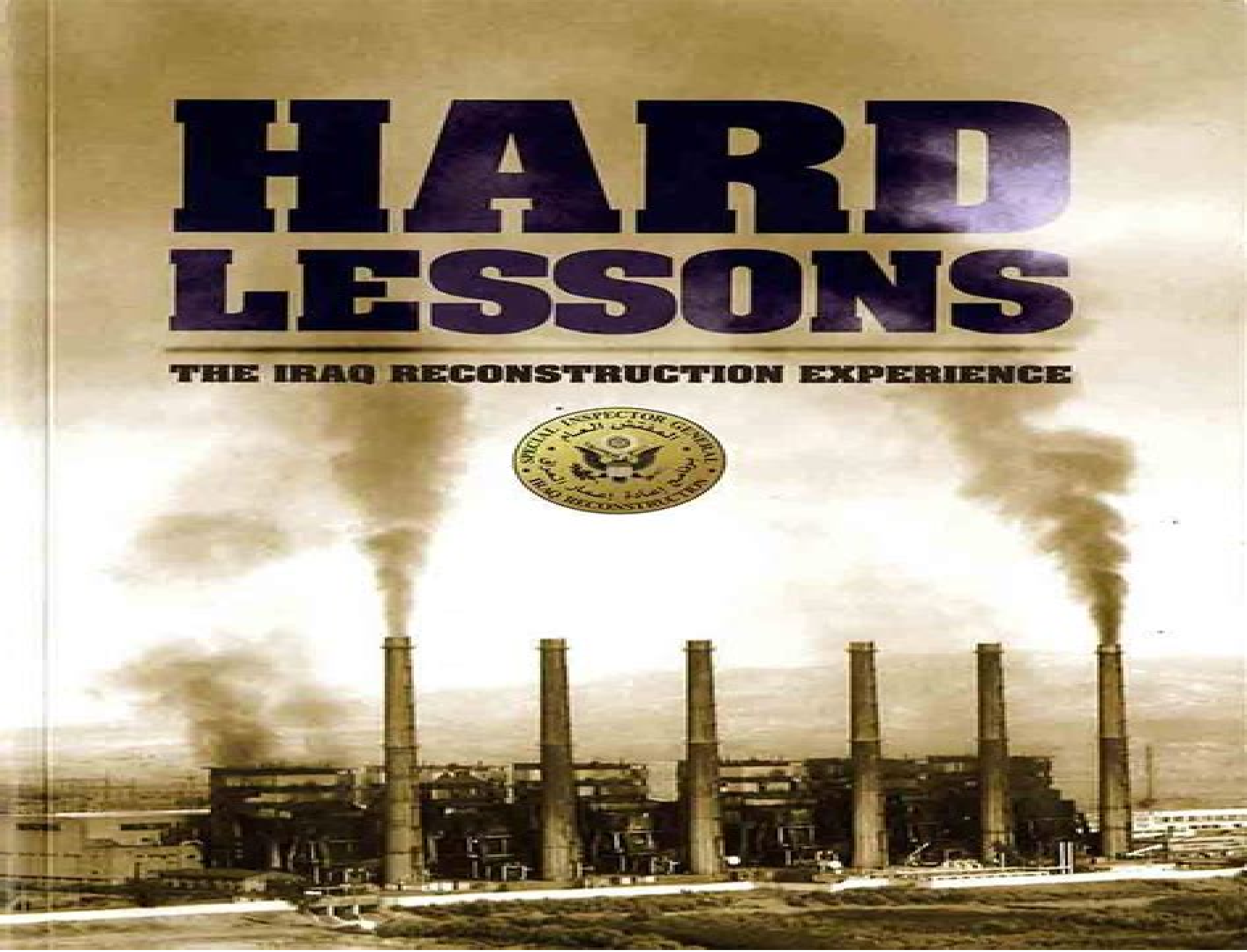


HARD LESSONS

THE IRAQ RECONSTRUCTION EXPERIENCE



Hard Lessons The Iraq Reconstruction Experience

Phebe Marr



Hard Lessons The Iraq Reconstruction Experience:

Hard Lessons Stuart Bowen, 2009-02-02 *Hard Lessons* reviews the Iraq reconstruction experience from mid 2002 through the fall of 2008 Like SIGIR's previous lessons learned reports this study is not an audit Rather it arises from our congressional mandate to provide advice and recommendations on policies to promote economy efficiency and effectiveness in programs created for Iraq's relief and reconstruction The report presents a chronological history of the reconstruction program threading together a number of themes including the enormous challenges that security problems posed for rebuilding efforts the dramatic and frequently reactive course changes in reconstruction strategy the turbulence engendered by continual personnel turnover at every level the waste caused by inadequate contracting and program management practices the poor integration of interagency efforts caused by weak unity of command and inconsistent unity of effort The text of this report through vignette interview and factual detail explicates these themes by in turn laying out the blinkered and disjointed prewar planning for postwar Iraq the CPA's large and ultimately too ambitious expansion of the reconstruction program the security driven reprogrammings required by the exploding insurgency the strongly resourced response of the surge and the rise of Iraq's role in its own reconstruction *Hard Lessons* answers some important questions about the U S relief and reconstruction program in Iraq Did the program meet the goals it set for itself Was the program grossly burdened by waste and fraud Why did reconstruction efforts so often fail to meet their mark The research for *Hard Lessons* comprised interviews with hundreds of individuals and the review of thousands of documents SIGIR reached out to virtually every major player in the Iraq reconstruction experience and almost all agreed to be interviewed or provide useful responses Among others Secretaries Powell Rumsfeld Gates and Rice USAID Administrator Natsios and Deputy Administrator Kunder Deputy Secretaries Wolfowitz England Armitage and Negroponte Under Secretary Feith Ambassadors Bremer Khalilzad Crocker Jeffrey Satterfield Speckhard Taylor and Saloom and Generals Garner Abizaid McKiernan Strock Eaton Sanchez Casey Petraeus Odierno Chiarelli Dempsey and McCoy were all interviewed by SIGIR or gave helpful information or advice We also interviewed Iraqi leaders including former Prime Ministers Allawi and Jaafari Deputy Prime Ministers Chalabi and Salih Ambassador Sumaidaie Judge Radhi and Minister Baban Equally important to the study SIGIR staff interviewed hundreds of military members government officials and civilian contractors who carried out the brick and mortar work of Iraq's relief and reconstruction The report also draws on the body of SIGIR audits inspections and investigations as well as reports from other investigative bodies

Hard Lessons , 2009-10-02 Presents a comprehensive history of the U S program chiefly derived from SIGIR's body of extensive oversight work in Iraq hundreds of interviews with key figures involved with the reconstruction program and thousands of documents The report examines the pre war planning for reconstruction the shift from a large infrastructure program to a more community based one and the success of the Surge in 2007 and beyond The report provides thirteen lessons applicable to contingency relief and reconstruction operations which should create a basis for reviewing and

reforming the U S approach to these activities Hard Lessons: The Iraq Reconstruction Experience ,2009 Hard Lessons The Iraq Reconstruction Experience appears virtually upon the five year anniversary of my appointment as Inspector General in Iraq Shortly after that appointment I met with Secretary of Defense Donald Rumsfeld to whom I reported to discuss the mission His first words were Why did you take this job It is an impossible task I began to understand why he offered so startling a welcome during the following week when I made my first trip to Iraq to begin setting up oversight of the Coalition Provisional Authority CPA then in charge of Iraq s reconstruction My office in the Republican Palace which housed the CPA and would later house the U S Embassy was adjacent to the CPA Comptroller s What I saw was troubling large amounts of cash moving quickly out the door Later that same day walking the halls of the palace I overheard someone say We can t do that anymore There is a new inspector general here These red flags were the first signs of how challenging executing oversight in Iraq would be But it has not been impossible chiefly because of the professional productive and courageous conduct of the many auditors inspectors and investigators who have worked diligently to fulfill the mission of the Office of the Special Inspector General for Iraq Reconstruction SIGIR SIGIR s oversight jurisdiction covers about 50 billion in U S funds appropriated by the Congress for Iraq the largest relief and reconstruction effort for one country in U S history This sea of taxpayer dollars flowed to a wide spectrum of initiatives ranging from training Iraq s army and police to building large electrical oil and water projects from supporting democracy building efforts to strengthening budget execution by provincial councils and from funding rule of law reforms to ensuring that the Iraqi government sustains what the U S program provided

Hard Lessons United States. Department of State,Inspector General Iraq Reconstruction,2009-02 Presents a comprehensive history of the U S program chiefly derived from SIGIR s body of extensive oversight work in Iraq hundreds of interviews with key figures involved with the reconstruction program and thousands of documents The report examines the pre war planning for reconstruction the shift from a large infrastructure program to a more community based one and the success of the Surge in 2007 and beyond The report provides thirteen lessons applicable to contingency relief and reconstruction operations which should create a basis for reviewing and reforming the U S approach to these activities

Hard Lessons: the Iraq Reconstruction Experience Stuart W. Bowen,2009-05 A combination of poor planning weak oversight and greed cheated U S taxpayers and undermined American forces in Iraq and Afghanistan U S taxpayers have paid nearly 51 billion for projects in Iraq including training the Iraqi army and police and rebuilding Iraq s oil electric justice health and transportation sectors Many of the projects did not succeed partly because of violence in Iraq and friction between U S officials in Washington and Iraqi officials in Baghdad The U S gov t was neither prepared for nor able to respond quickly to the ever changing demands of stabilizing Iraq and then rebuilding it This report reviews the problems in the war effort which the Bush admin claimed would cost 2 4 billion Charts and tables **Hard Lessons: the Iraq Reconstruction Experience, a Report of SIGIR, the Special Inspector General for Iraq Reconstruction** United States

Government US Army,2013-03-18 Since the March 2003 invasion the Congress appropriated about 50 billion in taxpayer dollars for Iraq s relief and reconstruction This generous provision funded a continuously evolving rebuilding program that sought among other things to restore Iraq s essential services establish new security forces create a free market economy and put the country on the path to achieving an effective democracy Some of the initiatives succeeded but others did not

Hard Lessons the first comprehensive account of the Iraq reconstruction effort reviews in detail the United States rebuilding program shedding light on why certain programs worked while others fell short of goals Since 2003 the U S Congress has appropriated more than 50 billion for the support of relief and reconstruction efforts in Iraq including the restoration of the country s oil and electricity sectors the establishment of new security forces and the strengthening of Iraq s capacity to govern itself A number of federal agencies including SIGIR the U S Army Audit Agency the Inspectors General of the Directorates of Defense State and USAID and the Government Accountability Office have conducted oversight of and reporting on the expenditure of funds for Iraq relief and reconstruction activities This extensive body of work is available in studies reports audits inspections and congressional testimony covering issues that arose during the expenditure of U S government funds for or in Iraq They range from the meticulous analysis of specific projects to broad overviews of entire programs and sectors Most included recommendations for improving the management of reconstruction efforts now and in the future In 2008 the Congress established the independent bipartisan Commission on Wartime Contracting to study U S wartime contracting in Iraq and Afghanistan Its mandate is to study assess and make recommendations concerning contracting for the reconstruction logistical support and performance of security functions in both theaters from 2003 to the time of the commission s final report in 2010 Its objectives include assessing the systemic problems identified with interagency wartime contracting identifying instances of waste fraud and abuse and ensuring accountability for those responsible

Reconstructing Iraq's Budgetary Institutions James D. Savage,2013-12-31 Consistent with the literature on state building failed states peacekeeping and foreign assistance this book argues that budgeting is a core state activity necessary for the operation of a functional government Employing a historical institutionalist approach this book first explores the Ottoman British and Ba athist origins of Iraq s budgetary institutions The book next examines American pre war planning the Coalition Provisional Authority s rule making and budgeting following the invasion of Iraq in 2003 and the mixed success of the Coalition s capacity building programs initiated throughout the occupation This book sheds light on the problem of outsiders building states contributes to a more comprehensive evaluation of the Coalition in Iraq addresses the question of why Iraqis took ownership of some Coalition generated institutions and helps explain the nature of institutional change

Civilian Warriors Erik Prince,2014-10-28 The founder of Blackwater offers the gripping true story of the world s most controversial military contractor In 1997 former Navy SEAL Erik Prince started a business that would recruit civilians for the riskiest security jobs in the world As Blackwater s reputation grew demand for its services escalated and its men

eventually completed nearly 100 000 missions for both the Bush and Obama administrations It was a huge success except for one problem Blackwater was demonized around the world Its employees were smeared as mercenaries profiteers or worse And because of the secrecy requirements of its contracts with the Pentagon the State Department and the CIA Prince was unable to correct false information But now he is finally able to tell the full story about some of the biggest controversies of the War on Terror in a memoir that reads like a thriller

Economic and Political Institutions and Development Joshua C. Hall, Sara Harper, 2019-02-23 This book focuses on the role of economic and political institutions in economic development The book offers fresh perspectives on the issues facing less developed countries and the elements influencing their outcomes The text includes chapters on democracy property rights and economic freedom and uses diverse methodology such as case studies spatial econometrics and cross country analysis The volume features the work of prominent scholars in the area of institutional analysis such as Mohammed Akacem Christopher Coyne and Andrew Young as well as a number of junior scholars This book will be useful for researchers and students interested in economic development and institutional analysis in general in addition to individuals with a specific focus on countries or regions such as Iraq or sub Saharan Africa

Discerning President Obama's National Security Strategy Kristen E. Boon, Douglas C. Lovelace, Aziz Z. Huq, 2010 Volume 111 of Terrorism Commentary on Security Documents Discerning President Obama's National Security Strategy makes available documents from the first fifteen months of the Obama administration that provide insights into its developing national security strategy Included are documents that include detailed intelligence estimates and strategies as well as documents that outline important lessons regarding stability and reconstruction in Iraq Additional documents provide valuable insight into the Obama Administration's Afghanistan and Pakistan Strategy General Editor Douglas Lovelace an expert in U S military matters elucidates the complexities of military spending and of counter insurgency tactics

Reconstructing Conflict Scott Kirsch, Colin Flint, 2016-04-08 Reconstruction the rebuilding of state economy culture and society in the wake of war is a powerful idea and a profoundly transformative one From the refashioning of new landscapes in bombed out cities and towns to the reframing of national identities to accommodate changed historical narratives the term has become synonymous with notions of post conflict society it draws much of its rhetorical power from the neat demarcation both spatially and temporally between war and peace The reality is far more complex In this volume reconstruction is identified as a process of conflict and of militarized power not something that clearly demarcates a post war period of peace Kirsch and Flint bring together an internationally diverse range of studies by leading scholars to examine how periods of war and other forms of political violence have been justified as processes of necessary and valid reconstruction as well as the role of war in catalyzing the construction of new political institutions and destroying old regimes Challenging the false dichotomy between war and peace this book explores instead the ways that war and peace are mutually constituted in the creation of historically specific geographies and geographical knowledges

Armed

Organizations and Political Elites in Civil Wars Erwin van Veen, 2024-06-03 This book analyses under what conditions and with what developmental effects armed organizations shift their coercive profile during civil wars with a focus on the recent conflicts in Syria and Iraq The work begins with an operationalisation of the term political settlement focusing on how power is organized in fragile and conflict affected countries and then uses this operationalization to analyse the political settlements of contemporary Syria and Iraq including their breakdown and transformation during recent civil wars of 2011 today in Syria and 2014 17 in Iraq It subsequently examines why and how elite factions have used armed organizations in times of conflict This approach links an understanding of the broad evolution of power relations at the national level with the specific effects of the use of armed organizations on such relations It argues for a shift from assigning fixed labels to armed organizations during civil wars to studying their coercive profile in a dynamic fashion i e how armed organizations behave in terms of their use of threats and coercive force The book introduces five profiles of coercive behaviour that demonstrate how the same organization can behave very differently at various points in time One of these the hybrid coercive profile fills a gap in the existing civil war typology of organized armed violence by opening up the possibility of elite factions deliberately combining collaborative and competitive modes of behaviour As an evidence base the book provides in depth analysis of the origins evolution and operations of four armed organizations that have acted under a hybrid coercive profile during the Syrian and Iraqi civil wars the Syrian Kurdish People's Defence Forces the Eagles of the Whirlwind of the Syrian Social Nationalist Party the Iraqi Kurdish Peshmerga and the Badr Organization By connecting the concepts of political settlement and civil war and applying them to specific armed organizations operating in Syria and Iraq the book offers new insights into this nexus This book will be of much interest to students of civil wars conflict studies Middle Eastern Studies and International Relations

The Shadow World Andrew Feinstein, 2011-11-08 The Shadow World presents the behind the scenes tale of the global arms trade exposing in forensic detail the deadly collusion that too often exists among senior politicians weapons manufacturers felonious arms dealers and the military a situation that compromises our security and undermines our democracy Now a major PBS documentary An authoritative guide to the business of war Chilling heartbreaking and enraging Arundhati Roy Andrew Feinstein reveals the cover ups behind a range of weapons deals from the largest in history between the British and Saudi governments to the guns for diamonds deals in Africa and the current 60 billion U S weapons contract with Saudi Arabia Based on pathbreaking reporting and unprecedented access to top secret information The Shadow World takes us into a clandestine realm that is as vitally important as it is shocking *Economic Statecraft and US Foreign Policy* Leif Rosenberger, 2019-11-12 Explaining the connection between economics and violent extremism this book argues that American foreign policy must be rebalanced with a greater emphasis on social inclusion and shared prosperity in order to mitigate the root causes of conflict Rosenberger argues that economic coercion has usually proven counterproductive and that a militarized American foreign policy too often results in frustration and strategic failure

He analyses this theory through a number of case studies from the Treaty of Versailles to the more recent issues of Israel in Gaza US sanctions against Iran the US backed Saudi led boycott of Qatar and Donald Trump s trade war against China He concludes that the economic logic of social inclusion and shared prosperity demonstrated in Jean Monnet s European Coal and Steel Community would be a more successful strategy in reducing the demand for violence in the civil wars in Afghanistan Iraq Yemen and Syria This book will be of particular relevance for courses on American Foreign Policy International Relations and International Political Economy and seminars on the Near East and South Asia Professional economists diplomats and military officers in America and in the Near East and South Asia will also find the argument useful

The Interior Ministry's Role in Security Sector Reform Robert Perito,2009 The most critical and most often neglected focus of security sector reform SSR is the bureaucratic agency responsible for the police and other internal security forces In Iraq Afghanistan and earlier peace and stability operations the United States went directly to the task of training indigenous police giving little thought to the interior ministry the institution to which the police would report

Teaching and Learning the West Point Way Morten G. Ender,Raymond A. Kimball,Rachel M. Sondheimer,Jakob C. Bruhl,2021-05-12 Teaching and Learning the West Point Way is a unique compendium of the best teaching and learning practices from one of the most celebrated and storied undergraduate teaching and learning environments and institutions in America the United States Military Academy at West Point New York USA Drawing on the broad academic curriculum that the students follow at West Point in addition to military leadership character development and competitive athletics this book describes proven and effective undergraduate pedagogy across a number of academic disciplines Case studies strategies and techniques empirical teaching and learning research results syllabi and assignments developed and deployed by West Point faculty are included which faculty in other higher education institutions can adapt and apply to their own programs and courses An accompanying companion website provides additional syllabi course guides lesson plans PowerPoint activities and lecture slides as well as videos of the editors and authors discussing how key concepts in their chapters might be applied in different teaching and learning contexts This is an opportunity to gain an in depth insight into the programs and practices inside one of the world s premier leadership development and educational institutions It should appeal to new and experienced faculty and administrators interested in course creation and syllabus design across a wide range of disciplines in educational institutions and military academies across the globe

Special Warfare ,2009 **U.S. Peacefare** Dane F. Smith Jr.,2010-02-26 This book provides a survey of the U S civilian and military agencies responsible for postconflict reconstruction and peace building around the world and how these agencies function in the interagency process U S Peacefare Organizing American Peace Building Operations surveys the evolution of the American peace building apparatus during the presidencies of Bill Clinton and George W Bush with an emphasis on changes since 2003 when the invasion of Iraq led the Bush Administration to adopt a Clinton style nation building approach they had previously vigorously opposed U S

Peacefare begins with a historical overview of official U S peace building then looks at the organization and interaction of the major federal agencies in the National Security Council the State Department and the Defense Department as well the U S Institute for Peace and the United States Agency for International Development USAID Throughout author and former Ambassador Dane Smith emphasizes how a deeper understanding of peace building organizations and their interactions in particular cases is essential to strengthening future U S conflict management The book addresses the critical overall issue of how peace building is funded but within the federal budget and internationally and concludes with Smith s recommendations for reforming those organizations *The Modern History of Iraq* Phebe Marr,2012 Phebe Marr s best selling history of modern Iraq updated with incisive analysis of events since 2003 Understanding Counterinsurgency Thomas Rid,Thomas Keaney,2010-04-22 This textbook offers an accessible introduction to counterinsurgency operations a key aspect of modern warfare Featuring essays by some of the world s leading experts on unconventional conflict both scholars and practitioners the book discusses how modern regular armed forces react and should react to irregular warfare The volume is divided into three main sections Doctrinal Origins analysing the intellectual and historical roots of modern Western theory and practice Operational Aspects examining the specific role of various military services in counterinsurgency but also special forces intelligence and local security forces Challenges looking at wider issues such as governance culture ethics civil military cooperation information operations and time Understanding Counterinsurgency is the first comprehensive textbook on counterinsurgency and will be essential reading for all students of small wars counterinsurgency and counterterrorism strategic studies and security studies both in graduate and undergraduate courses as well as in professional military schools

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