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FACSIMILE COVER SHEET

FROM: Secretary Rumsfeld
TELEPHONE #: [REDACTED]
TO: Secretary Evans
TELEPHONE #: [REDACTED]
PAGES (Including Cover Sheet): 10

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(UNCLASSIFIED OFFICIAL)



THE SECRETARY OF DEFENSE
WASHINGTON

SEP 22 2003

The Honorable Donald L. Evans
Secretary of Commerce
14th and Constitution Avenue, NW
Room 5852
Washington, DC 20230

Dear Don,

I recently returned from Iraq and Afghanistan, where I met with the Coalition military forces and the Coalition Provisional Authority (CPA) in Iraq. The CPA is staffed by professionals from many of your Departments and is working with Coalition forces and the Iraqi Governing Council to improve conditions and pave the way for a transition to Iraqi self-government.

They have made solid progress in Iraq: 23 million Iraqis have been liberated. Hospitals, universities and secondary schools are open. Crime is down, and more than 56,000 Iraqis have been trained and are engaged in security—police, army, border patrol, site protection and the like. Some 5,000 small businesses have opened since liberation. The Iraqi Central Bank has been put in place and a new currency introduced in just a few months—something that took years to achieve in post-war Germany. Roads and bridges have been restored, and rail lines are running. Iraq has returned to the world oil market.

This progress is due to the work of a great many, including some of your staff members serving in the CPA in Iraq. Unfortunately, the American people don't know much about the progress being made—because the media has focused on the difficulty and challenges, not the successes.

This letter is to encourage you to consider visiting Iraq and also Afghanistan in the period ahead. By bringing along your press corps, you could help shine a spotlight on the progress being made in your areas. Enclosed is a paper with some initial thoughts on a program for your visit. The Defense Department would be pleased to work with your staff to develop a program that would make the best use of your time.

Sincerely,

A large, stylized handwritten signature, possibly the letter 'D', written in black ink.

Enclosure



U.S. CABINET SECRETARY VISITS TO IRAQ

PROBLEM: Media is not covering stories of progress taking place in Iraq.

OBJECTIVE: Overcome resistance to cover news stories on progress in areas like police, education, health, finance, commerce, transportation, agriculture, local governance, and energy.

TACTIC: Ask cabinet secretaries to travel to Baghdad to shine a spotlight on the progress is being made in their areas—taking along their respective press corps, who may be less jaded, and more open to good news, than those who regularly cover Iraq.

JUSTICE

MESSAGE: Crime is down in Baghdad and other cities. Regime let loose tens of thousands of criminals before it fell—but Iraqis are stepping forward to help deal with criminals and provide security. More than 30,000 Iraqi police trained, armed and are conducting joint patrols with Coalition forces. Iraqi courts are operating again, trying common criminals. Coalition is helping Iraqis establish a fair, impartial and independent judiciary—and a system by which to try war criminals.

EVENTS:

- Watch a police training session/attend graduation of new police officers.
- Go on a joint patrol (in a permissive neighborhood) with Iraqi police.
- Meet with Iraqi judges, removed by Saddam, who have been restored to Iraqi Supreme Court.
- Meet with Iraqi Justice Minister and Iraqi Governing Council to discuss security, progress in establishment of independent judiciary, creation of courts to try former officials.
- Visit prisons where thousands of criminals were released before regime fell.
- Visit with Justice Department staff detailed to CPA, and CPA Senior Advisor Judge Donald F. Campbell.

PRESS CORPS INVITED: Justice/legal correspondents of major news organizations

HEALTH & HUMAN SERVICES

MESSAGE: Thanks to Coalition, no health or humanitarian crisis in Iraq. Virtually all the major hospitals and clinics have been re-opened. Hospitals no longer being

used by regime as arms caches. National immunization program for children an enormous success: 22.3 million doses of measles, tuberculosis, hepatitis B, diphtheria, whooping cough, tetanus, and polio vaccines have been provided—enough to vaccinate 4.2 million children.

EVENTS:

- Visit Iraqi hospitals clinics that are now open for business.
- Tour a hospital that had been used by Fedayeen death squads as an armory/hideout, hear testimony from doctors about conditions in hospitals under Saddam.
- Bring planeload of medical supplies—deliver to Iraqi hospitals.
- Attend a National Immunization Day event (Oct 22., Nov.22, Dec. 22).
- Meet with Iraqi Health Minister and Iraqi Governing Council to discuss progress in health and humanitarian efforts.

PRESS CORPS INVITED: Health correspondents for major news organizations.

EDUCATION

MESSAGE: Universities are open. Thousands of secondary schools have been rebuilt and supplied. A \$53 million program to rehabilitate schools is underway. Schools no longer being used by regime as arms caches. Students are back in the classroom—learning reading, writing and arithmetic instead of regime propaganda. Five million revised math and science textbooks have been prepared for the start of the school year. 1.2 million kits for secondary school students, and 4,000 kits for their schools (including desks, chairs, blackboards and bookshelves) are being delivered in Iraq.

EVENTS:

- Visit secondary schools rebuilt by Coalition.
- Deliver planeload of school supplies for Iraqi schools.
- Tour schools that had been used by regime death squads as an armory/hideout.
- Bring “Teacher of the Year” to teach a class on civics.
- Visit Dept. of Education staff in Baghdad.
- Visit Baghdad University—address student body.
- Meet with Iraqi Education Minister and Iraqi Governing Council to discuss education reform, other issues in rebuilding Iraqi education system.
- Sign a letter or MOU on cooperation in education reform.

PRESS CORPS INVITED: Education reporters for major news organizations.

ENERGY

MESSAGE: Iraq has returned to the world oil market. The international effort to restore power is succeeding despite challenges. Highlight degradation caused by three decades of neglect under Saddam Hussein. Power no longer being used as a political tool, provided to supporters of the regime and denied to areas opposed to regime.

EVENTS:

- Visit power plants in north and south where power has been restored.
- Meet with communities that were disadvantaged when Saddam Hussein diverted power to Baghdad—and are now getting power at regular intervals for the first time.
- Visit refineries where oil is being exported.
- Visit oil refinery that was wired for detonation but saved from destruction by Coalition forces.
- Meet with Iraqi Oil Minister and Iraqi Governing Council to discuss progress in oil production/export.
- Visit with staff detailed to CPA

PRESS CORPS INVITED: Energy correspondents for major news organizations.

TREASURY

MESSAGE: The Iraqi Central Bank has been stood up and made independent, and new currency introduced in a matter of months—something that took years in post-war Germany. The dinar has maintained its value against the dollar, preserving the dinar-dominated savings of Iraqi citizens. Commercial banks are open in Baghdad, and the Coalition is working to open banks across the country. Millions of dollars stolen from the Iraqi people by the former regime have been recovered. A new Iraqi economy is being built on the principles of market economics, respect for the rule of law, and transparency. Iraq needs debt forgiveness for debts accumulated by former regime.

EVENTS:

- Visit Rasheed Street in Baghdad, considered the Iraqi "Wall Street."
- Meet with leaders of the independent central bank.
- Meet with Iraqi businessmen and entrepreneurs.
- Meet with Iraqi Finance Minister and Iraqi Governing Council to discuss progress in finance policy and need for international debt relief.
- Meet with Treasury staff working for CPA.

PRESS CORPS INVITED: Business/Finance correspondents for major news organizations.

COMMERCE

MESSAGE: More than 5,000 small businesses have opened since liberation. CPA and Iraq's two major banks accepting applications for small business loans. Port of Umm Qasr is open and functioning, and customs and port authority agents are being trained. Enormous potential exists for trade, tourism and commerce.

EVENTS:

- Visit with Iraqi small business owners.
- Meet with Iraqi Trade Minister and Iraqi Governing Council to discuss way ahead in trade, tourism and commerce.
- Visit port at Uum Qasr.
- Announce initiative to promote trade and foreign investment.
- Visit biblical sites, like ancient Babylon, to highlight potential for tourism.
- Visit with staff, if any, detailed to CPA.

PRESS CORPS INVITED: Business correspondents for major news organizations.

TRANSPORTATION

MESSAGE: Roads and bridges have been rebuilt, and rail service restored. Bridges roads and rail lines were saved from destruction by Coalition forces. Baghdad Airport has been refurbished and being prepared for restoration of air service and the CPA has invited commercial airlines to submit applications to provide commercial air service to Baghdad.

EVENTS:

- See bridges, roads and rail lines rebuilt by Coalition, and those that were wired for destruction by the regime—and saved by Coalition forces.
- Tour refurbished terminal at Baghdad International Airport and Basra Airport.
- Bring airline executives to discuss resumption of commercial air service.
- Meet with Iraqi Transportation Minister and Iraqi Governing Council to discuss progress and plans to restore air service in Baghdad.

PRESS CORPS INVITED: Transportation correspondents for major news organizations.

AGRICULTURE

MESSAGE: Coalition has hired thousands of Iraqis to restore irrigation canals to provide water to Iraq's 600,000 farmers. Coalition has purchased the upcoming wheat and barley crops, helping to meet the country's food needs while supporting farmers. Iraq has great agricultural potential—water, irrigation canals, and vast wheat and barley fields. Coalition is working to help Iraq achieve its agricultural potential.

EVENTS:

- Visit with Iraqi farmers in north and south.
- Tour dams that were wired for destruction by regime, but saved by Coalition forces.
- Visit projects to restore of irrigation canals.
- Meet with Iraqi Agriculture Minister and Iraqi Governing Council to discuss Coalition efforts to help Iraqi farmers.
- Announce initiative to help Iraqi farmers.

PRESS CORPS INVITED: Agriculture correspondents for major news organizations.

HOUSING AND URBAN DEVELOPMENT

MESSAGE: The Coalition has made great strides in improving the lives of Iraq's urban communities—rebuilding housing, restoring city services. Municipal councils, made up of local Iraqi leaders, are operating in all major Iraqi cities and most Iraqi towns and dealing with local matters. For the first time in decades, all of Baghdad has garbage collection service—not just communities where Saddam Hussein loyalists live.

EVENTS:

- Tour Baghdad, visit sites where Coalition has repaired housing, restored garbage collection—highlighting urban progress taking place.
- Meet with mayors and city councils in Iraqi cities.
- Meet with Iraqi Minister of Housing and Construction, Minister of Municipalities and Public Works and Iraqi Governing Council.

PRESS CORPS INVITED: Housing/urban affairs correspondents for major news organizations.

LABOR

MESSAGE: Coalition reconstruction efforts have created jobs for thousands of Iraqis. Good jobs are no longer reserved for Ba'ath party loyalists. The Coalition has required contractors to use local business and hire Iraqi workers. Salaries are being paid to teachers; healthcare workers, soldiers, police, and other public sector employees who have returned to work. Many are receiving better pay than they were under the former regime.

EVENTS:

- Visit reconstruction projects where Iraqi workers are being employed.
- Meet with U.S. contractors in Iraq to highlight policy of hiring Iraqi workers.
- Meet with Iraqi Minister of Labor and Iraqi Governing Council to discuss reform in Iraq's labor laws and plans to provide Iraqis with training and employment services.

PRESS CORPS INVITED: Labor correspondents for major news organizations.

VETERANS AFFAIRS

MESSAGE: Coalition is paying the salaries of demobilized Iraqi soldiers, treating Iraqi veterans with respect. Coalition forces are searching for Capt. Scott Speicher and working to locate allied POWs from 1991 Gulf War.

EVENTS:

- Meet with Iraq Survey Group for update on POW search.
- Briefing on payments to demobilized Iraqi soldiers
- Meet with troops—thank them for their service, tell them their country will be there for them when they retire.

PRESS CORPS INVITED: VA correspondents for major news organizations.

HOMELAND SECURITY

MESSAGE: Coalition is dealing with terrorists in Iraq today, so we do not have to face them tomorrow on our streets and in our cities. CPA is training Iraqi Border Patrol and Customs Service. Coast Guard played key role in securing Port of Umm Qasr, providing protection for coalition mine hunters, and delivering of humanitarian assistance through the port. Today, 350 Coast Guardsmen continue to provide

security in Iraq's waters--helping make Iraqi ports safe for trade, commerce and humanitarian deliveries.

EVENTS:

- Visit Iraqi border patrol and customs agents trained by Coalition.
- Visit Port of Umm Qasr where customs agents are being trained.
- Meet with Coast Guardsmen serving in Iraq--thank them for their service.
- Meet with troops to remind them their mission here is critical to security back home.

PRESS CORPS INVITED: DHS correspondents for major news organizations.