

INDEX

- Abizaid, Gen. John 42, 47, 54, 72, 119, 130, 132, 135, 238
- Al-Aboudi, Kareem Waheed 145
- Abrams, Elliot 10–12, 24, 34
See also: National Security Council
- Accelerated Iraq Reconstruction Project (AIRP) 122
- Achieving the Vision to Restore Full Sovereignty to the Iraqi People* 97–98
- Adams, Lt. Gen. (Ret.) Ron 36–37, 47–48
- Afghanistan 43, 50, 64, 99, 243–244
Hamid Karzai 8, 50
- Air Force Center for Environmental Excellence (AFCEE) 112–113
- Allawi, Ali 73, 76–77, 93, 135
- Allawi, Prime Minister Ayad 154, 206, 244, 274
- Andersson, Stephen 291
- Al-Araji, Sami 92
- Armitage, Richard 14, 16, 120, 168
- Atteberry, David 301, 303
- Ba'ath Party 4, 44, 70, 73–75, 115, 139, 147, 159, 209–210, 250, 323
- Baban, Ali 203, 299
- Babylon Police Academy 220
- Bailey, Andy 174
- Baker, James 89, 292
- Ballard, Tina 108
- Baltazar, Col. Thomas 36
- Bates, Lt. Gen. Jerry 36
- BearingPoint 150, 259
- Bearpark, Peter Andrew 149
- Bechtel International 27–28, 31, 40, 49, 79, 94–96, 110–112, 146, 148–150, 182, 185–188, 260–261, 279, 304, 311
“Bechtel University,” 261
USAID/Bechtel Infrastructure Assessment 95
- Belka, Marek 102
- Bent, Rodney 84
- Berwari, Nesreen 168
- Black & Veatch 188
- Blackwell, Robert 120
- Bloom, Philip 218–219, 221
- Al-Bolani, Jawad 288
- Board of Supreme Audit (BSA) 211, 215–216, 270
- Bodine, Barbara 37
- Bolten, Joshua 99–100
- Bolton, Claude 169
- Brahimi, Lakhdar 153–154
- Bremer, Amb. L. Paul III 63–64, 69–82, 86, 88–89, 91, 94, 97–99, 102, 105–106, 110, 114–115, 118–120, 122, 125–126, 130, 132, 149–151, 153, 155–156, 158–159, 162, 212–215, 231, 235, 249, 250–251, 261, 297, 323
- Brigade Combat Team 271
- Brinkley, Paul 305
- Brown, Gordon 314
- Browning, Steve 106, 149–150
- Bullock, Katja 82
- Burke, Gerald 125
- Bush, President George W. 3, 33, 43, 53, 61, 63, 70, 72, 89, 153, 157, 295, 315
Iraq: Goals, Objectives, Strategy 9, 13
- Busher, Lt. Col. Otto 247–248, 251, 278
- Caldwell, Maj. Gen. Bill 242
- Camp Doha 46, 48
- Camp Villa 46–47
- Carney, Amb. Tim 59, 91, 297–299
- Carpenter, Scott 116
- Casey, Gen. George 12, 33, 37–38, 144, 160, 166–167, 170, 193–194, 230, 235–236, 241–242, 245, 292, 296, 314
- Center for Strategic and International Studies (CSIS) 94, 96–97
CSIS Assessment 96
Hamre, John 96–97
- Central Criminal Court of Iraq (CCCI) 209–213, 290–291;
Major Crimes Courts 314
- Central Intelligence Agency (CIA) 7, 14, 28, 40, 74
- Chalabi, Ahmed 62, 75
- Chamberlin, Amb. Wendy 11, 18, 20
- Cheney, Vice President Richard B. 5, 9, 29, 43
- Chiarelli, Lt. Gen. Peter 105, 167, 231, 233, 277, 280–282, 292
- Civil Military Strategic Planning Group 235
- Clear-Hold-Build 245–246, 281–282, 292–293, 330
- Cleveland, Robin 10–11, 20–22, 24, 34, 110
- Coalition Forces Land Component Command (CFLCC) 38, 42, 46, 48, 61–62, 72

- See also:* McKiernan, Lt. Gen. David;
and Whitley, Maj. Gen. Albert
- Coalition Military Assistance Training
Team (CMATT) 128–130, 133, 286
See also: Eaton, Maj. Gen. Paul
- Coalition Police Assistance Training
Team (CPATT) 133–134, 286
- Coalition Provisional Authority (CPA)
52, 61, 64–65, 69–71, 73–106, 108–124,
127–133, 135, 138–143, 145, 147–162,
165–168, 170, 172, 177, 182, 186,
187–188, 190, 194–195, 198, 201–203,
207–221, 229, 231–232, 239–240, 244,
246, 249–250, 252, 256, 260–261,
272, 278, 283, 287, 290, 297, 305, 307,
323–324, 326–329, 332–333, 336;
Coalition Provisional Authority
Inspector General (CPA-IG) 103, 113;
CPA Order No. 1 73;
CPA Order No. 2 75, 124–125, 128, 209;
CPA Order No. 5 75, 102;
CPA Order No. 22 134;
CPA Order No. 28 129;
CPA Order No. 30 88;
CPA Order No. 55 212
CPA Order No. 57 214;
CPA Order No. 71 122–123, 253;
CPA Order No. 77 215;
CPA Order No. 91 201
CPA Order No. 96 204;
CPA Regulation No. 1 70, 73;
CPA Regulation No. 5 102
Head of Contracting Activity
(HCA) 81, 172;
Task Force Shield 141
- Combined Joint Task Force 7 (CJTF-7)
72, 81, 126–127, 129–133, 135, 141, 196
See also: Sanchez, Lt. Gen. Ricardo
- Combined Joint Task Force-
Iraq (CJTF-I) 12
- Commander's Emergency Response
Program (CERP) 79, 81–82, 117,
167, 174, 190, 231, 237–238, 240,
248, 253, 260, 269, 279–282, 284,
290, 292, 300, 302–303, 310–311
- Commission on Electricity 145, 147–149
- Commission on Public Integrity
(CPI) 159, 211–213, 215
See also: Al-Radhi, Judge Radhi Hamza
- Community Action Program (CAP)
117–118, 240, 261, 308
- Community Stabilization Program (CSP)
295, 302–303, 309
- Conway, Lt. Gen. James 116
- Corruption 6–7, 115, 134, 159, 201, 203,
210–216, 259, 286, 289–291, 294, 316, 355
- Anti-Corruption Working Group 216
- Costello, Col. Robert 41
- Council of Representatives 154,
- Courts 203, 209–210, 290–291, 314;
Courthouses 97–98, 207, 210, 289
See also: Central Criminal
Court of Iraq (CCCI)
- Crear, Gen. Robert 30, 137
- Crocker, Amb. Ryan 7, 13, 16, 62–63, 290,
295, 297, 299, 306, 308, 313–316, 318, 329
de-Ba'athification 44, 73–75,
118, 139, 147, 260, 323, 326
See also: CPA Order No. 1
- Defense Contract Audit Agency
(DCAA) 351
- Defense Contract Management
Agency (DCMA) 47, 51
- DeGraff, Col. Dennis 83
de Mello, Sergio Vieira 102
- Dempsey, Lt. Gen. Martin E. 287
- Department of Agriculture 284
- Department of Commerce 10, 42
- Department of Defense (DoD) 10–11,
13, 16, 28–29, 31–33, 39, 42, 45, 48, 51,
56, 72, 104–106, 113, 120, 132–135,
139, 153, 157–158, 165, 167, 169,
174, 180, 186, 190, 199, 203, 206,
214–215, 222, 226, 230–231, 241–242,
246, 286, 292, 305, 325, 340–341
Energy Infrastructure Planning
Group 28, 30, 138
- Department of Energy 28
- Department of Health and Human
Services 104
- Department of Homeland Security 222
- Department of Justice (DoJ) 10–11, 43, 59,
124, 206–207, 209, 212, 214, 221, 290
- Department of State (DoS) 10, 13, 16,
20–21, 28, 37–38, 45, 49, 56, 69, 83,
104, 108, 111, 120, 153, 156–157,
167–169, 171, 180–181, 203,
206–207, 214–216, 230–231, 233,

• Hard Lessons: The Iraq Reconstruction Experience •

- 239, 241–243, 246, 255, 264–265,
282, 287, 291–292, 299, 305–307, 310,
324–325, 327, 333, 338–339, 341;
Bureau of International Narcotics
and Law Enforcement Affairs (INL)
125–127, 131, 212, 215, 289–290;
“Future of Iraq” project 7, 15, 43, 45;
Office of the Coordinator for
Reconstruction and Stabilization
(S/CRS) 338–340
Department of Treasury 10, 20, 30–32,
42, 84–89, 91, 104, 167, 222, 231, 267
Development Alternatives, Inc.
(DAI) 25, 118, 283;
DAI Assessment 283
See also: Spake, Bruce
Development Fund for Iraq (DFI) 79–81,
86–88, 92, 98, 118, 122, 128, 140–141,
148, 154–156, 172, 175, 190, 212, 214,
221, 260
Disaster Assistance Relief Team (DART) 5, 56
Doura Power Plant 185
Dumford, Dick 148
Duncan Hunter National Defense
Authorization Act for 2009 338

Eaton, Maj. Gen. Paul 124,
128, 131, 133–134
Economic Cooperation Administration
(ECA) 160–161
Economic Support Fund
(ESF) 231, 310–312
Education 22, 34, 82, 122
See also: Iraq – Essential services in (chart)
Eikenberry, Maj. Gen. Karl 133
The Eikenberry Report 133
Eiriz, Maj. Ray 33
Electrical Power Security Service (EPSS) 147
Elliott, Lt. Col. Steve 47, 51
Embedded Provincial Reconstruction Team
(ePRT) 295, 300–304, 310, 314
England, Secretary of Defense
Gordon 280, 305
Erinys Iraq 141–142
Etherington, Mark 122

Facilities Protection Service (FPS) 127, 159
Falluja Wastewater Treatment System 189
Al Fatah Pipeline Crossing 182–183

Federal Acquisition Regulation (FAR)
24–25, 106, 109, 173, 176, 238, 335–336
Feith, Douglas 8, 10, 12–13, 28–29, 32,
35–38, 43, 45, 71, 76, 84;
“Parade of Horribles” memo 13–14
Fil, Maj. General Joe 296
Fisher, Maj. Thomas 33, 35
Fitzgerald, Col. Mike 34–35, 38
Flowers, Lt. Gen. Robert B. 151
FluorAMEC 151, 184, 188–189, 311
Forward Engineering Support
Team (FEST) 55
Forward Operating Base (FOB) 133, 242,
255, 296
Fragmentary Order (FRAGO) 89 81
Franks, Gen. Tommy 7, 12, 34–35, 39, 43,
58, 61, 70, 72–73, 328;
“Freedom Message” 61, 73
Fugro Inc. 183

Garner, Lt. Gen. (Ret.) Jay 35–43 45–50, 52,
54–56, 58–64, 69, 72, 74, 229, 243, 338
Gates, Secretary of Defense Robert 242,
292, 336
General Electric 152
Al-Ghadban, Thamir 138–139
Ghanem, Ihsan Karim 215
Gibson, Peter 148
Government Accountability Office (GAO)
29, 188, 211, 215, 268, 315
Government Auditing Standards (GAS) 215
Governorate Support Team (GST) 50
Green Zone 130, 148, 159, 179, 206, 210,
230, 233, 236, 241, 247, 256, 265, 270,
273, 288, 291, 295, 304–305, 308
Grossman, Marc 37
Gulf Region Division (GRD) 105, 107,
173–174, 177, 185, 208–209, 231,
234, 265, 276–280, 304–306
Gulf War 5–6, 11, 28, 35, 88, 136, 146

Hadley, Stephen 12, 24, 110
Halliburton 54
Harrison, Lt. Col. Debra 219, 221
Hawkins, Brig. Gen. Steven 38, 42, 48,
144–145, 151
See also: Task Force Restore
Iraqi Electricity (RIE)
Hawkins, Neil 155–156
Hawley, Len 41

- Hess, Charles 166, 168–169, 177
- Holly, Jack 191
- Hughes, Col. Paul 36
- Hussein, Saddam 3, 5, 17, 21, 31, 43, 50–54, 57–58, 60, 73, 86, 88, 91, 115, 127, 147, 182, 205, 207, 209–210, 244, 250, 298, 318, 323
- Ijames, Ruth Anne 234
- Improvised Explosive Device (IED) 248, 303
- Indefinite Delivery, Indefinite Quantity [contract] (IDIQ) 25, 28, 49, 107, 109, 113, 151, 175
- Independent Electoral Commission 204–205
- Inspectors General (IG) [Iraqi] 211–215
See also: CPA Order No. 57; and Commission on Public Integrity (CPI)
- International Advisory and Monitoring Board (IAMB) 80, 155
See also: Development Fund for Iraq (DFI); and United Nations Security Council Resolution (UNSCR) 1483
- International Criminal Investigative Training Assistance Program (ICITAP) 124–126, 212
- International Monetary Fund (IMF) 17, 30, 80, 89–90, 102–103, 315–316
- International Police Liaison Officer (IPLO) 131
- International Police Training Center 127
See also: Meiklejohn, John
- International Reconstruction Fund Facility for Iraq (IRFFI) 103
- International Relief and Development 282
- International Resources Group (IRG) 40, 147
See also: Wheelock, Tom
- Iraq
 Essential services in (charts) 17, 65, 162, 226, 294;
 modern history of 4;
 under Saddam Hussein 5–6;
- Iraq Local Government Association 255–256
- Iraq Oil Protection Force 141–142
- Iraq Reconstruction and Development Council (IRDC) 84
See also: Al-Shabibi, Sinan
- Iraq Reconstruction Management Office (IRMO) 157, 165–167, 174, 177–178, 187, 189, 191–192, 194, 201, 233–234, 236, 239, 240, 262, 264–267, 271, 279, 281, 286, 306–307, 334
See also: Speckhard, Amb. Daniel; and Taylor, Amb. William
- Iraq Reconstruction Management System (IRMS) 174–175
- Iraq Stabilization Group 119–120
- Iraq Study Group 292–293, 296
- Iraq Transition Assistance Office (ITAO) 306
- Iraqi Armed Forces (IAF) 195–197, 199–200
- Iraqi Civil Defense Corps (ICDC) 129–130, 134, 159, 194, 196
- Iraqi Counter-Terrorism Force (ICTF) 197
- Iraqi Governing Council (IGC) 74–75, 98, 115, 118–119, 121, 153–154, 250
- Iraqi Interim Authority (IIA) 44
- Iraqi Interim Government (IIG) 154, 158, 162, 175, 197, 204–205
- Iraqi Intervention Force (IIF) 197
- Iraqi National Congress 57, 77
See also: Kubba, Laith
- Iraqi National Guard (ING) 195–197
- Iraqi Police Service (IPS) 125, 195, 198, 201
See also: Kerik, Bernard; and Wallace, Lt. Gen. William Scott
- Iraq Relief and Reconstruction Fund (IRRF) 26–27, 61, 78–79, 101, 103–114, 121, 125, 130, 135, 151, 157, 160, 165–170, 173–180, 183–184, 186–188, 190, 194–195, 197, 199–200, 203, 207, 210, 216, 226, 231–234, 237–239, 260–262, 269–270, 278–285, 292, 305, 311–313, 327, 330, 334
- Iraqi Security Forces (ISF) 175, 193–194, 198–202, 205, 239, 287, 296
- Iraq Security Forces Fund (ISFF) 199, 230–231, 269, 285, 311, 330
- Iraqi Special Operations Force (ISOF) 197
- Ja'afari, Prime Minister Ibrahim 244, 275, 285
- Jabr, Bayan 196, 299, 315
- Janabi, Nazar 74
- Johnson, Charles 214–215
- Johnson, Maj. Gen. Ronald 107
- Joint Contracting Command-Iraq (JCC-I) 175, 178, 191–192, 194, 233–234, 267, 304
See also: Scott, Maj. Gen. Darryl
- Joint Manning Document (JMD) 82
See also: Bullock, Katja
- Joint Planning Commission 278

• Hard Lessons: The Iraq Reconstruction Experience •

- Joint Reconstruction Operations Center 278, 281
- Joint Strategic Assessment Team (JSAT) 298
- Joint Strategic Planning and Assessment (JSPA) 237
- Joint Task Force-4 (JTF-4) 34, 38–39, 42, 47–48, 63
See also: Hawkins, Brig. Gen. Steven
- Joint Task Force on Capacity Development 265–266
- Jones, Amb. Richard 230
- Kellogg Brown and Root (KBR) 28, 29, 47, 95, 114, 137, 139–140, 180–182, 311
- Kennedy, Patrick 306
 The Kennedy Report 306
- Kerbala Library 220
- Kerik, Bernard 126
See also: Iraqi Police Service (IPS)
- Khalilzad, Amb. Zalmay 44, 61–64, 63, 64, 72, 158, 229–231, 233, 235–237, 239–244, 246–247, 252, 264, 277–279, 290, 294, 297, 300, 329
- Korologos, Tom 99
- Krepinevich, Andrew 231
- Kubba, Laith 57, 76
- Kunder, James 18, 34, 308, 325
- Kurdistan 4–5, 31, 44, 50, 54, 62, 88, 137, 154, 249, 317
- Kurdistan National Assembly 205
- Kurdistan Regional Government 154, 204
- Lamb, Lt. Gen. Graeme 297
- Libby, Lewis “Scooter” 69
- Local Governance Program (LGP) 50, 240, 251, 254–255, 271, 309, 316
- Logistics Civil Augmentation Program (LOGCAP) 28–30, 47
- Lowey, Rep. Nita 94
- Luck, Gen. (Ret.) Larry 198, 230
- Lucke, Lewis 37, 101
- Madrid International Donors Conference 102–103
- Major Crimes Task Force 290
- Al-Maliki, Prime Minister Nouri 211, 213, 244, 277, 315, 317
- Marshall Plan 159–161, 278, 323, 338
- Maxwell, Dayton 97–98
- See also:* Polk, Lt. Col. Robert; Unified Mission Plan; and Vision for Iraq
- Mayer, Dick 43
See also: International Criminal Investigative Training Assistance Program (ICITAP)
- McCoy, Maj. Gen. William H. 276–277, 279
See also: Gulf Region Division (GRD)
- McGuckin, Robin 151
- McKiernan, Lt. Gen. David 35, 39, 41, 46–48, 53–54, 57, 59–62, 72
See also: Coalition Forces Land Component Command (CFLCC)
- McPherson, Peter 80–81, 90–91
- Meese, Col. Michael 298, 300, 307
- Meiklejohn, John 126–127
- Miller, Frank 14, 24, 30, 34–35, 43, 74–75, 125
See also: National Security Council (NSC)
- Miller, Richard 59
- Milligan, Christopher 20, 22, 24, 36–37
- Ministerial Assistance Team 265
- Ministerial Capacity Team 265
- Ministerial Coordination Team 266, 271
- Ministry of Agriculture 283–284, 306
- Ministry of Defense (MoD) 130–131, 134, 159, 196–197, 199, 200–201, 206, 214, 250, 272, 286–288, 330
See also: Allawi, Ali
- Ministry of Electricity 145, 147, 150–151, 159, 186–187, 206, 258, 265–266, 312
- Ministry of Environment 159
- Ministry of Education 250
- Ministry of Finance 214, 250, 259, 265, 268–270, 284, 287, 288–289
See also: Allawi, Ali
- Ministry of Foreign Affairs 214
- Ministry of Health 190, 250, 306
- Ministry of Human Rights 159, 206
- Ministry of Interior (MoI) 130–131, 195–200, 215, 250–251, 270, 272, 275, 286–289, 306, 330;
 Department of Border Enforcement (DBE), 127, 159
See also: Al-Bolani, Jawad; and Jabr, Bayan
- Ministry of Justice 209–210, 290, 306
- Ministry of Municipalities and Public Works 168, 189
See also: Berwari, Nesreen

- Ministry of Oil 138–140, 142, 150, 181–182, 206, 265–266, 279
See also: Al-Ghadban, Thamir
- Ministry of Planning 265–266, 268, 270, 272, 306;
 National Center for Consultation and Management Development 266
See also: Baban, Ali
- Ministry of Science and Technology 159
- Ministry of Transportation and Communications 99, 306
- Ministry of Water Resources 266, 284
- Mobbs, Michael 28–30, 37
- Money as a Weapons System (MAAWS) 245
- Morgan, Col. Joseph 63
- Multi-National Corps-Iraq (MNC-I) 157, 193, 197, 199, 202, 242, 245, 277–278, 280–281, 287, 289
See also: Chiarelli, Lt. Gen. Peter; Odierno, Gen. Raymond; and Petraeus, Gen. David
- Multi-National Force-Iraq (MNF-I) 141, 157, 165, 193–194, 198–200, 202, 230, 233, 236–237, 239, 241–242, 245–246, 266, 281, 284, 289, 296, 308
See also: Casey, Gen. George; and Odierno, Gen. Raymond
- Multi-National Security Transition Command-Iraq (MNSTC-I) 157, 166, 177, 193–202, 215, 239, 244, 265–266, 270, 272, 285–289, 296
See also: Dempsey, Lt. Gen. Martin; and Petraeus, Gen. David
- Nassriya Water Supply System 188
- Nash, Rear Adm. (Ret.) David 99, 105–108, 110, 112, 166–167
See also: Program Management Office (PMO); Project and Contracting Office (PCO); and Iraq Reconstruction Management Office (IRMO)
- National Capacity Development Plan 266
- National Capacity Development Program 264
- National Coordination Team 306
- National Intelligence Council 14
- National Security Council (NSC) 3, 8–9, 16, 18–19, 26, 30–34, 42, 61, 64, 74–75, 120, 121, 125, 160, 245, 281, 308, 325, 328, 336, 341;
 Deputies Committee 7, 24, 29;
- Executive Steering Committee on Iraq 14–15, 24;
 Humanitarian Working Group 10, 20–21, 24, 26, 40
See also: Miller, Frank; and Abrams, Elliot
- National Security Presidential Directive (NSPD)
 NSPD 24 33–34, 36, 158;
 NSPD 36 157, 165–166, 199, 335;
 NSPD 44 339
- National Strategy for Victory in Iraq* 245
See also: Clear-Hold-Build
- Natsios, Andrew 18, 24, 25, 51, 110–112, 325
- Natural Resources Risk Remediation Fund (NRRRF) 61
- Negroponce, Amb. John 114, 160, 165–168, 170, 179, 184, 187, 190, 194, 197, 201, 203, 226, 231, 235–236, 283, 294, 328–329
- New Iraqi Army 124, 128–129
- Nongovernmental Organization (NGO) 11, 19, 24–25, 47, 49, 58, 207, 281, 301
- Obey, Rep. David 101
- Odierno, Gen. Raymond T. 241, 296, 300
- Office of Provincial Affairs (OPA) 271–272
- Office of Security Cooperation (OSC) 133–134
See also: The Eikenberry Report
- Office of Management and Budget (OMB) 10, 22, 78, 84, 87, 94, 99–100, 104, 108, 110–111, 167, 203, 210
See also: Cleveland, Robin
- Office of Reconstruction and Humanitarian Affairs (ORHA) 34–43, 46, 48–52, 56, 58–60, 62, 64–65, 69, 72, 74, 82–85, 97, 138, 160, 243, 297, 324, 326
See also: Spear, Christopher; Unified Mission Plan; and Ward, Amb. George
- Office of Transition Initiatives (OTI) 19, 167, 238, 245, 281–283
- Oil-for-Food Program 6, 10, 28, 53–54, 78, 80, 139–140, 146, 150
See also: United Nations; and Warlick, Amb. James
- Oliver, Rear Adm. (Ret.) David 84, 87, 94, 98–99, 101
- Operation Iraqi Freedom (OIF) 47
- Operation Plan (OPLAN)
 Sovereign Iraq 156–158
- Operation Together Forward 277

- Oster, Lt. Gen. (Ret.) Jeffrey 83
- Pace, Gen. Peter 13, 76
- Pam, Jeremy 268
- Parsons (contractor) 99, 114, 180,
182, 190–191, 207–208, 311
- Perini Corporation 151, 184, 186–187
- Petraeus, Gen. David 77, 116, 132,
193–194, 196, 200, 288, 296–300,
307, 308, 314–315, 318, 330, 341
- Pipeline Exclusion Zones 312
- Polk, Lt. Col. Robert 97–98
See also: Maxwell, Dayton
- Powell, Gen. (Ret.) Colin 3, 9, 13,
16, 33, 39, 43, 45, 48–49, 56,
62, 69, 75–76, 78, 132, 325
- Power plants 10, 144–152
Bajji Thermal Power Plant 186;
Bechtel Assessment 149;
Mansuria Natural Gas Power Plant 186;
Substations 146, 149, 152,
186–187, 233, 279, 313
See also: Doura Power Plant; Electrical
Power Security Service (EPSS); and Task
Force Restore Iraqi Electricity (RIE)
- Primary Healthcare Center (PHC) 190–191
- Private security 156, 180, 233, 242,
- Project and Contracting Office (PCO)
113, 157, 165–168, 173–179, 181–184,
186–189, 191–192, 194, 207, 233, 248,
261, 263–264, 272, 277–280, 334
- Program Management Office (PMO)
105–114, 159, 166, 172, 173–175, 177,
180, 191, 207, 233, 260–261, 326;
PCO Management and Interface Plan
262–264;
- PMO Support Office 106–107
- Program Review Board (PRB)
80–81, 102, 155, 215, 260
- Provincial Council vii, 115–116,
122–123, 154, 204,
- Provincial Election Law 253
- Provincial Iraqi Control (PIC) 285–287
- Provincial Reconstruction Development
Council (PRDC) 240, 271, 280–281, 312
- Provincial Reconstruction Team
(PRT) 229, 240–244, 247, 249,
251, 253–254, 265, 271–272, 277,
280–282, 284, 290–291, 295, 300–304,
307–308, 310–312, 317, 330, 332
- See also:* Embedded Provincial
Reconstruction Team (ePRT);
and Zuniga-Brown, Tim
- Public Order Battalions 196
- Qarmat Ali Water Treatment Plant 181
- Quick Response Fund (QRF) 310–311
- Quick Response Program (QRP) 310
- Al-Radhi, Judge Radhi Hamza 212–213
- Rapid Regional Response Program (R3P)
122
- Rathmell, Andrew 239, 242
- Reconstruction and Stabilization
Civilian Management Act of 2008
(RSCMA) 337–340, 342
- Red Cell
See: Civil Military Strategic
Planning Group
- Refineries 17, 28, 136–137, 139–140,
142–143, 148, 180, 182, 184, 233, 313;
Bajji refinery 137, 182
Basrah refinery 60, 137, 147
Doura refinery 137, 139, 142
- Regional Embassy Office (REO) 242
- Requirement Review Board (RRB) 80
- Research Triangle Institute (RTI) 116–117
See also: Williams, Aaron
- Rice, Secretary of State Condoleezza 9,
21, 35, 36, 39, 41, 43, 51–52, 76, 110,
119–120, 230, 245–246, 318, 323, 326
- Al-Rubaie, National Security
Advisor Mowaffak 299
- Rubini, Judge Daniel 210
- Rule of Law Task Force 290, 306
- Rumsfeld, Secretary of Defense Donald 3,
7, 9, 12–13, 31–37, 39, 42–43, 45–48, 56,
61, 69–70, 72, 99, 119–120, 129–130,
132–133, 231, 245–246, 292, 326
- Al-Sadr, Muqtada 201, 205, 275, 318
- Salah al-Din Political Conference 44, 62
- Salih, Deputy Prime Minister
Barham 172, 267, 299
- Saloom, Amb. Joseph 258, 266–267, 268
- Sanchez, Lt. Gen. Ricardo 72, 74, 81,
126, 130, 132–134, 166, 328
- Santelle, James 290
- Santorum, Sen. Rick 48
- Al-Sattar, Sheikh Abd 315

- Satterfield, Amb. David 229,
231, 262, 268, 271, 281
- Scott, Maj. Gen. Darryl 304
- Seay, Brig. Gen. Stephen 172–174
- Section 2207 Report* 104, 111, 151
- Sector Program Management Office
(SPMO) 106–107, 173
- Al-Shabibi, Sinan 84
- Shomber, Lt. Col. Christian 282–284
- Single Acquisition Management
Plan (SAMP) 108–109
- Al-Sistani, Grand Ayatollah Ali Husaini
119, 153, 205, 275, 309, 318
- Slocombe, Walt 76
See also: CPA Order No. 2
- Smith, Ged 87
- Sons of Iraq 297
- Spake, Bruce 25
- Special Inspector General for Iraq
Reconstruction (SIGIR) 103, 118,
122, 141, 147, 155, 174–175, 177, 180,
183, 185, 187–191, 200, 207–209,
214, 216–222, 232, 243, 255, 258,
269–270, 278, 312, 331, 338
See also: Coalition Provisional Authority
Inspector General (CPA-IG)
- Spear, Christopher 59
- Speckhard, Amb. Daniel 234, 264, 267
- State-owned Enterprise (SOE) 73,
90–93, 98, 115, 139, 183, 305, 327
- State Oil Marketing Organization (SOMO)
140–141
- Stein, Robert J. 217–222, 225, 355
S&K Technologies 218
See also: Bloom, Philip; and
Harrison, Lt. Col. Debra
- Stephenson, James “Spike” 112, 155, 167, 261
- Strock, Lt. Gen. Carl 40, 43, 57, 62, 144,
146–147, 149
- Surge 295–297, 299, 301, 304, 306,
308–311, 314–315, 319, 330
- Sumaida’ie, Samir 59
- Supreme Council for the Islamic Revolution in
Iraq (SCIRI) 248, 250–251, 275, 288, 318
- Talabani, President Jalal 62, 206
- Task Force Fajr 144–145, 151, 248
See also: Hawkins, Brig. Gen. Steven
- Task Force Restore Iraqi Electricity (RIE)
151–152
- Task Force Restore Iraqi Oil (RIO) 30,
61, 95, 137–140, 151, 180–182
- Taylor, Amb. William 166–168
- Taylor, Under Secretary of the
Treasury John 30–31, 87
- Tenet, George 14, 44
- Transfer of sovereignty 71, 88, 122, 327
- Transition Readiness Assessment (TRA) 199
- Transitional Administrative Law (TAL)
121, 153–154, 201, 203–204, 206, 250
- Transitional National Assembly
(TNA) 205–206
- Turner, Clark 138–139
- Umm Qasr (port) 56, 95, 137, 187, 195
- Unified Mission Plan* 97
See also: *Vision for Iraq*; and
*Achieving the Vision to Restore Full
Sovereignty to the Iraqi People*
- United Nations (UN) 5, 33, 79–80,
94, 96, 102, 140, 153, 315;
World Food Program 19, 49
See also: Oil-for-Food Program
- United Nations Security Council
Resolution (UNSCR)
Resolution 1483 73, 80,
118, 140, 155, 158;
Resolution 1511 103, 121;
Resolution 1546 158
- United States Agency for International
Development (USAID) 10, 16, 18,
20–22, 24, 26–29, 31–32, 34, 36–38,
40, 42, 46–47, 49–51, 55–56, 61, 78–79,
84, 92, 95, 97, 100–101, 104–106, 110,
112, 115–118, 121–122, 147–149,
155–156, 167, 174, 176–177, 182,
185–186, 188, 203, 206, 231, 233,
238–241, 245, 249, 251, 253–255,
259–261, 264–266, 270–271, 280–284,
292, 295, 301–303, 308–310, 316,
324–325, 327, 332, 336, 338, 339, 341;
Civil-Military Operations Centers 49;
Civil Operations and Revolutionary
Development Support (CORDS) 23, 241;
Iraq Task Force 18;
Office of Foreign Disaster
Assistance 19, 25, 55
See also: Stephenson, James “Spike;” *Vision
for Post-Conflict Iraq*; and Wherry, Ross

- United States Army Audit Agency (USAAA) 351
- United States Army Corps of Engineers (USACE) 5, 29–30, 36, 38, 40, 43, 55, 61, 94–95, 105–109, 114, 137–138, 140, 148–152, 156–157, 166, 176–177, 183, 185, 191, 208, 233, 265, 267, 276, 297, 304, 340; USACE Oil Sector Assessment 95
See also: Strock, Lt. Gen. Carl
- United States Central Command (CENTCOM) 7, 9, 12, 20, 32–36, 38–39, 41–43, 47–48, 50, 58, 61, 69, 72, 76, 128–129, 138, 151, 156–157, 175, 194, 202, 328; Phase IV plan 7, 9, 12, 33–35, 38, 42–43, 48, 58, 76
See also: Abizaid, Gen. John; Dempsey, Lt. Gen. Martin; Franks, Lt. Gen. Tommy; and Petraeus, Gen. David
- United States Embassy Asset Transfer Working Group 270
- Vision for Iraq* 97–98, 135
See also: Maxwell, Dayton; and Polk, Lt. Col. Robert
- Vision for Post-Conflict Iraq* 19, 22, 26
- Vogler, Gary 63, 138–139, 141
- Wallace, Lt. Gen. William Scott 54, 126
- Ward, Amb. George 37, 43
- Warlick, Amb. James 80
- Warrick, Thomas 7, 15, 43, 45
See also: Department of State, “Future of Iraq” project
- Washington Group International 151–152, 184, 188, 311
- Water 15, 20–21, 23, 40, 50, 54, 57, 63, 91–92, 95, 101, 105, 107, 109, 113–114, 117, 122, 128, 144–145, 167–170, 175, 180, 187–190, 232, 237, 247–248, 258, 261–263, 266, 269, 274, 277, 279–280, 283–284, 297, 306, 311, 313–314, 317, 327, 329;
See also: Falluja Wastewater Treatment System; Nassriya Water Supply System; and Qarmat Ali Water Treatment Plant
- Wheelock, Tom 40, 147
- Wherry, Ross 11, 18, 20, 22, 26
- Whitley, Maj. Gen. Albert 42, 48
- Williams, Aaron 117
- Winton, Lt. Col. Douglas 300–301
See also: Embedded Provincial Reconstruction Team (ePRT)
- Wolfowitz, Deputy Secretary of Defense Paul 13, 84, 110, 136
- World Bank 80, 96, 102–103, 315–316
- Zelikow, Dr. Philip 241, 300
- Zakheim, Dov 51, 106, 108, 110, 155
- Zuniga-Brown, Tim 303
See also: Embedded Provincial Reconstruction Team (ePRT)