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## COALITION PROVISIONAL AUTHORITY

BAGHDAD

INFO MEMO

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FOR: THE GOVERNING COUNCIL

FROM: THE ADMINISTRATOR, Coalition Provisional Authority

SUBJECT: Relationship between the GC, CPA, and the Ministries

This paper lays out the relationship between the Governing Council, the Coalition Provisional Authority, and the ministries. It explains how policy is initiated, how it is implemented, and who is accountable to whom during this interim period before elections are held under a new constitution. The relationship between the GC, CPA, and ministries has two distinct phases: that before interim ministers are appointed and that after interim ministers are appointed.

Before the GC Names Ministers

In the period before interim ministers are appointed, the senior-most individual in each ministry is the coalition advisor. Ministry staffs are directly accountable to this person, who in turn is accountable to the Administrator of the CPA.

During this time, policy can be initiated in a number of ways:

- 1) *By the CPA.* The coalition has committed not to make any major policy initiatives without consulting the GC. It therefore will present the GC with briefings and policy papers and either request GC endorsement of the proposal or identify key areas for decision by the GC. Where appropriate, the CPA and GC will discuss – through subcommittees or designated individuals – the joint announcement of policy initiatives.
- 2) *By the GC.* The GC may also initiate policy during this time. It can:
  - Propose its own policy initiatives in papers addressed to the Administrator;
  - Request CPA to work with established GC committees to develop joint policies to meet objectives identified by the GC;

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- Ask CPA to provide it with a briefing or strategic plan for dealing with any challenge facing Iraq.
- 3) *From within the Ministries.* Routine ministry business will continue to be handled at the ministerial level. New policies that change the course of a ministry's work in a substantive way will be handled through one of the above channels.

All policy during this period is implemented by the ministries under the supervision of the CPA, in consultation with the GC. In addition to consulting with the GC on major policy issues, the CPA will be responsive to other requests from the GC. The GC has the right to initiate a review of policy or to propose alternative policies at any time.

Once GC-Identified Interim Ministers are in Place

Once interim ministers are appointed, the balance in the ministry will shift. These interim ministers will be the most senior officials in the ministries; coalition advisors will provide counsel to the interim ministers. Interim minister and coalition advisors will be required to consult closely on all major policy or budgetary initiatives.

The interim ministers will be held directly accountable to the GC, which will serve as a collective executive body for these purposes. The GC may choose to hold the interim ministers accountable in either or both of the following ways:

- Calling for periodic testimony (in writing or in person) of the interim minister to the entire GC body;
- Requiring regular interaction between ministry officials and relevant GC-appointed committees or commissions.

During this time, policies can be initiated by either the CPA or the GC. Close coordination between the GC and CP – and between interim ministers and coalition advisors – will be required before any major initiatives can be launched.

Policy initiatives will be implemented by the ministries under the supervision of the GC, to which they are accountable. The CPA will also monitor the implementation of the policies by the ministries through its coalition advisors, who report to the CPA Administrator. The CPA will be responsive to requests from the GC or interim ministers for assistance in implementing policy.

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