



Iraq Reconstruction Report

Focusing on Construction & Sustainment

03.30.07



Drainage Pump Station Nearly Complete



The Nasiriyah Drainage Pump Station, a critical project for improving agriculture in the south is over 70 percent complete. The project is the largest drainage pump system in the Middle East (Army Corps of Engineers Photo)

Inside this Issue

Page 2	The Perfect Team Water Sector Capacity Development
Page 3	Sector Overview
Page 4	A TA Soldier's Reconstruction Story
Page 5	Provincial Reconstruction Teams
Page 7	Scheduled Conferences Preservation Visit to an Ancient City
Page 8	DoD Reconstruction Partnership

Gulf Region Division Project Dispatches

CERP Project Update...As of Mar. 27, 5,816 Commander's Emergency Response Program (CERP) projects have been completed out of 7,065 planned. CERP is a program originally unique to Iraq that was established to give U.S. military commanders the ability to respond to urgent humanitarian relief and reconstruction requirements within their areas of responsibilities by carrying out programs that will immediately assist the Iraqi people and support the reconstruction of Iraq.

Primary Health Clinic Completed...The Al Nahrawan primary health care clinic project located in Diyala Province has been completed. The clinic will provide quality basic medical care for approximately 100 patients per day.

Electrical Generation Update...Completed Gulf Region Division generation projects have provided an additional 1,420MW of potential generation capacity to Iraq's national grid. At the end of the program, the projects will have added 1,879 MW of potential generation capacity, which can serve an estimated 1.7 million homes. All USG agencies' projects will add or restore a total of 2,555MW at the end of the program.

Underground Distributors Benefit Baghdad Province...The installation of new 11kV underground distributors from the Jadrai to Arasat substations in Karadah, Baghdad Province, has increased reliability of electricity to 65,000 local residents.

Water Projects Completed...Six water projects were completed in various towns in Al Anbar Province on this week. Combined, they will supply fresh water for over 36,000 people.

School Update...GRD has completed 99% of planned school renovations. Under Iraq Relief & Reconstruction Fund, 808 school renovations have been completed to date and one is under construction. Under the Development Fund for Iraq program, 88 additional school renovations are complete. These projects will provide improved school facilities for over 350,000 students. On Mar. 19, the Zakros Ali School was completed in Kirkuk Province.



VIDEO CENTER

North Rumaylah Oil Project

Run Time: 1:25

Watch the Video:

<http://www.grd.usace.army.mil/video/playvideo.asp?ReleaseID=43>



Secretary Rice speaks to Provincial Reconstruction Team members

Run Time: 3:27

Watch the Video:

http://video.state.gov/linking/index.jsp?skin=oneclip&fr_story=32cc63ccd7560421eb0bd19e581d82b4916bac78&f=ev&hl=true



Iraq 101 — Knowledge Brief

Country name:

conventional long form: Republic of Iraq

conventional short form: Iraq

local long form: Al Jumhuriyah al Iraqiyah

local short form: Al Iraq

Time difference: UTC+3 (8 hours ahead of Washington, DC during Standard Time)

daylight saving time: +1hr, begins 1 April; ends 1 October

Building the Perfect Team for Takeover – GRD Logistics

Story & Photos Julie Cupernall
Gulf Region Division

BAGHDAD — While there may be thousands of people working on reconstruction efforts across Iraq, there are 35 people who play a major role that you'll never see in the news. Those 35 people make up the U.S. Army Corps of Engineers Gulf Region Division Logistics Movement Coordination Center (LMCC), located in the International Zone. The LMCC coordinates the movement of coalition property throughout the country of Iraq. Without the materials moved by the LMCC, very little would be possible in the areas of security and reconstruction.

"The Logistics Movement Coordination Center is a collection of minds, banded together to solve a problem of movement and all its complexities," said Jack Holly, GRD Logistics Director. "Everything you see in the LMCC are tools to assist in that decision making process."



Logistics Movement Coordination Center members request permission for, register, and monitor convoy movements throughout Iraq.

After two-and-a-half years, the LMCC is a well-oiled machine of materials movement. It hasn't been accomplished without more than a little bit of adjustment to the machine though.

From the beginning, the LMCC has been organized as a team that will one day be taken over by Iraqis. This envisioned end state created a couple of challenges from the on-set. First, even though the convoy environment is extremely dangerous - the LMCC could not be a classified organization if it was to support Iraqi apprenticeship. Secondly, although the movement environment is military - the LMCC had to be mainly contractors because the LMCC needs to be sustainable for reconstruction needs while coalition forces concentrate on the security mission.

Story continued on page 5.

Program Spotlight: Water Sector Capacity Development Initiative

Compiled By Sheryl Lewis
Director
Capacity Development ASA(ALT)

WASHINGTON — Capacity Development (CD) is critical to providing the foundation for a smooth transfer of day to day responsibility for completed projects to Iraqi management. The primary process for providing CD is by transferring knowledge, skills, and abilities through training. CD activities must be conducted in parallel to the construction and transfer of completed facilities, systems, and equipment.

In the water sector, CH2MHill/Parsons JV, the sector contractor has implemented Phase II of the Capacity Development Initiative (CDI), providing technical training and professional mentoring to develop needed management systems to improve the capabilities of the Ministries of Municipalities and Public Works, Water Resources, the Kurdish Ministry of Municipalities, and the City of Baghdad and support the sustainable operations of public works and water sector infrastructure. *The chart below details CDI Phase II activities implemented between March 2006 and March 2007.*

Task	Iraqi Ministry*	# Events	# Participants
Senior Management Support	MMPW, MoM	5	37
Design Department Support	MMPW, MoM	6	23
Feasibility Study and Environmental Impact Study	MMPW, MoM	4	3
Finance and Administration	MMPW, MoWR, Amanat	12	86
Mini-Master Planning	MMPW, MoM	Completed Feb. 2006	9
Operations and Maintenance Planning and Budgeting	MMPW, MoM, Amanat	16	62
Project Management	MMPW, MoWR, Amanat	9	103
Training Department Support	MMPW, MoM	6	25
Women's Development	MMPW, MoWR, MoM, Amanat	48	379
Train-the-Trainer	MMPW	8	110

* **ACRONYMS:** MMPW (Ministry of Municipalities and Public Works), MoWR (Ministry of Water Resources), MoM (Kurdish Ministry of Municipalities), Amanat (City of Baghdad)

Iraq Reconstruction Report

Sector Overview: Current Status – Final Effects

Compiled By: John Daley, Emily LaMarsh, PCO Washington

As of: March 26, 2007

•Over \$10.7 billion of the Iraq Relief and Reconstruction Fund (IRRF) has been disbursed by DoD, representing 79.1% of total funds allocated to DoD

•3,425 projects starts (out of 3,479 planned projects) and 2,917 projects are complete. This number includes the DoD projects funded by the IRRF and the Development Fund for Iraq (DFI).

Infrastructure Sector	Current Progress	Final Effects
Electricity	1,420 MW capacity added* Increased power generation to 1.3 million homes* Improved Electricity Distribution to approximately 372K Homes* Hours of Power: Iraq - 11, Baghdad – 6 (last week average)	1,879 MW capacity added* (2,555 for all USG projects) Increased power generation to 1.7 million homes* Improved Electricity Distribution to approximately 822K Homes* Hours of Power: 10-12 Iraqi, 10-12 Baghdad
Oil	2.5 Million Barrels Per Day (MBPD) production capacity Approximately 2.0 MBPD actual production Liquefied Petroleum Gas (LPG) production capacity of 1,200 Tons per Day	3.0 MBPD oil production capacity LPG production capacity production capacity of 3,000 Tons per Day
Water & Sewer	Added 449,200 cubic meters per day of water treatment capacity (benefits an estimated 2.4 million Iraqis)*	1,136,000 cubic meters per day of water treatment capacity (will benefit approximately 5.2 million Iraqis*. All USG projects will benefit 8.4 million Iraqis)
Health	26 IRRF-funded Primary Healthcare Centers (PHC) completed Remaining 115 PHCs under contract. 16 IRRF-funded hospitals rehabilitation projects completed	141 PHCs serving a population of 5 to 6.5 million Iraqis 26 IRRF-funded hospital rehabilitation projects
Education	809 IRRF-funded schools providing classrooms for 323,200 students*	811 IRRF-funded schools providing classrooms for 324,000 students*
Security & Justice	3 Training Academy Projects 93 Fire Station Projects 267 Border Forts	5 Training Academy Projects 97 Fire Station Projects 267 Border Forts
Transportation & Communications	54 IRRF-Village Road Projects 92 Railway Station Renovations 14 IRRF Aviation Projects Provided emergency response dispatch system ('911' service) covering 12 million Iraqis in 15 cities	94 IRRF-Village Road Projects 98 Railway Station Renovations 19 IRRF Aviation Projects

Iraq Reconstruction Report



A Territorial Army Soldier's Story

Thousands of Iraqis in Basrah will soon be getting access to water at the turn of the tap for the first time in 25 years, thanks in part to a Territorial Army soldier.

Story & Photos Provided by UK Ministry of Defense

LONDON — Warrant Officer Class 2 (WO2) Douglas Smith, serving with 506 Specialist Team Royal Engineers (Volunteers), just returned home to Nottingham. Working as a member of a Provisional Reconstruction Team (PRT), in Basrah he spearheaded the campaign to reconnect water.

PRTs are UK led with members from the Foreign and Commonwealth Office, Department of International and Foreign Development and corresponding agencies from Holland, the United States, Italy and Australia. They guide and mentor the Iraqis and try and ensure that there is a coordinated effort in reconstruction projects and Iraqi long-term investment. The PRT in Basrah, in partnership with Iraqi national and local Government is helping over 900,000 people in 28 districts gain access to tap water by the end of June 2007 and has already provided many districts with improved sewage systems as well as new and repaired storm water systems. "Working on water installations may not be the most glamorous of jobs and we may not get much media attention, but the job we are doing is vital to the country," said Smith.

The largest project put forward by Smith is the regeneration of the Basrah waterways and canals which were once known as the Venice of the Middle East.

The initial phase of the project is already taking place. This project is redirecting the sewerage and industrial waste away from the water course and the dredging and removing of sunken boats and other materials, allowing the canals a chance to do their primary function, which is the irrigation of the surrounding areas as well as recreation.

The water and sewerage projects also created employment to over 3,500 Iraqi civilians.



Iraqi civilians have installed 200 kilometers of water pipes made of high-density polyethylene.



"In 2003, 95% of the water was lost through leaks, which have now dropped to 60%. This is better than London."

Years of neglect had left many water pipes broken and punctured and many repairs had been made with improvised materials that may have been adequate to prevent low-pressure losses but would not withstand normal pipe pressures. "When I first arrived in 2003 there were lakes that appeared on maps that just did not look right, when I looked at them I discovered they were large burst water mains that had been left to flow out for fifteen years, these were the first areas that were repaired," Smith said. Additionally, "People were also tapping into the water pipes near their homes so that they could get water, but that affected the water pressure, so people further down the line were not getting any water at all. It was a mammoth task. But the people wanted to help themselves, they were keen to work in order to rebuild their cities, but also to earn a wage to provide for their families," he said.

Approximately 200 kilometers of water pipes have been replaced so far, made of high density polyethylene which bends according to the lay of the ground and repairs have been made to over 5,000 leaks on the existing pipe work. "In 2003, 95% of the water was lost through leaks, which have now dropped to 60%. This is better than London," said Smith. About 7,000 septic tanks and 40kms of drains have also been cleared. A water training center has also been established by the Department for International Development to increase the skills of Iraqi engineers in treatment and repair. Improved infrastructure has also benefited business. "Prior to the rebuild, businesses were failing because they didn't have the necessary water to keep their machinery cool. It just wasn't reaching them. As a result, there was high unemployment. We are now beginning to see businesses starting up again and employing local people because they now have access to water that keeps the machinery running."

A plant and emergency contingency coordinator with Scottish Water in civilian life WO2 Smith, concluded, "It was just great to be able to put my civilian and Territorial Army experience to good use. People are no longer drinking dirty contaminated water that in some cases tragically resulted in the deaths of local Iraqis.



Provincial Reconstruction Teams

Building Iraqi Capacity and Accelerating the Transition to Iraqi Self-Reliance

State Department Fact Sheet

WASHINGTON — President Bush announced last January that the U.S. will expand its Provincial Reconstruction Team program to support U.S. strategic priorities in Iraq and to help accelerate the transition to Iraqi self-reliance. Under the plan, the expanded Provincial Reconstruction Team program will double the U.S. civilian presence outside of the International Zone in Baghdad and decentralize efforts to accelerate transition to Iraqi self-reliance.

What are PRTs?

Provincial Reconstruction Teams, or PRTs, are small combined civilian-military units created to support and empower local provincial authorities. They are composed of U.S. and Coalition diplomats, military officers, development experts, and other specialists in fields such as rule of law, engineering, and agribusiness.

PRT members work closely with Iraqi provincial leaders and the Iraqi communities that they serve. While PRTs dispense money for reconstruction projects, the strategic purpose of these civil-military field teams is both political and economic. By building provincial governments' abilities to deliver essential services to Iraqi citizens, PRTs help to extend the reach of the Iraqi government to all corners of the country and help build the stability necessary to complete the transition to full Iraqi control.

How do Provincial Reconstruction Teams Work?

Provincial Reconstruction Teams bolster moderates by establishing and strengthening relationships with local Iraqi leaders — business leaders, community leaders, and elected officials — who are committed to building a prosperous, peaceful, and democratic Iraq. PRTs support these Iraqis through targeted assistance (such as microloans and grants) to help them start new small businesses and create jobs, provide services that meet the local needs of their communities, and develop the capacity to govern in an effective, sustainable way.

This is a joint military-civilian mission. PRTs utilize both civilian and military resources under a common strategic plan crafted by the Team Leader and Brigade Commander. The Team Leader leads a core team composed of a USAID Development Advisor, a Department of Defense Civil Affairs Officer, and a Bilingual Bicultural Advisor.

Continued on page 6.

Story Continued from Page 2...LMCC

Holly, who has been directing the LMCC since its inception in 2003, tackled these challenges by creating a new business model — a team primarily run by contractors in a military environment with a desired end state of total takeover by the Iraqi government. The LMCC was accomplished through what members of Holly's team describe as the "three Cs:" coordination, communication and cooperation.

Coordination

The initial issue boiled down to responsibility. While it was the contractor's responsibility at the LMCC to coordinate movements of materials around Iraq, it was not included in their contracts that those movements needed to be coordinated with the military elements controlling the areas the convoys were moving through. This lack of coordination did not sit well with the military. On the other end of the spectrum, military quick reaction forces, emergency response and medical evacuation teams were not explicitly responsible for covering the LMCC convoys. This lack of coordination was causing insurance premiums for the LMCC's contract companies to go through the roof.

Drawing upon his many years of experience as an officer in the U.S. Marine Corps, Holly recognized this lack of coordination and set out to resolve it. In short, he convinced the contract companies at the LMCC to request permission for, register and track their movements with the military controlling the battle space. The trade was a guarantee from the military for quick response forces and med-evac support in the event of a convoy attack. Coalition forces were getting their logistics needs fulfilled, while keeping a better view of their operating environment, and the contract companies working at the LMCC received a safer work space which dramatically lessened their insurance premiums.

Communication

During the coordination phase of the LMCC, the need for effective communication between the contractors controlling and executing the movement and Coalition forces on the ground was recognized as the deal maker or breaker. The foremost question: How to talk about movements in an unclassified environment without tipping off the bad guys? The answer was encryption of data, much in the same manner that banks do.

Story continued on page 6.



Iraqi workers at a GRD warehouse.

Iraq Reconstruction Report

Learning to Save Lives



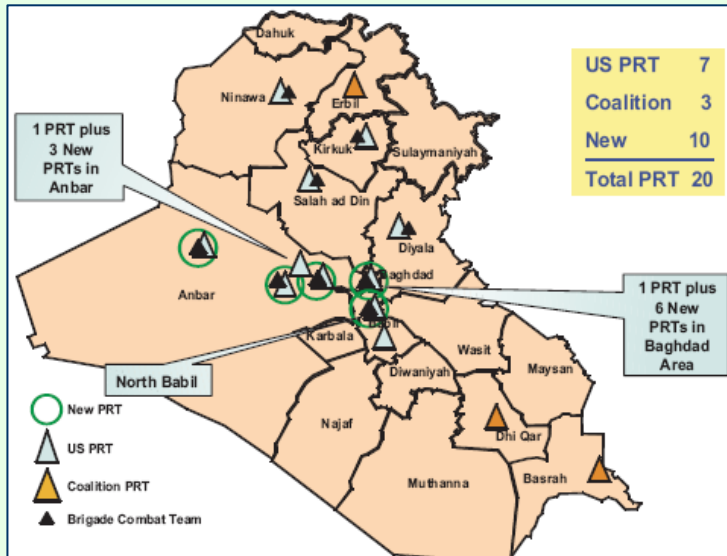
An Iraqi firefighter cuts through a cement block as part of an urban search and rescue training exercise at Basrah Training College. The training is building the capacity of inexperienced firefighters to enter buildings which have collapsed through man-made or natural disasters. The training is conducted at the Basrah Training College by an international team of urban search and rescue experts. (Photo by U.S. Navy MC2 Elisandro Diaz)

Story Continued from Page 5...PRTs

Where are PRTs located?

The announced expansion of the PRT program will create 10 new PRTs, in addition to the existing 10 (20 in total): six new PRTs in Baghdad, three in Anbar, and one in North Babil – in addition to already existing U.S.-led PRTs in Baghdad, Anbar, Ninewa, Kirkuk, Salah ad Din, Diyala, and Babil and Coalition-led PRTs in Basrah (UK), Dhi Qar (Italy), and Arbil (Korea).

The PRT Footprint



Story Continued from Page 5...LMCC

The encryptions aren't foolproof, but are difficult enough that by the time the info is decrypted, the movements will be complete. "We had to be unclassified - but that does not mean stupid. It means we have to use commercial methods of encryption," said Holly.

The ability to safely track the reconstruction resources needed to get \$13 billion worth of reconstruction underway has not gone unnoticed by the commander of the U.S. Army Corps of Engineers Gulf Region Division. "We can track our reconstruction resources directly from the border, and we can make sure we do that in a secure way. It's a vitally important job. It's vitally to what we do," said Brig. Gen. Michael Walsh.

The second question: How to track the materials convoys in real time? Real time is necessary for two reasons - so Coalition forces know that the convoys are "friendlies" and so when the convoys come under attack, help can be on the way within minutes.

The LMCC answered this need by using removable tracking devices on all their convoys. The tracking devices are monitored by employees at the LMCC and by Coalition forces. The complex computer software that monitors the tracking devices on the convoys is constantly being updated and reconfigured to better meet the LMCC's needs. In fact, the contract company that designs the tracking software has an employee on the ground in Baghdad so needs can constantly be assessed and addressed.

Cooperation

The LMCC and Coalition partners are firmly within the cooperation phase now. In the past two-and-a-half years, more than 11,300 convoys have been guided by the organization.

The Way Forward

GRD Logistics and the LMCC have always had one end state: total takeover of operations by the Iraqi people. With this goal constantly kept in mind, Iraqis are working and succeeding at the LMCC and on the convoys moving across their country. Iraqis also are working at GRD Logistics warehouses throughout Iraq – learning the additional skills of inventory control along with materials movement.

"I'm very glad to be working for this company. I have learned many things and this allows me to serve my country and provide for my family's future," said an Iraqi logistics employee. There have also been lessons learned for the U.S. Army Corps of Engineers and Coalition forces. The LMCC is a new business model and it works. DoD's outsourcing to competitively selected contractors, who in turn, outsource to Iraqi companies, not only gets the job done now, it's ensuring that after Iraqis have total independence, and, according to Holly, perhaps the biggest lesson learned at the LMCC is to operate in a learning environment. "Every week you have to analyze, re-look, reevaluate and maybe come up with changes as to how you're doing things."

Scheduled Conferences

— Iraq Oil, Gas, Petrochemical & Electricity Summit, Amman, Jordan

May 28-30, 2007, Amman, Jordan



In collaboration with the Iraqi Government, the Iraq Development Program (IDP) has announced the official Iraq Oil, Gas, Petrochemical & Electricity Summit. This will be the first conference of its kind since the formation of the new Unity Government, said IDP officials. Summit representation will include: Ministry of Oil State operating companies; Iraq Drilling Co.; Ministry of Industry & Minerals; State Company for Petrochemicals; Ministry of Electricity; Iraq Energy Council; and Kurdistan Regional Government officials.

For more on IDP, visit: <http://www.iraqdevelopmentprogram.org>

— Banking in Iraq Conference

April 04-05, 2007, Amman, Jordan

The U.S. Agency for International Development (USAID) -IZDIHAR project, in association with the USAID/Economic Governance II Program, is organizing the first Iraqi banking and finance conference entitled, "Banking in Iraq: The 21st Century Challenge."

Participants will take stock of developments in the Iraqi banking industry post-April 2003, address issues facing the development of banking in Iraq, and explore the prospects and modalities of building a vibrant banking industry in Iraq.

Sessions include: Global Banking Developments and their Implications for Transition Economies; The Role of the Central Bank in Implementing Monetary Policy; Private Banks in Iraq – Current Status and Future Growth; and Strategy for the Microfinance Industry in Iraq – Outreach and Growth.

For more information, visit: <http://www.export.gov/iraq/>

— Iraq Banking, Finance and Development 2007

June 26-27, 2007, London, UK



According to the website, the conference, "Will be of particular interest to business decision-makers, corporate strategists, export, marketing and

and operations senior managers as well as legal practitioners, consultants and heads of business development in emerging markets." Speakers include the Minister of Industry and Minerals; Governor, Central Bank of Iraq; Iraq Ambassador to the United Kingdom; Chairman, Trade Bank Of Iraq; and the Senior Deputy Minister, Construction and Housing

For more information, visit:

http://www.thecwcgroup.com/conf_detail_home.asp?FP=1&CID=172



Preservation Visit to an Ancient City

From MND CS & UNESCO Reports

WASIT, Iraq — Multinational Division Central South Civil Military Cooperation Group (CIMIC) members, along with Polish archeologist Lukasz Oledzki, conducted a preservation visit to the ancient city of Wasit about 65 km south of Al Kut, the capital of Wasit Province.

Wasit was founded in 701 AD as an administrative center and a garrison town. The city was also a very important trade center during the Umayyad Caliphate (661 – 750).

Recent excavations have revealed the remains of a madrasa (a religious school), residential buildings and two mosques.

The CIMIC team's mission was to document the site as well as establish a precise mapping grid. "I conducted precise archeological documentation and checked the site's condition. It will be very useful to plan future projects involving site protection such as fencing and offices," said Oledzki.

Ruins of medieval age city Wasit are one of the most significant monuments of Iraq. The ancient city has also been put on the United Nations Educational, Scientific and Cultural Organization (UNESCO) World Heritage List.

According to its website, UNESCO "Seeks to encourage the identification, protection and preservation of cultural and natural heritage around the world considered to be of outstanding value to humanity."

Other Iraqi heritage sites cited by UNESCO include Hatra, Ashur, Nineveh, Ur, Nimrud, the Fortress of Al-Ukhaidar, and Samarra.

"This very important site should be protected in the best possible way," added Oledzki.



The ancient city of Wasit. (Photos provided by MND CS CIMIC)

Iraq Reconstruction Report

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: <i>The Honorable Claude M. Bolton, Jr.</i> Principal Deputy to the ASA (ALT)/Director of Iraq Reconstruction and Program Management: <i>Mr. Dean Poppo</i>
	 US Army Corps of Engineers - Gulf Region Division http://www.grd.usace.army.mil/index.html Commanding General: <i>Brig. Gen. Michael J. Walsh, USA</i>
	Joint Contracting Command – Iraq/Afghanistan http://www.rebuilding-iraq.net 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: <i>Maj. Gen. Darryl A. Scott, USAF</i>
	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, JCCI-I/A, GRD, Multi-National Forces, and supports the humanitarian relief, reconstruction, and security of Iraq. ADASA(P&P)-I: <i>Mr. Lee Thompson</i>
	U.S. Department of State http://www.state.gov The State Dept. represents the U.S. overseas and conveys U.S. policies to foreign governments and international organizations through American embassies and consulates in foreign countries and diplomatic missions. The department negotiates and concludes agreements and treaties and coordinates and supports international activities of other U.S. agencies. It also hosts official visits, leads interagency coordination and manages the allocation of resources. http://www.state.gov/
	U.S. Agency for International Development http://www.usaid.gov/iraq USAID is an independent federal government agency that receives overall foreign policy guidance from the Secretary of State. USAID supports long-term and equitable economic growth and advances U.S. foreign policy objectives by supporting: economic growth, agriculture and trade; global health; and, democracy, conflict prevention and humanitarian assistance.

For further Iraq reconstruction, transition, and sustainment information:

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

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

U.S. Central Command: <http://www.centcom.mil/sites/uscentcom2/default.aspx>

Multi-National Force – Iraq: <http://www.mnf-iraq.com>

Multi-National Security Transition Command – Iraq: <http://www.mnstci.iraq.centcom.mil/>



Interested in receiving the publication weekly via email? To subscribe to the newsletter or send comments, please email us at: irr@hqda.army.mil

Iraq Reconstruction Report Contacts

Strategic Communications Director (ASA/ALT)

Chief, Public Affairs, Gulf Region Division

HQ USACE Public Affairs

Editor/Writer

Metrics Manager

Copy Editor/Metrics/Health Issues

Howie Lind, (703) 696-1423

Tom O'Hara, (540) 665-1233

Doug Garman, (202) 761-1806

Ron Eschmann

John Daley

Emily LaMarsh

The Iraq Reconstruction Report is compiled and published by the Office of the Assistant Secretary of the Army (Acquisition, Logistics, & Technology), Arlington, VA, in conjunction with the U.S. Army Corps of Engineers. The views and opinions expressed are not necessarily those of the Department of the Army. Unless otherwise indicated (and except for "by permission" or copyright items), material may be reprinted provided credit is given to the author and organization. Past IRU issues can be found at:

http://www.dvidshub.net/index.php?script=pubs/pubs_show.php&id=18&name=Iraq%20Reconstruction%20Report