-September are still available for expenditure in October-December. Under current law, amounts not used by the end of the current fiscal year will expire. The Ministry of Finance is currently reviewing this and other provisions of law.

Final tables may be in New Iraqi Dinar.

10/12/2003

SUMMARY OF CHANGES TO MINISTRY BUDGETS ARISING FROM 30 DAY REVIEW

Overview

CPA Ministry of Finance and Iraqi Ministry of Finance undertook a 30-day review of the 2003 Budget, to identify expenditures that had not been budgeted for, and correct errors or omissions.

Following Finance Ministry review, the CPA Budget Office met with Finance on 26 July to discuss proposed Finance Ministry changes to Budget allocations for the remainder of 2003. This followed discussions between the Finance Ministry and their Iraqi counterparts in each Ministry.

Significant Changes affecting Ministry Budget allocations are outlined below:

Increases:

- **Oil** – significant additional spending (\$300m) granted to accelerate Oil reconstruction process.
- **Interior** – additional \$120m allocated for Iraqi police force.
- **Electricity** – additional \$20.2m capital allocated to improve electricity supply.
- **Agriculture** – reduction in returns expected from largest State Company, offset by reduction in operating expenditures.
- **Baghdad Mayoralty** – additional spending approved for water and sewerage improvements.

Decreases:

- **Culture** – capital allocation reduced to address likely under-spend in 2003.
- **Justice (including Prisons)** – capital allocation reduced to match identified requirements
- **Trade** – revenues expected from State Companies increased.

Revisions to Ministry Budgets

\$US M

	exchange rate			1.5											
Ministry	Operations			Investment			Revenues			Support for SOEs			Total Net Change		
	1-Jul	Agreed		1-Jul	Agreed		1-Jul	Agreed		1-Jul	Agreed				
Agriculture	9.4	3.5	-5.9	10.0	10.0	0.0	144.2	100.0	-44.2	0.2	0.2	0.0	38.3		
Baghdad Mayorality	12.1	17.4	5.3	4.3	16.3	12.0	5.0	4.0	-1.0	0.0	0.0	0.0	18.3		
Supreme Audit	0.5	0.3	-0.2	0.0	0.2	0.2	0.0	0.0	0.0	0.0	0.0	0.0	0.0		
Standards	0.0	0.2	0.2	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.2		
Culture	1.2	1.2	0.0	61.6	24.4	-37.2	0.0	4.0	4.0	0.0	0.0	0.0	-41.2		
Security Affairs	45.0	45.0	0.0	120.0	120.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		
Education	9.7	9.7	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		
Electricity	24.0	24.0	0.0	77.6	97.8	20.2	0.0	0.0	0.0	0.7	0.7	0.0	20.2		
Foreign Affairs	23.5	17.5	-6.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	-6.0		
Finance	175.3	180.7	5.4	1.2	3.8	2.6	0.0	0.0	0.0	24.0	24.0	0.0	8.0		
Health	210.6	210.6	0.0	1.0	1.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		
Higher Education	32.8	32.8	0.0	4.0	4.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		
Housing and Construction	6.0	6.0	0.0	32.6	17.6	-15.0	0.0	0.0	0.0	0.0	15.0	15.0	0.0		
Industry and Minerals	2.2	2.2	0.0	0.3	0.3	0.0	0.0	0.0	0.0	206.7	206.7	0.0	0.0		
Interior	2.4	122.4	120.0	20.5	16.5	-4.0	0.0	0.0	0.0	0.0	0.0	0.0	116.0		
Irrigation	2.7	3.9	1.2	30.5	30.5	0.0	0.0	0.0	0.0	0.0	0.0	0.0	1.2		
Lebor and Social Affairs	6.4	10.0	3.6	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	3.6		
Justice	5.8	3.7	-2.1	25.7	13.2	-12.5	0.0	0.0	0.0	0.0	0.0	0.0	-14.6		
Justice – Prisons	6.3	6.3	0.0	21.9	10.0	-11.9	0.0	0.0	0.0	0.0	0.0	0.0	-11.9		
Oil	0.0	45.3	45.3	0.0	256.0	256.0	0.0	1.3	1.3	0.0	0.0	0.0	300.0		
Planning	4.6	4.6	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		
Public Works/Muni	20.8	14.2	-6.6	52.0	52.0	0.0	6.6	0.0	-6.6	0.0	0.0	0.0	0.0		
Endowments and Religious	0.7	0.7	0.0	3.2	3.2	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		
Science and Technology	11.8	10.3	-1.5	1.6	1.6	0.0	0.0	0.0	0.0	0.0	0.0	0.0	-1.5		
Trade	4.0	4.0	0.0	0.0	6.0	6.0	64.4	81.0	16.6	0.0	0.0	0.0	-10.6		
Transport and Comm	10.8	10.8	0.0	138.7	138.7	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		
Youth	2.6	2.6	0.0	2.7	2.7	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		
	631.1	789.8		609.6	826.0		220.2	190.3		231.5	246.5		420.0		
changes		158.6			216.4			-29.9			15.0				

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MAJOR CHANGES TO MINISTRY BUDGETS FOR 2003

Agriculture

- Dividends from State Owned Enterprises (SOEs) estimate reduced to \$100m (150b ID) to reflect pessimism in likely amount to be collected.
- Operating expenditures reduced by \$5.9m (8.9b ID) following negotiations between Finance and Agriculture Ministries.

Baghdad Mayoralty

- An additional \$12m (18b ID) capital expenses added for sewerage and water programs.
- Additional funding of \$5.3m (8b ID)
- Revenues reduced by \$1m (1.5b ID) reflecting pessimism on amount likely to be collected.

Board of Supreme Audit

- \$0.2m (300m ID) reallocated from operating expenditures to capital.

Central Organization of Standards

- Allocated modest budget of \$0.2m (225m ID) to allow Organization to perform limited operations.

Culture

- Capital expenditures reduced by \$37.2m (55.8b ID), reflecting risk of under-spend in 2003.
- \$4m (6b ID) new revenue identified from hotels (eg Al Rashid) that will be paid to the Ministry of Finance.

Security Affairs

- To remain as per 7 July.

Education

- \$0.33m (500m ID) transferred within operating, from goods to services. Reduced funding for lecturers is offset by the amounts paid to exam proctors.

Electricity

- Additional \$20.2m allocated to capital expenditures.

Foreign Affairs

- Operating expenditures reduced by \$6m (9.1b ID) due to closed embassies – will refer allowances for foreign staff issue to Governing Council.

Finance

- \$3.8m of ILO fees transferred from Labor and Social Affairs (5.7b ID), and will be paid by Finance.
 - \$1.56m (1.9bn ID) increase for Governorate Treasury offices.
-

- \$2.6m (3.9b ID) increase for capital expenditures.

Health

- To remain as per 7 July.

Higher Education

- To remain as per 7 July, but conditional on H.Ed collecting the course fees provisioned for in the published Budget.

Housing and Construction

- Capital expenditures reduced by \$15m (22.5 ID) ("long lead items" reduced to zero) to reflect expenditure that would occur through SOEs. \$15m (22.5b ID) reallocated to "support to SOEs".
- Finance and the CPA OMB noted that projects funded in 2003 should generate revenues in 2004.

Industry and Minerals

- To remain as per 7 July.

Interior

- Capital expenditures ("Headquarters reconstruction") reduced by \$4m (6b ID) to reflect revised estimates of the amount required for reconstruction.
- An additional 120m (180b ID) allocated to establish Iraqi police force.
-

Irrigation

- Operating expenditures increased by \$1.2m (1.8b ID) to reflect increased costs.

Labor and Social Affairs

- Operating expenditures reduced by 3.8m (5.7b ID) reflecting ILO fees to be paid by Finance.

Justice

- Operating expenditures reduced by \$2.1m (3.1b ID). Reconstruction amounts (capital expenditure) reduced by \$12.5m (23.6b ID) reflecting likely underspend in 2003.

Justice – Prisons

- Capital reduced by \$11.9m (17.8b ID) to reflect likely underspend.

Oil

- Grossed up \$1.27m (1.9b ID) in revenues, with this amount also added to operating expenditures to ensure Ministry able to spend according to Iraqi budget processes.

- An additional \$300m ((450b ID) added to accelerate oil infrastructure restoration - \$256m (384b ID) added to capital spending, and \$44m (66b ID) added to operating expenditures for electricity generators for oil fields.

Planning

- 1.6m (2.4b ID) of additional spending afforded for Ministry to conduct labor force survey.

Public Works/Municipalities and Local Authorities

- Ministry to retain \$6.6m (9.9b ID) revenues, which Finance will net off its outlays.

Endowments and Religious Affairs

- To remain as per 7 July, noting name correction.

Science and Technology Commission

- Operating expenses decreased by \$1.47m (2.2b ID) to reflect revision to pollution clean up estimates.

Trade

- Expected revenues increased by \$16.6m (24.9b ID).

Transport and Comm

- To remain as per 7 July.

Youth

- To remain as per 7 July.
-

Ministry of Justice - Prison Department

This funding is for the newly created prison department in the Ministry of Justice.

The detention centres were previously administered by the Ministry of Interior. Prisons and Detention Centres were run by the Ministry of Labour and Social Affairs and Secret Service.

It will provide pre-trial and post trial facilities for both adults and juveniles which will meet internationally recognised standards for the first time.

A credible prison service is a vital component in the administration of justice and the security of Iraq.

	Actual 2002	Proposed Jul-Dec
Expenditure		
Operating expenditure	Not available	6,253,166
Capital Expenditure		21,873,364
Total		28,126,530
Number of employees		10,150
Operating expenditure		
Staff expenditure	Not available	4,947,200
Service requirements		
Goods requirements		6,253,166
Assets maintenance		
Capital expenditure		0
Transferred expenditure		0
Foreign obligations		0
Special programmes		0
Salaries + retirement awards		0
Total		11,200,366
Capital expenditure		
Estimated Reconstruction authorised or authorities pending		5,520,342
Additional Capital Expenditure Required for Reconstructions		7,000,000
Start Up costs to re-equip prisons		9,353,022
		<u>21,873,364</u>

No provision has been made for the employment of security guards

The cost of reconstruction for 2003 is based on a programme to open and operate 12 detention centres and prisons by the end of the year housing 11,278 inmates.

It is anticipated that Iraq will eventually require accommodation for up to 30,000 prisoners.

A new prison for 1000 prisoners will cost an estimated \$200million each and take 36 to 48 months to build.

		Quantity	Unit Cost	Total	Cumulative Total
Beds and mattresses	5	1,000.00	130.00	130,000.00	130,000.00
Pillows and sheets	3	2,000.00	6.00	12,000.00	12,000.00
Towels	3	2,000.00	2.00	4,000.00	8,000.00
Personal Hygiene	3	1,000.00	7.00	7,000.00	13,000.00
Food Issue	3	15,000.00	3.00	45,000.00	58,000.00
Prisoners Uniforms	3	2,000.00	14.00	28,000.00	86,000.00
Shoes	3	1,000.00	15.00	15,000.00	15,000.00
Shirts	3	3,000.00	6.00	18,000.00	33,000.00
Guards Trousers	3	2,000.00	12.00	24,000.00	57,000.00
Guards Military Belts	3	1,000.00	2.00	2,000.00	59,000.00
Guards Holsters	3	100.00	5.00	500.00	59,500.00
Hand Torches	3	300.00	5.50	1,650.00	61,150.00
Prisons books and journals	2	100.00	20.00	2,000.00	2,000.00
Radio Equipment	2	40.00	300.00	12,000.00	14,000.00
Telephone Equipment	2	1.00	5,000.00	5,000.00	19,000.00
General office stationary sundry items	3	1.00	1,000.00	1,000.00	20,000.00
Tea and coffee makers	3	4.00	25.00	100.00	20,100.00
Security Equipment - Hand cuffs	3	200.00	50.00	10,000.00	30,100.00
Batons	3	200.00	5.00	1,000.00	31,100.00
Emergency Food & Water	3	10,000.00	3.00	30,000.00	61,100.00
Control & restraint equipment	3	200.00	300.00	60,000.00	121,100.00
Overall	3	20.00	14.00	280.00	121,380.00
knives forks & spoons plates etc	3	1,000.00	6.00	6,000.00	127,380.00
Medical costs	3	1.00	30,000.00	30,000.00	157,380.00
Recreation equipment for prisoners	3	1.00	1,000.00	1,000.00	158,380.00
Blankets	3	500.00	5.00	2,500.00	160,880.00
Kitchen equipment	3	1.00	10,000.00	10,000.00	170,880.00
Tools for maintainance	4	1.00	2,000.00	2,000.00	2,000.00
Maintainace materials	4	1.00	1,000.00	1,000.00	3,000.00
Office Furniture Metal cupboards / Cabinets	5	10.00	120.00	1,200.00	1,200.00
Desks	5	20.00	200.00	4,000.00	5,200.00
Office Chairs for desks	5	20.00	80.00	1,600.00	6,800.00
Office chairs general	5	60.00	50.00	3,000.00	9,800.00
Filing Cabinets	5	10.00	160.00	1,600.00	11,400.00
Airconditioners	5	10.00	600.00	6,000.00	17,400.00
Water dispensers	5	10.00	180.00	1,800.00	19,000.00
Ceiling Fans	5	10.00	30.00	300.00	19,300.00
Computer	5	2,000.00	2.00	4,000.00	23,300.00
Computer printer	5	2.00	200.00	400.00	23,700.00
Digital Camera	5	2.00	200.00	400.00	24,100.00
Safe	5	2.00	500.00	1,000.00	25,100.00
Gunsafe	5	4.00	400.00	1,600.00	26,700.00
Prisoners lockers	5	600.00	20.00	12,000.00	38,700.00
Furniture for visiting room	5	1.00	5,000.00	5,000.00	43,700.00
2 pickups	5	2.00	25,000.00	50,000.00	93,700.00
Generator	5	2.00	50,000.00	100,000.00	193,700.00

		Quantity	Unit Cost	Total	Cumulative Total
Beds and mattresses	5	1,000.00	130.00	130,000.00	130,000.00
Pillows and sheets	3	2,000.00	6.00	12,000.00	2,000.00
Towels	3	2,000.00	2.00	4,000.00	6,000.00
Personal Hygiene	3	1,000.00	7.00	7,000.00	13,000.00
Food Issue	3	15,000.00	3.00	45,000.00	58,000.00
Prisoners Uniforms	3	2,000.00	14.00	28,000.00	86,000.00
Shoes	3	1,000.00	15.00	15,000.00	15,000.00
Shirts	3	3,000.00	6.00	18,000.00	33,000.00
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Guards Holsters	3	100.00	5.00	500.00	59,500.00
Hand Torches	3	300.00	5.50	1,650.00	61,150.00
Prisons books and journals	2	100.00	20.00	2,000.00	2,000.00
Radio Equipment	2	40.00	300.00	12,000.00	14,000.00
Telephone Equipment	2	1.00	5,000.00	5,000.00	19,000.00
General office stationary sundry items	3	1.00	1,000.00	1,000.00	20,000.00
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Kitchen equipment	3	1.00	10,000.00	10,000.00	170,880.00
Tools for maintenance	4	1.00	2,000.00	2,000.00	2,000.00
Maintenance materials	4	1.00	1,000.00	1,000.00	3,000.00
Office Furniture Metal cupboards / Cabinets	5	10.00	120.00	1,200.00	1,200.00
Desks	5	20.00	200.00	4,000.00	5,200.00
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Generator	5	2.00	50,000.00	100,000.00	193,700.00

Date: 2-Jul-04
 To: Ministry Advisors
 From: [Redacted] Senior Advisor to the Ministry of Finance
 Re: Budget Allocations by Governorate

In coordination with your Iraqi ministry colleagues, please indicate the dollar amounts that need to be shipped to the nominated bank in each governorate. Note that in some cases funds are disbursed centrally -- even if the money is required for a project in an outlying governorate. Therefore, amounts should not necessarily indicate where the dollars will be spent but rather where the funds need to be placed so that the budget can be executed. Amounts should be based on the attached draft budget. Allocations are due by COB Thursday, July 4, 2003.

<i>Justice</i> Ministry of <i>Prisons Department</i> Budget Allocation by Governorate (\$'s) July 1, 2003 - August 15, 2003			
	Operations	Capital	Total
Anbar (Ramadi)			
Arbil			
Babylon (Hilla)			
Baghdad	6.3 m	21.9 m	28.2
Basrah			
Diala (Ba'quba)			
Duhuk			
Kerbala			
Minava (Mousel)			
Misan (Emara)			
Muthann (Simawa)			
Najaf			
Qadissia (Diwanya)			
Salah Al-deen (Tikrit)			
Sulaimanya			
Ta'mim (Kerkuk)			
Thiqar (Nassirya)			
Wasit (Kut)			
Total	6.3	21.9	28.2

No satisfactory controls have been established in the Governorate which give me confidence that money transferred there will be properly used.



Generate money

Ministry of Justice - Prison Department

This funding is for the newly created prison department in the Ministry of Justice.

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A credible prison service is a vital component in the administration of justice and the security of Iraq.

Expenditure	Actual 2002	Proposed
		Jul-Dec
Operating expenditure	Not available	6,253,166
Capital Expenditure		21,873,364
Total		28,126,530

Number of employees 10,150

Operating expenditure

Staff expenditure	Not available	4,947,200
Service requirements	Chapter 7	6,253,166
Goods requirements	4	
Assets maintenance		0
Capital expenditure		0
Transferred expenditure		0
Foreign obligations		0
Special programmes		0
Salaries + retirement awards		0
Total		11,200,366

Capital expenditure

Estimated Reconstruction authorised or authorities pending
Additional Capital Expenditure Required for Reconstructions
Start Up costs to re-equip prisons

	5,520,342
	7,000,000
	9,353,022
	21,873,364

No provision has been made for the employment of security guards

The cost of reconstruction for 2003 is based on a programme to open and operate 12 detention centres and prisons by the end of the year housing 11,278 inmates.

It is anticipated that Iraq will eventually require accommodation for up to 30,000 prisoners.

A new prison for 1000 prisoners will cost an estimated \$200million each and take 36 to 48 months to build.

Cash movement → Prison

Amount before reduction

US
Baghdad. 6.3 - 20%
Capit 10.0 - 20%

Chapter 2	335,350
3	3901,773
4	53,950
5	5,061,945
	9,353,023

	Beds	Chapter 3	Chapter 5	Initial Cost per prisoner	Prison Officers	Initial Cost per Prison Officer Chapter 3	Chapter 2	Chapter 3	Chapter 4	Chapter 5	General Equipment	Total Set Up Costs
Observation House - Mosul	112	10,752	14,580	25,312	37	2,276	19,000	151,880	3,000	193,700	367,580	365,190
Al Sahlyeh - Baghdad	100	9,600	13,000	22,600	20	1,230	19,000	151,880	3,000	193,700	367,580	391,410
Al Maqall - Basrah	300	26,800	39,000	67,800	100	6,150	19,000	151,880	3,000	193,700	367,580	441,530
Al Taserat - Baghdad	300	26,800	39,000	67,800	114	7,011	19,000	151,880	3,000	193,700	367,580	442,391
Russafe - Baghdad	416	30,936	54,080	84,016	27	1,651	19,000	151,880	3,000	193,700	367,580	483,257
Al Hillah - Al Hillah	750	72,000	97,500	169,500	150	9,225	19,000	151,880	3,000	193,700	367,580	548,305
Badush Phase 1 - Mosul	2,000	192,000	280,000	452,000	400	24,600	38,000	300,760	6,000	387,400	735,160	1,211,760
Al Kadmya - Baghdad	400	36,400	52,000	90,400	80	4,920	19,000	151,880	3,000	193,700	367,580	402,990
Abu Gharb Phase 1 - Baghdad	600	57,600	78,000	135,600	120	7,380	19,000	151,880	3,000	193,700	367,580	510,560
Al Karth - Baghdad	350	33,600	46,500	79,100	70	4,305	19,000	151,880	3,000	193,700	367,580	450,985
Al Hakimia - Baghdad	300	26,800	39,000	67,800	60	3,690	19,000	151,880	3,000	193,700	367,580	438,070
Badush Phase 2 - Mosul	1,750	168,000	227,500	395,500	350	21,525	33,250	265,790	5,250	338,975	643,265	1,080,290
Abu Gharb Phase 2 - Baghdad	2,700	259,200	351,000	610,200	540	33,210	51,300	410,076	8,100	522,966	992,466	1,635,876
Military Barracks - Basrah	1,200	115,200	159,000	271,200	150	9,225	22,600	182,258	3,600	232,440	441,098	721,521
	11,278	1,082,688	1,466,140	2,548,828	2,218	136,408	335,350	2,680,662	52,950	3,418,805	6,487,787	9,173,023
Headquarters Expenses 20% of recurring costs								2,000	1,000	177,000	180,000	180,000
Total	11,278	1,082,688	1,466,140	2,548,828	2,218	136,408	335,350	2,682,662	53,950	3,595,805	6,667,787	9,353,023
Iraqi Dinars (000's)		1,624,032	2,199,210	3,823,242		204,612	503,025	4,024,023	80,925	5,393,708	10,001,681	14,029,535
Each prison or detention center will require general equipment of at least \$367,580 for 1000 prisoners and below. For prisons with larger populations there will be a proportionate increase. The initial cost is \$226 per prisoner and \$81.15 per prison officer. Provision is made for the start up costs on the establishments already in operation. Prison officers establishment based on 20% of prisoners or actual where known. HQ Expenses based on office component of Prison General Equipment.												
Assumptions in Operating Costs												
The Fixed costs per month are \$22,500 per month. Includes adjustments for numbers of prison officers and prisoners (\$81 and \$93 each respectively).												
						\$		ID				
						Total						
						Chapter 2	335,350	503,025				
						Chapter 3	3,601,778	5,852,667				
						Chapter 4	53,950	80,925				
						Chapter 5	5,081,945	7,592,918				
							9,353,023	14,029,535				

Initial costs for
starting up &
equipping the
prisons

②

②

Prison Department
Ministry of Justice
Prison and Detention Centres Opening Programme for 2003
Excludes Cost of Wages

	Beds	Initial Cost per prisoner	Prison Officers	Initial Cost per Prison Officer	General Equipment	Total Set Up Costs	Jun-03	Jul-03	Aug-03	Sep-03	Oct-03	Nov-03	Dec-03	Total Recurring Costs	Total at Rev
Observation House - Mosul	112	25,312	37	2,278	387,580	395,198	38,059	38,059	38,059	38,059	38,059	38,059	38,059	252,413	
Al Sahiyah - Baghdad	100	22,800	20	1,230	387,580	391,410	33,420	33,420	33,420	33,420	33,420	33,420	33,420	233,940	
Al Meqal - Basrah	300	87,800	100	8,150	387,580	441,530	58,900	58,900	58,900	58,900	58,900	58,900	58,900	412,300	
Al Tasterat - Baghdad	300	87,800	114	7,011	387,580	442,391	80,174	80,174	80,174	80,174	80,174	80,174	80,174	421,218	
Rusafa - Baghdad	418	94,018	27	1,881	387,580	483,257	62,813	62,813	62,813	62,813	62,813	62,813	62,813	439,691	
Al Hilah - Al Hilah	750	169,500	150	9,225	387,580	546,305	104,400	104,400	104,400	104,400	104,400	104,400	104,400	730,800	1
Badush Phase 1 - Mosul	2,000	452,000	400	24,800	735,180	1,211,780				240,900	240,900	240,900	240,900	963,600	2
Al Kadmiya - Baghdad	400	80,400	80	4,920	387,580	482,900				86,180	86,180	86,180	86,180	294,720	
Abu Ghairb Phase 1 - Baghdad	600	135,600	120	7,380	387,580	510,560				88,020	88,020	88,020	88,020	352,080	
Al Karth - Baghdad	350	79,100	70	4,305	387,580	450,865				80,720	80,720	80,720	80,720	242,880	
Al Hakama - Baghdad	300	87,800	80	3,680	387,580	438,070				55,280	55,280	55,280	55,280	221,040	
Badush Phase 2 - Mosul	1,750	395,500	350	21,625	643,285	1,080,260							213,800	213,800	1
Abu Ghairb Phase 2 - Baghdad	2,700	610,200	540	33,210	892,488	1,635,876							317,340	317,340	1
Military Barracks - Basrah	1,200	271,200	150	9,225	441,080	721,621							145,350	145,350	
	11,278	2,548,828	2,218	136,407	6,467,787	9,173,022	355,788	355,788	355,788	895,848	895,848	895,848	1,507,077	5,210,872	14
Headquarters Expenses 20% of recurring costs					180,000	180,000	71,153	71,153	71,153	173,388	173,388	173,388	301,415	1,042,194	1
Totals US\$	11,278	2,548,828	2,218	136,407	6,687,787	9,353,022	426,918	426,918	426,918	1,040,215	1,040,215	1,040,215	1,808,492	6,253,186	15
Iraqi Dinars (000's) US\$1=ID1500		3,823,242		204,611	10,001,681	14,029,533	640,378	640,378	640,378	1,560,323	1,560,323	1,560,323	2,712,739	9,314,843	23
Assumption in start up costs															
Each prison or detention centre will require general equipment of at least \$387,580 for 1000 prisoners and below. For prisons with larger populations there will be a proportionate increase.															
The initial cost is \$225 per prisoner, and \$91.15 per prison officer.															
Prison officers establishment based on 20% of prisoners or actual where known															
Assumptions in Operating Costs															
The Fixed costs per month are \$22,500 per month for 1000 prisoners and below. For prisons with larger populations there will be a proportionate increase.															

② All expenses to start & equip prison.

All the expenses for running the prison each month.

Accounts staff are dividing this into Chapters

Iraq Prison Service
Emergency Funding Requests

Buildings
↓
Equipment
↓

Date	Applications drafted but not necessarily approved at time of 2003 budget preparation	US\$	US\$	US\$	US\$	Chapter 3	Chapter 4	Chapter 5
				Approved				
	Al Hilla Prison Renovation	126,623		126,623				
PR-001	Renovation of Police Academy	66,440		66,140				
PR-002	Renovation of Female Prison (Kazamiyah) Section II and III	92,909		92,909				
PR-003	Renovation of High Security Prison Cellblock (Abu Gharaib)	172,000		172,000				
PR-004	Renovation of Detention Centre Al Taserat	9,180						
PR-005	Renovation of Detention Centre Karh Detention Centre	48,000		48,000				
PR-006	Renovation of High Security Prison Cellblock (Abu Gharaib)	939,000		1,755,500				
PR-006	Renovation of Prison (Badush Prison)	2,900,000		2,900,000				
PR-007	IRIS Prison Centre	1,139,000						
PR-008	Purchase of Steel Bunk Beds		101,970		101,970			
PR-009	Repair of Prison Kitchen Police Academy	22,190		22,190				
PR-E001	Start Up package Uniforms for Prison Officers and Prisoners, Office & Recreational Equipment		199,350		199,350	175,250		24,100
PR-E002	Start Up Package Prisoners Beds, Food & Personal Hygiene		198,000		198,000	68,000		130,000
PR-E003	Start Up Package Security Equipment, Prisoners Medical welfare needs and vehicles		198,380		198,380	99,780	3,000	96,600
	Al Hilla Generator	5,000		5,000				
		③ → 5,520,342		697,700				
	Eisenbarat			38,000				
	Security Equipment				810,754			
	Taserat Kitchen			25,800				
		Emergency Applications approved		5,252,162	1,508,454	343,030	3,000	240,700
	Projects pending							
	Basrah Central Prison	CPA South		1,000,000				
	Nasiriyah	CPA South		200,000				
	Al Amarah	CPA South		200,000				
	As Samawah	CPA South		100,000				
	Kadimiah			22,500				
	Al Karh			32,000				
	Additional Juvenile Facility Baghdad			75,000				
	Medical Facility Abu Gharaib Phase 1			85,000				
	Medical Facility Abu Gharaib Phase 2			135,000				
	Block D Abu Gharaib			172,000				
	Kitchen Abu Gharaib			30,000				
	Admin Buildings Abu Gharaib			198,000				
	Cleaning and installing security equipment Abu Gharaib			30,000				
	Block C Abu Gharaib			172,000				
	Wall round death house Abu Gharaib			12,000				
	Eisenbarat toilet facilities			35,000				
	Payment for Ministry of Information building exchanged for buildings between Russafa & Taserat			75,000				
	Court yard between Taserat and Russafa			93,000				
	Guard towers Abu Gharaib			184,000				
				8,100,662	1,508,454			
	Less Chapter 3				343,030			
	Less Chapter 4				3,000			
				1,162,424	1,162,424			
	Reallocation of Start Up costs			5,061,945				
		Total Chapter 5 for 2003		⑤ → 14,325,031				

Reallocate
to correct
chapter

87

Schedule showing 2003 Opening Programs

[illegible]

Schedule showing 2003 Opening Programs

[illegible]

Ministry of Justice - Prison Department

This funding is for the newly created prison department in the Ministry of Justice. The detention centres were previously administered by the Ministry of Interior. Prisons and Detention Centres were run by the Ministry of Labour and Social Affairs and Secret Service. It will provide pre-trial and post trial facilities for both adults and juveniles which will meet internationally recognised standards for the first time. A credible prison service is a vital component in the administration of justice and the security of Iraq.

	Actual 2002	Proposed
Expenditure		Jul-Dec
Operating expenditure	Not available	6,253,166
Capital Expenditure		21,873,364
Total		28,126,530

Number of employees 10,150

Operating expenditure	
Staff expenditure	Not available 4,947,200
Service requirements	
Goods requirements	6,253,166
Assets maintenance	
Capital expenditure	0
Transferred expenditure	0
Foreign obligations	0
Special programmes	0
Salaries + retirement awards	0
Total	11,200,366

Capital expenditure

Estimated Reconstruction authorised or authorities pending	5,520,342	- 6.2 million
Additional Capital Expenditure Required for Reconstructions	7,000,000	
Start Up costs to re-equip prisons	- 9,353,022	- ② 5 million
	<u>21,873,364</u>	

No provision has been made for the employment of security guards

The cost of reconstruction for 2003 is based on a programme to open and operate 12 detention centres and prisons by the end of the year housing 11,278 inmates.

It is anticipated that Iraq will eventually require accommodation for up to 30,000 prisoners.

A new prison for 1000 prisoners will cost an estimated \$200million each and take 36 to 48 months to build.

6.2
5.0
11.2
1.5
12.7

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** 5,520,342
 * 7,000,000
 9,263,086
 5,041,945
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** Authorised through board. However never provided too much.
But subsequent approvals.

* Changes Mayor the budget.

\$ 9,384,616

\$ 9,384,616.

\$ 9,038,586

Prisons and Detention Centres
Estimated Initial Start Up Costs

		Quantity	Unit Cost	Total	Cumulative Total
Beds and mattresses	chapt. 5 Furniture	1,000.00	130.00	130,000.00	130,000.00
Pillows and sheets	" 3 goods Reg.	2,000.00	6.00	12,000.00	142,000.00
Towels	" 2 " "	2,000.00	2.00	4,000.00	146,000.00
Personal Hygiene	" 2 " "	1,000.00	7.00	7,000.00	153,000.00
Food Issue	" 2 " "	15,000.00	3.00	45,000.00	198,000.00
Shoes	" 2 " "	1,000.00	15.00	15,000.00	15,000.00
Shirts	" 2 " "	3,000.00	6.00	18,000.00	33,000.00
Guards Trousers	" 2 " "	2,000.00	12.00	24,000.00	57,000.00
Guards Military Belts	" 2 " "	1,000.00	2.00	2,000.00	59,000.00
Guards Holsters	" 2 " "	100.00	5.00	500.00	59,500.00
Hand Torches	" 2 " "	300.00	5.50	1,650.00	61,150.00
Prisoners Uniforms	" 2 " "	5,000.00	14.00	70,000.00	131,150.00
Office Furniture Metal cupboards / Cabinets	chapt. 5. Furn.	10.00	120.00	1,200.00	132,350.00
Desks	" 2 " "	20.00	200.00	4,000.00	136,350.00
Office Chairs for desks	" 2 " "	20.00	80.00	1,600.00	137,950.00
Office chairs general	" 2 " "	80.00	50.00	3,000.00	140,950.00
Filing Cabinets	" 2 " "	10.00	160.00	1,600.00	142,550.00
Airconditioners	chapt. 5 " "	10.00	600.00	6,000.00	148,550.00
Water dispensers	" 2 " "	10.00	180.00	1,800.00	150,350.00
Ceiling Fans	" 2 " "	10.00	30.00	300.00	150,650.00
General office stationary sundry items	chapt 3 goods Reg.	1.00	1,000.00	1,000.00	151,650.00
Prisons books and journals	" 2 goods Reg.	100.00	20.00	2,000.00	153,650.00
Computer	" 2 " "	2,000.00	2.00	4,000.00	157,650.00
Computer printer	" 2 " "	2.00	200.00	400.00	158,050.00
Digital Camera	" 2 " "	2.00	200.00	400.00	158,450.00
Tea and coffee makers	" 2 3 goods Reg.	4.00	25.00	100.00	158,550.00
Security Equipment - Hand cuffs	" 2 " "	200.00	50.00	10,000.00	168,550.00
Batons	" 2 " "	200.00	5.00	1,000.00	169,550.00
Emergency Food & Water	" 2 " "	10,000.00	3.00	30,000.00	199,550.00
Control & restraint equipment	" 2 " "	200.00	300.00	60,000.00	60,000.00
Safe	chapt 5 goods	2.00	500.00	1,000.00	61,000.00
Gunsafe	" 2 " "	4.00	400.00	1,600.00	62,600.00
Tools for maintenance	chapt 5 goods	1.00	2,000.00	2,000.00	64,600.00
Maintenance materials	" 2 " "	1.00	1,000.00	1,000.00	65,600.00
Overall	chapt 3 goods	20.00	14.00	280.00	65,880.00
knives forks & spoons plates etc	" 2 " "	1,000.00	6.00	6,000.00	71,880.00
Medical costs	" 2 " "	1.00	30,000.00	30,000.00	101,880.00
Recreation equipment for prisoners	" 2 " "	1.00	1,000.00	1,000.00	102,880.00
Blankets	" 2 " "	500.00	5.00	2,500.00	105,380.00
Kitchen equipment	" 2 " "	1.00	10,000.00	10,000.00	115,380.00
Prisoners lockers	chapt 5 goods	600.00	20.00	12,000.00	127,380.00
Furniture for visiting room	" 2 " "	1.00	5,000.00	5,000.00	132,380.00
2 pickups	" 2 " "	2.00	25,000.00	50,000.00	182,380.00

generator

radio equi

Telephone equi

3 " " "
No 2 service -
- - - - -

		Quantity	Unit Cost	Total	Cumulative Total
Prisons books and journals	2	100.00	20.00	2,000.00	2,000.00
Radio Equipment	2	40.00	300.00	12,000.00	14,000.00
Telephone Equipment	2	1.00	5,000.00	5,000.00	19,000.00
Pillows and sheets	3	2,000.00	6.00	12,000.00	12,000.00
Towels	3	2,000.00	2.00	4,000.00	16,000.00
Personal Hygiene	3	1,000.00	7.00	7,000.00	23,000.00
Food Issue	3	15,000.00	3.00	45,000.00	68,000.00
Prisoners Uniforms	3	2,000.00	14.00	28,000.00	96,000.00
Shoes	3	1,000.00	15.00	15,000.00	111,000.00
Shirts	3	3,000.00	6.00	18,000.00	129,000.00
Guards Trousers	3	2,000.00	12.00	24,000.00	153,000.00
Guards Military Belts	3	1,000.00	2.00	2,000.00	155,000.00
Guards Holsters	3	100.00	5.00	500.00	155,500.00
Hand Torches	3	300.00	5.50	1,650.00	157,150.00
General office stationary sundry items	3	1.00	1,000.00	1,000.00	158,150.00
Tea and coffee makers	3	4.00	25.00	100.00	158,250.00
Security Equipment - Hand cuffs	3	200.00	50.00	10,000.00	168,250.00
Batons	3	200.00	5.00	1,000.00	169,250.00
Emergency Food & Water	3	10,000.00	3.00	30,000.00	199,250.00
Control & restraint equipment	3	200.00	300.00	60,000.00	259,250.00
Overall	3	20.00	14.00	280.00	259,530.00
knives forks & spoons plates etc	3	1,000.00	6.00	6,000.00	265,530.00
Medical costs	3	1.00	30,000.00	30,000.00	295,530.00
Recreation equipment for prisoners	3	1.00	1,000.00	1,000.00	296,530.00
Blankets	3	500.00	5.00	2,500.00	299,030.00
Kitchen equipment	3	1.00	10,000.00	10,000.00	309,030.00
Tools for maintainance	4	1.00	2,000.00	2,000.00	2,000.00
Maintainace materials	4	1.00	1,000.00	1,000.00	3,000.00
Beds and mattresses	5	1,000.00	130.00	130,000.00	130,000.00
Office Furniture Metal cupboards / Cabinets	5	10.00	120.00	1,200.00	131,200.00
Desks	5	20.00	200.00	4,000.00	135,200.00
Office Chairs for desks	5	20.00	80.00	1,600.00	136,800.00
Office chairs general	5	60.00	50.00	3,000.00	139,800.00
Filing Cabinets	5	10.00	160.00	1,600.00	141,400.00
Airconditioners	5	10.00	800.00	6,000.00	147,400.00
Water dispensers	5	10.00	160.00	1,600.00	149,000.00
Ceiling Fans	5	10.00	30.00	300.00	149,300.00
Computer	5	2,000.00	2.00	4,000.00	153,300.00
Computer printer	5	2.00	200.00	400.00	153,700.00
Digital Camera	5	2.00	200.00	400.00	154,100.00
Safe	5	2.00	500.00	1,000.00	155,100.00
Gunsafe	5	4.00	400.00	1,600.00	156,700.00
Prisoners lockers	5	600.00	20.00	12,000.00	168,700.00
Furniture for visiting room	5	1.00	5,000.00	5,000.00	173,700.00
2 pickups	5	2.00	25,000.00	50,000.00	223,700.00
Generator	5	2.00	50,000.00	100,000.00	323,700.00

Prisoner Beds x 130 = Total Chap 5
 — 11 — x 96 = Total Chap 3

Prisoners cost / 1000 x Beds

Per Prison

	Quantity	Unit Cost	Total	Cumulative Total	
Beds and mattresses	5	1,000.00	130.00	130,000.00	130.00
Pillows and sheets	3	2,000.00	6.00	12,000.00	
Towels	3	2,000.00	2.00	4,000.00	
Personal Hygiene	3	1,000.00	7.00	7,000.00	
Food Issue	3	15,000.00	3.00	45,000.00	
Prisoners Uniforms	3	2,000.00	14.00	28,000.00	96.00
Shoes	3	1,000.00	15.00	15,000.00	
Shirts	3	3,000.00	5.00	18,000.00	
Guards Trousers	3	2,000.00	12.00	24,000.00	
Guards Military Belts	3	1,000.00	2.00	2,000.00	
Guards Holsters	3	100.00	5.00	500.00	
Hand Torches	3	300.00	5.50	1,650.00	61.15
Prison books and journals	2	100.00	20.00	2,000.00	
Radio Equipment	2	40.00	300.00	12,000.00	
Telephone Equipment	2	1.00	5,000.00	5,000.00	19.00
General office stationary sundry items	3	1.00	1,000.00	1,000.00	
Tea and coffee makers	3	4.00	25.00	100.00	
Security Equipment - Hand cuffs	3	200.00	50.00	10,000.00	
Batons	3	200.00	5.00	1,000.00	
Emergency Food & Water	3	10,000.00	3.00	30,000.00	
Control & restraint equipment	3	200.00	300.00	60,000.00	
Overall	3	20.00	14.00	280.00	
knives forks & spoons plates etc	3	1,000.00	6.00	6,000.00	
Medical costs	3	1.00	30,000.00	30,000.00	
Recreation equipment for prisoners	3	1.00	1,000.00	1,000.00	
Blankets	3	500.00	5.00	2,500.00	
Kitchen equipment	3	1.00	10,000.00	10,000.00	
Tools for maintenance	4	1.00	2,000.00	2,000.00	
Maintenance materials	4	1.00	1,000.00	1,000.00	
Office Furniture Metal cupboards / Cabinets	5	10.00	120.00	1,200.00	
Desks	5	20.00	200.00	4,000.00	
Office Chairs for desks	5	20.00	80.00	1,600.00	
Office chairs general	5	60.00	50.00	3,000.00	
Filing Cabinets	5	10.00	160.00	1,600.00	
Airconditioners	5	10.00	600.00	6,000.00	
Water dispensers	5	10.00	160.00	1,600.00	
Ceiling Fans	5	10.00	30.00	300.00	
Computer	5	2,000.00	2.00	4,000.00	
Computer printer	5	2.00	200.00	400.00	
Digital Camera	5	2.00	200.00	400.00	
Safe	5	2.00	500.00	1,000.00	
Gunsafe	5	4.00	400.00	1,600.00	
Prisoners lockers	5	600.00	20.00	12,000.00	
Furniture for visiting room	5	1.00	5,000.00	5,000.00	
2 pickups	5	2.00	25,000.00	50,000.00	
Generator	5	2.00	50,000.00	100,000.00	

Estimated cost for 1000 prisoners

Prison Officers

captains

309,330

1000

should 367,580/-
 A 1000 prisoners

193,700
 5,000
 151,880
 61,150
 96,000
 130,000

637,730


170,880
 - 13,000
 157,880

Copy for



To: CPA Regions
Judge Advocate General Corps
Office of the General Council

cc: Ministry of Justice Advisors
Date: 14th July 2003

From: 
Ministry of Justice Advisor

Budget settlement – Ministry of Justice

This note follows on from my email of 3rd July. The budget has now been settled, and this note sets out what the Ministry of Justice has been given, together with the terms and conditions which apply to spending it. We have been asked to advise Ministry officials to draw down 20% of it, and allocate it across governorates. Furthermore, we are being urged (in no uncertain terms) to start spending! My impression is that this is more easily said than done, as the process for getting the money from being a twinkle in Ambassador Bremer's eye, to buying goods and services is long, complicated, and seems to have several versions.

The main point to note is that if you want to spend money, you need to do it through your local MoJ officials.

Settlement

Courts etc

We have been given **\$5.8m/8.7b ID** for our operating expenses (excluding salaries) for the 6 month period July – December 2003, and **\$25.7m/38.6b ID** for capital investment, a total of **\$31.5m/47.25b ID**. This is to cover the 2002 Ministry of Justice responsibilities (ie courts, deeds registries, notary public offices, minor welfare offices, MoJ HQ and the Judicial College). Inevitably, some conditions apply. We also have to earn **\$12m/18b ID**. (The exchange rate has been set by the Ministry of Finance at a rather heroic 1,500 ID per \$.)

Baseline operating costs

The bad news is that this year we only have \$289k/213m ID to spend on the same operating costs that we incurred last year (excluding salaries). Last year's operating costs were \$1.02m/1.53b ID (again excluding salaries), so for the period July to December, we have at most only 57% of what we need. In managing this shortfall, it might be helpful to know that last year, 40% of the Ministry's spend was on printing, 17% on building maintenance and 14% on rent.

MoJ income last year was \$26.6m/40b ID. 40% of it was earned through the deeds registries, 25% through the courts and notary public offices, and 5% through the MoJ main office. \$12m is 45% of last year's income. I don't know how the affordability (or otherwise) of printing affects the ability to earn money.

The good news is that we have a huge sum of money to spend on four new programmes, as follows.

Rebuilding and refurbishment

We have \$22.5m capital to spend this year. ("Capital" here includes furniture.) We have also been given some new operating costs money for security guards to protect this investment, and there is a cap on what we can pay them. For every 100 security guards, we are allowed to spend up to \$22k on their salaries (ie \$37 per month per guard).

IT/communications infrastructure

We have received up to \$2.7m for capital investment in an IT/communications system, together with \$453 new operating costs. I understand this would probably best be spent on a satellite 'phone system.

Criminal defence fund

We have received \$4.6m for a criminal defence fund. Again, this is shown as a new operating cost. The intention is that an indigent defendant get a court appointed (and funded) lawyer for investigations that are likely to proceed to trial, and also for the trial itself. The lawyer will be paid \$2 per hour, with a cap on what he or she can earn in each case. The cap is

- \$50 for each misdemeanour investigation and each misdemeanour trial (ie \$100 for each case that proceeds to trial),
- \$200 for each felony investigation and each felony trial (ie \$400 for each case that proceeds to trial), and
- \$100 for each juvenile investigation and each juvenile trial (ie \$200 for each case that proceeds to trial).

One of the assumptions used to estimate the cost of this policy is that 20% more investigations than trials receive public funding. The definition of "indigent" has not yet been settled.

Real estate claims reconciliation

We have been given \$0.5m to cover expenses relating to the cost of sorting out legal claims over property seized by the previous régime.

Prisons

We have been given a further **\$26.6m/39.8b ID** to reconstruct and refurbish the prisons over the same period. **\$5.8m/ 8.7b ID** is for operating costs, leaving **\$20.7m/31.1b ID** for capital spend.

\$19.6m/29.3 ID of this is for 14 specific projects. This includes all the operating and refurbishment costs. The breakdown by governorate is as follows.

- Baghdad has been allocated \$6.33m/9.49b ID capital and \$3.54m/5.30b ID operating costs,
- Basrah has been allocated \$1.16m/1.74b ID capital and \$0.56m/0.84b ID operating costs,
- Mosul has been allocated \$5.57m/8.35b ID capital and \$1.43m/2.14b ID operating costs,
- Al-Hillah has been allocated \$0.68m/1.02b ID capital and \$0.73m/1.10b ID operating costs,

a total of \$13.73m capital and \$6.25m operating costs. (Again, "capital" here includes furniture.)

The remaining \$7m/10.5b ID is for reconstruction and refurbishment of buildings we don't yet know about, and would very much appreciate your help in identifying. We hope to end up with a prison in each governorate.

Process

Baghdad

The Ministry of Finance has opened two accounts (one \$, one dinar) for the MoJ in the same bank that we use to pay salaries. They will transfer however much the Ministry of Justice asks them to into the dollar account. This sum should cover all MoJ expenditure in Baghdad.

Governorates

Again, the Ministry of Finance has opened two bank accounts (one \$, one dinar) in each governorate. (All ministries in each governorate will use the same bank.) The Ministry of Justice needs to advise the Ministry of Finance of the estimated funding needs for each governorate.

I have discussed how to allocate our settlement across governorates with the Ministry of Justice, and the accountability arrangements for spending it with the Ministry of Finance advisors.

Accountability

If I understand correctly, the existing Iraqi process for formulating, executing and enforcing the budget will be used. This process comprises the following steps.

- There is a controller for each Department in each governorate that approves spending proposals.
- Once approved, a representative from the department should present his or her request to the regional Ministry of Finance office (though this last step may be different from previous practice).
- If the Ministry of Finance official approves the expenditure, he or she will provide the MoJ representative with a letter authorizing a withdrawal from the treasury/Ministry of Finance account at the nominated bank.

There is a set of statutes regulating the process which may be complemented by additional department specific rules (for example, with caps on how much can be spent without referring to any other authority).

One of the implications of using the Iraqi process is that CPA has no direct control over how this money is allocated or spent. It must all be done through the local Ministry officials.

Allocation

The Ministry of Finance advisors have asked that 20% of the MoJ funding be allocated across the governorates immediately. They will then move that money into each of the relevant banks. This should put your Iraqi counterparts in a position to start spending using the same procedures they did last year, and (if I understand my ministry counterpart correctly), every year since 1995.

Baseline operating costs

Last time I discussed this with my counterpart she wanted to keep all the money allocated for this purpose centrally. I hope to persuade her to devolve 20% of it in the same proportions as last year.

Criminal Defence Fund

I hope to persuade my ministry counterpart to devolve 20% of the total allocation on a pro rata basis using information on the number of different types of criminal cases (misdemeanours, felonies and juvenile trials) in each governorate to estimate relative need. The amounts are as follows

Baghdad	\$156.4/ 235k ID (Rasafa \$91.8k/138k ID and Karkh \$64.7/97k ID)
Nineva	\$165.2/248k ID
Basrah	\$58.0/87k ID
Babil	\$111.3/167k ID
Najaf	\$77.2/116k ID
Thiqar	\$48.1/72k ID
Ta'amim	\$46.4/70k ID
Anbar	\$86.6/130k ID
Wasit	\$21.1/32k ID
Sa'aladin	\$53.3/80k ID
Diyala	\$88.0/132k ID
Total	\$911.5/1,367k ID

Rebuilding and refurbishment

Our highest priority here is to start rebuilding as quickly as possible. To get things moving, I hope that some money is immediately allocated to each governorate using the same information that we used to bid for resources from the Ministry of Finance in the first place. This initial allocation will not be the full amount for everything that is needed in each governorate (we think), but should be enough to start getting projects under way. Once we have a better idea of what rebuilding and refurbishing will actually cost (through signed contracts, for example), my counterpart will be able to provide the rest later in the year.

The initial needs assessment is necessarily rough and ready. All governorates get some money (with the exception of the KAZ, who have been given their own pot). Those with several severely damaged court houses will get \$475k/712.5m ID, those with only one or two badly damaged buildings will get \$200k/300m ID, and the rest will get \$40k/60m ID.

- Baghdad, Sa'aladin, Basrah, Maysan, Nineva, Kerbala and Najaf each get \$50k/75m ID.
- Wasit, Diyala, Qadissia, Thiqr, Muthan and Ta'amim each get \$25k/37.5m ID.
- Anbar and Babil each get \$40k/60m ID.

Any glaring inequalities can be sorted out easily, as most of the money remains in the central pot.

IT/communications infrastructure

We have decided to hold this money in the central account until a project manager has been appointed to oversee implementation.

Real estate claims reconciliation

Again, we will keep this money centrally until we have an implementation plan.

Prisons

As this is a new responsibility for the Ministry of Justice, and it comprises two machinery of government changes (prisons from the Ministry of Labour + Social Affairs, and detention centres from the Ministry of the Interior), we are having difficulties finding anyone willing to take responsibility for it. Consequently, we are again going to keep this money centrally until we can be sure there is a suitable channel through which it can be disbursed.

I hope this leaves you less confused than when it arrived. I shall keep you informed of whatever progress I know about as decisions get made, and money moves around.

Happy to discuss.



Ministry of Justice Advisor

Chapter
Heading.

	Quantity	Unit Cost	Total	Cumulative Total
Beds and mattresses	5	1,000.00	130.00	130,000.00
Pillows and sheets	3	2,000.00	6.00	2,000.00
Towels	3	2,000.00	2.00	4,000.00
Personal Hygiene	3	1,000.00	7.00	7,000.00
Food Issue	3	15,000.00	3.00	45,000.00
Prisoners Uniforms	3	2,000.00	14.00	26,000.00
Shoes	3	1,000.00	15.00	15,000.00
Shirts	3	3,000.00	6.00	18,000.00
Guards Trousers	3	2,000.00	12.00	24,000.00
Guards Military Belts	3	1,000.00	2.00	2,000.00
Guards Holsters	3	100.00	5.00	500.00
Hand Torches	3	300.00	5.50	1,650.00
Prisons books and journals	2	100.00	20.00	2,000.00
Radio Equipment	2	40.00	300.00	12,000.00
Telephone Equipment	2	1.00	5,000.00	5,000.00
General office stationary sundry items	3	1.00	1,000.00	1,000.00
Tea and coffee makers	3	4.00	25.00	100.00
Security Equipment - Hand cuffs	3	200.00	50.00	10,000.00
Batons	3	200.00	5.00	1,000.00
Emergency Food & Water	3	10,000.00	3.00	30,000.00
Control & restraint equipment	3	200.00	300.00	60,000.00
Overall	3	20.00	14.00	280.00
knives forks & spoons plates etc	3	1,000.00	6.00	6,000.00
Medical costs	3	1.00	30,000.00	30,000.00
Recreation equipment for prisoners	3	1.00	1,000.00	1,000.00
Blankets	3	500.00	5.00	2,500.00
Kitchen equipment	3	1.00	10,000.00	10,000.00
Tools for maintainance	4	1.00	2,000.00	2,000.00
Maintainace materials	4	1.00	1,000.00	1,000.00
Office Furniture Metal cupboards / Cabinets	5	10.00	120.00	1,200.00
Desks	5	20.00	200.00	4,000.00
Office Chairs for desks	5	20.00	80.00	1,600.00
Office chairs general	5	80.00	50.00	3,000.00
Filing Cabinets	5	10.00	160.00	1,600.00
Airconditioners	5	10.00	800.00	8,000.00
Water dispensers	5	10.00	160.00	1,600.00
Ceiling Fans	5	10.00	30.00	300.00
Computer	5	2,000.00	2.00	4,000.00
Computer printer	5	2.00	200.00	400.00
Digital Camera	5	2.00	200.00	400.00
Safe	5	2.00	500.00	1,000.00
Gunsafe	5	4.00	400.00	1,600.00
Prisoners lockers	5	600.00	20.00	12,000.00
Furniture for visiting room	5	1.00	5,000.00	5,000.00
2 pickups	5	2.00	25,000.00	50,000.00
Generator	5	2.00	50,000.00	100,000.00

Ministry of Justice - Prison Department

This funding is for the newly created prison department in the Ministry of Justice.

The detention centres were previously administered by the Ministry of Interior. Prisons and Detention Centres were run by the Ministry of Labour and Social Affairs and Secret Service.

It will provide pre-trial and post trial facilities for both adults and juveniles which will meet internationally recognised standards for the first time.

A credible prison service is a vital component in the administration of justice and the security of Iraq.

	Actual 2002	Proposed Jul-Dec
Expenditure		
Operating expenditure	Not available	6,253,166
Capital Expenditure		21,873,364
Total		28,126,530
 Number of employees		10,150
 Operating expenditure		
Staff expenditure	Not available	4,947,200
Service requirements		
Goods requirements		6,253,166
Assets maintenance		
Capital expenditure		0
Transferred expenditure		0
Foreign obligations		0
Special programmes		0
Salaries + retirement awards		0
Total		11,200,366
 Capital expenditure		
Estimated Reconstruction authorised or authorities pending		5,520,342
Additional Capital Expenditure Required for Reconstructions		7,000,000
Start Up costs to re-equip prisons		9,353,022
		<u>21,873,364</u>

No provision has been made for the employment of security guards

The cost of reconstruction for 2003 is based on a programme to open and operate 12 detention centres and prisons by the end of the year housing 11,278 inmates.

It is anticipated that Iraq will eventually require accommodation for up to 30,000 prisoners.

A new prison for 1000 prisoners will cost an estimated \$200million each and take 36 to 48 months to build.

Ministry of Justice

We have made strides in instituting the rule of law in Iraq. These budget proposals will allow us to continue to do so apace, ensuring a single system of justice for Iraq that provide equal protection of and access to the law for all, and that earns the people's confidence.

	Actual 2002	Proposed Jul- Dec	Agreed Jul- Dec
Expenditure			
Operating expenditure	4,089	6,679	
Capital Expenditure	49	25,222	
Total	4,138	31,901	
Number of employees	6,555	7,711	
Revenues			
Courts, Deeds Offices and Notary Public	28,647	13,324	
Operating expenditure			
Staff expenditure	3,288		
Service requirements comprising	579	5,935	
public defence system (\$4,558m)			
security guards (\$815m)			
Goods requirements	164	164	
Assets maintenance	77		
Jul-Dec costs comprise IT training + maintenance (\$453m)		530	
Capital expenditure	49	49	
Transferred expenditure	1	1	
Foreign obligations	0	0	
Special programmes	0	0	
Salaries + retirement awards	0	0	
Total	4,138	6,679	
		(excludes salaries)	
Capital expenditure			
IT infrastructure		2,681	
Reconstruction (buildings and furniture)		22,541	
Total		25,222	

Notes

"Service requirements" includes \$815m for 2,265 security guards each paid \$60 per month.

Total cost of reconstruction (rebuilding and refurbishment) is estimated to be \$90,184m, with \$22,541m expected to fall in the remainder of this year.

	Beds	Chapter 3	Chapter 5	Initial Cost per prisoner	Prison Officers	Initial Cost per Prison Officer Chapter 3	Chapter 2	Chapter 3	Chapter 4	Chapter 5	General Equipment	Total Set Up Costs
Observation House - Mosul	112	10,752	14,560	25,312	37	2,276	19,000	151,880	3,000	193,700	367,580	373,104
Al Sahiyah - Baghdad	100	9,800	13,000	22,800	20	1,230	19,000	151,880	3,000	193,700	367,580	371,610
Al Maqal - Basrah	300	28,800	38,000	67,800	100	6,150	19,000	151,880	3,000	193,700	367,580	382,130
Al Tashrat - Baghdad	300	28,800	38,000	67,800	114	6,974	19,000	151,880	3,000	193,700	367,580	441,961
Rusafa - Baghdad	415	39,936	54,080	94,016	27	1,661	19,000	151,880	3,000	193,700	367,580	463,257
Al Hilah - Al Hilat	750	72,000	97,500	169,500	150	9,225	19,000	151,880	3,000	193,700	367,580	546,305
Badush Phase 1 - Mosul	2,000	192,000	260,000	452,000	400	24,600	38,000	303,780	6,000	387,400	735,180	1,211,260
Al Kadmya - Baghdad	400	38,400	52,000	90,400	80	4,920	19,000	151,880	3,000	193,700	367,580	462,900
Abu Ghairb Phase 1 - Baghdad	600	57,600	78,000	135,600	20	7,360	19,000	151,880	3,000	193,700	367,580	510,560
Al Karfi - Baghdad	350	33,600	45,500	79,100	70	4,305	19,000	151,880	3,000	193,700	367,580	460,985
Al Hakimia - Baghdad	300	28,800	38,000	67,800	60	3,890	19,000	151,880	3,000	193,700	367,580	439,070
Badush Phase 2 - Mosul	1,750	168,000	227,500	395,500	350	21,525	33,250	259,790	5,250	338,875	643,205	1,060,290
Abu Ghairb Phase 2 - Baghdad	2,700	259,200	351,000	610,200	540	33,210	51,300	410,076	8,100	522,990	992,466	1,535,876
Military Barracks - Basrah	1,200	115,200	156,000	271,200	150	9,225	22,800	182,256	3,600	232,440	441,096	721,521
	11,278	1,082,068	1,466,140	2,548,828	2,218	136,368	335,350	2,682,682	52,980	3,418,805	6,497,787	9,071,328
Headquarters Expenses 20% of recurring costs								2,000	1,000	177,000	180,000	180,000
Total	11,278	1,082,068	1,466,140	2,548,828	2,218	136,368	335,350	2,682,682	53,980	3,595,805	6,687,787	9,251,328
Iraq Dinars (000's)		1,824,032	2,199,210	3,823,242		204,552	503,025	4,024,023	80,925	5,393,708	10,001,681	13,876,992
Each prison or detention centre will require general equipment of at least \$367,580 for 1000 prisoners and below. For prisons with larger populations there will be a proportionate increase. The initial cost is \$228 per prisoner, and \$81.16 per prison officer. Provision is made for the start up costs on the establishments already in operation. Prison officers establishment based on 20% of prisoners or actual where known. HQ Expenses based on office component of Prison General Equipment.												
Assumptions in Operating Costs												
The Fixed costs per month are \$27,500 per month. Includes adjustments for numbers of prison officers and prisoners (\$91 and \$93 each respectively).												
	\$		ID									
Total												
Chapter 2		335,350		503,025								
Chapter 3		3,001,738		5,852,807								
Chapter 4		53,950		80,925								
Chapter 5		5,061,945		7,682,918								
		9,352,983		14,029,475								

Total 1
(Chapter 3 + Chapter 5)

Total 2

Total 3

Total 4
(Total 1 + 2 + 3)

K 9172/983
39

9173/022

1
2

[redacted] **CPT, Dept. of Prisons**

From: [redacted] UK Ministry of Justice

Sent: Saturday, August 02, 2003 12:47 PM

To: [redacted]

Subject: FW: 03 Supplemental

Importance: High

-----Original Message-----

From: [redacted]

Sent: 02 August 2003 10:38

To: Campbell, Donald CIV Ministry of Justice

Subject: 03 Supplemental

Don and [redacted]

I need you to fix the words we will use to justify to the Administrator going for an 03 Supplemental of about \$15B. I believe we will not get donor contributions for some things like police, military, prisons, etc., so need US Congress to fund. The words and numbers I am using at the moment are

"Reform Iraqi justice system, including prison system and courts, to improve confidence in justice outcomes for the country. Key initiatives include rehabilitating existing prison and investing in new facilities, reestablishing court services, providing forensic examiners and prosecutors for mass graves, increased security for judges and prosecutors, and establishing a witness protection program. \$477M"

Since I believe US Congress will support this area, and donors will generally not, especially on the "stick" side of justice, I would like you to ensure this reflects your full and anticipated costs for next year (the prisons number, in particular, seems low), because we have other areas which will need assets which the Congress will not support, and which may not be supported by donor's conference.

Alas, as usual, I need by COB today, as am briefing the Administrator tomorrow afternoon.

[redacted]

8/2/2003

02/08/2003 09:23

Prison Department, MOJ
Opening Program 2003

	Beds	Initial Cost per prisoner	Prison Officers	Initial Cost per Prison Officer	General Equipment	Total Set Up Costs	Jun-03	Jul-03	Aug-03	Sep-03	Oct-03	Nov-03	Dec-03	Total Recurring Costs	Total Incurred except Renovations	Monthly cost per Prisoner
Foreign Language																
Abu Ghraib Phase 1 - Recruit Foreign Language	112	\$25,312	70	\$2,278	\$367,580	\$395,188	\$30,059	\$30,059	\$30,059	\$30,059	\$30,059	\$30,059	\$30,059	\$252,432	\$247,581	\$322
Al Badkhi - Baghdad Foreign Language	100	\$22,000	30	\$1,230	\$367,580	\$369,110	\$33,420	\$33,420	\$33,420	\$33,420	\$33,420	\$33,420	\$33,420	\$233,840	\$225,350	\$334
Al Majidi - Baghdad Foreign Language	300	\$67,800	90	\$1,101	\$367,580	\$441,531	\$58,800	\$58,800	\$58,800	\$58,800	\$58,800	\$58,800	\$58,800	\$412,300	\$353,831	\$186
Al Tawfiq - Baghdad Foreign Language	300	\$67,800	90	\$1,101	\$367,580	\$441,531	\$58,800	\$58,800	\$58,800	\$58,800	\$58,800	\$58,800	\$58,800	\$412,300	\$353,831	\$186
Rumayla - Baghdad Foreign Language	410	\$84,310	120	\$1,091	\$367,580	\$483,257	\$62,813	\$62,813	\$62,813	\$62,813	\$62,813	\$62,813	\$62,813	\$430,961	\$382,848	\$151
Al Hilah - Al Hilah Foreign Language	700	\$168,500	180	\$9,227	\$367,580	\$540,307	\$104,400	\$104,400	\$104,400	\$104,400	\$104,400	\$104,400	\$104,400	\$1,277,107	\$1,277,107	\$138
Badkhi Phase 1 - Recruit Foreign Language	2,300	\$463,000	400	\$2,404	\$736,180	\$1,211,784					\$240,800	\$240,800	\$240,800	\$240,800	\$2,175,384	\$120
Al Kadhafi - Baghdad Foreign Language	800	\$80,400	80	\$4,821	\$367,580	\$482,801				\$86,180	\$86,180	\$86,180	\$86,180	\$254,720	\$227,821	\$195
Abu Ghraib Phase 1 - Baghdad Foreign Language	800	\$135,800	120	\$7,261	\$367,580	\$510,561				\$88,020	\$88,020	\$88,020	\$88,020	\$352,080	\$302,841	\$147
Al Karim - Baghdad Foreign Language	300	\$78,100	70	\$4,208	\$367,580	\$450,800				\$86,720	\$86,720	\$86,720	\$86,720	\$242,500	\$203,888	\$172
Al Hishm - Baghdad Foreign Language	300	\$87,800	80	\$3,091	\$367,580	\$449,071				\$55,200	\$55,200	\$55,200	\$55,200	\$221,340	\$200,111	\$184
Badkhi Phase 2 - Recruit Foreign Language	1,750	\$345,500	350	\$21,128	\$843,285	\$1,080,284							\$213,800	\$213,800	\$1,273,884	\$122
Abu Ghraib Phase 2 - Baghdad Foreign Language	2,700	\$610,200	540	\$33,215	\$892,488	\$1,635,881							\$317,340	\$317,340	\$1,853,221	\$118
Military Barracks - Baghdad Foreign Language	1,200	\$271,200	150	\$9,227	\$441,085	\$721,523							\$148,360	\$148,360	\$208,873	\$121
Headquarters Expenses 20% of recurring costs Foreign Language	11,278	\$2,447,584	2,218	\$135,677	\$8,667,787	\$8,251,328	\$810,568	\$810,568	\$810,568	\$810,568	\$1,040,215	\$1,040,215	\$1,040,215	\$1,040,215	\$18,055,440	
Total Foreign	11,278	\$2,447,584	2,218	\$135,677	\$8,667,787	\$8,251,328	\$810,568	\$810,568	\$810,568	\$810,568	\$1,040,215	\$1,040,215	\$1,040,215	\$1,040,215	\$18,055,440	
Iraqi Detainees (200%) US\$1=1000, 503 Foreign Language		\$3,871,340,000		\$3,871,340,000	\$3,871,340,000	\$3,871,340,000	\$3,871,340,000	\$3,871,340,000	\$3,871,340,000	\$3,871,340,000	\$3,871,340,000	\$3,871,340,000	\$3,871,340,000	\$3,871,340,000	\$3,871,340,000	

Capital

100 1,500										Foreign Language	Total Recurring Costs	Total Insured except Removables	Foreign Language
Each prison or detention centre will require general equipment of at least \$367,585 for 1000 prisoners and below. For prisons with larger populations there will be a proportionate increase										observation house Foreign			
Foreign Language										90% Allocation	856,483	\$126,516	
Foreign Language										Al Rahbyah Foreign			
Provision is made for the start up costs on the establishments already in operation										Al Masjid - Barchah Foreign	\$46,788	\$125,078	
Prison officers establishment based on 20% of prisoners or actual where known										Al Tadmor Foreign	\$53,466	\$170,788	
MOJ Expenses based on office equipment of Prison General Equipment										Al Tadmor Foreign	\$64,344	\$189,862	
Assumptions in Operating Costs										Al Hithah - Al Hithah Foreign	\$87,538	\$180,588	
Foreign Language										Detainee Phase 1 - Mosul Foreign	\$166,188	\$255,421	
The Fixed costs per month are \$22,500 per month										Al Kadhiyah Foreign	\$182,728	\$435,073	
Foreign Language										Al Kadhiyah Foreign	\$63,844	\$145,334	
Foreign Language										Al Kadhiyah Phase 1 - Baghdad Foreign Language			
Foreign Language										Al Kadhiyah Phase 1 - Baghdad Foreign Language	\$78,416	\$177,538	
Foreign Language										Al Kadhiyah Phase 2 - Mosul Foreign	\$48,578	\$136,773	
Foreign Language										Al Kadhiyah Phase 2 - Mosul Foreign	\$44,308	\$132,822	
Foreign Language										Al Kadhiyah Phase 3 - Baghdad Foreign Language	\$42,728	\$254,778	
Foreign Language										Al Kadhiyah Phase 3 - Baghdad Foreign Language	\$63,466	\$380,844	
Foreign Language										Military Barracks - Baghdad Foreign Language	\$28,678	\$173,375	

Ministry of Agriculture

\$m

	<u>2004</u>	<u>2005</u>	<u>2006</u>
Budget Funded			
<i>Revenue</i>			
Transfers from SOEs	70	40	20
Taxes/Fees for Services			
Oil Revenue			
Taxes/Customs Duty			
Total Revenue	70	40	20
<i>Expenditure</i>			
Operating Expenditure	112	87	62
Reconstruction	10	0	0
Ministry Capital Projects	5	50	50
Budget funded expenditure	127	137	112

Unfunded needs

Examples of items which might be included are:

Agriculture (desalination etc)

Other Projects

Notes:

Operating expenses include \$5m per annum for animal vaccinations - reflecting public good/positive externalities.

Assume OFF contracts continue to provide 'profits' to Agricultural SOEs.

Assume agricultural subsidies of \$100m/\$75m/\$50m in 2004/2005/2006.

Baghdad Mayoralty

\$m

	<u>2004</u>	<u>2005</u>	<u>2006</u>
Budget Funded			
<i>Revenue</i>			
Transfers from SOEs			
Taxes/Fees for Services	15	25	30
Total Revenue	15	25	30
<i>Expenditure</i>			
Operating Expenditure	20	20	20
Reconstruction	4	0	0
Ministry Capital Projects	40	85	125
Budget funded expenditure	64	105	145

Unfunded needs

Examples of items which might be included are:

Other Projects

Notes:

Revenues rise over time to cover operating expenses including salaries.

Board of Supreme Audit

\$m

	<u>2004</u>	<u>2005</u>	<u>2006</u>
Budget Funded			
<i>Revenue</i>			
Transfers from SOEs	0	0	0
Taxes/Fees for Services			
Total Revenue	0	0	0
<i>Expenditure</i>			
Operating Expenditure	0.5	0.5	0.5
Reconstruction	0	0	0
Ministry Capital Projects	0	0	0
Budget funded expenditure	0.5	0.5	0.5

Unfunded needs

Examples of items which might be included are:
Institution Building

Notes:

Central Organisation for Standards

\$m

	<u>2004</u>	<u>2005</u>	<u>2006</u>
Budget Funded			
<i>Revenue</i>			
Transfers from SOEs	0	0	0
Taxes/Fees for Services			
Total Revenue	0	0	0
<i>Expenditure</i>			
Operating Expenditure	0.2	0.2	0.2
Reconstruction	0	0	0
Ministry Capital Projects	0	0	0
Budget funded expenditure	0.2	0.2	0.2

Unfunded needs

Examples of items which might be included are:

Institution Building

Notes:

Assume that it is largely self-financed, including in relation to salaries and the degree to which the function is a public good.

Ministry of Culture

\$m

	<u>2004</u>	<u>2005</u>	<u>2006</u>
Budget Funded			
<i>Revenue</i>			
Transfers from SOEs	50	50	50
Taxes/Fees for Services	0.5	1	1.5
Total Revenue	50.5	51	51.5
<i>Expenditure</i>			
Operating Expenditure	2.4	2.4	2.5
Reconstruction	0	0	0
Ministry Capital Projects	10	15	15
Budget funded expenditure	12.4	17.4	17.5

Unfunded needs

Examples of items which might be included are:

Cultural Site Restorations

Notes:

Assume substantial returns from SOEs, particularly hospitality sector.

Require entry fees to be recognised in consolidated revenue.

Ministry of Security Affairs

\$m

	<u>2004</u>	<u>2005</u>	<u>2006</u>
Budget Funded			
<i>Revenue</i>			
Transfers from SOEs			
Taxes/Fees for Services			
Total Revenue	0	0	0
<i>Expenditure</i>			
Operating Expenditure	44	280	280
Reconstruction	0	0	0
Ministry Capital Projects	0	300	300
Budget funded expenditure	44	580	580

Unfunded needs

Examples of items which might be included are:

New Iraqi Army

Notes:

Ministry of Education

\$m

	<u>2004</u>	<u>2005</u>	<u>2006</u>
Budget Funded			
<i>Revenue</i>			
Transfers from SOEs			
Taxes/Fees for Services			
 Total Revenue	 0	 0	 0
<i>Expenditure</i>			
Operating Expenditure	20	20	20
Reconstruction	0	0	0
Ministry Capital Projects	0	20	20
Budget funded expenditure	20	40	40

Unfunded needs

Examples of items which might be included are:

Education - classrooms

Education - equipment

Notes:

Capital expenditure on education is not considered an immediate priority for Iraq.

2004 teachers salaries are \$77.8 million.

Electricity Commission

\$m

	<u>2004</u>	<u>2005</u>	<u>2006</u>
Budget Funded			
<i>Revenue</i>			
Transfers from SOEs			
Taxes/Fees for Services			
Total Revenue	0	0	0
<i>Expenditure</i>			
Operating Expenditure	30.5	20.5	10.5
Reconstruction	0	500	500
Ministry Capital Projects	0	2520	2520
Budget funded expenditure	30.5	3040.5	3030.5

Unfunded needs

Examples of items which might be included are:

Electricity: 24/7 power to consumers

Missed five year maintenance

Other electricity Investment

Notes:

Supplemental covers maintenance and investment from budget for 2004.

Assume SOE subsidies of \$30m/\$20m/\$10m in 2004/2005/2006 - reflecting rising electricity charges (40/50/60).

Ministry of Foreign Affairs

\$m

	<u>2004</u>	<u>2005</u>	<u>2006</u>
Budget Funded			
<i>Revenue</i>			
Transfers from SOEs			
Taxes/Fees for Services	0.2	0.2	0.2
Oil Revenue			
Taxes/Customs Duty			
Total Revenue	0.2	0.2	0.2
<i>Expenditure</i>			
Operating Expenditure	20	20	20
Reconstruction	6	0	0
Ministry Capital Projects	0	0	0
Budget funded expenditure	26	20	20

Unfunded needs

Examples of items which might be included are:

Institution building

Notes:

Revenue includes a minor amount for visa and other consular fees.

2003 included 'one-off' expenses of embassy closures.

Reconstruction spending was under asset maintenance in 2003 and has been shifted to capital spending in 2004.

Ministry capital projects is the Trade Bank.\$50 million/year fees to financial institutions for making payments;

Ministry of Finance

\$m

	<u>2004</u>	<u>2005</u>	<u>2006</u>
Budget Funded			
<i>Revenue</i>			
Transfers from SOEs			
Taxes/Fees for Services			
Oil Revenue	12069	19170	19440
Taxes/Customs Duty	60	110	110
Total Revenue	12129	19280	19550
<i>Expenditure</i>			
Operating Expenditure	1246.5	1625.5	1635.9
Reconstruction	3	0	0
Ministry Capital Projects	30	65	0
Budget funded expenditure	1279.5	1690.5	1635.9

2

Unfunded needs

Examples of items which might be included are:

Notes:

Assumed \$50 million/100million/100 million in personal/corporate income taxes in 2004, 2005, 2006.

Operating expenditure includes: \$25 million/year interest on domestic debt; \$200 million/year in 2005 & 2006 servicing foreign debt;

5 % oil revenues paid for Kuwaiti war reparations; ; pension & military demobilisation payments (paid at the same rate);

\$200/100/50 million/year in SOE loan subsidies; \$8 million/year for other operating expenses.

Ministry of Health

\$m

	<u>2004</u>	<u>2005</u>	<u>2006</u>
Budget Funded			
<i>Revenue</i>			
Transfers from SOEs			
Taxes/Fees for Services	10	10	10
Oil Revenue			
Taxes/Customs Duty			
Total Revenue	10	10	10
<i>Expenditure</i>			
Operating Expenditure	450	450	450
Reconstruction	0	0	0
Ministry Capital Projects	50	100	100
Budget funded expenditure	500	550	550

Unfunded needs

Examples of items which might be included are:

Notes:

Health operating expenditure driven by higher quality medical supplies.

Ministry of Higher Education

\$m

	<u>2004</u>	<u>2005</u>	<u>2006</u>
Budget Funded			
<i>Revenue</i>			
Transfers from SOEs			
Taxes/Fees for Services	5	10	10
Oil Revenue			
Taxes/Customs Duty			
Total Revenue	5	10	10
<i>Expenditure</i>			
Operating Expenditure	45	45	45
Reconstruction	2	0	0
Ministry Capital Projects	1	5	5
Budget funded expenditure	48	50	50

Unfunded needs

Examples of items which might be included are:
University reconstruction (including billeting)

Notes:

Operating expenses driven by many contracted teachers.
Traditional course fees resumed (mainly for night school).
Need to pursue "twinning"/partnership relationships with universities in other countries.

Ministry of Housing and Construction

\$m

	<u>2004</u>	<u>2005</u>	<u>2006</u>
Budget Funded			
<i>Revenue</i>			
Transfers from SOEs	5	5	5
Taxes/Fees for Services			
Oil Revenue			
Taxes/Customs Duty			
Total Revenue	5	5	5
<i>Expenditure</i>			
Operating Expenditure	11	11	11
Reconstruction	5	0	0
Ministry Capital Projects	124	128	134
Budget funded expenditure	140	139	145

Unfunded needs

Examples of items which might be included are:

Housing

Roads and Bridges

Notes:

Assume all roads and bridges expenditures under Housing and Construction.

Ministry of Industry and Minerals

\$m

	<u>2004</u>	<u>2005</u>	<u>2006</u>
Budget Funded			
<i>Revenue</i>			
Transfers from SOEs	50	50	50 will tell them to seek support through loans
Taxes/Fees for Services			
Oil Revenue			
Taxes/Customs Duty			
Total Revenue	50	50	50
<i>Expenditure</i>			
Operating Expenditure	24	19	14
Reconstruction	0.5	0	0
Ministry Capital Projects	1	1	1
Budget funded expenditure	25.5	20	15

Unfunded needs

Examples of items which might be included are:

Notes:

Assume direct support for SOEs of \$20 million/\$15 million/\$10 million; other operating \$4million/year.

Ministry of Interior (includes Border Protection)

\$m

	<u>2004</u>	<u>2005</u>	<u>2006</u>
Budget Funded			
<i>Revenue</i>			
Transfers from SOEs			
Taxes/Fees for Services	17.5	20	22.5
Oil Revenue			
Taxes/Customs Duty			
Total Revenue	17.5	20	22.5
<i>Expenditure</i>			
Operating Expenditure	250	550	300
Reconstruction	10	0	0
Ministry Capital Projects	50	100	100
Budget funded expenditure	310	650	400

Unfunded needs

Examples of items which might be included are:

International police force

Cross-border enforcement

Fire and Emergency Communications

Notes:

Ministry capital budgets includes equipment purchases for border security.

Operating expenditure assumes international police force phases out in mid 2005.

Fees relate to passport issue and vehicle registration.

Ministry of Water Resources (formerly Irrigation)

\$m

	<u>2004</u>	<u>2005</u>	<u>2006</u>
Budget Funded			
<i>Revenue</i>			
Transfers from SOEs			
Taxes/Fees for Services	5	7.5	10
Oil Revenue			
Taxes/Customs Duty			
Total Revenue	5	7.5	10
<i>Expenditure</i>			
Operating Expenditure	6	6	6
Reconstruction	10	10	10
Ministry Capital Projects	100	200	200
Budget funded expenditure	116	216	216

Unfunded needs

Examples of items which might be included are:
 Irrigations (Marsh reclamation and water to farms)
 Dam & Infrastructure Rebuilding

Notes:

Operating expenses increased to reflect higher maintenance.

Reconstruction refers to catch up maintenance on existing pumps; maintaining structural integrity of dams.

Ministry of Labour and Social Affairs

\$m

	<u>2004</u>	<u>2005</u>	<u>2006</u>
Budget Funded			
<i>Revenue</i>			
Transfers from SOEs			
Taxes/Fees for Services	2	4	6
Oil Revenue			
Taxes/Customs Duty			
Total Revenue	2	4	6
<i>Expenditure</i>			
Operating Expenditure	518.5	418.5	418.5
Reconstruction	2.5	0	0
Ministry Capital Projects	1	5	5
Budget funded expenditure	522	423.5	423.5

Unfunded needs

Examples of items which might be included are:

Retraining & reskilling programs

Notes:

Fees are rent on buildings held by the social security fund for private pensioners.

Operating expenses include 40/40/40 computer training; 240/year redundancy training; 136.5/year unemployment spending.

excise on benzine not included.

31/07/200304:53 r

Ministry of Oil

\$m

	<u>2004</u>	<u>2005</u>	<u>2006</u>
Budget Funded			
<i>Revenue</i>			
Transfers from SOEs	10	10	10
Taxes/Fees for Services			
Oil Revenue			
Taxes/Customs Duty			
Total Revenue	10	10	10
<i>Expenditure</i>			
Operating Expenditure	2	2	2
Reconstruction	0	0	0
Ministry Capital Projects	60	500	1000
Budget funded expenditure	62	502	1002

Unfunded needs

Examples of items which might be included are:

Oil production to pre-war level

Notes:

Capital projects includes \$60 million for oil guards.

50 dinar a barrel export fee not included

Ministry of Planning

\$m

	<u>2004</u>	<u>2005</u>	<u>2006</u>
Budget Funded			
<i>Revenue</i>			
Transfers from SOEs			
Taxes/Fees for Services	0.1	0.2	0.3
Oil Revenue			
Taxes/Customs Duty			
Total Revenue	0.1	0.2	0.3
<i>Expenditure</i>			
Operating Expenditure	10	10	10
Reconstruction	2	0	0
Ministry Capital Projects	0	0	0
Budget funded expenditure	12	10	10

Unfunded needs

Examples of items which might be included are:

unexploded ordnance removal

de-mining

Census

Notes:

Operating expenses includes \$1 million for the production of economic statistics.

Ministry of Public Works

\$m

	<u>2004</u>	<u>2005</u>	<u>2006</u>
Budget Funded			
<i>Revenue</i>			
Transfers from SOEs			
Taxes/Fees for Services			
Oil Revenue			
Taxes/Customs Duty			
Total Revenue	0	0	0
<i>Expenditure</i>			
Operating Expenditure	27	22	17
Reconstruction	10	0	0
Ministry Capital Projects	160	320	480
Budget funded expenditure	197	342	497

Unfunded needs

Examples of items which might be included are:

Potable Water
Water and Sewerage
Environment

Notes:

Assuming total cost is \$20 billion; normal 4% upkeep; can only afford 1% in budget in 2004; 2% in 2005; 3% in 2006.
Revenues (15/20/25) netted against operating expenses

Ministry of Endowments and Religious Affairs

\$m

	<u>2004</u>	<u>2005</u>	<u>2006</u>
Budget Funded			
<i>Revenue</i>			
Transfers from SOEs			
Taxes/Fees for Services			
Oil Revenue			
Taxes/Customs Duty			
Total Revenue	0	0	0
<i>Expenditure</i>			
Operating Expenditure	1.5	1.5	1.5
Reconstruction	3.2	0	0
Ministry Capital Projects	0	0	0
Budget funded expenditure	4.7	1.5	1.5

Unfunded needs

Examples of items which might be included are:

Complete Baghdad Mosque Projects

Notes:

Science and Technology Commission

\$m

	<u>2004</u>	<u>2005</u>	<u>2006</u>
Budget Funded			
<i>Revenue</i>			
Transfers from SOEs			
Taxes/Fees for Services			
Oil Revenue			
Taxes/Customs Duty			
Total Revenue	0	0	0
<i>Expenditure</i>			
Operating Expenditure	3.6	3.6	3.6
Reconstruction		0	0
Ministry Capital Projects	3.2	3.2	3.2
Budget funded expenditure	6.8	6.8	6.8

Unfunded needs

Examples of items which might be included are:

Institution Building

Laboratory Buildings & Equipment

Notes:

Ministry of Trade

\$m

	<u>2004</u>	<u>2005</u>	<u>2006</u>
Budget Funded			
<i>Revenue</i>			
Transfers from SOEs	200	50	5
Taxes/Fees for Services	20		
Oil Revenue			
Taxes/Customs Duty			
Total Revenue	220	50	5
<i>Expenditure</i>			
Operating Expenditure	602	2	2
Reconstruction	1	0	0
Ministry Capital Projects	20	0	0
Budget funded expenditure	623	2	2

Unfunded needs

Examples of items which might be included are:

Notes:

\$600 million to purchase items for the food basket.

Ministry of Transport and Communications

\$m

	<u>2004</u>	<u>2005</u>	<u>2006</u>
Budget Funded			
<i>Revenue</i>			
Transfers from SOEs	5	10	15
Taxes/Fees for Services	15	20	25
Oil Revenue			
Taxes/Customs Duty			
Total Revenue	20	30	40
<i>Expenditure</i>			
Operating expenditure	16	4	4
Reconstruction	10	0	0
Ministry Capital Projects	1156	892	796
Budget funded expenditure	1182	896	800

Unfunded needs

Examples of items which might be included are:

Communications (completion of information systems)

Notes:

Operating expenses in 2004 includes \$9 million for first half of year Airport safety contract and \$3 million for SOE support.

Ministry of Youth and Sport

\$m

	<u>2004</u>	<u>2005</u>	<u>2006</u>
Budget Funded			
<i>Revenue</i>			
Transfers from SOEs			
Taxes/Fees for Services			
Oil Revenue			
Taxes/Customs Duty			
Total Revenue	0	0	0
<i>Expenditure</i>			
Operating Expenditure	5.2	5.2	5.2
Reconstruction	2.8	0	0
Ministry Capital Projects	0	50	50
Budget funded expenditure	8	55.2	55.2

Unfunded needs

Examples of items which might be included are:

Elite athlete support

Notes:

Unallocated

	<u>2004</u>	<u>2005</u>	<u>2006</u>
Budget Funded			
<i>Revenue</i>			
Transfers from SOEs			
Taxes/Fees for Services	800		
Oil Revenue			
Taxes/Customs Duty			
Total Revenue	800	0	0
<i>Expenditure</i>			
Operating Expenditure	2153	2028	1938
Reconstruction	0	0	0
Ministry Capital Projects/Amba:	6655.715	7462.145	7473.775
<i>sub-total Budget funded expend</i>	<i>8808.715</i>	<i>9490.145</i>	<i>9411.775</i>
Supplemental Items			
<i>sub-total Supplemental expend</i>	<i>0</i>	<i>0</i>	<i>0</i>
Items for Donor's conference			
<i>sub-total donor's conference ex</i>	<i>0</i>	<i>0</i>	<i>0</i>
Total Needs	8808.715	9490.145	9411.775

Notes:

\$800 million in OFF recovery included as taxes on fees/services.

Operating expenditure line is salaries and Northern territories.

Social safety net for food is in ministerial capital expenditure.

Ambassador's reserve of 5 per cent of revenue is in Ministry Capital Projects.

Support for governing council estimated at \$20 million/year

UK Ministry of Justice

From: [REDACTED]
Sent: Tuesday, August 12, 2003 1:54 PM
To: [REDACTED]
Cc: [REDACTED]
Subject: RE: CPA Budgeting

[REDACTED] - thanks for that.

Let me know when your flight timings are confirmed. Be advised that we are expecting more disturbances here on Friday, so stay flexible! My intention is that you will stay with us here at CPA South. We have proper beds, showers etc so it is quite comfortable, but be prepared for the unexpected!

I would very much appreciate it if I could prepare our budget submission while you are here on Sat. I would also like some more detail on some of the issues which [REDACTED] raised on his last visit:

- Confirmation of funding already in place.
- Details of the prison equipment packs and how we obtain them.
- Details of Prison Service communications equipment.
- Prison Service Training programme (which I have received from Errol).
- Prison Service rank structure.
- Deployment of international prison officers?

I'm sure we will have plenty to talk about!

[REDACTED] - please note that we have a visitor inbound this weekend.

[REDACTED]


>From: [REDACTED]
>Subject: RE: CPA Budgeting
>Date: Tue, 12 Aug 2003 10:00:20 +0400
>
>[REDACTED]
>Further to my proposed visit to Basrah.
>I anticipate the major thrust of our meeting will be on your plans for
>the
>next year, funding, general budget issues, and getting the Iraqi
>bureaucracy to work. You may have other matters that you wish to discuss.
>As you are probably aware the flight timings mean that to conduct any
>business I will need to stay two nights in Basrah.
>I am booking a Friday flight for a Saturday meeting, returning Sunday.
>Hopefully this will fall into a gap in your schedule. If not please let me
>know.
>Regards
>[REDACTED]
>

>-----Original Message-----

>From: [REDACTED]
>Sent: Monday, August 11, 2003 9:25 AM
>To: [REDACTED]
>Cc: [REDACTED]
>Subject: RE: CPA Budgeting
>

>[REDACTED] thanks for that.

>
>I have already received the attachments and will get my budget return
>to

> > 
> > ><< Supplementary2004BudgetGuidance.doc >>
> > ><< capitalquestionnaire.doc >>
> > ><< finalbudgetforms-2004.xls >>
> > ><< MOFBudgetInstruction.doc >>
> > ><< questionnairetoSOEs.xls >>
> > ><< 2August-finalagreed2004-06guidance.xls >>
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**COALITION PROVISIONAL AUTHORITY
BAGHDAD – IRAQ**

August 4, 2003

To: Regional Directorates

From: [REDACTED]
CPA Office Management and Budget

Subject: Regional Input into Iraqi Ministry Budget for CY 04

This memorandum outlines the role the regions can play in the formulation of the 2004 Budget for Iraq and the preparation for a conference of the international donor community in October.

The 2004 Budget process is being run by the Iraqi Ministry of Finance using existing systems. As previously, budget submissions will be made by individual ministries to the Ministry of Finance.

This process will play an important part in identifying and prioritizing Iraqi's needs in this critical period ahead of meeting the international donor community in October.

To do this, it is critical that the Budget reflect the priorities of the nation as a whole. In this regard the Budget guidance issued to ministries specially requires them to liaise with their counterparts in the regions and governorates.

In the absence of a satisfactory communications system throughout the country, the Coalition can facilitate the flow of information between Iraqis in the Governorates and here in the Ministries in Baghdad.

- Regions can assist this process through using communication links with the CPA Ministerial Advisors in Baghdad.

We understand the regional directorates are also keen to have direct input into the Budget process, particularly in situations where projects may not otherwise be identified for consideration, in particular where the relevant Ministry is not functional in that area.

As you generate the forms, you should transmit them directly to the Ministry representative with a copy to the Program Review Board (programreviewboard@orha.centcom.mil). Regions can use the capital projects form attached to identify projects which have not already been requested and funded. This form will not generate a funding request to the Program Review Board. Rather it will be used to help the Ministries identify gaps in their submissions for the 2004 Budget.

There will be another seminar on or about August 18, to convene workshops between the regional representatives and ministry representatives, so that you can present and discuss the requirements.

If you have any questions, please contact Ms [REDACTED] (from 10 August) or send them to the Program Review Board email address above and someone will get back to you.

Drafted by:
Cleared by:

Redacted box



**Ministry of Finance
Budget Office**

To: All Ministries and directorates not connected to a ministry
Subj.: Instructions of preparing the budget for year 2004

Ministry of Finance would like to refer to the preparation for budget estimations of 2004 (Current & Investment), and the ministries have to present the estimation of their budgets according to the budget forms which are already used in recent years according and also to the estimation bases of the past years.

Priorities should be given to security, services and a good standard of living. Infrastructures and reconstruction should also receive priority in order to enable all economic projects to operate again as soon as possible.

The 2004 budget necessitates that vital needs of people should be studied objectively to provide allocations for them, taking into consideration the limited revenues we can raise during the next year. This means that all official ministries and directorates should start collecting fees from people in exchange for the services these directorate offers.

The Ministry of Finance asks all ministries to adhere to the attached time table and submit their budget to this ministry before 8/15/2004. Discussions with a various line ministries are to be carried from 8/15 to 9/5, the following procedures should be taking into consideration during budget preparation:

1- Budgets of centrally financed directorates:

- a) Each ministry should have a high committee at ministry HQ or the directorate not connected to a ministry HQs to carry out discussions concerning the budget operational and investment according to budget forms and regulations. A total budget according to the ministries (Part) is required.
- b) Each directorate within the line ministries and every department within directorates not connected to a ministry should have sub-committees to discuss their budgets.
- c) This ministry will discuss the total budget of every ministry, so all members of these committees and sub-committees should be well informed about the details of their budget to ensure accuracy and speed.

2- Budget of self financed directorates:

- a) The followings should be taken into consideration:

First : Production should be increased according to qty. & quality.

Second: Human & financial resources should be used perfectly.

Third : All directorates and companies should be restructured to increase administrative efficiency to fulfill production objectives of the annual budget.

Fourth : To reduce expenditures as much as possible.

- b) The directorate of Accounting/MOF should be provided with the planning budgets starting from human and financial resources ending with financial plan, all tables and enclosures data that explain the number of production units should be mentioned together with the difference services. All details concerning production operations should be mentioned like quantity, quality, and costs.
- c) The above mentioned budget committees should be responsible to prepare the plan budget estimations before submitting them to MOF.

3- The Investment Budget:

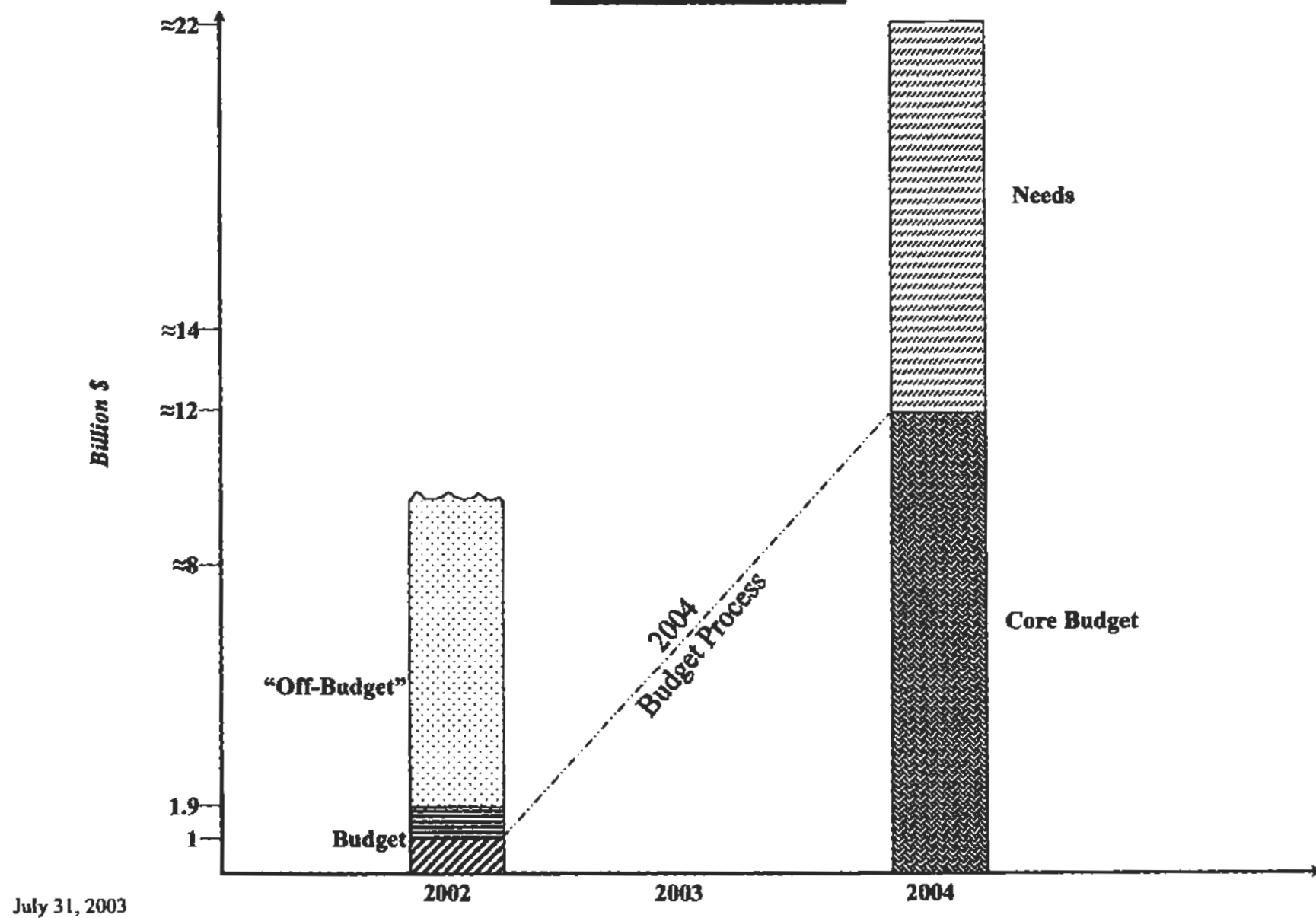
The investment budget should be prepared according to regulations previously followed; taking into consideration the following items:

- a) When asking for estimations, priorities are to be given to basic services like electricity, water...etc. which have direct contact with the life of people; we must ensure the continual operations of these projects.
- b) New suggested projects to support the Iraqi economy and reform the infrastructure to achieve the required development.
- c) Reconstruction projects are to be implemented only when they are proved to be of economic benefit to the country.
- d) Previous consultation with other ministries like the ministry of planning is required before submitting the final estimations to the MOF.

With regards

Deputy of the MOF

Iraq Budget Challenge



Capital Budget Allocations by Ministry for July - August
Allocated by Percentage of Population, Except as Noted

Governorate	Baghdad	Basrah	Minerwah (Mosul)	Ambar (Ramadi)	Babylon (Hilla)	Diala (Baqubah)	Karbala	Misran (Jansara)	Minhama (Samarra)	Najaf	Qadisia (Dhowsia)	Sabab Al-Jahin (Tikrit)	Ta'hmim (Kut)	Thiqar (Ramath)	Wasit (Rut)	Total
Ministry																
Agriculture	1,412,227	138,394	186,027	127,614	140,430	231,209	150,360	86,455	122,266	171,110	207,257	102,670	238,499	120,486	152,888	3,600,000
Baghdad Mayorality	3,468,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0	3,468,000
Central Organization of Standards	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Culture	16,218,000	0	0	0	5,000											16,224,000
Education	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Electricity Commission	31,728,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0	31,728,000
Finance	432,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0	432,000
Foreign Affairs	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Health	132,480	25,520	34,560	17,280	18,720	17,280	10,080	11,520	7,200	12,960	12,960	12,960	11,520	21,600	12,960	360,000
Higher Ed.	804,800	103,680	136,240	69,120	74,880	69,120	40,320			51,840	51,840	51,840	46,080	86,400	51,840	1,440,000
Housing and Construction	9,336,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0	9,336,000
Industry and Minerals	39,744	7,776	10,368	5,184	5,616	5,184	3,024	3,456	2,160	3,888	3,888	3,888	3,456	6,480	3,888	108,000
Interior	4,480,320	485,280	647,040	323,520	350,480	323,520	188,720	215,880	134,800	242,640	242,640	242,640	215,680	404,400	242,840	8,740,000
Irrigation	4,187,840	819,360	1,092,480	548,240	591,780	546,240	318,640	364,160	227,600	409,680	409,680	409,680	364,160	682,800	409,680	11,380,000
Irrigation/Jobs	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Justice/excluding prisons	2,831,936	514,944	686,592	343,296	371,904	343,296	200,256	228,864	143,040	257,472	257,472	257,472	228,864	429,120	257,472	7,152,000
Justice/prisons	5,980,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0	5,980,000
Labor and Social Affairs	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
New Iraqi Army	43,160,000	20,000	20,000	0	0	0	0	0	0	0	0	0	0	0	0	43,200,000
Oil	40,980,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0	40,980,000
Planning	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Public Works	6,262,328	1,524,476	1,829,281	580,799	219,121	1,295,041	306,715	299,041	89,039	1,213,920	200,641	2,076,233	495,589	1,187,039	1,140,725	18,720,000
Religious Affairs	423,936	82,944	110,592	55,296	59,904	55,296	32,256	36,864	23,040	41,472	41,472	41,472	36,864	66,120	41,472	1,152,000
Science and Technology	211,968	41,472	55,296	27,648	29,952	27,648	16,128	18,432	11,520	20,736	20,736	20,736	18,432	34,560	20,736	576,000
Supreme Board Audit	11,776	2,304	3,072	1,536	1,664	1,536	896	1,024	640	1,152	1,152	1,152	1,024	1,920	1,152	32,000
Trade	353,280	69,120	92,160	46,080	49,920	46,080	26,880	30,720	19,200	34,560	34,560	34,560	30,720	57,600	34,560	860,000
Transportation & Communication	16,374,876	3,585,104	4,793,472	2,396,736	2,596,464	2,396,736	1,396,096	1,597,024	896,640	1,797,552	1,797,552	1,797,552	1,597,824	2,896,920	1,797,552	49,832,000
Youth	370,944	72,576	96,768	48,384	52,416	48,384	28,224	32,256	20,160	36,288	36,288	36,288	32,256	60,480	36,288	1,008,000
Total by Point of Disbursement	190,781,556	7,503,353	9,787,847	4,688,733	4,548,331	5,408,576	2,720,584	2,834,296	1,749,304	4,285,276	3,318,137	5,069,144	3,320,878	6,157,925	4,203,963	258,488,000

**Current Budget Allocations by Ministry for July-August
Allocated by Percentage of Population, Except as Noted**

Governorate	Baghdad	Basrah	Ninawa (Mosul)	Arbil (Ramadi)	Babylon (Hilla)	Dhi Qar (Baquba)	Karbala	Musayib (Amara)	Mustanarra (Bamnashur)	Najaf	Qadisiyah (Dhewalia)	Salah Al-Din (Tikrit)	Tamim (Kut)	Tikrit (Nasiriyah)	Wasit (Kut)	Total
Ministry																
Agriculture	1,284,320	251,280	335,040	167,520	181,480	187,520	97,720	111,680	89,800	125,640	125,640	125,640	111,680	208,400	125,640	3,490,000
Baghdad Mayorality (per Advisor)	5,204,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0	5,204,000
Central Organization of Standards	11,776	2,304	3,072	1,536	1,664	1,536	896	1,024	640	1,152	1,152	1,152	1,024	1,820	1,152	32,000
Culture	198,976	31,104	41,472	20,736	22,464	20,736	12,066	13,824	8,640	15,552	15,552	15,552	13,824	25,920	15,552	432,000
Education	3,000,537	55,987	74,656	37,325	40,435	37,325	21,773	24,863	15,552	27,994	27,994	27,994	24,863	46,656	27,994	3,492,000
Electricity Commission	6,716,180	1,524,840	369,000	0	0	0	0	0	0	0	0	0	0	0	0	8,540,000
Finance	23,488,704	4,686,816	6,127,488	3,083,744	3,319,056	3,083,744	1,787,184	2,042,406	1,276,560	2,297,808	2,297,808	2,297,808	2,042,408	3,829,680	2,297,808	63,828,000
Foreign Affairs (per Senior Advisor)	7,500,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0	7,500,000
Health (per Senior Advisor)	27,900,288	5,458,752	7,278,336	3,639,168	3,942,432	3,639,168	2,122,848	2,426,112	1,516,320	2,729,376	2,729,376	2,729,376	2,426,112	4,548,960	2,729,376	75,816,000
Higher Ed	8,990,640	844,400	529,200	199,800	320,400	187,200	85,600			225,000	268,000	79,560	78,840	91,080	88,200	11,808,000
Housing and Construction	397,440	77,760	103,680	51,840	56,160	51,840	30,240	34,560	21,600	38,880	38,880	38,880	34,560	64,800	38,880	1,080,000
Industry and Minerals	291,456	57,024	76,032	38,016	41,184	38,016	22,176	25,344	15,840	28,512	28,512	28,512	25,344	47,520	28,512	792,000
Interior	7,383,552	1,444,608	1,926,144	963,072	1,043,328	963,072	581,792	642,048	401,280	722,304	722,304	722,304	642,048	1,203,840	722,304	20,064,000
Irrigation	618,672	101,088	134,784	67,392	73,008	67,392	39,312	44,928	28,080	50,544	50,544	50,544	44,928	84,240	50,544	1,404,000
Irrigation/Jobs	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Justice/excluding prisons	681,536	133,344	177,792	88,896	98,304	88,896	51,856	59,264	37,040	66,672	66,672	66,672	59,264	111,120	66,672	1,852,000
Justice/prisons (per Advisor)	2,268,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2,268,000
Labor and Social Affairs	1,575,040	306,180	410,880	205,440	222,560	205,440	119,840	136,960	85,600	154,080	154,080	154,080	136,960	256,800	154,080	4,780,000
New Iraqi Army (per Advisor)	16,180,000	20,000	20,000	0	0	0	0	0	0	0	0	0	0	0	0	16,200,000
Oil	2,867,264	521,856	695,808	347,904	378,896	347,904	202,944	231,936	144,960	280,928	280,928	280,928	231,936	434,880	280,928	7,248,000
Planning	609,408	119,232	158,976	79,488	86,112	79,488	48,368	52,962	33,120	59,616	59,616	59,616	52,962	99,380	59,616	1,666,000
Public Works	1,274,157	657,448	715,417	378,867	338,838	347,921	297,789	288,214	287,887	328,907	305,755	302,378	324,729	306,865	294,249	8,432,000
Religious Affairs	92,736	18,144	24,192	12,096	13,104	12,096	7,056	8,084	5,040	9,072	9,072	9,072	8,064	15,120	9,072	252,000
Science and Technology	1,474,944	288,576	384,768	192,384	208,416	192,384	112,224	128,256	80,180	144,288	144,288	144,288	128,256	240,480	144,288	4,008,000
Supreme Board Audit	45,336	8,870	11,827	5,914	6,406	5,914	3,450	3,942	2,464	4,435	4,435	4,435	3,942	7,392	4,435	123,200
Trade	529,920	103,680	138,240	69,120	74,880	69,120	40,320	46,080	28,800	51,840	51,840	51,840	46,080	86,400	51,840	1,440,000
Transportation & Communication	1,430,784	278,936	373,248	186,624	202,176	186,624	108,864	124,416	77,780	139,968	139,968	139,968	124,416	233,280	139,968	3,888,000
Youth	344,448	67,392	89,856	44,928	48,672	44,928	26,208	29,952	18,720	33,696	33,696	33,696	29,952	56,160	33,696	938,000
Total by Point of Disbursement	121,898,116	16,771,402	20,228,902	9,861,808	10,715,776	9,818,263	5,798,635	6,476,975	4,135,843	7,516,263	7,566,112	7,344,295	6,582,331	12,004,673	7,344,808	254,185,280

/a Reflects +\$3.2 million correction for Irrigation, +\$7.4 million correction for Labor and Social Affairs, and +\$5.25 million increase for Baghdad Mayorality

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Ministry of Justice

Prison and Detention Centre Closing Programme for 2003

Extended Cost of Wages

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	Beds	Chapter 3	Chapter 5	Initial Cost per prisoner	Prison Officers	Initial Cost per Prison Officer Chapter 3	Chapter 2	Chapter 3	Chapter 4	Chapter 5	General Equipment	Total Set Up Costs
Observation House - Mosul	112	10,752	14,560	25,312	37	2,376	19,000	151,880	3,000	193,700	367,580	395,168
Al Sahiyah - Baghdad	100	9,600	13,000	22,600	20	1,290	19,000	151,880	3,000	193,700	367,580	391,410
Al Masque - Basrah	300	28,800	39,000	67,800	100	6,190	19,000	151,880	3,000	193,700	367,580	441,530
Al Taserat - Baghdad	300	28,800	39,000	67,800	114	7,011	19,000	151,880	3,000	193,700	367,580	442,391
Rusafa - Baghdad	416	39,936	54,080	94,016	27	1,681	19,000	151,880	3,000	193,700	367,580	453,257
Al Hillah - Al Hillah	750	72,000	97,500	169,500	150	9,225	19,000	151,880	3,000	193,700	367,580	546,305
Badush Phase 1 - Mosul	2,000	192,000	260,000	452,000	400	24,600	38,000	303,780	6,000	387,400	735,160	1,211,760
Al Kadmya - Baghdad	400	38,400	52,000	90,400	80	4,920	19,000	151,880	3,000	193,700	367,580	462,900
Abu Gharib Phase 1 - Baghdad	600	57,600	78,000	135,600	120	7,360	19,000	151,880	3,000	193,700	367,580	510,560
Al Karak - Baghdad	350	33,600	45,500	79,100	70	4,305	19,000	151,880	3,000	193,700	367,580	450,965
Al Hakemia - Baghdad	300	28,800	39,000	67,800	60	3,690	19,000	151,880	3,000	193,700	367,580	439,078
Badush Phase 2 - Mosul	1,750	168,000	227,500	395,500	350	21,525	33,250	265,790	5,250	338,975	646,205	1,048,995
Abu Gharib Phase 2 - Baghdad	2,700	259,200	351,000	610,200	540	33,210	51,300	410,076	8,100	522,990	980,486	1,505,496
Military Barracks - Basrah	1,200	115,200	156,000	271,200	150	9,225	22,800	182,258	3,600	232,443	441,595	721,098
	11,278	1,082,888	1,466,140	2,546,828	2,218	136,408	335,350	2,682,862	52,950	3,418,805	6,467,767	9,353,023
Headquarters Expenses 20% of recurring costs								2,000	1,000	177,000	180,000	180,000
Total	11,278	1,082,888	1,466,140	2,546,828	2,218	136,408	335,350	2,682,862	53,950	3,595,805	6,647,767	9,353,023
Iraqi Dinars (000's)		1,624,032	2,199,210	3,623,242		204,612	503,025	4,024,023	80,925	5,393,708	10,001,681	14,029,535
Each prison or detention centre will require general equipment of at least \$367,580 for 1000 prisoners and below. For prisons with larger populations there will be a proportionate increase. The initial cost is \$228 per prisoner, and \$61.15 per prison officer. Provision is made for the start up costs on the establishments already in operation. Prison officers establishment based on 20% of prisoners or actual where known. HQ Expenses based on office component of Prison General Equipment.												
Assumptions in Operating Costs												
The Fixed costs per month are \$22,500 per month. Includes adjustments for numbers of prison officers and prisoners (\$91 and \$93 each respectively)												
						\$		IO				
						Total						
						Chapter 2	335,350	503,025				
						Chapter 3	3,901,778	5,652,667				
						Chapter 4	53,950	80,925				
						Chapter 5	5,081,945	7,592,918				
						Total	9,353,023	14,029,535				

Prison Department
Ministry Of Justice
Schedule showing 2003 Opening Programme

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Prison Department
Ministry of Justice
Prison and Detention Centre Opening Programme for 2003
Excludes Cost of Wages

	Beds	Initial Cost per prisoner	Prison Officers	Initial Cost per Prison Officer	General Equipment	Total Set Up Costs	Jun-03	Jul-03	Aug-03	Sep-03	Oct-03	Nov-03	Dec-03	Total Recurring Costs	Total incurred except Renovations
Observation House - Mosul	112	25,312	37	2,278	387,580	395,168	36,059	36,059	36,059	36,059	36,059	36,059	36,059	252,413	647,581
Al Sahiyah - Baghdad	100	22,800	20	1,230	387,580	391,410	33,420	33,420	33,420	33,420	33,420	33,420	33,420	233,840	625,350
Al Maqul - Basrah	300	67,800	100	6,150	387,580	441,530	58,900	58,900	58,900	58,900	58,900	58,900	58,900	412,300	853,830
Al Taserat - Baghdad	300	67,800	114	7,011	387,580	442,381	60,174	60,174	60,174	60,174	60,174	60,174	60,174	421,218	883,809
Russafa - Baghdad	416	94,016	27	1,661	387,580	483,257	62,813	62,813	62,813	62,813	62,813	62,813	62,813	438,591	902,848
Al Hillah - Al Hillah	750	199,500	180	9,225	387,580	546,305	104,400	104,400	104,400	104,400	104,400	104,400	104,400	730,800	1,277,105
Badush Phase 1 - Mosul	2,000	452,000	400	24,600	735,180	1,211,780				240,800	240,800	240,800	240,800	963,800	2,175,360
Al Kadmiya - Baghdad	400	90,400	80	4,920	387,580	462,900				68,180	68,180	68,180	68,180	284,720	727,820
Abu Ghairb Phase 1 - Baghdad	600	135,600	120	7,380	387,580	510,580				68,020	68,020	68,020	68,020	352,080	882,640
Al Karth - Baghdad	350	79,100	70	4,305	387,580	450,985				60,720	60,720	60,720	60,720	242,560	683,865
Al Hakama - Baghdad	300	67,800	60	3,690	387,580	438,070				55,280	55,280	55,280	55,280	221,040	680,110
Badush Phase 2 - Mosul	1,750	395,500	350	21,525	643,255	1,080,280							213,600	213,600	1,273,880
Abu Ghairb Phase 2 - Baghdad	2,700	610,200	540	33,210	992,468	1,635,878							317,340	317,340	1,953,218
Military Barracks - Basrah	1,200	271,200	160	8,225	441,088	721,521							145,350	145,350	888,871
<i>Bagdash Control</i>	<i>1000</i>	<i>271,200</i>	<i>200</i>												
	11,278	2,548,828	2,218	136,407	6,467,787	9,173,022	355,768	355,768	355,768	606,846	606,846	606,846	1,507,077	5,210,872	14,383,984
Headquarters Expenses 20% of recurring costs					180,000	180,000	71,153	71,153	71,153	173,369	173,369	173,369	301,415	1,042,194	1,222,194
Total US\$	11,278	2,548,828	2,218	136,407	6,647,787	9,353,022	426,919	426,919	426,919	1,040,215	1,040,215	1,040,215	1,808,492	6,253,168	15,606,198
Iraqi Dinars (000's) US\$1=ID1500		3,823,242		204,611	10,001,681	14,029,533	640,379	640,379	640,379	1,560,323	1,560,323	1,560,323	2,712,739	9,314,843	23,344,378
Assumption in start up costs															
Each prison or detention centre will require general equipment of at least \$387,580 for 1000 prisoners and below. For prisons with larger populations there will be a proportionate increase.															
The initial cost is \$226 per prisoner, and \$61.15 per prison officer.															
Prison officers establishment based on 20% of prisoners or actual where known.															
Assumptions in Operating Costs															
The Fixed costs per month are \$22,500 per month for 1000 prisoners and below. For prisons with larger populations there will be a proportionate increase.															

NB Al Hillah - Start Up August 03. 2 mths savings