



Coalition Provisional Authority



Iraq Program Management Office



# ***Progress & Potential***

**Bringing the World to the Iraq Reconstruction**

***Coalition International  
Contractor Outreach Conferences***

**April 20 – May 3  
2004**

# Our Philosophy

*The contracting process will bring the world to Iraq and Iraq to the world. But most of all, these dramatic changes will bring hope to a people who not long ago lived in the shadow of oppression and tyranny.*

- **Full and open competition**
- **Transparent transactions at every level**
- **Full accountability and reporting**
- **Several auditing agencies involved to assure compliance with the law**

# Our Philosophy

- **Financial and Contract Authority following chain of command responsibility.**
- **Innovative and highly leveraged private sector Program Management approach.**
- **Integrate Iraqi professionals into the effort at all levels.**
- **Collaborate with Government of Iraq and others**

# **Goals for Today's Conference**

- **Strategic Overview of Progress to Date and Milestones**
- **Overview of Contracting Process**
- **Break-Out Sessions/Contractor Networking**
- **Questions & Answers**

# Coalition's Strategic Goals

*Every day we are improving the quality of life & producing a hope in the future that will enable freedom to flourish.*

- **Improve the Quality of Life for the Iraqi People**
- **Establish a secure, democratic environment.**
- **Stimulate the Economy and Job Creation in Iraq.**
- **Strategically administer the Supplemental funding.**
- **Build the capacity of Iraq Construction and related supporting industry.**
- **Support Iraqi capacity for large Program Management.**



# A Year of Progress In Essential Services

*Just a little over a year ago,  
essential services were used as weapons  
to repress and tyrannize the people of Iraq.*

# **A Year of Progress In Essential Services**

- **Teacher salaries have increased by more than 1000 percent and over 8 million new textbooks have been distributed.**
- **More than 30,000 tons of medical supplies have been delivered and more than estimated 70% of Iraqi children have been inoculated.**
- **Today, Coalition-supported water and sanitation projects are on schedule to bring clean water to more than 20 million of Iraq's people.**

# **A Year of Progress In Essential Services**

- **Today electrical power is more equally distributed and the Coalition continues to meet its goals for power generation.**
- **This spring we have begun adding new power to the electrical grid for the first time in over a decade while performing preventative maintenance and upgrades in existing facilities**
- **The Baathist's education restrictions have been lifted and more than 2600 schools have been rehabilitated.**



# A Year of Progress In Governance

*Today we have an Iraqi nation, dedicated to the welfare of its citizens, bounded by law, eager for trade and prepared to take its rightful place in the world community.*

# A Year of Progress In Governance

- **In Baghdad alone, more than 90 citizens' advisory councils have been established. Most towns and villages have done the same.**
- **Nearly all 400 of Iraq's courts are open issuing judgments.**
- **A free press is beginning to flourish with more than 170 newspapers operating throughout the country.**
- **Iraq has adopted a Transitional Administrative Law which outlines an Iraqi government that ensures individual liberties, human rights, a separation of powers, and launches a sovereign democratic process.**



# A Year of Progress In Security

*The Coalition has made considerable progress toward establishing modern, well trained Iraqi security forces that will, in time, be capable of maintaining security and enforcing the rule of law.*

# **A Year of Progress In Security**

- **Forty-five of the 55 most wanted members of the former Iraqi regime have been captured or killed.**
- **We now have well over 150,000 Iraqis in security forces in Iraq, including the new Iraqi army.**
- **Every day the new Iraqi security forces work side by side with coalition forces, sharing information which leads to the arrest of terrorists and former regime elements.**
- **Over 1000 joint patrols are conducted daily to help secure the country.**



# A Year of Progress In the Economy

*There is truly enormous potential for economic growth in Iraq.*

# **A Year of Progress In The Economy**

- **Capacity-building in the oil industry has increased Iraq's average annual oil revenue - the engine of its economy - from \$9 billion to \$16 billion since June 2003.**
  - **Together we unified and strengthened the Iraqi currency by issuing new Dinars and removing counterfeit notes from the market. The value of the Iraqi Dinar has already increased 25%.**
  - **Small businesses are springing up in all fields throughout the country.**
  - **New construction projects are popping up across the country.**
- We estimate that the contracts awarded this year for reconstruction projects could produce thousands of jobs in Iraq.**

# Challenges

*Security remains a top concern. The Coalition is establishing modern, well trained Iraqi security forces that will be capable of maintaining security and enforcing the rule of law.*

- **Security impact on progress and cost**
- **Sabotage and Looting**
- **Logistics constraints on transportation, materials, equipment and labor**
- **Anticorruption efforts will require focus**
- **“DeBaathification” is difficult at best**

# Challenges

- **Major deterioration of Infrastructure due to decades of neglect and poor maintenance**
- **War damage affected communications, selected buildings, roads and bridges**



Coalition Provisional Authority



Iraq Program Management Office



# Contracts and Projects

# Program Prioritization Criteria

- **Largest positive impact on the Iraq Population**
  - Security
  - Economy/Employment
  - Essential Services
  - Governance
- **Timing to support major initiatives**
- **Lead time for Construction**
  - e.g. Thermal Power Plants
- **Natural precedence of Construction and Operation.**
  - e.g. Bridges before Railroad tracks

# Supplemental Funds Breakdown

**\$18.4** Billion for Reconstruction

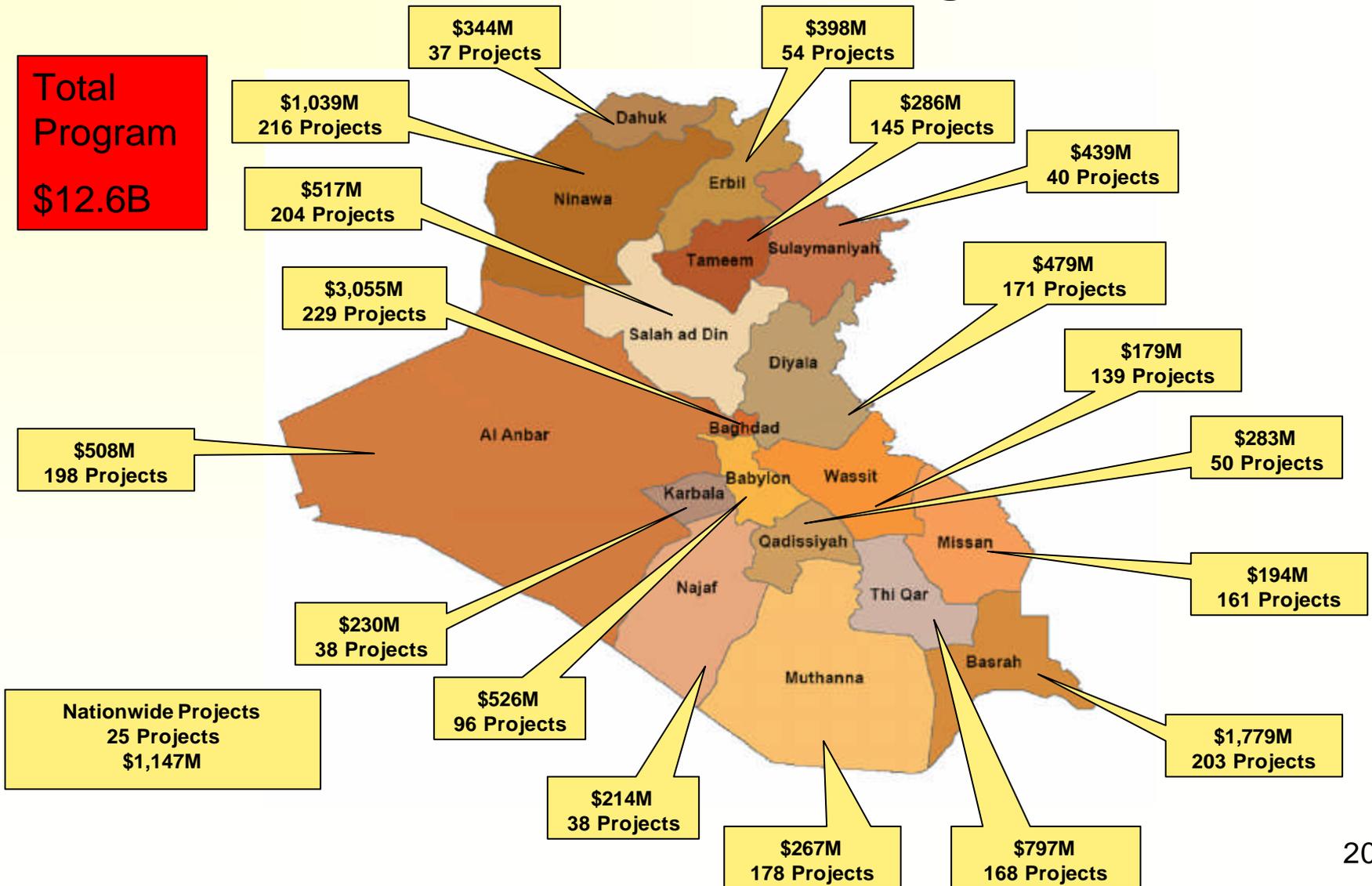
**(5.8)** Non-Construction items

**\$12.6**

**(4.0)** Reserve

**\$ 8.6** Available for Construction Now

# Construction Programs



# Program Management Contracts Awarded

- **Program Management Office**
  - **AECOM** \$21,610,501
- **Public Works/Water**
  - **CH2M Hill/Parsons** \$28,494,672
- **Transportation/Communications**
  - **Berger/URS Group, Inc.** \$8,458,350
- **Security/Justice**
  - **Berger/URS Group, Inc.** \$8,458,350
- **Buildings/Education/Health Sector**
  - **Berger/URS Group, Inc.** \$10,754,664
- **Electrical Sector**
  - **Iraq Power Alliance/ Joint Venture** \$43,361,340  
**(Parsons Energy & Chemicals Group)**
- **Oil Sector**
  - **Foster Wheeler** \$8,416,985

# Construction Contracts Awarded

- **Power Generation**
  - **Fluor AMEC** **\$500 Million**
- **Transmission/Distribution/Communications and controls for Northern Iraq**
  - **Washington International, Inc.** **\$500 Million**
- **Transmission/Distribution/Communications and Controls for Southern Iraq**
  - **Perini Corporation** **\$500 million**
- **Public Works for Northern Iraq**
  - **Fluor AMEC** **\$600 Million**
- **Public Works for Southern Iraq**
  - **Fluor AMEC** **\$500 Million**
- **Water Resources**
  - **Washington International/Black & Veatch Joint Venture** **\$600 Million**

# Construction Contracts Awarded

- **Buildings, Education & Health**
  - **Parsons Delaware, Inc.** **\$500 Million**
- **Transportation**
  - **Contract/AICI/OCI/Archirodon, Joint Venture** **\$325 Million**
- **Communications**
  - **Lucent Technologies World Services** **\$ 75 Million**
- **Security & Justice**
  - **Parsons Delaware, Inc.** **\$900 Million**



Coalition Provisional Authority



Iraq Program Management Office

# Construction

# Electricity

- **Current Peak Demand - Nearly 6,000 MW**
- **Current output – Approximately 4,000 MW**
- **Installed Capacity Amounts to 10,000 MW**
- **Power Plant Summary:**
  - **16 Gas Turbine (Single Cycle) Plants**
  - **8 Steam Generation Plants**
  - **5 Hydropower Plants**

# Sample Electrical Projects

<b>Rehab Generation</b>	
<b>Taji Gas Power Plant</b>	<b>\$46,760,000</b>
<b>Old Mullah Abdullah Gas Power Plant</b>	<b>\$80,160,000</b>
<b>Spring Outage for Summer Peak</b>	<b>\$55,816,326</b>
<b>Baghdad South New Generation Phase II</b>	<b>\$83,236,500</b>
<b>Nasiriyah Thermal Power Plant</b>	<b>\$27,017,000</b>
<b>Inlet Air Cooling for Combustion Turbines</b>	<b>\$41,750,000</b>
<b>Musayab New Generation</b>	<b>\$173,768,400</b>
<b>Baghdad New Low Speed Diesel Generation</b>	<b>\$316,200,000</b>
<b>Substations and Distribution Lines in Baghdad</b>	<b>\$105,000,000</b>
<b>Power Factor Correction, Capacitors</b>	<b>\$8,000,000</b>
<b>Al Ameen Substation</b>	<b>\$65,000,000</b>

# Potable Water

- **Potable Water**
  - Tigris/Euphrates supply 2/3 of the drinking water
  - 226 conventional water treatment plants and 1,200 compact units
- **Equipment purchased under Oil for Food is poor quality, from a variety of sources**
- **60% of urban areas have potable water (Near term goal to improve to 75%)**
- **60% of water in distribution networks lost to leaks or illegal connections**

# Sample Public Works Projects

<b>Potable Water</b>	
Rural water supply	\$75,000,000
Rural groundwater supply	\$25,000,000
<b>Basrah Water System Improvement Project</b>	<b>\$340,000,000</b>
<b>Amarrah Water System Improvement Project</b>	<b>\$35,000,000</b>
<b>Mosul Water System Improvement Project</b>	<b>\$99,000,000</b>
<b>Sewerage</b>	
Kufa Sewerage Project	\$55,000,000
Erbil Sewerage Project	\$62,000,000
<b>Solid Waste</b>	
<b>Baghdad Landfill</b>	<b>\$22,000,000</b>
<b>Water Conservation</b>	
\$30M in water main, fitting, valves, etc materials for water system repairs by the Iraq Ministry.	\$30,000,000

# Sewerage/Solid Waste

- **6% of the sanitary waste in Iraq is currently being treated.**
- **80 % of Baghdad and 9% of the remaining urban population have sewage treated.**
- **Solid waste is disposed of in unregulated garbage dumps or burned.**

# Sample Water Resources

<b>Project Title</b>	
<b>Dam Safety (Ninewa)</b>	<b>\$63,100,000</b>
<b>Pump Stations (Nationwide)</b>	<b>\$26,500,000</b>
<b>Pumping Stations and Generators (Basrah)</b>	<b>\$3,700,000</b>
<b>Pumping Stations and Generators (Kerbala)</b>	<b>\$12,700,000</b>
<b>Pumping Stations and Generators (Diyala)</b>	<b>\$5,600,000</b>
<b>Major Irrigation (Muthana)</b>	<b>\$28,100,000</b>
<b>Basrah Water (Basrah)</b>	<b>\$112,300,000</b>
<b>Major Irrigation (Qadissaya)</b>	<b>\$63,200,000</b>
<b>Irrigation and Drainage (Wassit)</b>	<b>\$37,900,000</b>

# Security/Justice

- **150 police stations need upgrading or new construction**
- **Courthouses, jails and prisons require upgrade or new construction**
- **179 existing fire stations need rehabilitation and 200 new fire stations are required for life safety**
- **The new Iraqi Army of 40,000 persons require basing facilities at 18 locations**

# Sample Security & Justice

<b>Project Title</b>	
Rehab Ports of Entry-Seaports (Basrah)	\$10,351,800
Al Thawra Rehab Court (Baghdad)	\$4,249,350
Basrah Rehab Court (Appeal)	\$5,099,220
Rehabilitate Civil Defense Main Building (Baghdad)	\$983,421
Renovate Al Kasik Army Base, Phase I (Ninewa)	\$148,117,005
Renovate An Numaniyah Military Base, Phase I (Wassit)	\$298,976,918
Renovate Kirkuk Army Base (Phase I) (Ninewa)	\$137,145,375
Baghdad Police Facilities	\$3,589,487
Construct Western Baghdad Max Sec Facility	\$49,381,920
National Fire Academy (Baghdad)	\$31,055,400

# Transportation/Communications

- **3 Major Airports - Baghdad, Al Basrah, Mosul**
- **3 Major Ports - Umm Qasr, Khawr az Zubayr, Al Basrah**
- **38,400 KM Paved Roadways, 1,963 KM Railroad**
- **All of the above suffering from 30 years of neglect and three wars**

# Sample Transportation & Communications

<b>Roads &amp; Bridges</b>	
Village Roads Rehabilitation/Construction Project, Nationwide	\$40,000,000
Second carriageway, Baghdad – Kirkuk Road (Expressway 1)	\$36,000,000
<b>Dora Yousifia Freeway</b>	<b>\$76,700,000</b>
<b>Aviation</b>	
BIAP Infrastructure	\$27,500,000
BIAP Airport Air Traffic Control	\$23,404,000
<b>Ports</b>	
Dredging	\$3,500,000
<b>Berth Infrastructure</b>	<b>\$8,200,000</b>
Electrical System Upgrade	\$6,000,000
<b>Railways</b>	
Shalschia Repair Shops, Baghdad	\$6,000,000
<b>Signals</b>	<b>\$14,900,000</b>

# Buildings/Health

- **Hospitals lack security, clean water, reliable electricity, process gases, medical supplies & equipment**
- **Iraq needs more outpatient clinics throughout the country**
- **80% of Primary and Secondary Schools require Significant Reconstruction**
- **Several ministry buildings require significant work**

# Sample Public Buildings, Health & Education

<b>Hospitals</b>	
Abu Ghraib General Hospital	\$5,767,781
Al Kadhmiya for Children (Pediatric) Hospital	\$19,128,060
Al Rutba General Hospital	\$6,909,000
Anbar Hospital	\$674,286
<b>Schools</b>	
Atfal Khaniqen Kindergarten (Diyala)	\$231,750
Kirkuk Vocational School (Tameem)	\$200,690
Sayyidat Zeinab School (Missan)	\$141,473
Alkathimi School (Muthana)	\$135,972
Ash Sharif Ar Raady School (Thi-Qar)	\$135,972
<b>Government Buildings</b>	
Restore Ministry of Environment Building	\$6,043,348
Restore Ministry of Trade Building	\$11,322,274

# Oil

- **Background:**
  - **World's 2<sup>nd</sup> largest known oil reserves**
  - **95% of nation's income from oil**
  - **Production goal for Dec 03 was 2.0 Mbpd**
  - **Iraq currently exceeding production targets for crude oil (2.4 Mbpd produced since Jan 04)**
- **Initial Future Goals:**
  - **Production: 2.5 million bpd by 31 Mar 04**
  - **Production: 3.0 million bpd by 31 Dec 04**

# Use of the Supplemental in Oil

\$ 809	– Construction
323	– Equipment, Tools, Vehicles and Chemicals
<u>68</u>	– Infrastructure Security
\$1,200	– Subtotal (\$1,196.9 M to complete work plan)
<u>501</u>	– Petroleum Product Imports
<b>\$1,701</b>	<b>– Total Supplemental</b>

# Sample Oil Projects

<b>Project Title</b>	
<b>Infrastructure Repair (Nationwide)</b>	<b>\$395,000,000</b>
<b>Qarmat Ali Water Plant (Basrah)</b>	<b>\$125,000,000</b>
<b>Rapid Pipeline Repair Team (Nationwide)</b>	<b>\$55,000,000</b>
<b>Oil Infrastructure Security Requirements (Nationwide)</b>	<b>\$60,000,000</b>
<b>Personnel Security Requirements (Nationwide)</b>	<b>\$8,000,000</b>
<b>Repairs To Ngl Plant (Nationwide)</b>	<b>\$15,000,000</b>
<b>Repairs To Lpg Plant (Nationwide)</b>	<b>\$50,000,000</b>
<b>Port Facilities Upgrade (Basrah)</b>	<b>\$9,000,000</b>
<b>Qarmat Ali Water Study (Basrah)</b>	<b>\$5,000,000</b>
<b>Oil Reservoir Management (Nationwide)</b>	<b>\$40,000,000</b>
<b>Retain Subject Matter Experts (Nationwide)</b>	<b>\$5,000,000</b>

# **Projected Construction Tasks Committed by 1 July 04**

<b><u>Sector</u></b>	<b><u>\$M Committed</u></b>
<b>Oil</b>	<b>\$ 865</b>
<b>Electrical</b>	<b>\$1,993</b>
<b>Security/Justice</b>	<b>\$ 749</b>
<b>Water/PW</b>	<b>\$ 722</b>
<b>Trans/Comm</b>	<b>\$ 367</b>
<b><u>Bldgs/Ed/Health</u></b>	<b><u>\$ 371</u></b>
<b>Total</b>	<b>\$5,067 Million</b>



# Non-Construction

# Non-Construction Capacity Building

- **Democracy Building - \$458M**  
Anticorruption, Decentralization, Education
- **Support to Governmental Institutions - \$588M**
  - Development of Constitution, Promote Rule of Law
  - Support War Crimes Prosecution
- **Health Care - \$50M**
  - Infectious disease control, National health policy reform, institutional decentralization
- **Assistance to Iraqi Citizens -\$160M**
  - Human Rights, Property Claims Tribunal, Refugee Assistance, Civic Programs

# Non-Construction Security Programs

- **Internal Security - \$1,190M**
  - **Police, Border Enforcement, Facility Protection**
    - Training, Weapons, Vehicles, Communications, Equipment, Uniforms
- **Iraqi Civil Defense Force - \$200M**
  - **Training, Weapons, Vehicles, Equipment, Salaries**
- **Iraqi Armed Forces - \$1,141M**
  - **Battalion Sets, Vehicles, Weapons, Personal Equipment, Education, Operations & Maintenance, Training**
- **Electrical Infrastructure Security - \$50M**
  - **Train, Equip Electric Security Service**
  - **Aerial Surveillance capability**

# Non-Construction Goods and Services

- **Electricity Transmission & Network Control - \$150M**
- **Oilfield Service/Repair Capacity**
  - Tools, Vehicles, Equipment- \$375M
- **Humanitarian Fuels/Petroleum Products - \$501M**
  - Benzene, Diesel, LPG
- **Water & Sewerage - \$138M**
  - Chemicals, Pumps, Generators, Water Trucks, Piping, fittings, spare parts, vacuum trucks

# Non-Construction Goods and Services

(Continued)

- **Iraqi National Railroad - \$88.8M**
  - Rolling stock, track repair parts & equipment
- **Hospital equipment Procurement/Modernization - \$275M**
  - Equipment for clinics/hospitals, staff training

# **Projected Non- Construction Procurement Underway by 1 July 04**

<b><u>Sector</u></b>	<b><u>\$M Committed</u></b>
Oil Infrastructure	\$ 836
Electrical	\$ 86
Security and Law Enforcement	\$ 2,308
Justice and Public Safety	\$ 540
Democracy	\$ 458
Water Resources and Sanitation	\$ 139
Trans/Comm	\$ 234
Roads, Bridges, & Construction	\$ 3
Health Care	\$ 325
Private Sector Development	\$ 131
<u>Education, Refugees, &amp; Human Rights</u>	<u>\$ 247</u>
<b>Total</b>	<b>\$ 5,307 M</b>



Coalition Provisional Authority



Iraq Program Management Office



# Conducting Business With the U.S. Government

# Conducting Business With the U.S. Government

- **Contracts are awarded to “Responsible” contractors and subcontractors**
- **TO BE “RESPONSIBLE” – YOU MUST SHOW:**
  - **(1) Adequate Financial Resources**
  - **(2) Ability to Meet the Delivery Schedule**
  - **(3) Satisfactory Performance Record**
  - **(4) Satisfactory Record of Integrity and Business Ethics**
  - **(5) Have Appropriate Controls and Technical Skills**
  - **(6) Have the Required Equipment and Facilities or Be Able to Obtain Them**

# Labor Laws

- **EQUAL EMPLOYMENT OPPORTUNITY (EEO) APPLIES TO PRIME CONTRACTORS AND SUBCONTRACTORS WITH PERFORMANCE OUTSIDE THE U.S. IF THEY RECRUITED EMPLOYEES WITHIN THE U.S.**
- **AGE DISCRIMINATION PROHIBITIONS APPLY EVERYWHERE**
- **PROHIBITION AGAINST ACQUIRING PRODUCTS PRODUCED BY FORCED OR INDENTURED CHILD LABOR**
- **OVERSEAS WORKERS COMPENSATION AND WAR HAZARD INSURANCE APPLIES TO CONTRACTS IN IRAQ**

# Prohibited Sources

- **NO SUBCONTRACTING WITH AND TRANSPORTING SUPPLIES THROUGH SOURCES FROM:**
- - **CUBA**
  - **IRAN**
  - **NORTH KOREA**
  - **SUDAN**
  - **SERBIA**

# Contracting Opportunities in Iraq

- **SECURITY AND LAW ENFORCEMENT**
- ANTI-BALLISTIC GEAR (HELMETS AND VESTS)
- ROAD SIGNS
- FURNITURE/OFFICE EQUIPMENT
- NON-TACTICAL VEHICLES
- BOATS (COAST GUARD)

- **TRANSPORTATION/TELECOMMUNICATIONS**
- CRASH/FIRE/RESCUE VEHICLES (AIRPORT)
- CARGO HANDLING EQUIPMENT
- GANGER TROLLEYS
- AIR NAVIGATION EQUIPMENT
- FLASHBUTT WELDERS

- **HEALTH CARE**
- TB PROGRAM
- MATERNITY PROGRAM
- BLOOD PROGRAM
- HOSPITAL EQUIPMENT

## **ELECTRICAL/WATER**

- 60 MW GENERATOR
- INVENTORY OF MEDIUM VOLTAGE CONDUCTORS
- WATER TREATMENT FACILITIES/MATERIALS
- TUB GRINDERS

## **JUSTICE/PUBLIC SAFETY**

- FIRE FIGHTING EQUIPMENT
- WITNESS PROTECTION PROGRAM
- EVIDENCE HANDLING FACILITY
- RADIOS



## Security Infrastructure

***Construction will contribute to improve security, and the costs of security will decline. That was our belief from the start and local leaders throughout Iraq share this view.***

# Security Infrastructure

- **We will have a security contractor who will assist the Coalition in defining the security requirements for our construction contractors.**
- **Construction contractors will be briefed and receive daily updates on the security environment and on the necessary security precautions.**
- **In addition, we will establish security centers in various locations throughout Iraq to receive reports and share security information.**
- **The Coalition's security contractor will be integrated closely with the construction contractors' security, the coalition military, and the Iraqi security authorities.**

# Management Technology

- **Web-based Program Management System**
- **Accessible and always current**
- **Commercially available technology**
- **Will be passed to Iraq as a viable “Asset Management” system**



Site Search keyword

"First and most important, do this program correctly and in accordance with all the laws and regulations of the United States," said David J. Nash,



# www.rebuilding-iraq.net



David Nash (second from right), director of the U.S. Program Management Office, joins local dignitaries for a traditional lunch during a visit to the An Numaniyah Iraqi Army Base two hours southeast of Baghdad. The project is part of the \$18.4 billion supplemental appropriation by the U.S. Congress to build Iraqi infrastructure. (PMO News Service photo)



An Numaniyah, Iraq, March 9, 2004 - Iraqi workers signal to the crane operator to hoist fencing at the Iraqi Army base undergoing renovation. Over 2,500 Iraqis are employed at the site. (PMO News Service photo)

**RFPs Information**  
Answers to questions about the construction RFPs can be found under [Frequently Asked Questions](#). Please query using the Major Category labeled "Contracting".

**Ethics, Standards & Policies**  
Inspector General Report [Contracts Awarded for the Coalition Provisional Authority by the Department of Defense](#)  
CPA - Inspector General information, [click here](#).  
Fraud, Waste and Abuse Hotline [click here](#).

**Vendor Information**  
Want to help? Contractors are urged to register with us to help build a better Iraq. [Please register here](#).  
To search for a list of currently registered vendors, [click here](#).

**Register for PMO RFPs**  
To receive updates and RFP

# www.dnb.com

**April 1, 2004**  
Draft RFP for the Re-Release of [Iraqi Armed Forces and Associated Forces Battalion Sets IDIQ](#), just announced.  
Solicitation No.: W56HZV-04-R-0692  
[Read More](#)

Destination Baghdad

**March 30, 2004**  
[\\$8 Billion Available for Infrastructure](#) - a rec

**March 29, 2004**  
[U.S.-Funded Projects to Propel Iraqi Economic Renaissance](#)  
[Coalition Provisional Authority News Conference on Reconstruction of Iraq](#)



An Numaniyah, Iraq, March 9, 2004 - An Iraqi

# www.ccr.gov

[Frequently Asked Questions](#)  
[Workers' Compensation Insurance](#)

# Destination Baghdad Expo



Platinum Sponsors



LARU LTD.



[Home](#) [About IACCI](#) [Information Center](#) [Exhibitor's Center](#) [Media Center](#) [Security](#) [Contact Us](#) [Registration](#) [Search](#)



## Destination Baghdad Expo

The IRAQI AMERICAN Chamber of Commerce and Industry proudly welcomes you to Baghdad for this historic event.

Organized and Produced by: The IRAQI AMERICAN Chamber of Commerce and Industry

In cooperation with: CPA, Iraqi Governing Council, and the Federation of Iraqi Chambers of Commerce

April 19, 2004

Mansour International Fairgrounds  
Mansour, Baghdad

### NEWSFLASH

New date set for the DBX EXPO

[Click Here for Details](#)

[Email us your Support](#)

[www.dbxexpo.com](http://www.dbxexpo.com)



# Moving Forward

***This process will bring the world to Iraq  
and Iraq to the world.***

***Together we will continue to plan and prioritize  
projects and ensure that funds are expended in a  
responsible manner that benefits all the Iraqi people***



Coalition Provisional Authority



Iraq Program Management Office



# Questions