

Andy Bearpark, Director of Operations and Infrastructure, CPA, June 2003-July 2004

I was asked by DFID in mid May 2003 if I would move to Iraq (I was in Kosovo at the time) to replace Tim Cross as Deputy Administrator. It was unclear if this had been agreed by Ambassador Bremer. Communications with Baghdad were very difficult so I flew to Bhasra in late May with the Prime Minister to meet Ambassador Bremer. He said that he had taken no decision on Deputies – there were political issues he preferred not to address – but he asked if I would go out as some sort of Chief Operating Officer. I agreed and took up the post in mid June with the title of Director of Operations. After a few days this was amended to Director of Operations and Infrastructure.

DFID prepared detailed TORs but these were not agreed, or I suspect even seen, by Ambassador Bremer and the Secretary of State instructed me to the effect that I should simply get there as quickly as possible and see what could be done.

Within DFID I reported to Jim Drummond, but it was agreed that I was seconded to CPA and should owe my allegiance to that organization. This particular point did register with and was very much welcomed by Ambassador Bremer. In Baghdad I reported initially to Ambassador Bremer. During the period November 2003 to March 2004 a number of retired US Generals were sent out with the title Chief Operating Officer. Ambassador Bremer explained that I would technically report to them, but that in practice I should report to him. The issue turned out to be irrelevant as none of them stayed long enough to have any discernible impact on either my or CPA's activities.

DFID provided me with a staff of two. The Danish Government and USAID each provided one. There may well have been others. The US military provided me with a staff of several hundred. The issue of financial resources is much more complex. The CPA had no budget but was funded either through secondments such as my own, or in terms of "life support" through a US DOD "Logcap" contract. What might be thought of as "project resources" were controlled in a rather opaque fashion. I was a member of the CPA Program Review Board and as such had some sort of influence over both Development Fund for Iraq monies and US appropriated funds. For a brief period of time I also had responsibility for the US\$18.4 billion supplemental.

My salary was paid by DFID

P A Bearpark

25 June 2010