



COALITION PROVISIONAL AUTHORITY  
**AN HISTORIC REVIEW OF CPA  
ACCOMPLISHMENTS**  
B A G H D A D , I R A Q

COALITION PROVISIONAL AUTHORITY  
**HISTORICAL ACCOMPLISHMENTS**

On June 30, 2004 Iraq will again become a fully sovereign nation. When this occurs, the Coalition Provisional Authority (CPA), the international body that has governed Iraq since April, 2003, will have achieved its primary goal, and will cease to exist. Over the course of the last fourteen months the Coalition Provisional Authority has focused on helping Iraqis build four foundational pillars for their sovereignty: **Security, Essential Services, Economy, Governance.**



Iraqi soldiers learn urban-war fighting techniques as part of their overall advance military training at Tadjji, Iraq on Jun. 3, 2004.

*(U.S. Air Force photo by SSgt D. Myles Cullen)*



The city of An Najaf holds its first ever town hall meeting since the fall of Saddam Hussein. The League of Democratic Scholars with the help of the Coalition Provisional Authority helped organize the event

*(U.S. Air Force photo by Tech. Sgt John M. Foster)*

### **Security**

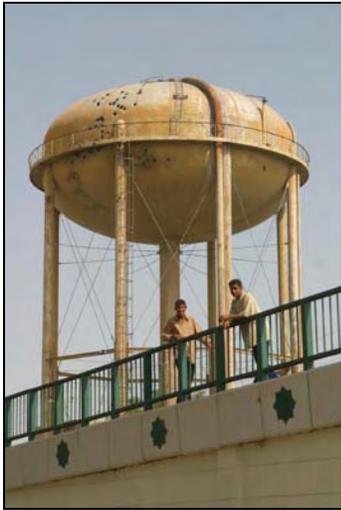
CPA assisted the Iraqi government in constructing the means to assume responsibility for external and internal security, including its own defense and police forces, and in establishing relationships with regional states and with the international community. CPA also assisted Iraq to clearly define within a legal framework, the roles and accountabilities of organizations providing security.

- Three Iraqi ministries play a primary role in Security: Defense, Interior and Justice.

### **Governance**

CPA worked with Iraqis to ensure the early restoration of full sovereignty to the Iraqi people. The July 13, 2003 establishment of a Governing Council (GC), and the June 1, 2004 establishment of the Interim Iraqi government were major steps toward that goal. The establishment of effective representative government, ultimately sustained by democratic elections, has required the rapid development of new frameworks and capacities.

- An interim Constitution
  - Respect for the rule of law and human rights
  - Effective and fair justice systems
  - Open and transparent political institutions and processes
  - Creation of a vibrant civil society
  - Measures to improve the effectiveness of elected officials, including strengthened local gov. systems
- Six Iraqi ministries play a primary role in Governance: Foreign Affairs, Women's Issues, Human Rights, Culture, Youth and Sport, and Planning and Development Cooperation



An unusable water tower that was damaged during the war in Nasiriyah. Distribution of potable water remains a big problem for the citizens, as existing water lines are often contaminated because of a high water table and the presence of open sewage. (Photo by Thomas Hartwell)



U.S. Secretary of Commerce Don Evans and Iraq's Central Bank Governor Sinan al-Shibibi discuss the new Iraqi Dinar during a press conference, Oct. 15, 2003. (U.S. Air Force photo by Staff Sgt. Reynaldo Ramon)

## Essential Services

- CPA helped the Iraqi government to reconstitute Iraq's infrastructure, maintain a high level of oil production, ensure food security, improve water and sanitation infrastructure, improve health care quality and access, rehabilitate key infrastructures such as transportation and communications, improve education, and improve housing- quality and access.
- Eleven Iraqi ministries play a primary role in Essential Services: Education, Higher Education, Health, Displacement and Migration, Communications, Municipalities and Public Works, Electricity, Housing and Construction, Water Resources, Transportation, Environment

## Economy

- CPA helped the Iraqi government to build market-based economy by:
  - modernizing the Central Bank, strengthening the commercial banking sector and re-establishing the Stock Exchange and securities market
  - developing transparent budgeting and accounting arrangements, and a framework for sound public sector finances and resource allocation
  - laying the foundation for an open economy by drafting company, labor and intellectual property laws and streamlining existing commercial codes and regulations
  - promoting private business and SMEs through building up the domestic banking sector and credit arrangements.
  - and establishing the structure of the oil industry
- Seven Iraqi ministries play a leading role in Economy: Oil, Labor and Social Activity, Agriculture, Trade, Science and Technology, Industry and Minerals, and Finance

## Strategic Goals and Objectives



An Iraqi Facilities Protection Service Policeman guards a facility in Baghdad, 12 June 04. Since Operation Iraqi Freedom the FPS was created as a new wing of the Iraqi Police Force protecting Iraqi installations from terrorism.

*(U.S. Air Force photo by Staff Sgt. Ashley Brokop)*

The ultimate goal for Iraq is a durable peace for a unified and stable, democratic Iraq that is underpinned by new and protected freedoms and a growing market economy. A key long-range strategic objective is a secure environment for people and property that enables citizens to participate fully in political and economic life.

This means that the Iraqi government must have the means, including its own defense and police forces, to assume its responsibility for external and internal security, including policing of its borders and that relationships with regional states and with the international community have been established.

Moreover it requires that the roles and accountabilities of organizations providing security are clearly defined within a legal framework.

## Security Requirements & Strategic Needs

Internal security will be Iraq's greatest challenge in coming years. This will include the fight against insurgency, terrorism, ethnic conflict, and violent extremism of all sorts.

External security will be provided by a combination of capable defense forces, growing regional security ties, ties with "Western" states, and involvement in global and regional multilateral organizations and groups.

An ever-changing threat from groups using terrorist tactics will be an increasingly critical security challenge.

Radical Sunni Islamists will be a significant and growing component of this.

Iraq must develop capacity to prevent and preclude acts of extreme violence and counter the groups that seek to perpetrate them.

# SECURITY

*A key task required to achieve these objectives is the development of Iraq's defense capabilities and security oversight mechanisms.*

## Overall National Security Structure

organizations at the policy, operational, and tactical levels

Iraq will face the challenge of ensuring that it is compliant with the broad range of nonproliferation agreements and arrangements it is appropriate for it to comply with.

With U.S. and other assistance, Iraq will also work to establish effective export control mechanisms for WMD and related materials. Former WMD research personnel will be engaged and, as possible, employed in peaceful research efforts through the WMD Personnel Redirection Program and the Iraqi International Center for Science and Industry.

This requires integration of a variety of forces and

***In the face of these security challenges, CPA has made remarkable progress toward reaching its security goals and objectives as noted below:***

## **O** v e r v i e w

- On July 1, 2004, the Iraqi Ministry of Defense (MoD) assumes sovereign responsibility for the Iraqi Armed Forces (IAF).
- National Command Authority will flow from the Prime Minister to the MOD to the Chief of Staff (COS), Iraqi Armed Forces, to the operational commander.
- The Minister of Defense is a member of the Ministerial Committee on National Security (MCNS), with the responsibility of representing the interests of the Ministry within the Government.
- The Senior Military Advisor (SMA) is a permanent advisor to the MCNS.
- The Joint Headquarters (JHQ) of the MOD, co-located in the same building with the civilian.
- MOD staff, will organize, train, and equip the IAF to ensure they are prepared and available for operations.
- MOD will be responsible, among other functions, for formulating Iraqi defense policy, determining capabilities, budgeting, providing communications, analyzing intelligence, building military infrastructure, and sustaining the forces.
- The Joint Headquarters (JHQ) of the MOD, co-located in the same building with the civilian MOD staff, will organize, train, and equip the IAF to ensure they are prepared and available for operations.
- MOD will be responsible, among other functions, for formulating Iraqi defense policy, determining capabilities, budgeting, providing communications, analyzing intelligence, building military infrastructure, and sustaining the forces.

## National Security Institutions Formed

The MOD was created March 22, 2004 and is completely accountable, transparent, and non-discriminatory, and it's operating as a modern, democratic, professional and civilian-controlled system.

*The new MOD serves all Iraqi people.*

It's overseeing the Iraqi Armed Forces so that they will be an effective guarantee of the security of all Iraqis.

These forces include a new army, air force, and coastal defense force among others.

An Iraqi National Intelligence Agency (INIS) has also been established to provide information about terrorism, domestic insurgency, narcotics production and trafficking, espionage, weapons of mass destruction, serious organized crime, and other issues related to the national defense or threats to Iraqi democracy. The INIS cannot arrest or detain anyone.

The MCNS facilitates and coordinates national security policy among the Ministries and agencies of the Iraqi government with responsibility for national security and does not interfere in or manage the work of individual ministries, but rather ensures that the work of individual ministries is part of a coherent security strategy.

### MOD Then & Now

- The old MOD was controlled by a military system that wasn't accountable to the people it defended. In fact, it was used against the very people it was meant to protect. The new MOD serves all Iraqi people.
- The former Ministry of Defense completely disestablished. The new MOD, starting with no personnel and no headquarters building, now has more than 250 employees including almost 100 new civil servants, operating out of a newly renovated building far from the old MOD facility.
- Almost 1400 Iraqi MOD candidates from all regions of Iraq were interviewed for these 100 positions. It is expected that the number of MOD civil servants will grow to about 2000 personnel including the JHQ.
- A new Joint Headquarters for the IAF, co-located with the MOD, was just established.
- The Minister of Defense is a member of the Iraqi Interim Government; he reports directly to the Prime Minister.
- There are two Iraqi four-star generals – the Senior Military Advisor and Chief of Staff of the Iraqi Armed Forces.
- The senior career civil servant is the Secretary General of the MOD. Five Directors General report to him -- Policy and Requirements, Programs and Budget, Acquisition and Logistics, Personnel, and Communications, Intelligence, and Security.
- Over 90% of the civil servants were sent to the United States for training in the basics of building a democratic institution in the new Iraq.
- The intelligence service was used as a political tool by the former regime – not to protect the Iraqis, but to protect Saddam Hussein alone. The new INIS is forbidden from reporting on domestic political issues or involving itself in the political process.

## CPA ACCOMPLISHMENTS 2003-2004

### Command Authority

- Command authority for the IAF flows from the head of government (Prime Minister) to the Defense Minister to the IAF Chief of Staff to the operating commander.
- (Internal Security national command authority issues from the head of government to the Minister of Interior to police or other internal security force commander(s).)

### Ministry of Defense

- Established by CPA Order 67, March 22, 2004.
- Provides policy oversight of the Iraqi Armed Forces (The IAF, consisting of the Army, Coastal Defense, Air Force, ICTF, ICDC) and formulates overall defense policy.
- Civilian controlled, transparent, professional, merit-based, and broadly representative of the Iraqi people.
- Former military may serve in civilian roles. On an exceptional basis, uniformed officers may occupy official positions, reporting to civilians.
- Secretary General (the number-two MOD position) and Senior Military Advisor roles insulated from political change.
- The civilian MOD staff, which will grow gradually, is working in the areas of personnel, acquisition, budgeting, contracting, and intelligence analysis.

### Militias

- Addressed in CPA Order 91, June 7, 2004.
- The TAL states that there can be no armed forces in Iraq other than those specifically provided for by federal law; thus, all armed forces aligned with

- Political parties or individuals must be eliminated.
- Militias that agree to the transition and reintegration process will be treated as in compliance with federal law while they undergo this process.
- It will support the retirement and work-force reentry of former militia members.
- Some of them will be melded into Iraqi security services as individuals.

### Veteran's Agency

- Established by a Ministry of Defense regulation April 1, 2004.
- The Iraqi Veterans Agency (IVA) is an independent agency under the Ministry of Defense.
- The role of the IVA is to represent veterans' issues across Government and to be a single reference point for veterans to contact regarding their concerns.
- Key component of strategy to address militia transition and reintegration process.

### MNF-I

- The Multinational Force, Iraq (MNF-I) will operate in support of Iraqi MoI forces, which retain primary responsibility for Iraqi internal security beginning on July 1, 2004.
- IAF will also assist MNF-I after transition under strict rules of engagement.
- MNF-I will coordinate with Iraqi internal security services at the provincial level through Joint Coordination Centers (JCCs).
- MNF-I will transfer responsibility for security to appropriate civil authorities as conditions permit.

### **Iraqi National Intelligence Service**

- Established by CPA Order 69, April 1, 2004.
- From the TAL: The Iraqi Intelligence Service shall collect information, assess threats to national security, and advise the Iraqi government.
- INIS shall be under civilian control, shall be subject to legislative oversight, and shall operate pursuant to law and in accordance with recognized principles of human rights.
- Internal intelligence focus (CT and counterinsurgency), not foreign collection.
- Answers to an independent judiciary and reports to the Prime Minister.
- No authority to arrest or detain—works with other security services, primarily MoI to ensure that information leading to arrest or detention is appropriately utilized.
- “First among equals” of Iraqi intelligence services (MoD, MoI will have small intelligence arms).



*(U.S. Air Force photo by Staff Sgt Ashley Brokop)*



Iraqi soldiers stand in formation waiting to receive their diplomas during their graduation ceremony after completing training in Amman, Jordan, on Thursday, June 17, 2004.

*(U.S. Air Force photo by Staff Sgt. Ashley Brokop)*

### **Ministerial Committee for National Security**

- MCNS Established by CPA Order 68, April 1, 2004.
- The MCNS facilitates and coordinates national security policy among the Ministries and agencies of the Iraqi government tasked with national security issues.
- This is the primary forum for Ministerial-level decision making on these issues.
- Core of developing effective interministerial coordination, risk assessment capacity and intelligence fusion to respond to the full range of national security priorities
- Consists of the head of government (chair), the Minister of Defense, the Minister of Interior, the Minister of Foreign Affairs, the Minister of Justice, and the Minister of Finance. Other Ministers may also participate in specific meetings at the request of the Chair. The Senior Military Advisor, the Director General of the Iraqi National Intelligence Service and the National Security Advisor also participate as permanent advisory members.

## Iraq Armed Forces

- The Iraqi Armed forces will consist of six main elements:
  - Iraqi Army (2 Divisions motorized infantry) to total about 27,000 (by March 2005.)
  - Iraqi National Guard (45 battalions and 6 Brigade Headquarters) to total about 41,088 (by October 2004.)
  - Iraqi Intervention Force to total about 6,665 (by November 2004.)
  - Iraqi Special Operations Forces – Iraqi Counter Terrorist Force to total about 764 plus a Commando Battalion to total about 828 (both by February 2006.)
  - Iraqi Coastal Defense Force (6 Patrol Boats) to total about 405 (by October 2004.)
  - Iraqi Air Force (operating 6 Hercules and 16 UHH) to total about 500 (by December 2004.)
  - Interoperable with allies and friends.
  - International deployment for multilateral peacekeeping and humanitarian operations possible in the future.
  - Interior lines of communications and mobility, no force projection, limited logistics.
  - The IAF will be heavily reliant on civil infrastructure and support services.
  - Manning, training, equipping of Armed Forces provided by OST (Office of Security Training).
  - Merit-based assignment and promotion, competitive pay.
  - The military justice system relies heavily on the civilian justice system for serious offenses, with civilian judges acting as courts-martial.
  - Defining mission of the IAF is the defense of Iraq.
  - Domestic use of the IAF is a last resort and under tight control



A squad of female Iraqi soldiers attend graduation ceremonies for their male counterparts after training in Amman, Jordan, June 17, 2004. (U.S. Air Force photo by Staff Sgt Ashley Brokop)

The Ministry of Defense will be responsible, among other functions, for formulating Iraqi defense policy, determining capabilities, budgeting, providing communications, analyzing intelligence, building military infrastructure, and sustaining the forces.

### **Iraq Armed Forces**

## **Ministry of Defense**



The second class of female Iraqi recruits learn to use the AK-47 weapon during basic training at the Jordanian Royal Military Academy, Jordan, on June 22, 2004.  
*(U.S. Air Force photo by Staff Sgt Ashley Brokop)*

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**Iraqi Armed Forces Strength**

**TOTAL STRENGTH:  
10,173  
(Breakdown Below)**

**Iraqi Army:**

All Personnel (Including 944 Iraqi National Task Force Soldiers)	9,659
Soldiers Fielded	5,296
In Training	4,363
Goal Strength	32,557
Shortfall	22,898
Completion Date	February 2005

**Iraqi Air Force:**

All Personnel	217
Servicemen Fielded	162
In Training	55
Goal Strength	500
Shortfall	283
Completion Date	December 2004

**Iraqi Coastal Defense Force:**

All Personnel	297
Servicemen Fielded	187
In Training	110
Goal Strength	409
Shortfall	112
Completion Date	September 2004

*Note: Force strength information from OSC J-1 Personnel and CMATT as of 19 JUN 04.*

*The top three tiers of Ba'ath party members, top four tiers of the former ministries, Special Republican Guard, human rights violators, participants in crimes against humanity and other loyalist groups to Saddam are not permitted to join the Iraqi Army. For the most part, officers and enlisted soldiers from the previous Army can apply to join the Iraqi Army.*

**The Iraqi Army**

- Iraqi Army formally dissolved May 23, 2003
- First 1,000 recruits began training Aug. 2
- Four Battalions graduated; First Battalion (554), Second Battalion (507), Third Battalion (582) and Fourth Battalion (637) from KMTB..
- 549 Officers Graduated from Military Academy on 19 March 2004.
- 1,132 Senior NCOs have graduated from the Senior NCO course; 384 on 25 March, 393 on April 22 and 355 on 20 May. Next Class is scheduled to graduate on 17 June.
- The Senior NCO Course is currently taught by Vinnell Co. personnel and Coalition soldiers, to include Iraqi soldiers.
- 1,060 Soldiers have graduated from the Squad Leader Course, 450 on 17 April, 616 on 20 May. Next class is scheduled to graduate on 3 July.
- The Squad Leaders Course is currently taught by Coalition soldiers, to include Iraqi soldiers.
- Training takes place at Kirkush Military Training Base in Kirkush, Iraq. KMTB is also the training site for the NCOs, while the officer candidates train in Jordan.
- 20 Officers will graduate from BDE/BN Commander's Course on 17 JUN 04 and 16 graduated from the BDE/BN Staff Officer's Course 2 April 2004.
- 19 Iraqi Air Force Officers completed helicopter flight training in Jordan on 27 May.

**Recruiting**

***Officer Graduation in Jordan –***

*“It is about producing leaders that will lead this Army for years to come. It’s about producing officers who have the mental and moral aptitude to perform their duties under a civilian controlled Army that is accountable to the Nation and the people of their Nation.”*

**U.S. Army**

**Col. James R. Mulvenna**

Coalition Military Assistance Training Team Chief of Staff

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*“The successful graduation of female officers has been a particular triumph.”*

**British**

**Army Col. Kim Smith**

Office of Security Transition  
Jordanian Liaison Officer

- Major recruiting centers are located in Baghdad, Mosul and Basrah
- Mobile recruiting teams in Irbil and Sulaymanah will become permanent by the end of April 2004.
- About 60 percent of the privates in the Iraqi Army, and virtually all the officers and NCOs, have previous military experience
- Coalition Military Assistance Training Team Goal for Iraqi Army is 27 Battalions (27,000 light infantry troops and some military police units)
- Coalition goal is 35,000 troops total, to include the JHQ, IAXF and ICDF.
- Currently recruiting Officer Candidates for Military Academy in Rastamiah, scheduled to start first class Sept 2004. Goal: graduate 270 by Sept 2005.

**Recruit Training**

- Nine-week training period (eight weeks of training)
- Pay:
  - A progressive pay scale starting at 150,000 Iraqi Dinars (\$100 American) a month for recruits.
  - 120,000 Iraqi Dinars (\$80 American) a month for hazardous duty pay.
- Rank upon graduation is merit based
- Training POI consists of the following:

First aid Formation and drill Map reading, land navigation Physical training Code of conduct Law of warfare Marksmanship EPW handling	Convoy operations Guard duty Search and security IED response Minefield operations Individual movement Movement under fire Combat orders
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## OFFICER AND NCO TRAINING

### **Iraqi Armed Forces officers training –**

*“This training is designed to produce officers to lead men in a free country. It is designed to teach them to lead men through competence, fairness, and morality as opposed to fear or the desire for personal gain.”*

### **U.S. Army**

#### **Col. James R. Mulvenna**

Coalition Military  
Assistance Training Team  
Chief of Staff

- Iraqi officer candidates have been sent to Jordan for initial training
  - 400 Senior NCOs will be trained per month thru June.
  - 1,500 officers will be trained as of June 2004.
  - 2,500 NCOs will be trained as of August 2004.
  - Jordanians created the training program of instruction based off CMATT requirements
  - Three groups of Officer Candidates Training Programs:
    - platoon and company commanders
    - brigade / battalion staff
    - brigade / battalion commanders

**NOTE:** After graduation from the different courses key officer positions will be filled with the organizations based on merit and experience.

- Non commissioned officers currently trained by Coalition personnel under CMATT control in Kirkush Military Base (east of Baghdad)
  - Two month course
  - Two groups: basic NCO (Squad Leader Course) and Platoon Sergeant/ SGM (Sr. NCO Course)
  - Sr. NCOs graduated:
    - Class #1 384 on 25 March 2004
    - Class #2 393 on 22 April 2004
    - Class #3 355 on 20 May 2004
    - Class # 4 runs from 8 May to 17 June
  - Squad leaders graduated
    - Class #1 450 on 17 April 2004
    - Class #2 611 on 20 May 2004
    - Class #3 runs from 23 May to 3 July
    - Class #4 runs from 4 July to 7 August
- Once Iraqi officers and NCOs have been trained, they will be responsible for training their own recruits
- Rank upon graduation is merit based

# Ministry of Interior

The Iraqi Ministry of Interior's mission involves preserving order in Iraq, defending the territorial integrity of Iraq's borders, and protecting critical infrastructure throughout the country. The agencies within the Ministry of Interior responsible for these tasks include the Iraqi Police Service (IPS), the Department of Border Enforcement (DBE), Facilities Protection Service (FPS) and civil defense.

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The 4th graduating class of the Baghdad Police Academy marches in formation around parade ground, 3 June 2004, after completing the required 8 week training program. The formation includes regular police and border police cadets.  
*(U.S. Air Force photo by Staff Sgt. Ashley Brokop )*

Since the liberation of Iraq on April 9, 2003, Coalition Forces, in close cooperation with their Iraqi counterparts, have made tremendous progress in helping make Iraq a safer, more secure place for Iraqi citizens to live and work.

## The Iraqi Police Service

- Retrained thousands of former Iraqi police in a three-week Transition and Integration Program (TIP) training course during which they were instructed in international standards for human rights, modern police patrol procedures and techniques, and Iraqi criminal law and procedures;
- Ramped up the IPS to over 78,000 police (with an additional 5,000 in training) who are protecting Iraqi citizens each and every day throughout the country;
- Renovated and updated the Baghdad Police Academy to adequately train Iraqi Police recruits;
- Partnered with neighboring Jordan to train 1,500 police recruits per month;
- Developed a high-end law enforcement capability in the form of an Iraqi SWAT team;
- Introduced a Police Code of Conduct;
- Developed institutional structures and organizations that will support a modern policing approach;
- Worked with the Office of the Inspector General and other Iraqi accountability mechanisms to build accountability into the IPS;
- **Will soon** stand up specialized training facility at Adnon Palace;
- Completed formalization of institutional structures for command and control of specialized and national units.

## Department of Border Enforcement Officials

- Increased deployments of border police to over 10,000 officers with more to come;
- Installed the PISCES identification equipment at Baghdad International and Muntheria (with more sites to come) to track visitors and workers coming into Iraq. Two suspected terrorists were caught at Ar Ar during the Hajj as a result of this equipment;
- Began to maintain the integrity of 605 kilometers of border with Syria, 181 kilometers of border with Jordan, 1,458 kilometers of border with Iran, 240

## CPA ACCOMPLISHMENTS 2003-2004

*“Iraq is a dangerous place right now, and it is only through the dedication and sacrifice of the IPS that Iraq will survive this phase and move on to be a free, safe and prosperous country.”*

**U.S. Army Lieut. Col.**

**Robert K. Byrd**

Civilian Police Assistance  
Training Team Operations  
Officer

- kilometers of border with Kuwait, 814 kilometers of border with Saudi Arabia, and 352 kilometers of border with Turkey;
- Instituted the five-percent Reconstruction Levy at various Iraqi points of entry to help collect revenue for
- The rebuilding of Iraq. Millions of dollars have been collected for reconstruction efforts in the just the first two weeks of collection;
- Began to rebuild dozens of points of entry on the borders of Iraq;
- Closed suspected illegal crossing points from Iran;
- Completed work at Baghdad Int’l Airport which is now fully functioning and operational;
- Instituted Riverine patrols in southern Iraq to combat smuggling and to defend the integrity of Iraq’s water borders;

### **Facilities Protection Service**

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*“The police that were out there under the former regime were not policing in accordance with standards appropriate for a representative democracy and we’re correcting that. There was also a fabulous loss of equipment and facilities at the end of the war. We’ve had to replace all that and we’ve worked hard to do that. We’ve put contracts in place to replace and improve the actual infrastructure and to replace all of that equipment with equipment that’s as good as any nation on earth. That is very, very good news.”*

**Marine Corps COL**

**Michael D. Greer**

Former CPATT Chief of  
Staff

- Nearly 75,000 members of the Facilities Protection Service (FPS) have been protecting nearly 3,000 sites of critical infrastructure throughout Iraq;
- Transferred authority of FPS to the Ministries on March 1, 2004;
- Has Diplomatic Protection Service protecting over 30 Embassies, soon to be 48;
- Established 14 Regional Commanders who are providing support to regional FPS operations;
- Increased basic certification training for recruit FPS guards from 3 to 5 days;
- Has plans underway to provide certification and verification of all Tier 1 sites throughout Iraq;
- Established FPS Strength Transfer Office within MOI to relocate displaced FPS guards in other ministries. Over 500 fully trained and certified FPS guards rehired by other Ministries;
- Established Ministry of Finance / FPS approval criteria for increases of FPS guards within Ministries needing additional guards;
- Conducted site and security assessments at the direction of AMB Bremer;
- Distributed 18,000 weapons for a distribution of 1 weapon for every 3 guards;



The 4th graduating class of the Baghdad Police Academy marches in formation around parade ground, 3 June 2004, after completing the required 8 week training program. The formation includes regular police and border police cadets. (U.S. Air Force photo by Staff Sgt. Ashley Brokop)



(U.S. Air Force photo by Staff Sgt. Ashley Brokop)

### The Iraqi Civil Defense Directorate

- Held the first ever “National Leaders Forum” for Iraqi Civil Defense Directorate in Baghdad on 15 – 16 May 2004 to develop a strategic vision as the Transfer of Authority approaches on 30 June 2004;
- Has had 125 Fire Stations renovated across the country with 27 new fire stations under construction;
- Built a force of firefighters to 8,000 nationwide;
- Has recruited and begun to train 4,000 new firefighters over the next two years;
- Signed a contract to begin construction of a new Civil Defense Directorate Headquarters and Training Academy;

### Other Accomplishments

- Police Working Group established on February 16, 2004
- Police Plan presented to CJTF-7 commanding general March 7, 2004
- Baghdad Police Academy established
- Training partnership with Jordan Police Academy instituted
- Specialized training programs at Adnan Training Facility in Baghdad established
- Mosul Police Academy facility identified
- Specialized IPS Military Operations in Urban Terrain training begins at Kurkush Military Training Base, May 2004
- Public Order Training plan to run 1,200 IPS officers through riot control training kicks off with end date of July 2004
- Infrastructure plan to establish 18 Provincial Police HQs, 8 Class A commercial border stations, 425 police stations, 9 training facilities and 84 border facilities constituted

CPA ACCOMPLISHMENTS 2003-2004

**Iraqi Civil Security Forces Strength**

**TOTAL APPROXIMATE STRENGTH: 175,964 OFFICERS (Breakdown Below)**

**Iraqi Police Service:**

Iraqi Police Service Goal	89,369
Iraqi Police on Duty	83,789
Trained and Deployed*	26,876
Untrained and Deployed*	56,913
In Training (Not Deployed)	1,670
Total Assigned	85,459
Shortfall	3,910
Manning Goal Date	January 2005

\* Included in 'Iraqi Police on Hand' number.

**Iraqi Border Police:**

Iraqi Border Police Goal	12,376
Border Police on Duty	11,839
In Training	25
Total Assigned	11,864
Shortfall	512
Manning Goal Date	September 2004

**Iraqi Customs Police:**

Iraqi Customs Police Goal	2,900
Customs Police on Duty	1,800
In Training	0
Total Assigned	1,800
Shortfall	1,100
Manning Goal Date	September 2004

**Iraqi Immigration Police:**

Iraqi Immigration Police Goal	1,000
Immigration Police on Duty	400
In Training	0
Total Assigned	400
Shortfall	600
Manning Goal Date	September 2004

CPA ACCOMPLISHMENTS 2003-2004

**Iraqi National Security Police:**

Iraqi National Security Police Goal	4,144
National Security Police on Duty	4,144
In Training	0
Total Assigned	4,144
Shortfall	0
Manning Goal Date	September 2004

**Iraqi Facilities Protection Service:**

Iraqi Facilities Protection Service Goal	N/A
Facilities Protection Servicemen on Duty	71,992*
In Training	77
Total Assigned	72,069*
Shortfall	N/A
Manning Goal Date	July 2004

\* Approximate Figure

**Iraqi Diplomatic Protection Service:**

Iraqi Diplomatic Protection Service Officers Goal	N/A
Diplomatic Protection Service Officers on Duty	2,000*
In Training	33
Total Assigned	2,033*
Shortfall	N/A
Manning Goal Date	July 2004

\* Approximate Figure

*Note: The strength numbers above are provided by CPATT 19 JUN 04.*

# MoJ and Iraq's Judiciary

Under the former regime, the Ministry of Justice (MOJ) – as an arm of Saddam Hussein – exercised almost complete control over Iraq's judges and their decisions. Today, Iraq's judiciary – led by the Council of Judges -- is a fully independent branch of government, no longer reporting to the Minister of Justice or any other government official.



Maj. Bernard Bercik, 304th Civil Affairs Brigade attached to 3rd Battalion, 7th Marines, looks at real estate records and talks to some of the employees during a tour of the Karbala City Court House in Karbala, Iraq, June 19, 2003. (U.S. Marine Corps photo by Lance Cpl. Nathan Alan Heusdens)

## Ministry of Justice

**With the judiciary and its administration removed from its portfolio, the Ministry of Justice today oversees:**

- Drafting of legislation
- Advising the national government on legal matters
- Judicial and prosecutorial training
- Recording of land deeds and other records
- Publishing of Legal Gazette
- Iraqi Corrections Service

### **Iraqi Corrections Service (ICS)**

- Under the former regime, prisons were tools of corruption, neglect, abuse and torture.
- Immediately following the liberation of Iraq, detention facilities were destroyed, looted to the last nail.
- CPA Order Number 10, transferred responsibility for prisons from the Ministry of Labor and Social Affairs to the Ministry of Justice

### **Criminal Detainees**

- ICS operates prisons and detention centers, housing Iraq's criminal detainees
- Criminal detainees are persons apprehended by Iraqi security forces or Coalition Forces for committing for violations of the Iraqi criminal code (not directed at Coalition Forces). These are common criminals who are either awaiting trial in or have already been convicted by the independent Iraqi criminal courts.
- ICS has responsibility for criminal detainees throughout Iraq (estimated as the ICS does not receive daily updates from outlying areas and does not have direct access to the number of detainees sitting in "D" cells (IP stations)
  - 3,500 adult males
  - 250 juvenile males
  - 100 females
  - 10 juvenile females



The colloquium in Washington, D.C., drew Iraqi expatriates from around the world, many of whom had been judges or lawyers in Iraq. Although they were a diverse group in terms of age, background, and geographic location, they were, according to observers, united in their commitment to Iraq and to making a change.

### **Facilities**

- The Coalition has renovated 17 detention facilities throughout Iraq
- Renovated facilities operated by ICS now meet international standards such as:
  - 25 square feet per inmate
  - 1 hour of exercise a minimum of 3 times per week
  - contracted food service
  - medical services
  - weekly family visitation
  - access to the courts via an attorney
- ICS operates 17 facilities throughout Iraq
- ICS detention facilities consist of a total of approximately 5,500 permanent beds for inmates
- ICS has responsibility for 4,000 criminal detainees throughout Iraq
  - 3,500 adult males
  - 250 juvenile males
  - 100 females
  - 10 juvenile females

### **ICS Staff**

- ICS employs 4,000 staff members
- ICS employs 3,300 corrections officers
- Training for corrections officers consists of a 5-week training course focusing on:
  - corrections techniques
  - human rights
  - personnel management
  - security practices and procedures

### **Iraq's Judiciary**

- Administered by Council of Judges
  - Headed by Chief Justice of Iraq's Court of Cassation: Medhat Hamoodi Hussein al-Mahmood
- Includes:
  - Court of Cassation
  - criminal courts, including Central Criminal Court of Iraq
  - civil courts
  - family courts

### **Rights of Accused**

- Today, defendants in Iraqi criminal courts have the rights unheard of under Saddam Hussein's regime.
- These rights include the right to be represented by an attorney at the pre-trial investigative stage of their proceedings, the right to be informed of the right to an attorney, the right to refrain from making incriminating statements.

### **Council of Judges**

- First established in 1963, but abolished by former regime in 1979
- Re-established by CPA Order Number 35
- Oversees and controls:
  - budget of court system
  - court personnel, including judges, prosecutors, investigators, clerks, security personnel and administrative staff
  - courthouse security
  - all property primarily used for or associated with the judiciary

### **The Past**

- Under the former regime, MOJ – as an arm of Saddam Hussein – exercised almost complete control over Iraq's judges.
  - Immediately following the liberation of Iraq, most courthouses were non-functional, as a result of looting
    - 10% of courthouses were destroyed
- 70% of courthouses were badly damaged

### **Facilities**

- 128 courthouses
- 557 separate courts

### **Personnel**

- 816 judges and prosecutors

### **What we've accomplished**

Since the liberation of Iraq, the Coalition has assisted the Iraqi Ministry of Justice and the Iraqi judiciary in the following ways:

## CPA ACCOMPLISHMENTS 2003-2004

### Legal Reforms

- dissolved, by CPA Order Number 2, special and security courts
- revised, by CPA Order Number 7, the 1969 Iraqi Penal Code, repealing odious provisions inconsistent with fundamental human rights
- revised, by CPA Memorandum 3, the 1971 Iraqi Code of Criminal Procedure establishing new rights such as
  - right to counsel
  - right against self incrimination
  - absolute exclusion of evidence obtained by torture
  - right to be informed of these rights
- established standards for the operation of MOJ prisons/detention centers

### Institutions

- established, with CPA Order Number 13, the Central Criminal Court of Iraq to hear crimes of national importance, including cases of acts of violence against the Coalition forces
  - Currently the CCCI is conducting 320 criminal investigations with 165 cases set for trial.
  - To date, the court has tried 54 cases, returning 44 guilty verdicts and 10 not guilty verdicts.
  - Iraq's independent Court of Cassation has reversed 14 CCCI decisions.

### Facilities

- rehabilitated each of Baghdad's courthouses to the point of functionality
- rehabilitated the Iraqi Judicial College, site of judicial training

- rehabilitated buildings meeting international detention standards for use as MOJ prisons and detention centers

### Personnel

- established, with CPA Order Number 15, the Judicial Review Committee to vet every Iraqi judge and prosecutor for high-level Ba'athist ties, corruption, other malfeasance
  - the JRC has:
    - reviewed the files of all 860 judges and prosecutors in Iraq
    - interviewed 656 of those judges and prosecutors
    - removed 176 judges and prosecutors
    - appointed 185 judges and prosecutors
- reinstated to the Court of Cassation eight judges who were fired by Saddam Hussein for refusing to impose the death sentence
- hired and trained Iraqi Corrections Service officers to secure MOJ prisons and detention facilities and transport inmates to/from court
- increased the salaries of judges from 450,000ID-887,000ID per month to 1,000,000ID-1,750,000ID per month

### Training

- Conducted training in human rights, international law and constitutional law for 185 Iraqi judges and prosecutors, including several who traveled to The Hague in May to exchange ideas with US Supreme Court justices Anthony Kennedy and Sandra Day O'Connor.

## ESSENTIAL SERVICES

### Ministry of Education



Classroom for 45 students in Karena Primary School. Only a few are present because the Kurds refuse to let the Arab students attend to school, Oct. 14, 2003 in Mosul, Iraq.  
(U.S. Army photo by Spc. Patricia Lage)

Like everything in Iraq, Saddam Hussein used the educational system not as a tool to provide a better life for his people but as yet another propaganda weapon in his arsenal of deceit. Since the liberation of Iraq, a system of education that focuses on equality and freedom of thought has emerged throughout the nation. As Iraq continues to move towards sovereignty, the Ministry of Education is moving forward, poised for permanent and systemic education reform.

For more than a decade, parents throughout Iraq were forced to watch their children's hopes and dreams set aside by a brutal regime that ignored even the most basic of educational needs. Iraq's once regional prominence in providing a quality education slipped and then disappeared altogether as schools were allowed to fall into total disrepair and teachers salaries languished at a mere \$5 a month

#### Building a Quality System of Education

- Most schools throughout Iraq were open very shortly after liberation allowing for the administration of the critically important national exams in June 2003.
- The politicized education system of the former regime was completely dismantled. More than 12,000 former Ba'ath Party headmasters, headmistresses and teachers were dismissed.
- Textbooks were revised and propaganda was removed. More than 8 million new, propaganda free textbooks had been printed last year. With the announcement of the new World Bank grant, 72 million new text books will be purchased for the coming year
- 32,000 secondary school teachers received training in effective instructional methods and classroom management.

## CPA ACCOMPLISHMENTS 2003-2004



Baghdad, Iraq, October 2003 - Students from the Hala Bint Khuwaylid secondary girl's school in the Amil district of Baghdad sign for and receive school bags which contain, pens, pencils, notebooks, a calculator and other school supplies. USAID is funding the purchase and distribution of 1.5 million of the bags through a contract with Creative Associates International. All Iraqi secondary students will receive the bags. (Photo: Thomas Hartwell)

- Teacher salaries were increased by more than 1000%.
- More than 2,600 schools have been rehabilitated, with another 869 underway.
- Attendance in academic year 2003-2004 was as high or higher than before the liberation.
- The United States has allocated \$88 million in construction funds to rehabilitate 1,000 additional schools in 2004 and \$82 million in non-construction funds for additional teacher training and for forming PTAs, developing educational television for pre-school
- Children and establishing more than 150 model schools (Centers of Excellence) throughout Iraq.
- The Ministry of Education takes the subject of corruption very seriously. The Inspector General of the Ministry of Education has been named and has begun to take a broad look at all Ministry programs and policies to ensure that they are being implemented as intended.



Iraqi school girls wait after school at the Agadir Secondary school in the Saydiya neighborhood of Baghdad. Several rooms of the school were looted during the war. USAID is looking at refurbishing the school. (Photo by Thomas Hartwell, June 03, 2003)

# Ministry of Higher Education



Baghdad University Administration Building, Jadriya, Baghdad

## **Ministry and the Council have adopted the following declarations:**

- Statement of the Council of University Presidents on Academic Freedom and Conduct
- Procedures for the Selection of New University Presidents
- Procedures for the Selection of New College Deans
- Policy on the Firing of University Presidents

Over the last year hundreds of Iraqi students, University Presidents, Deans, faculty members, and administrators began to reenter the international academic community by traveling to countries such as the United States, the United Kingdom, and the Czech Republic on trips ranging from one week conferences, to three week training courses, to four year Ph.D. scholarship programs. The scholars and administrators were selected on the strength of their capabilities not on the basis of their party affiliation. Over the coming years that will grow into the thousands.

The Ministry of Higher Education and Scientific Research began the process of slowing, with a goal towards reversing, the “Brain Drain” from the Iraq Higher Education sector by recognizing the strategic value that Iraq’s professors and lecturers have for the future of Iraq. The Ministry of Higher Education worked with the Ministries of Finance and Planning to make the Higher Education faculty among the highest paid members of Iraqi society.

Iraqi universities have entered into partnerships with countries around the world whereby curriculum development and training in the areas of archeology, agriculture, environmental health, law, and general education have enriched the faculty and students by exposing them to new or different perspectives, paradigms, and technologies.

Among the most critical issues facing the Ministry of Higher Education has been the need to decentralize the authority in the Ministry, the standing up of the new Council of Presidents as the chief policy making body for Higher Education, and the codification of Academic Rights & Responsibilities in the face of political and religious coercion, intimidation, and control.

# Ministry of Communications

## Accomplishments/Milestones:

- The total number of telephone subscribers in Iraq, including the more than 340,000 cell phone subscribers, exceeds 1.1 million, which is 32% percent greater than the number of active subscribers pre-conflict.
- Stimulating private sector investment, CPA and the Ministry of Communications licensed three private cellular carriers built networks here in Iraq.
- Cell phones are selling at the rate of over 15,000 per week. Total number of phones sold has exceeded 340,000. Demand has outstripped supply. Consumers are placing deposits just to reserve a spot on the next shipment of phones.
- A two-year operating license was awarded to each of the three regions:
  - Asia Cell -- Northern region
  - Iraqna -- Central region
  - Atheer – Southern region.
- An additional operating license was granted to Sana Tel, a cellular operator providing service in and around Sulimaniya. Sana Tel began operations under the protection of the no-fly zone prior to the war.
- The four licensed cell phone providers are creating thousands of jobs for Iraqis.
- On December 30, 2003, a satellite gateway system was installed at Al Mamoun in Baghdad to provide international calling service.
- CPA has trained Iraqi engineers and technicians to maintain both the satellite gateway system and telephone switches.
- The CPA has modernized the telephone system by installing 13 digital telephone switches since May 2003 with full supporting service.
- The US supplemental appropriation for Iraqi reconstruction funds provides \$225 million for continued expansion of the Iraqi telecommunications system.
- CPA and the Ministry of Communications are working to upgrade Iraq's fiber optic network to satisfy modern data networking demands. The upgraded fiber network will ultimately be able to support ubiquitous internet access, electronic banking, electronic funds transfers, credit card transactions, point of sale terminals, and ATM machines.
- A "First Responder Network" (FRN) is being implemented for Iraqi police, border patrols and emergency personnel through CPA, which will improve the security situation in Iraq. FRN will be the first nationwide emergency communications network to provide the communications needs of Iraq's civil and military authorities. CPA will deliver an additional 10,000 radios through the "First Responder Network" for police and border guards over the next 90 days.

## Ministries of Municipalities & Public Works



A typical compact water treatment unit located in Al Basrah. (Photo: USAID)

### WATER & SANITATION SYSTEMS

Coalition initiated water and sanitation projects are on schedule to bring clean water to more than 20 million of Iraq's 27 million inhabitants, helping to advance Iraq's economic and social development. Implementation of CPA projects, now overseen by other organizations, will ensure that every Governorate and Municipality is capable of achieving national standards for water supply and distribution, sewerage, and environmental health. The CPA restored many of the most degraded portions of the system, and projects in process are scheduled to replace the entire system in five years as well as expand to areas not currently serviced by the system.

#### Pre-conflict

- Approximately 55% to 60% of Iraqi citizens were receiving necessary amounts of potable water.
- According to a January 2003 survey there are 1385 water treatment facilities, some very small covering only a thousand people and others covering up to 650,000 people. The survey concluded that only 23 out of these 1385 water treatment facilities were operating at 100% of capacity.
- The Baghdad sewage system suffers from decades of chronic neglect and underinvestment.
- The three major sewage treatment plants in Baghdad were largely inoperable.
- In Baghdad, the original system was designed to support a city of only 3 million people. The current population is 5.6 million.
- Prior to the war, Iraq had 3 major sewage treatment plants and more than 7,000 kilometers of sewage line network which served only 75% of Baghdad's population.

#### Post Conflict

- CPA and its contractors, through USAID, are currently providing funding for extensive renovations at the Shark Dijila water treatment plant. Population impact of this effort will be 5.5 million people.
- CPA, through USAID, initiated projects to rehabilitate three sewage treatment plants. The first of the sewage treatment plants will come on-line in April 2004.

## CPA ACCOMPLISHMENTS 2003-2004

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### Investment Plan

- Steadily rising domestic budget
 

<u>2005</u>	<u>2004</u>	<u>2006</u>
\$200M	\$500M	
\$600M		
- Madrid Pledges for Donor Assistance (all sectors)
  - Japanese \$1.5bn grant + \$3.5bn loans
  - Others totaling a further \$10bn
- USG Supplemental Budget - total \$18.6bn
 

Potable Water	\$2,800,000,000
Water Loss Management	\$30,000,000
Sanitation	\$675,000,000
Solid Waste Management	\$22,000,000

- Initiated projects to install 6-MW generators independent of the national power grid at 39 Baghdad water facilities to ensure continuous water flow.
- In the South, initiated projects to rehabilitate the entire Sweet Water Canal system, including the canal, its reservoirs, and 14 water treatment plants and pumping stations. The system provides potable water to 1.75 million people.
- In Central, initiated projects to rehabilitate one water treatment plant and four sewage treatments plants.
  - Sewage treatment plants in An Najaf and Al Hillah will serve 194,000 people.
- In the North, initiated projects to rehabilitate two water treatment plants and one sewage treatment plant. USAID is also procuring construction equipment for the Ninewa Sewer and Water Directorates for the repair and replacement of their present water and waste water systems.
- Initiated projects to rehabilitate 14 water treatment lifts and pump stations around Al Basrah; the An Nasiriyah Water and Sanitation Department building, water units in Maysan governorate, the Kirkuk water testing facility, the Hay ad Hussein water plant, which serves holy shrines in and around Kerbala.
- Under the “US Supplemental” funding the Ministry of Municipalities and Public Works has approximately US\$ 3.2 Billion in over 100 projects potentially improving the water supply to 10 million urban and 2 million rural Iraqi people. This program is being “rolled out” now and is expected to be Complete by the end of 2006.
- The Coalition has allocated more than \$100 million toward repairs and refurbishments to the sewer system. The CPA approved \$70 million from Iraqi funds and USAID has approved \$30 million. These monies will be used for planned, long-term improvements to the treatment plants, pumping Stations and overall network.
- More than \$6 million in Iraqi-seized funds has been dedicated for emergency operations and repairs.
- Over the past four months, more than \$200 million has been obligated toward more than 200 emergency projects in nine different districts.
- City engineers have developed a 45-day intensive improvement program totaling \$1.8 million to clean, refurbish and repair portions of the sewage infrastructure throughout Baghdad.

## Ministry of Displacement and Migration



An Iraqi girl anxiously awaits to receive food and water supplies at a humanitarian aid distribution site in the Iraqi city of Najaf. (U.S. Navy photo by Photographer's Mate 1st Class Arlo K. Abrahamson.)

The Ministry of Displacement and Migration (MDM) is responsible for all matters relating to Iraqi refugees and displaced persons and all non-Iraqi refugees residing in Iraq. It develops policies to address migration issues and serves as the focal point for organizations assisting refugees and displaced persons.

### Accomplishments

- Through the Madrid Donors Conference, secured funding from Portugal for offices in four regions with high IDP and refugee returnee needs. Regional centers are being established in Basrah, Maysan, and two other locations. Former Minister Al-Otbee was a lead presenter for the humanitarian session in Madrid.
- Former Minister Al-Otbee led the Iraqi delegation to the UNHCR annual conference in Geneva in September, 2003.
- Co-chaired with UNHCR and the International Organization for Migration (IOM) a two-day strategic planning and policy workshop in Amman, with the participation of other relevant Iraqi Ministries, the Kurdistan Regional Government (KRG), and non-governmental organization (NGO) representatives. A follow-up meeting was held in Amman in early April.
- Represented Iraq in negotiations with the Government of Turkey and UNHCR on the voluntary return of Turkish refugees from northern Iraq.
- The Ministry moved to its permanent headquarters in Baghdad's Karkh district on March 20<sup>th</sup>, 2004.

### Durable Solutions Achievements for Refugees and IDPs

- Over 5,000 Iraqi refugees in Saudi Arabia returned with assistance from the Ministry, UNHCR, and the Government of Saudi Arabia.
- 5,500 Iraqi refugees have returned from Iran with assistance from the Ministry and UNHCR.
- Over 1,000 Iraqi migrants in Lebanon have returned with assistance from the Ministry and IOM.
- Kurdish refugees from Iran are being settled locally in northern Iraq.
- Iraqi Kurds stranded on the Israeli – Lebanese border were assisted by the Ministry, the Kurdistan Regional Government, and the UN in returning home.
- 38 Iraqi failed asylum seekers imprisoned in Pakistan were assisted by the Ministry, IOM, and the Government of the United Arab Emirates in returning to Iraq.



Iraqi government employees review applicants that submitted for passports at one of the two locations in Iraq where someone can receive an official passport. The passport distribution center works with 1500 to 2000 Iraqis on a daily basis.  
*(U.S. Air Force photo by Staff Sgt. D. Myles Cullen)*

### Key Facts

- The Ministry of Displacement and Migration was established by the Iraqi Governing Council on 30 August 2003. CPA Order No. 50 defining MDM responsibilities was signed into law on 11 January 2004.
- As many as 800,000 persons are displaced throughout northern Iraq and an additional 100,000 to 300,000 persons are displaced in the center and south of Iraq.
- An estimated 900,000 Iraqis were compelled to cross international borders and are considered to be refugees or in a refugee-like situation in neighboring countries and beyond. An estimated 50,000 to 100,000 Iraqi refugees have returned since May 2003, either spontaneously or with assistance from MDM and International Organizations.

## Ministry of Electricity



Several units of the Baghdad South power plant are offline for seasonal maintenance. USAID is funding the repair of Iraq's nationwide electrical system, which consist of some 29 major generating plants, transmission grids and local substations. Much of the electrical system has been damaged by looting. (Photo: Thomas Hartwell)

For more than a generation, Saddam Hussein used power, like everything else in Iraq, as a weapon to punish those who opposed his regime. Due to the inequitable distribution of power, most provinces suffered greatly. All provinces, with the exception of Fallujah, sections of Baghdad, and Tikrit, were getting 0 – 10 hours of power. Fallujah, sections of Baghdad, and Tikrit were getting 10 – 24 hours of power. There was an obvious favoritism in the distribution of power.

The process that was used to achieve the Coalition's goal of reaching the pre-war level of 4400 MW's of electricity was called the "4400 MW Program". This program consisted primarily of immediate maintenance of existing plants. Immediately repairing or replacing damaged materials provided a short term solution that increased power and improved quality of life.

### Achievements

- On June 20, 2004, the Coalition reached a record high electrical peak, surpassing the 4,900 MW mark for the first time – a full 10% increase above pre-war levels.
- And while Iraq's *peak* electricity output is soaring past pre-war levels, the MW hours have also increased substantially to over 103,000. This means that more people are receiving more power across the grid daily.
- And, because the Coalition and the Ministry have spent more than a year rebuilding Iraq's neglected electrical infrastructure, the system is now far more stable than before. With multiple redundancy systems in place, pre-war blackouts that could once take weeks to fix are in many cases returned to service within hours.
- In addition, the Ministry of Electricity has taken nearly 1,000 MW's of electricity off-line to conduct scheduled maintenance in order to guarantee a reliable system of power during the peak summer months.

**If there is more power today, why do Iraqis only have 8-12 hours of power in their homes?**

- With more than half a million new jobs created, new industries and new factories coming on line and with the sale of thousands of home appliances such as washing machines and air conditioners, Iraq has experienced a rapid increase in electricity demand. The increase in demand is a good sign of a thriving economy emerging out from three decades of isolation. As demand continues to increase, the Ministry of Electricity will continue to work to increase the nation's available power. Nearly one billion dollars has already been allocated with several billion more coming from Congress to help improve the supply of electricity throughout Iraq.



The Samarra Hydro-electric Powerstation in Samarra, Iraq, June 6, 2004. (U.S. Army photo by Sgt. April Johnson)

**People in Baghdad constantly speak of how things were better under Saddam. How do you counter these claims?**

- It is important to remember that under Saddam, those loyal to his regime were the benefactors of all of the nation's riches. Electricity is yet another example of how Saddam used everything in Iraq as a weapon against those opposed to his regime. Before the liberation, Saddam drained power from throughout the country to feed Baghdad, leaving more than 80% of the country to fend for themselves with private generators and the whatever power they could scrape together from the grid. Even with this unfair system of power, Saddam was only able to power Baghdad 20-22 hours a day. After the liberation, the power system was re-distributed equitably throughout the nation.

# Ministry of Construction & Housing



An Iraqi family moves into their new apartment in Mosul, Iraq, June 30, 2003. (U.S. Army photo by Staff Sgt. Kevin Wastler)

The Ministry of Construction and Housing has made enormous contributions to the people of Iraq during the past year. These contributions include improvements in Iraq's transportation infrastructure, and in government buildings and office space. In addition, the Ministry has begun the task of providing adequate housing to the people of Iraq.

Among the accomplishments are:

- Completion of 10 bridges with an additional 25 bridges under construction
- Construction and repair of over 1,200 km of roads nationwide
- Construction and rehabilitation of 36 buildings including many of the government ministry buildings
- Survey and assessment of nearly 1800 schools nationwide
- Construction of 23 housing developments that will provide homes to over 11,000 Iraqi families
- Employing over 40,000 Iraqis in inspection, construction, and maintenance of roads, bridges, and public buildings



Renovations at the Umm Qasr High School for Boys (Photo by Thomas Hartwell)

## Ministry of Water Resources



An Iraqi family hauls barrels filled with clean water from a potable water distribution point. (U.S. Army photo by Spc. Robert Liddy)

### Technology

- Under the old regime, the technology used to manage Iraq's water resources lagged decades behind much of the industrialized world, resulting in loss of this valuable resource and inefficiency in the overall management of water resources.
- The MoWR resources has begun an aggressive program to modernize the management of their water system with the latest technology. A comprehensive model of the entire system is being developed utilizing the same state-of-art software that is utilized within the United States and many other modern countries throughout the world.
- In another step to bring the administration of the Ministry into the 21<sup>st</sup> Century, internet connectivity has been established at various key locations throughout the Ministry.

### **Iraq's Reservoirs**

- Prior to Iraq's liberation, Iraqi reservoirs were operated conservatively due to the lack of reliable information concerning the operation of Turkish reservoirs. Iraq never knew how much water Turkey would release at any given time so they always had to be prepared for sudden increases in inflows.
- With support from the Coalition Provisional Authority (CPA) and US Foreign Service officers, a weekly exchange of data from Turkey has been established, providing reliable information on the status of the Turkish reservoirs.
- As a result, the Ministry of Water Resources can now optimize the operation of the Iraqi reservoirs more efficiently, thus supplying more water for irrigation purposes and generating more hydro-electric power-which already provides 20 % of the nation's electrical power needs.
- The CPA and the MoWR will continue to work hard to reestablish greater cooperation on water issues between Syria, Turkey and Iraq.



Output pipe from the Carolina dredging vessel, at the port of Umm Qasr.  
(Photo courtesy Bechtel National, Inc.)

### **Mesopotamian Marshes**

- Under Saddam inhabitants of the Mesopotamian marshes were physically brutalized as were their lands resulting in an internationally recognized environmental and cultural disaster. The Restoration of the Mesopotamian Marshes is one the main objectives of the Ministry of Water Resources.
- In an astonishing turnaround the Mesopotamian marshes have already benefited greatly since the liberation, presenting new signs of hope for renewal and restoration:
  - Large areas (30-40%) of the original extent of the marsh have been inundated since liberation in April 2003,
  - Thousands of internally and externally displaced Marsh Arabs have come back to the restored marshes to resume their indigenous way of life,
  - Economic activities have increased in the marshes including fishing, mat weaving, water buffalo herding and agriculture,
  - Environmental conditions have improved including the return of migratory birds, moderated temperatures, improved air quality, etc.

# Ministry of Transportation



The Baghdad International Airport (formerly Saddam International Airport) has been refurbished and repaired as part of a \$17.5 million contract from USAID to SkyLink to rebuild Iraqi airports in Baghdad, Basr and Mosul in October 2003. (Photo: Thomas Hartwell)

## Maritime

- The wrecked ships located at Umm Qasr port have been salvaged and key channels have been dredged to operational depths.
- Power has been restored to the electrical grid in the North Port of Umm Qasr.
- The Iraqi Port Authority (IPA) has approximately 130 local Iraqis that occupy security positions at the Port. An additional 100 IPA guards are currently undergoing Olive Security training classes to give the port more than 200 trained guards.
- Commercial and reconstruction cargo has been accepted at Umm Qasr since 16 June 2003.
- Umm Qasr is also equipped to handle passenger ferry service. There are currently two regularly scheduled ferry services operating four vessels. The service is carrying Iraqis between Dubai and Iraq, and Customs is handling both customs and immigration services at the port.

## Railway

- The number of locomotives available for service has more than doubled, not counting over twenty new locomotives received in the past year.
- Significant numbers of freight wagons have been repaired, cleaned as necessary, and returned to service.
- Additional freight wagons are on order.
- Passenger coaches are being repaired and renovated.
- New international freight traffic flows have developed:
  - Grain from Syria
  - Diesel fuel and LP Gas from Turkey
  - General Merchandise from Turkey
  - Fuel Oil from Bayji to both Syria and Turkey
- International passenger service introduced between Mosul and Aleppo.
- VHF radio network installed linking stations, locomotives, and Central Control.
- Bridge at Akashat, destroyed in fighting, repaired and returned to service.
- Area operations centers established to compensate for lost communications.
- Enhanced training for the Iraqi Railway Police.

## CPA ACCOMPLISHMENTS 2003-2004

### Surface

#### Transport/Intermodal

- Successfully mobilized inter-city public transportation system based on buses and taxis.
- Established Abu Gharib intermodal facility.

#### Transportation Management:

- The Ministry has thoroughly redesigned its organizational structure to better meet the needs of an efficient and effective government agency in the new Iraq. Ministry functions have been realigned within the organization to facilitate more accurate and timely decision making. Ministry organizations have also been created to house the new functions of Policy and Regulatory Enforcement that were previously the responsibilities of the State Owned Enterprises.
- Key Issues include:
  - Increase port throughput capacity.
  - Increase rail efficiency.
  - Enhance air cargo capacity.
  - Link transport sectors via intermodal connections.
  - Expand civil service reform within the ministry, to include realignment of SOEs' missions.

### Aviation

- In cooperation with the coalition forces, the International Civil Aviation Organization (ICAO), neighboring states, and other key stakeholders, Iraq's airspace was opened to civil over flights on 22 August 2003, restoring important routes used by flights between Europe and the Middle East.
- An agreement to reintroduce Iraqi controllers to Baghdad International Airport's (BIAP) Air Traffic Control Tower has been finalized with the coalition forces. The controllers, who will be in the process of transitioning into the facility with the assistance of the Royal Australian Air Force contingent currently operating the tower, will provide the first Iraqi air navigation services since the end of the conflict. Discussions with the Royal Air Force (RAF) to transition ATC operations at Basrah Airport from British military control to the Iraqi Civil Aviation Authority (CAA) are also underway.
- The first new systems needed to reestablish Iraqi Air Navigation Services (ANS) were delivered by Raytheon to Baghdad International Airport on 7 May 2004 and will be installed on 14 May 2004. These systems, which include critical communications, navigation, and surveillance equipment, are being implemented through a USD 32 million CPA contract with Raytheon, which will be completed in late 2004. This contract will be complemented shortly by a USD 41 million task order for additional ANS equipment required by the international airports at Basrah and Mosul. There are currently no functioning civil, Iraqi ANS systems in the country. The new systems acquired by CPA using supplemental and Development Fund for Iraq funds will establish the backbone for the modern, safe ANS infrastructure needed to support Iraq's civil aviation system.

# Ministry of Environment

The Ministry of Environment is responsible for protecting and improving the air, water, groundwater and biodiversity of Iraq. It monitors and assesses hazardous and toxic waste, plans for clean-ups and remediation and disposal of waste.



The Carolina lowers equipment to begin the emergency dredging of the Umm Qasr Port  
(Photo - Bechtel National, Inc)

The Ministry staff includes about 350 staff at the Ministry Headquarters in Baghdad and an additional 300 employees in Directorate offices in each of the 15 governorates.

- The Ministry has secured a site for a national Headquarters and obtained funding in the amount of \$4.67M from the Program Management Office. The contract has been awarded to Environmental Chemical Corporation and the target completion date is 30 SEP 04.
- The Ministry has entered into a cooperative agreement with the World Health Organization to assess and study pollution from chemical sources and threats to drinking water. As of today, the staff of the Ministry has completed field work in all 15 Governorates and is now working on laboratory analysis and interpretation of data.
- Since January 1, 2004, the ministry staff has reviewed and evaluated over 176 land use proposals and environmental assessment reports in cooperation with the Ministry of Planning and governorate offices.
- The Ministry legal staff prepared a draft Environmental Protection Law to update the existing law and submitted this draft to the State Consultant Council for review.
- The Ministry of Environment proposed 36 environmental projects with an estimated value of \$50M for consideration for funding by international donors.
- The Ministry of Environment established a Committee of Universities for Cooperation on the Environment among 14 universities that meets quarterly.
- Ministry staff executed a program to survey radioactivity in the vicinity of al-Twaaytha in cooperation with coalition forces.
- The Ministry has established a media office to build environmental awareness through close collaboration with other media sources on environmental issues.
- The Ministry of Environment will establish regulations for maximum concentrations of contaminants entering the environment for municipal and industrial sources.
- The Minister of Environment chairs monthly meetings of a national Environmental Cooperation Council with representatives from 15 ministries and the Baghdad Amanat

# Ministry of Health

The Iraqi Ministry of Health and the Coalition are rebuilding a healthcare system that was decimated by 30 years of neglect prior to March 2003, a task that if done right will take time.



A nurse keeps an eye on a premature baby in the neonatal ward in El Tahril el Aam (General Liberation Hospital). Basrah, Iraq. .  
(Photo: Thomas Hartwell)

The Iraqi Ministry of Health is structuring a comprehensive healthcare system that is financially sound and assures quality care that is accessible and affordable regardless of ethnicity, geographic origin, gender or religious affiliation; and a healthcare system that is sustaining for the future.

## Accomplishments to Date

- Iraq's 2004 budget for health care is \$950 million. (\$40 per person). Saddam Hussein's regime provided only \$16 million for the Ministry of Health in 2002 (less than \$0.75 per person).
- The entire country is at pre-war capabilities for providing health care - 240 Iraqi hospitals and more than 1,200 primary health centers are operating.
- Doctors' salaries have increased to between \$120 a month and \$180 a month, in comparison to \$20 a month before the war.
- Three Facility Protective Services classes have trained over 1,300 personnel to protect health facilities.
- The Ministry of Health has completed a \$1.7 million headquarters refurbishment project.

## Pharmaceuticals

- National Drug Formulary for Iraq: This new purchasing structure will facilitate the arrival of treatments virtually non-existent under the old regime including top-tier cancer drugs and many other more progressive pharmaceuticals. It will also improve the sourcing of drugs which will result in better quality and better health outcomes. This comprehensive list of drugs will form the baseline for future purchases throughout the country.

### **Decentralization, Primary Health Clinics, & Long-Term Planning**

- In addition to rehabilitating hospitals, the Ministry is also focusing on a fundamental shift from a hospital-based, curative model of care to a preventative care model.
- The shift from a hospital-based system to preventative, primary health care clinics will help to reduce the abysmal infant and maternal mortality rates suffered under Saddam by providing access to quality care and supplementing public health initiatives already underway in the country, including, immunizations, nutrition counseling, access to clean water and adequate sewage and infrastructure improvements.
- The Ministry and the Coalition have committed to build approximately 250 healthcare clinics across the country based on the new primary health care model which will greatly improve access to and the quality of health care services throughout the country.
- The Ministry is encouraging people from all professional backgrounds—not just physicians—to become healthcare administrators in order to improve a systemic problem of poor hospital management and administration.



El Tahril el Aam (General Liberation Hospital), in the Al Maqal area of Basrah.  
(Photo: Thomas Hartwell)

### **Improvements to Date**

- Through work with NGO's and state-sponsored aid organizations such as USAID, improvements have been made that will improve the long-term health of the Iraqi people:
  - September – October 2003, a team of 55 biomedical engineers, technicians and managers completed 200 site visits to Iraqi hospitals to survey and repair biomedical equipment. 1,700 pieces have been repaired.
  - Rehabilitated 49 hospitals and clinics nationwide. 131 more are ongoing or planned (These sites not included in those targeted for rehab under the US Supplemental).



*(Photo by Thomas Hartwell)*

- Kimadia Number 2 Warehouse \$700,000 renovation (MOH portion \$300,000, WHO \$400,000)
- 325 metric tons of high protein biscuits distributed to malnourished children and breastfeeding mothers.
- 600 Primary Health Care centers and clinics will receive medical supply kits distributed by MOH/USAID partner Abt Associates. The \$4,500 kit stocks clinics with state-of-the-art equipment and basic clinical supplies.
- Awarded 35 small grants worth almost \$2 million to support Iraqi NGO healthcare efforts throughout Iraq.
- MOH spent \$40M on purchase and installation of 128 generators and uninterruptible power supply systems, as well as the refurbishment of 10 additional generators.
- Approximately US\$5 million dollars of laboratory equipment and supplies provided the foundation to re-establish the Central Public Health Laboratory in Baghdad, National Center of Drug Control and Research, the Nutritional Research Institute, and regional and governorate public health laboratories.
- Hospital Infrastructure improvements:
  - **Al Eskan Pediatric Teaching Hospital Rehab:** The Spanish just signed a EURO€8.4 million agreement to renovate the facility. The scope of work includes new medical equipment for the facility, as well as civil, electrical and sanitary work and basic rehab work such as painting and structural repairs. Details from Contract: Euro 2.4 Million is slated for Civil, Electrical and Sanitary improvements; Euro 338,714.90 is slated for "sanitary work"; Civil work will include a new roof; Sanitary work will include overhaul of drainage systems for waste and pipe systems within the building. Specifically the contract calls for drainage slopes that are inadequate (and have been since installation) to route sewage to be rebuilt. Other work includes sealing leaks in drainage and delivery pipes within the hospital.



Baghdad, Iraq, October 2003 - The Ibn Al-Qiff Spinal Cord Injury Hospital 15 KM northeast of Baghdad was severely damaged when the adjacent UN Headquarters was destroyed in a bomb in August 2003. The only facility of its kind in Iraq is now only able to treat the most severe patients and that is due to the dedication of staff that have not been paid in months and work under extreme conditions. A \$524,500 grant from USAID for medical equipment and supplies will help get this facility back in service providing 125 bed inpatient services and handling an estimated 25,000 outpatient visits each year. (Photo: Thomas Hartwell)

- **Al Karama Teaching Hospital Rehab:** Ministry signed agreement with the Korea International Cooperation Agency(KOICA) on December 29, 2003 donating US\$8 million for the rehabilitation of Al Karama Teaching Hospital in Baghdad. The agreement includes construction of a new operating theatre and emergency room at the hospital compound, new medical equipment and additional medical training through personnel exchanges between the two countries. Once completed the rehabilitated teaching hospital will have the capacity to perform 25 operations per day and provide improved medical service to more than 900 outpatients daily.

- **Medical City Burn Unit/Emergency Room Rehab:** Medical City burn ward, currently staffed by over 30 Italian Red Cross personnel along with Iraqi doctors and nurses. The group also toured the recently refurbished Medical City Emergency Room and agreed to work with MOH supply unit and the Italian contingents to equip the facility and return it to operation in the near future.
- **Ali Al Gharbi Hospital Sanitation System:** Working with the Coalition Provisional Authority, the aid group hired Iraqi contractors to dig a new septic system, lay pipes and refit the bathrooms with running water and electric lights. There were no toilets to use because they were always blocked up. USAID fixed the 26-year-old hospital which had seen no Iraqi funding in the past decade for maintenance and repairs.

## CPA ACCOMPLISHMENTS 2003-2004

- **Al Majar Al Kabir Hospital Sanitation System:** The Al Majar Al Kabir medical facility: located in Southeastern Iraq near the border with Iran, serves about 800 outpatients each day and seventy inpatients, some of them undergoing major surgery. An Iraqi subcontractor was hired to excavate, lay pipes, and build new septic tanks outside the hospital compound. The U.S.-funded installation of a sanitary septic tank system ended years of filthy smells and wastes inside the medical facility.
- **Ibn Al-Qiff Spinal Cord Injury Hospital:** A \$524,500 grant from USAID for medical equipment and supplies will help get this facility back in service providing 125 bed inpatient services and handling an estimated 25,000 outpatient visits each year.

### Infant Mortality Rate

- The Ministry is focusing on maternal and child health with the ambitious but attainable goal of reducing the infant mortality rate by one half by the end of 2005.
- There is no statistical evidence to support an increase in the infant mortality rate in Iraq since March 2003.
- The Ministry is working to immunize the country's 4.2 million children under the age of five against preventable diseases such as polio, tetanus, diphtheria, measles, and tuberculosis.
- More than 30 million doses of children's vaccinations have been procured and distributed.
- Routine vaccinations are available to newborns, children, and mothers every day at Ministry of Health facilities across the country and are promoted nationally through immunization days on the 22nd of each month.
- Infant mortality is 108/1000
  - Child mortality (under age 5) is 131/1000
  - Maternal mortality is 294/100,000
  - 25% of newborns have Low Birth Rate<sup>1</sup>

### Funding Allocation

- Projects pending final contracting and implementation of US Supplemental funding:
- \$493 million scheduled rehabilitation of Primary Health Centers and hospitals across Iraq. A substantial amount of planning and assessment has gone into these large-scale rehabilitation projects to ensure they are program oriented and requirements based.
- \$283 million in equipment purchases.
- \$17 million worth of technical training.

# GOVERNANCE

## GOVERNANCE & DEMOCRACY

The CPA has worked with political and civic leaders of Iraq and the Iraqi people to build a democratic society based on the rule of law. Iraqi citizens now enjoy democratic rights and freedoms that were unthinkable under Saddam Hussein.



Mokhtars from Abu Ghrayek, 1 of 15 subdistricts of the Babel Governate, listened to a description of the basics of democracy and the selection process that allowed for delegates to select 20 members from their communities to a new district council in 2003. (Photo: Thomas Hartwell)

### **The Iraqi Interim Government**

Iraq now has a responsible government which is accountable to its people. The Interim Government will exist only until the people of Iraq choose a new government through democratic elections, to be held no later than January 2005.

### **The Transitional Administrative Law**

Drafted and agreed by Iraqi leaders, the TAL is Supreme Law of Iraq during the transitional period. The TAL provides for Iraq's first ever democratic elections to be held no later than end January 2005, and for the drafting of a permanent constitution by December 2005. Under the TAL, the system of government in Iraq will be republican, federal, democratic, and pluralistic. Federalism will be based on geography, history and separation of powers, and not on ethnicity or sect.

### **The Bill of Rights.**

The TAL includes an historic bill of rights for the Iraqi people that is unprecedented in the Middle East. All Iraqis are equal in their rights without regard to gender, nationality, religion, or ethnic origin and they are all equal before the law. Under this Bill of Rights, the government must respect the rights of the people.

### **The National Conference**

The National Conference will provide a forum for 1,000 Iraqis from every governorate in Iraq, including tribal and religious leaders, professional and civic leaders, to participate in selecting members of an Interim National Council, part of the Iraqi Interim Government. The National Conference will broaden representation, allowing Iraqis to participate in building a national consensus and to debate the country's challenges.

### **Political Party Assistance**

CPA has supported various conferences that engage political parties in creating common agendas and promoting alliances that strengthen their ability to participate in the forthcoming elections process.

### **Women's Programs**

CPA has provided funding for Women's Centers throughout the country. These centers offer vocational training and educational opportunities and give women a place to congregate, share experiences, and plan for the future. To date, assistance has been provided to Women's Centers in nine major cities and CPA is currently working



Iraq's new interim government Prime Minister Iyad Allawi speaks during a ceremony to announce the posts of cabinet and President Ghazi Ajil Al-Yawar, Baghdad, Iraq, June 1, 2004. (U.S. Air Force photo by Staff Sgt. Ashley Brokop)

### **Local Governance**

The CPA has facilitated the refreshment of Provincial Councils in 15 governorates in Iraq. USAID's Iraq Local Governance Program currently works in all 18 governorates. The law on Local Government Powers seeks to implement the goal of decentralization in the Transitional Administrative Law and to define the powers and responsibilities of local and provincial governments. The order gives local people greater influence over decisions which affect their daily lives.

### **Civic Education and Debate**

Through USAID's "democracy dialogue" activities, hundreds of Iraqis have taught democracy to thousands more people across the country. Iraqi local leaders have held 29 televised "Town Hall" meetings across the country, where citizens have come together to debate the TAL, Iraq's political process and the country's future democratic development. This debate will continue with the National Conference in July 2004.

### **Iraq's Civil Society**

\$458 million in US Supplemental funds are dedicated to sustaining civil society organizations into the future. Nearly two thousand citizens' organizations throughout Iraq are applying for NGO status. Civil society organizations help to advocate for the realization of the basic human rights enshrined in the TAL.

### **Electoral process**

During the CPA's tenure, Iraq has made significant progress towards its first ever democratic elections. The Independent Electoral Commission of Iraq, an autonomous and politically independent organization to oversee the conduct of elections, was set up on 31 May. The IECI was selected through a wide-scale nomination process and consists of 8 civic leaders from across Iraq, including two women. Working with experts from the United Nations, the Iraqi people have also agreed upon the electoral system to be used in the January 2005 elections, and on criteria for registering political entities who wish to stand in the elections.

# Ministry of Foreign Affairs

For over 3 decades, Iraq's standing in the international community has been steadily eroded by the disastrous foreign policy of the former regime. The tyranny Saddam Hussein inflicted upon the Iraqi people extended to Iraq's international relations through catastrophic wars, a blatant disregard for international law, support for international terrorism and the proliferation of WMD. In the Middle East, Saddam Hussein agitated violence, intimidated Iraq's neighbours, fomented regional instability and continued to pose a dangerous threat to the rest of the world.

The Ministry of Foreign Affairs faces new responsibilities and challenges to overcome this legacy of mistrust and hostility.

**The ministry is actively working to reverse Iraq's former isolation and pursue the following objectives of our new foreign policy:**

- Protect Iraq's security, stabilize the country and preserve Iraq's territorial integrity;
- Restore international diplomatic bilateral relations and re-engage the international community in Iraq's reconstruction and development;
- Reconstruct our economy and infrastructure to raise the standard of living of the Iraqi people;
- Reactivate Iraq's diplomatic missions and promote Iraqi interests in all political, economic, social and cultural fields;
- Rejoin, and engage in, all multi-lateral bodies;
- Reform the Ministry of Foreign Affairs and its activities based on new values and principles;
- Pursue our chosen path of democratization within the framework of sovereignty, unity and equal citizenship.

## **Security in Iraq**

Our priority is to stabilize our country and secure its borders as we confront international terrorism, intent on destabilizing the democratic process and destroying our progress towards peace and prosperity. The stability of Iraq has wider implications for regional security and failure to defeat this menace would have disastrous consequences reaching far beyond our borders. We seek to engage our neighbors in stemming the tide of terrorism through close cooperation on border security and we are working alongside our coalition partners to protect our external frontiers and maintain stability inside the country. We are making progress by building our military, security and police capabilities, with the welcome assistance of a number of countries that are providing training programs, to empower Iraqis to take charge of their own security.

### **Arab League**

- Iraq was one of the founding members of the Arab League in 1945. In September 2003, a delegation from the Ministry of Foreign Affairs, led by Minister Zebari, regained Iraq's seat at the 120th Session of the Arab League in Cairo.
- In March 2004, Minister Zebari also participated in the Arab League Foreign Minister's preparatory meeting in Cairo for the Arab Summit in Tunis, which will now be held on 22-23 May 2004.
- Since 1980, under the former regime, Iraq failed to pay its dues to the Arab League. In March 2004, the Ministry of Foreign Affairs paid Iraq's annual membership totaling \$3,515,411 to the organization.
- Iraq is fully committed to upholding and defending the charter of the Arab League and playing a vital role in all its agencies and institutions. We place great emphasis on strengthening multi-lateral relations in the Arab and Islamic domains and we actively promote friendly and beneficial relations between the Arab world and the international community.

### **International Organizations**

Iraq continues to increase its representation in international organizations and since September 2003, Iraq has successfully re-established its seat in most multilateral bodies including:

- Arab League
- United Nations General Assembly
- Organization of Islamic Conference
- G77
- International Monetary Fund
- Non-Aligned Movement
- OPEC
- Regional Conference of Iraq's Neighboring Countries
- UNESCO
- UNCTAD
- World Bank
- World Trade Organization

### **Iraq and the United Nations**

The vital role of the United Nations in Iraq has always been welcomed by the Iraqi people, in particular its commitment to humanitarian programs which provided a lifeline to millions of Iraqis throughout the prolonged Iraq crisis under the former regime. We strongly condemn the devastating bombing of the United Nations Headquarters in Baghdad in August 2003 and pay tribute to the late Sergio Vieira de Mello who was an effective and committed role model for the United Nation's work in Iraq.

The United Nations has issued three Security Council Resolutions on the future of Iraq since May 2003 (UNSCRs1483, 1500 and 1511), which provide a wide mandate for UN involvement in political, economic and administrative fields. The UN has an effective role to play in Iraq in humanitarian affairs, capacity building and democratic reform among other areas and we welcome the two teams which recently arrived in Iraq to assist in the political and electoral processes.

## CPA ACCOMPLISHMENTS 2003-2004

The United Nations also currently operates out of Amman and Cyprus with the Acting Special Representative supervising these efforts.



The members of the new Iraqi interim government meet for the first time in Baghdad, Iraq.

- In December 2003, the Minister of Foreign Affairs presented the United Nations General Assembly with the timetable for the restoration of sovereignty to Iraq in accordance with the November 15th Agreement on Political Process, signed between the Iraqi Governing Council and the Coalition Provisional Authority in Baghdad.
- In January 2004, Iraq participated in tripartite meetings at the United Nations between the Iraqi Governing Council, Coalition Provisional Authority and the United Nations Secretariat to discuss the way forward for the UN's role in Iraq in political, electoral and constitutional fields.
- In February 2004, the UN's Special Advisor to Iraq, Mr. Lakhdar Brahimi, and a UN electoral team conducted a fact-finding mission on the feasibility of elections in Iraq prior to June 30th 2004.
- In March 2004 and in response to a request from the Iraqi Governing Council, a UN team of electoral experts arrived in Iraq to help with preparations for direct elections to be held by the end of January 2005. The UN Secretary General also dispatched a team of UN officials, led by Mr. Lakhdar Brahimi, to assist with the transfer of sovereignty on June 30th 2004.

### **Iraq's Diplomatic Missions**

Significant steps have been taken to restore Iraq's missions abroad since the April 2003 ban was lifted on all diplomatic and consular activities. Iraq now has diplomatic representation in 35 countries around the world, including 3 Permanent Missions to the United Nations in New York, the United Nations Commission on Human Rights in Geneva and the Arab League in Cairo. Thirty missions remain suspended.

The strategy to enhance or resume diplomatic representation abroad is a key priority of the Ministry of Foreign Affairs, through the following objectives:

- The appointment of ambassadors, senior staff and diplomats to overseas missions.
- The resumption of comprehensive operations in key international missions to provide Iraqi local communities with necessary consular services including certification, passport extensions and provision of interim travel documents, visa issue and local liaison services.
- Efficient provision of information and the establishment of international exchanges to promote Iraqi interests in social, cultural and religious affairs.
- Increase Iraq's diplomatic activities to contribute to our rehabilitation into the international economy by promoting trade and investment through bilateral exchange and cooperation through multilateral organizations.

### **Reforming the Ministry**

Under the previous regime, the reputation of the Ministry of Foreign Affairs was degraded in the eyes of Iraqis and the international community. The institution, its missions and its activities, were abused to spy and intimidate in deliberate breach of internationally-accepted diplomatic practice. The professionalism of Ministry staff was undermined and any initiative was suffocated by an oppressive and corrupt working culture.

Today, Ministry of Foreign Affairs personnel are undertaking diplomatic training overseas through professional development programs provided by host countries. These programs include language and information technology skills, diplomatic training in all fields and exposure to internationally accepted diplomatic practices. Since August last year, 251 members of the Ministry's staff have been selected to go to twenty countries to receive diplomatic training. The countries are Pakistan, Poland, the Czech Republic, India, Jordan, South Korea, the United Kingdom, the United States, France, Germany, Romania, Turkey, China, Spain, the Netherlands, Egypt, Malaysia, The Sudan, Austria and Switzerland. Some 60 members of staff have already started their training in Pakistan, Poland, the Czech Republic, India, Jordan, Korea and the United Kingdom, while 35 other staff have returned from Pakistan, the Czech Republic, Jordan and India.

The new Ministry of Foreign Affairs is further committed to enhance its foreign policy capabilities through reforming and modernizing its organization, personnel and activities according to the following principles:

## CPA ACCOMPLISHMENTS 2003-2004

- The development and implementation of transparent selection and recruitment processes in conjunction with a ministry-wide de-Ba'athification program;
- New standard recruitment procedures based on merit, equal opportunities and a just and fair criteria offering various entry levels and opportunity to all sectors of Iraqi society, in particular to women;
- Recruitment campaigns conducted through public announcement;
- Employee vetting, training assessments and personnel evaluation undertaken via open and standard procedures.
- Preparations are also ongoing to re-open and reform the Foreign Service Institute in order to resume normal diplomatic training activity. Since early 2003, the building's restoration has been completed and serves as temporary accommodation for the Ministry.
- All Ministry of Foreign Affairs personnel must possess an understanding of human rights issues, democratic principles and the prerequisite of political impartiality in civil service;
- All Ministry of Foreign Affairs personnel must possess an understanding of human rights issues, democratic principles and the prerequisite of political impartiality in civil service;
- Employee commitment to the Ministry of Foreign Affairs' new work ethic of integrity, professional respect and a commitment to serve in the best interests of the Iraqi people.
- The Ministry is committed to working practices that encourage initiative, professional skill development, communication and objectivity in provision of foreign policy advice.

- All new initiatives and restructuring changes are communicated throughout the Ministry.

### **Economic Rehabilitation, an the International Community**

- We face the momentous challenge of reconstructing our economy that has been systematically destroyed by decades of mismanagement, war and international sanctions under the former regime. Iraq is rich in natural and human resources but decades of authoritarian rule created a heavily dependent population and a dilapidated infrastructure.
- Now, and in the future, Iraq will be one of the largest workshops in the world and it has huge potential as a regional marketplace. We need extensive investment from the international community to rebuild our infrastructure and develop our skills and technology. Iraq's neighbors have an important role to play in fostering our economic recovery and we are actively encouraging foreign investment and promoting regional trade cooperation, in contrast to the crippling effect that years of Iraq's international isolation had on economies in the region and beyond.
- Economic sanctions, which had been in place for 12 years under Saddam Hussein's rule, were lifted in November 2003 and the remaining funds from the Oil for Food Programme are now administered through the Development Fund for Iraq. The combination of these funds, international donor contributions and Iraq's own resources provide a substantial base for our sustainable development and the Ministry of Foreign Affairs is committed to encouraging international participation through bilateral exchange and multilateral organizations

## Ministry for Women's Issues

Iraqi women passed through dark periods of repression and injustice throughout the past 35 years. Women were deprived of many of their civil and political rights. Laws were passed to entrench hardship in all forms and in all fields of endeavor.



**Hilla, Iraq** - Iraqi women practice their computer skills at the Fatima Al-Zahra Center for Women's Rights in Hilla, one hour south of Baghdad. The women's center was named by the community after Fatima Al-Zahra, who was the daughter of the Prophet Mohammed. The center is open to all and offers nutrition and health classes, internet/computer training, and sewing facilities. (U.S. Air Force photo by Staff Sgt Ashley Brokop)

Under Saddam Hussein's brutal dictatorship, women, routinely were beheaded, raped, and beaten as a way to threaten and intimidate their families to extract information.

Now after Iraq has rid itself of the long era of tyranny, Iraqi women can occupy their natural position in society and leading the nation.

### Mission

To ensure that Iraqi women are able to fully participate in Iraqi society, CPA's Office of Women's Affairs is working closely with Iraqi women throughout the country to help them organize and take part in Iraq's transition to democracy. The work has been ongoing for the last ten months. The CPA has fostered the development of women's organizations and associations at the national and local level by providing funding for Women's Center's throughout the country.

### Accomplishments

#### Government

- The Ministry of State for Women was established and six women were named to ministerial posts in the new Iraqi Interim Government. This is a major achievement for women in Iraq. Under Saddam, Iraqi women had limited participation in civil society, diminishing the profile of women's issues as political concerns and no role in the leadership of the country. With the appointment of these women the new Iraqi government has shown that women will have the opportunity to participate fully in all aspects of society.
- Two of the seven members of the Independent Electoral Commission of Iraq (IECI) are women. The IECI is responsible for conduct of the electoral process from now on, including voter registration.
- Iraqi Women Leaders Meet with President Bush at the White House – Nov. 17, 2003
- In March 2004, a national delegation of Iraqi women traveled to the United Nations 48th Annual Commission on the Status of Women Conference. This signified that Iraqi women were part of the world community and wanted to participate fully in the dialog on global issues.

## NGO's

*“As a gynecologist, I have assisted millions of Iraqi women in giving birth. Now, I am participating in the birth of a new country and regime that is based on women’s rights, human rights, unity and freedom.”*

**-- Raja Habib al Khaza’I**  
Member of the Governing Council of Iraq

- 25 women’s centers have been supported across the country through 31 International Transition Initiative (ITI) grants for \$1,684,449.
- Women’s centers offer educational programming, job skills training, and access to resources; all services that carry the potential for financial independence to a segment of society that has traditionally been marginalized. ITI has established new women’s centers and enhanced the capacity of existing groups through grants for building rehabilitations and in-kind awards of furniture, equipment and supplies. These centers include multi-purpose auditoriums outfitted with equipment where women can take part in performing arts and craft shows, lectures, educational programs and forums for political party development. \$125,000 of this funding supports Women for Women International – Iraq to develop their headquarters office and provide educational opportunities to the most vulnerable women in Baghdad.
- Of these women’s centers, two are shelters that provide services to women and girls who have been physically or sexually abused and who are not safe in their homes. These shelters provide temporary housing, as well as psychological counseling and other services. The women are able to remain in the shelter until they can be safely reunited with their families or moved to a more permanent situation.
- An additional \$657,910 in 23 grants has been provided by ITI for other activities that benefit women throughout the country. These activities include:
  - **Women’s Rights and Democracy Education:** Training courses for women include discussion of the fundamentals of democracy, principles of human rights and internationally accepted women’s rights conventions. This training supports the efforts of women in local villages to free themselves from repressive conditions and exercise rights promoted through international declarations.
  - **Mobile Crisis Intervention Teams:** Mobile women's health/social work teams have

## CPA ACCOMPLISHMENTS 2003-2004



Iraqi women producing garments for the local market at the Fatima Al-Zahra Center for Women's Rights in Hilla, one hour south of Baghdad. The women's center was named by the community after Fatima Al-Zahra, who was the daughter of the Prophet Mohammed. The center is open to all and offers nutrition and health classes, internet/computer training, and sewing facilities. (Photo: Thomas Hartwell)

- Provided abuse intervention and critical health services to over 2,000 women. Multi-ethnic teams build trust and reduce tension between segregated ethnic and religious groups.
- In total, 10 awards for \$227,310 have supported local conferences for women and attendance of Iraqi women at international conferences. Individuals and women's organizations are supported through conferences and empowerment training. International and local participants discuss issues such as Islam, democracy, oppression of women, women's rights and participation in future elections. Iraqi participants at conferences outside of Iraq have had an opportunity to share the unique situation in Iraq and create openings for greater international dialogue around the development of peace.
- Non-governmental organizations in northern Iraq are working to educate women on their rights and on income generating skills. One organization will educate 1,000 women on dealing with discrimination and on universal human rights. A women's center in As Sulaymaniyah is helping women become literate and acquire job skills, offering access to a library and teaching courses in tailoring, reading, hairdressing, computer training, and law. These two initiatives are supported by USAID's Local Governance Program (LGP). LGP also recently conducted a seminar for 50 women from As Sulaymaniyah on June 7 to discuss gender equality and domestic abuse.
- The Kurdistan Women's Organization continues its awareness-raising project of Women's Mobile Legal
- Clinic, which started in April 2004. Nine seminars on women's rights and legal issues, focusing on personal status law and community participation, were conducted May. The goal is to hold 32 seminars each residential quarter of Kirkuk. To date, 1,353 women of all ethnicities have been reached.

## CPA ACCOMPLISHMENTS 2003-2004

- Larger National Women NGOs
  - Iraqi Independent Women's Groups
  - Iraqi Women's Higher Council/Advisory Committee on Women's Affairs
  - National Council for Women
  - The Future Society of Iraqi Women
  - The 1,000 Women's Group
  - Women's Alliance for Democratic Iraq (WAFDI)
  - Iraqi Women's Network (IWN)
  
- There are also hundreds of active regional groups
  - Free Women Association which officially opened February 7 in the Al Muthanna Governorate. It is one of the first official women's organizations to be recognized since the fall of the Ba'ath regime
  - Asuda Women's Group is a Kurdish-based organization that seeks to reduce violence against women, while guarding their independence in society. The group is particularly active in sheltering women who are at risk of murder in so-called "honor killings." Members also organize workshops and discussions to encourage girls to stay in school and to educate women on rights and protections.
  - The New Women's Union was founded in October 2003 by more than 70 women who gathered in Ba'Quba. This gathering was organized by the only woman provincial council member in Diyala'.
  - Kurdistan Women's Union is expanding to serve more women who come to their center seeking computer classes, job training and recreational facilities.
  - Assyrian Women's Union has started newspaper, radio, and television initiatives.



Iraqi women hold a meeting at the Fatima Al-Zahra Center for Women's Rights in Hilla, one hour south of Baghdad. The women's center was named by the community after Fatima Al-Zahra, who was the daughter of the Prophet Mohammed.  
*(Photo: Thomas Hartwell)*

## CPA ACCOMPLISHMENTS 2003-2004

### Education

- In the 2003-2004 school year, female attendance increased from pre-war rates, with 1.9 million girls in primary school (46 percent of all primary students) and 580,000 (40 percent of all secondary students) in secondary schools.
- The Ministry of Education trained more than 33,000 teachers and administrators, which included more than 17,000 females, in new skills that will improve the quality of teachers and education in Iraq.
- Five grants valued over \$15 million were awarded to strengthen partnerships between American and Iraqi Universities. Student, scholar, and other exchange programs have also been revived. Of the 20 new, prestigious Iraqi Fulbright finalists this year, six are women.
- Improving the educational system and opening up educational opportunities for all children is critical to the long-term stability of democracy. If a democratic Iraq is to succeed than equal access to education must be a priority.

### Business

- More than 1,000 women received training in the financial, fiscal, utilities and regulatory sectors. Future programs include training and employment services for 1.5 million Iraqi women. Training and employment programs for women and men will take place through seventeen Vocational Technical Training Centers and twenty-eight Employment Services Centers throughout Iraq.
- In addition, two U.S. NGOs operate a micro-lending program that has loaned more than \$600,000 for 300 women entrepreneurs. The program's average loan size is nearly \$2,000.

- Under Saddam, Iraq's economy was totally destroyed. In the last year Iraqis have been faced with building an economy from the ground-up. Women want to be a part of the new economic structure, but have faced additional challenges due to cultural hurdles. These programs will assist women reach an equal footing with their male counterparts. Training women for jobs and running businesses is particularly important in the areas of the country where Saddam killed a majority of the male population.

### Health

- Iraqi women are benefiting from the restoration of health clinics, hospitals, and laboratories. Primary health clinics across the country are being renovated and reequipped to improve the quality of health care for all Iraqis. The Ministry of Health is training primary health care providers with an emphasis on maternal and child health care. More than 700 doctors have been trained in Wasit, At' Tamim, Al Basrah, Karbala', An Najaf, Ninawa', and Dhi Qar Governorates.
- High-protein rations have been given to 240,000 pregnant and nursing mothers and malnourished children during 2003. A new program in rural areas provides supplies and training to birthing attendants and will benefit a total of 440,000 women.
- Training of Nurses and Midwives: A grant to the Iraqi Nursing Association will support the recruitment and training of hundreds more women nurses and the purchase of new uniforms, bed linens and nurses' kits. Currently, there are only 300 trained and licensed women nurses in Iraq.

## Ministry for Human Rights



*(Courtesy photo)*

### HUMAN RIGHTS ATROCITIES IN IRAQ – MAJOR PERIODS

- **1980 Persecution of Faylee Kurds**  
Faylee Kurds expelled from Iran and Iraq and persecuted and massacred in Northern Iraq
- **1983 Kurdish Massacres targeted against Brazanis /KDP**  
In 1983 the regime rounded up 8000 men approx. from the Barzanis in Northern Iraq. They were executed in deserts far from their homes
- **1988 Anfal Campaign**  
Between February and November 1988 the regime began a policy of demolishing homes and separation from their families. Most of the men were executed in deserts in West and South West . Many women and children died because of lack of food and medical attention. 182,000 people disappeared and a high percentage of PUK members were executed
- **1988 Halabja**  
On March 16 the regime dropped sarin and VX on the town of Halabja killing more than 5,000 people and injuring thousands more. Many survivors suffered long term medical complications and thousands died. Significant instances of defects occur and many are still suffering the effects of the attack
- **1991 Shi'a uprising in the South**  
At the end of the Gulf war as Iraqi troops retreated to Iraqi soldiers and citizens rose up in the South. There were massacres of tens of thousands of soldiers and civilians crackdowns in Basra and Hillah were particularly brutal.
- **1991 Kurdish autonomy**  
At end of Gulf war as Peshmerga fought for autonomy in Northern Iraq many civilian and Peshmerga were killed. Once autonomy was declared , many Kurds Living below the green line were massacred. There are mass grave sites in Kirkuk region.

**Ministry of Human Rights  
Achievements**

- Establishment of Ministry of Human Rights and hiring of staff. Formal opening on 14 February
- Management Plan drawn up for organization of Ministry staff
- Delegation attended UN Commission on Human Rights in Geneva
- Staff from Ministry monitor criminal and security detainees at Abu Ghraib prison
- 20 members of staff given human rights training in Amman organized by Nottingham University
- Bureau of Missing Persons has begun work. Swiss expert providing advice
- Oral history program established
- Secure Documentation Centre established at Kadhimiyah
- Assessment done for setting up a National Human Rights Commission and Ombudsman
- Preliminary work done on a Truth Commission
- Contacts made with OHCHR, UNDP, WHO, UNIFEM, ICRC and Diplomatic Missions in Baghdad
- Workshops held on women's issues at Ministry
- Regular contacts made with other Ministries in Baghdad and the Ministries of Human Rights in Erbil and Sulaymaniyah
- Weekend conference in Dokun for NGOs from all over Iraq from 26 – 29 June

• **Uprising in Najaf**

In 1999 Ayatollah al Sadr was assassinated in Najaf by a cleric from another tribe. In response students theologians and other citizens of Najaf rose up . Demonstrations were brutally put down, perpetrators were rounded up and arrested and many were jailed and tortured.

• **Draining Marsh Arabs**

The marshes where the Arabs lived in Southern Iraq were drained and the inhabitants were forced to relocate.



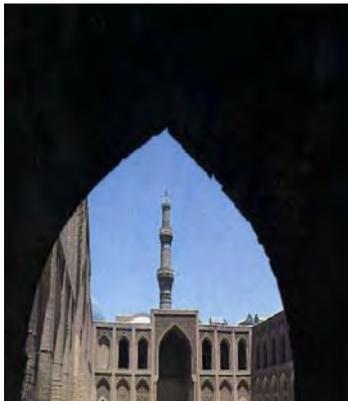
Logo for a grass roots Association of Former Prisoners and Missing Persons in Baghdad which is run by volunteers. They have offices in every governate except Tikrit and Ramadi. They are trying to input into computers information from siezed prison and other government documents to create a database. Throughout the day queues of people are waiting to search the database for information on missing relatives. (Photo by Thomas Hartwell)



Ancient site of Babylon (Photo by Major Francisco G. Hamm)

## Ministry of Culture

The Coalition and Ministry of Culture is committed to opening these doors to ancient civilization – where civil society is thought to have begun.



Al-Mustansiriyyah from North-West-Side

Under Saddam's regime, Iraq's cultural treasures were often neglected and isolated. For over 35 years, many of Iraq's ancient sites have been closed to the Western world. The Coalition, with the Iraqi Ministry of Culture, is dedicated to helping Iraqis protect and restore their cultural heritage including museums, theater, the arts, and music. Iraq's archaeological treasures are not only of great importance to Iraq, but also to all mankind. In addition, the restoration of cultural activities is a step towards the return of normalcy for the Iraqi people.

### Iraq Museum

- Iraqi police, in collaboration with Coalition forces, recovered four of the most sought-after pieces looted from the Iraq Museum: "Warka Mask," which is perhaps the oldest naturalistic sculpture of a woman's face (3,000 years old); "Bassetki Statue", and a wood and bronze brazier. A fourth famous piece, the "Warka Vase", was voluntarily returned last summer.
- 22 Iraqi museum professionals participated in a five-week intensive Cultural Heritage Institute in the United States, sponsored by the U.S. Department of State's Bureau of Educational and Cultural Affairs in partnership with the Smithsonian Institution.
- The first phase of reconstruction of the Iraq Museum has been completed. This work was funded by the US Department of State (\$750,000) and the Packard Humanities Institute (\$250,000). The first phase included: security enhancements, HVAC, plumbing, electrical, roof, and other building repairs, installation of a computer network, communications equipment, and other technological improvements, as well as purchase of office furniture, office equipment, and computers.
- A state-of-the-art archaeological conservation laboratory was donated to the Iraq Museum by the Italian Center for Archaeological Research and Excavations. Italian technicians continue to provide training and support to the Iraqi staff.

## CPA ACCOMPLISHMENTS 2003-2004

- The Iraq Museum will soon launch an interactive website giving it a worldwide presence.

### **Archaeological Sites** (7,417 Archeological sites have been identified in Iraq)

- **Assur** (2500 BC – 250 AD) – The first capital of the Assyrian Empire and the first well-documented mercantile center in the ancient world.
- **Babylon** (2500 BC – 1000 AD) -- The home of the world's first complete legal code, "Code of
- **"Hammurabi"**, the Hanging Gardens, the great leader Nebuchadnezzar, the Ishtar Gate, and the Tower of Babel.
- **Nimrud** (5500 BC – 150 BC) – Assyria's second capital. The best-preserved Assyrian palace is located here.
- **Nineveh** (6000 BC – present) – The third Assyrian capital and once one of the most powerful cities in the Middle East
- **Samarra** (9<sup>th</sup> Century AD) – An early Islamic capital and home to the largest mosque ever built, Great Mosque of Mutawakkil.
- **Uruk** – One of the first great urban centers and the largest city in Sumer.  
The birthplace of writing on cuneiform tablets

### **Cultural Arts**

- The Iraqi National Symphony Orchestra has revived. The symphony traveled to the United States in early
- December for two concerts at Kennedy Center in Washington, DC and now performs regularly in Iraq, playing on new instruments donated by Steinway and Yamaha.
- Iraq's only specialized elementary school, the School of Music and Ballet, was reconstructed and refurnished with donated desks, instruments, and manuals.
- The Ministry's Printing House, unharmed by war and looters, recently brought on-line two new state-of-the-art printing presses, increasing the printing capacity at the facility. The first job for the printers was to print recently-revised textbooks.
- The old National Library, which suffered intense fires during the looting, is being cleaned of soot and work areas have been established. Its one-million book collection escaped largely intact from the looting. The books are now being cleaned of soot returned to their shelves for the use of students and researchers.

### **Archaeology**

- Ambassador Bremer approved the Archaeological Site Protection (ASP) Project on October 19, 2003. The Project intends to stop the looting of the over 7,000 recognized archeological sites in Iraq. Looting was only a minor problem in Iraq prior to the 1991 Gulf War, and increased dramatically in the second half of the 1990's.
- The ASP project is funded from a \$1 million grant for the U.S. Department of State's Foundation which was donated by the Packard Humanities Institute.
- Approximately 4,000 looted artifacts, mostly from the Iraq National Museum, have been recovered.

## Ministry of Youth and Sport

On February 29, 2004, in Athens, Greece, the International Olympic Committee voted unanimously to lift Iraq's suspension and welcomed the country back to the Olympic Family -- now with 202 nations as members.



Iraqi children play soccer on a Baghdad street notorious for containing hidden bombs, June 14, 2004. (DoD photo by Staff Sgt. D. Myles Cullen, U.S. Air Force)

### Pre-War

- The Iraqi Ministry of Youth and Sport has been in existence for several decades. However, in the early 1990s, Uday Hussein publicly humiliated and sacked the then Minister of Youth and Sport. He took over much of the Ministry's sport function, placing it under his control within the National Olympic Committee, and basically casting aside all youth programs. Following Uday's action, the Ministry was reduced to a "Commission on Youth."
- In 2001, the Ministry of Youth and Sport was reconstituted, but Uday still controlled most of the sports, particularly at the highest level of competition. Most youth policies and programs that were created were heavily influenced by the Ba'ath party ideology and included some extreme revolutionary youth movements.

- During the regime of Saddam Hussein, youth centers were used mostly to glorify the dictator and promote the ideals of the Baath Party, including war and hatred against Hussein's identified enemies.

### Post-War

- After the fall of the Hussein regime, the Ministry of Youth and Sport was re-established and given a refurbished building inside the grounds of Baghdad's Al Zawra Park. The building now serves as its headquarters.
- The influx of youth wanting to be involved in new youth center programs post-conflict has been overwhelming. Programs of particular popularity include computer (especially internet) and job-training classes.
- The Ministry of Youth & Sport oversees more than 5,000 community-based football teams in all regions of Iraq. Along with football, youth centers will

## CPA ACCOMPLISHMENTS 2003-2004

focus on sports including basketball, boxing, martial arts, volleyball, weightlifting and wrestling.

- The Ministry has recently been awarded a much-needed grant of US\$18.5 million from funds collected from Iraqi oil production and seized assets of the former regime. This money is being used to complete reconstruction, refurbishment and re-equipment of the remaining youth centers by the end of 2004.
- Donor countries have committed to help fund 20 of the 42 identified top priority youth projects presented by the Ministry.
- The Ministry became the first post-conflict Ministry to have an autonomous financial system, overseeing all of their own finances and being the first Ministry to convert to the new Iraqi civil service salary structure.



Members of the Iraqi Olympic Tae Kwon Do team gives a short demonstration during the Olympic olive tree planting at the Al Jadriya School of Physical Education in Baghdad, Iraq, in April 2004. (*U.S Air Force photo by Staff Sgt. Eric T. Sheler*)

- A major effort is underway by the Ministry to improve a cohesive system of youth centers in Iraq. This includes

building many new centers, as well as refurbishing existing structures across the country.

- The Ministry has an excellent relationship with the Coalitional Provisional Authority, whose advisors will continue to offer support and guidance post-transition as requested.
- In provincial areas, youth centers are essential to Iraqi Communities and often serve as unifying focal points not only for youth, but also for the community at large. They are a critical part of the fabric of Iraqi society and are the perfect environment for democratic town hall debates and public gatherings.

### **National Olympic Committee of Iraq**

Through the support of the Coalition Provisional Authority in post-conflict Iraq, President of the National Olympic Committee of Iraq (NOCI) chaired the Interim Committee to Administer Sport and helped direct more than 500 elections for sports federations and clubs – the first democratic elections in Iraq in more than 35 years.

Through these elections the people of Iraq were able to elect a new Olympic Committee on January 29, 2004, in the province of Suleymaniyah, and begin rebuilding sports in the country.

# Ministry of Planning and Development Cooperation

The Ministry of Planning and Development has successfully overseen the coordination of International Donor Funds with Iraqi reconstruction projects.

## **Iraq Strategic Review Board**

- The Minister chairs the Iraq Strategic Review Board which analyzes and reviews millions of dollars worth of reconstruction projects. The Board reviews UN, World Bank and other donor funding to make sure that their plans fit within the general framework of larger Iraqi reconstruction and strategic priorities.
- The Board reviewed the over 700 reconstruction projects that Ministry of Planning and Development presented for the Iraqi Government at the Abu Dhabi Conference in February 2004.

## **Abu Dhabi Conference**

- Organized international donors' conference for 35 nations in Abu Dhabi who pledged a total of 1 billion dollars towards two trust funds managed by the United Nations and World Bank. The Madrid International Donors Conference generated over \$32 billion for Iraq's reconstruction; the Conference allocated funds but made no determination as to what specifically this money would be used for.
- Coordinated and prioritized more than 700 reconstruction projects among Iraq's line ministries.
- Presented to Abu Dhabi International Donors Conference a list of 700 prioritized reconstruction projects.
- Provided a strategic vision for Iraq's reconstruction. International donors and Iraqi ministries each had their own their own concept of what they want to accomplish in Iraq. The Ministry of Planning and Development stood in the middle of these groups to coordinate their different visions, and provided a coherent development framework through which the Iraqi government and their donor partners could focus their efforts.
- Planning and development is not about "central planning" anymore. It's about coordinating a wide variety of views into a coherent vision. The Ministry has established key institutions and procedures that will be essential for cooperation.



*(Photo by Army Master Sgt. Christopher Calkins)*

### **Council for International Cooperation (CIC)**

- The CIC is an institution developed by the Ministry to facilitate international cooperation. The Minister serves as Chairman of CIC.

### **Daily Activity**

- Strategically routed much of the \$5 billion in international donations into spending plan.
- Established broad tracking systems for Iraq reconstruction donor money.
- Tracked and coordinated daily reconstruction progress with individual ministries and coordinating donors.
- Coordinated with Iraqi Finance Ministry to develop Iraqi ministry 2005 bottom-line budgets.
- Developed Iraqi capital budget plan for 2005.

### **Doha Conference**

- Led the Iraqi effort to organize the Doha Conference, which represents the next stage in donor reconstruction. The Doha Conference included the participation of over 30 nations. The Conference examined how far the more than 700 reconstruction projects have progressed in 3 months, and facilitated further action. The Conference theme was “From Commitment to Action.”

### **Employees**

- There are approximately 1500 employees in the Ministry. Employees are competent and committed to their work and programs. Many of the employees possess sector expertise and can coordinate technical issues with other ministries.



*(Photo by Donald Tighe)*

## ECONOMY

### Ministry of Oil

Iraq's oil, the treasure of the nation and a resource available through international markets to the nations of the world now belongs to all of the Iraqi people. The value created by Iraq's oil industry will benefit the nation's people and its development.



An Iraqi oil pump station burns near the town of Bahsra in Southern, Iraq during Operation Iraqi Freedom, Oct. 13, 2003. (U.S. Navy photo by Photographer's Mate 1st Class Ted Banks)

#### Pre-Conflict

- Oil production: Averaged two-million barrels per day (MBPD) in 2002.
- Oil exports: Averaged 1.3 MBPD in 2002.

#### Post-Conflict

- Oil production: Production capacity has exceeded pre-conflict levels and currently stands at approximately 2.5 MBPD with a year-end objective of 2.8-3.0 MBPD.
- Oil exports: Daily exports have exceeded pre-conflict levels and are averaging 1.65 MBPD.
- Daily export income averages approximately \$55 million.
- As of the 30 June, crude oil export revenue is estimated to reach \$7.9 billion for the first six-months of 2004 and \$15 billion for the full year.
- Iraq met rising demand for benzene, diesel, kerosene and liquefied petroleum gas (LPG) despite sabotage, an aggressive insurgency, and obsolete refineries.
- With the Iraqi Ministry of Oil, managed one of the largest concerted logistical efforts in history to convoy humanitarian fuel supplies into Iraq – four times the size of the effort to fuel the Allied invasion of Europe in 1944.
- Formed an Oil Industry Security Force of 14,000 guards.
- Assisted in the re-formation of the Iraqi National Oil Company and the structuring of the Ministry of Oil to facilitate success in the future.
- Fueled the resurgent thermal power stations of the Ministry of Electricity.
- Iraq has more than 110-billion barrels of crude oil reserves (world's second largest after Saudi Arabia) and 100-trillion cubic feet of gas.

## Ministry of Labor and Social Affairs

During Saddam Hussein's regime, many MOLSA staff did not have the knowledge and skills to best serve the needy in Iraq. Following the war, the Ministry of Labor and Social Affairs (MOLSA) complex was looted and burned and records were destroyed.



U.S. Labor Secretary Elaine L. Chao visits the Ministry of Labor and Social Affairs' Employment and Training Center in Baghdad, Jan. 27, 2004. The Ministry is establishing employment and training centers throughout Iraq and charged with providing services to displaced workers in the nation's largest populated cities. (U.S. Air Force photo by Staff Sgt. Reynaldo Ramon)

- MOLSA opened:
  - **18 employment services centers** around the country, giving jobseekers the opportunity to get assistance in finding jobs that match their job skills and interests, and giving Iraqi and international employers alike a means of finding qualified employees to fill their vacancies
  - **6 vocational training centers**, which are currently offering courses in English, literacy, and computer skills. MOLSA is also training jobseekers in writing CVs so they can be more competitive for jobs and better communicate their skills and qualifications to potential employers. Eventually, **MOLSA will have 32 vocational training centers around the country**
  - in conjunction with an NGO, has opened a women's shelter, the "Safehouse," which is designed as a temporary safe place for women or girls who face physical or sexual abuse. The Safehouse will protect the woman or girl from the abuser until the situation can be resolved, either through the permanent placement of the abused in another facility or safe reconciliation with her family.
- MOLSA's social care directorate increased the number of families receiving cash assistance benefits from 68,000 to approximately 110,000, providing needed help to the most vulnerable members of society, such as the elderly, disabled, and single mothers.
- The Baghdad Employment and Training Center is an outreach program seeking both Iraqi and International employers to list job vacancies. It also provides computer, literacy and English language training to Iraqis seeking jobs. It's an economic stimulus connecting hundreds of Iraqis to job opportunities.
- UNICEF has pledged \$6 million to rehabilitate social care institutions and to build a new social care training institute in Iraq. Work on these social care centers should begin in the next few weeks. These Centers care for the many vulnerable and dispossessed people in society. Extra investment will ensure that the facilities are of the highest standard while the training institute will ensure that the staff is fully trained to provide the most appropriate assistance.

## Ministry of Agriculture

The Agricultural sector accounts for more than 20% of Iraq's labor force. The Ministry of Agriculture's Supplies Company, by itself, employs 1,300 people throughout Iraq, responsible for the distribution of fertilizer and pesticides. In addition, Iraq's rural economy helps feed Iraq's 18 million urban dwellers.

The Ministry of Agriculture aims to promote rural employment and increase income for farmers and transform Iraqi agricultural into a market based sector that supports farmers, processors and marketers with world class research and development and effective regulations.

- In support of this, the price of wheat increased from \$105 per metric ton in 2003 to \$180 per metric ton in 2004 for the top grade of wheat.
- U.S. Agency for International Development (USAID) through its Agriculture Reconstruction and Development Program for Iraq awarded grants totaling \$394,000, primarily to improve veterinary services for a healthy and sustainable livestock production. The Kirkuk Veterinary Hospital directed the renovations at three clinics. Baghdad University Veterinary College also received a \$62,000 grant to furnish and equip a new internet center at the college. The Ministry of Agriculture's Veterinary Services Company employs 2,300 people, including more than 1,000 veterinarians, responsible for vaccine distribution throughout the country.
- The Ministry of Agriculture established 18 date palm nurseries in 18 governances throughout Iraq in support of its goals to re-establish Iraq's once dominant position in the international date market.
- The University of Hawaii College of Agriculture in cooperation with the University of Mosul Hamam al Alil and the University of Dahuk has developed an agriculture science program to increase rural incomes and Iraqi food supplies by enhancing higher education and outreach in agriculture sciences. New equipment provided to the universities by USAID includes satellite-based broadband communications systems; scientific equipment; and electronic library equipment. The three universities will co-sponsor the publication of the *Iraq Journal of Agriculture Science*. Also 6 Iraqi students have been selected to participate in a one-year graduate study program at the University of Hawaii.

# Ministry of Trade

One year ago the Ministry of Trade headquarters stood in rubble. It was vacant and had been looted. There were no computers, no telephones, and no furniture. Its records were destroyed. For an entire year the Ministry found temporary headquarters on the floor of a building shared with other ministries. The Ministry set a goal of relocating to new facilities to house its people and to be wired for 21st Century technology.

Today the Ministry has achieved that goal and **is celebrating** the opening of new headquarters in Baghdad.

Just one year ago the ministry lay in rubble and there were food shortages. Today, the ministry has a new building, has provided training to many of its 33,000 employees, and has helped Iraq to have, today and in the foreseeable future, an abundant food supply to serve all of the people of Iraq.

## Restoration of Food Reserves

- The Ministry has the responsibility to distribute food to over 95 percent of the Iraqi people; however one year ago the food supply was dwindling. The food supply had reached a low. There were food shortages in some of the provinces. Food reserves overall were down to one month. The UN's World Food Program helped to reduce shortages.
- A goal was set to have a three months' food reserve. Soon that goal will be achieved. The people of Iraq will soon have a three months' food reserve.

## Observer Status at the WTO

- One year ago Iraq was cut off from the world trading community. with the rest of the world. The Ministry determined that it would begin to help Iraq enter the international trade community.
- Today Iraq has been granted observer status with the World Trade Organization. In the future it is planned that Iraq will have full membership.

## Training of the Ministry's People

- Training for the Ministry's 33,000 employees is a high priority. The Ministry has completed a wide variety of training programs for its employees: WTO training, tax training, accounting training, information technology training, export licensing training (in Malta), and advanced agricultural training.
- The ministry has also received consulting services concerning its food distribution system in logistics and communications, concerning procurement of food, concerning WTO accession, concerning information technology, concerning its trade negotiations with Turkey, concerning creation of a new vision for a 21st Century Ministry of Trade, concerning development of the fairgrounds property, and concerning the new company registration law.

# Ministry of Science and Technology

For nearly 30 years the former Iraqi regime sought to use the Ministry of Science as an instrument to threaten its neighbors and oppress its own people. The Ministry served the interests of the government, not the interests of the people.

During much of this period, Iraqi scientists were forbidden from communicating with the international community in order to prevent outside influences from interfering with the former regime's absolute power and control over its citizens. As a result, Iraq's science and technology community fell behind in its technological capacity in relation to other nations.

Since Iraq's liberation last April, however, this situation has changed. The Ministry of Science and Technology has made important progress creating a modern scientific program that utilizes leading technology, research tools and scientific experts in the best interests of the Iraqi people.

The science and technology community has the capacity to propel this country

forward. It simply needs to be brought up to date, and to get reconnected to the world community.

The Coalition has helped promote opportunities for that. Since liberation scientists have been able to begin to reconnect with international scientific community. Iraq has been re-opened to the society of ideas. Scientists have engaged with the West and with contractors, and with State and local governments, and with private enterprise to bring their knowledge base up to date.

## **The Ministry has made significant progress in its mission with a number of projects now underway:**

- Collection teams are protecting the public from radioactive sources that pose significant health risks
- The Ministry established the new Food and Environmental Safety Laboratory, to protect public health.
- The Ministry has established a foundation for e-government in Iraq with efforts underway to establish information technology planning throughout government.
- Ministry personnel have installed hundreds of computer systems in Baghdad University for thousands of students and faculty members, and are installing local area networks in the ministries.
- The Ministry of Science and Technology continues to work to modernize Iraq's infrastructure; and to improve the living standards of all the people of Iraq.
- Short and long term strategic plans and projects have been implemented and the Ministry is on schedule to meet its annual goal with 30% of its planned projects for the year 2004 successfully completed.
- The ministry has courageously adopted an unflinching anti-corruption philosophy.
- The Ministry of Science and Technology will establish the Iraqi Radioactive Source Regulatory Authority for the regulation and protection of sources of radiation, allowing for the beneficial uses of radioactive material in both the public and private sector, while protecting the public against harmful effects of radioactive material, and will bring Iraq into compliance with international standards;

# Ministry of Industry and Minerals

## **Revitalization of Iraq's industrial sector is well underway**

- A year ago, Iraq's industrial sector was non-functional. Neglect by Saddam Hussein's regime, and lack of principled management had taken its toll on this area of the economy. Just before the war there was a collapse of industrial management. Ba'athists and top management destroyed evidence of wrongdoing and looted offices leaving buildings decimated, and shutting down the majority of State Owned Entities (SOE).

## **The employees of the Ministry are its greatest strength and asset**

- Employees have extensive subject matter expertise, and extensive expertise in machinery operation and processes. Employee inventiveness and ingenuity have been critical to bringing industrial plants back online. For example, in the petrochemical plant in Basra employees creatively found ways to improve efficiency of plant operation. By internally reengineering their production lines they increased production and improved the quality of their products.

## **Competent and fair managers are now leading the Ministry**

- Today, the majority of SOE's are producing goods and services. A number of those goods are central need items for the rebuilding of Iraq, including cement, chemicals, fertilizers, textiles, pharmaceuticals and food products.
- Management structure is in place and functioning. There has been a thorough de-ba'athification of SOE's. The Ministry is now totally intolerant of unethical practices for management and employees. The Ministry of Industry and Minerals (MIM) was the first Ministry to implement an Inspector General (IG) program. The Ministry has not only been rebuilt, but rebuilt atop a foundation of solid business practices and ethical proceedings.

## **Iraq's industries are critical to safety and security of the country**

- Iraq has the largest commercially viable sulfur deposit in the world. Mining it is critical to industry. Industry desperately needs sulfur for development of sulfuric acid, which contributes to Health needs, Agricultural production and various Industrial projects.
- Facilities Protection Services (FPS) has a guard force of 10,000 people. Securing those sites helps secure Iraq's industrial infrastructure.
- Factories must be managed in a manner that will not harm the local environment.

- All managers speak consistently with one voice with respect to fairness, equity and mission. CPA advisors to MIM have noted a significant difference in atmosphere of the ministry. Employee voices are now heard, and there is no penalty for appropriate questions.
- Managers are educated, and bring a basis of preparation and critical thinking skills. Budgetary planning for fiscal years 2004 and 2005 are complete.
- First Ministry IG system. The IG has direct access to the Minister and complete autonomy.

# Ministry of Finance

## Accomplishments

- Managing the 30+ trillion Iraqi Dinar 2004 budget
- In early May the Ministry of Finance, working with the Ministry of Planning & Development Coordination, released the 2005 budget guidance thus beginning the process of formulating the 2005 budget
- Has begun the integration of a new Financial Management Information System; a computerize system to track the execution of the budget in accordance with international standards.
- Developed and implemented a new civil service salary scale
- Designed and implemented a new pension system for civil service retirees.
- Helped draft and enact a new Financial Management Law, which provides the foundation for transparent, effective fiscal policy and management of oil revenues.
- Established a new and stable Iraqi currency; there are approximately new 5 trillion Iraqi Dinar in circulation.



Iraqi merchant sits by his goods at a Baghdad souk. (Photo by Major Francisco G. Hamm)



Citizens exchange old Iraqi Dinars for new currency at the Rafidain Bank in Balad, Iraq, during the first day of the Iraqi Currency Exchange, Oct. 15, 2003. Soldiers with the 4th Infantry Division oversaw the transition in Balad. (DoD photo by Sgt. Jack Morse, U.S. Army)

# Conclusion



*(Photo by Thomas Hartwell)*

After decades of dictatorship, the Iraqi people now control their destiny and have established many of the conditions needed for a free and prosperous future. Today, Iraq is focused on fostering the development of a market-based economy.

Now free of building palaces for the elite and developing weapons of mass destructions, Iraq is using its resources for the benefit of its people. At the core of this new Iraq is the development of a democratic, accountable, and self-governing civil society respectful of human rights and freedom of expression.

Iraq has many challenges ahead; however, it is poised to be a nation united, prosperous, and able to take its rightful place as a responsible member of the region and the international community.

Following are comparative reconstruction milestones for post-Saddam Iraq and post-WWII Germany:

	<u>IRAQ</u>	<u>GERMANY</u>
Local Governments Installed	2 Months	8 Months
Independent Central Bank	2 Months	3 Years
Police Established	2 Months	14 Months
New Currency	2 ½ Months	3 Years
Training a new Military	3 Months	10 Years
Major reconstruction plan	4 Months	3 Years
Cabinet Seated	4 Months	14 Months
Full Sovereignty	1 Year	10 Years
New Constitution	2 ½ Years	4 Years
National Elections	3 Years	4 Years
War Trials	Pending	6 Months