

# Business Guide for Iraq

U.S. Department of Commerce

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# **Business Guide for Iraq**

U.S. Department of Commerce

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*This business guide is updated periodically to reflect the current situation in Iraq*

Soon after the removal of Hussein's regime, Coalition Forces established the Coalition Provisional Authority (CPA) as a transitional administration to restore security in Iraq, create institutions for representative governance, and facilitate economic recovery.

In July 2003, the CPA established the Governing Council of Iraq. With broad membership from across Iraqi society, its 24 members named Iraqi Ministers, established budgets, and represent Iraq internationally. On November 15, 2003, the CPA and Governing Council agreed to end the occupation, dissolve the CPA, and restore Iraqi sovereignty by June 30, 2004. The Governing Council will lay the basis for a transitional Iraqi government, fully elected representation to a constitutional convention, and the establishment of a representative Iraqi government by the end of 2005.

This guide serves to report on the considerable progress and opportunities in Iraq's economic reconstruction. The U.S. Government, including the U.S. Department of Commerce, continues to work with Coalition partners, international organizations, and the business community to facilitate economic recovery through reconstruction contracts and private investment.

## **I. RECENT COMMERCIAL REFORMS**

In September 2003, the CPA announced sweeping changes to foreign investment laws, permitting investors from any country to wholly own and manage business entities in most Iraqi industry sectors. Under the Hussein regime, foreign investment was restricted to Arab citizens resident in Arab countries.

In October 2003, the Central Bank of Iraq authorized Iraq's private banks to process international payments, remittances, and foreign currency letters of credit. Effective March 1, 2004, Iraq will introduce a new personal and corporate income tax limit of 15 percent, and a new customs duty of five percent on most imports.

## II. RECONSTRUCTION CONTRACTS

U.S. Government-funded contracts, as outlined in this guide, continue to be the leading business opportunities in Iraq. Opportunities for U.S. firms to participate in the reconstruction of Iraq are mostly associated with rehabilitating the country's infrastructure. The primary projects are being carried out by U.S. Government reconstruction contracts issued on behalf of the CPA. The CPA and Iraqi Ministries also issue their own shorter-term contracts, which are funded by Iraqi oil revenues and seized assets deposited in the Development Fund for Iraq (DFI).

### Prime Contracts

The CPA recently created a "Program Management Office" (PMO) that is responsible for all procurement funded by the new U.S. Government appropriation of over \$18.6 billion for Iraq reconstruction. All contracting activities are reported on PMO's new website ([www.rebuilding-iraq.net](http://www.rebuilding-iraq.net)).

On January 7, 2004, the PMO released Requests for Proposals (RFPs) on 17 contracts, to be awarded in March 2004. Seven of the contracts are for program management services; one to support the PMO, and one for each of six sectors of work: 1) Electrical, 2) Public Works/Water Resources, 3) Security/Justice, 4) Buildings/Health, 5) Transportation and Communications, and 6) Oil. Ten major design/build construction RFPs fall under the six program sectors.

All PMO (and U.S. agency) solicitations, amendments and awards are posted on the Federal Business Opportunities Web site. The PMO Web site is posting copies of the RFPs. The Pentagon Renovation Program office, which is the contracting agency issuing the seven program management solicitations on behalf of the PMO, posts its RFPs along with helpful Q&As on its own Web site.

Before preparing full proposals, the PMO is encouraging bidders to submit "Ability to Succeed" documents for initial feedback, which are due within days of the RFPs' release. In general, companies should demonstrate experience, financial capability, high competency of in-country personnel, the ability to positively impact the Iraq economy through capacity-generation and employment, and the capability to proceed quickly.

Companies from 63 Coalition and troop-contributing countries are eligible to compete as prime contractors on the U.S.-funded contracts (see Defense Department statement for country listings). Companies from all non-terrorist countries are eligible for subcontracts. Contractors are expected to partner with Iraqi firms.

In addition to the U.S.-funded, PMO-managed contracts, the CPA and Iraqi Ministries continue to issue DFI-funded solicitations, often with short deadlines. To view the latest RFPs, visit the CPA's Solicitations Web page ([www.cpa-](http://www.cpa-)

[iraq.org/business/index.html](http://iraq.org/business/index.html)). For information on approved funding and potential future contracts, refer to the minutes of the CPA Program Review Board ([www.cpa-iraq.org/budget/program\\_review\\_board.html](http://www.cpa-iraq.org/budget/program_review_board.html)).

### **Subcontracting Opportunities**

The best way to ensure consideration as subcontractors or suppliers on reconstruction contracts is to directly contact the prime contractors, who are entirely responsible for choosing their own business partners.

Comprehensive information on current reconstruction contracts and contractors funded by the initial U.S. appropriation of roughly \$2.5 billion can be found at the websites of the U.S. Agency for International Development (USAID; [www.usaid.gov/iraq](http://www.usaid.gov/iraq)) and the U.S. Army Corps of Engineers ([www.hq.usace.army.mil/cepa/iraq/contracts](http://www.hq.usace.army.mil/cepa/iraq/contracts)).

Additional contact information for U.S. Government agencies and the CPA is provided at the end of this guide. A listing of all U.S. Government and selected CPA contracts follows this guide in an annex. A complete listing of all U.S. Government contracts, including basic contact information of the prime contractors and known subcontractors, is also located at the U.S. Department of Commerce Iraq Reconstruction Task Force website ([www.export.gov/iraq](http://www.export.gov/iraq)). Bechtel, the largest USAID Iraq reconstruction prime contractor responsible for capital construction, maintains information on their activities at [www.bechtel.com/iraq.htm](http://www.bechtel.com/iraq.htm).

## **III. COMMERCIAL ENVIRONMENT**

While most United Nations and U.S. economic sanctions against Iraq were lifted in May 2003, the Iraqi legal and regulatory system as well as an inadequate infrastructure and an unstable security situation pose numerous obstacles to doing business in Iraq. (The legal structure, as it existed at the end of the Hussein regime, is described in detail in the Commerce Department's "Overview of Commercial Law in Iraq", available at [www.export.gov/iraq](http://www.export.gov/iraq).)

The section below outlines the current commercial environment in Iraq. All referenced CPA Orders can be found at [www.cpa-iraq.org](http://www.cpa-iraq.org).

### **Security**

The security situation in Iraq remains serious. Theft and violent crime persist in Iraq, and the potential for attacks against U.S. citizens and facilities remains high. Roads and other public areas can be dangerous for conspicuous foreign travelers. Law enforcement is limited, although Iraqi police units continue to emerge under the supervision of Coalition Forces. The U.S. Department of State issues up-to-date travel warnings for countries throughout the world, and U.S.

companies and visitors are advised to carefully assess the situation in Iraq. Please see Section IV below on travel warnings and passports.

The new (Security) RFP can be found on the Program Management Office website at [www.rebuilding-iraq.net](http://www.rebuilding-iraq.net).

### **Investment**

Until recently, foreign investment in Iraq was restricted by statute to resident citizens of Arab countries. CPA Order #39, issued and effective on September 19, 2003, has significantly altered the international business environment in Iraq by permitting 100 percent foreign ownership and management of Iraqi business entities except in natural resources sectors, including oil, and with respect to banks and insurance companies. The Order provides for equal treatment of foreign investors, foreign trade offices and branch registration, methods of investment, and dispute settlement. The Ministry of Trade is currently registering foreign companies and revising Company Commercial Law 21 to simplify incorporation of companies.

The Order introduces new regulations for foreign investors involved in retail sales, including the requirement for a \$100,000 deposit in an Iraqi bank for the duration of the retail activity.

CPA Order #39 also permits foreign investors to hold long-term leases of real property for up to 40 years, but not ownership. Other property issues are addressed through CPA Orders # 4, 6, and 9 on the "Management of Property and Assets of the Iraqi Baath Party," "Eviction of Persons Illegally Occupying Public Buildings," and the "Management and Use of Iraqi Public Property," respectively.

### **Ongoing Economic Reform**

Under its USAID Economic Recovery and Reform contract, BearingPoint is assisting in the development of a competitive private sector by addressing current Iraq government policies, laws, regulations, and institutions that control trade, commerce, and investment. The contract includes support for the Central Bank of Iraq (see CPA Order #18) as well as the Ministries of Finance, Trade, Commerce, and Industry. The size and capacity of the public sector, the relationships between key industries and government, and constraints to sector export growth are being examined. Other activities include credit, micro-finance, and small business loans.

As of October 15, 2003, new Iraqi dinars have been replacing both the "Saddam" dinars used in southern Iraq as well as the "Swiss" dinars used in the north. The exchange period will conclude on January 15, 2004 and the dinar will float against the world's currencies.

The CPA released its fiscal 2004 budget in October 2003, available at [www.cpa-iraq.org/budget](http://www.cpa-iraq.org/budget).

## **Trade**

Under the Hussein regime, all trade with Iraq was subject to government licensing. Under CPA Order # 12, all tariffs, duties and fees for goods entering or leaving Iraq were suspended through December 31, 2003. The same Order prohibits several exports from Iraq, including many foods products and machinery parts. (Manifests are checked for contraband goods.)

CPA Orders #38 and #47 address the current trade regime. On March 1, 2004, a Reconstruction Levy of five percent will apply to all goods imported into Iraq from all countries. Exemptions from this import duty include food, medicine, clothing, humanitarian assistance, and UN Oil-For-Food program imports. Products for the CPA, Coalition Forces, and reconstruction contractors are also exempt. Please see Order #38 for the full list of exemptions.

CPA Order #16 details current regulations with respect to Iraqi borders, points of entry, and current Iraqi passports. CPA Public Notice #3 authorizes Iraqis to establish direct relationships with international trading agencies.

## **Taxes**

CPA Order #37, issued on September 19, 2003, addresses taxation within Iraq. Income tax and property rental taxes were suspended through the end of 2003 along with all other taxes not continued by the Order. Taxes identified to continue in force include the hotel and restaurant tax, the property sales tax, and the car sale fee and petrol excise duties. The CPA, Coalition Forces, and reconstruction contractors are exempt from these taxes.

As of January 1, 2004, individual and corporate income taxes have been reinstated but at rates no higher than 15 percent. Please see Order #37 for a full discussion of the current taxes and their functions.

## **International Environment**

UN Security Council Resolution 1500, passed August 14, 2003, provided the Iraqi people with an important political step toward an internationally recognized government by welcoming the establishment of the Iraqi Governing Council. The Resolution also provides for the UN Assistance Mission for Iraq to assist the Secretary-General in his duty to fulfill Resolution 1483.

A meeting of donors to raise funds for rebuilding Iraq took place in Madrid, Spain on October 23-24, 2003. The World Bank and the UN presented their needs-assessments to the conference, including the areas of health, education, agriculture, water supply and sanitation, economic management, and investment climate. The assessments and cost estimates can be found at

[www.worldbank.org/iq](http://www.worldbank.org/iq). These assessments are expected to guide the priorities and direction of Iraq reconstruction by donor countries.

In addition to U.S. contributions, 73 countries and 20 international organizations participating in the Donor's Conference pledged over \$13 billion in loans and grants, including: \$5 billion from Japan, \$1.44 billion from members of the European Union, \$200 million from Korea, over \$150 million from Canada; and between \$3 and \$5 billion in loans from the World Bank and between \$2.5 and \$4.25 billion in loans from the International Monetary Fund. Countries can choose to channel their funding through a trust fund facility to be managed by the World Bank and the UN. (The United States will administer its contributions through the CPA Program Management Office.)

Iraq's large international debt could negatively affect economic growth and future funding of reconstruction by international lenders. President Bush appointed former Secretary of State James Baker to negotiate debt reduction with countries and entities that provided loans to Iraq under Hussein's regime.

### **Trade Finance**

While the U.S. Export Import Bank (Ex-Im) is still closed to routine trade finance transactions with respect to Iraq, it will consider applications for exports to Iraq that involve buyers or letters of credit from banks located in third countries.

Ex-Im also is accepting applications under its Working Capital Guarantee Program for subcontractors providing goods and services to Iraq under U.S. Government reconstruction contracts.

The CPA established the Trade Bank of Iraq (TBI) as a separate Iraq government entity and export credit agency to facilitate the import and export of goods and services to and from Iraq. The TBI provides expertise and a point of contact within Iraq to bolster confidence between trading partners that funds will be received in exchange for goods delivered. The TBI will work with Iraqi commercial banks and the Operating Consortium, led by J.P. Morgan Chase with the participation of 15 countries. The first letters of credit under this system were issued in early December for \$7.9 million to guarantee payment for medicine and medical equipment.

TBI will also cooperate with other export credit agencies, such as Ex-Im and the Export Credits Guarantee Department of the United Kingdom. Ex-Im approved a \$500 million facility that will provide short-term insurance for TBI to cover imports from U.S. suppliers. The TBI is discussed in detail in CPA Order #20.

### **Banking**

While bank branches have reopened for business and limited transactions are taking place, the financial and banking infrastructure is not yet functioning

normally. Some banks opened as a result of USAID Rapid Response grants, primarily as savings institutions.

On October 28, 2003, the Central Bank of Iraq authorized Iraq's private banks to process international payments, remittances, and foreign currency letters of credits. A list of participating Iraqi banks, with points of contact, is available from the CPA website under Economy, Privatization of Banks. The Central Bank also announced that foreign banks will soon be licensed to operate over the course of the next five years. CPA Order #40 outlines the new Iraqi banking regulations.

The International Finance Corporation, the private sector arm of the World Bank, approved plans to establish an Iraq Small Business Finance Facility of up to \$200 million to help Iraqi banks finance small business. More information can be found in its December 19, 2003 press release at [www.ifc.org](http://www.ifc.org).

### **Insurance**

Currently, many insurance companies will not cover business activities in Iraq. When it is offered, premiums can be very high. The Overseas Private Investment Corporation (OPIC) is exploring the provision of political risk and expropriation coverage.

### **Intellectual Property Rights**

The United States and Iraq currently provide access to each other's patent and trademark laws and application procedures under the terms of the Paris Convention for the Protection of Industrial Property. However, U.S. copyright owners have no access to Iraqi copyright protection, as the United States and Iraq are not members of any of the same copyright treaties.

### **Physical Infrastructure**

Iraq's aging infrastructure constitutes a major barrier to normal business activity. The availability of electricity and water is improving but remains unreliable. A shortage of gasoline continues to be a major challenge.

The international airports in Baghdad and Basra remain closed to commercial passenger traffic. Non-military flights are restricted to government officials, contractors, and humanitarian assistance personnel.

The seaport of Umm Qasr is open to commercial traffic, but priority is given to humanitarian assistance shipments. Ocean going vessels are able to unload at only one dock. While security inside the port is improving, trespassers and vandalism are still a concern. Vessel operators must file a cargo manifest with the Iraqi customs office at least 48 hours prior to the vessel's arrival. Customs officials will board the vessel upon arrival and check for non-manifested cargo and contraband. The Aqaba, Jordan port and Kuwaiti and Turkish ports are being used to bring overseas products into Iraq.

The majority of Baghdad now has local telephone service. Satellite connections continue to be the primary international telecommunications links. Internet service is increasingly available at Internet cafes and hotels. The CPA awarded three regional mobile telecommunications licenses on October 6, 2003.

Hotels and restaurants have largely resumed normal operations. Most hotels in Baghdad, Kirkuk, Sulaimaniya, and Erbil operate on a cash basis and charge around \$50 per night. A list of hotels is available from the U.S. Department of Commerce "Doing Business in Iraq FAQs" available from the [www.export.gov/iraq](http://www.export.gov/iraq) website.

The Public Buildings, Housing, and Health RFP as prepared by the Program Management Office can be found at [www.rebuilding-iraq.net/projects\\_rfp.html](http://www.rebuilding-iraq.net/projects_rfp.html).

### **Business Centers and Events**

The CPA and the Iraqi Ministry of Trade formed the Iraqi Business Center in Baghdad to provide business services to a growing and eager Iraqi business community. To further assist local companies in identifying Coalition reconstruction and Iraqi public sector opportunities, and establish partnerships with foreign companies, its website provides extensive listings of Iraqi Ministry and Coalition tenders ([www.iraqibusinesscenter.org](http://www.iraqibusinesscenter.org)). The Business Center also maintains a database of interested Iraqi companies at [www.ibcguide.org](http://www.ibcguide.org).

The City of Kirkuk, located in the heart of the northern oil industry, formed a robust Kirkuk Business Center that publishes highly informative newsletters ([www.kirkuk-business-center.org](http://www.kirkuk-business-center.org)).

Trade fair organizer Kallman Worldwide is organizing an international exhibition to be held in Amman, Jordan on January 11-13, 2004. OUTREACH 2004 has received U.S. Commerce Department certification as an excellent opportunity to showcase U.S. products and services to the Iraqi and regional marketplace. Firms interested in doing business in this region should strongly consider exhibiting in or visiting OUTREACH 2004 ([www.kallman.com/Outreach](http://www.kallman.com/Outreach)).

#### **IV. TRAVEL WARNING AND VALIDITY OF U.S. PASSPORTS FOR TRAVEL**

This Travel Warning (current as of January 8, 2004) provides updated information on the security situation in Iraq and advises Americans of the reduced staffing by international organizations in Baghdad as a result of increased attacks and bombings, and of a threat to civil aviation. The security threat to all American citizens in Iraq remains high.

The Department of State continues to strongly warn U.S. citizens against travel to Iraq. Remnants of the former Baath regime, transnational terrorists, and criminal elements remain active. There have been increased attacks in Baghdad, including at hotels, the UN headquarters, the International Committee of the Red Cross, and several foreign missions. These attacks have resulted in deaths and injuries of American citizens. There is credible information that terrorists have targeted civil aviation in Iraq. In addition, there have been planned and random killings, as well as extortions and kidnappings. Coalition led military operations continue, and there are daily attacks against Coalition forces throughout the country. Attacks against coalition forces as well as civilian targets occur throughout the day, but travel at night is extremely dangerous. Hotels, restaurants and locations with expatriate staff are being targeted. The security environment in all of Iraq remains volatile and unpredictable. Although the restrictions on the use of U.S. passport travel to, in or through Iraq has been lifted, travel to Iraq remains extremely dangerous

All vehicular travel in Iraq is extremely dangerous, and there have been attacks on civilian as well as military convoys. Travel in or through Ramadi and Faluja is particularly dangerous. There has been an increase in the use of Improvised Explosive Devices (IED) and/or mines on roads, particularly in plastic bags, soda cans, and dead animals. Grenades and explosives have been thrown into vehicles from overpasses, particularly in crowded areas.

There is a U.S. consular officer in Baghdad who can provide limited emergency services to U.S. citizens in Iraq and is located at the Iraq Forum (Convention Center) across from the al-Rashid Hotel. The consular officer cannot provide visa services. American citizens who choose to visit or remain in Iraq despite the warning contained herein are urged to pay close attention to their personal security, should avoid rallies and demonstrations, and should inform the U.S. consular officer of their presence in Iraq.

American citizens may obtain the latest security information or other information about Iraq by phone:

1-914-360-1025, or by e-mail: [payneba@orha.centcom.mil](mailto:payneba@orha.centcom.mil). [Detailed security information](#) is also available at [www.centcom.mil](http://www.centcom.mil) and [security.advisor@us.army.mil](mailto:security.advisor@us.army.mil).

Updated information on travel and security in Iraq may be obtained from the Department of State by calling 1-888-407-4747 within the United States, or, from overseas, 1-317-472-2328. U.S. citizens who plan to travel to or remain in Iraq despite this Travel

Warning should consult the Department of State's latest Consular Information sheets, the current Worldwide Caution, and Middle East and North Africa Public Announcements, which are available on the Department's website at <http://travel.state.gov>.

## V. SANCTIONS AND EXPORT CONTROLS

In May 2003, the UN Security Council and the United States lifted most economic sanctions against Iraq, permitting non-sensitive U.S. exports to Iraq. The export or re-export to Iraq of any goods or technology subject to a license requirement under the U.S. Department of Commerce's Export Administration Regulations (EAR) will require specific authorization from the U.S. Treasury Department's Office of Foreign Assets Control (OFAC). To determine if goods or technology are subject to a license requirement under the EAR, contact the Commerce Department's Bureau of Industry and Security (BIS), Exporter Counseling Division: (202) 482-4811, or send an e-mail to [www.doc.bis.gov/about/programoffices.htm](http://www.doc.bis.gov/about/programoffices.htm).

If a determination is made that a proposed export or re-export requires specific OFAC authorization, exporters must contact OFAC for a license. See [www.treas.gov/ofac](http://www.treas.gov/ofac) or call 1-800-540-6322. To avoid duplication, authorization from OFAC constitutes authorization under the EAR, and no separate BIS authorization is necessary.

OFAC enforces certain other restrictions on activities of U.S. persons, wherever located, involving transactions with Iraq, including dealing in certain Iraqi cultural properties or entering into transactions with certain Iraqi nationals on OFAC's list of Specially Designated Nationals (consult [www.treas.gov/ofac](http://www.treas.gov/ofac)).

For up-to-date information, consult:

The U.S. Department of Commerce, Bureau of Industry and Security, Export Counseling Division, Tel. (202) 482-4811, [www.bis.doc.gov](http://www.bis.doc.gov)

The U.S. Department of Treasury, Office of Foreign Assets Control, Tel: 1-800-540-6322, [www.treas.gov/offices/enforcement/ofac/](http://www.treas.gov/offices/enforcement/ofac/)

The U.S. Department of State, Bureau of International Organization Affairs, Office of Peacekeeping and Humanitarian Operations, [www.state.gov/p/io/](http://www.state.gov/p/io/)

The U.S. Department of State, Defense Trade Controls, [www.pmdtc.org](http://www.pmdtc.org)

The U.S. Department of State, Economics and Business Affairs, <http://www.state.gov/e/eb/>

## VI. OVERVIEW OF KEY INDUSTRY SECTORS

Agriculture, petroleum, and infrastructure are the prime sectors that should provide a firm foundation for trade and investment in Iraq. Iraq has a generally well-educated and well-trained population of over 24 million. The country's natural resources are diverse. Endowed with two major rivers, Iraq has fertile soil in much of the country. Most notably, Iraq possesses 11 percent of the world's proven oil reserves, second only to Saudi Arabia.

Saddam Hussein's defiance of the international community over the past decade largely isolated Iraq's economy from the international marketplace, with consequences to all sectors.

**Agriculture:** Agriculture is a mainstay of Iraq's non-oil economy. Wheat, barley, rice, and dates are the country's main crops, and at one time there were relatively prosperous poultry and livestock industries. About one-fifth of Iraq's territory consists of farmland. About half of this total cultivated area is in the northeastern plains and mountain valleys, where sufficient rain falls to sustain agriculture. The remainder of the cultivated land is in the valleys of the Euphrates and Tigris rivers.

Iraq's agricultural sector has seriously deteriorated over the past two decades. The Hussein regime enforced destructive production and price controls, and provided input subsidies. Private investment in this sector was virtually nonexistent. The combination of these factors left the Iraqi agricultural sector with little competitive ability while the provision of food subsidies eliminated incentives to grow domestic grain.

Over the last 15 years, production has declined by an average of 1.1 percent per year. Iraq has been importing 57 percent of its annual food requirements. Consistent provision of inputs such as fertilizer, seed, and pesticide is necessary for agricultural production to recover and increase. After many years of neglect, the extensive irrigation infrastructure is in great need of repair. The availability and distribution of water is one of the country's most pressing needs. Overgrazing and desertification are additional concerns.

Currently, agriculture constitutes 29 percent of Iraq's GDP and 20 percent of employment. Total agricultural output for 2002 was \$1.6 billion. Immediate needs of the agricultural sector are the refurbishment of facilities and irrigation systems, the reestablishment of services and managerial capabilities, and developing efficient distribution. In the long run, efforts will need to concentrate on sector growth, food security, and increasing rural employment. Currently, the CPA, the United States and

Australia are encouraging agricultural rehabilitation through local purchase programs.

A \$5 million contract for agricultural reconstruction and development announced on October 21, 2003, was awarded to Development Alternatives, Inc. ([www.dai.com](http://www.dai.com)). The one-year program is referred to as the "Agriculture Reconstruction and Development Program for Iraq" (ARDI). The primary goals are to support Iraqi initiatives to revitalize production, stimulate income and employment through agro enterprise and market development, develop rural financial services (and rural micro finance organizations), and rehabilitate natural resources.

The first phase of ARDI focuses on the distribution of seed and fertilizer, equipment and other quick impact activities. DAI will concentrate on Iraq's main agricultural sectors: cereals, horticulture, livestock, dairy, and poultry. The program also focuses on water resources development and soil reclamation, with an emphasis on restoration of the Iraqi marshlands in the south. The second phase will last eight months and focus on longer-term rehabilitation and sustainability. USAID will provide considerable technical assistance, financial services, and stimulate trade and investment in the agricultural sector.

**Oil:** The development of Iraq's vast oil reserves will spur the country's economic recovery and future growth. The oil sector dominates Iraq's economy, with oil exports historically accounting for about three-quarters of gross domestic product (GDP) and more than 90 percent of foreign exchange earnings. Iraq has an estimated 112 billion barrels of proved, probable, and possible oil reserves – the world's second largest after Saudi Arabia. Many petroleum specialists believe that Iraq's undiscovered resource potential could increase the country's holdings to as much as 200 billion barrels.

The country's oldest producing oil field, Kirkuk, was brought into production in 1934. In the south, most existing reserves are held in super-giant and giant oil fields such as Majnoon, West Qurna, Zubair, and the Rumaila field complex. Current production in Iraq is around 2.2 million barrels per day (b/d). Most of the country's undiscovered oil resource base is likely located in the under-explored Western Desert as well as near existing fields along the Iraq-Iran border.

Iraq also has world-class natural gas reserves that are both associated with oil fields and held in separate accumulations. Iraq's natural gas reserves are pegged at 110 trillion cubic feet, but this estimate could grow much larger as more exploration occurs.

With the restoration of significant oil production and the resumption of exports, Iraq has the potential to earn between \$10 billion and \$15 billion annually over the next several years. Reestablishment of Iraq's pre-Gulf War production capacity of 3.5 million b/d is a high economic priority. According to the U.S. Defense Department, , oil production in late December 2003 reached 2.3 million barrels per day, exceeding the domestic need of 450,000 by a factor of four. Exports average 1.5 million barrels per day.

Production of petroleum products for domestic use and eventual export continue to be limited by Iraq's refinery capacity. Gasoline production is 62 percent of the CPA goal of 18.0 million liters per day. Diesel production is currently 68 percent of the CPA goal of 18.0 million liters per day. Kerosene production is at 47 percent. Finally, liquefied petroleum gas (LPG) production is currently at 60 percent of the 6,500 tons per day goal. Investment will be needed to enable Iraq's refineries to process a greater volume of crude oil.

Although Iraq was able to increase oil production in the 1990s, this was accomplished largely through the use of improvised maintenance techniques, scavenged spare parts, and the cannibalization of equipment, especially at the country's refineries. Iraq's upstream and downstream oil and gas infrastructure is outdated and requires a sizable investment in repair, rehabilitation, and upgrading. Iraq's oil export pipeline system and terminals also are in need of rehabilitation and modernization. Moreover, continuing sabotage and terrorist attacks on the country's oil infrastructure, particularly on vital domestic and export pipelines, have hindered efforts to sustain oil production and export levels.

In addition to funds needed to rehabilitate existing oil infrastructure, large-scale investment is required to develop dozens of oil fields that have been identified and appraised, but are as yet undeveloped. The high quality reservoirs in these fields contain the majority of Iraq's existing oil reserve base. Development of these fields will be critical to maintaining the country's long-term export capability. Based on its existing reserves and undiscovered resources, Iraq has the potential to produce six million b/d, although this production level likely will not be achieved until after 2010.

The Ministry of Oil has declared several goals within the next several years, including improving management of the oil sector to meet international best practices, and attracting substantial foreign direct investment for long-term funding. The oil industry's 70,000 workers may need to be reorganized and retrained to function efficiently.

The U.S. Army Corps of Engineers has been assigned to undertake the rehabilitation of Iraq's oil sector. To date, the Corps has contracted with

Kellogg, Brown and Root (KBR), Fluor Intercontinental, Washington Group International, and Perini Corporation. Their contracts include oil field repair, logistics support services, and oil well fire damage control.

**Airports and International Travel:** Iraq has approximately 108 airports and airfields throughout the country. International airports exist in Baghdad and Basra while major domestic airports exist in Mosul, Kirkuk, and Irbil. Baghdad International Airport (BIA) and Al Basra International Airport (BSR) are currently undergoing reconstruction efforts. The Mosul airport faces significant obstacles, including limited infrastructure and constraints on expansion due to surrounding development.

All airports in Iraq are severely outdated. Systems had gone without maintenance for years and suffer from a lack of spare parts. International commercial airlines have not operated in Iraq for thirteen years. Iraqi Airlines operated domestically during the Saddam regime but its antiquated and partially destroyed fleet is no longer in service.

As with many areas of Iraq, these airports suffered from insufficient availability of power, water, sewage and telecommunications. These problems are being addressed by the USAID Capital Construction contract to Bechtel and include the installation of a number of communication systems necessary for safe and effective air traffic control of commercial air service.

Bechtel maintains information on all their transportation activities at [www.bechtel.com/iraq.htm](http://www.bechtel.com/iraq.htm). The new Transportation RFP can be found on the Program Management Office website at [www.rebuilding-iraq.net](http://www.rebuilding-iraq.net).

The CPA currently administers air traffic control and security at the Baghdad and Basra airports. The responsibility of running the airports will eventually shift to the Ministry of Transport. Currently, BIA has two runways and three terminals, while the BSR and Mosul airports have a single runway and a single terminal.

**Seaports:** While Iraq has six separate ports, its single deep-water port is at Umm Qasr. The new port section of Umm Qasr can now accommodate 12 five-meter-draft ships. Previously, only four-meter-draft ships could enter the port due to heavy siltation. In addition to siltation, a number of shipwrecks and pieces of debris in the port waters were removed. All 21 berths are now open and available.

A ferry service operates three times a week, moving people, vehicles, and cargo between Umm Qasr and Dubai, UAE.

Umm Qasr has over 175,000 square feet of covered warehouse and 800,000 square feet of storage location. The grain facility is now capable of mechanically unloading up to 60,000 tons of grain at a time. Both road and rail lines link these storage facilities with outside transportation paths, although the rail line is still undergoing reconstruction.

There is ample land around the current port site for expansion. In addition to general restoration, the Umm Qasr port is in need of improved cargo and container moving equipment, support vessels such as tug boats and response vehicles, and an administrative overhaul. Fencing has been installed around the perimeter of the port. All power substations have been repaired and the port is entirely lit at night.

Iraq's other five ports are smaller in scale, narrowly specialized, and generally considered a lower priority in comparison with Umm Qasr. Three of these five ports are located on the Shatt al Arab waterway that poses severe river travel challenges. The Shatt al Arab has low water levels, silting problems, security issues, and is intersected by a number of obstructive pontoon bridges that lay flat in the water.

Oil terminals are located at Al Baker and Khawr Al Amaya. The Ministry of Oil governs these two terminals, while the Ministry of Transport and Communications operates the ports.

The new Transportation RFP can be found on the Program Management Office website at [www.rebuilding-iraq.net](http://www.rebuilding-iraq.net).

**Railways:** Iraq has approximately 1,525 miles of rail line, though about half of it is considered to be in poor condition. A lack of signals and poorly maintained tracks cause considerable delays as train travel speeds are significantly reduced.

Five main rail lines exist: 1) Baghdad to Basra and Umm Qasr; 2) Baghdad to Mosul and Syria; 3) Baghdad to Al Ramadi to Al Qaim; 4) Al Qaim to Akashat; and 5) Kirkuk to Baiji and Haditha. Along these lines are 107 stations. Many of these stations, as well as maintenance shops and offices, were looted. Service has resumed at a moderate level, with about ten trains running per day.

Iraq's rolling stock has deteriorated severely over the past few decades. A lack of maintenance has caused an accumulation of inoperable stock. Of the stock that does function, there are roughly 150 locomotives, 150 passenger cars, and 8,000 flatbeds and cargo cars, a small number of which transport oil.

The most important priority in refurbishing and improving the rail lines is establishing a reliable line from Umm Qasr to Shuiaba Junction near Baghdad. This line will be used to transport large amounts of goods coming in from the port at Umm Qasr. The existing Umm Qasr-Baghdad line has not been upgraded since the 1950's and is being replaced by a new 72-kilometer, European-standard line built by Bechtel and Iraqi Republic Railways (IRR). This line will provide service of up to thirty trains per day and will offer affordable, high capacity transport for goods arriving at Umm Qasr. An additional sixteen kilometers of rail will be added to the already substantial rail network that exists within the port itself.

Track-laying equipment owned by IRR is being repaired and used for the construction of the new line. New signals and modern equipment will dramatically reduce the occurrence of mishaps, accidents, and derailments. Training in modern rail operations would also be provided to IRR employees.

The new Transportation RFP can be found on the Program Management Office website at [www.rebuilding-iraq.net](http://www.rebuilding-iraq.net).

**Roads:** Iraq has a fairly extensive network of roughly 24,000 miles of roads and highways, 85 percent of which are paved. Most of these roads were constructed in the 1970's and 1980's and have received little maintenance since. Heavy military use and overloaded trucks have compounded the problems, producing mediocre road conditions in many areas. Many miles of road will need to be repaired in the near term.

The main artery of the country is a six-lane expressway that connects the Jordanian border in the west to Baghdad, and then Baghdad with Basra in the south (near Umm Qasr). North of Basra, on this expressway, is a missing section 94 miles long that is in need of completion. Also, a number of links to the expressway could be built from cities that currently have no direct access.

Primary roads link Baghdad to various cities throughout the country. These are often four-lane roads. A network of military roads facilitated troop movement along the borders for defense purposes. Beyond these roads exist smaller, secondary roads as well as village roads, many of which are unpaved. Several of these primary and secondary roads are in need of repair. It is believed many village or town roads are also in need of expansion.

Over 1,100 bridges exist in Iraq to provide crossings over the Tigris and Euphrates rivers and their tributaries. Many of these bridges, including the

main ones, require rehabilitation. Three main bridges that are currently targeted for repair are the Al Mat, Tikrit, and Khazir bridges. A handful of bridges are temporary, pontoon bridges that need permanent replacements. Many locations could benefit from the building of new bridges.

Road safety is not ideal given road conditions, missing signage, congested areas, and poor interchanges. Government road administration and maintenance is getting back on track, but will require considerable funding and work. The State Commission for Roads and Bridges (SCRB), located within the Ministry of Housing and Construction (MOHC), is responsible for the expressway and all national roads and bridges not within municipalities.

The new Transportation RFP can be found on the Program Management Office website at [www.rebuilding-iraq.net](http://www.rebuilding-iraq.net).

**Public and Commercial Transport:** Iraq has a comparatively small private vehicle fleet that, given its population of 25 million, will likely change as the lifting of economic sanctions permits more automobiles into the country. As a result of the small number of vehicles, buses are highly utilized. An extensive number of bus routes exist, ranging from intra-city to international. Taxi services are readily available. A number of private car owners will pick up passengers on the side to make extra income. Increasing traffic problems are anticipated as the number of cars in the country increases before road systems can be expanded.

Trucks handle much of the freight shipping services in Iraq. Main routes are: 1) Umm Qasr to Baghdad; 2) Aqaba, Jordan to Baghdad; and 3) Tartous, Syria to Baghdad. These trucks were mostly laden one way during the Hussein regime as they delivered goods to Baghdad as part of the UN's Oil-For-Food program. The trucks are often old and in fair to poor condition. Ownership of these trucks is currently at a variety of levels, many with at least partial government ownership. Private company monopolies exist through widespread leasing of individual trucks. Government involvement will most likely decrease as privatization of the trucking industry is encouraged.

The new Transportation RFP can be found on the Program Management Office website at [www.rebuilding-iraq.net](http://www.rebuilding-iraq.net).

**Power:** In early October 2003, Iraq's electricity production exceeded demand for the first time in years. However, to satisfy Iraq's peak demand for electricity, the country will need 50 percent more generation by

summer 2004. Decades of fuel shortages and lack of regular maintenance have severely curtailed dependable electrical supply. Post-war looting and sabotage rendered seven of the country's major transmission lines inoperable. Given these needs for reconstruction, companies may have numerous and wide-ranging opportunities in the power sector.

The UN has several projects underway in Iraq, one of which is electricity rehabilitation. In the three northern governorates (Erbil, Dohuk, and Suleimaniya), the UN Development Program (UNDP – [www.undp.org](http://www.undp.org)) implemented the Electricity Network Rehabilitation Program (ENRP – [www.enrp.undp.org](http://www.enrp.undp.org)) to rehabilitate the electricity network across four main sectors: generation, transmission, substations, and distribution. Through ENRP, the UNDP has built up capacity to implement an operation of \$800 million. Its work has resulted in power stability for about 380,000 households (2.7 million people). Thus far, ENRP has awarded 25 contracts worth \$238 million. The ENRP provides information on current vacancies, invitations for expression of interest, and procurement notices.

At the Iraq Donors' Conference in Madrid, the Ministry of Electricity (MOE) proposed construction of combined cycle power plants, transmission line additions, completion of thermal power stations begun under the Oil for Food Program, and training of technicians. The Minister expressed concerns for environmental sensitivity and security for workers in the electricity sector. The CPA is transitioning securing forces to the MOE. Over 20 electrical facilities have been transferred.

Electricity output has exceeded the pre-conflict peak in early October at 4400 megawatts (MW). It is primarily derived from the Baiji and Mosul thermal plants and a hydroelectric dam on the Tigris. Due to some setbacks on December 17, power generation reached 3,344 MW. The CPA goal for production in the summer of 2004 is 6,000 MW. Electrical generation for Baghdad is 1.3 gigawatts. Many areas in the south are reported to be receiving 24-hour coverage.

Major power infrastructure projects are incorporated within the potential scope of USAID's Capital Construction contract. Information on Bechtel's work in the electricity sector, including support for CPA and UNDP efforts in Iraq, is available at [www.bechtel.com/PDF/Iraq\\_Power.pdf](http://www.bechtel.com/PDF/Iraq_Power.pdf). The new Electrical RFP can be found on the Program Management Office website at [www.rebuilding-iraq.net](http://www.rebuilding-iraq.net).

**Water:** The Ministry of Public Works recently announced that water services in Iraq are very close to pre-war levels. Over 90 percent of the urban population is thought to have access to water, but quantities per

capita are insufficient. It is estimated that 60 percent of the overall population has access to potable water. In many neighborhoods, leaking pipes have contaminated potable water networks.

The water treatment system in Iraq consists of 218 traditional water treatment plants and 1,191 mobile compact water treatment plants that mainly serve rural areas. Baghdad's water distribution system consists of nine large dams, 18 major barrages, and 275 pump stations. The equipment used in these pumps stations is over 20 years old.

The Ministry has plans to ensure that the 90 percent of Iraqis who currently have access receive clean water by 2004, and that all Iraqis have access to clean water by 2005.

The Ministry's plan also calls for extending sewage treatment to 15 percent of the country by the end of 2004 and to 30 percent by the end of 2005. Only eleven percent of Iraqi citizens nationwide currently have proper sewage facilities. Only half of the country's sewage treatment plants are operational. In Baghdad, deteriorating sewage treatment installations are unable to handle increasing flows caused by population growth. Steps taken by the CPA and various non-government organizations (NGOs), in cooperation with the Baghdad city water authorities and the Army Corps of Engineers, averted an immediate water crisis in Baghdad.

Projects aimed at improving Iraq's irrigation systems, potable water availability, and wastewater treatment facilities are included within the scope of USAID's Capital Construction contract. Bechtel is currently working on a project to increase water capacity on the eastern side of Baghdad, increasing flow from 580 million liters per day to 780 million. Work has also begun in Basrah, Diwaniyah, and Hillah on sewage treatment plants.

The Ministry has announced plans to hire 100,000 Iraqis in temporary positions to proceed with basic public works projects: cleaning the cities, refurbishing the gardens, and collecting garbage. Private humanitarian groups are also contributing to the treatment of damaged water facilities. Veterans for Peace, a nonprofit educational and humanitarian group, managed to raise close to \$200,000 to repair six water treatment facilities, which serve a population of more than 85,000 people. The World Bank estimates a total cost of 1.8 billion in 2004 for improvements to water sanitation and solid waste, and \$4.9 billion in years 2005 through 2007.

The new Water and Wastewater RFPs can be found on the Program Management Office website at [www.rebuilding-iraq.net](http://www.rebuilding-iraq.net).

**Telecommunications:** U.S. companies will find opportunities in resuscitating Iraq's telecommunications ("telecom") sector. There are now only three phones for every 100 people. The state-owned Iraq Telecommunications and Posts Company is the sole provider of both landline telecom and postal services in Iraq. Given the current state of Iraq's telecommunications infrastructure, quickly establishing a functioning telecom system in Iraq is an economic development priority. The World Bank estimates that in 2004, telecomm rebuilding will need \$1.04 billion, and from 2005 through 2007, the sector will need \$2.3 billion. At the Madrid Donors' conference, a goal of increased teledensity to 10 percent was set for 2007. To reach it, private investment will be required. Several projects have been proposed, including an update of national fiber optic networks, as well as rejuvenating and replacing current telecom switches.

CPA Order # 11 provides for the Iraqi Ministry of Transportation and Communications to be the licensing and regulatory body for all commercial telecommunication services in Iraq. The U.S. Trade Development Agency received \$5 million to assess the sector.

A satellite gateway provided by Globecom Systems restored approximately 50 percent of Baghdad's international phone service. Under the Capital Construction contract, Bechtel is repairing the main north-south fiber optic backbone that will telephonically reconnect approximately 70 percent of Iraq. Bechtel and subcontractor Lucent are replacing 12 switches in Baghdad, restoring service to 240,000 lines and bringing Baghdad's total number of lines back to pre-conflict levels.

Under a DOD contract, MCI constructed a small mobile network in Baghdad for use by the CPA, Coalition Forces, and reconstruction contractors. Vodafone operates a small network near Basra to support British forces. The CPA recently announced the winners of three GSM regional mobile phone licenses. AsiaCell was awarded the north Iraq license, Orascom the center, while AtheerTel was awarded the license for the south. Forty-two cell sites are up in Baghdad in anticipation of the licenses issuance. The new Communications RFP can be found on the Program Management Office website at [www.rebuilding-iraq.net](http://www.rebuilding-iraq.net).

There are opportunities for U.S. firms to establish Internet access in Iraq. Since the previous Iraqi regime considered the Internet a direct threat to the status quo, it was scarcely available. The State Company for Internet Services has 60,000 subscribers, of which only half were operating before the war. Internet centers charged a \$55 annual membership fee and Iraqi companies had to pay between \$2,500 and \$8,000 per year to install the Internet in their offices. Computer equipment was also restricted, with only 15 percent of the population thought to be able to use a computer.

Dramatically increasing the number of computers in Iraq and accelerating Internet access throughout the country will facilitate economic development in Iraq.

**Healthcare:** The Iraqi health care system suffers from a lack of equipment, depletion of trained professionals (many of whom left the country), and poor standards.

The health system that Saddam Hussein supported was corrupt and the quality of healthcare varied according to ethnic region. Shiites in the south have higher infant death rates than Baghdad, and in Kirkuk, health standards were manipulated. Any company wanting to sell drugs to the Ministry of Health had to pay a 10 percent service charge, which would eventually end up in a Baathist treasury account in Amman. In 2002, doctors were paid \$20 a month while pharmacists were making only \$1 a month.

There are approximately 240 hospitals and 1,200 primary health care clinics operating in Iraq. Since March 2003, 49 hospitals and clinics have been rehabilitated with another 131 planned. Most equipment is broken, outdated or inadequate. Services and quality of the healthcare system vary by region, with better services available in and around Baghdad and the northern areas. The Ministry of Health has around 100,000 healthcare professionals and staff, of which over 80 percent are women. Iraq tends to have a relatively high number of specialists but lacks an adequate number of primary health care workers. The country has very few first-tier pharmaceuticals available.

Significant improvements have been made since the end of major conflict. The CPA's budget from July 1 to December 31, 2003 was approximately \$210 million, or \$20 per capita (which is significantly higher than the 50 cents per person during Hussein's regime). The first of 74 "health clinic in a box" kits containing primary medical equipment and supplies have been distributed in Basrah by the Department of Health. USAID established a database for tracking and coordinating international medical donations and health activities across Iraq.

Abt Associates ([www.abtassoc.com](http://www.abtassoc.com)) was awarded a \$40 million contract to assist in stabilizing and strengthening the health system. Abt is responsible for helping to rebuild almost all sub-sectors of the healthcare system. The company is assessing and implementing emergency relief, planning, process improvements, health economics, data collection and information systems.

The new Public Buildings, Housing, and Health RFP can be found on the Program Management Office website at [www.rebuilding-iraq.net](http://www.rebuilding-iraq.net).

UNICEF has been active in delivering basic vaccines, and the Ministry of Health currently promotes a monthly "Vaccine Day," delivering over 1.4 million doses of vaccinations since July 2003, with another 30 million procured with the help of USAID and UNICEF. Almost one-third of children in the south and central regions suffer from malnutrition. Women suffer from high rates of anemia (estimated to be as high as 60-70 percent). Low breastfeeding levels, low birth weights, diarrhea, and acute respiratory infections all contribute to high child mortality rates (125 per 1,000). Over 8,000 Iraqi workers have begun training to screen and manage malnourished children. (The World Health Organization contributed \$10 million.)

Prior to 2003, the highly centralized Iraqi health system tended to concentrate more on curing illnesses rather than prevention. The Ministry of Health is placing decentralization of the management structure as one of its highest priorities in the coming year. Currently, there is a great need for the development of a system of standards, and the need to license health care professionals to ensure that these standards are enforced. There is little existing health legislation in Iraq, and the legislation that does exist needs to be strengthened. Also, up-to-date training and education programs are needed, along with new professionals in the fields of healthcare management, planning, and finance.

**Other Sectors:** The non-oil industrial sector includes such industries as petrochemicals, phosphate, sulfur, fertilizers, minerals, cement, paper, consumer goods, light manufacturing, electronics, machinery and transport equipment, textiles, leather and shoes, and food processing and packaging. Most major industrial enterprises were state-owned. Details about the current state of these industries and state-owned enterprises will be available when in-country assessments are completed.

## VII. CRITICAL CONTACTS FOR BUSINESS

Coalition Provisional Authority  
[www.cpa-iraq.org/](http://www.cpa-iraq.org/)

CPA Program Management Office  
[www.rebuilding-iraq.net/](http://www.rebuilding-iraq.net/)

Iraqi Business Centers  
[www.iraqibusinesscenter.org/](http://www.iraqibusinesscenter.org/)  
<http://kirkuk-business-center.org/>

U.S. Department of Commerce  
Iraq Reconstruction Task Force  
Business outreach website & hotline  
Tel: 1-866-352-4727  
Fax: (202) 482-0980  
E-mail: [IraqInfo@mail.doc.gov](mailto:IraqInfo@mail.doc.gov)  
[www.export.gov/iraq](http://www.export.gov/iraq)

U.S. Foreign Commercial Service  
American Embassy, Kuwait  
Tel: 965-539-5307/8, Ext. 2392  
Fax: 965-538-0281  
E-mail: [Kuwait.City.Office.Box@mail.doc.gov](mailto:Kuwait.City.Office.Box@mail.doc.gov)  
[www.buyusa.gov/kuwait/en/](http://www.buyusa.gov/kuwait/en/)

U.S. Foreign Commercial Service  
American Embassy, Amman, Jordan  
Tel: 962-6-592-0101, Ext. 2632  
Fax: 962-6-592-0146  
E-mail: [ammanoffice.box@mail.doc.gov](mailto:ammanoffice.box@mail.doc.gov)  
[www.buyusa.gov/jordan/en](http://www.buyusa.gov/jordan/en)

U.S. Department of Commerce, Bureau of Industry and Security  
Export Counseling Division  
Tel. (202) 482-4811  
[www.bis.doc.gov](http://www.bis.doc.gov)

U.S. Agency for International Development  
[www.usaid.gov/iraq/activities.html](http://www.usaid.gov/iraq/activities.html) - for USAID Iraq opportunities

U.S. Army Corps of Engineers  
Tel: 1-866-461-5171, the Defense Department Iraq contract hotline

[www.hq.usace.army.mil/cepa/iraq/contracts.htm](http://www.hq.usace.army.mil/cepa/iraq/contracts.htm) - for USACE Iraq opportunities  
[www.hq.usace.army.mil/cepa/iraq/faq.htm](http://www.hq.usace.army.mil/cepa/iraq/faq.htm) - for USACE Iraq contract FAQ

U.S. Department of Agriculture  
Foreign Agricultural Service  
Lee Schatz  
Tel: 1-202-690-1180  
E-mail: [Lee.Schatz@fas.usda.gov](mailto:Lee.Schatz@fas.usda.gov)

U.S. Department of State  
Office of Commercial and Business Affairs  
[www.state.gov/e/eb/cba/iraq](http://www.state.gov/e/eb/cba/iraq)

U.S. Department of State  
Travel Warning and Updated Security Information for Iraq  
[travel.state.gov/iraq.html](http://travel.state.gov/iraq.html)

U.S. Department of State International Police Recruiting Program  
[www.state.gov/q/inl](http://www.state.gov/q/inl)

U.S. Department of Treasury  
Office of Foreign Assets Control  
Tel: 1-800-540-6322  
[www.treas.gov/offices/enforcement/ofac/](http://www.treas.gov/offices/enforcement/ofac/)

U.S. Department of State, Defense Trade Controls  
[www.pmdtc.org](http://www.pmdtc.org)

U.S. Central Command  
[www.centcom.mil/](http://www.centcom.mil/)

United Nations  
Office of the Iraq Oil-for-Food Program  
[www.un.org/Depts/oip/](http://www.un.org/Depts/oip/)

Oil-for-Food Contract Inquiries  
Office of Peacekeeping and Humanitarian Operations  
U.S. Department of State  
(202) 736-7733

United Nations Iraq Programs  
[www.devbusiness.com](http://www.devbusiness.com)  
[www.iapso.org](http://www.iapso.org)  
[www.iq.undp.org](http://www.iq.undp.org)

### VIII. Annex: U.S. Government and Selected CPA Contracts

<i>Sector</i>	<i>Title</i>	<i>Agency</i>	<i>Prime / RFP</i>	<i>Date</i>
<i>Administration</i>				
	Personnel Support	USAID	International Resources Group	February 7, 2003
	Theater Logistical Support	USAID	Air Force Contract Augmentation Program	February 17, 2003
	CENTCOM Contingency Support	DOD	Washington Group Intl., Fluor Intl., Perini Corp.	April 4, 2003 – awarded electricity restoration contracts on October 5, 2003
<i>Agriculture</i>				
	Agriculture Reconstruction and Development	USAID	Development Alternatives, Inc. (DAI)	October 21, 2003
<i>Banking</i>				
	Iraqi Commercial Banks (Request for Information)	CPA	<a href="http://www.cpa-iraq.org/commercial/RFI_RashedRafidain.html">www.cpa-iraq.org/commercial/RFI_RashedRafidain.html</a>	Closed on August 30, 2003
	National Micro and Small Enterprise Credit Program	CPA	<a href="http://www.cpa-iraq.org/business">www.cpa-iraq.org/business</a>	Request for Application closed on September 15, 2003
	Trade Bank of Iraq	CPA	J.P. Morgan Chase & Co. with an international consortium	August 29, 2003
<i>Economic Recovery</i>				
	Economic Recovery, Reform, and Sustained Growth	USAID	BearingPoint, Inc.	July 25, 2003
<i>Education</i>				

	Higher Education and Development	USAID	International consortia led by SUNY-Stony Brook, University of Hawaii, and DePaul University	October 3, 2003
	Primary and Secondary Education	USAID	Creative Assoc. Intl., Inc.	April 11, 2003
<i>Health</i>				
	Public Health	USAID	Abt Associates	April 30, 2003
<i>Military</i>				
	Ammunition Destruction	DOD	Parsons	August 22, 2003
	Iraqi Army Training	DOD	Vinnell Corporation	July 1, 2003
<i>Miscellaneous Equipment</i>				
	Numerous short term equipment contracts	CPA	<a href="http://www.cpa-iraq.org/business/index.html">www.cpa-iraq.org/business/index.html</a>	Varies
<i>Oil</i>				
	Oil Well Fires	DOD	KBR	March 8, 2003
	Repair and Continuity Operations	DOD	<a href="http://www.fedbizopp.s.gov">www.fedbizopp.s.gov</a> - DACA63-03-R-0021	Not yet awarded; closed on August 14, 2003
<i>Reconstruction</i>				
	Capital Construction	USAID	Bechtel	April 17, 2003
	Iraq Reconstruction Phase II	USAID	Bechtel	January 6, 2004
<i>Security</i>				
	International Police Program	U.S. State Department	CSC/DynCorp	April 18, 2003
<i>Telecommunications</i>				
	Mobile Phone Licenses	CPA	AsiaCell, Orascom, and AtherTel	October 6, 2003
<i>Transportation</i>				
	Airport Administration	USAID	SkyLink Air and Logistic	May 5, 2003

			Support (USA)	
	Air Service Applications for Baghdad and Basra	CPA	<a href="http://www.cpa-iraq.org/ministries/transportation.html">www.cpa-iraq.org/ministries/transportation.html</a>	Not yet awarded; closed on July 8 and August 2, 2003 respectively
	Seaport Services	USAID	Stevedoring Services of America	March 24, 2003