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# "Shape, Clear, Hold, and Build:" The Uncertain Lessons of the Afghan & Iraq Wars:

Part III - Iraq

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CENTER FOR STRATEGIC & INTERNATIONAL STUDIES

Burke Chair in Strategy

Revised September 21, 2009

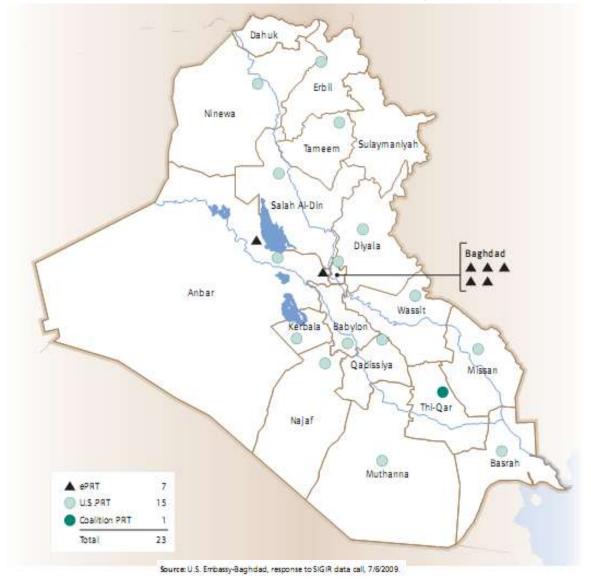


# Dealing With the Aftermath?

# The Iraqi Case



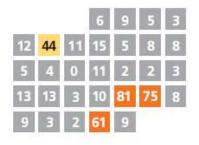
# **Provincial Reconstruction Team (PRT) Footprint**



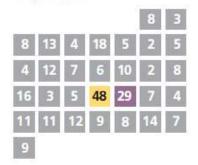


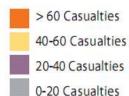
# Significant Security Incidents April and May 2009

#### April 2009



#### May 2009





Wednesday, April 15: 11 Iraqis were killed in a bombing in Kirkuk.

**Thursday, April 23:** Suicide bombers killed **60** Iraqis in attacks in Baghdad and Diyala.

**Friday, April 24:** Two suicide bombers killed more than 60 Iraqis and religious pilgrims and wounded more than 125 outside a shrine in Baghdad.

**Wednesday, April 29:** 16 Iraqis were killed and 45 more were wounded in three car bombings in Baghadad.

**Wednesday, May 6: 11** Iraqis were killed and at least 44 more were wounded in two car bombings in Baghdad.

Monday, May 11: A car bombing killed 11 Iraqis in Kirkuk.

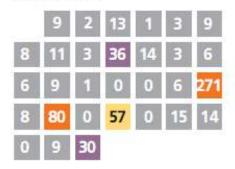
**Wednesday, May 20: 35** Iraqis were killed and at least 72 more were wounded in a car bomb attack outside a restaurant in Baghdad.

**Thursday , May 21:** Suicide bombers in Baghdad and Kirkuk killed 20 Iraqis and wounded 33 more.



# Significant Security Incidents June and July 2009

#### June 2009



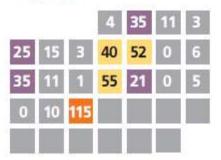
**Wednesday, June 10:** Terrorists killed **26** civilians in a car bomb attack in Nassriya.

**Saturday, June 20:** Approximately **70** Iraqis killed and more than **200** wounded in an attack on a mosque in Kirkuk.

Monday, June 22: 14 Iraqis killed and approximately 60 wounded in a series of attacks in Baghdad and Abu Ghraib.

Saturday, June 27: 13 Iraqis killed in a motorcycle bombing in Central Baghdad.

#### July 2009



Wednesday, July 8: At least 31 Iraqis killed or wounded in two bombings in Mosul.

**Thursday, July 9:** Approximately 52 Iraqis killed or wounded in a series of terrorist attacks in Tel Afar, Mosul, Baghdad, and Kirkuk.

Monday, July 20: 10 Iraqis killed in a series of attacks, including 5 policemen in Mosul.

**Tuesday, July 21:** At least 15 Iraqis killed and approximately 100 wounded in a series of attackes in Baghdad.

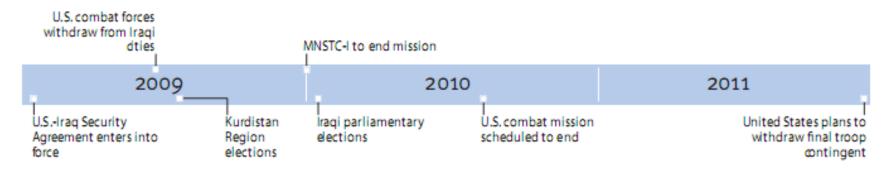
> 60 Casualties
40-60 Casualties
20-40 Casualties
0-20 Casualties

**Note**: The numbers represented in the calendar graphic are comprehensive estimates of total casualties throughout the entire country on that particular day. The text to the right briefly describes significant attacks on select days and does not purport to comprehensively detail all security incidents that occurred on the specified day.

**Sources:** Information presented herein is based on SIGIR's analysis of open source and official English and Arabic documents, studies, and analyses. All figures based on best available casualty information and represent the sum of killed and wounded for each incident.



## **Timeline of Key Events**



Source: 9GIR analysis of open source and official documents.



# **Grand Strategic Fallacies: Iraq**

- Iraq's WMD programs were a valid reason for war and would justify the invasion. Saddam's ruthlessness and Iraqi ties to terrorism provided secondary validity.
- •The US and Coalition would be broadly greeted as liberators -- not split Sunnis, Shi'ites, and Kurds.
- •No planning, major funding, or sustained troop levels would be needed for a stabilization phase. The Iraqi government would continue to function; Iraq had oil wealth and could fund its own reconstruction.
- •Exile groups would be seen as broadly politically legitimate. DeBaa'athifcation could be implemented broadly without alienating Sunnis and affecting Iraq's secular character.
- There would be no residual Ba'athist or insurgent threat. What threat did emerge was marginal and largely terrorist and kinetic, not geared to dominating the population in a battle of political attrition.
- Sectarian (Sunni vs. Shi'ite), ethnic (Arab vs. Kurd vs. Turcoman), and secular vs. religious divisions would not be critical.
- •Iraq could be fixed by a new constitution, and democratic elections for the central government.
- Iraqi forces could be disbanded without political consequences. Building up effective Afghan security forces had little priority.
- •Iraq's neighbors would not present major security problems.



# Iraq "Good Enough" for How Long?

- The illusion of control: Does Iraq Revert to Past Norms?
  - 50% recidivism in UN peace keeping missions in 5 years.
  - Kurdish issue only one and most visible well-established fracture line.
- Can US influence and Iraq "good enough" credibly pass the 5 year test?
  - Anti-US "backlash" effects; US back out effects
  - Regional "Presidential syndrome"
  - Military coup, strong leader
  - Sectarian/ethnic fragmentation plus internal power struggles and lowlevel Jihadist violence
  - Impact of outside powers
  - •Demographics vs. economics vs. income distribution
  - Major clashes versus micro-clashes
  - Oil dependence without effective governance and development

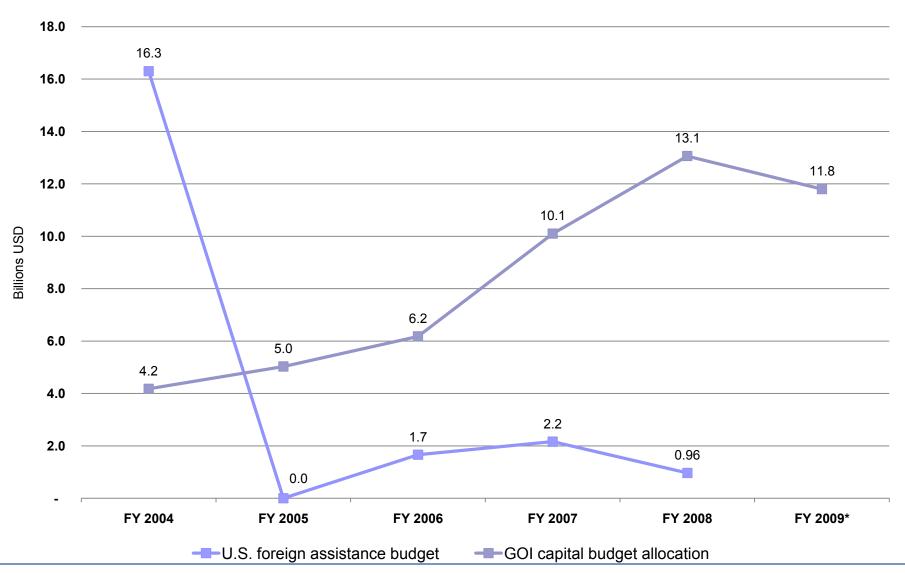


## **Declining US Influence**

- US had marginal popularity, even among those who saw invasion as desirable.
- Vast majority of Iraqis want US out. Many as soon as possible.
- No longer major source of aid.
- Not a major funder of Iraqi security forces.
- No clear US exit strategy beyond an exit. No clear operational civil and economic dimension to the Joint Campaign Plan.
- •Maliki and others prepared to take substantial risks to lower US profile and influence.
- Strong leader, strong candidate must run against the US.
- Cannot be seen as bowing to US on key sectarian and ethnic issues.
- Even Kurds losing faith.



# U.S. Assistance and GOI Capital Funding

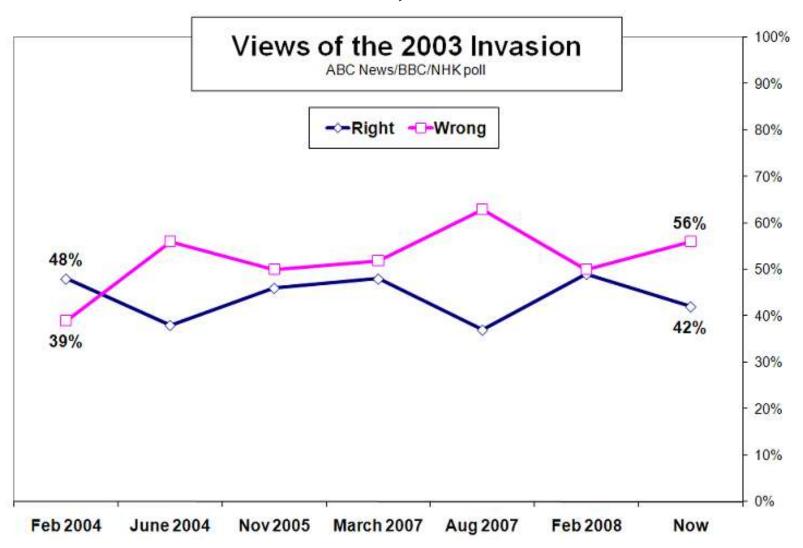


Sources: NEA/I; Iraqi Ministry of Finance

<sup>\*</sup> Budget requests for FY09 supplemental and FY10 base budget pending



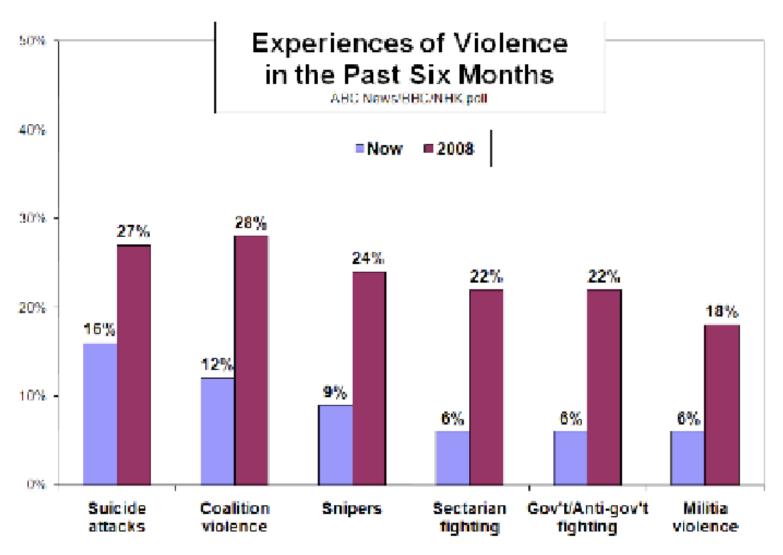
## Liberated, Or Not?



Source: Gary Langer, ABC Polling Unit, March 2009



#### The US as Part of Perceived Violence



Source: Gary Langer, ABC Polling Unit, February 2009



# **Scoping Internal Tensions**



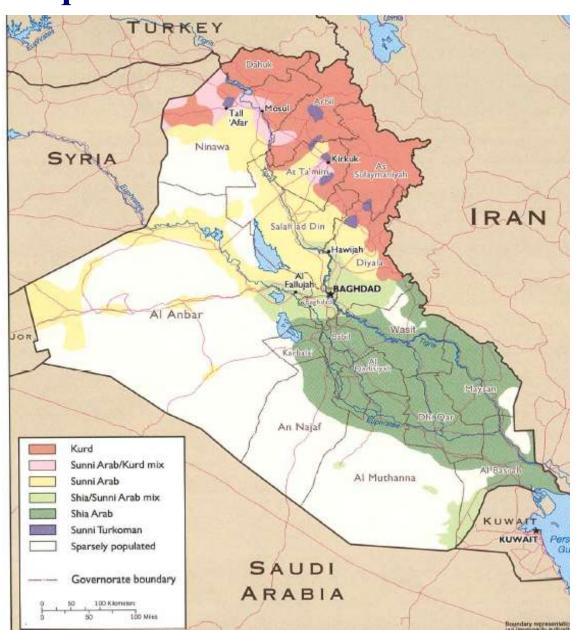


# Sectarian and Ethnic Divisions, and Political Accommodation

- Accommodation cannot be legislated, but tensions can be eased --- particularly with money and power sharing. Neither currently working well.
- •De facto segregation: Shi'ite vs. Sunni divisions have tended to become "islands" rather than "blobs."
- •Rising, but still fragile, sense of Arab identity.
- •Failures of Shi'ite governance and Sunni extremism have limited support for Islamic governments, but is still strong.
- Kurd vs. Arab vs. Turcoman have divided into rival ethnic areas along a broad and indeterminate fault line.
- Year of elections both distracts and polarizes, as does economic crisis and unemployment.
- •Data on refugees and displacements uncertain peaked more than 2 million internally and 2 million driven outside country in nation of 28 million. Some estimates reach 5+ million, but some evidence indicates may be far too high.



# Iraqi Sectarian & Ethnic Divisions





## Sectarian, Ethnic, and Tribal Challenges

- ◆Sectarian Challenges
  •Iraq: 60-65% Shi'a, 32-37% Sunni, 3% Christian or Other
- ◆Ethnic Challenges
  •Iraq: Arab 75-80%, Kurdish 15-20%, Turcoman,
  Assyrian & Other 3%
- Tribal Challenges
   Iraq: Confederations, broad area, heavily urbanized.



# Real World Ethno-Sectarian Population Parameters?

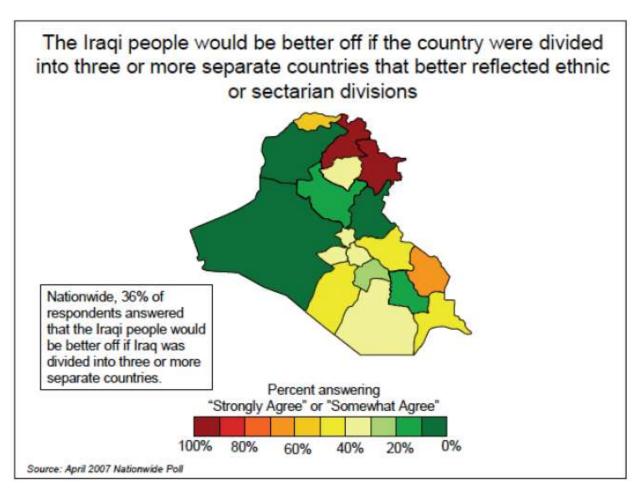
#### Three sources:

- □ CIA World Factbook, unsourced;
- ☐ "Iraq: a Country Study," Federal Research Division, Library of Congress, 1988, unsourced ("knowledgeable observers");
- □ Average ABC News polls '07-'08, N=6,652 via 1,386 points.

	CIA WFB	LoC	<b>ABC</b>
<b>Shiites</b>	<b>60-65%</b>	60-65%	49%
Sunni Arabs	12-22*	13	33
Kurds	<b>15-20</b>	NA	15
Non Muslims	3	NA	3



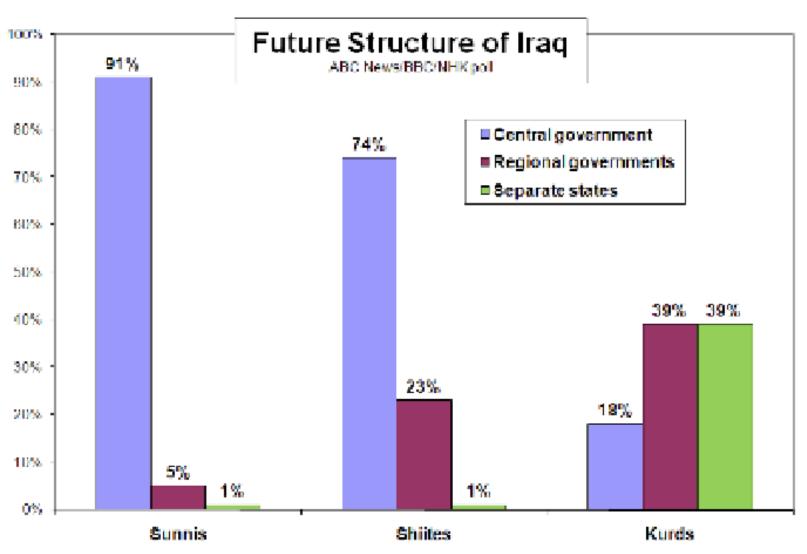
# Most Iraqis (Except Kurds) Never Sought Division Even During Worst Part of Fighting: May 2007



Source: Department of Defense. "Measuring Security and Stability in Iraq." June, 2007. Pg. 1



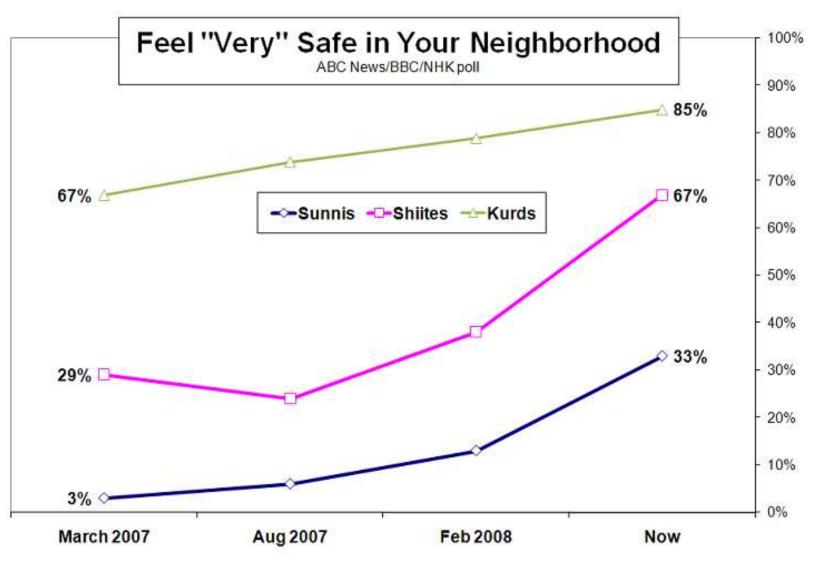
#### Same True in March 2009



Source: Gary Langer, ABC Polling Unit, March 2009



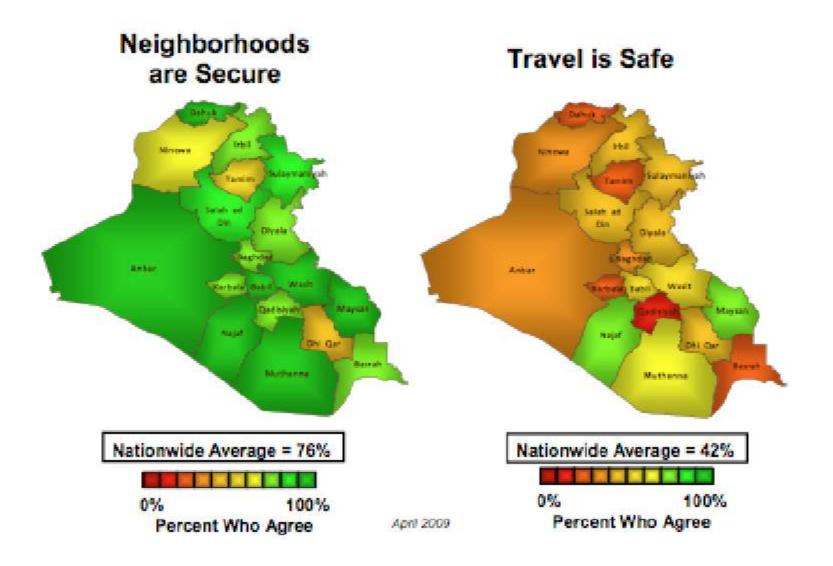
#### **But Are Serious Differences**



Source: Gary Langer, ABC Polling Unit, February 2009

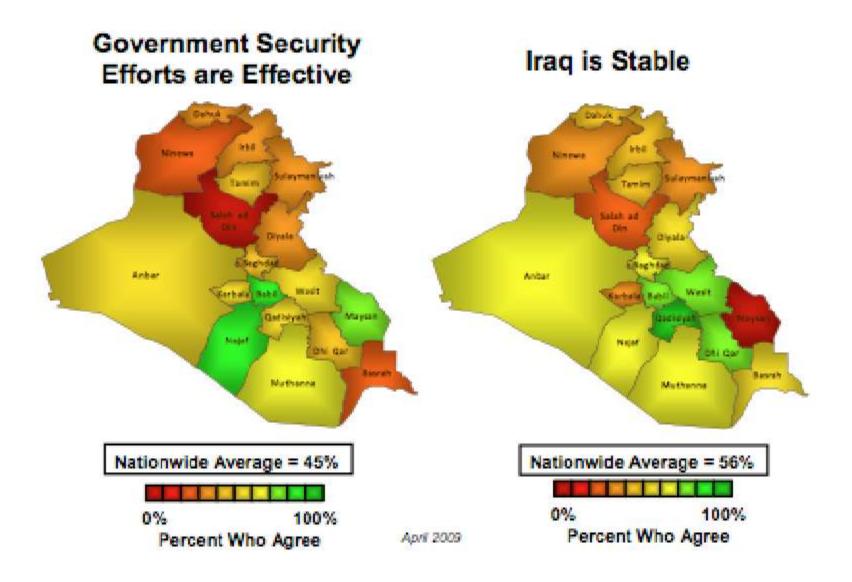


#### Iraqi Perceptions of Safety: April 2009





#### **Iraqi Perceptions of Safety: April 2009**



Source: Department of Defense. "Measuring Security and Stability in Iraq." July 2009. Pg. 32.

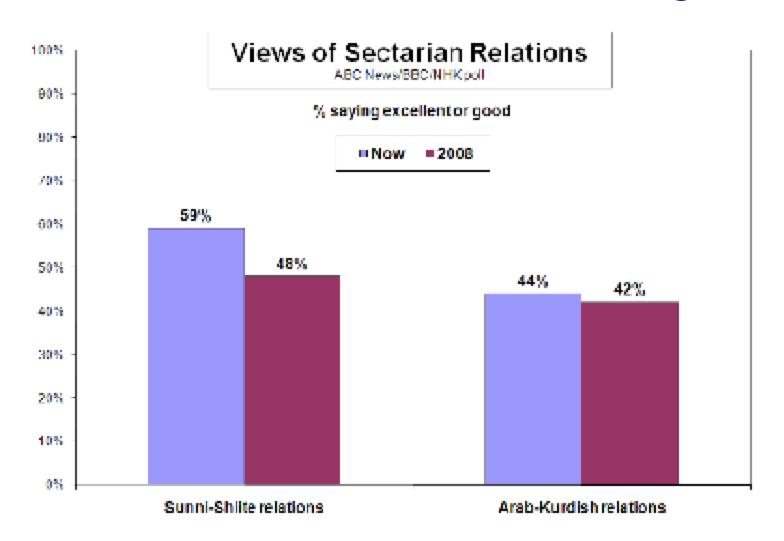


# The Kurdish Problem

Seen as the most likely near-term source of fragmentation. Both sides have powerful reasons to compromise, but this is the Middle East



# **Arab-Kurdish Relations Are Not Getting Better**





#### Will There Be Arab-Kurdish-Turcoman Violence?

- Some low level clashes are occurring; more are inevitable.
- UN efforts have done as much to map exact areas of contention as to ease the situation: The ethnic fault line extends from Mosul through Kirkuk to Iran with islands further south.
  - Jihadist target. Problem for counterinsurgency effort.
- •Kurdish elections have had polarizing debate as are politics of coming national elections.
- Maliki needs to be the strong Arab leader; Barzani and Talibani unwilling to compromise.
- Unclear a referendum will help.
- •Oil, gas, and petroleum revenues critical. Both Kurdish and Iraqi central government face serious economic problems.
- Growing tensions over purges in ISF; Kurdish desire for Kurdish divisions and funding of Pesh Merga.
- But, Kurds have nowhere to go: Syria, Turkey, Iran.



## **Key Variables**

- Flashpoints like Kirkuk
- UNAMI report impact.
- Conflicting Arab-Kurd-Turcoman narratives at every level.
- Petroleum resources, sharing income, Hydro-Carbon Laws, actual practice.
- Sharp demographic pressure; 40,000 land and property disputes, 12 months to resolve a dispute.
- Worst drought in 50 years, canal problems, water conservation.
- KRG versus the governor of Ninewa.
- •Al Qaida in Iraq/Islamic State of Iraq, Jaysh Rijal Tariq Al Naqshahbandi, . SOI transition.
- Divisions along "prosperity line;" perceived inequality in Arab areas.
- Real world lack of investors, 40% unemployment, drop in public works.
- Perceived corruption, power brokering, lack of legitimacy.



# "Presidentialism" vs. the Coup

The longer term source of disruption may not be fragmentation but centralization under a strong man

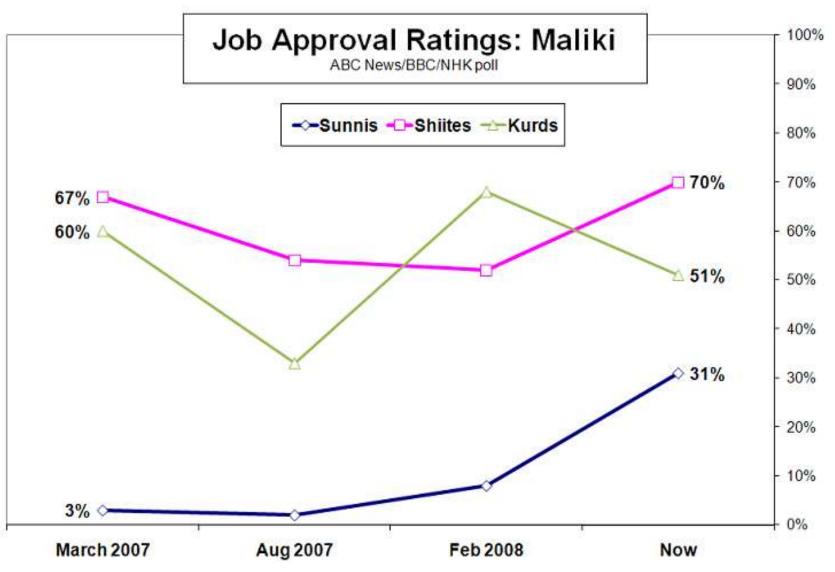


# "Presidentialism" and Military Leadership

- Not necessarily a clash if "President" coopts the military.
- Many Iraqis who say they want democracy want strong leadership, security, government help and services more.
- The Iraqi constitution creates over-centralized paralysis without emporing provinces and true representative government. Recipe for popular anger as corruption, failure to act, lack of security.
- Not possible to really characterize Maliki's ambitions at this point, but clearly wants more presidential powers, to appear strong leader, use the US as political foil.
- Unclear Maliki can build a strong enough coalition to act, time and national elections may weaken, not strengthen.
- Cannot discount military coup if government and/or economy fail.



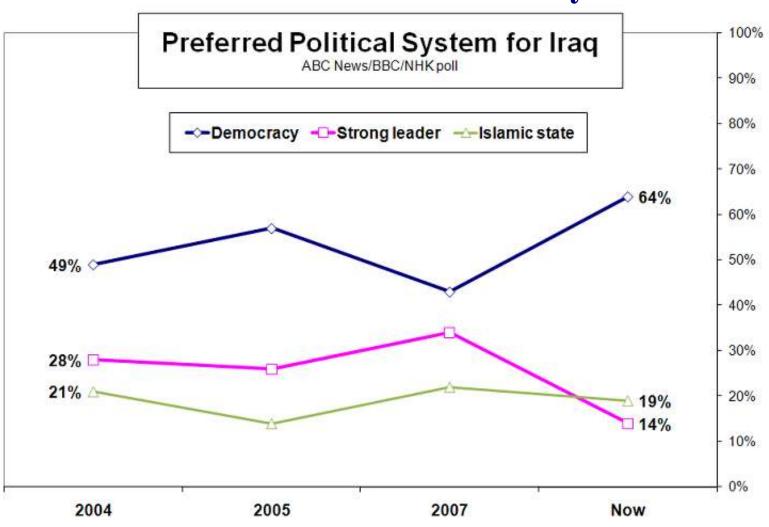
#### "Presidential" Power?



Source: Gary Langer, ABC Polling Unit, March 2009

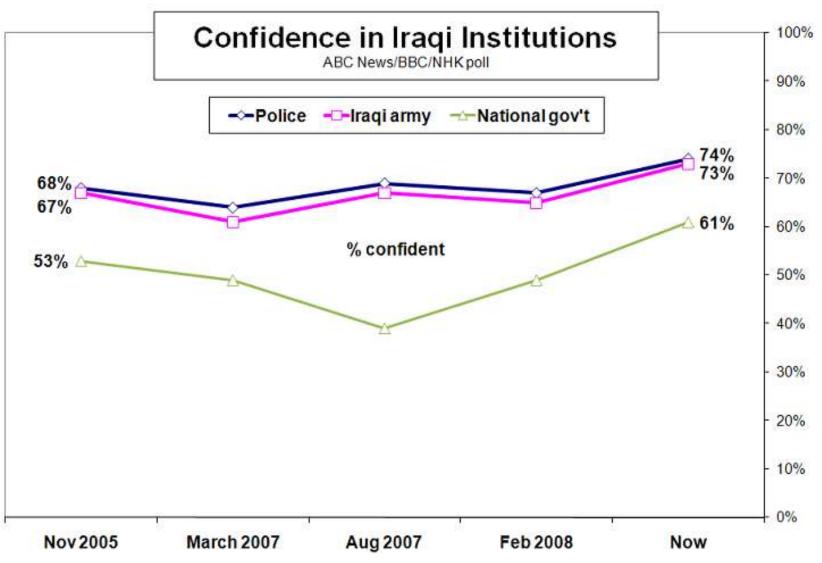


# **Support for Democracy is Less Than Meets the Eye**





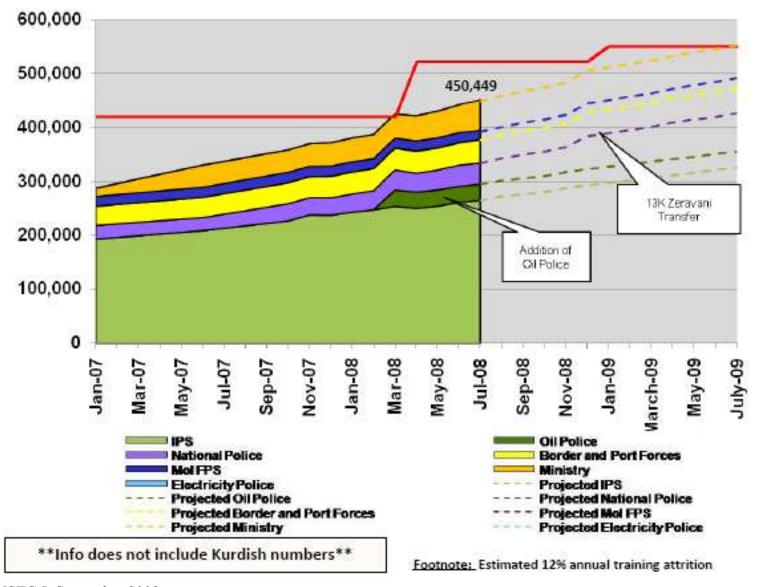
# **The Coup Effect?**



Source: Gary Langer, ABC Polling Unit, March 2009



# The Coup Problem: Projected Growth of Iraqi Forces





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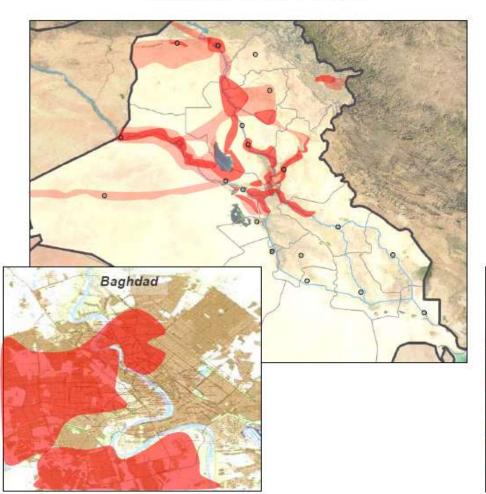
# Shi'ite vs. Sunni

Still possible to trigger a new wave of divisive violence in Arab population, but less likely with time

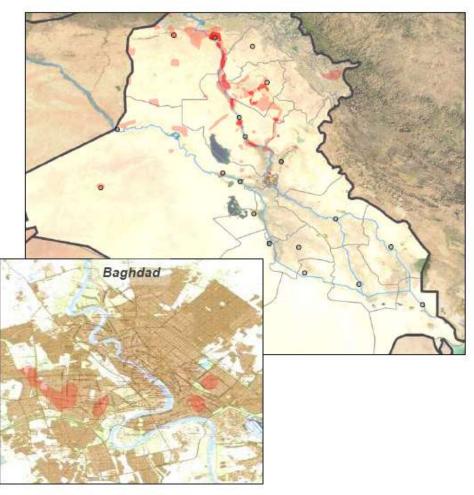


# Al Qa'ida in Iraq Winter 2006 vs. Fall 2008

Winter 2006-2007

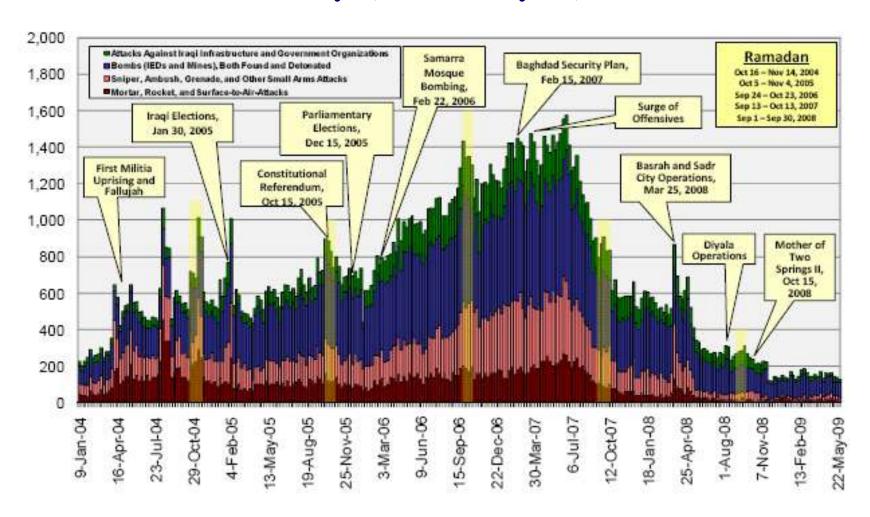


Fall 2008





## Overall Weekly Security Incident Trends: January 3, 2004 - May 29, 2009

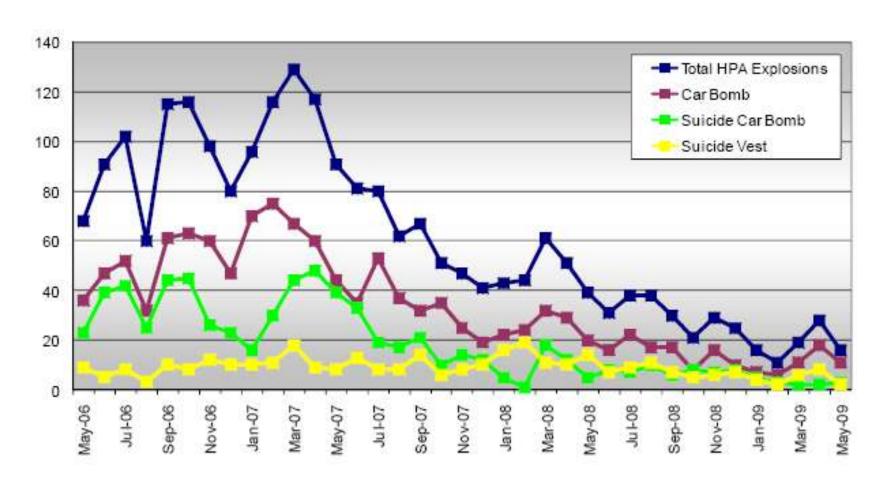


Source: MNF-I SIGACTS III Database (Coalition Reports only) as of May 29, 2009. Chart includes executed attacks and potential (found and cleared) attacks.

Source: Department of Defense. "Measuring Security and Stability in Iraq." July 2009. Pg. 22.



## High-Profile Attacks (Explosions): May 2006-May 2009

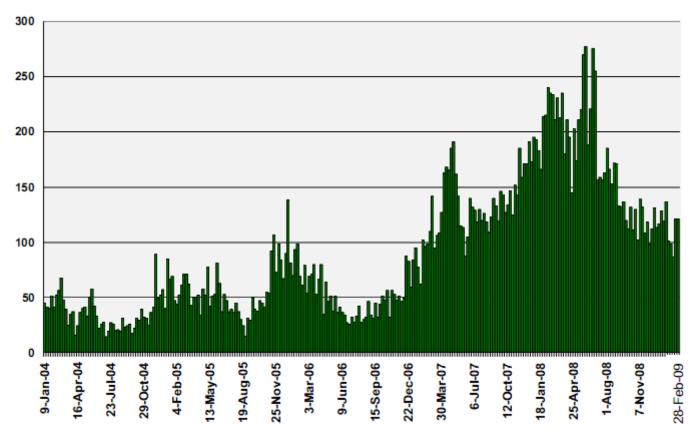


Source: MNF-I CJ5 Assessments. SIGACTS III Database (Coalition Reports only) as of May 31, 2009. Does not include found and cleared.

Source: Department of Defense. "Measuring Security and Stability in Iraq." July 2009. Pg. 25.



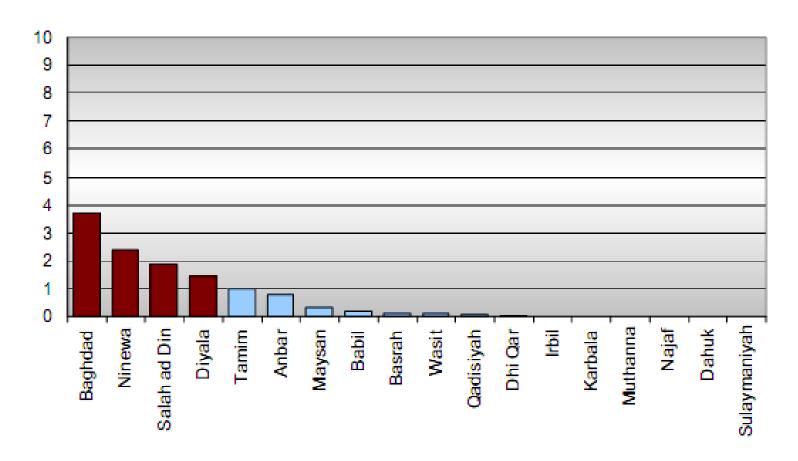
### Weapons Caches Found by Coalition and Iraqi Forces January 3, 2004 – February 28, 2009



Source: MNF-I CJ5 Assessments. SIGACTS III Database (Coalition Reports only) as of February 28, 2009. Chart includes caches and explosive remnants of war.



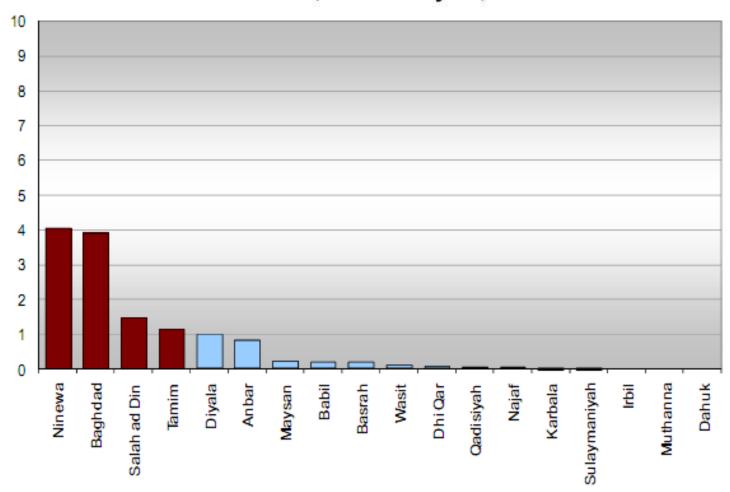
### Average Daily Executed Attacks by Province December 1, 2008 – February 28, 2009



Source: MNF-I CJ5 Assessments. SIGACTS III Database (Coalition Reports only) as of February 28, 2009. Data reflects executed enemy attacks targeted against coalition, ISF, civilians, Iraqi infrastructure and government organizations. Does not include IEDs and mines found and cleared



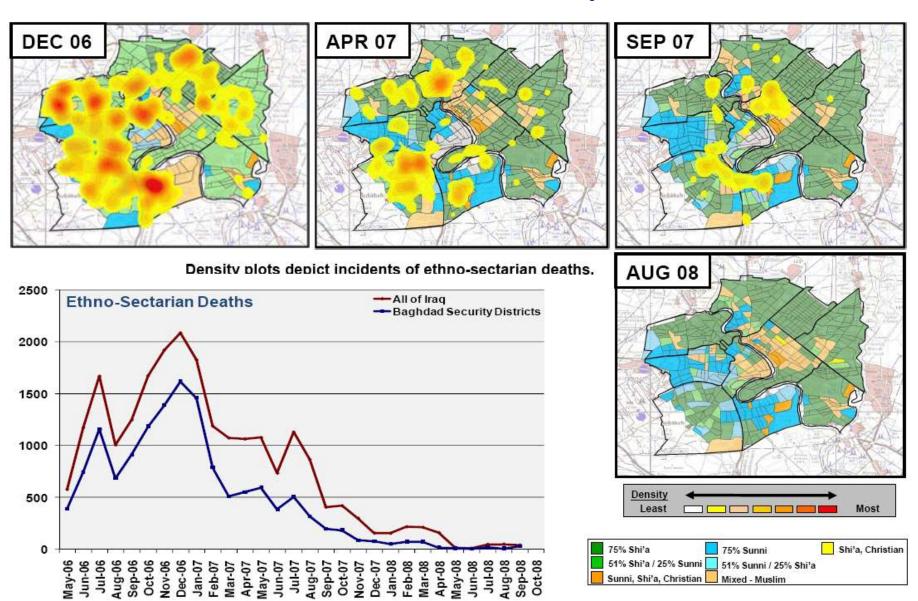
### Average Daily Executed Attacks by Province March 1, 2009 – May 31, 2009



Source: MNF-I CJ5 Assessments. SIGACTS III Database (Coalition Reports only) as of May 31, 2009. Data reflects executed enemy attacks targeted against Coalition, ISF, civilians, Iraqi infrastructure and government organizations. Does not include IEDs and mines found and cleared.



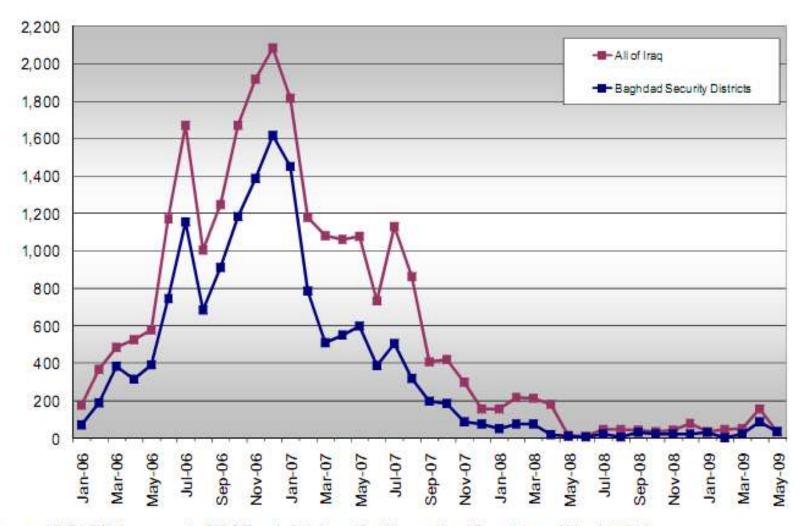
## Ethno-Sectarian Attacks: May 2006-Oct 2008



Source: General David H. Petraeus, "Iraq Update," October 7, 2008



### Ethno-Sectarian Deaths January 2006 – May 2009

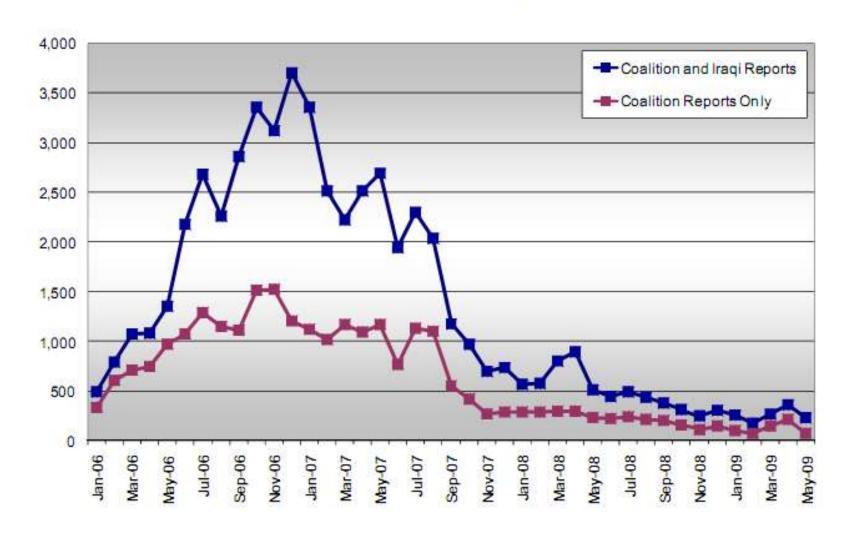


Source: MNF-I CJ5 Assessments CIOC Trends Database (Coalition and Iraqi Reports) as of May 31, 2009.

Source: Department of Defense. "Measuring Security and Stability in Iraq." July 2009. Pg. 26.

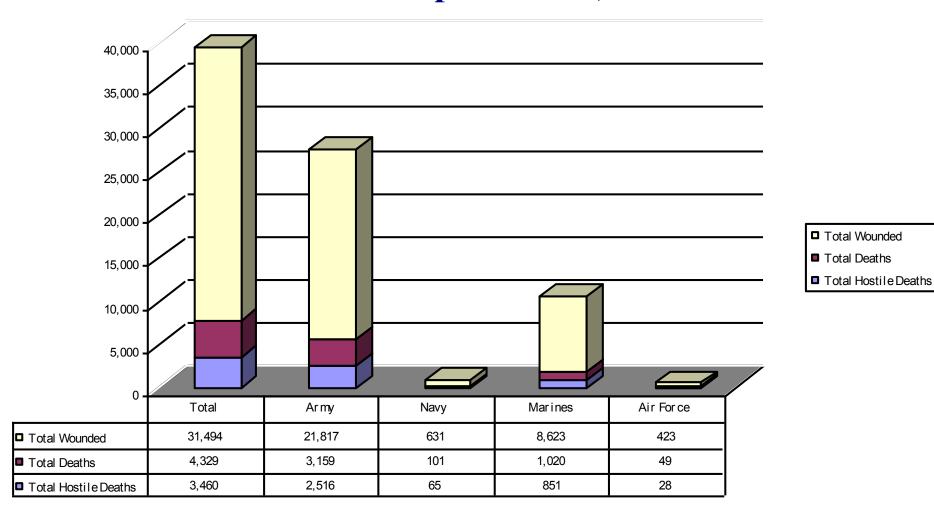


## Civilian Deaths January 2006 – May 2009



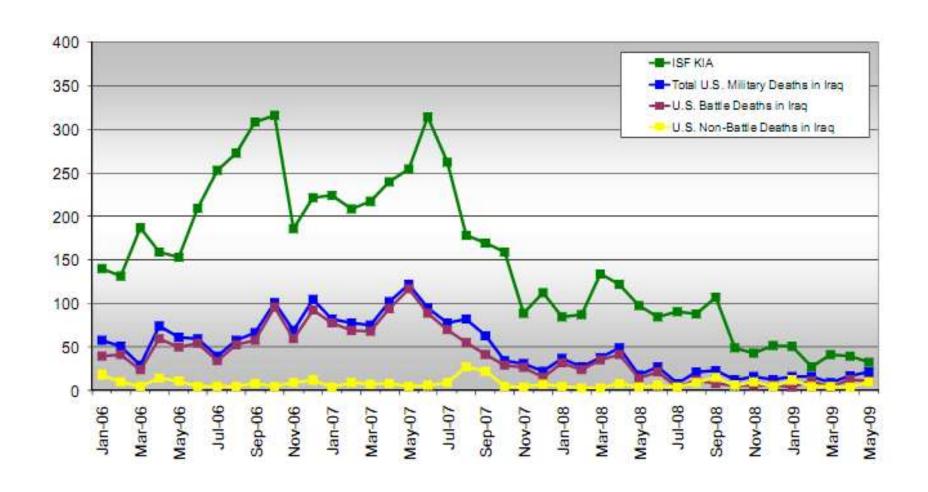


## US Deaths and Casualties in Iraq As of September 5, 2009



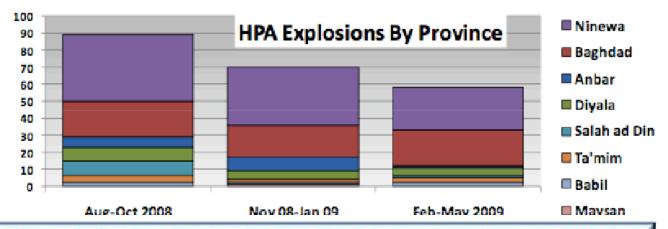


## ISF and U.S. Military Deaths in Iraq January 2006 – May 2009

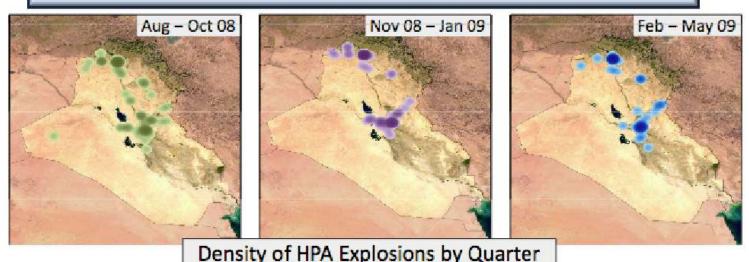




## Shifting Regional Patterns of High Profile Attacks: August 2008-May 2009



Although high profile attacks (HPA) have decreased, they are still lethal and concentrated around Mosul & Baghdad.



Sources: SIGACTS (CF reports) and TF Troy database as of 02-May-09

Source: DoD News Briefing, May 8, 2009, 1:00 PM, (090508-D-6570C-001)

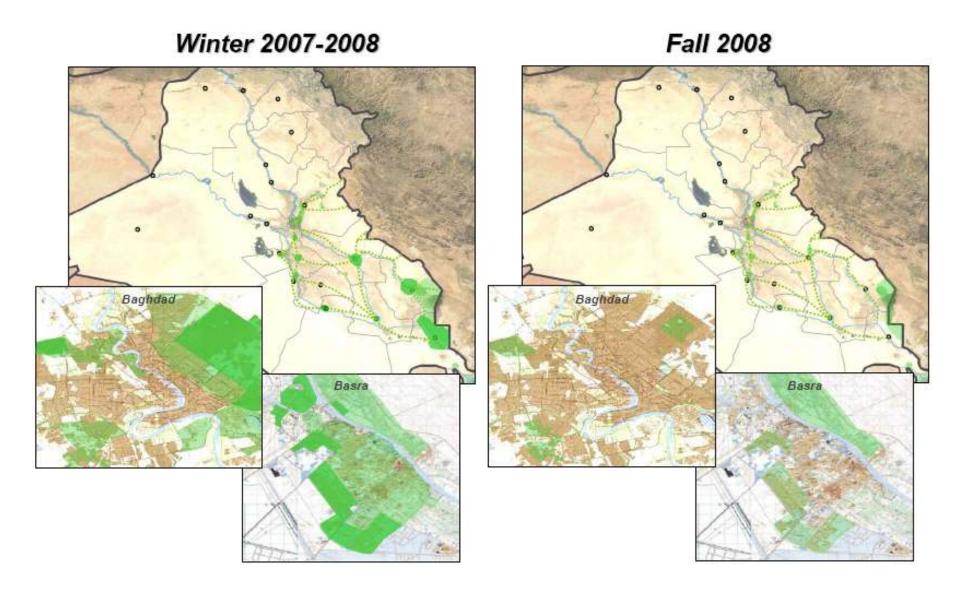


## Shi'ite vs. Shi'ite

More likely to be a political than a violent power struggle, but Sadrists and splinter groups still a problem.



## Key Areas of Shi'ite Extremist Activity: Winter 2007 vs. Fall 2008





### Shi'ite vs. Shi'ite

- Deep and growing divisions in former Shi'ite coalition. Maliki rising above Dawa, competing with SIIC. Smaller national parties face serious competition; struggle to survive.
- Sadr movement has fragmented, but the end result is independent elements of the Mahdi Army and hard-line splinter groups.
- •Still see Iranian help in arms and training.
- Questions about influence of Sistani and senior clergy, what happens after Sistani dies.
- Are significant numbers of secular and quietist Shi'ites.
- Most likely case is a Shi'ite victory, perhaps in coalition with non-Shi'ite or secular groups.
- Election campaign will set the stage for defining who really has power, but the winning coalition and not the winning candidates are likely to shape the result.



## Sunni vs. Sunni

Fragmentation of both supporters and opponents of the political process



## Sunni vs. Sunni

- Significant numbers of secular Arab nationalists.
- At this point, still jockeying to establish real Sunni political parties, and influence/control at the local and provincial level.
- Syria still plays a serious spoiler role -- supporting neo-Ba'athists and tolerating AQI.
  - Islamic State of Iraq/Al Qa'ida in Iraq still have operating areas in Ninewa and Mosul, and operate in Diyala. Will be able to paly a major spoilewr role for some years to come.
  - Proto-Ba'athist groups like Jaysh Rijal Tariq Al Naqshabandi emerging as more serious threat.
- No unifying clergy or clear leader.
- SOIs, tribal groups, secular leaders, Islamic leaders fragmented and inexperienced. Limit ability to create an active structure of fragmentation and divison.
- •Much depends on coming election; sharing of power, oil wealth, and positions in government and ISF.



# Economic, Budget, and Unemployment Pressures

Losing/Finding the "Glue" That Can Hold Iraq
Together



## Weekly Oil Price July 2007 – June 2006



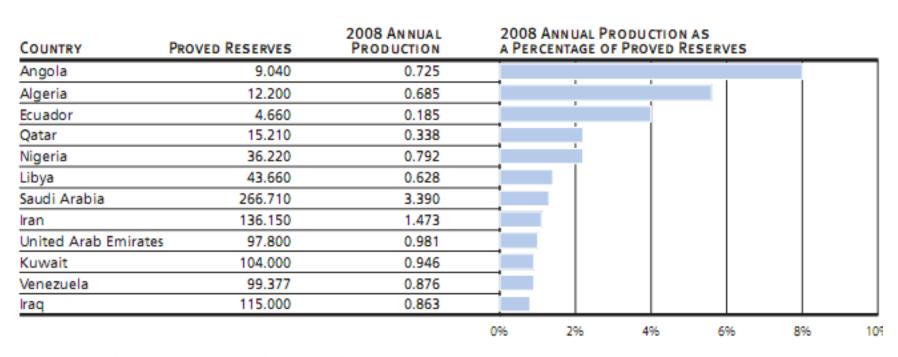
Note: Values reflect the average weekly price of Kirkuk crude oil.

Source: U.S. Energy Information Administration, "World Crude Oil Prices: OPEC Average," 6/30/2209, www.eia.doe.gov, accessed 7/15/2009.



## **OPEC Country Proved Reserves vs. Production**

#### **Billion Barrels**



Note: Numbers affected by rounding. Proved reserves as of 1/1/2009.

Source: EIA, "World Proved Reserves of Oil and Natural Gas, Most Recent Estimates," http://www.eia.doe.gov/emeu/international/reserves.html, accessed 5/7/2009. EIA cites the source of this data as PennWell Corporation, Oil & Gas Journal, Vol. 106.48 (12/22/2008).



## Iraqi Budget, Projects and Employment Data

U.S. ONGOING AND COMPLETED 2009 TRAQI PROVINCIAL BUDGET (\$ MILLIONS) PROJECT COSTS (\$ MILLIONS) EMPLOYMENT DATA OPERATIONAL CAPITAL RECONSTRUCTION AS % OF TOTAL CERP ESF IRRE ISFF BUDGET BUDGET TOTAL UNEMPLOYMENT UNDEREMPLOYMENT 136.3 11.9 21.1 95.4 7.9 21.6% 23.2% 5.067.7 1.952.0 28% 507.3 80.1 36.1 348.2 42.9 14.5% 18.1% 221.4 11.8 30.4 163.2 16.0 16.0% 21.1% 17.6 235.6 93% 204.4 21.0 442.9 360.1 1.028.4 20.9% 35.7% 12.6 99.4 89% 173.3 110.7 648.0 115.2 1.047.1 15.7% 26.0% 41.5 97.2 70% 234.6 92.9 403.6 107.0 838.1 21.9% 27.1% 17.8 112.4 86% 1,857.6 423.1 80.6 514.8 839.1 17.4% 33.3% 19.8 103.7 84% 210.7 13.4 454.7 246.3 925.3 19.0% 31.9% 6,644.9 47.3 551.1 92% 1,088.7 756.4 3,193.1 1,606.7 14.5% 27.3% 15.9 90.8 85% 66.9 26.6 298.2 58.8 450.5 13.6% 51.4% 420.3 18.8 134.0 88% 174.2 32.6 193.0 20.5 15.9% 40.9% 86.4 68% 259.4 27.3% 40.5 76.0 13.2 138.6 31.6 15.9% 73.5 77.8 51% 52.7 16.3 83.7 1.0 153.8 19.1% 31.1% 14.5 92.9 87% 42.5 27.3 263.7 12.0 181.9 18.6% 21.1% 13.4 56.2 81% 24.6 12.4 256.5 2.6 296.1 30.5% 33.5% 873.5 43.9 142.6 76% 43.9 33.1 734.3 62.2 36.5% 25.8% 15.9 80.0 83% 27.0 24.4 169.1 37.0 257.5 17.3% 32.9% 16.5 92% 255.8 1,585.5 2.099.0 201.0 107.1 150.7 18.8% 21.5%

#### Sources

Population—U.S. Embassy-Baghdad, response to SIGIR data call, 3/29/2009.

Sect—U. S. Embassy-Baghdad, response to SIGIR data call, 3/29/2009, 7/6/2009, 7/16/2009.

IDPs—U.S. Embassy-Baghdad, response to SIGIR data call, 7/6/2009; IOM, "February 22, 2009: Three Years of Post-Samarra Displacement in Iraq," 2/2009.

Security Incidents—MNF-I, response to SIGIR data call, 10/6/2008; CENTCOM, response to SIGIR data call, 7/2/2009.

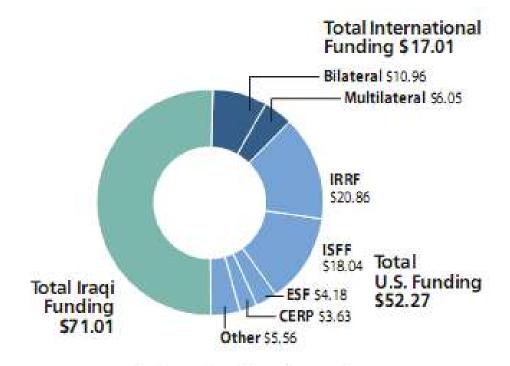
2009 Provincial Budgets-Treasury, response to SIGIR data call, 7/2/2009.

U.S. Project Costs—IRMS, Global Benchmark, 7/4/2009.

Employment Data—NEA-I, response to SIGIR data call, 7/2/2009.



## Funding Sources \$ Billions, Total \$140.29



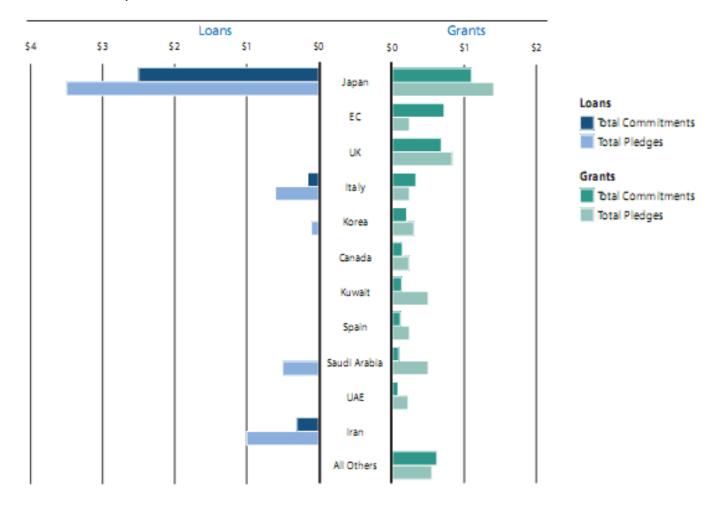
Note: Data not audited. Numbers affected by rounding.

Sources: Treasury, response to SIGIR data call, 7/2/2009; NEA-I, response to SIGIR data call, 7/2/2009; U.S. Embassy-Baghdad, responses to SIGIR data call, 7/6/2009 and 7/16/2009; GRD, response to SIGIR data call, 7/4/2009; ITAO, Essential Indicators Report, 5/14/2009; OSD, responses to SIGIR data call, 7/2/2009 and 7/13/2009; SIGIR, Quarterly and Semiannual Reports to the United States Congress, 3/2004–4/2009.



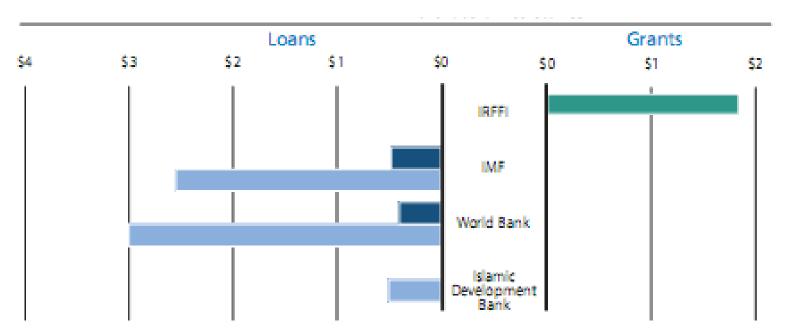
## International Grants and Loans, Pledged vs. Committed, by Donor

**\$US Billions - Bilateral Assistance** 





## **Multilateral Assistance**

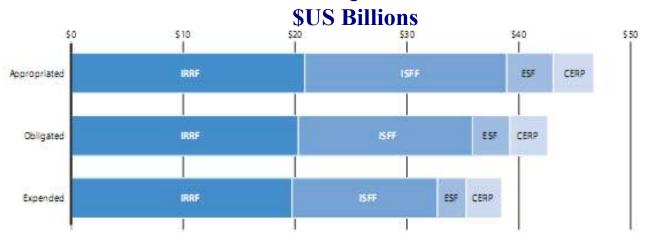


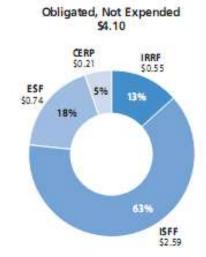
Note: Bilateral commitments exclude IRFFI deposits. The European Commission (EC) remains the largest IRFFI contributor, with deposits totaling \$772 million, or 42% of total IRFFI deposits.

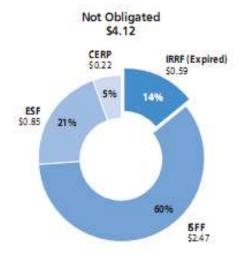
Source: NEA-I, response to SIGIR data call, 7/2/2009.



## **Status of Major US Funds**







Note: Data not audited. Numbers affected by rounding.

Sources: U.S. Embassy-Baghdad, responses to SiGIR data call, 7/6/2009 and 7/16/2009; GRD, responses to SiGIR data call, 7/4/2009 and 7/18/2009; iTAO, Essential Indicators Report, 5/14/2009; MNC-I, Quarterly Report, 4/7/2009 and 7/4/2009; OSD, responses to SiGIR data call, 7/2/2009 and 7/13/2009.



## Status of Major US Funds **SUS Billions**

FIGURE 2.4

#### QUARTERLY OBLIGATION AND EXPENDITURE RATES OF MAJOR U.S. FUNDS

% of Available Funds Obligated and Expended



Note: Numbers affected by rounding. Obligation Rate is the ratio of funds obligated during the quarter to the total funds available (appropriations less expired funds) as of the start of the quarter. Expenditure Rate is the ratio of funds expended during the quarter to the total funds available as of the start of the quarter.

Source: U.S. Embassy-Baghdad, responses to SIGIR data call, 7/6/2009 and 7/16/2009; GRD, responses to SIGIR data call, 7/4/2009 and 7/18/2009, ITAO, Essential Indicators Report, 5/14/2009; MNC-I, Quarterly Reports, 4/7/2009 and 7/4/2009; OSD, responses to SIGIR data call, 7/2/2009 and 7/13/2009; SIGIR, Quarterly and Semiannual Reports to the United States Congress, 3/2004–4/2009.



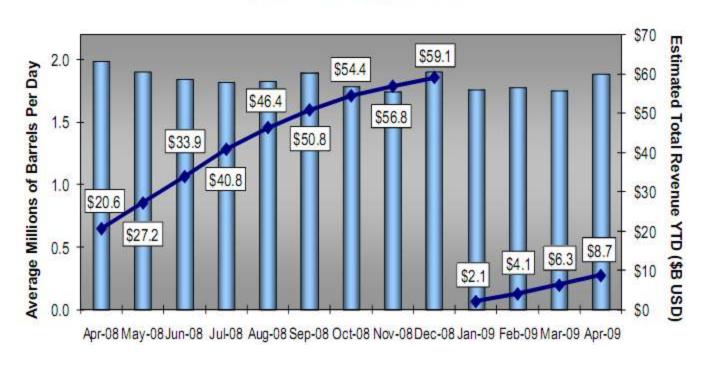
## **Key Tests of Progress and Unity**

- Quality, integrity, and equity of government services: education, medical services, water, electricity.
- Sharing of state budget and oil wealth by region, sect, ethnicity.
- •Volume of oil revenues, development of petroleum sector.
- •Agricultural reform.
- •Reform of state industries sector and employment.
- Employment and income distribution; who gets govewrnment jobs and key appointments.
- Limits to excessive corruption and power brokers.



## Average Daily Oil Export and Cumulative Revenue April 2008 –April 2009

### Average Daily Oil Export and Cumulative Revenue April 2008 – April 2009

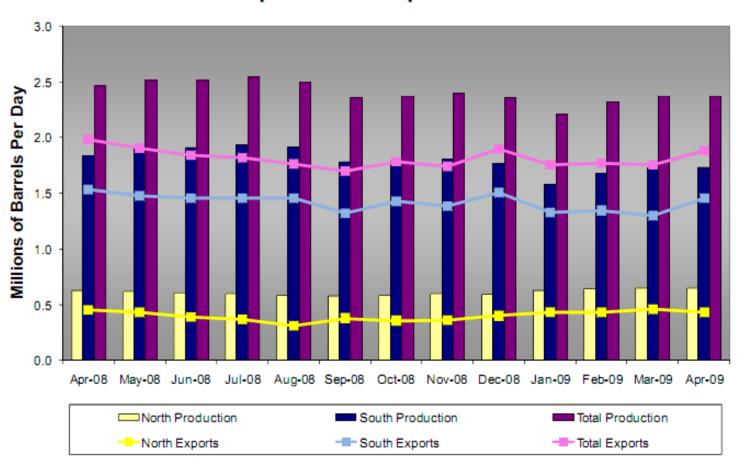


**Past Oil Revenues: 2007 = \$41.0 billion, 2008 = \$61.9 billion** 



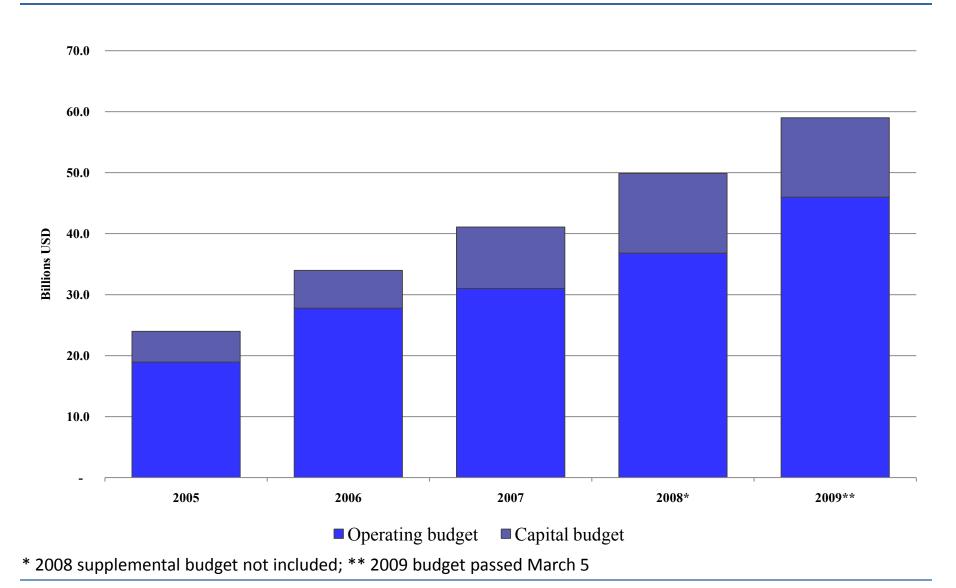
## Iraq's Oil Sector: Production By Region: April 08-April 09

Oil Production and Export April 2008 – April 2009





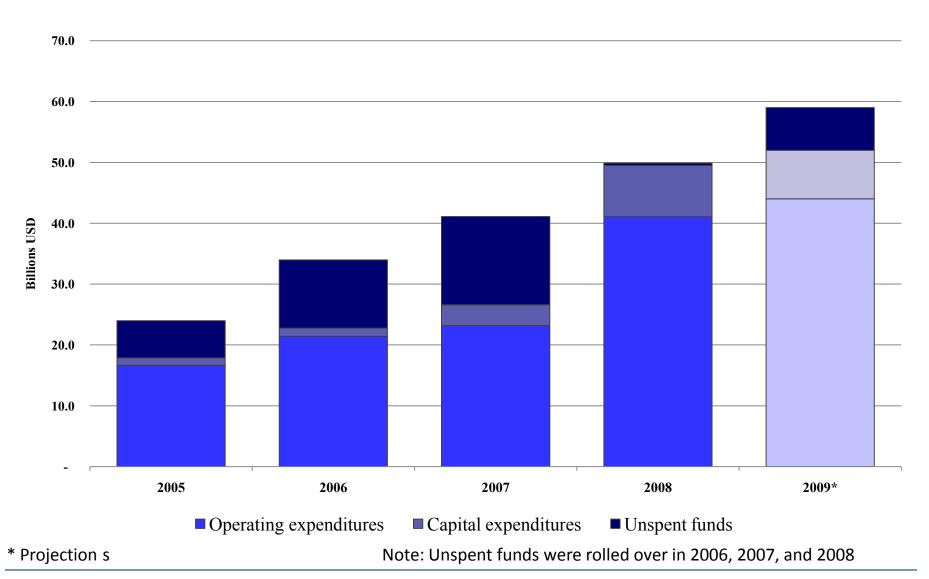
## GOI Budgets: 2005 - 2009



Source: Iraqi Ministry of Finance



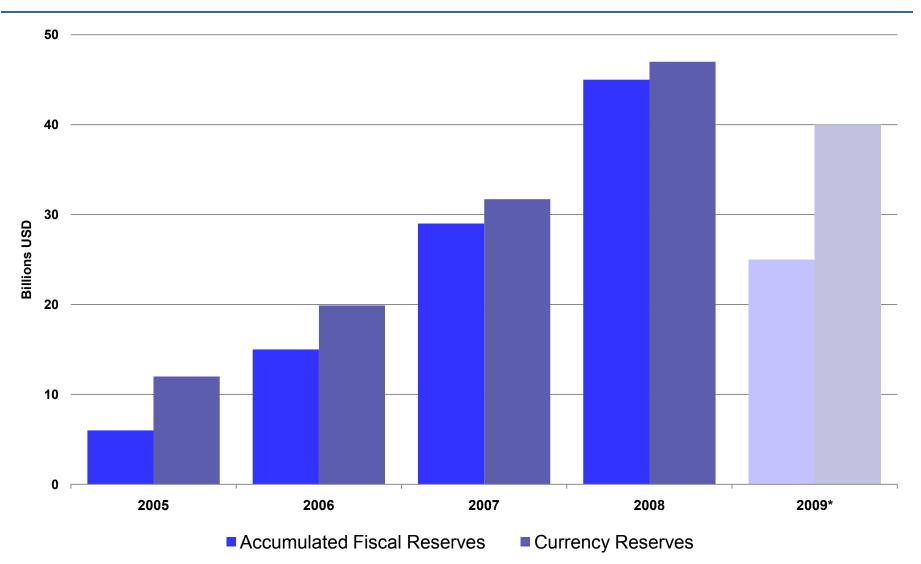
## GOI Spending: 2005 - 2009



Source: Iraqi Ministry of Finance



## **GOI** Fiscal and Monetary Reserves



Note: Currency reserves are legally unavailable for government expenditures

Source: Iraqi Ministry of Finance



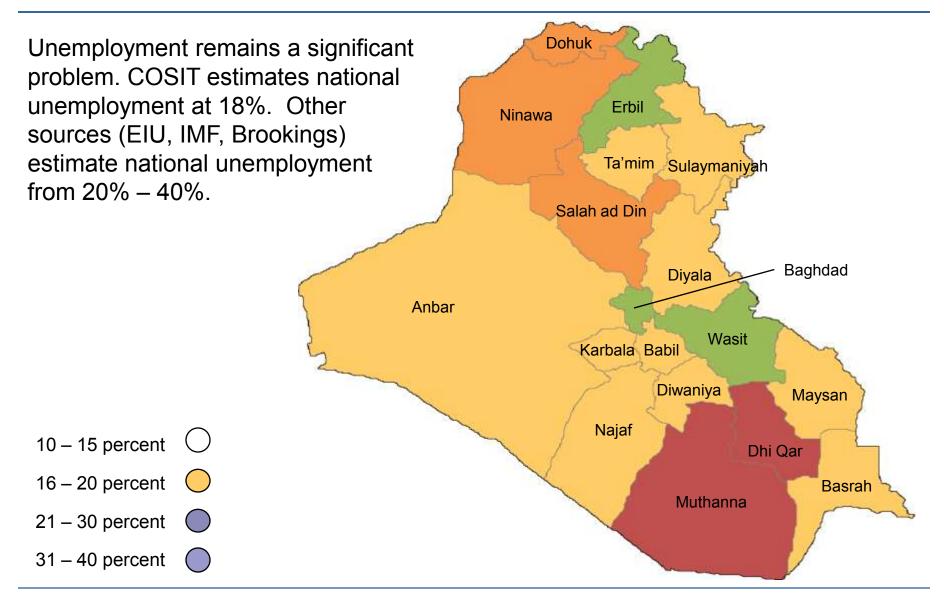
## CSIS | CENTER FOR STRATEGIC 6 INTERNATIONAL STUDIES | Ministry Performance Trends: 2006-2008

Status 2008

		<del></del>			1		ı	T		,	4 point	t scale
Ministry	Overall Trend	Output Sustainment	Long-term Plans and Processes	Financial Systems	Anti- Corruption	Civil Service	Use of Technology	Information Management System	Customer Outreach	Effective Use of Resources	Leader- ship	Capacity Develop.
Agriculture	$\uparrow$	$\longleftrightarrow$	$\uparrow$	$\uparrow$	$\uparrow$	$\longleftrightarrow$	$\longleftrightarrow$	$\uparrow$	$\uparrow$	$\uparrow$	2.50	2.00
Education	$\longleftrightarrow$	$\longleftrightarrow$	$\downarrow$	<b>↑</b>	<b>↑</b>	$\downarrow$	$\longleftrightarrow$	$\longleftrightarrow$	$\uparrow$	$\longleftrightarrow$	1.70	2.00
Electricity	$\uparrow$	$\leftarrow$	$\leftarrow$	<b>↑</b>	<b>↑</b>	$\downarrow$	<b>1</b>	<b>↑</b>	<b>↑</b>	<b>↑</b>	2.33	2.67
Environment	$\uparrow$	<b>↑</b>	$\leftrightarrow$	<b>↑</b>	<b>↑</b>	$\longleftrightarrow$	<b>↑</b>	$\longleftrightarrow$	No Data	$\downarrow$	2.00	1.50
Finance	$\longleftrightarrow$	$\longleftrightarrow$	$\leftrightarrow$	$\longleftrightarrow$	<b>↑</b>	$\downarrow$	$\longleftrightarrow$	<b>↑</b>	$\rightarrow$	<b>↑</b>	2.00	1.83
Health	<b>↑</b>	$\rightarrow$	$\leftarrow$	$\longleftrightarrow$	$\longleftrightarrow$	<b>↑</b>	<b>\</b>	<b>↑</b>	<b>↑</b>	<b>↑</b>	2.75	2.17
Justice	$\rightarrow$	$\longleftrightarrow$	$\leftarrow$	<b></b>	<b>←</b>	<b>\</b>	$\longleftrightarrow$	$\longleftrightarrow$	$\longleftrightarrow$	<b>\</b>	2.25	2.67
Municipalities & Public Works	<b>↑</b>	$\longleftrightarrow$	<b>→</b>	<b>↑</b>	<b>↑</b>	$\longleftrightarrow$	<b>\</b>	<b>↑</b>	<b>↑</b>	<b>↑</b>	2.00	2.00
Oil	$\longleftrightarrow$	$\longleftrightarrow$	$\leftrightarrow$	<b>↑</b>	$\longleftrightarrow$	$\longleftrightarrow$	<b>\</b>	<b>↑</b>	<b>↑</b>	$\longleftrightarrow$	2.00	2.00
Planning	<b>↑</b>	<b>↑</b>	<b>→</b>	<b>↑</b>	<b>↑</b>	<b>↑</b>	<b>↑</b>	<b>↑</b>	<b>↑</b>	<b>↑</b>	3.75	3.00
Trade	$\uparrow$	<b>^</b>	$\uparrow$	$\uparrow$	<b>↑</b>	$\uparrow$	$\longleftrightarrow$	$\longleftrightarrow$	$\uparrow$	$\longleftrightarrow$	2.50	2.00
Water Resources	$\leftrightarrow$	$\leftrightarrow$	$\leftrightarrow$	$\longleftrightarrow$		$\uparrow$	$\uparrow$	$\longleftrightarrow$	$\uparrow$	$\leftrightarrow$	2.75	1.83
Displacement & Migration	$\uparrow$	<b>↑</b>	<b>↑</b>	<b>↑</b>	<b>↑</b>	<b>↑</b>	$\longleftrightarrow$	No Data	No Data	<b>↑</b>	2.75	1.83
Transportation	N/A	Review of Ministry of Transportation conducted only in 2008									2.00	1.00



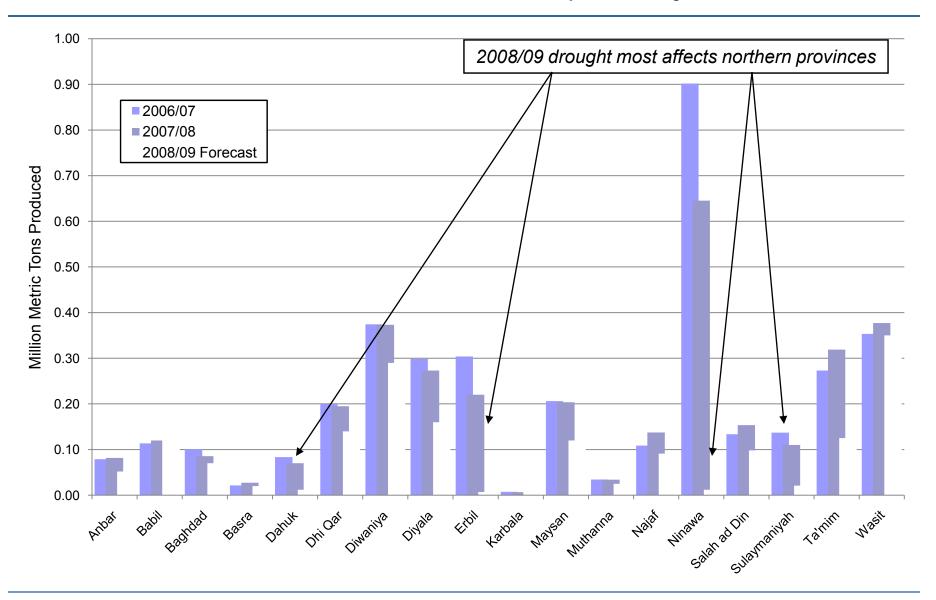
## Unemployment



Source: COSIT unemployment survey, 2008

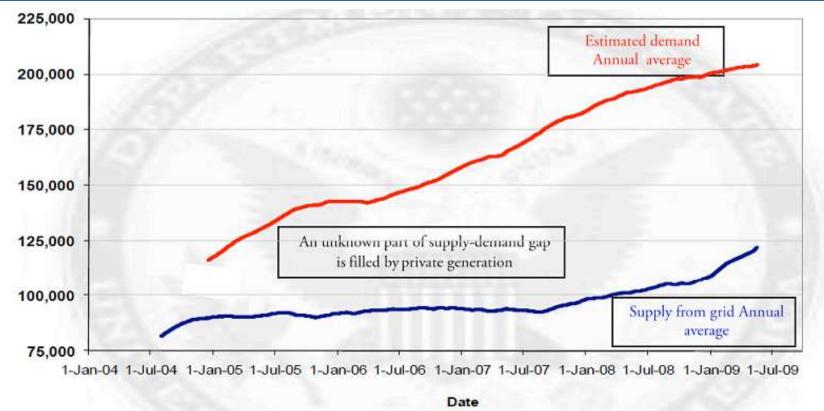


## Combined Wheat/Barley Production





## Government Services: Electricity: 04 to 09



- More than 800 MW of new "feasible" (potentially available) generating capacity have been added to the
  grid since the beginning of the year. Additions during the current month have been the KRG's
  Chamchamal project (400 MW) and two diesel units added by the national Ministry of Electricity
  (34MW),
- May 17-23, electricity supply from the grid was 47% above the year-earlier period and met 67% of
  estimated demand compared with 50% for the year-earlier period.

Source: NEA-IPOG-DL@state.gov