

## Bent, Rodney G. (SES)

**From:** Justin C. Tyson  
**Sent:** Friday, October 31, 2003 8:54 PM  
**To:** Bent, Rodney G. (SES)  
**Subject:** Division of Labour

Rodney,

We spoke - sorry not to have sent this earlier. Below is the division of labour for the "budget execution team".

Original team was:

- **Simone Ledeen** - Financial analyst with a Masters in Business Administration from Bocconi. I wanted to use her finance background and begin to introduce the concepts of public finance. She was to build up a system-wide view of what is happening in execution (currently only Gary and myself have this, and he has left). I asked her to begin to collect together the information on a) how the Iraqi system worked before the war, b) changes introduced by CPA and c) reality of "informal practice" in the field. She has been adding to a table I started (I showed you a copy yesterday) and accompanied me on a trip North to discuss the FMIS.
- **Jesse Pruitt** has the most international experience (Bosnia and Afghanistan). He is organized and practical and has the advantage of having served in the US army civil affairs, hence can speak their language. I wanted him to become the main point of contact for CPA offices in the Governorates (currently staffed largely by civil affairs). First tasks he and I came up with were a) document the significant decisions that have been taken in finance and econ field – this basically entails creating a timeline of significant events to complement Simone's work and leave a "trail" for future secondees; b) compile the list of frequently asked questions and begin fielding questions from Governorates; and c) organize a conference/workshop on November 17 for CPA officials from Governorates and local Treasurers to go through budget execution issues and "introduce" the FMIS project
- **John Hanley** – good with data and hard worker (have not seen his CV). I wanted him to work on building a database on payroll and pensions. Primarily a bit of detective work visiting Iraqi Ministries and MOF to find out what sort of data they record, what reports they receive etc. This data should be compiled in electronic format using Iraqi chart of account classifications. We met with Bearing Point team to ensure that his work complemented and not duplicated theirs. Once we have reliable data we can a) report better to Bremer b) iron out inconsistencies and c) undertake some more analytical work
- **John O'Hara** – legal background and significant experience, but was only with us for about a week post-donor conference. He agreed to do short project work on the confiscated oil-smuggling ships and free zones, which are essentially legal issues
- (b)(6) – procurement and contracting expert from DFID with much more experience than myself. He is reviewing procurement and contracting practices in Iraq and helping out the CPA ministries in this field. I think he should continue in this vein as the Bearing Point FMIS work is not currently tackling this. He could take on more management responsibility within team

As I explained, the team then grew...

- **Scott Erwin** (monetization team) wanted stuff to do – he has an accounting and finance background. With extra resources, I was able to begin to assign important Ministries. Scott began working with Interior and Higher Education. Although, I originally envisaged Jesse working on the revision of the spending limits and reconciling all the tables (\$4m reduction), I think Scott may be the man for the job because a) his background and b) Jesse will be out of town for a couple of weeks and I think it would be good if we had someone who had worked on the tables to be in the office immediately afterwards to field the flurry of complaints that will follow
- **Anita Greco** (monetization team) was also at a loose end – we agreed she would help John by revising the October salary policy for November. She would also take on the Department of Security Affairs who require guidance. Their finance person is Spanish with weak English and Anita speaks good Spanish
- (b)(6) (budget formulation team) – we agreed he would take over the confiscated ships and free zones as John O'Hara left and begin to work with Electricity Commission – the source a many headaches
- I asked Jesse to adopt the Ministry of Public Works as they are responsible for municipalities and local

government issues, which fit in with his work on the Governorates

- **Casey Wasson** (budget formulation team) agreed to help out on the Kurdish regions in the absence of Sande by estimating their November salary and budget requirements. Hopefully she will continue to work with Sande on this as Sande leaves at the end of November. She is champing at the bit and could probably be given more
- **Andrew Burns** (monetization team) asked for more work today – have not had time to assign him a project or work programme

Ideally, I would want them to work together on issues to be able to backstop for each other. And, there are other Ministries that will need covering. As mentioned, I have given them some reading material (World Bank Public Expenditure Management Handbook and the Iraqi budget laws and regulations). I am hoping to put together a fairly light-hearted multiple-choice for tomorrow...

Obviously, it is up to you and Tony to decide on eventual composition of team and work programmes. As you can see, I have concentrated on execution – there are other areas that I believe important that are not covered at the moment.

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