

DECLASSIFIED



10 DOWNING STREET
LONDON SW1A 2AA

THE PRIME MINISTER

5 March 2004

Dear George,

As you know, the US Department of Defense and the Programme Management Office (PMO) of the Coalition Provisional Authority are currently evaluating a total of seventeen bids for managing the Iraq reconstruction programme and for large-scale construction projects essential to the reconstruction of Iraq's infrastructure.

I am greatly encouraged by the fact that British companies are involved in bids for fifteen out of the seventeen PMO contracts currently being tendered. Many of these companies are bidding in partnership with US firms, including Halcrow, working with CH2M Hill and Parsons Group; Amec, in partnership with Fluor; Mowlem and Mott MacDonald in partnership with Kellogg, Brown & Root; and Carillion, who are working with US and Australian partners.

British firms have the technology and expertise in areas critical to the success of the reconstruction process. Water and sanitation, project management, power, oil & gas, construction and telecommunications are sectors in which UK expertise is recognised and acknowledged around the world, including in the US. British firms also possess considerable experience of working in the Middle East, including in Iraq prior to the first Gulf War. For

DECLASSIFIED

DECLASSIFIED

example, over half the water and sanitation system in Iraq was designed and built by British firms. We hope that they will be given the opportunity to demonstrate their strengths and skills in the reconstruction process.

I know also that the British companies involved in the bidding process are conscious of the need to commit to Iraq in the longer term and to make provision in their bids for the development of local industries in Iraq. I believe that the involvement of British companies in the reconstruction process will help to achieve our shared objective of a stable, free and prosperous Iraq.

Best wishes,
Yours ever,
Tom

The President of the United States of America

DECLASSIFIED