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COALITION PROVISIONAL AUTHORITY  
BAGHDAD

15 November 2003

MEMO FOR: Deputy Administrator & Chief Policy Officer, CPA  
Counselor to the Administrator, CPA  
Chief Operating Officer, CPA  
Commander, CJTF-7  
Directors, CPA  
General Counsel, CPA

FROM: Administrator

SUBJECT: Reorganization of Coalition Provisional Authority (CPA)

1. Purpose. This memorandum documents my decision to reorganize the CPA in a manner that will enhance the organization's ability to manage relief and reconstruction funding promptly, transparently and wisely, while guiding Iraq's establishment of an internationally recognized, representative government and its development of a free market economy.

2. Responsibilities.

a. Deputy Administrator and Chief Policy Officer. The Deputy Administrator and Chief Policy Officer shall perform the functions of the Administrator in the Administrator's absence; oversee CPA's development of policy (including plans for returning governing responsibilities and authorities to the people of Iraq as soon as practicable, and promoting economic reconstruction and development); and carry out such other functions as the Administrator may prescribe. The Chief Policy Officer shall oversee and coordinate the following Directors:

- (1) Director, Governance;
- (2) Director, Private Sector Development;
- (3) Director, Civil Affairs;
- (4) Director, Foreign Affairs;
- (5) Director, National Security Affairs;
- (6) Director, Strategic Communications;
- (7) Director, Economic Policy.

b. Chief Operating Officer. The Chief Operating Officer (COO) shall oversee CPA's day-to-day operations, including the reconstruction of Iraq's infrastructure and the training and deployment of Iraqi police and security forces, and shall perform such other duties as the Administrator may prescribe. The COO shall oversee and coordinate the following Directors:

- (1) Director, AID
- (2) Director, Oil
- (3) Director, Office of Management and Budget
- (4) Director, Program Management Office
- (5) Director, New Iraqi Army
- (6) Director, Interior
- (7) Director, Infrastructure
- (8) Director, Administration and Logistics

c. Director, Administration and Logistics. The Director of Administration and Logistics shall oversee the performance of administrative and logistical services in support of the CPA, including personnel support services; coordinate with CJTF-7, security contractors and other entities as necessary to ensure proper application of safety and security measures within CPA; and perform such other duties as the Administrator or the Chief Operating Officer may direct.

### 3. CPA Executive Board

a. Purpose. The Executive Board will develop comprehensive, integrated policies and implementation plans with respect to the most complex and sensitive issues that the CPA faces. These issues include those that implicate interests of multiple CPA Directorates or otherwise pose policy-making or management challenges that are best addressed by transcending the decision-making process of any single Directorate. In addition, the Board shall serve as a forum for resolving issues that arise from the interrelationship between the military and civilian elements of the Coalition. The Board's advice and recommendations shall be informed by its capability to conduct objective, independent analyses through the CPA's Policy Planning and Analysis office.

b. Composition. The Executive Board shall be chaired by the Deputy Administrator/Chief Policy Officer, and shall include the Chief Operating Officer, who shall serve as Vice Chairman; the Director, National Security Affairs; the Deputy Commander, CJTF-7; the Chief of Staff, CJTF-7; a Senior Counselor; and the Head of CPA Executive Secretariat (as a nonvoting member). To facilitate development of proactive strategies for carrying out the Board's recommendations in compliance with applicable laws and regulations, the General Counsel shall attend all meetings of the Board.

c. Authorities and Duties.

(1) The Board will act under the Administrator's authority, direction and control, and shall report directly to the Administrator with respect to all matters referred to the Board.

(2) The Board may direct the CPA Directors to perform such actions as the Board determines to be necessary to carry out its responsibilities. The Board may oversee implementation of the Administrator's decisions and may act on behalf of the Administrator to ensure that implementation plans reflect the Coalition's various interests and requirements, and the Administrator's intent.

(3) The Board will manage reviews and revisions of CPA's Strategic Plan.

(4) To ensure that key CPA policies are closely coordinated with the Coalition Forces and support the preservation of security in Iraq, the Board shall encourage CJTF-7's active and timely involvement in formulating policies and plans that harmonize the perspectives of the Coalition's civilian and military elements.

(5) On behalf of the Administrator, the Board will invite CPA officials to participate in its review of issues through briefings, presentations or reports to the Board, or otherwise, as necessary to explain or justify their positions on matters before the Board for action.

(6) The Policy Planning and Analysis office shall, at the Board's direction, conduct independent and objective analyses of issues presented to the Board for action.

(7) The CPA Executive Secretariat will serve as the Board's secretariat, and shall ensure that the Board is informed of all CPA activities relevant to the Board's responsibilities and receives full and timely administrative support, including record keeping and assistance in coordinating matters with concerned CPA elements.

4. Questions regarding the implementation of this reorganization should be addressed to the Deputy Administrator and Chief Policy Officer.