



Iraq Reconstruction Weekly Update

الاسبوعى لمشاريع اعمار العراق التحديث



Reporting progress and good news

تطور الحدث والاخبار الجيدة تقارير عن

12.21.05



An Iraqi Milestone -- An Iraqi citizen near Baqubah displays his ink-stained finger -- indicating that he voted in the Dec. 15 national elections. As part of an integrated U.S. strategy for assisting the Iraqi people, reconstruction is helping facilitate a path toward democracy. For the elections, the Project & Contracting Office provided vehicles used by the Iraqi police to support polling station security. (U.S. Army Photo)

Notable Quotes

"Without these renovations, it is impossible to hold school and for the students to stay in school for long periods of time."

- Fawzia Abdulla Awanis, acting Director General of Education, Kirkuk

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President Issues Directive on Reconstruction and Stabilization Efforts --

The directive establishes that "the Secretary of State shall coordinate and lead integrated U.S. efforts, involving all U.S. departments and agencies

with relevant capabilities, to prepare, plan for, and conduct stabilization and reconstruction activities." (Dec. 7, 2005)

Press Release: <http://www.state.gov/r/pa/prs/ps/2005/58067.htm>

Audio: <http://www.state.gov/documents/organization/58223.m3u>

Progress Dispatches

Al Hawatim Water Treatment Plant Project Completed

The \$483,000 Al Hawatim Water Treatment Plant in a small farming community north of Kufa, Najaf Governorate has recently been completed. The project was started in Feb. 2005 and finished up last month. The project will provide potable water to this community which has 1,500 homes.

Nineteen of the 22 water farming treatment projects programmed in the Najaf Governorate are complete.



Mahmudiyah Police Project Finished

Construction is complete on a Ministry of Security and Justice project in the Mahmudiyah District, Baghdad Governorate. The \$875,000 central police station project included a refurbished and rebuilt police station, which provided the staff with a more productive work site. The project will enhance the security for an estimated 40,000 Iraqi residents. There are 95 police station projects programmed in the Baghdad Governorate, 64 of which are complete.

Al Hawija Police Station Project Completed



A \$45,000 police station project in Al Hawija, Al Tamim Governorate, which was started last July, was completed this month. The police station project consisted of structural and force protection additions around the facility. The completed project will provide the Iraqi police a better place to protect and serve 100,000 residents from the surrounding community.

Al Faw Water Project Finished

Construction is complete on a water project in Al Faw, Basrah Governorate. The project will supply potable water to approximately 10,000 local Iraqi residents. The \$191,000 new water main project installed 2 km of new water main piping in Al Faw. It will also supply water to a new industrial and commercial complex which will be built by the Iraqi government.





Infrastructure Projects Changing Minds in East Baghdad

By Jim Garamone
American Forces Press Service

FORWARD OPERATING BASE LOYALTY, Iraq – Nothing makes Army Lt. Col. Jamie Gayton more angry than someone saying coalition projects in East Baghdad have no effect.

"We are making a difference every day in the lives of average Iraqis," said Gayton, the commander of 2-3 Brigade Troops Battalion and responsible for coalition projects in East Baghdad.



Sadr City is a part of the area of operations for the 2nd Brigade Combat Team, a unit of the 3rd Infantry Division. Hundreds of projects in the area of with a population of 2.6 million people have changed life in the neighborhoods.

When Americans first rolled into Baghdad, Sadr City was called Saddam City. The area was a Shiia Arab stronghold, and not an area full of Saddam supporters. Raw sewage ran

down the middle of the streets. The sewage contaminated the water coming into the homes. Residents, if they were lucky, got four hours a day of electricity and they hooked into the grid on their own; one block in eastern Sadr City was hooked to the grid by barbed wire.

Driving through Sadr City was an experience. Humvees were hub deep in raw sewage, and the smell was

indescribable, Gayton said. The sewer system was full of breaks and clogs. Many houses drained into trenches that led to another trench in the middle of the street.

The 1st Cavalry Division put in place projects to remedy the situation, and then Muqtada al Sadr launched his rebellion in April 2004. Sadr City became a battleground as the so-called Mahdi Militia took arms against the coalition. The projects had to wait. Again in October 2004, fighting in Sadr City forced postponements in the projects.

In November 2004, the projects moved forward. The 3rd Infantry Division began moving into Baghdad in January and February 2005, and Gayton took over execution of the contracts.

For sewage, 15 pumping stations were totally rebuilt, and powered with dedicated lines. "They can now run 24 hours a day," Gayton said. The lines themselves were blasted clean with high-pressure water, contractors repaired lines that had collapsed, and another project built three two-kilometer-long "force" lines. The forces lines push sewage to the main sewage disposal line.

Story Continued on Page 3

Donated Construction Equipment Bolsters Iraqi Essential Services

Story Submitted by 4th Brigade Combat Team PAO
Photos by Spc. Dan Balda

BAGHDAD, Iraq – Task Force Baghdad Soldiers assigned to the 4th Brigade Combat Team were on hand today at the Karrada District Council to donate \$4 million worth of construction equipment Dec. 13.

The equipment includes 33 trucks, excavators, bucket loaders and dump trucks that will greatly increase Baghdad's capability to repair their essential services.

"It is far more expensive for the Iraqis to rent or use contractors," said Lt. Col. Vince Quarles, 4th Brigade Troops Battalion commander.



Excavators and backhoes that were part of a \$4 million donation of construction equipment.



Two excavators that were part of a donation from 4th Brigade to three districts in the Baghdad area.

"With this equipment they can save time and money, and they don't need us to help."

In November, experts completed a \$620,000 assessment identifying every home and business, as well as determining load distribution, necessary repairs, upgrades, and new work required to rehabilitate the network in all 17 sectors of Fallujah, a community of 200,000 residents.





New Transformer Means More Reliable Power for Baghdad Iraqis

Story and Photo By Jenna Bisenius
Iraq Project and Contracting Office

BAGHDAD, Iraq - A new transformer was added alongside two existing transformers at a west Baghdad substation, serving a dual purpose: Convert 132 kilovolt (kV) power down to 33 kV power, and to act as a backup unit when one of the other transformers is taken off-line for maintenance. This means more dependable electricity for Iraqis living in the Baghdad area, helping to increase the hours of uninterrupted electrical service.

The Project and Contracting Office's (PCO) Electricity Sector provided management oversight of the \$1.1 million project, with work starting in May 2005 and ending in November. Contractor Washington Group, International managed the actual installation of the transformer, with the U.S. Army Corps of Engineers, Gulf Regional Division providing quality control through site visits to check on construction details.

The Iraqi Ministry of Electricity (ME) was also involved in the project, according to PCO Electricity Sector Program Manager for Washington International, David Millson.

"The Electricity Sector's main piece of the project was to supply a working transformer. We relied on the Ministry to work with the contractor to hook up the auxiliary wiring on either side of the transformer and then test the wiring."

This type of partnering on projects with the ME is something the Electricity Sector hopes to do more of in the future, says Millson. "Working together with the ME is very important due to the eventual handover of responsibility when we leave.

The more we involve the Iraqis on these projects, the better tools they will have to manage these facilities when we're gone.

Successful collaboration on projects such as this definitely opens the doors to some very exciting partnering opportunities down the road," predicted Millson in conclusion.

"We look forward to working with the ME on other electricity projects in the future."



A new transformer is successfully installed at a west Baghdad substation.

... Projects Changing Minds, Continued from Page 2

Now there is no sewage in the streets of Sadr City. "This is a project that benefits everyone," Gayton said. "Now, if it rains, it may still back up, but the infrastructure is in place to handle the load. The completed sewer projects ran \$61.4 million.

Water is another area of improvement. The coalition has completed almost \$20 million worth of water projects. The projects have upgraded the main networks in the city, and local contractors are now hooking up homes to the system. "This is new, because in the past, water didn't go into the houses," Gayton said. "You walked to a community spigot." The project places taps in each house. The homeowner can then hook up the water to an internal plumbing system.



(Photo by Norris Jones)

A large water treatment plant is being built on the northern edge of the city and will upgrade the water network to the rest of the city. Further, to tide the city over until the large water treatment plant goes online, the coalition has emplaced 27 compact water purification units. These units produce 15,000 liters of pure water a day, and are interspersed throughout the areas of the city without clean water.

Electrical work continues in the city as well. The coalition has funded efforts to upgrade the network and tie homes into the electrical grid. In the past, homeowners tapped into the grid where they could. Gayton said these hook-ups resemble spaghetti, and he said he watched as one of the lines melted under a load of electricity. The coalition is providing the material for these upgrades, and the Baghdad electrical company is handling the installation. Electric projects are pegged at \$139 million.

The coalition is also funding rehabilitation or emplacement of neighborhood sewer networks. Over the next month, the 2nd Brigade Combat Team is turning over responsibility to the 506th Brigade Combat Team.

The 506th will inherit the projects and continue driving forward with them, Gayton said.



Iraq Reconstruction Weekly Update



Projects at a Glance (As of: December 16, 2005)

Compiled by Katie Wall, PCO

•\$6.987 billion has been disbursed, representing over 53% of total funds (as of December 18, 2005)

•3,037 projects starts (including USAID projects). This number includes 465 projects funded under the Accelerated Iraqi Reconstruction Program (AIRP)

•2,053 projects are complete (including USAID projects). This includes 401 that are funded under the AIRP

Reconstruction Sector	Project Type	# Under Construction*	# Completed*
Health & Education	Schools	19	780
	Primary Health Care Centers	142	0
	Hospital Projects	17	5
	Public Buildings	0	4
Public Works & Water	Potable Water Projects	90	105
	Sewer Projects	5	0
Security & Justice	Fire Stations	29	60
	Border Posts	112	115
	Military Base Projects	53	54
	Police Facilities	97	260
Transportation & Communication	Railroad Stations	18	78
	Village Roads	26	14
	Ports Projects	3	2
	Postal Facilities	1	23
	Airport Projects (FAA certified ready)	7	5
	Expressways	3	0
Electricity	Distribution Projects (including Substations)	106	69
	Transmission Projects	7	9
	Power Generation Projects	5	15
Oil	Dedicated Power Plants	1	3
	Water Injection Pump Stations	1	7

* Note: Does not include projects funded by the Development Fund for Iraq.

Source: Multiple PCO Management Reports





Sector Overview: Current Status – End State

Compiled By: John Daley, PCO



Sector	Current Status	End State
Electricity	1,327 MW	1,556 MW in potential generation capacity added (enough for 1.4 M homes)
Oil	Around 2.0 Million Barrels Per Day (MBPD) produced 1.6 MBPD exports	3.0 MBPD produced 2.4 MBPD exports
Water & Sewer*	Added 131,000 cubic meters per day of water treatment capacity 31,000 hectares of additional irrigated land	Additional 930,000 cubic meters per day of water treatment capacity (will benefit 3.7 million Iraqis) 251,000 hectares of additional irrigated land
Health	142 primary healthcare centers under construction	Population of 5 to 6.5 million Iraqis served in completed primary healthcare centers
Education	780 schools providing classrooms for 310,000 students	800 schools providing classrooms for 320,000 students
Security & Justice	115 border forts completed	247 border forts will secure 2,400 KM of border
Transportation	127 Kilometers (KM) of improved village roads Provided emergency response dispatch system ('911' service) covering 5.8 million citizens of Baghdad	424 KM of improved village roads 158 KM of improved major roads Provide emergency response dispatch system ('911' service) covering 12 million Iraqis in 15 cities

* Note: Water metrics include data from small water project programs.

As of: December 16, 2005 Source: Multiple PCO Management Reports





Iraqi Electrical Engineers Travel to UK for Training



By Jenna Bisenius
Iraq Project and Contracting Office

BAGHDAD, Iraq - Nine Iraqi electrical engineers attended the Developments in Power System Planning & Management course in the United Kingdom in Nov. and Dec. The course covered recent developments in power transmission, distribution and generation planning, as well as power systems for the future.

"The training that took place in the UK showed managers the importance of utilizing modeling programs in their transmission system planning."

Training was coordinated by the Project and Contracting Office's (PCO) Electricity Sector and included technical presentations, classroom discussions and visits to a national grid control center and a London area control center. The course was designed for senior and general managers and directors from Iraq's Ministry of Electricity.

"This training course was aimed at raising the awareness of managers to developments and advances in the technical and economical planning and management of large electrical utilities," said Ali Hassan (name changed to protect identity), a PCO Electricity Sector system studies engineer who helped set up the training. "The managers can now transfer what they learned to their business environment."

"We have the obligation to help Iraqi engineers develop their skills with industry standard technology to better manage their growing electricity resources."

Managers and directors who attended the course had very positive reactions to the training according to Hassan, who said, "They even asked if we could extend the training or parts of it to additional staff members within the Ministry, which we are considering. The training that took place in the UK showed managers the importance of utilizing modeling programs in their transmission system planning."

"We have an ongoing program to train the engineers on this software and this most recent course is just another step towards this goal," he said.

Such technologically forward training for Iraqi engineers is essential, explained Hassan, saying it was an important part of capacity building, or preparing Iraqis for the future. "We have the obligation to help Iraqi engineers develop their skills with industry-standard technology to better manage their growing electricity resources," he concluded definitively.

Unit-Level Assistance in the News

Soldier Voices:

Audio Story: Soldier risks danger to bring water to remote villages

BALAD, IRAQ — During his time in power, Saddam Hussein forced many Iraqis to live without drinking water. This audio story tells about a soldier who spent the last year bringing water to those who've gone without out for so long.



Listen to the story:

<http://hn.afnews.af.mil/WMP/Radio/27th%20eng%20well.wmv> (Windows)
<https://hn.afnews.af.mil/webpages/transcripts/27th%20eng%20well.htm> (Real)

Soldiers Donate School Supplies to Tikrit Children

BAGHDAD, Iraq -- Soldiers of 3rd Infantry Division's Alpha Company, 3rd Platoon, 2/7 Inf. delivered much needed school supplies, toys and games to the children of Abua Jeel School. "The children of Iraq have gone through a lot, and for us to be able to do a little bit for them means a lot to us," said Capt. Scott Mras, commander of Forward Support Company. The supplies were donated by a Girl Scout troop from Westchester, Pa.



A child receiving school supplies at the Abua-Jeel School in Tikrit, Iraq. (US Army Photo)

The excited children between the ages of 6 to 12 smiled from ear to ear as they stood in formation waiting for their gifts.

"When we go out and hand out presents and supplies to kids and families, we get a chance to intermingle," said Staff Sgt. Howard Googe, the convoy commander of the mission. "They learn a little about us, and we learn a little about them."





Baghdad Job Center Offers Computer, Tailoring Skills

Story Submitted by 2nd Brigade Combat Team PAO

BAGHDAD, Iraq -- Although many people in Mashtal, a small suburb in east Baghdad, have had to battle unemployment, a new job center is poised to alleviate at least some of the problem.

The facility, the brainchild of the Tissa Nissan District Council and Mashtal Neighborhood Council, boasts an internet café, computer instruction center, an instructional sewing shop, a small store and a cafeteria. The center hopes to add an instructional rug-making shop in the near future. The employment center is expected to encourage other small businesses to spring to life in the area.

Dr. Kareem Alambar, a member of the Tissa Nissan District Council, said the new facility should be a great help to his community: "The use of the facility is free for all residents. People can come here and learn."

The facility has more than a dozen computers available for public use and training. Alambar believes the new facility could help up to 1,000 people a month. The employment center is a rehabilitated bomb shelter that supposedly had been built during the former regime. It is a huge complex with plenty of room for expansion.

An Iraqi woman demonstrates her skill behind one of a dozen sewing machines at the new Mashtal Employment Center in the Tissa Nissan district. (U.S. Army photo)



The rehabilitation of the bomb shelter into an employment center cost about \$62,000 and more than 20 Iraqi workers were involved in the project which took about 30 days to complete.

"This place will help people to get jobs."

- Nader Abduel Hammeed

The business center manager, Gusun Nagi, a software engineer who graduated from El Rafidian College, said anyone who wants to learn about the internet and computers should come in.

"We will be glad to teach anyone," she said. She wants to highlight the center and encourage foreign investors by showing the potential of the Iraqi people. One of the computer/internet instructors, Wamid Saad, said it's good to expose the Iraqi people to cyberspace. Saad, who has a Bachelor's Degree in computers, expects the internet café will be very popular with all members in the community.

Nader Abduel Hammeed, a physics teacher, from a nearby boys' school went to the center to learn about computers. "The teachers here are very good," Hammeed said. "In the beginning, it was very hard to learn, but it is getting easier. Yes, this place will help people to get jobs.

"I want to learn some things about physics in the world," he added. "Now I can be in contact with physics instructors in other countries."

Story Continued on Page 9

Border Security

By Mohammed Al Aubaedy
Gulf Region Division
U.S. Army Corps of Engineers

BAGHDAD, Iraq -- Controlling Iraq's borders is one of the most important factors to the country's security and to the stabilization process. The Iraqi government is working in cooperation with members of the Gulf Region Division and the Project and Contracting Office on executing the construction of border forts and points of entries between neighboring countries to stop infiltrators from entering into Iraq.

There are approximately 230 border forts programmed for completion. Of that total number, workers have completed 115 to date. Seven border point of entry facilities have been completed and five are underway. In addition, there are three academies for training border guards in Sulaimaniya, Kut and Basrah.



On one final walk-around, Gulf Region Division engineers give one of the border forts a complete check prior to turnover. (Photo by Tom Clarkson)





Reconstruction Series: A Comparative History of U.S. Reconstruction Efforts

Much of Europe lay in ruins in the aftermath of World War II. There was little money for reconstruction and there was little hope. The winter of 1947 was especially brutal. Snow and bitter cold swept across Europe, and many items were in short supply: food, fuel, housing, jobs and even clothing. But then something that Winston Churchill would call the "most unsordid act in history" happened -- it began with a Harvard commencement speech on June 5, 1947.



Then Secretary of State George C. Marshall, in a 1200-word address, proposed a massive assistance program to rebuild Europe. Few of those listening to Marshall's flat delivery realized that he was charting a bold new course in American foreign policy. Instead of dictating the way the money would be spent, the United States forced the Europeans to handle their own recovery, to sit down together and come up with a coordinated plan for using the assistance.

Congress overwhelmingly passed the Economic Cooperation Act of 1948, and on April 3, 1948, President Truman signed the act that became known as the Marshall Plan. Over the next four years, Congress appropriated \$13.3 billion for European recovery. This aid provided much needed capital and materials that enabled Europeans to rebuild the continent's economy and became known as "The Marshall Plan".

George C. Marshall: The Marshall Plan in his Own Words



-- "I need not tell you that the world situation is very serious. People in the cities are short of food and fuel and in some places approaching the starvation level. The truth of the matter is that Europe's requirements are so much greater than her present ability to pay that she must have substantial additional help or face economic, social, and political deterioration of a very grave character."



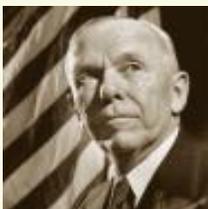
-- "Our policy is directed not against any country or doctrine, but against hunger, poverty, desperation, and chaos."

-- "I worked on that as hard as though I were running for the Senate or the Presidency. It wasn't the idea of the so-called "Marshall Plan." There's nothing so profound in the logic of the thing. But the execution of it, that's another matter. That's the thing I take pride in-- putting the damn thing over."



-- Long-standing commercial ties, private institutions, banks, insurance companies and shipping companies disappeared, through the loss of capital, absorption through nationalization or by simple destruction.

-- "You know far better than I do the political difficulties involved in this program, but there's no doubt whatever in my mind that if we decided to do this thing, we can do it successfully, and there's also no doubt in my mind that the whole world hangs in the balance."



-- It is logical that the United States should do whatever it is able to do to assist in the return of normal economic health in the world, without which there can be no political stability and no assured peace.

-- "Its purpose should be the revival of a working economy in the world so as to permit the emergence of political and social conditions in which free institutions can exist."

(The above material was extrapolated from Department of State documents and transcripts from the PBS program "Newshour" originally aired in a June 1997.)





Baghdad Job Center Story...Continued from Page 7

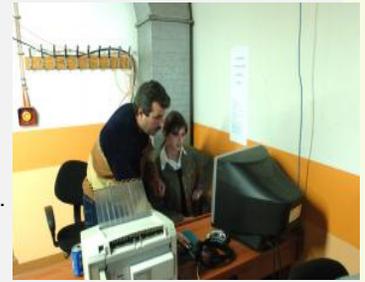
The facility has more than a dozen modern sewing machines. Tailoring classes—where students receive instruction on how to sew traditional clothing—are popular with the women in the community, but they will also provide a outlet to generate additional funding for the facility.

Buthaina Sadiq, of Mashtal, said the facility will be able to sell its wares on the open market.

“First of all, this thing (Deshdasha, the black dress most women wear in Iraq) will be very inexpensive and we will make and sell a lot of them—probably more than 100 dozen of them each month,” Sadiq said.

Samera Kalef Al-Ka’by, a member of the Tissa Nissan DAC, did a lot of work on getting this project completed and believes the sewing classes will help people get jobs.

“There are many jobs for tailors in the community, and the goal here is to get jobs for people and make them work,” Al-Ka’by said.



Norris, a 14-year-old girl receives instruction from a DAC member in Tissa Nissan. Norris hopes it will help her learn more about the world. Her future goal. “I want to be a doctor someday.”

Iraq’s Khor Az Zubayr Port Opens Vital Docks

By Suzanne M. Fournier
Gulf Region South
U.S. Army Corps of Engineers

BASE CAMP ADDER Iraq -- The Basrah Province learned that the third of three sunken wrecks was successfully removed from the navigation channel at Khor Az Zubayr Port earlier this month.

The wreck removal news was announced to the Iraqi news media at the Khor Az Zubayr Port observation tower by Iraqi Minister of Ports Captain Hussan M. Abdallah and Mr. Razzak, Advisor to the Minister of Transportation for Iraq. The three docks are used for import and export of fuel products, and the capability to moor three barges simultaneously at these three docks increases Iraq’s capacity to import and export fuel products—vital to Iraq’s economic prosperity.

On hand to discuss what this means to Basrah province and to the future of Iraq imports and exports were port managers at the two major Iraqi ports, Khor Az Zubayr Port Manager, Mr. Basil and Umm Qasr South Port Manager, Capt. Harmad.

This latest \$2 million wreck removal is the second effort to clear the Khor Az Zubayr Port. An earlier \$5.7 million contract raised four wrecks and removed over 3 million cubic meters of dredged material from the navigation channels at docks 9, 10, and 11.

While dredging the docks to get an 11-meter channel depth, the three recently raised, wrecks were discovered in the soft sediment, blocking dock 10 and obstructing passage to docks 9 and 11. The removal of all seven wrecks was reported by Chris Frabotta, construction representative for the US Army Corps of Engineers Gulf Region Southern District, speaking to the Iraqi news media in front of three recently removed wrecks.

Without the 11-meter depth, a fuel barge can only navigate into this area of the port during high-tide water depth of 13.5 meters (41 feet). While unloading, the barge sits on the soft sediment bottom, as the tide recedes to a depth of 7 meters (23 feet). The barge is stranded at the dock until the next high tide.



Construction Representative for US Army Corps of Engineers, Chris Frabotta (facing camera) on the scene of wrecks at Khor Az Zubayr port. (Photo By Suzanne M. Fournier)

The Iraqi Port Authority can now resume their annual maintenance dredging at docks 9, 10 and 11 at Khor Az Zubayr Port to achieve 11-meter (36-foot) depth without the risk of damage to their equipment from the sunken wrecks.

The two Khor Az Zubayr Port contracts were accomplished by the U.S. Army Corps of Engineers Southern District using Iraq Relief and Reconstruction Funds.





A Reconstruction Partnership



Office of the Assistant Secretary of the Army (ASA) for Acquisition, Logistics and Technology (ALT)

<https://webportal.saalt.army.mil/main/aae.htm>

Assistant Secretary: *The Honorable Claude M. Bolton, Jr.*

Principal Deputy to the ASA (ALT)/Director of Iraq Reconstruction and Program Management: *Mr. Dean Popps*



US Army Corps of Engineers - Gulf Region Division <http://www.grd.usace.army.mil/index.html>

Commanding General: *Brig. Gen. William H. McCoy, Jr.*



Iraq Project & Contracting Office

<http://www.rebuilding-iraq.net>

Director- Baghdad: *Brig. Gen. William H. McCoy, Jr. (dual-hatted GRD-PCO)*

Deputy Director for Reconstruction: *Ms. Kathy Johnson*

Director-Washington: *Mr. James M. Crum*



Joint Contracting Command – Iraq/Afghanistan

JCC-IA provides responsive operational contracting support to the Chief of Mission and Multi-National Corps - Iraq to efficiently acquire vital supplies, services and construction in support of the Coalition Forces and the relief and reconstruction of Iraq.

Commander: *Maj. Gen. John Urias*



Office of the Assistant Deputy Assistant Secretary of the Army (Policy and Procurement), Iraq

DASA(P&P)-I provides the necessary administrative and contracting support to the Chief of Mission, Project and Contracting Office, Multi-National Forces, and supports the humanitarian relief, reconstruction, and security of Iraq.

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For further U. S. Government reconstruction information:

U.S. Agency for International Development: <http://www.usaid.gov/iraq>

U.S. Department of Commerce: <http://www.export.gov/iraq>

U.S. Embassy in Iraq: <http://iraq.usembassy.gov>

