



COALITION PROVISIONAL AUTHORITY
BAGHDAD

3

ACTION MEMO

May 9, 2004

FOR: THE ADMINISTRATOR
CC: CJTF-7 and Ministry of Interior
FROM: Minister of Education, Dr. Alwan ~~Aladin~~
SUBJECT: Security and Logistics Assistance for National Exams in Iraq

The Exams are a culturally significant process which validates a child's entire year's work and assures they can move to the next level or graduate. Given the current security situation, the opportunity for coalition opposition to interfere and invalidate progress in education this year by targeting exam sites and convoys, as well as damaging the reputation or integrity of the exam process through media is prime.

To ensure this does not occur, the Ministry of Education would like to request assistance from CJTF-7 and the Ministry of Interior to assure the exams take place and the children and teachers in this country and teachers are not targeted.

CJTF-7/ Ministry of Interior joint effort support request specifically involves:

1). Security of exam sites

There is a security plan for each directorate between the MSC's coordinating with the DG's to protecting:

- 1- Protecting the place in which the exams will be kept in the ministry.
- 2- Ensuring the safety of distributing the national exams to all the governorates to and from Baghdad and within the governorates for administration and grading.
- 3- Maintaining and ensuring situational awareness of the process of exams, when they take place, and assurances they will get through the checkpoints of the MSC's throughout Iraq
- 4- Ensuring that the principles and administrators of the exams get to the examination centers and exams safely and on time to administer.

Minister of Education


Dr. Alwan ~~Aladin~~

RECOMMENDATION (1): Provide outlined security support plan.

Approve: _____ Disapprove: _____ Approve with modification: _____

COORDINATION: CJTF-7/ Ministry of Interior

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COALITION PROVISIONAL AUTHORITY

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ACTION MEMO

September 28, 2003

FOR: THE ADMINISTRATOR

FROM: Leslye Arsht and Bill Evers, Senior Advisors, Ministry of Education

SUBJECT: Back to School Rollout Plan

The Ministry of Education is actively engaged in its "Back to School" campaign for the start of school on October 1 (class starts October 4). Q&As covering potentially controversial issues (textbooks, de-Ba'athification, security) are attached. We propose a media blitz as follows:

- You visit a Baghdad school on October 5 with GC President Alawi and Education Minister Alwan. A taped or live video message from President Bush to Iraqi schoolchildren will be part of the event.

Approve Disapprove Approve with modification

The Jarash al Feda school is located in the al Rashid area of Baghdad. It is a mixed primary school with enrollment of 900. It has been renovated by Bechtel. The Headmistress is (b)(6) (Grid: MB37707758)

- After the morning visit, Education Minister Alwan holds a press conference at the Governing Council building and visits a girls secondary school in Babil

Approve Disapprove Approve with modification

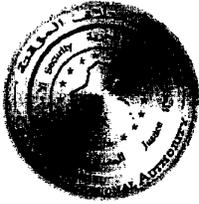
2/15 up to him

Media Themes:

1. A slogan: "Improve Yourself, Improve Your Country, School Welcomes You" has been designed on posters and bumper stickers and will be delivered on Oct 1.
2. "School Start date Oct 1" is being emphasized on radio and TV to remind children to return on October 1 for registration and orientation. The first academic day is October 4.
3. Teachers were the first to go 'back to school' with their participation in the master teacher training program to be continued in the second week of October.

Media Campaign: CPA Strategic Communications has arranged/coordinated interviews with Iraqi & international news outlets for 'Back to School' & 'Teacher Training' stories

1. Press release on 'master teacher training' with teachers, principals and supervisors from around the country.
2. IMN, CNN, BBC, ABC, Nightline, NBC, CBS, Reuter, Christian Science Monitor, Boston Globe, Chicago Tribune (Sept 20-25)
3. Pending requests: CNN, ABC, Agence France-Presse (week of Oct 1-11)
4. Radio, TV spots featuring Dr. Ala'din Alwan, Minister of Education (currently running)
5. Radio, TV spots featuring Ahmed Radi, Iraqi Soccer Football Star (currently running)
6. Back to School posters, bumper stickers (pending)
7. Press release on back-to-school information.
8. Press Packet for Back to School media day.
9. Minister's national tour to highlight education (planning underway)

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INFO MEMO

October 2, 2003

FOR: THE ADMINISTRATOR

FROM: Leslye Arshat, ^{WED} Bill Evers, Senior Advisors, Ministry of Education

SUBJECT: Your Meeting with Dr. Alwan, Interim Minister of Education (Not Scheduled)

The school year started 15 September in the three northern provinces and began 1 October for the remaining 18 provinces in Iraq. A back-to-school publicity task force has been formed and the Minister has begun having press interviews. Your first meeting is likely to be the "Back to School" visit to schools on October 5.

Since being appointed Minister, Dr. Alwan has represented Iraq and the Ministry in Dubai and led the delegation to UNESCO. He distinguished himself in both events, staking out a strong position as an articulate advocate for Iraqi educational needs. In Dubai, he successfully argued for changes in the World Bank-UN needs assessment for the Donors' Conference, and significantly increased the sum proposed. In Paris, he obtained a private meeting with Mrs. Laura Bush and that visit garnered positive media attention.

During his meeting, Dr. Alwan would like to discuss the following top priorities:

1. Textbooks and School Supplies

- UNESCO has contracts in Iraq and is printing math & science books for key grades (1st, 6th, 9th, 12th); UNICEF to print all the rest.
- UNICEF let printing contracts locally on September 30th and let some contracts abroad shortly before;
- Teachers will have to use Saddam-era books in the fall and work around the Ba'athist content, as the Kurds did for a number of years;
- While the books will be late, distribution of supplies for schools and students in "kits" is getting underway. 4.8 million kits are expected to be delivered to secondary and primary students through USAID contractors (Creative Associates & UNICEF).
- Because so much of the staff of UN agencies has left Iraq, there will be problems with the distribution of textbooks and school-supply kits.

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2. School Rehabilitation

As of 30 September 2003

K-12 School Buildings In Iraq	13,597
Rehabilitations Goal for Oct. 1	1,000
Completed Rehabilitations, Oct. 1	1,061
Rehabilitations Underway	723

- “Completed rehabilitations” include 682 inspected Bechtel schools and 379 completed CERP projects
- “Rehabilitations Underway” include 567 Bechtel school buildings that have to undergo final inspection before they can be considered “completed”; additional rehabilitations (156) continuing into the school year by Coalition military and NGOs
- Back-to-school publicity campaign “Improve Yourself, Improve Your Country - School Welcomes You ” has been broadcast this past week on IMN radio and television

3. Teacher Training

- Despite a pre-Saddam history of a successful education system, in the last several decades it has been rigid, shallow and passive; with an emphasis on memorizing without understanding.
- A training session on Sept. 20-25 introduced classroom strategies that are designed to deepen student engagement and understanding.
- A series of six-day sessions will train over 700 teachers by the end of October; this first cadre of nationwide trainers should continue this work under the auspices of the Ministry’s Training Institute.

4. De-Ba’athification

- Original De-Bathification order carried out in an inconsistent way in education across the country, in part because teachers were needed to return to re-start schools and administer exams.
- In some cases the military also encouraged the hiring of additional teachers who may be Ba’athist.
- Director generals from around the country have asked for clarity in carrying out a second round of removals under the original CPA order.
- Amb. McManaway delegated authority to the Minister to establish local De-Ba’ath councils that will consider appeals from removed Firqua-level teachers, with final appeals going to the national level Governing Council De-Ba’athification body.
- DGs have received letters from the Minister of Education asking them to carry out de-Ba’athification and set up the review councils.

• **Other Issues:**

A September 17 meeting of provincial DGs brought the following issues to the fore:

- Many temporary teachers hired since April 9 have not been paid for their work and DGs say some of the teachers are needed for the new school year; and
- Coalition military interference with academic decisions (specifically decisions on cheating during spring exams)

Finally, the Minister feels strongly that Education should be on the list of CPA "priorities," otherwise it is hard to make the case that donor countries should give to education projects.

Biography: Dr. Ala'din Abdul Sahib Alwan

- Shi'a, born 1949, Baghdad
- Nominated by (b)(6) and Dr. (b)(6)
- MD, Alexandria (Egypt) Medical College, 1971; postgraduate qualifications in public health and internal medicine, Great Britain.
- Dean, Professor of the Medical college at al-Mustansiriyh University, Baghdad.
- Left Iraq in January 1992 to World Health Organization (WHO)
- WHO chief of mission in Jordan (last position); also served as head of WHO department of chronic non-contagious diseases in Geneva; and WHO head of mission in Oman
- Held several positions in the Iraqi MOH and Higher Ed; never served in army and never a Ba'ath party member.
- Father was Iraqi Minister of Agriculture (1963-66) under President Abdel Salam Arif (independent nationalist).
- Excellent English.
- Has not gone through CPA media training.

Ministry of Education Headquarters building: Door Al-Sakak Street, next to Al-Zawra Garden, near Green Zone-entry checkpoint in Al-Rasheed Hotel area. Grid not yet available

ATTACHMENTS: NONE

COORDINATION: Governance, (b)(6); Strategic Communications

(b)(6)

From: (b)(6)
Sent: Tuesday, October 14, 2003 9:07 PM
To: Executive Secretary
Subject: (b)(6)

Please fix up letter below for Bremer's signature tonight.

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

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

From: (b)(6)
Sent: Tuesday, October 14, 2003 5:12 PM
To: (b)(6)
Cc: (b)(6); Evers, Williamson M. (SES); (b)(6)
Executive Secretary
Subject: RE: (b)(6)

(b)(6)

Looks fine to me. We have been working with the Minister (Dr. Alwan) and Dr. Evers on identifying the contracts below and presenting them for possible funding. A decision memo is currently being drafted within the CPA Ministry of Education to request funding. We can very quickly send the word to NY (Office of Iraq Programme) if financial and AMB Bremer concur with funding. Please let us know --

Regards,

(b)(6)
(b)(6)
Ministry of Trade OFF Transition Team
Republican Palace, CPA/HQ
Room S-207
(b)(6)

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

From: (b)(6)
Sent: Tuesday, October 14, 2003 5:13 PM
To: (b)(6)
Subject: FW: (b)(6)

(b)(6)

Executive Assistant, CPA Administrator
Head of CPA Executive Secretariat

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

From: Bremer, Paul
Sent: Tuesday, October 14, 2003 4:06 PM
To: (b)(6)
Subject: RE: (b)(6)

(b)(6)

Do a quick check to see if there is any reason I should not send this reply. If not, send it and task followup. LPB

Dear Mr. Minister

Thank you for your letter concerning the OFF contracts. I have asked my staff to review

the matter with some urgency and to give me their recommendations on how we can proceed. I will ask Dr. Evers or Ms. Arsht to keep you fully informed about this process.

With warm regards,

Ambassador L Paul Bremer, III

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

From: (b)(6)
Sent: Tuesday, October 14, 2003 2:38 PM
To: Bremer, Paul
Cc: (b)(6)
Subject: (b)(6)

Dear Ambassador Bremer

Since I was named Minister of Education, I have been conducting a situation analysis and visiting schools and Ministry buildings. Education faces huge problems both in terms of reconstruction needs and reform.

One of the areas I have been looking at is the potential contribution of the Oil for Food programme funds in meeting some of the immediate needs. Unfortunately, I found out that during the prioritization process a few months ago, not very much was done to identify top priority contracts.

What has been approved so far is a very small number of contracts while many other critical items, very much needed, were not processed. I have worked closely during the last week with Dr Evers and Ms Arsht, senior advisers as well as with (b)(6) of the OFF staff in the CPA Ministry of Trade to process, in coordination with UNESCO, a small additional number of contracts that were already prioritized and funded but not processed.

Now there are at least 4 more contracts which were approved before but not funded that require your approval for processing. These are:

Comm Nos 1201824, 1201825, 1201826 (station wagons and pick up trucks) and Comm No 602097 (sports equipments for the schools that have been renovated).

1. It would be a shame that in schools, where the ground has been paved for basketball or other sports, not to have the simple facilities they need.
2. The Ministry has 13,560 school sites scattered around the country. A very large number of vehicles were available to the Ministry before April. The vast majority were stolen or destroyed during the looting. The extremely small number left (only 14 !) in the Ministry is not even enough to cover the minimum needs for the central Ministry office.

I would appreciate your approval.

Ala' Alwan



COALITION PROVISIONAL AUTHORITY
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October 14, 2003

Dr. Ala'din Abdul Sahib Alwan
Interim Minister of Education

Dear Mr. Minister:

Thank you for your letter concerning the OFF contracts. I have asked my staff to review the matter with some urgency and to give me their recommendations on how we can proceed. I will ask Dr. Evers or Ms. Arsht to keep you fully informed about this process.

With warm regards,

A handwritten signature in black ink, appearing to read "L. Paul Bremer III".

L. Paul Bremer III
Administrator



COALITION PROVISIONAL AUTHORITY
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ACTION MEMO

October 29, 2003

FOR: THE ADMINISTRATOR
FROM: Leslye Arsht and Bill Evers Senior Advisors, Education Ministry
SUBJECT: MoE Policy Staff Candidate

The Advisory Office of the Ministry of Education has identified and recruited a talented candidate for a policy position who is now being 'held' by personnel/Strategic Communications Office.

The Advisory staff for the Ministry of Education (MoE) is very small relative to the size of the Ministry workforce, the Ministry's management challenges as a result of de-ba'athification, and the scope of its opportunity to be a positive force in restoring and rebuilding Iraq.

While we were in Washington preparing for our assignment, we identified a small group of people who could bring special talents to our team. For a host of initial reasons around billeting and the interim team already here, we waited to gain approval for each of them until we could define, in very specific ways, what they would be expected to do. One of this group arrived about 10 days ago. (b)(6) is a curriculum specialist who is fully bi-lingual. A month ago, Amb. Kennedy approved (b)(6) a very talented young man who is now at the Justice Department but has previously worked at the U.S. Dept. of Education. Also, in his past, he has been a writer and journalist but has advanced in his career to policy development and articulation. We want him to help the MoE with its messages focused mostly on Iraqi teachers and other employees inside the Ministry, with parents and community members who are consumers of the education system, and with proposal-writing for donor countries.

His appointment is being 'held' because he was once a "communications person" and, thus, strategic communications is apparently, entitled to hire him. We have discussed this issue with (b)(6) and we understand that he will not come here to accept a "communications job" which he rightly views as a narrowing of his opportunity based on our initial employment discussions with him.

We know that he could be an immediate help to the MoE Minister; we believe we will lose him to CPA-Iraq altogether if he is not allowed to choose how to apply his talents here.

Recommendation:

- Allow MoE Advisory Office to hire ³⁶(b)(6) for a position of Policy Officer

Approve:

Disapprove:

Approve with modification:

ATTACHMENTS:

COORDINATION:



COALITION PROVISIONAL AUTHORITY
BAGHDAD

INFO MEMO

2003-11-01

FOR: AMBASSADOR BREMER
FROM: Leslye Arsht, Senior Advisor of the Education Ministry
SUBJECT: Military Interventions in Education

There continue to be troubling reports of Coalition military interference with Ministry of Education decisions

- During the Oct. 17 meeting with the Minister of Education, Dr. Ala'din Alwan, he mentioned specifically decisions on cheating during spring exams in Salah-adin when Military leaders were trying to get students' expulsions overturned.
- Today, a soldier came to our office to tell us that the General in charge of the 4th ID in Tikrit ordered or pressured the Governor, who did the same to the Directorate General of Education, to rehire approximately 1500 Firqah-level and above teachers and administrators who had just been properly removed under the second wave of de-ba'athification. This has also come to the attention of the Ministry of Finance, that reports the same intimidations (and rehiring practices) in the Ministry of Higher Education and the Ministry of Interior. A key point here is that we have had considerably more discontent reported to the MoE by people who think the de-ba'athification has not been rigorous enough than from those who think it has gone too far. Nonetheless, this action has negative implications both political and financial.
- A somewhat less concrete allegation came from the DG in Kirkuk, who when discussing the possibility of a 500 teacher transfer from Erbil that he had been resisting, said that a Colonel Marvin (spelling phonetic) had discouraged him from agreeing to the transfer. Today the two Governorates agreed to the Kurdish teacher transfer.
- At our Directorate General Meeting today the Minister of Education, Dr. Alwan, told the DGs that they should not take instruction from military leaders, or do anything which they know to be in violation of CPA or MoE orders.

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COORDINATION: Governance, (b)(6) (out of town)
Finance Ministry, (b)(6)

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ACTION MEMO

2003-11-01

*MOVE
ASAP
11/2*

FOR: THE ADMINISTRATOR
FROM: Leslye Arshnt and Bill Evers, Senior Advisors to the Education Ministry
SUBJECT: Stipend for Improperly-Hired Teachers

Issue: To release \$1.1 million to the MoE to pay a small stipend (no more than \$100) to teachers who performed some work during the late spring and over the summer in the expectation of eventually being paid, but have as yet received no pay.

Background: When the Minister met with you on Oct. 17, he raised this issue and estimated \$1,100,000 as a capped sum that would cover all the eligible teachers. The cable on this meeting prepared by Governance reported that you "agreed to work with the Finance Ministry and the military to examine ways to provide at least partial payment for these teachers."

The teachers are now agitating for both back pay for work done; they are doing this through their DGs, their local military contacts, and the CPA regional offices. In some Governorates there is near-rioting and occupation of buildings.

In the intervening weeks, the Governorate of Najaf has sent several delegations to the Minister appealing for action. Prior to an unannounced trip to Najaf on Oct. 30, the Minister called Amb. Kennedy to ask if he had the "authority" to tell the local leadership that he would provide a small stipend to the eligible teachers, to which Amb. Kennedy assented, saying he did have that authority. The Minister made that commitment. We need to complete this arrangement in the other Governorates but are reluctant to do so without a clear commitment that the funds will be available.

Finance agrees, but wants recognition that this puts us deeper in the hole we're trying to dig out of.

Recommendation:

Ask the Finance Ministry to release these funds to the MoE so that these teachers can be paid and we can begin to put this issue behind us.

Approve: *Wulz* Disapprove: Approve with modification:

COORDINATION: Ministry of Finance - (b)(6)
Governance - (b)(6) (info)

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**MINISTRY OF EDUCATION
BAGHDAD**

9 December 2003

Ambassador Paul Bremer,
Administrator, Coalition Provisional Authority

Dear Ambassador Bremer,

Thank you for your letter dated 27 November 2003 concerning the priorities of the Ministry of Education for the next seven months.

On my appointment in September 2003, our key priority was to re-start the schools. Most of the work done in September focused in this area. In parallel, we conducted a situation analysis of the education sector in Iraq. Based on this analysis, the following four priorities were established.

1. Restructuring the MOE and improving its management

As a result of this evaluation we have recruited management staff to fill key vacancies temporarily. Other vacancies remain, pending the new organizational structure. We expect to have a final restructured organization by the end of next week.

In collaboration with the Iraqi Financial Audit Office and security authorities in the ministry of interior, we are examining the financial management of the MOE and are taking some steps to introduce anti-corruption measures. More work and support is needed in this area.

2. Teachers Training

The MOE has over 290,000 teachers. Working in conjunction with USAID, the Ministry developed and implemented Master teacher training for secondary school teachers and supervisors on instructional methods and internationally-approved classroom management practices. The first class included a cadre of primary teachers who have been placed in an accelerated learning pilot program to retrieve student drop outs. Following the second class of Master training, we reached consensus that this 5 day program will be offered to 34,000 teachers across the country. A key objective of the program is to place the MOE Institute of Training as the key driver of the program that should eventually include all secondary school teachers.

We are planning to replicate a program of equal quality for primary school teachers in collaboration with USAID, UNESCO and others.

3. Reconstruction of schools

While USAID and its contractors initiated school reconstruction efforts in the post-conflict period, we have developed a comprehensive plan for reconstruction in collaboration with the World Bank and UN agencies. This plan provides critical data and assessment on the scale of the challenges and needs over the next 4 years. It will require US \$ 1 billion annually. Our budget for 2004 has no investment component and no funds for reconstruction. I have expressed concern on this issue in every Ministerial or Governing Council meeting I attended on the budget during the last three months. As indicated to you during your visit to the MOE in October, I have also argued and made my case with the Finance section of CPA on several occasions before the endorsement of the Budget proposal on the need for a higher priority given to Education in the Iraqi 2004 Budget but with no positive response. Although some of the needs will hopefully be met by the donors, additional funds from the Iraqi budget is necessary.

To cover urgent needs like fixing broken windows or electricity and water repairs in schools, we have initiated a small grant program to address urgently needed repairs and this will hopefully continue. We are having discussions with the World Bank to plan and implement a reconstruction project supported by an emergency grant but this will cover only a fraction of the needs.

4. Education reform

As a first step in re-envisioning the values, policies and structure of the education system, we have begun wide-ranging discussions inside and outside the MOE. A working document has been designed to provoke national debate around an accessible, re-invigorated and high-quality Iraqi education system. This outreach has already begun and the initial version of the document that will continue to evolve has been presented to the Governing Council.

Following the national dialogue, there is likely to be a two-year period for curriculum development. In the meantime, we intend to review and revise the religion curriculum and develop the civic education curriculum in consultation with the Governing Council which we hope to introduce next year on an interim basis.

We have addressed above our critical areas of work for the next near term. However, you know that our ability to successfully manage these priorities have been obstructed by the absence of a headquarters building. I continue to be disappointed with CPA's refusal to take up our cause on the replacement of the building taken away from us by CPA. Despite the meetings with you on this issue in October and last month there has been no progress. The Communications and Agriculture buildings were proposed to CPA as viable options. We agreed, and I spoke with the Ministers concerned but it seems clear that the Ministers have no incentives to give up a building assigned to them simply because I asked them.

Perhaps you think I should be seeking an alternative site but how can I do this without authority or budget? I have seen many inadequate and damaged buildings but no other appropriate venues are being offered to us. Yet our original building (the Saad building) is still vacant, although I hear it will be given to USAID.



LPB HAS SEEN

COALITION PROVISIONAL AUTHORITY
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INFO MEMO

February 13, 2004

TO: The Administrator
FROM: Leslye A. ^{LPB} ~~Asst.~~ Sr. Advisor Education Ministry
SUBJECT: Meeting with the Education Minister: Dr. Ala'din Alwan, 9:30 A.M
Saturday, February 14.

Topics on the Minister's mind:

1. He wants to give you the first mock-up of the printed "Situation Analysis" he has prepared on the education sector. He wanted to give you the printed edition but they haven't been delivered yet.
2. CPA's expectation for the Inspector General function: Dr. Alwan has asked a question of clarification about the IG position at each of the last two Minister meetings. He is very interested in having an IG who has the authority to oversee the integrity of the organization, its policy implementation, and evaluation and lastly, its financial health. He fears that the position is being limited only to SuperAudit with a focus on only financial matters. He has a candidate in mind who he believes is perfect for the more expanded role but would be wasted in the more limited one.

What answer?
3. The Minister had a meeting with ^{B6} (b)(6) and other staff of the PMO yesterday 2/13. During this meeting we discussed, among other things, the difficulty the MoE is having getting an equitable distribution of schools for the rehabilitations with supplemental spending. To do this we will have to modify our submitted list – perhaps more than once. We understand that we have to ^{CL} inform you about these changes but he will want to get your concurrence. The PMO has agreed to help any way they can and have asked for MoE engineers to ensure their success.
 - The Minister believes strongly that the schools in the southern Governorates (because they were the *most neglected*) should get priority attention at least initially with the schools in the rest of the country being properly "represented" as a national sample.

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- The MoE database of schools is just being constructed so all this must be done manually and in person at least through March. There are many impediments to obtaining reliable data.
- The Director Generals were asked to give the Ministry priority schools. The lists submitted by the DGs were uneven. For instance, over 200 schools each were identified for Salah'a'din, Tameem and Diyala while five southern governorates Al Muthanna, Thi Qar, Mayssan, Wassit and Basra had fewer than 75 each and Basra had only 17.
- He felt so strongly that this is not right that he demanded that the DGs provide more schools and at the same time we sent MoE engineers to the Governorates to do site surveys and "bills of quantity" so we could present those to PMO to let contracts immediately. (We can be ready to do about 400 schools in the next few weeks.)
- We modified the list at the last minute but we are still not satisfied with the balance, especially for Basra, so we want to be able to change it.
- Because some schools that we think need fixing are already undergoing repair by an NGO or the military, the site survey offers a method for removing/replacing schools as we go forward.
- Finally, the Minister spoke directly about the bad experience and continuing criticism that he is receiving on the work of Bechtel in schools.

(ite what?)
Final Note: As you know, Dr. Alwan is a genuinely upbeat, hard-working and gentle person. In recent days, he has grown increasingly disappointed and frustrated by limits to his authority, his ability to take corrective action on so many things. The building problem has, of course, exacerbated these feelings. The appointment of the Deputies is only the latest indignity. I do not know whether he will speak of this.

- 1) share of building
- 2) share of contract over
- 3) 2G authority

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APR 06 2004

Dr. (b)(6)

Dear Dr. (b)(6)

Pursuant to my authority as Administrator and under the laws and usages of war, and consistent with relevant U.N. Security Council resolutions, including Resolutions 1483 and 1511 (2003) and CPA Memorandum No. 9, I hereby appoint you as a Deputy Minister of the Ministry of Education.

I have asked the Minister of Education to arrange for this letter to be passed to you and to make early arrangements for your appointment to be documented. I am enclosing with this letter a copy of CPA Memorandum No. 9.

Please accept my warm congratulations on this appointment and my best wishes for your success in meeting the challenges of this important position.

Sincerely,

L. Paul Bremer III
Administrator

cc: Minister of Education

Enclosure: CPA Memorandum No. 9.

**COALITION PROVISIONAL AUTHORITY
MEMORANDUM NUMBER 9**

APPOINTMENT OF DEPUTY MINISTERS

Pursuant to my authority as Administrator of the Coalition Provisional Authority (CPA), and under the laws and usages of war, and consistent with relevant U.N. Security Council resolutions, including Resolutions 1483 and 1511 (2003).

Noting that appointments of interim deputy Iraqi ministers provide key opportunities to advance the CPA's efforts to restore and establish representative government institutions in Iraq, including national ministry staffs that reflect the ethnic, religious and cultural diversity of the Iraqi people and the crucial role that Iraqi women must assume in achieving an internationally recognized, representative government of Iraq;

Recognizing that the Governing Council of Iraq in performing its functions on behalf of the people of Iraq has nominated Deputy Ministers to assume responsibility of the daily administration of the Iraqi Ministries,

Implementing CPA Regulation Number 6, Governing Council of Iraq (CPA/REG/13 Jul 2003/06).

I hereby promulgate the following:

**Section 1
Appointment of Interim Deputy Ministers**

The Administrator shall have the exclusive authority to appoint Deputy Ministers. Unless specifically appointed in writing by the Administrator, no individual may assume the position of Deputy Minister or exercise the authority or enjoy the privileges of such office.

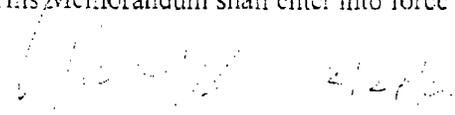
**Section 2
Exception for Currently Serving Deputy Ministers**

Notwithstanding Section 1 of this Memorandum, individuals who are serving as Acting Deputy Ministers on the effective date of this Memorandum may continue to hold the position of Acting Deputy Minister, and exercise the authority and enjoy the privileges of such office, until removed by the Administrator.

CPA/MEM/25 Feb 2004/09

**Section 3
Entry into Force**

This Memorandum shall enter into force on the date of signature.


L. Paul Bremer, Administrator
Coalition Provisional Authority



COALITION PROVISIONAL AUTHORITY
BAGHDAD

ACTION MEMO

December 20, 2003

FOR: All CPA Senior Advisors
FROM: THE ADMINISTRATOR *12/21/03*
SUBJECT: Appointment of Inspectors General

I am grateful for the advice that I have received, in response to my letter of November 27 to all Ministers, about the establishment of Inspectors General in all ministries.

The appointment of an Inspector General (IG), responsible for audit and investigation of operations and programs, can act as a powerful spur to efficiency and a safeguard against corruption. Through their insistence on transparency and honesty in government, the IGs, who will ultimately be accountable to elected representatives, will be an important building block in the transition to democracy.

I have set February 28 as the target date for IGs to be fully operational in all ministries – some may of course achieve an earlier date. While there may be additional specific tasks appropriate to them, ministry by ministry, I shall expect all appointments to conform to the attached statement. Legislation will be made as necessary.

I would be grateful if you could now discuss implementation with your Minister. Please confirm that the IG will be able to discharge his functions across the whole range of ministry responsibilities, including SOEs and local offices.

It may be that not all ministries, particularly the smaller ones, will need their own IG; arrangements shared between ministries may be more efficient for some. If your ministry might be in that category, please arrange for co-ordination and advise me of the outcome.

It is up to the Minister to select the IG, in accordance with the attached statement. It notes that the appointment will be subject to confirmation by me, as Administrator. I shall wish you to satisfy yourself that I can confirm the appointment. You should advise me of any concerns.

Some ministries are further advanced with the process of appointing an IG than others. Please advise your ministry's plans by January 15 if you foresee any problems about proceeding to full implementation by February 28. (b)(6) are CPA points of contact.

ATTACHMENT: 'Establishing Inspectors General in Iraqi Ministries'

UNCLASSIFIED

Establishing Inspectors General in Iraqi Ministries

Inspectors General in Iraqi Ministries will serve as independent and objective units-

- (1) to conduct and supervise audits and investigations relating to the programs and operations of the ministries;
- (2) to provide leadership and recommend policies (a) to promote economy, efficiency, and effectiveness, and (b) to prevent and detect fraud and abuse of authority
- (3) to provide a means for keeping the Minister and the Iraqi Government informed about problems and deficiencies relating to programs and operations and the necessity for and progress of corrective action.

Each Inspector General must (1) be appointed by the Minister, subject to approval by the Administrator, without regard to political affiliation and solely on the basis of integrity and demonstrated ability in accounting, auditing, financial analysis, law, management analysis, public administration, or investigations; (2) report directly to the Minister and not be prevented from initiating, carrying out, or completing any audit or investigation; (3) have qualified staffs for performing the related functions of audits and investigations.

While Inspectors General are independent of the organizations they audit and inspect, they are also accountable. They must follow appropriate auditing and investigative standards; they must report the results of their work annually in a publicly available report to the head of government, they are subject to audit by the Board of Supreme Audit, they are subject to investigation by the Office of Public Integrity, and they can be removed from office for serious offenses.

To be effective each Inspector General must

- (1) have access to all records, reports, audits, reviews, documents, papers, recommendations, or other material;
- (2) be free to make such audits and investigations as are, in the judgment of the IG, necessary or desirable;
- (3) have direct and prompt access to the Minister;
- (4) have sufficient facilities, equipment and staff to carry out the functions, powers, and duties of the Office.