

SECURITY UPGRADES FOR THE PORT OF UMM QASR, IRAQ

SIGIR PA-05-027
JANUARY 27, 2006

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SPECIAL INSPECTOR GENERAL FOR IRAQ RECONSTRUCTION

January 27, 2006

MEMORANDUM FOR COMMANDER, GULF REGION DIVISION, U.S. ARMY
CORPS OF ENGINEERS AND DIRECTOR, PROJECT
AND CONTRACTING OFFICE
COMMANDER, JOINT CONTRACTING COMMAND-
IRAQ/AFGHANISTAN
DIRECTOR, IRAQ RECONSTRUCTION MANAGEMENT
OFFICE

SUBJECT: Report on Project Assessment of the Security Upgrades for the Port of Umm
Qasr, Iraq (Report Number SIGIR-PA-05-027)

We are providing this project assessment report for your information and use. We assessed the in-process construction work being performed for the Security Upgrade at the Port of Umm Qasr, Iraq to determine its status and whether intended objectives will be achieved. This assessment was made to provide you and other interested parties with real-time information on a relief and reconstruction project underway and in order to enable appropriate action to be taken if warranted. The assessment team included an engineer and an auditor.

We discussed the results of this project assessment with representatives of the Project and Contracting Office, Gulf Region Division of the U.S. Army Corps of Engineers, and Joint Contracting Command-Iraq/Afghanistan who concurred with our conclusions. This report includes no recommendations that required management comments.

We appreciate the courtesies extended to our staff. This letter does not require a formal response. If you have any questions please contact Mr. Brian Flynn at (703) 343-9149 or brian.flynn@iraq.centcom.mil or Mr. Michael Stanka, P.E., at (703) 343-9149 or michael.stanka@iraq.centcom.mil.

Stuart W. Bowen, Jr.
Inspector General

Special Inspector General for Iraq Reconstruction

SIGIR PA-05-027

January 27, 2006

Project Assessment of Security Upgrades for the Port of Umm Qasr, Iraq

Synopsis

Introduction. This project assessment was initiated as part of our continuing assessments of selected sector reconstruction activities for electricity, oil, public works and water. The overall objective was to determine whether selected sector reconstruction contractors complied with the terms of their contracts or task orders, and to evaluate the effectiveness of the monitoring and controls exercised by administrative quality assurance and contract officers. This project assessment was conducted in accordance with the Quality Standards for Inspections issued by the President's Council on Integrity and Efficiency. The assessment team included an engineer and an auditor.

Project Assessment Objectives. The objective of this project assessment was to provide real-time relief and reconstruction project information to interested parties in order to enable appropriate action, when warranted. Specifically, we determined whether:

1. Project results will be consistent with original objectives;
2. Project components were adequately designed prior to construction or installation;
3. Construction or rehabilitation met the standards of the design;
4. Contractor's Quality Control plan and the U.S. Government's Quality Assurance program were adequate; and
5. Project sustainability and operational effectiveness were addressed.

Conclusions. The assessment determined that:

1. The intent of this project was to construct new chain link fences, points of entry, observation posts, roads, lighting, electrical power, back-up power, and telecommunications at the Port of Umm Qasr. The completed project should meet and be consistent with the contract objectives if current construction practices are continued. This occurred primarily because the U.S. Army Corps of Engineers Resident Engineer and Quality Assurance Representative effectively managed the project. Therefore, the objective of the contract to provide a secure perimeter for the Port of Umm Qasr should be met.
2. The work consists of all labor, materials, equipment for designing, fabricating, furnishing, and installing security facilities. The design package was completed and approved prior to construction and appears specific enough to construct the project. For example, 44 engineering and design submittals were submitted for approval to the U.S. Army Corps of Engineers at the time of the assessment. Several submittals were rejected by the U.S. Army Corps of Engineers Resident Engineer on the first submission, but were later approved upon modification.

This project should produce a secure perimeter for the Port of Umm Qasr if constructed in accordance with the approved design and specifications.

3. To date, this project consists of construction of part of the security fence, the fabrication of 19 observation post pedestals, and limited perimeter lighting work. During the site visit, the assessment team observed that the U.S. Army Corps of Engineers Resident Engineer and Quality Assurance Representative were engaged daily in construction activities to ensure construction quality. As a result, the construction and installation of the security upgrades project should meet the standards of the contract specifications and approved submittal requirements. Consequently, the project should provide effective security upgrades.
4. The Umm Qasr Security Upgrades contract specified a requirement for a Contractor's Quality Control plan, to include Quality Control daily reports and deficiency reports. A Contractor Quality Control plan was submitted and accepted by the U.S. Government. However, the contractor did not provide any daily Quality Control reports or deficiency reports. Nevertheless, the U.S. Corps of Engineers Quality Assurance program was adequate because the U.S. Corps of Engineers Local National Quality Assurance Representative was on-site during construction, monitored field activities, and completed daily Quality Assurance reports. In addition, the Local National Quality Assurance Representative's reports were sufficiently complete, and included project specific or detailed photographs that reinforce the narrative information provided in the reports.
5. Sustainability and operational effectiveness were adequately addressed for this project. Specifically, the U.S. Government does not plan to maintain or operate this project after commissioning and turnover to the Iraqi Port Authority and the Ministry of Transportation. As-built drawings of the Observation Post towers, fence, and access road will be provided upon the project's completion. The sustainability of electrical power was required by the contract by requiring generators to ensure electricity is provided if the power from the Iraqi electrical grid is lost. In addition, the contract provides a one year warranty for equipment, material, design, or workmanship performed. Further, training and operation and maintenance (O&M) manuals for the one MVA generator will be provided.

Operational effectiveness has been, and is being, addressed with proper design, quality oversight, and quality construction. If current practices continue, the security upgrades should provide a sustainable and effective secure perimeter for the Port of Umm Qasr.

Recommendations. No adverse conditions were noted during this assessment and, as a result, this report does not contain recommendations. Therefore, written response to this report was not required.

Management Comments. Although not required, the Commander, Gulf Region Division responded concurring with the report without comment.

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Introduction

Objective of the Project Assessment

The objective of this project assessment was to provide real-time relief and reconstruction project information to interested parties in order to enable appropriate action, when warranted. Specifically, we determined whether:

1. Project results will be consistent with original objectives;
2. Project components were adequately designed prior to construction or installation;
3. Construction or rehabilitation met the standards of the design;
4. Contractor's quality control plan and the U.S. Government's quality assurance program were adequate; and
5. Sustainability and operational effectiveness were addressed.

Pre-Site Assessment Background

Contract, Task Order, and Costs

The Umm Qasr Security Upgrades project will be completed under Contract W917BK-05-C-0080, dated 23 June 2005, a firm-fixed contract, for \$3,747,000. The contract was between the U.S. Army Corps of Engineers (USACE) Gulf Regional Division – Southern District (GRS) and Al-Laith & Suramairi Group for Construction, Baghdad, Iraq. Contract W917BK-05-C-0080 called for a secure perimeter for the Port of Umm Qasr through the construction of a chain link fence, points of entry, observation posts, roads, lighting, electrical power, back-up power, and telecommunications at the Port of Umm Qasr in Umm Qasr, Iraq. The GRS was to provide a Notice to Proceed (NTP) to begin construction work; the GRS issued the NTP on 30 June 2005.

The original contract solicitation and the subsequently awarded contract consisted of an approximate fence alignment consisting of 9,600 meters of fence. However, the project was conceived without input from the local community. The Umm Qasr community was concerned that this security fence would block an existing road critical to the town. Following the contract award and meetings with the Iraqi Port Authority (IPA), the Umm Qasr Town Council (UQTC), the Iraq Reconstruction Management Office (IRMO), and the Ministry of Transportation (MoT) it was determined that the proposed alignment depicted in the award documents was not acceptable.

The revised fence alignment resulted in several changes to the contract scope including the following: addition of a north port-south port connector road to increase port efficiency and security, addition of a reinforced concrete railroad crossing, reduction of perimeter lighting alignment, reduction in the number of points of entry, reduction in perimeter access road alignment, reduction of observation posts, and the addition of the renovations (upgrades) to the portion of existing wall structure.

In addition to the required contract additions, there remained portions of the contract which were either unclear in original scope, incorrect in the original scope, or requirement were missed in the original scope. The changes are the following: increase in truck staging area for the port, addition of manual railroad crossing swing gates, reduction of perimeter light wattage from 1000W to 400W, addition of galvanized barbed wire support arms, revision to the points of entry configuration, and providing a 1 mega volt amps (MVA) high voltage generator in lieu of two 625 kilo volt-amps (KVA) generators.

There was one modification to the initial contract:

- Modification # P00001, issued 27 September 2005, de-scoped specific items in the contract schedule and added additional work. The net result of these changes was a reduction to the contract price by \$48,485. Contract W917BK-05-C-0080 was decreased from \$3,747,000 to \$3,698,515.

Project Objective

The scope of work (SOW) describes the objective of this project as to provide a secure perimeter at the Port of Umm Qasr. Security improvements are expected to upgrade the status and increase the capabilities and capacity of the port. Increased security is one requirement needed to obtain the International Ship and Port Facility Security Code (ISPS) certification for an international transfer point of shipping goods. Increased security will support the ISPS certification that will enhance the shipping and receiving of Iraqi goods and foreign merchandise to and from Iraq. Umm Qasr is a deepwater port on the Persian Gulf and is a critical link for commerce with other countries.

The specific objectives of this project are to construct new chain link security fences around the port, provide controlled points of entry, security observation posts, access roads, security lighting, electrical power, back-up power generators, and security telecommunications at the Port of Umm Qasr.

Description of facility (preconstruction)

The description of the facility (preconstruction) was based upon information obtained from the contract and the USACE project file. The site was described as a narrow strip of land that extends approximately 10 kilometers along the northern, northwestern, and southwestern borders of the Port of Umm Qasr. The Port of Umm Qasr is located approximately 350 miles southeast of Baghdad, Iraq, at Umm Qasr, Iraq, near the Kuwaiti border. The project site was generally level ground with utilities such as electricity and telecommunications lines nearby.

Scope of Work

The work consists of all labor, materials, equipment, and all related costs necessary for designing, fabricating, furnishing, and installing security facilities. The work was required to follow the general requirements of the Codes and Standards, as well as the specific requirements.

Based upon the initial SOW, dated 23 June 2005, and Modification #P00001, dated 27 September 2005, the major tasks to be accomplished included the following:

- Site Clearing and Earthwork
- Construct Security Fence
- Design and Construct Observation Post
- Install Perimeter Lighting
- Provide Electrical Service
- Provide Telecommunications Service
- Provide Point of Entries

Current Project Design and Specifications

The contract's SOW included the requirement for the submittal and approval of all project designs and specifications. The Pre-Construction Conference, on 02 July 2005, required a 50% preliminary conformance review submittal and final design review submittals consisting of the following:

- Design analysis, developed to 100%,
- 100% complete drawings,
- Draft specifications,
- Cost estimate with quantities, and
- Annotated 50% review comments.

Requirements for all design and installation of equipment, materials, and works covered under this contract were to conform to the following standards, codes, and regulations, where applicable, except where otherwise indicated: American Standard of Testing Materials, American Concrete Institute, American Welding Society, Concrete Suppliers Association, Concrete Reinforcing Steel Institute, Federal Specification, Federal Test Method Specification, Portland Cement Association, Drinking Water Inspectorate, and Underwriter's Laboratory.

The USACE Resident Engineer provided the contractor's submittal log which showed 44 transmittals submitted at the time of the assessment. Many of the submittals were originally rejected by the USACE Resident Engineer and were approved upon modification and re-submittal. Below are some of the major task submittals:

- The 100% earth work design submittal was approved on 13 August 2005.
- The 100% fence design submittal was approved on 05 August 2005.
- The transmittal confirmed that the 100% observation tower design was completed and approved on 31 August 2005.
- The 100% electrical system layout for the perimeter lights and OPs design submittal was approved on 04 November 2005.
- The 50% telecommunications submittal was received on 23 July 2005.
- The 100% gate and entry point design submittal was approved on 04 November 2005.

The assessment team reviewed the electronic and hard copies of the 50% and final design specifications. Design drawings and specifications appear to be complete and consistent with the contract's requirements.

Reported Project Work Completed and Pending

Prior to the site visit, we determined the project's status through discussions with the USACE Resident Engineer and Quality Assurance Representative (QAR), as well as a review of the contract. The Project and Contracting Office (PCO) database listed the overall project as 23% completed on 29 October 2005, with an anticipated completion date of 05 February 2006.

Project site work reported completed:

- No major task elements were 100 percent complete prior to the site visit.

Project site work reported in progress:

- Site Clearing and Earthwork
 - o Rough subgrade preparation
- Security Fence
 - o Design
 - o Construction of fence
- Observation Posts
 - o Design
 - o Items to furnish and install the observation posts
- Perimeter Lighting
 - o Wiring
- Electrical Service

Project site work pending:

- Telecommunications Service
- Point of Entries

Site Assessment

The assessment team performed an on-site assessment of the Umm Qasr Security Upgrades project on 19 November 2005. During the time on-site, the assessment team discussed the project construction and the future plans for the project with the USACE Resident Engineer, Area Engineer, and QAR. The assessment covered work completed, work underway, and work pending.

Work completed:

Significant design and field work had been accomplished prior to the site visit; however, none of the major tasks had all of the required construction complete, so these tasks will be addressed in the “work in progress” section.

Work in progress:

- Site clearing and earthwork were estimated to be 95% complete. The SOW required the sequencing of work to address the fence line work adjacent to the road first. The earthwork and fence work were generally constructed starting from the south port and working north. Road construction along the fence line at the south port appeared to be complete and meet specifications. The road was required to be 6 meters wide and have a one half inch aggregate sub-base and a minimum compacted depth of 12 inches. Discussions indicated that the remaining roadway along the fence and the new connecting road between the north and south ports was under way.
- Fence fabrication was at various stages of progress at the time of the assessment and was estimated to be 60% complete. Fence fabrication consisted of installing a concrete footer, setting round galvanized steel posts, and installing galvanized fence fabric wire, reinforcing bars, tension wire, six strands of barbed wire, and three coils of concertina wire. At the time of the assessment, the fence at the south port appeared almost complete (Site Photos 1 and 2). For example, during the site assessment, we witnessed workers securing the fence (Site Photos 3 and 4) and shoveling dirt over the concrete foundation (Site Photo 5). The installation of concertina wire is all that remains for the security fence construction at the south port. At the time of the assessment the constructed fence appeared to meet the standards of the design.



Site Photo 1. Corner near the South End of Port



Site Photo 2. Nearly Completed Portion of Fence



Site Photo 3. Worker Securing the Fence



Site Photo 4. Workers Securing the Fence



Site Photo 5. Workers Shoveling Dirt over the Concrete Foundation

- The fabrication of 19 observation post (OP) towers was in progress at the time of the assessment. The fabrication of the towers was occurring at the north port of Umm Qasr in a secure staging area. Fabrication was almost complete. See Site Photos 6 and 7, respectively for an illustration of the OP towers and the platform. The distance between OP towers was not to exceed 550 meters. Excavation and construction of the reinforced concrete footers and complete fabrication of the OP towers is pending. Placement of the OP towers should be completed after the footings are finished. At the time of the assessment it appeared that the OP towers fabrication would meet design specifications.



Site Photo 6. OP Towers

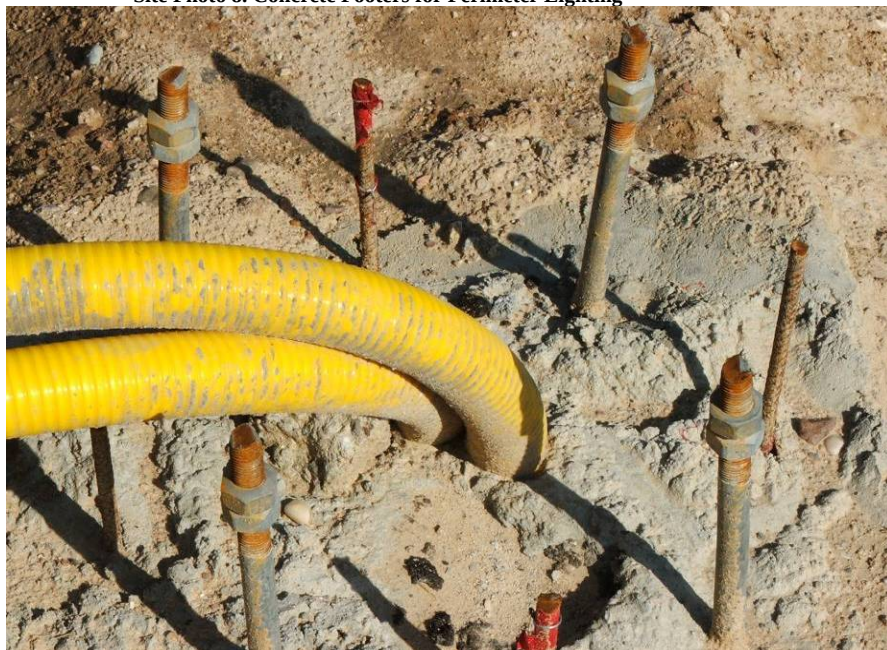


Site Photo 7. Platform Pedestal

- At the time of the assessment, the footers, wiring, and anchoring for the perimeter lighting system was under way. Excavation and concrete footers for the perimeter lighting at the south port had been installed with anchor bolts and wiring (Site Photos 8 and 9). Electrical and telecommunication wiring are pending the completion of the entry points, OP towers, security lighting, generators, and procurement of all telecommunication and electrical equipment. The revised SOW required lights to be installed in between OPs, on poles that are eight meters tall with dual lamps of 400-Watt illumination each. Light poles were to be located approximately 10 meters inside of the fence line. Perimeter lighting equipment was not observed during the site visit.



Site Photo 8. Concrete Footers for Perimeter Lighting



Site Photo 9. Anchored Bolts and Wiring for Perimeter Lighting

- Parallel to the fence line and across the access road, a utility corridor for the electrical wiring system has been partially excavated and some utility access boxes had been constructed (Site Photo 10). Wiring was observed in the utility access boxes. At the time of the assessment, the excavation, spacing, and construction of the electrical boxes appeared to meet the design specifications. Back-up power generators were not on-site at the time of the assessment.



Site Photo 10. Utility Access Box

Work pending:

- Parallel to the fence line and across the access road, a utility corridor containing the telecommunication system has been partially excavated and some utility access boxes had been constructed. Wiring was observed in the utility access boxes. At the time of the assessment, the excavation, spacing, and construction of the utility boxes appeared to meet the design specifications. No telecommunication equipment was observed during the site visit.
- Points of entry had not been started at the time of the site visit. Three points of entry were required by the contract. Points of entry were to include gates, cross arms, Jersey barriers, Tiger teeth, and traffic signs. Points of entry were expected to connect to the perimeter fence and be accompanied by a guard shack with a connected OP tower.

Project Quality Management

The Umm Qasr Security Upgrades contract specified a requirement for a Contractor Quality Control (CQC) plan. The Quality Control (QC) plan was to be adhered to

throughout the duration of the design, construction, installation, and testing phases. Specifically, the CQC plan called for providing a daily inspection report and, when applicable, a deficiency report. The CQC plan was approved by the Project Engineer on 19 August 2005. The contractor provided no daily inspection reports or deficiency reports.

The USACE Engineering Regulation (ER) 1110-1-12 and the PCO Standard Operating Procedure (SOP) CN-100 specified requirements for a Government Quality Assurance (QA) program. The USACE QA program was adequate. The USACE Local National (LN) QAR was on-site during construction. The LN QAR monitored field activities and completed daily QA reports. The QA deficiency logs were maintained by the LN QAR. The LN QAR forwarded the QA reports to the USACE Resident Engineer for review and verification of progress completed for payment approval. The procedures in-place ensured that potential construction deficiencies were detected, evaluated, and properly corrected, if necessary, in a timely manner. In addition, the LN QAR's reports were sufficiently complete, accurate, and timely. Furthermore, the QA reports included project specific or detailed photographs that reinforced the narrative information provided in the reports.

Project Sustainability and Operational Effectiveness

Sustainability

Reviewing the contract file and specification submittals, and discussions with the USACE Resident and Area Engineers disclosed that the U.S. Government does not plan to operate or maintain this project after construction completion, commissioning and turnover to the Iraqi Port Authority (IPA), and the MoT. Sustainability was addressed in the contract by requiring as-built drawings of the OP towers, fence, and access road to be provided upon completion. The sustainability of electrical power was required by the contract in the form of back-up generators to ensure electricity if the Iraqi power grid loses power. The contract provides a one year warranty for work performed under the contract to conform to the contract requirements and is free of any defect in equipment, material, design, or workmanship performed by the contractor or subcontractor. In addition, the USACE Resident Engineer stated that, after the 1 MVA generator is purchased and connected, training will be provided for the continued operation of the generator. Further, the generator's operation and maintenance manual will be provided which includes a checklist for proper routine maintenance. Corrosion control was addressed in this contract by requiring a galvanized steel security fence which is particularly important at a salt water facility. Manufacturers' drawings, specifications and data sheets, and design calculations are required upon project completion.

Operational Effectiveness

Operational effectiveness was addressed in the quality design and management of this project. The contract and specifications are specific on quality requirements that must be met. Quality management is apparent in the workmanship of this project. If current practices continue, the final security upgrades project at Umm Qasr should be

fully functional and meet the objective of this project which was to provide a secure perimeter for the Port of Umm Qasr.

Conclusions

Based on the fieldwork performed during this assessment, we reached the following conclusions for assessment objectives 1, 2, 3, 4, and 5. Appendix A provides details pertaining to Scope and Methodology.

1. Determine whether project results will be consistent with original objectives.
The intent of this project is to construct a new chain link fence, points of entry, observation posts, roads, lighting, electrical power, back-up power, and telecommunications at the Port of Umm Qasr. The completed project should meet and be consistent with the contract objectives if current construction practices are continued. This occurred primarily because the USACE Resident Engineer and QAR effectively managed the project. Therefore, the objective of the contract to provide a secure perimeter for the Port of Umm Qasr should be met.
2. Determine whether project components were adequately designed prior to construction or installation.
The work consists of all labor, materials, equipment for designing, fabricating, furnishing, and installing security facilities. The design package was completed and approved prior to construction and appears specific enough to construct the project. For example, 44 engineering and design submittals had been submitted for approval to the USACE at the time of the assessment. Several submittals were rejected by the USACE Resident Engineer on the first submission but were later approved upon modification and re-submittal. This project should produce a secure perimeter for the Port of Umm Qasr if constructed in accordance with the approved design and specifications.
3. Determine whether construction or rehabilitation met the standards of the design.
To date, this project consists of the construction of part of the security fence, the fabrication of 19 OP pedestals, and limited perimeter lighting. During the site visit, the assessment team observed that the USACE Resident Engineer and QAR were engaged daily in construction activities to ensure construction quality. As a result, the construction and installation of the security upgrades project should meet the standards of the contract specifications and approved submittal requirements. Consequently, the project should provide effective security upgrades.
4. Determine whether the Contractor's Quality Control plan and the Government quality assurance program were adequate.
The Umm Qasr Security Upgrades contract specified a requirement for a CQC plan. A CQC plan was submitted and accepted by the U.S. Government; however, the contractor did not provide any QC daily reports or deficiency reports. The USACE ER 1110-1-12 and the PCO SOP CN-100 specified requirements for a Government QA program. The USACE QA program was adequate. The USACE LN QAR was

on-site during construction. The LN QAR monitored field activities and completed daily QA reports. The QA deficiency logs were maintained by the LN QAR and forwarded to the USACE Resident Engineer for review and payment approval. The procedures in-place ensured that potential construction deficiencies were detected, evaluated, and properly corrected in a timely manner. In addition, the LN QAR's reports were sufficiently complete, accurate, and timely. Furthermore, QA reports included project specific or detailed photographs that reinforced the narrative information provided in the reports.

5. Determine if project sustainability and operational effectiveness were addressed. Sustainability and operational effectiveness were adequately addressed in this project. Specifically, the U.S. Government does not plan to maintain or operate this project after commissioning and turnover to the IPA and the MoT. As-built drawings of the OP towers, fence, and access road will be provided upon the project's completion. The sustainability of electrical power was required by the contract in the form of back-up generators to ensure electricity is provided if the power from the Iraqi electrical grid is lost. In addition, the contract provides a one year warranty for equipment, material, or design furnished, or workmanship performed by the contractor or subcontractor. Further, training and operation and maintenance manuals for the 1 MVA generator will be provided.

Operational effectiveness has been, and is being, addressed with proper design, quality oversight, and quality construction. If current practices continue, the security upgrades should provide a secure perimeter for the Port of Umm Qasr.

Recommendations.

No adverse conditions were noted during this assessment and as a result, this report does not contain recommendations. Therefore, written response to this report was not required.

Management Comments.

Although not required, the Commander, Gulf Region Division, responded concurring with the report without comment.

Appendix A. Scope and Methodology

We performed this project assessment from November 2005 through January 2006, in accordance with the Quality Standards for Inspections issued by the President's Council on Integrity and Efficiency. The assessment team included an engineer and an auditor.

In performing this Project Assessment we:

- Reviewed contract documentation, including the Scope of Work, Specifications, Contract, and Contract Modifications;
- Reviewed the design package (drawings and specifications), Quality Control Plan, Contractor Submittals, Quality Assurance Plan, and Quality Assurance Representative reports;
- Interviewed the U.S. Army Corps of Engineers' Area Engineer, Project Engineer, and Quality Assurance Representative; and
- Conducted an on-site assessment of the Umm Qasr Security Upgrades project and documented the results.

Appendix B. Acronyms

CQC	Contractor Quality Control
GRS	Gulf Regional Division – Southern Division
IPA	Iraqi Port Authority
ISPS	International Ship and Port Facility Security Code
KVA	Kilo Volt-Amps
LN	Local National
MoT	Ministry of Transportation
MVA	Mega Volt Amps
NTP	Notice to Proceed
OP	Observation Post
PCO	Project and Contracting Office
QA	Quality Assurance
QAR	Quality Assurance Representative
QC	Quality Control
SOP	Standard Operating Procedure
SOW	Scope of Work/Statement of Work
UQTC	Umm Qasr Town Council
USACE	U.S. Army Corps of Engineers

Appendix C. Report Distribution

Director, Project and Contracting Office
Commander, Joint Contracting Command – Iraq/Afghanistan
Commander, Gulf Region Division
Director, Iraq Reconstruction Management Office

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Secretary of State
Senior Advisor to the Secretary and Coordinator for Iraq
U.S. Ambassador to Iraq
Director, Iraq Reconstruction Management Office
Inspector General, Department of State

Department of Defense

Deputy Secretary of Defense
Director, Defense Reconstruction Support Office
Under Secretary of Defense (Comptroller)/Chief Financial Officer
Deputy Chief Financial Officer
Deputy Comptroller (Program/Budget)
Inspector General, Department of Defense

Department of the Army

Assistant Secretary of the Army for Acquisition, Logistics, and Technology
Principal Deputy to the Assistant Secretary of the Army for Acquisition,
Logistics, and Technology
Deputy Assistant Secretary of the Army (Policy and Procurement)
Director, Project and Contracting Office
Commanding General, Joint Contracting Command – Iraq/Afghanistan
Assistant Secretary of the Army for Financial Management and Comptroller
Auditor General of the Army

U.S. Central Command

Commanding General, Multi-National Force – Iraq
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Commanding General, Multi-National Security Transition Command – Iraq
Commander, Joint Area Support Group – Central

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 Subcommittee on Government Efficiency and Financial Management
 Subcommittee on National Security, Emerging Threats and International Relations

Appendix D. Project Assessment Team Members

The Office of the Assistant Inspector General for Inspections, Office of the Special Inspector General for Iraq Reconstruction, prepared this report. The principal staff members who contributed to the report were:

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Kevin O'Connor