

~~CONFIDENTIAL//DB~~

From: Coalition Provisional Authority (DMS)  
Sent: 18:14:27 10/22/2003  
To: 'SECSTATE WASHINGTON DC'; 'SECDEF WASHINGTON DC'; 'NATIONAL SECURITY COUNCIL WASHINGTON DC'; 'AMEMBASSY ANKARA'; 'AMEMBASSY KUWAIT'; 'AMEMBASSY DAMASCUS'; 'AMEMBASSY AMMAN'; 'AMEMBASSY RIYADH'; 'USMISSION US UN NEW YORK NY'  
To Precedence: Immediate  
Cc: 'IRAQ COLLECTIVE'  
Cc Precedence: Immediate  
Subject: OIL EXPORTS THROUGH TURKEY  
Message Type: Other-Organizational  
Extended Auth: 15:14:00 10/22/2003 (UTC)  
18:14:00 10/22/2003 (Client/Local)  
Security: This message has been digitally signed and encrypted

~~CONFIDENTIAL//DB~~

MSGID/GENADMIN/HQ CPA/0217//  
SUBJ/OIL EXPORTS THROUGH TURKEY//  
GENTEXT/REMARKS/10/19/03  
DRAFTED: (b)(6)  
AUTHORIZED: PBREMER  
CLEARED: (b)(6) RMCKEE, (b)(6) PKENNEDY

FROM: HEADQUARTERS COALITION PROVISIONAL AUTHORITY  
TO: SECSTATE WASHDC  
SECDEF WASHDC  
NSC WASHDC  
AMEMBASSY ANKARA  
AMEMBASSY KUWAIT  
AMEMBASSY DAMASCUS  
AMEMBASSY AMMAN  
AMEMBASSY RIYADH

UN  
INFO: IRAQ COLLECTIVE

~~CONFIDENTIAL~~ HQ CPA 0217  
E.O.: 12958: DECLASS: 9/09/13

TAGS: PREL, PGOV, PTER, IZ,

SUBJECT: OIL EXPORTS THROUGH TURKEY

REF: ANKARA 6302

CLASSIFIED BY AMB KENNEDY FOR REASONS 1.5 (B AND D)

(b)(1)



~~CONFIDENTIAL//DB~~

(b)(1)



5. (U) CPA BAGHDAD SUGGESTS THAT EMBASSY ANKARA USE THE FOLLOWING TALKING POINTS WITH GOT:

- CPA AND THE IRAQI MINISTRY OF OIL ARE SURPRISED BY GOT CONCERNS THAT OIL EXPORTS WOULD BE SUSPENDED FOR THE NEXT SIX MONTHS. THE IRAQI MINISTRY OF OIL HAS NOT SUSPENDED EXPORTS THROUGH THE IRAQ/TURKEY PIPELINE FOR THE NEXT SIX MONTHS. THE PIPELINE HAS BEEN SHUT DOWN TEMPORARILY DUE TO SECURITY REASONS AND WILL BE RESUMING EXPORTS AS SOON AS POSSIBLE.

(b)(1)



-WE ASK THAT THE GOT CONDUCT ALL DISCUSSIONS OF OIL TRADE WITH THE MINISTRY OF OIL, RATHER THAN WITH LOCAL IRAQI OFFICIALS WHO CAN NOT NEGOTIATE OVER OIL THEY DO NOT CONTROL.

-THE CPA WILL ENCOURAGE SOMO TO IMPROVE COMMUNICATION WITH BOTAS IN ORDER TO STRENGTHEN THEIR RELATIONSHIP AND TO ADDRESS IMMEDIATE CONCERNS.

-WE ASK GOT'S ASSISTANCE IN PREVENTING ILLICIT SMUGGLING OF CRUDE OIL OR ANY OIL PRODUCTS FROM IRAQ INTO TURKEY.

-REGARDING THE POTENTIAL SALE OF ELECTRICITY TO IRAQ, THE MINISTRY OF OIL NOTES THAT OFFERS FOR \$20 PER TON OF FUEL OIL ARE HARD TO CONSIDER AS SERIOUS WHEN \$140 PER TON CAN CLEARLY BE REACHED ON THE OPEN MARKET.

(b)(1)



-TO ENSURE EFFECTIVE COMMUNICATION WITH IRAQI AUTHORITIES, WE ENCOURAGE YOU TO COMMUNICATE AS APPROPRIATE WITH THE IRAQI MISSION IN ANKARA OR THE IRAQI MINISTRY OF FOREIGN AFFAIRS IN BAGHDAD.

END TEXT.

EMER  
BT  
0217  
//

~~CONFIDENTIAL//DB~~

~~CONFIDENTIAL//DB~~

~~CONFIDENTIAL//DB~~

From: Coalition Provisional Authority (DMS)  
Sent: 21:42:23 02/06/2004  
To: 'SECDEF WASHINGTON DC'; 'SECSTATE WASHINGTON DC'; 'NATIONAL SECURITY COUNCIL WASHINGTON DC'; 'AMEMBASSY SOFIA'  
To Precedence: Immediate  
( 'DEPARTMENT OF RESOURCES AND ENERGY'  
( Precedence: Immediate  
Subject: CPA HQ 0560: FORMER REGIME OIL SCANDAL AND BULGARIA  
Message Type: Other-Organizational  
Extended Auth: 18:36:00 02/06/2004 (UTC)  
21:36:00 02/06/2004 (Client/Local)  
Security: This message has been digitally signed and encrypted

~~CONFIDENTIAL//DB~~

MSGID/GENADMIN/CPA HQ/0560//  
SUBJ/CPA HQ 0560 FORMER REGIME OIL SCANDAL AND BULGARIA//  
GENTEXT/REMARKS/CONFIDENTIAL  
PROG: 5 FEBRUARY 2004  
DRAFTER: MFA (b)(6)  
AUTHORIZED: (b)(6)  
CLEARED: (b)(6) RMCKEE, (b)(6) RDAWES, (b)(6)

FROM: HEADQUARTERS COALITION PROVISIONAL AUTHORITY  
TO: SECDEF WASHDC  
SECSTATE WASHDC  
NSC WASHDC  
EMBASSY SOFIA  
INFO: DEPARTMENT OF ENERGY

~~CONFIDENTIAL~~ HQ CPA 0560  
E.O.: 12958: 02/05/09  
TAGS: PREL, PGOV, ETTT, ENER, IZ  
SUBJECT: CPA HQ 0560: FORMER REGIME OIL SCANDAL AND BULGARIA

REFS: (A) SOFIA 228; (B) SOFIA 198

CLASSIFIED BY CPA EXECUTIVE SECRETARY (b)(6) FOR REASONS 1.5  
(B AND D)

(b)(1)



2. (U) BEGIN EXISTING CPA PRESS GUIDANCE.

OIL FOR FOOD: AL MADA STORY ON OIL BRIBES BY SADDAM TO INDIVIDUALS AND COMPANIES

Q: HAS ANYONE AT THE CPA EXAMINED THE DOCUMENTS OBTAINED BY AL MADA TO VALIDATE THEIR AUTHENTICITY? DO YOU ANTICIPATE THAT CPA WILL BE REVIEWING THE DOCUMENTS?

A: THE CPA HAS ASSISTED THE GOVERNING COUNCIL TO SET UP THE COMMISSION ON PUBLIC INTEGRITY, AN IRAQI-RUN GOVERNMENTAL BODY WHICH WILL EFFECTIVELY ENFORCE EXISTING ANTI-CORRUPTION LAWS, PROPOSE ADDITIONAL LEGISLATION AS NECESSARY AND HEIGHTEN THE IRAQI PEOPLE'S AND FOR HONEST LEADERSHIP.

THE COMMISSION ON PUBLIC INTEGRITY HAS JURISDICTION TO HEAR CASES OF CORRUPTION DATING BACK TO 1968. WE EXPECT THE COMMISSION TO BE UP AND RUNNING SHORTLY AFTER THE GOVERNING COUNCIL NOMINATES CANDIDATES FOR THE POSITION OF COMMISSIONER.

WE BELIEVE THAT ALLEGATIONS OF OIL BRIBES PAID BY SADDAM HUSSEIN

FOIA 09-826 CPA 000004

~~CONFIDENTIAL//DB~~

~~CONFIDENTIAL//DB~~

WOULD BE A SUITABLE ISSUE TO BE INVESTIGATED BY THE COMMISSION.

Q: BUT ISN'T CPA GOING TO TACKLE THIS ISSUE?

THE ALLEGATION BEING MADE IS THAT SADDAM ENGAGED IN BRIBERY OF INDIVIDUALS IN SEVERAL COUNTRIES. THE AUTHORITIES IN THOSE COUNTRIES WILL BE THE ONES TO DECIDE WHETHER THESE ALLEGATIONS MERIT INVESTIGATION AND/OR PROSECUTION UNDER THEIR LAWS. THE CPA OIL FOR FOOD CO-ORDINATION CENTRE HAS NO MANDATE TO INVESTIGATE DIVERSIONS OF OIL FROM THE OLD UN OIL FOR FOOD PROGRAM. ITS ROLE IS TO ADMINISTER EXISTING CONTRACTS FOR IMPORTS OF FOOD AND OTHER GOODS, PAID FOR FROM OIL REVENUES ALREADY COLLECTED BEFORE THE CPA WAS ESTABLISHED.

Q: WERE THE OIL BRIBES ILLEGAL UNDER THE OIL FOR FOOD PROGRAM?

A: IF ALLEGATIONS ARE TRUE, SADDAM'S BRIBERY DEPRIVED IRAQ OF OIL REVENUE WHICH SHOULD HAVE BEEN USED TO PAY FOR HUMANITARIAN SUPPLIES FOR THE PEOPLE OF IRAQ.

BACKGROUND

ON 28 JANUARY THE IRAQI NEWSPAPER AL MADA PUBLISHED A LIST OF 270 INDIVIDUALS AND ORGANIZATIONS ALLEGED TO HAVE RECEIVED MILLIONS OF BARRELS OF OIL FROM SADDAM HUSSEIN IN RETURN FOR POLITICAL FAVORS. AL MADA COMPILED THE LIST FROM DOCUMENTS IT SAID WERE RETRIEVED FROM THE IRAQ STATE-OWNED OIL MARKETING ORGANIZATION SHORTLY AFTER THE US-LED COALITION ENTERED IRAQ IN 2003. THE LIST INCLUDES PROMINENT POLITICIANS AND COMPANIES ACROSS THE WORLD, INCLUDING IN THE US, UK, RUSSIA, FRANCE AND THE MIDDLE EAST.

END EXISTING CPA GUIDANCE.

BREMER  
BT

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~~CONFIDENTIAL//DB~~

From: c=US;a=DMS;p=DMS+GOV+SIPR;o=DTH2;oul=HEFL21;dda:ACP-PLAD=AMEMBASSY  
KUWAIT;dda:msxcx500=c:US,o:U.S. GOVERNMENT,ou:DOD,ou:DMS COMPONENTS(S),ou:MFI,cn:DKMFIHEFLS04  
Sent: 12:05:00 12/03/2003  
Cc: COALITION PROVISIONAL AUTHORITY(SC)  
Cc Precedence: Priority  
Subject: (U) IRAQ: KUWAIT WANTS TO INCREASE "HUMANITARIAN  
Message Type: Other-Organizational  
Extended Auth: 09:07:00 12/03/2003 (UTC)  
12:07:00 12/03/2003 (Client/Local)  
Security: This message has been digitally signed and encrypted

PTTCZYUW RUEHKUA5454 3370907-CCCC--RHMFISS.

ZNY CCCCC ZZH

P 030907Z DEC 03

FM AMEMBASSY KUWAIT

TO RUEHC/SECSTATE WASHDC

INFO RUEHAM/AMEMBASSY AMMAN

RUEHAK/AMEMBASSY ANKARA

RUCADHQ/USCENTCOM FWD

RUCAACC/USCENTCOM MACDILL AFB FL

RUEKJCS/SECDEF WASHINGTON DC

RUEHAM/USDAO AMMAN JO

RHEHNSC/NSC WASHDC

RUEOEGA/COMCFLCC KUWAIT DOHA KU

RUEATRS/DEPT OF TREASURY WASHDC

RHMFISS/HQ COALITION PROVISIONAL AUTH BAGHDAD

BT

~~CONFIDENTIAL~~ SECTION 02 OF 02 KUWAIT 005454

STATE FOR NEA/FO, NEA/ARP, NEA/NGA, EB/ESC, EB/ESC/IEC

STATE FOR EB/ESC/IEC/EPC, EB/TPP/BTA/ANA

NSC FOR THEROUX

E.O. 12958: DECL: 12/02/2013

TAGS: ETRD, EAID, EPET, PREL, PGOV, MOPS, KU, IZ

SUBJECT: (U) IRAQ: KUWAIT WANTS TO INCREASE "HUMANITARIAN  
FUEL" DELIVERIES TO IRAQ, NEEDS DETAILS ON QUANTITIES

THERE IS INSUFFICIENT LOCAL STORAGE SPACE THAT COULD BE USED  
IF PRODUCTION OUTPACES DELIVERIES. ALTANMIA CAN LIFT UP TO 4  
MILLION LITERS/DAY OF BENZENE WITH NO ADDITIONAL INVESTMENT.  
WITH INVESTMENTS IN CONTAINMENT VESSELS, KUWAIT CAN INCREASE  
BENZENE SUPPLIES TO 9 MILLION LITERS/DAY (KUWAIT LIFTED UP TO  
15 MILLION LITERS/DAY DURING THE IRAN-IRAQ WAR).

-- DIESEL: ALTANMIA CAN PROVIDE 1-1.5 MILLION LITERS/DAY  
WITHIN 7-10 DAYS (WITH SOME MODIFICATIONS NEEDED, SIMILAR TO  
THOSE FOR KEROSENE DELIVERIES). THEY CAN RAMP UP TO 4  
MILLION LITERS/DAY WITHIN 2-3 WEEKS.

5. (U) ALTANMIA OFFICIALS STRESSED THAT THEY NEED A CLEARER  
IDEA OF IRAQ'S LONGER TERM FUEL NEEDS. THEY ASKED WHETHER  
KUWAIT WOULD SIMPLY BE SURGING TO MEET SHORTER-TERM, SEASONAL  
SUPPLY SHORTFALLS, OR IF THE PROVISION OF HUMANITARIAN FUEL  
SUPPLIES WOULD BE A LONGER, CONTINUOUS OPERATION.  
AL-HUMAIDHI UNDERScoreD THAT THE KUWAITIS ARE WILLING AND  
ABLE TO DO EITHER. IF THE US SAYS THAT ONLY A SURGE IN  
PRODUCTION IS NEEDED FOR THE WINTER MONTHS, KUWAIT CAN CAN  
PROVIDE 5-7 MILLION LITERS/DAY OF MIXED FUELS WITHIN DAYS,  
INCREASING TO 9 MILLION LITERS/DAY OF MIXED FUELS WITHIN  
WEEKS. IF, ON THE OTHER HAND, THE US PROJECTS THAT THERE  
WILL BE A LONGER-TERM NEED, ALTANMIA WILL MAKE SEVERAL  
INVESTMENTS AT THEIR OWN EXPENSE. AL-HUMAIDHI OUTLINED  
ALTANMIA'S TENTATIVE PLANS TO REVAMP THE ABANDONED KAZIMA  
LOADING DEPOT, LOCATED NEAR THE IRAQI BORDER. THE DEPOT  
WOULD BE LINKED BY PIPELINE TO LARGE-CAPACITY STORAGE BARGES  
OFFSHORE, WHICH WOULD SOLVE THE CONTAINMENT DILEMMA THAT  
KUWAIT WOULD FACE AT HIGHER PRODUCTION LEVELS. AL-HUMAIDHI

~~CONFIDENTIAL//DB~~

SAID THAT THE PRIME MINISTER HAS INDICATED THAT FAST-TRACKING APPROVAL OF THE KAZIMA RENOVATION PROJECT WITHIN 48 HOURS COULD POSSIBLY BE UNDERTAKEN ON AN EMERGENCY BASIS, WITH FURTHER DISCUSSION. THE RENOVATION CAN BE COMPLETED WITHIN 45-60 DAYS USING LOCAL CONTRACTORS, OR LESS WITH US MILITARY SUPPORT. AL-HUMAIDHI REITERATED THAT ALTANMIA WOULD MAKE THESE INVESTMENTS AT NO/NO COST TO THE US, AND WITH NO NEED FOR A US COMMITMENT ON QUANTITIES OF FUEL TO BE DELIVERED TO IRAQ. HOWEVER, ALTANMIA WILL NOT UNDERTAKE SUCH A LARGE FINANCIAL COMMITMENT IF IRAQ ONLY NEEDS INCREASED FUEL SUPPLIES FOR THIS WINTER. AGAIN, AL-HUMAIDHI EMPHASIZED THAT THEY SIMPLY NEED A CLEARER PICTURE OF WHAT QUANTITIES AND TYPES OF FUELS ARE NEEDED, SO THAT THEY MAY MAKE THE NECESSARY LOGISTICAL ARRANGEMENTS. HE NOTED THAT THE GOVERNMENT OF KUWAIT SUPPORTS THE US OPERATION IN IRAQ "110 PERCENT." (b)(1)

(b)(1)

6. (C) COMMENT. IT IS CLEAR FROM BOTH MEETINGS THAT ALTANMIA IS UNDER FIRM ORDERS FROM THE HIGHEST LEVELS OF THE GOK TO PROVIDE IRAQ WITH WHATEVER FUEL IT NEEDS. ALTHOUGH THE VOLUMES AND TIME LINES FOR PROVISION OF THE SEVERAL FUELS SHIFT SLIGHTLY FROM ONE SCENARIO TO ANOTHER, THE INTENT IS CLEAR. THE OVERRIDING GOAL OF THE GOK IS TO ENSURE THAT THERE IS NO HYDROCARBON SHORTAGE IN IRAQ, AND THE GOK BELIEVES KUWAIT IS BEST POSITIONED TO EASE IRAQ'S FUEL CRISIS. HOWEVER, ALTANMIA NEEDS TO KNOW WHAT QUANTITIES OF EACH TYPE OF FUEL ARE NEEDED, AND FOR HOW LONG. ALTANMIA HAS ALREADY DEMONSTRATED ITS DETERMINATION TO MAKE THIS WORK -- FOR EXAMPLE, ALTANMIA HAS ABSORBED PENALTIES LEVIED BY THE KUWAIT PETROLEUM CORPORATION WHEN KBR DID NOT ORDER THE QUANTITIES OF FUEL IT HAD INDICATED IT WOULD. BUT IT IS IMPERATIVE THAT CPA PROVIDE THE KUWAITIS WITH A CLEAR OUTLINE OF QUANTITIES AND TYPES OF FUEL THAT IRAQ NEEDS, AND AN ESTIMATE OF HOW LONG IRAQ WILL REQUIRE FUEL EXPORTED FROM KUWAITI, SO THAT THE KUWAITIS CAN INCREASE FUEL DELIVERIES. END COMMENT.

7. (U) MR. MCKEE DID NOT CLEAR THIS CABLE.

8. (U) BAGHDAD MINIMIZE CONSIDERED.  
URBANCIC  
BT  
#5454

NNNN

~~CONFIDENTIAL//DB~~

From: c=US;a=DMS;p=DMS+GOV+SIPR;o=DTH2;ou1=HEFL21;dda:ACP-PLAD-AMEMBASSY  
KUWAIT;dda:msxcx500=c:US,o:U.S. GOVERNMENT,ou:DOD,ou:DMS COMPONENTS(S),ou:MFI,cn:DKMFIHEFLS04  
Sent: 12:05:00 12/03/2003  
Cc: COALITION PROVISIONAL AUTHORITY(SC)  
Cc Precedence: Priority  
Subject: (U) IRAQ: KUWAIT WANTS TO INCREASE "HUMANITARIAN  
Message Type: Other-Organizational  
Extended Auth: 09:07:00 12/03/2003 (UTC)  
12:07:00 12/03/2003 (Client/Local)  
Security: This message has been digitally signed and encrypted

PTTCZYUW RUEHKUA5454 3370907-CCCC--RHMFISS.

ZNY CCCCC ZZH

P 030907Z DEC 03

FM AMEMBASSY KUWAIT

TO RUEHC/SECSTATE WASHDC

INFO RUEHAM/AMEMBASSY AMMAN

RUEHAK/AMEMBASSY ANKARA

RUCADHQ/USCENTCOM FWD

RUCAACC/USCENTCOM MACDILL AFB FL

RUEKJCS/SECDEF WASHINGTON DC

RUEHAM/USDAO AMMAN JO

RHEHNSC/NSC WASHDC

RUEOEGA/COMCFLCC KUWAIT DOHA KU

RUEATRS/DEPT OF TREASURY WASHDC

RHMFISS/HQ COALITION PROVISIONAL AUTH BAGHDAD

BT

~~CONFIDENTIAL~~ SECTION 01 OF 02 KUWAIT 005454

STATE FOR NEA/FO, NEA/ARP, NEA/NGA, EB/ESC, EB/ESC/IEC

STATE FOR EB/ESC/IEC/EPC, EB/TPP/BTA/ANA

NSC FOR THEROUX

E.O. 12958: DECL: 12/02/2013

TAGS: ETRD, EAID, EPET, PREL, PGOV, MOPS, KU, IZ

SUBJECT: (U) IRAQ: KUWAIT WANTS TO INCREASE "HUMANITARIAN

FUEL" DELIVEREIS TO IRAQ, NEEDS DETAILS ON QUANTITIES

CLASSIFIED BY: CHARGE D'AFFAIRES FRANK C. URBANCIC, REASONS

1.4 (B) AND (D)

(b)(1)



~~CONFIDENTIAL//DB~~



~~CONFIDENTIAL//DB~~

(b)(1)



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~~CONFIDENTIAL//DB~~

\*\*\* ~~CONFIDENTIAL~~ \*\*\*  
\*\*\*\*\* This Message Has Been Altered \*\*\*\*\*

Page 1 of 3

0AACYUW RUEOMFO3272 2951529-CCCC--RUEKNMA.  
ZNY CCCCC ZUI RUEOMCE0342 2951538  
O O 221514Z OCT 03  
FM HQ COALITION PROVISIONAL AUTH BAGHDAD  
TO RUEHC/SECSTATE WASHINGTON DC  
RUEKJCS/SECDEF WASHINGTON DC  
RHEHAAA/NATIONAL SECURITY COUNCIL WASHINGTON DC  
RUEHAK/AMEMBASSY ANKARA  
RUEHKU/AMEMBASSY KUWAIT  
RUEHDM/AMEMBASSY DAMASCUS  
RUEHAM/AMEMBASSY AMMAN  
RUEHRH/AMEMBASSY RIYADH  
RUCNDT/USMISSION US UN NEW YORK NY  
INFO IRAQ COLLECTIVE

(b)(6)

10/20/23

~~CONFIDENTIAL~~

QQQQ

SUBJ: OIL EXPORTS THROUGH TURKEY

~~CONFIDENTIAL~~///DB

GENTEXT/REMARKS/10/19/03

DRAFTED: (b)(6)

AUTHORIZED: PBREMER

CLEARED: (b)(6) RMCKEE, (b)(6) PKENNEDY

FROM: HEADQUARTERS COALITION PROVISIONAL AUTHORITY

TO: SECSTATE WASHDC

SECDEF WASHDC

NSC WASHDC

AMEMBASSY ANKARA

AMEMBASSY KUWAIT

AMEMBASSY DAMASCUS

AMEMBASSY AMMAN

AMEMBASSY RIYADH

USUN

INFO: IRAQ COLLECTIVE

CLASSIFIED BY AMB KENNEDY FOR REASONS 1.5 (B AND D)

(b)(1)

Issues w/ pipeline  
between Iraq/Turkey

OSD - SECDEF CABLE DISTRIBUTION:

SECDEF: ☒ DEPSEC: ☒ EXECSEC: ☒  
C&D: ☒ CCD: ☒ CABLE CH: ☐ FILE: ☐  
USDP: ☒ DIA: ☐ OTHER: ☒ CPA Recd X  
USDI: ☒ PER SEC: ☐ COMM: ☐

\*\*\* ~~CONFIDENTIAL~~ \*\*\*

CPA50429-03

FOIA 09-826 CPA 000010

\*\*\* ~~CONFIDENTIAL~~ \*\*\*  
\*\*\*\*\* This Message Has Been Altered \*\*\*\*\*

Page 2 of 3

(b)(1)



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Page 3 of 3

-THE CPA WILL ENCOURAGE SOMO TO IMPROVE COMMUNICATION WITH BOTAS IN ORDER TO STRENGTHEN THEIR RELATIONSHIP AND TO ADDRESS IMMEDIATE CONCERNS.

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END TEXT.

BREMER

0217  
//

BT

SECDEF V2

ACTION

(U)

1

INFO CHAIRS(\*) CHAIRS TESTBED(\*) CHAIRS DA(\*)  
SECDEF-C(1) SECDEF-C(\*) C3I-DASD-DCIO(\*)  
AUTODINC3I-DASD-SIO-IIA(\*) USDAT:STS(\*)  
ASD:PA-SMTP(\*) ESC-SMTP(\*)  
+HQ 497IG AMHS  
+JCP EMAIL CUSTOMER//CHAIRS//  
+USDP:ESC

TOTAL COPIES REQUIRED

1

#3272

NNNN

\*\*\* ~~CONFIDENTIAL~~ \*\*\*

~~CONFIDENTIAL//DB~~

From: Coalition Provisional Authority (DMS)  
Sent: 21:42:23 02/06/2004  
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C Precedence: 'DEPARTMENT OF RESOURCES AND ENERGY'  
C Precedence: Immediate  
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MSGID/GENADMIN/CPA HQ/0560//  
SUBJ/CPA HQ 0560 FORMER REGIME OIL SCANDAL AND BULGARIA//  
GENTEXT/REMARKS/CONFIDENTIAL  
PROG: 5 FEBRUARY 2004  
DRAFTER: MFA (b)(6)  
AUTHORIZED: (b)(6)  
CLEARED: (b)(6) RMCKEE, (b)(6)

FROM: HEADQUARTERS COALITION PROVISIONAL AUTHORITY  
TO: SECDEF WASHDC  
SECSTATE WASHDC  
NSC WASHDC  
EMBASSY SOFIA  
INFO: DEPARTMENT OF ENERGY

~~CONFIDENTIAL~~ HQ CPA 0560  
E.O.: 12958: 02/05/09  
TAGS: PREL, PGOV, ETTC, ENER, IZ  
SUBJECT: CPA HQ 0560: FORMER REGIME OIL SCANDAL AND BULGARIA

REFS: (A) SOFIA 228; (B) SOFIA 198

CLASSIFIED BY CPA EXECUTIVE SECRETARY (b)(6) FOR REASONS 1.5  
(B AND D)

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WE BELIEVE THAT ALLEGATIONS OF OIL BRIBES PAID BY SADDAM HUSSEIN

FOIA 09-826 CPA 000013

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END EXISTING CPA GUIDANCE.

BREMER

BT

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[LPB HAS SEC.]

040221-26

(b)(6)

**From:** Bent, Rodney (SES-4)  
**Sent:** Saturday, February 21, 2004 6:23 PM  
**To:** Executive Secretary  
**Cc:** (b)(6) Vogler, Gary, CIV, OSD-  
POLICY; McKee, Robert E. (SES)  
**Subject:** FW: OMB oil revenue forecast

Ambassador Bremer wanted the latest estimate of oil revenue. The attached table reflects up-dated export projections.

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

**From:** (b)(6)  
**Sent:** Saturday, February 21, 2004 5:47 PM  
**To:** (b)(6) Bent, Rodney (SES-4); (b)(6)  
**Cc:** (b)(6)  
**Subject:** RE: OMB oil revenue forecast

(b)(6)

Advisor, CPA-Ministry of Finance (S210)  
US Commercial: (b)(2)  
Cell: (b)(2)  
(b)(2)

2/21/2004

FOIA 09-826 CPA 000015

Min. Oil

#18

(b)(6)

From: (b)(6)  
 Sent: Thursday, February 12, 2004 9:59 AM  
 To: (b)(6)  
 Subject: FW: Deputy Ministers

(b)(6) please pass this to (b)(6). I can't find him in the directory.

(b)(6)

Executive Assistant, CPA Administrator  
 Head of CPA Executive Secretariat  
 -----Original Message-----

From: McKee, Robert E. (SES)  
 Sent: Thursday, February 12, 2004 9:56 AM  
 To: (b)(6); Kellogg Jr, Joseph (SES-6); Jones, Richard (AMB); (b)(6)  
 Subject: Deputy Ministers

All—

The following is probably blindingly obvious to each of you, but perhaps the information can be useful to you, at least anecdotally.

The subject is the issue of the Governing Council appointing six Deputy Oil Ministers in the last day or two. As I said in the morning staff meeting yesterday, I have two or three major problems with this action.

- The people themselves are patently unqualified and are apparently being placed in the Ministry for religious, political or personal reasons, all such influence we are trying to eliminate within the oil industry.
- It is incomprehensible why Deputy Ministers have to be named at all because there is nothing for them to do. Also, there is no rationale to naming people to fill an organization before the organizational structure is decided.
- The same people who nursed the industry all through Saddam's years and who brought it back to life after the liberation, as well as many trained professionals, are all systematically being pushed to the sidelines. This is just another step in that process. It appears that people with no religious or geographic identification will have no place in the structure.

Besides these major problems, there are other pieces of information that are relevant.

- People in the ministry have only heard of three of the six. Only one of six worked in the oil industry before.
- One nominee, (b)(6) worked as an economist for SOMO in the late '80s. He left in '91, never reached the level of supervisor and was considered "very poor" by people that knew him.
- Another, (b)(6) is a Kurd appointed earlier as an Advisor w/o portfolio to the Oil Ministry by GC Member Talibani. He has done nothing since that time.
- Sahib Qotub is currently the Upstream Advisor in the Ministry and has been appointed as the Senior Deputy Minister. He has been retired since the first Gulf War, when he ran Kuwait Petroleum Company for Saddam during the time Kuwait was occupied. He is considered weak.
- Although you have been consistent in saying that we in CPA cannot get involved in backing one person over another, the situation with Thamir Ghadbhan is unique in my mind. When there was no water, no lights, no police, no services, etc, it was Ghadbhan who stepped forward to achieve CPA's oil goals, unified the Oil Ministry and led them back to where they are now. Yesterday's action irritated and demotivated almost all of the current DGs, particularly on Thamir's behalf. They know that since he is being treated that way, their own efforts over the months have been minimized and that those efforts are not valued as much.

2/13/2004



as cronyism and religious leanings. I do not have any basis to defend Ghadbhan's character pre-liberation, but if people like Qotub were as close to Saddam as he apparently was, what basis is the GC using to select or eliminate candidates?

- I would question how much of this GC, and how many of the ministers, will be in a permanent government. Why would we let what could be a temporary body put in place something that guarantees connectivity to them and which is patently not even necessary at the present time?

I appreciate that you don't like to have problems presented without recommendations. I don't pretend to know how to solve this one, but all else being equal, we should veto yesterday's nominations and insist that the Minister of Oil restructure his ministry prior to the right people (based on merit) being placed in the resulting organization.

Rob

2/13/2004

**Johnson, Susan R. (SES)**

**From:** Johnson, Susan R. (SES)

**Sent:** [REDACTED]

**To:** (b)(6)

**Cc:** Executive Secretary

**S:** [REDACTED]

Got them – thanks much! No problem, we will use them for discussion tomorrow at our Hajj/Border mtg. Did I copy you on the meeting? SJ

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

**From:** (b)(6)

**Sent:** Wednesday, November 19, 2003 2:29 PM

**To:** Johnson, Susan R. (SES)

**Cc:** Executive Secretary

**Subject:** RE: Borders Working Group - Recap and Next Meeting!

Yes, we brought down to you, I think. If not, I will certainly will. Mention to (b)(6) please. The memos didn't come in until last night. My oversight if you didn't get them.

(b)(6)

Executive Assistant, CPA Administrator  
Head of CPA Executive Secretariat

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

**From:** Johnson, Susan R. (SES)

**Sent:** Wednesday, November 19, 2003 2:00 PM

**To:** (b)(6) Trent Darrell (SES-6); Willis Franklin K. (SES)

**Subject:** RE: Borders Working Group - Recap and Next Meeting!

(b)(6) - I need to have copies of these memos – I can't chair these things if the memo's we (which includes me) don't come to me. I will also ask MOT. Thanks Susan

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

**From:** (b)(6)

**Sent:** Monday, November 17, 2003 11:49 PM

**To:** Executive Secretary

**Cc:** Johnson, Susan R. (SES)

**Subject:** FW: Borders Working Group - Recap and Next Meeting!

Thanks Susan. Let me know if you need me to task anything out – the security assessment request went out formally. I gave them an extra day, as you will notice from the email.

E/S: Will one of the morning group of you get the list from Susan of the CPA Hajj Support Committee. We need it. Peter, please track the security assessment tasker during the day tomorrow..

(b)(6)

Executive Assistant, CPA Administrator  
Head of CPA Executive Secretariat

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

**From:** Johnson, Susan R. (SES)

**Sent:** Monday, November 17, 2003 11:24 PM

**To:** (b)(6)

(b)(6)

11/21/2003

FOIA 09-826 CPA 000018

(b)(6)

McKee, Robert E. (SES); (b)(6)

(b)(6)

**Subject: Borders Working Group - Recap and Next Meeting!**

All,

**To recap what we covered at our November 15 meeting:**

- **Bilateral Relations Papers.** The meeting noted that apart from CJTF7's contribution covering security, there had been no responses to (b)(6) note of 6 November asking for inputs for papers for each of Iraq's neighbours. MFA had been given sight of the skeleton paper and were keen to work up there own version for each country. It was agreed there would be another meeting of the drafting group on Wednesday 19 November, leading to a meeting with Ministry officials soon after Eid. **Action: addressees of previous 6 November memo (attached) to provide contributions by close of play 19 November.**
- **IGC Delegation to Syria, Turkey and Iran.** This had been postponed until Monday and may skip Syria. It was agreed that it would be useful to work up a short paper for each of the countries visited to set out Iraq's key points for each neighbor. **Action: Susan Johnson to ask each Ministry represented on the delegation to submit one or two key points that the Minister would wish to make in each country visited to (b)(6)**
- **Revision of Order 16.** Many comments had been offered and the order was almost ready for submission to Amb Bremer. It was agreed that there would be one final circulation of the draft. **Action: CPA MOI to circulate.** It was agreed that we would need a plan to explain the order to the IGC (for agreement) and to foreign governments. This would be helped if a short commentary on the main features of the order (and the key changes from the previous version) were drafted. **Action: CPA MOI and General Counsel (b)(6) to draft commentary.**
- **The Hajj.** There was more or less acceptance that numbers should/would be limited to around Iraq's previous quota (24,000) and certainly no more than 30,000. MFA Minister Zubari would speak to the GC President Talabani. It was now worth working up road and air travel transport plans on this basis.

**I propose that the CPA Hajj Support Committee meet on Thursday, Nov 20 at 1430 hours. Let me know if you cannot make it. With the exception of (b)(6) please consider yourselves all action addressees even if your name is on the cc line!**

**Please forward to any addressees that I have missed because we neglected to get an attendance list circulated and let me know. Thanks much!**

**Susan Johnson**

11/21/2003

(b)(6)

**From:** (b)(6)

**Sent:** Saturday, December 13, 2003 11:41 AM

**To:** (b)(6) Arsht, Leslye A. (SES); Evers, William M. (SES); (b)(6)  
 (b)(6) Seche, Stephen A. (SES); (b)(6) Haveman, James K; Aaresto, John T. (SES); (b)(6)  
 (b)(6) Casteel, Steven W. (SES-O6); (b)(6)  
 (b)(6) McKee, Robert E. (SES);  
 (b)(6)  
 (b)(6) Fatfat, Mounzer R. (SES)

**Subject:** INSPECTOR-GENERALS - informal draft paper

**Colleagues**

I had intended to distribute this morning the attached informal draft - which is, as it says, a 'working draft - for senior advisors only'. I suggest that you do not copy further.

As you know, Ambassador Bremer asked about strategies for an 'anti-corruption program (establishment of an Inspector General)' in his letter to all ministers dated November 27. He has received back a good deal of supportive comment from ministers and from senior advisors at their strategic planning interviews. Bremer thought that it would be a good idea to provide some further guidance to senior advisors. Robert Dawes has already given a couple of talks on the subject. Bremer asked me to circulate a note. He has in fact already seen this draft and has asked us to provide a template which would be forwarded to senior advisors for action in consultation with their ministers. We are now working on that.

Pending the issue of a formal paper, you may find it helpful to see the attached draft note. If there are any queries or comments that you would like to raise at this stage, please contact Robert or me.

(b)(6)

Office of Policy Planning and Analysis

(b)(2)

1/26/2004

(b)(6)

From: (b)(2),(b)(6)  
Sent: Thursday, November 13, 2003 6:10 PM  
To: (b)(6)  
Cc: (b)(6)  
Subject: RE: SUPPLEMENTAL BUDGET PROCUREMENT PLAN

A. Witness Protection

The witness protection program is designed to relocate witnesses in high profile terrorism and related cases. The funding for this program contemplates both relocation costs and security arrangements for cases brought before the central criminal court as well as crimes against humanities cases.

In order for the program to be properly executed advice will need to be obtained from the United States Marshal's Service which is responsible for the program in the United States and has provided technical assistance to other countries in establishing a witness protection program.

The funds needed for this program must be handled in such a manner as to both ensure accountability of funds as well as preserve the identity of the protected witness. Expert advice from the Marshal's Service is needed in determining the manner in which the funds should be handled. CPA will contact the Marshal's Service in order to make these arrangements.

B. Other Technical Means

This refers to the use of electronic recording devices and other technical measures to preserve evidence of criminal activity for use in court. This procurement process needs to be executed in close cooperation with the Ministry of Interior (MOI) and United States law Enforcement and other coalition agencies with the needed expertise. According, MOJ will contact those agencies and the MOI in order to determine the appropriate specifications needed to solicit bids from vendors for the equipment and to ensure that the equipment is used for law enforcement purposes.

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

From: (b)(2)  
Sent: Tuesday, November 11, 2003 1:46 PM  
To: (b)(2),(b)(6)  
Subject: FW: SUPPLEMENTAL BUDGET PROCUREMENT PLAN

Maybe one of these addresses will work.

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

From: (b)(6)  
Sent: Tuesday, November 11, 2003 9:36 PM  
To: (b)(2)  
Subject: FW: SUPPLEMENTAL BUDGET PROCUREMENT PLAN

Let me try this address as the other one did not go through.

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

From: (b)(6)  
Sent: Tuesday, November 11, 2003 9:22 PM  
To: (b)(2)  
Subject: SUPPLEMENTAL BUDGET PROCUREMENT PLAN

(b)(6)

Here are the materials we spoke of on the telephone. We need your input on the "Witness Protection Program" and the "Other Technical Investigative Methods" by 13 November so we can roll it into our response for the other items.

Thanks.

(b)(6)

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

From: Nash David (SES)

Sent: Tuesday, November 11, 2003 2:58 PM

To: Casteel, Steven W. (SES-06); (b)(6)

(b)(6) Wilkinson, Molly A. (SES); (b)(6)

(b)(6)

(b)(6)

McKee, Robert E. (SES); (b)(6)

Trent Darrell (SES-6); (b)(6)

Willis Franklin K. (SES); (b)(6)

(b)(6)

(b)(6) Arsht, Leslye A. (SES); Evers, Williamson M. (SES); Bent, Rodney G. (SES); (b)(6)

(b)(6) Vogler, Gary

Cc: (b)(6)

(b)(6)

(b)(6)

Crawford Darrell E.

(SES)

Subject:

The recent signing of the United States legislation Emergency Supplemental Appropriations for Defense and Reconstruction of Iraq by President Bush brings a much needed infusion of funds to our efforts in CPA. CPA must now deliver a financial plan to Congress to enable the apportionment of the funds. Here is the timeline for accomplishing that:

- \* 14 Nov - Produce procurement schedule and list of grants
- \* 20 Nov - Consolidated list of projects with first cut on who the execution agent will be
- \* 30 Nov - Submit draft plan to Bremer
- \* 10 Dec - Submit plan to OMB DC for apportionment and Congress for notification
- \* 1 Feb - Contract awards

IIRO needs your help to succeed. We must build a procurement and execution plan for both construction and non-construction dollars. This plan must provide descriptions and locations of projects to be performed, estimated costs, when each project is needed (when must it be completed, thus when must it start to meet that deadline), what must be procured and who should procure it, and when the procurement needs to occur. While we're preparing the plan we are authorized to obligate up to 20% of the total, so IIRO, in coordination with the ministries, must also establish priorities within each ministry and across CPA. Your input to the plan is critical to our success.

We have broken non-construction dollars into two categories: things that have to be procured and things that don't, like salaries, grants, etc. Attachment A is our best guess at the breakout of these dollars. The Baker/Stanley Team, supporting the IIRO, has been working with your representatives to determine the detailed requirements for the

construction dollars. I have tasked Darrell Crawford to help CPA OMB do the same thing for non-construction money. Attachment B is what they need from you to accomplish that.

Rodney Bent and I will be setting up a meeting soon to discuss with you our plans and our progress. Hopefully you will be able to join us as we move forward on this daunting but worthwhile task.

Thank you in advance for your cooperation and assistance. We look forward to working with you on this very worthwhile effort.

ATTACHMENTS:

A - Itemization of supplemental

B - Required information

Dave Nash

Director,

Iraq Infrastructure Reconstruction Office

(b)(2)



1/16/04 (b)(6) to email # Programming documents.  
Page 1 of 2  
Where is the attachment

(b)(6)

From: (b)(6)

Sent: Wednesday, December 24, 2003 3:45 PM

To: (b)(6)

Subject: FW: Way Ahead on Supplemental - How to get things for your Ministry

FYI

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

From: (b)(6)

Sent: Wednesday, December 24, 2003 3:33 PM

To: (b)(6) Agresto, John T. (SES); (b)(6) Arsht, Leslye A. (SES); Bartlett, Joseph T. (SES); (b)(6) Carpenter, Scott CIV Ministry of Governance; Casteel, Steven W. (SES-O6); (b)(6); Evers, Williamson M. (SES); (b)(6) Fleischer, Michael P. (SES); (b)(6)

(b)(6)

McKee, Robert E. (SES); (b)(6)

(b)(6)

(b)(6)

Trent Darrell (SES-6); (b)(6)

(b)(6)

Wethington, Olin L.

(SES); Willis Franklin K. (SES)

Cc: Smith Jr., William F. (SES); (b)(6)

(b)(6)

Subject: Way Ahead on Supplemental - How to get things for your Ministry

Greetings: Forgive the shotgun approach. A lot of principals are out of the country for Christmas leave and I need to start working the detailed requirements identification and definitization process required to prepare for the arrival of funds. So I'm sending it to a number of people in each office to ensure all who need to know (and help) get the word.

Several weeks ago, you and your staff(s) pulled together the overall program descriptions for the money about to be provided under the supplemental appropriation. This information was forwarded to PMO on [redacted] Sheets. Darrell Crawford compiled the data, built a spreadsheet and forwarded the package to OMB. Congress will receive this data, along with a report being built by OMB on 5 January. Assuming all goes well, we will receive notice to proceed within a week. The next step is to turn these plans into goods and services that contribute to meeting our objectives in Iraq. However, the necessary step towards this end is to turn the broad collection of plans and programs embodied in the PPA sheets into a series of procurement packages.

I've taken the data in Darrell's spreadsheets, along with data provided by POCs within the ministries to break down the projects into a series of requirements. This breakdown, along with the projected costs of each requirement is shown in the attached document "Rollup w lineitem detail". Ideally, the totality of these requirements would equal the total of the construction, non-construction procurement, and non-procurement items listed alongside the project code. Additionally, the sum of construction costs, urgent, and non-urgent requirements would also balance with the amounts on the project line. At this point, the requirements breakdown as I understand it does not capture all the requirements of each project. Additionally, I do not have complete visibility on which of these requirements are "urgent" and which are non-urgent. My task is to reconcile all these figures such that they add up to \$18.6B. To do this I need your help, and that of your project officers to capture the totality (requirement, cost, delivery (urgent, non-urgent)) of each project in the supplemental.

In any bureaucratic request for information, one should always be able to answer - "What's in it for me?" In this

1/15/2004



case, the answer is easy. PMO has overall program management responsibility for the supplemental. We are the intermediaries between your plans, the contracting agencies, and delivery of the goods and services required to implement your projects. Additionally, Admiral Nash has to be able to report to Ambassador Bremer, OSD, and the Congress on our plans and progress on how we're spending the taxpayer's money. In order to do this, I need this information.

Moving on to the Implementation phase, we need to turn these requirements into a series of packages that can be given to a contracting office who in turn will buy exactly what we tell them and send it on to Iraq. There's a lot of work that needs to be done to make sure what you want is what is delivered. ~~The overall process is outlined on the next document attached.~~

There are several activities that are necessary to move forward:

- a. Need to fully define the actual requirement. In many cases we'll need to coordinate contract action. We will need to develop sufficient data to allow contractors and suppliers to bid. If the procurement is highly technical, we'll need to identify a source of technical expertise to ensure that what we procure, is what you wanted.
- b. Establish key information required to properly manage the acquisition - For instance when do you need the item delivered. This includes identifying submittal information requirements. One category of submittals would be for the design information or catalog sheets needed from suppliers to allow a review prior to the item being fabricated or shipped.
- c. Develop a government estimate of expected delivered cost.
- d. All procurements using Supplemental funds are required to use "full and open competition". However, if there are reasons for requiring a particular source, we'll need to know that as well.
- e. We'll need to understand required delivery dates, as well as locations. In particular, our procurements need to tie in with overall project milestones.
- f. we'll receive a lot of scrutiny/auditing in this program. We'll need to understand the metrics of success, and to have a way of showing that the funds expended were utilized for the purpose originally described.

2. The ideal POC is someone who understands the original request, and will be available as a POC for the time it's expected to take to finish the acquisition process. Understanding we have rapid turnover of staff, we'll ask that you identify alternate POC's.

I and my vast staff (myself) are standing by to work this problem and answer questions.

Merry Christmas!

V/R

(b)(6) COL, USAF

CPA/PMO

(b)(2)

1/15/2004

**Johnson, Susan R. (SES)**

---

**From:** Johnson, Susan R. (SES)  
**Sent:** Wednesday, October 22, 2003 2:27 PM  
**To:** (b)(6)  
(b)(6) McKee, Robert E. (SES); Carpenter, Scott CIV Ministry of Governance  
**Cc:** (b)(6) Keefe, Daniel J. (O-7); (b)(6)  
(b)(6) Kennedy, Patrick Amb; Executive Secretary  
**Subject:** RE: BORDERS

Sorry – my computer is quicker than I and auto-sends before I can get a word in.

I spoke to Ambassador Bremer about establishing a **CPA Borders Working Group** and he strongly welcomed the idea.

Having a first meeting on Friday afternoon would work for me and I propose 2pm and invite feedback. Once we have agreed on a time, I will check on venue and which conference room might be available. At our first meeting we can decide on frequency of meetings and other procedural points.

The Borders Working Group would focus on issues such as the following:

1. Border/Port of Entry policy
2. Border Security issues
3. Border agreements or arrangements, formal and informal, with neighboring countries
4. An Iraq Visa regime

MFA is willing to chair the group unless one of the other participants really wants the job.

Participants would include **MOI, CJTF-7, MOT, Governance, MFA and possibly Oil and Migration and Refugees**. Suggestions as to participants and agenda items are welcome. I would like to develop a participants list and to that end am sending this message to Senior Advisors of the relevant ministries or entities on the list for further input.

Susan R. Johnson  
CPA Senior Advisor to the MFA  
(b)(2)

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

**From:** (b)(6)  
**Sent:** Wednesday, October 22, 2003 12:21 PM  
**To:** Johnson, Susan R. (SES)  
**Cc:** (b)(6) Keefe, Daniel J. (O-7)  
**Subject:** BORDERS

Susan,

We spoke about borders. Thank you for your initiative on the Borders working group. Both BG Keefe and (b)(6) should attend. BG Keefe's C5 team have identified a number of policy issues that require resolution. These have arisen from their work on border security. It might be helpful if we presented these to the WG. How about Thursday or Friday 23 or 24 Oct afternoon?

(b)(6)  
DCG(PH) CJTF-7

**Johnson, Susan R. (SES)**

**From:** Johnson, Susan R. (SES)  
**Sent:** Thursday, October 23, 2003 7:31 AM  
**To:** (b)(6)  
**Subject:** RE: BORDERS

Fantastic! Would love to have you! Susan

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

**From:** (b)(6)  
**Sent:** Thursday, October 23, 2003 7:26 AM  
**To:** McKee, Robert E. (SES); Johnson, Susan R. (SES); (b)(6)  
(b)(6) Carpenter, Scott CIV Ministry of Governance  
**Cc:** (b)(6) Keefe, Daniel J. (O-7); (b)(6)  
(b)(6) Executive Secretary  
**Subject:** RE: BORDERS

Susan, I will also try attend.

Before I was detailed to Treasury, I had accepted a job with Gov Perry of Texas to head the Texas border affairs policy office, and with Bremer, in counter-terrorism, had worked on the EU Schengen accord and the EU Trevi group. I have too many responsibilities with my current job to be an action officer, but I may be able to provide occasional input. If I am not able to attend, I will have a rep from the ExecSec there.

(b)(6)  
Executive Assistant, CPA Administrator  
Head of CPA Executive Secretariat

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

**From:** McKee, Robert E. (SES)  
**Sent:** Wednesday, October 22, 2003 4:59 PM  
**To:** Johnson, Susan R. (SES); (b)(6)  
(b)(6) Carpenter, Scott CIV Ministry of Governance  
**Cc:** (b)(6) Keefe, Daniel J. (O-7); (b)(6)  
(b)(6) Kennedy, Patrick Amb; Executive Secretary  
**Subject:** RE: BORDERS

Susan—I would like to participate from the Oil perspective, at least until we decide whether it is value-adding for me to continue to do so. Much of the so-called border issues we have are related to political decisions that have to be, or could be, made relative to imports (ie trade with all neighbors instead of just a few). However, good trade might then have favorable implications for border security etc. I'll look forward to attending the first meeting.

Rob McKee

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

**From:** Johnson, Susan R. (SES)  
**Sent:** Wednesday, October 22, 2003 2:27 PM  
**To:** (b)(6)  
McKee, Robert E. (SES); Carpenter, Scott CIV Ministry of Governance  
**Cc:** (b)(6) Keefe, Daniel J. (O-7); (b)(6)  
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**Subject:** RE: BORDERS

(b)(6)

(b)(6)

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Susan R. Johnson  
CPA Senior Advisor to the MFA  
(b)(2)

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

**From:** (b)(6)  
**Sent:** Wednesday, October 22, 2003 12:21 PM  
**To:** Johnson, Susan R. (SES)  
**Cc:** (b)(6); Keefe, Daniel J. (O-7)  
**Subject:** BORDERS

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(b)(6)  
DCG(PH) CJTF-7

**Johnson, Susan R. (SES)**

---

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**Sent:** Wednesday, October 22, 2003 2:27 PM  
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(b)(6) McKee, Robert E. (SES); Carpenter, Scott CIV Ministry of Governance  
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Susan R. Johnson  
CPA Senior Advisor to the MFA  
(b)(2)

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

**From:** (b)(6)  
**Sent:** Wednesday, October 22, 2003 12:21 PM  
**To:** Johnson, Susan R. (SES)  
**Cc:** (b)(6) Keefe, Daniel J. (O-7)  
**Subject:** BORDERS

Susan,

We spoke about borders. Thank you for your initiative on the Borders working group. Both BG Keefe and (b)(6) should attend. BG Keefe's C5 team have identified a number of policy issues that require resolution. These have arisen from their work on border security. It might be helpful if we presented these to the WG. How about Thursday or Friday 23 or 24 Oct afternoon?

(b)(6)  
DCG(PH) CJTF-7

**Johnson, Susan R. (SES)**

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**From:** Johnson, Susan R. (SES)  
**Sent:** Wednesday, October 22, 2003 6:29 PM  
**To:** McKee, Robert E. (SES)  
**Subject:** RE: BORDERS

Great - We will feel our way a bit at the beginning, but we need to gather people with something of a big picture view on this issue. I will let you know what time and place on Friday afternoon as soon as I get a few more responses.

Susan Johnson

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

**From:** McKee, Robert E. (SES)  
**Sent:** Wednesday, October 22, 2003 4:59 PM  
**To:** Johnson, Susan R. (SES); (b)(6)  
(b)(6) Carpenter, Scott CIV Ministry of Governance  
**Cc:** (b)(6) Keefe, Daniel J. (O-7); (b)(6)  
(b)(6) Kennedy, Patrick Amb; Executive Secretary  
**Subject:** RE: BORDERS

Susan—I would like to participate from the Oil perspective, at least until we decide whether it is value-adding for me to continue to do so. Much of the so-called border issues we have are related to political decisions that have to be, or could be, made relative to imports (ie trade with all neighbors instead of just a few). However, good trade might then have favorable implications for border security etc. I'll look forward to attending the first meeting.

Rob McKee

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

**From:** Johnson, Susan R. (SES)  
**Sent:** Wednesday, October 22, 2003 2:27 PM  
**To:** (b)(6); McKee, Robert E. (SES); Carpenter, Scott CIV Ministry of Governance  
**Cc:** (b)(6) Keefe, Daniel J. (O-7); (b)(6)  
(b)(6) Kennedy, Patrick Amb; Executive Secretary  
**Subject:** RE: BORDERS

Sorry -- my computer is quicker than I and auto-sends before I can get a word in.

I spoke to Ambassador Bremer about establishing a **CPA Borders Working Group** and he strongly welcomed the idea.

Having a first meeting on Friday afternoon would work for me and I propose 2pm and invite feedback. Once we have agreed on a time, I will check on venue and which conference room might be available. At our first meeting we can decide on frequency of meetings and other procedural points.

The Borders Working Group would focus on issues such as the following:

1. Border/Port of Entry policy
2. Border Security issues
3. Border agreements or arrangements, formal and informal, with neighboring countries
4. An Iraq Visa regime

MFA is willing to chair the group unless one of the other participants really wants the job.

Participants would include **MOI, CJTF-7, MOT, Governance, MFA and possibly Oil and Migration and Refugees**. Suggestions as to participants and agenda items are welcome. I

would like to develop a participants list and to that end am sending this message to Senior Advisors of the relevant ministries or entities on the list for further input.

Susan R. Johnson  
CPA Senior Advisor to the MFA  
(b)(2)

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

**From:** (b)(6)  
**Sent:** Wednesday, October 22, 2003 12:21 PM  
**To:** Johnson, Susan R. (SES)  
**Cc:** (b)(6) Keefe, Daniel J. (O-7)  
**Subject:** BORDERS

Susan,

We spoke about borders. Thank you for your initiative on the Borders working group. Both BG Keefe and (b)(6) should attend. BG Keefe's C5 team have identified a number of policy issues that require resolution. These have arisen from their work on border security. It might be helpful if we presented these to the WG.

How about Thursday or Friday 23 or 24 Oct afternoon?

(b)(6)  
DCG(PH) CJTF-7

(b)(6)

**From:** Runnels, Al (CFO, CPA, Iraq)  
**Sent:** Thursday, November 13, 2003 11:36 PM  
**To:** (b)(6)  
**Cc:** Kennedy, Patrick Amb; Bent, Rodney G. (SES); (b)(6)  
 (b)(2),(b)(6)  
 Gary; (b)(6) McKee, Robert E. (SES); Crear, Robert  
 (O-7)  
**Subject:** Economy Act Order - 125M - Oil Imports

All, Signed version of attached Economy Act Order will be scanned and emailed tomorrow. Al

Wes, We're putting \$900M in the Supp request for import of oil products. If we get that before we have to pay the invoices on this, I'll want to revise this order to reflect APF source of funding. Al

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

**From:** (b)(6)  
**Sent:** Friday, September 05, 2003 6:58 PM  
**To:** Runnels, Al (CFO, CPA, Iraq)  
**Cc:** (b)(2),(b)(6)  
 (b)(2),(b)(6)  
**Subject:** FW: Emergency Import of Diesel  
**Importance:** High

Al,

We have 20 million left for imports. That leaves us five days remaining. Additionally, KBR needs to close out contracts if they don't have the funds three days prior to running out of money. That means on Sunday KBR starts to cancel contracts. Additionally, (b)(6) email presents a complication. If we can get that Economy Order signed tonight so we can FAX to SWD, we all would appreciate it!

I stand ready to help in any way.

Regards,

(b)(6)

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

**From:** (b)(2),(b)(6)  
**Sent:** Friday, September 05, 2003 5:49 PM  
**To:** (b)(6)  
**Cc:** (b)(2),(b)(6)  
 (b)(6)  
**Subject:** RE: Emergency Import of Diesel  
**Importance:** High

The need is critical to get this in our hands today because GSA is going to be totally shutting down our operations this weekend - all power to our building will be off this weekend for repairs. So if we do not have it here today to load in our accounting system there will be a delay until Monday. Not sure the contractor will have enough funds to continue until then.

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

11/23/2003



**From:** (b)(2),(b)(6)  
**Sent:** Thursday, September 04, 2003 10:46 AM  
**To:** (b)(2),(b)(6)  
**Cc:** [REDACTED]  
**Subject:** RE: Emergency Import of Diesel

(b)(6)

Yes. The Ambassador signed the PRB request today for 245,000,000. We have the draft economy act order for Al Runnels to sign and he is ready to do it, but gone for the night. We will get it signed tomorrow.

Regards,

(b)(6)

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

**From:** (b)(2)  
**Sent:** Thursday, September 04, 2003 6:18 PM  
**To:** (b)(2),(b)(6)  
**Cc:** (b)(2),(b)(6)  
(b)(2),(b)(6)  
(b)(2) Vogler, Gary; Crear, Robert (O-7)  
**Subject:** RE: Emergency Import of Diesel

When can we expect to receive the Economy Act Order from CPA? KBR's e-mail indicated that on 2 Sep they had exceeded 90% of the funds currently available for imports.

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

**From:** (b)(2),(b)(6)  
**Sent:** Tuesday, September 02, 2003 10:32 PM  
**To:** (b)(2)  
**Cc:** (b)(2),(b)(6)  
(b)(2),(b)(6) Vogler, Gary; Crear, Robert (O-7)  
**Subject:** Emergency Import of Diesel

(b)(6)

Last night, as a result of a meeting with Gary Vogler and others, the decision was made to direct KBR to immediately commence with the emergency importation of Diesel full into the Musel area. Please direct them today to proceed according to the guidance below. Regarding funding, the PRB approved \$242,000,000 funding for imports on 1 September. An Economy Act Order is in process. Until this order is issued KBR is not authorized to exceed their current NTE amount.

KBR guidance...

KBR is directed to commence as soon as possible with the emergency importation of 2 million liters per day into the Mosul area for a period of 30 days. KBR is to follow-up this action within five calendar days of receipt of this letter. We understand that this may cause a temporary reduction in benzene imports of up to 1 million liters per day for a short period. Please provide daily status reports of the progress or executing this important emergency operation.

Thanks (b)(6)

(b)(6)

11/23/2003

Jon and Barbara,

I noted the last item on the list regarding detainees and it reminded me of the 3 Saudis. Any news on this front?

Thanks,

Susan Johnson

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

**From:** (b)(6)

**Sent:** Wednesday, December 03, 2003 10:49 PM

**To:** Carpenter, Scott CIV Ministry of Governance; McKee, Robert E. (SES); Johnson, Susan R. (SES); (b)(6) Vogler, Gary; (b)(6)

(b)(6)

**Cc:** Jones, Richard H. (AMB)

**Subject:** ESG SVTC Follow-up questions and information requests

**Importance:** High

All:

During tonight's interagency ESG SVTC (b)(6) asked me to try and provide CPA responses to the following questions and give them feedback at tomorrow's (Thursday 4 Dec) SVTC at 1900 hrs.

1. US-UN Cable # 3005 DTG 022326Z Dec 03 \*\* (Has to do with a UN meeting ref transition review)
  - Is CPA aware of the cable?
  - What are CPA's thoughts on the IGC members participating in a UN meeting to review the transition process? **Governance**, w/ comments by **AMB Jones** as desired.

2. US-Kuwait Cable 5454 DTG 030907Z Dec 03 \*\* (Outlines Kuwait's oil imports offer and request for specific information from Iraq)
  - What is CPA's response to Kuwait's Oil import offer? **Min Oil**

\*\* I checked with Front Office/Cable room tonight, neither cable has been received by CPA yet.

3. What high ranking Iraqis out of Iraq participants will attend the Iraq orchestra event in DC; such as a Minister of Culture level would? Apparently Dr Rice has discussed this with AMB Bremer and wanted to know what his thoughts are. **AMB Jones**
4. State department asked if CPA wants them to weigh in (State to State) with Damascus, Syria regarding their supposed intent to increase tariffs on commerce between two states. **Min Foreign Affairs; Min of Commerce.**
5. State relayed that Chinese embassy has contacted them expressing the desire to reopen their embassy. What is CPA's view on this? **Min Foreign Affairs**

12/4/2003

6. Additionally, in regards to Detainee status in Iraq, (b)(6) wants to get some insights on how we go about notifying family members of the individuals we detain during operations or other incidents. The idea, are we doing anything to let them know the individual is in our control, etc.? It relates to how we do things as compared to the last regime's methods.  
CJTF-7; MOI.

Appreciate all help to get a response back to the interagency group during this Thurs' SVTC.

Thanks  
NB

12/4/2003

**Gallinetti, Jon A. (O-8)**

**From:** Johnson, Susan R. (SES)  
**Sent:** Wednesday, December 03, 2003 11:03 PM  
**To:** Gallinetti, Jon A. (O-8); Fast, Barbara G. BG CJTF7-C2  
**Cc:** (b)(6)  
**Subject:** FW: ESG SVTC Follow-up questions and information requests  
**Importance:** High

Jon and Barbara,

I noted the last item on the list regarding detainees and it reminded me of the 3 Saudis. Any news on this front?

Thanks,

Susan Johnson

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

**From:** (b)(6)  
**Sent:** Wednesday, December 03, 2003 10:49 PM  
**To:** Carpenter, Scott CIV Ministry of Governance; McKee, Robert E. (SES); Johnson, Susan R. (SES); (b)(6)  
 (b)(6) Vogler, Gary; (b)(6)  
 (b)(6)  
**Cc:** Jones, Richard H. (AMB)  
**Subject:** ESG SVTC Follow-up questions and information requests  
**Importance:** High

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\*\* I checked with Front Office/Cable room tonight, neither cable has been received by CPA yet.

3. What high ranking Iraqis out of Iraq participants will attend the Iraq orchestra event in DC; such as a Minister of Culture level would? Apparently Dr Rice has discussed this with AMB Bremer and wanted to know what his thoughts are. **AMB Jones**

12/4/2003

**Johnson, Susan R. (SES)**

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**From:** (b)(6)  
**Sent:** Sunday, December 07, 2003 9:05 AM  
**To:** Johnson, Susan R. (SES); Gallinetti, Jon A. (O-8); Fast, Barbara G. BG CJTF7-C2  
**Cc:** (b)(6)  
**Subject:** RE: ESG SVTC Follow-up questions and information requests

Thank you ma'm.

Was informed by Saudi USEMB Pol Mil officer last night that MOI only received general intelligence info to Saudi...nothing about status of the three Saudis...I would be happy to pass along whatever information we have to them so the Saudi Hospital Commander can complete his mission of accounting for his men.

If I was sure we really knew where these men were, I'd be happy to go see them, pass along information that they're OK, and what our next move is.

(b)(6) USA, Chief Operations  
 Coalition Provisional Authority - MOH  
 (b)(2)

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

**From:** Johnson, Susan R. (SES)  
**Sent:** Saturday, December 06, 2003 8:36 PM  
**To:** (b)(6) Gallinetti, Jon A. (O-8); Fast, Barbara G. BG CJTF7-C2  
**Cc:** (b)(6)  
**Subject:** RE: ESG SVTC Follow-up questions and information requests

(b)(6) per our conversation - I am told that contact was made and information passed to Saudi MOI. Of course we need to sensitize people about the need to give some basic info to people within CPA that need to know and take some action.

Using military speak - perhaps an After Action Review would be in order so that we don't collectively have to go through all this next time around. For example, I am told that in fact these fellows are being held at Abu Gharib. This was the information that I first was able to obtain but which was subsequently denied.

Susan Johnson

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

**From:** (b)(6)  
**Sent:** Saturday, December 06, 2003 7:51 PM  
**To:** Johnson, Susan R. (SES); Gallinetti, Jon A. (O-8); Fast, Barbara G. BG CJTF7-C2  
**Cc:** (b)(6)  
**Subject:** RE: ESG SVTC Follow-up questions and information requests

Saudi Field Hospital commanding officer redeployed Friday morning as scheduled, 0600 hrs. and is back in Saudi Arabia, confirmed by USEMB desk officer.

12/7/2003

I failed on last day meeting with him prior to his redeployment to provide him with any information on whereabouts of his three men.

He wasn't very happy, felt he shouldn't leave Iraq without his men, couldn't answer questions from their family members, etc.

(b)(6) USA, Chief Operations  
Coalition Provisional Authority - MOH  
(b)(2)

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

**From:** Johnson, Susan R. (SES)  
**Sent:** Friday, December 05, 2003 8:58 PM  
**To:** Gallinetti, Jon A. (O-8); Fast, Barbara G. BG CJTF7-C2  
**Cc:** (b)(6)  
(b)(6)  
**Subject:** RE: ESG SVTC Follow-up questions and information requests

Actually I have not talked with the Saudi Commanding officer. (b)(6) brought in two reps who pleaded with us to help them locate their friends. MOH deals with the Saudi Field Hospital and probably (b)(6) is the real interlocutor, subject to his confirmation. However, I am told that it may be that other agency has informed the Saudi Ministry of Interior and if this is confirmed tomorrow, we can pass this to the Saudis here and let them sort it out with their own MOI....

We ought to find a better way of figuring out how to get information out or ourselves to save everyone a lot of trouble.....

Cheers, Susan

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

**From:** Gallinetti, Jon A. (O-8)  
**Sent:** Friday, December 05, 2003 8:49 PM  
**To:** Johnson, Susan R. (SES); Fast, Barbara G. BG CJTF7-C2  
**Cc:** (b)(6)  
(b)(6)  
**Subject:** RE: ESG SVTC Follow-up questions and information requests

Susan,

In regards to the Saudi Commanding Officer at the Field Hospital, I believe that should be a CPA decision since he has initiated discussions with you. I will go back and research this latest bit of information...and then we can provide what info we receive to the Commander via our reps through CPA.

Thanks.  
JAG.

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

**From:** Johnson, Susan R. (SES)  
**Sent:** Friday, December 05, 2003 6:04 PM  
**To:** Gallinetti, Jon A. (O-8); Fast, Barbara G. BG CJTF7-C2  
**Cc:** (b)(6)  
(b)(6)

12/7/2003

**Subject:** RE: ESG SVTC Follow-up questions and information requests

General G – My OGA folk have promised me the tag numbers but say that they do not detain physically – the military does and has physical custody now. They tend to agree with me that deportation to Saudi Arabia would make sense. They are likely to get harsher treatment there.

Who decides what we can say to the Saudi Commanding Officer of the Field Hospital?

Thanks,

Susan

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

**From:** Gallinetti, Jon A. (O-8)

**Sent:** Friday, December 05, 2003 3:19 PM

**To:** Johnson, Susan R. (SES); Fast, Barbara G. BG CJTF7-C2

**Cc:** (b)(6)

**Subject:** RE: ESG SVTC Follow-up questions and information requests

Susan,

Wanted to confirm that you received the information on the Saudis. OGA has had them the entire time...that's why we could not find them in our systems. This should close out our involvement on the subject.

v/r,

Jon

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

**From:** Johnson, Susan R. (SES)

**Sent:** Wednesday, December 03, 2003 11:03 PM

**To:** Gallinetti, Jon A. (O-8); Fast, Barbara G. BG CJTF7-C2

**Cc:** (b)(6)

**Subject:** FW: ESG SVTC Follow-up questions and information requests

**Importance:** High

Jon and Barbara,

I noted the last item on the list regarding detainees and it reminded me of the 3 Saudis. Any news on this front?

Thanks,

Susan Johnson

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

**From:** (b)(6)

**Sent:** Wednesday, December 03, 2003 10:49 PM

**To:** Carpenter, Scott CIV Ministry of Governance; McKee, Robert E. (SES); Johnson, Susan R. (SES); (b)(6)

(b)(6) Vogler, Gary; (b)(6)

12/7/2003

(GBR); (b)(6)

**Cc:** Jones, Richard H. (AMB)

**Subject:** ESG SVTC Follow-up questions and information requests

**Importance:** High

**Ali:**

During tonight's interagency ESG SVTC (b)(6) asked me to try and provide CPA responses to the following questions and give them feedback at tomorrow's (Thursday 4 Dec) SVTC at 1900 hrs.

1. US-UN Cable # 3005 DTG 022326Z Dec 03 \*\* (Has to do with a UN meeting ref transition review)
  - Is CPA aware of the cable?
  - What are CPA's thoughts on the IGC members participating in a UN meeting to review the transition process? **Governance**, w/ comments by **AMB Jones** as desired.
  
2. US-Kuwait Cable 5454 DTG 030907Z Dec 03 \*\* (Outlines Kuwait's oil imports offer and request for specific information from Iraq)
  - What is CPA's response to Kuwaiti's Oil import offer? **Min Oil**
  
- \*\* I checked with Front Office/Cable room tonight, neither cable has been received by CPA yet.*
  
3. What high ranking Iraqis out of Iraq participants will attend the Iraq orchestra event in DC; such as a Minister of Culture level would? Apparently Dr Rice has discussed this with **AMB Bremer** and wanted to know what his thoughts are. **AMB Jones**
  
4. State department asked if CPA wants them to weigh in (State to State) with Damascus, Syria regarding their supposed intent to increase tariffs on commerce between two states. **Min Foreign Affairs; Min of Commerce.**
  
5. State relayed that Chinese embassy has contacted them expressing the desire to reopen their embassy. What is CPA's view on this? **Min Foreign Affairs**
  
6. Additionally, in regards to Detainee status in Iraq, Mr Miller wants to get some insights on how we go about notifying family members of the individuals we detain during

12/7/2003



operations or other incidents. The idea, are we doing anything to let them know the individual is in our control, etc.? It relates to how we do things as compared to the last regime's methods. CJTF-7; MOI.

Appreciate all help to get a response back to the interagency group during this Thurs' SVTC.

Thanks  
(b)(6)

12/7/2003

*6 Saudi detainees***Johnson, Susan R. (SES)**

**From:** Johnson, Susan R. (SES)  
**Sent:** Thursday, December 04, 2003 9:09 AM  
**To:** (b)(6)  
**Cc:** [REDACTED]  
**Subject:** RE: ESG SVTC Follow-up questions and information requests

I will keep doing what I can. I just received a copy of a memo from (b)(6) to the Chief of Staff of CJTF-7 that says that they have been unable to locate any record of detention for these individuals and are now asking the Iraqi Police to look. This information is not consistent with earlier information that I was given that we did have them and that they were security detainees, so I could not be told any more. I would be glad to give you a copy of the memo.

I will give you a set of all the previous e mail I have on the subject if that might be useful for your files or background.

I will also forward the issue to Amb Jones.

Susan Johnson  
Coalition Provisional Authority  
Senior Advisor to the Ministry of Foreign Affairs

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

**From:** (b)(6)  
**Sent:** Thursday, December 04, 2003 8:06 AM  
**To:** Johnson, Susan R. (SES)  
**Subject:** RE: ESG SVTC Follow-up questions and information requests

Ma'm, you're the only one asking/following up on the Saudi issue. Thank you very much.

I have to go out there again today with nothing to tell them as we try to push them out of Iraq.

It's so frustrating. (b)(6) asking what we're doing different than last regime re apprehension and detention...good questions...CPA can't even find out!

(b)(6) USA, Chief Operations  
Coalition Provisional Authority - MOH

(b)(2)  
[REDACTED]

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

**From:** Johnson, Susan R. (SES)  
**Sent:** Wednesday, December 03, 2003 11:03 PM  
**To:** Gallinetti, Jon A. (O-8); Fast, Barbara G. BG CJTF7-C2  
**Cc:** (b)(6)  
**Subject:** FW: ESG SVTC Follow-up questions and information requests  
**Importance:** High

12/4/2003

FOIA 09-826 CPA 000042

Jon and Barbara,

I noted the last item on the list regarding detainees and it reminded me of the 3 Saudis. Any news on this front?

Thanks,

Susan Johnson

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**From:** (b)(6)

**Sent:** Wednesday, December 03, 2003 10:49 PM

**To:** Carpenter, Scott CIV Ministry of Governance; McKee, Robert E. (SES); Johnson, Susan R. (SES); (b)(6) Vogler, Gary; (b)(6)

(b)(6)

**Cc:** Jones, Richard H. (AMB)

**Subject:** ESG SVTC Follow-up questions and information requests

**Importance:** High

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5. State relayed that Chinese embassy has contacted them expressing the desire to reopen their embassy. What is CPA's view on this? **Min Foreign Affairs**

12/4/2003

FOIA 09-826 CPA 000043

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Appreciate all help to get a response back to the interagency group during this Thurs' SVTC.

Thanks  
(b)(6)

12/4/2003

**Gallinetti, Jon A. (O-8)**

**From:** Johnson, Susan R. (SES)  
**Sent:** Wednesday, December 03, 2003 11:03 PM  
**To:** Gallinetti, Jon A. (O-8); Fast, Barbara G. BG CJTF7-C2  
**Cc:** (b)(6)  
**Subject:** FW: ESG SVTC Follow-up questions and information requests  
**Importance:** High

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I noted the last item on the list regarding detainees and it reminded me of the 3 Saudis. Any news on this front?

Thanks,

Susan Johnson

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**From:** (b)(6)  
**Sent:** Wednesday, December 03, 2003 10:49 PM  
**To:** Carpenter, Scott CIV Ministry of Governance; McKee, Robert E. (SES); Johnson, Susan R. (SES); (b)(6)  
 (b)(6); Vogler, Gary; (b)(6)  
 (b)(6)  
**Cc:** Jones, Richard H. (AMB)  
**Subject:** ESG SVTC Follow-up questions and information requests  
**Importance:** High

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12/4/2003

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Appreciate all help to get a response back to the interagency group during this Thurs' SVTC.

Thanks

(b)(6)

12/4/2003

(b)(6) (OTHER)

**From:** (b)(6)  
**Sent:** Friday, January 30, 2004 8:48 PM  
**To:** (b)(6)  
**Cc:** (b)(6) (OTHER)  
**Subject:** RE: plan for restructuring of oil company

(b)(6) is now leading on this in OPPA so he can let you know where Rob is in the morning and we can take it from there. Hold off until then

(b)(6)  
 Office of Policy Planning & Analysis  
 Coalition Provisional Authority - Baghdad

(b)(2)

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

**From:** (b)(2), (b)(6)  
**Sent:** Friday, January 30, 2004 7:49 PM  
**To:** (b)(6)  
**Subject:** RE: plan for restructuring of oil company

I just had a long talk with (b)(6) who does Global Oil Markets at Treasury. He felt CPA was biting off more than it (or I) could chew. I have encountered a real distrust of CPA capabilities here, but was a little taken aback that Austin was so negative about looking at the problem. He argued that one needs 200 consultants from McKinsey, otherwise you can't do anything. I noted that Rob McKee has done this stuff before at Conoco. I explained we were just putting together a scope or work of what needs to be done at which point he was more supportive. The upshot, however, that no one is looking at the problem in Washington. He gave me the name of (b)(6) at the the Department of Energy and (b)(6) at the NSC. If you would, let me know if you want me to spend some time on this and I will write up another scope of work. I will emphasize explaining what other countries have done (establishing best practice) so that my piece could be used by Iraqis as well as CPA without raising hackles. There is a good piece on the World Bank website on best practice liberalization of the oil industry that I could draw on as well as my East European expertise.

All the best,

(b)(6)

*Fuel Liberalization  
 Piece add-on*

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

**From:** (b)(2), (b)(6)  
**Sent:** Friday, January 30, 2004 10:18 AM  
**To:** (b)(6)  
**Cc:** (b)(6) (OTHER)  
**Subject:** RE: plan for restructuring of oil company

(b)(6) - good if you can help (b)(6) and McKee on this. Not sure how extensive a piece of work is needed but (b)(6) will meet McKee in the morning to work this through.

(b)(6)

*McKee*  
 1. Jones Project  
 2. COO Brief  
 3. Plan update  
 4. 2004/7 Data

1/30/2004

Office of Policy Planning & Analysis  
Coalition Provisional Authority - Baghdad

(b)(2)

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

**From:** (b)(2),(b)(6)

**Sent:** Friday, January 30, 2004 5:49 PM

**To:** (b)(6)

**Subject:** RE: plan for restructuring of oil company

(b)(6)

I would like to work on the issue very much. I like Rob McKee and would enjoy working with him. I have actually written a number of analyses of the commercialization of oil and gas companies in Eastern Europe (Bulgaria, Hungary, Slovakia, Poland, and looked at some Russian companies). I think the major problem may be coordination and information. I have some knowledge about the current organization of the Iraqi industry, but could use a lot more, especially regarding field location and capacity, pipeline location and capacity (crude and product), refinery location and capacity, terminal location and capacity, the filling station network and the current organizational and financial structure. I know a major problem is the time it takes CPA staff to collect and send information: when one is there, many times it seems like it would be easier to do the whole thing oneself. But I could definitely describe what other countries have done.

Ask Rob if he would be interested in having me work on it and also whether this information is easily available? I have a call in to (b)(6) who does Global Oil Markets at Treasury to find out what information is currently here.

On another matter, I will be briefing Brigadier General Rice and his group at CPA West the plan, planning and economic policy. I am currently working through (b)(6) at State to contact the NSC staff. I will call John Simon again after Tuesday. I think I will learn quite a bit about the state of knowledge by briefing Rice, which will help make the NSC contact more productive.

Yesterday I went to the World Bank press conference on the Trust Fund. The amounts flowing through the Fund are likely to be small: The biggest donation committed to date is from the U.S. for \$10 million. They did mention economic policies like raising fuel prices, but in a very cautious way. I will e-mail (b)(6) today to try to establish contacts with people there.

All the best,

(b)(6)

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

**From:** (b)(2),(b)(6)

**Sent:** Friday, January 30, 2004 3:37 AM

**To:** (b)(6)

**Subject:** FW: plan for restructuring of oil company

Any thoughts?

(b)(6)

Office of Policy Planning & Analysis  
Coalition Provisional Authority - Baghdad

1/30/2004



(b)(2)

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

**From:** (b)(6)

**Sent:** Friday, January 30, 2004 11:31 AM

**To:** (b)(6)

**Subject:** plan for restructuring of oil company

(b)(6)

Rob McKee may have already contacted you on this. Amb Jones would like your shop to assist Rob McKee and the oil team on a draft restructuring proposal for the state oil industry. Together they drafted a structure and Rob or I can provide you with a sketch. He would like Private Sector Development also looped in on this as he believes that fuel price liberalization can be linked.

I would talk to Rob, prepare a plan and then together get on Jones' calendar.

Thanks.

(b)(6)

1/30/2004

040221-34 *[Signature]*

(b)(6)

From: (b)(6)

Sent: Saturday, February 21, 2004 8:26 PM

LPS HAS BEEN

To: Executive Secretary

Cc: (b)(6)

Bearpark, Andy (OTHER): Bent,

Rodney (SES-4) (b)(6)

Casteel, Steven (SES-6) (b)(6)

(b)(6)

(b)(6)

Lucke, Lewis; McKee, Robert E. (SES) (b)(6)

(b)(6)

Nash, David (SES):

(b)(6)

Sudnick, Daniel (SES-6) (b)(6)

(b)(6)

(b)(6)

Lt. Gen.

Jeff Oster; (b)(6)

(b)(6)

Subject: COO Perstat and absence info

## FOR THE ADMINISTRATOR

Agency	AUTH	Assigned	Assigned %	Attached	Present for Duty	PFD %
COO	11	9	82%	1	10	91%
CMATT	259	161	62%	10	155	60%
USAID	121	102	84%	25	85	70%
PMO	110	49	45%	40	87	79%
Interior	79	68	86%	13	81	103%
OMB	55	21	38%	0	19	35%
Infrastructure	21	15	71%	9	23	110%
Water	12	9	75%	1	5	42%
Oil	10	10	100%	0	10	100%
COMMS	33	13	39%	2	14	42%
Housing	16	11	69%	1	11	69%
Electric	32	14	44%	8	22	69%
Public Works	5	5	100%	0	5	100%
Transportation	64	24	38%	0	21	33%
<b>TOTAL</b>	<b>828</b>	<b>511</b>	<b>62%</b>	<b>110</b>	<b>548</b>	<b>66%</b>

## COO Sr. Advisors Out of Country

Name	Ministry	Acting Sr Advisor	Estimated Rtn Date
Amb Darrel Trent	Min of Transportation	(b)(6)	26 Feb 04
Amb Andy Bearpark	Min of Infrastructure		3 Mar 04
Michael Mutters	Public Works		15 Mar 04
Daniel Sudnick	Min Of Comms		16 Mar 04

2/21/2004

FOIA 09-826 CPA 000050

① Amman - while he Page 1 of 2  
Tung  
② Dimer Conference - need project  
descriptions

**Krawczel, Timothy 0-5 LNO**

**From:** (b)(2),(b)(6)  
**Sent:** 02 مارس ٢٠٠٤ ٠٥:٢٣ ص  
**To:** Krawczel, Timothy 0-5 LNO  
**Subject:** RE: funding for Iraqi participation in Beirut meeting

Col. Krawczel:

Glad to see you're on the ground safe.

The other matter of importance is to ensure coordination with the World Bank regarding the training course in Amman. I'm told the course will be offered from March 27-31 at the Intercontinental Hotel. I will be flying in to attend the course as an observer. I will also use the opportunity to meet and get to know the Iraqi scientists.

As to the upcoming donor conference in Rome March 19-21, both EPA and State Dept. are eagerly awaiting to receive detailed project proposals sometime this week.

Please feel free to call me at (b)(2) with any questions.

Thank you for your service.

(b)(6)  
U.S. EPA

-----"Krawczel, Timothy 0-5 LNO" (b)(2) wrote: -----

**To:** (b)(2),(b)(6)  
**From:** "Krawczel, Timothy 0-5 LNO" (b)(2)  
**Date:** 03/01/2004 05:14PM  
**Subject:** RE: funding for Iraqi participation in Beirut meeting

(b)(6)  
I am in Baghdad.  
We will start working on this.  
Tim

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

**From:** (b)(2),(b)(6)  
**Sent:** 25 YENCIN, 2004 07:24 a  
**To:** (b)(6)  
**Cc:** (b)(2),(b)(6)  
Krawczel, Timothy 0-5 LNO; McKee, Robert E. (SES); Vogler, Gary; (b)(6)  
(b)(6)  
**Subject:** funding for Iraqi participation in Beirut meeting

(b)(6)  
We have secured funding on this end for the conf. in Beirut. Please have the MoEN coordinate with (b)(6) of the UN on travel logistics (contact info below). We're still awaiting on word from the Oil Ministry to see if they have decided to send representatives to the conf.

02/03/2004

**Bent, Rodney G. (SES)**

**From:** (b)(6)  
**Sent:** Friday, October 31, 2003 8:51 PM  
**To:** (b)(6) Runnels, Al (CFO, CPA, Iraq)  
**Cc:** Vogler, Gary; (b)(6) McKee, Robert E. (SES); (b)(6) Bent, Rodney G. (SES); (b)(6)  
**Subject:** RE: Task from Bremer - KBR Gas Purchase Contract

Thanks. This looks like a complete answer that I can take in tomorrow am. He has left for the evening.

(b)(6)

Executive Assistant, CPA Administrator  
 Head of CPA Executive Secretariat

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

**From:** (b)(6)  
**Sent:** Friday, October 31, 2003 7:08 PM  
**To:** Runnels, Al (CFO, CPA, Iraq); (b)(6)  
**Cc:** Vogler, Gary; (b)(6) McKee, Robert E. (SES); (b)(6) Bent, Rodney G. (SES); (b)(6)  
**Subject:** RE: Task from Bremer - KBR Gas Purchase Contract

Al:

Your answer to the first question is exactly right. You said it in so many words, but the reason we have not entered into contracts longer than 30 days previously has been because we did not have funding for more than 30 days. We cannot contract for goods or services for which we do not have funds.

How much money can be saved by longer contracts is not exactly known. Suppliers tell us that there can be substantial savings if we sign contracts for 4 months or more. Numbers thrown around have been on the order of 20-25%, but until we actually obtain bids and sign a contract we cannot be certain.

We are currently exploring the possibility of turning the fuel import mission over to the DLA's Defense Energy Support Center. **That information is close hold - KBR has not been informed of this situation.**

(b)(6)

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

**From:** Runnels, Al (CFO, CPA, Iraq)  
**Sent:** Friday, October 31, 2003 4:52 PM  
**To:** (b)(6)  
**Cc:** Vogler, Gary; (b)(6) McKee, Robert E. (SES); (b)(6) Bent, Rodney G. (SES)  
**Subject:** RE: Task from Bremer - KBR Gas Purchase Contract

(b)(6) We can go to a longer term contract and that will be done in order to use the supp funds "full and open." PRB voted to only do it 30 days at a time, given the current contract is with KBR. Al

10/31/2003

(b)(6) Can you guys answer question b? Also, tell me how we plan to execute the supplemental funding for oil imports, since we can't use it against a currently existing contract. Al

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

From: (b)(6)

Sent: Friday, October 31, 2003 8:13 AM

To: Runnels, Al (CFO, CPA, Iraq); McKee, Robert E. (SES); (b)(6)

Cc: Vogler, Gary; (b)(6)

Subject: Task from Bremer - KBR Gas Purchase Contract

Importance: High

See whomever handles the *KBR Gas Purchase Contract* that answers the following questions:

- a. Why can we not go to a longer term contract, beyond the current 30-day contract for gas purchases?
- b. If we could do this, how much would it save?

Please acknowledge receipt and identify POC. Please let me know when you think you will have the answer ready?

Thank you.

(b)(6)

Executive Assistant, CPA Administrator  
Head of CPA Executive Secretariat

10/31/2003

FOIA 09-826 CPA 000053

(b)(6)

**From:** Runnels, Al (CFO, CPA, Iraq)**Sent:** Saturday, November 01, 2003 8:53 AM**To:** (b)(6)**Cc:** Vogler, Gary; (b)(6) McKee, Robert E. (SES); (b)(6) Bent, Rodney G. (SES); (b)(6)**Subject:** Task from Bremer - KBR Gas Purchase Contract

Thx (b)(6) Will keep DESC possibility action close hold. Al

(b)(6) Answers from me and TF RIO follow re **KBR Gas Purchase Contract**. BG Bob Crear concurred this AM. Al

- a. Why can we not go to a longer term contract, beyond the current 30-day contract for gas purchases?

Answer: We can, but of course, not against current KBR contract, given "full and open competition" verbiage in the supp Conf Rpt. The PRB limited funding approvals to 30 days requirement because of (1) \$ magnitude of the requirement and pressures, considering other requirements on cash flow, (2) concern of coalition partners on the PRB about additional funding going to KBR, and (3) potential for funding of future purchases with appropriated funds.

- b. If we could do this, how much would it save?

Answer: Suppliers tell us there can be substantial savings if we sign contracts for 4 months or more. Numbers thrown around have been on the order of 20-25%, but until we actually obtain bids and sign a contract we cannot be certain TF RIO is exploring the possibility of turning the fuel import mission over to Defense Logistics Agency's Defense Energy Support Center (DESC). KEEP CLOSE HOLD -- KBR has not been informed of this situation. Lastly, RIO advised me KBR has developed a significant and effective control system to help safeguard distribution of oil imports. RIO is concerned about whether DESC and a new contractor will be able to quickly and effectively establish the necessary control system.

Al

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

**From:** (b)(6)**Sent:** Friday, October 31, 2003 7:08 PM**To:** Runnels, Al (CFO, CPA, Iraq); (b)(6)**Cc:** Vogler, Gary; (b)(6) McKee, Robert E. (SES); (b)(6) Bent, Rodney G. (SES); (b)(6)

11/1/2003

FOIA 09-826 CPA 000054

**Subject:** RE: Task from Bremer - KBR Gas Purchase Contract

AI:

Your answer to the first question is exactly right. You said it in so many words, but the reason we have not entered into contracts longer than 30 days previously has been because we did not have funding for more than 30 days. We cannot contract for goods or services for which we do not have funds.

How much money can be saved by longer contracts is not exactly known. Suppliers tell us that there can be substantial savings if we sign contracts for 4 months or more. Numbers thrown around have been on the order of 20-25%, but until we actually obtain bids and sign a contract we cannot be certain.

We are currently exploring the possibility of turning the fuel import mission over to the DLA's Defense Energy Support Center. **That information is close hold – KBR has not been informed of this situation.**

(b)(6)

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

**From:** Runnels, AI (CFO, CPA, Iraq)

**Sent:** Friday, October 31, 2003 4:52 PM

**To:** (b)(6)

**Cc:** Vogler, Gary; (b)(6) McKee, Robert E. (SES); (b)(6) Bent, Rodney G. (SES)

**Subject:** RE: Task from Bremer - KBR Gas Purchase Contract

(b)(6) We can go to a longer term contract and that will be done in order to use the supp funds "full and open." PRB voted to only do it 30 days at a time, given the current contract is with KBR.  
AI

(b)(6) Can you guys answer question b? Also, tell me how we plan to execute the supplemental funding for oil imports, since we can't use it against a currently existing contract.  
AI

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

**From:** (b)(6)

**Sent:** Friday, October 31, 2003 8:13 AM

**To:** Runnels, AI (CFO, CPA, Iraq); McKee, Robert E. (SES); (b)(6)

**Cc:** Vogler, Gary; (b)(6)

**Subject:** Task from Bremer - KBR Gas Purchase Contract

**Importance:** High

See whomever handles the *KBR Gas Purchase Contract* that answers the following questions:

- a. Why can we not go to a longer term contract, beyond the current 30-day contract for gas purchases?
- b. If we could do this, how much would it save?

11/1/2003

FOIA 09-826 CPA 000055

(b)(6)

**From:** Crawford Darrell E. (SES)  
**Sent:** 12 03:58 2003 ، نوفمبر PM  
**To:** Nash David (SES)  
**Cc:** Casteel , Steven W. (SES); (b)(6)  
 Wilkinson, Molly A. (SES); (b)(6)  
 (b)(6)  
 (b)(6) McKee, Robert E. (SES); (b)(6) Trent Darrell (SES-  
 (b)(6) Willis Franklin K. (SES); (b)(6)  
 (b)(6)  
 (b)(6) Arsht, Leslye A.  
 (SES); Evers, Williamson M. (SES); (b)(6)  
 (b)(6) Vogler, Gary; (b)(6)  
 (b)(6) Lucke, Lewis CIV Reconst USAID; (b)(6)  
 (b)(6) Crawford Darrell E.  
 (SES); Leketa, Anthony F. (SES); Ruemmele, Kathleen M. (SES); Bent, Rodney G. (SES); (b)(6)  
 (b)(6)  
 (b)(6) Nash David  
 (SES); (b)(6)

**Subject:** Soft money update

Admiral Nash:

Here is the list of major non-construction projects by ministry. We have met or are in the process of meeting with representatives of these organizations and are trying to find a POC for the three unknowns.

Our objective remains getting the broad plan (description, cost, schedule) for each of these by Friday so we can put together a non-construction plan for you.

I plan to modify the spreadsheet to list ministry/office responsible and the POC for each project. I will further modify it to add the sub-projects that fall out under these major categories, where appropriate. We will then add description and further refinement of cost.

<u>Ministry or Office</u>	<u>Non-Construction Project(s)</u>	<u>Amount (millions)</u>
Interior	IP Tng & Equip	\$ 700
	→ FPS Tng & Equip	\$ 57
	Border Enforcement Tng & Equip	\$ 40
	Facility Protection, Fire Service, Demining	\$ 50
	Public Safety Tng & Facilities	\$ 100
Security Affairs	NIA Tng & Equip	\$1,255
	ICDC Tng & Equip	\$ 62
Justice	Witness Protection	\$ 75
	Technical Investigative Methods	\$ 10
	Judicial Security & Facilities	\$ 75
	Property Claims Tribunal	\$ 30
Electricity	Elec. Security	\$ 50
Oil	Emergency Supplies of Refined Petroleum	\$ 690
Communications	Iraqi Telecom & Postal Corp.	\$ 50
	Iraqi Communications Operations	\$ 75
Health	Equipment Procurement & Modernization	\$ 300
Human Rights	Human Rights	\$ 15
Displacement & Migration	Migration and Refugee Assistance	\$ 105
Labor & Social Affairs	Expanded Network of Employment Centers	\$ 4
Finance/Central Bank	Banking System Modernization	\$ 25

06/01/2004



Private Sector Development	Training	\$ 100
	Micro-Small-Medium Enterprises	\$ 45
General Counsel	Investigations of Crimes against Humanity	\$ 75
USAID	Education	\$ 30
<i>Unknown</i>	<i>United States Institute for Peace</i>	<i>\$ 10</i>
	<i>Democracy Building Activities</i>	<i>\$ 100</i>
	<i>Civic Programs</i>	<i>\$ 10</i>
<b>TOTAL</b>		<b>\$4,137</b>

(b)(6) will give us information on items to be procured for construction from some of the above ministries plus the following:

Housing & Construction  
 Water Resources  
 Transportation  
 Education  
 Mun. & Public Works

V/r,

Darrell

Darrell Crawford  
 Acting Chief of Staff  
 Iraq Infrastructure Reconstruction Office

(b)(2)

06/01/2004

(b)(6)

**From:** Crawford Darrell E. (SES)

**Sent:** Wednesday, November 12, 2003 3:58 PM

**To:** Nash David (SES)

**Cc:** Casteel, Steven W. (SES-O6); (b)(6)  
 Wilkinson, Molly A. (SES); (b)(6)  
 (b)(6)  
 (b)(6) McKee, Robert E. (SES); (b)(6) Trent Darrell (SES-  
 O6); (b)(6) Willis Franklin K. (SES); (b)(6)  
 (b)(6)  
 (b)(6) Arsht, Leslye A.  
 (SES); Evers, Williamson M. (SES); (b)(6)  
 (b)(6) Vogler, Gary; (b)(6)  
 (b)(6) Lucke, Lewis CIV Reconst USAID; (b)(6)  
 (b)(6) Crawford Darrell E.  
 (SES); Leketa, Anthony F. (SES); Ruemmele, Kathleen M. (SES); Bent, Rodney G. (SES); (b)(6)  
 (b)(6)  
 (b)(6) Nash David  
 (SES); (b)(6)

**Subject:** Soft money update

Admiral Nash:

Here is the list of major non-construction projects by ministry. We have met or are in the process of meeting with representatives of these organizations and are trying to find a POC for the three unknowns.

Our objective remains getting the broad plan (description, cost, schedule) for each of these by Friday so we can put together a non-construction plan for you.

I plan to modify the spreadsheet to list ministry/office responsible and the POC for each project. I will further modify it to add the sub-projects that fall out under these major categories, where appropriate. We will then add description and further refinement of cost.

<u>Ministry or Office</u>	<u>Non-Construction Project(s)</u>	<u>Amount (millions)</u>
Interior	IP Tng & Equip	\$ 700
	FPS Tng & Equip	\$ 57
	Border Enforcement Tng & Equip	\$ 40
	Facility Protection, Fire Service, Demining	\$ 50
	Public Safety Tng & Facilities	\$ 100
Security Affairs	NIA Tng & Equip	\$1,255
	ICDC Tng & Equip	\$ 62
Justice	Witness Protection	\$ 75
	Technical Investigative Methods	\$ 10
	Judicial Security & Facilities	\$ 75
	Property Claims Tribunal	\$ 30
Electricity	Elec. Security	\$ 50
Oil	Emergency Supplies of Refined Petroleum	\$ 690
Communications	Iraqi Telecom & Postal Corp.	\$ 50
	Iraqi Communications Operations	\$ 75
Health	Equipment Procurement & Modernization	\$ 300
Human Rights	Human Rights	\$ 15
Displacement & Migration	Migration and Refugee Assistance	\$ 105
Labor & Social Affairs	Expanded Network of Employment Centers	\$ 4
Finance/Central Bank	Banking System Modernization	\$ 25

11/12/2003

Private Sector Development	Training	\$ 100
	Micro-Small-Medium Enterprises	\$ 45
General Counsel	Investigations of Crimes against Humanity	\$ 75
USAID	Education	\$ 30
<b>Unknown</b>	<b>United States Institute for Peace</b>	<b>\$ 10</b>
	<b>Democracy Building Activities</b>	<b>\$ 100</b>
	<b>Civic Programs</b>	<b>\$ 10</b>
<b>TOTAL</b>		<b>\$4,137</b>

(b)(6) will give us information on items to be procured for construction from some of the above ministries plus the following:

Housing & Construction  
 Water Resources  
 Transportation  
 Education  
 Mun. & Public Works

V/r,

Darrell

Darrell Crawford  
 Acting Chief of Staff  
 Iraq Infrastructure Reconstruction Office

(b)(2)

11/12/2003

**Powell, Owen C. (SES)**

**From:** (b)(6)

**Sent:** Monday, October 27, 2003 2:57 PM

**To:** (b)(6) Agresto, John T. (SES); (b)(6) Arsh, Leslie A. (SES); (b)(6) Bearpark, Andrew (Director of Operations (b)(2) Browning, Stephen E. SES; Carpenter, Scott CIV Ministry of Governance; (b)(6) Fafat, Mounzer R. (SES); (b)(6) (b)(6) Foley, Thomas C. (CIV); (b)(6) (b)(6) Johnson, Susan R. (SES); (b)(6) McKee, Robert E. (SES); (b)(6) Oliver, David R.; (b)(6) Powell, Owen C. (SES); (b)(6) (b)(6) Slocombe, Walt B. (SES); Trent Darrell (SES-6); Vogler, Gary

**Cc:** (b)(6)  
(b)(2), (b)(6)  
(b)(6) Wilkinson, Molly A. (SES);  
(b)(6)  
(b)(6) Vogler, Gary; (b)(6)  
(b)(6)

**Subject:** Requirements for cell phones

**Importance:** High

Ladies and Gentlemen,

You have already been briefed by the Ministry of Communications on the three wireless providers bringing services here very soon. The MCI system that we currently use will be phased out. As such, we need to gather requirements and use this to negotiate a best-price contract with each of the three vendors.

The first attachment provides the cost for these services. The second attachment is a fact sheet that will help you better understand what you need to know to complete the final two attachments. I have high lighted those lines which are pertinent to this task.

Each ministry (Iraqi and Coalition Senior Advisory) needs to articulate their cell phone requirements using the two attached Excel Spreadsheets. Things to note as you go through this:

- Your Iraqi Ministries must pay for this out of their budgets – theirs will not be funded/provided by CPA. This also means that Senior Advisors can not obtain CPA purchased phones for their Iraqi ministries. Please ensure they understand this before they articulate their requirements. Costs are at the first attachment. ✓
- Because of the funding differences, we need two matrices from you. Please capture your Iraqi Ministry requirements on the first spreadsheet and your CPA staff requirements in the second. There is a tab at the bottom of the page for each of the ministries.

10/28/2003

FOIA 09-826 CPA 000060

- Please note that this is broken down by region.
- In order to affect the contracting we need to have your **BEST ESTIMATE** on this no later than **Monday, 4 November**.

The MRCO point of contact for this is (b)(6) She can be reached at (b)(2)

Thanks in advance for your efforts.

(b)(6)

(b)(6)

LTC, USA

Ministry Requirements Contact Office

(b)(2)

10/28/2003

FOIA 09-826 CPA 000061

(b)(6)

**From:** (b)(6) (OTHER)  
**Sent:** Thursday, February 05, 2004 8:38 AM  
**To:** (b)(6)  
**Subject:** RE: USG Request for Japanese

Cau. prosim vytisknout tento mail . Diky .

(b)(6)

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

**From:** (b)(6) (OTHER)  
**Sent:** Wednesday, February 04, 2004 3:46 PM  
**To:** (b)(6) (OTHER)  
**Subject:** RE: USG Request for Japanese

Thank you. Please note that (b)(6) has requested this material be sent in no later than 1500 tomorrow.

(b)(6)

Deputy Senior Advisor - Electricity  
CPA Electricity Advisory Team  
USAID - Power/Electricity

(b)(2)

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

**From:** (b)(6) (OTHER)  
**Sent:** Wednesday, February 04, 2004 3:45 PM  
**To:** (b)(6) (OTHER)  
**Subject:** RE: USG Request for Japanese

(b)(6)

I will prepare requested compiled information tomorrow , time of meeting is registered in my time schedule .

Best regards

(b)(6)

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

**From:** (b)(6) (OTHER)  
**Sent:** Wednesday, February 04, 2004 3:38 PM  
**To:** (b)(6) (OTHER)  
**Cc:** (b)(2)  
**Subject:** FW: USG Request for Japanese  
**Importance:** High

(b)(6)

In an effort to closer integrate your responsibilities with this office as the Donor Programs Coordinator I would like for you to attend this meeting with me tomorrow.

I have attached all of the information I have for the Japanese donations. PLEASE COMPILE THIS INFORMATION INTO ONE LIST WITH A UNIFIED FORMAT. This list should be ready for tomorrow's meeting.

I request that you work with the DG of Planning (b)(6) who is cc'd on this e-mail, on further development of this list and coordination with the Japanese.

2/5/2004

Kind regards,

(b)(6)

Deputy Senior Advisor - Electricity  
CPA Electricity Advisory Team  
USAID - Power/Electricity

(b)(2)

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

**From:** (b)(6)

**Sent:** Wednesday, February 04, 2004 12:54 PM

**To:** (b)(6) McKee, Robert E. (SES); (b)(6)

(b)(6)

**Rest, Judy (SES-2);** (b)(6)

(b)(6)

(b)(6) Wilkinson, Molly (SES-1); (b)(6)

(b)(6)

**Cc:** Goledzinowski, Andrew (AUS)

**Subject:** USG Request for Japanese

**Importance:** High

To all,

In an effort to address some of the issues surrounding Japanese assistance to Iraq, the USG (DoD, State, Treasury, USAID) has planned for a conference call to discuss ways of facilitating disbursement of the Japanese contribution. The call will be held tomorrow afternoon at 1700 hrs and seeks to address the following issues:

- 1) What is the status of your individual Ministry's relationship with the Japanese? Areas of progress and delay? Any agreements that have been formalized? Etc. Four to six bullet points of a sentence or two would be perfect.
- 2) In addition, they have requested that we gather lists of equipment to be discussed during that call. The lists should reflect current and anticipated needs. Lists have already been submitted by a number of Ministries and, if that list is still current, please resubmit those lists bearing in mind the following criteria:
  - The lists should be for equipment only.
  - The lists should be focused toward "big ticket", "high visibility" items (vehicle lists have been particularly well-received thus far).
  - No military-related items should be included.
  - Formatting for the lists is open, but should be kept as simplified as possible.

Our apologies for burdening you with another request, but this is a joint USG-CPA effort to mobilize and focus the Japanese in implementing their assistance in your sectors. Please forward your lists to me no later than 1500 hrs tomorrow (Thurs. - 2/5) in order to pass them along to Washington for their review prior to the call. Please contact me if you have any questions.

Best Regards,

2/5/2004

(b)(6)

(b)(6)

Chief of Staff and Advisor for Donor Coordination  
Council for International Coordination (CIC)  
CPA - Baghdad, Iraq

(b)(2)

2/5/2004



(b)(6)

From: (b)(6)  
 Sent: Wednesday, December 31, 2003 1:56 PM  
 To: (b)(6) Casteel, Steven W.  
 (SES-O6); McKee, Robert E. (SES); (b)(6)  
 Cc: (b)(6)

**Subject:** Expended Amounts Against the Obligations of the 100 Million Dollar Construction Initiative

Sirs,

Below are the amounts that we (MOHC) show on our spreadsheet as having been obligated by your ministries out of the \$100 Million Construction Initiative. We are trying to replace the question marks in the table below with actual numbers. Please check your records and let me know what the expended amount is for FY03 so that we can report it in the overall spreadsheet.

Please call me at (b)(2) if you have questions.

Ministry	PRB #	Amount Obligated (\$000)	Amount Expended
✓ Electricity	221A7	2,500	? ≤ 500 k They will check
✓ Health	221A8	1,750 all off	? <del>They will call back 1,750</del>
✓ Industry and Minerals	221A11	170	? 170 k
✓ Interior	221A12	1,000 1100	? 866 k will see Joe about it
✓ Oil	221A16	236	? Ross k send email to
✓ Planning	221A17	157	+ 157
✓ Trade	221A19	2,750	? out, will call

Thanks.

(b)(6)

Ministry of Housing and Construction  
 Coalition Provisional Authority, Baghdad

(b)(2)

12/31/2003

*Saudi Detainees*

~~Page 1 of 3~~

**Johnson, Susan R. (SES)**

**From:** Gallinetti, Jon A. (O-8)  
**Sent:** Monday, December 01, 2003 5:21 PM  
**To:** Johnson, Susan R. (SES); (b)(6) Jones, Richard H. (AMB)  
**Cc:** (b)(6); (b)(6) Fast, Barbara G. BG CJTF7-C2;  
**Subject:** RE: Borders Working Group - Recap and Next Meeting! PLEASE NOTE NEW TIME! BORDERS AND HAJJI COME ONE COME ALL!

Susan,

Thanks for your email. I had not forgotten our conversation the other night at the going away party for Pat Kennedy. I have some information on the listed Saudis and we are retrieving more. I have included our (b)(6) and our C-2, BG(P) Fast so they can add to the discussion. I can assure you that the process works, although at times slow and not as fast as we would like. However, the process must be followed to ensure that we don't release anyone, either early or at all, that might be a security risk and/or that we may be able to obtain valuable information to help the entire coalition. As soon as I receive any additional information I will pass it on. Regards.

v/r,

Jon

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

**From:** Johnson, Susan R. (SES)  
**Sent:** Monday, December 01, 2003 4:45 PM  
**To:** Gallinetti, Jon A. (O-8); (b)(6) Jones, Richard H. (AMB)  
**Cc:** (b)(6)  
**Subject:** FW: Borders Working Group - Recap and Next Meeting! PLEASE NOTE NEW TIME! BORDERS AND HAJJI COME ONE COME ALL!

(b)(3):10 USC §130c.(b)(5)

Susan

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

**From:** (b)(6)  
**Sent:** Friday, November 21, 2003 1:59 PM  
**To:** Johnson, Susan R. (SES)  
**Subject:** RE: Borders Working Group - Recap and Next Meeting! PLEASE NOTE NEW TIME! BORDERS

12/3/2003



02352  
FOIA 09-826 CPA 000066

AND HAJJI COME ONE COME ALL!

On another note the Saudis are very anxious to get their three people who are still missing. They called me this morning and asked about them. The name of the three Saudi are:-

(b)(6)

Please help us to get this issue resolved,

(b)(6)

Ministry of Health  
Ministry of Religious Affairs

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

**From:** Johnson, Susan R. (SES)

**Sent:** Friday, November 21, 2003 12:29 PM

**To:** (b)(6)

**Subject:** RE: Borders Working Group - Recap and Next Meeting! PLEASE NOTE NEW TIME!  
BORDERS AND HAJJI COME ONE COME ALL!

(b)(6) - have you talked to Transportation about people who think that they are going on the Hajj with the private tour companies independent of whatever Awqaf is doing.... Susan

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

**From:** (b)(6)

**Sent:** Friday, November 21, 2003 11:51 AM

**To:** Johnson, Susan R. (SES)

**Subject:** RE: Borders Working Group - Recap and Next Meeting! PLEASE NOTE NEW TIME!  
BORDERS AND HAJJI COME ONE COME ALL!

Thank you. E have a meeting gtomorrow at the Ministry of Foreign Affairs at 1000 Hours on this issue. Will keep you updated.

Regards,

(b)(6)

Ministry of Health  
Ministry of Religious Affairs

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

**From:** Johnson, Susan R. (SES)

**Sent:** Thursday, November 20, 2003 7:51 PM

**To:** (b)(6)

**Subject:** FW: Borders Working Group - Recap and Next Meeting! PLEASE NOTE NEW TIME!  
BORDERS AND HAJJI COME ONE COME ALL!

**Importance:** High

(b)(6) - we missed you at the Hajj and Borders meeting which was all Hajji! Susan

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

**From:** Johnson, Susan R. (SES)

**Sent:** Wednesday, November 19, 2003 10:57 AM

**To:** (b)(6)

(b)(6)

12/3/2003

(b)(6) Willis Franklin K. (SES);  
(b)(6) Trent Darrell (SES-6)  
Cc: (b)(6)  
(b)(6) McKee, Robert E. (SES); (b)(6)  
(b)(6)

**Subject:** RE: Borders Working Group - Recap and Next Meeting! PLEASE NOTE  
NEW TIME! BORDERS AND HAJJ! COME ONE COME ALL!

**Importance:** High

All

For various reasons that I will not tire you with here, I have decided to temporarily merge the Borders and Hajj Working Groups so propose that we meet **TOMORROW, NOVEMBER 20 at 1530 in the Ministries Conference Room. There will not be a meeting today Nov 19 of the drafting group unless (b)(6) wants to hold one. (b)(6) – your call.**

Comments and Updates:

1. On bilateral relations papers and IGC delegation: We have not been able to get information from ministers or GC members before the trip, so let us re-aim on getting feedback from each Minister and GC members on what they did or agreed to in Iran and Turkey. It appears that Syria declined to receive them this time.

2. Revision of Order 16: Can/should we get input from appropriate Ministries on Order 16 by showing them the draft or not? Please comment.

3. The Hajj: This has become the key "border" issue of the moment; hence it seems to make sense to combine meetings for the time being. The Iraqi Hajj Working Group has been meeting and taking decisions at the working level which will be presented to the Ministers. Inter alia they have decided that they want to:

Ask the Saudis for a quota of 60,000 even if it is unlikely that the Saudis will agree;

Print 60,000 special Hajj Passports at the Central Bank, paid for by the Awqaf and issued by MOI; (Note that the MOI rep assured those present that this was no problem)

Use the lottery system of selection;

Offer/Provide air charter transport unless the CPA refuses;

Pursue getting Saudi agreement to receive the Iraqi Hajj delegation by having FM Zebari call his counterpart; (is possibility of Talabani letter to King Fahd still a live option?)

4. MOT paper is done and I hope that we can discuss it at the meeting.

Other comments and suggestions are welcome.

Keep on trucking – this too shall pass!

Susan Johnson

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

**From:** Johnson, Susan R. (SES)

**Sent:** Monday, November 17, 2003 11:24 PM

12/3/2003

**Johnson, Susan R. (SES)**

---

**From:** Johnson, Susan R. (SES)

**Sent:** [REDACTED]

**To:** (b)(6)

**Subject:** [REDACTED] RS

(b)(6) - have you talked to Transportation about people who think that they are going on the Hajj with the private tour companies independent of whatever Awqaf is doing.... Susan

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

**From:** (b)(6)

**Sent:** Friday, November 21, 2003 11:51 AM

**To:** Johnson, Susan R. (SES)

**Subject:** RE: Borders Working Group - Recap and Next Meeting! PLEASE NOTE NEW TIME! BORDERS AND HAJJ! COME ONE COME ALL!

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Regards,

(b)(6)

Ministry of Health

Ministry of Religious Affairs

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

**From:** Johnson, Susan R. (SES)

**Sent:** Thursday, November 20, 2003 7:51 PM

**To:** (b)(6)

**Subject:** FW: Borders Working Group - Recap and Next Meeting! PLEASE NOTE NEW TIME! BORDERS AND HAJJ! COME ONE COME ALL!

**Importance:** High

(b)(6) - we missed you at the Hajj and Borders meeting which was all Hajj! Susan

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

**From:** Johnson, Susan R. (SES)

**Sent:** Wednesday, November 19, 2003 10:57 AM

**To:** (b)(6)

(b)(6)

(b)(6) Willis Franklin K. (SES); (b)(6)

Trent Darrell (SES-

6)

**Cc:** (b)(6)

McKee,

Robert E. (SES); (b)(6)

(b)(6)

**Subject:** RE: Borders Working Group - Recap and Next Meeting! PLEASE NOTE NEW TIME! BORDERS AND HAJJ! COME ONE COME ALL!

**Importance:** High

All

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11/21/2003

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4. MOT paper is done and I hope that we can discuss it at the meeting.

Other comments and suggestions are welcome.

Keep on trucking - this too shall pass!

Susan Johnson

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

**From:** Johnson, Susan R. (SES)

**Sent:** Monday, November 17, 2003 11:24 PM

**To:** (b)(6)

(b)(6)

**Cc:** (b)(6)

Mckee, Robert E. (SES); (b)(6)

(b)(6)

**Subject:** Borders Working Group - Recap and Next Meeting!

All,

To recap what we covered at our November 15 meeting:

- Bilateral Relations Papers. The meeting noted that apart from CJTF7's contribution covering security, there had been no responses to (b)(6) note of 6

11/21/2003

November asking for inputs for papers for each of Iraq's neighbours. MFA had been given sight of the skeleton paper and were keen to work up there own version for each country. It was agreed there would be another meeting of the drafting group on Wednesday 19 November, leading to a meeting with Ministry officials soon after Eid. **Action: addressees of previous 6 November memo (attached) to provide contributions by close of play 19 November.**

- IGC Delegation to Syria, Turkey and Iran. This had been postponed until Monday and may skip Syria. It was agreed that it would be useful to work up a short paper for each of the countries visited to set out Iraq's key points for each neighbor. **Action: Susan Johnson to ask each Ministry represented on the delegation to submit one or two key points that the Minister would wish to make in each country visited to (b)(6)**
- Revision of Order 16. Many comments had been offered and the order was almost ready for submission to Amb Bremer. It was agreed that there would be one final circulation of the draft. **Action: CPA MOI to circulate.** It was agreed that we would need a plan to explain the order to the IGC (for agreement) and to foreign governments. This would be helped if a short commentary on the main features of the order (and the key changes from the previous version) were drafted. **Action: CPA MOI and General Counsel (Eric Pelofsky) to draft commentary.**
- The Hajj. There was more or less acceptance that numbers should/would be limited to around Iraq's previous quota (24,000) and certainly no more than 30,000. MFA Minister Zubari would speak to the GC President Talabani. It was now worth working up road and air travel transport plans on this basis.

**I propose that the CPA Hajj Support Committee meet on Thursday, Nov 20 at 1430 hours. Let me know if you cannot make it. With the exception of (b)(6) please consider yourselves all action addressees even if your name is on the cc line!**

**Please forward to any addressees that I have missed because we neglected to get an attendance list circulated and let me know. Thanks much!**

**Susan Johnson**

11/21/2003

FOIA 09-826 CPA 000071

**Krawczel, Timothy SES****From:** Krawczel, Timothy 0-5 LNO**Sent:** 14 يناير، ٢٠٠٤ م ١٠:١٤**To:** (b)(6)**Cc:** (b)(2),(b)(6)**Subject:** RE: FPS payment wrap up for 8 Jan

(b)(6)

Thanks for all your hard work on the FPS issues.

I worked as advisor to the Ministry of Environment(MoEN) until my departure from CPA on 09 JAN. I wanted to come by and see you before I left, but my schedule did not permit me time to find you in my final days.

The MoEn was created 23 NOV by CPA order # 44. As a late starter, we didn't have may FPS guards handed down to us by the MSCs, so we are a bit different. Also, as we have developed the Ministry's facilities, we have only recently begun to need FPS. Tim Carney has a good wrap up of the history of FPS and the MoEN. The wrapup is contained as background info in recent Eviction Support Requests prepared to ask for CJTF-7 support for an eviction action at the new Ministry Headquarters on 15 JAN.

Essentially, the MoEN hired 75 FPS guards directly from the Ministry of Interior's FPS training academy, starting 01 DEC. We are paying these FPS out of Ministry funds. We project that we will need a total of 230 FPS guards nationwide, this includes about 150 for the governorates, 10 for each of 15 governorates. The other 80 will be in Baghdad.

I was assured repeatedly by your predecessor, (b)(6) that funds to pay these 230 FPS guards in FY 2004 would be put into the MoEN budget. This promise has been repeated by the staff at the Ministry of Finance, as recently as two weeks ago. I have also been assured that the 230 FPS are not subject to the hiring cap, so that we can hire them.

The MoEN has a good Director of Security, (b)(6) Unfortunately, (b)(6) does not speak English. He is also a Grade 6, which means he makes about \$180 a month. So he is just a good, reliable, Iraqi without a big budget, and you probably will never meet him personally.

What we need help with is uniforms for our FPS, weapons and equipment. We received an initial allocation of 18 AK-47s and 1000 rounds of ammunition. I have asked for 75 more AK-47s, and I have been told they are not available. The Ministry will purchase the weapons if necessary. I am also told there are funds in the supplemental budget to cover the purchase of the weapons. I coordinated my requests with BJ Turner and Tom Giboney. Our needs will remain until these requests are filled.

The point of contact in the Senior Advisor's office for the MoEN is (b)(6) can get information out to the MoEN staff. I have copied him on this message.

Thanks again for your hard work. Let me know if you have any questions about the MoEN FPS situation that I can answer.

06/03/2004



FOIA 09-826 CPA 000073

(b)(6)

**From:** (b)(6)**Sent:** Wednesday, November 12, 2003 10:10 AM

**To:** (b)(6)  
 (b)(6) Agresto, John T. (SES); Alhakim, Mohamed; Arsht, Leslye A. (SES); Castle, Edwin S. (SES-2 General Counsel); Evers, Williamson M. (SES); Fatfat, Mounzer R. (SES); (b)(6)  
 (b)(6)  
 (b)(6) Johnson, Susan R. (SES); (b)(6)  
 (b)(6) McKee, Robert E. (SES); (b)(6)  
 (b)(6)  
 (b)(6) Trent Darrell (SES-6)

**Cc:** (b)(6)  
 (b)(6) Crane, Keith W. (SES); (b)(6) Maxwell,  
 Dayton CIV Reconst USAID; (b)(6)

**Subject:** Updating the Strategic Plan

As a result of the back briefs to Ambassador Bremer, you can expect to update your sections of the Strategic Plan. When you need to do so please contact me and I will provide write access to those you direct to complete the task.

As a general point, the Ambassador wants to see the Tasking disaggregated across the quarters with sequential elements defined in the preceding timeframe, and he would expect there to be relevant supporting plans that underpin the Tasks.

You will notice that I have made some changes to the forms that you use to update the plan. I have kept the format the same but included some instruction on how to select the relevant task or MOE that needs updating. I have also attached a simple flow diagram that I hope will assist you in both assessing the colour status of each the Tasks and to craft the status narrative (note this narrative should relate to the end-state rather than a snapshot report).

While updating the SP please pay particular attention to the MOE, checking for relevance and quantifying the current criteria. There is mounting interest both within the CPA and in Washington in refining the metrics associated with the Plan and you can expect further work in this area.

Finally, I am working with the IMU to further improve access to the database and will keep you informed, in the interim, please pass any constructive comment you may have to me.

Thank you for your continued assistance.

(b)(6)  
 Wing Commander (OF-5)  
 (b)(2)

11/13/2003

(b)(6)

---

**From:** (b)(6)  
**Sent:** Thursday, November 13, 2003 5:05 PM  
**To:** (b)(6)  
**Subject:** FW: Updating the Strategic Plan

(b)(6)

Here's the instructions for getting into the Strategic Plan.

(b)(6)  
Senior Advisor  
Ministry of Housing and Construction

(b)(2)

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

**From:** (b)(6)  
**Sent:** Wednesday, November 12, 2003 1:54 PM  
**To:** (b)(6)  
**Subject:** RE: Updating the Strategic Plan

The path to the plan on the CPA Public Folder is:

'right click' on **My Computer** and 'left click' **Explore**

then left click in turn on:

- My Network Places
- Entire Network
- Microsoft Windows Network
- Orha
- Fserv2
- Public

Open 'CPA Strategic Plan as of 1 Nov (read only)' folder and select '1 Nov 03 Strategic Plan'

(b)(6)

Wing Commander (OF-5)

(b)(2)

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

**From:** (b)(6)  
**Sent:** Wednesday, November 12, 2003 1:52 PM  
**To:** (b)(6)  
**Subject:** RE: Updating the Strategic Plan

I need a copy of the strategic plan. Where can I get a copy of it?

Thanks

(b)(6)  
Senior Advisor  
Ministry of Housing and Construction  
(b)(2)

11/13/2003

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

**From:** (b)(6)

**Sent:** Wednesday, November 12, 2003 10:10 AM

**To:** (b)(6)

(b)(6) Agresto, John T. (SES); (b)(6) Arsht, Leslye A. (SES); Castle, Edwin S. (SES-2 General Counsel); Evers, Williamson M. (SES); Fatfat, Mounzer R. (SES); (b)(6)

(b)(6)

(b)(6) Johnson, Susan R. (SES); (b)(6)

(b)(6) McKee, Robert E. (SES); (b)(6)

(b)(6)

(b)(6) Trent Darrell (SES-6)

**Cc:** (b)(6)

(b)(6) Crane, Keith W. (SES); (b)(6)

Maxwell, Dayton CIV Reconst USAID; (b)(6)

**Subject:** Updating the Strategic Plan

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As a general point, the Ambassador wants to see the Tasking disaggregated across the quarters with sequential elements defined in the preceding timeframe, and he would expect there to be relevant supporting plans that underpin the Tasks.

You will notice that I have made some changes to the forms that you use to update the plan. I have kept the format the same but included some instruction on how to select the relevant task or MOE that needs updating. I have also attached a simple flow diagram that I hope will assist you in both assessing the colour status of each the Tasks and to craft the status narrative (note this narrative should relate to the end-state rather than a snapshot report).

While updating the SP please pay particular attention to the MOE, checking for relevance and quantifying the current criteria. There is mounting interest both within the CPA and in Washington in refining the metrics associated with the Plan and you can expect further work in this area.

Finally, I am working with the IMU to further improve access to the database and will keep you informed, in the interim, please pass any constructive comment you may have to me.

Thank you for your continued assistance.

(b)(6)

Wing Commander (OF-5)

HQ CPA Rm 239

(b)(2)

11/13/2003

(b)(6)

**From:** (b)(6)  
**Sent:** Sunday, November 23, 2003 7:52 PM  
**To:** (b)(6); Agresto, John T. (SES); (b)(6);  
Arsh, Leslie A. (SES); Castle, Edwin S. (SES-2 General Counsel); Evers, Williamson M. (SES);  
Fatfat, Mounzer R. (SES); (b)(6);  
(b)(6); Johnson, Susan R. (SES);  
(b)(6); McKee, Robert E. (SES);  
(b)(6);  
(b)(6); Trent Darrell (SES-6)  
**Cc:** (b)(6); Johnson, Susan R. (SES); (b)(6);  
(b)(6); Thatcher, Gary (SES-2); (b)(6);  
(b)(6); Slocombe, Walt B. (SES); (b)(6);  
(b)(6);  
(b)(6);  
12); Maxwell, Dayton CIV Reconst USAID (b)(6)

**Subject:** Strategic Plan Update

A checklist for the task in hand:

1. Complete the revised milestone chart for the ministry – example format attached .
2. In memo format, we need to have from you the top 2-4 priorities to achieve in the period before transition
3. In the same memo, please highlight (paragraph maximum) how you will take forward the CPA's top priorities (anti-corruption; civil service capacity building & training; planning for post-CPA work)
4. Please go into the Access database and i) update the status narrative and progress colour code for supporting tasks for the last month; ii) revise the entries for tasks for the last and next quarters

The path to the plan on the CPA Public Folder is:

'right click' on **My Computer** and 'left click' **Explore**

then left click in turn on:

My Network Places  
Entire Network  
Microsoft Windows Network  
Orha  
Fserv2  
Public

**To read:** Open 'CPA Strategic Plan as of 1 Nov (read only)' folder and select '1 Nov 03 Strategic Plan'

11/28/2003

(b)(6)

**From:** (b)(6)  
**Sent:** Monday, February 09, 2004 10:21 PM  
**To:** MOHC - All Staff  
**Subject:** FW: Weekly SITREPs from Regions and Governorates for 5 Feb 04

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

**From:** (b)(6)  
**Sent:** Monday, February 09, 2004 10:18 PM  
**To:** (b)(6); Draham, Joseph (SES-4); (b)(6);  
(b)(6); Jackson, James (SES-6); (b)(6);  
(b)(6); Bearpark, Andy (OTHER); Bent, Rodney (SES-4); (b)(6); Casteel, Steven (SES-6); Gast, (b)(6);  
(b)(6); Lucke, Lewis; McKee, Robert E. (SES); (b)(6);  
(b)(6); Nash, David (SES); (b)(6); Sudnick, Daniel (SES-6);  
(b)(6)  
**Subject:** Weekly SITREPs from Regions and Governorates for 5 Feb 04

FOR OFFICIAL USE ONLY

**FOR:** THE ADMINISTRATOR  
**FROM:** Wm. J. Olson, Information Management Unit (IMU)  
**SUBJECT:** Executive Summary of Governorate Coordinator and Regional Coordinator SITREPs

Activities throughout Iraq were limited this past week because of Eid al Adha celebrations. Below are highlights from the 18 Governorates and 4 Regions in Iraq, for January 30 - February 5, 2004:

**NORTH:**

- The "refreshing" process for the Diyala Provincial Council is complete. The final council has 30 members, closely reflecting the political and ethnic demographic makeup of Diyala province.
- The most senior KDP official killed in Arbil, Deputy PM Sami 'Abd al-Rahman, was buried in Dahuk on February 2.
- Sharif Ali, cousin of the murdered King Faisal II of Iraq, visited Mosul on January 28.
- Deputy Secretary of Defense Wolfowitz visited Ninewa February 1-2, visiting the new Stryker company. He also visited Kirkuk on February 2, meeting a cross-section of local community leaders.

**BAGHDAD:**

2/10/2004

- 2004 unfunded requirements for Baghdad Province's new democratic institutions are estimated at \$6.7 million: building renovations (.75); office space and equipment (1.6), civil engineering equipment and facilities (3.9), communications and vehicles (.50).

#### **SOUTH CENTRAL:**

- In Diwaniyah, the official "seating" of Provincial Council will occur on February 8, and the election of the governor will occur on February 10. The process of refreshing the Provincial Council in Karbala is almost complete. The target date for the election of a new governor is February 15.

#### **SOUTH:**

- The new regional coordinator, Ambassador Nixon has arrived in post.
- CPA-Basra is awaiting the details of the results of the recently completed Provincial Council refreshment. In An-Nasiriyah, local leaders are demanding election of the council. In Dhi Qar, Muqtada al Sadr and Fudhala representatives organized a sizeable demonstration on January 28 calling for dissolution of the Provincial Council and new ration card elections instead of the current refreshment process.
- The deputy chief of police was murdered this past week in An-Nasiriyah, possibly in revenge for alleged activities under the old regime.
- Confusion continues regarding the 2004 budget and the rollover of balances from 2003.
- There are still difficulties in meeting the quantities of many PDS commodities in Southern Region Governorates, especially for rice, oil, sugar, and tea in Dhi-Qar. A monthly coordination committee meeting with the Southern Region MOT state companies regarding PDS food rations distribution is addressing these problems.

**ATTACHMENTS:** TAB A - North - Dahuk GC SITREP  
 TAB B - North - Diyala GC SITREP  
 TAB C - North - Nineveh GC SITREP  
 TAB D - North - Salah Ad Din GC SITREP  
 TAB E - North - Tamim GC SITREP  
 TAB F - North - Tamim GC Addendum  
 TAB G.1 - North - Tamim LGP SITREP  
 TAB G - Baghdad Regional SITREP  
 TAB H - South Central - An Najaf GC SITREP  
 TAB I - South Central - Diwaniyah GC SITREP  
 TAB J - South Central - Karbala GC SITREP  
 TAB K - South Central - Wasit GC SITREP  
 TAB L - South Regional SITREP  
 TAB M - South - Basra GC SITREP  
 TAB N - South - Dhi Qar GC SITREP

*NB: Missing Reports -6 GC SITREPS (Al Anbar, Arbil, Babil, Al Muthanna, Maysan, and Sulaymaniyah) and two Regional Reports (North, South Central) Missing*

**COORDINATION:** Regional Operations (b)(6) O.K.

2/10/2004

FOR CPA INTERNAL USE ONLY

2/10/2004

FOIA 09-826 CPA 000080



**Luft, Rolf D. (SES-2)**

**From:** (b)(6)

**Sent:** Friday, March 12, 2004 5:14 PM

**To:** (b)(6)

(b)(6) Gianaris, George (SES-6) (b)(6)  
(b)(6)

Mistretta, Philip (SES-5); (b)(6) Wethington, Olin (SES-6) (b)(6)  
(OTHER); Taecker, Kevin (SES-3); (b)(6)

(b)(6)  
(b)(6) Tozer, Raleigh (SES-5) (b)(6)  
(b)(6) Belka, Marek (CIV); (b)(6) Kurtz, BRYAN (SES-4) (b)(6)  
(b)(6)

(b)(6) Kirdar, Mustafa (SES-1) (b)(6)  
(b)(6) McKee, Robert

E. (SES) (b)(6) Vogler, Gary; (b)(6)  
(b)(6)

(b)(6) Bent, Rodney (SES-4) (b)(6)  
(b)(6)

(b)(6) Luft, Rolf D. (SES-2); (b)(6)  
(b)(6) Wethington, Olin (SES-6)

**Cc:** Rathmell, Andrew (SES1); (b)(6) Sullivan, Thomas L.  
(SE5)

**Subject:** 040312 - circular re UPDATING THE STRATEGIC PLAN

UPDATING THE STRATEGIC PLAN: CPA'S ECONOMIC WORK

**From:** (b)(6)

**To:** Staff working on the economic elements of the CPA Strategic Plan

**Date:** 12 March 2004

UPDATING THE STRATEGIC PLAN: CPA'S ECONOMIC WORK

**Summary**

1. **CPA works to a strategic plan.** What each of you is doing in the economic area is a part of it: it consists of a broad range of different objectives. The plan exists as a single document, and that document is used by Amb. Bremer, the Executive Board and other senior staff as a tool for monitoring our progress. We can all use it too to put our own work into the context of all the other economic work

3/13/2004

FOIA 09-826 CPA 000081

### Tasks and Deliverables

Tasks	Deliverables
<i>KRA: A company registration process is developed and implemented and registration of companies is initiated</i>	
<ul style="list-style-type: none"> <li>An approach and plan for registering companies that will result in broad based registration of businesses in Iraq and introduces a unified taxpayer and business identification number, with links to the central statistics office, is developed</li> </ul>	Detailed implementation plan
<ul style="list-style-type: none"> <li>A process for registering companies is developed and fully implemented, including a comprehensive public education and outreach program that encourages businesses to register.</li> </ul>	Registration process, trained personnel in MOT, a public education campaign that reaches a majority of the business centers in Iraq
<ul style="list-style-type: none"> <li>Options for automating the registration application process via the web are investigated and implemented.</li> </ul>	Web site where businesses can get registration information and submit a registration application are developed
<ul style="list-style-type: none"> <li>A publicly searchable database of registered companies and their profile is developed and made available via the web</li> </ul>	Searchable companies database accessible via the MOT website
<ul style="list-style-type: none"> <li>Companies are registered and the process is monitored and reported on</li> </ul>	Report on registered companies and recommendations to improve the process
<i>KRA: An office focused on supporting foreign companies wanting to trade with and/or invest in Iraq is established and operational</i>	
<ul style="list-style-type: none"> <li>A concept of operations for this office with defined roles and responsibilities is defined and agreed to by the MOT, and MOT resources are allocated to the development and operation of this office</li> </ul>	Concept of operations, roles and responsibilities
<ul style="list-style-type: none"> <li>Policies and procedures that support the concept of operations are developed and MOT staff is trained.</li> </ul>	Policies and procedures, trained MOT staff
<ul style="list-style-type: none"> <li>The role of this office is publicized, brochures and other materials that support communication with outside companies are developed and published, and where possible this information is posted on the MOT website</li> </ul>	Communications plan, publicity materials and information packages, updated website
<i>KRA: An overseas commercial service focused on promoting exports and attracting investments is established and operational</i>	
<ul style="list-style-type: none"> <li>A concept of operations for the overseas commercial service with defined roles and responsibilities is defined and agreed to by the MOT, and MOT resources are allocated to the</li> </ul>	Concept of operations, roles and responsibilities, staff

development and operation of this function	assignments
<ul style="list-style-type: none"> <li>▪ Policies and procedures that support the concept of operations are developed and MOT staff is trained and deployed</li> </ul>	Policies and procedures, trained staff
<ul style="list-style-type: none"> <li>▪ The role of this office is publicized, brochures and other materials that support communication with outside companies are developed and published, and where possible this information is posted on the MOT website</li> </ul>	Communications plan, publicity materials and information packages, updated website
<i>KRA – Licensing processes are developed and implemented, and license issuance is started</i>	
<ul style="list-style-type: none"> <li>▪ A transparent and process for licensing companies is developed and fully implemented, including the implementation of a public education campaign encouraging businesses to apply for licenses.</li> </ul>	Licensing process, trained personnel in MOT, a public education campaign that reaches a majority of the business centers in Iraq
<ul style="list-style-type: none"> <li>▪ Options for initiating and tracking the licensing process via the web are developed and implemented</li> </ul>	Web site where businesses can get registration information and submit a registration application are developed
<ul style="list-style-type: none"> <li>▪ The licensing process is monitored and reported on</li> </ul>	Report on licenses issued and recommendations to improve the process
<i>KRA – A trade information bureau is established and the collection and dissemination of trade related information is started</i>	
<ul style="list-style-type: none"> <li>▪ The information that will be collected and disseminated by the trade information bureau is defined and processes to support the same are developed</li> </ul>	Information requirements, processes for collection and dissemination
<ul style="list-style-type: none"> <li>▪ Staff are trained in the collection and dissemination of information, and contracts for information that has to be purchased are established; agreements are reached with other government agencies that will provide some of this information (CSO, etc)</li> </ul>	Trained staff, agreements, and contracts
<ul style="list-style-type: none"> <li>▪ Trade Information is made available on the web</li> </ul>	Updated website, plan to keep information updated
<i>KRA – A formal process for convening Industry Sector Advisory Committees as a way to gather public comment on trade issues is established and the formation of committees is initiated</i>	
<ul style="list-style-type: none"> <li>▪ The process is defined and communicated to the business community through the business centers</li> </ul>	Process definition
<ul style="list-style-type: none"> <li>▪ ISACs are formed for targeted sectors</li> </ul>	Awareness campaign

<ul style="list-style-type: none"> <li>▪ The first round of ISAC meetings are held and feedback is captured and incorporated into policy proposals</li> </ul>	ISAC meetings
<p><i>KRA – A web based portal for disseminating information to a domestic and international audience and, and capturing feedback and applications is developed and made operational. LONG TERM: This website will evolve into an electronic storefront for the MOT and support various functions including electronic registration of companies, etc.</i></p>	
<ul style="list-style-type: none"> <li>▪ A near term and long terms strategy for implementing a web portal is developed</li> </ul>	Portal strategy
<ul style="list-style-type: none"> <li>▪ The near term strategy for the portal is implemented and the portal is stood up</li> </ul>	Portal with static content
<ul style="list-style-type: none"> <li>▪ A content and application management plan is developed and promulgated</li> </ul>	Portal management plan
<ul style="list-style-type: none"> <li>▪ A plan for the long term evolution of the portal is developed</li> </ul>	Portal evolution plan

***Resources Required***

Advisors deployment, activity timing and duration will be coordinated with the responsible CPA Technical Advisor. The total cost of this activity is estimated at USD \$1.8m inclusive of all technical assistance, (international and Iraq), and all publications, training material and study tours.

(b)(6)

From: (b)(6)  
 Sent: Sunday, November 09, 2003 7:58 AM  
 To: (b)(6)  
 Cc: (b)(6) McKee, Robert E. (SES); Kennedy, Patrick Amb  
 Subject: RE: (b)(6)

(b)(6) had his own agenda. Spent limited time in the office.

(b)(6)

(b)(2)

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

From: (b)(6)  
 Sent: Friday, November 07, 2003 10:56 AM  
 To: (b)(6)  
 Cc: (b)(6) McKee, Robert E. (SES); Kennedy, Patrick Amb  
 Subject: RE: (b)(6)

(b)(6)

I am sorry I couldn't recall your name as the person who came into my office with (b)(6) and talked to me about (b)(6). I thought it was Mr. McKee. In that meeting I have asked for a written confirmation of the verbal message conveyed to me. I suggested an e-mail. I have been told it will be sent to Pat Kennedy and it should be forwarded to me. I sent an e-mail dated October 17<sup>th</sup> asking for that confirmation, below is a copy of that e-mail. After more than two weeks I am still waiting to receive a written evaluation of the person performance and the reason for his dismissal from the Oil Ministry team. I am sorry but we need this written evaluation for his file as well. We have a process and a procedure that we must document.

Thanks

(b)(6)

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

From: (b)(6)  
 Sent: Friday, November 07, 2003 9:54 AM  
 To: (b)(6)  
 Cc: (b)(6) McKee, Robert E. (SES)  
 Subject: (b)(6)

(b)(6)

I discussed the issue of (b)(6) and his actions within CPA Oil with you the one day, not Mr. McKee. Subsequently, the issue of his presence within CPA Oil was raised to Mr. Kennedy, I believe through your shop. I spoke with Mr. Kennedy at the time and to my knowledge the issue was resolved. As such I do understand what you are requesting. Due to lapse of time from our prior meeting, including not being part of the IRCD, I feel that it would be inappropriate to provide any additional information that has already been conveyed to you verbally.

Sincerely,

(b)(6)

11/9/2003

FOIA 09-826 CPA 000086

(b)(2)

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

From: (b)(6)  
Sent: Saturday, October 18, 2003 10:45 AM  
To: (b)(6)  
Subject: FW: (b)(6)

(b)(6)

This is the e-mail I sent.

(b)(6)

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

From: (b)(6)  
Sent: Saturday, October 18, 2003 9:41 AM  
To: McKee, Robert E. (SES)  
Cc: Crear, Robert BG CFLCC/3A-FWD-USACE; (b)(6)  
Subject: (b)(6)

Mr. McKee

Would you please confirm what you told me yesterday about (b)(6) in an e-mail.

Thanks

(b)(6)

11/9/2003

FOIA 09-826 CPA 000087

(b)(6)

**From:** (b)(6)  
**Sent:** Thursday, December 18, 2003 4:39 PM  
**To:** (b)(6)  
**Subject:** FW: Fuel Lines - talks between CPA, MOO & SUMO

Please pass to Ambassador Bremer before he leaves for the interview. We'll finally making some progress on the fuel issue.

(b)(6)

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

**From:** (b)(6)  
**Sent:** Thursday, December 18, 2003 4:01 PM  
**To:** (b)(6)  
**Cc:** (b)(6)  
**Subject:** Fuel Lines - talks between CPA, MOO & SUMO

(b)(6)

You asked to be kept informed of moves either by the CPA Senior Adviser or the Ministry of Oil to inform people about the fuel line issues.

The following was agreed at the meeting today at the Daura Oil Refinery, it involved CPA reps inc Rob Mckee – senior advisor, and Gen Jim Jackson of Gen. Kelloggs office, plus reps of Sumo, the refineries and distribution points, and the Ministry's technical director Mr Samir. I am going to the Ministry on Saturday with a CPA representative to see Mr Samir and the Public Affairs team (fingers crossed) to get approval of the proposed Iraqi press article.

- **From Today (Thurs 18 Dec) The Ministry has started limiting amount per customer to 30litres, down from 50litres and implementing a system of odd and even registration numbers.**
- **They have started a public information campaign, using TV and putting signs up at stations to let people know**
- **Imports are being increased, with fuel coming from Kuwait, Jordan and Syria. Barges are being used and trucks will be escorted not only to the distribution points but also to gas stations to combat black market sales.**
- **Government Gas stations will stay open for longer, some for 24hours**

Hope this helps, more to come I hope.

Thanks

(b)(6)

12/18/2003

FOIA 09-826 CPA 000088



**Bremer, Paul**

**From:** (b)(6)  
**Sent:** Saturday, December 20, 2003 1:09 PM  
**To:** Bremer, Paul  
**Cc:** (b)(6); 'Dempsey, Martin BG (P) ( 1AD CMD GRP CG )'; McKee, Robert E. (SES); Hertling, Mark P. BG (1AD CMD GRP ADC-S); (b)(6); (b)(2),(b)(6)

**Subject:** BAGHDAD GASOLINE DISTRIBUTION CRISIS

(b)(6)

The comment in this mornings meeting was not to point out the obvious gasoline problem. It was to record a dissenting view that there is no supply problem in the city and it is only a manageable distribution problem. The problems and the solutions are multi faceted and complex.

Many, many people are working on the supply aspect of this issue. Below are some of the recommended actions at the distribution level of the problem.

**AIM:**

More effectively manage the constantly changing distribution of the limited supply of gasoline in Baghdad.

**RECOMMENDED ACTIONS:**

- Ask all parties (IGC, Ministry OF Oil (MoO), CPA, 1<sup>st</sup> AD) to recognize we will have a changing limited supply of gasoline available in Baghdad for at least the next month and we must move into a real time crisis mode to manage the distribution of that limited supply.
- Immediately establish a **JOINT** Fuel Distribution Crises Management Team to operate at the Ministry of Oil Headquarters, Refinery and Tank Farms (1<sup>st</sup> AD are setting up a crisis distribution team to work with the MoO but it will only be available for 48 hours, the Joint Fuel Distribution Crises Management Team is required on a permanent basis).
- Members would be:
  - MoO Distribution, Supply, Storage, Production and Imports divisions;
  - A representative from the Senior Advisors office;
  - 1<sup>st</sup> AD representation;
  - Strategic Communications representation;
  - TF RIO; and
  - IPS.
- Assignments
  - Constantly share the changing facts on time, amounts and locations of gasoline and diesel available for distribution in Baghdad.
  - Constantly decide where, when and how to distribute the limited supply based on facts fed in from distribution points and fed back to the distribution points.
  - Communicate the constantly changing distribution routes to the 1<sup>st</sup> AD to enable military escorts of re-supply trucks from tank farm to gas stations, to plug the smuggling holes.

12/20/2003

FOIA 09-826 CPA 000089

- Dispatch military escorts on the basis of wherever the Crises Management Team decides to send gasoline from a standby pool of escorts.
  - Continue to provide military presence and patrols by 1<sup>st</sup> AD at the gas stations.
  - Insist MoO put either its Oil Police or some of its 5000 FPS on the gas station level distribution system to discipline the lines.
  - Strategic Communications jointly develop reoccurring IO/PR campaigns that reflect the constantly changing gas conditions in the city.
- Establish a worst case scenario contingency plan for the crisis to include, in the next 24 hours, an analysis of:
    - A political decision to declare a national emergency, which could entail the military take over of the distribution system if required.
    - Analysis of the option of closing stations on a rotating basis to provide time to build up enough known stock to help manage the distribution.
  - Deciding when and who will take the political heat to increase the price of gasoline (CPA, IGC, IMF) to allow market forces to dampen hoarding, smuggling and black-market leaks in the current distribution system.

(b)(6)

Regional Coordinator  
CPA-B

12/20/2003

FOIA 09-826 CPA 000090

(b)(6)

From: (b)(6)  
Sent: Sunday, December 21, 2003 4:56 AM  
To: Jones, Richard H. (AMB)  
Cc: (b)(6) Executive Secretary  
Subject: End of the Day Emails to Bremer/2 PM Phone Calls/Green Folders

On the items in this morning's Green Folder:

We emailed to Bremer last night only the three Gompert memos. All other items of importance we will save for a comprehensive end-of-the-day ExecSec email he has requested. We will provide you with a copy of these daily emails.

Amb Bremer asked us to send him an end-of-the-day email to supplement your daily 2pm phone calls, which he asked me to sit in on. When you leave, he said he would call me daily. He asked me to look at everything going into (b)(6) during his absence.

ExecSec plans to let you know by noon each day if there are any items we are aware of that you would want to consider raising during your 2pm phone call. Items Bremer mentioned to me for specific follow-up were

- the \$5mil Rodney Bent would make available immediately from seized assets to Rob McKee for energy repairs (done last night)
- the WFP letter from (b)(6) (in the green folder)
- announcement of rewards for the 13, already approved by State.
- Rodney Bent was providing to him a Jan 5 100-page draft paper that OMB is supposed to comment on by Monday, which will list what we will have accomplished by June 30. CPA Rear has a copy of this report. (I came in late to the conversation and didn't get the details.)

ExecSec will put together its usual Welcome Home Book on Saturday and Sunday for transmission to Washington on Sunday for his return plane reading. We will provide you with a copy, and an opportunity to review if you get back in time.

We have a copy for you of the Strategic Plan as of December 20 which Bremer took with him

Please don't hesitate to let us know if there is anything else you would like us, or me, to do. (b)(6)

(b)(6)

Executive Assistant, CPA Administrator  
Head of CPA Executive Secretariat

12/21/2003

FOIA 09-826 CPA 000091

031222-12

(b)(6)

From: (b)(6)  
Sent: Monday, December 22, 2003 3:45 AM  
To: Jones, Richard H. (AMB); (b)(6)  
Cc: Executive Secretary  
Subject: FW: End of Day Email for December 21 - PRINTED

ExecSec: Please log and file this, but you do not need to copy attachments. Thanks.

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

From: (b)(6)  
Sent: Monday, December 22, 2003 3:04 AM  
To: (b)(2) Bremer, Paul; Bremer, Paul (OSD)  
Cc: Executive Secretary  
Subject: End of Day Email for December 21

We understand you spoke with Amb Jones during the day and he reviewed with you the NSA and Governance issues. He also briefed you on the Badran meeting re recalling Army border guards, and provided a Hajj update.

The three items you mentioned to me (\$5mil to Rob McKee for energy repairs, your WFP response to (b)(6) and the announcement of the rewards for the 13) have all been attended to.

From last night's and today's read folders, items of note:

- Amb Jones signed out two PRB allocation requests - #52: \$5mil emergency fuel response program. #51: \$30.5mil for various projects, to include poultry production OFF contracts, \$16.7mil; ICE, \$10mil; CPA(S) Integrated Security Sector Reform, \$8.5mil; Ag College Abu Ghraib, \$1mil; Iraqi CT training, \$300k.
- Info Memo from the British on the Civil Service Capacity Building Program. Attached above.
- Info Memos - Weekly Report from SrAdv Transport Ministry and Weekly Oil Revenue Report. Attached above.

We sent to you by separate emails the three Gompert memos and the fuel memo emails that didn't show you as a separate addressee. (b)(6) called in with Strategic Plan instructions for (b)(6) (b)(6)

We are asking CPA Rear to provide you with copies of significant cable traffic (both CPA outgoing and incoming), which are indexed for your review at the end of this email. CPA Rear will pull only those items you indicate you are interested in reading. We are holding for plane reading reporting from the GovCoordinators and other memos, all of which Amb Jones will have reviewed.

Should you need to reach ExecSec, 24-hour cellphone numbers are (b)(2) for me. Also,

12/22/2003

FOIA 09-826 CPA 000092

(b)(2),(b)(6) Everyone in ExecSec is on the ready that you could call at any time for a general update. We will have duty officer split shifts 8am-8pm on the 25<sup>th</sup> and the 26<sup>th</sup>. The main ExecSec number can most easily be reached through Ops or Cables. We have advised CPA Rear, Defense Cables, State Ops, and WH SitRm of our hours and numbers.

(One final note: I am concerned that if there is no "by-name request" for A-100 class members (b)(6) to work in ExecSec and be registered in the Jan 5-9 DS class, it may be too late to get them on board. The others - (b)(6) and (b)(6) can wait for the February/March DS classes. (b)(6) have both expressed keen interest in having the last three work for them in the Information Management Unit and Provincial Outreach offices and have even drawn up position descriptions for them, which have been forwarded to Reuben, who is on board to try to make this happen.)

**CPA Cables Transmitted:**

0396 – National Unity Statement  
 0397 – De-Baathification and Reconciliation  
 0401 – Preparation for Iraqi Hajj  
 0403 – CPA Priority Policy Staffing

**CPA Cables Awaiting Clearance/Approval (should be transmitted by OOB WashDC time):**

0385 – ExecBd Minutes 12/14  
 0400 – Bremer 12/20 Meeting with Ministers  
 0402 – Bremer Meeting with IGC Members Khuzai and Chapuk  
 0404 – Review of Iraqi Political Transition  
 0405 – Sharif Ali Memcon

**Incoming Cables of Possible Interest**

Rome 5661 – Italians Seek Support with Bombing Investigation  
 Manama 2951 – Bremer in Bahrain Mixing Diplomacy and Sports  
 London 10078 – IGC Del in London  
 Kiev 47777 – FM Hryshchenko on Iraq: Al Kut, Contracts, Staffing  
 State 34583 – Transfer of JPRC Funds to DFI

(b)(6)

Executive Assistant, CPA Administrator  
 Head of CPA Executive Secretariat

12/22/2003

FOIA 09-826 CPA 000093

(b)(6)

**From:** (b)(6)  
**Sent:** Monday, February 23, 2004 7:35 AM  
**To:** (b)(6)  
**Subject:** FW: Accountability of Iraqi Assets

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

**From:** (b)(6)  
**Sent:** Saturday, January 24, 2004 10:29 AM  
**To:** (b)(6)  
**Subject:** FW: Accountability of Iraqi Assets

This should be interesting ...

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

**From:** Oates, Michael C. (O-6)  
**Sent:** Sunday, January 11, 2004 12:46 PM  
**To:** Wilkinson, Molly A. (SES); (b)(2); (b)(6) Bent, Rodney G. (SES); (b)(6)  
(b)(6) Casteel, Steven W. (SES-O6); (b)(6)  
(b)(6) Lucke, Lewis; (b)(6) McKee, Robert E.  
(SES); (b)(6) Nash David  
(SES); (b)(6)  
(b)(6)  
**Cc:** (b)(6)  
**Subject:** Accountability of Iraqi Assets

All

(b)(6) has directed me to have all money being held in the senior advisor's or Directors possession accounted for and deposited with the comptroller for storage in the CPA vault **NLT COB 13 Jan**. The storage of any money in the office (other than personal funds) is prohibited. No petty cash accounts are authorized.

Please provide all receipts for expenditure of Iraqi assets to the Comptroller by appointment **NLT 31 Jan 2004**. These receipts should cover the period of ORHA creation though present to account for all receipt and expenditure of Iraqi assets as best you can provide.

Please report back when:

- You have cleared all cash with the comptroller
- You have closed receipt account with the comptroller.

Thanks

2/23/2004

(b)(6)

**From:** (b)(6)  
**Sent:** Friday, February 27, 2004 9:00 PM  
**To:** (b)(6) Bent, Rodney (SES-4); Casteel, Steven Mr. (CIV); Schmults, Edward C. (SES6); McKee, Robert E. (SES); (b)(6) Carpenter, Scott (SES-2); (b)(6)  
**Cc:** (b)(6) Vogler, Gary; (b)(6) (b)(6) (O-5); Smith, Frederick (SES-6); (b)(6) (b)(6)  
**Subject:** CJTF-7 Draft Assessment

All,

This Sunday (b)(6) and (b)(6) will discuss and update with the Executive Board on their ministry transition status assessment (which they coordinated with you for your Ministry). Your thoughts on this CJTF-7 document will shed further light on the discussion in general. Your awareness of CJTF-7's current thinking, vis-à-vis the transition and post June Iraq, will help you better articulate your discussions with CPA leadership. Any thoughts you provide will help better inform the decisions of CPA and CJTF-7 leadership. Your input will also help clarify and bring to front your concerns and recommendations – so there is ample motivation for you to take an active role.

The attached paper is the CJTF-7 draft view of which services are essential to maintaining a stable Iraq and which ones are most at risk. The services they selected are provided by your ministry. Please review this paper from your perspective and pass us your initial comments by the end of Saturday. We will share these and any further comments you may have with the CJTF-7 planners.

Tuesday, (b)(6) and the CJTF-7 representatives will bring this document to the Joint Planning Group.

V/R

(b)(6)

**Military Assistant to  
CPA Director of Civil Affairs**

(b)(2)

*"Inveniam Viam Aut Faciam"*

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

**From:** (b)(6)  
**Sent:** Thursday, February 26, 2004 11:49 AM  
**To:** Sullivan, Thomas L. (SE5); (b)(6)  
**Cc:** (b)(6)  
**Subject:**

2/27/2004

Sir,

Enclosed are the two documents we promised you.

(b)(6)

1 TC US Army

(b)(2)

2/27/2004



040109-25

LPS HAS SEEN

(b)(6)

From: (b)(6)

Sent: Thursday, January 08, 2004 9:27 PM

To: Executive Secretary; (b)(6); Bent, Rodney G. (SES); McKee, Robert E. (SES)

Cc: (b)(6)

Subject: RE: TASKER FOR AMBASSADOR BREMER: RECOMMENDATION ON SOLE-SOURCING  
RAPID PIPELINE REPAIR CAPABILITY

Please see attachment

(b)(6)

Oil Advisor

(b)(2)

OK  
1/11/04

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

From: Executive Secretary

Sent: Thursday, January 08, 2004 11:06 AM

To: McKee, Robert E. (SES); Vogler, Gary; (b)(6); Bent, Rodney G. (SES)

Cc: (b)(6); Executive Secretary

Subject: TASKER FOR AMBASSADOR BREMER: RECOMMENDATION ON SOLE-SOURCING RAPID  
PIPELINE REPAIR CAPABILITY

Gentlemen:

Ambassador Bremer would like a recommendation on whether we should sole-source a rapid pipeline repair capability as an urgent requirement by COB tomorrow.

He would like to know precisely what that would do for us in dollar terms using a few historical examples. In other words, sabotage result in loss of "X" revenues over "X" repair time. With a rapid repair capability, we could have cut repair time to "Y" with lost revenues of "Y." We need to take into account (as best we can) the time to move people and equipment around.

He would also like an estimate on how much sooner we can field this capability if we sole source.

This Tasker needs to be coordinated with Finance.

Thank you in advance,

(b)(6)

Executive Secretariat  
Coalition Provisional Authority

1/9/2004

FOIA 09-826 CPA 000097

**Johnson, Susan R. (SES)**

**From:** Helmick, Frank G. - BG, DCG 101st ABN  
**Sent:** Saturday, November 29, 2003 5:32 AM  
**To:** Johnson, Susan R. (SES)  
**Cc:** (b)(6)

**Subject:** RE: Fielding a Delegation to go to Ankara immediately after Eid

Susan --

If the weather holds we can make it to your location at 9AM on Sunday -- we may have to come down on Saturday PM -- we will see. Do they link directly with you at CPA HQ?

(b)(3):10 USC §130c

(b)(6) Recommend you all come down here early PM approx 1300 since Ministry of Interior is cnx @ Harbur Gate -- coordinated for movement to Baghdad around 1800 -- depart for an arrival at 2000 or so. Then there should be no issue with link-up or meeting on Sunday.

(b) please schedule a/c.

AASLT  
HELMICK  
ADC (O)  
101st AIRBORNE DIVISION (AIR ASSAULT)

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

**From:** Johnson, Susan R. (SES) [mailto:(b)(2)]  
**Sent:** Friday, November 28, 2003 11:19 PM  
**To:** Helmick, Frank G. - BG, DCG 101st ABN  
**Cc:** (b)(6) Major General David H. Petraeus  
(E-mail); (b)(6)  
( CIV ); Carpenter, Scott CIV Ministry of Governance  
**Subject:** RE: Fielding a Delegation to go to Ankara Immediately after Eid

Frank -- thanks for the input.

1. We plan to have a meeting Saturday late afternoon for the CPA participants to go over our goals for the visit. I have no problem with the team you suggest. It is likely that we will field a large group for the border meetings which will probably take place on Monday morning.
2. I don't have a specific time for Sunday departure but estimate it will be around 9am or so. Can you make that?
3. Thanks for your objectives. Re point 1, these would seem achievable. Re point 2 I am not sure this will fly unless the KDP can come up with some additional gestures of goodwill. Stop flying KDP flag, and maybe some other things that we need to flush out. Re 3 and 4, what steps can be taken to reduce the amount of smuggling?

Susan

11/29/2003

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

**From:** Helmick, Frank G. - BG, DCG 101st ABN

**Sent:** Friday, November 28, 2003 9:35 PM

**To:** Johnson, Susan R. (SES)

**Cc:** (b)(6) Major General David H. Petraeus (E-mail); (b)(6)

**Subject:** RE: Fielding a Delegation to go to Ankara immediately after Eid

Susan-

Hate to bombard you with e-mails but this dog gone meeting is so important - here is how I recommend we can work this -

Our team 3 pax - (b)(6) in charge of 101st delegation  
- he is assigned to Ankara - currently the Army military attaché to Turkey - speaks fluent Turkish - but works as the 101st LNO as well especially on border issues - trying to hitch a ride back to Ankara since he resides 1/2 the time in Silopi and has a true understanding of the Harbur Gate issues - will be invaluable in the meeting  
(b)(6) - legal counsel

Will have the team arrive at CPA HQ on Sunday AM - you name time - we will have them there for link up with you or your rep -

Objectives for the 101st Airborne Division -

1. Efficient Operation of both sides of Harbur Gate -  
24 hours a day - operation - (our data indicates a lull between 2300-0800 or during shift changes)  
700 fuel trucks per day is the goal  
more customs inspectors required

(b)(3):10 USC §130c

*Let me know if any of this is off base and thanks.*

AASLT!

HELMICK

ADC (O)

101st AIRBORNE DIVISION (AIR ASSAULT)

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

**From:** Johnson, Susan R. (SES) (b)(2)

**Sent:** Friday, November 28, 2003 6:19 PM

**To:** Helmick, Frank G. - BG, DCG 101st ABN

**Subject:** RE: Fielding a Delegation to go to Ankara immediately after Eid

No, I am off to Bosnia, Brcko to be precise, in January. But first let's get this delegation up to Ankara, well prepared and ready to make real and lasting progress. SJ

11/29/2003

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

**From:** Helmick, Frank G. - BG, DCG 101st ABN  
**Sent:** Friday, November 28, 2003 5:19 PM  
**To:** Johnson, Susan R. (SES)  
**Subject:** RE: Fielding a Delegation to go to Ankara immediately after Eid

Susan--

You are awesome -- just returned from Harbur gate -- have a bunch of things we need to get done at the meeting -- will pass to MG Petraeus for approval of priority and then will forward to you for your thoughts as well. Way to go -- you will make a little history before you depart -- I thought you mentioned you were going to a new billet soon? Am I off base on that?

AASLT/  
HELMICK  
ADC (O)  
101st AIRBORNE DIVISION (AIR ASSAULT)

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

**From:** Johnson, Susan R. (SES) [mailto:(b)(2)]  
**Sent:** Friday, November 28, 2003 4:47 PM  
**To:** Helmick, Frank G. - BG, DCG 101st ABN  
**Cc:** (b)(6)  
**Subject:** RE: Fielding a Delegation to go to Ankara immediately after Eid

Frank -- I will forward you and (b)(6) an email that I just sent out. Looks like departure will slip to Sunday morning as Turks can't get all the players to the table on Sunday after the 9 day Eid holiday.

Cheers,

Susan

p.s. The Iraqis have now agreed to talk about a second border crossing..... let's see the content!

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

**From:** Helmick, Frank G. - BG, DCG 101st ABN  
**Sent:** Friday, November 28, 2003 9:31 AM  
**To:** Johnson, Susan R. (SES)  
**Cc:** (b)(6)

(b)(6)  
**Subject:** RE: Fielding a Delegation to go to Ankara immediately after Eid

Susan--

MG Petraeus asked if our Colonel Commander responsible for border operations -- (b)(6) could be the rep -- he is really the most knowledgeable one -- MG Petraeus asked him to move his command post to Harbur Gate this past week so he has been living up there for a few days now

11/29/2003