project, 2) they will provide specific assistance by helping bank employees to evaluate loan applications and track loans, and 3) most importantly, they will also be able to inform local business people about the loan program which will help bestow good will in their region.

The implementation of the proposed project would be done as follows:

a. **Funding:** The money will be transferred to the appropriate banks in a series of three payments, each being sent as the previous payment is diminished. The banks may be engaged in a risk sharing agreement where they contribute some portion of their own capital to the loan funds. The banks will retain some portion of the interest collected on the loans plus a negotiated fee. Upon collection, banks may be asked to return the rest of the principal or they will retain a portion of monies with the understanding that they will continue to issue additional loans using the principal that they have collected. The agreement structured with the bank will be developed to provide sufficient incentives for the bank to participate in this program and to collect on the loans. The funding will be issued in dinars at the exchange rate available on the day the first transfer is made to the banks.

b. **Staffing:** Civil affairs officers and employees from the local banks will work together to implement this program. The banks will issue and collect on the loans, and the civil affairs officers will provide back office support including assistance in publicizing, evaluating, and tracking loans.

c. **Training for Civil Affairs officers:** Bearing Point, under contract with USAID, will provide the civil affairs officers with a week of intensive training. This will provide them with a better understanding of the lending program and enable them to oversee the program and ensure that it conforms to the highest micro-lending standards. This training would likely take place in Baghdad. Civil Affairs officers would receive instruction on promotion, identifying and evaluating loans, and tracking and following up on outstanding loans. Once in the field, the civil affairs officers' role would be to provide back office support (e.g., evaluation of loan applications) to the bank employees and to help educate local business people about the loans and direct them to the banks.

d. **Training for bank employees:** Bank employees will be trained by a microcredit company from Jordan, brought in under contract with USAID. The bank employees will be provided with a week of intensive training. This will provide them with a better understanding of how to implement and maintain a successful, high-quality lending program. Bank employees would receive instruction including promotion, identifying and evaluating loans, and tracking and following up on outstanding loans. They will also receive the standard forms and documentation required to execute the program. This training could take place at the Baghdad convention center, at a facility in Tikrit, or elsewhere in the region.

e. **Promotion of program:** This program would be publicized through the banks and through local civil affairs units. Given the high level of interaction of the officers in the region with the locals, the officers have heard the requests and pleas from the people to help them find funding to start up their own businesses or to sustain and grow their current businesses. The civil affairs officers will be a valuable resource in publicizing this program.

f. **Selection of loans:** Civil affairs officers will assist the bank employees in the review of applications and selection of loan recipients.

g. **Issuance of loans:** Loans will be issued in dinars directly through the banks.

h. **Tracking of loans:** Civil affairs officers will assist the bank employees in tracking the issuance and repayment of loans (e.g., helping to develop and maintain a useful information tracking system)

i. **Collection of payments:** Collection of payments will be the responsibility of the bank employees. Civil affairs officers will not be involved in the collection of payments.

j. **Administrative support:** Bearing point will provide technical support to civil affairs officers and bank employees during implementation of this program.

k. **Transition:** Based on resource constraints and the security situation, ACDI/VOCA, an NGO that will be offering additional microlending in this region, plans to dispatch its own personnel to the region in about three months. At that time, the provision of capital to the banks will be phased out, and the civil affairs officers will transition their responsibilities to the bank employees and withdraw. The banks will have developed a strong infrastructure and capacity for lending and they will be able to continue lending using their own capital. The remaining responsibilities related to this program are that banks will need to continue to track and collect on those loans.

l. **Contingencies:** Although it is impossible to prepare for every possible situation, we have worked to develop a plan for the following situations should they occur:

    1. **A deterioration in the security situation:** If the region is not permissive by the current estimated date of entry of ACDI/VOCA and they are unable or unwilling to enter the region, the civil affairs officers will continue to support the banks with this program it can be fully supported by the banks or until ACDI/VOCA enters the region.

    2. **Turnover of civil affairs assets:** Should this program continue beyond the stay of the current civil affairs officers, Bearing Point will provide additional training to the new assets. Civil affairs officers will also include the microlending program in their RIP handover.

(b)(6)

From: (b)(6)
Sent: Saturday, May 29, 2004 9:49 PM
To: (b)(6)
Subject: FW:

(b)(6) Deputy Director
CPA - Private Sector Development
(b)(6)

-----Original Message-----
From: (b)(6)
Sent: Saturday, May 29, 2004 9:45 PM
To: (b)(6)
Subject: FW:

(b)(6)

Here's that sample J&A referenced in my previous email.

V/r

(b)(6)

-----Original Message-----
From: (b)(6)
Sent: Saturday, May 29, 2004 9:28 PM
To: (b)(6)
Subject:

(b)(6)

- Sample -

URGENT AND COMPELLING SOURCE JUSTIFICATION

1. **Contracting Activity.** CPA Contracting/CERP

2. **Description of the Action being Approved.** In accordance with CPA Memo 4 Appendix A-4, Unusual and Compelling Urgency, this is a J&A for a Firm-Fixed Price Contract for installation and construction of 132KV transmission line from Rasheedya S/S to existing 132KV line to Duhok. CERP funds in the amount of $500,000.00 will be utilized for this contract.

3. **Description of the Supplies/Services.** The items to be contracted are as follows:

Installation of 132kv line (Rashidya . Dahauk) 12km Length D.C , Teal Conductor .

	ITEM DESCRIPTION	UNIT	UNIT PRICE USD	QUANTITY	COST USD	NOTICE
1-	Suspension Tower (s)	each	5000	29	145000	
2-	Tension Tower (t)	each	8000	5	40000	
3-	Terminal Tower (e)	each	10000	2	20000	
4-	Conductor Acsr Teal	Km	2600	70	182000	
5-	Conductor Acsr Dorking	Km	1000	15	15000	
6-	Toughened glass insulators 12 okn , 16mm	each	10	1500	15000	
7-	Toughened glass insulators 16 okn , 20mm	each	15	1000	15000	
8-	Suspension Fittings For Conductor Teal	set	150	100	15000	
9-	Tension Fittings For	set	200	500	10000	

	Conductor Teal					
10-	**Suspension Fittings For shield wire dorking**	**Set**	**100**	**30**	**3000**	
11-	**Tension Fittings For shield wire dorking**	**set**	**200**	**10**	**2000**	
12-	**Mid span Joint For Conductor Teal**	**each**	**20**	**50**	**1000**	
13-	**Stock bridge damper for Conductor Teal**		**20**	**450**	**9000**	
14-	**Cost of material**				**472,000USD**	

4. **Authority Cited.** 10. U.S.C. 2304 (c) (2), CPA Memo 4 Appendix A-4, Unusual and Compelling Urgency.

5. **Reason for Authority Cited.** The erection of a 132KV transmission line is required to expand the current power distribution to the Northern areas of Mosul City. This transmission line will utilize 240 MW of Turkish supplied power planned for the Northern Region to supply Rasheedya and Fiada S/S with about 40-60 MW of power. This will reduce the effect of the required allocation to Mosul City by 40-60 MW. The transmission lines are critical to the manufacturing and economical centers of north Iraq and, hence, the economic momentum of the country.

Initial coordination has been conducted between the 416th CA BN, CPA, and the Iraqi Ministry of Electricity (MOE). The ministry requests, and we recommend this project be single sourced and awarded to the North Transmission Hay Alyarmmok a wholly owned subsidy of the Ministry of Electricity. This company has the sole practical knowledge, engineers, equipment, experience, and supplies to complete the erection of the 132KV transmission line. Prior to the fall of the Ba'ath Regime, all transmission line erection was conducted by state owned companies with oversight by the ministry. These companies have the technical expertise and governmental certification to design, form, and fabricate the transmission line. Their proximity to the project will greatly increase the timeliness of work completion. Consequently, this contractor is best qualified for this project.

6. **Efforts to Obtain Competition.** The Contracting Office will make every effort to obtain more sources and stimulate competition. Under CPA Memo 4 Appendix A-4 (2) this contract is to be made under the conditions described in CPA Memo 4 Appendix A-4 and the Iraqi Government would be seriously injured if the agency complies with the time periods in CPA Memo 4 Appendix A-4.

7. **Action to Increase Competition.** The time sensitivity of this project and the need for reliable work drives the

request for this project to be executed by the North Transmission Co. of the Ministry of Electricity.

8. **Market Survey.** Informal market surveys indicate that there are not any other local contractors with the expertise required to design, form, and fabricate the pres-stressed concrete girders.

9. **Interested Sources.** The North Transmission Co of the Ministry of Electricity has submitted a quotation (included in packet).

10. **Other Factors.** None.

11. **Technical Certification.** I certify that the supporting data under my cognizance that are included in the J&A are accurate and complete to the best of my knowledge and belief.

Name: (b)(6) **Date: 29 May 2004**

Title: Public Works Team Chief, 416th CA BN

Signature: Original Signed

12. **REQUIREMENTS CERTIFICATION.** I certify that the supporting data under my cognizance that are included in the J&A are accurate and complete to the best of my knowledge and belief.

Name: (b)(6) **Date: 29 May 2004**

Title: 416th GS Commander

Signature: Original Signed

This area completed by Contracting Office

13. **Fair and Reasonable Cost Determination.** (Include the following determination:)

I hereby determine the anticipated cost to the Government for this contract action will be fair and reasonable. (Provide the basis for this determination e.g., describe techniques used to determine fair and reasonable price, such as cost analysis, price analysis,

audit, should cost, independent Government estimate, or etc.)

Name:_____ **Date:**_____

Title:_____
Signature:_____

14. **Procuring Contracting Officer Certification:** (This is to certification shall be made by the Contracting Officer who will sign the contract resulting from this justification and approval. Include the following statement.

I certify that this justification is accurate and complete to the best of my knowledge and belief.

Name:_____ **Date:**_____

Title:_____
Signature:_____

APPROVAL

Based on the foregoing justification, I hereby approve the procurement of *(state supplies/services being procured)* on an other than full and open competition basis pursuant to the authority of 10 U.S.C. 2304(c) *(insert authority)*, subject to availability of funds, and provided that the services and property herein described have otherwise been authorized for acquisition.

Signature_____ **Date:**_____

Itinerary for Fallujah Private Sector and Economic Assessment Trip (Change 2; dtd 16 Jan)

Dates: 17-18 January, 2004.

Goals:

1. Get a feel for the economic situation in Fallujah/Karma/Ameriyah area
2. Determine which former military factories in the area can be transferred over to the Ministry of Industries
3. ID the economically legitimate factories in the area—determine what help they need to become operational
4. Work an economic way ahead for the Fallujah/Karma/Ameriyah area

Proposed Timeline:

17 Jan 03

✓ 0800 - Loyalty Convoy SP to CPA Baghdad
✓ 0900 - Arrive CPA pick up PSDG, Conduct convoy brief and SP for FOB St Mere
✓ 1030 - Arrive FOB St Mere Occupy billets (COL(P) Oates room 2003/2002; 4 man room/2006; 5 man room)
✓ 1100 - In brief in the brigade conference room (intel and CA)
✓ 1300 – Lunch
✓ 1330 - SP from KBR to the brick/tile/cement/black cement factory
✓ 1400 - Assessment of the factories with 1-504 CATA (SGT Belongea)
✓ 1700 - Return to FOB St Mere
✓ 1800 - Dinner
1900 - 2100 - Meeting to determine economic "way ahead" for Fallujah area in Brigade Conference Room.
2100 - 82nd Airborne Division Chorus in the Chapel

18 Jan 03

0700 - Breakfast (issue MREs for lunch)
0730 - SP from east side of KBR Dining Facility
0800 - Link-up with 1-505 XO inside front gate of Volturno and convoy brief
0830 - SP for visit of downtown Fallujah Industrial Area
0900 - SP from Fallujah for Ameriyah artillery, optics and copper Factories
1000 - Arrive at Ameriyah factories conduct assessment with 1-505 CATA
1300 - SP for FOB St Mere
1400 - Arrive at FOB St Mere
TBD -
1500 - PZ posture at LZ Roll
1515 - Depart LZ Roll
1535 - Arrive CPA HQ



[redacted]

1. Does Fallujah have any functioning banks?
2. Are they capable of providing loans to anyone wanting to start a business?
3. Does Fallujah have a Chamber of Commerce or business association that is active?
4. If so, do those people have clear ideas about how to do business?
5. What has Fallujah's economy looked like in better days?
6. What have they produced in the past-are the factories we are going to visit the traditional source of business activity?
7. Did they ever have a strong agricultural sector?
8. Did they trade around the country in the past?
9. Around the region?
10. Is there a functioning transport sector (minus current security concerns)?
11. Can goods be trucked in and out over decent roads?
12. Are they on the internet?
13. Do they have a good idea of the importance of computers to trade and economic development?
14. In better times, what skills did the local workforce possess?
15. What is your estimation of their future capabilities as employees?
16. As managers?
17. Are people seeking employment in other parts of the country?
18. How bad is corruption in local business?
19. Does it impede business creation?
20. Is the local political leadership attuned to the need for economic development?
21. Do they have a clear understanding of what that means?
22. Are there price increases that you have observed?
23. Is there any clear evidence of inflation?
24. What is happening locally with energy commodities?
25. Is there hoarding? Severe price spikes?
26. Is there a significant black market in gasoline, kerosene, bottled gas and diesel?
27. How are distribution of Oil for Food items going?
28. Is there a black market in food basket items?
29. Are there local resources or opportunities for business development that are not being exploited for any reasons other than security?

[redacted]

POC: (b)(6)
3/82d LNO

Proposed Itinerary for Fallujah Economic Assessment Trip (Change 1; dtd 13 January 2004)

Dates: 17-18 January, 2004.

(b)(6)

Goals:

1. Get a feel for the economic situation in Fallujah/Karma/Ameriyah area
2. Determine which former military factories in the area can be transferred over to the Ministry of Industries
3. ID the economically legitimate factories in the area—determine what help they need to become operational
4. Work an economic way ahead for the Fallujah/Karma/Ameriyah area

Movement Plan in Fallujah: Baghdad Assessment Team will move in 3/82 Platoon, 1st and 2nd squad armored HMMWVs (4 total). All others move in their usual vehicles (P6, L6, etc). Security provided by 3/82 vehicles. Panther 6 Delta escort available if he desires it for freedom of maneuver.

Proposed Timeline:

17 Jan 03

0900 - L/U at Wolfpack Staging area (Convoy brief)
0915 – Depart Staging area transport to FOB Ste Mere by ground
1015 – Arrive at FOB Ste Mere and settle into billets
1100 – Meeting and Fallujah inbrief in Brigade Conference room
1200 - Lunch
1230 - SP for linkup with 1-504 CATA at the brick factory
1300 - 1700 Assessment of the brick, tile and cement factories with 1-504 CATA
1700 - Return to FOB St Mere
1800 - Dinner
1900 – 2100 - Meeting to determine economic "way ahead" for Fallujah area in Brigade Conference Room. Participants TBD but should include 1-505 and 1-504 representation, CMOC, Brigade S5, etc.

18 Jan 03

0800 - Link-up with 1-505 XO at front gate of Volturno
0830 - SP for visit of downtown Fallujah
0900 - SP for Ameriyah artillery and optics factory, Ameriyah Copper Factory
1000 - Arrive at Ameriyah factories conduct assessment
1300 - SP for FOB St Mere
1400 - Arrive at FOB St Mere
1500 – Depart for CPA HQ by ground
1600 - Arrive CPA HQ

1	Main directory	Bricks and cement	1	1989	500	1,300	25	------	-----	375	975
2	Stores	Concrete structure + bricks and ceiling of sheets+ raw material yard	1	1988	6,500	35,500	40	-------	Plus almost 3000m2 the area of the raw material yard	3,900	21,300
3	C8 workshop light machining	Bricks and cement and ceiling of sheets with steel structure	1	1988	1,400	8,000	40	---	---	840	4,800
4	C3 workshop mid machining	Bricks and cement and ceiling of sheets with steel structure	1	1988	1,650	12,500	30			1,155	8,750
5	C2 workshop mid machining	Bricks and cement and ceiling of sheets with steel structure	1	1988	1,750	18,000	35			1,138	11,700
6	C1A workshop heavy machining	Bricks and cement and ceiling of sheets with steel structure	1	1988	2,100	22,000	30			1,470	15,400
7	C1B workshop heavy machining	Bricks and cement and ceiling of sheets with steel structure	1	1988	2,100	22,000	30			1,470	15,400
8	C4 A workshop Welding	Bricks and cement and ceiling of sheets with steel	1	1988	2,100	14,000	30			1,470 0	9,800 0
9	C4B quality control	Bricks and cement and ceiling of sheets with steel structure	1	1988	900	5,760	30			630	4,032
10	C6 welding and assembling	Bricks and cement and ceiling of sheets with steel structure	1	1988	2,500	15,000	35			1,625	9,750
11	Engineering affairs building	Bricks and cement	1	1988	200	600	40			120	360
12	Technical services building + chillers yard	Brick and cement	1	1988	1,000	2,000	40			600	1,200
13	Metal cut workshop	Bricks and cement and ceiling of sheets with steel structure	1	1988	540	2,500	40			324	1,500
14	Maintenance workshop	Bricks and cement and ceiling of sheets with steel structure	1	1988	540	2,500	40			324	1,500
15	Engineering equipment	Bricks and cement and	1	1988	540	2,500	40			324	1,500
16	Engineering equipment	Bricks and cement and	1	1988	540	2,500	40			324	1,500
17	G2 workshop welding	Bricks and cement and	1	2002	1,900	11,000	10			1,710	9,900
18	G1 workshop welding	Bricks and cement and	1	2002	1,900	11,000	30			1,330	7,700
19	Restaurant	Bricks and cement	1	1988	4,000	12,000	30			2,800	8,400
20	Medeical building	Bricks and cement	1	1988	200	600	25			150	450
21	Fire department	Bricks and cement	1	1988	200	800	25			150	600
22	Information building	Bricks and cement	1	1988	200	600	25			150	450
23	Civil defence	Bricks and cement	1	1988	200	600	25			150	450
24	Car maintenance	Bricks and cement	1	1988	200	600	25			150	450
25	X-ray old workshop	Reinforced concrete	1	1988	700	4,000	25			525	3,000

26	Primary Sand blasting workshop	Bricks and cement and ceiling of sheets with steel structure	1	2002	240	1,500	25			180	1,125
27	F1 workshop	Bricks and cement and ceiling of sheets with steel structure	1	2002	1,200	11,000	40			720	6,600
	Forming and preparing of sheets									0	0
28	F1 &F2 workshops welding and assembling	Bricks and cement and ceiling of sheets with steel structure	1	2002	5,500	80,000	40			3,300	48,000
29	Furnace workshop	Bricks and cement and ceiling of sheets with steel structure	1	2002	240	1,200	40			144	720
30	X-ray workshop	Reinforced concrete	1	2002	240	1,200	20			192	960
31	Final sandblasting workshop	Bricks and cement and ceiling of sheets with steel structure	1	2002	240	1,200	40			144	720
32	Painting workshop	Bricks and cement and ceiling of sheets with steel structure	1	2002	240	1,200	40			144	720
33	Adminstrative appendix of the quality control	Brick and cement	1	1988	200	600	40			120	360
34	Residence house	Brick and cement	1	1988	200	600	40			120	360
35	C5 workshop welding and assembling	Bricks and cement and ceiling of sheets with steel structure	1	1988	1,000	6,500	40			600	3,900
36	Adminstrative appendix for the producing workshops	Brick and cement	3	1992	200	1,800	40			120	1,080
37	Planning and follow up building	Brick and cement	1	1988	400	1,250	40			240	750
		Grand Total			**44,260**	**315,910**				**29,228**	**206,162**

1	General Administration Building	Stone	2	1995	2,000	12,000	30	170		1,400	8,400
2	Mechanical Machining Factory	Stone +Concrete roof	Structure	1995	5,600	67,200	30	959		3,920	47,040
3	Mech.Machining Administration	Stone	1	1995	600	1,800	20	26		480	1,440
4	Welding Workshop	Stone +Concrete roof	Structure	1995	1,512	15,120	30	216		1,058	10,584
5	Welding Administration	Stone	1	1995	300	900	20	13		240	720
6	Irrigation Pump Factory	Stone +Concrete roof	Structure	1995	1,512	15,120	30	216		1,058	10,584
7	Pump Factory	Stone	1	1995	300	900	20	13		240	720
8	Pressure Die Casting	Stone +Concrete roof	Structure	1995	600	6,000	30	86		420	4,200
9	Die casting Administration	Stone	1	1995	300	900	25	13		225	675
10	Machines Assembly	Stone +Concrete roof	Structure	1995	240	2,400	25	34		180	1,800
11	Assy.Workshop	Stone	1	1995	240	720	20	10		192	576
12	Surface treatments	Stone +Concrete roof	Structure	1995	600	6,000	30	86		420	4,200
13	Surface treatment	Stone	1	1995	300	900	20	13		240	720
14	Precision Casting	Stone +Concrete roof	Structure	1995	4,000	40,000	30	571		2,800	28,000
15	P.Casting Administration	Stone	1	1995	300	900	20	13		240	720
16	Aluminum Casting	Stone +Steel roof	Structure	1995	4,000	40,000	70	571		1,200	12,000
17	AL.Casting Administration	Stone	1	1995	300	900	60	13		120	360
18	Laboratories	Stone	2	2000	400	4,000	30	57		280	2,800
19	Technical services	Stone	1	1995	800	2,400	50	34		400	1,200
20	Stores / 4	Stone +Concrete roof	Structure	1995	6,720	33,600	40	479		4,032	20,160
21	Water pumps Stations	Stone	1	1995	1,000	5,000	20	71		800	4,000
22	Receptions / 2	Stone	1	1995	500	2,500	30	36		350	1,750
		Grand total			**32,124**	**259,260**		**3,700**		**20,296**	**162,649**

Al-Amer factory

1	Administration : offices for planning & factory employees	Brick + Concrete + Aluminum	1	1989	1000	3000	1	2150		0	0
2	Maintenance + labs. (administration)	Brick + Concrete + Aluminum	1	1989	600	1800	0	3450		990	2,970
3	Fire : fire employees	Brick + Concrete + Aluminum	1	1989	400	1200	0	314		600	1,800
4	Restaurant	Brick + Concrete + Aluminum	1	1989	6000	18000	2	156		400	1,200
5	Reception	Brick + Concrete + Aluminum	1	1989	400	1200	0	17		5,880	17,640
6	Civil defense : guards duty	Brick + Concrete + Aluminum	1	1989	400	1200	0	21		400	1,200
7	STORE for Semi-finished products	Brick + Concrete + Steel Struct. + covered with steel plates	1	1989	1000	12000	3	1051		400	1,200
8	STORE For Tools & Finished Materials	Brick + Concrete + Steel Struct. + covered with steel plates	1	1989	1000	12000	0	231		970	11,640
9	STORE for Spare parts	Brick + Concrete + Steel Struct. + covered with steel plates	1	1989	1000	12000		507		1,000	12,000
10	Cars Garage	Brick + Concrete + Aluminum	1	1989	800	1600	0	213		1,000	12,000
11	Engineering Dept.	Brick + Concrete + Aluminum	1	1989	600	1800	0	351		800	1,600
12	Workshop for Milling & large Turning	Brick + Concrete + Steel Struct. + covered with steel plates	1	1989	2000	40000	2	669		600	1,800
13	Workshop for large Milling	Brick + Concrete + Steel Struct. + covered with steel plates	1	1989	2000	40000	1	573		1,960	39,200
14	Workshop of small machines	Brick + Concrete + Steel Struct. + covered with steel plates	1	1989	2000	40000	2	740		1,980	39,600
15	Workshop for Quality control	Brick + Concrete + Steel Struct. + covered with steel plates	1	1989	1000	20000	1	573		1,960	39,200
16	Workshop for welding	Brick + Concrete + Steel Struct. + covered with steel plates	1	1989	1000	20000	4	621		990	19,800
17	Workshop for cutting	Brick + Concrete + Steel Struct. + covered with steel plates	1	1989	1000	20000	1	1292		960	19,200
18	Workshop for machines assembling & repairing	Brick + Concrete + Steel Struct. + covered with steel plates	1	1989	1000	20000	1	178		990	19,800
19	The Open STORE	Concrete + Steel Struct	1	1989	800	1600	0	120		990	19,800
20	Workshop for assembling	Brick + Concrete + Steel Struct. + covered with steel plates	1	1989	2000	40000	4	356		800	1,600
										1,920	38,400

21	Workshop for services & cars	Brick + Concrete + Steel Struct. + covered with steel plates	1	1989	1000	10000	0	45		1,000	10,000
22	Expendings	Steel Struct. + covered with steel plates	1	1990	2200	50000	4	210		2,112	48,000
23	X-ray	Enforced Concrete	1	1989	1000	20000	0	315		1,000	20,000
TOTAL					30200	387400		14153		70,922	750,680
										0	0
										0	0

Al-Ikha General state company

1	Reception : Employees Entering & leaving and personnel checking , receipting guests	Brick + Concrete	1	1984	80	240	10	151		72	216
2	Internal garage: used for cars Affairs	Steel Struct. + covered with steel plates sided open		1984	2000	6000	0	222		2,000	6,000
3	Administration : offices for (planning , administration, trading, law affairs, DG). Its also the company main administration bldg.	Brick + Concrete + Gypsum boards + Aluminum + g lass	3	1984	2000	24000	1	16499	Added to it the Bldg. Of R&D + Health center	1,980	23,760
4	Al-shuhadaa Factory: used for mechanical machining & heat treatments & surface treatments & products assembling	Concrete Struct. + Steel roof covered with steel plates, administration bldg. Built by brick	1	1984	36000	432000	2	64865		35,280	423,360
5	Ibn Al-Haitham Factory: used for mechanical precision parts machining (steel and aluminum) & medical lenses, tests labs. For optical visual and unvisual devices, workshop for electroptics assembling devices.	Concrete Struct. + Steel roof covered with steel plates, administration bldg. Built by brick	2	1984	30000	360000	2	22925		29,400	352,800
6	Restaurant	Brick+ Concrete	1	1984	1000	5000	1	9018		990	4,950
7	Main power station bldg. : used for electricity & water & air-conditioning distribution for all the company.	Brick+ Concrete	1	1984	1000	5000	1	27037		990	4,950
8	G.C., J.C. Company main Stores: used for storing the finished and semi-finished products and standard parts	Concrete Struct. + Steel roof covered with steel plates	1	1984	1500	60000	0	8742		1,500	60,000

9	Technical Service: used to serve all the company with water and electricity.	Brick + Concrete roof + covered with steel plates	1	1984	1000	12000	0	4930		1,000	12,000
10	(H) STORE : stores for cars, paints, oils and salts.	Brick + Concrete roof + covered with steel plates	1	1984	1500	18000	0	2340		1,500	18,000
11	(P) under ground tunnels: used to distribute water, electricity, fire services.	Enforced concrete	Under ground	1984	2 KM2 long	2KM x3	0	3670			
12	(J) Shelters: used for emergency, training, tech. Service and computer center.	Concrete + Gypsum boards + false ceiling	Under ground	1984	2000	10000	0	4450		2,000	10,000
13	L1,L2,L3,L4 Company Guard towers + guards rooms	Brick + Concrete	1	1984	400	1600	0	241		400	1,600
14	House complex: used to inhibited by employees, it consist of flats houses + services bldgs.	Pre-cast Concrete	3	1984	10000000	40000	0	25422	[redacted]		
15	Company inside roads, and house complex roads and roads between house complex and the company.	Asphalt	0	1984	15 km2	0	0	2882			0
16	Steel containers, caravans and guard cabinets.	Steel + wood	1	1984	8	8x4	0	2550			
TOTAL					78,480	933,840		195944		78,480	933,840
		Grand Total			**108,680**	**1,321,240**				**149,402**	**1,684,520**

5. TREQ

CHLORINE PLANT

ANNEX (D)
MACHINE LIST

ITEM	MACHINE DESCRIPTION	MAN. DATE	REAL PRICE 1000 I.D.	REGISTED PRICE 1000 I.D.	DAMEGE PERCENT	LOCATION
---	----------	----	-----	---------	------	-------

The company was exposed on 16/11/2003 to a large attack from unknown persons, facing happened between them and the guards, because the attackers were carrying different types of weapons and more than the guards, the guards were forced to leave the company and its plants.

We contact the (FALLUJA POLICE CENTER) to face the situation and to stop what is happening to our company and actually a group of policemen were forwarded to the place and they meet face to face with the looters and a number of lorries belong to the thieves were burned but because of exhaustion the ammo of the policemen, they were forced to go back.

Our contacts were continued with (FALLUJA POLICE CENTER, FALLUJA PROVINCE LIEUTENAT, CHIEF OF TRIBES & NOTABILITY DISTINGUISHED PERSONS), more over we buy ammo to the policemen to resist the looters, but all the attempts did not stop what is happening.

From that date the attackers are looting the ownership of the company and making damage to the buildings.

From what is described above and from what we are seeing till now and because it is so dangerous to enter the company, we expect that all the equipment and the store stock is completely looted and a large damage to the buildings is still carrying on.

PESTICIDE PLANT

ANNEX (D)

MACHINE LIST

ITEM	MACHINE DESCRIPTION	MAN. DATE	REAL PRICE 1000 I.D.	REGISTED PRICE 1000 I.D	DAMEGE PERCENT	LOCATION
----	----------	-----	----------	----------	---------	------

THE SITUATION IS DECLEARED IN ANNEX (D) ABOVE .

ANNEX (E)
STOKE LIST

ITEM	DESCEIPTION	QTY
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THE SITUATION IS DECLEARED IN ANNEX (D) ABOVE .

129	1	Reception & Civil Defense	Precast Concrete	1	1986-1987	96	288	10			86	259
130	2	Generator & 11KV Distribution Station	Steel Structure	1	1986-1987	120	480	20			96	384
131	3	Vehicle Maintenance Work Shop	Precast Concrete	1	1986-1987	300	900	20			240	720
132	4	Chlorine Plant administration bld.	Precast Concrete	2	1986-1987	625	3750	20			500	3,000
133	5	Restaurant	Precast Concrete	1	1986-1987	260	780	30			182	546
134	6	Quality control	Bricks	1	1988	160	480	30			112	336
135	7	33/11 KV distribution station	Steel Structure	1	1987-1988	120	480	30			84	336
136	8	Chlorine factory	Precast con. & Bricks Steel struc.	4	2000-2001	20000	100000	40			12,000	60,000
137	9	Plastic work shop	Concrete struc.& brick partition	1	1991-1992	450	2250	20			360	1,800
138	10	Phenol factory	Steel Structure	6	1993-1995	2500	22500	30			1,750	15,750
139	11	Store	Concrete struc.& brick partition	1	1986-1987	800	4800	20			640	3,840
140	12	Store faithful offices	Bricks	1	1991-1992	120	360	20			96	288
141	13	Store	Precast Concrete	1	1986-1987	480	3280	10			432	2,952
142	14	Store	Precast Concrete	1	1986-1987	480	3280	10			432	2,952
143	15	Store	Precast Concert	1	1986-1987	480	3280	10			432	2,952
144	16	Store	Precast Concrete	1	1986-1987	480	3280	10			432	2,952
						27471	150188				17,874	99,067
											0	0
145	**PESTICIDE PLANT**										0	0
146	1	Reception & Civil Defense	Precast Concrete	1	1986-1987	96	288	10			86	259
147	2	Vehicle Maintenance Work Shop	Precast Concrete	1	1986-1987	300	900	20			240	720
148	3	Pesticide Plant administration bld.	Precast Concrete	2	1986-1987	625	3750	20			500	3,000
149	4	Restaurant	Precast Concrete	1	1986-1987	260	780	30			182	546
150	5	Quality control	Concrete struc.& brick partition	1	1993	160	480	30			112	336
151	6	Store	Steel struc.& brick partition	1	1991-1992	450	2250	10			405	2,025
152	7	Store	Steel struc.& brick partition	1	1991-1992	450	2250	10			405	2,025
153	8	Liquid insecticide production unit	Steel struc.& brick partition	1	1991-1992	450	2250	25			338	1,688
154	9	Herbicide production unit / 1	Steel struc.& brick partition	1	1991-1992	450	2250	25			338	1,688

155	10	Granules & powders insecticide production unit	Steel struc.& brick partition	1	1991-1992	450	2250	20			360	1,800
156	11	Rodenticide production unit	Steel struc.& brick partition	1	1991-1992	450	2250	10			405	2,025
157	12	R & D center	Steel struc.& brick partition	1	1991-1992	450	2250	50			225	1,125
158	13	Liquid fertilizer production unit	Steel struc.& brick partition	1	1991-1992	450	2250	25			338	1,688
159	14	Store	Steel struc.& brick partition	1	1991-1992	450	2250	10			405	2,025
160	15	Brake fluid & Herbicide production unit / 2	Steel struc.& brick partition	1	1991-1992	450	2250	20			360	1,800
161	16	Castor oil extraction unit	Steel struc.	2	1998-1999	560	2800	30			392	1,960
162	17	Liquid pesticide filling station	Concrete struc.& brick partition	1	1991-1993	800	4800	10			720	4,320
163	18	Store faithful offices & projects employers	Brikes	1	1992-1993	120	360	20			96	288
164	19	Fungicide production unit	Steel struc.	1	2002	200	600	20			160	480
165	20	Store	Precast concrete	1	1986-1987	480	3280	10			432	2,952
166	21	Store	Precast concrete	1	1986-1987	480	3280	10			432	2,952
167	22	Store	Precast concrete	1	1986-1987	480	3280	10			432	2,952
168	23	Store	Precast concrete	1	1986-1987	480	3280	10			432	2,952

38	1	Main -workshop	Blok + steel bar + plat	1	1980	29960		4	5,560,551		28,762	0
	2	Serap change	Steeled convent	1	1980	3850		52	93,334			
39		Blg.,charge preparing									1,848	0
	3	Water purring	Blok + Steeled convent +	1	1980	12000			2,665,115			
40		station100*120 m2	steel bar + plat								12,000	0
	4	Wast treatment station	Blok + Steeled convent +	1	1980	12000			1,407,523			
41		100*120 m^2	steel bar + plat								12,000	0
42	5	High - pressure Blg	Steeled convent	1	1980	361		17	40,870		300	0
43	6	Boilers Blg.	Blok + Steeled convent	1	1980	795		18	34,644		652	0
	7	Fork lifts and cars	Blok + steel bar + plat	1	1980	531		19	73,261			
44		workshop									430	0
	8	Rest. uint Blg. / training	Blok + Steeled convent	1	1980	570		12	248,457			
45		sec.									502	0
46	9	Medical center	Blok + Steeled convent	1	1980	250		14	92,127		215	0
47	10	Primary spare parts	Blok + steel bar + plat	1	1980	2117		6	286,191		1,990	0
48	11	Out-information Blg. /old	Blok + Steeled convent	1	1980	72		2	34,501		71	0
49	12	Security center	Blok + Steeled convent	1	1980	504		3	83,013		489	0
	13	Fire distinguishing center	Blok + Steeled convent	1	1980	402		22	133,879			
50											314	0
	14	Scrap warehouse and	Blok + Steeled convent		1993	2439		29	55,932			
51		passagas									1,732	0
	15	General demonstration	Blok + Steeled convent	2	1980	760		11	127,039			
52		Blg .									676	0
53	16	Technical service Blg.	Blok + Steeled convent	1	1980	437		16	11,437		367	0
	17	Industrial safety Blg.	Blok + Steeled convent	2	1991-1980	250		14	271,645			
54											215	0
	18	Cevil Services civilization	Blok + Steeled convent	1	1993	1350		10	155,680			
55											1,215	0
56	19	Main workshop Blg.	Blok + Steeled convent	1	1993	4680		49	597,125		2,387	0
57	20	Quality control Blg	Blok + Steeled convent	1	1993	375		24	8,987,140		285	0
58					2002						0	0
59	21	Chemical lab. Blg.	Blok + Steeled convent	1	1993	120		51	35,125		59	0
60	22	Warehouses Blg	Blok + Steeled convent	1	1996	1115		43	4,995,000		636	0
61	23	Product hall	Blok + steel bar + plat	1	1996	2844		42	44,995,000		1,650	0
62	24	Administration Blg.	Blok + Steeled convent	1	1996	300		41	4,995,000		177	0
	25	Chemical equalizer	Blok + steel bar + plat	1	1984	130		7	18,800			
63		station									121	0
	26	Chemical equalizer	Blok + steel bar + plat	1	1984	765		8	47,000			
64		station									704	0
	27	Out-information Blg. /new	Blok + Steeled convent	1	2000	144		1	455,499			
65											143	0
	28	New complete product	Blok + Steeled convent	1	2002	2931		20	9,435,900			
66		ion warehouse									2,345	0
	29	Soft Blg. and water pump	Blok + Steeled convent	1	1984	1350		10	46,000			
67											1,215	0
						83402	**0**		**85,982,787**		**73,496**	

2.Al Shahood

Unclassified: Limited Distribution

COALITION PROVISIONAL AUTHORITY

BAGHDAD

January 16, 2004

Subject: Summary of Economic Initiatives in Al Anbar Province
From: (b)(6)
Private Sector Development Directorate (PSD)

The following is a summary of economic initiatives in Al Anbar Province:

- To address the lack of power preventing critical SOEs from standing back up, the Ministry of Industry and Minerals have issued Request for Proposals from Independent Power Producers (IPP). 60MW is targeted for the Phosphate and Al Qaem Cement SOEs. Target signing by the end of January although the issue of a cash collateral $83MM Letter of Credit required by the investor remains open. Once the contract is signed, construction period will last 4-5 months.

- To address the lack of liquidity and the need to upgrade neglected SOE factories, the CPA coordinated the hiring of KPMG to conduct an audit of Iraqi Cement Co. The financial review is near completion. The next step is to file a capital expenditure loan application through the CPA MoFinance bank advisors. The loans will be issued by one of the state owned banks. The funding request will be for $10MM and Fallujah cement will receive part of the loan proceeds to upgrade the facility. Target February 9th for loan approval and funding

- 4Q03 $2.5MM subsidy approved by the Office of Management and Budget will be released soon to the Phosphate SOE. Funds will allow capital upgrades as well the conversion of the natural gas burners (none available) to heavy fuel oil (abundant). Issue is bottlenecked at the Iraqi Ministry of Finance. CPA MoFinance advisors continue to push resolution

- As part of the Sunni Triangle Initiative, the PSD obtained approval for $2.5MM from seized assets to fund a microlending program. $750,000 will be allocated to a private bank in Al Anbar. PSD will require the bank to match the finds which will result in $1.5MM available for microlending in Al Anbar. Program will operate from a bank in Fallujah

- Mixed ownership companies (some shares owned by the Government of Iraq) had their bank accounts frozen after the end of hostilities. Some of these companies such as the Brick Company are in Fallajuh. A decree was issued by the CPA in July to unfreeze these accounts. Implementation of this decree continues to be addressed by the MoFinance Bank Advisors. Unfreezing these assets will provide an immediate liquidity injection into the Iraqi economy

- To address the economic isolation of Al Anbar, CPT Sosnicky will provide guidance on how to set up an internet business center for Fallujah. This program will use the Baghdad Business Center as a model. The Fallujah Business Center should be linked into Ramadi and Baghdad's programs thus allowing Al Anbar business people to post goods for sale as well as assuring that they are aware of and considered for contracting work. The Baghdad Business Center will be one of the venues for the CPA Program Management Office to issue Iraqi RFPs for US Supplemental reconstruction contracts. Overall, once the Fallujah business center is up and running, recommend the site launch be included in an I&O campaign.

  LTC Bond and CPT Sosnicky (Civil Affairs, US Army Reserves) will soon report to Amman, Jordan for a one year tour. They will explore how their office can promote economic development for Al Anbar from Jordan. Developing agreements with Jordanian trading companies and agents to export goods from Al Anbar merchants is one suggested tasking

- The CPA Private Sector Development Directorate has allocated from the US Supplemental, $41MM to make loans to Iraqi Small and Medium Enterprise (SME) companies. Furthermore, $20MM is allocated for managerial and finance training for SME managers and an additional $80MM under the Ministry of Labor is allocated to repair and upgrade vocational training programs. An additional $8MM is budgeted for Employment Centers (job placement). All of these programs are national programs and Al Anbar will be included in all of these programs

AL-RADHWAN COMPANY

Address of Company

Baghdad- Abu Ghraib – AL-Nasr wa AL-Salam - Baghdad – AL-Falooja road behind Abu Obaida stores (30 Km) west of Baghdad.

Explanation of the possession of the company

AL-Radhwan Co. possesses beside it's main site , the following sites:

1. residential complex includes two buildings occupied by the employees of the company , lays in AL-Falooja / AL-Anbar governorate (AL-Tharthar residential complex).
2. Twenty apartments in Abu-ghraib / AL-Zaitoon district/ AL-Zaitoon street near the directories of the Ministry of Agriculture .



سيف رشيد ستار
م/ المدير العام

Appendix B employees list

Directory	Less than 30	30-45	46-50	51-55	56-60	Older than 60	total
Director general office	3	8	3	0	0	0	14
Legal affairs	1	0	1	0	1	0	3
Industrial safety	7	13	1	0	1	0	22
Interior auditing	2	2	1	1	0	0	6
Research and development	2	5	0	0	0	0	7
Information center	3	6	0	0	1	0	10
Fabrication	71	52	2	2	1	0	128
Engineering equipment	8	20	0	1	0	0	29
Welding and assembling	26	40	2	1	0	0	69
Commercial affairs	16	13	2	0	0	0	31
Administrative	7	14	1	0	0	0	22
Civil defense	18	20	2	0	0	0	40
General services	5	13	6	1	4	0	29
Financial affairs	2	12	2	0	0	0	16
Planing and follow up	14	27	3	0	1	0	45
Maintenance	16	45	0	0	0	0	61
Quality control	14	30	1	0	0	0	45
Production (machining)	39	98	2	0	0	0	139
Technical services	6	13	0	0	0	0	19
Engineering affairs	9	14	2	0	0	0	25
Total	269	445	31	6	9	0	760



Appendix O
Buildings list

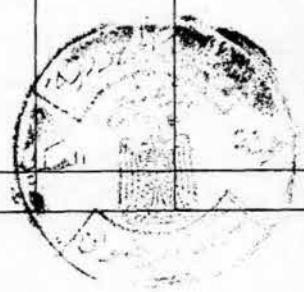
No	Description and use of the building	Material of building	No.of floors	Year of construction	Area by m^2	Volume m^3	Rate of damage	Book value (2002) ID	Notes
1	Main directory	Bricks and cement	1	1989	500	1300	25%	------	-----
2	Stores	Concrete structure + bricks and ceiling of sheets+ raw material yard	1	1988	3000 + 6500	35500	40%	-------	Almost $3000m^2$ the area of the raw material yard
3	C8 workshop light machining	Bricks and cement and ceiling of sheets with steel structure	1	1988	1400	8000	40%	---	---
4	C3 workshop mid machining	Bricks and cement and ceiling of sheets with steel structure	1	1988	1650	12500	30%		
5	C2 workshop mid machining	Bricks and cement and ceiling of sheets with steel structure	1	1988	1750	18000	35%		

6	C1A workshop heavy machining	Bricks and cement and ceiling of sheets with steel structure	1	1988	2100	22000	30%		
7	C1B workshop heavy machining	Bricks and cement and ceiling of sheets with steel structure	1	1988	2100	22000	30%		
8	C4 A workshop Welding	Bricks and cement and ceiling of sheets with steel structure	1	1988	2100	14000	30%		
9	C4B quality control	Bricks and cement and ceiling of sheets with steel structure	1	1988	900	5760	30%		
10	C6 welding and assembling	Bricks and cement and ceiling of sheets with steel structure	1	1988	2500	15000	35%		
11	Engineering affairs building	Bricks and cement	1	1988	200	600	40%		



12	Technical services building + chillers yard	Brick and cement	1	1988	1000	2000	40%		
13	Metal cut workshop	Bricks and cement and ceiling of sheets with steel structure	1	1988	540	2500	40%		
14	Maintenance workshop	Bricks and cement and ceiling of sheets with steel structure	1	1988	540	2500	40%		
15	Engineering equipment workshop/1	Bricks and cement and ceiling of sheets with steel structure	1	1988	540	2500	40%		
16	Engineering equipment workshop/2	Bricks and cement and ceiling of sheets with steel structure	1	1988	540	2500	40%		
17	G2 workshop welding and assembling	Bricks and cement and ceiling of sheets with steel structure	1	2002	1900	11000	10%		

18	G1 workshop welding and assembling	Bricks and cement and ceiling of sheets with steel structure	1	2002	1900	11000	30%		
19	Restaurant	Bricks and cement	1	1988	4000	12000	30%		
20	Medeical building	Bricks and cement	1	1988	200	600	25%		
21	Fire department	Bricks and cement	1	1988	200	800	25%		
22	Information building	Bricks and cement	1	1988	200	600	25%		
23	Civil defence	Bricks and cement	1	1988	200	600	25%		
24	Car maintenanc e	Bricks and cement	1	1988	200	600	25%		
25	X-ray old workshop	Reinforce d concrete	1	1988	700	4000	25%		
26	Primary Sand blasting workshop	Bricks and cement and ceiling of sheets with steel structure	1	2002	240	1500	25%		
27	F1 workshop Forming and preparing of sheets	Bricks and cement and ceiling of sheets with steel structure	1	2002	1200	11000	40%		



28	F1 &F2 workshops welding and assembling	Bricks and cement and ceiling of sheets with steel structure	1	2002	5500	80000	40%		
29	Furnace workshop	Bricks and cement and ceiling of sheets with steel structure	1	2002	240	1200	40%		
30	X-ray workshop	Reinforced concrete	1	2002	240	1200	20%		
31	Final sandblasting workshop	Bricks and cement and ceiling of sheets with steel structure	1	2002	240	1200	40%		
32	Painting workshop	Bricks and cement and ceiling of sheets with steel structure	1	2002	240	1200	40%		
33	Adminstrative appendix of the quality control	Brick and cement	1	1988	200	600	40%		
34	Residence house	Brick and cement	1	1988	200	600	40%		
35	C5 workshop welding and assembling	Bricks and cement and ceiling of sheets with steel structure	1	1988	1000	6500	40%		
36	Adminstrative appendix for the producing workshops	Brick and cement	3	1992	200	1800	40%		

37	Planning and follow up building	Brick and cement	1	1988	400	1250	40%		

Notes :

1. the sequence of the buildings is corresponded as a base for symbolizing the buildings in appendix (A) where the buildings carry the sane sequence shown in this appendix.
2. The book value for these buildings is not available because of looting and sabotage activities.

Machines list
Appendix no.

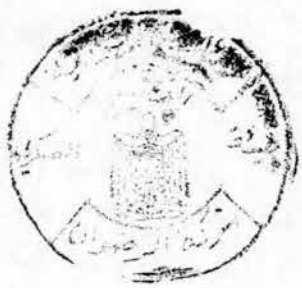
No.	Description	Year of production	Original value in ID	Book value At 31.12.2002 In ID	Damage rate	The position
1	CNC horizontal boring and milling machine with rotary table 5.5 x 5.5 meter Sharman	1987			50%	C1 A
2	Vertical boring and milling machine with two colomns and moving table 4x6 m.Zeigen	1987			50%	C1 A
3	Vertical boring and milling machine with two colomns and moving table 4x6 m.Zeigen	1987			50%	C1 B
4	CNC vertical lath with two colomns and table with 6m. diameter DORRIES/ VC 8000	1987			50%	C1 A
5	CNC vertical lath with two moving colomns and table with 7m.diameter SHIES 50DZG	1987			50%	C1 B
6	CNC horizontal boring and milling machine with rotary table 5.5 x 5.5 meter SHIES FB225	1987			50%	C1 B
7	Classic horizontal boring and milling machine with fixed table 6x2 m. SHKODA	1987			50%	C1 B
8	CNC vertical lath with 1.4m. diameter table DORRIES VC 2000	1987			50%	C3
9	CNC horizontal boring and milling machine with rotary table 3x2 m. SACEM	1987			50%	C3

10	CNC vertical boring and milling machine with two colomns and moving table 6x2m.ZAYER 6000	1987			50%	C3
11	CNC vertical boring and milling machine with two colomns and moving table 6x2m.ZAYER 6000	1987			50%	C3
12	CNC vertical boring and milling machine with two colomns and moving table 6x2m.ZAYER 6000	1987			50%	C3
13	CNC bed type milling machine SHW/UF6 1X2.2m. table	1987			50%	C3
14	CNC bed type milling machine SHW/UF6 1X2.2m. table	1987			50%	C3
15	CNC bed type milling machine SHW/UF6 1X2.2m. table	1987			50%	C3
16	CNC bed type milling machine SHW/UF6 1X2.2m. table	1987			50%	C3
17	CNC bed type milling machine ZAYER4000 3X1 m.. table	1987			50%	C2
18	CNC bed type milling machine ZAYER2200 2X1 m.. table	1987			50%	C2
19	CNC horizontal boring and milling machine with rotary table 2.2x1.8 m. TOS	1987			50%	C2
20	Classic milling and boring machine with rotary table STANKO	1987			50%	C2
21	Classic milling and boring machine with rotary table STANKO	1987			50%	C2

22	CNC jig boring machine HAWZER	1987			50%	C8
23	CNC Jig grinding machine HAWZER	1987			50%	C8
24	4 rolls pre bending and bending machine used for a maximum thickness of 20mm and long of 3m.	Unknown			50%	C4A
25	CNC flame cutting machine 6x4m. table ESAB	1987			50%	Cutting workshop
26	CNC small milling machine SHW-UF21	1987			50%	C8
27	CNC small milling machine SHW-UF21	1987			50%	C8
28	CNC three dimensional measuring machine DEA/DELTA with 1800x2500x2500mm	1987			75%	C4B

NOTE :

1. ALL THE BOOK VALUES ARE NOT AVAILABLE BECAUSE OF LOOTING AND SABUTAGE ACTIVITIES.
2. THE RESIDUAL MACHINES WHERE MOST OF THEM ARE SMALL INCLUDING WELDING AND TURNING AND MILLING MACHINES WERE ROBBED .
3. THE FIRST 20 MACHINES IN ROLE ARE THE MOST IMPORTANT ONES.



Appendix Z

Check out list

S.No.	Description	Quantities	Value (Thousand ID)
1	Flocculation tank for water treatment unit (semi ready)	46	10000
2	Intermediate tank for water treatment units (semi ready)	3	2500

THERE ARE NO STOCKED MATERIALS IN THE COMPANY OF RAW MATERIALS AND READY MADE GOODS AND SEMI READY AND SPARE PARTS AND FUEL, EXCEPT OF WHAT IS MENTIONED IN TABLE Z, ABOVE BECAUSE THEY ALL WERE ROBBED SINCE 9 APRIL 2003.



AL-RADHWAN

STATE COMPANY

September - 2003

State Owned Enterprise – Company Overviews
OCPA – Ministry of Industry & Minerals

Note : All currency figures are in 1000's of Iraqi Dinars unless otherwise noted.

1. General Information

Company Name : Radhwan Company
Sector : Mechanical Engineering
Brief Description : It is one of MIC. It was established in 1988 and destroyed in 1991. The company is self-financing with a State support for financing new enlargement and supporting the competitive attitude of the company. The company includes four large factories :

a- CNC heavy machining factory.
b- Engineering equipment production factory.
c- Welding and assembling factory.
d- Fabrication factory.

The company included 755 employees, 120 of them are engineers.
The main products :

- Storage and pressure vessels.
- Water purification Units.
- Backing up AL-AKHAA Co. in manufacturing spare parts of the artillery weapons (122, 155 mm).

Revenue in 2002 (Iraqi Dinars '000s) : ((5139466))
of Employees : 755
Annual Employee Salaries & Bonus : 1668000
Headquarters Address : Baghdad , Abu Ghraib, Khan Dhari.
Director General Name : Hameed Aboud Hathoot Al-Janabi
Telephone # : 024 570 162
Fax # :
Email Address :
Banks Used : Al-Rasheed Bank, Al-Yarmook branch 71

2. Company Highlights

- We have the CNC heavy duty MC/s
- Our products are acc. ISO, DIN, GOST
- Our products are acc. Required specification.
- Good experience in different welding processes.
- Qualified and skill staff.
- Qualified quality control.

3. Facilities

Name	Province	City	Grid	Damage%	Power Needs
CNC heavy duty Machining Factory	Baghdad	Abu Ghraib	Non	50%	1 Mwatt
Engineering Equipments factory	=	=	=	=	0.5 Mwat
Welding Assembly Factory	=	=	=	=	1 Mwat
Fabrication	=	=	=	=	0.5 Mwat

4. Products

Product Name	Unit Measurement	Design Capacity	Available Capacity	2002 Production	2002 Revenue
Artillery Weapons 122	pcs	75	75	68	400 000
Artillery Weapons 155	pcs				
Water purification unit	pcs	50	50	35	350 000
Fuel storage tank	pcs	100	100	100	880 000

Description of Importance of Products to Other Iraqi industries Of little importance. Imports and local private enterprise could satisfy local consumer demand.

5. Customers

Customer Name	2002 Revenue	Subsidized (Y/N)	Products Sold to Customer and Unit Pricing	
Al-Akhaa	400 000		68	6 000
General Commission of water	350 000		35	100 000
Ministry of Defence	880 000		110	8 000

6. Suppliers

Supplier Name	2002 Purchases	Subsidized (Y/N)	Products Purchased and Unit Pricing
#2 MIC companies			Raw material, Forging. Castings
#3 Local market	662 424		Tools, spare parts
#4			

Current Payment Terms From Suppliers : After delivery

7. Imports & Exports:

Company Name : Radhwan Company

2002 Import Markets for Raw Materials : Local suppliers

Potential Import Markets in Free Market : Non

2002 Export Markets for Finished Products : Non

Potential Export Markets in Free Market : Non

8. Competition

Description of Competitive Situation :

1- Possession of production facilities not available in other country companies.
2- Good experience for tiie engineering personnel in the field of technology , welding, design and quality control.
3- Continuous development and training for the technicians and engineers.

Market Share Description

We were the first manufacturers of water purification units and oil storage tanks, large forming modules, heavy products, and scaffolding.

9. Summary of War Damage & Looting of Property & Equipment

Description of Damage:

- building 50%
- Machines and equipment
  - a- Small looted
  - b- Medium 40%
  - c- Large 40%
- Documents 100%

Current Operating Status

Damage 100% including the power plant

Immediate Property & Equipment Needs To Restart Operations

1- Raw material
2- Welding machine and equipment
3- Power
4- Water

5- Rebuilding the workshop of welding factory.
6- Consumable material & tools

Total Cost to Return to Pre-War Condition : $ 20 million (5 650 000) (1000 ID)

10. Inventory Status

Raw Material Status : looted

Months of Material Supplies & Production Rate : 12 months & 3 months

Immediate Raw Material Needs : carbon steel plate (2×8) for thick 6, 8, 10 ,12, 14, 20 mm.

Finished Product Supply (Units and Value): Water units 100 000 / unit

11. Fuel & Electricity Needs

Description of Fuel Needs : Benzene, Gasoline (300 000 Lt/y)

Description of Electricity Needs : 1 MkV

12. Other Needs to Restart

Working Capital Needs : Loan ($250 000) , 500 000 (1000 ID)

Security Needs : 36 persons

Other Needs : Fork Lift, Crane , Truck, ... etc and electricity.

13. Strengths, Weaknesses, Opportunities & Threats

Description of Strengths

1- We have the rare equipments for CNC heavy duty machines .
2- High experience in welding processes.
3- We have large workshop , heavy overhead cranes enable us to manufacture and fabricate special parts and equipments.

Company Name : Radhwan Company

Description of Weaknesses :

(1) The far location of the company (outside of Baghdad)
(2) Marketing difficulty.

Description of Opportunities: -

Description of Threats : -

14. Long Term Strategy

Description of Strategy

(1) Possibility for manufacturing and repairing large forming dies.
(2) Manufacturing and renew heavy parts (cement plants, power plants, and oil industries)
(3) Drinking water units, reverse osmosis, and waste treatment units
(4) Scaffolding steel structures and forms walls.
(5) Special spare parts.

Potential New Products

Potential Partnership Opportunities

15. Revenue and Costs Overview

Description of How Pricing Was Set : Product cost + Margin profit

Description of Production Costs : Raw material + labors + company overheads

Potential for Profitability in Free Market : Good

16. Financials – 2002

Income Statement	Iraqi Dinars (000's)	Notes
Revenue	5139000	
Cost of Goods	2118000	
Gross Margin	2613000	
GM as % of Rev	51%	
Personnel	1556000	
Sales & Mktg	6366000	
R & D	7000	
Fuel and Electricity	14000	
Other Operating Expenses	19000	
Operating Margin	2494000	
OM as % of Rev	49%	
Interest Exp	0	
Extraordinary Exp	252000	
Profit Before Tax	2494000	
Taxes	0	
Net Income	294000	

Capital Expenditures

2002 Total & Description of Major Purchases

Balance Sheet : as annex (1)

Assets
- Cash
- Accts Receivable
- Inventory
- Other Current Assets

Company Name :

- Total Current Assets
- PP&E
- Other Assets

Total Assets

Liabilities
- Accts Payable
- Other ST Liabilities
- Total ST Liabilities
- LT Debt
- Other LT Liabilities

Total Liabilities

Total Equity

According to Annex (1)

17. Financials – Projections & Current Situation

Current Situation	Amount	As of (Date)	Notes
Cash in Bank	528000	31/12/2002	
Available Bank Credit Line	Non		
Accounts Receivable	4196000		
Total Assets	6397000		
Accounts Payable	3338000		
Drawn Bank Credit Line	Non		
Other Debt	Non		
Total Liabilities	6397000		
Projections			
Original 2003 Revenue Projection	10715000		
Most Recent 2003 Revenue Projection	1200000	5/3/2003	

18. Historical Subsidies

Overview of Subsidization

	Amount	Notes
Total MOUs received in 2002 (in US $) :	Non	
Total Bilateral Contracts in 2002 (in US $) :	0	
Other Direct Subsidies		

19. Accounting Standards

How Often Financial Statements Are Prepared

Audit Performed (Y/N) and by Who

20. Additional Information on Company on File

Employee Census

List of employees on disability : 1

List of employees who qualify for pension : Non

List of employees by region : 755

21. Notes

Define how SOE is incorporated. Review how land is held by the SOE : Not cleared

Annex (1)

Balance Sheet, December 31, 2002

2002	Assets	Number	
	Fixed Assets	1	
190000	Fixed Assets / book value	11	
0	Organization cost	118	
0	In-work project	12	
190000	Total		

2002	Current assets	Number	
1467000	Inventories	13	
0	Bill of credit	138	
16000	Loans	14	
4196000	Receivable	16	
528000	Cash	18	
6191000	Total		

6397000 Total of assets.

	Long Term Liabilities	2	
157000	Capital	21	
408000	Reserves	224	
2494000	Cross profit	222	
3059000	Total		

	Short Term Liabilities		
0	Allocating	232	
3338000	Payable	26	
3338000	Total		

63970000

#19

OFFICIAL DIRECTIVE TO MIC DIRECTORS GENER

DIRECTOR- INDUSTRIAL CONVERSION
for the
MILITARY INDUSTRY COMMISSION (MIC)
Ministry of National Security and Defense
Coalition Provisional Authority in cooperation with the Governing Council of Iraq
August 4, 2003

DIRECTIVES

The former regime does not exist and any promises or directives it gave you is witl meaning. The new government of Iraq is the only recognized sovereign authority.

The Directors General of each MIC company and the Directors General of M headquarters must sign this statement immediately indicating their receipt of this direc and must comply with the terms outlined below or face serious sanctions that could lea the immediate termination and loss of salaries, pensions, and freedom by referral of tl names for non-compliance to the Iraqi Ministries of Justice, Interior, and Finance.

All Directors General ("DGs") must make an appointment to be interviewed personally the CPA/MIC Task Force. Appointments will be coordinated by MIC headquart administrative staff. All information with regard to business assets, weapons of m destruction, or hard drive and other electronic data records must be brought to t interview for the benefit of a free and democratic Iraq. Any effort to conceal information assets will have grave consequences.

All Directors General are currently being paid as are their employees. Therefore, they a directed to work and supervise their companies and their staff for the benefit of the nati of Iraq. Directors who do not report to work or who do not attempt to assist th companies or employees will be terminated immediately by this office. Directors Gene who attempt to profit personally from the consequences of war or from their companies w be terminated.

All Directors General must provide MIC headquarters and this office with detailed writt information concerning the automobiles assigned by MIC and must make an appointme to return those vehicles. Failure to comply with this instruction will result in terminatio and sanctions.

All Directors General must acknowledge their receipt of these directives by signing below.

Receipt of Directives:
I acknowledge that I have received this directive.

Name: (b)(6) **Company:** Radhwan Al-Radh

[redacted]

شركة الرضوان العامة

Al-Radhwan General Company

ASSESSMENT FORM
Military Industrial Commission

COMPANY NAME : *Radhwan Company*
(Also name of Parent Company, if it applies)

Company Address : *Baghdad – Abu Ghraib – Khan Dhari*

- **Description of Business :**
  (A) CNC heavy duty medium machining
  (B) Different Welding Processes
  (C) Sheet metal forming

Total Revenue/Income in 2002 in Iraqi Dinars : *5,139,466,610 ID for 2002*

Total Number of Employees : *755*

- **Annual Total Employees salaries and bonus (in Dinars):** *1,500,000,000 per year*

Director General—Name, Address, and Telephone : *Hameed Aboud Hat'hoot , Alanbar – Al-Amiriah, Tel. 024570162*

Name of the Top 4 Managers under the Director General with addresses :

(A) Laith Rasheed Shakir , Baghdad, Sector 636, St. 3, House 22
(B) Nawar Khalil Abid, Baghdad, Sector 879, St. 24, House 55
(C) Majeed Slaiby Abdullah , Al-Radwaniah – Al-makasip Village
(D) Fadhil Abbas Mutlag , Baghdad , Al-Seediah, Sector 827, St. 37, House 12

Which banks did you use : *Al-Rasheed – Al-Yarmook Branch -71*

How badly is your company damaged ? Describe and provide photos.

Damage 40%

- *Machines : Small machines are looting large and medium damaged 50%*
- *Building : looted 30%.*
- *Documents 100%*

How many factories and facilities do you have ?

(1) Machining factory.
(2) Welding and assembling factory.
(3) Fabrication factory.
(4) Technical equipment factory.

What products do you make ? What services do you provide ?

(1) Manufacturing of heat exchangers and pressure vessels.
(2) Drinking water unit.
(3) Fuel Storage Tanks.
(4) reverse-osmoses units.
(5) Waste treatment units.
(6) Scaffolding and steel structure for construction
(7) Machining and recondition the large and heavy parts
(8) Oil pipeline Dia. 1.2 m and oil equipment
(9) Possible manufacturing of large forming dyes
(10) Maintenance and recondition of power plants, erection of large storage tanks for oil, installation of equipment mks, steel structure

Who are your customers ? Name the top five customers.
(1) General Commission for drinking water.
(2) Ministry of Defense
(3) IKHA Comp.
(4) Ministry of Irrigation.
(5) Ministry of Industry.

Who are your suppliers of goods ?
Local and foreign companies.

What are your imports and exports ?
Imports : Mks , raw materials, tools , semi-finish parts , spare parts
Exports : Non.

Who is your competition ?
(1) Al-Nasr Al-Adheem Comp.
(2) Al-Faris Comp.
(3) Um-Al Ma'arik Comp.
(4) Ibin Majid Comp.

What is your inventory ?
Raw materials, tools , spare parts, accessories.

What are your fuel and electric needs ?
Bernzene, Gasoline : 300000 liters per year , Electricity.1 MKVa

What else do you need to re-start your business ?
Money, how much ? 250000 $
Security , how much ? 50000000ID
Other ? 450000000 ID (for rebuilding)

What is your long term strategy if you cannot make military goods ?
(1) Possibility for manufacturing and repairing large forming dies.
(2) Manufacturing and rehabilitate heavy parts (Cement plants, power plants , oil industries)

(3) Drinking water , repair osmoses , waste treatment units.
(4) Scaffolding , steel structures for construction.
(5) Special spare parts.

Provide and attach your latest financial documents ?

How has your company been subsidized ?

QUESTIONS FOR DIRECTOR GENERALS ONLY

What is your position in the Ba'ath Party on 16 April 2003 ?
Shu'ba Member

What different levels of membership did you have from the start to the finish of the Ba'ath Party ?
Member , (Firqa) Member , (Shu'ba) Member

Why do you join the Ba'ath Party?
To get a job

Why did you remain in the Ba'ath Party?
To continue my job and to get another higher position.

What is your educational background ? Where did you attend school ?
Primary, intermediate and secondary education at Falluja.
B. Sc. in mechanical engineering from University of Technology, Baghdad.

What other companies have employed you ?
1- Badr Company 2- Uqba Bin Nafi'e Company 3- Saddam Company
4- Al-Uboor Company 5- Al-Karama Company

What military service did you perform and when ?
Primary training course for one month

Why should the Coalition Provisional Authority place its trust in you ?
All of what I have said is trustful and accurate.

1- What is the name of your company ?

Al-Radhwan General Company

2- Provide a brief description of your company (in 200 words or less). Include description of your products, facilities, customers and number of employees.

It is one of the Military Manufacturing Commission, located at Abu-Ghraib , Khan Dhari area, at about 30 km to the north west of Baghdad. It was established in 1988 and inaugurated in 1990.

The company is self-financing, with a state support for financing new enlargements and supporting the competitive attitude of the company.

The company includes three large factories :

- Heavy work factory.

- Engineering equipment production factory

- Welding and assembling factory.

- Fabrication factory.

In addition to the following back up offices :

- Maintenance

- Technical affairs

- Quality control

- Administration office.

- Monetary office

- Trade office

The company includes 755 employees distributed as follows :

120 engineers with variety of qualifications

350 technicians

80 administrative officials

200 Vocational technicians

The company produces :

- Storage and pressure vessels with various industrial equipment

-Water purification units equipment

- Backing up Al-Akhaa (Saddam) general company in manufacturing spare parts of the artillery vehicles (122 and 155 mm.)

The company had contracts and agreements to supply products, and as follows :

- Contracts with the Ministry of Defense to supply reservoirs and material in an amount of 4 billion ID.

- Contracts with the Ministry of Interior, the General Commission for Water and Sewage, to manufacture equipment of 75 water purification units (were being assembled).

- Contracts with the Ministry of Interior, the General Commission for Water and Sewage, to manufacture equipment of 50 water purification units. (have not been carried out)

- Agreement with Saddam General Company to produce spare parts for 125 artillery vehicles (122 mm.) and 75 artillery vehicles (155 mm.)

- *Agreement with Ibn Al-Waleed, and Um Al-Ma'arik General Company to produce various molds for tank spare parts.*

- *Various agreements with the General Company for Cement, south and north, to manufacture rings for the cement ovens, and oven cogwheels.*
- *Agreement (to be signed) for the production of wet oil treatment equipment in cooperation with Al-Nasr Al-Adheem, Um Al-Ma'arik and Ibn-Majid companies for the benefit of Oil Ministry.*

3- Name of contact person and position held at company.

A\ Director General and Head of Administration Board , Hameed Aboud Hat'hoot
B\Finance Director, Haitham Asaad Jameel , Baghdad , Tel. 7270917

4- Phone # and email address for contact person

A\ Al-anbar - Al-Faris Al-Arab Dwelling Complex, Al-Amiriaj, Tel. 024570162
B\ Baghdad , Tel. 7270917

5- How much money in US $ are you requesting ?

1- We need an authorized person to talk to him about that
2- We need governmental support (Money) to help us for rebuilding fabrication work shops factory and utilities about (250000)$ and (500) million ID

6- What exactly will the money be spent on ? Be specific, and account for 100% of the loan amount. Describe the products or services, quantity to be purchased, unit pricing and names of suppliers.

- *Purchase of welding machines .*
- *Reconstruction(electricity and water supply units, the administration building, and two factories) .*
- *Purchase of raw material*

7- How does this loan and its uses address your long term goals for your company ?

The governmental support will help in re-operating, and reconstruction of the company to re-gain its full capacity, and to study the possibility of production of new parts in its plans.

8- Describe why you need the products or services you intend to purchase. What will it allow you to produce ?

In order to re-construct the company, there must be an operation to a certain percentage of the company potentials to achieve an income which cover personal wages with reasonable margin of benefits which allow the reconstruction of the company, and that would be carried out through the activation of the company's previous contracts with the Ministry of Interior.

9- Do you have a customer for the products you will produce ? If yes, name the customers.

According to the contracts signed with the Ministry of Interior, there still have been about 120 water units to be produced.

10- How much cash do you currently have in the bank ? Provide the bank name and branch.

Al-Rasheed bank- Al-Yarmook branch-71
The funds is about (110) milion ID

11- How much money is currently owed to you by customers ? Provide the names of the customers that owe you money.

It is neither possible to specify the money owed to the company nor the names of customers owed to the company, because the monetary documents have all been destroyed or burned by thieves who attacked the company.

12- What is the market value of inventory you currently have ? Include both raw material and finished goods. Describe the inventory.

At the present there is no inventory in the company as it has been stolen by thieves.

13- Identify any assets that you can use as collateral for the loan. For example, finished inventory, accounts receivable or property. Provide the market value of these assets.

The machines and lands of the company.

14- How much money do you currently owe to suppliers. Identify the suppliers by name and amount for each supplier.

The same note as in (11) above

15- How much money do you currently owe to banks ? Identify the banks by name and amount for each bank.

Non

16- How much revenue does your company expect to generate in the next 3, 6 and 12 months?

In case that the first stage of reconstruction, vessels and reservoirs production factory, water and electricity station would be completed, then it would be possible to plan to produce the equipment of 12 assembled water units, in a total of $ 500,000 (100 million ID).

17- When will you repay the money ? Will you repay 100% of the loan at one time, or repay in installments. If in installment, provide repayment rates in percentages repaid on each date.

We will specified according final taking for article(5) above

18- What are the competitive strengths of your company ?

- *Possession of production tools not available at the country companies.*
- *Good experience for the engineering personnel in the field of work technology, welding, designs, and quality inspection.*
- *Continuous development and training for the technical and engineering employees.*

19- Who are your biggest competitors ? Include both Iraqi companies and imports from other countries.

- *Al-Nasr Al-Adheem Company – Ministry of Industry and Minerals*
- *Al-Akha'a Company – Military Manufacturing Commission*
- *Um – Al-Ma'arik Company – Military Manufacturing Commission*
- *Al-Faris Company – Ministry of Industry and Minerals*

20- What is your market share in Iraq for the products this loan will help you produce ?

It is not possible to specify that as there is no investigation to the market needs to our previous products. We were the primary manufacturers of water purification units and oil storage tanks , large forming molds manufacturing, and heavy production tools, as we were of the rare possessors f such heavy production tools.

21- Describe the risks to your company's projections. What could potentially prevent you from meeting these goals ?

- *Lack of experience of marketing*
- *The change in the financing system from central to loans.*
- *drawbacks of import and export at present.*
- *abstain of most customers to purchase our products, instead they prefer to import them (as there were past instructions which prevent the import of things which could be produced inside Iraq.)*
- *Difficulty in performing dramatic changes in the administration and jural regimes to achieve high financial performance ensure the repayment of loans, particularly those related to the labor.*

22- Provide brief description of the top three executives at company, including years at company and relevant experiences. Provide CV's on separate sheet, if available.

Name	***Years of employment***	***Experience***
Laith Rasheed Shakir	20 years	Operation technology, quality control, industrial administration
Fadhil Abbas Mutlag	27 years	Operation technology, industrial administration, planning
Nawar Khaleel Abid	23 Years	Industrial administration, planning

Laith Rasheed Shakir *:An engineer in the field of mechanical working and in mold industry, started his tasks in the field of quality control, trained inside Iraq and abroad in quality control, fine molding, and manufacturing of boilers in addition to industrial administration, with the preparation of studies for company development. He is a member in the administration board and has training courses inside and outside Iraq.*

Fadhil Abbas Mutlag *: Chief engineer, director of planning, graduated from the college of Baghdad as mechanical engineer. He has experience in the field of mechanical designs/ production processes and technology and industrial engineering. He born in 1955 and worked for 26 years.*

Nawar Khaleel Abid : *He has B. Sc. degree in mechanical enginerring, worked at many companies such as Salah El-Din , Al-Izz, and Al-Radwan. He joined many training courses in mechanical and chemical fields and in industrial administration inside and outside Iraq. He has direct contribution in installing production lines involving mechanical and electronic works. He worked at the industrial administration and planning in the above companies.*

23- Provide a copy of your most recent (unaudited is acceptable) historical balance sheet, income statement and cash flow statement.

Attached paper

24- Provide a copy of your last audited historical balance sheet, income statement and cash flow statement.

None, because the Monetary Control Divan did not investigate the company accounts due to the current circumstances.

25- Provide a copy of your projected balance sheet, income statement and cash flows for the next 3, 6 and 12 months.

We are not able to do so because we did not plan for production, but for reconstruction processes.

Foreign Language

Foreign Language

Foreign Language

Foreign Language

Foreign Language

Foreign Language

Foreign Language

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7 NISSAN COMP.

To : Directorate for private sector Development
Att : MR. MARSAIL .
REF : Memo from TOM FOLEY.

Inclose with this letter all required lists and information in the letter of Mr. TOM FOLEY dated in 15 – 10 – 2003 .

And we would like to bring your attention to the following points :

1st :The transference of ownership of the land from Oil - Ministry to our company had been approved officially , and we follow with Landed – Registration office and we shall send you asummary of this matter .

2nd :Our company has no ownership of any other land or assets any where accept the existing location in AL – NAHRAWAN .

3rd : This company has no branches out or in side IRAQ .

4th : All the building and the hangers had been removed by contractor (HANEY AL- DARRAGY) accourding to the contract with coalition authorities and the legal department was informed officially about this subject .

ENG RAFEA' Y. ABBAS
Management Representative
Of 7 NISSAN COMP

04170

Annex-A

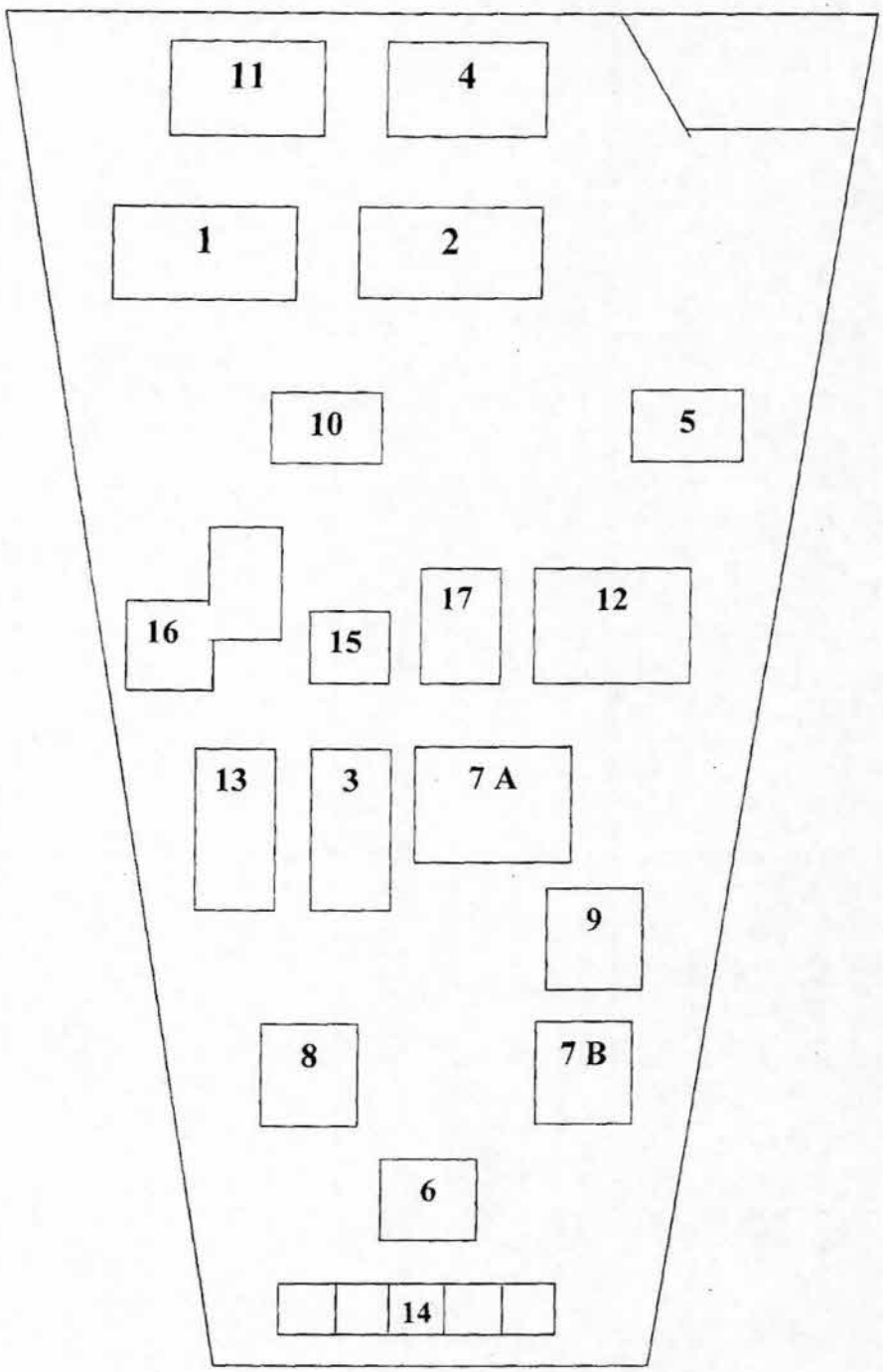
SITE : 7 – NISSAN COMP .

(Production of fuzes and shells for Artillery and rockets)

Adress : Al – NAHRAWAN (neighouring the petrolum Vellage)

Total Area : about 680000 m2

(Site picture)



|Annex A + C

Ser	Discribtion and using of buildings	Matrials using for constraction	Stairs no	Year of construction	Area m2	Volum m3	Damage %	Nominal value million (I.D)	Notice
1	Factory of mechanical of parsts for fuzes	Steel structure	1	84	12000	120000	95%	30	
2	Auxilliary work shops	Steel structure	1	84	7000	70000	95%	8	
3	Work shop for part machining	Steel structure	1	84	5000	50000	95%	18	
4	Work shop of assembling of fuzes	Steel structure	1	84	10250	102500	95%	26	
5	Work shop for pressing of explosives	Concrete	1	84	1250	12500	95%	3.5	
6	Work shop of explosives	Steel structure	1	2001	1500	15000	95%	400	
7A	Work shop final machining of artiliary shells	Steel structure	1	84	9000	90000	95%	25.5	
7B	Work shop for primary machining of artillery shells	Steel structure	1	84	4000	40000	95%	14.5	
8	Work shop for hot forging of shells	Steel structure	1	84	9000	198000	95%	19.5	
9	Work shop for hot squeezing of shells	Steel structure	1	84	2500	55000	95%	8	
10	Laboratories	Steel structure	1	84	1500	15000	90%	3	
11	Ro materials store house	Concrete	1	84	3000	30000	95%	9	
12	Spare parts store house	Steel structure	1	84	4000	40000	90%	9.5	
13	Tools and dies store house	Steel structure	1	84	6000	60000	95%	15	
14	Explosives store house	Steel structure	1	84	4000	40000	95%	17	
15	Management building	Concrete & bricks	1	84	3000	9000	90%	7	
16	Technical & commercial building	Concrete & bricks	2	84	3000	9000	90%	8	
17	Management of power services and maintenance	Steel structure	1	84	3000	9000	90%	9	

Annex : B

EMPLOYEES LIST

no	Description of Buildings	Age groups				Total
		30	30 45	-46 50	-51 55	
1	Factory of Mechanical machining of pasts for fuzes	255	450	30	15	750
2	Auxiliary work shops	77	130	11	4	220
3	Work shop for part machining	35	62	5	2	104
4	Work shops of Assembling of fuzes	50	87	6	2	145
5	Work shop of explosives	26	46	2	1	76
6	Work shop for pressing of explosives	19	33	2	1	55
7A	Work shop of final machining of Artillery shells	44	75	6	1	126
7B	Work shop for primary machining of Artillery shells	29	52	4	1	85
8	Work shop for Hot forging of shells	34	60	4	1	98
9	Work shop for squeezing of shells	25	43	3	1	73
10	Laboratories	67	115	9	3	193
11	Raw material store house	9	16	1	1	28
12	Spar parts store house	8	14	1	1	24
13	Tools and Dies store house	15	27	2	2	45
14	Explosives store house	9	16	1	1	28
15	Management Building	85	146	12	12	244
16	Technical and commercial Building	47	81	6	6	135
17	Management of power services and maintenance	78	133	11	11	223
	Total	928	1591	132	132	2652

Annex Y :

All stored materials (raw materials , spare parts ,tools and dies , finish and simi finish products , fuel and others) were stolen during the early days after the falling of previous regime .

Annex D :

Some of machines were stolen completely and the remaining few machinery were subjected to the damage and the major parts and auxiliaries were removed . And whatever the remain damage machinery was finally lifted and removed by the contractor (HANEY AL- DARRAGI)As we have reported these information to (Dr. MUSADDAK AL- JANABI) dated in 30- 9 – 2003 .

ASSESSMENT FORM
Military Industrial Commission

COMPANY NAME:
(also name of Parent Company, if it applies)

7- Nissan. Company

Company Address:

Baghdad - AL- Nahrwan.

Description of Business:

production of fuzes (machinining and assymbly)
and artillary - shells.

Total Revenue/Income in 2002 in Iraqi Dinars:

11,- billion I.D

Total Number of Employees:

1860 pers.

Annual Total Employee salaries and bonus (in Dinars):

3,- billion I.D

Director General--Name, Address, and Telephone:

Hashim - Jassam Muhammed AL-Dulymi.
Baghdad AL - Amiriah. (636 - 6- Home no. 55)
Tel. 5567124

Name of the top 4 managers under the Director General with addresses:

1. Rafie yousif Abbas (Debuty G.D)
2. Muhanned Muhammed obaidi (planing Manager).
3. Serwan Abdula AZeeZ (Engineering Manager).
4. Muhammed yonis saleh. (Production Manager).

Which banks did you use:

AL Rafidain Bank - Baghdad AL-Jadidah.

How badly is your company damaged? Describe and provide photos.

Buildings : 50% damages
Services : 30% "
Machines : 90% "

How many factories and facilities do you have?

4 - factories
plus 4 - Labrotories , 6 - war-House
20 - different site for technical services.

What products do you make? What services do you provide?

- fuzeZ, artillary and missils shells (122 m, 152 m).
- production of defferent Line michanical part.
- produtions of small part of plastic.

Who are your customers? Name the top five customers.

Iraqi - ARMY Through Hulteen Compancy

Who are your suppliers of goods?

Local markets, QaQa Comp. and stocks in stors.

What are your imports and exports?

No exports. but importe machines, Tool, row material.

Who is your competition?

None.

What is your inventory?

Self inesment and fimanicial Ministry.

What are your fuel and electric needs?

Labricating oil (100,000 lit) annoyling and 30 MVA.

What else do you need to re-start your business?

furniture

Money, how much? * civil services : 3, billion I.D
* spare parts : 1 million $
* Machines : 3 million $

Security, how much?

10, million I.D

Other?

Tool and Raw Material(s).

What is your long-term strategy if you cannot make military goods?

production of fine parts, plastic parts, and Mechanical and electronical assymbly and hot forgging Technology.

Provide and attach your latest financial documents?

Incomes ≈ 10, billion I.D
expanses ≈ 5, billion I.D

How has your company been subsidized?

None

QUESTIONS FOR DIRECTOR GENERALS ONLY

- What was your position in the Ba'ath Party on 16 April 2003?

  ODU Ferqa.

- What different levels of membership did you have from the start to the finish of the Ba'ath Party?

  ODU and odu ferqa.

- Why did you join the Ba'ath Party?

  Since it is Goverment party and you cann't promoted only if you are join the party.

- Why did you remain in the Ba'ath Party?

  In my Carrer (millitary Athurity) I should Continue in the party.

- What is your educational background? Where did you attend school?

- B.c chemist, Musel
- post gratueted production of explosive materials. yogoslavia

- What other companies have employed you?

QaQa Comp. and AL-Yarmuk Comp and Y-nissan Comp.

- What military service did you perform and when?

As a solder in 1974

- Why should the Coalition Provisional Authority place its trust in you?

Because It is true.

Foreign Language

Foreign Language

Foreign Language

Foreign Language

Foreign Language

#2

OFFICIAL DIRECTIVE TO MIC DIRECTORS GENERAL

DIRECTOR- INDUSTRIAL CONVERSION
for the
MILITARY INDUSTRY COMMISSION (MIC)
Ministry of National Security and Defense
Coalition Provisional Authority in cooperation with the Governing Council of Iraq
August 4, 2003

DIRECTIVES

The former regime does not exist and any promises or directives it gave you is without meaning. The new government of Iraq is the only recognized sovereign authority.

The Directors General of each MIC company and the Directors General of MIC headquarters must sign this statement immediately indicating their receipt of this directive and must comply with the terms outlined below or face serious sanctions that could lead to the immediate termination and loss of salaries, pensions, and freedom by referral of their names for non-compliance to the Iraqi Ministries of Justice, Interior, and Finance.

All Directors General ("DGs") must make an appointment to be interviewed personally by the CPA/MIC Task Force. Appointments will be coordinated by MIC headquarters administrative staff. All information with regard to business assets, weapons of mass destruction, or hard drive and other electronic data records must be brought to this interview for the benefit of a free and democratic Iraq. Any effort to conceal information or assets will have grave consequences.

All Directors General are currently being paid as are their employees. Therefore, they are directed to work and supervise their companies and their staff for the benefit of the nation of Iraq. Directors who do not report to work or who do not attempt to assist their companies or employees will be terminated immediately by this office. Directors General who attempt to profit personally from the consequences of war or from their companies will be terminated.

All Directors General must provide MIC headquarters and this office with detailed written information concerning the automobiles assigned by MIC and must make an appointment to return those vehicles. Failure to comply with this instruction will result in termination and sanctions.

All Directors General must acknowledge their receipt of these directives by signing below.

Receipt of Directives:
I acknowledge that I have received this directive.

Name: (b)(6) **Company:** Y. Nissan Co. P.

C-٢١٨٤

AL – Harith Company

To/ private sector development

Subject / information

Refering to your letter that sended to us at 20/10/2003. We would like to inform you that the Answers about all the articles will be approximately because we dont have anacception to enter the company from the CPA that founded in the position. *

As well as all the maps and the dimensions are approximately made for the above reasons.

Below the answer for the articles:

1- The company's was established at the name (Al-Harith factory) according to the law of M I C No (41) at the years of 1988 and according to the ordinance No (5242) at 8/12/1988.

And changeed to the name AL-Harth company according to companies system Law (21) of year 1997. we have no license of this ordinance.

2-The company specialized for overall and medium repair of the air defense equipment besides of some of the factories have civil activities such as:

- Repairing and setting measuring devices and indicators with all types used in civil and navigation systems with high accuracy scuh as Electrical – Electronic – digital – micro wave and Mechanical devices.
- Production and repairing battery charges with all rating and typs.
- Production and repairing of power supplies with all types and ratings.



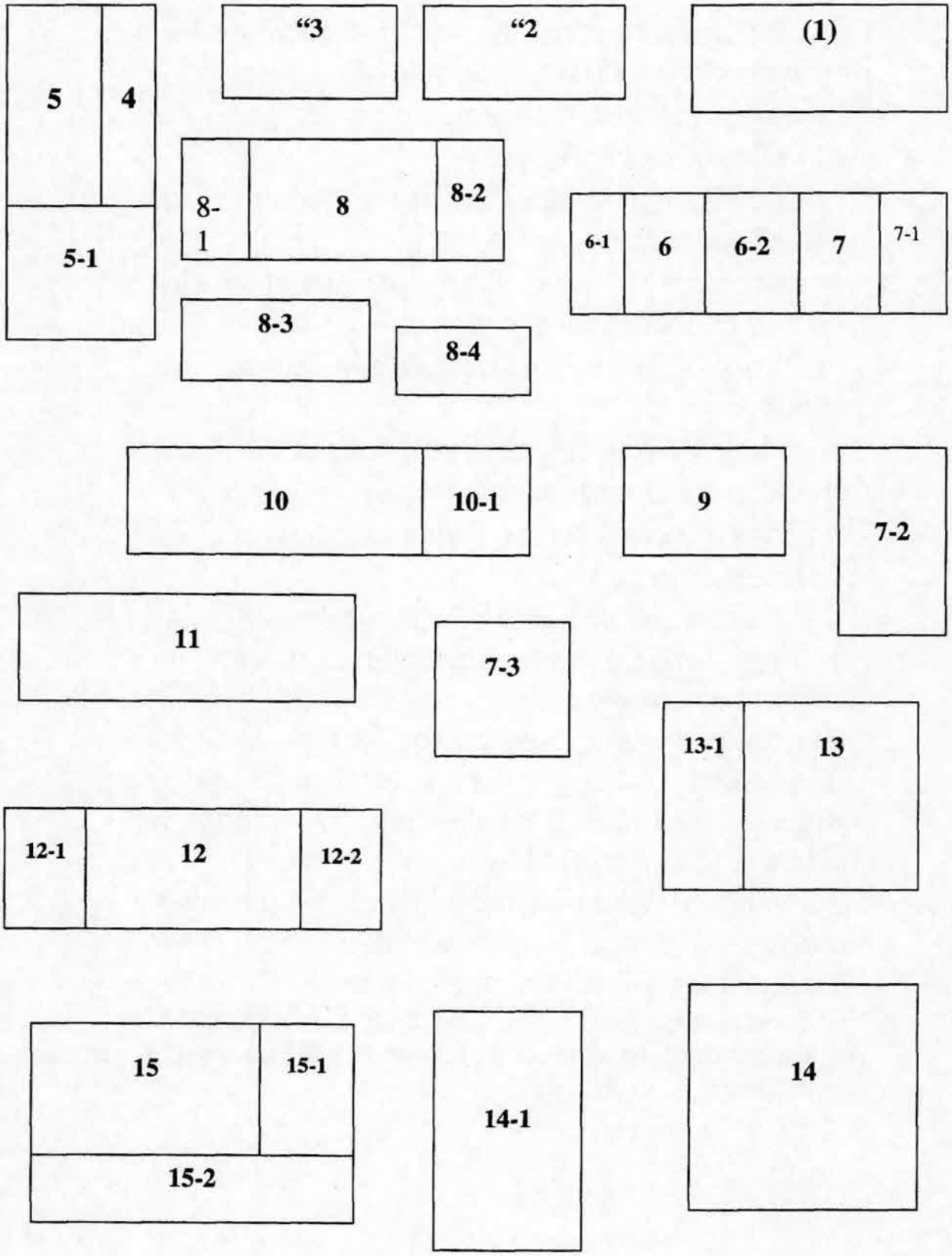
- Production and repairing welding machines with all types and rating.
- Repairing of modified welding machines like (Arcon – Co2 – Plasma – Spotwelding).
- Repairing and maintenance power generator with all types and ratings.
- Repairing and maintenance air-compressors with all ratings.
- Mechanical work shop for manufacturing some of he medicinal speerparts .
- Work shop for manufacturing plastic and rubber parts.
- Work shop for repairing exchanges telephone – radio communication devices.
- Installion and setting video cameras used for civilactivies or services.
- Center of research (Programming and printing carts). And researching works for different electronic field.

3- The company is located on the eastern part of al-Tajee camp and along diglaariver beatch and our company separated from the camp by a long wall and have total are 400 Hectar.

4- Our land company ownership is related with the ministry of property and we don't have a self document for the land of the company.

5- The general maps of the companys building is shown below with approximately dimension because we have no acception from CPA to enter the camp.

Annex a / ملحق أ



Idintifition list of annex A

No	Name of plant	Diminsions (m)
1	Centeral mangment of co.	75×10×10
2	Tech. Dirctoraes & clinic center	75×6×10
3	Tech. Dirctoraes	75×6×10
4	Tech. Dirctoraes	75×6×10
5	Production factory	100×90×12
5-1	additional	15×90×12
6	Production factory	25×90×12
6-1	Additional	10×90×10
6-2	Additional	10×90×12
7	Production factory	10×90×12
7-1	Additional	10×90×10
7-2	Additional	25×90×10
7-3	Additional	25×15×10
8	Production factory	50×90×12
8-1	Additional	10×90×10
8-2	Additional	10×90×10
8-3	Additional	25×90×12
8-4	Additional	25×6×10
9	Production factory	25×12×10
10	Production factory	50×10×10
10-1	Additional	15×10×6
11	Technical store	15×100×10
12	Production factory	25×90×10
12-1	Additional	10×90×8
12-2	Additional	10×90×8
13	Production factory	25×90×12

13-1	**Additional**	**25×90×10**
14	**Searching center**	**50×25×10**
14-1	**Additional**	**25×50×4**
15	**Production factory**	**25×90×12**
15-1	**Additional**	**50×6×10**
15-2	**Additional**	**15×90×12**

6- No existence.

7- below the information of the ages of the employment according to annex b and the upto the end of November –2003 and this information will be updated because of returning of political cancled employers that means there will be an addition al No. of employers latter.

Annex B

	Age ranges						Name of the plant for the diractors and factories	ت ت
AL	60 +	56/60	51/55	46/50	30/45	< 30		
0	–	–	–	8	42	20	(1) Company center مقر الشركة	1
2	–	–	1	1	35	15	Management (1) الإدارية	2
6	–	–	–	1	15	10	Economy (3) الاقتصادية	3
8	–	–	1	1	25	11	Commercial (2) التجارية	4
8	–	–	–	8	21	9	Planing and supervising (1,2) التخطيط والمتابعة	5
3	–	–	–	5	33	15	Technical service (4) الخدمات الفنية	6
7	–	–	3	6	23	5	- (3) Q.C الرقابة والفحص الهندسي	7

8	المعلومات (2) Information	10	12	1	1	–	–	4
9	الرقابة الداخلية (3) Internal Inspection	3	5	2	–	–	–	0
10	الهندسية (1) Engineering	5	21	6	1	–	–	3
11	السلامة المهنية (2) Technical save	9	25	1	1	–	–	6
12	القانونية (1)Gujement	1	5	–	–	–	–	5
13	المركز الطبي (2) Clinical center	1	14	1	–	–	–	6
14	مركز المثنى(14) **reaching center**	32	100	20	5	–	–	57
15	مصنع الميلاد (7) **production factory**	20	83	5	3	–	–	11
16	المصنع صلاح الدين (5) **production factory**	13	80	15	2	–	–	10
17	مصنع الرشيد (8) **production factory**	15	51	8	1	–	–	5
18	مصنع الصديق (15) **production factory**	25	54	9	–	–	–	8
19	مصنع الأمين (10) **production factory**	6	40	8	1	–	–	5
20	مصنع طارق (9) **production factory**	8	39	10	2	–	–	9
20	مصنع الفاروق (6) **production factory**	10	86	8	–	–	–	04
22	مصنع القدس (13) **production factory**	20	67	5	1	–	–	3
23	مصنع خالد (12) **production factory**	16	80	–	–	–	–	6
24	المجموع TOTAL	277	956	129	22			387

Paragraph 8-9-10 can not be answered for atime being for the reasons explaned above .

11- No existence.

12- No existence.



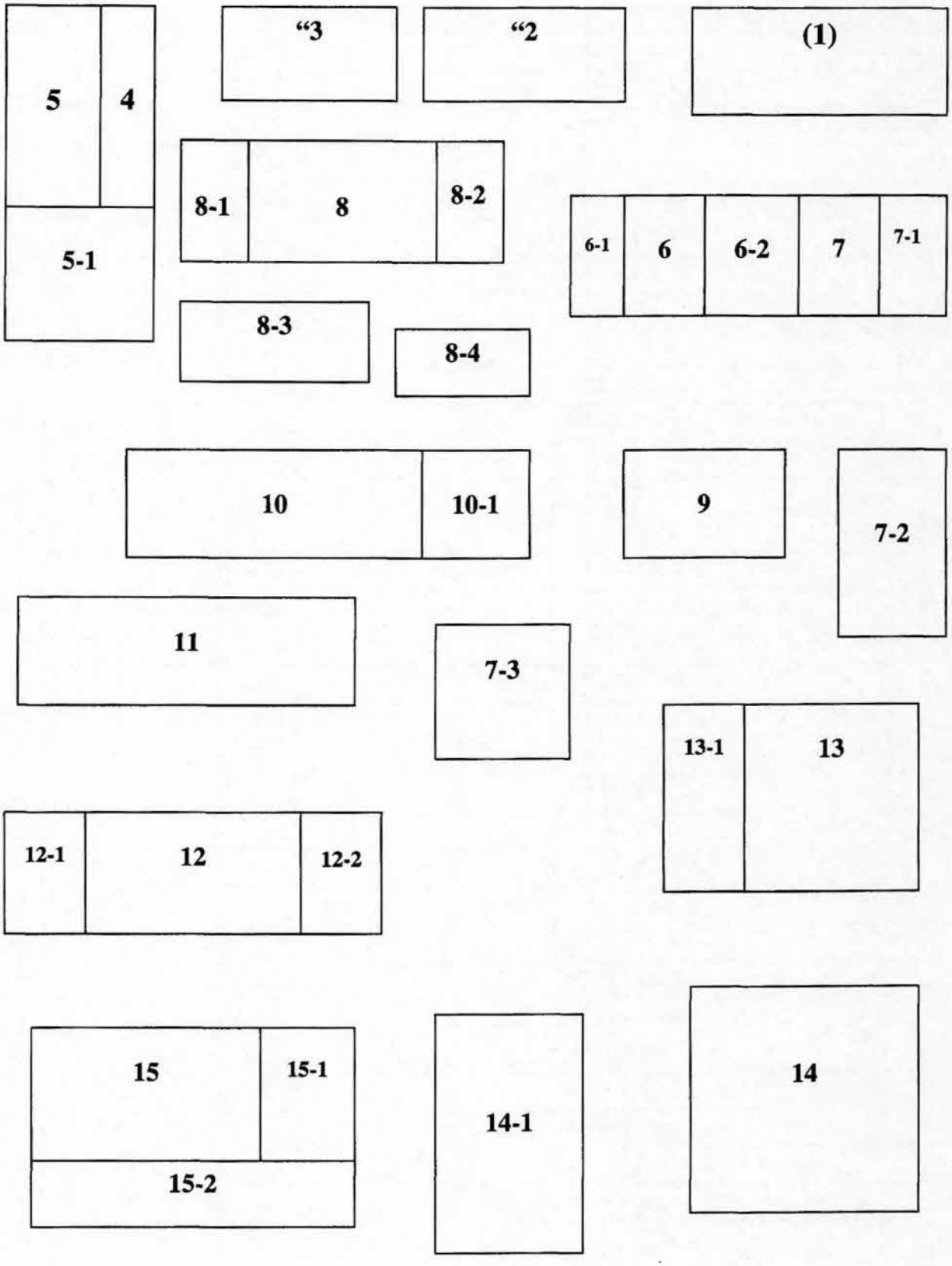
CHIEF ENGINEER
THAMIR MAHMOOD MAJEED
D.G OF AL – HARITH COMPANY

11/12/2003

Foreign Language

Foreign Language

Annex a / ملحق أ



Foreign Language

Foreign Language

Foreign Language

ASSESSMENT FORM
Military Industrial Commission

1. **COMPANY NAME: AL- HARITH**

2. **Company Address: Baghdad / AL-Tagi Camp.**

3. **Description of business:**

   a. **Rehabilitation and medium repair of**
      i. **Air-Defense equipments (which include both Guidance and Control missile stations and the missiles namely ,Pechora, Kvadrat , Volga and Osa (missiles not included)).**

      ii. **Russian communication equipments and artillery stations.**

      iii. **Early – Warning Russian Search Radars(P-12,P-18,P-19, P-35 etc.).**

   b. **Equipment Calibration.**

   c. **Assembling of battery chargers of various current ratings as well as heavy duty vehicle starters.**

   d. **Repair of medium and small ratings of Electrical power generators.**

   e. **Research and Development Center : The main activity of this center is performing research studies in the field of air defense as well as developing AD equipments.**

4. **Total Revenue / Income in 2002 in Iraqi Dinars(ID):**

   Revenue = 6,837,349.057 ID
   Income = 14,912,289.921 ID

5. **Total Number of Employees : 1382**
Ph.D Holders= 5
M.Sc. Holders= 16
B.Sc. Holders= 312 (Engineers, Physics ,Chemical ,Computers , Administration , Law ...)
Others = 1044 (Technicians and Adminstrators)

6. **Annual Total Employee salaries and bonous(in ID):**

Anuual Total Salaries= 525,605.017 ID
Anuual Total Bonous= 4,733,518.524 ID

7. **Director General Name, Address , and Telephone:**

Name : General Dr. Eng. Husham Jawad Ahmad
Address : Baghdad / Al-Saydeia / Mahalla: 823 Zukak:63 Dar No.:78
Telephone: 5545229

8. **Name of the top 4 managers under the Director General with addresses:**

i. Brigadier Eng. Salah Ibraheem Ahmad (B.Sc. E. Eng./ Deputy of Director General),
Address : Baghdad / Hay Oor/ M.325 Z.86 D. 5
Phone No.: 8837008

ii. Brigadier Eng. Ali Hussian Ali (B.Sc. E. Eng. / Planning Depart. Manager)
Address : Baghdad /Hay Al-Khaleej/ M.709 Z.5 D. 49
Phone No.: 7637648

iii. Brigadier Eng. Basheer Elaiwe Hamza(B.Sc. E.Eng./ Al-Meelad Factory Manager) .
Address: Baghdad /Al-Gazalia/ M.655 Z. 83 D.17
Phone No. : 5152308

iv. Brigadier Eng. Akram Makky Faraj (B.Sc. E. Eng. Tarik Factory Manager).
Address : Baghdad/ Hay Al-Elam M. 829 Z.14 D.33
Phone No.: 5580902

9. **Which banks did you use:**

i. Rafidayn Bank No. 47/348 (MIC Branch)
ii. Rafidayn Bank No. 1087/122 (Al-Muheet Branch)

10. How badly is your company damaged? Describe and provide photos.

The company is almost 100% damaged and it is now occupied by US army Force ,and thus permission is needed if photos are required.

11. How many factories and facilities do you have?

Nine Factories + One Research Center, and six main facilities.

12. What products do you make ? What services do you provide?

As is mentioned above the company is mainly concerned with rehabilitation and general repairs of AD equipments.

13. who are your customers? Name the top five customers.

Generally the ministry of defense and particularly Air-Defense.

14. Who are your suppliers of goods?

Various Local and Abroad (mainly Russian and Belarose)

15. What are your imports and exports?

In this company imports were mainly out of order AD equipments and exports were the repaired equipments.

16. Who is your competitor? None

17. What is your inventory?

Various kinds of Electronic components and special spare parts .

18. What are your fuel and electricity?

i. Gasoline	: 500,000 liter /year
ii. Kerosene P70	: 250,000 liter /year
iii. Engine Oil S40	:50,000 liter /year
(For Diesels) S30	:50,000 liter /year
iv. Electricity	: 2 Mwatt

19. **What else do you need to restart your business ?**

Money ? 15 Billion I.D.
Security ? Around 25 people are required.
Others ? a. Water Supply Pumping System,
b. Fire Extinguisher System.
c. Air-Conditioning System.
d. Measuring equipments and necessary tools (depends on the new concept of the company)

20. **What is your long-term strategy if you cannot make military goods?**

The company has skilled peoples with various specialties and some have higher scientific degrees which makes them capable to be engaged in many kinds of research studies and products particularly in the fields of electronics , control ,communications and computers.

21. **Provide and attach your latest financial documents.**

22. **How has your company been subsidized?**

Two types , Self and Central.

QUESTIONS FOR DIRECTOR GENERALS ONLY

1. **What was your position in the Ba' ath Party on 16 April 2003?**

   Group (Furka) Member

2. **What different levels of membership did you have from the start to the finish of the Ba'ath Party?**

   i. **Supporter (Moayyad)**
   ii. **Helper (Nasseer)**
   iii. **Advanced Helper**
   iv. **Member**
   v. **Group (Fourka) Member**

3. **Why did you join the Ba'ath Party?**

   Because I had to do it . It was almost compulsory.

4. **Why did you remain in the Ba'ath Party?**

   Because there was no other way (The Ba'ath Party was the only Party that one should participate otherwise one will loose his place or job.)

5. **What is your education background? Where did you attend school?**

   I am a Ph.D. holder in Electronic(Communications) Engineering ,graduated from U.K. (England).

6. **What other companies have employed you?**

   i. **Lecturer in Military Engineering College(Ministry of Defense)**
   ii. **Scientific Researcher in Al-Meelad Company(MIC).**
   iii. **Director General of Al-Meelad Company.**

7. **What military service did you perform and where?**

   Officer in Military Engineering College(Ministry of Defense)

8. **Why should the Coalition Provisional Authority place its trust in you?**

Why they should not?

The nature of my work was mainly of Engineering and Research type , and even being a Director General of a company in MIC there were a very little and not mentioned activity concerning Ba'ath's Party matters. The most important priority in the company was how to perform the jobs in the best way and how to get money to the company as much as possible .Thus I think there is no reason that the Coalition Provisional Authority should not place its trust in me.

Foreign Language

Foreign Language

Foreign Language

Foreign Language

Foreign Language

Foreign Language

Foreign Language

Iraqi State Owned Enterprises
Company Loan Request.

Question No.	Answers
1.	Al-Harith
2.	a. Rehabilitation and medium repair of i. Air-Defense equipments (which include both Guidance and Control missile stations and the missiles namely ,Pechora, Kvadrat , Volga and Osa (missiles not included)). ii. Russian communication equipments and artillery stations. iii. Early – Warning Russian Search Radars(P-12,P-18,P-19, P-35 etc.). b. Equipment Calibration. c. Assembling of battery chargers of various current ratings as well as heavy duty vehicle starters. d. Repair of medium and small ratings of Electrical power generators. e. Research and Development Center : The main activity of this center is performing research studies in the field of air defense as well as developing AD equipments.
3.	Mr. Alaa Harffosh Salman/ Head of Finance Department.
4.	Not available now.
5.	It is not possible to give a number unless the new identity of the company become clear.
6.	This will be answered later.

7.	Depends on the above point.
8.	It is not decided yet.
9.	Not yet.
10.	Cash amount= 3250000000 Three billion , two hundred fifty million I.D. The above is valid up to 3rd April 2003. Bank : Rafedain Bank (MIC Branch)
11.	The amount of money (up to 31st December 2002 is 7297116 Seven billion two hundred ninety seven million and one hundred sixteen I.D. (The name of customers is as given in the attached paper Annex 1). Remarks: i. It is not possible to list the names of all customers because the company is robbed. ii. It is expected that the amount of money will be (up to 31st March 2003) around 4500000 Four billion and a half .
12.	The market value of inventory up to 31st December 2002 is 3358779 Three billion three hundred fifty eight million and Seven hundred and seventy nine I.D. Remark: The market value mentioned above was representing the actual value ,but all the stores were destroyed during the war and it is needed to reevaluated on ground and this needs a permission to visit the company which is now occupied by American Army Force.
13.	Collateral for loan may be from Building and Land .
14.	Please refer to Annex No. 2 .

15.	None.
16.	Cannot be specified unless the new identity of the company is determined.
17.	Not settled now and depends on some of the above answers.
18.	The company has skilled people (Engineers and Provisional Technical experts) particularly in the field of Electronics.
19.	It would be better to postponed the answer later(after changing to new company with new products)
20.	Too early to answer this question.
21.	This is a negotiable point and it depends on many parameters.
22.	i Brigadier Eng. Salah Ibraheem Ahmad (B.Sc. in Electrical Engineering) He is a deputy Director General of Al-Harith Company and has more than 25 years service and he is specialized in repairing Pechora AD Missiles. ii Brigadier Eng. Ali Hussain Ali (B.Sc. in Electrical Engineering) He is the head of Planning Department of the Company and has more than 25 years service. iii Brigadier Eng. Akram Mekky Faraj (B.Sc. in Electrical Engineering) and he is the manager of Tariq Factory (Rehabilitation and Repair of Russian Communication Equipments) and has more than 20 years service.
23.	Most recent Balance Sheet up to 31st Deember 2002 is attached as Annex 3.
24.	Last audited balaced sheet up to 31st December 2002.
25.	This will be done after making the final decision concerning the new products of the company.

Annex (1)

Customer Name	Amount of money
1. State Sector	
2. MIC Companies	
3. Others	
Total	

Remarks: There are other amounts of money that the company owed to private company sectors and these are as follows:

Contract No.	Amount of Contract.	Name of Supplier	Amount Paid	To be Paid	Amount of Mony To be Paid (3.2% To be cut)
17/2001	594000 $	Al-Jubail B.	296000 $	298000 $	
48/2002	198000 $	Al-Mutwakel B.	Nothing	198000 $	
95/2002	145640 $	Dawood Ikhwan B.	Nothing	145640 $	
1/2003	88000 $	Al-Kumma B.	Nothing	88000 $	
122/2002	50895000 I.D.	Al-Sard Co.	Nothing	50895000 I.D.	
23/2003	33000000 I.D.	Naeem Eng. B.	21000000 I.D.	12000000 I.D.	
24/2001 + 135	2500 $ 19000 e	Al-Mawrid B.	Nothing	2500 $ 19000 e	
Private Cont.	7931000 I.D.	Muhammed Ali Sallom	3085992 I.D.	4845008 I.D.	
Private Cont.	90655000 I.D.	Ali Rasheed Saeed Factory	Nothing	90655000 I.D.	

Annex (2)

Name of Supplier	The amount of money in Thousands of I.D.
1. Private Sector	50000 Fifty millions
2. MIC Companies	3745406 Three billions seven hundred forty five millions and 406 thousands.
3.	70762 seventy millions seven hundreds sixty two thousands.
Total	3866168 Three billions eight hundred sixty six millions 168 thousands.

Foreign Language

#13

OFFICIAL DIRECTIVE TO MIC DIRECTORS GENERAL

DIRECTOR- INDUSTRIAL CONVERSION
for the
MILITARY INDUSTRY COMMISSION (MIC)
Ministry of National Security and Defense
Coalition Provisional Authority in cooperation with the Governing Council of Iraq
August 4, 2003

DIRECTIVES

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All Directors General are currently being paid as are their employees. Therefore, they are directed to work and supervise their companies and their staff for the benefit of the nation of Iraq. Directors who do not report to work or who do not attempt to assist their companies or employees will be terminated immediately by this office. Directors General who attempt to profit personally from the consequences of war or from their companies will be terminated.

All Directors General must provide MIC headquarters and this office with detailed written information concerning the automobiles assigned by MIC and must make an appointment to return those vehicles. Failure to comply with this instruction will result in termination and sanctions.

All Directors General must acknowledge their receipt of these directives by signing below.

Receipt of Directives:
I acknowledge that I have received this directive.

Name (b)(6) **Company:** AL-HARITH Co.

4th Aug. 2003

ASSESSMENT FORM
Military Industrial Commission

1. **COMPANY NAME**: AL- HARITH

2. **Company Address**: Baghdad / AL-Tagi Camp.

3. **Description of business**:

   a. Rehabilitation and medium repair of
      i. Air-Defense equipments (which include both Guidance and Control missile stations and the missiles namely ,Pechora, Kvadrat , Volga and Osa (missiles not included)).

      ii. Russian communication equipments and artillery stations.

      iii. Early – Warning Russian Search Radars(P-12,P-18,P-19, P-35 etc.).

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   c. Assembling of battery chargers of various current ratings as well as heavy duty vehicle starters.

   d. Repair of medium and small ratings of Electrical power generators.

   e. Research and Development Center : The main activity of this center is performing research studies in the field of air defense as well as developing AD equipments.

4. **Total Revenue / Income in 2002 in Iraqi Dinars(ID):**

   Revenue = 6,837,349.057 ID
   Income = 14,912,289.921 ID

5. **Total Number of Employees** : 1382
   Ph.D Holders= 5
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   Others = 1044 (Technicians and Adminstrators)

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Anuual Total Bonous= 4,733,518.524 ID

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Phone No.: 8837008

ii. Brigadier Eng. Ali Hussian Ali (B.Sc. E. Eng. / Planning Depart. Manager)
Address : Baghdad /Hay Al-Khaleej/ M.709 Z.5 D. 49
Phone No.: 7637648

iii. Brigadier Eng. Basheer Elaiwe Hamza(B.Sc. E.Eng./ Al-Meelad Factory Manager) .
Address: Baghdad /Al-Gazalia/ M.655 Z. 83 D.17
Phone No. : 5152308

iv. Brigadier Eng. Akram Makky Faraj (B.Sc. E. Eng. Tarik Factory Manager).
Address : Baghdad/ Hay Al-Elam M. 829 Z.14 D.33
Phone No.: 5580902

9. **Which banks did you use:**

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ii. Rafidayn Bank No. 1087/122 (Al-Muheet Branch)

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Nine Factories + One Research Center, and six main facilities.

12. What products do you make ? What services do you provide?

As is mentioned above the company is mainly concerned with rehabilitation and general repairs of AD equipments.

13. who are your customers? Name the top five customers.

Generally the ministry of defense and particularly Air-Defense.

14. Who are your suppliers of goods?

Various Local and Abroad (mainly Russian and Belarose)

15. What are your imports and exports?

In this company imports were mainly out of order AD equipments and exports were the repaired equipments.

16. Who is your competitor? None

17. What is your inventory?

Various kinds of Electronic components and special spare parts .

18. What are your fuel and electricity?

i. Gasoline	: 500,000 liter /year
ii. Kerosene P70	: 250,000 liter /year
iii. Engine Oil S40	:50,000 liter /year
(For Diesels) S30	:50,000 liter /year
iv. Electricity	: 2 Mwatt

19. **What else do you need to restart your business ?**

Money ? 500 Million I.D. (For first 6 months)
Security ? Around 25 people are required.
Others ? a. Water Supply Pumping System,
b. Fire Extinguisher System.
c. Air-Conditioning System.
d. Measuring equipments and necessary tools (depends on the new concept of the company)

20. **What is your long-term strategy if you cannot make military goods?**

The company has skilled peoples with various specialties and some have higher scientific degrees which makes them capable to be engaged in many kinds of research studies and products particularly in the fields of electronics , control ,communications and computers.

21. **Provide and attach your latest financial documents.**

As given in Annex(3)

22. **How has your company been subsidized?**

Two types , Self and Central.

Remark: Please Note that AL-Muthanna Research and Development Center (which is one of the facilities that belongs to the company as mentioned above) will be transferred to a Scientific & Research Organization headed by Dr. Hamza.

QUESTIONS FOR DIRECTOR GENERALS ONLY

1. **What was your position in the Ba' ath Party on 16 April 2003?**

   Group (Furka) Member

2. **What different levels of membership did you have from the start to the finish of the Ba'ath Party?**

   i. Supporter (Moayyad) --- 1984
   ii. Helper (Nasseer) --- 1986
   iii. Advanced Helper --- 1988
   iv. Member --- 1998
   v. Group (Fourka) Member --- 2001

3. **Why did you join the Ba'ath Party?**

   Because I had to do it . It was almost compulsory.

4. **Why did you remain in the Ba'ath Party?**

   Because there were no other way (The Ba'ath Party was the only Party that one should participate otherwise one will loose his place or job.)

5. **What is your education background? Where did you attend school?**

   I am a Ph.D. holder in Electronic(Communications) Engineering ,graduated from U.K. (England).

6. **What other companies have employed you?**

   i. Lecturer in Military Engineering College(Ministry of Defense)
   ii. Scientific Researcher in Al-Meelad Company(MIC).
   iii. Director General of Al-Meelad Company.

7. **What military service did you perform and where?**

   Officer in Military Engineering College(Ministry of Defense)

8. **Why should the Coalition Provisional Authority place its trust in you?**

Why they should not?

The nature of my work was mainly of Engineering and Research type , and even being a Director General of a company in MIC there were a very little and not mentioned activity concerning Ba'ath's Party matters. The most important priority in the company was how to perform the jobs in the best way and how to get money to the company as much as possible .Thus I think there is no reason that the Coalition Provisional Authority should not place its trust in me.

Foreign Language

Foreign Language

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Annex (1)

Customer Name	Amount of money (I.D.)
1. State Sector	4067979000
2. MIC Companies	427021000
3. Others	10000000
Total	4505000000

Remarks: There are other amounts of money that the company owed to private company sectors and these are as follows:

Contract No.	Amount of Contract.	Name of Supplier	Amount Paid	To be Paid (after 3.2% Tax cut)
17/2001	594000 $	Al-Jubail B.	296000 $	288464 $
48/2002	198000 $	Al-Mutwakel B.	Nothing	191664 $
95/2002	145640 $	Dawood Ikhwan B.	Nothing	140980 $
1/2003	88000 $	Al-Kumma B.	Nothing	85184 $
122/2002	79641529 I.D.	Al-Sard Co.	Nothing	77093000 I.D.
23/2003	33000000 I.D.	Naeem Eng. B.	21000000 I.D.	11616000 I.D.
24/2001 + 135	2500 $ 19000 e	Al-Mawrid B.	Nothing	2420 $ 18342 e
Private Contract	7931000 I.D.	Muhammed Ali Sallom	3085992 I.D.	4689968 I.D.
Private Contract	90655000 I.D.	Ali Rasheed Saeed Factory	Nothing	87754040 I.D.
Private Contract	6714876 I.D.	Transportation of Employees .	Nothing	6500000 I.D.

Summary: Total amount of money : 708712 $ Seven hundred and eight thousand and 712 $

187653008 I.D. One hundred eighty seven million and 653 thousand and 8 I.D.

18342 e Eighteen thousand and 342 Euros.

Annex (2)

Name of Supplier	The amount of money in Thousands of I.D.
1. Private Sector	50000 Fifty millions
2. MIC Companies	3745406 Three billions seven hundred forty five millions and 406 thousands.
3. Deposits from Contractors	70762 seventy millions seven hundreds sixty two thousands.
Total	3866168 Three billions eight hundred sixty six millions 168 thousands.

Iraqi State Owned Enterprises
Company Loan Request.

Question No.	Answers
1.	Al-Harith
2.	a. Rehabilitation and medium repair of i. Air-Defense equipments (which include both Guidance and Control missile stations and the missiles namely ,Pechora, Kvadrat , Volga and Osa (missiles not included)). ii. Russian communication equipments and artillery stations. iii. Early – Warning Russian Search Radars(P-12,P-18,P-19, P-35 etc.). b. Equipment Calibration. c. Assembling of battery chargers of various current ratings as well as heavy duty vehicle starters. d. Repair of medium and small ratings of Electrical power generators. e. Research and Development Center : The main activity of this center is performing research studies in the field of air defense as well as developing AD equipments.
3.	Mr. Alaa Harffosh Salman/ Head of Finance Department.
4.	Not available now.
5.	It is not possible to give a number unless the new identity of the company become clear.
6.	This will be answered later.

7.	Depends on the above point.
8.	It is not decided yet.
9.	Not yet.
10.	Cash amount= 3250000000 Three billion , two hundred fifty million I.D. The above is valid up to 3rd April 2003. Bank : Rafedain Bank (MIC Branch)
11.	The amount of money (up to 31st December 2002 is 7297116 Seven billion two hundred ninety seven million and one hundred sixteen I.D. (The name of customers is as given in the attached paper Annex 1). Remarks: i. It is not possible to list the names of all customers because the company is robbed. ii. It is expected that the amount of money will be (up to 31st March 2003) around 4500000 Four billion and a half .
12.	The market value of inventory up to 31st December 2002 is 3358779 Three billion three hundred fifty eight million and Seven hundred and seventy nine I.D. Remarks: The market value mentioned above was representing the actual value ,but all the stores were destroyed during the war and it is needed to reevaluated on ground and this needs a permission to visit the company which is now occupied by American Army Force.
13.	Collateral for loan may be from Building and Land .
14.	Please refer to Annex No. 2 .

15.	None.
16.	Cannot be specified unless the new identity of the company is determined.
17.	Not settled now and depends on some of the above answers.
18.	The company has skilled people (Engineers and Provisional Technical experts) particularly in the field of Electronics.
19.	It would be better to postponed the answer later(after changing to new company with new products)
20.	Too early to answer this question.
21.	This is a negotiable point and it depends on many parameters.
22.	i Brigadier Eng. Salah Ibraheem Ahmad (B.Sc. in Electrical Engineering) He is a deputy Director General of Al-Harith Company and has more than 25 years service and he is specialized in repairing Pechora AD Missiles. ii Brigadier Eng. Ali Hussain Ali (B.Sc. in Electrical Engineering) He is the head of Planning Department of the Company and has more than 25 years service. iii Brigadier Eng. Akram Mekky Faraj (B.Sc. in Electrical Engineering) and he is the manager of Tariq Factory (Rehabilitation and Repair of Russian Communication Equipments) and has more than 20 years service.
23.	Most recent Balance Sheet up to 31st Deember 2002 is attached as Annex 3.
24.	Last audited balaced sheet up to 31st December 2002 is given in Annex 3 which is 85% audited.
25.	This will be done after making the final decision concerning the new products of the company.

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Remarks: There are other amounts of money that the company owed to private company sectors and these are as follows:

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بسم الله الرحمن الرحيم

AL-SALAM COMPANY شركة السلام العامة

BAGHDAD

To the Military Industry commission (MIC)

Sub. / **Information**

Refering to the letter of Tom Foley, Director, Directorate for private sector development, dated Oct. 15th 2003. We enclosed here the following information requested about AL-SALAM Co. :

1- Decree or decision of AL-SALAM foundation :
   - Decision No. 404 dated Nov. 11th 1991. (Foundation of AL-SALAM Factory).
   - AL-SALAM Co. was registered in 1998 at companies registrar, it was published in the Journal of AL-WAQAIE in July of 1998. (we enclose here a copy of the minute of meeting of managers committee).
2- The address :
   AL-SALAM Co. , Baghdad-North, AL-TAJYAATE, in front of Institute of Arabic oil, near to AL-EYIZ & AL-FAOU companies.
3- Evidence of land ownership :
   Land No. 123, sector 28 AL-TAJYAATE. The ownership of this land is belong to MIC / AL-EYIZ company which was bought from ministry of AL-AOWQUAF (AL- QUADRIYEE).
4- The available maps of each site are enclosed in spite of cases of loots, fire (Annex a).
5- Evidence of ownership in other enterprises in Iraq or abroad is not exist.
6- List of workers is enclosed with (CD) (Annex b).
7- List of building is enclosed (Annex c).
8- List of machinery (Annex d). — Not exist because of loots, fire
9- List of inventory (Annex e). — and damage.
10- List of liabilities. — Not exist.
11- Outdoor installations. — Not exist.

Baghdad Nov. 28th 2003.

Yours sincerely

(b)(6)

Dr. Basil H. Khedeyer

04177

AL-SALAM COMPANY

Sub. / Minute of meeting

The committee of managers in AL-SALAM Company was met at Oct. 28th 2003 and studies the following points:

1- The land ownership of AL-SALAM company :
- The committee confirm that the land was bought from ministry of AL-AOWQUAF and Religion affairs / AL-QUADRIYEE ownership.
- The price of the land was payed to ministry of financial by AL-SALAM & AL-EYIZ companies.
- This land was a part of the extension of material base / SALAH ALDINE.

2- Registration of the company :
- The company was registrated at the companies registrar in 1998.
- The registration was published in the Journal of AL-WAQAIE in July of 1998.

3- The estimated value of : buildings, network of electricity, water and sewage water fire extinguishers, streets and fences .. etc. . This value is (80.331.144.000) eighty milliard three hundred thirty one million and hundred forty four thousand I.D.

(b)(6)

ملحق ب

قائمة العاملين

العدد الكلي للعاملين	الفئة العمري						الكلي
	< 30	45-30	50-46	55-51	60-56	60	
	358						
		362					
			23				
				5			
					2		
						2	
							752

Annex c

List of buildings

seq	Description of the Building and Uses	Material of Construction	No. Floors	Year Cons.	Area M^2	Volume M^3	Percent of Damage	The Value in 2002 I.D	Remarks
1	R&D Centers & D.G Building	Brick/Rein. Cement	2	1995	7096.32	70963.2	10%	1419.264.000	
2	Transmission Lab.	Brick/Rein. Cement	1	2000	231.25	925.0	10%	462.500.000	
3	Receiption & Rest.	Brick/Rein. Cement	1	2001	500	2240.0	10%	112.000.000	
4	Chemical store	Brick/Rein. Cement	1	2001	304.00	1216.0	3%	60.800.000	
5	Production Building	Brick&Ready made	2	1995	266.00	3192.0	15%	53.200.000.000	
6	Transmiters Factory	Brick&Ready made	1	2002	812.04	3248.6	2%	1.624.800.000	
7	Elect. Power station	Brick&Ready made	1	2000	206.04	824.0	2%	412.080.000	
8	work shop Building	Brick&Ready made	1	1995	800.02	3200.0	2%	80.000.000	
9	Information Building	Brick	1	1999	105.20	420.8	–	23.100.000	
10	Security & Control	Brick/Rein. Cement	1	1999	400	1600.0	–	88.000.000	
11	Administrative Building	Brick/Rein. Cement	1	2001	560	2240.0	1%	123.200.000	
12	streets Co.	Asphalt	length		1275		–	127.500.000	
13	Fencings Co.	Brick of cement	length		1600		5%	3.200.000	

Total value in I.D. 80.331.144.000

AL SALAM Co.

Seq	Name	Appointment date	employment period	nascence date	Degree	Education Level	Functional Address
1	Sat'a Khtab Omran	1973	30	1955	D.G	M.S.C	Chief Of Engineers
2	Senan Mahdi Ali	1979	24	1956	1	M.S.C	Chief Of Engineers
3	Dr. Basel Hemoodi Khtheer	1971	32	1948	1	P.H.D	Chief Of Engineers
4	Dr. Mehmood Abdul Qader Abdul Setar	1987	16	1963	1	P.H.D	Engineer
5	Dr. Mohsen A'reebi	1976	27	1955	1	P.H.D	Chief Of Chemicals
6	Ramiz Yusef Asker	1976	27	1955	1	M.S.C	Chief Of Engineers
7	Sa'ad Hemoodi Remthan	1975	28	1958	1	B.S.C	Chief Of Engineer
8	Saleh Mewaat Sha'a	1977	26	1956	1	B.S.C	Chief Of Engineers
9	Zakria Yhya Saloom	1978	25	1956	1	B.S.C	Chief Of Engineers

AL SALAM Co.

Seq	Name	Appointment date	employment period	nascence date	Degree	Education Level	Functional Address
1	A'azem Amano'aeel	1978	25	1957	2	B.S.C	Chief Of Engineers
2	A'bas Fathel Ali	1980	23	1957	2	B.S.C	Chief Of Physical
3	Abdul Gebar Khelf Kathem	1976	27	1958	2	M.S.C	Advanced Engineer
4	Abdul Rezak Gasem Hemaadi	1990	13	1960	2	M.S.C	Advanced Engineer
5	Ali Abdul Retha Hussain	1985	18	1962	2	B.S.C	Chief Of Programmer
6	Ali Naser Dewaan	1977	26	1955	2	M.S.C	Chief Of Engineers
7	Asma'eel Ga'fer Hasen	1980	23	1960	2	B.S.C	Chief Of Engineers
8	Dr. Abdul Qader Daowd Feseel	1980	23	1955	2	P.H.D	Chief Of Physicals
9	Ebraheem Fleeh Hassan	1978	25	1956	2	B.S.C	Chief Of Engineer
10	Faleh A'beed Helal	1980	23	1959	2	B.S.C	Director
11	Fathel A'bas Hashem	1986	17	1959	2	M.S.C	Chief Of Engineers
12	Hethem Mahmood Sa'eed	1978	25	1958	2	B.S.C	Chief Of Engineers
13	Khaldoon Ahmed Abdul Kareem	1978	25	1956	2	B.S.C	Chief Of Engineers
14	Khleefa Abood Salem	1985	18	1960	2	M.S.C	Chief Of Engineers
15	Mohamed Eadel Yousf	1979	24	1958	2	B.S.C	Chief Of Engineers
16	Mohamed Mobarek Saleh	1985	18	1963	2	M.S.C	Advanced Engineer
17	Nezaar Selman Abdul Khaliq	1974	29	1955	2	B.S.C	Director
18	Qasem Abdul Allah Berghesh	1981	22	1958	2	B.S.C	Chief Of Physicals
19	Ra'ad Alyas Astefaan	1976	27	1955	2	B.S.C	Chief Of Engineers
20	Sa'eed Hemeed Selman A'gaag	1973	30	1953	2	B.S.C	Chief Of Physicals
21	Saleh Dawod Selman	1983	20	1961	2	B.S.C	Advanced Engineer
22	Shehaab Khileel Ebraheem	1981	22	1958	2	B.S.C	Chief Of Engineers
23	Taleb Hashem Mohmed	1981	22	1957	2	B.S.C	Chief Of Engineer
24	Tareq Ahmed Sa'eed	1978	25	1957	2	B.S.C	Chief Of Engineers

AL SALAM Co.

Seq	Name	Appointment date	employment period	nascence date	Degree	Education Level	Functional Address
1	A'saaf Fethaleh	1983	20	1958	3	Diploma	Chief Of Notceables Tech.
2	Ahmed mehmood Ahmed	1978	25	1958	3	Diploma	Chief Of Notceables Tech.
3	Akhlas Thari Sa'ood	1981	22	1958	3	B.S.C	Chief Of Engineer
4	Ali Ebraheem Zaidan	1984	19	1961	3	B.S.C	Director
5	Ayad Hemd Sha'ban	1982	21	1961	3	B.S.C	Chief Of Engineers
6	Azhaar Mohsen Kathem	1984	19	1958	3	B.S.C	Engineer
7	Ebtesaam Ebraheem Shebeeb	1977	26	1959	3	Diploma	Chief Of Notceables Tech.
8	Ehsaan Abdul Mejeed	1986	17	1964	3	Diploma	Director
9	Emad Hamdoon Sa'eed	1978	25	1963	3	M.S.C	Advanced Engineer
10	Emad Mseekh Koseb	1985	18	1965	3	B.S.C	Director
11	Emad Qehtan Mohmed	1987	16	1963	3	M.S.C	Advanced Engineer
12	Fathel A'bas Mohsen	1981	22	1958	3	B.S.C	Chief Of Engineers
13	Fathel Harbi To'mah	1978	25	1958	3	B.S.C	Chief Of Engineers
14	Fathel Thaher Ali	1985	18	1960	3	B.S.C	Advanced Engineer
15	Ga'fer Ali Hasoon	1965	38	1948	3	Diploma	dvanced Notceable Accountin
16	Gebar Kareem Kathem	1981	22	1959	3	B.S.C	Engineer
17	Gebar Mohmed A'lwaan	1985	18	1960	3	B.S.C	Chief Of Notceables
18	Gewad Kathem Abd	1980	23	1955	3	Diploma	Chief Of Notceables
19	Gwaad Kathem Waly	1985	18	1962	3	B.S.C	Advanced Engineer
20	Hani Nathem Antwaan	1983	20	1959	3	B.S.C	Advanced Engineer
21	Hamied Gewaad Kathem	1981	22	1961	3	B.S.C	Advanced Engineer
22	Hethem Qasem Abas	1985	18	1962	3	B.S.C	Advanced Engineer

AL SALAM Co.

Seq	Name	Appointment date	employment period	nascence date	Degree	Education Level	Functional Address
23	Kareem A'bas Ahmed	1985	18	1963	3	B.S.C	Chief Of Programmer
24	Kareem Ali Mehmood	1981	22	1958	3	B.S.C	Chief Of Engineers
25	Kareem Noar Kerdi	1982	21	1969	3	B.S.C	Engineer
26	Khaled Hamed Abdul Majeed	1985	18	1962	3	B.S.C	Advanced Engineer
27	Khalid Abd Sajet	1976	27	1958	3	Diploma	Chief Of Notceables Tech.
28	Kheri Mohmed Bender	1985	18	1962	3	B.S.C	Advanced Engineer
29	Khlood Mehmood Mehdi	1983	20	1958	3	B.S.C	Chief Of Chemicals
30	Khtheer Abas Shneen	1981	22	1958	3	B.S.C	Engineer
31	Mazen Ebraheem Shaba	1987	16	1963	3	B.S.C	Advanced Engineer
32	Mohmed Abdul Allah Awaad	1985	18	1963	3	B.S.C	Engineer
33	Mohmed Ahmed Hamad	1987	16	1963	3	B.S.C	Engineer
34	Mohmed Mehmood A'waad	1977	26	1958	3	B.S.C	Engineer
35	Mohmed Sa'ad Thaher	1985	18	1962	3	B.S.C	Advanced Programmer
36	Qasem Romi Abdul Hasen	1985	18	1962	3	B.S.C	Advanced Engineer
37	Reath Hamad A'ftan	1987	16	1962	3	B.S.C	Advanced Engineer
38	Sa'dea Kareem Mal Allah	1978	25	1958	3	Diploma	Chief Of Notceables Tech.
39	Sa'eed Hemeed Selman Semeer	1981	22	1958	3	B.S.C	Chief Of Engineers
40	Salman Moraad Gameel	1985	18	1961	3	B.S.C	Advanced Engineer
41	Sefa'a A'mraan Hassan	1985	18	1961	3	B.S.C	Director
42	Sena'a Taha Abdul Allah	1981	22	1960	3	B.S.C	Chief Of Engineers
43	Smeerah Menor SedKhan	1981	22	1958	3	Diploma	Chief Of Notceables
44	Waleed Salman Yusef	1975	28	1957	3	Diploma	Ass. Product Director
45	Wethah Hemdoon Sa'eed	1984	19	1961	3	B.S.C	Physical
46	Ysra Noor Aldeen Selman	1982	21	1961	3	B.S.C	Chief Of Notceables

AL SALAM Co.

Seq	Name	Appointment date	employment period	nascence date	Degree	Education Level	Functional Address
1	A'adel Haroon Mahood	1990	13	1960	4	B.S.C	Engineer
2	A'adel Hemdaan Mehmood	1979	24	1957	4	Diploma	Chief Of Notceables Tech.
3	A'amer A'teah A'bas	1983	20	1962	4	Secondary School	Chief Of Notceables Tech.
4	A'amer Ahmed Kreadi	1989	14	1967	4	Industry Secondary School	Advanced Notceable Technica
5	A'bas A'lean Mkheelf	1985	18	1967	4	Diploma	Ad. Notceable Tech.
6	A'bas Abd Ma'edi	1986	17	1961	4	Diploma	Chief Of Notceables Tech.
7	A'dnan Abdul Majeed Ebraheem	1985	18	1968	4	Diploma	Advanced Notceable Technica
8	A'esa Mehmood Mohmed	1982	21	1968	4	Industry Secondary School	Notceable Tech.
9	A'weth Mseer A'teah	1991	12	1971	4	B.S.C	Engineer
10	Abdul Kareem Hassan A'loan	1983	20	1961	4	Professional Center	Chief Of Notceables Tech.
11	Abdul Kareem Mohi Hesan	1981	22	1960	4	Diploma	Chief Of Notceables Tech.
12	Abdul Mohsen Ali Mohmed	1990	13	1963	4	B.S.C	Assistant Engineer
13	Abdul Rehiman Mehmood	1988	15	1964	4	B.S.C	Engineer
14	Abdul Rezak Gameel Gaseem	1982	21	1961	4	Diploma	Chief Of Notceables Tech.
15	Abdul Selaam Hashem Ahmed	1982	21	1956	4	Diploma	Chief Of Notceables Tech.
16	Ahmed Gabar Gameel	1985	18	1962	4	B.S.C	Advanced Engineer
17	Akrem Kermed A'edaan	1982	21	1963	4	Industry Secondary School	Chief Of Notceables Tech.
18	Ali Abdul Ameer Qasem	1991	12	1972	4	B.S.C	Engineer
19	Ali Gabar Abd Boty	1987	16	1968	4	B.S.C	Advanced Engineer
20	Ali Hekmet Kathem	1986	17	1961	4	Diploma	Chief Of Notceables
21	Ali Selman A'zet	1993	10	1960	4	B.S.C	Programmer

AL SALAM Co.

Seq	Name	Appointment date	employment period	nascence date	Degree	Education Level	Functional Address
22	Asa'ad Abdul Khliq Hemoodi	1986	17	1965	4	Diploma	Ad. Notceable Tech.
23	Esehaq Ebraheem Refo	1981	22	1957	4	Diploma	Chief Of Notceables Tech.
24	Auda Rhema A'theb	1993	10	1968	4	M.S.C	Engineer
25	Ebraheem Shehab Hemed	1977	26	1955	4	Secondary School	Chief Of Notceables
26	Emad Mohmed Majeed	1984	19	1961	4	B.S.C	Physical
27	Falah Hassan A'bas Mokhleef	1983	20	1968	4	Industry Secondary School	Notceable Tech. Advanced
28	Fares Majeed Abdul Monaaf	1986	17	1962	4	B.S.C	Advanced Engineer
29	Gamal Aobeed Mohamed	1987	16	1963	4	Diploma	Notceable Tech. Advanced
30	Gamel Abdul Gebar Khtheer	1986	17	1965	4	Diploma	.Ad. Notceables Tech
31	Ghanem Hemoodi Hweedan	1980	23	1958	4	Diploma	Chief Of Notceables
32	Hafeth A'esa Hussain	1983	20	1960	4	Professional Center	Chief Of Notceables Tech.
33	Hamed Ferhaan Gbeel	1978	25	1958	4	Industry Secondary School	.Ad. Notceables Tech
34	Hassan Ali Abeed	1982	21	1960	4	Secondary School	Chief Of Notceables Tech.
35	Hameed Rasheed Ahmed Nezaa	1986	17	1954	4	Diploma	Chief Of Notceables Tech.
36	Heseeb Taha Wees	1983	20	1960	4	Diploma	Operator
37	Husam Aldeen Khaled Hemeed	1994	9	1967	4	M.S.C	Engineer
38	Hussain A'liwi Naser	1982	21	1960	4	Professional Center	Chief Of Notceables Tech.
39	Hussain Kamel Mohsen	1986	17	1966	4	Diploma	Ad. Notceable Tech.
40	Hyder Mehdi Mehmood	1984	19	1961	4	Diploma	Chief Of Notceables Tech.
41	Khalid Ahmed Yas	1991	12	1969	4	M.S.C	Translator
42	Kheeri Hana Sa'eed	1981	22	1960	4	B.S.C	Advanced Engineer
43	Leela Gewad Kathem	1982	21	1958	4	B.S.C	Advanced Programmer

AL SALAM Co.

Seq	Name	Appointment date	employment period	nascence date	Degree	Education Level	Functional Address
44	Loay Shoket Abdul Lateef	1982	21	1961	4	Diploma	Chief Of Notceables Tech.
45	Marwan Reath Sobhy	1993	10	1963	4	M.S.C	Engineer
46	Mawfeq Mehthool Mohmed	1985	18	1962	4	Diploma	Chief Of Notceables
47	Mea'n Zedaan Abd	1983	20	1960	4	Diploma	Chief Of Notceables Tech.
48	Mehdi Waheed	1982	21	1958	4	Diploma	Chief Of Notceables Tech.
49	Mohamed Taih Thamer	1987	16	1963	4	B.S.C	Engineer
50	Mohmed Kathem Seba'a	1993	10	1960	4	B.S.C	Programmer
51	Mohmed Khleefa Abdul Kareem	1981	22	1959	4	Diploma	Chief Of Notceables Tech.
52	Mohmed Mehdi Habeeb	1987	16	1959	4	B.S.C	Advanced Engineer
53	Mohmed Yas Khelef	1982	21	1958	4	Secondary School	Chief Of Notceables
54	Mona Hemeed Ased	1990	13	1968	4	B.S.C	Chemical
55	Nader Sweeh Lazem	1984	19	1958	4	Diploma	Chief Of Notceables Tech.
56	Nehad Hussain A'bas	1983	20	1960	4	Diploma	Chief Of Notceables Tech.
57	Ra'ad Ali Aedaan	1985	18	1962	4	Diploma	Chief Of Notceables
58	Reath Gewad Kathem	1982	21	1964	4	Industry Secondary School	Chief Of Notceables Tech.
59	Sadeeq Ahmed Kreadi	1986	17	1964	4	B.S.C	Engineer
60	Sena'a Fathel Hemoodi	1989	14	1963	4	B.S.C	Chief Of Notceables
61	Shaker Mehmood Hussain	1982	21	1962	4	Industry Secondary School	Chief Of Notceables Tech.
62	Shaker mehmood Reheem	1987	16	1963	4	Diploma	Ad. Notceable Tech.
63	Soa'ad Kamel Kheza'el	1981	22	1963	4	Secondary School	Chief Of Notceables
64	Soa'ad Saleh Baqer	1985	18	1961	4	B.S.C	Programmer Advanced
65	Sondos Abdul Kareem	1983	20	1963	4	Secondary School	Accountant
66	Taha Hadi Chaloob	1986	17	1960	4	Diploma	Chief Of Notceables Tech.

AL SALAM Co.

Seq	Name	Appointment date	employment period	nascence date	Degree	Education Level	Functional Address
67	Tareq Yusef Hassan	1971	32	1957	4	Professional Center	.Ad. Notceable Tech
68	Tha'er Majeed Abdul Menaaf	1982	21	1963	4	Diploma	.Ad. Notceables Tech
69	Thea'a Yaseen Abraheem	1981	22	1958	4	Diploma	Chief Of Notceables Tech.
70	Waleed Mehdi Gewaad	1989	14	1964	4	B.S.C	Notceable Tech.
71	Ysra Abdul Kathem A'dai	1985	18	1960	4	Secondary School	Chief Of Notceables Tech.
72	Zaidan Khelef Godah	1986	17	1963	4	Diploma	Chief Of Notceables Tech.
73	Ziad Mustafa Mohamed	1982	21	1961	4	Industry Secondary School	Chief Of Notceables Tech.
74	Azhaar Mezher Yaseen	1987	16	1964	4	B.S.C	Engineer
75	Saherah Tareq Gaber	1990	13	1964	4	Diploma	Chief Of Notceables Tech.

AL SALAM Co.

Seq	Name	Appointment date	employment period	nascence date	Degree	Education Level	Functional Address
1	A'amer Asma'aeel Sleeman	1989	14	1969	5	Diploma	Ass. Notceable Tech.
2	A'amer Mohmed Saleh	1990	13	1971	5	Diploma	.Ass. Notceable Tech
3	A'dnan Abd Khelf	1986	17	1964	5	Industry Secondary School	.Ad. Notceable Tech
4	A'mar Ali Ahmed	1993	10	1973	5	B.S.C	Engineer
5	Abdul Naser Hatem Abdul Wahed	1990	13	1965	5	Diploma	.Ad. Notceable Tech
6	Ahmed A'beed Yas	1987	16	1967	5	Diploma	Ass. Notceable Tech.
7	Ahmed Abdul Kareem Mehdi	1990	13	1963	5	Diploma	Notceable Tech. Advanced
8	Ahmed shaker Noor	1984	19	1963	5	Industry Secondary School	Notceable Tech.
9	Ala'a Yusef Ahmed	1991	12	1971	5	Diploma	Assistant Accountant
10	Ali A'bas Yhya	1990	13	1973	5	Diploma	.Ad. Notceable Tech
11	Ali Abdul Hadi Menaahi	1985	18	1970	5	Professional Center	Ass. Notceable Tech.
12	Ali Haleel Sheneen	1992	11	1975	5	Diploma	Ass. Loyal storehouse
13	Ali Khtheer Hasen	1974	29	1975	5	Industry Secondary School	Ass. Notceable Tech.
14	Asa'ed Shaker Reheem	1989	14	1965	5	B.S.C	Ad. Notceable Tech.
15	Asma'eel Ali Hasen	1985	18	1964	5	Industry Secondary School	Notceable Tech.
16	Ayad Mehmood Hesoon	1991	12	1964	5	Diploma	Assistant Accountant
17	Basem Mohsen Maki	1987	16	1964	5	Industry Secondary School	Notceable Tech. Advanced
18	Belal Suhail Maki	1994	9	1976	5	B.S.C	Engineer
19	Boshra A'teah Btah	1992	11	1969	5	Diploma	Notceable Tech.
20	Burraq Abdul Qader Abdul Karee	1999	4	1976	5	B.S.C	Engineer
21	Ebtesam Dawod Selman	1993	10	1961	5	B.S.C	Programmer
22	Emad Rasheed Ferhan	1993	10	1970	5	B.S.C	Engineer
23	Esra'a Waleed Khleefah	1992	11	1970	5	Diploma	Assistant Accountant

AL SALAM Co.

Seq	Name	Appointment date	employment period	nascence date	Degree	Education Level	Functional Address
24	Falah Hassan Khelf	1990	13	1973	5	Diploma	Notceable Tech.
25	Faleh Hasen Mohmed	1989	14	1973	5	Alma'tsem Center	Notceable Tech. Advanced
26	Fatemah Dakhel A'mareh	1982	21	1968	5	Professional Center	Notceable Tech.
27	Fathel Aobeed Naeef	1986	17	1963	5	Industry Secondary School	Ad. Notceable Tech.
28	Feesel Abdul Allah Berghsh	1988	15	1971	5	Diploma	Ad. Notceable Tech.
29	Ga'fer Kathem Hussain	1993	10	1959	5	B.S.C	Engineer
30	Gasem Mohmed Hesaan	1982	21	1963	5	Professional Center	Ass. Notceable Tech.
31	Gasem Najem Hmed	1995	8	1964	5	B.S.C	Engineer
32	Gelal Denha Shema'oon	1981	22	1960	5	Secondary School	System Operator
33	Habeeb Hussain Hasen	1993	10	1968	5	B.S.C	Engineer
34	Hadi Hyder Hashem	1990	13	1968	5	Diploma	Notceable Tech.
35	Hani Dawod Selman	2000	3	1970	5	B.S.C	Assistant Engineer
36	Hashem La'eebi Mheesen	1991	12	1968	5	B.S.C	Assistant Engineer
37	Hazim Sha'lan Hashem	1999	4	1976	5	B.S.C	Engineer
38	Hethim Yaseen Abdul Allah	1991	12	1964	5	Industry Secondary School	Notceable Tech.
39	Hifa'a Yusef Naser	1986	17	1961	5	Diploma	Chief Of Notceables Tech.
40	Hussain Abdul Gabar Salman	1992	11	1964	5	Diploma	Notceable Tech.
41	Hussain Ahmed A'bdool	1985	18	1966	5	Middle School	Ass. Notceable Professional
42	Hyder Allteef Gasem	1988	15	1972	5	Industry Secondary School	.Notceable Tech
43	Isra'a Ali Yaseen	1993	10	1969	5	B.S.C	Physical
44	Kareem Hashem Geber	1983	20	1961	5	Professional Center	.Notceable Tech
45	Khalid Abdul Wehaab Hussain	2001	2	1971	5	M.S.C	Engineer
46	Khlef Abd Ali	1993	10	1967	5	Diploma	Notceable Tech.

AL SALAM Co.

Seq	Name	Appointment date	employment period	nascence date	Degree	Education Level	Functional Address
47	Khtheer A'bas Ghanem	1993	10	1965	5	Diploma	Notceable Tech.
48	Ma'an Mehmood Naser	1989	14	1974	5	Diploma	Notceable Tech.
49	Maher Mahmood Mahdi	1988	15	1968	5	Diploma	Notceable Tech.
50	Manal Abdul Kareem Asma'eel	1991	12	1968	5	Diploma	Notceable Tech.
51	Mehdi Awaad Hasen	1991	12	1973	5	Diploma	Ad. Notceable Tech.
52	Mehmood Ghezal Khelf	1986	17	1963	5	Industry Secondary School	Ad. Notceable Tech.
53	Mehmood Kathem Gewad	1991	12	1964	5	Diploma	Assistant Accountant
54	Mertetha Hemeed Sa'eed	1988	15	1973	5	Industry Secondary School	.Advanced Notceable Tech
55	Mithem Gebar Abd	1995	8	1968	5	B.S.C	Assistant Programmer
56	Mo'eed Fle'h Hasen	1993	10	1968	5	B.S.C	Programmer
57	Mohamed Ahmed Khther	1989	14	1963	5	Diploma	.Notceable Tech
58	Mohenad mohmed sabeeh	1990	13	1964	5	Industry Secondary School	Notceable Tech.
59	Mohmed A'dnan Mohmed	1993	10	1968	5	B.S.C	Engineer
60	Mohmed A'wdah A'bood	1994	9	1971	5	B.S.C	Notceable
61	Mohmed Asma'aeel A'neefs	1988	15	1968	5	Diploma	Ad. Notceable Tech.
62	Mohmed Fetaah Gasem	1988	15	1967	5	Professional Center	Notceable Tech.
63	Mohmed Ghazi A'asi	1991	12	1974	5	Diploma	Ad. Notceable Tech.
64	Mohmed Kathem Abdul Kareem	1988	15	1967	5	Industry Secondary School	Notceable Tech.
65	Mohmed Moraad Abdul Kathem	1992	11	1968	5	Diploma	.Notceable Tech
66	Mohmed Othman Kathem	1989	14	1973	5	Industry Secondary School	Advanced Notceable Technica
67	Mohmed Qasem Mohmed	2002	1	1970	5	Diploma	Ass. Notceable Tech.
68	Mohmed Gamal Mohmed	1993	10	1968	5	B.S.C	Engineer

AL SALAM Co.

Seq	Name	Appointment date	employment period	nascence date	Degree	Education Level	Functional Address
69	Mona Ebraheem Mohmed	1983	20	1975	5	Secondary School	Notceable
70	Mona Ghanem A'bas	1991	12	1975	5	Diploma	Assistant Accountant
71	Najlah Kathem A'bas	1988	15	1970	5	Diploma	Notceable Tech. Advanced
72	Nada Abd Hamel	1992	11	1965	5	B.S.C	Programmer
73	Nejat Khtheer Wdaa'ah	1992	11	1968	5	B.S.C	Assistant Programmer
74	Nejat Swadi Gelal	1990	13	1973	5	Diploma	Assistant Accountant
75	Nethal Lazem Khneefer	1992	11	1973	5	Diploma	Assistant Accountant
76	Nezaar Sa'eed Kathem	1985	18	1961	5	Secondary School	Chief Of Notceables
77	Nooriah Hemeed Njem	1987	16	1958	5	Secondary School	Notceable
78	Odey Seehood Fewaaz	1994	9	1971	5	Diploma	Ass. Notceable Tech
79	Omer Farooq Resool	1986	17	1965	5	Industry Secondary School	Notceable Tech. Advanced
80	Osama Gehaad Qasem	1993	10	1968	5	B.S.C	Engineer
81	Osamah Shaker Mahmood	1989	14	1967	5	Industry Secondary School	Ad. Notceables Tech.
82	Qees Hassan Soltan	1985	18	1964	5	Professional Center	Ass. Notceable Tech.
83	Ra'ad Mohmed Hamad	1990	13	1958	5	Middle School	Driver
84	Reath Yaseen Abd	1988	15	1961	5	Diploma	Notceable Tech.
85	Reheem Hyder Hashem	1988	15	1963	5	Diploma	Ad. Notceable Tech.
86	Resalah Khalid Abood	2001	2	1974	5	M.S.C	Physical
87	Sa'ad Aobeed Yas	1995	8	1966	5	B.S.C	Engineer
88	Sa'ad Kezaar Kreedi	1985	18	1963	5	Industry Secondary School	Notceable Tech. Advanced
89	Sa'ad Tawfeeq Weheeb	1988	15	1963	5	Diploma	Ad. Notceable Tech.
90	Safi Yaseen Khileel	1982	21	1963	5	Middle School	System Operator
91	Sajed Hussain Gebeer	1988	15	1973	5	Alma'tsem Center	Notceable Tech. Advanced

AL SALAM Co.

Seq	Name	Appointment date	employment period	nascence date	Degree	Education Level	Functional Address
92	Salah Hassan Kareem	1999	4	1976	5	B.S.C	Engineer
93	Sameer Ferhaan Mousa	1989	14	1965	5	Industry Secondary School	Notceable Tech. Advanced
94	Sameer Menjel Gasem	1992	11	1963	5	Industry Secondary School	Notceable Tech.
95	Sami Shelal Mheesen	1993	10	1970	5	Diploma	Notceable Tech.
96	Sebreah Hemood Selman	1988	15	1968	5	Diploma	Ad. Notceable Tech.
97	Selman Kemoon Saleh	1993	10	1971	5	Diploma	Notceable Tech.
98	Setaar Abdul Hassan	1984	19	1964	5	Secondary School	System Operator
99	Shamel Kamel Mehmood	2002	1	1973	5	Diploma	.Notceable Tech
100	Soa'ad Mehdi A'bas	2000	3	1962	5	B.S.C	Ass. Notceable
101	Taha Baqer Mohsen	1989	14	1973	5	Diploma	Notceable Tech. .Advanced
102	Taha Salem Ebraheem	1988	15	1965	5	Diploma	.Ad. Notceable Tech
103	Teghreed Mehena Salem	1992	11	1970	5	B.S.C	Programmer
104	Waleed Harbi Habeeb	1985	18	1964	5	Secondary School	Ass. Notceable Tech.
105	Yusef Hassan Yusef	1985	18	1965	5	Middle School	Ass. Notceable Professional
106	Zenab Mehdi Abd	2002	1	1975	5	M.S.C	Chemical
107	Ziad Abdul Qader Abdul Kareem	1997	6	1971	5	B.S.C	Assistant Programmer
108	Zuhair Hemeed Mohmed	1995	8	1966	5	B.S.C	Engineer
109	Sebah Khtheer Hussain	1988	15	1965	5	Professional Center	Chief Of Notceables Tech.
110	Amjed Sebah Taha	1986	17	1965	5	Diploma	Notceable Tech.
111	A'adel Kalef Sameh	1985	18	1961	5	Industry Secondary School	Chief Of Notceables Tech.

AL SALAM Co.

Seq	Name	Appointment date	employment period	nascence date	Degree	Education Level	Functional Address
1	A'bas Dawod Salman	1996	7	1969	6	Diploma	Notceable Tech.
2	A'bas Goma'ah Dawod	1990	13	1963	6	Industry Secondary School	Notceable Tech.
3	A'dnan Hassan Newaar	1991	12	1974	6	Professional Center	Ass. Notceable Tech.
4	A'la'a Hussain Ali	1999	4	1976	6	Diploma	Ass. Notceable Tech.
5	A'mar Abdul Hassan Soltaan	1992	11	1973	6	Industry Secondary School	Notceable Tech.
6	A'mar Khelef Kebaashi	1992	11	1973	6	Industry Secondary School	Ass. Notceable Tech.
7	A'mar Sa'eed Mohmed	1999	4	1976	6	Diploma	Ass. Notceable Tech.
8	Abdul Mona'em Khaleef Saleh	1993	10	1968	6	Industry Secondary School	Ass. Notceable Tech.
9	Abdul Raheem Abdul Allah	1993	10	1963	6	Industry Secondary School	Notceable Tech.
10	Abdul Wehaab Sebar Khlef	1994	9	1974	6	Industry Secondary School	.Ass. Notceable Tech
11	Ahmed Abdul Retha Khelef	1995	8	1965	6	Professional Center	Ass. Notceable Tech.
12	Ahmed Sebah Yhya	1989	14	1965	6	Industry Secondary School	Notceable Tech.
13	Akhlas Abdul Rehman	2000	3	1977	6	B.S.C	Assistant Engineer
14	Aktaab Ahmed Sebah	1993	10	1965	6	Industry Secondary School	.Ass. Notceable Tech
15	Ali Gabal Saleh	1994	9	1976	6	Industry Secondary School	.Ass. Notceable Tech
16	Ana'am Asma'aeel Hussain	1993	10	1971	6	Secondary School	Operator
17	Antesaar Sadeq Abdul Gebar	1990	13	1965	6	Industry Secondary School	Notceable Tech.
18	Ashrak Qehtaan Arkaan	2000	3	1976	6	B.S.C	Ass. Notceable
19	Ashwaaq Ali Hagem	1992	11	1973	6	Diploma	Ass. Notceable Tech.
20	Azhaar A'bas Fathel	2000	3	1974	6	Diploma	Ass. Notceable Tech.
21	Azhaar Selman Abdul Zehrah	1993	10	1968	6	Industry Secondary School	.Ass. Notceable Tech
22	Balsam Fathel Sehaab	1993	10	1975	6	Industry Secondary School	.Notceable Tech
23	Basem Ahmed Hesooni	1988	15	1964	6	Professional Center	Notceable Tech.

AL SALAM Co.

Seq	Name	Appointment date	employment period	nascence date	Degree	Education Level	Functional Address
24	Basem Hashem A'odah	1992	11	1972	6	Diploma	Ass. Notceable Tech.
25	Belqees Moter Weheed	1993	10	1975	6	Secondary School	Assistant Operator
26	Boshra Khalid Mohmed	1990	13	1971	6	Secondary School	Assistant Accountant
27	Elhaam Ali Mohmed	1994	9	1971	6	Diploma	Notceable Tech.
28	Emad mezher Hasen	1991	12	1963	6	Industry Secondary School	Notceable Tech.
29	Entesaar Abdul Ellah Kareem	1990	13	1969	6	Secondary School	Notceable Tech.
30	Fairooz Na'man Abdul Allah	2001	2	1978	6	B.S.C	Assistant Programmer
31	Falah Hassan A'bas Meza'el	1994	9	1973	6	Industry Secondary School	Ass. Notceable Tech.
32	Falah Sa'doon Salem	1994	9	1974	6	Diploma	Notceable Tech.
33	Faten Salem Yas	1993	10	1975	6	Secondary School	Assistant Operator
34	Fathel A'bas Asma'eel	1983	20	1975	6	Professional Center	Notceable Tech.
35	Fekhrey Hamed Abdul Hesan	1995	8	1975	6	Alma'tsem Center	Ass. Notceable Tech.
36	Ferah Abdul Wehaab	1992	11	1975	6	Diploma	Ass. Loyal storehouse
37	Firas Khalid Noori	2001	2	1971	6	B.S.C	Assistant Programmer
38	Gasem Reheem Khtheer	1990	13	1968	6	Alma'tsem Center	.Notceable Tech
39	Gehan Abdul Allah Abdul Setaar	1993	10	1979	6	Industry Secondary School	Ass. Notceable Tech.
40	Ghaida'a Kamel Khodair	1999	4	1976	6	Diploma	Ass. Notceable Tech.
41	Hadi Aobeed Helal	1996	7	1975	6	Diploma	Ass. Notceable Tech.
42	Hadi Ghaji Hasen	1993	10	1973	6	Professional Center	Ass. Notceable Tech.
43	Hana'a Mohmed Abdul Kareem	1992	11	1970	6	Secondary School	Ass. Notceables
44	Haqi Asma'aeel Hussain	1970	33	1970	6	Professional Center	Security
45	Hardan Abdul Ghfoor	1988	15	1968	6	Professional Center	Security
46	Hashem Taher Fleeh	2000	3	1974	6	B.S.C	Assistant Accountant

AL SALAM Co.

Seq	Name	Appointment date	employment period	nascence date	Degree	Education Level	Functional Address
47	Hefa'a Gaseb Hussain	1999	4	1976	6	B.S.C	Assistant Engineer
48	Hela Amjed Shaker	2002	1	1976	6	B.S.C	Assistant Programmer
49	Hena'a A'lawi Hussain	2001	2	1974	6	B.S.C	Assistant Engineer
50	Hena'a Doohi Ali	1993	10	1971	6	Diploma	Notceable Tech.
51	Hassan A'lwaan Hussain	1992	11	1970	6	Professional Center	Notceable Tech.
52	Huda Ahmed Asma'eel	2000	3	1974	6	B.S.C	Assistant Engineer
53	Hussain Kareem Hemdallah	1993	10	1968	6	Industry Secondary School	.Ass. Notceable Tech
54	Hyat Gewad Kathem	2000	3	1976	6	B.S.C	Ass. Notceable
55	Hyder Hussain Saleem	1993	10	1968	6	Industry Secondary School	.Ass. Notceable Tech
56	Hyder Najem Abdul Allah	2002	1	1976	6	B.S.C	Assistant Programmer
57	Kefaaf Abd Zeid	1992	11	1973	6	Diploma	Notceable Tech.
58	Khaled Najem Abdul Allah	1991	12	1976	6	Industry Secondary School	Notceable Tech.
59	Khalid Mohmed Mustefa	2001	2	1974	6	Diploma	Ass. Notceable Tech.
60	Khileel Hadi Chaloob	2002	1	1979	6	B.S.C	Assistant Programmer
61	Louy Abdul Lateef Mohmed	2002	1	1976	6	B.S.C	Assistant Engineer
62	Louy Ebraheem Khelef	2002	1	1976	6	B.S.C	Assistant Programmer
63	Louy Fathel Hussain	1990	13	1974	6	Diploma	Notceable Tech.
64	Maher Hameed Dawod	1994	9	1974	6	Diploma	Notceable Tech.
65	Majeed Abeed Waseem	1989	14	1960	6	Industry Secondary School	Ass. Notceable Tech.
66	Myadah Abdul Gebar	2000	3	1977	6	B.S.C	Assistant Programmer
67	Mehmood Ahmed Gasem	1990	13	1968	6	Commercial Secondary Schoo	Assistant Accountant
68	Mehmood Mohmed Sa'eed	1999	4	1974	6	Diploma	Ass. Notceable Tech.

AL SALAM Co.

Seq	Name	Appointment date	employment period	nascence date	Degree	Education Level	Functional Address
69	Mohmed A'beed Fenjaan	1989	14	1971	6	Industry Secondary School	Notceable Tech.
70	Mohmed Ahmed Shehaab	2002	1	1974	6	B.S.C	Assistant Physical
71	Mohmed Fekhri Noori	1993	10	1973	6	Secondary School	.Notceable Tech
72	Mohmed Hussain Sa'adoon	1993	10	1971	6	Industry Secondary School	Notceable Tech.
73	Mona Taher A'bas	1993	10	1975	6	Secondary School	Ass. Loyal storehouse
74	Nahed Mohmed Sobhi	2001	2	1975	6	B.S.C	Ass. Notceable
75	Nathem Dawod Selman	2002	1	1974	6	Diploma	Ass. Notceable Tech.
76	Nebras Abdul Hasen	1999	4	1975	6	B.S.C	Assistant Physical
77	Nemeer Na'mah Hemeed	1993	10	1973	6	Industry Secondary School	Notceable Tech.
78	Qasem chiad Abd	1993	10	1971	6	Industry Secondary School	.Ass. Notceable Tech
79	Qter Alneda Rasheed	1990	13	1973	6	Commercial Secondary Schoo	Assistant Accountant
80	Rasha Sa'doon Berghsh	1999	4	1978	6	Diploma	Ass. Notceable Tech.
81	Reath Ali Ahmed	2001	2	1978	6	B.S.C	Assistant Engineer
82	Reheem Kareem Ali	1991	12	1963	6	Industry Secondary School	Notceable Tech.
83	Reja'a Ghaeeb Gheedan	1993	10	1963	6	Diploma	Ass. Notceable Tech.
84	Rosel Mohmed Abdul Wehaab	1999	4	1974	6	B.S.C	Assistant Accountant
85	Sabah Abdul Allah Lazem	1994	9	1968	6	Diploma	.Ass. Notceable Tech
86	Sadeq Ga'fer Ali	2001	2	1974	6	B.S.C	Assistant Programmer
87	Salam Hassan Yusef	1995	8	1965	6	Alma'tsem Center	.Ass. Notceable Tech
88	Salam Khileel Keetan	2002	1	1975	6	B.S.C	Engineer
89	Sameer Ali Beher	1990	13	1968	6	Industry Secondary School	Ass. Notceable Tech.
90	Samer Kareem Hashem	1993	10	1971	6	Industry Secondary School	.Notceable Tech
91	Sawsen Hajem A'kaab	1990	13	1968	6	Industry Secondary School	Ass. Notceable Tech.

AL SALAM Co.

Seq	Name	Appointment date	employment period	nascence date	Degree	Education Level	Functional Address
92	Sejwah Zaki Seleeman	2000	3	1974	6	Diploma	.Ass. Notceable Tech
93	Sena'a Fathel Retha	1994	9	1972	6	Diploma	Ass. Loyal storehouse
94	Sena'a Mohsen Kathem	1993	10	1971	6	Secondary School	Ass. Loyal storehouse
95	Seraab Mohmed Zaki	1999	4	1974	6	B.S.C	Ass. Notceable
96	Shetha Aswd Fehd	1994	9	1974	6	Secondary School	Assistant Accountant
97	Taher Saleh Rathi	1995	8	1965	6	Diploma	Notceable Tech.
98	Talel Mohmed Mehmood	2001	2	1976	6	B.S.C	Assistant Engineer
99	Tha'er A'bas Ali	1992	11	1972	6	Industry Secondary School	Notceable Tech.
100	Wameeth Abdul Gebar	2000	3	1976	6	B.S.C	Assistant Engineer
101	Weldaan Gaber Dewah	2002	1	1977	6	B.S.C	Assistant Biology
102	Wesam Loay Najey	2001	2	1978	6	B.S.C	Assistant Engineer
103	Wsen Mohmed Ahmed	2000	3	1976	6	B.S.C	Assistant Programmer
104	Yaser Abdul Hemeed Najem	1998	5	1977	6	B.S.C	Engineer
105	Yunes Yusef Naser	1990	13	1965	6	ommercial Secondary School	Assistant Accountant
106	Yusef Heleem Kathem	2002	1	1976	6	B.S.C	Engineer
107	Zenab Sadeq Ahmed	1999	4	1976	6	B.S.C	Engineer
108	Zenab Tareq Abdul Rezaaq	2000	3	1976	6	B.S.C	Assistant Biology
109	Ziad Tareq A'aref	1993	10	1973	6	Diploma	Notceable Tech.
110	A'udi Kamel Hamed	2003	0.7	1970	6	B.S.C	Engineer
111	Ali Regheef Shkakey	2003	0.7	1974	6	B.S.C	Engineer
112	Mesa'a Mohmed Ali Mohmed	2003	0.7	1976	6	B.S.C	Engineer

AL SALAM Co.

Seq	Name	Appointment date	employment period	nascence date	Degree	Education Level	Functional Address
1	A'amer Safa'a Kheerallah	2003	0.9	1976	7	B.S.C	Assistant Engineer
2	A'ez Aldeen Hemdaan Mohmed	1994	9	1975	7	Secondary School	Notceable Professional
3	A'la'a Abdul Hussain	2003	0.9	1976	7	B.S.C	Assistant Engineer
4	A'la'a Fathel Kathem	2003	0.9	1976	7	B.S.C	Assistant Programmer
5	A'mar Abd Hashem	2002	1	1976	7	B.S.C	Assistant Accountant
6	A'mar Abdul Gebar Ftaah	2003	0.9	1976	7	B.S.C	Assistant Physical
7	A'odi A'dnan Abd A'oon	2003	0.9	1974	7	B.S.C	Assistant Engineer
8	A'of Ataulallah Feesal	2003	0.9	1975	7	B.S.C	Assistant Engineer
9	A'qeel Hasen Abdul Kthem	2003	0.9	1976	7	B.S.C	Assistant Engineer
10	A'rfaan Shehdaan A'dai	2003	0.9	1977	7	B.S.C	Assistant Engineer
11	A'thera'a Najem Abdul Allah	2003	0.9	1977	7	B.S.C	Assistant Programmer
12	Aala'a Maki Hemoodi	2003	0.9	1969	7	B.S.C	Assistant Programmer
13	Abas Ghanem Hafeth	2003	0.9	1978	7	B.S.C	Assistant Engineer
14	Afaaq Hamied Mohesen	2001	2	1976	7	B.S.C	Assistant Programmer
15	Ahmed A'dnan Hemoodi	2003	0.9	1977	7	B.S.C	Assistant Engineer
16	Ahmed Abdul Qader Abdul Latee	2002	1	1975	7	B.S.C	Assistant Engineer
17	Ahmed Gawaad Kathem	2003	0.9	1977	7	B.S.C	Assistant Engineer
18	Ahmed Kamel Gemal	2003	0.9	1971	7	B.S.C	Assistant Engineer
19	Ahmed Kareem Hesaani	2003	0.9	1976	7	B.S.C	Assistant Engineer
20	Ahmed Mohmed Gwaad	2003	0.9	1978	7	B.S.C	Assistant Engineer
21	Akhlas Wheeb Wa'el	2001	2	1976	7	B.S.C	Assistant Programmer

AL SALAM Co.

Seq	Name	Appointment date	employment period	nascence date	Degree	Education Level	Functional Address
22	Ali Ataulallah Kathem	2003	0.9	1974	7	B.S.C	Assistant Engineer
23	Ali Fathel A'bas	2003	0.9	1974	7	B.S.C	Assistant Engineer
24	Ali Ferhaan Mohmed	2001	2	1975	7	B.S.C	Assistant Engineer
25	Ali Hareth Gasem	2003	0.9	1977	7	B.S.C	Assistant Programmer
26	Ali Najem Abd Ali	2003	0.9	1975	7	B.S.C	Assistant Engineer
27	Amjed Feesel Mehdi	2002	9	1975	7	B.S.C	Assistant Engineer
28	Anas Noori Hasen	2002	1	1976	7	B.S.C	Assistant Engineer
29	Anmar Ali Ahmed	2003	0.9	1977	7	B.S.C	Assistant Engineer
30	Antesar Khtheer Saleh	2002	1	1978	7	B.S.C	Assistant Engineer
31	Ashrak Dawod Selman	2003	0.9	1977	7	B.S.C	Assistant Engineer
32	Baherah Abdul Retha Selman	2003	0.9	1978	7	B.S.C	Assistant Chemical
33	Ban A'la'a Aldeen Abdul Rezaq	2002	0.9	1978	7	B.S.C	Assistant Programmer
34	Basheer Mohsen Naef	2001	2	1977	7	B.S.C	Assistant Chemical
35	Bker Waleed Kathem	2003	0.9	1978	7	B.S.C	Assistant Programmer
36	Dina Nejah Abdul Kareem	2002	1	1976	7	B.S.C	Assistant Accountant
37	Donia Yaseen Mehdi	1999	4	1974	7	Diploma	Writer
38	Doraeed Ataulallah Wahesh	2003	0.9	1976	7	B.S.C	Assistant Engineer
39	Emad Ahmed Yusef	2003	0.9	1976	7	B.S.C	Assistant Engineer
40	Fa'ez Dawod Selman	2003	0.9	1975	7	B.S.C	Assistant Programmer
41	Firas A'qeel Rasheed	2003	0.9	1974	7	B.S.C	Assistant Engineer
42	Fo'ad Abdul Qader Abdul Hadi	2003	0.9	1974	7	B.S.C	Assistant Programmer
43	Gasem Sa'doon Geaad	2002	1	1975	7	B.S.C	Assistant Engineer

AL SALAM Co.

Seq	Name	Appointment date	employment period	nascence date	Degree	Education Level	Functional Address
44	Gheith Hosham Asma'eel	2003	0.9	1975	7	B.S.C	Assistant Programmer
45	Hadeel Fetaah Abdul Reheem	2002	1	1979	7	B.S.C	Assistant Engineer
46	Haqi Asma'eel Mohmed	2003	0.9	1976	7	B.S.C	Assistant Engineer
47	Hind Sadam Gasem	2003	0.9	1978	7	B.S.C	Assistant Chemical
48	Huda Ghazi Feesel	2003	0.9	1975	7	B.S.C	Assistant Engineer
49	Husam A'la'a Abdul Hussain	2003	0.9	1976	7	B.S.C	Assistant Chemical
50	Husam Naji Refa'et	2002	0.9	1978	7	B.S.C	Assistant Engineer
51	Husam Taleb	2003	0.9	1976	7	B.S.C	Assistant Engineer
52	Hussain Mohamed	2003	0.9	1977	7	B.S.C	Assistant Engineer
53	Hyder A'ayed Mohmed	2003	0.9	1978	7	B.S.C	Assistant Engineer
54	Hyder A'bas Ali	2003	0.9	1977	7	B.S.C	Assistant Engineer
55	Hyder Abdul Gebar Kathem	2003	0.9	1977	7	B.S.C	Assistant Programmer
56	Hyder Ferhan Ahmed	2003	0.9	1976	7	B.S.C	Assistant Engineer
57	Hyder Hamed Hentoosh	2003	0.9	1978	7	B.S.C	Assistant Programmer
58	Isra'a Hussain Asma'eel	2003	0.9	1978	7	B.S.C	Assistant Engineer
59	Khalid Hemed Asfari	2002	1	1976	7	B.S.C	Assistant Engineer
60	Laeth Hamed Gweed	2003	0.9	1975	7	B.S.C	Assistant Engineer
61	Maher Reath Rejeb	2003	0.9	1975	7	B.S.C	Assistant Engineer
62	Majed Shehathah Mehmood	2003	0.9	1974	7	B.S.C	Assistant Programmer
63	Methm Kathem Hasem	2003	0.9	1975	7	B.S.C	Assistant Engineer
64	Moa'tez Asma'eel Ahmed	2003	0.9	1974	7	B.S.C	Assistant Engineer
65	Mo'eed A'bas Khmees	1999	4	1975	7	B.S.C	Assistant Engineer

AL SALAM Co.

Seq	Name	Appointment date	employment period	nascence date	Degree	Education Level	Functional Address
66	Mohamed Yusef Kamel	2003	0.9	1974	7	B.S.C	Assistant Physical
67	Mohend Ataulallah Feesel	2003	0.9	1976	7	B.S.C	Assistant Engineer
68	Mohend Hadi Gewaad	2003	0.9	1978	7	B.S.C	Assistant Engineer
69	Mohmed A'dnan	2003	0.9	1974	7	B.S.C	Assistant Programmer
70	Mohmed Ali Hasen	2003	0.9	1974	7	B.S.C	Assistant Engineer
71	Mohmed Khtheer Dehlooz	2003	0.9	1974	7	B.S.C	Assistant Engineer
72	Mohmed Qasem Neseef	2003	0.9	1968	7	B.S.C	Engineer
73	Mokhles Abdul hadi	2003	0.9	1975	7	B.S.C	Assistant Engineer
74	Monaaf Asa'd Mes'od	2003	0.9	1974	7	B.S.C	Assistant Engineer
75	Monteser Gemal Mohmed	2003	0.9	1974	7	B.S.C	Assistant Chemical
76	Montether Salah Geber	2003	0.9	1975	7	B.S.C	Assistant Engineer
77	Monther Mohamed Gaseem	1990	13	1968	7	Middle School	Notceable Tech.
78	Mother Ghanem Dawod	2003	0.9	1975	7	B.S.C	Assistant Engineer
79	Na'mah Dawod Methkoor	2003	0.9	1976	7	B.S.C	Assistant Engineer
80	Nabeel Setaar Abd	2001	2	1978	7	B.S.C	Assistant Engineer
81	Naghem Qasem Ebraheem	2001	2	1975	7	B.S.C	Ass. Notceable
82	Nash'et Shoqy Qadory	2003	0.9	1976	7	B.S.C	Assistant Engineer
83	Nebraas Ebraheem Mohmed	2002	1	1977	7	B.S.C	Assistant Programmer
84	Nehaad Abd Gemeel	2002	1	1977	7	B.S.C	Assistant Programmer
85	Nezaar A'bas Mohmed	2003	0.9	1975	7	B.S.C	Assistant Engineer
86	Noofel A'dnan Ahmed	2003	0.9	1976	7	B.S.C	Assistant Engineer
87	Noor Sat'a Abdul Setar	2003	0.9	1977	7	B.S.C	Assistant Engineer
88	Noorah Hamzah Mohmed	2001	2	1974	7	B.S.C	Assistant Engineer
89	Osamah A'dnan Ebraheem	2003	0.9	1975	7	B.S.C	Assistant Engineer

AL SALAM Co.

Seq	Name	Appointment date	employment period	nascence date	Degree	Education Level	Functional Address
90	Qasem Hassan Heloos	2003	0.9	1974	7	B.S.C	Assistant Engineer
91	Qasem Mohmed Sa'eed	2003	0.9	1978	7	B.S.C	Assistant Engineer
92	Ra'ad Thahi Abdul Allah	2003	0.9	1976	7	B.S.C	Assistant Engineer
93	Ra'ed Fathel Abdul Setar	2003	0.9	1975	7	B.S.C	Assistant Engineer
94	Ra'ed Mohmed Hussain Selman	2003	0.9	1974	7	B.S.C	Assistant Engineer
95	Rna Kheeri Hemeed	2002	1	1976	7	B.S.C	Assistant Chemical
96	Rna Shaker Mehdi	2003	0.9	1976	7	B.S.C	Assistant Chemical
97	Samer Suhail Abd Ali	2003	0.9	1978	7	B.S.C	Assistant Engineer
98	Saif Abdul Kathem Hemeed	2001	2	1978	7	B.S.C	Assistant Engineer
99	Seba A'bas Kathem	2003	0.9	1977	7	B.S.C	Assistant Engineer
100	Seja Sebah Selman	2002	1	1975	7	B.S.C	Assistant Programmer
101	Shaker Mehmood Hasoon	2003	0.9	1970	7	B.S.C	Assistant Chemical
102	Shema'a Tareef Serhan	2003	0.9	1976	7	B.S.C	Assistant Engineer
103	Soa'ad Sbeer Abd	2003	0.9	1975	7	B.S.C	Assistant Engineer
104	Temam Ali Abdul Mohsen	2003	0.9	1977	7	B.S.C	Assistant Engineer
105	Venoos Sefa'a Aldeen	2003	0.9	1979	7	B.S.C	Assistant Engineer
106	Wseem Sameer Mkha'aeel	2003	0.9	1976	7	B.S.C	Assistant Engineer
107	Yaser Sa'eed Mohmed	2003	0.9	1976	7	B.S.C	Assistant Engineer
108	Yusef Nabeel Yusef	2003	0.9	1964	7	B.S.C	Assistant Engineer
109	Zaid Farooq Abdul Hemeed	2003	0.9	1977	7	B.S.C	Assistant Engineer
110	Zena Hashem Khileel	2003	0.9	1977	7	B.S.C	Assistant Engineer
111	Ziad Khtheer Gameel	2003	0.9	1974	7	B.S.C	Assistant Engineer
112	Entesaar Hemed Saleh	2002	1	1977	7	B.S.C	Assistant Programmer

AL SALAM Co.

Seq	Name	Appointment date	employment period	nascence date	Degree	Education Level	Functional Address
1	A'beer Qasem Maki	2000	3	1978	8	Diploma	Ass. Notceable Tech.
2	A'lawi ibrahem mohmed	1985	18	1966	8	Primary School	Professional
3	Abdul Gebar A'esa A'lwaan	2002	1	1976	8	B.S.C	Ass. Notceable
4	A'mar Kathem Mohmed	2001	2	1977	8	Diploma	Ass. Notceable Tech.
5	A'mar Khelef Mohmed	2003	0.9	1976	8	Diploma	Ass. Notceable Tech.
6	A'mar Yusef Abdul allah	2002	1	1975	8	Diploma	Ass. Notceable Tech.
7	A'qel Abdul Ameer Shneen	2000	3	1976	8	Professional Center	Ass. Notceable Tech
8	Ahmed Abdul Zehrah Hyder	2000	3	1974	8	Diploma	Ass. Notceable Tech.
9	Ahmed Khalid Barrak	2002	1	1977	8	B.S.C	Ass. Notceable
10	Ahmed Selah	2003	0.9	1978	8	B.S.C	Assistant Engineer
11	Ali Khtheer Mejeed	2001	2	1976	8	Diploma	Ass. Notceable Tech.
12	Aseel Abdul Mohsen	2003	0.9	1979	8	B.S.C	Ass. Notceable
13	Dawod Mobder Dawod	2002	1	1974	8	B.S.C	Ass. Notceable
14	Donia Fathel Abood	2000	3	1977	8	Diploma	Ass. Notceable Tech.
15	Ebtehaal Gasem Mohmed	2000	3	1974	8	Diploma	Accounting Writer
16	Ebtesam Kareem Mohmed	1980	23	1958	8	Primary School	System Operator
17	Emaan Hussain Mohmed	1980	23	1961	8	Primary School	System Operator
18	Emad Kathem Thamer	2000	3	1975	8	Diploma	Ass. Notceable Tech.
19	Fathel Mehmood Hussain	1992	11	1970	8	Industry Secondary School	Ass. Notceable Tech
20	Ferdows Mohmed Retha	2000	3	1975	8	Diploma	Ass. Notceable Tech
21	Geber Gasem Mohmed	1981	22	1943	8	Primary School	Ass. Notceable Professional
22	Hamed Abood Merhj	1980	23	1968	8	Primary School	Notceable Professional

AL SALAM Co.

Seq	Name	Appointment date	employment period	nascence date	Degree	Education Level	Functional Address
23	Hamied Rasheed Hamed	1978	25	1958	8	Primary School	Ass. Notceable Professional
24	Hena'a Shaker Khtar	1994	9	1974	8	Middle School	System Operator
25	Himzah Wesmi Salem	1992	11	1974	8	Industry Secondary School	Ass. Notceable Tech.
26	Huda Shereef Mohmed	2000	3	1977	8	Diploma	Accounting Writer
27	Husam Naser Begae	2001	2	1974	8	Diploma	Ass. Notceable Tech.
28	Hyder Thmeen	2003	0.9	1978	7	B.S.C	Assistant Engineer
29	Kareem Azawi Abd	1992	11	1970	8	Primary School	Professional
30	Komeel Mekhlef Moheel	1992	11	1962	8	Primary School	Ass. Notceable Professional
31	Louy Ahmed Taha	2002	1	1977	8	B.S.C	Ass. Notceable
32	Mahmood Sadam Abd	2001	2	1962	8	Diploma	Ass. Notceable Tech.
33	Mazen Yusef Abdul Zeherh	2000	3	1977	8	Diploma	Ass. Notceable Tech.
34	Meha A'dnan Hussain	1992	11	1973	8	Middle School	System Operator
35	Meha Ebraheem A'lwaan	2001	2	1975	8	B.S.C	Ass. Notceable
36	Mohmed Ahmed Zaidan	1981	22	1963	8	Primary School	Ass. Notceable Professional
37	Mohmed Sa'eed Yhya	1995	8	1958	8	Primary School	Ass. Notceable Professional
38	Mustafa Abdul Kareem	2001	2	1976	8	Diploma	Ass. Notceable Tech
39	Mustefa Thea'a Hasen	2002	1	1975	8	B.S.C	Ass. Notceable
40	Omar Ali Gasem	2001	2	1977	8	Diploma	Ass. Notceable Tech.
41	Qees Mohmed Khelef	2000	3	1976	8	Diploma	Ass. Notceable Tech.
42	Qees Shehaab Ahmed	1980	23	1958	8	Primary School	System Operator
43	Ra'ed Gebar A'beed	2000	3	1977	8	Diploma	Ass. Notceable Tech.
44	Rna Abdul Nabi Mehdi	2000	3	1976	8	Diploma	Ass. Notceable Tech.

AL SALAM Co.

Seq	Name	Appointment date	employment period	nascence date	Degree	Education Level	Functional Address
45	Sa'ad Ahmed Gasem	2001	2	1974	8	Diploma	.Ass. Notceable Tech
46	Sa'ad Mohmed A'lean	2002	1	1976	8	Diploma	.Ass. Notceable Tech
47	Sa'ad Mohmed Abdul Setaar	1971	32	1948	8	Primary School	Notceable Professional
48	Sadeq Mehdi Saleh	1996	7	1974	8	Industry Secondary School	Ass. Notceable Tech.
49	Salam Geber Gasem	1995	8	1974	8	Middle School	.Notceable Tech
50	Salem Asma'aeel Hussain	1999	4	1974	8	Industry Secondary School	Ass. Notceable Tech.
51	Sameer Mneer Abdul Hameed	2000	3	1974	8	Diploma	Ass. Notceable Tech.
52	Sebaah Kathem Rzaaq	2000	3	1975	8	Diploma	Ass. Notceable Tech.
53	Sefa'a A'adel Abdul Rezaaq	2001	2	1975	8	Diploma	Accounting Writer
54	Sefa'a Abdul Wehaab Saleh	2002	1	1973	8	B.S.C	Ass. Notceable
55	Shaker Mehmood Gerbooa	1994	9	1974	8	Secondary School	System Operator
56	Soray Ma'ed Abdul Kareem	2001	2	1976	8	Diploma	Ass. Notceable Tech.
57	Tha'er Selman Khlef	2001	2	1974	8	Diploma	Ass. Notceable Tech.
58	Waleed Yaseen Abdul Allah	2000	3	1975	8	Diploma	Ass. Notceable Tech.
59	Wethah Sadeq Najem	2001	2	1977	8	Diploma	Writer
60	Yaseen Shehab Ahmed	1980	23	1963	8	Primary School	Notceable Professional
61	Zenab Sebaar Hasen	2000	3	1976	8	Diploma	Accounting Writer
62	A'esa mohmed A'bas	1981	22	1964	8	Primary School	Professional

AL SALAM Co.

Seq	Name	Appointment date	employment period	nascence date	Degree	Education Level	Functional Address
1	A'amer Seheel Abeed	1989	14	1977	9	Primary School	Ass. Notceable Professional
2	A'bdul Mona'em Ebraheem	2002	1	1976	9	Diploma	Ass. Notceable Tech.
3	A'dnan Kherallah Hussain	2002	1	1977	9	Diploma	Ass. Notceable Tech.
4	A'la'a Aldeen Mohmed Asma'eel	2002	1	1978	9	Diploma	Ass. Notceable Tech.
5	A'la'a Hyder Hashem	2000	3	1977	9	Industry Secondary School	.Ass. Notceable Tech
6	A'teea Abdullah Sfeeah	1988	15	1965	9	Primary School	Notceable Professional
7	Abdul Lateef Fo'aad Abdul Lateef	2003	0.9	1976	9	Diploma	.Ass. Notceable Tech
8	Ayoob Rahiem Ghethban	2002	1	1975	9	Diploma	Ass. Notceable Tech.
9	Ahmed Abdul Allah A'bas	2002	1	1974	9	Diploma	Ass. Notceable Tech.
10	Ahmed Ali Na'em	1988	15	1968	9	Primary School	Ass. Notceable Professional
11	Ahmed Fawzi Kheraldeen	2000	3	1976	9	Secondary School	Ass. Notceable Tech.
12	Ahmed Hussam Abdul Resool	2003	0.9	1975	9	Diploma	.Ass. Notceable Tech
13	Akrem Kathem Mota'eb	2003	0.9	1975	9	Diploma	.Ass. Notceable Tech
14	Ali Abd Na'eet	2001	2	1976	9	Industry Secondary School	Ass. Notceable Tech.
15	Ali Hussain Shaker	2002	1	1975	9	Diploma	Ass. Notceable Tech.
16	Ali Sa'doon A'sker	2003	0.9	1977	9	Diploma	.Ass. Notceable Tech
17	Aseel Kna'an A'ta	2001	2	1975	9	Diploma	.Ass. Notceable Tech
18	Atheer Khileel Ebraheem	2002	1	1974	9	Diploma	Ass. Notceable Tech.
19	Basel Goma'ah Rabeea'a	2001	2	1974	9	Industry Secondary School	Ass. Notceable Tech.
20	Bushra Taha Khtheer	1986	17	1971	9	Primary School	Ass. Notceable Professional
21	Emad Yaseen Mehmood	2003	0.9	1977	9	Diploma	.Ass. Notceable Tech
22	Firas Fathel Saleh	2002	1	1974	9	Diploma	Ass. Notceable Tech.
23	Firas Kathem Rehman	2003	0.9	1975	9	Diploma	.Ass. Notceable Tech

AL SALAM Co.

Seq	Name	Appointment date	employment period	nascence date	Degree	Education Level	Functional Address
24	Ganeet Aoraha Betoon	2000	3	1974	9	Secondary School	Ass. Computer Operator
25	Ghaleb Hmood Hmadi	2002	1	1974	9	Diploma	Ass. Notceable Tech.
26	Hassan Waseel Kathem	1988	15	1970	9	Primary School	Ass. Notceable Professional
27	Husham Faleh Hassan	2003	0.9	1976	9	Diploma	Ass. Notceable Tech
28	Hamied Abdul Kathem Teraad	2002	1	1974	9	Diploma	Ass. Notceable Tech.
29	Hethem Abd Hasen Ta'mah UL D	2002	1	1978	9	Diploma	Ass. Notceable Tech.
30	Hussain Dawod Matlek	1990	13	1973	9	Primary School	Ass. Notceable Professional
31	Hussain Hanthal Ali	2001	2	1974	9	Diploma	Ass. Notceable Tech
32	Mazen Abd Hassan	1990	13	1973	9	Primary School	Ass. Notceable Professional
33	Mehmood Mehdi Saleh	1982	21	1966	9	Primary School	Notceable Professional
34	Mohamed Qaseem A'bas	1988	15	1968	9	Primary School	Ass. Notceable Professional
35	Mohmed Fathel Mohmed	2002	1	1974	9	Primary School	Notceable Professional
36	Mohmed Selman Thomad	2002	1	1975	9	Diploma	Ass. Notceable Tech.
37	Mohmed Tahseen Ahmed Sa'ood	2003	0.9	1975	9	Diploma	Ass. Notceable Tech
38	Mohmed Tareq Abdul Lateef	2003	0.9	1979	9	Diploma	Ass. Notceable Tech
39	Mohmed Tareq Salem	2003	0.9	1976	9	Diploma	Ass. Notceable Tech.
40	Mohmed Wajed A'bas	2000	3	1973	9	Secondary School	Ass. Notceable Tech.
41	Mosa'eb Hashem Mobarek	2003	0.9	1976	9	Diploma	Ass. Notceable Tech
42	Mustefa Ebraheem Hemood	2003	0.9	1973	9	Diploma	Ass. Notceable Tech
43	Mustefa Nathem Sadeeq	2001	2	1976	9	Industry Secondary School	Ass. Notceable Tech.
44	Mustefa Rehman A'bas	2002	1	1976	9	Diploma	Ass. Loyal storehouse
45	Nabeel Abdul Majeed Abdul Reth	2002	1	1975	9	Diploma	Ass. Notceable Tech.
46	Nabeel Ebraheem Saleh	2003	0.9	1974	9	Industry Secondary School	Ass. Notceable Tech.
47	Naneel Shehaab Yaseen	2001	2	1974	9	Industry Secondary School	Ass. Notceable Tech.

AL SALAM Co.

Seq	Name	Appointment date	employment period	nascence date	Degree	Education Level	Functional Address
48	Omar Gaber Dowah	2002	1	1977	9	Diploma	Ass. Notceable Tech.
49	Omer Farooq Mohmed	2002	1	1978	9	Diploma	Ass. Notceable Tech.
50	Omer Hassan A'leoan	2002	1	1978	9	Diploma	Ass. Notceable Tech.
51	Omer Sa'di Hassan	2003	0.9	1978	9	Diploma	.Ass. Notceable Tech
52	Qees Shaker Mehdi	1988	15	1968	9	Primary School	Notceable Professional
53	Qusey Kamel Mohmed	2002	1	1975	9	Diploma	Ass. Notceable Tech.
54	Ra'ed A'bas Ali	2001	2	1975	9	Diploma	Ass. Notceable Tech.
55	Ra'ed Sami Khlefah	2002	1	1975	9	Diploma	Ass. Notceable Tech.
56	Rabia Kerji Abdul Allah	2001	2	1977	9	Industry Secondary School	.Ass. Notceable Tech
57	Reath Ahmed Hussain	1988	15	1973	9	Primary School	Notceable Professional
58	Sa'ad Mohmed Shelal	1989	14	1973	9	Primary School	Ass. Notceable Professional
59	Sa'ad Najem Abood	2002	1	1974	9	Diploma	Ass. Notceable Tech.
60	Sebaar Khelef Mohmed	1988	15	1970	9	Primary School	Notceable Professional
61	Sefa'a Abdul Allah Hussain	2000	3	1975	9	Industry Secondary School	Ass. Notceable Tech.
62	Sermed Ahmed Hussain	2003	0.9	1974	9	Professional Center	.Ass. Notceable Tech
63	Slamah Mehmood Fetaah	2001	2	1965	9	Secondary School	Ass. System Operator
64	Soheeb Mohmed Mheesen	2002	1	1975	9	Diploma	Ass. Notceable Tech.
65	Sondos Khalid Abdul Qader	2002	1	1965	9	Diploma	.Ass. Notceable Tech
66	Suhair A'dnan Khtheer	2001	2	1976	9	Diploma	.Ass. Notceable Tech
67	Taha Kathem Godah	1989	14	1968	9	Primary School	Notceable Professional
68	Tela't Refa'et	1996	7	1976	9	Diploma	.Ass. Notceable Tech
69	Waleed Ahmed Yas	2001	2	1976	9	Diploma	Ass. Notceable Tech.
70	Waleed Mohmed Sheet	2000	3	1977	9	Diploma	Ass. Notceable Tech.
71	Waleed Saleh Majeed	2002	1	1976	9	Professional Center	Ass. Notceable Tech.
72	Yaseen Seber Saleh	1989	14	1972	9	Primary School	Ass. Notceable Professional
73	Yusef Nekaal Hemeed	2002	1	1976	9	Diploma	Ass. Notceable Tech.
74	Yaser Mehmood Asma'eel	2003	0.9	1974	9	Diploma	Ass. Notceable Tech.
75	Zuhair La'bi Mohmed	2002	1	1976	9	Diploma	Ass. Notceable Tech.

AL SALAM Co.

Seq	Name	Appointment date	employment period	nascence date	Degree	Education Level	Functional Address
1	A'amer Ahmed Theedan	1984	19	1961	10	Primary School	Notceable Professional
2	A'bas Hussain Alwan	1998	5	1969	10	Industry Secondary School	.Ass. Notceable Tech
3	A'bas Mohmed A'bas	1995	8	1974	10	Primary School	Notceable Professional
4	A'bas Taleb Hashem	2002	1	1974	10	Industry Secondary School	Ass. Notceable Tech.
5	A'dwaan Salem Gherbi	2003	0.9	1976	10	Secondary School	.Ass. Notceable Tech
6	A'esa Kathem A'bas	1992	11	1968	10	Primary School	Ass. Notceable Professional
7	A'lala Aldeen Gameel	2002	1	1975	10	Professional Center	Notceable Tech.
8	A'mar Yusef A'jeel	1994	9	1975	10	Primary School	Ass. Notceable Professional
9	Abdul Khalik Seaber Khef	1994	9	1974	10	Primary School	Ass. Notceable Professional
10	Abdul Rehman Ahmed Reheem	2002	1	1976	10	Industry Secondary School	Ass. Notceable Tech.
11	Abdul Setaar Sa'ood Gheeth	2002	1	1976	10	Industry Secondary School	Notceable Tech.
12	Ahmed kamel Khther	1994	9	1971	10	Primary School	Ass. Notceable Professional
13	Ahmed Lateef Farej	1991	12	1973	10	Primary School	Notceable Professional
14	Ahmed Najem Abdul Allah	1989	14	1973	10	Primary School	Ass. Notceable Professional
15	Ali Hadi Bandar	2003	0.9	1975	10	Industry Secondary School	.Ass. Notceable Tech
16	Ali Hussain Taha	1998	5	1974	10	Industry Secondary School	.Ass. Notceable Tech
17	Ali Shaker Ga'fer	2002	1	1979	10	Industry Secondary School	Notceable Tech.
18	Arshed Khleefah Saleh	2002	1	1974	10	Industry Secondary School	Ass. Notceable Tech.
19	Basem Mejeed Hemeed Zemaan	2003	0.9	1976	10	Industry Secondary School	Ass. Notceable Tech.
20	Emad Ahmed Zeedan	1993	10	1973	10	Primary School	Ass. Notceable Professional
21	Fa'ez Ahmed Khelef	1998	5	1975	10	Industry Secondary School	.Ass. Notceable Tech
22	Fathel A'bas Meza'el	2002	1	1978	10	Industry Secondary School	Ass. Notceable Tech.
23	Gameel Kathem Gabaar	1995	8	1974	10	Primary School	Ass. Notceable Professional

AL SALAM Co.

Seq	Name	Appointment date	employment period	nascence date	Degree	Education Level	Functional Address
24	Ghafar Khalaf Mohmed	1992	11	1970	10	Primary School	Ass. Notceable Professional
25	Hatem Kareem A'lwan	2001	2	1974	10	Middle School	System Operator
26	Heba Fawzi Mohmed	2001	2	1976	10	Secondary School	Ass. System Operator
27	Huda Mejeed Sa'eed	2001	2	1974	10	Primary School	Ass. Notceable Professional
28	Hussain Hemadi Yas	1992	11	1965	10	Primary School	Ass. Notceable Tech
29	Hussain Kathem Feath	2002	1	1975	10	Industry Secondary School	Ass. Notceable Tech.
30	Hussain Naser Khelef	1977	26	1943	10	Read & Write	Repairer
31	Hyder Ali Thaher	2001	2	1976	10	Primary School	Notceable Professional
32	Hyder Fares Sami	2003	0.9	1975	10	Professional Center	Ass. Notceable Tech
33	Hyder Reheem Geloob	1995	8	1973	10	Read & Write	Notceable Professional
34	Eman Mezher Gasem	1992	11	1953	10	Primary School	Notceable Professional
35	Kamel Abdul Allah Abeed	1994	9	1974	10	Primary School	Ass. Notceable Professional
36	Kathem Fathel Ali	2001	2	1973	10	Primary School	Ass. Notceable Professional
37	Kefaeh Leftah Faerj	1992	11	1973	10	Primary School	Ass. Notceable Professional
38	Khalid Hemeed Seehood	1995	8	1976	10	Primary School	Ass. Notceable Professional
39	Khileel Ebraheem Abd	1993	10	1961	10	Industry Secondary School	Ass. Notceable Tech
40	Leela Geber Gasem	1994	9	1973	10	Primary School	Notceable Professional
41	Laeth Khileel Ebraheem	1995	8	1973	10	Primary School	Ass. Notceable Professional
42	Lmea'ah Hameed Ahmed	1992	11	1973	10	Primary School	Ass. Notceable Professional
43	Majed A'zawi Abd	2002	1	1975	10	Primary School	Notceable Professional
44	Mansour Hussain Kathem	1994	9	1974	10	Primary School	Ass. Notceable Professional
45	Mehmood Yaseen Ahmed	1998	5	1977	10	Industry Secondary School	Ass. Notceable Tech
46	Mohmed Abdul Ellah Kareem	2001	2	1974	10	Primary School	Professional
47	Mohmed Ahmed Mhemeed	1998	5	1974	10	Industry Secondary School	Ass. Notceable Tech

AL SALAM Co.

Seq	Name	Appointment date	employment period	nascence date	Degree	Education Level	Functional Address
48	Mohmed Ali Gasem	1998	5	1974	10	Industry Secondary School	.Ass. Notceable Tech
49	Mohmed Ali Sebah	2001	2	1974	10	Middle School	System Operator
50	Mohmed Bdea'a Mustafah	2002	1	1977	10	Industry Secondary School	Ass. Notceable Tech.
51	Mohmed Fathel Abdul Kareem	2002	1	1974	10	Diploma	Ass. Notceable Tech.
52	Mohmed Mehmood Mohmed	1989	14	1973	10	Primary School	Ass. Notceable Professional
53	Mohmed Noori Khza'el	1993	10	1974	10	Primary School	Ass. Notceable Professional
54	Mohmed Selman Ali	1990	13	1968	10	Primary School	Professional
55	Mohmed Yaseen Gasem	2003	0.9	1977	10	Professional Center	.Ass. Notceable Tech
56	Monther A'oad Abd	2002	1	1976	10	Industry Secondary School	Ass. Notceable Tech.
57	Mo'eed Ghazi Ebraheem	2003	0.9	1977	10	Secondary School	Ass. Notceable Tech.
58	Osamah Shaker Ferhan	1995	8	1977	10	Primary School	Ass. Notceable Professional
59	Ra'ad Hussain Mohamed	1976	27	1973	10	Middle School	System Operator
60	Resheed Hemeed Seehood	1993	10	1977	10	Primary School	Ass. Notceable Professional
61	Sa'ad A'lawi Thaahi	1991	12	1974	10	Primary School	Ass. Notceable Professional
62	Sa'ad Asma'eel Seba'a	1996	7	1963	10	Industry Secondary School	.Ass. Notceable Tech
63	Sa'ad Khza'el Haroon	1993	10	1974	10	Primary School	Notceable Professional
64	Sa'ad Mehmood A'asi	1994	9	1973	10	Primary School	Ass. Notceable Professional
65	Sa'adeah Abeed Yas	1992	11	1972	10	Primary School	Ass. Notceable Professional
66	Sameer Sa'ad Hesoon	1990	13	1973	10	Primary School	Notceable Professional
67	Sebah Saleh Najem	2003	0.9	1975	10	Industry Secondary School	Notceable Tech.
68	Sena'a Mejeed Ahmed	1990	13	1977	10	Primary School	Notceable Professional
69	Sermed Haqi Asma'eel	2002	1	1978	10	Industry Secondary School	Ass. Notceable Tech.
70	Shaker Mehmood Mohamed	2002	1	1974	10	Industry Secondary School	Ass. Notceable Tech.
71	Taha Abdul Allah Awaad	2002	1	1975	10	Middle School	System Operator
72	Talael Sabah Ahmed	1993	10	1974	10	Primary School	Notceable Professional
73	Thea'a Hussain Mahood	1993	10	1974	10	Primary School	Ass. Notceable Professional
74	Zenab Rezaq Abdul A'ali	2001	2	1975	10	Industry Secondary School	.Ass. Notceable Tech
75	Zuhair Ali Abdul Allah	2002	1	1978	10	Industry Secondary School	.Ass. Notceable Tech

Jobs are another story. In every neighborhood, there are curbside hiring spots where manual workers can be had for 5,000 Iraqi dinars per day -- less than $4 at current exchange rates. In the al-Amal district recently, about 40 men milled about on a corner at 10 a.m. Many had been there since dawn.

Despair over the lack of opportunities is breeding anti-U.S. sentiment. "The Americans did nothing. They just removed Saddam and left us suffering twice as much," said a scowling Jassim al-Jabouri, 50, a plasterer.

By providing much bigger loans for larger companies, the CPA program could significantly ease Iraq's unemployment rate of nearly 30%. In the eastern Baghdad industrial park that's home to al-Tahan's plant, only a sliver of the 500 factories are operating. If new life were breathed into them, as many as 10,000 jobless Iraqis could be taken off the street, he says.

Al-Tahan, a member of a prominent Iraqi business family, left Iraq in 1980 as a teenager after running afoul of a powerful classmate: Saddam's notorious eldest son, Uday. Challenged to a tennis match by the dictator's heir, al-Tahan, a scholastic tennis star, lost in straight sets without winning a game.

That was too transparent a gift for Uday, who sent a pair of bodyguards to intimidate his rival. Shortly after, al-Tahan fled Iraq to study in the United Kingdom.

He returned in 1990, two years after the end of the ruinous 1980-88 war with Iran, and entered the family plastics business.

Business under Saddam

Commercial life under Saddam was a make-believe world far removed from the rigors of a market economy. State banks were slush funds for regime loyalists. Private businesses did whatever they could to steer clear of the government or related institutions, including banks. Many businessmen didn't invest to maximize profit for fear of attracting Saddam's rapacious sons, who often commandeered profitable businesses. The goal for the typical enterprise was survival, not growth.

Through the 1990s, as international sanctions intended to punish Saddam isolated Iraq, private businesses fell behind global standards. The regime's priorities didn't seem to include the economy. "It used to be difficult to get workers," said Raid al-Tahan, 45, Louay's brother and the group's managing director. "They were all in the army."

The al-Tahans say they faced other pressures. An uncle was mistakenly jailed for several days by the dreaded Mukharabat, the Iraqi intelligence service, which had confused him with another man.

In 2002, after sending a subordinate to a meeting with ruling Baath Party officials instead of attending himself, Louay al-Tahan received a threatening phone call from a party official. The next day, two men showed up to "inspect" his plant. He later learned the visit had been used to draw up an intelligence report claiming his factory was storing weapons for an anti-government

group. "The old regime supported certain families. We were one of the families who suffered," al-Tahan said.

Even today, Saddam's legacy is visible on the wall of one of the company's buildings. A propaganda poster the company says it was ordered to post reads: "Failure to do the work is treason to the nation and the people."

Last year, as U.S. tanks rolled toward Baghdad, al-Tahan and his relatives eagerly anticipated a new life. When Marines pulled down the dictator's statue April 9, the al-Tahans rejoiced. Despite heavy bombing of the city, and the Iraqi army's practice of hiding weapons in commercial areas, their factory had survived unscathed.

But two days later, an Iraqi army ammunition truck that was parked alongside their plant exploded. The blast sliced through the building's 12-inch-thick steel beams, buckled a wall and rained unexploded shells on nearby rooftops.

It was a damaging blow, but the unexplained mishap did not hurt the equipment inside. So after spending $70,000 on partial repairs, the al-Tahans resumed production.

Desperate for loans

They were just in time. Before the war, almost all soft drinks in Iraq were sold in glass containers. Now, with borders thrown open to imports and incomes for many government workers and professionals rising, demand for plastic bottles is soaring.

That should be good news for al-Tahan's company. But with his aging equipment, some of which dates to the Carter administration, al-Tahan is unable to capitalize. Walking through the factory, he stops at a slow-moving machine betraying visible signs of wear. The injection molding machine produces products called "pre-forms," used to make plastic soft drink bottles.

The 1976 machine wasn't designed to work with polyethylene terephthalate (PET) plastic, the industry standard. So al-Tahan and his brother Raid, both engineers, jury-rigged the equipment to handle the substance. But it turns out only one pre-form every 45 seconds. A modern machine designed to handle PET does the same job in 13 seconds, al-Tahan said.

"Our production capacity now is very, very small," he said.

Al-Tahan estimates the new equipment he needs would cost $1.8 million. Yet foreign investors shy from Iraq because of security fears. In some cases, Saddam loyalists have accused foreign businessmen of being Israeli agents and seized the factories of their Iraqi partners.

And Iraqi banks, not a major source of commercial lending even before the war, aren't likely to provide the money. As many as 90% of borrowers have stopped making payments on existing loans, said Fuad al-Hassanai, managing director of the private Credit Bank of Iraq.

"There is a widespread belief by the borrowers that one day the CPA or the new government will write off all the debt," he said. "They're waiting for that day, and they're not paying."

So, early in April, al-Tahan filed the initial 12-page proposal for the coalition loan. The CPA won't provide 100% loans, according to the single-page "guidelines for loan proposals," obtained from an Iraqi banker. After mortgaging a home, the al-Tahans say, they will contribute $280,000 toward a loan of $1.4 million, plus $400,000 in working capital.

Awaiting approval

The al-Tahans are hoping to learn by the end of the month whether they will receive the loan. Just assembling the financial material to answer the coalition's numerous questions has sharpened their understanding of the market.

To get details from competitors about their capabilities, al-Tahan posed as a potential customer. Using a dummy e-mail account to mask his identity, he discovered that regional demand for his plastics products is so strong, new customers must pay cash upfront and wait up to four weeks for deliveries. "After getting all this information, we're convinced we must have this expansion," he said.

If he secures funding, al-Tahan says, he could boost capacity by a factor of six and add up to 30 jobs. Most would be skilled or semi-skilled positions, such as engineers, accountants and administrative personnel.

Saddam's political demise was what al-Tahan and his family had sought for years. But with freedom has come insecurity. During a journalist's recent two-hour visit to the plant, there were two unexplained explosions in the area. Because of the danger of being kidnapped by criminal gangs, al-Tahan says, he constantly varies his routine and makes the 45-minute drive to the factory only when he absolutely must.

Yet he says he remains optimistic that Iraq eventually will emerge as a "model" for the Middle East.

Not without some pain along the way. Last month, one of al-Tahan's best friends, working as a reconstruction subcontractor for KBR, was shot and killed. It's not clear whether the killing was politically motivated or a common crime. The assailants got away with $500,000 in cash, a payment the man had just received from the U.S. company.

The stakes are high for the al-Tahan group. They might be even higher for Iraq. Last week, as a reporter interviewed one jobless man on a street corner, another broke through a circle of onlookers and began chanting, "Long live Sadr. . . . Long live Sadr," a reference to rebel Shiite cleric Muqtada al-Sadr, whose forces continue to battle U.S. troops in the Shiite holy city of Najaf despite a cease-fire last week.

Elsewhere in the city, Saddam Asawi, 25, spoke of being recruited to join the violent resistance to the U.S. occupation. May 13, while he was performing manual labor at a mosque, a bearded man who identified himself as "Mazin" approached Asawi and said he had a job for him. A consignment of explosives in Samarra, a town in the bitterly anti-American Sunni Triangle, needed to be brought to the capital.

"He was talking of that job as *jihad* , as part of your duty as a Muslim," Asawi said. "I tried to put him off for a day, but he said, 'No, this is urgent. This needs to

be done today.' " Asawi said he declined the job. But with employment scarce, how long can men like him resist the siren call of the insurgents?

"Life is very difficult. I didn't go to school. Since I was 12 years old, I've been doing this job," he said as a passing Apache helicopter drowned out his words. "And now look at me. Where is my future?"

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Appendix 3

Proposed FINCO Expatriate Staff

(b)(6)

(b)(6)

(b)(6)

(b)(6)

PERMANENT: 4(b)(6)

CURRENT: Mobile (Iraq) (b)(6)

(b)(6)

(b)(6)


(b)(6)

(b)(6)

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Appendix 4

Interlink Capital Strategies Proposed First Year Budget for FINCO

FINCO First Year Budget as Proposed to OPIC by Interlink Capital Strategies

Item	Startup cost	Monthly costs	Month 1 - 6	Month 7 - 12	Total Annual Cost Year 1
Personnel					
CEO (expat.)					
Salary		$ 17,500	$ 105,000	$ 105,000	$ 210,000
Life insurance		$ 1,500	$ 9,000	$ 9,000	$ 18,000
Health insurance		$ 1,500	$ 9,000	$ 9,000	$ 18,000
Travel		$ 5,000	$ 30,000	$ 30,000	$ 60,000
M&I Expenses		$ 2,000	$ 12,000	$ 12,000	$ 24,000
Local Tax 15%		$ 2,625	$ 15,750	$ 15,750	$ 31,500
TOTAL	$ -	$ 30,125	$ 180,750	$ 180,750	$ 361,500
Operations (expat.)					
NOTE: Assumes 1 Business Dev. Dir. & 2 Outreach Specialists. 1 starts month 1, and the other 2 start month 2					
3 Salaries		$ 45,000	$ 240,000	$ 270,000	$ 510,000
3 Life Insurance		$ 3,600	$ 19,200	$ 21,600	$ 40,800
3 Health Insurance		$ 3,600	$ 19,200	$ 21,600	$ 40,800
3 Travel		$ 7,500	$ 40,000	$ 45,000	$ 85,000
3 M&I Expenses		$ 4,800	$ 25,600	$ 28,800	$ 54,400
3 Local Tax 15%		$ 6,750	$ 36,000	$ 40,500	$ 76,500
TOTAL	$ -	$ 71,250	$ 380,000	$ 427,500	$ 807,500
Local Staff					
Office Manager		$ 1,200	$ 7,200	$ 7,200	$ 14,400
Business Analyst 1		$ 1,000	$ 6,000	$ 6,000	$ 12,000
Business Analyst 2		$ 1,000	$ 5,000	$ 6,000	$ 11,000
Business Analyst 3		$ 1,000	$ 5,000	$ 6,000	$ 11,000
Accountant		$ 1,000	$ 6,000	$ 6,000	$ 12,000
Lawyer		$ 2,000	$ 12,000	$ 12,000	$ 24,000
IT specialist		$ 1,000	$ 6,000	$ 6,000	$ 12,000
Translator		$ 800	$ 4,800	$ 4,800	$ 9,600
M&I Expenses		$ 2,000	$ 10,000	$ 12,000	$ 22,000
Local Tax 15%		$ 1,350	$ 7,800	$ 8,100	$ 15,900
TOTAL	$ -	$ 12,350	$ 69,800	$ 74,100	$ 143,900
Security					
Security team		$ 104,000	$ 624,000	$ 624,000	$ 1,248,000
Car	$ 40,000	$ 6,000	$ 36,000	$ 36,000	$ 112,000
Residence Expenditures					
Hotel (For first month, 2 rooms)					
Hotel		$ 5,000	$ 5,000		$ 5,000
Residence					
NOTE: The local residence will be available after month 1 of operations					
Utilities and internet connection settlement	$ 5,000	$ -	$ -	$ -	$ 5,000
furniture	$ 10,000	$ -	$ -	$ -	$ 10,000
Electric appliances	$ 10,000	$ -	$ -	$ -	$ 10,000
Power Generator	$ 5,000	$ -	$ -	$ -	$ 5,000
Home dressing and others	$ 4,000		$ -	$ -	$ 4,000
Rent		$ 2,500	$ 12,500	$ 15,000	$ 27,500
Utilities		$ 500	$ 2,500	$ 3,000	$ 5,500
Maint./Repair		$ 500	$ 2,500	$ 3,000	$ 5,500
House employee		$ 500	$ 2,500	$ 3,000	$ 5,500
TOTAL	$ 34,000	$ 4,000	$ 20,000	$ 24,000	$ 78,000
Office					
Internet connection	$ 7,000	$ 1,500	$ 9,000	$ 9,000	$ 25,000
Internet Servers (2)	$ 15,000				$ 15,000
furniture	$ 10,000	$ -	$ -	$ -	$ 10,000
El. appliances & computers	$ 12,000	$ -	$ -	$ -	$ 12,000
Power Generator	$ 5,000	$ -	$ -	$ -	$ 5,000
Office dressing and others	$ 2,000	$ -	$ -	$ -	$ 2,000
Rent		$ 5,000	$ 30,000	$ 30,000	$ 60,000
Utilities		$ 500	$ 3,000	$ 3,000	$ 6,000
Maint./Repair		$ 500	$ 3,000	$ 3,000	$ 6,000
Office cleaning		$ 250	$ 1,500	$ 1,500	$ 3,000
Transportation costs		$ 500	$ 3,000	$ 3,000	$ 6,000
TOTAL	$ 51,000	$ 8,250	$ 49,500	$ 49,500	$ 150,000
Annual Support Fee		$ 32,962	$ 197,773	$ 197,773	$ 396,546
Subtotal	$ 85,000	$ 267,937	$ 1,526,823	$ 1,577,623	$ 3,301,446
Contingencies (5%)	$ 4,250	$ 13,397	$ 76,341	$ 78,881	$ 165,072
First Year Total					$ 3,466,518
				Loan fund size	$ 136,500,000
				First yr total / Loan fund size	2.540%

Appendix 5

Standard Form1449

SOLICITATION/CONTRACT/ORDER FOR COMMERCIAL ITEMS

OFFEROR TO COMPLETE BLOCKS 12, 17, 23, 24, & 30

1. REQUISITION NO.: OPIC-LA-04-0077 | PAGE 1 OF 7

2. CONTRACT NO. | 3. AWARD/EFFECTIVE DATE | 4. ORDER NO. | 5. SOLICITATION NO.: OPIC-04-R-0008 | 6. SOLICITATION ISSUE DATE: May 24, 2004

7. FOR SOLICITATION INFORMATION CALL: a. NAME (b)(6) | b. TELEPHONE NO. (no collect calls) | 8. OFFER DUE DATE/LOCAL TIME: June 18, 2004 /03:00 PM

9. ISSUED BY: CODE | PROC
Overseas Private Investment Corporation
Procurement Section
1100 New York Ave. NW
Washington DC 20527

10. THIS ACQUISITION IS
☐ UNRESTRICTED
☐ SET ASIDE: % FOR
☒ SMALL BUSINESS
☐ SMALL DISADV. BUSINESS
☐ 8(A)
SIC:
SIZE STD:

11. DELIVERY FOR FOB DESTINATION UNLESS BLOCK IS MARKED
☐ SEE SCHEDULE

12. DISCOUNT TERMS

☐ 13a. THIS CONTRACT IS A RATED ORDER UNDER DPAS (15 CFR 700)

13b. RATING

14. METHOD OF SOLICITATION
☐ RFQ ☐ IFB ☒ RFP

15. DELIVER TO: CODE | LA
Overseas Private Investment Corporation
Legal Affairs
1100 New York Avenue, NW
Washington, DC 20527

16. ADMINISTERED BY: CODE

17a. CONTRACTOR/ OFFEROR: CODE | FACILITY CODE
Interlink Capital Strategies
7700 Leesburg Pike
Suite 201
Falls Church, VA 22043
TELEPHONE NO. 703-752-5880 | TIN: 30-0114624

18a. PAYMENT WILL BE MADE BY: CODE
Wire Transfer:
Riggs Bank
353 Maple Avenue East
Vienna, VA 22043
Routing No. 054000030
Account No 25666078
Account Name Capital Financial Strategies, LLC d/b/a Interlink Capital Strategies

☐ 17b. CHECK IF REMITTANCE IS DIFFERENT AND PUT SUCH ADDRESS IN OFFER

18b. SUBMIT INVOICES TO ADDRESS SHOWN IN BLOCK 18a UNLESS BLOCK BELOW IS CHECKED ☐ SEE ADDENDUM

19. ITEM NO.	20. SCHEDULE OF SUPPLIES/SERVICES	21. QUANTITY	22. UNIT	23. UNIT PRICE	24. AMOUNT
	(Attach Additional Sheets as Necessary)				

25. ACCOUNTING AND APPROPRIATION DATA

26. TOTAL AWARD AMOUNT (For Govt. Use Only)

☐ 27a. SOLICITATION INCORPORATES BY REFERENCE FAR 52.212-1, 52.212-4. FAR 52.212-3 AND 52.212-5 ARE ATTACHED. ADDENDA ☒ ARE ☐ ARE NOT ATTACHED.

☐ 27b. CONTRACT/PURCHASE ORDER INCORPORATES BY REFERENCE FAR 52.212-4. FAR 52.212-5 IS ATTACHED. ADDENDA ☐ ARE ☐ ARE NOT ATTACHED.

28. ☐ CONTRACTOR IS REQUIRED TO SIGN THIS DOCUMENT AND RETURN 2 COPIES TO ISSUING OFFICE. CONTRACTOR AGREES TO FURNISH AND DELIVER ALL ITEMS SET FORTH OR OTHERWISE IDENTIFIED ABOVE AND ON ANY ADDITIONAL SHEETS SUBJECT TO THE TERMS AND CONDITIONS SPECIFIED HEREIN.

29. ☐ AWARD OF CONTRACT: REFERENCE OFFER DATED YOUR OFFER ON SOLICITATION (BLOCK 5), INCLUDING ANY ADDITIONS OR CHANGES WHICH ARE SET FORTH HEREIN, IS ACCEPTED AS TO ITEMS:

30a. SIGNATURE OF OFFEROR/CONTRACTOR

31a. UNITED STATES OF AMERICA (SIGNATURE OF CONTRACTING OFFICER)

30b. NAME AND TITLE OF SIGNER (TYPE OR PRINT): Alan J. Beard, Managing Director | 30c. DATE SIGNED: 6/18/2004

31b. NAME OF CONTRACTING OFFICER (TYPE OR PRINT) | 31c. DATE SIGNED

32a. QUANTITY IN COLUMN 21 HAS BEEN
☐ RECEIVED ☐ INSPECTED ☐ ACCEPTED, AND CONFORMS TO THE CONTRACT, EXCEPT AS NOTED

33. SHIP NUMBER | ☐ PARTIAL ☐ FINAL | 34. VOUCHER NUMBER | 35. AMOUNT VERIFIED CORRECT FOR

36. PAYMENT ☐ COMPLETE ☐ PARTIAL ☐ FINAL | 37. CHECK NUMBER

32b. SIGNATURE OF AUTHORIZED GOVT REPRESENTATIVE | 32c. DATE

38. S/R ACCOUNT NO. | 39. S/R VOUCHER NO. | 40. PAID BY

41a. I CERTIFY THIS ACCOUNT IS CORRECT AND PROPER FOR PAYMENT

41b. SIGNATURE AND TITLE OF CERTIFYING OFFICER | 41c. DATE

42a. RECEIVED BY (Print)

42b. RECEIVED AT (Location)

42c. DATE REC'D (YY/MM/DD) | 42d. TOTAL CONTAINERS

AUTHORIZED FOR LOCAL REPRODUCTION

STANDARD FORM 1449

SCHEDULE Continued

Item No.	Supplies/Services	Quantity	Unit	Unit Price
0001	Financial Services to Develop FINCO	1	EA	

This is a combined synopsis/solicitation for commercial items prepared in accordance with the format in Subpart 12.6 as supplemented with additional information included in this notice. This announcement constitutes the only solicitation; offers are being requested and a written solicitation will not be issued. The solicitation number is OPIC-04-R-0008 and this solicitation is issued as a Request For Proposals (RFP). The solicitation document and incorporated provisions and clauses are those in effect through Federal Acquisition Circular 2001-23. This acquisition is being solicited on an unrestricted basis. The North American Industry Classification System code is 522310 and small business size standard is $6,000,000.

The Overseas Private Investment Corporation (OPIC), intends to enter into a firm-fixed-price services contract for the following commercial item:

Item 0001: Establish non-profit finance agency (FINCO) in accordance with the attached Statement of Work and Appendices. Period of Performance: seven weeks from date of award.

The recipients of funds provided in connection with the Services and the Facility as identified in the Statement of Work will be subject to applicable U.S. law and regulations concerning grants.

The Government intends to evaluate proposals and award a contract without discussions with offerors (except clarifications as described in FAR 15.306(a)). Therefore, the offeror's initial proposal should contain the offeror's best terms from a cost or price and technical standpoint. The Government reserves the right to conduct discussions if the Contracting Officer determines them to be necessary.

The following FAR clauses and provisions apply to this acquisition:

52.212-1, Instructions to Offerors - Commercial Items (JAN 2004);

52.212-2, Evaluation - Commercial Items (JAN 1999), significant evaluation factors are Technical Capability, Past Performance and Price. All evaluation factors other than cost or price, when combined, are significantly more important than cost or price. The following will be evaluated under Technical Capability: 1) understanding of and capability to carry out the Services as demonstrated in the Statement of Work, 2) commentary supplied relating to the first-year budget and fees to be charged for administrative services for the FINCO, and 3) the ability to identify qualified expatriate and local staff for the FINCO. The following will be evaluated under Past Performance: 1) quality, 2) delivery, and 3) customer service, with an emphasis placed upon experience in providing services comparable to those described in Section B of the Statement of Work (particularly Iraq) and experience in originating, lending and monitoring of loans in the range of $500,000 to $5,000,000 to businesses in emerging markets. The Government may consider information obtained from other than sources provided. Offerors without a record of relevant past performance will not be evaluated favorably or unfavorably on past performance. The following will be evaluated under Price: the Start-up Fee and Annual Support Fee.;

52.212-3, Offeror Representations and Certifications - Commercial Items (May 2004) – this document must be completed and provided with offer;

52.212-4, Contract Terms and Conditions - Commercial Items (OCT 2003);

52.212-5, Contract Terms and Conditions Required to Implement Statues or Executive Orders - Commercial Items, which includes 52.203-6 Restrictions on Subcontractor Sales to the Government, with Alternate I, and 52.232-33 Payment of Electronic Funds Transfer - Central Contractor Registration and;

52.232-18 Availability of Funds (APR 1984);

PROPOSAL SUBMISSION REQUIREMENTS:

1. Describe experience gained in the past three years relevant to the above evaluation criteria - specifically experience in providing services comparable to those described in Section B of the Statement of Work (particularly Iraq) and experience in originating, lending and monitoring of loans in the range of $500,000 to $5,000,000 to businesses in emerging markets.

2. Provide a work plan describing how the Services will be implemented, including requirements for selected NGO's board representation in FINCO. The work plan should address the offeror's experience in providing services comparable to those described in Section B of the Statement of Work (particularly Iraq) and experience in originating, lending and monitoring of loans in the range of $500,000 to $5,000,000 to businesses in emerging markets.

3. Comment on the sufficiency of the proposed first-year budget (including staffing) for FINCO. Include in this commentary estimates of the annual administrative fees that FINCO should charge for performance of the Administrative Services provided by FINCO under Tranches A and B. Note that the annual administrative fees must be the same for Tranches A and B for the first 5 years.

4. Provide the Start-up Fee and the Annual Support Fee required by the bidder to provide the Services. These Fees must be firm fixed prices.

5. Each proposal package shall consist of the following completed and signed documents: SF1449, all amendments issued, most current representations and certifications for commercial items, three references for contracts that are of similar size and complexity (Indicate item contracted for, contract number, size/dollar value of contract, completion status of contract, and contact information where contract performed. Offerors may also provide information on problems encountered on identified contracts and the offerors corrective actions.), and an ACH form. A completed ACH form must be on file prior to contract award. Also, registration in Central Contractor Registration at www.ccr.gov must be completed prior to contract award.

Vendors shall submit signed and dated offers: by any available express mail service to the attention of James D. Sprandel, Overseas Private Investment Corporation, 1100 New York Avenue, Washington, DC 20527; or by hand delivery to the same address. Offers should be submitted on the SF1449.

The date and time for receipt of proposals is Wednesday June 9, 2004 at 3:00 PM Eastern Daylight Time. Offer must indicate Solicitation No. OPIC-04-R-0008, time specified for receipt of offer, name, address and telephone number of offeror, technical description of the items being offered in sufficient detail to evaluate compliance with the requirements in the solicitation, terms of any expressed warranty, price and any discount terms. Offer must include a completed copy of representations and certifications at FAR 52.212-3, and acknowledgement of all amendments, if any.

All offers that fail to furnish required representations and certifications or information or reject the terms and conditions of the solicitation may be excluded from consideration.

Award(s) will be based on a tradeoff process where all evaluation factors other than cost or price, when combined, are significantly more important than cost or price to select the proposal that is the overall best value to the Government. The Government reserves the right to select a proposal other than the lowest priced technically acceptable proposal.

Any amendments hereby issued to this solicitation shall be synopsized in the same manner as this solicitation and must be acknowledged by each offeror. Offeror must hold prices firm for 60 calendar days from the date specified for receipt of offers. Offers or modifications to offers received at the address specified for the receipt of offers after the exact time specified may not be considered.

It is the intent of the Government to promote competition to the maximum extent practicable. Therefore, the Government reserves the right to extend/reopen the competition if less than three (3) offors are received.

Questions regarding this requirement may be addressed in writing to James D. Sprandel, jspra@opic.gov. All FAR forms, clauses and provisions necessary to submit an offer may be accessed at the following web site: http://www.arnet.gov/far. This combined synopsis/solicitation and necessary forms are available on web site: http://www.fedbizopps.gov.

Statement of Work

Establish and Operate FINCO

NOTE: BIDDERS SHOULD BE AWARE THAT THIS PROCUREMENT IS SUBJECT TO THE AVAILABILITY OF FUNDING. THIS RFP MAY BE CANCELLED AT ANY TIME WITHOUT RECOURSE TO OPIC, CPA, OR ANY OTHER AGENCY OF THE U.S. GOVERNMENT.

A. Overview

Overseas Private Investment Corporation ("OPIC") and the Coalition Provisional Authority ("CPA") in association with commercial lenders ("Commercial Banks") plan to establish an approximate $136.5 million credit facility (the "Facility") for loans to middle market businesses in Iraq ("MMB's"). This Facility will be comprised of up to $97.2 million from OPIC, up to $24.3 million in the form of a grant from CPA (the "Grant Funds"), and up to $15 million from the Commercial Banks. OPIC seeks a nongovernmental organization ("NGO") to establish a non profit finance entity ("FINCO") to make loans in the range of $500,000 to $5 million initially directly to MMB's and later to private Iraqi financial institutions ("PFI's") for on lending to MMB's and to perform administrative services for the Facility.

The Facility will have two tranches. Under Tranche A, OPIC will establish a credit facility of approximately $29.2 million for FINCO (the "Tranche A Loan"). Using $7.3 million of the Grant Funds and the Tranche A Loan, FINCO will make loans directly to MMB's on a pro rata (20/80) basis. Under Tranche B, FINCO, OPIC, and the Commercial Banks will lend to PFI's on a pro rata basis up to $17 million, $68 million, and $15 million, respectively. The Grant Funds under both Tranches will have a first loss position. OPIC and the Commercial Banks will have second and third loss positions, respectively. Tranche A is expected to have a maturity of seven years; Tranche B is expected to have a maturity of five years.

The objective of the Facility is to participate in the economic rehabilitation of Iraq by providing needed working capital for MMB's and assisting both MMB's and PFI's to gain knowledge and experience in cash flow borrowing and lending.

Note that the Grant Funds will be maintained in an escrow account to be released directly to MMB's and PFI's as disbursements are approved. The NGO awarded this procurement ("Selected NGO") shall liquidate FINCO at the maturity or termination of the Facility and any remaining funds will be used to promote the development of financial and entrepreneurial skills in Iraq through grants and training programs.

The Facility is more fully described in the attached term sheets for each of Tranche A and Tranche B (Appendices 1 and 2). A schematic for the Facility is set forth in Appendix 3. The schedule for the establishment of the Facility is set forth in Appendix 4.

B. Scope of Services

The Selected NGO will be expected to perform the scope of services described below (the "Services").

1. Establish a non-profit entity in a U.S. jurisdiction to perform the role of "FINCO" under Tranche A and Tranche B of the Facility. Note that the liability for actions of FINCO will be limited to FINCO's capital, which includes the Grant Funds. The legal expenses associated with the establishment of FINCO and the filing of the application for non-profit status with the Internal Revenue Service will be paid by OPIC.

2. Identify candidates for an independent board of directors for FINCO (the "Board") to be appointed by OPIC in consultation with CPA. The Selected NGO may have a seat on the Board. It is anticipated that three interim directors may serve on the board until a permanent board can be identified. At least 51% of the directors must be U.S. citizens.

3. Complete negotiation, on behalf of FINCO, and cause FINCO to enter into the Tranche A Finance Agreement, the Tranche B Framework Agreement (including the form of syndicated loan agreement attached thereto), the Escrow Account Agreement, the Administrative Services Agreements for each of Tranche A and B, and other related financing documents ("Financing Documents"), all of which must be consistent with the terms set forth in the Term Sheets. Legal counsel has already prepared many of the major Financing Documents.

4. Procure appropriate licenses for FINCO to operate in Iraq, assist FINCO in developing appropriate high-level credit policies, operating procedures and strategic objectives, hire a chief executive officer ("CEO"), hire staff in consultation with the CEO, and open a FINCO office in Iraq. The CEO of FINCO shall be headquartered in Iraq and be a senior financial manager with relevant experience, shall report to the Board, and shall have the executive responsibilities normally accorded chief executive officers in financial institutions. Proposed staffing requirements for the first year of operation are set forth in the first-year budget (Appendix 5).

5. Arrange for FINCO to perform the role of the Tranche A Administrative Agent as described in Section 2.03 and other provisions of the draft Administrative Services Agreement for Tranche A (Appendix 6).

6. Arrange for FINCO to perform the role of the Tranche B Administrative Agent described in the section entitled "Tranche B Administration" of the Term Sheet for Tranche B. Note that FINCO's responsibilities as Tranche B Administrative Agent are fewer than those as Tranche A Administrative Agent.

7. Provide ongoing support to FINCO in the form of technical assistance, monitoring, and policy advice. Part of this support may include assisting FINCO in coordinating training programs to be provided by a nongovernmental organization to MMB's and PFI's. It is expected that funds for the training programs will be provided by CPA under a separate project. The Selected NGO shall not be excluded from participating in the bid, if any, to provide such training programs.

8. Liquidate FINCO following maturity/termination of the Facility and use the net proceeds remaining after liquidation to promote the development of financial and entrepreneurial skills in Iraq through grants and training programs.

C. Financial Arrangements

1. Loan Disbursements by FINCO: The Grant Funds will be held in escrow for disbursement under Tranches A and B pursuant to an Escrow Account Agreement among FINCO, OPIC, and the Commercial Banks.

2. FINCO's Operating Expenses: FINCO'S operating expenses shall be funded as follows:

   a. Upon execution of the Tranche A Finance Agreement, up to $1.2 million shall be set aside in a reserve account and provided to FINCO, as needed, for first year operating expenses.

   b Thereafter, FINCO's operating expenses shall be funded from i) interest income on the balance of the Grant Funds in the escrow account; ii) the fees for performance of Administrative Services under Tranches A and B; iii) any fees received by FINCO from MMB's under Tranche A and from PFI's under Tranche B (including OPIC's pro rata share of any such fees after recovery by OPIC of its start-up expenses); and iv) the amounts received by the Escrow Agent payable to FINCO as described in the sections of the Tranche A and Tranche B Term Sheets entitled "Tranche A Payment Waterfall" and the "Tranche B Payment Waterfall", respectively.

3. Legal and Third Party Expenses:

   a. Legal Expenses for Establishment of FINCO/Closing of Tranches A and B: It is anticipated that OPIC and FINCO will share international legal counsel and local Iraqi legal counsel to establish FINCO and achieve closing of Tranches A and B of the Facility with appropriate waivers to be executed by OPIC and by the Selected NGO on behalf of FINCO. Such legal expenses shall be paid by OPIC.

Appendix 6

All Amendments Issued (1-4)

AMENDMENT OF SOLICITATION/MODIFICATION OF CONTRACT

1. Contract ID Code	Page	of Pages
	1	3

2. Amendment/Modification No.	3. Effective Date	4. Requisition/Purchase Req. No.	5. Project No. (if applicable)
0001	Jun 3, 2004	OPIC-LA-04-0077	

6. Issued By — Code PROC
Overseas Private Investment Corporation
Procurement Section
1100 New York Avenue, NW
Washington, DC 20527

7. Administered By (If other than Item 6) — Code OPIC
Overseas Private Investment Corp.
1100 New York Ave. N.W.

Washington, DC 20527

8. Name and Address of Contractor (No., Street, County, and Zip Code)
Interlink Capital Strategies
7700 Lees Burg Pike
Suite 201
Falls Church, VA 22043
Telephone No. 703-752-5880

(X)	9A. Amendment of Solicitation No. OPIC-04-R-0008
X	9B. Date (See Item 11) May 24, 2004
	10A. Modification of Contract/Order No.
	10B. Date (See Item 13)

Code | Facility Code

11. THIS ITEM ONLY APPLIES TO AMENDMENTS OF SOLICITATIONS

[X] The above numbered solicitation is amended as set forth in Item 14. The hour and date specified for receipt of Offers [ ] is extended [X] is not extended.
Offers must acknowledge receipt of this amendment prior to the hour and date specified in the solicitation or as amended, by one of the following methods:
(a) By completing items 8 and 15, and returning 1 copies of the amendment; (b) By acknowledging receipt of this amendment on each copy of the offer submitted; or (c) By separate letter or telegram which includes a reference to the solicitation and amendment numbers. FAILURE OF YOUR ACKNOWLEDGMENT TO BE RECEIVED AT THE PLACE DESIGNATED FOR THE RECEIPT OF OFFERS PRIOR TO THE HOUR AND DATE SPECIFIED MAY RESULT IN REJECTION OF YOUR OFFER. If by virtue of this amendment you desire to change an offer already submitted, such change may be made by telegram or letter, provided each telegram or letter makes reference to the solicitation and this amendment, and is received prior to the opening hour and date specified.

12. Accounting and Appropriation Data (If required)
IRAQ $

13. THIS ITEM APPLIES ONLY TO MODIFICATIONS OF CONTRACT/ORDERS.
IT MODIFIES THE CONTRACT/ORDER NO. AS DESCRIBED IN ITEM 14.

(x) A. This change order is issued pursuant to: (Specify authority) The changes set forth in item 14 are made in the Contract Order No. in item 10A.

B. The above numbered Contract/Order is modified to reflect the administrative changes (such as changes in paying office, appropriation date, etc.) Set fourth item 14, pursuant to the authority of FAR 43.103 (b)

C. This supplemental agreement is entered into pursuant to authority of:

D. Other (Specify type of modification and authority)

E. IMPORTANT: Contractor [ ] is not. [ ] is required to sign this document and return copies to the issuing office.

14. Description of Amendment/Modification (Organized by UCF section headings, including solicitation/contract subject matter where feasible.)

We have received the following questions regarding the above referenced Solicitation (see attached sheet).

Except as provided herein, all terms and conditions of the document referenced in Item 9A or 10A, as heretofore changed, remains unchanged and in full force and effect.

15A. Name and Title of Signer (Type or Print)		16A. Name and title of Contracting Officer (Type or Print)	
Alan J. Beard, Managing Director			
15B. Cont[illegible] (b)(6) (S[illegible]	15C. Date Signed	16B. United States of America (Signature of Contracting Officer)	16C. Date Signed

NSN 7540-01-152-8070 — 30-105 — STANDARD FORM 30 (REV. 10-83)
PREVIOUS EDITIONS UNUSABLE — Prescribed by GSA FAR (48 CFR) 53.243

AMENDMENT OF SOLICITATION/MODIFICATION OF CONTRACT

1. Contract ID Code	Page
	1 of 5

2. Amendment/Modification No.	3. Effective Date	4. Requisition/Purchase Req. No.	5. Project No. (If applicable)
A002	Jun 7, 2004	OPIC-LA-04-0077	

6. Issued By	Code PROC	7. Administered By (If other than Item 6)	Code OPIC
Overseas Private Investment Corporation Procurement Section 1100 New York Avenue, NW Washington, DC 20527		Overseas Private Investment Corp. 1100 New York Ave. N.W. Washington, DC 20527	

8. Name and Address of Contractor (No., Street, County, and Zip Code)	(X)	9A. Amendment of Solicitation No.
Interlink Capital Strategies 7700 Leesburg Pike Suite 201 Falls Church, VA 22043 Telephone No. 703-752-5880		OPIC-04-R-0008
	X	9B. Date (See Item 11) May 24, 2004
		10A. Modification of Contract/Order No.
		10B. Date (See Item 13)

Code	Facility Code

11. THIS ITEM ONLY APPLIES TO AMENDMENTS OF SOLICITATIONS

[X] The above numbered solicitation is amended as set forth in Item 14. The hour and date specified for receipt of Offers [X] is extended [ ] is not e
Offers must acknowledge receipt of this amendment prior to the hour and date specified in the solicitation or as amended, by one of the following meth
(a) By completing Items 8 and 15, and returning 1 copies of the amendment; (b) By acknowledging receipt of this amendment on each copy of th
submitted; or (c) By separate letter or telegram which includes a reference to the solicitation and amendment numbers. FAILURE OF YOUR ACKNOW
MENT TO BE RECEIVED AT THE PLACE DESIGNATED FOR THE RECEIPT OF OFFERS PRIOR TO THE HOUR AND DATE SPECIFIED MAY RE
IN REJECTION OF YOUR OFFER. If by virtue of this amendment you desire to change an offer already submitted, such change may be made by tele
letter, provided each telegram or letter makes reference to the solicitation and this amendment, and is received prior to the opening hour and date spec

12. Accounting and Appropriation Data (If required)
IRAQ $

13. THIS ITEM APPLIES ONLY TO MODIFICATIONS OF CONTRACTS/ORDERS.
IT MODIFIES THE CONTRACT/ORDER NO. AS DESCRIBED IN ITEM 14.

(x) A. This change order is issued pursuant to: (*Specify authority*) The changes set forth in Item 14 are made in the Contract Order No. in Item 10A.

B. The above numbered Contract/Order is modified to reflect the administrative changes (*such as changes in paying office, appropriation date, e*
Set fourth Item 14, pursuant to the authority of FAR 43.103 (b)

C. This supplemental agreement is entered into pursuant to authority of:

D. Other (*Specify type of modification and authority*)

E. IMPORTANT: Contractor [ ] is not, [ ] is required to sign this document and return copies to the issuing office.

14. Description of Amendment/Modification (*Organized by UCF section headings, including solicitation/contract subject matter where feasible.*)

The solicitation identified in block 9A is hereby modified as follows:

1) The Statement of Work is revised as attached. This revision allows other than NGO organizations (non-pr
organizations) to submit offers for this requirement.

2) The Offer Due Date is extended to Wednesday, June 16, 2004 at 03:00 pm.

Except as provided herein, all terms and conditions of the document referenced in Item 9A or 10A, as heretofore changed, remains unchanged and in full force and effect.

15A. Name and Title of Signer (*Type or Print*)	16A. Name and title of Contracting Officer (*Type or Print*)
Alan J. Beard, Managing Director	

15B. Contrac[illegible] (b)(6)	15C. Date Signed	16B. United States of America	16C. Date
(Signature of person authorized to sign)	June 18, 2004	(Signature of Contracting Officer)	

NSN 7540-01-152-8070 30-105 STANDARD FORM 30 (REV. 10-83)
PREVIOUS EDITIONS UNUSABLE Prescribed by GSA FAR (48 CFR) 5

Statement of Work

Advise on Establishing and Provide Support for FINCO

NOTE: BIDDERS SHOULD BE AWARE THAT THIS PROCUREMENT IS SUBJECT TO THE AVAILABILITY OF FUNDING. THIS RFP MAY BE CANCELLED AT ANY TIME WITHOUT RECOURSE TO OPIC, CPA, OR ANY OTHER AGENCY OF THE U.S. GOVERNMENT.

A. Overview

Overseas Private Investment Corporation ("OPIC") and the Coalition Provisional Authority ("CPA") in association with commercial lenders ("Commercial Banks") plan to establish an approximate $136.5 million credit facility (the "Facility") for loans to middle market businesses in Iraq ("MMB's"). This Facility will be comprised of up to $97.2 million from OPIC, up to $24.3 million in the form of a grant from CPA (the "Grant Funds"), and up to $15 million from the Commercial Banks. OPIC seeks an offeror to advise on establishing a non profit finance entity ("FINCO") to make loans in the range of $500,000 to $5 million initially directly to MMB's and later to private Iraqi financial institutions ("PFI's") for on lending to MMB's and to perform administrative services for the Facility.

The Facility will have two tranches. Under Tranche A, OPIC will establish a credit facility of approximately $29.2 million for FINCO (the "Tranche A Loan"). Using $7.3 million of the Grant Funds and the Tranche A Loan, FINCO will make loans directly to MMB's on a pro rata (20/80) basis. Under Tranche B, FINCO, OPIC, and the Commercial Banks will lend to PFI's on a pro rata basis up to $17 million, $68 million, and $15 million, respectively. The Grant Funds under both Tranches will have a first loss position. OPIC and the Commercial Banks will have second and third loss positions, respectively. Tranche A is expected to have a maturity of seven years; Tranche B is expected to have a maturity of five years.

The objective of the Facility is to participate in the economic rehabilitation of Iraq by providing needed working and investment capital for MMB's and assisting both MMB's and PFI's to gain knowledge and experience in cash flow borrowing and lending.

Note that the Grant Funds will be maintained in an escrow account to be released directly to MMB's and PFI's as disbursements are approved. The offeror awarded this procurement ("Selected offeror") shall liquidate FINCO at the maturity or termination of the Facility and any remaining funds will be used to promote the development of financial and entrepreneurial skills in Iraq through grants and training programs.

The Facility is more fully described in the attached term sheets for each of Tranche A and Tranche B (Appendices 1 and 2). A schematic for the Facility is set forth in Appendix 3. The schedule for the establishment of the Facility is set forth in Appendix 4.

B. Scope of Services

The Selected offeror will be expected to perform the scope of services described below (the "Services").

1. Advise OPIC on establishing a non-profit entity in a U.S. jurisdiction to perform the role of "FINCO" under Tranche A and Tranche B of the Facility. Note that the liability for actions of FINCO will be limited to FINCO's capital, which includes the Grant Funds. The legal expenses associated with the establishment of FINCO and the filing of the application for non-profit status with the Internal Revenue Service will be paid by OPIC.

2. Identify candidates for an independent board of directors for FINCO (the "Board") to be appointed by OPIC in consultation with CPA. The Selected offeror may have a seat on the Board but is not required to. It is anticipated that three interim directors may serve on the board until a permanent board can be identified. At least 51% of the directors must be U.S. citizens.

3. Advise FINCO on completing negotiation of the Tranche A Finance Agreement, the Tranche B Framework Agreement (including the form of syndicated loan agreement attached thereto), the Escrow Account Agreement, the Administrative Services Agreements for each of Tranche A and B, and other related financing documents ("Financing Documents"), all of which must be consistent with the terms set forth in the Term Sheets. Legal counsel has already prepared many of the major Financing Documents.

4. Advise FINCO on procuring appropriate licenses for FINCO to operate in Iraq, assist FINCO in developing appropriate high-level credit policies, operating procedures and strategic objectives, recruit a chief executive officer ("CEO") advise on the hiring of local staff in consultation with the CEO, and assist with the opening of a FINCO office in Iraq. The CEO of FINCO shall be headquartered in Iraq and be a senior financial manager with relevant experience, shall report to the Board, and shall have the executive responsibilities normally accorded chief executive officers in financial institutions. Proposed staffing requirements for the first year of operation are set forth in the first-year budget (Appendix 5).

5. Arrange for FINCO to perform the role of the Tranche A Administrative Agent as described in Section 2.03 and other provisions of the draft Administrative Services Agreement for Tranche A (Appendix 6).

6. Arrange for FINCO to perform the role of the Tranche B Administrative Agent described in the section entitled "Tranche B Administration" of the Term Sheet for Tranche B. Note that FINCO's responsibilities as Tranche B Administrative Agent are fewer than those as Tranche A Administrative Agent.

7. Provide ongoing support to FINCO in the form of technical assistance, monitoring, and policy advice. Part of this support may include assisting FINCO in coordinating training programs to be provided by a nongovernmental organization to MMB's and PFI's. It is expected that CPA will provide funds for the training programs under a separate project. The Selected offeror shall not be excluded from participating in the bid, if any, to provide such training programs.

8. Advise on liquidating FINCO following maturity/termination of the Facility and the use of the net proceeds remaining after liquidation to promote the development of financial and entrepreneurial skills in Iraq through grants and training programs.

C. Financial Arrangements

1. Loan Disbursements by FINCO: The Grant Funds will be held in escrow for disbursement under Tranches A and B pursuant to an Escrow Account Agreement among FINCO, OPIC, and the Commercial Banks.

2. FINCO's Operating Expenses: FINCO'S operating expenses shall be funded as follows:

   a. Upon execution of the Tranche A Finance Agreement, up to $1.2 million shall be set aside in a reserve account and provided to FINCO, as needed, for first year operating expenses.

   b. Thereafter, FINCO's operating expenses shall be funded from i) interest income on the balance of the Grant Funds in the escrow account; ii) the fees for performance of Administrative Services under Tranches A and B; iii) any fees received by FINCO from MMB's under Tranche A and from PFI's under Tranche B (including OPIC's pro rata share of any such fees after recovery by OPIC of its start-up expenses); and iv) the amounts received by the Escrow Agent payable to FINCO as described in the sections of the Tranche A and Tranche B Term Sheets entitled "Tranche A Payment Waterfall" and the "Tranche B Payment Waterfall", respectively.

3. Legal and Third Party Expenses:

   a. Legal Expenses for Establishment of FINCO/Closing of Tranches A and B: It is anticipated that OPIC and FINCO will share international legal counsel and local Iraqi legal counsel to establish FINCO and achieve closing

of Tranches A and B of the Facility with appropriate waivers to be executed by OPIC and by the Selected offeror on behalf of FINCO. Such legal expenses shall be paid by OPIC.

b. Post-Closing: Legal expenses and third party costs incurred by FINCO in providing the Administrative Services for each of Tranche A and Tranche B are to be paid by the Escrow Agent first from each of the Tranche A Payment Waterfall and the Tranche B Payment Waterfall.

4. Payments to Selected offeror: The Selected offeror will receive a start-up fee for performing the Services described in Sections B.1. through B.6 (the "Start-Up Fee"), which shall be paid by CPA. The Selected offeror will receive an annual fee to provide the Services identified in Sections B.7. through B.8. (the "Annual Support Fee"). The Annual Support Fee to the selected offeror shall be paid by FINCO.

AMENDMENT OF SOLICITATION/MODIFICATION OF CONTRACT

1. Contract ID Code	Page	of Pages
	1	3

2. Amendment/Modification No.	3. Effective Date	4. Requisition/Purchase Req. No.	5. Project No. (If applicable)
A003	Jun 10, 2004	OPIC-LA-04-0077	

6. Issued By Code PROC
Overseas Private Investment Corporation
Procurement Section
1100 New York Avenue, NW
Washington, DC 20527

7. Administered By (If other than Item 6) Code OPIC
Overseas Private Investment Corp.
1100 New York Ave. N.W.
Washington, DC 20527

8. Name and Address of Contractor (No., Street, County, and Zip Code)
Interlink Capital Strategies
7700 Leesburg Pike
Suite 201
Falls Church VA 22043
Telephone No. 703-752-5880 TIN (b)(6)

(X)	9A. Amendment of Solicitation No. OPIC-04-R-0008
X	9B. Date (See Item 11) May 24, 2004
	10A. Modification of Contract/Order No.
	10B. Date (See Item 13)

Code	Facility Code

11. THIS ITEM ONLY APPLIES TO AMENDMENTS OF SOLICITATIONS

[X] The above numbered solicitation is amended as set forth in Item 14. The hour and date specified for receipt of Offers [X] is extended [ ] is not extended. Offers must acknowledge receipt of this amendment prior to the hour and date specified in the solicitation or as amended, by one of the following methods: (a) By completing Items 8 and 15, and returning 1 copies of the amendment; (b) By acknowledging receipt of this amendment on each copy of the offer submitted; or (c) By separate letter or telegram which includes a reference to the solicitation and amendment numbers. FAILURE OF YOUR ACKNOWLEDGMENT TO BE RECEIVED AT THE PLACE DESIGNATED FOR THE RECEIPT OF OFFERS PRIOR TO THE HOUR AND DATE SPECIFIED MAY RESULT IN REJECTION OF YOUR OFFER. If by virtue of this amendment you desire to change an offer already submitted, such change may be made by telegram or letter, provided each telegram or letter makes reference to the solicitation and this amendment, and is received prior to the opening hour and date specified.

12. Accounting and Appropriation Data (If required)
IRAQ $

13. THIS ITEM APPLIES ONLY TO MODIFICATIONS OF CONTRACT/ORDERS. IT MODIFIES THE CONTRACT/ORDER NO. AS DESCRIBED IN ITEM 14.

(x) A. This change order is issued pursuant to: (Specify authority) The changes set forth in Item 14 are made in the Contract Order No. in Item 10A.

B. The above numbered Contract/Order is modified to reflect the administrative changes (such as changes in paying office, appropriation date, etc.) Set fourth item 14, pursuant to the authority of FAR 43.103 (b)

C. This supplemental agreement is entered into pursuant to authority of:

D. Other (Specify type of modification and authority)

E. IMPORTANT: Contractor [ ] is not, [ ] is required to sign this document and return copies to the issuing office.

14. Description of Amendment/Modification (Organized by UCF section headings, including solicitation/contract subject matter where feasible.)

The solicitation identified in block 9A is hereby amended as follows:

1) The offer due date is extended to Friday, June 18, 2004 at 3:00 pm.

2) Answers to additional questions submitted by potential offerors are included on page 3.

Except as provided herein, all terms and conditions of the document referenced in Item 9A or 10A, as heretofore changed, remains unchanged and in full force and effect.

15A. Name and Title of Signer (Type or Print)		16A. Name and title of Contracting Officer (Type or Print)	
Alan J. Beard, General Manager			
15B. Co (b)(6)	15C. Date Signed June 18, 2004	16B. United States of America (Signature of Contracting Officer)	16C. Date Signed

NSN 7540-01-152-8070 30-105 STANDARD FORM 30 (REV. 10-83)
PREVIOUS EDITIONS UNUSABLE Prescribed by GSA FAR (48 CFR) 53.243

AMENDMENT OF SOLICITATION/MODIFICATION OF CONTRACT

1. Contract ID Code	Page	of Pages
	1	3

2. Amendment/Modification No.	3. Effective Date	4. Requisition/Purchase Req. No.	5. Project No. (If applicable)
A004	Jun 16, 2004	OPIC-LA-04-0077	

6. Issued By — Code PROC
Overseas Private Investment Corporation
Procurement Section
1100 New York Avenue, NW
Washington, DC 20527

7. Administered By (If other than Item 6) — Code OPIC
Overseas Private Investment Corp.
1100 New York Ave. N.W.

Washington, DC 20527

8. Name and Address of Contractor (No., Street, County, and Zip Code)
Interlink Capital Strategies
7700 Leesburg Pike
Suite 201
Falls Church, VA 22043

Telephone No. 703-752-5880 (b)(6)

Code | Facility Code

(X)	
	9A. Amendment of Solicitation No. OPIC-04-R-0008
X	9B. Date (See Item 11) May 24, 2004
	10A. Modification of Contract/Order No.
	10B. Date (See Item 13)

11. THIS ITEM ONLY APPLIES TO AMENDMENTS OF SOLICITATIONS

[X] The above numbered solicitation is amended as set forth in Item 14. The hour and date specified for receipt of Offers [ ] is extended [X] is not extended.
Offers must acknowledge receipt of this amendment prior to the hour and date specified in the solicitation or as amended, by one of the following methods: (a) By completing Items 8 and 15, and returning 1 copies of the amendment; (b) By acknowledging receipt of this amendment on each copy of the offer submitted; or (c) By separate letter or telegram which includes a reference to the solicitation and amendment numbers. FAILURE OF YOUR ACKNOWLEDGMENT TO BE RECEIVED AT THE PLACE DESIGNATED FOR THE RECEIPT OF OFFERS PRIOR TO THE HOUR AND DATE SPECIFIED MAY RESULT IN REJECTION OF YOUR OFFER. If by virtue of this amendment you desire to change an offer already submitted, such change may be made by telegram or letter, provided each telegram or letter makes reference to the solicitation and this amendment, and is received prior to the opening hour and date specified.

12. Accounting and Appropriation Data (If required)
IRAQ $

13. THIS ITEM APPLIES ONLY TO MODIFICATIONS OF CONTRACT/ORDERS.
IT MODIFIES THE CONTRACT/ORDER NO. AS DESCRIBED IN ITEM 14.

(x) A. This change order is issued pursuant to: (Specify authority) The changes set forth in Item 14 are made in the Contract Order No. in Item 10A.

B. The above numbered Contract/Order is modified to reflect the administrative changes (such as changes in paying office, appropriation date, etc.) Set fourth Item 14, pursuant to the authority of FAR 43.103 (b)

C. This supplemental agreement is entered into pursuant to authority of:

D. Other (Specify type of modification and authority)

E. IMPORTANT: Contractor [ ] is not, [ ] is required to sign this document and return copies to the issuing office.

14. Description of Amendment/Modification (Organized by UCF section headings, including solicitation/contract subject matter where feasible.)

The solicitation identified in block 9A is hereby amended as follows:

1) Answers to additional questions submitted by potential offerors are included on page 3.

Except as provided herein, all terms and conditions of the document referenced in Item 9A or 10A, as heretofore changed, remains unchanged and in full force and effect.

15A. Name and Title of Signer (Type or Print)		16A. Name and title of Contracting Officer (Type or Print)	
Alan J. Bea (b)(6)			
15B. Contr (Signature of person authorized to sign)	15C. Date Signed June 18, 2004	16B. United States of America (Signature of Contracting Officer)	16C. Date Signed

NSN 7540-01-152-8070 — 30-105 — STANDARD FORM 30 (REV. 10-83)
PREVIOUS EDITIONS UNUSABLE — Prescribed by GSA FAR (48 CFR) 53.243

Appendix 7

FAR 52.212-3
Offeror Representations and Certifications--Commercial Items

52.212-3 Offeror Representations and Certifications-Commercial Items.

As prescribed in 12.301(b)(2), insert the following provision:

Offeror Representations and Certifications-Commercial Items (May 2004)

a) *Definitions*. As used in this provision:

"Emerging small business," means a small business concern whose size is no greater than 50 percent of the numerical size standard for the NAICS code designated.

"Forced or indentured child labor," means all work or service--

(1) Exacted from any person under the age of 18 under the menace of any penalty for its nonperformance and for which the worker does not offer himself voluntarily; or

(2) Performed by any person under the age of 18 pursuant to a contract the enforcement of which can be accomplished by process or penalties.

"Service-disabled veteran-owned small business concern"--

(1) Means a small business concern--

(i) Not less than 51 percent of which is owned by one or more service--disabled veterans or, in the case of any publicly owned business, not less than 51 percent of the stock of which is owned by one or more service-disabled veterans; and

(ii) The management and daily business operations of which are controlled by one or more service-disabled veterans or, in the case of a veteran with permanent and severe disability, the spouse or permanent caregiver of such veteran.

(2) Service-disabled veteran means a veteran, as defined in 38 U.S.C. 101(2), with a disability that is service-connected, as defined in 38 U.S.C. 101(16).

"Small business concern" means a concern, including its affiliates, that is independently owned and operated, not dominant in the field of operation in which it is bidding on Government contracts, and qualified as a small business under the criteria in 13 CFR Part 121 and size standards in this solicitation.

"Veteran-owned small business concern" means a small business concern--

(1) Not less than 51 percent of which is owned by one or more veterans (as defined at 38 U.S.C. 101(2)) or, in the case of any publicly owned business, not less than 51 percent of the stock of which is owned by one or more veterans; and

(2) The management and daily business operations of which are controlled by one or more veterans.

"Women-owned small business concern" means a small business concern--

(1) That is at least 51 percent owned by one or more women; or, in the case of any publicly owned business, at least 51 percent of the stock of which is owned by one or more women; and

(2) Whose management and daily business operations are controlled by one or more women.

"Women-owned business concern" means a concern which is at least 51 percent owned by one or more women; or in the case of any publicly owned business, at least 51 percent of the its stock is owned by one or more women; and whose management and daily business operations are controlled by one or more women.

(b) *Taxpayer identification number (TIN) (26 U.S.C. 6109, 31 U.S.C. 7701).* (Not applicable if the Offeror is required to provide this information to a central contractor registration database to be eligible for award.)
(1) All Offerors must submit the information required in paragraphs (b)(3) through (b)(5) of this provision to comply with debt collection requirements of 31 U.S.C. 7701(c) and 3325(d), reporting requirements of 26 U.S.C. 6041, 6041A, and 6050M, and implementing regulations issued by the Internal Revenue Service (IRS).
(2) The TIN may be used by the government to collect and report on any delinquent amounts arising out of the Offerors relationship with the Government (31 U.S.C. 7701(c)(3)). If the resulting contract is subject to the payment reporting requirements described in FAR 4.904, the TIN provided hereunder may be matched with IRS records to verify the accuracy of the Offerors TIN.
(3) *Taxpayer Identification Number (TIN).*

☒ TIN: _____(b)(6)_____.

☐ TIN has been applied for.
☐ TIN is not required because:
☐ Offeror is a nonresident alien, foreign corporation, or foreign partnership that does not have income effectively connected with the conduct of a trade or business in the United States and does not have an office or place of business or a fiscal paying agent in the United States;
☐ Offeror is an agency or instrumentality of a foreign government;
☐ Offeror is an agency or instrumentality of the Federal Government;

(4) *Type of organization.*

☐ Sole proprietorship;
☒ Partnership;
☐ Corporate entity (not tax-exempt);
☐ Corporate entity (tax-exempt);
☐ Government entity (Federal, State, or local);
☐ Foreign government;
☐ International organization per 26 CFR 1.6049-4;
☐ Other _____.

(5) *Common parent.*

☒ Offeror is not owned or controlled by a common parent:
☐ Name and TIN of common parent:
Name _____
TIN _____

(c) Offerors must complete the following representations when the resulting contract is to be performed inside the United States, its territories or possessions, Puerto Rico, the Trust Territory of the Pacific Islands, or the District of Columbia. Check all that apply.

(1) *Small business concern.* The Offeror represents as part of its offer that it ☒ is, ☐ is not a small business concern.

(2) *Veteran-owned small business concern.* [*Complete only if the Offeror represented itself as a small business concern in paragraph (c)(1) of this provision.*] The Offeror represents as part of its offer that it ☐ is, ☒ is not a veteran-owned small business concern.

(3) *Service-disabled veteran-owned small business concern.* [*Complete only if the Offeror represented itself as a veteran-owned small business concern in paragraph (c)(2) of this provision.*] The Offeror represents as part of its offer that it ☐ is, ☒ is not a service-disabled veteran-owned small business concern.

(4) *Small disadvantaged business concern.* [*Complete only if the Offeror represented itself as a small business concern in paragraph (c)(1) of this provision.*] The Offeror represents, for general statistical purposes, that it ☐ is, ☒ is not, a small disadvantaged business concern as defined in 13 CFR 124.1002.

(5) *Women-owned small business concern.* [*Complete only if the Offeror represented itself as a small business concern in paragraph (c)(1) of this provision.*] The Offeror represents that it ☐ is, ☒ is not a women-owned small business concern.
Note: Complete paragraphs (c)(6) and (c)(7) only if this solicitation is expected to exceed the simplified acquisition threshold.

(6) *Women-owned business concern (other than small business concern).* [*Complete only if the Offeror is a women-owned business concern and did not represent itself as a small business concern in paragraph (c)(1) of this provision.*]. The Offeror represents that it ☐ is ☒ is not a women-owned business concern.

(7) *Tie bid priority for labor surplus area concerns.* If this is an invitation for bid, small business Offerors may identify the labor surplus areas in which costs to be incurred on account of manufacturing or production (by Offeror or first-tier subcontractors) amount to more than 50 percent of the contract price:

_____

(8) Small Business Size for the Small Business Competitiveness Demonstration Program and for the Targeted Industry Categories under the Small Business Competitiveness Demonstration Program. [*Complete only if the Offeror has represented itself to be a small business concern under the size standards for this solicitation.*]

(i) *(Complete only for solicitations indicated in an addendum as being set-aside for emerging small businesses in one of the four designated industry groups (DIGs).)* The Offeror represents as part of its offer that it ☐ is, ☒ is not an emerging small business.

(ii) *(Complete only for solicitations indicated in an addendum as being for one of the targeted industry categories (TICs) or four designated industry groups (DIGs).)* Offeror represents as follows:

(A) Offeror's number of employees for the past 12 months (check the Employees column if size standard stated in the solicitation is expressed in terms of number of employees); or

(B) Offeror's average annual gross revenue for the last 3 fiscal years (check the Average Annual Gross Number of Revenues column if size standard stated in the solicitation is expressed in terms of annual receipts).

(Check one of the following):

NUMBER OF EMPLOYEES	AVERAGE ANNUAL GROSS REVENUES
_X_ 50 or fewer	__X_ $1 million or less
___ 51-100	___ $1,000,001-$2 million
___ 101-250	___ $2,000,001-$3.5 million
___ 251-500	___ $3,500,001-$5 million
___ 501-750	___ $5,000,001-$10 million
___ 751-1,000	___ $10,000,001-$17 million
___ Over 1,000	___Over $17 million

(9) (Complete only if the solicitation contains the clause at FAR 52.219-23, Notice of Price Evaluation Adjustment for Small Disadvantaged Business Concerns, or FAR 52.219-25, Small Disadvantaged Business Participation Program-Disadvantaged Status and Reporting, and the Offeror desires a benefit based on its disadvantaged status.)

(i) General. The Offeror represents that either--

(A) It ☐ is, ☒ is not certified by the Small Business Administration as a small disadvantaged business concern and identified, on the date of this representation, as a certified small disadvantaged business concern in the database maintained by the Small Business Administration (PRO-Net), and that no material change in disadvantaged ownership and control has occurred since its certification, and, where the concern is owned by one or more individuals claiming disadvantaged status, the net worth of each individual upon whom the certification is based does not exceed $750,000 after taking into account the applicable exclusions set forth at 13 CFR 124.104(c)(2); or

(B) It ☐ has, ☒ has not submitted a completed application to the Small Business Administration or a Private Certifier to be certified as a small disadvantaged business concern in accordance with 13 CFR 124, Subpart B, and a decision on that application is pending, and that no material change in disadvantaged ownership and control has occurred since its application was submitted.

(ii) *Joint Ventures under the Price Evaluation Adjustment for Small Disadvantaged Business Concerns.* The Offeror represents, as part of its offer, that it is a joint venture that complies with the requirements in 13 CFR 124.1002(f) and that the representation in paragraph (c)(9)(i) of this provision is accurate for the small disadvantaged business concern that is participating in the joint venture. [*The Offeror shall enter the name of the small disadvantaged business concern that is participating in the joint venture*:_____.]

(10) HUB Zone small business concern. [*Complete only if the Offeror represented itself as a small business concern in paragraph (c)(1) of this provision.*] The Offeror represents, as part of its offer, that--

(i) It ☐ is, ☒ is not a HUB Zone small business concern listed, on the date of this representation, on the List of Qualified HUB Zone Small Business Concerns maintained by the Small Business Administration, and no material change in ownership and control, principal office, or HUB Zone employee percentage has occurred since it was certified by the Small Business Administration in accordance with 13 CFR part 126; and

(ii) It ☐ is, ☒ is not a joint venture that complies with the requirements of 13 CFR part 126, and the representation in paragraph (c)(10)(i) of this provision is accurate for the HUB Zone small business concern or concerns that are participating in the joint venture. [*The Offeror shall enter the name or names of the HUB Zone small business concern or concerns that are participating in the joint venture:*_____.] Each HUB Zone small business concern participating in the joint venture shall submit a separate signed copy of the HUB Zone representation.

(d) *Representations required to implement provisions of Executive Order 11246--*

(1) *Previous contracts and compliance*. The Offeror represents that--

(i) It ☐ has, ☒ has not, participated in a previous contract or subcontract subject either to the Equal Opportunity clause of this solicitation; and

(ii) It ☐ has, ☒ has not, filed all required compliance reports.

(2) *Affirmative Action Compliance*. The Offeror represents that--

(i) It ☐ has developed and has on file, ☒ has not developed and does not have on file, at each establishment, affirmative action programs required by rules and regulations of the Secretary of Labor (41 CFR parts 60-1 and 60-2), or

(ii) It ☒ has not previously had contracts subject to the written affirmative action programs requirement of the rules and regulations of the Secretary of Labor.

(e) *Certification Regarding Payments to Influence Federal Transactions (31 U.S.C.1352)*. (Applies only if the contract is expected to exceed $100,000.) By submission of its offer, the Offeror certifies to the best of its knowledge and belief that no Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress or an employee of a Member of Congress on his or her behalf in connection with the award of any resultant contract.

(f) *Buy American Act Certificate*. (Applies only if the clause at Federal Acquisition Regulation (FAR)
52.225-1, Buy American Act-Supplies, is included in this solicitation.)
(1) The offeror certifies that each end product, except those listed in paragraph (f)(2) of this provision, is a domestic end product and that the offeror has considered components of unknown origin to have been mined, produced, or manufactured outside the United States. The offeror shall list as foreign end products those end products manufactured in the United States that do not qualify as domestic end products. The terms "component,"

"domestic end product," "end product," "foreign end product," and "United States" are defined in the clause of this solicitation entitled
"Buy American Act-Supplies."
(2) Foreign End Products:

Line Item No. Country of Origin
Donal Cotter, Irish citizen

_____ _____

[List as necessary]

(3) The Government will evaluate offers in accordance with the policies and procedures of FAR Part 25.
(g)(1) *Buy American Act-Free Trade Agreements-Israeli Trade Act Certificate.* (Applies only if the clause at FAR 52.225-3, Buy American Act-Free Trade Agreements-Israeli Trade Act, is included in this solicitation.)
(i) The offeror certifies that each end product, except those listed in paragraph (g)(1)(ii) or
(g)(1)(iii) of this provision, is a domestic end product and that the offeror has considered components of unknown origin to have been mined, produced, or manufactured outside the United States. The terms "component," "domestic end product," "end product," "foreign end product," and "United States" are defined in the clause of this solicitation entitled "Buy American Act-Free Trade Agreements-Israeli Trade Act."
(ii) The offeror certifies that the following supplies are FTA country end products or Israeli end products as defined in the clause of this solicitation entitled "Buy American Act-Free Trade Agreements-Israeli Trade Act":

FTA Country or Israeli End Products:

Line Item No. Country of Origin

_____ _____
_____ _____
_____ _____

[List as necessary]

(iii) The offeror shall list those supplies that are foreign end products (other than those listed in
paragraph (g)(1)(ii) of this provision) as defined in the clause of this solicitation entitled "Buy
American Act-Free Trade Agreements-Israeli Trade Act." The offeror shall list as other foreign
end products those end products manufactured in the United States that do not qualify as domestic
end products.

Other Foreign End Products:

Line Item No. Country of Origin

_____ _____
_____ _____
_____ _____

[List as necessary]

(iv) The Government will evaluate offers in accordance with the policies and procedures of FAR Part 25.
(2) *Buy American Act-Free Trade Agreements-Israeli Trade Act Certificate, Alternate I (Jan 2004)*. If Alternate I to the clause at FAR 52.225-3 is included in this solicitation, substitute the following paragraph (g)(1)(ii) for paragraph (g)(1)(ii) of the basic provision:
(g)(1)(ii) The offeror certifies that the following supplies are Canadian end products as defined in the clause of this solicitation entitled "Buy American Act-Free Trade Agreements-Israeli Trade Act":
Canadian End Products:
Line Item No.

_____
_____
_____

[List as necessary]

(3) *Buy American Act-Free Trade Agreements-Israeli Trade Act Certificate, Alternate II (Jan 2004)*. If Alternate II to the clause at FAR 52.225-3 is included in this solicitation, substitute the following paragraph
(g)(1)(ii) for paragraph (g)(1)(ii) of the basic provision:
(g)(1)(ii) The offeror certifies that the following supplies are Canadian end products or Israeli end products as defined in the clause of this solicitation entitled "Buy American Act-Free Trade Agreements-Israeli Trade Act":

Canadian or Israeli End Products:

Line Item No. Country of Origin

_____ _____
_____ _____
_____ _____
[List as necessary]
(4) *Trade Agreements Certificate.* (Applies only if the clause at FAR 52.225-5, Trade Agreements, is included in this solicitation.)
(i) The offeror certifies that each end product, except those listed in paragraph (g)(4)(ii) of this provision, is a U.S.-made, designated country, Caribbean Basin country, or FTA

country end product, as defined in the clause of this solicitation entitled "Trade Agreements."
(ii) The offeror shall list as other end products those end products that are not U.S.-made, designated country, Caribbean Basin country, or FTA country end products.
Other End Products:
Line Item No. Country of Origin

_____ _____
_____ _____
_____ _____

[List as necessary]

(iii) The Government will evaluate offers in accordance with the policies and procedures of FAR Part 25. For line items subject to the Trade Agreements Act, the Government will evaluate offers of U.S.-made, designated country, Caribbean Basin country, or FTA country end products without regard to the restrictions of the Buy American Act. The Government will consider for award only offers of U.S.-made, designated country, Caribbean Basin country, or FTA country end products unless the Contracting Officer determines that there are no offers for such products or that the offers for such products are insufficient to fulfill the requirements of the solicitation.

(h) *Certification Regarding Debarment, Suspension or Ineligibility for Award (Executive Order 12549).* (Applies only if the contract value is expected to exceed the simplified acquisition threshold.) The Offeror certifies, to the best of its knowledge and belief, that the Offeror and/or any of its principals--
(1) ☐ Are, ☒ are not presently debarred, suspended, proposed for debarment, or declared ineligible for the award of contracts by any Federal agency; and
(2) ☐ Have, ☒ have not, within a three-year period preceding this offer, been convicted of or had a civil judgment rendered against them for: Commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a Federal, state or local government contract or subcontract; violation of Federal or state antitrust statutes relating to the submission of offers; or Commission of embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements, tax evasion, or receiving stolen property; and
(3) ☐ Are, ☒ are not presently indicted for, or otherwise criminally or civilly charged by a Government entity with, commission of any of these offenses.

(i) Certification Regarding Knowledge of Child Labor for *Listed End Products (Executive Order 13126).* [*The Contracting Officer must list in paragraph (i)(1) any end products being acquired under this solicitation that are included in the List of Products Requiring Contractor Certification as to Forced or Indentured Child Labor, unless excluded at 22.1503(b).*]
(1) *Listed end products.*
Listed End Product Listed Countries of Origin

_____ _____
_____ _____

(2) *Certification.* [*If the Contracting Officer has identified end products and countries of origin in paragraph (i)(1) of*

this provision, then the offeror must certify to either (i)(2)(i) or (i)(2)(ii) by checking the appropriate block.]

[ ] (i) The offeror will not supply any end product listed in paragraph (i)(1) of this provision that was mined, produced, or manufactured in the corresponding country as listed for that product.

[ ] (ii) The offeror may supply an end product listed in paragraph (i)(1) of this provision that was mined, produced, or manufactured in the corresponding country as listed for that product. The offeror certifies that it has made a good faith effort to determine whether forced or indentured child labor was used to mine, produce, or manufacture any such end product furnished under this contract. On the basis of those efforts, the offeror certifies that it is not aware of any such use of child labor.

(End of provision)

Alternate I (Apr 2002). As prescribed in 12.301(b)(2), add the following paragraph (c)(11) to the basic provision:

(11) (Complete if the offeror has represented itself as disadvantaged in paragraph (c)(4) or (c)(9) of this provision.)

[*The offeror shall check the category in which its ownership falls*]:

____ Black American.

____ Hispanic American.

____ Native American (American Indians, Eskimos, Aleuts, or Native Hawaiians).

____ Asian-Pacific American (persons with origins from Burma, Thailand, Malaysia, Indonesia, Singapore, Brunei, Japan, China, Taiwan, Laos, Cambodia (Kampuchea), Vietnam, Korea, The Philippines, U.S. Trust Territory of the Pacific Islands (Republic of Palau), Republic of the Marshall Islands, Federated States of Micronesia, the Commonwealth of the Northern Mariana Islands, Guam, Samoa, Macao, Hong Kong, Fiji, Tonga, Kiribati, Tuvalu, or Nauru).

____ Subcontinent Asian (Asian-Indian) American (persons with origins from India, Pakistan, Bangladesh, Sri Lanka, Bhutan, the Maldives Islands, or Nepal).

____ Individual/concern, other than one of the preceding.

Alternate II (Oct 2000). As prescribed in 12.301(b)(2), add the following paragraph (c)(9)(iii) to the basic provision:

(iii) *Address.* The offeror represents that its address is, is not in a region for which a small disadvantaged business procurement mechanism is authorized and its address has not changed since its certification as a small disadvantaged business concern or submission of its application for certification. The list of authorized small disadvantaged business procurement mechanisms and regions is posted at http://www.arnet.gov/References/sdbadjustments.htm. The offeror shall use the list in effect on the date of this solicitation. "Address," as used in this provision, means the address of the offeror as listed on the Small Business Administration's register of small disadvantaged business concerns or the address on the completed application that the concern has submitted to the Small Business Administration or a Private Certifier in accordance with 13 CFR part 124, subpart B. For joint ventures, "address" refers to the address of the small disadvantaged business concern that is participating in the joint venture.

Appendix 8

Completed ACH Form

(b)(6)

Appendix 9:

Proof of Registration with Central Contractor Registration

(b)(6)

(b)(6)

From: (b)(6)
Sent: Wednesday, June 23, 2004 11:24 AM
To: (b)(6)
Subject: References for Finco bids

(b)(6)

In answer to your request to comment on the credentials of the bidders with whom I have worked, please note the following:

Bearing Point:
I have worked with Stewart Cole (the proposed chief of party and chief credit officer for Finco) on numerous occasions here in Baghdad. I find him an amiable person but totally unsuited to a high stress environment where decisiveness, shrewd judgment, adaptability to fast changing conditions and creativity are called for – all characteristics that will be required in Finco management. I saw Stew in action with Iraqi private sector bankers, who are key constituents for Finco. He was not able in my opinion to effectively communicate, to defend his positions or to successfully follow up. How much less effective would be be in dealing with companies, which are a bit harder-edged than banks? Stew is a very nice person but is one of the last I would have selected for the position for which he is being proposed, which would comprehensively overwhelm him.

Stew's selection by Bearing Point is a good example of Bearing Point's overall poor selection of advisors in my experience. I supervised two BP teams here in Baghdad – I had to fire two members of one team, and the team leader in the other team. The grounds were as follows:
Consultant 1: Complete inability to comprehend balance sheets, perform cash flow analysis and understand business cash flows generally. This was supposed to be a senior, operating member of the firm level assistance team.
Consultant 2: Providing client confidential information to competitors of the clients. We believe he provided a competitive corporate group with every client file he had access to. A shocking breach of faith that almost destroyed key relationships with clients and required lots of "backing and filling" on my part.
Consultant 3: Making incorrect and offensive comments in writing to CPA colleagues. Very unprofessional, could have poisoned relationships between this office and other groups, and showed a lack of understanding of the actual situation. I note here that another member of my office advised BP against hiring this person on character grounds but his opinion was disregarded.

The overall quality of the Bearing Point teams was very uneven. I had no sense that they vetted consultants carefully for the positions they were asked to fill. Bearing Point also overstaffed one team and understaffed the other and were not responsive to requests to vary the manpower requirements as the needs evolved, and their shortcomings became apparent. The rigidity of the Bearing Point stance was not suitable to the fluidity of the Iraq environment and did not give me confidence in their ability to provide effective support to Finco.

More generally, it should be recognized that BP is a "body shop", ie it recruits people to fill consultant positions, from among its own hires and subcontractors. BP as an institution has no experience (to my knowledge) with operating a financial business. As it is not an operating entity in finance in emerging markets in its own right, I question whether the BP whole is equal to the sum of the parts –ie their sole contribution will be the individuals they provide as opposed to institutional support based on continuous experience with a consistent team.

In passing, I note that BP was an extremely expensive contractor in Iraq, that their management overhead was considered extreme by a number of experienced persons, and that the support costs for their consultants – security, housing, etc. – was considered to be the "tail wagging the dog", ie so expensive as to degrade the effectiveness of the contractor to achieve its mission.

Finco has a very limited budget. Every dollar that goes for operating costs reduces the total available for lending. Let us also remember the limited nature of the intervention being sought by this RFP. It may be that BP's cost structure simply precludes it from being the nimble, "street smart" operator that we seek to provide discrete value for money.

Interlink:
I have no experience with them as an institution but I do know their proposed CEO, Donal Cotter, well, as he worked for me as a member of the Bearing Point firm level assistance team. Donal would be a good number two, as he has a solid finance background, a tolerant personality, is even-tempered, hard-working and has an interest in this region and a feel for how to do business here. However, I do not feel Donal has the right strength of will and management skills to lead the Finco team. I would prefer for the consultant to stick to the program, and help recruit a CEO, rather than accept Donal "faute de mieux"

CHF:
CHF is the only bidder to my knowledge that has successfully operated a financing business in Iraq. This is in my opinion the single most important qualification for Finco consultant. The value of CHF goes beyond the specific persons assigned to the project. What must also be valued is their "institutional memory", and their actual knowledge of processes in Iraq analogous to Finco's: a credit process, a recordkeeping process, a process of monitoring and following up loans, a process of reaching out to the community, a process of originating loans, and, significantly, an ability to operate a finance business in the highly politically charged and security-challenged environment of Iraq.

Microfinance, of course, is not mid market lending. But it is closer to mid market lending than consulting is. CHF has faced very tangible issues that Finco will face in Iraq, everything from transferring money (sometimes we move bricks of cash because there is no adequate wire transfer system) to using the legal system to register and enforce security interests. The on-the-ground practical knowledge of CHF in the lending business is an attribute that no other bidder has.

CHF is also a nimble and low-overhead organization. Their experience of operating on an NGO's overhead will be directly relevant to Finco. Again, it must be stressed that Finco is not a government agency or a big intenational bank. It is a resource-constrained finance company with very limited and specific goals and its usefulness, all other things considered, will be directly proportionate to the amount of lending capital it can squeeze out of a fixed amount of cash and commitments.

CHF's NGO status is also a plus. Finco will be an NGO. The Congressional 2207 language stated that CPA would grant money to an NGO to conduct mid market lending. Certainly there are favorable optics to having as NGOs both the legal entity and the advisor that sets it up and supports it. And it goes beyond optics, CPA intent and Congressional oversight. CHF being an NGO brings that experience of operating as an NGO to the assignment of consulting on Finco. This has implication for costs, for processes, for management, for all aspects of Finco's operations.

(b)(6)

OPIC Mid Market Facility Simple Bid Comparison

	First Yr Budget	Start up Fee	Annual Fee (000)	Annual OP costs (k)	CEO	Comments
CHF	1.3	$157k (incl $60k legal)	95	1,395	Recruit	Relevant regional experience, on ground and can start immediately
Executive Mgt Svcs	1.5	$160k plus security	50	1,550	Consultant (Betchwars) interim and recruits permanent	Appears to be one-man band, no Iraq or Middle East experience
Counterpart Intl	~~2.7~~ 3.3 1.1	$572k	1,738	2,838	Recruit Expat, turn over to Iraqi after 18 mos	They did not say who would be on the ground. Nor did they give much info on their current Iraq projects, nor on the specific input from their Sandi group partners. Difficult to decipher their price (see reconciliation)
Interlink	3.1	0	395	3,495	Donal Cotter	Donal has lots of Iraq experience but lacks the drive and personableness necessary in the CEO slot. Budget is excessive
Bearing Point	4.1	$750k	815	4,915	Stew Cole (chief credit officer) will "manage entire project"- but elsewhere it refers to CEO	Confusing bid document, too much management, proposed budget not sustainable. Lots of Iraq experience but CCO candidate is weak

CPI Reconciliation		Yr 1 and Startup
SF 1449	Finco	1057850
	CPI	2310521
		3368371
Aannex 4- CPI Fees	Yr 1	1738111
	Start up	572410
		2310521
Annex 3- Finco Budget	Yr 1- Finco	950750
	Startup-	107100
		1057850

OPIC Mid Market Facility Simple Bid Comparison

	First Yr Budget	Start up Fee	Annual Fee	CEO	Comments
CHF	$1.3 mm	$157k (incl $60k legal)	$95k	Recruit	Relevant regional experience, on ground and can start immediately
Executive Mgt Svcs	$1.5 mm	$160k plus security	$50k PA+ $50k liquidation	Consultant (Betchwars) interim and recruits permanent	Appears to be one-man band, no Iraq or Middle East experience
Bearing Point	$4.1 mm	$750k	$815k	Stew Cole (chief credit officer) will "manage entire project"- but elsewhere it refers to CEO	Confusing bid document, too much management, proposed budget not sustainable. Lots of Iraq experience but CCO candidate is weak
Interlink	$3.1 mm	$0	$395k	Donal Cotter	Donal has lots of Iraq experience but lacks the drive and personableness necessary in the CEO slot. Budget is excessive
Counterpart Intl	2.3				

(b)(6)

From: (b)(6)
Sent: Saturday, June 19, 2004 1:04 AM
To: (b)(6)
Cc:
Subject: IMMF - E-Copies of Proposals
Importance: High

(b)(6)

This afternoon I was successful in reaching Interlink, CHF and BearingPoint and each of them should be sending their proposals electronically to you and me shortly. I have left messages for Counterpart and Executive Management Services; if they do not respond by Monday morning, we will scan and send them to you.

Please see email to follow re how to evaluate the proposals.

Thanks.

(b)(6)

(b)(6)

From: (b)(6)
Sent: Saturday, June 19, 2004 8:29 AM
To: (b)(6)
Subject: FW: Eval Sheets

(b)(6)

-----Original Message-----
From: (b)(6)
Sent: Friday, June 18, 2004 8:13 PM
To: (b)(6)
Cc:
Subject: RE: Eval Sheets

(b)(6)

The Technical Evaluation Sheets look fine to me. I have a question about the Past Performance Evaluation--the broad factors that had been put in the RFP that are applicable to delivery, quality and customer service are as follows:

- **experience providing services comparable to those described in the Statement of Work (particularly in Iraq)**
- **experience originating, lending and monitoring loans in the range of $500,000 to $5,000,000 to businesses in emerging markets**

How do we put these points into the evaluation of Past Performance? Can/should we add them as two additional factors? Note that these two factors would be evaluated by the team based on the content of the proposals and then delivery, quality and customer service could be checked by calling references.

I'm running out for lunch--will return in about 20 minutes. Please call me when you have a chance at 8435.

Thanks.

-----Original Message-----
From: (b)(6)
Sent: Friday, June 18, 2004 11:00 AM
To: (b)(6)
Subject: FW: Eval Sheets

-----Original Message-----
From: (b)(6)
Sent: Friday, June 18, 2004 9:37 AM
To: (b)(6)
Subject: Eval Sheets

(b)(6)

Here are the evaluation sheets for the FINCO. I wasn't sure what standards the evaluators were going to use under each factor, so I left them blank. We just need to make sure that the standards used are addressed in the Statement of Work.

For example, if you were soliciting for a car, a factor might be "Performance Characteristics" and one of the standards might be "Does the car go 60 mph".

Past Performance is usually accomplished by calling references - only one person need call the references and all members can agree on the final evaluation score.

Once evaluation is done, someone on the team will write up the team's recommendations and summarize their reasoning and send the recommendation and scoring sheets to me.

I will meet with the team and train them on the process as soon as you give me your feedback and everyone can all meet.

<< File: Eval Shts - Tech.doc >> << File: Eval Shts - Past Perf.doc >>

(b)(6)

From: (b)(6)
Sent: Saturday, June 19, 2004 2:12 AM
To: (b)(6)
Subject: FW: IMMF: Evaluation of Proposals - INSTRUCTIONS
Importance: High

-----Original Message-----
From: (b)(6)
Sent: Friday, June 18, 2004 6:11 PM
To: (b)(6)
Cc:
Subject: IMMF: Evaluation of Proposals - INSTRUCTIONS
Importance: High

OPIC received bids from the following companies:

CHF International
Executive Management Services
Counterpart International
Interlink Capital Strategies
BearingPoint

Note that I have successfully contacted all except for Counterpart to request that electronic copies be sent to June Reed (and me). I have left a message with Counterpart.

The addressees and I have been designated as the evaluation panel.

The approach for the evaluation is as follows:

1. Technical Evaluation: Each committee member will evaluate the Technical portion of each proposal using the Technical evaluation package attached. Please note that you are being asked to evaluate each proposal against the "Standards" set forth under each Subfactor. Each proposal is evaluated against the Standards by indication of one or more "+" (in the strengths box) and one or more "-" (in the weaknesses box). A chart on the last page of the evaluation package explains these "intensity levels". A proposal that meets the Standard without exceeding it or falling below it does not receive a "+" or "-". If a proposal is above or below a standard, then one or more "+" or "-" is appropriate. Please make a note next to each rating as to the reason for that rating. If a proposal is wholly deficient with respect to a Standard, then note that in the box below on that page. Where you think clarifications are needed in order to properly evaluate a proposal, please note it also in the box provided. Note that you are asked to assign a rating to "Soundness of Approach" and "Proposal Risk". The ratings for these categories are also on the last page of the Technical Evaluation Package.

2. Price Evaluation: No format is provided. Please evaluate price for whether or not it is: 1) comprehensive (does it cover all of the items required?); and 2) realistic (is it unreasonably low or high?). Price can be evaluated on a separate sheet of paper.

3. Past Performance Evaluation: I have attached the evaluation package for this portion of the evaluation so that you can review it. Note that one member, probably Ryan or myself, will contact references given by each

Offeror on Monday. The results of that conversation can be shared with the committee and the Evaluation for that factor completed together.

Each panelist is asked to evaluate items 1 and 2 of the proposals over the weekend. Note a couple of things to keep in mind as you perform these Evaluations--

You may only compare proposals against the factors and standards and NOT against each other.

Disappointed offerors are entitled to de-briefings. In those de-briefings, your ratings and remarks are shared with that Offeror, so make every effort to be specific and accurate (and diplomatic!). On Monday one panelist will call references for the past performance portion of the evaluation.

Regarding strengths and weaknesses, you may assign a "+" for a strength on something that was not mentioned in the Request for Proposal, but you may NOT assign a "-" for something that was not mentioned in the RFP.

Finally, we need to schedule a conference call to discuss and compare our evaluations, including the results of the reference checks. I am hoping that we can schedule this call for no later than 1 PM on Monday. This will be subject to our ability to get all proposals to June so that she has a chance to review them and our success on Monday in contacting references. If necessary, we may have to wait until Tuesday morning for the conference call.

If you have questions over the weekend, please call me at 703-698-0698 or 703-587-5345. Also, I have asked Jim Sprandel to review this email from home and respond to correct or add to my instructions, so you may be receiving an email from him, too.

Many thanks.

<<Eval Shts - Past Perf.doc>> <<Eval Shts - Tech.doc>>

(b)(6)

From: (b)(6)
Sent: Monday, June 21, 2004 8:31 PM
To: (b)(6)
Cc:
Subject: RE: Responses to FINCO RFP -- REPLY# 2

Since I just got this last proposal could we do it tomorrow. I suggest 9:00 PM my time which is 1:00 PM your time. Let me know if thisis OK with you.
Thank you

(b)(6)

-----Original Message-----
From: (b)(6)
Sent: Monday, June 21, 2004 8:00 PM
To: (b)(6)
Cc:
Subject: RE: Responses to FINCO RFP -- REPLY

Finally got ahold of Counterpart. You should be receiving their proposal by email in about 10 minutes. Ryan and I met this morning and have gone through the proposals together, comparing our evaluations. We need to do the same with you--I expect it will take a couple of hours. Should we try to begin to go over them together at 2 PM? Or do you need to wait until tomorrow morning? I realize it's VERY late for you.

-----Original Message-----
From: (b)(6)
Sent: Monday, June 21, 2004 10:30 AM
To: (b)(6)
Subject: RE: Responses to FINCO RFP -- REPLY

(b)(6)

I am going to dinner and will call you when I return.

(b)(6)

-----Original Message-----
From: (b)(6)
Sent: Monday, June 21, 2004 5:41 PM
To: (b)(6)
Cc:
Subject: RE: Responses to FINCO RFP

(b)(6) doing my best to get ahold of Counterpart--the only one missing for you. Getting an electronic copy will be easier than scanning, assuming I hear back from Counterpart this morning. Ryan Bequai and I will call you later this morning re the responses and evaluation.

-----Original Message-----
From: (b)(6)
Sent: Monday, June 21, 2004 9:25 AM
To: (b)(6)
Cc:
Subject: Responses to FINCO RFP
Importance: Low
(b)(6)

I received the following responses: CHF, Executive Management Services, BearingPoint, and Interlink. I believe that you said that there were five responses, thus I must be missing one, I am not sure of the name. What is the plan for getting the fifth response to me?

If we are to discuss all of the responses then I will need to get the last one and have some time to review it.

If we are to have a meeting "today" then I request that it is at a time that is not too late for me—say 10:00 PM which is 2:00 PM for all of you in Washington. I suggest we speak in the morning—your time--to decide about the missing proposal and to determine when and how we will discuss the proposals. Please give me a call when you can early in the day.

Thank you.
(b)(6)

(b)(6)

From: (b)(6)
Sent: Monday, June 14, 2004 6:48 PM
To: (b)(6)
Cc:
Subject: IMMF: Loans to Middle Market Businesses

(b)(6)

(b)(6) of the CPA, is putting together several loan transactions to be financed under the IMMF. There are three under review--1) financing for purchase of plastic extrusion equipment; 2) financing for purchase of building and equipment to manufacture pre-stressed concrete; and 3) financing for addition of a tower to an existing hotel having a 90% occupancy rate.

She has several questions and would like to speak with you. In general, her questions are as follows:

1. What kind of loan package must be presented to OPIC for approval?
2. Historical financial statements are usually not available. How flexible can OPIC be with these? CPA can assess current operations and provide projections.

3. Can FINCO structure construction loans so that interest only is paid the first two years?

(b)(6) Please call her when you have a chance.

Thanks.

(b)(6)

(b)(6)

From: (b)(6)
Sent: Tuesday, June 08, 2004 12:04 AM
To: (b)(6)
Subject: FW: Env quest (2/2)

Second half.

-----Original Message-----
From: (b)(6)
Sent: Friday, May 07, 2004 4:39 PM
To: (b)(6)
Subject: RE: Processing NAMA transaction

(b)(6) I understand the challenges that the project's siting in Iraq present. Ask the the Sponsor the try to address the issues/questions in the attached doc. Ill review what they submit and see if it gets us where we need to be. thanks.

-----Original Message-----
From: (b)(6)
Sent: Friday, May 07, 2004 4:10 PM
To: (b)(6)
Subject: FW: Processing NAMA transaction

-----Original Message-----
From: (b)(6)
To: (b)(6)
Cc: (b)(6)
Sent: 5/7/04 4:05 PM
Subject: RE: Processing NAMA transaction

Hi, sorry to be so late in responding, I was in US and just got to my emails upon return to Baghdad.

1. The used equipment is construction equipment, cranes, forklifts, bulldozers, etc.
2. NAMA exists
3. Purchases in other countries, mainly Dubai and US

Best regards,

(b)(6)

-----Original Message-----
From: (b)(6)

Sent: Monday, April 19, 2004 6:26 PM
To: (b)(6)
Cc:
Subject: Processing NAMA transaction

Dear (b)(6)
Our colleagues Robert Drumheller, Ryan Bequai and Tony Ieronimo have forwarded to us the first underlying transaction under the Iraq Middle Market Facility. We have begun to process it today.
I have just a few questions:
1. What kind of used equipment is being purchased?
2. Is NAMA a new company or an existing company?
3. Is the used equipment being purchased in Iraq or from other countries?
Would you please send all correspondence to myself at (b)(6) (b)(6) We will make sure that your information is handled properly to the appropriate parties. Our common fax number is (b)(6)
Thank you for your consideration.
(b)(6)
Administrative Manager
Structured Finance

(b)(6)

From: (b)(6)
Sent: Saturday, June 19, 2004 8:29 AM
To: (b)(6)
Subject: FW: FINCO Proposals

(b)(6)

-----Original Message-----
From: (b)(6)
Sent: Friday, June 18, 2004 10:48 PM
To: (b)(6)
Subject: FW: FINCO Proposals

-----Original Message-----
From: (b)(6)
Sent: Friday, June 18, 2004 2:29 PM
To: (b)(6)
Subject: FINCO Proposals

The following is source selection information - do not release.

As of 2:30, the following proposals have arrived for the FINCO solicitation:

CHF International
Executive Management Services
Counterpart International
Interlink Capital Strategies

If additional proposals are received by the 3:00 pm offer due date, I will inform you.

COALITION PROVISIONAL AUTHORITY

BAGHDAD

May 5, 2004

MEMORANDUM

TO: The Administrator

LPB HAS SEEN

FROM: Director, PMO

SUBJECT: Additional Funding Targets within the "CERP 500M"

1- This memo confirms our approval (per your authorization) of allocations of DFI funds for $125 million in projects for the city of Baghdad and $35 million for the region of CPA-South.

These funds will be directed toward the execution and completion of projects specified in the attached.

The funding for CPA-South will be administered via R3P procedures.

Baghdad funds will be disbursed and executed through the most appropriate mechanisms available.

All actions will be coordinated through the appropriate CPA offices, primarily PMO, OMB (to include R3P), and CJTF-7.

2- This memo supercedes the 29 April memo entitled Accelerating Iraqi Reconstruction Programs, in those areas concerning the projects identified and dollar amounts apportioned for Baghdad.

Chief Operating Officer	Approve: 7/5/04	Disapprove:_____
CJTF-7	Approve: 7 May 04	Disapprove:_____
Director, OMB	Approve: (Wolfe) 5/7/04	Disapprove:_____

Attachments: Project Lists for Baghdad and CPA-South

By: (b)(6) CPA RPC/PRB

Coordination:

04136

Prioritized Project Lists for Baghdad ($125M)

District	Description	Cost($K)	Cum Total($K)	Priority
Al Rashid	DC1 sewage Lift Station Renovation and line replacement.	$250	$250	1
Al Rashid	District-level sewer line replacement	$250	$500	2
Al Rashid	District wide pump station repairs/maint and existing pump station generator maint	$1,500	$2,000	3
Al Rashid	Overhaul of sewer feeder lines	$31,000	$33,000	4
Al Rashid	Manhole security project (District wide)	$5,000	$38,000	5
Al Rashid	15 ea 500 kVA and 5 ea 2mW generators for sewage pumping stations.	$2,000	$40,000	6
Sadr	Repair existing sewer lines	$19,000	$59,000	7
Sadr	Installation of 5 sewer pumping stations	$3,000	$62,000	8
Sadr	Connection of homes to main sewer lines	$10,000	$72,000	9
Sadr	Installation of dedicated power lines to sewage	$1,000	$73,000	10
Sadr	Al Sha'ab Pump Station (Ph II and III)	$7,000	$80,000	11
Sadr/Rusafa/9 Nissan	Kudus St main sewer line	$20,000	$100,000	12
Baghdad City	Second Landfill for City (SE)	$25,000	$125,000	13

COALITION PROVISIONAL AUTHORITY-SOUTH

List of Emergency Regional Projects designed to secure and retain consent

Sector	Details	Approx Cost US$ million	*Ready for Contracting* *Immediately*	*within 10 days*
Electricity Transmission and Distribution				
	132 kv conductor 1,000km	$3.0		$3.0
	132 kv stringing equipment	$1.0		$1.0
	sub total	*$4.0*		
Health Provision				
	Medical equipment and furniture to equip CPA-S hospitals	$1.8		$1.8
	sub total	*$1.8*		
Law and Order				
	Nasiriyah and Amarah Prisons- commissioning costs	$0.6	$0.3	$0.3
	Purchase modified prisoner conveyance vehicles	$1.3	$1.3	
	Supply of 3,300 sets bullet protective vests	$1.5	$1.5	
	sub total	*$3.4*		
Telecommunications				
	ITPC-Underground telephone cable and accessories- materials only	$2.3	$2.3	
	Emergency communications package	$0.7	$0.7	
	sub total	*$3.0*		
Water and Sanitation				
	Rehabilitation of Al Faw Sewerage and Storm Water pumping stations	$1.3		$1.3
	Six No 200m3/hour compact water units	$2.0	$2.0	
	Spare Parts (pumps, tools, fittings etc) to sustain water rehabilitation programme	$1.4		$1.4
	Renovate Petro Chem Wks reverse osmosis plant	$1.5	$1.5	
	1.8 km sewerage pipeline	$1.4		$1.4
	Sewage channels and culvert cleaning	$1.5		$1.5
	Leak detection and repairs. Works contracts	$1.0		$1.0
	sub total	*$10.1*		
Foods, Agriculture and Irrigation				
	Supply and install equipment at two analytical laboratories for Umm Qasr Port	$0.7		$0.7
	sub total	*$0.7*		
Microcredit Program		$10.0		
Contingency Reserve for Existing Live Projects		$2.0		$2.0
	Total	**$35.0**	$9.6	$15.4

[redacted]

COALITION PROVISIONAL AUTHORITY

BAGHDAD

May 5, 2004

MEMORANDUM

TO: The Administrator

FROM: Director, PMO

SUBJECT: Additional Funding Targets within the "CERP 500M"

1- This memo confirms our approval (per your authorization) of allocations of DFI funds for $125 million in projects for the city of Baghdad and $35 million for the region of CPA-South.

These funds will be directed toward the execution and completion of projects specified in the attached.

The funding for CPA-South will be administered via R3P procedures.

Baghdad funds will be disbursed and executed through the most appropriate mechanisms available.

All actions will be coordinated through the appropriate CPA offices, primarily PMO, OMB (to include R3P), and CJTF-7.

2- This memo supercedes the 29 April memo entitled Accelerating Iraqi Reconstruction Programs, in those areas concerning the projects identified and dollar amounts apportioned for Baghdad.

Chief Operating Officer	Approve:_____	Disapprove:_____
CJTF-7	Approve:_____	Disapprove:_____
Director, OMB	Approve:_____	Disapprove:_____

Attachments: Project Lists for Baghdad and CPA-South

By: (b)(6)

Coordination:

031215-10

CPB HAS SEEN

COALITION PROVISIONAL AUTHORITY

BAGHDAD

ACTION MEMORANDUM

December 15, 2003

FOR: THE ADMINISTRATOR

FROM: (b)(6)

SUBJECT: PRB Allocation Request #50

The Program Review Board met on December 14, 2003 and voted on funding requests for programs in support of the CPA mission priorities. The requests were thoroughly vetted by the Program Review Committee prior to presentation to the Board. The Board recommends a total allocation of $117,518,460 for the projects described below.

Summary of Proposed Allocation:

#585 - Rapid Regional Response Program Replenishment - $80,000,000
Requestor: (b)(6) **CPA- Regional Program Manager**
The request is to replenish the Rapid Regional Response Program

#581 – DeMining - $20,000,000
Requestor: (b)(6) **CPA- Ministry of Oil**
This request is to fund the removal of mines in the Al Rumaylah North Oil Field. Task Force RIO removed mines around the oil wells that needed immediate emergency repair. Additional mines have to be removed for repair and maintenance work will have to be done on the rest areas in the oil field.

#579 – Pilot Agricultural Credit Scheme - $10,000,000
Requestor: (b)(6) **PA – South**
This request is to the provide funds for an agricultural credit scheme that will be affordable and accessible to the farming and agricultural trade sectors. It is planned that the facilitation of the funds to the farmers and other borrowers will be done by the banks, for a small management fee retained from the interest charge on loans. Monies will be retained by CPA -South in a dedicated bank account. Farmers and traders will be expected to repay their loans on crop harvest or delivery of outputs to the market. Expected recovery rate will be 90-96%.

#584 – Al Muthanna Cement Factory - $4,500,000
Requestor: (b)(6) **- South**
This request is to fund the purchase of heavy excavating and transport equipment needed to operate the limestone and clay quarries near the cement plant. The plant is currently using the materials from the quarries that were excavated prior to the war. The Board recommends that this request be approved as a loan guarantee.

#566 – Micro/SME Loan in Sunni Region - $2,250,000
Requestor: (b)(6) **CPA – Private Sector Development Office**
This request is to provide funds for the immediate loan funding for micro and small to medium enterprises in Al-Anbar, Diyala, and Salah ad-Din. This program will advance the creation of jobs, improvement of economic infrastructure and generate good will.

#573 - Ministry of Water Resources Facility Protection Services - $503,412
Requestor: (b)(6) **, Ministry of Water Resources**
This request is to fund the salaries for the Facility Protection Service for the last two months of 2003 and provide uniforms and jackets. The salaries for the prior months were paid from the ministry's Goods and Services account. The ministry's account been depleted.

#582 – SOMO Audit - $120,000
Requestor: (b)(6) **Ministry of Oil**
This request is to fund an audit of the State Oil Marketing Organization (SOMO). An audit will be conducted by an independent public accounting firm to ensure that export sales of petroleum and petroleum products are consistent with prevailing international market best practices. The SOW will include reviewing internal controls systems, advising on best practices and reviewing measures to help detect fraud

#589 – Indemnity Benefit - $100,000
Requestor: ~~Ted Morse~~, CPA - Baghdad
This request is to provide the family of the Vice Mayor of Baghdad, Faris Abduk Razzaq Khattar al-Asan, who was assassinated in October, 2003. In recognition of his service to the cause of freedom in Iraq and his courage and leadership with the Coalition

#586 – Oil SME - $42,048
Requestor: (b)(6) **, Ministry of Oil**
This is to fund a contract with Native American Industrial Distributors to provide a Subject Material Expert (SME) who is an expert with Iraqi oil trading. The SME will visit the SOMO headquarters and assess their trading practices, whether they are up to proper, modern standards that ensure clean practices and transparency.

#587 – Government of Iraq - $3,000
Requestor: (b)(6) **CPA – Facility Manager**
This Request is for additional funds to the contract approved and funded with PRB#562. The funds will pay for the needed power outlets for the computer rooms that were not included in PRB#562.

Under the authority you have delegated to the Board under the Rapid Regional Response Program, on December 14, the Board approved two projects (Attachment 2).

#561 – Public Safety Equipment - $6,900,700
Requestor: (b)(6) **– South Central**
This request is to fund the purchase of equipment (Police cars, Border Patrol pickup trucks, Riot Gear and Dispatch Center) to the police and border patrol in the CPA – South Central region. This project will allow the police force to be more mobile to respond to calls for service.

#588– Police Equipment for the City of Samarra - $1,150,732
Requestor: (b)(6) **CPA - North**
This request is to fund necessary equipment for the new police force being formed in Samarra. A new force is being reformed because persistent problems in the city. The new equipment will allow the police to communicate and travel to trouble spots. Radios, vehicles and uniforms will be purchase with these funds.

RECOMMENDED ACTION:

The Administrator approves the attached Allocation Request #50 by signing Attachment 1 at the tab.

ATTACHMENTS: One Spreadsheet

Allocation Req # 49
PRB

15-Dec-03

PRB	Name	Governorate	CPA Office	Funding Src	Program	Amt Rcmd	In Budget
585	Rapid Regional Response Program Replenishmnt	Various	Program Review Board	DFI		$80,000,000	No
581	Demining	Various	Ministry of Oil	DFI		$20,000,000	No
579	Pilot Agricultural Credit Scheme	Al Basrah	CPA South	DFI		$10,000,000	No
584	Al Muthanna Cement Factory	Al Muthanna	CPA South	DFI (Loan Guarantee)		$4,500,000	No
566	Micro/SME Loans in Sunni Region	Al anbar	Private Section Development	DFI		$2,250,000	No
573	Ministry of Water Resources FPS	Various	Ministry of Water Resources	DFI		$503,412	No
582	SOMO Audit	Baghdad	Ministry of Oil	DFI		$120,000	No
589	Indemnity Benefit	Baghdad	Baghdad Central	Vested		$100,000	No
586	Oil SME	Various	Ministry of Oil	DFI		$42,048	No
587	Government of Iraq Building	Baghdad	Facility Management	DFI		$3,000	No

Total Amt Rcmd $117,518,460

Approved: 12/16/03

L. PAUL BREMER
CPA Administrator

Allocation Req # 50
PRB
Rapid Regional Response Program
15-Dec-03

PRB	Name	Governorate	CPA Office	Funding SRC	Program	Authority Approved	In Budget
561	Public Safety Equipment	Various	CPA South Central	DFI	R3P	$6,900,700	Yes
588	Police Equipment for the City of Samarra	Salah Ad Din	CPA North	DF	R3P	$1,150,732	Yes
					Total Authority Approved	$8,051,432	

CPA INSTRUCTIONS FOR SUBMITTING FUNDING REQUEST

The Program Review Board has established a folder in Outlook's Public Folders, where all documents are available for downloading. The folder currently holds an overview of the Allocation Process, Funding Request Form and Instructions and will soon contain a tracking matrix of funding requests so that you can view the status.

1. All funding requests must be submitted on a CPA Funding Request Form (PRB 01).
2. Submit an electronic version of the completed form via email to the "Program Review Board" address on the Outlook system. The electronic copy will initiate the process.
3. Deliver a signed hard copy of the completed form, along with any attachments, to the Program Review Board's mailbox located by the Executive Secretariat.
4. Please attach supporting documentation to the original, hard copy. For large contracts, please submit cost proposals and planning documents.

Program Description

The better the program description, the more quickly it will proceed through the funding process; the greater the funding request, the stronger justification required. Requests may be returned due to insufficient information, justification or lack of coordination. The request must address all aspects of the project (goods, services, etc). Your justification need not be long, however, it must address the following issues:

1. Purpose/Objective: Fully describe the problem/issues you are addressing and the objective of the program. If there is assessment data, please incorporate and attach documentation. If this request is part of a larger project or funding plan or if there has been funding spent previously on this project, please indicate.

2. Justification: Justify why it is important for the CPA to address the problem now and the potential impact of not supporting the project. Ministry funding requirements generally should be addressed in the national budget which is being developed and your justification should address why the project should be funded prior to the budget.

3. Coordination: Demonstrate that you have fully coordinated the project with all of the necessary players – i.e. if this is a construction project, mention that you have coordinated with USAID or US Corps of Engineers. Describe the involvement of your Iraqi counterpart. Identify other implementing partners, such as UN agencies, NGOs, and if you have sought other funding contributors, identify the status of the contribution.

4. Goods and Commodities: For purchase of goods, identify the goods, price including transportation costs, quantity, where they will be purchased if known (i.e. local market, import), and how they will be brought into the country and attach cost estimates, if available.

5. Project Implementation: Describe the mechanism for implementation – i.e., contract, grant, or via disbursement of funds to Iraqi ministry, etc. Describe the mechanism for monitoring project implementation. Describe the project timeline.

If you have questions regarding this process, please contact the Program Coordination Office (b)(6)

CPA FUNDING REQUEST

PRB No: 566	**Project Name: Micro/SME loans in Sunni region**
Date of Request: 11 Dec 2003	**Date Required: 14 Dec 2003**
Name of Requester: (b)(6)	**Signature:**
CPA Office/Unit: CPA-Private Sector Dev.	**POC:** (b)(6)
Amount of Request: $2,250,000	**DSN/Cell Phone** (b)(6)
Project Location: Diyala, al-Anbar, Salah ad-Din (Region)	(b)(6)

1. Project Category (check all that apply):

Reconstruction	☐	Health	☐	Salaries	☐
Humanitarian	☐	Transportation	☐	Pensions	☐
Food Distribution	☐	Economic Programs	☒	Budget/Ops. Support	☐
Water/Sewer	☐	Education	☐	Other Public Services	☐
Electricity	☐	Ministry	☐	Social Programs	☐
Rule of Law/Govern.	☐	Police/ Security	☐	Cultural Programs	☐
Div. Commanders Fund	☐	Brig. Commanders Fund	☐	Regional Dir. Fund	☐
Construction Initiative	☐				

2. Proposed Funding Source: (PRB Staff Only)

Vested Assets	☐
Seized Assets	☒
Appropriated Funds	☐
Iraqi Development Fund	☐

3. Funding Data:

4. Clearances: Please indicate you
(Note: If that coordination cannot
Regional Coordinator: Yes ☐ No ☐
Ministry Senior Advisor: Yes ☐ No
Office Director/Unit Commander: Y
Reconstruction/USAID: Yes ☐ No
International Coordination Council: Y
Others:

Date Request Received:
Disposition:

Date Request Submitted to Program I
Disposition:

Date Request Submitted to Program I
Disposition:

Date Request Returned to Requester
Disposition (including expenditure a

Description of Program or Goods To Be Purchased – Please See Above Instructions

6. Purpose/Objective:
By providing immediate loan funding for micro, and small to medium enterprises in Al-Anbar, Diyala, and Salah ad-Din, we will advance three objectives:

- Creation of jobs
- Improvement of economic infrastructure
- Generation of political good will

It is important to note that this program, while economically sound, primarily serves urgent political and security requirements. This effort will be undertaken in collaboration with regional banks and with the Civil Affairs officers in those provinces.

7. Justification: There is urgency to this project. The security and other issues related to the Sunni areas are well known, and this micro-lending program will serve two important functions:

- Help to improve local attitudes, and consequently, improve the security situation
- Address the political need to have a micro-lending program in the Sunni areas. Through NGOs, micro-lending projects are already under way in the South, and within four weeks will be under way in the non-Sunni north. For a variety of reasons, including the security situation, no lending program that we know of, other than this one, can reach the Sunni areas until the middle of next year. This is a matter of political equivalence.

This program, in addition to doing substantive good on the ground, will provide a political response to queries and questions from Sunni area leaders and to CPA leadership concerns as well.

8. Coordination: The project is a joint effort between local civil affairs officers in the provinces, CJTF-7, and CPA's Office of Private Sector Development. Through USAID, Bearing Point will provide training assistance to the civil affairs officers. Bearing Point will enter into a sub-contract arrangement with either a Jordanian or regional microfinance training firm that will train bank employees. USAID advised on the technical development of this program and agrees that this program will provide an acceptable interim solution until ACDI/VOCA gets established in the region. Based on contact with civil affairs personnel, leadership in the field, and liaison officers for the 82nd AB and 4ID, all are eager to engage in this effort. We are in the process of confirming the civil affairs participation through the appropriate chain of command.

9. Goods and Commodities: N/A

10. Project Implementation: Funding of $750,000 for micro, small and medium enterprise loans in each of the three provinces (Al-Anbar, Diyala, and Salah Ad-Din) will be distributed over a three to five month period beginning in December 2003. This effort has a total funding requirement of $2,250,000. Information from civil affairs officers in the region indicate that the average loan size would likely be about $5,000. This suggests approximately 50 loans per month per province.

Overview of the project:
This program would enable microlending in the Sunni region by providing capital to the banks, training for bank employees, and assistance and oversight by civil affairs officers. Banks in the major cities of these provinces will receive $750,000 to distribute over a three to five month period. Bank employees will be designated as loan officers and will be trained by a regional microcredit company under a contract with Bearing Point. The bank employees would be responsible for issuing and collecting loans. Civil affairs officers will be trained by Bearing Point and will support the program in a few different ways: 1) they will provide general oversight of the execution of the

project, 2) they will provide specific assistance by helping bank employees to evaluate loan applications and track loans, and 3) most importantly, they will also be able to inform local business people about the loan program which will help bestow good will in their region.

The implementation of the proposed project would be done as follows:

a. **Funding:** The money will be transferred to the appropriate banks in a series of three payments, each being sent as the previous payment is diminished. The banks may be engaged in a risk sharing agreement where they contribute some portion of their own capital to the loan funds. The banks will retain some portion of the interest collected on the loans plus a negotiated fee. Upon collection, banks may be asked to return the rest of the principal or they will retain a portion of monies with the understanding that they will continue to issue additional loans using the principal that they have collected. The agreement structured with the bank will be developed to provide sufficient incentives for the bank to participate in this program and to collect on the loans. The funding will be issued in dinars at the exchange rate available on the day the first transfer is made to the banks.

b. **Staffing:** Civil affairs officers and employees from the local banks will work together to implement this program. The banks will issue and collect on the loans, and the civil affairs officers will provide back office support including assistance in publicizing, evaluating, and tracking loans.

c. **Training for Civil Affairs officers:** Bearing Point, under contract with USAID, will provide the civil affairs officers with a week of intensive training. This will provide them with a better understanding of the lending program and enable them to oversee the program and ensure that it conforms to the highest micro-lending standards. This training would likely take place in Baghdad. Civil Affairs officers would receive instruction on promotion, identifying and evaluating loans, and tracking and following up on outstanding loans. Once in the field, the civil affairs officers' role would be to provide back office support (e.g., evaluation of loan applications) to the bank employees and to help educate local business people about the loans and direct them to the banks.

d. **Training for bank employees:** Bank employees will be trained by a microcredit company from Jordan, brought in under contract with USAID. The bank employees will be provided with a week of intensive training. This will provide them with a better understanding of how to implement and maintain a successful, high-quality lending program. Bank employees would receive instruction including promotion, identifying and evaluating loans, and tracking and following up on outstanding loans. They will also receive the standard forms and documentation required to execute the program. This training could take place at the Baghdad convention center, at a facility in Tikrit, or elsewhere in the region.

e. **Promotion of program:** This program would be publicized through the banks and through local civil affairs units. Given the high level of interaction of the officers in the region with the locals, the officers have heard the requests and pleas from the people to help them find funding to start up their own businesses or to sustain and grow their current businesses. The civil affairs officers will be a valuable resource in publicizing this program.

f. **Selection of loans:** Civil affairs officers will assist the bank employees in the review of applications and selection of loan recipients.

g. **Issuance of loans:** Loans will be issued in dinars directly through the banks.

h. **Tracking of loans:** Civil affairs officers will assist the bank employees in tracking the issuance and repayment of loans (e.g., helping to develop and maintain a useful information tracking system)

i. **Collection of payments:** Collection of payments will be the responsibility of the bank employees. Civil affairs officers will not be involved in the collection of payments.

j. **Administrative support:** Bearing point will provide technical support to civil affairs officers and bank employees during implementation of this program.

k. **Transition:** Based on resource constraints and the security situation, ACDI/VOCA, an NGO that will be offering additional microlending in this region, plans to dispatch its own personnel to the region in about three months. At that time, the provision of capital to the banks will be phased out, and the civil affairs officers will transition their responsibilities to the bank employees and withdraw. The banks will have developed a strong infrastructure and capacity for lending and they will be able to continue lending using their own capital. The remaining responsibilities related to this program are that banks will need to continue to track and collect on those loans.

l. **Contingencies:** Although it is impossible to prepare for every possible situation, we have worked to develop a plan for the following situations should they occur:

    1. **A deterioration in the security situation:** If the region is not permissive by the current estimated date of entry of ACDI/VOCA and they are unable or unwilling to enter the region, the civil affairs officers will continue to support the banks with this program it can be fully supported by the banks or until ACDI/VOCA enters the region.

    2. **Turnover of civil affairs assets:** Should this program continue beyond the stay of the current civil affairs officers, Bearing Point will provide additional training to the new assets. Civil affairs officers will also include the microlending program in their RIP handover.

0405/1-15

COALITION PROVISIONAL AUTHORITY

BAGHDAD

INFO MEMO

11 May 2004

FOR: THE ADMINISTRATOR

FROM: George Wolfe, Director, CPA Office of Management & Budget

SUBJECT: Commander's Emergency Response Program (CERP) and Rapid Regional Response Program (R^3P) updates

This in response to your question about unobligated CERP funds. The attached sheets are our latest updates from CJTF-7 for CERP, and the Governorate Coordinators for R^3P.

The total R^3P allocations have recently increased due to the "7 Cities" initiative you approved 26 April 2004. The CERP charts do not reflect the increase approved in the Program Review Board (PRB) #685 allocation. PRB #685 added $123 million of DFI directly to CJTF-7's CERP allocation.

ATTACHMENTS: CJTF-7 CERP Summary including unobligated funds
R^3P Unobligated Funds Chart
CERP Monthly Status of Funds Report – 30 April 04
R^3P Totals Chart

COORDINATION: COO – (b)(6)

MONTHLY CERP STATUS OF FUNDS REPORT--30 Apr 04

TOTAL CJTF-7

Fund Type	Total Program Funding	Total Funds Distributed	Total Funds Committed	Total Funds Obligated	Total Funds Unobligated
Seized Assets	$178,688,000	$171,761,253	$171,094,900	$167,265,304	$11,422,696
Appropriated	$140,000,000	$33,552,121	$22,896,205	$21,427,652	$118,572,348
DFI*	$230,000,000	$229,966,915	$200,410,038	$157,527,264	$72,472,736
Total	$548,688,000	$435,280,289	$394,401,143	$346,220,220	$202,467,780

* Does not include CERP funds approved in PRB #685

Unit Detail

Unit	Total Program Funding**	Total Funds Distributed	Cumulative Funds Committed	Cumulative Funds Obligated	Funds Unobligated
1 AD	$64,800,000	$60,800,000	$53,051,291	$53,051,291	$11,748,709
1 CD	$32,000,000	$11,000,000	$5,434,345	$24,608	$31,975,392
1 ID	$38,000,000	$18,000,000	$9,451,795	$9,451,795	$28,548,205
I MEF (OIF2)	$47,625,000	$30,125,000	$21,295,475	$2,344,471	$45,280,529
13TH COSCOM	$3,107,165	$1,907,165	$625,308	$0	$3,107,165
350ND CA COMMAND	$850,000	$400,000	$50,940	$0	$850,000
CJTF-7 SEP BDE (Includes	$23,921,746	$16,064,034	$16,064,034	$11,679,645	$12,242,100
MNB-N	$30,400,000	$14,000,000	$13,800,949	$13,655,949	$16,744,051
MND (CS)	$42,000,000	$28,000,000	$27,999,857	$23,623,809	$18,376,192
MND (SE)	$67,900,000	$60,400,000	$59,421,998	$48,118,796	$19,781,204
ROK	$3,500,000	$0	$0	$0	$3,500,000
ICDC/IPS (PRB)	$11,241,035	$11,241,035	$11,241,035	$11,241,035	$0
Baghdad Beautification	$10,000,000	$10,000,000	$3,170,745	$235,450	$9,764,550
101 AA*	$52,764,133	$52,764,133	$52,764,133	$52,764,133	$0
82 ABN*	$41,438,232	$41,438,232	$41,438,232	$41,438,232	$0
4 ID*	$69,099,950	$69,099,950	$68,550,267	$68,550,267	$549,683
I MEF (OEF I) *	$6,658,476	$6,658,476	$6,658,476	$6,658,476	$0
3 ID *	$1,737,823	$1,737,823	$1,737,823	$1,737,823	$0
173 ABN *	$799,441	$799,441	$799,441	$799,441	$0
352ND CA COMMAND *	$776,105	$776,105	$776,105	$776,105	$0
30 MED *	$68,895	$68,895	$68,895	$68,895	$0
CG RESERVE	$0	$0	$0	$0	$0

* Unit departed AOR

** Includes Seized, Appropriated, and DFI

3P Obligation Status (as of 8 May 04)			
	Total Allocations*	**Total Unobligated	%
CPA-BC			
Baghdad	$45,300,000	$22,269,901	49%
Total (All Funds)	**$45,300,000**	**$22,269,901**	**49%**
CPA-S			
Region	$44,016,549	$37,958,958	86%
Basrah	$7,500,000	$3,473,064	46%
Maysan	$7,690,710	$2,449,926	32%
Dhi Qar**	$8,500,000	$1,497,239	18%
Muthanna	$5,500,000	$1,495,985	27%
Total (All Funds)	**$73,207,259**	**$46,875,172**	**64%**
CPA-SC			
Region	$22,000,000	$14,649,484	67%
Qadisiyah	$5,500,000	$2,986,552	54%
Wasit	$5,500,000	$2,544,082	46%
Najaf	$5,500,000	$3,041,883	55%
Babil	$5,500,000	$1,688,688	31%
Karbala	$5,500,000	$3,321,113	60%
Anbar	$3,500,000	$762,727	22%
Total (All Funds)	**$53,000,000**	**$28,994,529**	**55%**
CPA-N			
Region	$1,861,013	$1,485,426	80%
Diyala	$7,655,096	$2,306,392	30%
Ninawa	$13,368,899	$4,931,434	37%
Salah ad Din**	$14,000,000	$11,191,961	80%
Kirkuk	$6,562,955	$1,469,500	22%
Dahuk	$4,344,420	$435,000	10%
Erbil	$7,025,587	$18,200	0%
Sulaymaniyah	$6,352,030	$1,620,075	
Total (All Funds)	**$61,170,000**	**$23,833,575**	**39%**
Totals	**$232,677,259**	**$121,973,177**	**26%**

*** Allocations mean funds assigned**
****Obligated means contractual commitment made**

MAC MONTHLY CERP
"STATUS OF FUNDS REPORT"
30 April 2004

I AD	Total Program Funding	Total Funds Distributed	Total Funds Undistributed	Cumulative Funds Committed	Cumulative Funds Obligated	Cumulative Funds Disbursed	Uncommitted Balance	Value of Unfunded Projects
Seized Assets	$28,300,000.00	$28,300,000.00	$0.00	$27,989,099.000	$27,989,099.00	$27,989,099.00	$310,901.00	$0.00
Appropriated	$9,000,000.00	$5,000,000.00	$4,000,000.00	$400,000.00	$400,000.00	$400,000.00	$4,600,000.00	$0.00
DFI**	$27,500,000.00	$27,500,000.00	$0.00	$24,662,192.00	$24,662,192.00	$24,662,192.00	$2,837,808.00	$0.00
Total	**$64,800,000.00**	**$60,800,000.00**	**$4,000,000.00**	**$53,051,291.00**	**$53,051,291.00**	**$53,051,291.00**	**$7,748,709.00**	**$0.00**
I CD	Total Program Funding	Total Funds Distributed	Total Funds Undistributed	Cumulative Funds Committed	Cumulative Funds Obligated	Cumulative Funds Disbursed	Uncommitted Balance	Value of Unfunded Projects
Seized Assets	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
Appropriated	$21,000,000.00	$0.00	$21,000,000.00	$0.00	$0.00	$0.00	$0.00	$0.00
DFI	$11,000,000.00	$11,000,000.00	$0.00	$5,434,344.50	$24,608.00	$24,608.00	$5,565,655.50	$0.00
Total	**$32,000,000.00**	**$11,000,000.00**	**$21,000,000.00**	**$5,434,344.50**	**$24,608.00**	**$24,608.00**	**$5,565,655.50**	**$0.00**
I ID	Total Program Funding	Total Funds Distributed	Total Funds Undistributed	Cumulative Funds Committed	Cumulative Funds Obligated	Cumulative Funds Disbursed	Uncommitted Balance	Value of Unfunded Projects
Seized Assets	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
Appropriated	$28,000,000.00	$8,000,000.00	$20,000,000.00	$4,511,802.00	$4,511,802.00	$1,073,786.00	$3,488,198.00	$4,000,000.00
DFI	$10,000,000.00	$10,000,000.00	$0.00	$4,939,993.00	$4,939,993.00	$671,780.00	$5,060,007.00	$23,500,000.00
Total	**$38,000,000.00**	**$18,000,000.00**	**$20,000,000.00**	**$9,451,795.00**	**$9,451,795.00**	**$1,745,566.00**	**$8,548,205.00**	**$27,500,000.00**
I MEF (OIF2)	Total Program Funding	Total Funds Distributed	Total Funds Undistributed	Cumulative Funds Committed	Cumulative Funds Obligated	Cumulative Funds Disbursed	Uncommitted Balance	Value of Unfunded Projects
Seized Assets	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$7,500,000.00
Appropriated	$18,000,000.00	$500,000.00	$17,500,000.00	$250,000.00	$250,000.00	$0.00	$250,000.00	$25,500,000.00
DFI	$29,625,000.00	$29,625,000.00	$0.00	$21,045,475.00	$2,094,471.00	$2,094,471.00	$8,579,525.00	$1,900,000.00
Total	**$47,625,000.00**	**$30,125,000.00**	**$17,500,000.00**	**$21,295,475.00**	**$2,344,471.00**	**$2,094,471.00**	**$8,829,525.00**	**$34,900,000.00**
13TH COSCOM	Total Program Funding	Total Funds Distributed	Total Funds Undistributed	Cumulative Funds Committed	Cumulative Funds Obligated	Cumulative Funds Disbursed	Uncommitted Balance	Value of Unfunded Projects
Seized Assets	$107,165.00	$107,165.00	$0.00	$94,915.00	$0.00	$0.00	$12,250.00	$0.00
Appropriated	$3,000,000.00	$1,800,000.00	$1,200,000.00	$530,392.72	$0.00	$0.00	$1,269,607.28	$0.00
DFI	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
Total	**$3,107,165.00**	**$1,907,165.00**	**$1,200,000.00**	**$625,307.72**	**$0.00**	**$0.00**	**$1,281,857.28**	**$0.00**
350ND CA COMMAND	Total Program Funding	Total Funds Distributed	Total Funds Undistributed	Cumulative Funds Committed	Cumulative Funds Obligated	Cumulative Funds Disbursed	Uncommitted Balance	Value of Unfunded Projects
Seized Assets	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
Appropriated	$850,000.00	$400,000.00	$450,000.00	$50,940.00	$0.00	$0.00	$349,060.00	$0.00

MAC MONTHLY CERP
"STATUS OF FUNDS REPORT"
30 April 2004

DFI	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
Total	**$850,000.00**	**$400,000.00**	**$450,000.00**	**$50,940.00**	**$0.00**	**$0.00**	**$349,060.00**	**$0.00**

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MAC MONTHLY CERP
"STATUS OF FUNDS REPORT"
30 April 2004

CJTF-7 SEP BDE (Includes JSOTF)	Total Program Funding	Total Funds Distributed	Total Funds Undistributed	Cumulative Funds Committed	Cumulative Funds Obligated	Cumulative Funds Disbursed	Uncommitted Balance	Value of Unfunded Projects
Seized Assets	$22,112,160.58	$15,185,413.25	$6,926,747.33	$15,185,413.25	$11,543,244.11	$11,543,244.11	$0.00	$0.00
Appropriated	$1,750,000.00	$852,121.00	$897,879.00	$852,121.00	$109,901.00	$109,901.00	$0.00	$0.00
DFI	$59,585.00	$26,500.00	$33,085.00	$26,500.00	$26,500.00	$26,500.00	$0.00	$0.00
Total	**$23,921,745.58**	**$16,064,034.25**	**$7,857,711.33**	**$16,064,034.25**	**$11,679,645.11**	**$11,679,645.11**	**$0.00**	**$0.00**
MNB-N	Total Program Funding	Total Funds Distributed	Total Funds Undistributed	Cumulative Funds Committed	Cumulative Funds Obligated	Cumulative Funds Disbursed	Uncommitted Balance	Value of Unfunded Projects
Seized Assets	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
Appropriated	$30,400,000.00	$14,000,000.00	$16,400,000.00	$13,800,949.00	$13,655,949.00	$13,505,949.00	$199,051.00	$23,000,000.00
DFI	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
Total	**$30,400,000.00**	**$14,000,000.00**	**$16,400,000.00**	**$13,800,949.00**	**$13,655,949.00**	**$13,505,949.00**	**$199,051.00**	**$23,000,000.00**
MND (CS)	Total Program Funding	Total Funds Distributed	Total Funds Undistributed	Cumulative Funds Committed	Cumulative Funds Obligated	Cumulative Funds Disbursed	Uncommitted Balance	Value of Unfunded Projects
Seized Assets	$9,000,000.00	$9,000,000.00	$0.00	$9,000,000.00	$8,907,487.50	$8,611,465.50	$0.00	$205,022.00
Appropriated	$14,000,000.00	$0.00	$14,000,000.00	$0.00	$0.00	$0.00	$0.00	$0.00
DFI	$19,000,000.00	$19,000,000.00	$0.00	$18,999,857.00	$14,716,321.00	$8,047,410.50	$143.00	$6,668,910.50
Total	**$42,000,000.00**	**$28,000,000.00**	**$14,000,000.00**	**$27,999,857.00**	**$23,623,808.50**	**$16,658,876.00**	**$143.00**	**$6,873,932.50**
MND (SE)	Total Program Funding	Total Funds Distributed	Total Funds Undistributed	Cumulative Funds Committed	Cumulative Funds Obligated	Cumulative Funds Disbursed	Uncommitted Balance	Value of Unfunded Projects
Seized Assets	$16,700,000.00	$16,700,000.00	$0.00	$16,671,998.00	$16,671,998.00	$16,671,998.00	$28,002.00	$0.00
Appropriated	$10,500,000.00	$3,000,000.00	$7,500,000.00	$2,500,000.00	$2,500,000.00	$2,500,000.00	$500,000.00	$3,000,000.00
DFI	$40,700,000.00	$40,700,000.00	$0.00	$40,250,000.00	$28,946,798.00	$28,946,798.00	$450,000.00	$450,000.00
Total	**$67,900,000.00**	**$60,400,000.00**	**$7,500,000.00**	**$59,421,998.00**	**$48,118,796.00**	**$48,118,796.00**	**$978,002.00**	**$3,450,000.00**
ROK	Total Program Funding	Total Funds Distributed	Total Funds Undistributed	Cumulative Funds Committed	Cumulative Funds Obligated	Cumulative Funds Disbursed	Uncommitted Balance	Value of Unfunded Projects
Seized Assets	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
Appropriated	$3,500,000.00	$0.00	$3,500,000.00	$0.00	$0.00	$0.00	$0.00	$0.00
DFI	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
Total	**$3,500,000.00**	**$0.00**	**$3,500,000.00**	**$0.00**	**$0.00**	**$0.00**	**$0.00**	**$0.00**

MAC MONTHLY CERP
"STATUS OF FUNDS REPORT"
30 April 2004

ICDC/IPS (PRB)	Total Program Funding	Total Funds Distributed	Total Funds Undistributed	Cumulative Funds Committed	Cumulative Funds Obligated	Cumulative Funds Disbursed	Uncommitted Balance	Value of Unfunded Projects
Seized Assets	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
Appropriated	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
DFI	$11,241,035.00	$11,241,035.00	$0.00	$11,241,035.00	$11,241,035.00	$10,625,350.00	$0.00	$625,350.00
Total	**$11,241,035.00**	**$11,241,035.00**	**$0.00**	**$11,241,035.00**	**$11,241,035.00**	**$10,625,350.00**	**$0.00**	**$625,350.00**

Baghdad Beautification (PRB)	Total Program Funding	Total Funds Distributed	Total Funds Undistributed	Cumulative Funds Committed	Cumulative Funds Obligated	Cumulative Funds Disbursed	Uncommitted Balance	Value of Unfunded Projects
Seized Assets	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
Appropriated	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
DFI	$10,000,000.00	$10,000,000.00	$0.00	$3,170,745.00	$235,450.00	$235,450.00	$6,829,255.00	$0.00
Total	**$10,000,000.00**	**$10,000,000.00**	**$0.00**	**$3,170,745.00**	**$235,450.00**	**$235,450.00**	**$6,829,255.00**	**$0.00**

101 AA*	Total Program Funding	Total Funds Distributed	Total Funds Undistributed	Cumulative Funds Committed	Cumulative Funds Obligated	Cumulative Funds Disbursed	Uncommitted Balance	Value of Unfunded Projects
Seized Assets	$37,764,132.56	$37,764,132.56	$0.00	$37,764,132.56	$37,764,132.56	$37,764,132.56	$0.00	$0.00
Appropriated	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
DFI	$15,000,000.00	$15,000,000.00	$0.00	$15,000,000.00	$15,000,000.00	$15,000,000.00	$0.00	$0.00
Total	**$52,764,132.56**	**$52,764,132.56**	**$0.00**	**$52,764,132.56**	**$52,764,132.56**	**$52,764,132.56**	**$0.00**	**$0.00**

82 ABN*	Total Program Funding	Total Funds Distributed	Total Funds Undistributed	Cumulative Funds Committed	Cumulative Funds Obligated	Cumulative Funds Disbursed	Uncommitted Balance	Value of Unfunded Projects
Seized Assets	$17,063,852.00	$17,063,852.00	$0.00	$17,063,852.00	$17,063,852.00	$17,063,852.00	$0.00	$0.00
Appropriated	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
DFI	$24,374,380.00	$24,374,380.00	$0.00	$24,374,380.00	$24,374,380.00	$24,072,728.00	$0.00	$0.00
Total	**$41,438,232.00**	**$41,438,232.00**	**$0.00**	**$41,438,232.00**	**$41,438,232.00**	**$41,136,580.00**	**$0.00**	**$0.00**

4 ID*	Total Program Funding	Total Funds Distributed	Total Funds Undistributed	Cumulative Funds Committed	Cumulative Funds Obligated	Cumulative Funds Disbursed	Uncommitted Balance	Value of Unfunded Projects
Seized Assets	$37,599,950.00	$37,599,950.00	$0.00	$37,284,750.76	$37,284,750.76	$36,374,729.76	$315,199.24	$0.00
Appropriated	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
DFI	$31,500,000.00	$31,500,000.00	$0.00	$31,265,516.00	$31,265,516.00	$21,450,143.00	$234,484.00	$0.00
Total	**$69,099,950.00**	**$69,099,950.00**	**$0.00**	**$68,550,266.76**	**$68,550,266.76**	**$57,824,872.76**	**$549,683.24**	**$0.00**

MAC MONTHLY CERP
"STATUS OF FUNDS REPORT"
30 April 2004

I MEF (OEF I) *	Total Program Funding	Total Funds Distributed	Total Funds Undistributed	Cumulative Funds Committed	Cumulative Funds Obligated	Cumulative Funds Disbursed	Uncommitted Balance	Value of Unfunded Projects
Seized Assets	$6,658,476.00	$6,658,476.00	$0.00	$6,658,476.00	$6,658,476.00	$6,658,476.00	$0.00	$0.00
Appropriated	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
DFI	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
Total	**$6,658,476.00**	**$6,658,476.00**	**$0.00**	**$6,658,476.00**	**$6,658,476.00**	**$6,658,476.00**	**$0.00**	**$0.00**

3 ID *	Total Program Funding	Total Funds Distributed	Total Funds Undistributed	Cumulative Funds Committed	Cumulative Funds Obligated	Cumulative Funds Disbursed	Uncommitted Balance	Value of Unfunded Projects
Seized Assets	$1,737,822.86	$1,737,822.86	$0.00	$1,737,822.86	$1,737,822.86	$1,737,822.86	$0.00	$0.00
Appropriated	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
DFI	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
Total	**$1,737,822.86**	**$1,737,822.86**	**$0.00**	**$1,737,822.86**	**$1,737,822.86**	**$1,737,822.86**	**$0.00**	**$0.00**

173 ABN *	Total Program Funding	Total Funds Distributed	Total Funds Undistributed	Cumulative Funds Committed	Cumulative Funds Obligated	Cumulative Funds Disbursed	Uncommitted Balance	Value of Unfunded Projects
Seized Assets	$799,441.00	$799,441.00	$0.00	$799,441.00	$799,441.00	$799,441.00	$0.00	$0.00
Appropriated	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
DFI	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
Total	**$799,441.00**	**$799,441.00**	**$0.00**	**$799,441.00**	**$799,441.00**	**$799,441.00**	**$0.00**	**$0.00**

352ND CA COMMAND *	Total Program Funding	Total Funds Distributed	Total Funds Undistributed	Cumulative Funds Committed	Cumulative Funds Obligated	Cumulative Funds Disbursed	Uncommitted Balance	Value of Unfunded Projects
Seized Assets	$776,105.00	$776,105.00	$0.00	$776,105.00	$776,105.00	$776,105.00	$0.00	$0.00
Appropriated	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
DFI	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
Total	**$776,105.00**	**$776,105.00**	**$0.00**	**$776,105.00**	**$776,105.00**	**$776,105.00**	**$0.00**	**$0.00**

30 MED *	Total Program Funding	Total Funds Distributed	Total Funds Undistributed	Cumulative Funds Committed	Cumulative Funds Obligated	Cumulative Funds Disbursed	Uncommitted Balance	Value of Unfunded Projects
Seized Assets	$68,895.00	$68,895.00	$0.00	$68,895.00	$68,895.00	$68,895.00	$0.00	$0.00
Appropriated	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
DFI	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
Total	**$68,895.00**	**$68,895.00**	**$0.00**	**$68,895.00**	**$68,895.00**	**$68,895.00**	**$0.00**	**$0.00**

MAC MONTHLY CERP
"STATUS OF FUNDS REPORT"
30 April 2004

CG RESERVE	Total Program Funding	Total Funds Distributed	Total Funds Undistributed	Cumulative Funds Committed	Cumulative Funds Obligated	Cumulative Funds Disbursed	Uncommitted Balance	Value of Unfunded Projects
Seized Assets	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
Appropriated	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
DFI	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00
Total	**$0.00**	**$0.00**	**$0.00**	**$0.00**	**$0.00**	**$0.00**	**$0.00**	**$0.00**

TOTAL CJTF-7	Total Program Funding	Total Funds Distributed	Total Funds Undistributed	Cumulative Funds Committed	Cumulative Funds Obligated	Cumulative Funds Disbursed	Uncommitted Balance	Value of Unfunded Projects
Seized Assets	$178,688,000.00	$171,761,252.67	$6,926,747.33	$171,094,900.43	$167,265,303.79	$166,059,260.79	$666,352.24	$7,705,022.00
Appropriated	$140,000,000.00	$33,552,121.00	$106,447,879.00	$22,896,204.72	$21,427,652.00	$17,589,636.00	$10,655,916.28	$55,500,000.00
DFI	$230,000,000.00	$229,966,915.00	$33,085.00	$200,410,037.50	$157,527,264.00	$135,857,430.50	$29,556,877.50	$33,144,260.50
Total	**$548,688,000.00**	**$435,280,288.67**	**$113,407,711.33**	**$394,401,142.65**	**$346,220,219.79**	**$319,506,327.29**	**$40,879,146.02**	**$96,349,282.50**

* Unit departed AOR	Category	Total Funds Distributed	Total Funds Undistributed	Cumulative Funds Committed	Cumulative Funds Obligated	Cumulative Funds Disbursed
	Seized Assets	**96.12%**	**3.88%**	**99.61%**	**97.38%**	**96.68%**
	Appropriated	**23.97%**	**76.03%**	**68.24%**	**63.86%**	**52.42%**
	DFI	**99.99%**	**0.01%**	**87.15%**	**68.50%**	**59.08%**

We have distributed 96.12%, 23.97%, and 99.99% of Seized Assets, Appropriated, and DFI Money, respectively to CJTF-7. Of our distributed funds to the Divisions and Brigades we have obligated 97.38%, 63.86%, and 68.50% of the funds to projects with Seized Assets, Appropriated, and DFI money, respectively. Those projects we have obligated ourselves to, we have disbursed 96.68%, 52.42%, and 59.08% of Seized Assets, Appropriated, and DFI funds.

*Appropriated obligations from Major Supporting Commands are $21,027,652.00. $10,879,489.79 has been entered into the Army Standard Information Management System (ASIMS).

5/11/20042:54 PM

R3P Only Status (as of 8 May 04)

	Total Allocations*	Total Obligated*	%	Total Unobligated	%	Allocation Pre-Seven Cities plus ups (as of May 1)	Obligated Pre-Seven Cities plus ups (as of May 1)	%
CPA-BC								
Baghdad	$45,300,000	$23,030,099	51%	$22,269,901	49%	$39,500,000	$24,000,000	61%
Total (All Fund	$45,300,000	$23,030,099	51%	$22,269,901	49%	$39,500,000	$24,000,000	61%
CPA-S								
Region	$44,016,549	$6,057,591	14%	$37,958,958	86%	$7,000,000	$5,617,944	80%
Basrah	$7,500,000	$4,026,936	54%	$3,473,064	46%	$7,500,000	$4,107,655	55%
Maysan	$7,690,710	$5,240,784	68%	$2,449,926	32%	$7,500,000	$5,796,514	77%
Dhi Qar**	$8,500,000	$7,002,761	82%	$1,497,239	18%	$8,500,000	$5,734,000	67%
Muthanna	$5,500,000	$4,004,015	73%	$1,495,985	27%	$5,500,000	$4,403,925	80%
Total (All Fund	$73,207,259	$26,332,087	36%	$46,875,172	64%	$36,000,000	$25,660,038	71%
CPA-SC								
Region	$22,000,000	$7,350,516	33%	$14,649,484	67%	$22,000,000	$7,350,516	33%
Qadisiyah	$5,500,000	$2,513,448	46%	$2,986,552	54%	$5,500,000	$2,513,448	46%
Wasit	$5,500,000	$2,955,918	54%	$2,544,082	46%	$5,500,000	$2,955,918	54%
Najaf	$5,500,000	$2,458,117	45%	$3,041,883	55%	$5,500,000	$2,458,117	45%
Babil	$5,500,000	$3,811,312	69%	$1,688,688	31%	$5,500,000	$3,811,312	69%
Karbala	$5,500,000	$2,178,887	40%	$3,321,113	60%	$5,500,000	$2,178,887	40%
Anbar	$3,500,000	$2,737,273	78%	$762,727	22%	$3,500,000	$2,737,273	78%
Total (All Fund	$53,000,000	$24,005,471	45%	$28,994,529	55%	$53,000,000	$24,005,471	45%
CPA-N								
Region	$1,861,013	$375,587	20%	$1,485,426	80%	$3,007,018	$357,697	12%
Diyala	$7,655,096	$5,348,704	70%	$2,306,392	30%	$6,046,017	$4,060,704	67%
Ninawa	$13,368,899	$8,437,465	63%	$4,931,434	37%	$6,206,385	$5,707,381	92%
Salah ad Din**	$14,000,000	$2,808,039	20%	$11,191,961	80%	$10,000,000	2,480,930	25%
Kirkuk	$6,562,955	$5,093,455	78%	$1,469,500	22%	$6,531,133	$5,093,793	78%
Dahuk	$4,344,420	$3,909,420	90%	$435,000	10%	$4,187,420	$3,909,776	93%
Erbil	$7,025,587	$7,007,387	100%	$18,200	0%	$6,781,876	$6,703,926	99%
Sulaymaniyah	$6,352,030	$4,731,955	74%	$1,620,075		$5,740,151	$4,017,175	70%
Total (All Fund	$61,170,000	$37,336,425	61%	$23,833,575	39%	$48,500,000	$31,973,685	66%
Totals	$232,677,259	$110,704,082	48%	$121,973,177	26%	$177,000,000	$105,639,194	60%

* Allocations means funds assigned
Obligated means contractual commitment made

**Dhi Qar and Salah ad Din received seperate additional funds, in the amounts of $2M and $4M respectively which are reflected in the totals

***Does not include new $206M LGF tranche.

Coalition Provisional Authority
Contracting Activity
Baghdad, Iraq
APO AE 09335

Issuance Date: August 29, 2003
Deadline for Questions: September 5, 2003
Closing Date: September 15, 2003
Closing Time: 5 pm, Baghdad time (9 am, EDT)

Subject: Request for Applications (RFA) Number CPA - 0001
National Micro and Small Enterprise Credit Program in Iraq

The Coalition Provisional Authority (CPA) is seeking applications from international organizations for a program for micro and small enterprise lending in several areas of Iraq.

Please refer to Section II, Program Description, for a complete statement of goals and expected results.

Subject to the availability of funds, the CPA intends to award up to three grants to implement this program over a 12 month period, beginning on or about October 1, 2003. The CPA intends to provide approximately $15 million in funding to be allocated among the three awards, as described in the program description. The CPA reserves the right to fund any or none of the applications submitted.

For the purposes of this program, this RFA is being issued and consists of this cover letter and the following:

Section I – Background Information
Section II – Program Description
Section III – Selection Criteria
Section IV – Grant Application Format

For the purposes of this RFA, the term "Grant" is synonymous with "Grant Agreement"; "Grantee" is synonymous with "Applicant" or "Recipient;" and "Grant Officer" is synonymous with "Agreement Officer".

If you decide to submit an application, it should be received by the closing date and time indicated at the top of this cover letter at the place designated below for receipt of applications. Applications thereof shall be submitted with the name and address of the applicant and RFA number inscribed thereon, to:

By Email – electronic submissions:
Contracting Officer
Email address is: CPA_contracting_acti@orha.centcom.mil

Applicants are requested to submit both technical and cost portions of their applications in separate electronic files.

Award(s) will be made to those responsible applicant(s) whose application(s) offers the greatest value. It is not the policy of the CPA to award profit (fee) under this anticipated grant agreement. However, all reasonable, allocable, and allowable expenses, both direct and indirect, which are related to the program, may be paid under the grant.

Issuance of this RFA does not constitute an award commitment on the part of the CPA, nor does it commit the CPA to pay for costs incurred in the preparation and submission of an application. Further, the CPA reserves the right to reject any or all applications received. Applications are submitted at the risk of the applicant; should circumstances prevent award of a grant agreement, all preparation and submission costs are at the applicant's expense.

The method of distribution of this procurement opportunity is via the Internet. This RFA and any future amendments and answers to questions can be downloaded from the CPA Web site (www.cpa-iraq.org). It is the responsibility of the recipient of the application document to ensure that it has been received from Internet in its entirety and the CPA bears no responsibility for data errors resulting from transmission or conversion processes.

In the event of an inconsistency between the documents comprising this RFA, it shall be resolved by the following descending order of precedence:

(a) Section III - Selection Criteria
(b) Section IV - Grant Application Format
(c) Section II - the Program Description
(d) This cover letter

Any questions concerning this RFA should be submitted via email to at: CPA_contracting_acti@orha.centcom.mil, by September 5, 2003. Responses to questions will be answered expeditiously and be posted on the CPA Web site.

Sincerely,

(b)(6)

Contracting Officer

National Micro and Small Enterprise Credit Program in Iraq

Request for Application

August 29, 2003

National Micro and Small Enterprise Credit Program in Iraq

Table of Contents

Request for Application

Section I – Introduction and Overview

Section II – Program Description

Section III – Selection Criteria

Section IV – Grant Application Format

SECTION I - INTRODUCTION AND OVERVIEW

The purpose of this program is to develop sustainable small and micro enterprise (SME) lending activities established and operated as part of building a sustainable small and micro finance industry in Iraq through banks, non-bank finance companies and non-government organizations (NGOs). This is in line with efforts by the Coalition Provisional Authority (CPA) to provide economic rehabilitation and reform in Iraq to stimulate domestic and foreign investment, international trade, employment and broad-based prosperity.

Sustainable economic reform and recovery in Iraq depends upon the success of economic policy reform and institution-building programs. These will impact both on the immediate economic and social well being of the population, and on the prospects for long-term country buy-in to and participation in the full adoption and implementation of a sound macroeconomic and structural policy framework and administrative implementation system

The U.S. Government, through USAID, recently awarded the "Economic Recovery, Reform and Sustained Growth in Iraq" program to a U.S. contractor, BearingPoint. This Program is a vehicle for economic development, with an objective to create and develop growing, integrated and sustainable economic activity in Iraq.

The contract includes five components. Within each component there are a broad range of tasks and subtasks and a set of priorities, which are being agreed upon with the CPA. Further, through USAID, the CPA may call upon the contractor to provide oversight and monitoring of this grant program. One component of the contract area deals with micro, small and medium businesses. This component is relevant to the RFA. Thus, selected information is provided below concerning the prospective activities in the component.

Credit Activities for Micro Enterprises and Small and Medium Size Businesses. This component anticipates initiation of activities to support the micro, small and medium-size business sector. In Iraq, there is a very strong potential for small and micro finance activities. Iraq is densely populated and, while the region has undergone significant economic turmoil, the natural resources and infrastructure to support small businesses exists. A small and micro finance program, using culturally appropriate, sound lending methodologies has the potential to be successful.

The largest and most urgent challenge that any new government faces is revitalizing the economy and creating new jobs. High unemployment reflects a dire state in the productive sector, particularly where there are large, socially owned enterprises involved. The need for new job creation will only increase when workers are laid off from these firms as they are restructured for privatization, or liquidation. Credit availability is the key to revitalizing the economy. The country's capital stock has been seriously depleted and there has been virtually no investment in plant and equipment for many years.

There exists, however, the opportunity to create a vibrant private sector. Historically, micro-enterprises and small and medium size businesses have been successfully engaged in trading activities, agribusiness, light manufacturing, and a variety of other sectors. The primary objective of any initial activities under this component is to create rapid employment generation in a productive and growing private sector.

The CPA seeks to implement a sustainable small and micro finance industry in Iraq. Focusing on urban areas at the beginning, the program will establish small and micro finance institutions in select regions. These institutions will eventually become legally registered under the laws and regulations of the country. By using tools and methodologies that have been demonstrated as successful, the small and micro finance program will be able to develop its lending programs rapidly.

The basic approach might be as follows: 1) establish an organization and financial framework so that a lending organization will eventually become legally registered; 2) identify and train a high quality local staff that manages the organization; 3) establish credit policies and procedures designed for organizational and financial sustainability; 4) build the funds systems in a manner that will be consistent with Central Bank regulations and requirement in the banking system; 5) draw upon existing, working models for finance in the region (including models for Islamic lending); and 6) establish a local board of directors with local leaders that offer strategic leadership.

By adapting proven methodologies and best practices, the objective will be to establish a sustainable small and micro finance industry that will create opportunities for income generation and employment throughout the country. In an area of economic disruption, ethnic unrest and insecurity, the ability of the SMEs to function in a beneficial way is a significant step in creating stability. By creating employment and income generating opportunities, the program will also support economic development in Iraq.

SECTION II - PROGRAM DESCRIPTION

NATIONAL MICRO AND SMALL ENTERPRISE CREDIT PROGRAM

Anticipated Results and Impact

- Group and individual loan products developed
- Micro and small enterprise loans available
- Portfolio of loans has loan loss rate of less than 2 percent and delinquency rate of less than 5 percent
- Large number of repeat borrowers
- High percentage of women borrowers

General Program Description and Focus

- Objective: Provide rapid disbursing sources of credit to stimulate business investment and create employment in the private sector.

- Establish micro and/or small enterprise lending programs based on sound financial practices.
- Serve the major cities and population centers in the following geographical locations:
    - Baghdad Governorate
    - Northern Governorates – Ninawa, Tameem, As Sulaymaniyah, Arbil and Dahuk
    - Other Governorates – Al-Anbar Governorate, Salah ad-Din, Diyala, Wasit and Maysan
- Duration: Awards to be made for one year.
- Up to 3 awards to be issued for a total value of $15 million for initial awards. Additional funding may be added to the awards at a later date. Estimated allocation of funds for each area follows:
    - Baghdad Governorate - $7 million
    - Northern Governorates - $5 million
    - Other Governorates - $3 million
- A significant portion of the proposed program cost should be devoted to loan capital. For example, administrative costs should not exceed approximately 30 percent of total program cost.
- Micro-enterprises are defined as having fewer than 5 employees. Small enterprises normally operate outside the home and have from 6 to 50 employees.
- Group and individual lending is acceptable. Indicative loan sizes are below. These figures will be agreed upon with CPA in the final award.
    - Microfinance group loans are estimated to range from $100 to $500 per individual within the group.
    - Individual loans for micro and small enterprises are estimated to range from $500 to $25,000.

Illustrative Activities/Approaches

Applicants for the RFA should prepare a proposal in recognition that, at this time, a usual capacity building program directly with local organizations may not yet be feasible. However, the program should be designed and implemented so that, over time, the program approach, its employees and its financial assets can be transferred to an Iraqi organization. Linkages with the Iraqi banking sector are encouraged during program implementation as well as in anticipation of an eventual establishment of an Iraqi organization. A number of activities should be incorporated into the applicants' proposals. These include the following elements.

- Conduct rapid survey of local institutions and neighborhood organizations to determine suitability to immediately establish working relationships with local partner(s).
- Examine capacity and terms to be offered by local banks to serve as "disbursing/payment agents" on behalf of the lending organizations.

- Conduct rapid survey of supply and demand for micro and small enterprise lending in order to determine the various loan products (size, terms, interest rates, etc.) to be offered and suitability of group versus individual loan approaches.
- Recommend lending approaches and methodologies for two distinct types of lending:
    - Microlending: For microlending, character based judgments as to the integrity of the borrower are normal, with simple cash flow projections. Group or individual loans may be considered.
    - Small enterprise lending: For small enterprise loans, character based approaches may be combined with business plans and cash flow projections to determine credit needs.
- Consider performance-based salary/bonus structure for employees (loan officers and supervisors) involved in the lending.
- Train Iraqi staff (management and loan officers) in financially sound, best practice credit approaches.
- Install appropriate financial and management information system for reporting program progress and tracking loans.
- Develop and implement profitability monitoring process to ensure program sustainability.
- Develop exit strategy to transfer program to an Iraqi organization(s).
- Build capacity of an Iraqi board of directors to govern the organization.

Note: Bearing Point, as instructed by CPA and USAID, will be conducting survey work on micro and small enterprises and the banking sector. The results of this work, when available, will be made available to the RFA awardees.

Start-Up and Implementation

It is expected that the recipient will begin activities in targeted regions within two weeks of signing an agreement. Recipients should furnish a one-year work plan, with phases and task-level details for the first three months. The work plan should contain a clear set of phases, each of which has realistic and achievable results. The plan should also specify reporting approaches, which may be further detailed by the CPA.

Performance Monitoring

Applicants should furnish a Performance Monitoring Plan (PMP) that clearly articulates the results to be achieved and changes to be effected. The PMP should establish indicators, baselines, and targets consistent with anticipated results. Portfolio targets should be specified by applicants, such as described in the chart below:

	1 month	3 months	6 months	12 months
No. of active clients (total)				
No. of active women clients				
Loan portfolio outstanding				
Operational sustainability				

Reporting Requirements

- Work plan/schedule to be submitted within 10 days of arrival of program director.
- Performance monitoring plan (PMP) that articulates the results to be achieved.
- Quarterly progress reports of approximately 5 pages, plus appropriate supporting annexes. The quarterly report should describe actual progress against plans, reasons for not achieving plans and problems areas if any.
- Quarterly profitability report (Program income statement).
- Brief monthly summary progress reports, with emphasis on results and program impact.
- Monthly financial report of expenditures.
- A final report at the end of the period.

Staffing and Management

With the possible exception of headquarters-based senior management and some finance and administrative personnel, the staff proposed for this program should be dedicated to it full time. The recipient will be expected to manage the program from Iraq and perform extensive field monitoring. However, since proximity to those towns, communities and villages being served is fundamental to the effectiveness of the program, applicants should consider decentralizing their operations and using qualified staff, partners, and other resources with proven skills.

Oversight

Under the direction of CPA, USAID is likely to use BearingPoint to provide monitoring and oversight for ongoing and new small and micro credit/finance programs supported by the CPA in Iraq. The recipients will be accountable for achieving tasks and indicative benchmarks set forth in the agreements. All tasks under the agreements are to be carried out subject to the supervision, direction, and any necessary redirection by the CPA.

SECTION III - SELECTION CRITERIA

Awards will be made based on the ranking of proposals according to the technical selection criteria identified below.

1. **Technical Approach**

- Demonstrated understanding of and appreciation for the economic and security situation and challenges in Iraq as affects the flexibility and responsiveness levels for the proposal and the implementation.
- Sound technical approach and methodologies for micro and small enterprise lending, including attention to gender issues and cultural and religious practices.

- Strength and relevance of the proposed program, its activities and approaches, and its potential to succeed; understanding of approaches that have worked in the Middle East region, such as Islamic lending.

2. Personnel

- Appropriateness and expertise of personnel devoted to the program, as demonstrated by curriculum vita and letters of commitment for proposed key personnel.
- Demonstrated technical, managerial, and financial experience and competence in implementing micro and small enterprise credit programs.
- Experience in managing activities that produced significant results in challenging environments with high level of responsiveness and flexibility.
- Experience in working with or knowledge of donor-supported programs and international organizations; as well as in similar contexts and countries.
- Past experience in the region is desirable.

3. Management and Partnerships

- Appropriateness and capability of the organization to design and implement an innovative program.
- Appropriateness and efficiency of the organizational structure, in the home office and in Iraq, with clear roles and responsibilities for all aspects of financial and program management.
- Ability to quickly start activities in the targeted regions within two weeks of signing the award.
- Appropriateness and capability of the systems provided such as the management information systems, accounting systems, performance monitoring plans to track the achievement of the results and outstanding loans.
- Commitment to collaborative planning and implementation, demonstrated ability to form and manage partnerships with local and regional organizations. The ability to bring regional partnerships and expertise is highly desirable.
- Experience in and commitment to creating viable linkages with key partners engaged in designing and implementing the program, e.g., PVOs and NGOs, banks, other donors.

4. Past Performance

Applicant organizations will be subject to past performance scrutiny.

Applicants shall submit a matrix as an attachment with names of all organizations both commercial and governmental, from which they have received contracts or grant assistance awards for similar activities, size and scope over the past three years. Information should include the contract or grant award number and value of award; country where work was performed; brief description of the work; partner organizations or counterparts; results achieved (particularly results where rapid mobilization and quick

impact was called for); and other relevant information that will clarify the depth and breadth of experience and involvement. Reference information must include names of contracting or grants officers and technical personnel involved in supervising the program as well as their current telephone numbers and email addresses.

SECTION IV - GRANT APPLICATION FORMAT

PREPARATION GUIDELINES

a. All applications received by the deadline will be reviewed for responsiveness to the specifications outlined in these guidelines and the application format. Section III addresses the technical evaluation procedures for the applications.

b. In the interest of time, applications shall be submitted in electronic format, rather than hard copies. Two files should be sent: one for the technical proposal and one for the cost proposal. Applications and modifications thereof shall be submitted according to the instructions in the cover letter of this RFA, and showing the RFA number, and the name and address of the applicant.

c. The application should be prepared according to the format set forth below. Applications must be submitted no later than the date and time indicated on the cover page of this RFA, to the location indicated on the cover letter accompanying this RFA. Applications which are submitted late or are incomplete run the risk of not being considered in the review process.

d. Technical applications should be specific, complete and presented concisely. The applications should demonstrate the applicant's capabilities and expertise with respect to achieving the goals of this program. The applications should take into account the technical evaluation criteria found in Section III.

e. Preparation of Applications:

    1. Each applicant shall furnish the information required by this RFA. In the interest of saving time and reducing expenses, only electronic submissions (email with attachments) will be accepted. Email should be limited to two attachments (one for Cost and one for Technical), up to 2 MB limit. The applicant should submit the Technical Application and Cost Application in separate files attached to the email. The Technical Application should not make reference to pricing or cost data in order that the technical evaluation may be made strictly on the basis of technical merit. Submissions should be made using Microsoft Word and Excel, or software compatible with a Microsoft Windows environment (e.g. Portable Document Format (PDF) file in a MS Windows environment).

    2. Applicants should be aware that the CPA may use advisory personnel to review and applications. Applicants who include data that they do not want disclosed to

the public for any purpose or used by the CPA and their advisors except for evaluation purposes, should:

(a) Mark the title page with the following legend:

"This application includes data that shall not be disclosed outside the CPA and its advisors and shall not be duplicated, used, or disclosed - in whole or in part - for any purpose other than to evaluate this application. If, however, a grant is awarded to this applicant as a result of - or in connection with - the submission of this data, the CPA shall have the right to duplicate, use, or disclose the data to the extent provided in the resulting grant. This restriction does not limit the CPA's right to use information contained in this data if it is obtained from another source without restriction. The data subject to this restriction are contained in sheets; and

(b) Mark each sheet of data it wishes to restrict with the following legend:

"Use or disclosure of data contained on this sheet is subject to the restriction on the title page of this application."

f. Explanation to Prospective Applicants - Any prospective applicant desiring an explanation or interpretation of this RFA must request it in writing by the date on the cover letter to allow a reply to reach all prospective applicants before the submission of their applications. Oral explanations or instructions given before award of a Grant will not be binding. Any information given to a prospective applicant concerning this RFA will be furnished promptly to all other prospective applicants as an amendment of this RFA, if that information is necessary in submitting applications or if the lack of it would be prejudicial to any other prospective applicants.

g. Grant Award:

1. The CPA may award one or more Grants resulting from this RFA to the responsible applicant(s) whose application(s) conforming to this RFA offers the greatest value (see also Section III of this RFA). The CPA may (a) reject any or all applications, (b) accept other than the lowest cost application, (c) accept more than one application, (d) accept alternate applications, and (e) waive informalities and minor irregularities in applications received.

2. The CPA may award one or more Grant(s) on the basis of initial applications received, without discussions. Therefore, each initial application should contain the applicant's best terms from a cost and technical standpoint.

3. A written award mailed or otherwise furnished to the successful applicant(s) within the time for acceptance specified either in the application(s) or in this RFA (whichever is later) shall result in a binding Grant without further action by either party. Before the application's specified expiration time, the CPA may accept an application, whether or not there are negotiations after its receipt, unless a written

notice of withdrawal is received before award. Negotiations conducted after receipt of an application do not constitute a rejection or counteroffer by the CPA.

4. Neither financial data submitted with an application nor representations concerning facilities or financing, will form a part of the resulting Grant(s).

h. Authority to Obligate the CPA - The Agreement Officer is the only individual who may legally commit the CPA to the expenditure of funds. No costs chargeable to the proposed Grant may be incurred before receipt of either a fully executed Grant or a specific, written authorization from the Agreement Officer.

COST APPLICATION FORMAT

The Cost or Business Application is to be submitted in a separate volume (electronic file) from the technical application. Certain documents are required to be submitted by an applicant in order for a Grant Officer to make a determination of responsibility. However, it is CPA policy not to burden applicants with undue reporting requirements if that information is readily available through other sources.

The following sections describe the documentation that applicants for Assistance award must submit to CPA prior to award. While there is no page limit for this portion, applicants are encouraged to be as concise as possible, but still provide the necessary detail to address the following:

A. Include a budget with an accompanying budget narrative, which provides in detail the total costs for implementation of the program your organization is proposing, including:

- the breakdown of all costs associated with the program according to costs of, if applicable, headquarters, regional and/or country offices;

- the breakdown of all costs according to each partner organization involved in the program;

- the costs associated with external, expatriate technical assistance and those associated with local in-country technical assistance;

- the breakdown of the financial and in-kind contributions of all organizations involved in implementing this Agreement; and

- potential contributions of private donors to this Agreement.

B. A current Negotiated Indirect Cost Rate Agreement (NICRA), if available for those applicants from the U.S.

C. Applicants who do not currently have a Negotiated Indirect Cost Rate Agreement shall also submit copies of the applicant's financial reports for the previous 3-year period, which have been audited by a certified public accountant or other auditor satisfactory to CPA.

D. For-profit organizations will not be allowed to charge a fee or earn a profit under this grant agreement.

E. Applicants should submit any additional evidence of responsibility deemed necessary for the Grant Officer to make a determination of responsibility, e.g. organization's accounting manual. The information submitted should substantiate that the Applicant:

1. Has adequate financial resources or the ability to obtain such resources as required during the performance of the award.

2. Has the ability to comply with the award conditions, taking into account all existing and currently prospective commitments of the applicant.

3. Has a satisfactory record of performance. Past relevant unsatisfactory performance is ordinarily sufficient to justify a finding of non-responsibility, unless there is clear evidence of subsequent satisfactory performance.

4. Has a satisfactory record of integrity and business ethics.

TECHNICAL APPLICATION FORMAT

The technical application is the critical item of consideration in selection for award of this Agreement. It should be specific, complete, and presented concisely. Section III addresses the technical evaluation criteria for the application. All Applicants are advised that lack of completeness or superficiality of the application may constitute grounds for excluding it from consideration. The technical application must set forth strategies, results, activities and indicators to best accomplish the objective of the Program. This technical application should not exceed 20 pages, but it should be complete and address the evaluation criteria. The technical application can be supplanted by attachments such as curricula vitae of personnel, work plan, matrix summarizing qualifications, etc.

Mr. Michael Doyle, President
CHF International
8601 Georgia Avenue, Suite 800
Silver Spring, MD 20910

Subject: Award Number CPAGRANT-0002

Dear Mr. Doyle:

Pursuant to the authority of United Nations Security Council Resolution 1483, the Coalition Provisional Authority (CPA) hereby awards to CHF International (the Recipient) the sum of $7,000,000 to provide support for the Access to Credit for Baghdad Governorate (ACSI) Program, as described in Attachment 1.

This agreement is effective and obligation is made as of the date of this letter and shall apply to commitments made by the Recipient in furtherance of program objectives during the period beginning with the effective date and ending __30 SEP 04__. CPA shall not be liable for reimbursing the Recipient for any costs in excess of the obligated amount.

This agreement is made to Recipient on condition that the funds will be administered in accordance with the terms and conditions of the Schedule attached as Attachment 2. In addition, agreement is made contingent on Recipient being aggreeable to further discussions to include the governorates of Wasit and Maysan, with additional funding to be provided as negotiated.

Please sign the original and each copy of this letter to acknowledge your receipt of the grant, and return the original and all but one copy to the Agreement Officer.

Sincerely,

Agreement Officer

Attachments:
1. Program Description
2. Schedule

ACKNOWLEDGED:

Recipient

By:_____

Title:_____

Date:_____

ATTACHMENT 2 - SCHEDULE

A. Purpose of Agreement.

The purpose of this Agreement is to provide support for the Access to Credit for Iraq (ACI) Program, described in Attachment 1, Program Description.

B. Period of Agreement.

1. The effective date of this Agreement is ___1 OCT 03___. The estimated completion date of this Agreement is _____30 SEP 04_____.

2. Funds obligated hereunder are available for program expenditures for the estimated period __1 OCT 03__ to ___30 SEP 04___ as shown in the Agreement budget below.

C. Budget.

The following is the Agreement Budget, including local cost financing items. Revisions to the budget will be made only as authorized by the designated CPA representative.

Support Costs	$1,711,356
Credit Fund	5,288,644
TOTAL	$7,000,000

Fund Cite: 21X2089 000000 71-2089 P310000.00 3300 83 39B1 OCPA3MERBA0511 39B1 83 S09076

D. Amount of Award and Payment.

1. The total estimated amount of this Award for the period shown in B.1 above is $7,000,000.

2. CPA hereby obligates the amount of $7,000,000 for program expenditures during the period set forth in B.2 above and as shown in the Budget at C. The recipient will be given written notice by a designated CPA representative if additional funds will be added. CPA is not obligated to reimburse the Recipient for the expenditure of amounts in excess of the total obligated amount. The CPA will inform the Recipient of the name of the designated CPA representative in writing within 10 days of award.

3. Payment shall be made to the Recipient in accordance with standard CPA procedures for disbursement to implementing partners and will be paid to the Recipient in a series of payments, subject to the availability of funds, according to the disbursement schedule in the budget contained in the program description. Disbursements will be made into an Iraqi financial institution agreed upon by the parties.

4. Additional funds above the total amount of the grant shown in D.1 above may be obligated to the Recipient by CPA subject to the availability of funds, satisfactory progress of the project, and continued relevance to CPA programs.

E. Reporting and Evaluation.

1. Financial Reporting.

As with all reports, the Recipient shall submit an original report electronically and in hard copy at least quarterly, unless a more frequent schedule is agreed upon between CPA and the Recipient. The reports shall be submitted to the designated CPA representative in a format designated by the CPA representative to the Recipient within 10 days after the effective date of this Agreement. The Recipient shall submit the report to the CPA within 45 calendar days following the end of each reporting period.

2. Program Reporting.

a. Monthly Implementation and Performance Reports.

The Recipient shall submit an implementation report on activities undertaken during the month to the designated CPA representative within five days after the end of each month. The monthly report should be a brief, lucid description of the activities, with emphasis on issues that have arisen, impacts made, constraints encountered, and suggestions for additional action that might be taken. Performance outcome information should be included along the following indices and updated monthly:

b. Main Indices Addressed in Monthly Reports.

(1) Progress toward program goals
(2) A comparison of actual accomplishments with the goals and objectives established for the period, and reasons why established goals were not met (if applicable).
(3) Number and amount of loans disbursed
(4) Estimated employment days generated
(5) Partnership agreements with local institutions
(6) A discussion of any operative problems during the period, and the Recipient's plans to address those problems
(7) Other programmatic or financial issues which were substantially different from what was anticipated.

A specific format for the performance report will be proposed by the Recipient to the CPA for approval 60 days after the effective date of this Agreement, which is the date of the last signature affixed to this Agreement.

3. Final Report.

The Recipient shall submit the final report to the designated CPA representative within 45 days after the compleion date of this Agreement. The report shall be in a format determined by the designated CPA representative. The final performance report will contain the following information:

(1) An executive summary of the Recipient's accomplishments
(2) An overall description of the activities and accomplishments
(3) An assessment of the performance in accomplishing the program's objectives.
(4) Appropriate findings, comments, and recommendations
(5) A narrative report that describes how the grant funds were used with reference to the final fiscal report.

4. Evaluation. An evaluation of the Micro-Credit Program is anticipated. The Recipient is expected to provide to the CPA or to a designated evaluator access to the program documentation and participants. The CPA, in cooperation with the Recipient, expects to conduct a full evaluation.

F. Special Provisions.

1. Quick Start.

CHF will begin implementing the program within 7 days of award.

2. Continuation of Agreement.

While the duration of the Agreement is one year, the CPA may decide to extend the Agreement for one or two additional years if the CPA finds that the program is consistent with its objectives in Iraq. If the determination is made to extend the Agreement, the Program Description and Budget will be negotiated on the basis of the information on hand at that point in time.

3. Media Contact.

Any public statement regarding this grant or outcome during the period of the grant should be cleared by CPA. CPA will provide advance notice to Recipient of any public statements which will reference work of the grant or Recipient by name.

G. Indirect Cost Rate.

The CPA agrees to the indirect cost rate as stipulated in the budget in Attachment 1 for the ACSI program. The indirect cost rate in Attachment I is calculated at 23% of total direct charges.

H. Program-Related Income.

Any interest or other program-related income derived from the loan grant shall be added to the loan grant principal to be used on the same terms as the loan grant principal. In the event that program-related income remains at the end of the grant period, the program-related income will be disposed of in the same manner as residual loan grant principal described in Section I, below.

I. Final Disposition of Residual Loan Grant Principal.

At the end of the grant period, if there are excess loan grant principal funds remaining, CPA and the Recipient agree that the excess funds will be transferred to an Iraqi-registered entity mutually agreed upon by the parties that will be committed to further carry out the purposes of this grant.

J. Amendments.

Changes in terms and conditions of this grant agreement may be made by mutual agreement of the parties and must be confirmed in writing by the Agreements Officer.

K. Termination.

The Agreement can be terminated by either party by 1) mutual consent, or by 2) 30 days written notification by one party to the other requesting termination of the Agreement. Subject to the terms of this grant, the Recipient shall be paid a percentage of the grant price, reflecting a percentage of the work performed prior to the notice of termination, plus reasonable charges that the Recipient can demonstrate, to the satisfaction of the Agreement Officer using its standard record keeping system, have resulted from the termination. The Agreement Officer, upon reasonable advance notice, may inspect the financial records relating to this grant, including the amounts paid to subcontractors and the locations where any portion of the Recipient's performance occurs. The Agreement Officer may review the Recipient's financial statements upon request.

(b)(6)

DRAFT

CPA FUNDING REQUEST

PRB No: 685	**Project Name: Emerging Security Requirements**
Date of Request: 23 April 04	**Date Required: 30 April 04**
Name of Requester: Lt Col Jim Reitzel	**Signature:**
CPA Office/Unit: CJTF-7/CPA	**POC/Person Completing Form:**
Amount of Request: $500,000,000.00	**DSN/Cell Phone: 318 836-1133**
Project Location: Various	**Email Address:**

1. Project Category (check all that apply):

Reconstruction	☒	Health	☐	Salaries	☐
Humanitarian	☐	Transportation	☐	Pensions	☐
Food Distribution	☐	Economic Programs	☒	Budget/Ops. Support	☐
Water/Sewer	☐	Education	☐	Other Public Services	☐
Electricity	☐	Ministry	☐	Social Programs	☐
Rule of Law/Govern.	☐	Police/ Security	☒	Cultural Programs	☐
CERP	☒	RRRP	☐	_____	☐

2. Proposed Funding Source: (PRB Staff Only)

Vested Assets	☐
Seized Assets	☐
Appropriated Funds	☐
Iraqi Budget (DFI)	☒

3. Funding Data:

Bank Account Details: or
Name/Title of Iraqi Receiving Disbursement:
CPA Rep/Unit Responsible for Oversight: OSC & PMO
Engineering Oversight Assigned to:
Name of Certifying Official:

4. Clearances: Please indicate you have obtained appropriate clearances, as applicable. (Note: If that coordination cannot be done at the regional level, it will be done by PRC.)

Regional Coordinator: Yes ☐ No ☐ Name:
Ministry Senior Advisor: Yes ☐ No ☐ Name:
Office Director/Unit Commander: Yes ☐ No ☐ Name:
Reconstruction/USAID: Yes ☐ No ☐ Name:
International Coordination Council: Yes ☐ No ☐ Name:
Iraq Ministry of Finance and/or Planning and Development Cooperation :
Yes ☐ No ☐ Name:
Others _____ Yes ☐ No ☐ Name:

Program Staff Use Only

Date Request Received: Form Complete: Yes ☐ No ☐
Disposition:

Date Request Submitted to Program Review Committee:
Disposition:

Date Request Submitted to Program Review Board:
Disposition:

Date Request Returned to Requester/Submitted to Comptroller:
Disposition (including expenditure authorized):

PROJECT DESCRIPTION

Purpose/Objective:

Recent violence has created an increased need for security throughout Iraq in order to facilitate the successful transition to Iraqi sovereignty. To address these emergent needs, $500 million is requested both for locally generated critical community requirements, as well as for more traditional Iraqi Security Forces requirements.

Justification:

A portion of this funding will be used for projects aimed at improving overall Iraqi security through community improvement and stabilization efforts focused at the local level. These funds will enable response to urgent humanitarian relief and reconstruction requirements by carrying out programs that will immediately assist the Iraqi people. These funds will target projects identified through local Iraqi leaders and will address their most pressing security and community concerns. Included are reconstruction and humanitarian projects that give the Iraqi people job opportunities and a sense of progress toward a better living environment.

There are several mechanisms available for identifying and funding projects at the local level. These include the Commander's Emergency Response Program (CERP), the Rapid Regional Response Program (R3P), and a new CPA initiative focusing on key cities within Iraq.

CERP is a program designed to allow military commanders flexibility to asses real world situations on the ground and make decisions that will provide positive impact immediately and at relatively low cost. The projects they initiate cover a broad range and often provide a direct benefit while also providing employment to many local citizens. CERP funds can be used for such things as improving water and sanitation infrastructure, food production and distribution, electrical power generation and distribution, improving irrigation systems and agriculture, purchasing school supplies and equipment, and civic clean-up. The chart at enclosure 1 provides a summary of the CERP projects completed through mid April 04. It illustrates the scope, dollar value and number of CERP projects the Major Subordinate Commands have performed. Below that summary chart are several examples of specific projects undertaken in recent months.

The Rapid Regional Response Program (R3P) is similar to the CERP, but it is administered through the governorates by the CPA. This program began during the fourth quarter of 2003 with the purpose of providing funds for CPA regional and governorate coordinators to create local jobs, support local industries, and stimulate the economy in a quick and efficient manner. It is available as an additional vehicle to provide quick support in order to stabilize the security situation in an area. The program supports a range of projects:

- Small, high-impact, emergency projects (e.g. school renovation @ $30,000)
- Medium sized reconstruction or other projects (e.g. replace pumps in water treatment plant @ $500,000)
- Governorate or region-wide projects to address common problems (e.g. region wide civic education program @ $1.5 million)

The CPA Administrator has directed that there be a focus on accelerated reconstruction efforts in key cities of Iraq. Since February 2004, many cities have been besieged by lawlessness and unrest as a result of the presence of former regime loyalists and foreign terrorists. The lack of jobs and absence of adequate public services in Sunni areas has provided a fertile recruiting ground for foreign insurgents and Iraqi anti-coalition elements. These reconstruction programs will create jobs and provide essential services to those areas that need it most urgently. The visits by these teams are ongoing, and the results of their discussions have not

yet been collected, organized, and analyzed. A representative sample of projects from the first teams to return will be provided at the meeting.

In addition to addressing immediate needs at the local level through the CERP and R3P vehicles described above, there are emerging security requirements more traditional in nature. These requirements are directly related to ensuring the Iraqi Security Forces (Iraqi Armed Forces, Iraqi Police Service, Iraqi Civil Defense Corps, Border Defense Enforcement, and Facility Protection Service) achieve the highest level of preparedness possible prior to the 30 June 04 transition to sovereignty. These forces must be provided adequate equipment, facilities and training if they are to function adequately.

The elevation in violence in recent weeks has resulted in significantly higher levels of damage, destruction and disappearance of critical security assets. Those assets include vehicles, communications equipment, personal protective gear and weapons. Damage to and destruction of security forces buildings and structures has created renovation and reconstruction requirements far exceeding levels initially forecast. Force protection measures have been reassessed and requirements for increased stand-off distances, and improved barriers have also emerged. Additionally, personnel turnover has occurred at higher levels than predicted and training and outfitting replacement ISF members drives increased costs.

Budget:

Was this project funded in the baseline budget: Yes

Current Allocation	Commitments	Obligations
$500M	$328.5	$171.5M

Salaries, Goods and Commodities:

This will be dependent on the specific projects undertaken.

Project Implementation:

The evolving nature of the requirements dealt with in this request make impractical to associate specific dollar amounts with the various efforts outlined. It is very important that acceptance of this request allow Amb Bremer to reallocate funds to specific requirements as they arise within the broader spectrum of assuring the best possible security situation in Iraq.

Coordination: This request has been coordinated through, and is supported by CJTF-7, CPA, and the Iraqi Ministry of Finance.

CERP PROJECTS		
Project Type	**# of Projects**	**Amount**
Police/Security	**2,851**	**$54,913,448.92**
Rule of Law/Government	**1,116**	**$9,062,189.50**
FPS Payments	**598**	**$10,676,489.50**
Rewards	**869**	**$751,054.00**
Other Public Services	**3,491**	**$49,560,789.27**
Education	**3,891**	**$41,119,572.03**
Reconstruction	**2,479**	**$23,430,604.34**
Water/Sewer	**1,789**	**$17,125,160.09**
Health	**1,206**	**$12,866,840.50**
Electricity	**675**	**$6,466,974.00**
Social Programs	**559**	**$4,396,836.50**
Operations Support	**381**	**$3,346,533.10**
Transportation	**216**	**$2,508,548.00**
Humanitarian	**277**	**$1,542,226.00**
Total	**20,398**	**$237,767,265.75**

- Dispersed $8,669 in CERP funds for electrical and plumbing repairs to the Youth Center in Rutba. The repairs were completed in 10 days and provided the residence of Rutba a functional youth center with both electricity and plumbing.

- 4ID paid $50,000 in CERP funds to the Abayachi City Council for a road improvement project. The road improvements started in the center of town and branched out toward rural areas. The town is also improving areas around the police station and water plant. The project will complete nearly all of the streets in Abayachi, and the Ministry has committed money to paving other areas as well.

- Disbursed $59,250 In CERP funds to upgrade the water distribution system in Iskandariyah. The $59,250 covered two separate contracts. The first contract for $8,250 eliminated illegal pipeline connections to the main pipeline that runs from Mussayib to Iskandariyah. Eliminating these illegal connections increased water efficiency to this city of 150,000. The second contract was for $51,000 to repair the water pipeline from Mussayib to Hateen and from Hatteen to Iskandariyah. Both these contracts where negotiated through the Iskandariyah Water Manager and were awarded to a local contractor.

- $28,000 in CERP funds were approved for the assessment and design of a new sewage and water network in Al Basrah City, in a cooperative effort between Civil Affairs soldiers, community members, the Local Governance Program (LGP), and CPA. One of the poorest neighborhoods of Al Basrah City, Sabkhat al Arab is home to 10,000 people. CPA provided funding to contract the job to local workers.

- The 30th Medical Brigade used $13,700 in CERP funds to purchase inspection items for seven slaughterhouses in Baghdad. They purchased a 2-ton combination air conditioner/heater unit, a space heater and two desks for each of the seven food inspectors' workspaces and laboratories. They also purchased inspection equipment and supplies for the forty food inspectors and included boots, overalls, thermometers, hardhats, gloves, flashlights, inspection stamps, knives, and sharpening steels. They delivered the purchased items to the Director for distribution.

- $8,600 in CERP funds used to construct a new soccer stadium in Nassir Wa Al Salam. The completed soccer stadium provides a first class recreational facility and a community meeting area for the children of the 153,000 residents of the city.

Over the past few days, teams from PMO have joined their counterparts from CJTF-7 and local and regional Iraqi leaders to identify potential projects that could make an immediate difference in the lives of the Iraqi people. While the primary role of the Program Management Office (PMO) is to implement the projects identified in the U.S. Supplemental, the PMO also has the capability to implement quickly these newly identified needs. The U.S. Supplemental provides $18.4B, primarily for larger infrastructure projects to restore nationwide networks such as the waster systems, and the electrical grid. The purpose of the projects identified in the Key Cities exercise is to provide immediate improvements in the quality of life for local Iraqis.

Over the past weekend teams went to several key cities to identify potential projects, several of those teams are still in the field. Projects identified to date from these cities include the following:

1) Sewage/Drainage/Public Works Ongoing accumulation of raw sewage in the streets of these cities can lead to potential large scale health issues for the residents. Projects ranging from $4-10M will repair sanitary sewage pipes, rebuild urban streets to include drainage, and even build several small wastewater treatment plants.

2) Landfills Accumulation of solid waste is polluting many Iraqi cities and leads to havens for vermin which contributes to the spread of disease. An estimated $15M in landfill construction could address this problem.

3) Potable water A reliable supply of local drinking water is a necessity for communities. Storage tanks for drinking water, distribution systems, and water treatment plants can be developed for $6-10M.

4) Schools Nearly half the Iraqi population is under 18 years of age. Building, renovating, and supplying schools are important activities that make a difference to local communities. New schools can be constructed for an estimated $5M each.

5) Health clinics/Hospitals As Iraq moves toward a clinic-based, preventive health care system, local areas must be prepared to staff such clinics, as well as to provide larger hospitals for more intensive care. Health care clinics can be constructed for approximately $2.5M each. $10M could supply an area hospital with needed equipment such as electrocardiograph machines, magnetic resonance imaging equipment, X-ray machines, and equipment and lighting for surgical theaters.

(b)(6)

From: (b)(6)
Sent: Friday, June 18, 2004 2:37 PM
To: (b)(6)
Subject: RE: Office Information

□ □ □ □

Sorry.

Hilla: Hi Babil Neighborhood

From: (b)(6)
Sent: Friday, June 18, 2004 1:11 PM
To: (b)(6)
Subject: RE: Office Information

Najaf: Hi al Ameer Neighborhood

Karbala: Hi al Hussein Neighborhood

Basra: Hi Al Jazer Neighborhood

There are no street names or addresses though.

From: (b)(6)
Sent: Friday, June 18, 2004 12:40 PM
To: (b)(6)
Subject: RE: Office Information

(b)(6)

How are you doing on this information—addresses and phone numbers.

Thanks,

(b)(6)

(b)(6)

-----Original Message-----
From: (b)(6)
Sent: Tuesday, June 15, 2004 5:18 PM
To: (b)(6)
Subject: RE: Office Information

(b)(6)

I will gather the information but we would prefer that it is not given out to any CF representatives who might feel overzealous and show up there.

(b)(6)

From: (b)(6)
Sent: Tuesday, June 15, 2004 5:09 PM
To: (b)(6)
Cc (b)(6)
Subject: Office Information

(b)(6)

Please send us the following information on each of your offices:

Phone Number(s)

Office Address.

Thank you,

(b)(6)

(b)(6)

From: (b)(6)
Sent: Thursday, June 10, 2004 2:56 PM
To: (b)(6)
Subject: Re: List of Offices

(b)(6) We have three locations:

1- City: Kirkuk (serving Governorates: Kirkuk and Northern SalahAdDin)
2- City: Mosul (serving Governorate: Ninewa)
3- City: Baghdad (serving Governorates: Al-Anbar, Diyala and Southern SalahAdDin)

Is this your question? Or did you want a list of the staff in all the offices?

Thanks,
(b)(6)

----- Original Message -----
From: (b)(6)
To: (b)(6)
Sent: Thursday, June 10, 2004 2:13 AM
Subject: List of Offices

(b)(6)

Would you please ask someone to make a list for me of all the staffed offices you have in your region.
Thank you,
(b)(6)

(b)(6)

From: (b)(6)
Sent: Wednesday, June 16, 2004 11:39 AM
To: (b)(6)
Cc:
Subject: Re: Office Information

(b)(6) Apologies for the delay in responding.

(b)(6)

----- Original Message -----
From: (b)(6)
To: (b)(6)
Cc: (b)(6)
Sent: Tuesday, June 15, 2004 6:09 AM
Subject: Office Information

Thelma and Matt,

Please send us the following information on each of your offices:

Phone Number(s)
Office Address.

Thank you.

(b)(6)

(b)(6)

From: (b)(6)
Sent: Wednesday, June 16, 2004 2:01 PM
To: (b)(6)
Cc:
Subject: Re: Office Information -- REPLY

Phone numbers are as follows -
(b)(6)

Thanks,
(b)(6)

----- Original Message -----
From: (b)(6)
To:
Cc: (b)(6)
Sent: Tuesday, June 15, 2004 6:31 AM
Subject: RE: Office Information -- REPLY

(b)(6)

Not to worry we are asking for two purposes:

1. We should have this for our records here in the central files, and
2. We do get requests about where your offices are from people who want loans.

An example of the latter is an Iraqi that works here and has extended family in Najaf asked me for the address of that office to see about a loan after we discussed the various loan programs that were available.

Take care,
(b)(6)

-----Original Message-----
From: (b)(6)
Sent: Tuesday, June 15, 2004 5:18 PM
To: (b)(6)
Subject: RE: Office Information

(b)(6)

I will gather the information but we would prefer that it is not given out to any CF representatives who might feel overzealous and show up there.

(b)(6)

From: (b)(6)
Sent: Tuesday, June 15, 2004 5:09 PM
To: (b)(6)
Cc:
Subject: Office Information

(b)(6)

Please send us the following information on each of your offices:

Phone Number(s)

Office Address.

Thank you,

(b)(6)

Financing Specialist

CPA--Private Sector Development

Baghdad, Iraq

(b)(6)

July 3, 2004

TO: (b)(6) Army Contracting Office

FROM: (b)(6) Private Sector Development; U.S. Mission Iraq

RE: Justification and Request for Four Modifications to Micro Loan Program Regions 0001 southern Iraq, 0002 central Iraq, and 0003 northern Iraq.

1). Allow for an increase in loan maturity for up to twenty-four (24) months from the present agreement's maximum of twelve (12) months provided that the increase in maturity be applied only under the following two conditions: a). Only for repeat borrowers of this micro loan program and, b). When a maturity of greater than twelve months is applied the borrower must have maintained a perfect repayment record, i.e. zero late payments and zero reduced payments for all previous borrowings. Regions 0001, 0002, and 0003.

The purpose of the micro-loan program is to encourage, and provide the initial start up funds for micro enterprises and to continue to fund these small enterprises during their critical early stages of growth. The program, being successful and financing many micro and small enterprises, produces repeat borrowers. When high quality borrowers request additional funding it is usually an indication that their businesses are growing. As a business grows the need for additional funding and longer maturities to repay debt due to the rapid use of cash go hand in hand thus the request for high quality borrowers to be allowed to extend the repayment period on loans to twenty-four months.

2). When the total amount of granted funds for this region has been loaned once in full, in the specified region, be it the southern, central or northern region, then additional loans may be made in any geographic region in Iraq; the regional restrictions are removed. Regions 0001, 0002, and 0003.

The micro loan program was originally designed and purposely RFP'ed in three separate geographic regions to insure that Iraqi's from all areas of the country have an opportunity to obtain this important type of financing. Once the separate regions have loaned their funds to the designated region then we feel that by allowing each operator to compete within the whole country will help to maintain a healthy program. The ability for each operator to lend country-wide provides a level of competition that should insure continued quality service for borrowers as well as insure that funds are available in areas where the demand is greatest. Additionally, the micro lending program has, in a few special cases, for example the recent $10,000,000 designated for the southern region, placed funds into a specified region to address regional economic and physical needs. Once the

designated funds have been loaned out then well feel it is appropriate to allow the funds to meet demand for loans wherever the demand is generated geographically.

3). An additional legitimate loan purpose is to repair damage to a borrower's primary residence arising from acts of war. Regions 0001 and 0003.

This additional purpose, though not 100% a business purpose is related in that many micro loan borrowers work out of their homes and as such if their home has sustained damaged then it would not be possible to continue or begin a businesses. Additionally, when one's fundamental need for a home is not met business suffers. Thus this purpose is tied to micro loan borrowers in a very fundamental way.

4). The new Agreement Officer is (b)(6) is the contact at the US Embassy Iraq that administers the program and receives the periodic reports. Regions 0002 and 0003.

The previous Agreement Officer (b)(6) has taken on another assignment in Hilla, Iraq and (b)(6) has taken on this responsibility,

See attached three Requests for Modifications.

سلطة الائتلاف المؤقتة
Coalition Provisional Authority

GRANT NO. 0001
Modification No. 03
Recipient: CHF International Iraq

1. ***Grant No. 0001 is hereby modified for the following three items to: (1). Allow for an increase in loan maturity for up to twenty-four (24) months from the present agreement's maximum of twelve (12) months provided that the increase in maturity be applied only under the following two conditions: a). Only for repeat borrowers of this micro loan program and, b). When a maturity of greater than twelve months is applied the borrower must have maintained a perfect repayment record, i.e. zero late payments and zero reduced payments for all previous borrowings. (2). When the total amount of granted funds for this region ($17,010,652.00 for 0001) has been loaned once in full, in the specified region, (southern Iraq for 0001) then additional loans may be made in any geographic region in Iraq; the regional restrictions are removed. (3). An additional legitimate loan purpose is to repair damage to a borrower's primary residence arising from acts of war.***

These modifications will be introduced into the program administered by CHF International's Program Proposal dated 29 July 2003.

2. Authority: These three modifications are issued pursuant to Modification J (see following page) .

ACKNOWLEDGED:

_____	_____
Name	(b)(6) ***LTC, US Army***
	Contracting Officer
_____	_____
Signature	***Date***
_____	_____
Date	***Agreement Officer:*** (b)(6)
	U.S. Mission Iraq
	_____
	Date

ATTACHMENT 2 – SCHEDULE

A. Purpose of the Agreement: No change from Modification 2

B. Period of Agreement:

The effective date of this Agreement is 30 June 2004. The estimated completion date of this Agreement is 28 July 2005.

C. Budget: No change from Modification 2

E. Reporting and Evaluation: No change from Modification 2

F. Special Provisions: No change from Modification 2

G. Indirect Cost Rate: No change from Modification 2

H. Program- Related Income: No change from Modification 2

I. Final Disposition of Residual Loan Grant Principal: No change from Modification 2

J. Modifications: No change from Modification 2, which reads:

Changes in terms and conditions of this grant agreement may be made by mutual agreement of the parties, and must be confirmed in writing by the Agreement Officer.

K. Termination: No change from Modification 2

سلطة الائتلاف المؤقتة
Coalition Provisional Authority

GRANT NO. 0002
Modification No. 03
Recipient: CHF International Iraq

1. ***Grant No. 0002 is hereby modified for the following three items to: (1). Allow for an increase in loan maturity for up to twenty-four (24) months from the present agreement's maximum of twelve (12) months provided that the increase in maturity be applied only under the following two conditions: a). Only for repeat borrowers of this micro loan program and, b). When a maturity of greater than twelve months is applied the borrower must have maintained a perfect repayment record, i.e. zero late payments and zero reduced payments for all previous borrowings. (2). When the total amount of granted funds for this region ($10,303,468.00 for 0002) has been loaned once in full, in the specified region, (southern Iraq for 0001) then additional loans may be made in any geographic region in Iraq; the regional restrictions are removed. (3). The new Agreement Officer is*** (b)(6)

These modifications will be introduced into the program administered by CHF International's Program Proposal dated 01 October 2003.

2. Authority: These three modifications are issued pursuant to Modification J (see following page).

ACKNOWLEDGED:

_____
Name: CHF Representative

_____
Signature

_____
Date

(b)(6) _____
US Army
Contracting Officer

_____
Date

_____
Agreement Officer: (b)(6)
U.S. Mission Iraq

_____
Date

ATTACHMENT 2 – SCHEDULE

A. Purpose of the Agreement: No change from Modification 2

B. Period of Agreement:

The effective date of this Agreement is 30 June 2004. The estimated completion date of this Agreement is 05 March 2005.

C. Budget: No change from Modification 2

D. Amount of Award and Payments: No change from Modification 2

E. Reporting and Evaluation: No change from Modification 2

F. Special Provisions: No change from Modification 2

G. Indirect Cost Rate: No change from Modification 2

H. Program- Related Income: No change from Modification 2

I. Final Disposition of Residual Loan Grant Principal: No change from Modification 2

J. Modifications: No change from Modification 2, which reads:

Changes in terms and conditions of this grant agreement may be made by mutual agreement of the parties, and must be confirmed in writing by the Agreements Officer.

K. Termination: No change from Modification 2

سلطة الائتلاف المؤقتة
Coalition Provisional Authority

GRANT NO. 0003
Modification No. 02
Recipient: ACDI/VOCA

1. ***Grant No. 0001 is hereby modified for the following three items to: (1). Allow for an increase in loan maturity for up to twenty-four (24) months from the present agreement's maximum of twelve (12) months provided that the increase in maturity be applied only under the following two conditions: a). Only for repeat borrowers of this micro loan program and, b). When a maturity of greater than twelve months is applied the borrower must have maintained a perfect repayment record, i.e. zero late payments and zero reduced payments for all previous borrowings. (2). When the total amount of granted funds for this region ($8,876,000.00) has been loaned once in full, in the specified region, (northern Iraq for 0003) then additional loans may be made in any geographic region in Iraq; the regional restrictions are removed. (3). An additional legitimate loan purpose is to repair damage to a borrower's primary residence arising from acts of war. (4). The new Agreement Officer is Ms. June R. Reed.***

These modifications will be introduced into the program administered by ACDI/VOCA's Program Proposal dated 08 October, 2003.

2. Authority: These four modifications are issued pursuant to Modification J (see following page).

ACKNOWLEDGED:

_____	_____
Name	(b)(6) ***US Army***
	Contracting Officer
_____	_____
Signature	***Date***
_____	_____
Date	***Agreement Officer:*** (b)(6)
	U.S. Mission Iraq
	_____
	Date

ATTACHMENT 2 – SCHEDULE

A. Purpose of the Agreement: No change from Modification 1

B. Period of Agreement: No change from Modification 1

C. Budget: No change from Modification 1

D. Amount of Award and Payments: No change from Modification 1

E. Reporting and Evaluation: No change from Modification 1

F. Special Provisions: No change from Modification 1

G. Indirect Cost Rate: No change from Modification 1

H. Program- Related Income: No change from Modification 1

I. Final Disposition of Residual Loan Grant Principal: No change from Modification 1

J. Amendments: No change from Modification 1 which reads:

Changes in terms and conditions of this grant agreement may be made by mutual agreement of the parties, and must be confirmed in writing by the Agreement Officer.

K. Termination: No change from Modification 1

(b)(6)

From: (b)(6)
Sent: Monday, June 07, 2004 4:50 PM
To: (b)(6)
Subject: FW: Home loan program

FYI

(b)(6)
Contracting Officer
CPA-Contracting Activity
Republican Presidential Compound
Baghdad, Iraq APO AE 09316
(b)(6)

grant agent - for
S. Central for

* Home Improvement.
↳ reconstruction
war damage or
repeat bombings

001 003

Shiria grant version—

6/7/2004

Cell 07701617464

----- Original Message -----
From: (b)(6)
To: mosul
Sent: Monday, June 07, 2004 3:11 PM
Subject: RE: Home loan program

Sir,
Believe it or not, the majority of the projects in Mosul have been awarded with record speed. This home loan program has been the biggest issue because the team that went to Mosul and said "Yes, that home loan program of yours is a great idea, we will give you $2M more for it!" came back to Baghdad and handed this off to us and said "Here is what we promised, you figure out how to make it happen." We managed to get everything flowing with the exception of this program. Up until you became involved, I was receiving very little feed back to my questions regarding the program. We had no idea where the program came from, how it was managed, where it received the first $1M, nothing. The contracting officers and legal here are still not convinced that the program was/is legal to begin with due to the lack of information. Was the first $1M given to the program in the form of grants and were they sole source? Or did the 101st and CPA just drop off big bags of cash and say do what you want? These are the questions I get from contracting. Thanks for getting back with me. I will be heading over to contracting in about an hour to fight the good fight.
(b)(6)

From: mosul [mailto (b)(6)
Sent: Monday, June 07, 2004 2:50 PM
To: (b)(6)
Subject: Re: Home loan program

(b)(6)
I am glad you asked. Yes, The Real-Estate bank is the only real estate bank in Mosul moreover, the only Real-Estate Bank in the entire Province (Ninevah). This has to be sole source! This is why we have such a close relationship with this bank and why to began this program.
Help me understand...when the PMO team came to Mosul in April, they promised millions for various projects, they even announced to hundreds of people that they will give another 2mm for the home loan program. Why is it now so hard to get this money they promised?
V/r
(b)(6)
CPA Finance Mosul
Local 812-228 ext. 175
Cell (b)(6)

----- Original Message -----
From: (b)(6)
To: mosul
Sent: Monday, June 07, 2004 2:19 PM
Subject: RE: Home loan program

Sir,
I just come from legal regarding the home loan grant. They tell me that the sole source is not going to fly and the best that they can do is expedited the solicitation to 7 days down from 15 if we can provide justification, which we can for that. Is there any other justification that we might use to try to push sole source. Is the bank that you're working with the only bank in the city or Governate? The fact that it is an existing program working through this bank is not a justification for sole source. Anything you have can help, if not we can work to have it ready to go to solicitation by tomorrow.
(b)(6)

From: (b)(6)
Sent: Thursday, June 03, 2004 5:24 PM

T (b)(6)
Subject: Re: Home loan program

Thank you. Please keep me posted.

(b)(6)
CPA Finance Mosul
Local 812-228 ext. 175
Cell (b)(6)

----- Original Message -----
From: (b)(6)
To: mosul
Sent: Thursday, June 03, 2004 5:13 PM
Subject: RE: Home loan program

Sir,
Will advise. We are going a little crazy here as well with the DFI funds decision. I hope to have some info by tomorrow afternoon.
(b)(6)

From: (b)(6)
Sent: Thursday, June 03, 2004 4:37 PM
To: (b)(6)
Subject: Re: Home loan program

(b)(6)
OK, good. What is the time frame for this? We are hearing that funds are going to stop before or on June 30. Please advise.
We are almost in crisis mode with people waiting to start building homes.
V/r
(b)(6)
CPA Finance Mosul
Local 812-228 ext. 175
Cell (b)(6)

--Sir,
(b)(6) has sent it forward to legal and the office of economic development for review. That is where we are as of 1330.
(b)(6)
--- Original Message -----
From: (b)(6)
To: ORHA Mosul
Sent: Saturday, May 29, 2004 3:02 PM
Subject: Home loan program

Sir,
I know that (b)(6) has been working with you on the home loan program. I am just checking on the status. Thanks.
(b)(6)

Seven Cities Reconstruction Program

Coalition Provisional Authority
Contracting Activity
Baghdad, Iraq
APO AE 09335

Issuance Date: June 01, 2004
Deadline for Questions: June XX, 2004
Closing Date: June XX, 2004
Closing Time: 5 pm, Baghdad time (9 am, EDT)

Subject: Request for Applications (RFA) Number CPA - 0005
Home Improvement Loan Program in Mosul, Iraq

The Coalition Provisional Authority (CPA) is seeking applications from international organizations for a program for home improvement loan lending in Mosul, Iraq.

Please refer to Section II, Program Description, for a complete statement of goals and expected results.

Subject to the availability of funds, the CPA intends to award one (1) grant to implement this program within the next 30 days, beginning on or about June 01, 2004. The CPA intends to provide approximately $2.2 million in funding to be allocated for this award, as described in the program description. The CPA reserves the right to fund any or none of the applications submitted.

For the purposes of this program, this RFA is being issued and consists of this cover letter and the following:

Section I – Background Information
Section II – Program Description
Section III – Selection Criteria
Section IV – Grant Application Format

For the purposes of this RFA, the term "Grant" is synonymous with "Grant Agreement"; "Grantee" is synonymous with "Applicant" or "Recipient;" and "Grant Officer" is synonymous with "Agreement Officer".

If you decide to submit an application, it should be received by the closing date and time indicated at the top of this cover letter at the place designated below for receipt of applications. Applications thereof shall be submitted with the name and address of [redacted] number inscribed thereon, to:

(b)(6)

[redacted]

By Email – electronic submissions:
Contracting Officer
Email address is: CPA_contracting_acti@cpa-iq.org

Applicants are requested to submit both technical and cost portions of their applications in separate electronic files.

Award(s) will be made to those responsible applicant(s) whose application(s) offers the greatest value. It is not the policy of the CPA to award profit (fee) under this anticipated grant agreement. However, all reasonable, allocable, and allowable expenses, both direct and indirect, which are related to the program, may be paid under the grant.

Issuance of this RFA does not constitute an award commitment on the part of the CPA, nor does it commit the CPA to pay for costs incurred in the preparation and submission of an application. Further, the CPA reserves the right to reject any or all applications received. Applications are submitted at the risk of the applicant; should circumstances prevent award of a grant agreement, all preparation and submission costs are at the applicant's expense.

The method of distribution of this procurement opportunity is via the Internet. This RFA and any future amendments and answers to questions can be downloaded from the CPA Web site (www.cpa-iraq.org). It is the responsibility of the recipient of the application document to ensure that it has been received from Internet in its entirety and the CPA bears no responsibility for data errors resulting from transmission or conversion processes.

In the event of an inconsistency between the documents comprising this RFA, it shall be resolved by the following descending order of precedence:

(a) Section III - Selection Criteria
(b) Section IV - Grant Application Format
(c) Section II - the Program Description
(d) This cover letter

Any questions concerning this RFA should be submitted via email to at: CPA_contracting_acti@cpa-iq.org and/or (b)(6) by June XX, 2004. Responses to questions will be answered expeditiously and be posted on the CPA Web site.

Sincerely,

(b)(6)
Contracting Officer

Home Improvement Loan Program in Mosul, Iraq

Request for Application

June 01, 2004

Home Improvement Loan Program in Mosul, Iraq

Table of Contents

Request for Application

Section I – Introduction and Overview

Section II – Program Description

Section III – Selection Criteria

Section IV – Grant Application Format

SECTION I - INTRODUCTION AND OVERVIEW

The home loan program is to be handled by the Iraqi Real Estate bank using existing Iraqi banking laws. The Real Estate bank is the only institution available for an Iraqi to borrow funds to either purchase an existing home or to build a new home. At present the Mosul Real Estate bank has no funds available to begin home loan program on their own. The normal procedure would be for the Real Estate bank to borrow funds from the Ministry of Finance and provide those funds to the Iraqi citizens. A total of 1.3 billion Iraqi Dinars was provided by CPA Ninawah to kick-start the program. Due to the limited amount of funds available, certain restrictions were placed on the applicants. The eligible applicants had to have 4 children or more, be a civil servant for at least 10 years, and have a license to build in the district of Mosul only. Approximately 270 eligible families applied from various ethnic backgrounds and will receive the necessary funds to build a new home. The normal loan duration is 10 to 12 years and no interest will be charge due to Shariaa Law. Instead a processing fee of 5% will be charge by the bank.

This is in line with efforts by the Coalition Provisional Authority (CPA) to provide economic rehabilitation and reform in Iraq to stimulate domestic investment, employment and broad-based prosperity.

There exists, however, the opportunity to create a vibrant private sector. Historically, Home Loans were for the privileged and Ba'athist members within the old authority. Owning a home is one of the most important aspects of life for the average Iraqi. After the 1990's the old Regime banned Iraqi's from the right of owning land in any city other than their birthplace. Example; Kurds, Turkmen, and people from other ethnicities, who have been living for years in Ninevah are not allowed to own land in the Ninevah Province, which of course leads to them not being eligible for Home Loans. In our program we emphasize that such persons are allowed to apply for the loan and compete equally with Arabs who were born and have lived in Ninevah.

The CPA seeks to expand its existing small and micro finance efforts in southern Iraq, with the goal of creating a sustainable program. The resulting institution will eventually become legally registered under the laws and regulations of the country. By using tools and methodologies that have been demonstrated as successful, the small and micro finance program will be able to develop its lending programs rapidly.

SECTION II - PROGRAM DESCRIPTION

Ninevah CPA/Home Loan Program

Anticipated Results and Impact

- Families receiving loans for homes for the first time
- Local economic boost

- Portfolio of loans has loan loss rate of 0 percent and delinquency rate of 0 percent
- First time borrowers
- High percentage of underprivileged borrowers

Civil Servants have not had the chance to apply for a Home Loan in decades since their salaries were barely enough for daily essentials so they had no hope at all for the last 14 years, this is why our program was designed for Civil Servants who have more than 10 service years of service to give them a chance. This also guarantees that the loan would be paid back, an application is accepted, a letter is issued to the accounting manager in that persons office to have them cut off the recommended amount from his/her salary and deposit it in the real Estate Bank Home Loan Account. Another letter is sent to the Estate Registration Office which asks that the Real Estate is laying hand on the Property till the loan is paid back in full.

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1. A person must have worked as a Civil Servant for more than 10 years
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3. Registered land in Mosul District
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5. Mosul resident only
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The average home cost in Mosul is 12mn Iraqi Dinar. Once a family has been selected they must begin building a foundation before receiving the CPA Home Loan funds. The recipient receives the money in the form of a check from the Real-Estate bank here in Mosul.

The disbursement is broken into Phases

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Taking a loan with interest is against the Islamic Sharriaa. The former regime never made an effort to address this issue, we have resolved the issue by giving the loans at no interest, however a 5% fee is taken when the loan is granted. That basically covers the bank expenses leaving a portion as profit for the Real-Estate Bank. The construction of the homes are inspected by a CPA/Real-estate committee. Each home is inspected before the next phase begins, then the next phase of funds are released. Each week the committee conducts a spot check on various sites to ensure the homes are being are completed while also communicating with the families to receive their personal feedback on the program.

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The recipient of a Home Loan will begin construction in Mosul before receiving the first payment after signing an agreement. The recipient should furnish phases 1-3 of the home building process within six months.
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- Appropriateness and expertise of personnel devoted to the program, as demonstrated by curriculum vita and letters of commitment for proposed key personnel.
- Demonstrated technical, managerial, and financial experience and competence in implementing micro and small enterprise credit programs.

- Experience in managing activities that produced significant results in challenging environments with high level of responsiveness and flexibility.
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- Past experience in the region is desirable.

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- Appropriateness and efficiency of the organizational structure, in the home office and in Iraq, with clear roles and responsibilities for all aspects of financial and program management.
- Ability to quickly start activities in the targeted regions within two weeks of signing the award.
- Appropriateness and capability of the systems provided such as the management information systems, accounting systems, performance monitoring plans to track the achievement of the results and outstanding loans.
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Applicant organizations will be subject to past performance scrutiny.

Applicants shall submit a matrix as an attachment with names of all organizations both commercial and governmental, from which they have received contracts or grant assistance awards for similar activities, size and scope over the past three years. Information should include the contract or grant award number and value of award; country where work was performed; brief description of the work; partner organizations or counterparts; results achieved (particularly results where rapid mobilization and quick impact was called for); and other relevant information that will clarify the depth and breadth of experience and involvement. Reference information must include names of contracting or grants officers and technical personnel involved in supervising the program as well as their current telephone numbers and email addresses.

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PREPARATION GUIDELINES

a. All applications received by the deadline will be reviewed for responsiveness to the specifications outlined in these guidelines and the application format. Section III addresses the technical evaluation procedures for the applications.

b. In the interest of time, applications shall be submitted in electronic format, rather than hard copies. Two files should be sent: one for the technical proposal and one for the cost proposal. Applications and modifications thereof shall be submitted according to the instructions in the cover letter of this RFA, and showing the RFA number, and the name and address of the applicant.

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      (a) Mark the title page with the following legend:

      "This application includes data that shall not be disclosed outside the CPA and its advisors and shall not be duplicated, used, or disclosed - in whole or in part - for any purpose other than to evaluate this application. If, however, a grant is awarded to this applicant as a result of - or in connection with - the submission of this data, the CPA shall have the right to duplicate, use, or disclose the data to the

extent provided in the resulting grant. This restriction does not limit the CPA's right to use information contained in this data if it is obtained from another source without restriction. The data subject to this restriction are contained in sheets; and

(b) Mark each sheet of data it wishes to restrict with the following legend:

"Use or disclosure of data contained on this sheet is subject to the restriction on the title page of this application."

f. Explanation to Prospective Applicants - Any prospective applicant desiring an explanation or interpretation of this RFA must request it in writing by the date on the cover letter to allow a reply to reach all prospective applicants before the submission of their applications. Oral explanations or instructions given before award of a Grant will not be binding. Any information given to a prospective applicant concerning this RFA will be furnished promptly to all other prospective applicants as an amendment of this RFA, if that information is necessary in submitting applications or if the lack of it would be prejudicial to any other prospective applicants.

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1. The CPA may award one or more Grants resulting from this RFA to the responsible applicant(s) whose application(s) conforming to this RFA offers the greatest value (see also Section III of this RFA). The CPA may (a) reject any or all applications, (b) accept other than the lowest cost application, (c) accept more than one application, (d) accept alternate applications, and (e) waive informalities and minor irregularities in applications received.

2. The CPA may award one or more Grant(s) on the basis of initial applications received, without discussions. Therefore, each initial application should contain the applicant's best terms from a cost and technical standpoint.

3. A written award mailed or otherwise furnished to the successful applicant(s) within the time for acceptance specified either in the application(s) or in this RFA (whichever is later) shall result in a binding Grant without further action by either party. Before the application's specified expiration time, the CPA may accept an application, whether or not there are negotiations after its receipt, unless a written notice of withdrawal is received before award. Negotiations conducted after receipt of an application do not constitute a rejection or counteroffer by the CPA.

4. Neither financial data submitted with an application nor representations concerning facilities or financing, will form a part of the resulting Grant(s).

h. Authority to Obligate the CPA - The Agreement Officer is the only individual who may legally commit the CPA to the expenditure of funds. No costs chargeable to the proposed Grant may be incurred before receipt of either a fully executed Grant or a specific, written authorization from the Agreement Officer.

COST APPLICATION FORMAT

The Cost or Business Application is to be submitted in a separate volume (electronic file) from the technical application. Certain documents are required to be submitted by an applicant in order for a Grant Officer to make a determination of responsibility. However, it is CPA policy not to burden applicants with undue reporting requirements if that information is readily available through other sources.

The following sections describe the documentation that applicants for Assistance award must submit to CPA prior to award. While there is no page limit for this portion, applicants are encouraged to be as concise as possible, but still provide the necessary detail to address the following:

A. Include a budget with an accompanying budget narrative, which provides in detail the total costs for implementation of the program your organization is proposing, including:

   - the breakdown of all costs associated with the program according to costs of, if applicable, headquarters, regional and/or country offices;

   - the breakdown of all costs according to each partner organization involved in the program;

   - the costs associated with external, expatriate technical assistance and those associated with local in-country technical assistance;

   - the breakdown of the financial and in-kind contributions of all organizations involved in implementing this Agreement; and

   - potential contributions of private donors to this Agreement.

B. A current Negotiated Indirect Cost Rate Agreement (NICRA), if available for those applicants from the U.S.

C. Applicants who do not currently have a Negotiated Indirect Cost Rate Agreement shall also submit copies of the applicant's financial reports for the previous 3-year period, which have been audited by a certified public accountant or other auditor satisfactory to CPA.

D. For-profit organizations will not be allowed to charge a fee or earn a profit under this grant agreement.

E. Applicants should submit any additional evidence of responsibility deemed necessary for the Grant Officer to make a determination of responsibility, e.g. organization's accounting manual. The information submitted should substantiate that the Applicant:

   1. Has adequate financial resources or the ability to obtain such resources as required during the performance of the award.

2. Has the ability to comply with the award conditions, taking into account all existing and currently prospective commitments of the applicant.

3. Has a satisfactory record of performance. Past relevant unsatisfactory performance is ordinarily sufficient to justify a finding of non-responsibility, unless there is clear evidence of subsequent satisfactory performance.

4. Has a satisfactory record of integrity and business ethics.

TECHNICAL APPLICATION FORMAT

The technical application is the critical item of consideration in selection for award of this Agreement. It should be specific, complete, and presented concisely. Section III addresses the technical evaluation criteria for the application. All Applicants are advised that lack of completeness or superficiality of the application may constitute grounds for excluding it from consideration. The technical application must set forth strategies, results, activities and indicators to best accomplish the objective of the Program. This technical application should not exceed 20 pages, but it should be complete and address the evaluation criteria. The technical application can be supplanted by attachments such as curricula vitae of personnel, work plan, matrix summarizing qualifications, etc.

(b)(6)

From: (b)(6)
Sent: Tuesday, June 01, 2004 8:01 PM
To: (b)(6)
Subject: Sole Source Grant Request - Home Improvement Loans in Mosul

CPA Finance Mosul has drafted an RFA, but it specifically names the Iraqi Real Estate (Mosul branch), so this is really a sole-source grant request.

CPA OGC: Is this legally sufficient, or should I compete this? I am concerned that this RFA has been worked closely with the bank, so the bank would have a clear advantage over other potential bidders.

CPA Private Sector Development: The attached effort sounds very close to on-going efforts that CPA Private Sector Development has been working. Please review the attached to be sure we would not be duplicating efforts.

v/r,

(b)(6)
Contracting Officer
CPA-Contracting Activity
Republican Presidential Compound
Baghdad, Iraq APO AE 09316
(b)(6)
www.rebuilding-iraq.net

This e-mail contains official, unclassified government business, and is intended solely for use of the individual or entity to whom this e-mail is addressed. If you have received this e-mail in error, please notify the sender.

-----Original Message-----
From: (b)(6)
Sent: Tuesday, June 01, 2004 2:38 PM
To: (b)(6)
Cc:
Subject: Home Loan Program

(b)(6)
Attached is the complete highlighted portion of the RFA. Please, let me know if anymore info is needed.
V/r
(b)(6)
CPA Finance Mosul
email (b)(6)
Local: 812288 ext 175
cell: (b)(6)

Other RFA for Home Improvement Loans -

6/1/2004

Coalition Provisional Authority
Contracting Activity
Baghdad, Iraq
APO AE 09335

Issuance Date: June XX, 2004
Deadline for Questions: June XX, 2004
Closing Date: June XX, 2004
Closing Time: 5 pm, Baghdad time (9 am, EDT)

Subject: Request for Applications (RFA) Number CPA - 0005
Home Improvement Loan Program in Mosul, Iraq

The Coalition Provisional Authority (CPA) is seeking applications from international organizations for a program for home improvement loan lending in Mosul, Iraq.

Please refer to Section II, Program Description, for a complete statement of goals and expected results.

Subject to the availability of funds, the CPA intends to award one (1) grant to implement this program within the next 30 days, beginning on or about June XX, 2004. The CPA intends to provide approximately $2.2 million in funding to be allocated for this award, as described in the program description. The CPA reserves the right to fund any or none of the applications submitted.

For the purposes of this program, this RFA is being issued and consists of this cover letter and the following:

Section I – Background Information
Section II – Program Description
Section III – Selection Criteria
Section IV – Grant Application Format

For the purposes of this RFA, the term "Grant" is synonymous with "Grant Agreement"; "Grantee" is synonymous with "Applicant" or "Recipient;" and "Grant Officer" is synonymous with "Agreement Officer".

If you decide to submit an application, it should be received by the closing date and time indicated at the top of this cover letter at the place designated below for receipt of applications. Applications thereof shall be submitted with the name and address of the applicant and RFA number inscribed thereon, to:

By Email – electronic submissions:
Contracting Officer
Email address is: CPA_contracting_acti@cpa-iq.org

Applicants are requested to submit both technical and cost portions of their applications in separate electronic files.

Award will be made to the responsible applicant whose application offers the greatest value. It is not the policy of the CPA to award profit (fee) under this anticipated grant agreement. However, all reasonable, allocable, and allowable expenses, both direct and indirect, which are related to the program, may be paid under the grant.

Issuance of this RFA does not constitute an award commitment on the part of the CPA, nor does it commit the CPA to pay for costs incurred in the preparation and submission of an application. Further, the CPA reserves the right to reject any or all applications received. Applications are submitted at the risk of the applicant; should circumstances prevent award of a grant agreement, all preparation and submission costs are at the applicant's expense.

The method of distribution of this procurement opportunity is via the Internet. This RFA and any future amendments and answers to questions can be downloaded from the CPA Web site (www.cpa-iraq.org). It is the responsibility of the recipient of the application document to ensure that it has been received from Internet in its entirety and the CPA bears no responsibility for data errors resulting from transmission or conversion processes.

In the event of an inconsistency between the documents comprising this RFA, it shall be resolved by the following descending order of precedence:

(a) Section III - Selection Criteria
(b) Section IV - Grant Application Format
(c) Section II - the Program Description
(d) This cover letter

Any questions concerning this RFA should be submitted via email to at: CPA_contracting_acti@cpa-iq.org and/or (b)(6) by June XX, 2004. Responses to questions will be answered expeditiously and be posted on the CPA Web site.

Sincerely,

(b)(6)
Contracting Officer

Home Improvement Loan Program in Mosul, Iraq

Request for Application

June XX, 2004

Home Improvement Loan Program in Mosul, Iraq

Table of Contents

Request for Application

Section I – Introduction and Overview

Section II – Program Description

Section III – Selection Criteria

Section IV – Grant Application Format

SECTION I - INTRODUCTION AND OVERVIEW

The home loan program will be handled by the Iraqi Real Estate bank using existing Iraqi banking laws. The Real Estate bank is the only institution available for an Iraqi to borrow funds to either purchase an existing home, or to build a new home. At present, the Mosul Real Estate bank has no funds available to begin a home loan program on its own. The normal procedure would be for the Real Estate bank to borrow funds from the Ministry of Finance and provide those funds to the Iraqi citizens. A total of 1.3 billion Iraqi Dinars was provided by CPA Ninawah to kick-start the program. Due to the limited amount of funds available, certain restrictions were placed on the applicants. The eligible applicants had to have 4 children or more, be a civil servant for at least 10 years, and have a license to build in the district of Mosul only. Approximately 270 eligible families applied from various ethnic backgrounds and will receive the necessary funds to build a new home. The normal loan duration is 10 to 12 years and no interest will be charge due to Shariaa Law. Instead a processing fee of 5% will be charge by the bank.

This is in line with efforts by the Coalition Provisional Authority (CPA) to provide economic rehabilitation and reform in Iraq to stimulate domestic investment, employment and broad-based prosperity.

There exists, however, the opportunity to create a vibrant private sector. Historically, Home Loans were for the privileged and Ba'athist members within the old authority. Owning a home is one of the most important aspects of life for the average Iraqi. After the 1990's the old Regime banned Iraqi's from the right of owning land in any city other than their birthplace. Example; Kurds, Turkmen, and people from other ethnicities, who have been living for years in Ninevah are not allowed to own land in the Ninevah Province, which of course leads to them not being eligible for Home Loans. In our program we emphasize that such persons are allowed to apply for the loan and compete equally with Arabs who were born and have lived in Ninevah.

The CPA seeks to expand its existing small and micro finance efforts in southern Iraq, with the goal of creating a sustainable program. The resulting institution will eventually become legally registered under the laws and regulations of the country. By using tools and methodologies that have been demonstrated as successful, the small and micro finance program will be able to develop its lending programs rapidly.

SECTION II - PROGRAM DESCRIPTION

Ninevah CPA/Home Loan Program

Anticipated Results and Impact

- Families receiving loans for homes for the first time
- Local economic boost
- Portfolio of loans has loan loss rate of 0 percent and delinquency rate of 0 percent
- First time borrowers
- High percentage of underprivileged borrowers

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2. The CPA may award one Grant on the basis of initial applications received, without discussions. Therefore, each initial application should contain the applicant's best terms from a cost and technical standpoint.

3. A written award mailed or otherwise furnished to the successful applicant within the time for acceptance specified either in the application(s) or in this RFA (whichever is later) shall result in a binding Grant without further action by either party. Before the application's specified expiration time, the CPA may accept an application, whether or not there are negotiations after its receipt, unless a written notice of withdrawal is received before award. Negotiations conducted after receipt of an application do not constitute a rejection or counteroffer by the CPA.

4. Neither financial data submitted with an application nor representations concerning facilities or financing, will form a part of the resulting Grant.

h. Authority to Obligate the CPA - The Grant Officer is the only individual who may legally commit the CPA to the expenditure of funds. No costs chargeable to the proposed Grant may be incurred before receipt of either a fully executed Grant or a specific, written authorization from the Grant Officer.

COST APPLICATION FORMAT

The Cost or Business Application is to be submitted in a separate volume (electronic file) from the technical application. Certain documents are required to be submitted by an applicant in order for a Grant Officer to make a determination of responsibility. However, it is CPA policy not to burden applicants with undue reporting requirements if that information is readily available through other sources.

The following sections describe the documentation that applicants for Assistance award must submit to CPA prior to award. While there is no page limit for this portion, applicants are encouraged to be as concise as possible, but still provide the necessary detail to address the following:

A. Include a budget with an accompanying budget narrative, which provides in detail the total costs for implementation of the program your organization is proposing, including:

- the breakdown of all costs associated with the program according to costs of, if applicable, headquarters, regional and/or country offices;

- the breakdown of all costs according to each partner organization involved in the program;

- the costs associated with external, expatriate technical assistance and those associated with local in-country technical assistance;

- the breakdown of the financial and in-kind contributions of all organizations involved in implementing this Agreement; and

- potential contributions of private donors to this Agreement.

B. A current Negotiated Indirect Cost Rate Agreement (NICRA), if available for those applicants from the U.S.

C. Applicants who do not currently have a Negotiated Indirect Cost Rate Agreement shall also submit copies of the applicant's financial reports for the previous 3-year period, which have been audited by a certified public accountant or other auditor satisfactory to CPA.

D. For-profit organizations will not be allowed to charge a fee or earn a profit under this grant agreement.

E. Applicants should submit any additional evidence of responsibility deemed necessary for the Grant Officer to make a determination of responsibility, e.g. organization's accounting manual. The information submitted should substantiate that the Applicant:

1. Has adequate financial resources or the ability to obtain such resources as required during the performance of the award.

2. Has the ability to comply with the award conditions, taking into account all existing and currently prospective commitments of the applicant.

3. Has a satisfactory record of performance. Past relevant unsatisfactory performance is ordinarily sufficient to justify a finding of non-responsibility, unless there is clear evidence of subsequent satisfactory performance.

4. Has a satisfactory record of integrity and business ethics.

TECHNICAL APPLICATION FORMAT

The technical application is the critical item of consideration in selection for award of this Agreement. It should be specific, complete, and presented concisely. Section III addresses the technical evaluation criteria for the application. All Applicants are advised that lack of completeness or superficiality of the application may constitute grounds for excluding it from consideration. The technical application must set forth strategies, results, activities and indicators to best accomplish the objective of the Program. This technical application should not exceed 20 pages, but it should be complete and address the evaluation criteria. The technical application can be supplanted by attachments such as curricula vitae of personnel, work plan, matrix summarizing qualifications, etc.

Folder Review Checklist: **Review Date:** 4-Jun-2004

Allocation $:	$27,235,000.00		Total Disbursed	$13,048,682.00		
			Balance of PRB:	$14,186,318.00		

PRB: 428 **Budget**

Copy of:			Copy of:									
PRB	Alloc	Amends	Date of Alloc./ Amends	CPA Form 5000	Contracts #:	Amount (USD):	Disbursement (USD):	Inv:	DD 250	Date of SF 1034	Date of DA 3953
428						$15,000,000.00					
				11-Nov-03			$1,583,367.00	√M-2		11-Nov-03	28-Sep-04
				11-Nov-03			$200,000.00			11-Nov-03	29-Sep-03
				13-Jan-04			$398,237.00			13-Jan-04	29-Sep-03
				13-Jan-04			$2,192,078.00	√M-2		13-Jan-04	28-Sep-03
				13-Jan-04			$2,400,000.00	√T		13-Jan-04	27-Sep-03
				23-May-04			$1,400,000.00	√T		23-May-04	23-May-04
				23-May-04			$1,600,000.00	√T		23-May-04	23-May-04
				4-Jun-04		$2,235,000.00	$2,235,000.00	√T		4-Jun-04	4-Jun-04
				4-Jun-04		$10,000,000.00	$1,040,000.00	√T		4-Jun-04	4-Jun-04
						$27,235,000.00	$13,048,682.00				

Status as of review date:

Responsible: Ron

~~Sur~~ 01 7.

Folder Review Checklist: +2,235,000 17,235,000 +10 27,235,000 **Review Date:** 1-Jun-2004 ~~$13,048,682.00~~ 11,951,318

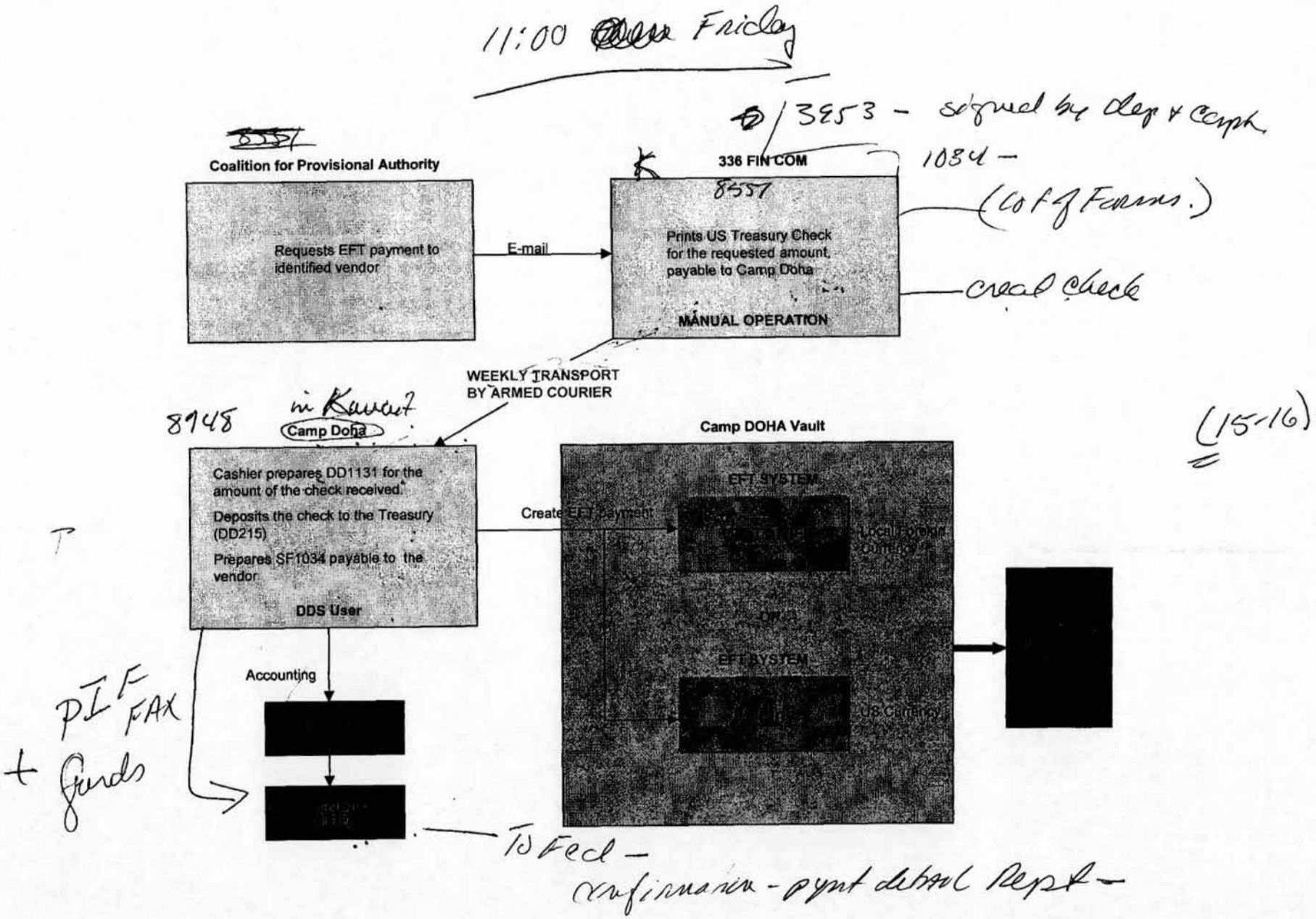
Allocation $:	$15,000,000.00		Total Disbursed	~~$13,048,682.00~~		
			Balance of PRB:	$1,951,318.00		

PRB:	428		Budget								
Copy of:			Copy of:								
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				13-Jan-04			$2,192,078.00	Matt		13-Jan-04	28-Sep-03
				13-Jan-04			$2,400,000.00	003		13-Jan-04	27-Sep-03
				23-May-04			$1,400,000.00	cash 003		23-May-04	23-May-04
				23-May-04			$1,600,000.00	cash 003		23-May-04	23-May-04
							$1,040,000.00				
						2,235,000	$2,235,000.00				
						10,000,000					
						~~$15,000,000.00~~	$13,048,682.00				

27,235,000

Status as of review date:

Responsible: Ron


11:00 Friday
3853 - signed by dep & comptr
1034 -
(4 of 4 Forms.)
creat check
Coalition for Provisional Authority
Requests EFT payment to identified vendor
E-mail
336 FIN COM
8557
Prints US Treasury Check for the requested amount, payable to Camp Doha
MANUAL OPERATION
WEEKLY TRANSPORT BY ARMED COURIER
8948
in Kuwait
Camp Doha
Cashier prepares DD1131 for the amount of the check received.
Deposits the check to the Treasury (DD215)
Prepares SF1034 payable to the vendor
DDS User
Create EFT payment
Camp DOHA Vault
EFT SYSTEM
Local Foreign Currency
OR
EFT SYSTEM
US Currency
Accounting
PIF
FAX
+ funds
To Fed -
confirmation - pymt detail Rept -
(15-16)

citigroup

Nadeem Hussain
Country Business Manager
Iraq Representative Office
nadeem.hussain@citigroup.com

May 13, 2004

(b)(6)
Deputy Director
CPA - Private Sector Development

Re: Review and Assessment of the Financial Sector in Iraq

Dear (b)(6)

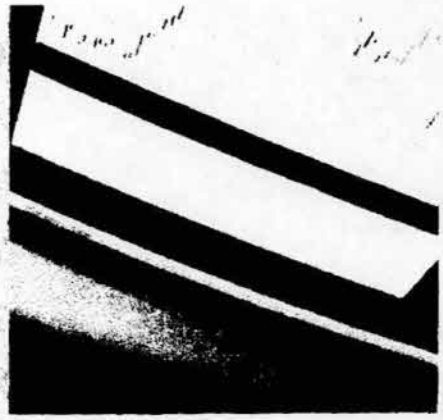
Pursuant to our discussion earlier, we are pleased to enclose, upon your request, two copies of the report containing an assessment of the financial sector in Iraq.

We would like to apprise you of the confidential nature of the contents of this report and hope that the Coalition Provisional Authority (CPA) benefits from the analysis and views contained therein. In case you require any clarifications, please feel free to reach me.

Sincerely,

Nadeem Hussain





FINANCIAL SECTOR REVIEW AND ASSESSMENT

A Report on Selected Iraqi Financial Institutions

APRIL 2004

citigroup

$ 10 Million Micor-Loan Reprogramming for Southern Region



(b)(6)

From: (b)(6)
Sent: Saturday, May 29, 2004 9:21 PM
To: (b)(6)
Subject: FW: FW: Follow-Up to May 27 Morning Review Meeting

FYI, we need to make this happen fast. See email from Bremer (my first!) in attachment. I checked with a PMO lawyer, the exception should be allowable.

(b)(6) Deputy Director
CPA - Private Sector Development
(b)(6)

-----Original Message-----
From: (b)(6)
Sent: Saturday, May 29, 2004 8:58 PM
To: (b)(6)
Cc:
(b)(6)
Subject: RE: FW: Follow-Up to May 27 Morning Review Meeting

We are preparing to move the $10 million microfinance grant (DFI) to an NGO (CHF) with existing operations in Karbala, with the requirement that they accelerate loan distributions in view of the urgent needs. This will require an exception to full and open competition, but we believe the case for this is compelling.

(b)(6)
CPA - Private Sector Development
Tel: (b)(6)

-----Original Message-----
From: (b)(6)
Sent: Saturday, May 29, 2004 8:25 PM
To: John Berry; L. Paul Bremer
Cc: (b)(6); Ross,
(b)(6)
Subject: RE: FW: Follow-Up to May 27 Morning Review Meeting

Sir,

I can add to what (b)(6) has written that the New Karbala' Library Project is moving ahead nicely as well. We just bought another 28,000 books in Beirut and shipped them; they will arrive in Hilla soon, to be stored here temporarily. GBG, the contractor building the library, reports good progress despite the recent troubles; they expect to be done before June 30. All in all, this project will be a very valuable symbolic and practical addition to Karbala's rebirth. MG

(b)(6) > wrote:

Sir,

Attached is updated report on Karbala relief projects prepared by my Projects Officer (b)(6) on where things stand after our last meeting on Thursday with the Governor, the MND commander, the heads of the various

departments, and members of the provincial council of Karbala.

Key Points:

a. We need more funds now. According to (b)(6) calculations, only approximately $30K has actually been obligated so far by MND to help in the restoration effort in Karbala. This is not enough to restore utilities and jump start the economy. We have put some $5M of DFI, R3P, and LGF money in projects that are ready for ready for solicitation and award. We understand that R3P money has now been stopped. It looks as though CERP money may be the answer.

b. On the the $26M mentioned in my earlier message; my recollection of what the MND commander said was off by $5M. MND is scheduled to receive some $21M in CERP funds on 1 July 04. The problem is that this money is for the entire South Central region and Karbala must compete for its share of the money. I hope you can persuade whoever controls the CERP money to be sure to earmark at least $5M of that money for our projects.

c. Summary of people being employed:

On immediate restoration/clean-up efforts already contracted out: 60-80 people (this does not include Government/Public Works Department employees)

On-going projects ($2.5M): (b)(6) was not able to get a good number from the provincial government, but he estimates that the number is approimately 2,500 using the rule of thumb that every $1000 equals one person employed. This includes personnel working onsite, and offsite in the area of planning and engineering, transportation of material and equipment, suppliers, millings for raw materials, food, fuel, etc. Once we get a firm number from the government we will inform you.

d. Financial Assistance for impacted families: We saw an e-mail suggesting the use of $10M of the PMO's money, for assistance to families whose homes were damaged or destroyed (we believe this may be the source for the $5K per family which Dick Jones mentioned to me in an earlier e-mail message). We need clarification, however, on whether this $10M has already been allocated/reserved for other projects. We suspect that any assistance for impacted families would come from an additional or seperate funding stream.

Also, according to (b)(6) Deputy Director CPA Private Sector Development Office, there is $10 M available now for microfinance in the south that Contracting says needs to be competed for. This will take several weeks, however. If there is a determination that this money should go for emergency loans in Karbala (and perhaps Najaf) in the wake of the Madh! i Army debacle, it may be possible to waive that competition requirement and disburse through the existing CHF infrastructure in both cities. But this will take senior level authorization.

(b)(6) has also told us about the existence of CHF, an NGO responsible for microfinance in the south under a CPA grant, run by a (b)(6) program has an office in Karbala, also in Najaf. Their loan capital is fully utilized, but Brad said he was looking at reprogramming some money (say, $1- 3 million) from a program in Baghdad (als! o under CHF responsibility but a different grant) to address the unmet demand in the south. It

would be helpful if (b)(6) could help us close the loop with the local CHF office so that we can ascertain what assistance they can provide. We would also appreciate hearing more about what other services they can offer in Karbala (and Najaf).

(b)(6)
GC Karbala

Do you Yahoo!?
Friends. Fun. Try the all-new Yahoo! Messenger

To: (b)(6) CPA/OGC
Date: June 3, 2004
Subject: Addendum to J&A for Grant CPS
Private Sector Development (PSD) Micro-loan Program

Below please find additional information to the original J&A for the PSD Micro-Loan Program dated May 31, 2004. PSD had requested that the $10 million for this loan program be single sourced rather that subject to the RFA process. PSD's arguments for this exception fall under the "unusual and compelling urgency". Please reconsider the request in light of this additional information.

1. There is a humanitarian crisis in Karbala and other parts of the southern Iraq region affected by the violence of the suppression of the Mahdi Army militia. People's homes and businesses have been destroyed. Aid to rebuild is insufficient to cover the need. Good development practice anyway calls for the provision of credit (e.g. microfinance) as a complement to grant aid. No other significant source of credit is available in this area as the private banks themselves are resource- constrained, the public sector banks do not lend as a practice, and no other NGO is providing credit. To withhold credit now from this area would deepen the crisis and have serious economic and political repercussions.

2. By granting the funds to CHF on a sole source basis, this crisis can be addressed immediately, as CHF has infrastructure in place and an excellent track record of performance in microfinance in southern Iraq.

3. By NOT granting the funds to CHF now, there will be a delay of several months while the competitive process is conducted and the winner (if not CHF) sets up shop in this region. To conduct a competition on the basis of requiring the winner to operate immediately would be a sham, as only CHF can meet this requirement. Microfinance requires physical presence, operating procedures, marketing, establishment of legal procedures to guarantee loans and perfect security interest, etc., which takes time to put in place, test and implement.

4. There is a serious political dimension to this issue. Discontent is fueled by perception that basic human needs are not being met. If we fail to provide needed credit immediately, the inhabitants will lose confidence in the ability of the authorities to address emergencies. The keystone of CPA policy is to ensure to the extent possible the effective transition of power to a competent and caring Iraqi government. This view will be significantly eroded if there is not a working system of microfinance in place in the very near term. This issue has attracted the attention of Ambassador Bremer *(please see the attached e-mail).*

5. The microfinance grant in question is funded by DFI and the CPA has a responsibility to use DFI funds for the benefit of the Iraqi people. There is no doubt but that the needs of the Iraqi people in the region are best served by

providing microfinance credit to them as soon as possible. The theoretical benefits to the Iraqi people of running a competition pale besides the suffering from inflicting needless delay. The risk of sole source procurement is minimal as the NGO in question has a good record of using microfinance grants responsibly and is prepared to address the crisis needs immediately though its existing infrastructure.

6. Finally, it is important to note that CHF reports it is turning away microfinance applicants in Karbala and other affected cities on a daily basis because of lack of loan capital. To allow this state of affairs to persist for an extended period while a credible and effective mechanism for delivering microfinance stands by unfunded would be a dereliction of CPA's obligation to the people of Iraq and the interim government that will inherit this situation.

cc: (b)(6)

(b)(6)
Financing Specialist
CPA—Private Sector Development
(b)(6)

URGENT AND COMPELLING SOURCE JUSTIFICATION

1. **Contracting Activity.** CPA--Private Sector Development Micro-loan and Small Enterprise Lending in southern Iraq; expansion of existing program with additional Grant Funds.

2. **Description of the Action being Approved.** In accordance with CPA Memo 4 Appendix A-4, Unusual and Compelling Urgency, this is a J&A for CPA's Private Sector Development Micro-loan and Small Enterprise Lending program. Ten million dollars in grant funds are available for providing expanded loan activities under this program.

3. **Description of the Services.** The major services to be contracted for under this program are as follows:

- Provide rapid disbursing sources of credit to stimulate business investment and create employment in private sector
- Establish micro and/or small enterprise lending programs based on sound financial practices
- Serve major cities in southern portion of Iraq in the Basra, Karbala, Babil, and Najaf areas
- Ensure administrative costs are no more than 20% of total program costs
- Establish working relationships with local partners
- Train Iraqi staff in financially sound "best practices" credit approaches
- Install appropriate financial and management information system for reporting and tracking loans.

4. **Authority Cited.** 6.302-2 Unusual and Compelling Urgency and 206.302-2 Unusual and Compelling Urgency.

5. **Reason for Authority Cited.** The Private Sector Development Group (PSDG) has an additional $10 million in grant funds that it wishes to make available to serve an important economic void in the southern region of Iraq; loans to individuals and small businesses that do not have access to financial institutions. Overall there is an urgency to disburse these grant funds into the region as quickly as possible. Increasing the availability of micro-loans will increase stability and help smooth the way to a successful transition to sovereignty. The PSDG seeks to expand its existing small and micro finance

efforts in southern Iraq, a region that has undergone significant economic turmoil, including the recent destruction caused by the Mahdi Army that has left businesses and homes destroyed in the area.

Major program objectives include: providing rapid disbursement of credit to stimulate business investment and create employment in the private sector, establishing/expanding the micro-lending program based on sound and proven practices, serving the populations in the following troubled geographic areas: Basra, Najaf, Karbala, Babil; all of which combined will support economic development in Iraq.

We recommend these project funds be single sourced and awarded to CHF, the NGO that presently operates CPA Private Sector Development micro-loan and small business lending programs in central and southern Iraq. CHF would build on their on-going program: Access to Credit Services Initiatives (ACSI). CHF has virtually disbursed all the initial grant funds they have been awarded for the southern region demonstrating that they have the capability to source/approve/disburse much needed funds rapidly and effectively to local individuals and businesses that do not have access to alternative sources of funding while maintaining sound lending practices. Some of CHF's major accomplishments to date include: approving $4.6 million in loan capital made up of over 2,000 individual loans, maintaining a loan repayment rate of 99.9% (well above program requirements), recruiting and training over 90 local employees (at various levels) in micro-finance theory and practices, began lending to micro-entrepreneurs and small businesses in less than thirty days following the contract closing date.

CHF is established in the area and has implemented a business model that bodes well for expansion: its present experienced staff of local hires are the points of contact with the loan applicants and have been trained by CHF using its proprietary training materials in appropriate credit underwriting criteria. This has enabled the process from application to funding to run smoothly while setting and maintaining quality credit standards. Hiring local staff has the added benefit of increasing employment in the area. CHF has provided timely and comprehensive reports to PSDG and is able to accurately track the established portfolio of loans using its record-keeping software to continually monitor and

manage loan activity. CHF already operates offices in Hilla, Najaf, Karbala, Basra, Babil, and Kufa and has submitted a budget with only 13% to 15% overhead costs for the incremental $10 million grant funds, a level that allows for maximum grant funds to be available for economic stimulation to Iraqi individuals and businesses. CHF has done an exceptional job of establishing key relationships with community and governmental representatives to facilitate program implementation; these relationships include the Central Bank of Iraq.

6. **Efforts to Obtain Competition.** Under usual circumstances the Contracting Office would make every effort to obtain more sources and stimulate competition. This program would normally be made under the described conditions found in CPA Memo 4 Appendix A-4 (2). However, if that course of action is followed and if the agency complies with the time periods in CPA Memo 4 Appendix A-4 the Iraqi people would be seriously underserved and economically injured.

7. **Action to Increase Competition.** The time sensitivity of this economic program, i.e. the need for rapid mobilization and quick positive impact, the need for reliable lending/credit underwriting expertise for loans of this nature, the need for first-hand knowledge of the geographic area and willingness to support operations in a wide area, demonstrated credibility/trust of Iraqi people in the local areas to be served by the program, the overwhelming existing need resulting from the recent destruction caused by the Mahdi Army, and a need to smooth the way to a successful transition to sovereignty on June 30, 2004; all drive the request for this program to be executed by the existing NGO in the region, CHF.

8. **Market Survey.** Informal market surveys indicate that there are not any other local NGO's with the expertise required to quickly service the various cities (Karbala, Najaf, Babil, Diwaniya, and Basra) most in need of economic assistance of the type provided by the micro-lending and small enterprise loan program.

9. **Interested Sources.** CHF has submitted an expansion budget that is presented below:

ACSI I Expansion Budget		
Location: Governorates of Babil, Karbala, Najaf, Diwaniya, Basra, Samaowa, Dhi Qar, and Al Amara *Assumption: 24 month budget (June 1, 2004 - April 31, 2006)*		
Sources of Funds - Operations		
Remaining Funds from Current ACSI Grant (CPA 0001)	*$*	*522,326*
Funds Earmarked for Al Amara from ACSI II grant (CPA 0002)	*$*	*54,000*
Projected Interest Income (June 2003 - April 2004)	*$*	*1,560,000*
Subtotal	*$*	*2,136,326*
Amount Requested from CPA for Expansion - Operational	**$**	**1,250,000**
Total Required for ACSI I Expansion - Operational	*$*	*3,386,326*
Amount Requested from CPA for Expansion - Loan Capital	**$**	**8,750,000**
Total Program Cost (Operational and Loan Capital)	*$*	*12,136,326*
Total Requested from CPA for Operations and Loan Capital	**$**	**10,000,000**

This budget assumes that CHF will operate out of eight offices (two new ones) and maintain an overhead of only 13% to 15%.

10. **Technical Certification.** I certify that the supporting data under my cognizance that are included in the J&A are accurate and complete to the best of my knowledge and belief.

Name: (b)(6) **Date:** 3 June 2004

Title: Financing Specialist—CPA, Private Sector Development

Signature: Original Signed

11. **REQUIREMENTS CERTIFICATION.** I certify that the supporting data under my cognizance that are included in the J&A are accurate and complete to the best of my knowledge and belief.

Name: (b)(6) **Date:** 3 June 2004

Title: Financing Specialist—CPA, Private Sector Development

Signature: Original Signed

This area completed by Contracting Office

12. **Fair and Reasonable Cost Determination.** (Include the following determination:)

I hereby determine the anticipated cost to the Government for this contract/action will be fair and reasonable. The basis for deterring the fairness of costs for this portion of the of the micro-lending program are the actual costs associated with the existing micro-lending programs in Iraq. It should be noted that this request does not involve a contract for goods or materials; most of the grant funds provided will be distributed into the Iraqi economy via the loans made.

Name:_____ **Date:**_____

Title:_____
Signature:_____

13. **Procuring Contracting Officer Certification:** This certification shall be made by the Contracting Officer who will sign the contract resulting from this justification and approval. Include the following statement.

I certify that this justification is accurate and complete to the best of my knowledge and belief.

Name:_____ **Date:**_____

Title:_____
Signature:_____

APPROVAL

Based on the foregoing justification, I hereby approve the use of a single source i.e. other than full and open competition basis for awarding the grant funds of the micro-loan program pursuant to the authority of 10 U.S.C. 2304(c) 6.302-2 Unusual and Compelling Urgency and 206.302-2 Unusual and Compelling Urgency, subject to availability of funds, and provided that the services and property herein described have otherwise been authorized for acquisition.

Signature_____ **Date:**_____

(b)(6)

From: L. Paul Bremer
Sent: Saturday, May 29, 2004 6:57 PM
To: (b)(6)
Cc:
Subject: RE: FW: Follow-Up to May 27 Morning Review Meeting

(b)(6)

Please look into the funding questions. Why has R3P been stopped? Can we get the needed CERP now? If not, let's look at sending him money from seized assets.

-----Original Message-----
From: (b)(6)
Sent: Saturday, May 29, 2004 6:05 PM
To: L. Paul Bremer
Cc: (b)(6)
(b)(6)
Subject: RE: FW: Follow-Up to May 27 Morning Review Meeting

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(b)(6)
GC Karbala

(b)(6)

From: (b)(6)
Sent: Thursday, June 10, 2004 11:28 AM
To: (b)(6)
Subject: Out of Office AutoReply: $10 Million Micro-Loan Program

My e-mail address will change as of 2200 hours tonight, Thursday, 10 June. New e-mail address: (b)(6) Thank you!

(b)(6)

(b)(6)

From: (b)(6)
Sent: Thursday, June 10, 2004 11:28 AM
To: (b)(6)
Cc:
Subject: RFA: $10 Million Micro-Loan Program

(b)(6)

(b)(6) and I are in agreement that the RFA for $10 Million for the Micro-loan Program in the southern region of Iraq should be awarded to CHF. The proposal that was submitted by CHF addresses all of the deliverables. Please proceed with processing the RFA for final approval and award.

Thank you for you assistance with this Proposal.

(b)(6)

Financing Specialist
CPA–Private Sector Development
Baghdad, Iraq
(b)(6)

(b)(6)

From: (b)(6)
Sent: Tuesday, June 08, 2004 6:44 AM
To: (b)(6)
Subject: RE: RFA No. CPA-0004 / Micro finance Grant/ Iraq

I am not in favor of extending. The grant requires immediate availability of delivery mechanism in affected area. Either the bidder has it, and can tell us about it, or doesn't. I do like Karen's idea of finding out what this firm has to offer for subsequent proposals.

-----Original Message-----
From: (b)(6)
Sent: Sun 6/6/2004 9:35 AM
To: (b)(6)
Cc:
Subject: FW: RFA No. CPA-0004 / Micro finance Grant/ Iraq

Up to you whether or not to extend this. As I suspected, there ARE other firms out there with expertise in this area. If time does not permit you to consider this firm now, you might entertain a dialog with the firm outside of this RFA to see what they might bring to the table for other efforts you have on your plate.

(b)(6)
Contracting Officer
CPA-Contracting Activity
(b)(6)
www.rebuilding-iraq.net

This e-mail contains official, unclassified government business, and is intended solely for use of the individual or entity to whom this e-mail is addressed. If you have received this e-mail in error, please notify the sender.

-----Original Message-----
From: (b)(6)
Sent: Sunday, June 06, 2004 8:36 AM
To: (b)(6)
Cc:
Subject: RFA No. CPA-0004 / Micro finance Grant/ Iraq

We are very interetsed in submitting a proposal; however, the time provided is extremely short. Wwe have some very interetsing ideas and experience that we want to share with the CPA. Is there any chance that you can extend the closing date by about 1 to 2 weeks?

This would afford you the opportunity to see more applicants and possibly better proposals.

Kind regards,
M Thahab

(b)(6)

To: (b)(6)
Date: May 31, 2004

Subject: Request For Approval To Single Source Additional Grand Funds For The Micro-loan And Small Business Program Under The Urgent And Compelling Source Justification

Attached please find a J&A for the above referenced program. Please let me know if there is any additional information you need in regard to this request.

Regards,

(b)(6)

CC: (b)(6)

URGENT AND COMPELLING SOURCE JUSTIFICATION

1. **Contracting Activity.** CPA--Private Sector Development Micro-loan and Small Enterprise Lending in southern Iraq; expansion of existing program with additional Grant Funds.

2. **Description of the Action being Approved.** In accordance with CPA Memo 4 Appendix A-4, Unusual and Compelling Urgency, this is a J&A for CPA's Private Sector Development Micro-loan and Small Enterprise Lending program. Ten million dollars in grant funds are available for providing expanded loan activities under this program.

3. **Description of the Services.** The major services to be contracted for under this program are as follows:

- Provide rapid disbursing sources of credit to stimulate business investment and create employment in private sector
- Establish micro and/or small enterprise lending programs based on sound financial practices
- Serve major cities in southern portion of Iraq in the Basra, Karbala, Babil, and Najaf areas
- Ensure administrative costs are no more than 20% of total program costs
- Establish working relationships with local partners
- Train Iraqi staff in financially sound "best practices" credit approaches
- Install appropriate financial and management information system for reporting and tracking loans.

4. **Authority Cited.** 6.302-2 Unusual and Compelling Urgency and 206.302-2 Unusual and Compelling Urgency.

5. **Reason for Authority Cited.** The Private Sector Development Group (PSDG) has an additional $10 million in grant funds that it wishes to make available to serve an important economic void in the southern region of Iraq; loans to individuals and small businesses that do not have access to financial institutions. Overall there is an urgency to disburse these grant funds into the region as quickly as possible. Increasing the availability of micro-loans will increase stability and help smooth the way to a successful transition to sovereignty. The PSDG seeks to expand its existing small and micro finance

efforts in southern Iraq, a region that has undergone significant economic turmoil, including the recent destruction caused by the Mahdi Army that has left businesses and homes destroyed in the area.

Major program objectives include: providing rapid disbursement of credit to stimulate business investment and create employment in the private sector, establishing/expanding the micro-lending program based on sound and proven practices, serving the populations in the following troubled geographic areas: Basra, Najaf, Karbala, Babil; all of which combined will support economic development in Iraq.

We recommend these project funds be single sourced and awarded to CHF, the NGO that presently operates CPA Private Sector Development micro-loan and small business lending programs in central and southern Iraq. CHF would build on their on-going program: Access to Credit Services Initiatives (ACSI). CHF has virtually disbursed all the initial grant funds they have been awarded for the southern region demonstrating that they have the capability to source/approve/disburse much needed funds rapidly and effectively to local individuals and businesses that do not have access to alternative sources of funding while maintaining sound lending practices. Some of CHF's major accomplishments to date include: approving $4.6 million in loan capital made up of over 2,000 individual loans, maintaining a loan repayment rate of 99.9% (well above program requirements), recruiting and training over 90 local employees (at various levels) in micro-finance theory and practices, began lending to micro-entrepreneurs and small businesses in less than thirty days following the contract closing date.

CHF is established in the area and has implemented a business model that bodes well for expansion: its present experienced staff of local hires are the points of contact with the loan applicants and have been trained by CHF using its proprietary training materials in appropriate credit underwriting criteria. This has enabled the process from application to funding to run smoothly while setting and maintaining quality credit standards. Hiring local staff has the added benefit of increasing employment in the area. CHF has provided timely and comprehensive reports to PSDG and is able to accurately track the established portfolio of loans using its record-keeping software to continually monitor and

manage loan activity. CHF already operates offices in Hilla, Najaf, Karbala, Basra, Babil, and Kufa and has submitted a budget with only 13% to 15% overhead costs for the incremental $10 million grant funds, a level that allows for maximum grant funds to be available for economic stimulation to Iraqi individuals and businesses. CHF has done an exceptional job of establishing key relationships with community and governmental representatives to facilitate program implementation; these relationships include the Central Bank of Iraq.

6. **Efforts to Obtain Competition.** Under usual circumstances the Contracting Office would make every effort to obtain more sources and stimulate competition. This program would normally be made under the described conditions found in CPA Memo 4 Appendix A-4 (2). However, if that course of action is followed and if the agency complies with the time periods in CPA Memo 4 Appendix A-4 the Iraqi people would be seriously underserved and economically injured.

7. **Action to Increase Competition.** The time sensitivity of this economic program, i.e. the need for rapid mobilization and quick positive impact, the need for reliable lending/credit underwriting expertise for loans of this nature, the need for first-hand knowledge of the geographic area and willingness to support operations in a wide area, demonstrated credibility/trust of Iraqi people in the local areas to be served by the program, the overwhelming existing need resulting from the recent destruction caused by the Mahdi Army, and a need to smooth the way to a successful transition to sovereignty on June 30, 2004; all drive the request for this program to be executed by the existing NGO in the region, CHF.

8. **Market Survey.** Informal market surveys indicate that there are not any other local NGO's with the expertise required to quickly service the various cities (Karbala, Najaf, Babil, Diwaniya, and Basra) most in need of economic assistance of the type provided by the micro-lending and small enterprise loan program.

9. **Interested Sources.** CHF has submitted an expansion budget that is presented below:

ACSI I Expansion Budget		
Location: Governorates of Babil, Karbala, Najaf, Diwaniya, Basra, Samaowa, Dhi Qar, and Al Amara *Assumption: 24 month budget (June 1, 2004 - April 31, 2006)*		
Sources of Funds - Operations		
Remaining Funds from Current ACSI Grant (CPA 0001)	$	522,326
Funds Earmarked for Al Amara from ACSI II grant (CPA 0002)	$	54,000
Projected Interest Income (June 2003 - April 2004)	$	1,560,000
Subtotal	$	2,136,326
Amount Requested from CPA for Expansion - Operational	$	1,250,000
Total Required for ACSI I Expansion - Operational	$	3,386,326
Amount Requested from CPA for Expansion - Loan Capital	$	8,750,000
Total Program Cost (Operational and Loan Capital)	$	12,136,326
Total Requested from CPA for Operations and Loan Capital	$	10,000,000

This budget assumes that CHF will operate out of eight offices (two new ones) and maintain an overhead of only 13% to 15%.

10. **Technical Certification.** I certify that the supporting data under my cognizance that are included in the J&A are accurate and complete to the best of my knowledge and belief.

Name: (b)(6) **Date:** 31 May 2004

Title: Financing Specialist–CPA, Private Sector Development

Signature: Original Signed

11. **REQUIREMENTS CERTIFICATION.** I certify that the supporting data under my cognizance that are included in the J&A are accurate and complete to the best of my knowledge and belief.

Name: (b)(6) **Date:** 31 May 2004

Title: Financing Specialist–CPA, Private Sector Development

Signature: Original Signed

This area completed by Contracting Office

12. **Fair and Reasonable Cost Determination.** (Include the following determination:)

I hereby determine the anticipated cost to the Government for this contract/action will be fair and reasonable. The basis for deterring the fairness of costs for this portion of the of the micro-lending program are the actual costs associated with the existing micro-lending programs in Iraq. It should be noted that this request does not involve a contract for goods or materials; most of the grant funds provided will be distributed into the Iraqi economy via the loans made.

Name:_____ **Date:**_____

Title:_____
Signature:_____

13. **Procuring Contracting Officer Certification:** This certification shall be made by the Contracting Officer who will sign the contract resulting from this justification and approval. Include the following statement.

I certify that this justification is accurate and complete to the best of my knowledge and belief.

Name:_____ **Date:**_____

Title:_____
Signature:_____

APPROVAL

Based on the foregoing justification, I hereby approve the use of a single source i.e. other than full and open competition basis for awarding the grant funds of the micro-loan program pursuant to the authority of 10 U.S.C. 2304(c) 6.302-2 Unusual and Compelling Urgency and 206.302-2 Unusual and Compelling Urgency, subject to availability of funds, and provided that the services and property herein described have otherwise been authorized for acquisition.

Signature_____ **Date:**_____

-----Original Message-----
From: (b)(6)
Sent: Friday, May 28, 2004 10:28 AM
To: (b)(6) Ross, Christopher WS. (AMB); (b)(6) Jones, Richard (AMB); (b)(6)
Cc: (b)(6)
(b)(6)
Subject: RE: Looking Ahead in Karbala: Coordination of Reconstruction Assistance for Individuals whose Property was Damaged in Fighting

(b)(6) et al, I am forward the top message in the chain to (b)(6) country director for CHF, the NGO responsible for microfinance in the south under a CPA grant. Matt's program has an office in Karbala, also in Najaf. Their loan capital is fully utilized, but we are looking at reprogramming some money (say, $1- 3 million) from a program in Baghdad (also under CHF responsibility but a different grant) to address the unmet demand in the south. You and Matt should get in contact to discuss the amount of microfinance loans that will be necessary in Karbala, so we can fix the amount of reprogramming and proceed urgently with it. The microfinance loans go up to $25,000 but the average amount for an individual is $2,500.

Also, there is $10 mm more available now for microfinance in the south that Contracting says needs to be competed for. This will take several weeks. If there is a determination that this money should go for emergency loans in Karbala (and I suppose Najaf?) in the wake of the Madhi Army debacle, it may be possible to waive that competition requirement and disburse through the existing CHF infrastructure in both cities. But this will take senior level authorization, so let's be sure this is the way to go.

Let me know,

Regds,

(b)(6)

FYI, Matt's phone numbers in attachment

(b)(6) Deputy Director

CPA - Private Sector Development

(b)(6)

-----Original Message-----
From: (b)(6)
Sent: Friday, May 28, 2004 11:09 AM
To: Ross, Christopher WS. (AMB); (b)(6) Jones, Richard (AMB)

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

Subject: Looking Ahead in Karbala: Coordination of Reconstruction Assistance for Individuals whose Property was Damaged in Fighting

I would be very interested in having more information how we might be able to provide loans to the citizens of Karbala whose homes and businesses were damaged or destroyed in the recent clashes. We are planning on setting up a committee with an office in the downtown governance building which will review the damage done to individuals' property with a view to providing grants to partially cover the cost of reconstruction and repair. However, it is clear from the ball park figure which Ambassador Jones mentioned in the e-mail exchange immediately following ($5,000 per family), that people will probably need more money than this.

This reconstruction office will open on Sunday at 1100 hrs. It will be home for a committee comprised of a local judge, an engineer from the department of municipalities, a real estate agent who understands the value of the property concerned, the Governor (or his representative), a member of the Provincial Council, a CPA represnentative, and US Army civil affairs team assigned to the 1AD. People who need assistance would be told to come to the office to apply for a grant (and possibly an additional loan). The committee would investigate the extent of the damage and set the assistance grant accordingly. It seems to me that it would make a lot of sense if all of the offices, agencies, and ministries that might have a role to play in this effort could inform us exactly what additional support they were prepared to contribute. This would enable the Karbala Reconstruction Office to provide better counseling to citizens about wher! e they can go for additional relief, in addition to the grant.

It might even be worth our while to have someone from each of the offices mentioned in the e-mail chain below (Iraqi Ministry of the Environment, Office of Private Sector Development, etc.) come to Karbala early next week to meet with those who are manning the local office, so that we can brainstorm and get all of our arrangements in order. Failing that, it might be useful to have a point person in CPA Baghdad who could coordinate among all of the parties there who could usefully play a role in the recontruction of Karbala, and have that person be our point of contact.

I am repeating an earlier e-mail exchange between myself and Ambassador Jones ref grants to citizens to assist in reconstruction. I imagine that $5,000 may not be enough to cover all the costs of rebuilding a destroyed building, but that more money could be forthcoming in the form of loans.

I am sure that Najaf will also be facing the same reconstruction needs that local citizens in Karbala have articulated, so I have included them in this e-mail conversation.

John Berry

GC Karbala

Subj: (b)(6)
Date: 5/6/2004 6:36:53 AM Eastern Daylight Time
From: "(b)(6)

(b)(6)

(b)(6)

From: (b)(6)
Sent: Thursday, June 03, 2004 6:13 AM
To: (b)(6)
Cc:
Subject: Memorandum on $10 mm -Urgent

(b)(6) in rewriting the justification, please note the following. Perhaps you should just use this as your submission. It may be tendentious, but perhaps we need blunt language to shock the bureaucrats into action. These are all points you alluded to, but I've tried to sharpen the argument. If the lawyer persists in saying no after reading this, request (b)(6) to go to the front office for support:

1. There is a humanitarian crisis in Karbala and other parts of the southern Iraq region affected by the violence of the suppression of the Mahdi Army militia. People's homes and businesses have been destroyed. Aid to rebuild is insufficient to cover the need. Good development practice anyway calls for the provision of credit (eg microfinance) as a complement to grant aid. No other significant source of credit is available in this area as the private banks themselves are resource- constrained, the public sector banks do not lend as a practice, and no other NGO is providing credit. To withhold credit now from this area would deepen the crisis and have serious economic and political repercussions.

2. By granting the funds to CHF on a sole source basis, this crisis can be addressed immediately, as CHF has infrastructure in place and an excellent track record of performance in microfinance in southern Iraq.

3. By NOT granting the funds to CHF now, there will be a delay of several months while the competitive process is conducted and the winner (if not CHF) sets up shop in this region. To conduct a competition on the basis of requiring the winner to operate immediately would be a sham, as only CHF can meet this requirement. Microfinance requires physical presence, operating procedures, marketing, establishment of legal procedures to guarantee loans and perfect security interest, etc., which takes time to put in place, test and implement.

4. There is a serious political dimension to this issue. Discontent is fueled by perception that basic human needs are not being met. If we fail to provide needed credit immiediately, the inhabitants will lose confidence in the ability of the authorities to address emergencies. The keystone of CPA policy is to ensure to the extent possible the effective transition of power to a competent and caring Iraqi government. This view will be significantly eroded if there is not a working system of microfinance in place in the very near term. This issue has attracted the attention of Amb. Bremer (attach emails).

5. The microfinance grant in question is funded by DFI and the CPA has a responsibility to use DFI funds for the benefit of the Iraqi people. There is no doubt but that the needs of the Iraqi people in the region are best served by providing microfinance credit to them as soon as possible. The theoretical benefits to the Iraqi people of running a competition pale beside the suffering from inflicting needless delay. The risk of sole source procurement is minimal as the NGO in question has a good record of using microfinance grants responsibly and is prepared to address the crisis needs immediately though its existing infrastructure.

6. Finally, it is important to note that CHF reports it is turning away microfinance applicants in Karbala and other affected cities on a daily basis because of lack of loan capital. To allow this state of affairs to persist for an extended period while a credible and effective mechanism for delivering microfinance stands by unfunded would be a dereliction of CPA's obligation to the people of Iraq and the interim government that will inherit this situation.

In a message dated 5/31/2004 2:38:37 PM Eastern Daylight Time, (b)(6)

writes:

>
>
> (b)(6)
> Financing Specialist
> CPA--Private Sector Development
> Baghdad, Iraq
> (b)(6)
>
> -----Original Message-----
> From: (b)(6)
> Sent: Monday, May 31, 2004 10:38 PM
> To: (b)(6)
> Subject: Memorandum
>
> Here is the justification I submitted.
> (b)(6)
>
> (b)(6)
> Financing Specialist
> CPA--Private Sector Development
> Baghdad, Iraq
> (b)(6)
>

Subj: FW: Looking Ahead in Karbala: Coordination of Reconstruction Assistance for Individuals whose Property was Damaged in Fighting
Date: 5/28/2004 4:09:42 AM Eastern Daylight Time
From: (b)(6)
To:
Cc:
Sent from the Internet (Details)

(b)(6) FYI. You should meet (b)(6) soon. (b)(6) is he coming back to the Palace to see you?

Thks,

B

(b)(6) Deputy Director

CPA - Private Sector Development

(b)(6)

-----Original Message-----
From: (b)(6)
Sent: Friday, May 28, 2004 12:08 PM
To: (b)(6)
Subject: RE: Looking Ahead in Karbala: Coordination of Reconstruction Assistance for Individuals whose Property was Damaged in Fighting

(b)(6) I agree 100%. The incoming email spoke about a grant component, which a loan would top up. The loan should meet all your normal criteria. The only question is whether there is some kind of accelerated processing to get them made quickly and whether it makes sense to exceptionally grant the $10 mm to CHF for this purpose. I recommend you get in contact with (b)(6) ASAP to discuss the practicalities. I leave for the US on Monday, and will be less effective there in getting things done here. I return to Kuwait Wed eve 9 June and am now planning on being in Basra 10 June afternoon/ 11 June morning. Hope you and/or other senior staff will be available to meet me there. My US mobile is (b)(6)

Cheers,

(b)(6)

(b)(6) Deputy Director

CPA - Private Sector Development

(b)(6)

-----Original Message-----
From: (b)(6)
Sent: Friday, May 28, 2004 11:51 AM
To: (b)(6)
Subject: RE: Looking Ahead in Karbala: Coordination of Reconstruction Assistance for Individuals whose Property was Damaged in Fighting

(b)(6)

When I start hearing about "emergency loans" I get nervous. All microfinance must be made keeping sustainability in mind and therefore have to charge the requisite interest. Usually reconstruction types are interested in giving no or subsidized interest loans. This is something that will severely distort the market, endanger our current program, and make it extremely difficult for other microfinance providers elsewhere and in the future. Let's be careful here. Grants should remain grants and loans should remain loans.

Matt

(b)(6)

Country Director

CHF International - Iraq

(b)(6)







Subj: RE: Looking Ahead in Karbala: Coordination of Reconstruction Assistance for Individuals whose Property was Damaged in Fighting
Date: 5/28/2004 5:51:37 AM Eastern Daylight Time
From: (b)(6)
To:
Cc:

Sent from the Internet (Details)

(b)(6)

Looking forward to working closely with you on making these funds available to the people of Karbala. Please include (b)(6), all of whom are cc'ed above, in the e-mail traffic on this subject.

(b)(6)

See (b)(6) reference to (b)(6) country director for CHF, the NGO responsible for microfinance in the south under a CPA grant, in the message below. Let's try to get the Karbala office director of CHF involved in our reconstruction planning meetings.

(b)(6) wrote:

> (b)(6) et al, I am forward the top message in the chain to (b)(6) country director for CHF, the NGO responsible for microfinance in the south under a CPA grant. Matt's program has an office in Karbala, also in Najaf. Their loan capital is fully utilized, but we are looking at reprogramming some money (say, $1- 3 million) from a program in Baghdad (also under CHF responsibility but a different grant) to address the unmet demand in the south. You and Matt should get in contact to discuss the amount of microfinance loans that will be necessary in Karbala, so we can fix the amount of reprogramming and proceed urgently with it. The microfinance loans go up to $25,000 but the average amount for an individual is $2,500.
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>
> Let me know,
>
> (b)(6)

(b)(6)

FYI, Matt□s phone numbers in attachment

(b)(6) Deputy Director

CPA - Private Sector Development

(b)(6)

-----Original Message-----
From: John Berry [(b)(6)
Sent: Friday, May 28, 2004 11:09 AM
To: Ross, Christopher WS. (AMB) (b)(6) Jones, Richard (AMB)
Cc: (b)(6)
(b)(6)
Subject: Looking Ahead in Karbala: Coordination of Reconstruction Assistance for Individuals whose Property was Damaged in Fighting

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I am sure that Najaf will also be facing the same reconstruction needs that local citizens in Karbala have articulated, so I have included them in this e-mail conversation.

(b)(6)

GC Karbala

> ATTACHMENT part 2 message/rfc822
Subject: N (b)(6)
Date: Thu, 6 May 2004 14:36:53 +0400
From: " (b)(6)

(b)(6)

6.202 Establishing or maintaining alternative sources.

(a) Agencies may exclude a particular source from a contract action in order to establish or maintain an alternative source or sources for the supplies or services being acquired if the agency head determines that to do so would—

(1) Increase or maintain competition and likely result in reduced overall costs for the acquisition, or for any anticipated acquisition;

(2) Be in the interest of national defense in having a facility (or a producer, manufacturer, or other supplier) available for furnishing the supplies or services in case of a national emergency or industrial mobilization;

(3) Be in the interest of national defense in establishing or maintaining an essential engineering, research, or development capability to be provided by an educational or other nonprofit institution or a federally funded research and development center;

(4) Ensure the continuous availability of a reliable source of supplies or services;

(5) Satisfy projected needs based on a history of high demand; or

(6) Satisfy a critical need for medical, safety, or emergency supplies.

(b)(1) Every proposed contract action under the authority of paragraph (a) of this section shall be supported by a determination and findings (D&F) (see Subpart 1.7) signed by the head of the agency or designee. This D&F shall not be made on a class basis.

(2) Technical and requirements personnel are responsible for providing all necessary data to support their recommendation to exclude a particular source.

(3) When the authority in paragraph (a)(1) of this section is cited, the findings shall include a description of the estimated reduction in overall costs and how the estimate was derived.

6.302-1 Only one responsible source and no other supplies or services will satisfy agency requirements.

(a) *Authority.* (1) Citations: 10 U.S.C. 2304(c)(1) or 41 U.S.C. 253(c)(1).

(2) When the supplies or services required by the agency are available from only one responsible source, or, for DOD, NASA, and the Coast Guard, from only one or a limited number of responsible sources, and no other type of supplies or services will satisfy agency requirements, full and open competition need not be provided for.

(i) Supplies or services may be considered to be available from only one source if the source has submitted an unsolicited research proposal that—

(A) Demonstrates a unique and innovative concept (see definition at 2.101), or, demonstrates a unique capability of the source to provide the particular research services proposed;

(B) Offers a concept or services not otherwise available to the Government; and

(C) Does not resemble the substance of a pending competitive acquisition. (See 10 U.S.C. 2304(d)(1)(A) and 41 U.S.C. 253(d)(1)(A).)

(ii) Supplies may be deemed to be available only from the original source in the case of a follow-on contract for the continued development or production of a major system or highly specialized equipment, including major components thereof, when it is likely that award to any other source would result in—

(A) Substantial duplication of cost to the Government that is not expected to be recovered through competition; or

(B) Unacceptable delays in fulfilling the agency's requirements. (See 10 U.S.C. 2304(d)(1)(B) or 41 U.S.C. 253 (d)(1)(B).)

(iii) For DOD, NASA, and the Coast Guard, services may be deemed to be available only from the original source in the case of follow-on contracts for the continued provision of highly specialized services when it is likely that award to any other source would result in—

(A) Substantial duplication of cost to the Government that is not expected to be recovered through competition; or

(B) Unacceptable delays in fulfilling the agency's requirements. (See 10 U.S.C. 2304(d)(1)(B).)

(b) *Application.* This authority shall be used, if appropriate, in preference to the authority in 6.302-7; it shall not be used when any of the other circumstances is applicable. Use of this authority may be appropriate in situations such as the following (these examples are not intended to be all inclusive and do not constitute authority in and of themselves):

(1) When there is a reasonable basis to conclude that the agency's minimum needs can only be satisfied by—

(i) Unique supplies or services available from only one source or only one supplier with unique capabilities; or

(ii) For DOD, NASA, and the Coast Guard, unique supplies or services available from only one or a limited

number of sources or from only one or a limited number of suppliers with unique capabilities.

(2) The existence of limited rights in data, patent rights, copyrights, or secret processes; the control of basic raw material; or similar circumstances, make the supplies and services available from only one source (however, the mere existence of such rights or circumstances does not in and of itself justify the use of these authorities) (see Part 27).

(3) When acquiring utility services (see 41.101), circumstances may dictate that only one supplier can furnish the service (see 41.202); or when the contemplated contract is for construction of a part of a utility system and the utility company itself is the only source available to work on the system.

(4) When the agency head has determined in accordance with the agency's standardization program that only specified makes and models of technical equipment and parts will satisfy the agency's needs for additional units or replacement items, and only one source is available.

(c) *Application for brand name descriptions.* An acquisition that uses a brand name description or other purchase description to specify a particular brand name, product, or feature of a product, peculiar to one manufacturer does not provide for full and open competition regardless of the number of sources solicited. It shall be justified and approved in accordance with FAR 6.303 and 6.304. The justification should indicate that the use of such descriptions in the acquisition is essential to the Government's requirements, thereby precluding consideration of a product manufactured by another company. (Brand-name or equal descriptions, and other purchase descriptions that permit prospective contractors to offer products other than those specifically referenced by brand name, provide for full and open competition and do not require justifications and approvals to support their use.)

(d) *Limitations.* (1) Contracts awarded using this authority shall be supported by the written justifications and approvals described in 6.303 and 6.304.

(2) For contracts awarded using this authority, the notices required by 5.201 shall have been published and any bids and proposals must have been considered.

6.302-2 Unusual and compelling urgency.

(a) *Authority.* (1) Citations: 10 U.S.C. 2304(c)(2) or 41 U.S.C. 253(c)(2).

(2) When the agency's need for the supplies or services is of such an unusual and compelling urgency that the Government would be seriously injured unless the agency is permitted to limit the number of sources from which it solicits bids or proposals, full and open competition need not be provided for.

(b) *Application.* This authority applies in those situations where—

(1) An unusual and compelling urgency precludes full and open competition; and

(2) Delay in award of a contract would result in serious injury, financial or other, to the Government.

(c) *Limitations.* (1) Contracts awarded using this authority shall be supported by the written justifications and approvals described in 6.303 and 6.304. These justifications may be made and approved after contract award when preparation and approval prior to award would unreasonably delay the acquisition.

(2) This statutory authority requires that agencies shall request offers from as many potential sources as is practicable under the circumstances.

6.302-3 Industrial mobilization; engineering, developmental, or research capability; or expert services.

(a) *Authority.* (1) Citations: 10 U.S.C. 2304(c)(3) or 41 U.S.C. 253(c)(3).

(2) Full and open competition need not be provided for when it is necessary to award the contract to a particular source or sources in order—

(i) To maintain a facility, producer, manufacturer, or other supplier available for furnishing supplies or services in case of a national emergency or to achieve industrial mobilization;

(ii) To establish or maintain an essential engineering, research, or development capability to be provided by an educational or other nonprofit institution or a federally funded research and development center; or

(iii) To acquire the services of an expert or neutral person for any current or anticipated litigation or dispute.

(b) *Application.* (1) Use of the authority in paragraph (a)(2)(i) of this subsection may be appropriate when it is necessary to—

(i) Keep vital facilities or suppliers in business or make them available in the event of a national emergency;

(ii) Train a selected supplier in the furnishing of critical supplies or services; prevent the loss of a supplier's ability and employees' skills; or maintain active engineering, research, or development work;

(iii) Maintain properly balanced sources of supply for meeting the requirements of acquisition programs in the interest of industrial mobilization (when the quantity required is substantially larger than the quantity that must be awarded in order to meet the objectives of this authority, that portion not required to meet such objectives will be acquired by providing for full and open competition, as appropriate, under this part);

(iv) Limit competition for current acquisition of selected supplies or services approved for production planning under the Department of Defense Industrial Preparedness Program to planned producers with whom industrial

preparedness agreements for those items exist, or limit award to offerors who agree to enter into industrial preparedness agreements;

(v) Create or maintain the required domestic capability for production of critical supplies by limiting competition to items manufactured in—

(A) The United States or its outlying areas; or

(B) The United States, its outlying areas, or Canada.

(vi) Continue in production, contractors that are manufacturing critical items, when there would otherwise be a break in production; or

(vii) Divide current production requirements among two or more contractors to provide for an adequate industrial mobilization base.

(2) Use of the authority in paragraph (a)(2)(ii) of this subsection may be appropriate when it is necessary to—

(i) Establish or maintain an essential capability for theoretical analyses, exploratory studies, or experiments in any field of science or technology;

(ii) Establish or maintain an essential capability for engineering or developmental work calling for the practical application of investigative findings and theories of a scientific or technical nature; or

(iii) Contract for supplies or services as are necessary incident to paragraphs (b)(2)(i) or (ii) of this subsection.

(3) Use of the authority in paragraph (a)(2)(iii) of this subsection may be appropriate when it is necessary to acquire the services of either—

(i) An expert to use, in any litigation or dispute (including any reasonably foreseeable litigation or dispute) involving the Government in any trial, hearing, or proceeding before any court, administrative tribunal, or agency, whether or not the expert is expected to testify. Examples of such services include, but are not limited to:

(A) Assisting the Government in the analysis, presentation, or defense of any claim or request for adjustment to contract terms and conditions, whether asserted by a contractor or the Government, which is in litigation or dispute, or is anticipated to result in dispute or litigation before any court, administrative tribunal, or agency; or

(B) Participating in any part of an alternative dispute resolution process, including but not limited to evaluators, fact finders, or witnesses, regardless of whether the expert is expected to testify; or

(ii) A neutral person, *e.g.*, mediators or arbitrators, to facilitate the resolution of issues in an alternative dispute resolution process.

(c) *Limitations*. Contracts awarded using this authority shall be supported by the written justifications and approvals described in 6.303 and 6.304.

6.302-4 International agreement.

(a) *Authority.* (1) Citations: 10 U.S.C. 2304(c)(4) or 41 U.S.C. 253(c)(4).

(2) Full and open competition need not be provided for when precluded by the terms of an international agreement or a treaty between the United States and a foreign government or international organization, or the written directions of a foreign government reimbursing the agency for the cost of the acquisition of the supplies or services for such government.

(b) *Application.* This authority may be used in circumstances such as—

(1) When a contemplated acquisition is to be reimbursed by a foreign country that requires that the product be obtained from a particular firm as specified in official written direction such as a Letter of Offer and Acceptance; or

(2) When a contemplated acquisition is for services to be performed, or supplies to be used, in the sovereign territory of another country and the terms of a treaty or agreement specify or limit the sources to be solicited.

(c) *Limitations.* Except for DoD, NASA, and the Coast Guard, contracts awarded using this authority shall be supported by written justifications and approvals described in 6.303 and 6.304.

6.302-5 Authorized or required by statute.

(a) *Authority.* (1) Citations: 10 U.S.C. 2304(c)(5) or 41 U.S.C. 253(c)(5).

(2) Full and open competition need not be provided for when—

(i) A statute expressly authorizes or requires that the acquisition be made through another agency or from a specified source; or

(ii) The agency's need is for a brand name commercial item for authorized resale.

(b) *Application.* This authority may be used when statutes, such as the following, expressly authorize or require that acquisition be made from a specified source or through another agency:

(1) Federal Prison Industries (UNICOR)—18 U.S.C. 4124 (see Subpart 8.6).

(2) Qualified Nonprofit Agencies for the Blind or other Severely Disabled—41 U.S.C. 46-48c (see Subpart 8.7).

(3) Government Printing and Binding—44 U.S.C. 501-504, 1121 (see Subpart 8.8).

(4) Sole source awards under the 8(a) Program 15 U.S.C. 637 (see Subpart 19.8).

(5) The Robert T. Stafford Disaster Relief and Emergency Assistance Act—42 U.S.C. 5150 (see Subpart 26.2).

(6) Sole source awards under the HUBZone Act of 1997—15 U.S.C. 657a (see 19.1306).

(7) Sole source awards under the Veterans Benefits Act of 2003 (15 U.S.C. 657f).

(c) *Limitations.* (1) This authority shall not be used when a provision of law requires an agency to award a new contract to a specified non-Federal Government entity unless the provision of law specifically—

(i) Identifies the entity involved;

(ii) Refers to 10 U.S.C. 2304(j) for armed services acquisitions or section 303(h) of the Federal Property and Administrative Services Act of 1949 for civilian agency acquisitions; and

(iii) States that award to that entity shall be made in contravention of the merit-based selection procedures in 10 U.S.C. 2304(j) or section 303(h) of the Federal Property and Administrative Services Act, as appropriate. However, this limitation does not apply—

(A) When the work provided for in the contract is a continuation of the work performed by the specified entity under a preceding contract; or

(B) To any contract requiring the National Academy of Sciences to investigate, examine, or experiment upon any subject of science or art of significance to an executive agency and to report on those matters to the Congress or any agency of the Federal Government.

(2) Contracts awarded using this authority shall be supported by the written justifications and approvals described in 6.303 and 6.304, except for—

(i) Contracts awarded under (a)(2)(ii), (b)(2), or (b)(4) of this subsection; or

(ii) Contracts awarded under (a)(2)(i) of this subsection when the statute expressly requires that the procurement be made from a specified source. (Justification and approval requirements apply when the statute authorizes, but does not require, that the procurement be made from a specified source.)

(3) The authority in (a)(2)(ii) of this subsection may be used only for purchases of brand-name commercial items for resale through commissaries or other similar facilities. Ordinarily, these purchases will involve articles desired or preferred by customers of the selling activities (but see 6.301(d)).

6.302-6 National security.

(a) *Authority.* (1) Citations: 10 U.S.C. 2304(c)(6) or 41 U.S.C. 253(c)(6).

(2) Full and open competition need not be provided for when the disclosure of the agency's needs would compromise the national security unless the agency is permitted to limit the number of sources from which it solicits bids or proposals.

(b) *Application.* This authority may be used for any acquisition when disclosure of the Government's needs would compromise the national security (*e.g.*, would violate security requirements); it shall not be used merely because the acquisition is classified, or merely because access to classi-

fied matter will be necessary to submit a proposal or to perform the contract.

(c) *Limitations.* (1) Contracts awarded using this authority shall be supported by the written justifications and approvals described in 6.303 and 6.304.

(2) See 5.202(a)(1) for synopsis requirements.

(3) This statutory authority requires that agencies shall request offers from as many potential sources as is practicable under the circumstances.

6.302-7 Public interest.

(a) *Authority.* (1) Citations: 10 U.S.C. 2304(c)(7) or 41 U.S.C. 253(c)(7).

(2) Full and open competition need not be provided for when the agency head determines that it is not in the public interest in the particular acquisition concerned.

(b) *Application.* This authority may be used when none of the other authorities in 6.302 apply.

(c) *Limitations.* (1) A written determination to use this authority shall be made in accordance with Subpart 1.7, by—

(i) The Secretary of Defense, the Secretary of the Army, the Secretary of the Navy, the Secretary of the Air Force, the Secretary of Homeland Security for the Coast Guard, or the Administrator of the National Aeronautics and Space Administration; or

(ii) The head of any other executive agency. This authority may not be delegated.

(2) The Congress shall be notified in writing of such determination not less than 30 days before award of the contract.

(3) If required by the head of the agency, the contracting officer shall prepare a justification to support the determination under paragraph (c)(1) of this subsection.

(4) This Determination and Finding (D&F) shall not be made on a class basis.

SUBPART 206.2--FULL AND OPEN COMPETITION AFTER EXCLUSION OF SOURCES

(Revised October 01, 1998)

206.202 Establishing or maintaining alternative sources.

(a) Agencies may use this authority to totally or partially exclude a particular source from a contract action.

(b) The determination and findings (D&F) and the documentation supporting the D&F must identify the source to be excluded from the contract action.

(i) Include the following information, as applicable, and any other information that may be pertinent, in the supporting documentation:

(A) The acquisition history of the supplies or services, including sources, prices, quantities, and dates of award;

(B) The circumstances which make it necessary to exclude the particular source from the contract action, including—

(1) The reasons for the lack of or potential loss of alternative sources; e.g., the technical complexity and criticality of the supplies or services; and

(2) The current annual requirement and projected needs for the supplies or services;

(C) Whether the existing source must be totally excluded from the contract action or whether a partial exclusion is sufficient;

(D) The potential effect of exclusion on the excluded source in terms of loss of capability to furnish the supplies or services in the future;

(E) When FAR 6.202(a)(1) is the authority, the basis for—

(1) The determination of future competition; and

(2) The determination of reduced overall costs. Include, as a minimum, a discussion of start-up costs, facility costs,

duplicative administration costs, economic order quantities, and life cycle cost considerations; and

(F) When FAR 6.202(a)(2) is the authority—

(1) The current annual and mobilization requirements for the supplies or services, citing the source of, or the basis for, the data;

(2) A comparison of current production capacity with that necessary to meet mobilization requirements;

(3) An analysis of the risks of relying on the present source; and

(4) A projection of the time required for a new source to acquire the necessary facilities and achieve the production capacity necessary to meet mobilization requirements.

(ii) A sample format for Determination and Findings citing the authority of FAR 6.202(a) is in Table 6-1, Determinations and Findings.

TABLE 6-1, DETERMINATIONS AND FINDINGS
Determination and Findings
Authority to Exclude a Source
In accordance with 10 U.S.C. 2304(b)(1), it is my determination that the following contract action may be awarded using full and open competition after exclusion of _____*:
(Describe requirement.)
Findings
The exclusion of _____*
Alternate 1: will increase or maintain competition for this requirement and is expected to result in a reduction of $_____ in overall costs for the present and future acquisition of these supplies or services. (Describe how estimate was derived.)

Alternate 2: is in the interest of national defense because it will result in having a supplier available for furnishing these supplies or services in case of a national emergency or industrial mobilization. (Explain circumstances requiring exclusion of source.)
Alternate 3: is in the interest of national defense because it will result in establishment or maintenance of an essential engineering, research or development capability to be provided by an educational or other nonprofit institution or a federally funded research and development center. (Explain circumstances requiring exclusion of source.)
* Identify source being excluded.

206.203 Set-asides for small business concerns.

(b) Also no separate justification or determination and findings is required for contract actions processed as historically black college and university and minority institution set-asides (see 226.7003).

SUBPART 206.3--OTHER THAN FULL AND OPEN COMPETITION

(Revised April 30, 2003)

206.302 Circumstances permitting other than full and open competition.

206.302-1 Only one responsible source and no other supplies or services will satisfy agency requirements.

(a) *Authority.*

(2)(i) Section 8059 of Pub. L. 101-511 and similar sections in subsequent defense appropriations acts, prohibit departments and agencies from entering into contracts for studies, analyses, or consulting services (see FAR Subpart 37.2) on the basis of an unsolicited proposal without providing for full and open competition, unless—

(1) The head of the contracting activity, or a designee no lower than chief of the contracting office, determines that—

(i) Following thorough technical evaluation, only one source is fully qualified to perform the proposed work;

(ii) The unsolicited proposal offers significant scientific or technological promise, represents the

product of original thinking, and was submitted in confidence; or

(iii) The contract benefits the national defense by taking advantage of a unique and significant industrial accomplishment or by ensuring financial support to a new product or idea;

(2) A civilian official of the DoD, whose appointment has been confirmed by the Senate, determines the award to be in the interest of national defense; or

(3) The contract is related to improvement of equipment that is in development or production.

(b) *Application.* This authority may be used for acquisitions of test articles and associated support services from a designated foreign source under the DoD Foreign Comparative Testing Program.

(4) Do not use this authority unless the equipment or parts have been adopted as standard items of supply in accordance with DoDI 5000.2, Defense Acquisition Management Policies and Procedures.

206.302-2 Unusual and compelling urgency.

(b) *Application.* The circumstances under which use of this authority may be appropriate include, but are not limited to, the following:

(i) Supplies, services, or construction needed at once because of fire, flood, explosion, or other disaster;

(ii) Essential equipment or repair needed at once to—

(A) Comply with orders for a ship;

(B) Perform the operational mission of an aircraft; or

(C) Preclude impairment of launch capabilities or mission performance of missiles or missile support equipment.

(iii) Construction needed at once to preserve a structure or its contents from damage;

(iv) Purchase requests citing an issue priority designator under DoD 4140.1-R, DoD Materiel Management Regulation, of 4 or higher, or citing "Electronic Warfare QRC Priority."

206.302-3 Industrial mobilization; or engineering, development, or research capability.

206.302-3-70 Solicitation provision.

Use the provision at 252.206-7000, Domestic Source Restriction, in all solicitations that are restricted to domestic sources under the authority of FAR 6.302-3.

206.302-4 International agreement.

(c) *Limitations.* Pursuant to 10 U.S.C. 2304(f)(2)(E), the justifications and approvals described in FAR 6.303 and 6.304 are not required if the head of the contracting activity prepares a document that describes the terms of an agreement or treaty or the written directions, such as a Letter of Offer and Acceptance, that have the effect of requiring the use of other than competitive procedures for the acquisition.

206.302-5 Authorized or required by statute.

(b) *Application.* Agencies may use this authority to—

(i) Acquire supplies and services from military exchange stores outside the United States for use by the armed forces outside the United States in accordance with 10 U.S.C. 2424(a) and subject to the limitations of 10 U.S.C. 2424(b). The limitations of 10 U.S.C. 2424(b)(1) and (2) do not apply to the purchase of soft drinks that are manufactured in the United States. For the purposes of 10 U.S.C. 2424, soft drinks manufactured in the United States are brand name carbonated sodas, manufactured in the United States, as evidenced by product markings.

(ii) Acquire police, fire protection, airfield operation, or other community services from local governments at military installations to be closed under the circumstances in 237.7401 (Section 2907 of Fiscal Year 1994 Defense Authorization Act (Pub. L. 103-160)).

(c) *Limitations.*

(i) 10 U.S.C. 2361 precludes use of this exception for awards to colleges or universities for the performance of research and development, or for the construction of any research or other facility, unless—

(A) The statute authorizing or requiring award specifically—

(1) States that the statute modifies or supersedes the provisions of 10 U.S.C. 2361,

(2) Identifies the particular college or university involved, and

(3) States that award is being made in contravention of 10 U.S.C. 2361(a); and

(B) The Secretary of Defense provides Congress written notice of intent to award. The contract cannot be awarded until 180 days have elapsed since the date Congress received the notice of intent to award. Contracting activities must submit a draft notice of intent with supporting documentation through channels to the Director of Defense Procurement and Acquisition Policy, Office of the Under Secretary of Defense (Acquisition, Technology, and Logistics).

(ii) The limitation in paragraph (c)(i) of this subsection applies only if the statute authorizing or requiring award was enacted after September 30, 1989.

(iii) Subsequent statutes may provide different or additional constraints on the award of contracts to specified colleges and universities. Contracting officers should consult legal counsel on a case-by-case basis.

206.302-7 Public interest.

(c) *Limitations.* For the defense agencies, the written determination to use this authority must be made by the Secretary of Defense.

(b)(6)

From: (b)(6)
Sent: Saturday, May 29, 2004 5:47 PM
To: (b)(6)
Subject: FW: $10 million for Micro Finance for Soputhern Iraq re PRB number 685

This the draft that went forward for the $10 million in new Micro Finance funding, which remains with PMO Legal (b)(6)

-----Original Message-----
From: (b)(6)
Sent: Tuesday, May 18, 2004 8:43 PM
T (b)(6)
M
C
Subject: RE: $10 million for Micro Finance for Soputhern Iraq re PRB number 685

Please replace the previous draft with the one attached to this email. Bearing Point and USAID are not involved with this DFI-funded project.

(b)(6) Deputy Director
CPA - Private Sector Development
(b)(6)

-----Original Message-----
From: (b)(6)
Sent: Tuesday, May 18, 2004 8:03 PM
To: (b)(6)
(b)(6)
Subject: $10 million for Micro Finance for Soputhern Iraq re PRB number 685

FYI and Review -- Attached is my rework of an RFA to create a draft to compete the subject project. Time is of the essence and we need to move ASAP to make these resources available to micro and small businesses.

(b)(6) as discussed, I offer the attached draft to assist in moving the project forward. Please look at it closely to ensure that I've got it right. As you will see the original microfinance RFA is the primary source of text. I have proposed limiting the overhead portion of the overall funding to 20% of total. This will help focus proposals from those with the best on-the-ground experience and the best understanding of costs. It is on the low end of microfinance startup overhead costs, but hopefully still a reasonable incentive to attract proposals.

(b)(6), we will need Finance to provide documentation to the Contracting Office confirming appropriate approvals and availability of funds. Please let me know if there is a specific POC and/or I need to do anything to follow up.

(b)(6) please note that USAID and Bearing Point are mentioned in this draft proposal. Recalling that this is a cut-and-paste draft, please advise if these references are unnecessary artifacts from the previous RFA. (After the departure of Heather Fleming from PSD, I have taken over this portfolio.)

Best regards,
(b)(6)

CPA INSTRUCTIONS FOR SUBMITTING FUNDING REQUEST

The Program Review Board has established a folder in Outlook's Public Folders, where all documents are available for downloading. The folder currently holds an overview of the Allocation Process, Funding Request Form and Instructions and will soon contain a tracking matrix of funding requests so that you can view the status.

1. All funding requests must be submitted on a CPA Funding Request Form (PRB 01).
2. Submit an electronic version of the completed form via email to the "Program Review Board" address on the Outlook system. The electronic copy will initiate the process.
3. Deliver a signed hard copy of the completed form, along with any attachments, to the Program Review Board's mailbox located by the Executive Secretariat.
4. Please attach supporting documentation to the original, hard copy. For large contracts, please submit cost proposals and planning documents.

Program Description

The better the program description, the more quickly it will proceed through the funding process; the greater the funding request, the stronger justification required. Requests may be returned due to insufficient information, justification or lack of coordination. The request must address all aspects of the project (goods, services, etc). Your justification need not be long, however, it must address the following issues:

1. Purpose/Objective: Fully describe the problem/issues you are addressing and the objective of the program. If there is assessment data, please incorporate and attach documentation. If this request is part of a larger project or funding plan or if there has been funding spent previously on this project, please indicate.

2. Justification: Justify why it is important for the CPA to address the problem now and the potential impact of not supporting the project. Ministry funding requirements generally should be addressed in the national budget which is being developed and your justification should address why the project should be funded prior to the budget.

3. Coordination: Demonstrate that you have fully coordinated the project with all of the necessary players – i.e. if this is a construction project, mention that you have coordinated with USAID or US Corps of Engineers. Describe the involvement of your Iraqi counterpart. Identify other implementing partners, such as UN agencies, NGOs, and if you have sought other funding contributors, identify the status of the contribution.

4. Goods and Commodities: For purchase of goods, identify the goods, price including transportation costs, quantity, where they will be purchased if known (i.e. local market, import), and how they will be brought into the country and attach cost estimates, if available.

5. Project Implementation: Describe the mechanism for implementation – i.e., contract, grant, or via disbursement of funds to Iraqi ministry, etc. Describe the mechanism for monitoring project implementation. Describe the project timeline.

If you have questions regarding this process, please contact the Program Coordination Office
(b)(6)

CPA FUNDING REQUEST

PRB No: 566	**Project Name: Micro/SME loans in Sunni region**
Date of Request: 11 Dec 2003	**Date Required: 14 Dec 2003**
Name of Requester: (b)(6)	**Signature:**
CPA Office/Unit: CPA-Private Sector Dev.	(b)(6)
Amount of Request: $2,250,000	
Project Location: Diyala, al-Anbar, Salah ad-Din (Region)	

1. Project Category (check all that apply):

Reconstruction	☐	Health	☐	Salaries	☐
Humanitarian	☐	Transportation	☐	Pensions	☐
Food Distribution	☐	Economic Programs	☒	Budget/Ops. Support	☐
Water/Sewer	☐	Education	☐	Other Public Services	☐
Electricity	☐	Ministry	☐	Social Programs	☐
Rule of Law/Govern.	☐	Police/ Security	☐	Cultural Programs	☐
Div. Commanders Fund	☐	Brig. Commanders Fund	☐	Regional Dir. Fund	☐
Construction Initiative	☐				

2. Proposed Funding Source: (PRB Staff Only)

Vested Assets	☐
Seized Assets	☒
Appropriated Funds	☐
Iraqi Development Fund	☐

3. Funding Data:

Bank Account Details: or
Name/Title of Iraqi Receiving Disbursement:
CPA Rep/Unit Responsible for Oversight:
Engineering Oversight Assigned to:
Name of Certifying Official:

4. Clearances: Please indicate you have obtained appropriate clearances, as applicable. (Note: If that coordination cannot be done at the regional level, it will be done by PRC.)

Regional Coordinator: Yes ☐ No ☐ Name:
Ministry Senior Advisor: Yes ☐ No ☐ Name:
Office Director/Unit Commander: Yes ☐ No ☐ Name:
Reconstruction/USAID: Yes ☐ No ☐ Name:
International Coordination Council: Yes ☐ No ☐ Name:
Others:

Program Staff Use Only

Date Request Received: Form Complete: Yes ☐ No ☐
Disposition:

Date Request Submitted to Program Review Committee:
Disposition:

Date Request Submitted to Program Review Board:
Disposition:

Date Request Returned to Requester/Submitted to Comptroller:
Disposition (including expenditure authorized):

Description of Program or Goods To Be Purchased – Please See Above Instructions

6. Purpose/Objective:
By providing immediate loan funding for micro, and small to medium enterprises in Al-Anbar, Diyala, and Salah ad-Din, we will advance three objectives:

- Creation of jobs
- Improvement of economic infrastructure
- Generation of political good will

It is important to note that this program, while economically sound, primarily serves urgent political and security requirements. This effort will be undertaken in collaboration with regional banks and with the Civil Affairs officers in those provinces.

7. Justification: There is urgency to this project. The security and other issues related to the Sunni areas are well known, and this micro-lending program will serve two important functions:

- Help to improve local attitudes, and consequently, improve the security situation
- Address the political need to have a micro-lending program in the Sunni areas. Through NGOs, micro-lending projects are already under way in the South, and within four weeks will be under way in the non-Sunni north. For a variety of reasons, including the security situation, no lending program that we know of, other than this one, can reach the Sunni areas until the middle of next year. This is a matter of political equivalence.

This program, in addition to doing substantive good on the ground, will provide a political response to queries and questions from Sunni area leaders and to CPA leadership concerns as well.

8. Coordination: The project is a joint effort between local civil affairs officers in the provinces, CJTF-7, and CPA's Office of Private Sector Development. Through USAID, Bearing Point will provide training assistance to the civil affairs officers. Bearing Point will enter into a sub-contract arrangement with either a Jordanian or regional microfinance training firm that will train bank employees. USAID advised on the technical development of this program and agrees that this program will provide an acceptable interim solution until ACDI/VOCA gets established in the region. Based on contact with civil affairs personnel, leadership in the field, and liaison officers for the 82nd AB and 4ID, all are eager to engage in this effort. We are in the process of confirming the civil affairs participation through the appropriate chain of command.

9. Goods and Commodities: N/A

10. Project Implementation: Funding of $750,000 for micro, small and medium enterprise loans in each of the three provinces (Al-Anbar, Diyala, and Salah Ad-Din) will be distributed over a three to five month period beginning in December 2003. This effort has a total funding requirement of $2,250,000. Information from civil affairs officers in the region indicate that the average loan size would likely be about $5,000. This suggests approximately 50 loans per month per province.

Overview of the project:
This program would enable microlending in the Sunni region by providing capital to the banks, training for bank employees, and assistance and oversight by civil affairs officers. Banks in the major cities of these provinces will receive $750,000 to distribute over a three to five month period. Bank employees will be designated as loan officers and will be trained by a regional microcredit company under a contract with Bearing Point. The bank employees would be responsible for issuing and collecting loans. Civil affairs officers will be trained by Bearing Point and will support the program in a few different ways: 1) they will provide general oversight of the execution of the

project, 2) they will provide specific assistance by helping bank employees to evaluate loan applications and track loans, and 3) most importantly, they will also be able to inform local business people about the loan program which will help bestow good will in their region.

The implementation of the proposed project would be done as follows:

a. **Funding:** The money will be transferred to the appropriate banks in a series of three payments, each being sent as the previous payment is diminished. The banks may be engaged in a risk sharing agreement where they contribute some portion of their own capital to the loan funds. The banks will retain some portion of the interest collected on the loans plus a negotiated fee. Upon collection, banks may be asked to return the rest of the principal or they will retain a portion of monies with the understanding that they will continue to issue additional loans using the principal that they have collected. The agreement structured with the bank will be developed to provide sufficient incentives for the bank to participate in this program and to collect on the loans. The funding will be issued in dinars at the exchange rate available on the day the first transfer is made to the banks.

b. **Staffing:** Civil affairs officers and employees from the local banks will work together to implement this program. The banks will issue and collect on the loans, and the civil affairs officers will provide back office support including assistance in publicizing, evaluating, and tracking loans.

c. **Training for Civil Affairs officers:** Bearing Point, under contract with USAID, will provide the civil affairs officers with a week of intensive training. This will provide them with a better understanding of the lending program and enable them to oversee the program and ensure that it conforms to the highest micro-lending standards. This training would likely take place in Baghdad. Civil Affairs officers would receive instruction on promotion, identifying and evaluating loans, and tracking and following up on outstanding loans. Once in the field, the civil affairs officers' role would be to provide back office support (e.g., evaluation of loan applications) to the bank employees and to help educate local business people about the loans and direct them to the banks.

d. **Training for bank employees:** Bank employees will be trained by a microcredit company from Jordan, brought in under contract with USAID. The bank employees will be provided with a week of intensive training. This will provide them with a better understanding of how to implement and maintain a successful, high-quality lending program. Bank employees would receive instruction including promotion, identifying and evaluating loans, and tracking and following up on outstanding loans. They will also receive the standard forms and documentation required to execute the program. This training could take place at the Baghdad convention center, at a facility in Tikrit, or elsewhere in the region.

e. **Promotion of program:** This program would be publicized through the banks and through local civil affairs units. Given the high level of interaction of the officers in the region with the locals, the officers have heard the requests and pleas from the people to help them find funding to start up their own businesses or to sustain and grow their current businesses. The civil affairs officers will be a valuable resource in publicizing this program.

f. **Selection of loans:** Civil affairs officers will assist the bank employees in the review of applications and selection of loan recipients.

g. **Issuance of loans:** Loans will be issued in dinars directly through the banks.

h. **Tracking of loans:** Civil affairs officers will assist the bank employees in tracking the issuance and repayment of loans (e.g., helping to develop and maintain a useful information tracking system)

i. **Collection of payments:** Collection of payments will be the responsibility of the bank employees. Civil affairs officers will not be involved in the collection of payments.

j. **Administrative support:** Bearing point will provide technical support to civil affairs officers and bank employees during implementation of this program.

k. **Transition:** Based on resource constraints and the security situation, ACDI/VOCA, an NGO that will be offering additional microlending in this region, plans to dispatch its own personnel to the region in about three months. At that time, the provision of capital to the banks will be phased out, and the civil affairs officers will transition their responsibilities to the bank employees and withdraw. The banks will have developed a strong infrastructure and capacity for lending and they will be able to continue lending using their own capital. The remaining responsibilities related to this program are that banks will need to continue to track and collect on those loans.

l. **Contingencies:** Although it is impossible to prepare for every possible situation, we have worked to develop a plan for the following situations should they occur:

    1. **A deterioration in the security situation:** If the region is not permissive by the current estimated date of entry of ACDI/VOCA and they are unable or unwilling to enter the region, the civil affairs officers will continue to support the banks with this program it can be fully supported by the banks or until ACDI/VOCA enters the region.

    2. **Turnover of civil affairs assets:** Should this program continue beyond the stay of the current civil affairs officers, Bearing Point will provide additional training to the new assets. Civil affairs officers will also include the microlending program in their RIP handover.

032154B

PB HAS SEEN

COALITION PROVISIONAL AUTHORITY

BAGHDAD

ACTION MEMORANDUM

December 15, 2003

FOR: THE ADMINISTRATOR

FROM: (b)(6)

SUBJECT: PRB Allocation Request #50

The Program Review Board met on December 14, 2003 and voted on funding requests for programs in support of the CPA mission priorities. The requests were thoroughly vetted by the Program Review Committee prior to presentation to the Board. The Board recommends a total allocation of $117,518,460 for the projects described below.

Summary of Proposed Allocation:

#585 - Rapid Regional Response Program Replenishment - $80,000,000
Requestor: (b)(6) CPA- Regional Program Manager
The request is to replenish the Rapid Regional Response Program

#581 – DeMining - $20,000,000
Requestor: (b)(6) CPA- Ministry of Oil
This request is to fund the removal of mines in the Al Rumaylah North Oil Field. Task Force RIO removed mines around the oil wells that needed immediate emergency repair. Additional mines have to be removed for repair and maintenance work will have to be done on the rest areas in the oil field.

#579 – Pilot Agricultural Credit Scheme - $10,000,000
Requestor: (b)(6) CPA – South
This request is to the provide funds for an agricultural credit scheme that will be affordable and accessible to the farming and agricultural trade sectors. It is planned that the facilitation of the funds to the farmers and other borrowers will be done by the banks, for a small management fee retained from the interest charge on loans. Monies will be retained by CPA -South in a dedicated bank account. Farmers and traders will be expected to repay their loans on crop harvest or delivery of outputs to the market. Expected recovery rate will be 90-96%.

#584 – Al Muthanna Cement Factory - $4,500,000
Requestor: (b)(6) CPA - South
This request is to fund the purchase of heavy excavating and transport equipment needed to operate the limestone and clay quarries near the cement plant. The plant is currently using the materials from the quarries that were excavated prior to the war. The Board recommends that this request be approved as a loan guarantee.

#566 – Micro/SME Loan in Sunni Region - $2,250,000
Requestor: (b)(6), CPA – Private Sector Development Office
This request is to provide funds for the immediate loan funding for micro and small to medium enterprises in Al-Anbar, Diyala, and Salah ad-Din. This program will advance the creation of jobs, improvement of economic infrastructure and generate good will.

#573 - Ministry of Water Resources Facility Protection Services - $503,412
Requestor: (b)(6) Ministry of Water Resources
This request is to fund the salaries for the Facility Protection Service for the last two months of 2003 and provide uniforms and jackets. The salaries for the prior months were paid from the ministry's Goods and Services account. The ministry's account been depleted.

#582 – SOMO Audit - $120,000
Requestor: (b)(6) Ministry of Oil
This request is to fund an audit of the State Oil Marketing Organization (SOMO). An audit will be conducted by an independent public accounting firm to ensure that export sales of petroleum and petroleum products are consistent with prevailing international market best practices. The SOW will include reviewing internal controls systems, advising on best practices and reviewing measures to help detect fraud

#589 – Indemnity Benefit - $100,000
Requestor: (b)(6) CPA - Baghdad
This request is to provide the family of the Vice Mayor of Baghdad, Faris Abduk Razzaq Khattar al-Asan, who was assassinated in October, 2003. In recognition of his service to the cause of freedom in Iraq and his courage and leadership with the Coalition

#586 – Oil SME - $42,048
Requestor: (b)(6) Ministry of Oil
This is to fund a contract with Native American Industrial Distributors to provide a Subject Material Expert (SME) who is an expert with Iraqi oil trading. The SME will visit the SOMO headquarters and assess their trading practices, whether they are up to proper, modern standards that ensure clean practices and transparency.

#587 – Government of Iraq - $3,000
Requestor: (b)(6), CPA – Facility Manager
This Request is for additional funds to the contract approved and funded with PRB#562. The funds will pay for the needed power outlets for the computer rooms that were not included in PRB#562.

Under the authority you have delegated to the Board under the Rapid Regional Response Program, on December 14, the Board approved two projects (Attachment 2).

#561 – Public Safety Equipment - $6,900,700
Requestor: (b)(6) **CPA – South Central**
This request is to fund the purchase of equipment (Police cars, Border Patrol pickup trucks, Riot Gear and Dispatch Center) to the police and border patrol in the CPA – South Central region. This project will allow the police force to be more mobile to respond to calls for service.

#588– Police Equipment for the City of Samarra - $1,150,732
Requestor: (b)(6) **PA - North**
This request is to fund necessary equipment for the new police force being formed in Samarra. A new force is being reformed because persistent problems in the city. The new equipment will allow the police to communicate and travel to trouble spots. Radios, vehicles and uniforms will be purchase with these funds.

RECOMMENDED ACTION:

The Administrator approves the attached Allocation Request #50 by signing Attachment 1 at the tab.

ATTACHMENTS: One Spreadsheet

Allocation Req # 49
PRB

15-Dec-03

PRB	Name	Governorate	CPA Office	Funding Src	Program	Amt Rcmd	In Budget
585	Rapid Regional Response Program Replenishmnt	Various	Program Review Board	DFI		$80,000,000	No
581	Demining	Various	Ministry of Oil	DFI		$20,000,000	No
579	Pilot Agricultural Credit Scheme	Al Basrah	CPA South	DFI		$10,000,000	No
584	Al Muthanna Cement Factory	Al Muthanna	CPA South	DFI (Loan Guarantee)		$4,500,000	No
566	Micro/SME Loans in Sunni Region	Al anbar	Private Section Development	DFI		$2,250,000	No
573	Ministry of Water Resources FPS	Various	Ministry of Water Resources	DFI		$503,412	No
582	SOMO Audit	Baghdad	Ministry of Oil	DFI		$120,000	No
589	Indemnity Benefit	Baghdad	Baghdad Central	Vested		$100,000	No
586	Oil SME	Various	Ministry of Oil	DFI		$42,048	No
587	Government of Iraq Building	Baghdad	Facility Management	DFI		$3,000	No

Total Amt Rcmd $117,518,460

Approved: _____ 12/16/03
L. PAUL BREMER
CPA Administrator

Allocation Req # 50
PRB
Rapid Regional Response Program
15-Dec-03

PRB	Name	Governorate	CPA Office	Funding SRC	Program	Authority Approved	In Budget
561	Public Safety Equipment	Various	CPA South Central	DFI	R3P	$6,900,700	Yes
588	Police Equipment for the City of Samarra	Salah Ad Din	CPA North	DF	R3P	$1,150,732	Yes
					Total Authority Approved	$8,051,432	

6.202 Establishing or maintaining alternative sources.

(a) Agencies may exclude a particular source from a contract action in order to establish or maintain an alternative source or sources for the supplies or services being acquired if the agency head determines that to do so would—

(1) Increase or maintain competition and likely result in reduced overall costs for the acquisition, or for any anticipated acquisition;

(2) Be in the interest of national defense in having a facility (or a producer, manufacturer, or other supplier) available for furnishing the supplies or services in case of a national emergency or industrial mobilization;

(3) Be in the interest of national defense in establishing or maintaining an essential engineering, research, or development capability to be provided by an educational or other nonprofit institution or a federally funded research and development center;

(4) Ensure the continuous availability of a reliable source of supplies or services;

(5) Satisfy projected needs based on a history of high demand; or

(6) Satisfy a critical need for medical, safety, or emergency supplies.

(b)(1) Every proposed contract action under the authority of paragraph (a) of this section shall be supported by a determination and findings (D&F) (see Subpart 1.7) signed by the head of the agency or designee. This D&F shall not be made on a class basis.

(2) Technical and requirements personnel are responsible for providing all necessary data to support their recommendation to exclude a particular source.

(3) When the authority in paragraph (a)(1) of this section is cited, the findings shall include a description of the estimated reduction in overall costs and how the estimate was derived.

6.302-1 Only one responsible source and no other supplies or services will satisfy agency requirements.

(a) *Authority.* (1) Citations: 10 U.S.C. 2304(c)(1) or 41 U.S.C. 253(c)(1).

(2) When the supplies or services required by the agency are available from only one responsible source, or, for DOD, NASA, and the Coast Guard, from only one or a limited number of responsible sources, and no other type of supplies or services will satisfy agency requirements, full and open competition need not be provided for.

(i) Supplies or services may be considered to be available from only one source if the source has submitted an unsolicited research proposal that—

(A) Demonstrates a unique and innovative concept (see definition at 2.101), or, demonstrates a unique capability of the source to provide the particular research services proposed;

(B) Offers a concept or services not otherwise available to the Government; and

(C) Does not resemble the substance of a pending competitive acquisition. (See 10 U.S.C. 2304(d)(1)(A) and 41 U.S.C. 253(d)(1)(A).)

(ii) Supplies may be deemed to be available only from the original source in the case of a follow-on contract for the continued development or production of a major system or highly specialized equipment, including major components thereof, when it is likely that award to any other source would result in—

(A) Substantial duplication of cost to the Government that is not expected to be recovered through competition; or

(B) Unacceptable delays in fulfilling the agency's requirements. (See 10 U.S.C. 2304(d)(1)(B) or 41 U.S.C. 253 (d)(1)(B).)

(iii) For DOD, NASA, and the Coast Guard, services may be deemed to be available only from the original source in the case of follow-on contracts for the continued provision of highly specialized services when it is likely that award to any other source would result in—

(A) Substantial duplication of cost to the Government that is not expected to be recovered through competition; or

(B) Unacceptable delays in fulfilling the agency's requirements. (See 10 U.S.C. 2304(d)(1)(B).)

(b) *Application.* This authority shall be used, if appropriate, in preference to the authority in 6.302-7; it shall not be used when any of the other circumstances is applicable. Use of this authority may be appropriate in situations such as the following (these examples are not intended to be all inclusive and do not constitute authority in and of themselves):

(1) When there is a reasonable basis to conclude that the agency's minimum needs can only be satisfied by—

(i) Unique supplies or services available from only one source or only one supplier with unique capabilities; or

(ii) For DOD, NASA, and the Coast Guard, unique supplies or services available from only one or a limited

number of sources or from only one or a limited number of suppliers with unique capabilities.

(2) The existence of limited rights in data, patent rights, copyrights, or secret processes; the control of basic raw material; or similar circumstances, make the supplies and services available from only one source (however, the mere existence of such rights or circumstances does not in and of itself justify the use of these authorities) (see Part 27).

(3) When acquiring utility services (see 41.101), circumstances may dictate that only one supplier can furnish the service (see 41.202); or when the contemplated contract is for construction of a part of a utility system and the utility company itself is the only source available to work on the system.

(4) When the agency head has determined in accordance with the agency's standardization program that only specified makes and models of technical equipment and parts will satisfy the agency's needs for additional units or replacement items, and only one source is available.

(c) *Application for brand name descriptions.* An acquisition that uses a brand name description or other purchase description to specify a particular brand name, product, or feature of a product, peculiar to one manufacturer does not provide for full and open competition regardless of the number of sources solicited. It shall be justified and approved in accordance with FAR 6.303 and 6.304. The justification should indicate that the use of such descriptions in the acquisition is essential to the Government's requirements, thereby precluding consideration of a product manufactured by another company. (Brand-name or equal descriptions, and other purchase descriptions that permit prospective contractors to offer products other than those specifically referenced by brand name, provide for full and open competition and do not require justifications and approvals to support their use.)

(d) *Limitations.* (1) Contracts awarded using this authority shall be supported by the written justifications and approvals described in 6.303 and 6.304.

(2) For contracts awarded using this authority, the notices required by 5.201 shall have been published and any bids and proposals must have been considered.

6.302-2 Unusual and compelling urgency.

(a) *Authority.* (1) Citations: 10 U.S.C. 2304(c)(2) or 41 U.S.C. 253(c)(2).

(2) When the agency's need for the supplies or services is of such an unusual and compelling urgency that the Government would be seriously injured unless the agency is permitted to limit the number of sources from which it solicits bids or proposals, full and open competition need not be provided for.

(b) *Application.* This authority applies in those situations where—

(1) An unusual and compelling urgency precludes full and open competition; and

(2) Delay in award of a contract would result in serious injury, financial or other, to the Government.

(c) *Limitations.* (1) Contracts awarded using this authority shall be supported by the written justifications and approvals described in 6.303 and 6.304. These justifications may be made and approved after contract award when preparation and approval prior to award would unreasonably delay the acquisition.

(2) This statutory authority requires that agencies shall request offers from as many potential sources as is practicable under the circumstances.

6.302-3 Industrial mobilization; engineering, developmental, or research capability; or expert services.

(a) *Authority.* (1) Citations: 10 U.S.C. 2304(c)(3) or 41 U.S.C. 253(c)(3).

(2) Full and open competition need not be provided for when it is necessary to award the contract to a particular source or sources in order—

(i) To maintain a facility, producer, manufacturer, or other supplier available for furnishing supplies or services in case of a national emergency or to achieve industrial mobilization;

(ii) To establish or maintain an essential engineering, research, or development capability to be provided by an educational or other nonprofit institution or a federally funded research and development center; or

(iii) To acquire the services of an expert or neutral person for any current or anticipated litigation or dispute.

(b) *Application.* (1) Use of the authority in paragraph (a)(2)(i) of this subsection may be appropriate when it is necessary to—

(i) Keep vital facilities or suppliers in business or make them available in the event of a national emergency;

(ii) Train a selected supplier in the furnishing of critical supplies or services; prevent the loss of a supplier's ability and employees' skills; or maintain active engineering, research, or development work;

(iii) Maintain properly balanced sources of supply for meeting the requirements of acquisition programs in the interest of industrial mobilization (when the quantity required is substantially larger than the quantity that must be awarded in order to meet the objectives of this authority, that portion not required to meet such objectives will be acquired by providing for full and open competition, as appropriate, under this part);

(iv) Limit competition for current acquisition of selected supplies or services approved for production planning under the Department of Defense Industrial Preparedness Program to planned producers with whom industrial

preparedness agreements for those items exist, or limit award to offerors who agree to enter into industrial preparedness agreements;

(v) Create or maintain the required domestic capability for production of critical supplies by limiting competition to items manufactured in—

(A) The United States or its outlying areas; or

(B) The United States, its outlying areas, or Canada.

(vi) Continue in production, contractors that are manufacturing critical items, when there would otherwise be a break in production; or

(vii) Divide current production requirements among two or more contractors to provide for an adequate industrial mobilization base.

(2) Use of the authority in paragraph (a)(2)(ii) of this subsection may be appropriate when it is necessary to—

(i) Establish or maintain an essential capability for theoretical analyses, exploratory studies, or experiments in any field of science or technology;

(ii) Establish or maintain an essential capability for engineering or developmental work calling for the practical application of investigative findings and theories of a scientific or technical nature; or

(iii) Contract for supplies or services as are necessary incident to paragraphs (b)(2)(i) or (ii) of this subsection.

(3) Use of the authority in paragraph (a)(2)(iii) of this subsection may be appropriate when it is necessary to acquire the services of either—

(i) An expert to use, in any litigation or dispute (including any reasonably foreseeable litigation or dispute) involving the Government in any trial, hearing, or proceeding before any court, administrative tribunal, or agency, whether or not the expert is expected to testify. Examples of such services include, but are not limited to:

(A) Assisting the Government in the analysis, presentation, or defense of any claim or request for adjustment to contract terms and conditions, whether asserted by a contractor or the Government, which is in litigation or dispute, or is anticipated to result in dispute or litigation before any court, administrative tribunal, or agency; or

(B) Participating in any part of an alternative dispute resolution process, including but not limited to evaluators, fact finders, or witnesses, regardless of whether the expert is expected to testify; or

(ii) A neutral person, *e.g.*, mediators or arbitrators, to facilitate the resolution of issues in an alternative dispute resolution process.

(c) *Limitations*. Contracts awarded using this authority shall be supported by the written justifications and approvals described in 6.303 and 6.304.

6.302-4 International agreement.

(a) *Authority.* (1) Citations: 10 U.S.C. 2304(c)(4) or 41 U.S.C. 253(c)(4).

(2) Full and open competition need not be provided for when precluded by the terms of an international agreement or a treaty between the United States and a foreign government or international organization, or the written directions of a foreign government reimbursing the agency for the cost of the acquisition of the supplies or services for such government.

(b) *Application.* This authority may be used in circumstances such as—

(1) When a contemplated acquisition is to be reimbursed by a foreign country that requires that the product be obtained from a particular firm as specified in official written direction such as a Letter of Offer and Acceptance; or

(2) When a contemplated acquisition is for services to be performed, or supplies to be used, in the sovereign territory of another country and the terms of a treaty or agreement specify or limit the sources to be solicited.

(c) *Limitations.* Except for DoD, NASA, and the Coast Guard, contracts awarded using this authority shall be supported by written justifications and approvals described in 6.303 and 6.304.

6.302-5 Authorized or required by statute.

(a) *Authority.* (1) Citations: 10 U.S.C. 2304(c)(5) or 41 U.S.C. 253(c)(5).

(2) Full and open competition need not be provided for when—

(i) A statute expressly authorizes or requires that the acquisition be made through another agency or from a specified source; or

(ii) The agency's need is for a brand name commercial item for authorized resale.

(b) *Application.* This authority may be used when statutes, such as the following, expressly authorize or require that acquisition be made from a specified source or through another agency:

(1) Federal Prison Industries (UNICOR)—18 U.S.C. 4124 (see Subpart 8.6).

(2) Qualified Nonprofit Agencies for the Blind or other Severely Disabled—41 U.S.C. 46-48c (see Subpart 8.7).

(3) Government Printing and Binding—44 U.S.C. 501-504, 1121 (see Subpart 8.8).

(4) Sole source awards under the 8(a) Program 15 U.S.C. 637 (see Subpart 19.8).

(5) The Robert T. Stafford Disaster Relief and Emergency Assistance Act—42 U.S.C. 5150 (see Subpart 26.2).

(6) Sole source awards under the HUBZone Act of 1997—15 U.S.C. 657a (see 19.1306).

(7) Sole source awards under the Veterans Benefits Act of 2003 (15 U.S.C. 657f).

(c) *Limitations.* (1) This authority shall not be used when a provision of law requires an agency to award a new contract to a specified non-Federal Government entity unless the provision of law specifically—

(i) Identifies the entity involved;

(ii) Refers to 10 U.S.C. 2304(j) for armed services acquisitions or section 303(h) of the Federal Property and Administrative Services Act of 1949 for civilian agency acquisitions; and

(iii) States that award to that entity shall be made in contravention of the merit-based selection procedures in 10 U.S.C. 2304(j) or section 303(h) of the Federal Property and Administrative Services Act, as appropriate. However, this limitation does not apply—

(A) When the work provided for in the contract is a continuation of the work performed by the specified entity under a preceding contract; or

(B) To any contract requiring the National Academy of Sciences to investigate, examine, or experiment upon any subject of science or art of significance to an executive agency and to report on those matters to the Congress or any agency of the Federal Government.

(2) Contracts awarded using this authority shall be supported by the written justifications and approvals described in 6.303 and 6.304, except for—

(i) Contracts awarded under (a)(2)(ii), (b)(2), or (b)(4) of this subsection; or

(ii) Contracts awarded under (a)(2)(i) of this subsection when the statute expressly requires that the procurement be made from a specified source. (Justification and approval requirements apply when the statute authorizes, but does not require, that the procurement be made from a specified source.)

(3) The authority in (a)(2)(ii) of this subsection may be used only for purchases of brand-name commercial items for resale through commissaries or other similar facilities. Ordinarily, these purchases will involve articles desired or preferred by customers of the selling activities (but see 6.301(d)).

6.302-6 National security.

(a) *Authority.* (1) Citations: 10 U.S.C. 2304(c)(6) or 41 U.S.C. 253(c)(6).

(2) Full and open competition need not be provided for when the disclosure of the agency's needs would compromise the national security unless the agency is permitted to limit the number of sources from which it solicits bids or proposals.

(b) *Application.* This authority may be used for any acquisition when disclosure of the Government's needs would compromise the national security (*e.g.*, would violate security requirements); it shall not be used merely because the acquisition is classified, or merely because access to classi-

fied matter will be necessary to submit a proposal or to perform the contract.

(c) *Limitations.* (1) Contracts awarded using this authority shall be supported by the written justifications and approvals described in 6.303 and 6.304.

(2) See 5.202(a)(1) for synopsis requirements.

(3) This statutory authority requires that agencies shall request offers from as many potential sources as is practicable under the circumstances.

6.302-7 Public interest.

(a) *Authority.* (1) Citations: 10 U.S.C. 2304(c)(7) or 41 U.S.C. 253(c)(7).

(2) Full and open competition need not be provided for when the agency head determines that it is not in the public interest in the particular acquisition concerned.

(b) *Application.* This authority may be used when none of the other authorities in 6.302 apply.

(c) *Limitations.* (1) A written determination to use this authority shall be made in accordance with Subpart 1.7, by—

(i) The Secretary of Defense, the Secretary of the Army, the Secretary of the Navy, the Secretary of the Air Force, the Secretary of Homeland Security for the Coast Guard, or the Administrator of the National Aeronautics and Space Administration; or

(ii) The head of any other executive agency. This authority may not be delegated.

(2) The Congress shall be notified in writing of such determination not less than 30 days before award of the contract.

(3) If required by the head of the agency, the contracting officer shall prepare a justification to support the determination under paragraph (c)(1) of this subsection.

(4) This Determination and Finding (D&F) shall not be made on a class basis.

SUBPART 206.2--FULL AND OPEN COMPETITION AFTER EXCLUSION OF SOURCES

(Revised October 01, 1998)

206.202 Establishing or maintaining alternative sources.

(a) Agencies may use this authority to totally or partially exclude a particular source from a contract action.

(b) The determination and findings (D&F) and the documentation supporting the D&F must identify the source to be excluded from the contract action.

(i) Include the following information, as applicable, and any other information that may be pertinent, in the supporting documentation:

(A) The acquisition history of the supplies or services, including sources, prices, quantities, and dates of award;

(B) The circumstances which make it necessary to exclude the particular source from the contract action, including—

(1) The reasons for the lack of or potential loss of alternative sources; e.g., the technical complexity and criticality of the supplies or services; and

(2) The current annual requirement and projected needs for the supplies or services;

(C) Whether the existing source must be totally excluded from the contract action or whether a partial exclusion is sufficient;

(D) The potential effect of exclusion on the excluded source in terms of loss of capability to furnish the supplies or services in the future;

(E) When FAR 6.202(a)(1) is the authority, the basis for—

(1) The determination of future competition; and

(2) The determination of reduced overall costs. Include, as a minimum, a discussion of start-up costs, facility costs,

duplicative administration costs, economic order quantities, and life cycle cost considerations; and

(F) When FAR 6.202(a)(2) is the authority—

(1) The current annual and mobilization requirements for the supplies or services, citing the source of, or the basis for, the data;

(2) A comparison of current production capacity with that necessary to meet mobilization requirements;

(3) An analysis of the risks of relying on the present source; and

(4) A projection of the time required for a new source to acquire the necessary facilities and achieve the production capacity necessary to meet mobilization requirements.

(ii) A sample format for Determination and Findings citing the authority of FAR 6.202(a) is in Table 6-1, Determinations and Findings.

TABLE 6-1, DETERMINATIONS AND FINDINGS
Determination and Findings
Authority to Exclude a Source
In accordance with 10 U.S.C. 2304(b)(1), it is my determination that the following contract action may be awarded using full and open competition after exclusion of _____*:
(Describe requirement.)
Findings
The exclusion of _____*
Alternate 1: will increase or maintain competition for this requirement and is expected to result in a reduction of $_____ in overall costs for the present and future acquisition of these supplies or services. (Describe how estimate was derived.)

Alternate 2: is in the interest of national defense because it will result in having a supplier available for furnishing these supplies or services in case of a national emergency or industrial mobilization. (Explain circumstances requiring exclusion of source.)
Alternate 3: is in the interest of national defense because it will result in establishment or maintenance of an essential engineering, research or development capability to be provided by an educational or other nonprofit institution or a federally funded research and development center. (Explain circumstances requiring exclusion of source.)
* Identify source being excluded.

206.203 Set-asides for small business concerns.

(b) Also no separate justification or determination and findings is required for contract actions processed as historically black college and university and minority institution set-asides (see 226.7003).

SUBPART 206.3--OTHER THAN FULL AND OPEN COMPETITION

(Revised April 30, 2003)

206.302 Circumstances permitting other than full and open competition.

206.302-1 Only one responsible source and no other supplies or services will satisfy agency requirements.

(a) *Authority.*

(2)(i) Section 8059 of Pub. L. 101-511 and similar sections in subsequent defense appropriations acts, prohibit departments and agencies from entering into contracts for studies, analyses, or consulting services (see FAR Subpart 37.2) on the basis of an unsolicited proposal without providing for full and open competition, unless—

(1) The head of the contracting activity, or a designee no lower than chief of the contracting office, determines that—

(i) Following thorough technical evaluation, only one source is fully qualified to perform the proposed work;

(ii) The unsolicited proposal offers significant scientific or technological promise, represents the

product of original thinking, and was submitted in confidence; or

(iii) The contract benefits the national defense by taking advantage of a unique and significant industrial accomplishment or by ensuring financial support to a new product or idea;

(2) A civilian official of the DoD, whose appointment has been confirmed by the Senate, determines the award to be in the interest of national defense; or

(3) The contract is related to improvement of equipment that is in development or production.

(b) *Application.* This authority may be used for acquisitions of test articles and associated support services from a designated foreign source under the DoD Foreign Comparative Testing Program.

(4) Do not use this authority unless the equipment or parts have been adopted as standard items of supply in accordance with DoDI 5000.2, Defense Acquisition Management Policies and Procedures.

206.302-2 Unusual and compelling urgency.

(b) *Application.* The circumstances under which use of this authority may be appropriate include, but are not limited to, the following:

(i) Supplies, services, or construction needed at once because of fire, flood, explosion, or other disaster;

(ii) Essential equipment or repair needed at once to—

(A) Comply with orders for a ship;

(B) Perform the operational mission of an aircraft; or

(C) Preclude impairment of launch capabilities or mission performance of missiles or missile support equipment.

(iii) Construction needed at once to preserve a structure or its contents from damage;

(iv) Purchase requests citing an issue priority designator under DoD 4140.1-R, DoD Materiel Management Regulation, of 4 or higher, or citing "Electronic Warfare QRC Priority."

206.302-3 Industrial mobilization; or engineering, development, or research capability.

206.302-3-70 Solicitation provision.

Use the provision at 252.206-7000, Domestic Source Restriction, in all solicitations that are restricted to domestic sources under the authority of FAR 6.302-3.

206.302-4 International agreement.

(c) *Limitations.* Pursuant to 10 U.S.C. 2304(f)(2)(E), the justifications and approvals described in FAR 6.303 and 6.304 are not required if the head of the contracting activity prepares a document that describes the terms of an agreement or treaty or the written directions, such as a Letter of Offer and Acceptance, that have the effect of requiring the use of other than competitive procedures for the acquisition.

206.302-5 Authorized or required by statute.

(b) *Application.* Agencies may use this authority to—

(i) Acquire supplies and services from military exchange stores outside the United States for use by the armed forces outside the United States in accordance with 10 U.S.C. 2424(a) and subject to the limitations of 10 U.S.C. 2424(b). The limitations of 10 U.S.C. 2424(b)(1) and (2) do not apply to the purchase of soft drinks that are manufactured in the United States. For the purposes of 10 U.S.C. 2424, soft drinks manufactured in the United States are brand name carbonated sodas, manufactured in the United States, as evidenced by product markings.

(ii) Acquire police, fire protection, airfield operation, or other community services from local governments at military installations to be closed under the circumstances in 237.7401 (Section 2907 of Fiscal Year 1994 Defense Authorization Act (Pub. L. 103-160)).

(c) *Limitations.*

(i) 10 U.S.C. 2361 precludes use of this exception for awards to colleges or universities for the performance of research and development, or for the construction of any research or other facility, unless—

(A) The statute authorizing or requiring award specifically—

(1) States that the statute modifies or supersedes the provisions of 10 U.S.C. 2361,

(2) Identifies the particular college or university involved, and

(3) States that award is being made in contravention of 10 U.S.C. 2361(a); and

(B) The Secretary of Defense provides Congress written notice of intent to award. The contract cannot be awarded until 180 days have elapsed since the date Congress received the notice of intent to award. Contracting activities must submit a draft notice of intent with supporting documentation through channels to the Director of Defense Procurement and Acquisition Policy, Office of the Under Secretary of Defense (Acquisition, Technology, and Logistics).

(ii) The limitation in paragraph (c)(i) of this subsection applies only if the statute authorizing or requiring award was enacted after September 30, 1989.

(iii) Subsequent statutes may provide different or additional constraints on the award of contracts to specified colleges and universities. Contracting officers should consult legal counsel on a case-by-case basis.

206.302-7 Public interest.

(c) *Limitations.* For the defense agencies, the written determination to use this authority must be made by the Secretary of Defense.

Subj: RE: Looking Ahead in Karbala: Coordination of Reconstruction Assistance for Individuals whose Property was Damaged in Fighting
Date: 5/28/2004 3:28:19 AM Eastern Daylight Time
From: (b)(6)
To:

Cc:

Sent from the Internet (Details)

(b)(6) et al, I am forward the top message in the chain to (b)(6) country director for CHF, the NGO responsible for microfinance in the south under a CPA grant. (b)(6) program has an office in Karbala, also in Najaf. Their loan capital is fully utilized, but we are looking at reprogramming some money (say, $1- 3 million) from a program in Baghdad (also under CHF responsibility but a different grant) to address the unmet demand in the south. You and Matt should get in contact to discuss the amount of microfinance loans that will be necessary in Karbala, so we can fix the amount of reprogramming and proceed urgently with it. The microfinance loans go up to $25,000 but the average amount for an individual is $2,500.

Also, there is $10 mm more available now for microfinance in the south that Contracting says needs to be competed for. This will take several weeks. If there is a determination that this money should go for emergency loans in Karbala (and I suppose Najaf?) in the wake of the Madhi Army debacle, it may be possible to waive that competition requirement and disburse through the existing CHF infrastructure in both cities. But this will take senior level authorization, so let's be sure this is the way to go.

Let me know,

Regds,

(b)(6)

FYI, Matt's phone numbers in attachment

(b)(6) Deputy Director

CPA - Private Sector Development

(b)(6)

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

From: (b)(6)
Sent: Friday, May 28, 2004 11:09 AM
To: Ross, Christopher WS. (AMB); (b)(6) Jones, Richard (AMB)
Cc: (b)(6)
(b)(6)
Subject: Looking Ahead in Karbala: Coordination of Reconstruction Assistance for Individuals whose Property was Damaged in Fighting

I would be very interested in having more information how we might be able to provide loans to the citizens of Karbala whose homes and businesses were damaged or destroyed in the recent clashes. We are planning on setting up a committee with an office in the downtown governance building which will review the damage done to individuals' property with a view to providing grants to partially cover the cost of reconstruction and repair. However, it is clear from the ball park figure which Ambassador Jones mentioned in the e-mail exchange immediately following ($5,000 per family), that people will probably need more money than this.

This reconstruction office will open on Sunday at 1100 hrs. It will be home for a committee comprised of a local judge, an engineer from the department of municipalities, a real estate agent who understands the value of the property concerned, the Governor (or his representative), a member of the Provincial Council, a CPA represnentative, and US Army civil affairs team assigned to the 1AD. People who need assistance would be told to come to the office to apply for a grant (and possibly an additional loan). The committee would investigate the extent of the damage and set the assistance grant accordingly. It seems to me that it would make a lot of sense if all of the offices, agencies, and ministries that might have a role to play in this effort could inform us exactly what additional support they were prepared to contribute. This would enable the Karbala Reconstruction Office to provide better counseling to citizens about wher! e they can go for additional relief, in addition to the grant.

It might even be worth our while to have someone from each of the offices mentioned in the e-mail chain below (Iraqi Ministry of the Environment, Office of Private Sector Development, etc.) come to Karbala early next week to meet with those who are manning the local office, so that we can brainstorm and get all of our arrangements in order. Failing that, it might be useful to have a point person in CPA Baghdad who could coordinate among all of the parties there who could usefully play a role in the recontruction of Karbala, and have that person be our point of contact.

I am repeating an earlier e-mail exchange between myself and Ambassador Jones ref grants to citizens to assist in reconstruction. I imagine that $5,000 may not be enough to cover all the costs of rebuilding a destroyed building, but that more money could be forthcoming in the form of loans.

I am sure that Najaf will also be facing the same reconstruction needs that local citizens in Karbala have articulated, so I have included them in this e-mail conversation.

John Berry

GC Karbala

Subj: Matthew D. Lovick
Date: 5/6/2004 6:36:53 AM Eastern Daylight Time
From: (b)(6)

(b)(6)

(b)(6)

From: (b)(6)
Sent: Saturday, May 29, 2004 1:50 PM
To: (b)(6)
Cc:
Subject: RE: $10M RFA - Questions From Legal Review

(b)(6)

1. Only one grant – the reference to "one or more" is an artifact from our cut-and-past draft that I missed.
2. Recipient is the grantee, i.e., the NGO that administers the program.
3. The criteria should be weighted equally.

As mentioned, before you go the street with this – PLEASE CHECK WITH (b)(6) REGARDING ANY ADDITONAL CHANGES. Thanks!

Best regards,
(b)(6)

-----Original Message-----
From: (b)(6)
Sent: Saturday, May 29, 2004 11:46 AM
To: (b)(6)
Subject: $10M RFA - Questions From Legal Review

(I don't remember (b)(6) *last name, so please forward this to her. I am not leaving her out on purpose)*

(b)(6)

Legal reviewed the RFA, and had the following questions:

1. One page 1, it reads: "Subject to the availability of funds, the CPA intends to award one (1) grant..." At the bottom of Page 7, Paragraph g.1, Grant Award, it reads: "1. The CPA may award one or more Grants resulting from this RFA..." Are we awarding one, or more?

2. On page 3, it reads: "It is expected that the **recipient** will begin activities in targeted regions within two weeks of signing an **agreement**." Who is the "recipient," the person/firm receiving the Grant resulting from this RFA, or the recipients of the micro-loans? Which agreement does this refer to? The Grant Agreement resulting from the RFA, or an agreement associated with the micro-loan?

3. On page 5, under SELECTION CRITERIA, are all the criteria equal? If not, then it should be specified which factor area is more important, in descending order of priority, e.g., Technical is weighted at 50% of the evaluation score, Personnel is weighted at 25% of the evaluation score, Management and Partnerships is weighted at 15% of the evaluation score, and Past performance will be weighted at 10% of the evaluation score. Under each factor area, if each of the subfactor criteria are weighted equally, then it also needs to so specify. If not weighted equally, then the subfactor criteria need to be listed in descending order of importance.

Legal just needs to see/approve the changes, then I can post the RFA.

v/r,

(b)(6)
Contracting Officer

CPA-Contracting Activity
Republican Presidential Compound
Baghdad, Iraq APO AE 09316
(b)(6)

This e-mail contains official, unclassified government business, and is intended solely for use of the individual or entity to whom this e-mail is addressed. If you have received this e-mail in error, please notify the sender.

(b)(6)

From: (b)(6)
Sent: Saturday, May 29, 2004 1:57 PM
To: (b)(6)
Subject: RE: $10M RFA - Questions From Legal Review

(b)(6)

1. If legal is comfortable with the language you include, it should be fine. Our intent is to warn anyone naive enough to think that this is a normal environment for micro-lending programs that it is not.
2. As per my other email, we need to clarify that we are only soliciting applications for one (1) grant.

Thanks!
(b)(6)

-----Original Message-----
From: (b)(6)
Sent: Saturday, May 29, 2004 12:09 PM
To: (b)(6)
Subject: RE: $10M RFA - Questions From Legal Review

I missed two more pencil mark-ups by Legal:

1. At the top of page 3, Legal did not understand what the RFA was trying to convey to the Applicants: The ext currently reads: "Applicants for the RFA should prepare a proposal in recognition that, at this time, a usual capacity building program directly with local organizations may not yet be feasible." What is "a usual capacity building program"? Can we quantify "usual capacity"? Would the statement be clearer if it were written such as: "Applicants are advised that Iraq does not currently have a usual (to be defined) capacity building program with local organizations"?

2. See item 1 in the previous message (issue is one grant resulting from this RFA, or more). At the top of page 8, subparagraph 1(c) reads: (c) accept more than one application, and subparagraph (d) reads: accept alternate applications. Need to adjust these subparagraphs if we are only accepting one application. If only accepting one application for award, then subparagraph 1(c) will be deleted, subparagraphs (d) and (e) will be renumbered, and the word "applications" in current subparagraph 1(d) will be changed to "application."

(b)(6)
Contracting Officer
CPA-Contracting Activity
Republican Presidential Compound
Baghdad, Iraq APO AE 09316
(b)(6)

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error, please notify the sender.

-----Original Message-----
From: (b)(6)
Sent: Saturday, May 29, 2004 11:46 AM
To: (b)(6)
Subject: $10M RFA - Questions From Legal Review

(I don't remember (b)(6) *s last name, so please forward this to her. I am not leaving her out on purpose)*

(b)(6)

Legal reviewed the RFA, and had the following questions:

1. One page 1, it reads: "Subject to the availability of funds, the CPA intends to award one (1) grant..." At the bottom of Page 7, Paragraph g.1, Grant Award, it reads: "1. The CPA may award one or more Grants resulting from this RFA..." Are we awarding one, or more?

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3. On page 5, under SELECTION CRITERIA, are all the criteria equal? If not, then it should be specified which factor area is more important, in descending order of priority, e.g., Technical is weighted at 50% of the evaluation score, Personnel is weighted at 25% of the evaluation score, Management and Partnerships is weighted at 15% of the evaluation score, and Past performance will be weighted at 10% of the evaluation score. Under each factor area, if each of the subfactor criteria are weighted equally, then it also needs to so specify. If not weighted equally, then the subfactor criteria need to be listed in descending order of importance.

Legal just needs to see/approve the changes, then I can post the RFA.

v/r,

(b)(6)
Contracting Officer
CPA-Contracting Activity
Republican Presidential Compound
Baghdad, Iraq APO AE 09316
(b)(6)

www.rebuilding-iraq.net

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(b)(6)

From: (b)(6)
Sent: Tuesday, May 18, 2004 8:43 PM
To: (b)(6)
Cc:
Subject: RE: $10 million for Micro Finance for Soputhern Iraq re PRB number 685

Please replace the previous draft with the one attached to this email. Bearing Point and USAID are not involved with this DFI-funded project.

(b)(6), Deputy Director
CPA - Private Sector Development
(b)(6)

-----Original Message-----
From: (b)(6)
Sent: Tuesday, May 18, 2004 8:03 PM
To: (b)(6)
(b)(6)
Cc: (b)(6)
Subject: $10 million for Micro Finance for Soputhern Iraq re PRB number 685

FYI and Review -- Attached is my rework of an RFA to create a draft to compete the subject project. Time is of the essence and we need to move ASAP to make these resources available to micro and small businesses.

(b)(6) as discussed, I offer the attached draft to assist in moving the project forward. Please look at it closely to ensure that I've got it right. As you will see the original microfinance RFA is the primary source of text. I have proposed limiting the overhead portion of the overall funding to 20% of total. This will help focus proposals from those with the best on-the-ground experience and the best understanding of costs. It is on the low end of microfinance startup overhead costs, but hopefully still a reasonable incentive to attract proposals.

George, we will need Finance to provide documentation to the Contracting Office confirming appropriate approvals and availability of funds. Please let me know if there is a specific POC and/or I need to do anything to follow up.

Mr. Stephenson, please note that USAID and Bearing Point are mentioned in this draft proposal. Recalling that this is a cut-and-paste draft, please advise if these references are unnecessary artifacts from the previous RFA. (After the departure of Heather Fleming from PSD, I have taken over this portfolio.)

Best regards,
(b)(6)

(b)(6)

From: (b)(6)
Sent: Sunday, May 30, 2004 9:33 PM
To: (b)(6)
Cc:
Subject: RE: Identification of Priority Projects

For my part, the answer is:
The grant will be made to an NGO named CHF that is already operating in the area (assuming the competition exclusion approved). Hope to disburse within 10 days. Still working on who will administer post-June 30.

NB- I am out of area 31 May- 11 June, (b)(6) will be in charge of this project while I am gone (email above).

(b)(6)
Deputy Director
CPA - Private Sector Development
(b)(6)

-----Original Message-----
From: (b)(6)
Sent: Sunday, May 30, 2004 5:45 PM
To: (b)(6)
Cc:
Subject: Re: Identification of Priority Projects

Gentlemen,

Status on Karbala Projects :

We have already met with the local officials and prioritized the projects. The list will be presented to the Karbala Provisional Government for review and approval by the Governor. We have a project listing valued at $16M of which $5M we can immediately execute. We are awaiting funds! I am hoping that the Governor will sign the list NLT 1 June 04.

Need clarifications on type of Funds:

On 20 May ADM Nash pledged $10M in PMO funds for Karbala divided into DFI ($7M) and LGF ($3M). (b)(6) from PMO will be arriving in Karbala tomorrow to assist us with the process.

Yesterday, we received an email from (b)(6) that his office is prepared to move $10M to the NGO (CHF). (b)(6) wrote:" We are preparing to move the $10 million microfinance grant (DFI) to an NGO (CHF) with existing operations in Karbala, with the requirement that they accelerate loan distributions in view of the urgent needs. This will require an exception to full and open competition, but we believe the case for this is compelling." Who will be managing this Grant?

In a recent email Ambassador Richard Jones stated that a grant/assistance of $5K will be offered as a ball park figure to impacted families. Where is the money coming from?

Q1: I believe that the PMO fund is completely separate from the microfinance grant and/or other grant(s) mentioned by Ambassador Jones. Please confirm?

Q2: The process to provide financial assistance for impacted families/businesses has started. The office will be fully be functional/opened in 10 days to validate and process claims. We estimate that people will submit claims around $2M within the next few days. How can we immediately transfer $2M to

the Provisional Government to make payments? Is the Polish MND receiving similar funds to provide the same financial assistance?

Thank you!

v/r rjm

----- Original Message -----
From: (b)(6)
To: (b)(6)
Cc: (b)(6)
(CH
(b)(6)
Sent: Sunday, May 30, 2004 4:18 PM
Subject: Identification of Priority Projects

(b)(6)

I need to confirm whether or not a list of priority projects have been identified and okayed with the officials in Karbala and Diwaniyah.

Thanks,

(b)(6)

(b)(6)

From: (b)(6)

Sent: Sunday, May 30, 2004 10:09 PM

To: (b)(6)

Subject: CHF south emergency

(b)(6) s doc should go with the grant revision or the exclusion from competition request, or both, wherever you think it would be useful.

Other useful info:
The cities most damaged in the Mahdi Army fighting are:
Karbala and Najaf- CHF office open, but loan capital exhausted so funds needed. They are turning away applicants in those cities.
Diwaniya- CHF office opening in 2-3 weeks
Kut- opening in 2-3 mos
Amara- 3-5 weeks
Nasiriya- 2 mos

So the new funding will substantially be used in the areas most affected by the fighting with Moqtada al Sadr's militia --(although it will also be available in other areas in the south, eg Basra. Finesse this point)

(b)(6) Deputy Director
CPA - Private Sector Development
(b)(6)

(b)(6)

From: (b)(6)
Sent: Sunday, May 30, 2004 8:02 PM
To: (b)(6)
Cc:
Subject: Southern Iraq Microfinance Funding Request.doc

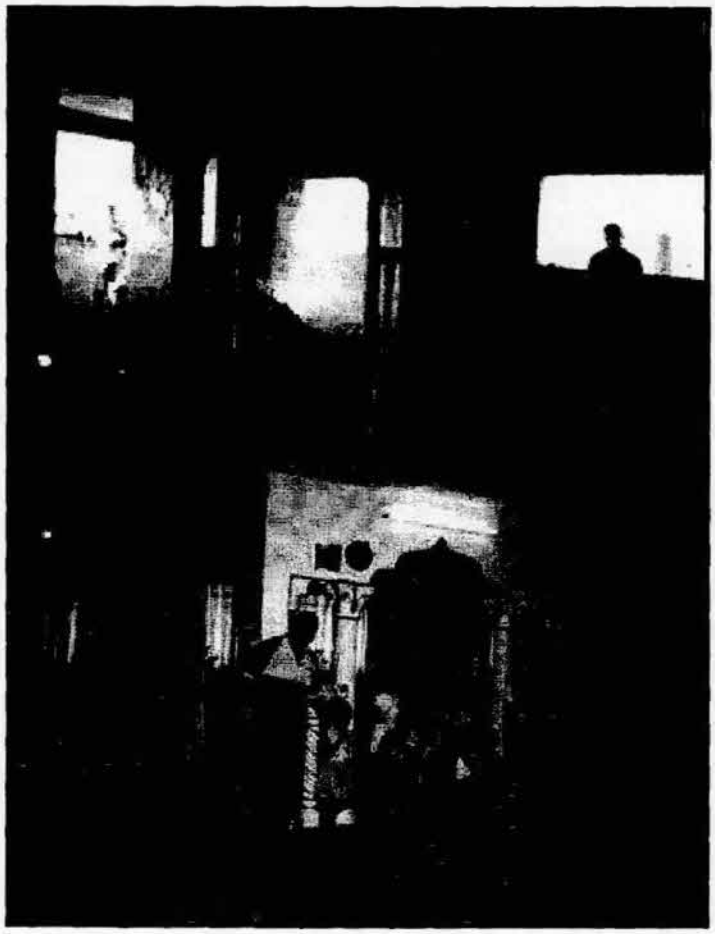
(b)(6)

Please find attached an Request for Funding - Grant Amendment Request to add financial resources to our very successful program in the South that will also answer some of the needs for immediate attention in Najaf and Kerbala following the clashes between CF and the Mehdi army.

(b)(6)

CHF International Iraq

Funding Request



Access to Credit Services for Iraq
CPA Grant Amendment Request

(b)(6)
Country Director

(b)(6)
Microfinance Program Director

Saturday, January 10, 2004

I. Statement of Need....3
II. Program Description....4
III. Target Market....4
IV. Funding Request....5
V. Capacity Statement....5

I. Statement of Need

CHF requests $10,000,000 in grant funds to expand its micro and small business loan program in Southern and South Central Iraq and introduce a home improvement/repair loan product. These products will help restart the economy throughout the south particularly in Karbala and Najaf which have sustained significant damage from the on-going clashes between Coalition Forces and the Medhi army and other insurgents.

The proposed program will complement a series of emergency grant programs to repair damage to individual housing and businesses that are currently being considered by the Coalition Provisional Authority. It will also enable CHF to meet the higher than expected demand it has encountered for micro and small business loans under its Access to Credit Services Initiative (ACSI) credit program funded by the CPA (grant 0001) as well as expand into the Maysan, Dhi Qar and Muthanna governorates. CHF will exhaust its existing grant loan capital before fully serving the eligible population and before the contract end date. Moreover, the home improvement loan product will stimulate private sector activity in construction and related businesses helping create or maintain employment in that sector. From its regional experience with similar programs, CHF has identified that 41% of every dollar disbursed for home improvement loans goes to direct labor, thereby creating employment.

The program will build in the success of CHF's on-going program Access to Credit Services Initiative (ACSI) loan program. Since the program started in August 2003, CHF has accomplished the following:

- Approved over $4.6 in loan capital and disbursed over 2000 loans and $4 million in loan capital;
- Maintained a loan repayment rate of 99.9%;
- Recruited and trained over 90 local employees in microfinance theory and practice including loan officers, loan officers supervisors, and administrative/support staff;
- Established a series of bank partnerships for the disbursal and repayment activities of the program;
- Established key relationships with community and government representatives including the Iraqi Ministry of Finance and the Central Bank to facilitate program implementation; and
- Began lending to micro-entrepreneurs and small businesses in less than thirty days following the contract signature date.

In the 24 months of the program, CHF will:

- Substantially improve quality-of-life in Southern Iraq by increasing access to credit for home improvements/repairs for Iraqis;
- Disburse over $13 million in loans to micro- and small businesses owners and home owners.[1]
- Provide needed capital to over 6,500 micro and small businesses and home owners.
- Support more than 1,500 women microentrepreneurs.
- Stimulate the construction industry through increased demand for construction materials and employment.
- Train a cadre of local microfinance experts capable of undertaking on-going microfinance activities.

[1] Based on CHF's experience in other cities, we expect loan officers to disburse 15 to 20 loans within three to four months of starting and the average loan size to be $2,000. This includes small business loans and home improvement loans.

- Create a local institution to continue to provide credit services to micro and small businesses.

II. Program Description

The following types of loans will be offered under the proposed program:

- Microenterprise loans ranging from $100 to $5,000 with target repayment period not to exceed 12 months.
- Small business loans ranging from $5,001 to $25,000 with terms of up to 24 months with a target of 12 months.
- Home Improvement/Repair Loans ranging from $100 to $5,000.

The actual loan size and term will be based on the borrower's need/demand, repayment capacity, loan use, and credit history. Based on CHF's current experience we expect the average loan size to be $2,000 for micro/small business and $1,500 for home improvement/repair.

The interest and fees for all loan types will be set to ensure the long term sustainability of the program. Based on its current operations, interest and application fee will calculated on flat rate and paid up front from loan proceeds, which adheres to Islamic banking practices (*joel*). The loans will be secured by co-signers and, if determined necessary for the small business loans, collateral.

III. Target Market

The target market for the micro and small business loan product will be male and female owners of micro and small business enterprises who are not able to get a loan from a bank due to insufficient collateral and credit history. Most of the banks do not provide credit to the same level of clientele that CHF targets given the small loan size and lack of business records or established ties to the bank. Under current program clients have informed ACSI staff that they prefer working with CHF as the staff are honest, provide good customer service, and are efficient. To reach female businesses CHF will hire female loan officers and loan officer supervisors.

The target market for the home improvement loans will include low and moderate-income homeowners (male and female) who need capital to improve, expand, or repair his or her home. The market will include employees as well as the self employed. As many borrowers will be the principal breadwinners for larger and extended families, the program will have an indirect impact on a substantial number of unemployed persons, women, children and the elderly.

To this support this expansion, ACSI has already in place

- Established offices in Najaf, Karbala, Basra, and Babil;
- Trained local microfinance back office staff;
- Loan products and procedures that are appropriate to the local economic and cultural environment;
- Systems for loan disbursals and collections with Iraqi banks,
- Established relationships with government officials, banks, religious and community leaders.
- Materials for loan officer training;
- Loan tracking software.

In addition, CHF's credit program and protocols have been approved by Ayatollah Ali Al Sistani the principle Shia'a religious authorities in Iraq which has greatly facilitated CHF credit operations in Iraq.

This on the ground capacity will allow CHF to have immediate impact in the Southern and South Central Iraqi governorates.

CHF already has conducted informal market research on potential demand for home improvement loans. This research and input from CHF's current microfinance clients indicates that there is strong demand for this product.

IV. Funding Request

CHF requests $8.75 million in loan capital and $1.25 million in operating funds to accelerate the implementation of the program existing micro and small business loan program including expanding into the Maysan, Dhi Qar and Muthanna governorates, and introduce a home improvement loan product which will facilitate the repair of damages to homes sustained during the clashes with the Medhi army and other insurgents.

The additional operating funds will allow CHF to cover start up costs for offices in Dhi Qar, Maysan, and Muthana, hire additional loan officers to serve the Basra market and to serve home improvement loan clients in the existing offices, develop the home improvement loan product, provide all offices with increased security and communication requirements, and provide needed technical assistance and training to loan officers and other local operational staff. Iraq has had a limited experience with credit, under the previous regime banks did not provide credit.

CHF's original grant was designed to allow for additional funding once demand and the operating environment in post-war Iraq were established (see CPA Grant Agreement 0001, Section D.2, Line 2, Page 2 and Section D.4, Page 3). In addition the grant agreement, allowed for the continued funding and/or expansion of the program (CPA Grant Agreement 0001, Section F.2, page 3) as sustainability options began to become clearer.

Please find attached the following documents to support this request.

- CPA Grant Agreement 0001.pdf
- ACSI South and South Central Expansion Budget

V. Capacity Statement

CHF International is a recognized leader in providing financial services to economically disadvantaged groups. CHF International's microfinance program help the working poor who lack access to formal lending institutions obtain credit to enhance their businesses and improve their lives. For over 20 years, CHF has successfully implemented credit programs for business development, economic infrastructure, and housing in the Middle East, Eastern Europe, Africa, and Latin America and the Caribbean. CHF International manages loan portfolios worth over $35 million. CHF has strong experience in lending in the Middle East. CHF's credit programs in Lebanon, West Bank/Gaza, and Jordan have disbursed a cumulative $42.5 million in loans while maintaining a 97% repayment rate, often in conditions of social turmoil and conflict.

In terms of home improvement loans, CHF pioneered housing microfinance in the early 1980s and has led innovations in the field ever since. CHF currently operates housing microfinance programs in nine countries including Gaza and Lebanon. CHF also has assisted well known microfinance programs in developing housing microfinance programs including BancoSol and SEWA Bank and has advised numerous development organizations on housing microfinance including the Organization of American States, Swedish International Development Agency, UNDP, the World Bank (Cities Alliance) and PLAN International. CHF's publication *So, You Want to Do Housing Microfinance? A Guide to Incorporating a Home Improvement Lending Program into a Microfinance Institution* is used by microfinance practitioners worldwide. CHF has a cadre of housing microfinance experts. Four CHF staff members are contributing authors to the publication *Housing Microfinance: A Guide to Practice*. A CHF staff member also teaches the housing microfinance course at the Microfinance Training Program in Boulder, Colorado.

VI. Budget

A. Budget Summary

ACSI I Expansion Budget		
Location: Governorates of Babil, Karbala, Najaf, Diwaniya, Basra, Samaowa, Dhi Qar, and Al Amara *Assumption: 24 month budget (June 1, 2004 - April 31, 2006)*		
Sources of Funds - Operations		
Remaining Funds from Current ACSI Grant (CPA 0001)	*$*	*522,326*
Funds Earmarked for Al Amara from ACSI II grant (CPA 0002)	*$*	*54,000*
Projected Interest Income (June 2003 - April 2004)	*$*	*1,560,000*
Subtotal	*$*	*2,136,326*
Amount Requested from CPA for Expansion - Operational	**$**	**1,250,000**
Total Required for ACSI I Expansion - Operational	*$*	*3,386,326*
Amount Requested from CPA for Expansion - Loan Capital	**$**	**8,750,000**
Total Program Cost (Operational and Loan Capital)	*$*	*12,136,326*
Total Requested from CPA for Operations and Loan Capital	**$**	**10,000,000**

B. Budget Detail

ACSI I Expansion Budget

Assumption: 24 month budget (June 1, 2004 - April 31, 2006)

Line Item	Budget Detail	Base of Calculation		ACSI 1 Expansion (MSM and HIL)	
	Object Class Categories	Unit	Unit Cost	Quantity	Total
Personnel					
	Expatriate Staff				
1	Country Director	Days	523	130	67,954
2	Program Director	Days	323	286	92,321
3	Deputy Program Director	Days	249	506	125,945
4	Regional Coordinator	Days	180	500	90,000
5	Financial Manager	Days	239	260	62,088
6	IT Specialist and Procurement Manager	Days	178	44	7,814
7	Security Officer	Days	250	352	88,000
	Subtotal Expatriate Staff				***534,122***
	National Staff				
8	Loan Officers	Unit	540,000	1	540,000
9	Loan Officer Supervisors	Unit	102,600	1	102,600
10	Security Support	Unit	293,790	1	293,790
11	Administration and Finance Support	Unit	315,220	1	315,220
	Subtotal National Staff				***1,251,610***
	Local and International Consultants				
12	Local Consultants	Days	20	30	600
13	International Consultants	Days	500	27	13,500
	Subtotal Local and International Consultants				***600***
	CHF Support - Headquarters				
14	Headquarters Support	Unit	12,075	1	12,075
	Subtotal CHF HQ Support				***12,075***
	Subtotal Personnel				***1,798,407***
	Fringe Benefits and Allowances				
15	Agency Package (all US Paid and Expatriate Salaries)	31%	31%		169,321
16	Fringe Benefits (Social Costs), Country National Staff	10%	10%		125,161
17	R and R (per diem and airfare from Baghdad)	Trips	1,000	12	12,000
	Subtotal Benefits and Allowances				***306,482***
	Travel (Local & International)				
18	International Airfare	Bulk	2,250	5	11,250
19	International Trip Per Diem--outside Iraq	Days	188	12	2,256
20	International Trip Per Diem--Iraq, Baghdad	Days	35	5	175
21	International Trip Per Diem--Iraq, outside Baghdad	Days	30	40	1,200
	Subtotal Travel				***14,881***

Line Item	Budget Detail	Base of Calculation		HILP Using Existing Offices	
	Object Class Categories	Unit	Unit Cost	Qty	Total
Non-Expendable Equipment & Supplies					
22	Computers	Each	700	10	7,000
23	Software Licensing	Each	250	10	2,500
24	UPS Power Supply	Each	95	10	950
25	Printers	Each	500	4	2,000
26	Photocopiers	Each	3,000	3	9,000
27	Scanner	Each	400	4	1,600
28	Satellite Phones	Each	750	4	3,000
29	Satellite Phone Accessories	Each	400	4	1,600
30	Communications Equipment (VHF, HF, etc.)	Each	500	9	4,500
31	VHF Accessories	Each	250	9	2,250
32	Cellular Telephones	Each	150	10	1,500
33	Motorola Radio Base station	Each	4,000	3	12,000
34	Internet Equipment	Each	5,000	4	20,000
35	Office Furniture	Each	2,500	3	7,500
	Subtotal Equipment & Supplies				*75,400*
Loan Capital					
36	Loan Capital	Lump sum		1	0
	Subtotal Loan Capital				*0*
Other Direct Costs					
37	Office Rent & Utilities	Bulk	185,400	1	185,400
38	Office Supplies	Months	500	172	86,000
39	Communications	Months	500	172	86,000
40	Office Equipment Repair and Maintenance	Months	50	172	8,600
41	Postage, Delivery & Courier	Months	95	12	1,140
42	Vehicle Rental / Operations	Months	600	172	103,200
43	Banking Fees	Lump sum	36,000	1	36,000
44	Printing & Copying	Months	25	172	4,300
45	Legal Representation	Months	450	24	10,800
46	Promotion and Outreach	Bulk	1,500	1	1,500
47	Audit	Lump sum	15,000	1	15,000
48	Insurance (HQ War insurance and consultants)	Lump sum	20,000	1	20,000
	Subtotal Other Direct Costs				*557,940*
	Total Direct Charges				**2,753,110**
48	*Total Direct Charges for Overhead Application*				*2,753,110*
	Indirect Charges per NICRA	**23.00%**			***633,215***

(b)(6)

From: (b)(6)
Sent: Sunday, May 30, 2004 10:13 PM
To: (b)(6)
Subject: FW: FW: Follow-Up to May 27 Morning Review Meeting

(b)(6)
We need to respond to Amb Bremer's concerns ASAP
Thks

(b)(6) Deputy Director
CPA - Private Sector Development
(b)(6)

-----Original Message-----
From: L. Paul Bremer
Sent: Saturday, May 29, 2004 6:57 PM
To: (b)(6)
Cc: (b)(6); Ross, Christopher WS. (AMB); Jones, Richard (AMB)
Subject: RE: FW: Follow-Up to May 27 Morning Review Meeting

(b)(6)

Please look into the funding questions. Why has R3P been stopped? Can we get the needed CERP now? If not, let's look at sending him money from seized assets.

-----Original Message-----
From: (b)(6)
Sent: Saturday, May 29, 2004 6:05 PM
To: L. Paul Bremer
Cc: (b)(6) Andrew Dickson; (b)(6) Ross, Christopher WS. (AMB); (b)(6) Jones, Richard (AMB)
Subject: RE: FW: Follow-Up to May 27 Morning Review Meeting

Sir,

Attached is updated report on Karbala relief projects prepared by my Projects Officer (b)(6) on where things stand after our last meeting on Thursday with the Governor, the MND commander, the heads of the various departments, and members of the provincial council of Karbala.

Key Points:

a. We need more funds now. According to (b)(6) calculations, only approximately $30K has actually been obligated so far by MND to help in the restoration effort in Karbala. This is not enough to restore utilities and jump start the economy. We have put some $5M of DFI, R3P, and LGF money in projects that are ready for ready for solicitation and award. We understand that R3P money has now been stopped. It looks as though CERP money may be the answer.

b. On the the $26M mentioned in my earlier message; my recollection of what the MND commander said was off by $5M. MND is scheduled to receive some $21M in CERP funds on 1 July 04. The problem is that this money is for the entire South Central region and Karbala must compete for its share of the money. I hope you can persuade whoever controls the CERP money to be sure to earmark at least $5M of that money for our projects.

c. Summary of people being employed:

On immediate restoration/clean-up efforts already contracted out: 60-80 people (this does not include Government/Public Works Department employees)

On-going projects ($2.5M): Ray was not able to get a good number from the provincial government, but he estimates that the number is approimately 2,500 using the rule of thumb that every $1000 equals one person employed. This includes personnel working onsite, and offsite in the area of planning and engineering, transportation of material and equipment, suppliers, millings for raw materials, food, fuel, etc. Once we get a firm number from the government we will inform you.

d. Financial Assistance for impacted families: We saw an e-mail suggesting the use of $10M of the PMO's money, for assistance to families whose homes were damaged or destroyed (we believe this may be the source for the $5K per family which Dick Jones mentioned to me in an earlier e-mail message). We need clarification, however, on whether this $10M has already been allocated/reserved for other projects. We suspect that any assistance for impacted families would come from an additional or seperate funding stream.

Also, according to (b)(6), Deputy Director CPA Private Sector Development Office, there is $10 M available now for microfinance in the south that Contracting says needs to be competed for. This will take several weeks, however. If there is a determination that this money should go for emergency loans in Karbala (and perhaps Najaf) in the wake of the Madh! i Army debacle, it may be possible to waive that competition requirement and disburse through the existing CHF infrastructure in both cities. But this will take senior level authorization.

(b)(6) has also told us about the existence of CHF, an NGO responsible for microfinance in the south under a CPA grant, run by a Mr. Matt Lovick. Matt's program has an office in Karbala, also in Najaf. Their loan capital is fully utilized, but [redacted] said he was looking at reprogramming some money (say, $1- 3 million) from a program in Baghdad (als! o under CHF responsibility but a different grant) to address the unmet demand in the south. It would be helpful if (b)(6) or Matt Lovick could help us close the loop with the local CHF office so that we can ascertain what assistance they can provide. We would also appreciate hearing more about what other services they can offer in Karbala (and Najaf).

John Berry
GC Karbala

Coalition Provisional Authority
Contracting Activity
Baghdad, Iraq
APO AE 09335

Issuance Date: May 20, 2004
Deadline for Questions: June 5, 2004
Closing Date: June 10, 2004
Closing Time: 5 pm, Baghdad time (9 am, EDT)

Subject: Request for Applications (RFA) Number CPA - 0004
National Micro and Small Enterprise Credit Program in Southern Iraq

The Coalition Provisional Authority (CPA) is seeking applications from international organizations for a program for micro and small enterprise lending in southern Iraq.

Please refer to Section II, Program Description, for a complete statement of goals and expected results.

Subject to the availability of funds, the CPA intends to award up to a grants to implement this program within the next 30 days, beginning on or about June 15, 2004. The CPA intends to provide approximately $10 million in funding to be allocated for this award, as described in the program description. The CPA reserves the right to fund any or none of the applications submitted.

For the purposes of this program, this RFA is being issued and consists of this cover letter and the following:

Section I – Background Information
Section II – Program Description
Section III – Selection Criteria
Section IV – Grant Application Format

For the purposes of this RFA, the term "Grant" is synonymous with "Grant Agreement"; "Grantee" is synonymous with "Applicant" or "Recipient;" and "Grant Officer" is synonymous with "Agreement Officer".

If you decide to submit an application, it should be received by the closing date and time indicated at the top of this cover letter at the place designated below for receipt of applications. Applications thereof shall be submitted with the name and address of the applicant and RFA number inscribed thereon, to:

By Email – electronic submissions:
Contracting Officer
Email address is: (b)(6)

Applicants are requested to submit both technical and cost portions of their applications in separate electronic files.

Award(s) will be made to those responsible applicant(s) whose application(s) offers the greatest value. It is not the policy of the CPA to award profit (fee) under this anticipated grant agreement. However, all reasonable, allocable, and allowable expenses, both direct and indirect, which are related to the program, may be paid under the grant.

Issuance of this RFA does not constitute an award commitment on the part of the CPA, nor does it commit the CPA to pay for costs incurred in the preparation and submission of an application. Further, the CPA reserves the right to reject any or all applications received. Applications are submitted at the risk of the applicant; should circumstances prevent award of a grant agreement, all preparation and submission costs are at the applicant's expense.

The method of distribution of this procurement opportunity is via the Internet. This RFA and any future amendments and answers to questions can be downloaded from the CPA Web site (www.cpa-iraq.org). It is the responsibility of the recipient of the application document to ensure that it has been received from Internet in its entirety and the CPA bears no responsibility for data errors resulting from transmission or conversion processes.

In the event of an inconsistency between the documents comprising this RFA, it shall be resolved by the following descending order of precedence:

(a) Section III - Selection Criteria
(b) Section IV - Grant Application Format
(c) Section II - the Program Description
(d) This cover letter

Any questions concerning this RFA should be submitted via email to at: (b)(6) by June 5,

2004. Responses to questions will be answered expeditiously and be posted on the CPA Web site.

Sincerely,

(b)(6)

Contracting Officer

National Micro and Small Enterprise Credit Program in Southern Iraq

Request for Application

May 20, 2003

National Micro and Small Enterprise Credit Program in Southern Iraq

Table of Contents

Request for Application

Section I – Introduction and Overview

Section II – Program Description

Section III – Selection Criteria

Section IV – Grant Application Format

SECTION I - INTRODUCTION AND OVERVIEW

The purpose of this program is to develop sustainable small and micro enterprise (SME) lending activities established and operated as part of building a sustainable small and micro finance industry in Iraq through banks, non-bank finance companies and non-government organizations (NGOs). This is in line with efforts by the Coalition Provisional Authority (CPA) to provide economic rehabilitation and reform in Iraq to stimulate domestic and foreign investment, international trade, employment and broad-based prosperity.

Sustainable economic reform and recovery in Iraq depends upon the success of economic policy reform and institution-building programs. These will impact both on the immediate economic and social well being of the population, and on the prospects for long-term country buy-in to and participation in the full adoption and implementation of a sound macroeconomic and structural policy framework and administrative implementation system

In Iraq, there is a very strong potential for small and micro finance activities. Iraq is densely populated and, while the region has undergone significant economic turmoil, the natural resources and infrastructure to support small businesses exists. A small and micro finance program, using culturally appropriate, sound lending methodologies has proven the potential to be successful.

The country faces a large and urgent in revitalizing the economy and creating new jobs. Credit availability is the key to revitalizing the economy. The country's capital stock has been seriously depleted and there has been virtually no investment in plant and equipment for many years.

There exists, however, the opportunity to create a vibrant private sector. Historically, micro-enterprises and small and medium size businesses have been successfully engaged in trading activities, agribusiness, light manufacturing, and a variety of other sectors. The primary objective of any initial activities under this component is to create rapid employment generation in a productive and growing private sector.

The CPA seeks to expand its existing small and micro finance efforts in southern Iraq, with the goal of creating a sustainable program. The resulting institution will eventually become legally registered under the laws and regulations of the country. By using tools and methodologies that have been demonstrated as successful, the small and micro finance program will be able to develop its lending programs rapidly.

The basic approach might be as follows: 1) establish an organization and financial framework so that a lending organization will eventually become legally registered; 2) identify and train a high quality local staff that manages the organization; 3) establish credit policies and procedures designed for organizational and financial sustainability; 4)

build the funds systems in a manner that will be consistent with Central Bank regulations and requirement in the banking system; 5) draw upon existing, working models for finance in the region (including models for Islamic lending); and 6) establish a local board of directors with local leaders that offer strategic leadership.

By adapting proven methodologies and best practices, the objective is to establish a sustainable small and micro finance industry that will create opportunities for income generation and employment throughout the country. In an area of economic disruption, ethnic unrest and insecurity, the ability of the SMEs to function in a beneficial way is a significant step in creating stability. By creating employment and income generating opportunities, the program will also support economic development in Iraq.

SECTION II - PROGRAM DESCRIPTION

SOTHERN IRAQ MICRO AND SMALL ENTERPRISE CREDIT PROGRAM

Anticipated Results and Impact

- Group and individual loan products developed
- Micro and small enterprise loans available
- Portfolio of loans has loan loss rate of less than 2 percent and delinquency rate of less than 5 percent
- Large number of repeat borrowers
- High percentage of women borrowers

General Program Description and Focus

- Objective: Provide rapid disbursing sources of credit to stimulate business investment and create employment in the private sector.
- Establish micro and/or small enterprise lending programs based on sound financial practices.
    - Serve the major cities and population centers in the following geographical area: Basra, Najaf, Karbalah, Babil, Qadissiya, Missan, Muthanna, Dhi-Qar, and Wasit provinces.
- Duration: Awards to be made for one year.
    - One award to be issued for a total value of $10 million. Additional funding may be added to the awards at a later date.
- A significant portion of the proposed program cost should be devoted to loan capital. For example, administrative costs should not exceed approximately 20 percent of total program cost.
- Micro-enterprises are defined as having fewer than 5 employees. Small enterprises normally operate outside the home and have from 6 to 50 employees.
- Group and individual lending is acceptable. Indicative loan sizes are below. These figures will be agreed upon with CPA in the final award.
    - Microfinance group loans are estimated to range from $100 to $500 per individual within the group.

- Individual loans for micro and small enterprises are estimated to range from $500 to $25,000.

Illustrative Activities/Approaches

Applicants for the RFA should prepare a proposal in recognition that, at this time, a usual capacity building program directly with local organizations may not yet be feasible. However, the program should be designed and implemented so that, over time, the program approach, its employees and its financial assets can be transferred to an Iraqi organization. Linkages with the Iraqi banking sector are encouraged during program implementation as well as in anticipation of an eventual establishment of an Iraqi organization. A number of activities should be incorporated into the applicants' proposals. These include the following elements.

- Conduct rapid survey of local institutions and neighborhood organizations to determine suitability to immediately establish working relationships with local partner(s).
- Examine capacity and terms to be offered by local banks to serve as "disbursing/payment agents" on behalf of the lending organizations.
- Conduct rapid survey of supply and demand for micro and small enterprise lending in order to determine the various loan products (size, terms, interest rates, etc.) to be offered and suitability of group versus individual loan approaches.
- Recommend lending approaches and methodologies for two distinct types of lending:
  - Microlending: For microlending, character based judgments as to the integrity of the borrower are normal, with simple cash flow projections. Group or individual loans may be considered.
  - Small enterprise lending: For small enterprise loans, character based approaches may be combined with business plans and cash flow projections to determine credit needs.
- Consider performance-based salary/bonus structure for employees (loan officers and supervisors) involved in the lending.
- Train Iraqi staff (management and loan officers) in financially sound, best practice credit approaches.
- Install appropriate financial and management information system for reporting program progress and tracking loans.
- Develop and implement profitability monitoring process to ensure program sustainability.
- Develop exit strategy to transfer program to an Iraqi organization(s).
- Build capacity of an Iraqi board of directors to govern the organization.

Start-Up and Implementation

It is expected that the recipient will begin activities in targeted regions within two weeks of signing an agreement. Recipient should furnish a one-year work plan, with phases and

task-level details for the first three months. The work plan should contain a clear set of phases, each of which has realistic and achievable results. The plan should also specify reporting approaches, which may be further detailed by the CPA.

Performance Monitoring

Applicants should furnish a Performance Monitoring Plan (PMP) that clearly articulates the results to be achieved and changes to be effected. The PMP should establish indicators, baselines, and targets consistent with anticipated results. Portfolio targets should be specified by applicants, such as described in the chart below:

	1 month	3 months	6 months	12 months
No. of active clients (total)				
No. of active women clients				
Loan portfolio outstanding				
Operational sustainability				

Reporting Requirements

- Work plan/schedule to be submitted within 10 days of arrival of program director.
- Performance monitoring plan (PMP) that articulates the results to be achieved.
- Quarterly progress reports of approximately 5 pagés, plus appropriate supporting annexes. The quarterly report should describe actual progress against plans, reasons for not achieving plans and problems areas if any.
- Quarterly profitability report (Program income statement).
- Brief monthly summary progress reports, with emphasis on results and program impact.
- Monthly financial report of expenditures.
- A final report at the end of the period.

Staffing and Management

With the possible exception of headquarters-based senior management and some finance and administrative personnel, the staff proposed for this program should be dedicated to it full time. The recipient will be expected to manage the program from Iraq and perform extensive field monitoring. However, since proximity to those towns, communities and villages being served is fundamental to the effectiveness of the program, applicants should consider decentralizing their operations and using qualified staff, partners, and other resources with proven skills.

Oversight

The recipients will be accountable to CPA, and later to a successor organization designated by CPA, for achieving tasks and indicative benchmarks set forth in the agreements. All tasks under the agreements are to be carried out subject to the

supervision, direction, and any necessary redirection by the CPA and its designated successor.

SECTION III - SELECTION CRITERIA

Award will be made based on the ranking of proposals according to the technical selection criteria identified below.

1. Technical Approach

- Demonstrated understanding of and appreciation for the economic and security situation and challenges in Iraq as affects the flexibility and responsiveness levels for the proposal and the implementation.
- Sound technical approach and methodologies for micro and small enterprise lending, including attention to gender issues and cultural and religious practices.
- Strength and relevance of the proposed program, its activities and approaches, and its potential to succeed; understanding of approaches that have worked in the Middle East region, such as Islamic lending.

2. Personnel

- Appropriateness and expertise of personnel devoted to the program, as demonstrated by curriculum vita and letters of commitment for proposed key personnel.
- Demonstrated technical, managerial, and financial experience and competence in implementing micro and small enterprise credit programs.
- Experience in managing activities that produced significant results in challenging environments with high level of responsiveness and flexibility.
- Experience in working with or knowledge of donor-supported programs and international organizations; as well as in similar contexts and countries.
- Past experience in the region is desirable.

3. Management and Partnerships

- Appropriateness and capability of the organization to design and implement an innovative program.
- Appropriateness and efficiency of the organizational structure, in the home office and in Iraq, with clear roles and responsibilities for all aspects of financial and program management.
- Ability to quickly start activities in the targeted regions within two weeks of signing the award.
- Appropriateness and capability of the systems provided such as the management information systems, accounting systems, performance monitoring plans to track the achievement of the results and outstanding loans.

- Commitment to collaborative planning and implementation, demonstrated ability to form and manage partnerships with local and regional organizations. The ability to bring regional partnerships and expertise is highly desirable.
- Experience in and commitment to creating viable linkages with key partners engaged in designing and implementing the program, e.g., PVOs and NGOs, banks, other donors.

4. Past Performance

Applicant organizations will be subject to past performance scrutiny.

Applicants shall submit a matrix as an attachment with names of all organizations both commercial and governmental, from which they have received contracts or grant assistance awards for similar activities, size and scope over the past three years. Information should include the contract or grant award number and value of award; country where work was performed; brief description of the work; partner organizations or counterparts; results achieved (particularly results where rapid mobilization and quick impact was called for); and other relevant information that will clarify the depth and breadth of experience and involvement. Reference information must include names of contracting or grants officers and technical personnel involved in supervising the program as well as their current telephone numbers and email addresses.

SECTION IV - GRANT APPLICATION FORMAT

PREPARATION GUIDELINES

a. All applications received by the deadline will be reviewed for responsiveness to the specifications outlined in these guidelines and the application format. Section III addresses the technical evaluation procedures for the applications.

b. In the interest of time, applications shall be submitted in electronic format, rather than hard copies. Two files should be sent: one for the technical proposal and one for the cost proposal. Applications and modifications thereof shall be submitted according to the instructions in the cover letter of this RFA, and showing the RFA number, and the name and address of the applicant.

c. The application should be prepared according to the format set forth below. Applications must be submitted no later than the date and time indicated on the cover page of this RFA, to the location indicated on the cover letter accompanying this RFA. Applications which are submitted late or are incomplete run the risk of not being considered in the review process.

d. Technical applications should be specific, complete and presented concisely. The applications should demonstrate the applicant's capabilities and expertise with respect

to achieving the goals of this program. The applications should take into account the technical evaluation criteria found in Section III.

e. Preparation of Applications:

1. Each applicant shall furnish the information required by this RFA. In the interest of saving time and reducing expenses, only electronic submissions (email with attachments) will be accepted. Email should be limited to two attachments (one for Cost and one for Technical), up to 2 MB limit. The applicant should submit the Technical Application and Cost Application in separate files attached to the email. The Technical Application should not make reference to pricing or cost data in order that the technical evaluation may be made strictly on the basis of technical merit. Submissions should be made using Microsoft Word and Excel, or software compatible with a Microsoft Windows environment (e.g. Portable Document Format (PDF) file in a MS Windows environment).

2. Applicants should be aware that the CPA may use advisory personnel to review and applications. Applicants who include data that they do not want disclosed to the public for any purpose or used by the CPA and their advisors except for evaluation purposes, should:

(a) Mark the title page with the following legend:

"This application includes data that shall not be disclosed outside the CPA and its advisors and shall not be duplicated, used, or disclosed - in whole or in part - for any purpose other than to evaluate this application. If, however, a grant is awarded to this applicant as a result of - or in connection with - the submission of this data, the CPA shall have the right to duplicate, use, or disclose the data to the extent provided in the resulting grant. This restriction does not limit the CPA's right to use information contained in this data if it is obtained from another source without restriction. The data subject to this restriction are contained in sheets; and

(b) Mark each sheet of data it wishes to restrict with the following legend:

"Use or disclosure of data contained on this sheet is subject to the restriction on the title page of this application."

f. Explanation to Prospective Applicants - Any prospective applicant desiring an explanation or interpretation of this RFA must request it in writing by the date on the cover letter to allow a reply to reach all prospective applicants before the submission of their applications. Oral explanations or instructions given before award of a Grant will not be binding. Any information given to a prospective applicant concerning this RFA will be furnished promptly to all other prospective applicants as an amendment of this RFA, if that information is necessary in submitting applications or if the lack of it would be prejudicial to any other prospective applicants.

g. Grant Award:

1. The CPA may award one or more Grants resulting from this RFA to the responsible applicant(s) whose application(s) conforming to this RFA offers the greatest value (see also Section III of this RFA). The CPA may (a) reject any or all applications, (b) accept other than the lowest cost application, (c) accept more than one application, (d) accept alternate applications, and (e) waive informalities and minor irregularities in applications received.

2. The CPA may award one or more Grant(s) on the basis of initial applications received, without discussions. Therefore, each initial application should contain the applicant's best terms from a cost and technical standpoint.

3. A written award mailed or otherwise furnished to the successful applicant(s) within the time for acceptance specified either in the application(s) or in this RFA (whichever is later) shall result in a binding Grant without further action by either party. Before the application's specified expiration time, the CPA may accept an application, whether or not there are negotiations after its receipt, unless a written notice of withdrawal is received before award. Negotiations conducted after receipt of an application do not constitute a rejection or counteroffer by the CPA.

4. Neither financial data submitted with an application nor representations concerning facilities or financing, will form a part of the resulting Grant(s).

h. Authority to Obligate the CPA - The Agreement Officer is the only individual who may legally commit the CPA to the expenditure of funds. No costs chargeable to the proposed Grant may be incurred before receipt of either a fully executed Grant or a specific, written authorization from the Agreement Officer.

COST APPLICATION FORMAT

The Cost or Business Application is to be submitted in a separate volume (electronic file) from the technical application. Certain documents are required to be submitted by an applicant in order for a Grant Officer to make a determination of responsibility. However, it is CPA policy not to burden applicants with undue reporting requirements if that information is readily available through other sources.

The following sections describe the documentation that applicants for Assistance award must submit to CPA prior to award. While there is no page limit for this portion, applicants are encouraged to be as concise as possible, but still provide the necessary detail to address the following:

A. Include a budget with an accompanying budget narrative, which provides in detail the total costs for implementation of the program your organization is proposing, including:

- the breakdown of all costs associated with the program according to costs of, if applicable, headquarters, regional and/or country offices;

- the breakdown of all costs according to each partner organization involved in the program;

- the costs associated with external, expatriate technical assistance and those associated with local in-country technical assistance;

- the breakdown of the financial and in-kind contributions of all organizations involved in implementing this Agreement; and

- potential contributions of private donors to this Agreement.

B. A current Negotiated Indirect Cost Rate Agreement (NICRA), if available for those applicants from the U.S.

C. Applicants who do not currently have a Negotiated Indirect Cost Rate Agreement shall also submit copies of the applicant's financial reports for the previous 3-year period, which have been audited by a certified public accountant or other auditor satisfactory to CPA.

D. For-profit organizations will not be allowed to charge a fee or earn a profit under this grant agreement.

E. Applicants should submit any additional evidence of responsibility deemed necessary for the Grant Officer to make a determination of responsibility, e.g. organization's accounting manual. The information submitted should substantiate that the Applicant:

1. Has adequate financial resources or the ability to obtain such resources as required during the performance of the award.

2. Has the ability to comply with the award conditions, taking into account all existing and currently prospective commitments of the applicant.

3. Has a satisfactory record of performance. Past relevant unsatisfactory performance is ordinarily sufficient to justify a finding of non-responsibility, unless there is clear evidence of subsequent satisfactory performance.

4. Has a satisfactory record of integrity and business ethics.

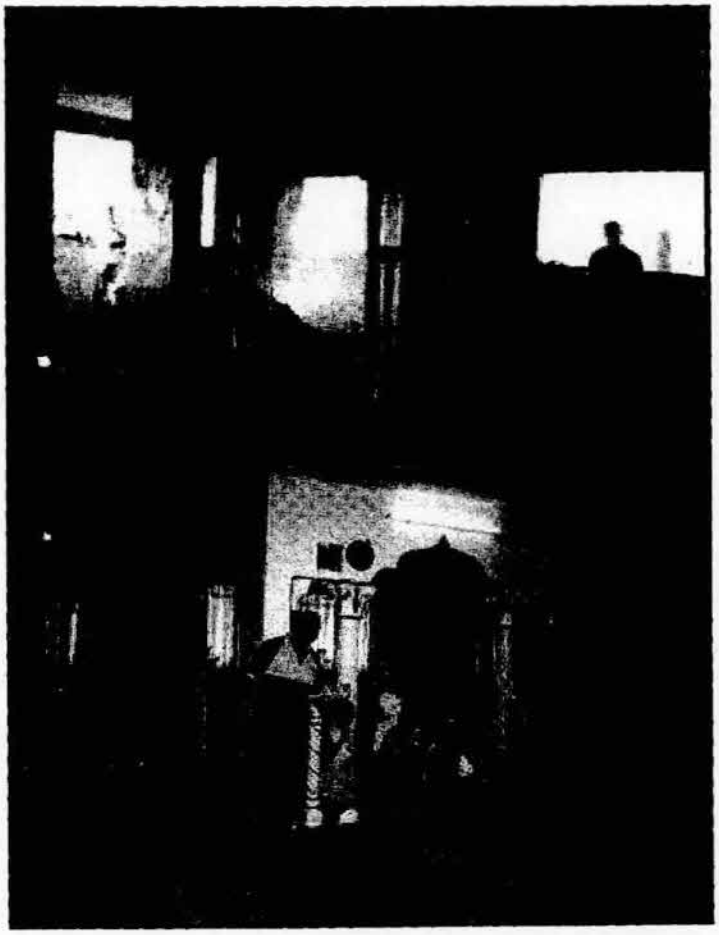
TECHNICAL APPLICATION FORMAT

The technical application is the critical item of consideration in selection for award of this Agreement. It should be specific, complete, and presented concisely. Section III addresses the technical evaluation criteria for the application. All Applicants are advised

that lack of completeness or superficiality of the application may constitute grounds for excluding it from consideration. The technical application must set forth strategies, results, activities and indicators to best accomplish the objective of the Program. This technical application should not exceed 20 pages, but it should be complete and address the evaluation criteria. The technical application can be supplanted by attachments such as curricula vitae of personnel, work plan, matrix summarizing qualifications, etc.

CHF International Iraq

Funding Request



Access to Credit Services for Iraq
CPA Grant Amendment Request

(b)(6)
Country Director

(b)(6)
Microfinance Program Director

Monday, May 31, 2004

I. Statement of Need....3
II. Program Description....4
III. Target Market....4
IV. Funding Request....5
V. Capacity Statement....5

I. Statement of Need

CHF requests $10,000,000 in grant funds to expand its micro and small business loan program in Southern and South Central Iraq and introduce a home improvement/repair loan product. These products will help restart the economy throughout the south particularly in Karbala and Najaf which have sustained significant damage from the on-going clashes between Coalition Forces and the Medhi army and other insurgents.

The proposed program will complement a series of emergency grant programs to repair damage to individual housing and businesses that are currently being considered by the Coalition Provisional Authority. It will also enable CHF to meet the higher than expected demand it has encountered for micro and small business loans under its Access to Credit Services Initiative (ACSI) credit program funded by the CPA (grant 0001) as well as expand into the Maysan, Dhi Qar and Muthanna governorates. CHF will exhaust its existing grant loan capital before fully serving the eligible population and before the contract end date. Moreover, the home improvement loan product will stimulate private sector activity in construction and related businesses helping create or maintain employment in that sector. From its regional experience with similar programs, CHF has identified that 41% of every dollar disbursed for home improvement loans goes to direct labor, thereby creating employment.

The program will build in the success of CHF's on-going program Access to Credit Services Initiative (ACSI) loan program. Since the program started in August 2003, CHF has accomplished the following:

- Approved over $4.6 in loan capital and disbursed over 2000 loans and $4 million in loan capital;
- Maintained a loan repayment rate of 99.9%;
- Recruited and trained over 90 local employees in microfinance theory and practice including loan officers, loan officers supervisors, and administrative/support staff;
- Established a series of bank partnerships for the disbursal and repayment activities of the program;
- Established key relationships with community and government representatives including the Iraqi Ministry of Finance and the Central Bank to facilitate program implementation; and
- Began lending to micro-entrepreneurs and small businesses in less than thirty days following the contract signature date.

In the 24 months of the program, CHF will:

- Substantially improve quality-of-life in Southern Iraq by increasing access to credit for home improvements/repairs for Iraqis;
- Disburse over $13 million in loans to micro- and small businesses owners and home owners.[1]
- Provide needed capital to over 6,500 micro and small businesses and home owners.
- Support more than 1,500 women microentrepreneurs.
- Stimulate the construction industry through increased demand for construction materials and employment.
- Train a cadre of local microfinance experts capable of undertaking on-going microfinance activities.

[1] Based on CHF's experience in other cities, we expect loan officers to disburse 15 to 20 loans within three to four months of starting and the average loan size to be $2,000. This includes small business loans and home improvement loans.

- Create a local institution to continue to provide credit services to micro and small businesses.

II. Program Description

The following types of loans will be offered under the proposed program:

- Microenterprise loans ranging from $100 to $5,000 with target repayment period not to exceed 12 months.
- Small business loans ranging from $5,001 to $25,000 with terms of up to 24 months with a target of 12 months.
- Home Improvement/Repair Loans ranging from $100 to $5,000.

The actual loan size and term will be based on the borrower's need/demand, repayment capacity, loan use, and credit history. Based on CHF's current experience we expect the average loan size to be $2,000 for micro/small business and $1,500 for home improvement/repair.

The interest and fees for all loan types will be set to ensure the long term sustainability of the program. Based on its current operations, interest and application fee will calculated on flat rate and paid up front from loan proceeds, which adheres to Islamic banking practices (*joel*). The loans will be secured by co-signers and, if determined necessary for the small business loans, collateral.

III. Target Market

The target market for the micro and small business loan product will be male and female owners of micro and small business enterprises who are not able to get a loan from a bank due to insufficient collateral and credit history. Most of the banks do not provide credit to the same level of clientele that CHF targets given the small loan size and lack of business records or established ties to the bank. Under current program clients have informed ACSI staff that they prefer working with CHF as the staff are honest, provide good customer service, and are efficient. To reach female businesses CHF will hire female loan officers and loan officer supervisors.

The target market for the home improvement loans will include low and moderate-income homeowners (male and female) who need capital to improve, expand, or repair his or her home. The market will include employees as well as the self employed. As many borrowers will be the principal breadwinners for larger and extended families, the program will have an indirect impact on a substantial number of unemployed persons, women, children and the elderly.

To this support this expansion, ACSI has already in place

- Established offices in Najaf, Karbala, Basra, and Babil;
- Trained local microfinance back office staff;
- Loan products and procedures that are appropriate to the local economic and cultural environment;
- Systems for loan disbursals and collections with Iraqi banks,
- Established relationships with government officials, banks, and religious and community leaders.
- Materials for loan officer training;
- Loan tracking software.

In addition, CHF's credit program and protocols have been approved by Ayatollah Ali Al Sistani the principle Shia'a religious authorities in Iraq which has greatly facilitated CHF credit operations in Iraq. This on the ground capacity will allow CHF to have immediate impact in the Southern and South Central Iraqi governorates.

CHF already has conducted informal market research on potential demand for home improvement loans. This research and input from CHF's current microfinance clients indicates that there is strong demand for this product.

IV. Funding Request

CHF requests $8.75 million in loan capital and $1.25 million in operating funds to accelerate the implementation of the program existing micro and small business loan program including expanding into the Maysan, Dhi Qar and Muthanna governorates, and introduce a home improvement loan product which will facilitate the repair of damages to homes sustained during the clashes with the Medhi army and other insurgents.

The additional operating funds will allow CHF to cover start up costs for offices in Dhi Qar, Maysan, and Muthana, hire additional loan officers to serve the Basra market and to serve home improvement loan clients in the existing offices, develop the home improvement loan product, provide all offices with increased security and communication requirements, and provide needed technical assistance and training to loan officers and other local operational staff. Iraq has had a limited experience with credit, under the previous regime banks did not provide credit.

CHF's original grant was designed to allow for additional funding once demand and the operating environment in post-war Iraq were established (see CPA Grant Agreement 0001, Section D.2, Line 2, Page 2 and Section D.4, Page 3). In addition the grant agreement, allowed for the continued funding and/or expansion of the program (CPA Grant Agreement 0001, Section F.2, page 3) as sustainability options began to become clearer.

Please find attached the following documents to support this request.

- CPA Grant Agreement 0001.pdf
- ACSI South and South Central Expansion Budget

V. Capacity Statement

CHF International is a recognized leader in providing financial services to economically disadvantaged groups. CHF International's microfinance program help the working poor who lack access to formal lending institutions obtain credit to enhance their businesses and improve their lives. For over 20 years, CHF has successfully implemented credit programs for business development, economic infrastructure, and housing in the Middle East, Eastern Europe, Africa, and Latin America and the Caribbean. CHF International manages loan portfolios worth over $35 million. CHF has strong experience in lending in the Middle East. CHF's credit programs in Lebanon, West Bank/Gaza, and Jordan have disbursed a cumulative $42.5 million in loans while maintaining a 97% repayment rate, often in conditions of social turmoil and conflict.

In terms of home improvement loans, CHF pioneered housing microfinance in the early 1980s and has led innovations in the field ever since. CHF currently operates housing microfinance programs in nine countries including Gaza and Lebanon. CHF also has assisted well known microfinance programs in developing housing microfinance programs including BancoSol and SEWA Bank and has advised numerous development organizations on housing microfinance including the Organization of American States, Swedish International Development Agency, UNDP, the World Bank (Cities Alliance) and PLAN International. CHF's publication *So, You Want to Do Housing Microfinance? A Guide to Incorporating a Home Improvement Lending Program into a Microfinance Institution* is used by microfinance practitioners worldwide. CHF has a cadre of housing microfinance experts. Four CHF staff members are contributing authors to the publication *Housing Microfinance: A Guide to Practice*.

A CHF staff member also teaches the housing microfinance course at the Microfinance Training Program in Boulder, Colorado.

VI. Budget

A. Budget Summary

ACSI I Expansion Budget		
Location: Governorates of Babil, Karbala, Najaf, Diwaniya, Basra, Samaowa, Dhi Qar, and Al Amara *Assumption: 24 month budget (June 1, 2004 - April 31, 2006)*		
Sources of Funds - Operations		
Remaining Funds from Current ACSI Grant (CPA 0001)	*$*	*522,326*
Funds Earmarked for Al Amara from ACSI II grant (CPA 0002)	*$*	*54,000*
Projected Interest Income (June 2003 - April 2004)	*$*	*1,560,000*
Subtotal	*$*	*2,136,326*
Amount Requested from CPA for Expansion - Operational	**$**	**1,250,000**
Total Required for ACSI I Expansion - Operational	*$*	*3,386,326*
Amount Requested from CPA for Expansion - Loan Capital	**$**	**8,750,000**
Total Program Cost (Operational and Loan Capital)	*$*	*12,136,326*
Total Requested from CPA for Operations and Loan Capital	**$**	**10,000,000**

914-8225390

B. Budget Detail

ACSI I Expansion Budget

Assumption: 24 month budget (June 1, 2004 - April 31, 2006)

Line Item	Budget Detail	Base of Calculation		ACSI 1 Expansion (MSM and HIL)	
	Object Class Categories	Unit	Unit Cost	Quantity	Total
Personnel					
Expatriate Staff					
1	Country Director	Days	523	130	67,954
2	Program Director	Days	323	286	92,321
3	Deputy Program Director	Days	249	506	125,945
4	Regional Coordinator	Days	180	500	90,000
5	Financial Manager	Days	239	260	62,088
6	IT Specialist and Procurement Manager	Days	178	44	7,814
7	Security Officer	Days	250	352	88,000
	Subtotal Expatriate Staff				***534,122***
National Staff					
8	Loan Officers	Unit	540,000	1	540,000
9	Loan Officer Supervisors	Unit	102,600	1	102,600
10	Security Support	Unit	293,790	1	293,790
11	Administration and Finance Support	Unit	315,220	1	315,220
	Subtotal National Staff				***1,251,610***
Local and International Consultants					
12	Local Consultants	Days	20	30	600
13	International Consultants	Days	500	27	13,500
	Subtotal Local and International Consultants				***600***
CHF Support - Headquarters					
14	Headquarters Support	Unit	12,075	1	12,075
	Subtotal CHF HQ Support				***12,075***
	Subtotal Personnel				***1,798,407***
Fringe Benefits and Allowances					
15	Agency Package (all US Paid and Expatriate Salaries)	31%	31%		169,321
16	Fringe Benefits (Social Costs), Country National Staff	10%	10%		125,161
17	R and R (per diem and airfare from Baghdad)	Trips	1,000	12	12,000
	Subtotal Benefits and Allowances				***306,482***
Travel (Local & International)					
18	International Airfare	Bulk	2,250	5	11,250
19	International Trip Per Diem--outside Iraq	Days	188	12	2,256
20	International Trip Per Diem--Iraq, Baghdad	Days	35	5	175
21	International Trip Per Diem--Iraq, outside Baghdad	Days	30	40	1,200
	Subtotal Travel				***14,881***

Line Item	Budget Detail	Base of Calculation		HILP Using Existing Offices	
	Object Class Categories	Unit	Unit Cost	Qty	Total
Non-Expendable Equipment & Supplies					
22	Computers	Each	700	10	7,000
23	Software Licensing	Each	250	10	2,500
24	UPS Power Supply	Each	95	10	950
25	Printers	Each	500	4	2,000
26	Photocopiers	Each	3,000	3	9,000
27	Scanner	Each	400	4	1,600
28	Satellite Phones	Each	750	4	3,000
29	Satellite Phone Accessories	Each	400	4	1,600
30	Communications Equipment (VHF, HF, etc.)	Each	500	9	4,500
31	VHF Accessories	Each	250	9	2,250
32	Cellular Telephones	Each	150	10	1,500
33	Motorola Radio Base station	Each	4,000	3	12,000
34	Internet Equipment	Each	5,000	4	20,000
35	Office Furniture	Each	2,500	3	7,500
	Subtotal Equipment & Supplies				***75,400***
Loan Capital					
36	Loan Capital	Lump sum		1	0
	Subtotal Loan Capital				***0***
Other Direct Costs					
37	Office Rent & Utilities	Bulk	185,400	1	185,400
38	Office Supplies	Months	500	172	86,000
39	Communications	Months	500	172	86,000
40	Office Equipment Repair and Maintenance	Months	50	172	8,600
41	Postage, Delivery & Courier	Months	95	12	1,140
42	Vehicle Rental / Operations	Months	600	172	103,200
43	Banking Fees	Lump sum	36,000	1	36,000
44	Printing & Copying	Months	25	172	4,300
45	Legal Representation	Months	450	24	10,800
46	Promotion and Outreach	Bulk	1,500	1	1,500
47	Audit	Lump sum	15,000	1	15,000
48	Insurance (HQ War insurance and consultants)	Lump sum	20,000	1	20,000
	Subtotal Other Direct Costs				***557,940***
	Total Direct Charges				**2,763,110**
48	*Total Direct Charges for Overhead Application*				*2,763,110*
	Indirect Charges per NICRA	**23.00%**			***633,215***
	PROGRAM TOTAL				

(b)(6)

From: (b)(6)
Sent: Saturday, May 29, 2004 9:26 PM
To: (b)(6)
Subject: FW: Reprogramming docs for Micro Finance North CPA Grant # 0003

Herewith a model to follow for grant revision (the $10 mm for CHF)
Cheers,
B

(b)(6) Deputy Director
CPA - Private Sector Development
(b)(6)

-----Original Message-----
From: (b)(6)
Sent: Thursday, May 13, 2004 4:01 PM
To: (b)(6)
Subject: Reprogramming docs for Micro Finance North CPA Grant # 0003

(b)(6) The first and second of these two are drafts of agreements needed to move the money to ACDI/VOCA, the third is the originally approved PRB allocation (with LPB signoff), and the forth is the original funding request (OPEN USING MICROSOFT WORD), and the fifth is a reprogramming request/justification.

I believe this is the package we need to make this happen. After your chop, I'll ship off to (b)(6) and see if we can get this rolling!
(b)(6)

ATTACHMENT 2 - SCHEDULE

A. Purpose of Agreement.

The purpose of this Agreement is to provide support for the Access to Credit for Iraq (ACI) Program, described in Attachment 1, Program Description and ACDI/VOCA's Proposal dated 14 September 2003.

B. Period of Agreement.

1. The effective date of this Agreement is **5 Nov 2003**. The estimated completion date of this Agreement is **12 May 2005**.

2. Funds obligated hereunder are available for program expenditures for the estimated period 13 May 2004 to 12 May 2005 as shown in the Agreement budget below.

C. Budget.

The following is the Agreement Budget, including local cost financing items. Revisions to the budget will be made only as authorized by the designated CPA representative.

	BASIC	MOD 01
Support Costs	$2,419,000	$335,000
Credit Fund	4,021,000	$1,900,000
TOTAL	$6,440,000	

Document	Fund Cite	Amount
Award	21X2089 000000 71-2089 P310000.00 3300 83 39B1 OCPA3MERBA0511 39B1 83 S09076	$6,440,000
MOD 02	Contract Funds Authorization and Availability Approval	$2,235,000

D. Amount of Award and Payment.

1. The total estimated amount of this Agreement for the period shown in B.1 above is $8,675,000.

2. CPA hereby obligates the amount of $8,675,000 for program expenditures during the period set forth in B.2 above and as shown in the Budget at C. The recipient will be given written notice by a designated CPA representative if additional funds will be added. CPA is not obligated to reimburse the Recipient for the expenditure of amounts in excess of the total obligated amount. The CPA will inform the Recipient of the name of the designated CPA representative in writing within 10 days of award.

3. Payment shall be made to the Recipient in accordance with standard CPA procedures for disbursement to implementing partners and will be paid to the Recipient in a series of payments,

subject to the availability of funds, according to the disbursement schedule in the budget contained in the program description. Disbursements will be made into an Iraqi financial institution agreed upon by the parties.

Disbursement Schedule for MOD 01 Funds

$2,235,000 30 May 2004

4. Additional funds above the total amount of the grant shown in D.1 above may be obligated to the Recipient by CPA subject to the availability of funds, satisfactory progress of the project, and continued relevance to CPA programs.

E. Reporting and Evaluation.

1. Financial Reporting.

As with all reports, the Recipient shall submit an original report electronically and in hard copy at least quarterly, unless a more frequent schedule is agreed upon between CPA and the Recipient. The reports shall be submitted to the designated CPA representative in a format designated by the CPA representative to the Recipient within 10 days after the effective date of this Agreement. The Recipient shall submit the report to the CPA within 45 calendar days following the end of each reporting period.

2. Program Reporting.

a. Monthly Implementation and Performance Reports.

The Recipient shall submit an implementation report on activities undertaken during the month to the designated CPA representative within five days after the end of each month. The monthly report should be a brief, lucid description of the activities, with emphasis on issues that have arisen, impacts made, constraints encountered, and suggestions for additional action that might be taken. Performance outcome information should be included along the following indices and updated monthly:

b. Main Indices Addressed in Monthly Reports.

(1) Progress toward program goals
(2) A comparison of actual accomplishments with the goals and objectives established for the period, and reasons why established goals were not met (if applicable).
(3) Number and amount of loans disbursed
(4) Estimated employment days generated
(5) Partnership agreements with local institutions
(6) A discussion of any operative problems during the period, and the Recipient's plans to address those problems
(7) Other programmatic or financial issues which were substantially different from what was anticipated.

A specific format for the performance report will be proposed by the Recipient to the CPA for approval 60 days after the effective date of this Agreement, which is the date of the last signature affixed to this Agreement.

3. Final Report.

The Recipient shall submit the final report to the designated CPA representative within 45 days after the completion date of this Agreement. The report shall be in a format determined by the designated CPA representative. The final performance report will contain the following information:

(1) An executive summary of the Recipient's accomplishments
(2) An overall description of the activities and accomplishments
(3) An assessment of the performance in accomplishing the program's objectives.
(4) Appropriate findings, comments, and recommendations
(5) A narrative report that describes how the grant funds were used with reference to the final fiscal report.

4. Evaluation. An evaluation of the Micro-Credit Program is anticipated. The Recipient is expected to provide to the CPA or to a designated evaluator access to the program documentation and participants. The CPA, in cooperation with the Recipient, expects to conduct a full evaluation.

F. Special Provisions.

1. Quick Start.

ACDI/VOCA will begin implementing the program within 7 days of award.

2. Continuation of Agreement.

While the duration of the Agreement is one year, the CPA may decide to extend the Agreement for one or two additional years if the CPA finds that the program is consistent with its objectives in Iraq. If the determination is made to extend the Agreement, the Program Description and Budget will be negotiated on the basis of the information on hand at that point in time.

3. Media Contact.

Any public statement regarding this grant or outcome during the period of the grant should be cleared by CPA. CPA will provide advance notice to Recipient of any public statements which will reference work of the grant or Recipient by name.

G. Indirect Cost Rate.

The CPA agrees to the indirect cost rate as stipulated in the budget in Attachment 1 for the ACSI program. The indirect cost rate in Attachment I is calculated at 23% of total direct charges.

H. Program-Related Income.

Any interest or other program-related income derived from the loan grant shall be added to the loan grant principal to be used on the same terms as the loan grant principal. In the event that program-related income remains at the end of the grant period, the program-related income will be disposed of in the same manner as residual loan grant principal described in Section I, below.

I. Final Disposition of Residual Loan Grant Principal.

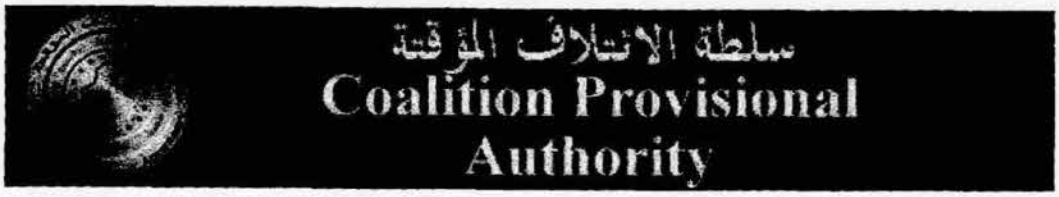
At the end of the grant period, if there are excess loan grant principal funds remaining, CPA and the Recipient agree that the excess funds will be transferred to an Iraqi-registered entity mutually agreed upon by the parties that will be committed to further carry out the purposes of this grant.

J. Amendments.

Changes in terms and conditions of this grant agreement may be made by mutual agreement of the parties and must be confirmed in writing by the Agreements Officer.

K. Termination.

The Agreement can be terminated by either party by 1) mutual consent, or by 2) 30 days written notification by one party to the other requesting termination of the Agreement. Subject to the terms of this grant, the Recipient shall be paid a percentage of the grant price, reflecting a percentage of the work performed prior to the notice of termination, plus reasonable charges that the Recipient can demonstrate, to the satisfaction of the Agreement Officer using its standard record keeping system, have resulted from the termination. The Agreement Officer, upon reasonable advance notice, may inspect the financial records relating to this grant, including the amounts paid to subcontractors and the locations where any portion of the Recipient's performance occurs. The Agreement Officer may review the Recipient's financial statements upon request.



GRANT NO. 0003
Modification No. 01
Recipient: ACDI-VOCA/Al Thiqa

1. Grant No. 0003 is hereby modified to: (1) increase the amount of funding by $2,235,000 from $6,440,000 to $8,675,000 to allow an increase to the capital available for micro and small business loans under the Access to Credit (ACI) for Iraq Program and expand opportunities for lending in Salah Ad Din, Al-Anbar and Diyala provinces, with a special focus on Fallujah, in accordance with ACDI/VOCA's Program Proposal dated 14 September 2003; and (2) extend the period of performance.

2. Authority: This modification is issued pursuant to paragraphs F2, Continuation of Agreement, and J, Amendments.

3. As a result of the above, the Grant is modified as follows:

a. Paragraph B, **Period of Agreement**, is revised to extend the period of performance through 12 May 2005.
b. Paragraph C, **Budget**, is revised to reflect the $2,235,000 added herewith.
c. Paragraph D, **Amount of Award and Payment**, is revised to reflect the funds added herewith.
d. Per paragraph E, **Reporting and Evaluation**, the Recipient shall continue to submit Monthly Performance Reports and financial reports as stated throughout the revised period of performance. .

4. Attachment 2 – Schedule, has been revised and shall be substituted in lieu of the existing Attachment to reflect the above changes.

ACKNOWLEDGED:

_____	_____
Name	(b)(6)
	Grants Officer
_____	
Signature	
_____	_____
Date	Date

032715-10

PB HAS SEEN

COALITION PROVISIONAL AUTHORITY

BAGHDAD

ACTION MEMORANDUM

December 15, 2003

FOR: THE ADMINISTRATOR

FROM: (b)(6)

SUBJECT: PRB Allocation Request #50

The Program Review Board met on December 14, 2003 and voted on funding requests for programs in support of the CPA mission priorities. The requests were thoroughly vetted by the Program Review Committee prior to presentation to the Board. The Board recommends a total allocation of $117,518,460 for the projects described below.

Summary of Proposed Allocation:

#585 - Rapid Regional Response Program Replenishment - $80,000,000
Requestor: (b)(6) **CPA- Regional Program Manager**
The request is to replenish the Rapid Regional Response Program

#581 – DeMining - $20,000,000
Requestor: (b)(6) **, CPA- Ministry of Oil**
This request is to fund the removal of mines in the Al Rumaylah North Oil Field. Task Force RIO removed mines around the oil wells that needed immediate emergency repair. Additional mines have to be removed for repair and maintenance work will have to be done on the rest areas in the oil field.

#579 – Pilot Agricultural Credit Scheme - $10,000,000
Requestor: (b)(6) **CPA – South**
This request is to the provide funds for an agricultural credit scheme that will be affordable and accessible to the farming and agricultural trade sectors. It is planned that the facilitation of the funds to the farmers and other borrowers will be done by the banks, for a small management fee retained from the interest charge on loans. Monies will be retained by CPA -South in a dedicated bank account. Farmers and traders will be expected to repay their loans on crop harvest or delivery of outputs to the market. Expected recovery rate will be 90-96%.

#584 – Al Muthanna Cement Factory - $4,500,000
Requestor: (b)(6) **CPA - South**
This request is to fund the purchase of heavy excavating and transport equipment needed to operate the limestone and clay quarries near the cement plant. The plant is currently using the materials from the quarries that were excavated prior to the war. The Board recommends that this request be approved as a loan guarantee.

#566 – Micro/SME Loan in Sunni Region - $2,250,000
Requestor: (b)(6), CPA – Private Sector Development Office
This request is to provide funds for the immediate loan funding for micro and small to medium enterprises in Al-Anbar, Diyala, and Salah ad-Din. This program will advance the creation of jobs, improvement of economic infrastructure and generate good will.

#573 - Ministry of Water Resources Facility Protection Services - $503,412
Requestor: (b)(6) Ministry of Water Resources
This request is to fund the salaries for the Facility Protection Service for the last two months of 2003 and provide uniforms and jackets. The salaries for the prior months were paid from the ministry's Goods and Services account. The ministry's account been depleted.

#582 – SOMO Audit - $120,000
Requestor: (b)(6) Ministry of Oil
This request is to fund an audit of the State Oil Marketing Organization (SOMO). An audit will be conducted by an independent public accounting firm to ensure that export sales of petroleum and petroleum products are consistent with prevailing international market best practices. The SOW will include reviewing internal controls systems, advising on best practices and reviewing measures to help detect fraud

#589 – Indemnity Benefit - $100,000
Requestor: (b)(6) CPA - Baghdad
This request is to provide the family of the Vice Mayor of Baghdad, Faris Abduk Razzaq Khattar al-Asan, who was assassinated in October, 2003. In recognition of his service to the cause of freedom in Iraq and his courage and leadership with the Coalition

#586 – Oil SME - $42,048
Requestor: (b)(6) e, Ministry of Oil
This is to fund a contract with Native American Industrial Distributors to provide a Subject Material Expert (SME) who is an expert with Iraqi oil trading. The SME will visit the SOMO headquarters and assess their trading practices, whether they are up to proper, modern standards that ensure clean practices and transparency.

#587 – Government of Iraq - $3,000
Requestor: (b)(6) CPA – Facility Manager
This Request is for additional funds to the contract approved and funded with PRB#562. The funds will pay for the needed power outlets for the computer rooms that were not included in PRB#562.

Under the authority you have delegated to the Board under the Rapid Regional Response Program, on December 14, the Board approved two projects (Attachment 2).

#561 – Public Safety Equipment - $6,900,700
Requestor: (b)(6) **South Central**
This request is to fund the purchase of equipment (Police cars, Border Patrol pickup trucks, Riot Gear and Dispatch Center) to the police and border patrol in the CPA – South Central region. This project will allow the police force to be more mobile to respond to calls for service.

#588– Police Equipment for the City of Samarra - $1,150,732
Requestor: (b)(6) **CPA - North**
This request is to fund necessary equipment for the new police force being formed in Samarra. A new force is being reformed because persistent problems in the city. The new equipment will allow the police to communicate and travel to trouble spots. Radios, vehicles and uniforms will be purchase with these funds.

RECOMMENDED ACTION:

The Administrator approves the attached Allocation Request #50 by signing Attachment 1 at the tab.

ATTACHMENTS: One Spreadsheet

Allocation Req # 49
PRB

15-Dec-03

PRB	Name	Governorate	CPA Office	Funding Src	Program	Amt Rcmd	In Budget
585	Rapid Regional Response Program Replenishmnt	Various	Program Review Board	DFI		$60,000,000	No
581	Demining	Various	Ministry of Oil	DFI		$20,000,000	No
579	Pilot Agricultural Credit Scheme	Al Basrah	CPA South	DFI		$10,000,000	No
584	Al Muthanna Cement Factory	Al Muthanna	CPA South	DFI (Loan Guarantee)		$4,500,000	No
566	Micro/SME Loans in Sunni Region	Al anbar	Private Section Development	DFI		$2,250,000	No
573	Ministry of Water Resources FPS	Various	Ministry of Water Resources	DFI		$503,412	No
582	SOMO Audit	Baghdad	Ministry of Oil	DFI		$120,000	No
589	Indemnity Benefit	Baghdad	Baghdad Central	Vested		$100,000	No
586	Oil SME	Various	Ministry of Oil	DFI		$42,048	No
587	Government of Iraq Building	Baghdad	Facility Management	DFI		$3,000	No

Total Amt Rcmd $117,518,460

Approved: 12/16/03
L. PAUL BREMER
CPA Administrator

Allocation Req # 50
PRB
Rapid Regional Response Program
15-Dec-03

PRB	Name	Governorate	CPA Office	Funding SRC	Program	Authority Approved	In Budget
561	Public Safety Equipment	Various	CPA South Central	DFI	R3P	$6,900,700	Yes
588	Police Equipment for the City of Samarra	Salah Ad Din	CPA North	DF	R3P	$1,150,732	Yes
					Total Authority Approved	$8,051,432	

CPA INSTRUCTIONS FOR SUBMITTING FUNDING REQUEST

The Program Review Board has established a folder in Outlook's Public Folders, where all documents are available for downloading. The folder currently holds an overview of the Allocation Process, Funding Request Form and Instructions and will soon contain a tracking matrix of funding requests so that you can view the status.

1. All funding requests must be submitted on a CPA Funding Request Form (PRB 01).
2. Submit an electronic version of the completed form via email to the "Program Review Board" address on the Outlook system. The electronic copy will initiate the process.
3. Deliver a signed hard copy of the completed form, along with any attachments, to the Program Review Board's mailbox located by the Executive Secretariat.
4. Please attach supporting documentation to the original, hard copy. For large contracts, please submit cost proposals and planning documents.

Program Description

The better the program description, the more quickly it will proceed through the funding process; the greater the funding request, the stronger justification required. Requests may be returned due to insufficient information, justification or lack of coordination. The request must address all aspects of the project (goods, services, etc). Your justification need not be long, however, it must address the following issues:

1. Purpose/Objective: Fully describe the problem/issues you are addressing and the objective of the program. If there is assessment data, please incorporate and attach documentation. If this request is part of a larger project or funding plan or if there has been funding spent previously on this project, please indicate.

2. Justification: Justify why it is important for the CPA to address the problem now and the potential impact of not supporting the project. Ministry funding requirements generally should be addressed in the national budget which is being developed and your justification should address why the project should be funded prior to the budget.

3. Coordination: Demonstrate that you have fully coordinated the project with all of the necessary players – i.e. if this is a construction project, mention that you have coordinated with USAID or US Corps of Engineers. Describe the involvement of your Iraqi counterpart. Identify other implementing partners, such as UN agencies, NGOs, and if you have sought other funding contributors, identify the status of the contribution.

4. Goods and Commodities: For purchase of goods, identify the goods, price including transportation costs, quantity, where they will be purchased if known (i.e. local market, import), and how they will be brought into the country and attach cost estimates, if available.

5. Project Implementation: Describe the mechanism for implementation – i.e., contract, grant, or via disbursement of funds to Iraqi ministry, etc. Describe the mechanism for monitoring project implementation. Describe the project timeline.

If you have questions regarding this process, please contact the Program Coordination Office

(b)(6)

Description of Program or Goods To Be Purchased – Please See Above Instructions

6. Purpose/Objective:
By providing immediate loan funding for micro, and small to medium enterprises in Al-Anbar, Diyala, and Salah ad-Din, we will advance three objectives:

- Creation of jobs
- Improvement of economic infrastructure
- Generation of political good will

It is important to note that this program, while economically sound, primarily serves urgent political and security requirements. This effort will be undertaken in collaboration with regional banks and with the Civil Affairs officers in those provinces.

7. Justification: There is urgency to this project. The security and other issues related to the Sunni areas are well known, and this micro-lending program will serve two important functions:

- Help to improve local attitudes, and consequently, improve the security situation
- Address the political need to have a micro-lending program in the Sunni areas. Through NGOs, micro-lending projects are already under way in the South, and within four weeks will be under way in the non-Sunni north. For a variety of reasons, including the security situation, no lending program that we know of, other than this one, can reach the Sunni areas until the middle of next year. This is a matter of political equivalence.

This program, in addition to doing substantive good on the ground, will provide a political response to queries and questions from Sunni area leaders and to CPA leadership concerns as well.

8. Coordination: The project is a joint effort between local civil affairs officers in the provinces, CJTF-7, and CPA's Office of Private Sector Development. Through USAID, Bearing Point will provide training assistance to the civil affairs officers. Bearing Point will enter into a sub-contract arrangement with either a Jordanian or regional microfinance training firm that will train bank employees. USAID advised on the technical development of this program and agrees that this program will provide an acceptable interim solution until ACDI/VOCA gets established in the region. Based on contact with civil affairs personnel, leadership in the field, and liaison officers for the 82nd AB and 4ID, all are eager to engage in this effort. We are in the process of confirming the civil affairs participation through the appropriate chain of command.

9. Goods and Commodities: N/A

10. Project Implementation: Funding of $750,000 for micro, small and medium enterprise loans in each of the three provinces (Al-Anbar, Diyala, and Salah Ad-Din) will be distributed over a three to five month period beginning in December 2003. This effort has a total funding requirement of $2,250,000. Information from civil affairs officers in the region indicate that the average loan size would likely be about $5,000. This suggests approximately 50 loans per month per province.

Overview of the project:
This program would enable microlending in the Sunni region by providing capital to the banks, training for bank employees, and assistance and oversight by civil affairs officers. Banks in the major cities of these provinces will receive $750,000 to distribute over a three to five month period. Bank employees will be designated as loan officers and will be trained by a regional microcredit company under a contract with Bearing Point. The bank employees would be responsible for issuing and collecting loans. Civil affairs officers will be trained by Bearing Point and will support the program in a few different ways: 1) they will provide general oversight of the execution of the

CPA FUNDING REQUEST

PRB No: 566	**Project Name: Micro/SME loans in Sunni region**
Date of Request: 11 Dec 2003	**Date Required: 14 Dec 2003**
Name of Requester: (b)(6)	**Signature:**
CPA Office/Unit: CPA-Private Sector Dev.	(b)(6)
Amount of Request: $2,250,000	
Project Location: Diyala, al-Anbar, Salah ad-Din (Region)	

1. Project Category (check all that apply):

Reconstruction	☐	Health	☐	Salaries	☐
Humanitarian	☐	Transportation	☐	Pensions	☐
Food Distribution	☐	Economic Programs	☒	Budget/Ops. Support	☐
Water/Sewer	☐	Education	☐	Other Public Services	☐
Electricity	☐	Ministry	☐	Social Programs	☐
Rule of Law/Govern.	☐	Police/ Security	☐	Cultural Programs	☐
Div. Commanders Fund	☐	Brig. Commanders Fund	☐	Regional Dir. Fund	☐
Construction Initiative	☐				

2. Proposed Funding Source: (PRB Staff Only)

Vested Assets	☐
Seized Assets	☒
Appropriated Funds	☐
Iraqi Development Fund	☐

3. Funding Data:

Bank Account Details: or
Name/Title of Iraqi Receiving Disbursement:
CPA Rep/Unit Responsible for Oversight:
Engineering Oversight Assigned to:
Name of Certifying Official:

4. Clearances: Please indicate you have obtained appropriate clearances, as applicable. (Note: If that coordination cannot be done at the regional level, it will be done by PRC.)

Regional Coordinator: Yes ☐ No ☐ Name:
Ministry Senior Advisor: Yes ☐ No ☐ Name:
Office Director/Unit Commander: Yes ☐ No ☐ Name:
Reconstruction/USAID: Yes ☐ No ☐ Name:
International Coordination Council: Yes ☐ No ☐ Name:
Others:

Program Staff Use Only

Date Request Received: Form Complete: Yes ☐ No ☐
Disposition:

Date Request Submitted to Program Review Committee:
Disposition:

Date Request Submitted to Program Review Board:
Disposition:

Date Request Returned to Requester/Submitted to Comptroller:
Disposition (including expenditure authorized):