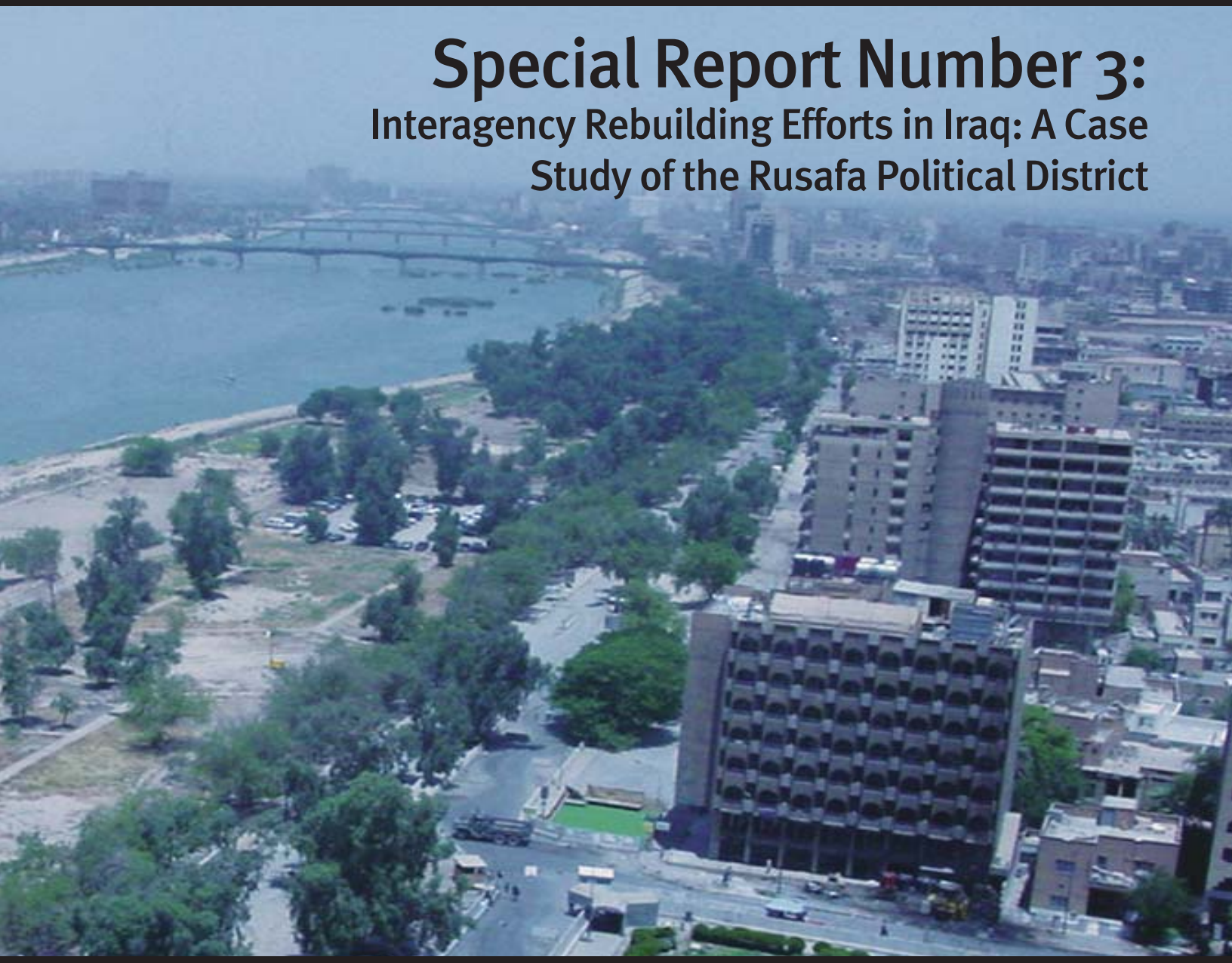
Office of the Special Inspector General for Iraq Reconstruction

Special Report Number 3:

Interagency Rebuilding Efforts in Iraq: A Case Study of the Rusafa Political District



FEBRUARY 26, 2013

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SIGIR
Special Report Number 3

Interagency rebuilding efforts in Iraq: A Case Study of the Rusafa Political District

Special Report, February 26, 2013

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Introduction

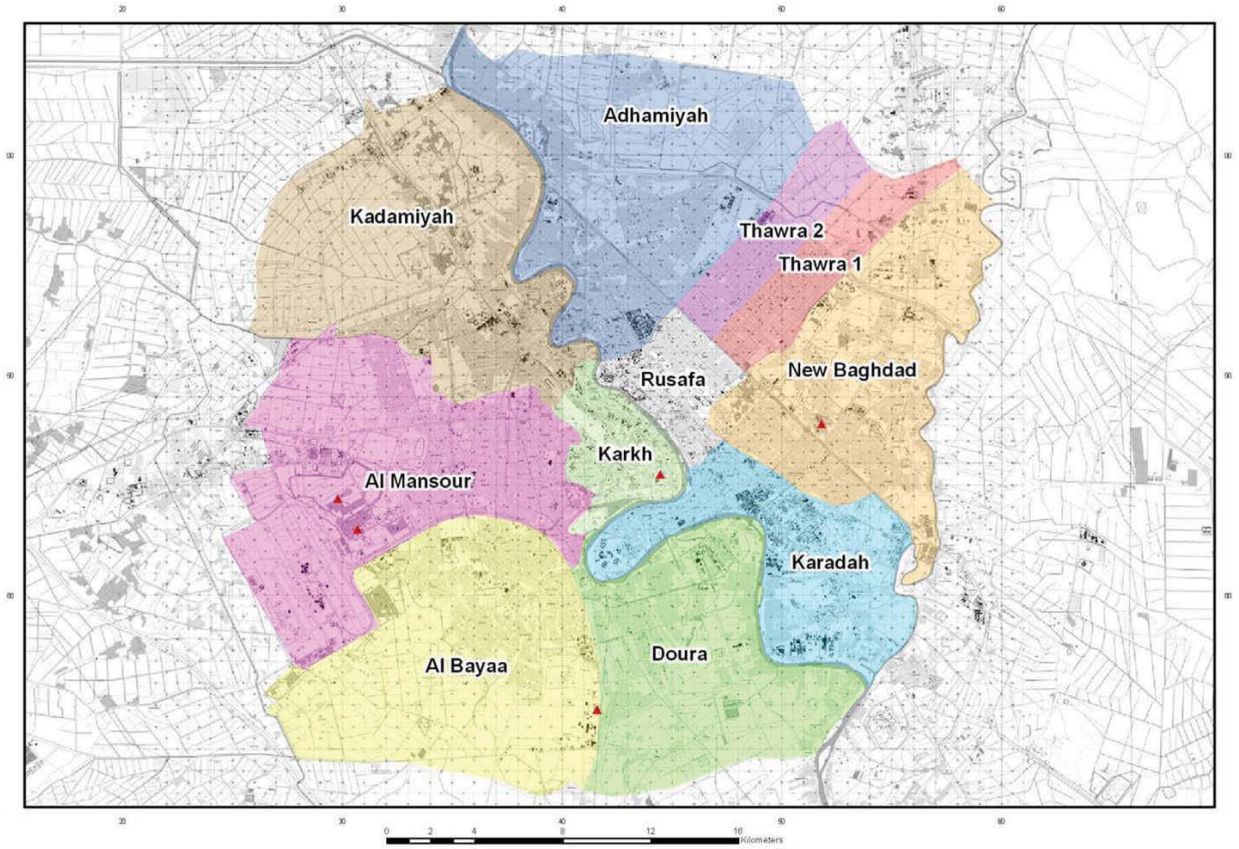
Background

Since 2004, the Special Inspector General for Iraq Reconstruction (SIGIR) has conducted 387 inspections and audits of U.S.-funded projects and programs that supported stabilization and reconstruction operations in Iraq. This report, the third and final one in SIGIR's "Special Report" series, takes an in-depth look at one geographic area – Baghdad's Rusafa Political District – to detail the collective investment of U.S. government agencies' reconstruction and stabilization efforts in that area. It seeks to assess the impact of that investment, as derived from a series of interviews with the executors and the recipients, and provides seven lessons learned applicable to stabilization and reconstruction operations.

The Rusafa Political District

The Rusafa Political District is one of eleven urban political districts in Baghdad. It is located in the center of Baghdad (See Map 1), and is bordered by the Tigris River to the southwest, the Adamiyah Political District to the northwest, the al Thawra Political Districts (Sadr City) to the northeast, and the Karadah and New Baghdad (Tissa Nissan) Political Districts to the southeast.

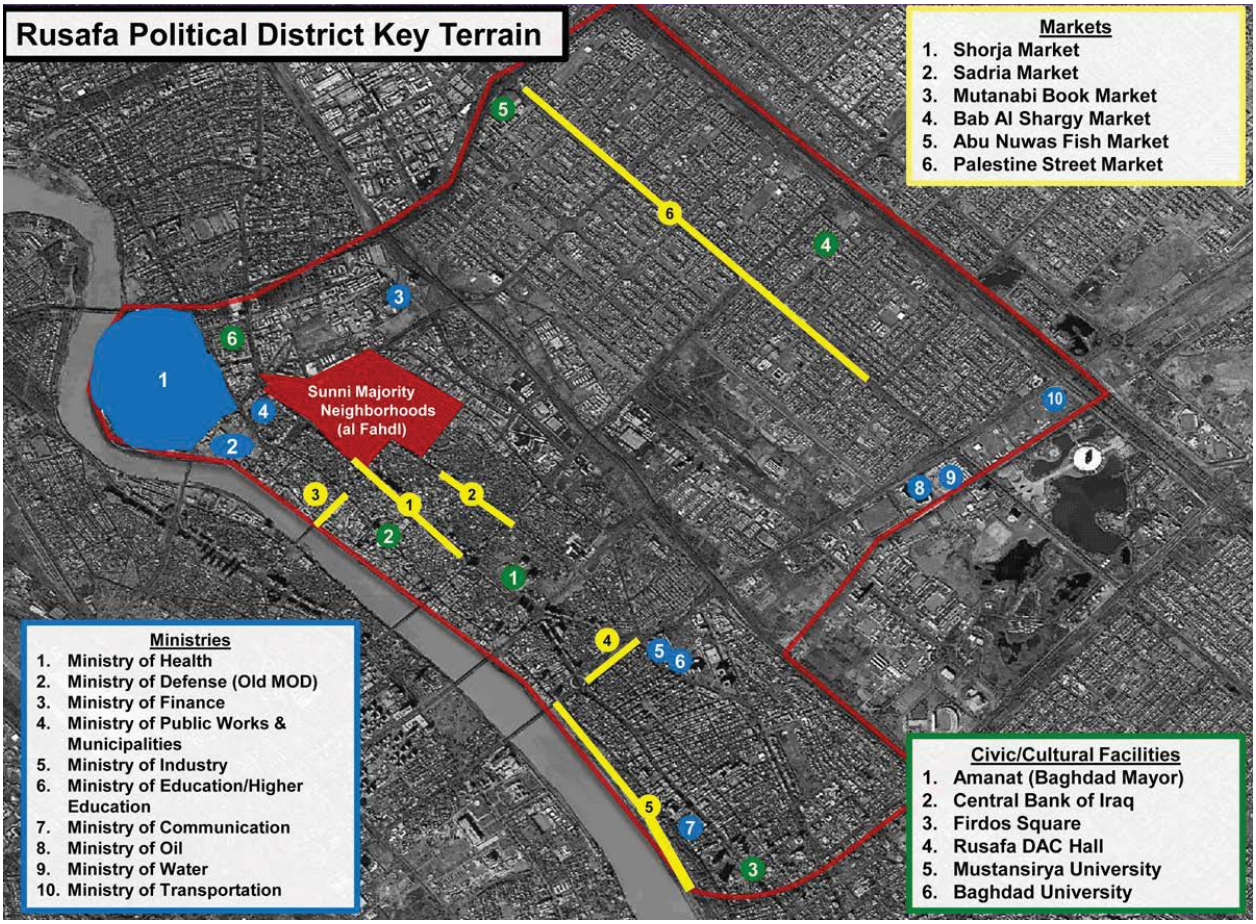
Map 1—Baghdad's Urban Political Districts



The district contains ten significant Government of Iraq ministries, including the Ministry of Defense, and two major universities (See Map 2). Rusafa also has several large markets, including the sprawling Shorja Market, Baghdad's largest, as well as numerous parks and monuments, areas of light industry, warehouses, slums, ethnic ghettos, dozens of Sunni and Shia mosques, and several Christian churches.

With a population of roughly 435,000, Rusafa is about the size of Atlanta, Georgia. Shia Muslims comprise the majority in 40 of the 44 neighborhoods of Rusafa, with Sunni Muslims a majority in four neighborhoods but constituting sizeable minorities in most others. Small Christian enclaves are clustered in several areas across Rusafa.

Map 2—Location of Rusafa and Key Features



Source: SIGIR data from interviews.

U.S. Government Entities Operating in Rusafa

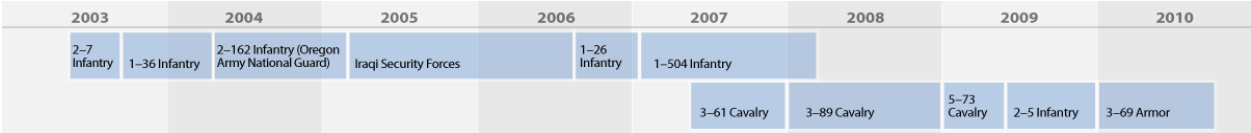
Four different U.S. government agencies funded or managed reconstruction projects in Rusafa during OIF: the U.S. Army, U.S. Army Corps of Engineers (USACE), the U.S. Agency for International Development (USAID), and the Department of State (DoS).

The types of projects they conducted and their size, scope, and duration, all varied across agencies, across time, and across programs, and they changed substantively as U.S. priorities evolved.

Army Units

U.S. Army units initially managed operations in Rusafa after the April 2003 invasion. The first battalion-sized unit to operate there was the 2nd Battalion, 7th Infantry Regiment (part of the 1st Brigade, 3rd Infantry Division); it was replaced that September by the 1st Battalion, 36th Infantry Regiment, part of the 1st Brigade, 1st Infantry Division. From May 2003 through September 2010, at least ten different Army battalions operated in Rusafa, some for as few as 5 months but others for as many as 15 months (See Figure 1).

Figure 1—Army Battalions that Operated in Rusafa from April 2003 to September 2010



Sources: Interviews and data provided by the U.S .Army Center for Military History and Army battalion commanders, staff officers, and civil affairs officers.

Rusafa was stable enough that responsibility for security was given to the Iraqi Security Forces (ISF) in 2005. American units still operated in the district, but primarily in an advise-and-assist role. When the security situation deteriorated in August 2006, the American Army units again assumed responsibility for the district. The first "Surge" unit arrived in Rusafa in January 2007, with more units flowing into Baghdad over the next several months. From May 2007 until March 2008, responsibility for Rusafa security was divided between two battalion-sized units.

In March, 2008, security improved, and the Surge units departed. The last Army unit in Rusafa during OIF was the 3rd Battalion, 69th Armor Regiment, part of the 1st Brigade, 3rd Infantry Division (the same brigade that first assumed responsibility for the area in 2003). It departed in December 2010.

Most of the funds Army units spent in Rusafa spent came from the Commander's Emergency Response Program (CERP). The Iraq Security Forces Fund (ISFF) was also used for construction projects, especially to support the Iraqi police. The CERP's purpose was to enable commanders to respond quickly to urgent humanitarian relief and reconstruction requirements within their areas of responsibility. Commanders used CERP funds for reconstruction projects, such as the building of schools, roads, health clinics, sewers, as well as non-construction projects such as micro-grants for economic development and condolence payments, among other things.

Commanders normally had a small Army civil affairs team attached to the unit as well as a battalion staff officer (commonly called the "Effects Officer") to assist in nominating, tracking and overseeing battalion projects. As Army units replaced each other and assumed responsibility for the outgoing unit's operational environment, the process included the transfer of ongoing reconstruction and stabilization projects.

U.S. Army Corps of Engineers (USACE)

The U.S. Army Corps of Engineers played an important role in reconstruction activities in Rusafa. USACE maintained an office at Forward Operating Base (FOB) Loyalty (located just outside Rusafa), where it provided contract oversight for multiple projects in Rusafa.

While the focus of most Army relief and reconstruction efforts was on short-term projects, the USACE managed the larger and longer-term construction projects in the district. Each of these projects leveraged money from multiple funds, including the Iraq Relief and Reconstruction Fund (IRRF), ISFF, and CERP.

U.S. Agency for International Development (USAID)

USAID programs in Rusafa involved primarily "soft" projects, including training and economic development efforts. Unlike the short-term projects executed by Army units, USAID's projects were generally multi-year efforts designed to address goals and objectives within four strategic areas: restoring essential infrastructure, supporting essential health and education, expanding economic opportunity, and improving the efficiency and accountability of government. According to a USAID official, projects within these areas were identified by local officials and then carried out by USAID. USAID's *Transition Strategy Plan, 2006-2008* aligned its strategy with the *National Strategy for Iraq*, establishing three objectives that called for an expanded role in supporting focused stabilization, establishing the foundation for economic growth, and building national capacity. USAID also played a key role in establishing, staffing, and managing the Embedded Provincial Reconstruction Teams (ePRTs) that operated in Rusafa.

Department of State (DoS)

Beginning in 2007, DoS and USAID sent small civilian teams of experts in economics, governance, and rule of law to support each brigade combat team in Baghdad. These were known as ePRTs, and included a State Department team leader and a USAID deputy. The first ePRT to operate in Rusafa was established at FOB Loyalty in May 2007. The last ePRT operating in Rusafa closed in March 2010. Prior to and after the ePRT program, DoS and USAID project oversight for Rusafa's ePRTs came from the Embassy or PRT Baghdad, both located in the International Zone.

Methodology

To carry out this review, SIGIR requested electronic data system files directly from the agencies involved in stabilization and reconstruction activities in Rusafa. Within the Department of Defense (DoD), we contacted USACE, the U.S. Army Center for Military History, and DoD's U.S. Central Command (CENTCOM). The primary sources of information on DoD's reconstruction and stabilization projects and spending were the Iraq Reconstruction Management System (IRMS) and the financial data on CERP projects from the Army Budget Office (ABO). SIGIR requested project records from DoS and USAID. USAID implementing partners and ePRT weekly reports to the Embassy also provided information on USAID projects.

We conducted a series of interviews on the execution, management, and oversight of reconstruction projects in Rusafa with U.S. Army, USAID, and DoS personnel who were assigned to ePRTs and with Army brigade and battalion commanders, civil affairs officers, and

staff officers who managed projects in Rusafa between April 2003 and September 2010. These interviews provided additional information on projects, supplementing the records provided by the agencies. SIGIR interviewed two Iraqi civilians who were on the Rusafa District Advisory Council (DAC) during Operation Iraqi Freedom.

This report's analysis was limited by the absence of detailed information on the projects, their purpose, and their outcomes. According to USACE officials, the Iraq Reconstruction Management System (IRMS) is the database of record for Iraq reconstruction activities. However, as SIGIR has previously reported, IRMS is severely incomplete.[1] In reviewing the data, SIGIR found entries for hundreds of projects whose grid coordinates placed them in the Rusafa Political District but clearly were not located there. For example, a $25,000 project for a porcupine habitat at the Baghdad Zoo was located in Kharkh, not in Rusafa as IRMS indicated.

SIGIR found information on reconstruction projects that were completed in Rusafa but were not entered into IRMS. This information came from other sources (mostly unclassified project tracking spreadsheets saved by individuals and provided to SIGIR). Several Army commanders commented that the IRMS list was missing many projects that they knew were completed, including park trash clean-ups, sewage pipe cleanings, and school supplies. According to one civil affairs officer who reviewed the IRMS data, "(t)he total list of projects that I had would have been six or seven times that [many]."

Other project details in the IRMS database were suspect, such as project completion dates. For example, 696 USAID micro loans are identified as completed on August 18, 2010. Information from interviews and unit project data suggests that most if not all of those micro loans were actually completed in 2007 as part of an effort to redevelop several large markets in Rusafa after a series of devastating car bombings.

Missing unit-deployment information limited SIGIR's analysis. According to Army officers stationed in Rusafa, units were not were allowed to bring back to the United States classified information without specific authorization. As a result, units cleaned their computer hard drives prior to departure, erasing all information on projects undertaken during their deployments.

For more on SIGIR's methodology, see Appendix A.

[1] Comprehensive Plan Needed to Guide the Future of the Iraq Reconstruction Management System , SIGIR-08-021, Jul 26, 2008.

Stabilization and Reconstruction Projects in Rusafa

SIGIR's research identified 1,303 relief and reconstruction projects valued at about $148 million that various U.S. entities executed in Rusafa during Operation Iraqi Freedom. That number is almost certainly low; we found that some project records were missing, especially for those accomplished early in OIF. The number does not include projects that were Baghdad-wide in scope but affected Rusafa. We identified about 228 Baghdad-wide projects totaling about $93 million.

We aggregated Rusafa projects into two categories; construction and non-construction. A construction project was an enduring capital facility constructed or renovated for the Iraqi Government, the Rusafa District Advisory Council, or the citizens of the Rusafa Political District. This included government buildings, police stations, schools, civic facilities, roads, and health facilities. A non-construction project was one that provided a good or service to the Iraqi Government, the Rusafa District Advisory Committee, or the citizens of the Rusafa Political District. Examples of non-construction projects included training, school supplies or equipment, micro grants, security guards, and civic cleanup projects.

Some projects failed to fit neatly into either the construction or non-construction categories. Generators, for example, were often given to Iraqi organizations or institutions to meet short-term power needs and ranged in cost from $23,100 to $495,000. SIGIR classified generators costing $100,000 or more as construction. Less expensive generators were categorized as non-construction goods.

We categorized projects according to the ten reconstruction sectors identified in the Iraq Relief and Reconstruction legislation.[2] In some cases, CERP projects did not align with the congressionally-mandated sectors. For example, battle-damage repair was an authorized use of CERP funds but was not covered by the congressional sectors. In these cases, we used our judgment to categorize the projects.

The listing of all projects in Rusafa by agency, sector, and date of completion can be found in Appendices B through E. A map showing the location of all projects appears at the end of this section (See Map 3).

U.S. Reconstruction Project Analyses

SIGIR identified 1,303 projects in Rusafa consisting of 187 construction projects and 1,116 non-construction projects (See Table 1). The total value of construction projects was $115.6 million or about 78% of total reconstruction spending. The total value of non-construction projects was about $33.2 million or about 22% of total spending.

[2] Congress passed the "Emergency Supplemental Appropriations Act for Defense and for the Reconstruction of Iraq and Afghanistan for Fiscal Year 2004." In it, Congress allocated $18.4 billion to the Iraq Relief and Reconstruction Fund (IRFF 2) and divided the money among ten sectors.

Table 1—Projects and Their Value Carried Out by Agencies in Rusafa, April 2003-September 2010

	Army		USACE		USAID		State		Total	
	# of Projects	Dollars Spent	# of Projects	Dollars Spent	# of Projects	Dollars Spent	# of Projects	Dollars Spent	**# of Projects**	**Dollars Spent**
Construction	85	$48.25	42	$63.09	60	$4.27	–	–	**187**	**$115.61**
Non-Construction	267	$16.44	3	$3.56	826	$12.69	20	$0.60	**1,116**	**$33.29**
Total	**352**	**$64.70**	**45**	**$66.65**	**886**	**$16.96**	**20**	**$0.60**	**1,303**	**$148.90**

Source: SIGIR analysis of reconstruction data

The Army executed the largest number of construction projects, undertaking 85 at a cost of $48.2 million. USACE was second with 42 projects at a cost of $63.1 million. USAID executed 60 construction projects, at a cost of $4.3 million, reflecting USAID's orientation toward small-scale economic development and civil society projects. USAID project costs were also offset through in-kind contributions of land, labor, and other community inputs. DoS did not carry out any construction projects in Rusafa.

USAID funded the largest number of non-construction projects with 826, followed by the Army's 267. USAID's projects were largely micro-loans aimed at developing the district's economic sector; the Army's non-construction projects were largely security-oriented, such as the installation of blast barriers, market fortifications, security guards, and trash cleanup. USAID spent $12.7 million (38%) on non-construction activities, while the Army spent $16.4 million (49%). DoS and USACE carried out 23 non-construction projects with a combined value of $4.2 million.

Construction Projects

Construction projects constituted the largest use of dollars in Rusafa, accounting for $115.6 million (78%) of the $148.8 million spent. In total, there were 187 construction projects, ranging in size from a $2,500 project to build a disposal pit for unexploded ordnance at the Baghdad Civil Defense Support Center to a $21,813,851 project for the al Wathba water treatment plant. Only 22 projects cost more than $1 million, and these projects collectively were valued at $70 million or about 61% of construction spending.

Types of Construction Projects

SIGIR reviewed the data on Rusafa's construction projects to determine the nature of what was built. We measured them against the ten congressional sectors and found that there were no construction projects in Rusafa falling into either the Oil Infrastructure or Transportation and Telecommunications sectors. The remaining eight sectors with projects in Rusafa were:

1. Education, Refugees, Human Rights, and Governance
2. Electricity
3. Health Care
4. Justice, Public Safety, Infrastructure, and Civil Society
5. Private Sector Development
6. Roads, Bridges, and Construction
7. Security and Law Enforcement

8. Water Resources and Sanitation

Table 2—Construction Projects and Amounts by Agency and Sector in Rusafa, April 2003-September 2010

	Army		USACE		USAID		State		Total	
	# of Projects	Dollars Spent	# of Projects	Dollars Spent	# of Projects	Dollars Spent	# of Projects	Dollars Spent	**# of Projects**	**Dollars Spent**
Education, Refugees, Human Rights, and Governance	9	$1.81	3	$2.48	27	$1.40	–	–	**39**	**$5.69**
Electricity	13	$3.52	9	$9.05	2	$0.16	–	–	**24**	**$12.73**
Health Care	4	$0.80	5	$1.86	3	$0.18	–	–	**12**	**$2.84**
Justice, Public Safety Infrastructure, and Civil Society	12	$3.59	15	$17.90	10	$1.11	–	–	**37**	**$22.60**
Private Sector Development	8	$1.61	2	$0.21	1	$0.003	–	–	**11**	**$1.82**
Roads, Bridges, and Construction	4	$0.87	1	$8.59	15	$1.35	–	–	**20**	**$10.81**
Security and Law Enforcement	19	$34.60	4	$0.72	–	–	–	–	**23**	**$35.32**
Water Resources and Sanitation	16	$1.45	3	$22.28	2	$0.07	–	–	**21**	**$23.80**
TOTAL	**85**	**$48.25**	**42**	**$63.09**	**60**	**$4.27**	–	–	**187**	**$115.61**

Source: SIGIR analysis of reconstruction data

Construction Projects by Sector

Security and Law Enforcement

Most of the construction money in Rusafa was spent in the security and law enforcement sector, which included projects to construct and furnish bases and training facilities for the Iraqi Police and Army.

U.S. agencies completed 23 security and law enforcement projects in the district: 19 by the Army and 4 by USACE. Of these, 20 supported the Iraqi police and 3 were for the Iraqi Army. Five projects combined to construct "Commando Site #4" for the Iraqi police, constituting the single most expensive endeavor in the sector and costing $17.7 million. The three projects for the Iraqi Army were all for the Old Ministry of Defense building and cost $6 million. The remaining 15 projects, costing $11.6 million, were for the construction, renovation, or repair of police stations across Rusafa. These included:

- Al Rusafa Patrol Police Station
- Bab Al Sheikh District Police Headquarters (2 projects)
- Rusafa East District Police Station
- Bab Al Muadam Police Station
- Baghdad Provincial Patrol Headquarters
- As Saadoun Local Police Station
- Al Quanat Police Station (2 projects)

Water Resources and Sanitation

U.S. agencies spent a total of $23.8 million in this sector, which included potable water projects as well as water treatment and solid waste removal projects. The most expensive project was the al Wathba Water Treatment Plant, which cost $21.8 million. Other significant water resources and sanitation projects included:

- Rehabilitation of 9 sewage pump stations
- Repair of a broken sewer line in Sector 506
- Repair of the Al Rusafa trash transfer point
- Installation of two sewage pump stations in Al-Bataween
- Rehabilitation of rainwater pipeline in Sectors 506 and 502

Justice, Public Safety, Infrastructure, and Civil Society

The Justice, Public Safety, Infrastructure and Civil Society sector included prison facilities, fire stations, and public safety facilities, as well as parks, sports fields, beautification projects, and community centers.

There were 37 projects that built or improved civic facilities in Rusafa at a total cost of over $22.6 million. USACE had the most projects (15) and spent the largest amount ($17.9 million). The construction of a new courthouse cost about $10.6 million. Other significant government facility construction in this sector include:

- Renovations at the Rusafa Civil Defense office
- Rehabilitation of three fire stations
- Renovation of Baghdad Traffic Headquarters
- Repairs to the Public Safety Training Academy
- Construction of a Fire Department 911 Call Center Annex
- Construction of the Rusafa Witness Security Facility

This sector also included parks, sports fields, and beautification projects; we identified 11 projects that addressed needs in these areas. They included:

- Construction or renovation of sports fields (6 projects)
- Rehabilitation of Lion Square
- Rehabilitation of the Armenian Club Gymnasium
- Construction of two new public gardens in Sectors 103 and 502
- Construction of a public park and playground in Sector 505

Electricity

Construction projects in the electricity sector were fourth in terms of overall spending, with 24 projects costing a total of $12.7 million.

In general, electricity projects were small-scale with only two projects costing more than $1 million: a USACE project to construct a low-voltage network that cost $4.2 million and a feeder network that cost $1.4 million. Other examples of electrical construction projects included:

- Abu Nuwas generator installation
- Prime (“micro”) power generators (6 projects)
- Route Kansas solar lights

- Generator and elevator repair – Bataween Residential Complex
- Sector 113 low voltage network
- Bab al Sharki 33 KV feeder

Roads, Bridges, and Construction

The roads, bridges and construction sector included public buildings, roads, and bridge construction and repair. Some of the public building projects involved the repair of Government of Iraq buildings looted and burned after U.S. forces entered Baghdad. The most expensive project in this category was an $8.6 million project to repair and renovate offices for the Ministry of Industry and Minerals. Other projects in this sector included:

- Phases I-III Rehabilitation of the Ministry of Agriculture Building
- Restoration of Baghdad Central Post Office
- Al Mustansyria Women's Center Rehabilitation
- Complete rehabilitation of Abu Nuwas Street
- Route Vernon Foot Bridge repair
- Rehabilitation of Baghdad Mayoralty City Hall

Education, Refugees, Human Rights, and Governance

Two types of projects were carried out in this sector: projects to construct or renovate schools and projects to repair, renovate, or enhance government ministries. Altogether, SIGIR identified 39 school or government construction or renovation projects, costing $5.7 million.

As with electrical projects, school projects tended to be small, costing under $100,000. USAID implemented 27 projects, 16 of which cost under $50,000. The Army had 9 projects, 3 of which cost under $50,000 and which were most likely CERP projects initiated by Army units operating in Rusafa. USACE had 3 projects. Projects in this sector included:

- Rehabilitation of the University of Baghdad (4 projects)
- Rehabilitation of boys schools (4 projects)
- Rehabilitation of girls schools (4 projects)
- Rehabilitation of kindergartens (4 projects)
- Rehabilitation of primary schools (6 projects)
- Rehabilitation of secondary schools (4 projects)
- Rehabilitation of other schools (6 projects)

Healthcare

There were 12 projects that constructed or renovated health facilities. These projects cost a total of $2.8 million. Some of the projects in the health sector included:

- Renovations at the Al Fadhi Clinic (2 projects)
- Construction or renovation of the Al Jouma Hospital
- Construction or renovation of the AMAR Healthcare Facility
- Construction or renovation of the Sheikh Omar Primary Healthcare Facility
- Rehabilitation of the Ibn Rashid Hospital
- Rehabilitation of the Al-Gelani Health Clinic

Private Sector Development

This sector included projects to increase employment and expand businesses and markets. There were a total of 11 construction projects in this sector for a total of $1.8 million. Among the projects were:

- Palestinian Market repair
- Baghdad Café renovation
- Abu Nuwas Fish Market Phase I
- Shorja Market parking lot
- Bab al Shargy Market repair

Non-construction Projects

SIGIR identified 1,116 non-construction projects (See Table 3), with a total value of about $33.3 million or about 22% of total spending. Approximately 85.6% of the non-construction spending was in five sectors: 1) security and law enforcement, 2) private sector development, 3) water resources and sanitation, 4) education, refugees, human rights, and governance, and 5) oil infrastructure. Seventy-nine percent of the projects (886 total projects) were private sector development projects.

Table 3—Non-Construction Projects and Amounts by Agency and Sector in Rusafa, April, 2003-September, 2010

	Army		USACE		USAID		State		Total	
Sector	# of Projects	Dollars Spent	# of Projects	Dollars Spent	# of Projects	Dollars Spent	# of Projects	Dollars Spent	**# of Projects**	**Dollars Spent**
Education, Refugees, Human Rights, and Governance	17	$0.55	–	–	78	$2.92	5	$0.10	**100**	**$3.57**
Electricity	3	$0.53	–	–	–	–	–	–	**3**	**$0.53**
Health Care	6	$0.22	–	–	14	$0.83	1	–	**21**	**$1.05**
Justice, Public Safety Infrastructure, and Civil Society	14	$0.80	1	$0.08	6	$2.08	11	$0.10	**32**	**$3.06**
Oil Infrastructure	–	–	1	$3.40	1	$0.12	–	–	**2**	**$3.52**
Private Sector Development	174	$2.10	–	–	709	$3.80	3	$0.40	**886**	**$6.30**
Roads, Bridges, and Construction	2	$0.20	–	–	–	–	–	–	**2**	**$0.20**
Security and Law Enforcement	26	$9.66	1	$0.08	–	–	–	–	**27**	**$9.74**
Water Resources and Sanitation	25	$2.38	–	–	18	$2.94	–	–	**43**	**$5.32**
TOTAL	**267**	**$16.44**	**3**	**$3.56**	**826**	**$12.69**	**20**	**$0.60**	**1,116**	**$33.29**

Source: SIGIR analysis of reconstruction data

Security and Law Enforcement

The largest amount of non-construction spending was in the security and law enforcement sector, comprising $9.7 million of the $33.3 million (29%) spent. Twenty-seven projects were conducted by the Army, with the other one managed by USACE.

The most expensive non-construction projects in the sector were $4.1 million for contracted security at the Abu Nuwas Park, followed by three projects totaling $3.4 million for operations, communications, and maintenance at the Baghdad Provincial Police Patrol Station. $1.3 million was spent on nine "Sons of Iraq" contracts. The "Sons of Iraq" program hired local Iraqis to protect infrastructure. Other security and law enforcement projects included:

- Check point painting
- Security guards for infrastructure (12 projects)
- Safe neighborhood drop arm gates
- Safe neighborhood barriers or other fortification (6 projects)

Private Sector Development

The largest number of non-construction projects was in private sector development, with 886 projects valued at $6.3 million. This constituted about 79.4% of all non-construction projects and about 19% of all non-construction spending.

The majority of projects in this sector were micro-grants given to individuals to expand their businesses. The exact number of micro-grants could not be identified because the Army obtained bulk funds that it then handed portions out as grants, without listing the individual recipients. Further, grant information was not entered into IRMS, as indicated by several Army officials whom we interviewed who said the information in IRMS does not include all of their bloc micro-grants. For example, the 3-89 Cavalry had records showing they had awarded 144 micro grants valued at $396,000 in 2007 and 2008, but only $80,000 worth are captured in IRMS.

USAID had the largest number of micro-loan projects, implementing 709 projects (80% of the 886 projects undertaken) at a cost of $3.8 million. This included at least $3.6 million supporting 668 micro loans, mostly for cart sellers and other small businessmen in the sprawling Shorja/Mutanabi/Sadria market complex. IRMS contains 38 USAID micro loan entries for which there was no amount noted.

Another 12 projects were for trash clean-up projects, fortifications, and barriers. It appears that these were identified as private sector development projects because they provided security to market places. There was no quality assurance/quality control for data entered into IRMS, which is why security projects are often entered in different sectors.

Water Resources and Sanitation

The water resources and sanitation sector had 43 projects at a total cost of $5.3 million. Interestingly, 33 of the 43 projects were for trash cleanup or cleaning projects. The Army had 25 projects at a total cost of $2.4 million, of which 21 were trash pickup or cleaning contracts. Other projects in this sector include:

- Water delivery
- Sewage network cleaning (5 projects)
- Water containers
- Water purification kits

Education, Refugees, Human Rights and Governance

There were 100 non-construction projects in the education, refugees, human rights and governance sector with a total value of $3.6 million. USAID implemented the most projects with 78, followed by the Army with 17 projects. DoS implemented five projects.

Non-construction projects in this sector provided office supplies, computers, furniture, and other equipment to Government of Iraq offices, local government offices, and schools. Of the 100 projects SIGIR identified, 87 projects were of this type. Other projects included:

- Generators for schools (4 projects)
- Repairs to local government facilities (6 projects)
- Sports festivals or tournaments (3 projects)

Oil Infrastructure

There were two projects in the oil sector, costing $3.5 million. The major project was the purchase of a Geophysical and Geological system for the Ministry of Oil at a cost of $3.4 million. The other project was the purchase of furniture and equipment for the ministry.

Justice, Public Safety Infrastructure, and Civil Society

There were 32 projects in this sector at a total cost of $3.1 million. Among the largest projects was USAID's Community Stabilization Program, a Baghdad-wide effort to provide training and low-skill community service jobs to unemployed Iraqis. Altogether, USAID had 6 community stabilization projects costing about $2 million. Other projects in this sector included:

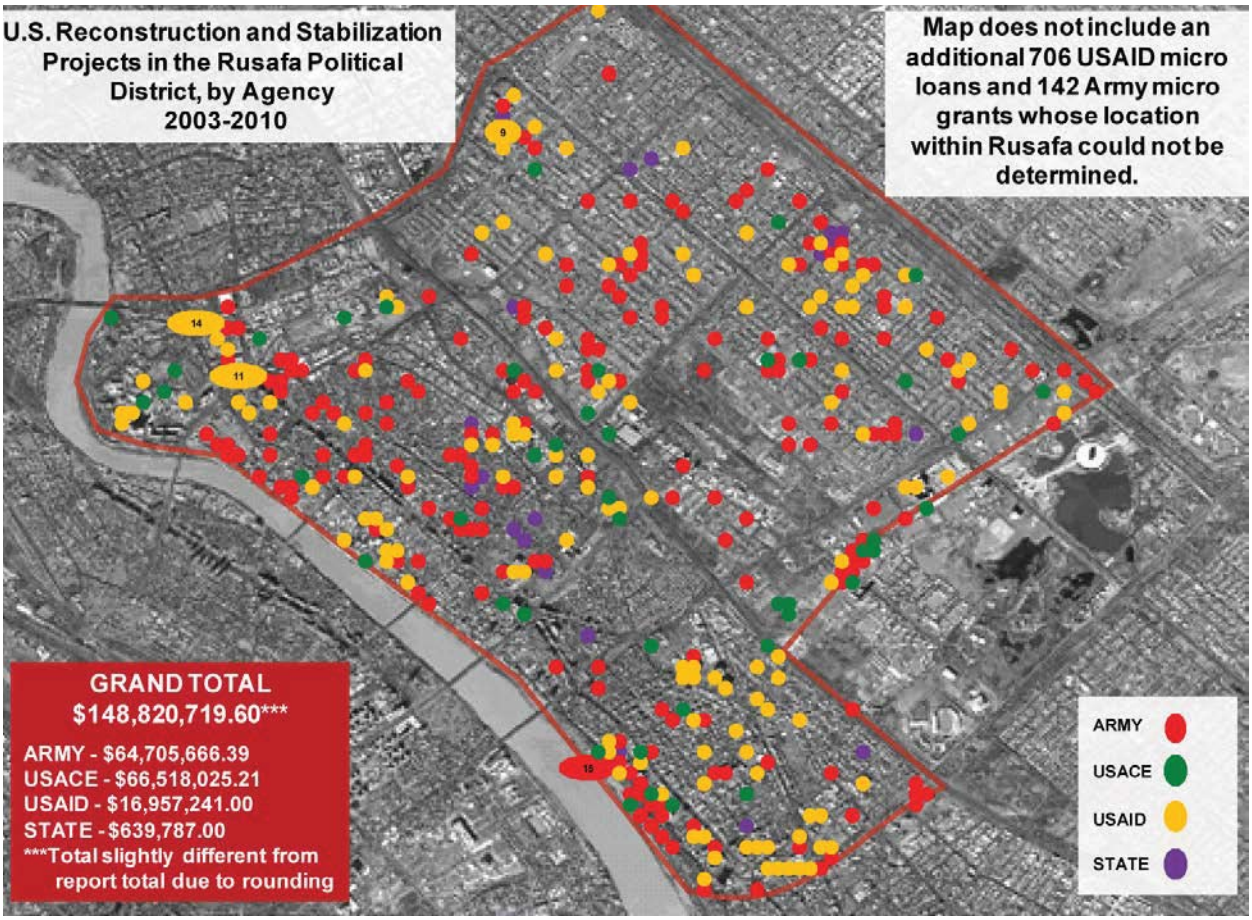
- Support of the Mustansyria Women's Center
- Support to Iraq Property Claims Division - Rusafa
- Supply equipment to al-Shoorja and Zayouna Fire Stations (2 projects)
- Rusafa Civil Defense Directorate refurbishment

Healthcare

There were 21 healthcare projects at a total cost of $1.1 million. USAID spent $830,000 on 14 health care projects, primarily for supplies and support for local hospitals and health clinics. The projects included:

- Supply office equipment to the Karama Handicap Center
- Supply an echo Doppler machine to the Hospital Ibn Nafees
- Supply essential equipment to Gailani Health Center
- Supply essential equipment to Ibn Rushd Hospital
- Supply 70 wheelchairs for handicapped individuals

Map 3—Location of Projects in Rusafa by Agency Responsible, April 2003-September 2010



Source: SIGIR analysis of reconstruction data

Results of U.S. Stabilization and Reconstruction Efforts in Rusafa Are Unclear

SIGIR has consistently reported on the difficulty in assessing the impact of reconstruction activities, due to a variety of factors such as the lack of formal metrics to evaluate success, the absence of project monitoring, and the failure to assess whether the GOI sustained projects after they were transferred. The projects conducted in the Rusafa Political District fit this pattern.

This Rusafa case study provided an opportunity to attempt an assessment on a smaller scale, to include interviewing relevant individuals to obtain their educated assessments about the effects of U.S. reconstruction activities in the area. We aimed at uncovering the impact the large investment in the district had on the lives of its residents.

Interviews yielded some insight into what the U.S. investment in Rusafa did and did not achieve. They were conducted with 23 U.S. military and civilian officials who worked in Rusafa during the 2003 through 2010 period, and two Iraqis who served on the Rusafa District Advisory Council. Coupled with our analyses of the construction data, these interviews – more fully set out below – indicate that the funding expended in Rusafa produced genuine tangible benefits to the district's residents. But our study also revealed that the reconstruction effort in Rusafa suffered from the same management problems that existed elsewhere in Iraq, which impeded the effective and efficient use of funds. As such, the value of the activities undertaken in Rusafa was somewhat less than the $148 million expended.

Several themes emerged from our interviews, including the difficulty in measuring a project's effectiveness, the unrealistic expectations many Iraqis had about what the United States could do for them, and the problems with interagency coordination. Many interviewees discussed the pressure they felt to spend money quickly, the challenges in getting projects approved, and instances of fraud, waste and corruption.

Outcome of Stabilization and Reconstruction Projects

Although some projects may not have been completed or may not have been sustained following their transfer to Iraqi authorities, the $115 million in construction that took place in Rusafa indicates that the citizens of the Rusafa Political District and the Government of Iraq received some benefit from the U.S. effort.

Those benefits included: a police and fire infrastructure system; the renovation of four government ministries; improvements to the Baghdad Post Office; a new water treatment plant; and the repair of sports fields, a major city park, municipal gardens, and dozens of schools. Similarly, for non-construction projects, it appears that Rusafa's citizens benefitted from the millions of dollars worth of grants awarded to start or expand businesses. Other non-construction projects enabled markets to be cleaned up, and security measures to be implemented, including guards and fortifications that allowed citizens to shop with a greater level of safety. Millions of dollars worth of computers, equipment, and furniture were given to GOI ministries and local government offices.

Perhaps the effort is best summed up by one Army officer who commented: "[a]t the end of the day, if the government was improving, if the economy was improving, if services were improving, we were doing our mission."

Examples of Projects Cited As Effective

U.S. and Iraqi officials provided examples of effective projects. As can be seen by the following quotations from our interviews, a project's success could be measured by its development benefits or by its counterinsurgency benefits.

- "One of the projects that we did – it was buying them portable sump pumps, because the sewage was so bad…but those portable sump pumps were a life saver… that was a huge help to the sanitary portion of those neighborhoods." (ePRT member)

- "Micro grants in our sector were very effective in gathering intelligence and information which led to capture of the rocket man [who had been rocketing FOB Shield]." (ePRT member).

- "…you walk into a neighborhood and ask 'Do you want food? Do you want water?' They would say 'We want electricity.' And my highers said they're working on this grid thing and it will be ready in 8 years and you're like great…so you spend $50,000 and buy a generator and the next time you go into the neighborhood you're a rock star. People have electricity, they can cook. Big bang, little buck." (battalion commander)

- The best thing the U.S. did was "creation of the [district advisory councils/neighborhood advisory councils]. Projects with oversight were successful." (Rusafa DAC member)

- "During Eid, [al Qaeda in Iraq] gave children plastic, realistic-looking water pistols and toy rifles as an Eid 'gift' but with the intent to get U.S. soldiers to shoot children. [We] heard about this and decided to go around neighborhoods gathering up parents explaining that it was dangerous for kids to have these guns and offering them a trade of soccer balls and school supplies for the guns. This worked in getting the [toy] guns off the streets" (battalion staff officer)

In general, those interviewed perceived security and law enforcement projects as effective:

- "…we spent money to help fortify things for our partners and ourselves. And that security helped create a safer environment for the forces to plan, and for the locals to shop and to conduct what we hoped would be normal things in a day…[such as the] barrier project associated with the Palestine [street] market." (battalion commander)
- "I think that the [Sons of Iraq] had, in some locations, a positive effect…[where] they provide security, violence is down. If you asked people on the street, it was security they were concerned about. Security first, services second." (battalion effects officer).
- "Our most successful project was neighborhood watch." (battalion effects officer)

Several interviewees referred to the large Abu Nuwas Park project as a successful use of reconstruction funding, while others balked at the expense. Abu Nuwas Park was, in the

aggregate, the third most expensive project completed in Rusafa. The U.S spent at least $13.9 million on 36 construction and non-construction projects in multiple sectors from 2004-2010 to reconstruct, clean, and secure the park. The Army (26 projects), USACE (4 projects), and USAID (6 projects) all contributed. Of the $13.9 million, the U.S. spent at least $4.1 million for contracted security to augment the Iraqi and American forces also stationed in the area. To illustrate:

- "Abu Nuwas looked almost like a little oasis, like a vacation spot compared to the rest of Rusafa. Businesses were flourishing there compared to the rest of Rusafa. Security was always pretty good [there.]" (civil affairs officer)
- Abu Nuwas was "very good…the U.S. spent a lot of money on it." (Rusafa DAC member)
- "Well, we wasted a lot of money in Abu Nuwas. I say wasted because the group before us spent a lot of money on nothing. Abu Nuwas was nice because it was so secure. We spent millions on [its] security [so] guys in the Green Zone could take reporters there without fear of getting shot or blown up [and claim] 'See how much we've done here?' I think that if we had spread out the money [to other neighborhoods] we would have had more bang for our buck." (civil affairs officer)

Examples of Projects Cited As Ineffective

Perceptions of ineffective projects varied as well. School renovations, in particular, generally fell out of favor in the latter years of Operation Iraqi Freedom.

- "There were a significant number [of projects] that didn't hit my radar screen. I never really thought in the short or near term that any of the community centers [or] schools, that you really got the bang for the buck. If it was broke when you got there, you're probably not going to change the culture while you're there. An orphanage that was an orphanage 10 years ago but it isn't any more, the culture isn't there to make it work…" (battalion commander)

- "Some of the larger infrastructure projects were the wrong things at the wrong time in 2008-2009. They might have made sense in 2004. Classic is build a school because that's where we think a school should go but they don't have any teachers and they have their own plan anyway. Right outside [our base] we built a clinic but the Iraqi ministry wasn't going to staff it and the community didn't have a doctor. We had not factored anything in related to sustainability. My arguments in opposing CERP projects in 2009 were 'Really, are you going to put in street lights again? Are we still doing swimming pools?' At a certain point we thought our money was preventing their development." (ePRT leader)
- "Least successful project was $750,000 spent on barriers in market area of Palestine Street. It undoubtedly prevented deaths but Iraqis felt it interrupted traffic, deliveries to the shops, and people being able to shop. Don't know what ultimately happened with that project." (effects officer)

- "Around our area I didn't see CERP having much of an impact. It doesn't translate into anything like a drop in violence. I do not think CERP was successful. We were just throwing money at things." (battalion staff officer)

- “Anytime you do electrical work or expand the grid if a neighborhood gets it and another neighborhood doesn’t it can lead to instability unless there is a [public affairs] campaign to explain the process.” (battalion commander)
- “[Micro grants] very well may have contributed to instability because the locals got used to free handouts of money from the Americans and so, instead of doing these micro loans which [USAID] tried to put together after giving away hundreds of thousands of dollars in micro grants. Why would you do a loan [later] when you could get a grant?” (civil affairs officer).
- “I believe that in some sense, doing what we did may have had a negative impact on Iraqis’ ability to take care of themselves. [The local government] would come up with good ideas, but then they expected us to do it. We were underwriting their poor government performance by doing it for them. When I left we were trying to [pull away] so that the government could spend money on themselves." (battalion commander)

Comments on refurbishing schools were mixed, but became more negative over time:

- “There were a lot of projects you really felt good about, like schools. [We] tried to fix all of them [in Rusafa]. $10,000-$20,000 was spent on each school. Fix the plumbing, clean up the site, paint it, fix the walls and the gates so they are more secure.” (civil affairs officer)
- “I do recall at a certain point that we decided, at the division or at the brigade, that schools were not the best place to spend our efforts…” (battalion commander)
- “I got frustrated with refurbishing the schools. Schools are low-hanging fruit; everyone agrees education is a good thing, everyone agrees kids need to go to school, everyone agrees that kids who are just hanging around are getting into trouble. I think we should have trained [the Iraqis] to take care of their own schools rather than pocketing the money.” (civil affairs officer)
- “The quality of [some] school projects was so poor that the Ministry of Education often rejected the work. Sometimes they wouldn’t accept for political reasons.” (Rusafa DAC member)

Trash pickup also drew a mixed response. Although many Army officers believed that the Iraqis should pick up their own trash, they also viewed trash pickup as a force protection issue as roadside trash was a common location for hiding improvised explosive devices.

- “I think [trash pickup] was one of the best projects I’d seen over there where you actually saw tangible results…it was the best of anything we did over there.” (ePRT member)
- “I don’t think the trash [removal] was very effective. They just put it elsewhere. (battalion staff officer)
- Cleaning contracts actually “encouraged corruption.” (Rusafa DAC member)

Reconstruction Activities in Rusafa Suffered from the Same Management Problems Found Throughout Iraq

The Rusafa effort suffered from the "stovepiping" that U.S. officials faced in implementing reconstruction activities in the rest of the county. The absence of quantifiable metrics to evaluate success, troop and other officials' rotations, poor security conditions that impeded oversight, and a lack of coordination with GOI officials on project selection were highlighted as impediments to successful activities in Rusafa:

- "The inability to measure effectiveness in this business is legendary. The process was far more useful than the result." (ePRT leader)
- "We knew we wouldn't see [effects] during our deployment because we were not going to be there long enough. Improving schools is a long run investment. We might not see the difference for ten years. Some projects like handing out a backpack with soccer balls and pencils are mostly feel-good [public relations]. [We] don't see results most of the time." (effects officer)
- "I think the problem with a project like [Abu Nuwas Park] is that the measurements of success are so difficult to determine. Increased utilization, increases in local revenue, decrease in some undesirable aspects such as crime are about the only tangible metrics I can think of to plug into that complex equation. All other metrics, despite their merit, are quite subjective." (Abu Nuwas project manager)
- "Each program has indicators, [such as] number of people trained, number of people employed, long-term employment, number of loans in an area, repayment of those loans…how that links into the reduction in violence, that's a much more sophisticated qualitative argument." (USAID deputy on ePRT)
- "…the sewage, the water lines, the schools, I'm not confident that what we accomplished lasted very long [because of] the conditions, the corruption, the people stealing things…" (battalion commander)
- "That's the whole problem when you have someone on one year tours. You get there, someone else comes, and you hope they monitor it…" (USAID rep)
- "I think that the biggest challenges were, for me, the speed of how projects were completed. We all know that you can't build Rome in a day. We say we're going to help you, we're going to get this hospital operational, and the next day they're like 'Where's my penicillin?' They think that because you have money you can make things happen quickly, but that's not the case." (battalion commander)
- "To some extent, one of the challenges was not going too fast...the first month I was at [the ePRT], I think $30 million was obligated in thirty days and that was just across the three districts [in the brigade's operational environment] and that was a remarkable amount of money, and it was like money was bullets so shoot some more, and that's not necessarily the case [of what worked]." (USAID deputy on ePRT)
- "[On an] earlier tour I had much more leeway with money…I had a safe with $50,000 that I could move out and get things done. [Later] it became much more bureaucratic and less at the decision-making level of a commander and I had to process a bunch of paperwork….

There were some quick wins where we were able to get money in the hands of company commanders but it was $1,000-$2,500 at a time, which is good but limited in what you can get done." (battalion commander)

- "[My battalion] went through a circus with brigade about [measures of effectiveness (MOEs)] and [measures of performance (MOPs)]. Brigade had a spreadsheet with hundreds of tabs with things they wanted us to track. [We] felt brigade was confused about what constituted an MOE and a MOP and many of the brigade measures begged 'So what?' so [my unit] mostly ignored them. [We] focused on measuring levels of violence."(battalion staff officer)
- "We were constantly beat up by the embassy for metrics, and metrics and results are two different things; and correlation and causality are different things also." (ePRT leader)
- "Americans don't know how things work in Iraq. I imagine that 50% was lost to corruption. We never got to audit or inspect the projects. Americans in the beginning gave projects to anyone at any price…[it was] the main reason corruption spread." (Rusafa DAC member)
- "Of course we heard of fraud…[some] paid to [school] principals, payment to inspectors…some translators getting kickbacks for micro grants." (Rusafa DAC member)
- "Once [the] ePRT got plugged in we finally had transparency on projects – also showed us we had lots of fratricide between CERP, USAID and even USACE." (brigade commander)
- "The biggest money wasted was micro grants. We must have spent several hundred thousand dollars; it was impossible to track, we had hundreds at a time…there was no accountability for this money but we were forced to do it…all the officers thought it was a hoax. It was a big waste of money. I'm sure it was millions and millions of dollars wasted." (civil affairs officer)
- A consistent comment from civilians involved in reconstruction was the lack of resources to follow-up on their efforts in an unsecure environment. One USAID representative's comments were typical: "With limited movement assets, trying to make the case to have a movement asset to check an AID project, versus [getting] a movement asset to start a new project, you had a difficult time making that case. You often lost that argument [with the military], because more was typically better."
- "We had minimal coordination with State and USAID. Sometimes we were pushed to implement their programs like the micro loan program. This was funded by USAID but implemented by Iraqis and the Iraqis for the most part weren't supposed to know where the money came from. There were supposed to be certain standards for applications but how many Iraqis can write up a business plan? It was intended to be in-kind where we provided items and not cash but did they really think we could go inspect some baker's shop, see that he needed an oven, go to the market, buy the oven, and then deliver it to his place? We had other patrols to run. In the end we usually gave them money directly to make the purchase themselves." (effects officer)

Lessons for Consideration

SIGIR identified seven lessons for consideration:

1. **Successful projects in stabilization settings depend upon properly identifying local needs, securing local government support, ensuring continuity of execution, and administering meaningful oversight.**

Agencies performing reconstruction and stabilization missions should ensure prior local support for projects, commitment to their sustainment, dedicate adequate oversight to the effort, and establish metrics for project success.

2. **Effective information management systems supporting reconstruction and stabilization operations reduce waste.**

Poor coordination with other agencies – especially early in OIF – led to the duplication and waste of resources. USAID was repeatedly noted as having projects that mirrored ones the Army funded. Army micro grants, in turn, conflicted with USAID's micro-loan program. The lack of accurate project records makes determining Iraq reconstruction and stabilization effectiveness extremely difficult.

3. **The Embedded Provincial Reconstruction Team (ePRT) initiative improved the coordination of interagency reconstruction and stabilization efforts, which reduced waste.**

Army commanders and staff officers, civil affairs officers, ePRT leaders, and USAID representatives all praised the ePRT concept as reducing duplication of effort and waste for reconstruction activities.

4. **Using the speed of spending as a metric for progress in a reconstruction and stabilization operation is fundamentally counterproductive.**

Those interviewed described an environment later in OIF where reconstruction managers felt pressured to spend as much as possible as fast as possible on reconstruction projects. This led to a duplication of effort, poor oversight, and fraud and waste in reconstruction funding.

5. **The Department of Defense should judiciously relax the regulations governing the use of CERP for small-scale, rapid-response projects.**

Battalion commanders, effects officers, and civil affairs officers all complained about increasingly bureaucratic requirements for CERP. In many cases, they felt it defeated the purpose of CERP as an emergency non-lethal funding tool available to commanders for "quick wins." DoD should consider easing restrictions on low-cost projects that can be done quickly with adequate oversight and are designed to address immediate needs or establish relationships.

6. **Involve the host nation in executing reconstruction projects from the beginning.**

Units performing reconstruction and stabilization missions should ensure that the host nation is involved in project selection, supervision, and sustainment planning. This will help prevent

unrealistic expectations, ensure that the project is one that the locals need and can sustain when we leave, and ultimately will reduce waste.

7. **Stabilization and reconstruction projects should only be undertaken if a unit or agency has the capacity to monitor and measure them.**

A consistent theme among those involved in reconstruction and stabilization projects was that they often could not or did not measure whether a project was completed or whether it achieved its intended outcome. Funding too many projects at once in an unsecure environment exacerbated this problem, as did the movement of Army units based on operational – and not reconstruction - requirements. Micro-grants and micro-loans in particular were repeatedly cited as being difficult to monitor both for measures of performance and measures of effectiveness.

Appendix A—Scope and Methodology

SIGIR ‘s analysis focused on reconstruction activities undertaken during Operation Iraqi Freedom (OIF), from March 19 2003 – August 31 2010. At the time SIGIR began data collection efforts for this report, Operation New Dawn was still active and SIGIR therefore did not include data from Operation New Dawn, which lasted from September 1, 2010 until December 15, 2011.

SIGIR requested electronic data system records directly from the agencies involved in stabilization and reconstruction operations in Iraq. Within the Department of Defense (DoD) we contacted the U.S. Army Corps of Engineers (USACE), the U.S. Army Center for Military History, and Central Command (CENTCOM). SIGIR requested information from the Department of State and the U.S. Agency for International Development (USAID). The primary sources of information on reconstruction and stabilization projects and spending in were the Iraq Reconstruction Management System (IRMS), and financial data on CERP projects from the Army Budget Office (ABO). Additional information on projects was obtained from the U.S. Army Center for Military History, USAID implementing partners, and ePRT weekly reports to the embassy.

Electronic Record Data

The stabilization and reconstruction effort was undertaken by multiple agencies across several years, utilizing multiple funds to support a wide range of both “hard” (construction) and “soft” (non-construction) projects. There is no single database that was maintained across agencies and programs which contains a comprehensive list of all reconstruction and stabilization projects.

In order to develop as complete a list as possible of projects completed in Rusafa, SIGIR used multiple databases, including the Iraq Reconstruction Management System (IRMS) and a September 2010 snapshot of the U.S. Army Corps of Engineers Reconstruction Management System (RMS) database.

Although USAID maintains records at the regional and national levels, it does not maintain a comprehensive list of all activities and sub-activities undertaken at the political district level for all programs. USAID recommended that SIGIR contact its implementing partners directly for lists of projects that were conducted in Rusafa. SIGIR followed up with USAID’s implementing partners, including International Relief and Development and International Business and Technical Consultants Incorporated and obtained a number of data sheets reflecting activities for the Community Action Program, the Community Stabilization Program, and the government capacity development programs.

The State Department provided a list of Quick Response Fund projects it conducted in Rusafa. In addition, it also provided narrative reports from Provincial Reconstruction Teams embedded with Army brigade combat teams responsible for Rusafa. SIGIR also integrated project information available in CERP Trackers compiled and maintained by the Army Budget Office (ABO). We also used interviews and data from the U.S. Army Center for Military History at Ft. McNair, VA

Using the data sources described above, SIGIR created a single list of projects located within the Rusafa political district. We utilized grid coordinates where available, and conducted keyword

searches to include muhalla numbers as well as descriptions of neighborhoods and key areas in Rusafa to flag records that may have been incorrectly indexed. Each record was reviewed to determine whether or not, based on available information, the record reflected a project conducted inside Rusafa. Once the records were compiled, SIGIR relied on information in the records that was common across databases, such as contract information and unique identifiers.

The project list that resulted is likely to be incomplete. Grid information was not available in all databases, and in many cases the project titles and the scope of work fields were not sufficiently descriptive to allow us to determine where the project was actually located. Also, during the course of interviews with DoD and DoS personnel, SIGIR learned that many of the reconstruction and stabilization efforts were not recorded in a centralized database but instead specific project information was maintained locally on personal trackers which were not retained after the people responsible for maintaining those records returned home from Iraq. The limitations of the IRMS database are well known and have been addressed in previous SIGIR reports.[3]

Interviews

Because of the limitations in the available electronic records regarding project results, SIGIR's analysis required the synthesis of both quantitative and qualitative data. To do this, SIGIR interviewed U.S .Army and USAID personnel on the execution, management, oversight and impact of reconstruction projects. Specifically, SIGIR contacted DoS and USAID representatives assigned to Embedded Provincial Reconstruction Teams (ePRTs) in Rusafa, and the Army brigade and battalion commanders, civil affairs officers, and Army staff officers tasked with managing projects from those units deployed to Rusafa between April, 2003 and September, 2010.

Altogether, SIGIR conducted interviews with 23 U.S military and civilian personnel responsible for stabilization and reconstruction efforts in Rusafa. Those personnel were able to provide some additional information on projects for which they were personnally responsible, supplementing the records provided by each of the agencies. A standard set of questions was used but additional questions were asked that were tailored to the responses that were given by the interviewees. The standard interview questions are provided below. For USAID and State Department personnel the wording of the questions was modified to reference general reconstruction funding rather than CERP. Each interview lasted approximately one hour. A written transcript of each interview was created at the time of the interview, and the analysis presented in this report is based on those records.

SIGIR also spoke with two Iraqi civilians in the U.S. Embassy in Baghdad who were on the Rusafa District Advisory Council (DAC) during Operation Iraqi Freedom. The Iraqi government officials provided a list of the projects they were aware of which helped SIGIR analyze coordination with Iraqi counterparts.

[3] Comprehensive Plan Needed to Guide the Future of the Iraq Reconstruction Management System , SIGIR-08-021, Jul 26, 2008.

The standard interview questions for U.S. military officials were as follows:

1. Can you please confirm for us the time you were in Iraq? When during that period was Rusafa part of your AO?
2. While you were in Rusafa, what did you understand your mission to be?

   What do you think were the biggest challenges you faced in the completion of your mission?
3. CERP means different things to different people. When you think about CERP and your experiences with it, what comes to mind?
4. Using data that are available, we were able to identify the following projects that you were doing in your AO.
   a. Is this a complete picture of the CERP projects that you completed while in Rusafa?
   b. In what ways is this picture that we are showing you incomplete or otherwise incorrect? Can you describe what sorts of projects are not reflected in our list?
   c. Did you use the IRMS database to track projects? Did you develop alternative or informal systems for tracking CERP projects? What information did you track?
5. Taking into account all of the projects that you did in Rusafa, how much money do you think you spent overall?
6. What was the largest project in terms of money spent? How much did the project cost?
7. What was the largest project in terms of time or level of effort spent on project completion?
8. Thinking about the evidence of effectiveness (or lack of effectiveness) for these projects, what did you do generally to measure the effects of projects you and your battalion did?
   a. When thinking about these measures of effectiveness, what was the timeline for collecting data on completed projects in the short-term? In the long-term?
   b. How did you record the information you collected? Specifically, how did you record or track measures of effectiveness? [OPTIONAL ELABORATION: You mentioned before that you did/did not use IRMS and that you did/did not have an alternative tracking system.]
   c. How did you share the information you collected about project effectiveness with others in your command? With higher headquarters?
   d. Did you share the effectiveness of projects, tracking systems, or lessons learned with the battalion that had your AO after you left? Was this kind of information transferred to you from the previous command?
9. What project was most successful?
   a. Why? [PROBE: Some people point to the area of particular projects, level of government buy-in, degree of local participation, an understanding of community needs, or to other reasons for the success of particular projects over others. Do any of these speak to the success of this particular project?]

b. What effects did you or those in your command see that were evidence of its success?

i. Did you see an effect on the level of violence in the area?

ii. Did you see an effect on governmental or economic institutions?

iii. Did you see an effect on the general order – peoples' adherence to local rules and norms – in your AO?

10. What project or projects were the least successful or contributed to instability?

a. Why? What effects did you or those in your command see or not see that provided evidence that the project was not successful or did more harm than good?

i. Did you see an effect on the level of violence in the area?

ii. Did you see an effect on governmental or economic insitutitons?

iii. Did you see an effect on the general order – peoples' adherence to local rules and norms – in your AO?

11. CERP was designed to "provide commanders with a means to respond to urgent humanitarian relief and reconstruction requirements within their AOR by carrying out programs that will immediately assist the indigenous population."

a. Given this definition and your personal experience, do you think CERP was successful?

b. Did you encounter any barriers or difficulties in using CERP as a means to these ends that could be considered areas for improvement?

c. What do you feel were the strengths of the program?

12. What do you think were the top few sources of instability in Rusafa during the period you were there?

a. What do you think was the most effective tool or tools for addressing those issues?

13. Do you have any other comments do you have about CERP that you feel would be important for this project?

Appendix B—Army Projects in Rusafa

Type	Project Description	Completion Date	Cost	SECTOR
CON	Parson Study - Police Station	15-Oct-2004	$282,786.38	SECURITY
CON	Repair of Al Rusafa trash transfer point	5-Dec-2004	$4,000.00	WATER/SAN
CON	Abu Nuwas Park - 2 Electrical Transformers Restoration	16-Dec-2004	$126,815.00	ELEC
CON	TRASH TRANSFER POINT REPAIR & RESURFACING	18-Jan-2005	$6,250.00	WATER/SAN
CON	Sector 143 Submersible pump station construction	26-Jan-2005	$153,990.00	WATER/SAN
CON	REHABILITATION- 9 SEWAGE PUMP STATIONS	26-Jan-2005	$178,405.00	WATER/SAN
CON	Sector 506/502 Rainwater pipeline rehab	26-Jan-2005	$274,750.00	WATER/SAN
CON	POLICE STATION - RUSAFA HQ (EAST) ERF	3-Feb-2005	$299,046.00	SECURITY
CON	ABU NUWAS PUMP STATION REHABILITATION	3-Feb-2005	$177,850.00	WATER/SAN
CON	REPAIR 4 RUSAFA DIST SEWAGE PIPES	15-Feb-2005	$48,225.00	WATER/SAN
CON	Raw Water Repairs-Mahallas 502,503,504,505,507,508, & 102	15-Feb-2005	$90,375.00	WATER/SAN
CON	Repair of Broken sewer line in Sector 506	15-Feb-2005	$388,000.00	WATER/SAN
CON	Additional grass sod and electrical cabling for Abu Nuwas Park	28-Feb-2005	$24,222.00	JUST/CIVIC
CON	Montamaizon School repairs and playground equipment	3-Mar-2005	$10,850.00	ED/GOV
CON	Al Abeer School refurbish and paint	3-Mar-2005	$8,960.00	ED/GOV
CON	OPERATIONS TO SADOON 33 KV FEEDER	9-Apr-2005	$543,234.00	ELEC
CON	University of Baghdad sewage system repair	18-May-2005	$65,000.00	ED/GOV
CON	ABU NUWAS RIVER PARK RENOVATION (NORTH)	25-May-2005	$1,326,700.00	JUST/CIVIC
CON	ABU NUWAS RIVER PARK RENOVATION (SOUTH)	25-May-2005	$1,254,050.00	JUST/CIVIC
CON	POLICE STATION - BAB AL MUADAM - SM559	13-Jun-2005	$42,712.00	SECURITY
CON	ROUTE PLUTO SOCCER FIELD CONSTRUCTION	18-Jun-2005	$7,000.00	JUST/CIVIC
CON	PRIME POWER GENERATOR SET	2-Jul-2005	$292,500.00	ELEC
CON	SEWER LINE REPAIR ST 69	3-Jul-2005	$9,162.00	WATER/SAN
CON	RUSAFA SEWAGE LINE REPAIR ST 20	3-Jul-2005	$9,360.00	WATER/SAN
CON	RUSAFA SEWAGE LINE REPAIR ST 33	3-Jul-2005	$9,794.00	WATER/SAN
CON	POLICE STATION - RUSAFA - EAST DISTRICT HQ	29-Jul-2005	$39,145.00	SECURITY
CON	SEWAGE NETWORK IN RUSAFA (MZ 112)	20-Sep-2005	$20,500.00	WATER/SAN
CON	RUSAFA SEWAGE LINE REPAIR	22-Nov-2005	$16,910.00	WATER/SAN
CON	ABU NUWAS FILTRATION AND COOLING SYSTEM	10-Dec-2005	$26,000.00	WATER/SAN
CON	DUD PIT BAGHDAD CIVIL DEFENSE SUPPORT	15-Jan-2006	$2,500.00	JUST/CIVIC
CON	RUSAFA CIVIL DEFENSE OFFICE (2 ADDITIONAL ROOMS)	30-Jan-2006	$17,000.00	JUST/CIVIC
CON	RUSAFA LEGAL AID OFFICE REPAIR	13-Feb-2006	$36,300.00	JUST/CIVIC
CON	Police Station - Bab Al Sheikh District Police HQ	26-Jun-2006	$1,713,884.00	SECURITY

CON	Police Station - Al Quanat Local Police Station	26-Jun-2006	$801,234.00	SECURITY
CON	Police Station - Al Russafah Directorate CP HQ	15-Jul-2006	$1,650,534.00	SECURITY
CON	Police Station - Baghdad Provincial Patrol HQ	17-Jul-2006	$1,360,434.00	SECURITY
CON	Police Station - Al Nadah Traffic Police Station	24-Jul-2006	$1,656,194.00	SECURITY
CON	Police Station - Al Russafah Patrol Police Station	25-Jul-2006	$1,797,894.00	SECURITY
CON	ABU NUWAS GENERATOR INSTALLATION	27-Oct-2006	$233,000.00	ELEC
CON	COMPLETE REHABILITATION OF ABU NUWAS STREET	27-Oct-2006	$233,000.00	ROADS
CON	Construct IP Commando Site 4	3-Dec-2006	$14,802,987.01	SECURITY
CON	Facilities at Old Site #4 for Health and Welfare Improvements	17-Dec-2006	$1,000,482.00	SECURITY
CON	Construct Barracks for Police Site # 4	21-Dec-2006	$1,696,049.00	SECURITY
CON	ABU NUWAS GENERATOR INSTALLATION	11-Feb-2007	$40,000.00	ELEC
CON	AL SHURAGA MARKET REPAIR	26-Feb-2007	$103,610.00	PRIVSEC
CON	AL SBAA MARKET REPAIR	10-Mar-2007	$46,100.00	PRIVSEC
CON	PALESTINIAN MARKET REPAIR	21-Mar-2007	$79,875.00	PRIVSEC
CON	Police Station - Al Saadoun Local Police Station	2-Apr-2007	$1,266,266.00	SECURITY
CON	LIFT AND HAUL ASSETS - ABU NUWAS PHASE II/III	25-May-2007	$135,580.00	JUST/CIVIC
CON	BAB AL SHARGY MARKET REPAIR	1-Jun-2007	$106,000.00	PRIVSEC
CON	RECREATION FIELD REPAIR	10-Jun-2007	$74,400.00	JUST/CIVIC
CON	AL FADHI CLINIC ELECTRICITY AND WATER REPAIR	24-Jun-2007	$68,700.00	HEALTH
CON	VAN 527A, Abu Nuwas CWTU Additional Work	9-Jul-2007	$40,500.00	WATER/SAN
CON	BAGHDAD CAFE RENOVATION	28-Aug-2007	$188,130.00	PRIVSEC
CON	ABU NUWAS FISH MARKET PHASE 1	19-Sep-2007	$933,175.00	PRIVSEC
CON	MOHAMMED AL SADR SCHOOL RENOVATION	26-Oct-2007	$153,380.00	ED/GOV
CON	RTE VERNON FOOT BRIDGE REPAIR	26-Oct-2007	$133,600.00	ROADS
CON	AL RADHL HEALTH CLINIC	30-Nov-2007	$331,350.00	HEALTH
CON	MUHALLA 508 SOCCER FIELD	1-Dec-2007	$37,900.00	JUST/CIVIC
CON	M102 3 SCHOOL COMPOUND RENOVATION	1-Dec-2007	$492,090.00	ED/GOV
CON	M 502 MARKET REFURBISHMENT	1-Dec-2007	$41,850.00	PRIVSEC
CON	6TH STREET REPAIR	1-Dec-2007	$59,000.00	ROADS
CON	M 102 PAVING	1-Dec-2007	$447,500.00	ROADS
CON	Commando Site 4 - Temporary Sewer Line & 250 KVA Power	15-Dec-2007	$161,682.00	SECURITY
CON	M 117 ELECTRICITY REPAIR	29-Dec-2007	$258,225.00	ELEC
CON	AL JOUMA HOSPITAL	1-Feb-2008	$120,500.00	HEALTH
CON	SHORJA MARKET PARKING LOT	1-Feb-2008	$112,050.00	PRIVSEC
CON	M 113 1MV GENERATOR	6-Feb-2008	$267,500.00	ELEC
CON	Lion Square Rehab	26-Feb-2008	$478,000.00	JUST/CIVIC
CON	Complete Construction for Old MoD	27-Feb-2008	$2,335,395.00	SECURITY
CON	ABU NUWAS MARKET POWER GENERATION	29-Feb-2008	$495,000.00	ELEC

CON	M 107 ELECTRICITY REPAIR	29-Feb-2008	$200,000.00	ELEC
CON	Commando Site 4 Ground Floor Detention Area Windows	15-Apr-2008	$11,924.00	SECURITY
CON	Construction/Renovations at Old MOD - WCR#1	16-Jun-2008	$3,512,359.00	SECURITY
CON	Install VSAT Equipment at OLD MOD - WCR#2	16-Jun-2008	$170,684.00	SECURITY
CON	renovation of concered local citizen center	21-Jun-2008	$198,050.00	JUST/CIVIC
CON	M137 MPG	1-Sep-2008	$229,402.00	ELEC
CON	Oqba Bin Nafea Secondary School Renovation	4-Sep-2008	$407,455.00	ED/GOV
CON	M 131 ELECTRICITY REPAIR	13-Sep-2008	$200,000.00	ELEC
CON	Al-Kifah Primary School Renovation	20-Oct-2008	$43,500.00	ED/GOV
CON	MoH/AMAR Healthcare Facilities in Rusafa	8-Apr-2009	$283,887.00	HEALTH
CON	ROUTE KANSAS SOLAR LIGHTS	18-Jun-2009	$484,800.00	ELEC
CON	Solar Lights	18-Jun-2009	$151,500.00	ELEC
CON	Al Mutanabi School Renovation	6-Nov-2009	$225,000.00	ED/GOV
CON	Central High School for Males Repair Project	13-Jan-2010	$397,206.00	ED/GOV
NON-CON	Computers and equipment for neighborhood council	27-Nov-2004	$11,455.00	ED/GOV
NON-CON	Automation Equipment for Baghdad Amanat (Mayor) Staff	13-Dec-2004	$3,680.00	ED/GOV
NON-CON	Relocation 260 Concrete Barriers from Abu Nuwas sidewalk	16-Dec-2004	$3,150.00	ROADS
NON-CON	Computer purchase for Mustansiriya Schools Project	20-Dec-2004	$8,300.00	ED/GOV
NON-CON	Medical Equipment & Supplies for Radiation & Nuclear Hospital	30-Jan-2005	$28,860.00	HEALTH
NON-CON	Schools Supplies and Equipment for Ibn Al Heetham School	15-Feb-2005	$15,250.00	ED/GOV
NON-CON	Computers for Rusafa Ministry of Education	15-Feb-2005	$13,500.00	ED/GOV
NON-CON	Furniture purchase for Rusafa Ministry of Education	15-Feb-2005	$3,000.00	ED/GOV
NON-CON	TRASH CLEANUP OF ST 42, MAHALLA 127	15-Feb-2005	$9,000.00	WATER/SAN
NON-CON	SCRB ARCGIS SOFTWARE	17-Feb-2005	$49,000.00	ED/GOV
NON-CON	Supplies and Equipment for Al Saddon Al Arab School	25-Feb-2005	$9,540.00	ED/GOV
NON-CON	Rusafa DAC office & operating supplies	25-Feb-2005	$3,636.00	ED/GOV
NON-CON	Trash collection/disposal Mahalla 127, Alley 19	25-Feb-2005	$8,800.00	WATER/SAN
NON-CON	TRASH CLEANUP OF ST 17, MAHALLA 127	25-Feb-2005	$3,800.00	WATER/SAN
NON-CON	Trash cleanup - Alley 17, Bldg 101, Mahalla 101	25-Feb-2005	$9,000.00	WATER/SAN
NON-CON	Soccer quipment for district community centers	3-Mar-2005	$3,708.00	JUST/CIVIC
NON-CON	TRASH CLEANUP AT ALLEY 7 & BLDG 26	3-Mar-2005	$6,000.00	WATER/SAN
NON-CON	Canal Road clean up, Monument to Route Grizzlies	29-Mar-2005	$9,790.00	WATER/SAN
NON-CON	ABU NUWAS RIVER PARK MAINTENANCE	30-Mar-2005	$49,750.00	JUST/CIVIC
NON-CON	BODYGUARDS FOR DISTRICT COUNCIL MEMBERS	18-May-2005	$13,950.00	JUST/CIVIC
NON-CON	DAC/NAC BODYGUARD PAY (MAY)	18-Jun-2005	$13,950.00	JUST/CIVIC
NON-CON	ZONE 15 WATER DELIVERY	10-Sep-2005	$108,000.00	WATER/SAN
NON-CON	RUSAFA DAC NEWSLETTER	5-Oct-2005	$8,800.00	JUST/CIVIC
NON-CON	AL-AMANA FIRE STATION ELECTRICAL SYSTEM	13-Nov-2005	$1,989.00	JUST/CIVIC

NON-CON	MAHALLA 114 SEWAGE NETWORK CLEANING	16-Nov-2005	$15,470.00	WATER/SAN
NON-CON	CANAL STREET CLEANUP	21-Jan-2006	$48,950.00	WATER/SAN
NON-CON	Baghdad Fire Department Furniture	3-May-2006	$10,209.00	JUST/CIVIC
NON-CON	WATER CONTAINERS	15-Jun-2006	$300.00	WATER/SAN
NON-CON	Police Station - Operations (Baghdad Patrol)	22-Sep-2006	$1,155,708.00	SECURITY
NON-CON	Police Station - Communications (Baghdad Patrol)	22-Sep-2006	$906,108.00	SECURITY
NON-CON	Police Station - Patrol Maintenance (Baghdad Patrol)	6-Oct-2006	$1,300,012.00	SECURITY
NON-CON	CANAL STREET CLEANING	23-Oct-2006	$129,000.00	WATER/SAN
NON-CON	Bulk Funds for clothing to discharged local/national patients	16-Jan-2007	$9,540.00	HEALTH
NON-CON	AL KINDI MED SCHOOL COMPUTER CENTER	25-Feb-2007	$175,325.00	ED/GOV
NON-CON	SAID SULTAN MARKET CLEANUP	26-Feb-2007	$40,000.00	PRIVSEC
NON-CON	AL SBAA MARKET CLEANUP	6-Mar-2007	$46,760.00	PRIVSEC
NON-CON	BAB AL SHARGY MARKET CLEANUP	7-Mar-2007	$51,000.00	PRIVSEC
NON-CON	SAID SULTAN BARRIER EMPLACEMENT	12-Mar-2007	$115,685.00	PRIVSEC
NON-CON	AL SBAA AND AL SADRIA BARRIER EMPLACEMENT	14-Mar-2007	$46,225.00	PRIVSEC
NON-CON	RTE CLEANUP IN RUSAFA	15-Mar-2007	$69,750.00	WATER/SAN
NON-CON	AL SADRIA MARKET CLEANUP	26-Mar-2007	$71,705.00	PRIVSEC
NON-CON	ABU NUWAS MARKET FORTIFICATION	25-Apr-2007	$42,100.00	PRIVSEC
NON-CON	PALESTINIAN MARKET CLEANUP	30-Apr-2007	$16,050.00	PRIVSEC
NON-CON	RUSAFA DAC HALL GENERATOR	22-May-2007	$38,250.00	ED/GOV
NON-CON	BAB AL SHRGY MARKET FORTIFICATION	1-Jun-2007	$57,950.00	PRIVSEC
NON-CON	PALESTINE MARKET BARRIERS	20-Jun-2007	$702,625.00	PRIVSEC
NON-CON	MEDICAL SUPPLIES FOR FADHI CLINIC	24-Jun-2007	$13,500.00	HEALTH
NON-CON	AL FADHI CLEANING	28-Jun-2007	$150,400.00	WATER/SAN
NON-CON	SADRIA BUS STATION FORTIFICATION	29-Jun-2007	$54,150.00	JUST/CIVIC
NON-CON	AL SADRIA MARKET CLEANUP	3-Jul-2007	$19,500.00	PRIVSEC
NON-CON	RASHEED ELECTRICAL INFRASTRUCTURE REPAIR	11-Jul-2007	$500,000.00	ELEC
NON-CON	AL SHORAGA MARKET CLEANUP	30-Jul-2007	$57,000.00	PRIVSEC
NON-CON	AL FADHI CLINIC AMBULANCES	6-Aug-2007	$84,500.00	HEALTH
NON-CON	ABU NUWAS MICROGRANT FUND	31-Aug-2007	$100,000.00	PRIVSEC
NON-CON	AL FADHL CLINIC ROAD FORTIFICATION	13-Sep-2007	$9,000.00	JUST/CIVIC
NON-CON	SCRAP METAL REMOVAL- RUSAFA DISTRICT WEST	13-Sep-2007	$36,900.00	WATER/SAN
NON-CON	M114 CLEANING	13-Sep-2007	$48,000.00	WATER/SAN
NON-CON	AL SBAA MARKET SECURITY	15-Sep-2007	$32,245.00	JUST/CIVIC
NON-CON	Condolence CERP Funds- 0809-22ID-0001	20-Sep-2007	$22,500.00	PRIVSEC
NON-CON	Nabitho Nasser school generator and school supplies	23-Sep-2007	$54,400.00	ED/GOV
NON-CON	ABU NUWAS BARRIERS	10-Oct-2007	$435,970.00	JUST/CIVIC
NON-CON	SAWARI GIRLS SCHOOL GENERATOR	25-Oct-2007	$23,000.00	ED/GOV

NON-CON	MOHAMMED AL SADR SCHOOL GENERATOR	26-Oct-2007	$23,000.00	ED/GOV
NON-CON	MUHALLA 143 CLEAN UP	26-Oct-2007	$70,200.00	WATER/SAN
NON-CON	YOUTH CENTER CLEAN UP AND M503	26-Oct-2007	$41,900.00	WATER/SAN
NON-CON	ENGINEER HAUL ASSESTS FOR RUSAFA DISTRICT	21-Nov-2007	$199,750.00	ROADS
NON-CON	TECHNICAL COMPUTER SCHOOL OUTFITTING	1-Dec-2007	$11,230.00	ED/GOV
NON-CON	911 CALL CENTER GENERATOR	1-Dec-2007	$89,800.00	JUST/CIVIC
NON-CON	ABU NUWAS SECURITY COMPANCY (CIS)	1-Dec-2007	$1,575,000.00	SECURITY
NON-CON	AL FADHL CLEANING	1-Dec-2007	$487,350.00	WATER/SAN
NON-CON	ABU NUWAS MAINTENANCE AND CLEAN UP	1-Dec-2007	$148,250.00	WATER/SAN
NON-CON	M 102 LONG TERM CLEANING	3-Dec-2007	$221,000.00	WATER/SAN
NON-CON	RENOVATE RUSAFA DAC HALL	15-Dec-2007	$36,500.00	ED/GOV
NON-CON	CHECK POINT PAINTING	15-Dec-2007	$14,700.00	SECURITY
NON-CON	AL NEEL CIS	13-Jan-2008	$64,750.00	SECURITY
NON-CON	14 JULY CIS	13-Jan-2008	$64,750.00	SECURITY
NON-CON	ABU NUWAS GATES AND PAINTING	15-Jan-2008	$151,860.00	PRIVSEC
NON-CON	MUSTANSARIYAH CIS	22-Jan-2008	$112,750.00	SECURITY
NON-CON	Reliable electrical power for Baghdad Central Laboratory	1-Feb-2008	$65,700.00	HEALTH
NON-CON	Critical infrastructure security guards for Central Bank of Iraq	1-Feb-2008	$387,800.00	SECURITY
NON-CON	Provide critical infrastructure security to Armenian Church.	1-Feb-2008	$40,800.00	SECURITY
NON-CON	SAFE NEIGHBORHOOD DROP ARMS GATES	10-Feb-2008	$24,750.00	SECURITY
NON-CON	SAFE NEIGHBORHOOD BARRIERS 20 DAYS	15-Feb-2008	$154,850.00	SECURITY
NON-CON	SHEIKH OMAR AND JUMHURIYAH CIS CONTRACT	15-Feb-2008	$135,300.00	SECURITY
NON-CON	Bulk Fund for Micrograns	26-Feb-2008	$36,500.00	PRIVSEC
NON-CON	SADRIA ECP DROP ARMS	28-Feb-2008	$8,000.00	JUST/CIVIC
NON-CON	AL FADHL MICRO GRANTS FUNDS	29-Feb-2008	$40,000.00	PRIVSEC
NON-CON	AL INDRISSI CRITICAL INFRASTRUCTURE SECURITY	29-Feb-2008	$64,750.00	SECURITY
NON-CON	Anti-Personnel Obstacle Fence along the Tigris River	25-Mar-2008	$43,480.00	SECURITY
NON-CON	Al Fadhl Cleaning	31-Mar-2008	$487,350.00	WATER/SAN
NON-CON	ID Barriers	14-May-2008	$57,850.00	SECURITY
NON-CON	Mustansariyah Critical Infrastructure Security	19-May-2008	$45,870.00	SECURITY
NON-CON	Sons of Iraq SECURITY GAURDS	25-Jun-2008	$250,000.00	SECURITY
NON-CON	Sheikh Omar & Jumhuriyah SOI Renewal	26-Jun-2008	$206,085.00	SECURITY
NON-CON	SANDI GROUP RENEWAL (Abu Nuwas Security)	1-Jul-2008	$1,000,000.00	SECURITY
NON-CON	RUBBLE REMOVAL	15-Jul-2008	$124,500.00	WATER/SAN
NON-CON	Sons of Iraq 14 JULY SECURITY GAURDS	27-Sep-2008	$59,730.00	SECURITY
NON-CON	SANDI GROUP RENEWAL (Abu Nuwas Security)	30-Sep-2008	$390,000.00	SECURITY
NON-CON	ROUTE CLEAN UP	14-Oct-2008	$60,000.00	WATER/SAN
NON-CON	Sheikh Omar Son's of Iraq	31-Oct-2008	$430,815.00	SECURITY

NON-CON	Furnish District Council Hall	5-Dec-2008	$74,729.00	ED/GOV
NON-CON	Hathem Hassn Mazael	22-Dec-2008	$1,000.00	PRIVSEC
NON-CON	Ali An'nad Abd Alamear	24-Dec-2008	$2,500.00	PRIVSEC
NON-CON	BULK Microgrants for Rusafa	31-Dec-2008	$393,000.00	PRIVSEC
NON-CON	Security Guards for Abu Nuwas	3-Feb-2009	$390,000.00	SECURITY
NON-CON	SANDI GROUP RENEWAL (FEB-MAR)	4-Apr-2009	$390,000.00	SECURITY
NON-CON	M145 MPG	11-Apr-2009	$23,100.00	ELEC
NON-CON	AL Fadhl Trash Response Program	11-May-2009	$40,800.00	WATER/SAN
NON-CON	Critical Infrastructure Security - Abu Nawas	2-Jun-2009	$390,000.00	SECURITY
NON-CON	M145 MPG Poles	11-Jun-2009	$2,000.00	ELEC
NON-CON	4points Entrepreneurial Business Training	14-Oct-2009	$64,800.00	PRIVSEC
NON-CON	Micro-Grant 09-58	16-Oct-2009	$3,400.00	PRIVSEC
NON-CON	Micro-Grant 09-59	16-Oct-2009	$2,600.00	PRIVSEC
NON-CON	Water Purification Kits (Rusafa)	29-Oct-2009	$50,000.00	WATER/SAN
NON-CON	Al Kindi Medical Conference	27-Nov-2009	$15,732.00	HEALTH
NON-CON	Micro-Grant 05	14-Jan-2010	$2,000.00	PRIVSEC
NON-CON	Micro-Grant 10-06	14-Jan-2010	$1,900.00	PRIVSEC
NON-CON	Micro-Grant 10-07	14-Jan-2010	$1,900.00	PRIVSEC
NON-CON	Micro-grant 10-08	14-Jan-2010	$2,000.00	PRIVSEC
NON-CON	Micro-Grant 10-09	14-Jan-2010	$1,000.00	PRIVSEC
NON-CON	Micro-Grant 10-10	14-Jan-2010	$1,300.00	PRIVSEC
NON-CON	Micro-grant 10-11	14-Jan-2010	$2,200.00	PRIVSEC
NON-CON	Micro-Grant 10-13	14-Jan-2010	$2,500.00	PRIVSEC
NON-CON	Micro-Grant 10-12	14-Jan-2010	$2,000.00	PRIVSEC
NON-CON	Baghdad University/US Military Academy Exchange Program		$71,382.00	JUST/CIVIC
	TOTAL		**$64,705,666.39**	

Appendix C—USACE Projects in Rusafa

Type	Prioject Description	Completion Date	Cost	SECTOR
CON	SF/SJ-024/Rusafa-1st River Fire S(Rehab)	27-Feb-2005	$351,705.00	JUST/CIVIL
CON	SF/SJ-091/Al Sheikh Omar Fire Sta(Rehab)	7-Apr-2005	$108,420.00	JUST/CIVIL
CON	SP/Bab Al Sheikh Police Station	6-May-2005	$188,000.00	SECURITY
CON	SP/New Baghdad Patrol Station	12-May-2005	$253,500.00	SECURITY
CON	BP/DFI-18/BAG Gov't Revite, Al Russafa	2-Jun-2005	$62,630.00	JUST/CIVIL
CON	ED/ED-400 LDN Sheik Umar 11KV	20-Jun-2005	$745,000.00	ELEC
CON	SF/SJ-091/Al Shorja Fire Station (Rehab)	22-Jun-2005	$210,378.45	JUST/CIVIL
CON	ED/ED-500 LDN Abu Nawas 1 & 2	12-Jul-2005	$309,920.00	ELEC
CON	SP/Al Quanat Police Station	28-Aug-2005	$247,000.00	SECURITY
CON	BP/CERP5/Rehab Muhandiseen Youth Center	30-Jan-2006	$253,150.00	JUST/CIVIL
CON	ED/ED-400 LDN Mahalla 113 Low Volt Net	7-Mar-2006	$503,625.00	ELEC
CON	SM/MNSTCI/MOI Communication Room	25-Mar-2006	$31,735.00	SECURITY
CON	BH/CERP5/Madinat AlTib Hosp Garbage Pyre	15-Apr-2006	$151,500.00	HEALTH
CON	BP/BP001.2/Min.of Industry & Minerals	26-Apr-2006	$8,588,313.58	ROADS
CON	BH/CERP5/MadinatAlTib Hosp Corpse Fridge	8-May-2006	$194,750.00	HEALTH
CON	SP/SJ/MNSTCI/Baghdad Traffic HQ Ren.	27-Jun-2006	$359,012.00	JUST/CIVIL
CON	TP/TC-004/Al Resafa Post Office Rehab	9-Aug-2006	$67,106.00	JUST/CIVIL
CON	Repair AC Unit for PUBLIC SAFETY TRAINING ACADEMY	14-Aug-2006	$162,181.40	JUST/CIVIL
CON	ED/ED-503 Const. 11kv Feeders-Abu Nuas S	26-Oct-2006	$818,420.00	ELEC
CON	Repair AC Unit for Public Safety Training Academy #2	17-Dec-2006	$157,878.00	JUST/CIVIL
CON	TG/Petrol Station No. 177 Al Mu'atham	24-Jan-2007	$35,200.00	PS
CON	BC/BR18 Shaikh Omar PHC	8-Feb-2007	$161,013.60	HEALTH
CON	WP/PW-005/Wathba Water Treatment Plant	28-Feb-2007	$21,813,851.16	WATER/SAN
CON	ED/ED-400 LDN Mahalla 123 LoVolt Net Reh	31-Mar-2007	$4,153,760.00	ELEC
CON	ED/ED-503 Construct Sheikh Umar 11kV Fee	31-Mar-2007	$963,560.00	ELEC
CON	SJ/IRRF/Rusafa Prison Force Protection	4-Apr-2007	$1,242,800.00	JUST/CIVIL
CON	TG/Petrol Station No. 149 Sheikh Umar	27-May-2007	$178,500.00	PS
CON	BC/BR18 Shaikh Omar PHC Re-Award	11-Jun-2007	$454,154.85	HEALTH
CON	WS/CERP7/Rpr Karma Sewage Lift Station	11-Jun-2007	$62,680.00	WATER/SAN
CON	ED/CERP7/Renv. Rusafa M116 132KV Substa.	19-Jun-2007	$40,590.00	ELEC
CON	BP/CERP6/Fire Dept 911 Call Center Annex	20-Jun-2007	$249,531.36	JUST/CIVIL
CON	SJ/Rusafa Prison Sewer Line Rehab	2-Jul-2007	$781,090.17	JUST/CIVIL

CON	ED/ED-503 Const. 11kv Feeders-Abu Nawas	19-Jul-2007	$1,356,160.00	ELEC
CON	WP/PW-095/Abu Nuwas WTP	28-Jul-2007	$406,280.00	WATER/SAN
CON	BE/CERP5/Mustansiriyah University	14-Aug-2007	$979,606.00	ED/GOV
CON	BAB AL SHARKI 33KV FEEDER	22-Oct-2007	$155,961.00	ELEC
CON	BE/CERP7/Thifaf Al Neel School	19-Dec-2007	$619,424.80	ED/GOV
CON	BE/Constr Al Neel Elem Sch, M503, BSP-89	28-Jun-2008	$877,583.41	ED/GOV
CON	SJ/IRRF/Rusafa Witness Security Facility	19-Aug-2008	$2,928,394.00	JUST/CIVIL
CON	SJ/IRRF/Rusafa Central Court House	28-Aug-2008	$10,593,716.43	JUST/CIVIL
CON	SJ/Security Improvements Rusafa Court	28-Aug-2008	$375,381.00	JUST/CIVIL
CON	BC/Const Edressy Health Clinic	13-Jul-2010	$900,092.00	HEALTH
NON-CON	SP/MNSTCI/Pipe Rge (Rusafa Traffic HQ)	10-Jul-2005	$82,235.00	JUST/CIVIL
NON-CON	SP/MNSTCI/Pipe Rge (Bab Al Sheikh)	25-Jul-2005	$82,236.00	SECURITY
NON-CON	MoO Geophysical & Geological System	9-Nov-2006	$3,260,000.00	OIL
	TOTAL		**$66,518,025.21**	

Appendix D—USAID Projects in Rusafa

Type	Proiect Description	Completion Date	Cost	SECTOR
CON	Rehabilitation of Baghdad Mayoralty City Hall	22-Jul-2003	$122,422.00	RBC
CON	Rehabilitation of Rusafa Municipality Office	22-Jul-2003	$27,849.00	RBC
CON	Rusafa Electrical Repair	4-Sep-2003	$98,053.00	ELEC
CON	Rehabilitation of Baghdad Central Post Office	30-Sep-2003	$142,082.00	RBC
CON	Rehabilitation & Repair Zaid Ben Thabit Primary Mixed School	28-Oct-2003	$38,504.00	ED/GOV
CON	Rehabilitation & Repair Sinaa Secondary School for Boys	10-Nov-2003	$32,305.00	ED/GOV
CON	Karama Handicap Center Rehabilitating Looted Building	13-Nov-2003	$15,630.00	RBC
CON	Restoration of Baghdad Central Post Office	20-Nov-2003	$144,892.00	RBC
CON	Clean Up Sheikh Omar Sewerage Network	20-Nov-2003	$29,925.00	WATER/SAN
CON	Rehabilitation & Repair Zahawi Primary Mixed School	21-Dec-2003	$21,054.00	ED/GOV
CON	University of Baghdad School of Agric. Student Union Project	15-Feb-2004	$81,000.00	ED/GOV
CON	Rehabilitation & Repair Sharkiya Technical for Girls School	17-Feb-2004	$34,976.00	ED/GOV
CON	Tigris River Port Development	21-Mar-2004	$3,273.00	PRIVSEC
CON	Al Mustansria Women's Center Rehabilitation	4-Apr-2004	$231,300.00	RBC
CON	Rehabilitation & Repair Musser Primary Mixed School	14-Apr-2004	$20,891.00	ED/GOV
CON	Eqhowan Kindergarten Rehabilitation	17-May-2004	$43,431.00	ED/GOV
CON	Baghdad University College of Arts Rehabilitation	9-Aug-2004	$112,574.00	ED/GOV
CON	Rehabilitation of Rusafa Technical School for Girls	24-Nov-2004	$44,199.00	ED/GOV
CON	Armenian Club Gymnasium Rehabilitation	23-Feb-2005	$292,457.00	JUST/CIVIL
CON	Generator & Elevator repair - Bataween Residential Complex	6-Apr-2005	$64,328.00	ELEC
CON	Rehabilitate Ibn Rshid Hospital	11-Apr-2005	$54,156.00	HEALTH
CON	Phase I Rehabilitation Ministry of Agriculture Building	15-Apr-2005	$57,480.00	RBC
CON	Phase II Rehabilitation Ministry of Agriculture Building	15-Apr-2005	$51,500.00	RBC
CON	Phase III Rehabilitation Ministry of Agriculture Building	15-Apr-2005	$87,500.00	RBC
CON	Rehabilitate Mutamyzat Secondary School for Girls	25-Apr-2005	$17,929.00	ED/GOV
CON	Establish New Public Garden in Mahala 103	25-Apr-2005	$15,616.00	JUST/CIVIL
CON	Repair/Supplies for Al-Mustansirya Technical School for Girls	25-Jul-2005	$95,933.00	ED/GOV
CON	Soccer Field Rehabilitation -Hay Al-Binuk Neighborhood	27-Oct-2005	$9,090.00	JUST/CIVIL
CON	Establishment of Rusafa Community Center	15-Nov-2005	$75,608.00	RBC
CON	Al-Khawarizmi Vocational School for Boys Theater Repair	8-Feb-2006	$79,128.00	ED/GOV
CON	Install Two Sewage Pump Stations in Al-Bataween	24-Apr-2006	$36,510.00	WATER/SAN
CON	Al-Gelani Health Clinic Rehabilitation	17-May-2006	$30,811.00	HEALTH
CON	Establish New Public Garden for Children in Mahala 502	22-May-2006	$33,728.00	JUST/CIVIL
CON	Al-Rusafa Medic Center Construction & Furnishing	29-May-2006	$95,211.00	HEALTH

CON	Al-Mut'tasem Kindergarten Rehabilitation	28-Jun-2006	$78,961.00	ED/GOV
CON	Rehabilitation Safana Primary School	26-Jan-2007	$2,825.00	ED/GOV
CON	Park and Playground, Mahalla 505, Zukak 36 and 22	31-Jan-2007	$136,571.00	JUST/CIVIL
CON	Rehabilitation Al Rusafa Trading School	12-Feb-2007	$11,565.00	ED/GOV
CON	Rehabilitation Al Mutameyizeen Secondary School	24-Feb-2007	$24,424.00	ED/GOV
CON	Establish New Soccer Field in Mahella 502	7-Nov-2007	$30,842.00	JUST/CIVIL
CON	Rehabilitation of Abu Nawas Street Steel Fence	5-Dec-2007	$151,242.00	RBC
CON	Rehabilitation Al Firdous Kindergarten	2-Jan-2008	$82,315.00	ED/GOV
CON	Paving Street No.13 With A Length Of (700 M) In Mahalla 103	24-Jun-2008	$92,951.00	RBC
CON	Rehabilitation of Al Jumhooriya Secondary School	18-Aug-2010	$30,000.00	ED/GOV
CON	Hilwan Primary School Construction and Repair	18-Aug-2010	$81,013.00	ED/GOV
CON	Al-Iraq Al-Jadeed Secondary School for Boys Rehabilitation	18-Aug-2010	$80,641.00	ED/GOV
CON	Air Force Club Admin Room and Football field construction	18-Aug-2010	$131,965.00	JUST/CIVIL
CON	Rehabilitation Al Rusafa Trading School	18-Aug-2010	$11,565.00	ED/GOV
CON	Rehabilitation Al-Kanat Intermediate School	18-Aug-2010	$25,016.00	ED/GOV
CON	University of Baghdad; School of Agric. Student Union Project	18-Aug-2010	$81,000.00	ED/GOV
CON	Rehabilitation of Al Jumhooriya Secondary School	18-Aug-2010	$30,000.00	ED/GOV
CON	Rehabilitation Al Firdous Kindergarten	18-Aug-2010	$82,500.00	ED/GOV
CON	University of Baghdad Pumping System & Elevator Rehab	18-Aug-2010	$118,300.00	ED/GOV
CON	Rehabilitation Palestine School	18-Aug-2010	$33,000.00	ED/GOV
CON	Rehabilitation of Abu Nawas Garden 01	18-Aug-2010	$161,163.00	JUST/CIVIL
CON	Park and Playground, Mahalla 505, Zukak 36 and 22	18-Aug-2010	$136,571.00	JUST/CIVIL
CON	Closing opening in Zukak 15,17 Idressi Neighborhood	18-Aug-2010	$.00	RBC
CON	Rehabilitating and Painting the Curbstones in Mahala 505 & 507	18-Aug-2010	$.00	RBC
CON	Rehabilitation of Abu Nawas Garden 01	18-Aug-2010	$161,163.00	JUST/CIVIL
CON	Rehabilitation of Abu Nawas Street Steel Fence	18-Aug-2010	$151,242.00	RBC
NON-CON	Restoration Central Bank Air-Conditioning	30-Jun-2003	$18,365.00	ED/GOV
NON-CON	Restoration of Computer Center at Ministry of Finance	15-Jul-2003	$154,431.00	ED/GOV
NON-CON	Provision of Equipment and Furniture to the Central Bank	28-Aug-2003	$122,422.00	ED/GOV
NON-CON	Provision of Equipment and Furniture to the Ministry of Health	30-Aug-2003	$122,422.00	ED/GOV
NON-CON	Provision of Furniture to the Ministry of Health	30-Aug-2003	$122,422.00	ED/GOV
NON-CON	Ministry of Higher Education equipment & furniture	4-Sep-2003	$122,422.00	ED/GOV
NON-CON	Provision of furniture to Ministry of Higher Education	4-Sep-2003	$122,422.00	ED/GOV
NON-CON	Sewerage Hose Jetting	13-Sep-2003	$1,117.00	WATER/SAN
NON-CON	Ministry of Agriculture Equipment & Furniture	16-Sep-2003	$122,422.00	ED/GOV
NON-CON	Zahawi Primary Mixed School Equipment & Furniture	16-Sep-2003	$2,182.00	ED/GOV
NON-CON	Sharkiya Technical School For Girls Equipment & Furniture	16-Sep-2003	$4,590.00	ED/GOV
NON-CON	Rusafa Electricity Office equipment & furniture	18-Sep-2003	$122,422.00	PRIVSEC

NON-CON	Ministry of Agriculture Equipment & Furniture	20-Sep-2003	$123,622.00	ED/GOV
NON-CON	Sinaa Secondary School for Boys Equipment & Furniture	21-Sep-2003	$2,862.00	ED/GOV
NON-CON	Sa'adun Residential Complex Water Supply Tanks & Network	2-Oct-2003	$24,612.00	WATER/SAN
NON-CON	Ministry of Transportation Equipment and Furniture	21-Oct-2003	$122,422.00	ED/GOV
NON-CON	Provision of Equipment and Furniture to the Ministry of Oil	23-Oct-2003	$122,422.00	OIL
NON-CON	Ministry of Transportation & Communication Equipment	24-Oct-2003	$122,422.00	ED/GOV
NON-CON	Equipment and Furniture to Ministry of Youth and Sports	4-Nov-2003	$122,422.00	ED/GOV
NON-CON	Nidal NAC; Supply Office Equipment and Furniture	8-Nov-2003	$5,819.00	ED/GOV
NON-CON	Karama Handicap Center Supply Office Equipment	11-Nov-2003	$5,331.00	HEALTH
NON-CON	Ministry of Education Equipment and Furniture	25-Dec-2003	$122,422.00	ED/GOV
NON-CON	Ministry of Public Works Equipment and Furniture	31-Dec-2003	$122,422.00	ED/GOV
NON-CON	Hospital Ibn Al-Nafees Supply Echo Doppler Machine	1-Jun-2004	$125,092.00	HEALTH
NON-CON	Internet installation - Ministry of Oil	22-Jul-2004	$2,601.00	ED/GOV
NON-CON	Internet installation - Ministry of Health	22-Jul-2004	$2,601.00	ED/GOV
NON-CON	Internet installation - Ministry of Agriculture	22-Jul-2004	$2,601.00	ED/GOV
NON-CON	Internet installation - Ministry of Communications	22-Jul-2004	$2,601.00	ED/GOV
NON-CON	Internet installation - Ministry of Finance	22-Jul-2004	$2,601.00	ED/GOV
NON-CON	Internet installation - Ministry of Public Works	22-Jul-2004	$2,601.00	ED/GOV
NON-CON	Internet installation - Ministry of Water Resources	22-Jul-2004	$2,601.00	ED/GOV
NON-CON	Internet installation - Ministry of Education	22-Jul-2004	$2,601.00	ED/GOV
NON-CON	Repair a Car	20-Oct-2004	$5,697.00	PRIVSEC
NON-CON	Cleaning the Median and Trash Removal in Mahala 507	5-Jan-2005	$12,572.00	WATER/SAN
NON-CON	Cleaning the Sewerage Network in Mahala 101	14-Feb-2005	$35,758.00	WATER/SAN
NON-CON	Cleaning the Sewerage Network of Mahala 502	14-Feb-2005	$11,008.00	WATER/SAN
NON-CON	Cleaning the Sewerage Network of Mahala 117	20-Mar-2005	$18,915.00	WATER/SAN
NON-CON	Support for Al Mustansria Women Center	15-Apr-2005	$16,000.00	JUST/CIVIL
NON-CON	Support to Iraq Property Claims Commission - Rusafa	15-Apr-2005	$43,975.00	JUST/CIVIL
NON-CON	Sewing Machines and Accessories	24-Apr-2005	$779.00	PRIVSEC
NON-CON	Supply Equipment for AL-Rusafa Municipality	27-Apr-2005	$13,812.00	ED/GOV
NON-CON	Bakery Establishment in Mustansirya	29-Jun-2005	$46,040.00	PRIVSEC
NON-CON	Abu Nawas - Student Employment Program	30-Jun-2005	$108,543.00	PRIVSEC
NON-CON	Aid to Victims of the Kadhmiya Disaster	19-Sep-2005	$2,263.00	HEALTH
NON-CON	Printing & Photocopying Establishment	26-Oct-2005	$5,016.00	PRIVSEC
NON-CON	Technical Medical Institute; Dept. of Artificial Limbs	15-Nov-2005	$16,853.00	ED/GOV
NON-CON	Technical Medical Institute; Dept. of Dentistry	15-Nov-2005	$15,458.00	ED/GOV
NON-CON	Technical Medical Institute; Dept. of Prosthetic	15-Nov-2005	$22,144.00	ED/GOV
NON-CON	College of Languages; Dept. of Spanish	15-Nov-2005	$17,900.00	ED/GOV
NON-CON	College of Languages; Dept. of Italian	15-Nov-2005	$17,900.00	ED/GOV

NON-CON	College of Languages; Dept. of French	15-Nov-2005	$17,900.00	ED/GOV
NON-CON	College of Languages; Dept. of Russian	15-Nov-2005	$17,900.00	ED/GOV
NON-CON	College of Languages; Dept. of Persian	15-Nov-2005	$17,900.00	ED/GOV
NON-CON	College of Languages; Dept. of Turkish	15-Nov-2005	$17,900.00	ED/GOV
NON-CON	College of Languages; Dept. of English	15-Nov-2005	$17,900.00	ED/GOV
NON-CON	College of Languages; Dept. of German	15-Nov-2005	$17,900.00	ED/GOV
NON-CON	College of Languages; Dept. of Kurdish	15-Nov-2005	$17,900.00	ED/GOV
NON-CON	College of Languages; Dept. of Hebrew	15-Nov-2005	$17,900.00	ED/GOV
NON-CON	Rusafa Trash and Debris Cleanup - Mahalla 116	15-Nov-2005	$139,476.00	WATER/SAN
NON-CON	Rusafa Trash and Debris Cleanup - Mahalla 125	15-Nov-2005	$106,663.00	WATER/SAN
NON-CON	Rusafa Trash and Debris Cleanup - Mahalla 127	15-Nov-2005	$119,919.00	WATER/SAN
NON-CON	Rusafa Trash and Debris Cleanup - Mahalla 102	20-Nov-2005	$136,241.00	WATER/SAN
NON-CON	Rusafa Trash and Debris Cleanup - Mahalla 120	20-Nov-2005	$111,546.00	WATER/SAN
NON-CON	Rusafa District Council Public Information Campaign	15-Dec-2005	$8,939.00	ED/GOV
NON-CON	College of Science; Dept. of Physics	30-Dec-2005	$9,290.00	ED/GOV
NON-CON	Technical Medical Institute; Dept. of Radiology	30-Dec-2005	$13,424.00	ED/GOV
NON-CON	Technical Medical Institute; Dept. of Anesthesia	30-Dec-2005	$16,109.00	ED/GOV
NON-CON	Wesam Lutfi Sadiq Mobile Store Expansion	23-Jan-2006	$3,374.00	PRIVSEC
NON-CON	Technical Medical Institute; Dept. of Community Health	31-Jan-2006	$9,301.00	ED/GOV
NON-CON	Technical Medical Institute; Dept. of Disabled Care	31-Jan-2006	$21,846.00	ED/GOV
NON-CON	Technical Medical Institute; Dept. of Artificial Kidney	31-Jan-2006	$14,532.00	ED/GOV
NON-CON	Technical Medical Institute; Dept. of Physical Treatment	31-Jan-2006	$14,827.00	ED/GOV
NON-CON	Technical Medical Institute; Dept. of I.C.	31-Jan-2006	$14,177.00	ED/GOV
NON-CON	Technical Medical Institute; Dept. of Nursing	31-Jan-2006	$24,832.00	ED/GOV
NON-CON	Homebased Sewing	6-Mar-2006	$779.00	PRIVSEC
NON-CON	Homebased Sewing	27-Mar-2006	$779.00	PRIVSEC
NON-CON	Homebased Sewing	27-Mar-2006	$779.00	PRIVSEC
NON-CON	Supply the (3) Educational Directorates with Computers Stes	26-Jun-2006	$20,385.00	ED/GOV
NON-CON	College of Languages University of Baghdad Refurbish	26-Jun-2006	$84,205.00	ED/GOV
NON-CON	Rusafa Cleaning Campaign	20-Nov-2006	$643,700.00	WATER/SAN
NON-CON	Provision of Medical Equipment, Al Kindi Hospital	25-Nov-2006	$204,927.00	HEALTH
NON-CON	Supply Essential Equipment to Gailani Health Center	28-Jan-2007	$19,460.00	HEALTH
NON-CON	Hassan Bin Thabet Primary School Refurbishment	12-Feb-2007	$31,175.00	ED/GOV
NON-CON	Supply Essential Equipment to Ibn Rushd Hospital	17-Feb-2007	$58,695.00	HEALTH
NON-CON	Uqba Bin Nafie Secondary School Refurbishment	4-Mar-2007	$20,753.00	ED/GOV
NON-CON	Cleaning, Painting and Planting Barada Primary School	12-Mar-2007	$23,241.00	ED/GOV
NON-CON	Al-kanat Intermediate School	23-Mar-2007	$720.00	ED/GOV
NON-CON	Supply 70 Wheelchairs For Handicaps	23-May-2007	$4,550.00	HEALTH

NON-CON	Establish a New Enternet Caffee	12-Aug-2007	$10,800.00	PRIVSEC
NON-CON	Abu Nawas Cleaning Campaign	18-Sep-2007	$232,350.00	WATER/SAN
NON-CON	Mutanabi Cleaning Campaign Stage II	15-Nov-2007	$368,930.00	WATER/SAN
NON-CON	Supply Office Equipment For Al-Lud Primary Mixed School	27-May-2008	$17,180.00	ED/GOV
NON-CON	Supply Equipment For Al-Shoorja Fire Station	29-May-2008	$18,350.00	JUST/CIVIL
NON-CON	Technical College of Business Management Computer Lab	17-Jun-2008	$16,200.00	ED/GOV
NON-CON	College of Language Computer Lab	17-Jun-2008	$31,445.00	ED/GOV
NON-CON	College Of Art Refurbishment	17-Jun-2008	$50,950.00	ED/GOV
NON-CON	Ibn Rushd College Of Education Refurbishment	17-Jun-2008	$61,300.00	ED/GOV
NON-CON	Al-Ma'rifa Secondary School For Girls Refurbishment	17-Jun-2008	$20,690.00	ED/GOV
NON-CON	Al-Rashad Teaching Hospital Materials	17-Jun-2008	$.00	ED/GOV
NON-CON	College Of Sport Computer Lab	17-Jun-2008	$62,171.00	ED/GOV
NON-CON	The Institute Of Technical Medicine Refurbishment	17-Jun-2008	$40,320.00	ED/GOV
NON-CON	Abdallah Bin Masoud Primary Mixed School Refurbishment	17-Jun-2008	$17,880.00	ED/GOV
NON-CON	The Olympic Champion School Refurbishment	17-Jun-2008	$52,421.00	ED/GOV
NON-CON	College Of Nursing refurbishment	17-Jun-2008	$36,980.00	ED/GOV
NON-CON	Office Equipment For The Examination Control Center	17-Jun-2008	$.00	HEALTH
NON-CON	Supply Fire Fighting Equipment For Zayouna Fire Station	17-Jun-2008	$.00	JUST/CIVIL
NON-CON	Rusafa Civil Defence Directorate refurbishment	17-Jun-2008	$.00	JUST/CIVIL
NON-CON	Supply 500 Trash Container In Mahalla 502	17-Jun-2008	$22,500.00	WATER/SAN
NON-CON	Al-Rashid Mixed Intermediate School refurbishment	30-Jun-2008	$9,768.00	ED/GOV
NON-CON	Community Stabilization Program	30-Sep-2009	$2,002,930.00	JUST/CIVIL
NON-CON	Al Kindi College of Medicine - Anatomy Specimen	18-Aug-2010	$99,600.00	ED/GOV
NON-CON	Al-Mustanseria University Supply Laboratory Equipment	18-Aug-2010	$91,513.00	ED/GOV
NON-CON	Baghdad University Cleaning Campaign Apprenticeship (40)	18-Aug-2010	$4,640.00	ED/GOV
NON-CON	Abu Nawas Street Cleaning Campaign Apprenticeship (18)	18-Aug-2010	$4,824.00	ED/GOV
NON-CON	Cleaning, Painting and Planting Barada Primary School	18-Aug-2010	$23,241.00	ED/GOV
NON-CON	Uqba Bin Nafie Secondary School Refurbishment	18-Aug-2010	$20,753.00	ED/GOV
NON-CON	Supporting Sport Festival in Baghdad University	18-Aug-2010	$.00	ED/GOV
NON-CON	Summer Soccer Championship in Rusafa District	18-Aug-2010	$.00	ED/GOV
NON-CON	Soccer Tournament by Rusafa DAC (Phase2)	18-Aug-2010	$.00	ED/GOV
NON-CON	Ibn Al-Nafees Hospital Supply Lab. Equipment	18-Aug-2010	$75,976.00	HEALTH
NON-CON	Supply (40) Wheel Chairs for Disable in Al-Manar Institute	18-Aug-2010	$4,014.00	HEALTH
NON-CON	Supply Essential Equipment to Gailani Health Center	18-Aug-2010	$19,460.00	HEALTH
NON-CON	Supply Essential Equipment to Ibn Rushd Hospital	18-Aug-2010	$58,695.00	HEALTH
NON-CON	Provision of Medical Equipment, Al Kindi Hospital	18-Aug-2010	$204,927.00	HEALTH
NON-CON	Al Kindi College of Medicine - Anatomy Specimen	18-Aug-2010	$43,315.00	HEALTH
NON-CON	Printing House	18-Aug-2010	$28,332.00	PRIVSEC

NON-CON	Ironsmith	18-Aug-2010	$15,500.00	PRIVSEC
NON-CON	Blinds Factory	18-Aug-2010	$17,000.00	PRIVSEC
NON-CON	Hairdressing Saloon	18-Aug-2010	$2,775.00	PRIVSEC
NON-CON	Ironsmith Factory	18-Aug-2010	$10,000.00	PRIVSEC
NON-CON	Signboard Workshop	18-Aug-2010	$22,000.00	PRIVSEC
NON-CON	Mobile Phone Store	18-Aug-2010	$3,150.00	PRIVSEC
NON-CON	Fittness Club	18-Aug-2010	$12,000.00	PRIVSEC
NON-CON	Blinds Factory	18-Aug-2010	$16,500.00	PRIVSEC
NON-CON	Carpentry Workshop	18-Aug-2010	$15,000.00	PRIVSEC
NON-CON	Aluminum Workshop	18-Aug-2010	$12,000.00	PRIVSEC
NON-CON	Aluminum Factory	18-Aug-2010	$12,500.00	PRIVSEC
NON-CON	TV Movie Production	18-Aug-2010	$26,140.00	PRIVSEC
NON-CON	Dairy Factory	18-Aug-2010	$45,000.00	PRIVSEC
NON-CON	Lathing Factory	18-Aug-2010	$72,000.00	PRIVSEC
NON-CON	Language & Computer Center	18-Aug-2010	$11,550.00	PRIVSEC
NON-CON	Blinds Factory	18-Aug-2010	$19,750.00	PRIVSEC
NON-CON	Signboard Workshop	18-Aug-2010	$55,000.00	PRIVSEC
NON-CON	Electrical Bakery	18-Aug-2010	$25,500.00	PRIVSEC
NON-CON	Iraq Economic Development Center Vocational Training	18-Aug-2010	$151,000.00	PRIVSEC
NON-CON	Ice Cream Shop	18-Aug-2010	$16,200.00	PRIVSEC
NON-CON	Livestock Farm	18-Aug-2010	$19,750.00	PRIVSEC
NON-CON	Livestock Farm Establishment	18-Aug-2010	$21,420.00	PRIVSEC
NON-CON	Aluminum Workshop	18-Aug-2010	$10,392.00	PRIVSEC
NON-CON	Livestock Farm	18-Aug-2010	$18,816.00	PRIVSEC
NON-CON	Photocopy Office	18-Aug-2010	$3,675.00	PRIVSEC
NON-CON	Water Purification System	18-Aug-2010	$.00	PRIVSEC
NON-CON	Dairy Farm Establishment	18-Aug-2010	$19,200.00	PRIVSEC
NON-CON	Mobile Phone Shop	18-Aug-2010	$2,890.00	PRIVSEC
NON-CON	Engine Maintenance Shop	18-Aug-2010	$8,500.00	PRIVSEC
NON-CON	Sheep Farm	18-Aug-2010	$16,000.00	PRIVSEC
NON-CON	Barber Shop	18-Aug-2010	$2,990.00	PRIVSEC
NON-CON	Cake & Pastery Bakery	18-Aug-2010	$23,000.00	PRIVSEC
NON-CON	Internet Café	18-Aug-2010	$.00	PRIVSEC
NON-CON	Calves Farm	18-Aug-2010	$21,210.00	PRIVSEC
NON-CON	Bakery	18-Aug-2010	$23,200.00	PRIVSEC
NON-CON	Calves Farm	18-Aug-2010	$19,698.00	PRIVSEC
NON-CON	Grocery Store	18-Aug-2010	$3,000.00	PRIVSEC
NON-CON	Bread Bakery	18-Aug-2010	$25,000.00	PRIVSEC

NON-CON	Dairy Farm	18-Aug-2010	$21,840.00	PRIVSEC
NON-CON	Social Occasions Services	18-Aug-2010	$3,175.00	PRIVSEC
NON-CON	Photocopy & Bookshop	18-Aug-2010	$4,270.00	PRIVSEC
NON-CON	Nursery & Kindergarten	18-Aug-2010	$12,480.00	PRIVSEC
NON-CON	Ahmed Livestock	18-Aug-2010	$14,800.00	PRIVSEC
NON-CON	Car Wash Garage	18-Aug-2010	$23,650.00	PRIVSEC
NON-CON	Sandwich Panel Factory	18-Aug-2010	$61,000.00	PRIVSEC
NON-CON	Livestock Establishment	18-Aug-2010	$18,000.00	PRIVSEC
NON-CON	Internet Cafe for Women	18-Aug-2010	$.00	PRIVSEC
NON-CON	Bolts,Nuts & Washers Factory	18-Aug-2010	$41,900.00	PRIVSEC
NON-CON	Plastic Molding Factory	18-Aug-2010	$19,900.00	PRIVSEC
NON-CON	Valve & Flange Making Factory	18-Aug-2010	$52,500.00	PRIVSEC
NON-CON	Internet Center	18-Aug-2010	$12,550.00	PRIVSEC
NON-CON	Vehicle Service Garage	18-Aug-2010	$5,000.00	PRIVSEC
NON-CON	Muslim Floor Tile Factory	18-Aug-2010	$21,200.00	PRIVSEC
NON-CON	Concrete Tile factory	18-Aug-2010	$17,990.00	PRIVSEC
NON-CON	Barber Shop	18-Aug-2010	$2,679.00	PRIVSEC
NON-CON	Grocery Store	18-Aug-2010	$3,000.00	PRIVSEC
NON-CON	Grocery Store Rehailitation	18-Aug-2010	$3,000.00	PRIVSEC
NON-CON	Photograph Developing Shop	18-Aug-2010	$2,432.00	PRIVSEC
NON-CON	Frozen Meat Store	18-Aug-2010	$5,300.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$300.00	PRIVSEC
NON-CON	Carpentry Workshop	18-Aug-2010	$4,985.00	PRIVSEC
NON-CON	Frozen Meat Store	18-Aug-2010	$3,230.00	PRIVSEC
NON-CON	Grocery Store	18-Aug-2010	$3,000.00	PRIVSEC
NON-CON	Grocery Store	18-Aug-2010	$3,000.00	PRIVSEC
NON-CON	Music Recording Shop	18-Aug-2010	$3,425.00	PRIVSEC
NON-CON	Mobile Phone Store	18-Aug-2010	$3,300.00	PRIVSEC
NON-CON	Mobile Phone Store	18-Aug-2010	$2,995.00	PRIVSEC
NON-CON	Mobile Phone Store	18-Aug-2010	$3,715.00	PRIVSEC
NON-CON	Pita Bread Bakery	18-Aug-2010	$101,000.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$300.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$300.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$300.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$300.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$300.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$300.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$300.00	PRIVSEC

NON-CON	Cart Seller	18-Aug-2010	$300.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$300.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$300.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$300.00	PRIVSEC
NON-CON	Games Hall & Cafeteria	18-Aug-2010	$2,505.00	PRIVSEC
NON-CON	Roasted Nuts Selling Store	18-Aug-2010	$2,596.00	PRIVSEC
NON-CON	Dental Clinic	18-Aug-2010	$6,850.00	PRIVSEC
NON-CON	Bakery	18-Aug-2010	$31,000.00	PRIVSEC
NON-CON	Restaurant	18-Aug-2010	$2,640.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$300.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$300.00	PRIVSEC
NON-CON	Photocopying & Bookshop	18-Aug-2010	$2,665.00	PRIVSEC
NON-CON	Bread Bakery Factory	18-Aug-2010	$25,800.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$300.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$300.00	PRIVSEC
NON-CON	Aluminum Factory	18-Aug-2010	$11,340.00	PRIVSEC
NON-CON	Restaurant	18-Aug-2010	$2,845.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$500.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$500.00	PRIVSEC
NON-CON	Grocery Store	18-Aug-2010	$3,090.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$500.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$500.00	PRIVSEC
NON-CON	Grocery Store	18-Aug-2010	$3,059.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$500.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$500.00	PRIVSEC
NON-CON	Barber Shop	18-Aug-2010	$3,050.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$500.00	PRIVSEC
NON-CON	Fish Lake	18-Aug-2010	$16,960.00	PRIVSEC
NON-CON	Restaurant	18-Aug-2010	$2,820.00	PRIVSEC
NON-CON	Aluminum Factory	18-Aug-2010	$13,450.00	PRIVSEC
NON-CON	Cart Celler	18-Aug-2010	$500.00	PRIVSEC
NON-CON	Cart Celler	18-Aug-2010	$500.00	PRIVSEC
NON-CON	Juice Shop	18-Aug-2010	$2,460.00	PRIVSEC
NON-CON	Restaurant	18-Aug-2010	$2,980.00	PRIVSEC
NON-CON	Grocery	18-Aug-2010	$3,155.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$500.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$500.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$500.00	PRIVSEC

NON-CON	Cart Seller	18-Aug-2010	$500.00	PRIVSEC
NON-CON	Barber Shop Rehabilitation	18-Aug-2010	$.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$950.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$950.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$950.00	PRIVSEC
NON-CON	Mobile Phone Store	18-Aug-2010	$3,155.00	PRIVSEC
NON-CON	Grocery Store	18-Aug-2010	$3,059.00	PRIVSEC
NON-CON	Mobile Phone store	18-Aug-2010	$3,000.00	PRIVSEC
NON-CON	Grocery Store	18-Aug-2010	$3,000.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$500.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$500.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$500.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$500.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$500.00	PRIVSEC
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NON-CON	Cart Seller	18-Aug-2010	$500.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$500.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$950.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$500.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$950.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$950.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$500.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$950.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$950.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$950.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$950.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$950.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$950.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$950.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$950.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$950.00	PRIVSEC

NON-CON	Cart Seller	18-Aug-2010	$950.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$950.00	PRIVSEC
NON-CON	Aluminum Factory	18-Aug-2010	$12,180.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$950.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$500.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$500.00	PRIVSEC
NON-CON	CartSeller	18-Aug-2010	$500.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$500.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$500.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$500.00	PRIVSEC
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NON-CON	Cart Seller	18-Aug-2010	$500.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$500.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$500.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$950.00	PRIVSEC
NON-CON	Dental Clinic	18-Aug-2010	$6,280.00	PRIVSEC
NON-CON	Frozen Meat Store	18-Aug-2010	$3,440.00	PRIVSEC
NON-CON	Frozen Meat Store	18-Aug-2010	$2,490.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$500.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$500.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$500.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$950.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$950.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$500.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$500.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$500.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$500.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$500.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$500.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$500.00	PRIVSEC

NON-CON	Cart Seller	18-Aug-2010	$500.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$950.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$950.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$950.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$950.00	PRIVSEC
NON-CON	Hardware Store	18-Aug-2010	$3,206.00	PRIVSEC
NON-CON	Bakery Factory	18-Aug-2010	$25,900.00	PRIVSEC
NON-CON	Laundry	18-Aug-2010	$.00	PRIVSEC
NON-CON	Games Hall & Cafeteria	18-Aug-2010	$2,155.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$500.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$500.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$950.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$950.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$950.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$500.00	PRIVSEC
NON-CON	Hardware Store	18-Aug-2010	$3,389.00	PRIVSEC
NON-CON	Hardware Store	18-Aug-2010	$4,640.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$500.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$500.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$500.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$500.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$500.00	PRIVSEC
NON-CON	Games Hall & Cafeteria	18-Aug-2010	$3,405.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$500.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$500.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$500.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$500.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$500.00	PRIVSEC
NON-CON	Hardware Store	18-Aug-2010	$2,740.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$500.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$500.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$500.00	PRIVSEC
NON-CON	Grocery Store	18-Aug-2010	$3,860.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$500.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$500.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$500.00	PRIVSEC
NON-CON	Barber Shop	18-Aug-2010	$.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$500.00	PRIVSEC

NON-CON	Cart Seller	18-Aug-2010	$500.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$500.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$500.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$500.00	PRIVSEC
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NON-CON	Cart Seller	18-Aug-2010	$500.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$500.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$500.00	PRIVSEC
NON-CON	Hardware Store	18-Aug-2010	$2,758.00	PRIVSEC
NON-CON	Bread Bakery Factory	18-Aug-2010	$25,780.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$500.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$950.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$500.00	PRIVSEC
NON-CON	Embroidery	18-Aug-2010	$22,900.00	PRIVSEC
NON-CON	Aluminum Workshop	18-Aug-2010	$15,400.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$950.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$500.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$500.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$500.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$500.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$500.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$500.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$500.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$500.00	PRIVSEC
NON-CON	Bicycle Hardware Store	18-Aug-2010	$2,550.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$500.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$500.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$500.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$500.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$950.00	PRIVSEC

NON-CON	Cart Seller	18-Aug-2010	$500.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$500.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$500.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$500.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$500.00	PRIVSEC
NON-CON	Grocery Store	18-Aug-2010	$3,126.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$950.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$950.00	PRIVSEC
NON-CON	Boiler And Air Cooler Factory	18-Aug-2010	$21,015.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$500.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$500.00	PRIVSEC
NON-CON	Restaurant	18-Aug-2010	$3,400.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$950.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$950.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$950.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$500.00	PRIVSEC
NON-CON	Games Hall & Cafeteria	18-Aug-2010	$2,917.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$950.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$950.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$500.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$500.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$950.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$500.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$500.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$950.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$950.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$950.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$950.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$950.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$950.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$950.00	PRIVSEC
NON-CON	Restaurant	18-Aug-2010	$3,405.00	PRIVSEC
NON-CON	Restaurant	18-Aug-2010	$.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$500.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$950.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$950.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$950.00	PRIVSEC
NON-CON	Cart seller	18-Aug-2010	$950.00	PRIVSEC

NON-CON	Cart seller	18-Aug-2010	$950.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$950.00	PRIVSEC
NON-CON	Kiosk Owner	18-Aug-2010	$1,500.00	PRIVSEC
NON-CON	Kiosk Owner	18-Aug-2010	$1,500.00	PRIVSEC
NON-CON	Kiosk Owner	18-Aug-2010	$1,500.00	PRIVSEC
NON-CON	Cart seller	18-Aug-2010	$950.00	PRIVSEC
NON-CON	Potato Chips Factory	18-Aug-2010	$.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$950.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$950.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$950.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$950.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$950.00	PRIVSEC
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NON-CON	Cart Seller	18-Aug-2010	$950.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$950.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$950.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$500.00	PRIVSEC
NON-CON	Sewing Factory	18-Aug-2010	$11,750.00	PRIVSEC
NON-CON	Nursery & Kindergarten	18-Aug-2010	$11,300.00	PRIVSEC

NON-CON	Embroidery & Sewing Factory	18-Aug-2010	$21,000.00	PRIVSEC
NON-CON	Book Shop	18-Aug-2010	$3,204.00	PRIVSEC
NON-CON	Kiosk Owner	18-Aug-2010	$1,500.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$950.00	PRIVSEC
NON-CON	Book Shop	18-Aug-2010	$2,750.00	PRIVSEC
NON-CON	Book Shop	18-Aug-2010	$4,934.00	PRIVSEC
NON-CON	Book Shop	18-Aug-2010	$3,709.00	PRIVSEC
NON-CON	Book Shop	18-Aug-2010	$3,501.00	PRIVSEC
NON-CON	Book Shop	18-Aug-2010	$3,609.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$500.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$950.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$950.00	PRIVSEC
NON-CON	Book Shop	18-Aug-2010	$4,240.00	PRIVSEC
NON-CON	Machines Making Factory	18-Aug-2010	$107,000.00	PRIVSEC
NON-CON	Aluminum Workshop	18-Aug-2010	$8,900.00	PRIVSEC
NON-CON	Steel Bar Mesh Making Factory	18-Aug-2010	$.00	PRIVSEC
NON-CON	Flourescent Signboard Making Workshop	18-Aug-2010	$23,800.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$950.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$950.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$950.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$950.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$500.00	PRIVSEC
NON-CON	Bookshop	18-Aug-2010	$3,890.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$950.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$950.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$950.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$950.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$950.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$950.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$950.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$500.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$950.00	PRIVSEC
NON-CON	Bread Bakery Factory	18-Aug-2010	$23,800.00	PRIVSEC
NON-CON	Iron Section Factory	18-Aug-2010	$80,000.00	PRIVSEC
NON-CON	Aluminum Blinds & Shades Factory	18-Aug-2010	$15,000.00	PRIVSEC
NON-CON	Bookshop	18-Aug-2010	$3,175.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$950.00	PRIVSEC
NON-CON	Porter	18-Aug-2010	$150.00	PRIVSEC

NON-CON	Porter	18-Aug-2010	$150.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$950.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$950.00	PRIVSEC
NON-CON	Porter	18-Aug-2010	$150.00	PRIVSEC
NON-CON	Porter	18-Aug-2010	$150.00	PRIVSEC
NON-CON	Publishing House	18-Aug-2010	$6,000.00	PRIVSEC
NON-CON	Porter	18-Aug-2010	$150.00	PRIVSEC
NON-CON	Porter	18-Aug-2010	$150.00	PRIVSEC
NON-CON	Porter	18-Aug-2010	$150.00	PRIVSEC
NON-CON	Printing House	18-Aug-2010	$60,000.00	PRIVSEC
NON-CON	Printing House	18-Aug-2010	$.00	PRIVSEC
NON-CON	Porter	18-Aug-2010	$150.00	PRIVSEC
NON-CON	Porter	18-Aug-2010	$150.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$950.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$950.00	PRIVSEC
NON-CON	Porter	18-Aug-2010	$150.00	PRIVSEC
NON-CON	Porter	18-Aug-2010	$150.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$950.00	PRIVSEC
NON-CON	Bookshop	18-Aug-2010	$2,982.00	PRIVSEC
NON-CON	Publishing House	18-Aug-2010	$6,000.00	PRIVSEC
NON-CON	Porter	18-Aug-2010	$150.00	PRIVSEC
NON-CON	Porter	18-Aug-2010	$150.00	PRIVSEC
NON-CON	Printing House	18-Aug-2010	$.00	PRIVSEC
NON-CON	Bookshop	18-Aug-2010	$2,125.00	PRIVSEC
NON-CON	Porter	18-Aug-2010	$150.00	PRIVSEC
NON-CON	Porter	18-Aug-2010	$150.00	PRIVSEC
NON-CON	Porter	18-Aug-2010	$150.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$950.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$950.00	PRIVSEC
NON-CON	Publishing House	18-Aug-2010	$6,000.00	PRIVSEC
NON-CON	Porter	18-Aug-2010	$150.00	PRIVSEC
NON-CON	Teaching Institute	18-Aug-2010	$9,990.00	PRIVSEC
NON-CON	Bakery	18-Aug-2010	$20,900.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$950.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$950.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$500.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$950.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$950.00	PRIVSEC

NON-CON	Cart Seller	18-Aug-2010	$950.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$950.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$950.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$950.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$950.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$950.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$950.00	PRIVSEC
NON-CON	Porter	18-Aug-2010	$150.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$950.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$950.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$950.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$950.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$950.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$950.00	PRIVSEC
NON-CON	Bookshop	18-Aug-2010	$2,645.00	PRIVSEC
NON-CON	Porter	18-Aug-2010	$150.00	PRIVSEC
NON-CON	Bookshop	18-Aug-2010	$3,200.00	PRIVSEC
NON-CON	Bookshop	18-Aug-2010	$2,232.00	PRIVSEC
NON-CON	Bookshop	18-Aug-2010	$3,200.00	PRIVSEC
NON-CON	Bookshop	18-Aug-2010	$2,952.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$950.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$950.00	PRIVSEC
NON-CON	Bookshop	18-Aug-2010	$3,347.00	PRIVSEC
NON-CON	Bookshop	18-Aug-2010	$3,580.00	PRIVSEC
NON-CON	Bookshop	18-Aug-2010	$4,960.00	PRIVSEC
NON-CON	Porter	18-Aug-2010	$150.00	PRIVSEC
NON-CON	Aluminum Workshop	18-Aug-2010	$14,150.00	PRIVSEC
NON-CON	Aluminum Workshop	18-Aug-2010	$10,210.00	PRIVSEC
NON-CON	Carpentry Workshop	18-Aug-2010	$24,000.00	PRIVSEC
NON-CON	Bookshop	18-Aug-2010	$3,350.00	PRIVSEC
NON-CON	Bookshop	18-Aug-2010	$3,220.00	PRIVSEC
NON-CON	Bookshop	18-Aug-2010	$5,700.00	PRIVSEC
NON-CON	Bookshop	18-Aug-2010	$3,175.00	PRIVSEC
NON-CON	Bookshop	18-Aug-2010	$3,200.00	PRIVSEC
NON-CON	Bookshop	18-Aug-2010	$4,009.00	PRIVSEC
NON-CON	Bookshop	18-Aug-2010	$3,200.00	PRIVSEC
NON-CON	Bookshop	18-Aug-2010	$2,800.00	PRIVSEC
NON-CON	Bookshop	18-Aug-2010	$3,335.00	PRIVSEC

NON-CON	Bookshop	18-Aug-2010	$5,170.00	PRIVSEC
NON-CON	Bookshop	18-Aug-2010	$3,220.00	PRIVSEC
NON-CON	Bookshop	18-Aug-2010	$3,180.00	PRIVSEC
NON-CON	Bookshop	18-Aug-2010	$3,025.00	PRIVSEC
NON-CON	Bookshop	18-Aug-2010	$5,700.00	PRIVSEC
NON-CON	Bookshop	18-Aug-2010	$5,700.00	PRIVSEC
NON-CON	Bookshop	18-Aug-2010	$3,220.00	PRIVSEC
NON-CON	Bookshop	18-Aug-2010	$3,175.00	PRIVSEC
NON-CON	Bookshop	18-Aug-2010	$5,700.00	PRIVSEC
NON-CON	Bookshop	18-Aug-2010	$3,200.00	PRIVSEC
NON-CON	Bookshop	18-Aug-2010	$3,200.00	PRIVSEC
NON-CON	Bookshop	18-Aug-2010	$5,700.00	PRIVSEC
NON-CON	Bookshop	18-Aug-2010	$2,975.00	PRIVSEC
NON-CON	Restaurant	18-Aug-2010	$3,850.00	PRIVSEC
NON-CON	Kiosk Owner	18-Aug-2010	$1,500.00	PRIVSEC
NON-CON	Kiosk Owner	18-Aug-2010	$1,500.00	PRIVSEC
NON-CON	Porter	18-Aug-2010	$150.00	PRIVSEC
NON-CON	Bookshop	18-Aug-2010	$3,220.00	PRIVSEC
NON-CON	Bookshop	18-Aug-2010	$3,220.00	PRIVSEC
NON-CON	Bookshop	18-Aug-2010	$3,000.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$950.00	PRIVSEC
NON-CON	Bookshop	18-Aug-2010	$2,915.00	PRIVSEC
NON-CON	Bookshop	18-Aug-2010	$2,839.00	PRIVSEC
NON-CON	Bookshop	18-Aug-2010	$3,175.00	PRIVSEC
NON-CON	Bookshop	18-Aug-2010	$3,200.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$950.00	PRIVSEC
NON-CON	Bookshop	18-Aug-2010	$3,220.00	PRIVSEC
NON-CON	Bookshop	18-Aug-2010	$3,200.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$950.00	PRIVSEC
NON-CON	Bookshop	18-Aug-2010	$3,185.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$950.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$950.00	PRIVSEC
NON-CON	Bookshop	18-Aug-2010	$3,400.00	PRIVSEC
NON-CON	Bookshop	18-Aug-2010	$.00	PRIVSEC
NON-CON	Bookshop	18-Aug-2010	$3,220.00	PRIVSEC
NON-CON	Porter	18-Aug-2010	$150.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$950.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$950.00	PRIVSEC

NON-CON	Cart Seller	18-Aug-2010	$950.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$950.00	PRIVSEC
NON-CON	Bookshop	18-Aug-2010	$3,080.00	PRIVSEC
NON-CON	Sewing Shop	18-Aug-2010	$3,055.00	PRIVSEC
NON-CON	Bookshop	18-Aug-2010	$3,000.00	PRIVSEC
NON-CON	Bookshop	18-Aug-2010	$2,900.00	PRIVSEC
NON-CON	Bookshop	18-Aug-2010	$3,000.00	PRIVSEC
NON-CON	Bookshop	18-Aug-2010	$1,520.00	PRIVSEC
NON-CON	Bookshop	18-Aug-2010	$5,700.00	PRIVSEC
NON-CON	Porter	18-Aug-2010	$150.00	PRIVSEC
NON-CON	Bookshop	18-Aug-2010	$3,200.00	PRIVSEC
NON-CON	Resturant	18-Aug-2010	$2,970.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$950.00	PRIVSEC
NON-CON	Porter	18-Aug-2010	$150.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$950.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$950.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$950.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$950.00	PRIVSEC
NON-CON	Kiosk Owner	18-Aug-2010	$1,500.00	PRIVSEC
NON-CON	Bookshop	18-Aug-2010	$3,200.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$950.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$950.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$950.00	PRIVSEC
NON-CON	Porter	18-Aug-2010	$150.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$950.00	PRIVSEC
NON-CON	Porter	18-Aug-2010	$150.00	PRIVSEC
NON-CON	Bookshop	18-Aug-2010	$3,220.00	PRIVSEC
NON-CON	Porter	18-Aug-2010	$150.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$950.00	PRIVSEC
NON-CON	Bookshop	18-Aug-2010	$3,220.00	PRIVSEC
NON-CON	Bookshop	18-Aug-2010	$3,750.00	PRIVSEC
NON-CON	Porter	18-Aug-2010	$150.00	PRIVSEC
NON-CON	Bookshop	18-Aug-2010	$3,220.00	PRIVSEC
NON-CON	Bookshop	18-Aug-2010	$3,220.00	PRIVSEC
NON-CON	Porter	18-Aug-2010	$150.00	PRIVSEC
NON-CON	Bookshop	18-Aug-2010	$3,750.00	PRIVSEC
NON-CON	Bookshop	18-Aug-2010	$3,364.00	PRIVSEC
NON-CON	Bookshop	18-Aug-2010	$3,190.00	PRIVSEC

NON-CON	Cart Seller	18-Aug-2010	$950.00	PRIVSEC
NON-CON	Bookshop	18-Aug-2010	$3,220.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$950.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$950.00	PRIVSEC
NON-CON	Bookshop	18-Aug-2010	$3,000.00	PRIVSEC
NON-CON	Bookshop	18-Aug-2010	$5,700.00	PRIVSEC
NON-CON	Publishing House	18-Aug-2010	$5,700.00	PRIVSEC
NON-CON	Cafeteria	18-Aug-2010	$3,480.00	PRIVSEC
NON-CON	Porter	18-Aug-2010	$150.00	PRIVSEC
NON-CON	Bookshop	18-Aug-2010	$3,220.00	PRIVSEC
NON-CON	Bookshop	18-Aug-2010	$3,400.00	PRIVSEC
NON-CON	Porter	18-Aug-2010	$150.00	PRIVSEC
NON-CON	Bookshop	18-Aug-2010	$3,000.00	PRIVSEC
NON-CON	Music Instrument Workshop	18-Aug-2010	$5,000.00	PRIVSEC
NON-CON	Resturant	18-Aug-2010	$2,725.00	PRIVSEC
NON-CON	Bookshop	18-Aug-2010	$5,500.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$950.00	PRIVSEC
NON-CON	Bookshop	18-Aug-2010	$3,220.00	PRIVSEC
NON-CON	Bookshop	18-Aug-2010	$3,150.00	PRIVSEC
NON-CON	Bookshop	18-Aug-2010	$6,000.00	PRIVSEC
NON-CON	Bookshop	18-Aug-2010	$3,220.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$950.00	PRIVSEC
NON-CON	Porter	18-Aug-2010	$150.00	PRIVSEC
NON-CON	Bookshop	18-Aug-2010	$6,000.00	PRIVSEC
NON-CON	Bookshop	18-Aug-2010	$3,750.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$950.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$150.00	PRIVSEC
NON-CON	Bookshop	18-Aug-2010	$3,220.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$950.00	PRIVSEC
NON-CON	Bookshop	18-Aug-2010	$3,052.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$950.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$950.00	PRIVSEC
NON-CON	Bookshop	18-Aug-2010	$3,200.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$950.00	PRIVSEC
NON-CON	Bookshop	18-Aug-2010	$3,200.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$950.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$950.00	PRIVSEC
NON-CON	Bookshop	18-Aug-2010	$3,220.00	PRIVSEC

NON-CON	Cart Seller	18-Aug-2010	$950.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$950.00	PRIVSEC
NON-CON	Bookshop	18-Aug-2010	$3,200.00	PRIVSEC
NON-CON	Porter	18-Aug-2010	$150.00	PRIVSEC
NON-CON	Currency Exchange Shop	18-Aug-2010	$3,025.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$500.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$950.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$950.00	PRIVSEC
NON-CON	Bookshop	18-Aug-2010	$2,305.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$950.00	PRIVSEC
NON-CON	Bookshop	18-Aug-2010	$3,200.00	PRIVSEC
NON-CON	Bookshop	18-Aug-2010	$3,200.00	PRIVSEC
NON-CON	Bookshop	18-Aug-2010	$3,220.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$950.00	PRIVSEC
NON-CON	Goldsmith Workshop	18-Aug-2010	$3,410.00	PRIVSEC
NON-CON	Bookshop	18-Aug-2010	$3,175.00	PRIVSEC
NON-CON	Bookshop	18-Aug-2010	$3,350.00	PRIVSEC
NON-CON	Bookshop	18-Aug-2010	$3,190.00	PRIVSEC
NON-CON	Bookshop	18-Aug-2010	$3,220.00	PRIVSEC
NON-CON	Bookshop	18-Aug-2010	$3,175.00	PRIVSEC
NON-CON	Porter	18-Aug-2010	$150.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$950.00	PRIVSEC
NON-CON	Bookshop	18-Aug-2010	$3,200.00	PRIVSEC
NON-CON	Bookshop	18-Aug-2010	$3,185.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$950.00	PRIVSEC
NON-CON	Bookshop	18-Aug-2010	$3,190.00	PRIVSEC
NON-CON	Bookshop	18-Aug-2010	$3,300.00	PRIVSEC
NON-CON	Attorney Office	18-Aug-2010	$3,080.00	PRIVSEC
NON-CON	Bookshop	18-Aug-2010	$3,220.00	PRIVSEC
NON-CON	Bookshop	18-Aug-2010	$3,260.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$950.00	PRIVSEC
NON-CON	Cart Seller	18-Aug-2010	$950.00	PRIVSEC
NON-CON	Aluminum Workshop	18-Aug-2010	$14,980.00	PRIVSEC
NON-CON	Photo Lab	18-Aug-2010	$2,825.00	PRIVSEC
NON-CON	Carpentry Workshop	18-Aug-2010	$14,500.00	PRIVSEC
NON-CON	Photocopy & Bookshop	18-Aug-2010	$3,000.00	PRIVSEC
NON-CON	Signboard Frame Workshop	18-Aug-2010	$6,000.00	PRIVSEC
NON-CON	Valves Tester Workshop	18-Aug-2010	$4,500.00	PRIVSEC

NON-CON	Watches Store	18-Aug-2010	$3,000.00	PRIVSEC
NON-CON	Grocery Store	18-Aug-2010	$3,041.00	PRIVSEC
NON-CON	Fitness Club	18-Aug-2010	$13,000.00	PRIVSEC
NON-CON	Aluminum Workshop	18-Aug-2010	$13,000.00	PRIVSEC
NON-CON	Lathing Workshop	18-Aug-2010	$40,000.00	PRIVSEC
NON-CON	Goldsmith Workshop	18-Aug-2010	$75,000.00	PRIVSEC
NON-CON	Iron Smith Workshop	18-Aug-2010	$15,500.00	PRIVSEC
NON-CON	Fitness Club	18-Aug-2010	$10,000.00	PRIVSEC
NON-CON	Aluminum Workshop	18-Aug-2010	$13,000.00	PRIVSEC
NON-CON	Iron Smith Workshop	18-Aug-2010	$13,500.00	PRIVSEC
NON-CON	Aluminum Workshop	18-Aug-2010	$14,000.00	PRIVSEC
NON-CON	PVC Sections Workshop	18-Aug-2010	$30,000.00	PRIVSEC
NON-CON	Aluminum Workshop	18-Aug-2010	$13,000.00	PRIVSEC
NON-CON	Grocery Store	18-Aug-2010	$3,000.00	PRIVSEC
NON-CON	Aluminum Workshop	18-Aug-2010	$13,000.00	PRIVSEC
NON-CON	Carpentry Workshop	18-Aug-2010	$14,000.00	PRIVSEC
NON-CON	Electric Cable Production Factory	18-Aug-2010	$24,000.00	PRIVSEC
NON-CON	Ironsmith Workshop	18-Aug-2010	$.00	PRIVSEC
NON-CON	Mobile Phones Store	18-Aug-2010	$3,000.00	PRIVSEC
NON-CON	Hussein Printing House	18-Aug-2010	$96,000.00	PRIVSEC
NON-CON	Frozen Meat Shop	18-Aug-2010	$3,000.00	PRIVSEC
NON-CON	Aluminum And Cloth Blinds Factory	18-Aug-2010	$18,000.00	PRIVSEC
NON-CON	Vehicle Service Garage	18-Aug-2010	$12,500.00	PRIVSEC
NON-CON	Mobile Phone Store	18-Aug-2010	$3,000.00	PRIVSEC
NON-CON	Grocery Store	18-Aug-2010	$3,000.00	PRIVSEC
NON-CON	Aluminum Workshop	18-Aug-2010	$14,000.00	PRIVSEC
NON-CON	Roof Waved Pannel Factory	18-Aug-2010	$85,000.00	PRIVSEC
NON-CON	Grocery Store	18-Aug-2010	$3,000.00	PRIVSEC
NON-CON	Ironsmith Workshop	18-Aug-2010	$14,000.00	PRIVSEC
NON-CON	Aluminum Workshop	18-Aug-2010	$14,000.00	PRIVSEC
NON-CON	Photocopy & Bookshop	18-Aug-2010	$3,000.00	PRIVSEC
NON-CON	Internet Institute & Caf'e	18-Aug-2010	$9,450.00	PRIVSEC
NON-CON	Water Purification Factory	18-Aug-2010	$27,000.00	PRIVSEC
NON-CON	Sewing Factory	18-Aug-2010	$11,000.00	PRIVSEC
NON-CON	Mobile Phones Store	18-Aug-2010	$3,000.00	PRIVSEC
NON-CON	Grocery Store	18-Aug-2010	$3,000.00	PRIVSEC
NON-CON	Grocery Store	18-Aug-2010	$1,111.00	PRIVSEC
NON-CON	Photographing Lab	18-Aug-2010	$.00	PRIVSEC

NON-CON	Homebased Cooking	18-Aug-2010	$1,375.00	PRIVSEC
NON-CON	Grocery Store	18-Aug-2010	$1,716.00	PRIVSEC
NON-CON	Electric Items Shop	18-Aug-2010	$.00	PRIVSEC
NON-CON	Grocery Store	18-Aug-2010	$1,716.00	PRIVSEC
NON-CON	Dye Factory	18-Aug-2010	$2,900.00	PRIVSEC
NON-CON	Dress Store	18-Aug-2010	$.00	PRIVSEC
NON-CON	Computer store	18-Aug-2010	$3,778.00	PRIVSEC
NON-CON	Stationary Store	18-Aug-2010	$.00	PRIVSEC
NON-CON	Mobile Telephone Store	18-Aug-2010	$.00	PRIVSEC
NON-CON	Grocery Store	18-Aug-2010	$.00	PRIVSEC
NON-CON	Grocery Store	18-Aug-2010	$2,541.00	PRIVSEC
NON-CON	Café	18-Aug-2010	$.00	PRIVSEC
NON-CON	Sewing Factory	18-Aug-2010	$3,685.00	PRIVSEC
NON-CON	Examination Eye Clinic	18-Aug-2010	$3,285.00	PRIVSEC
NON-CON	Mobile Telephone Store	18-Aug-2010	$3,238.00	PRIVSEC
NON-CON	Computer store	18-Aug-2010	$3,733.00	PRIVSEC
NON-CON	Barber Shop	18-Aug-2010	$2,453.00	PRIVSEC
NON-CON	Car Service	18-Aug-2010	$1,618.00	PRIVSEC
NON-CON	Grocery Store	18-Aug-2010	$.00	PRIVSEC
NON-CON	Shoes Factory	18-Aug-2010	$.00	PRIVSEC
NON-CON	Sewing Factory	18-Aug-2010	$2,070.00	PRIVSEC
NON-CON	Grocery Store	18-Aug-2010	$.00	PRIVSEC
NON-CON	Floor Tiles Factory	18-Aug-2010	$12,050.00	PRIVSEC
NON-CON	Grocery Store	18-Aug-2010	$.00	PRIVSEC
NON-CON	Electric Items Shop	18-Aug-2010	$.00	PRIVSEC
NON-CON	Stationary Store	18-Aug-2010	$2,580.00	PRIVSEC
NON-CON	Carpentry Factory	18-Aug-2010	$4,258.00	PRIVSEC
NON-CON	Stationary Store	18-Aug-2010	$.00	PRIVSEC
NON-CON	Electric Items Shop	18-Aug-2010	$.00	PRIVSEC
NON-CON	Mobile Telephone Store	18-Aug-2010	$.00	PRIVSEC
NON-CON	Sewing Factory	18-Aug-2010	$3,390.00	PRIVSEC
NON-CON	Barber Shop	18-Aug-2010	$1,485.00	PRIVSEC
NON-CON	Household Appliances	18-Aug-2010	$.00	PRIVSEC
NON-CON	Electric Items Shop	18-Aug-2010	$.00	PRIVSEC
NON-CON	Carpentry Workshop	18-Aug-2010	$2,768.00	PRIVSEC
NON-CON	Computer store	18-Aug-2010	$.00	PRIVSEC
NON-CON	Electric Items Shop	18-Aug-2010	$4,379.00	PRIVSEC
NON-CON	Household Appliances	18-Aug-2010	$.00	PRIVSEC

NON-CON	Household Appliances	18-Aug-2010	$.00	PRIVSEC
NON-CON	Grocery Store	18-Aug-2010	$2,101.00	PRIVSEC
NON-CON	Grocery Store	18-Aug-2010	$2,222.00	PRIVSEC
NON-CON	Sewing Store	18-Aug-2010	$4,379.00	PRIVSEC
NON-CON	Grocery Store	18-Aug-2010	$.00	PRIVSEC
NON-CON	Sewing Factory	18-Aug-2010	$.00	PRIVSEC
NON-CON	Household Appliances	18-Aug-2010	$.00	PRIVSEC
NON-CON	Stationary Store	18-Aug-2010	$.00	PRIVSEC
NON-CON	Mobile Telephone Store	18-Aug-2010	$4,379.00	PRIVSEC
NON-CON	Plumbing Materials Store	18-Aug-2010	$3,432.00	PRIVSEC
NON-CON	Photographing Lab	18-Aug-2010	$3,445.00	PRIVSEC
NON-CON	Household Appliances	18-Aug-2010	$.00	PRIVSEC
NON-CON	Rusafa Cleaning Campaign	18-Aug-2010	$551,300.00	WATER/SAN
NON-CON	Baghdad University Cleaning Campaign	18-Aug-2010	$174,230.00	WATER/SAN
NON-CON	Abu Nawas Cleaning Campaign	18-Aug-2010	$233,338.00	WATER/SAN
	TOTAL		**$16,957,241.00**	

Appendix E—Department of State Projects in Rusafa

Type	Prioject Description	Completion Date	Cost	SECTOR
NON-CON	School Furnishings		$19,900.00	ED/GOV
NON-CON	Humanitarian Assistance Packs - 1st Payment		$0.00	ED/GOV
NON-CON	Electrical Capacity Improvement in Rusafa DAC Hall		$10,125.00	ED/GOV
NON-CON	Support to Baghdad Rusafa Governorate Electoral Office		$50,300.00	ED/GOV
NON-CON	Rusafa DAC Electrical System - Governance Issues		$14,915.00	ED/GOV
NON-CON	Medical Supplies and Medications		$0.00	HEALTH
NON-CON	Reconciliation Event Rusafa DAC		$1,020.00	JUST/CIVIL
NON-CON	Al-Farouq Mosque Reconcilation Event		$2,512.00	JUST/CIVIL
NON-CON	Baghdad Youth Democracy Seminar		$7,930.00	JUST/CIVIL
NON-CON	Baghdad Province Lawyers' Room Enhancements		$16,250.00	JUST/CIVIL
NON-CON	Model Iraqi Woman Organization		$24,900.00	JUST/CIVIL
NON-CON	Defending the Rights of Vulnerable Populations		$43,500.00	JUST/CIVIL
NON-CON	Appellate District Courthouse Capability Enhancement		$0.00	JUST/CIVIL
NON-CON	Voter Education in Palestine Street		$0.00	JUST/CIVIL
NON-CON	Voter Education in Bab Mudham		$0.00	JUST/CIVIL
NON-CON	Voter Education in Mustansiriyah		$0.00	JUST/CIVIL
NON-CON	Voter Education in Abu Nuwas		$0.00	JUST/CIVIL
NON-CON	SBDC Small Business Training		$3,250.00	PRIVSEC
NON-CON	Rusafa Business Expo		$25,000.00	PRIVSEC
NON-CON	Al Bashaer Operations and Loan Capital		$420,185.00	PRIVSEC
	TOTAL		**$639,787.00**	

Appendix F—Acronyms

Acronym	Description
CERP	Commander's Emergency Response Program
DAC	District Advisory Council
DoD	Department of Defense
DoS	Department of State
ePRT	Embedded Provincial Reconstruction Team
OIF	Operation Iraqi Freedom
SIGIR	Special Inspector General for Iraq Reconstruction
USACE	U.S. Army Corps of Engineers
USAID	U.S. Agency for International Development

Appendix G—Report Team Members

This report was prepared under the direction of Craig Collier, Senior Advisor to the Special Inspector General for Iraq Reconstruction.

The following employees also contributed to this report:

Christie Jones (SIGIR)

Eric Meissner (Contractor, Caerus Associates)

Timothy Reuter (Contractor, Caerus Associates)

Shauna Sweet (Contractor, Caerus Associates)