CG MNF-W Orders Brief to CG MNC-I

Presented by: MajGen Gaskin

Date: 12 Jan 08

Classification: ~~SECRET//Rel USA, MCFI~~

Declas: 12 Jan 18

SECRET//Rel USA, MCFI

Environmental Assessment

Task:

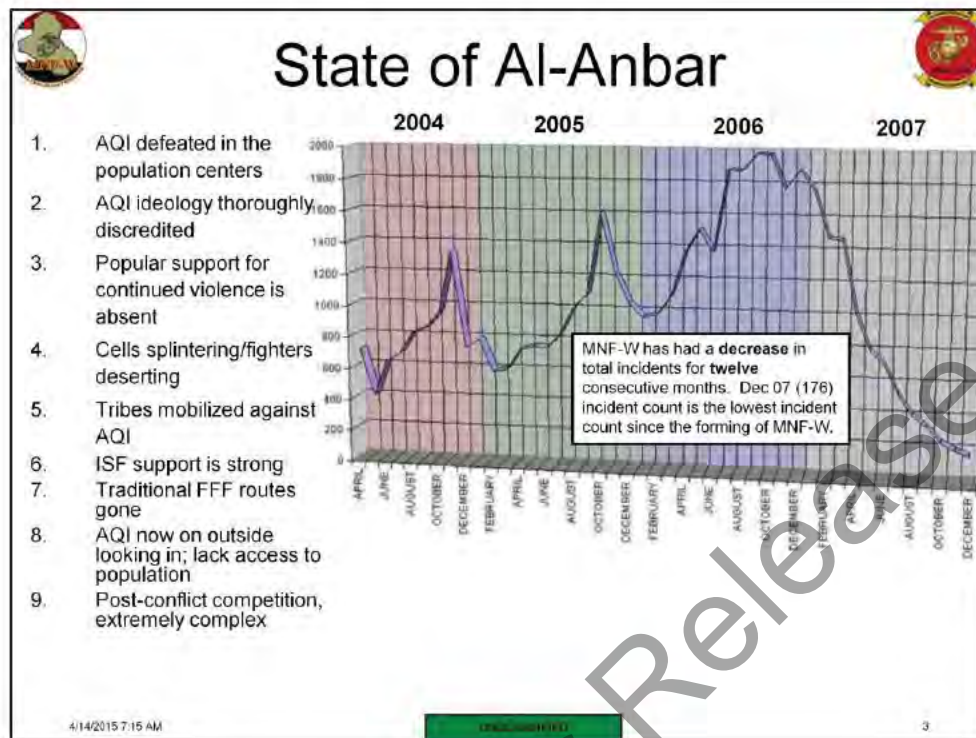An environmental assessment of your AO; both now and in August 08.

Time: :15

4/14/2015 7:15 AM

SECRET//Rel USA, MCFI

2

State of Al-Anbar

1. AQI defeated in the population centers
2. AQI ideology thoroughly discredited
3. Popular support for continued violence is absent
4. Cells splintering/fighters deserting
5. Tribes mobilized against AQI
6. ISF support is strong
7. Traditional FFF routes gone
8. AQI now on outside looking in; lack access to population
9. Post-conflict competition, extremely complex

2004 2005 2006 2007

MNF-W has had a **decrease** in total incidents for **twelve** consecutive months. Dec 07 (176) incident count is the lowest incident count since the forming of MNF-W.

4/14/2015 7:15 AM

3

Assumptions for Aug '08

1. Tribes will continue to support growing government capacity
2. Economic development will continue
3. IP capacity will continue to develop and retain control in population centers
4. IA capacity will continue to develop and expand its area of control in outlying areas
5. Anbaris will desire provincial elections at the earliest opportunity

SECRET//Rel USA, MCFI

Risks to Progress in '08

1. Perceived national sectarian bias that impacts provincial and national cooperation
2. Lack of provision of basic services that undermines provincial and municipal government credibility
3. Violent political competition between provincial competitors
4. Economic stagnation that provides little capacity for additional civilian employment
5. Heavy CF presence in population centers that fuels nationalist perception of occupation

4/14/2015 7:15 AM   SECRET//Rel USA, MCFI   5

SECRET//Rel USA, MCFI

Al-Anbar Situation Aug '08

1. AQI remains defeated throughout the province, remains intent on conducting operations
2. Nationalist insurgents become increasingly political; commit majority of incidents
3. AO weekly incident rates fall to approx 35
4. Economy will expand and the Anbaris' requirement for employment will increase
5. Collective tribal entities become more politicized

4/14/2015 7:15 AM

SECRET//Rel USA, MCFI

Approved for Release

SECRET//Rel USA, MCFI

ISR

Task:

Provide detailed brief on the employment of Corps and Theater level Intelligence, Surveillance, and Reconnaissance (ISR) assets apportioned to you unit.
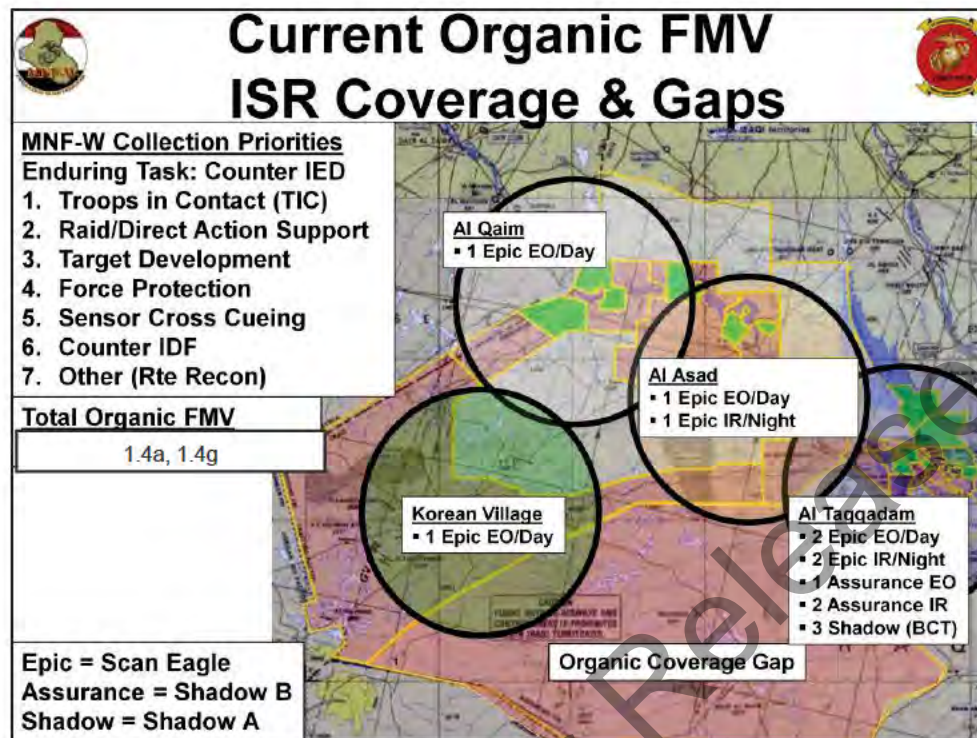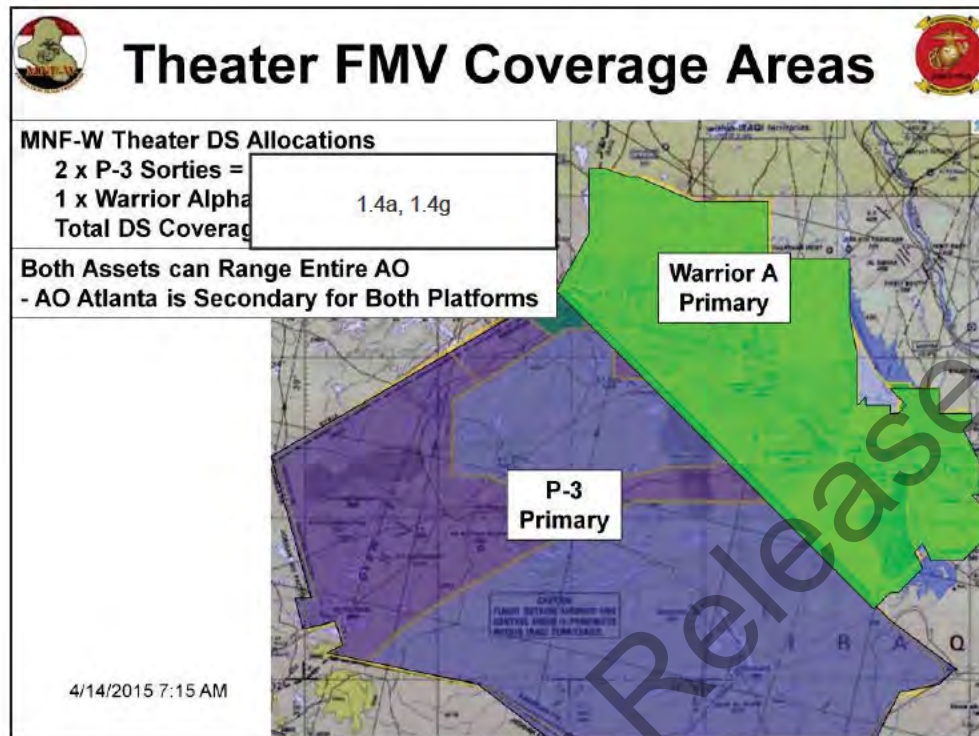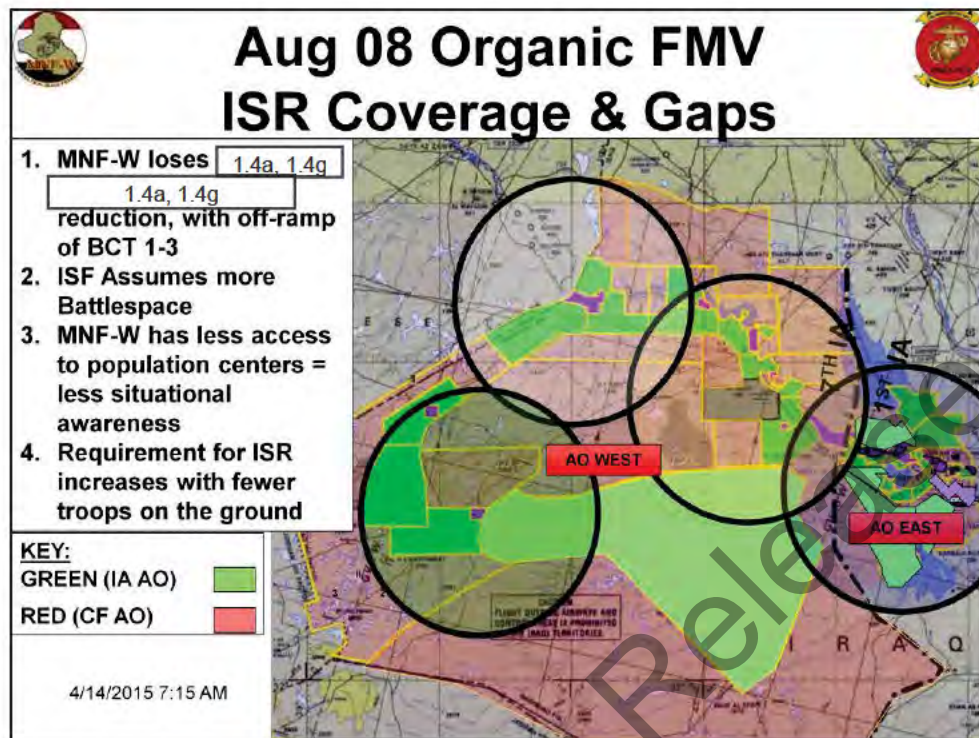
Time: :05

4/14/2015 7:15 AM

SECRET//Rel USA, MCFI

7

Theater FMV Coverage Areas

Aug 08 Organic FMV
ISR Coverage & Gaps

1. MNF-W loses [1.4a, 1.4g] [1.4a, 1.4g] reduction, with off-ramp of BCT 1-3
2. ISF Assumes more Battlespace
3. MNF-W has less access to population centers = less situational awareness
4. Requirement for ISR increases with fewer troops on the ground

KEY:
GREEN (IA AO)
RED (CF AO)

4/14/2015 7:15 AM

Mission, Commander's Intent, and Concept of Operations

Tasks:

How your plan accomplishes the key tasks listed in the commander's intent of OpOrd 08-01?
- Protect the populace
- Defeat AQI and Extremists
- Transfer Security Responsibility

What is your plan to transition to Tactical and Operational Overwatch? Where? When? How?

Time: :20

4/14/2015 7:15 AM

SECRET//Rel USA, MCFI

MNF-W Mission

MNF-W, in partnership with the Al Anbar provincial leadership and PRT, conducts security and stability operations to *defeat* AQI, *neutralize* the insurgency, *build* security and governance capacity, and *sustain* economic development in order to enable the transition to Al Anbar provincial control and self-reliance.

4/14/2015 7:15 AM

12

Approved for Release

MNF-W Commander's Intent

1. **Purpose:** To foster a *secure environment* in Al Anbar Province where a *legitimate, capable and self-reliant Provincial Government (PG)* is responsive to a secure and self-determined populace.

2. **Method:** Build security and stabilization through
   - Partnership ~ advise PG, ISF & tribal leadership
   - Capacity and Capability ~ develop PG and ISF across full spectrum or their functions and roles
   - Responsibility ~ create a secure environment and foster social and economic development to further quality of life
   - Execution ~ develop vice impose legitimate and viable Iraqi institutions that provide security, economic opportunity and rule of law for the populace

4/14/2015 7:15 AM
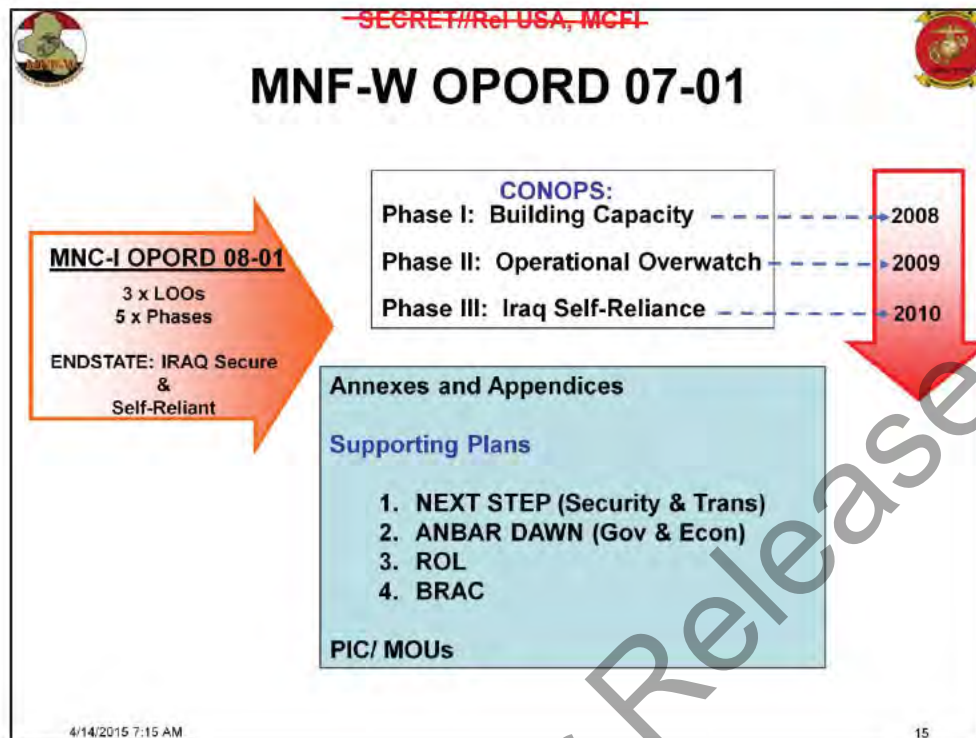
13

MNF-W Commander's Intent

3. End State

– AQI defeated / insurgency neutralized

– ISF maintaining security & serving civil authorities as a legitimate / capable / organized force

– CF transitioned to strategic overwatch

– Al Anbar Province has progressed from PIC toward self-reliance with national / provincial governments demonstrating legitimacy by serving the people

– Economic growth and development fostered through increased opportunity and direct investment

– Citizens possess will and ability to sustain hard-won gains

4/14/2015 7:15 AM

14

Approved for Release

SECRET//Rel USA, MCFI

MNF-W OPORD 07-01

MNC-I OPORD 08-01

3 x LOOs
5 x Phases

ENDSTATE: IRAQ Secure
&
Self-Reliant

CONOPS:
Phase I: Building Capacity ———————→ 2008
Phase II: Operational Overwatch ———————→ 2009
Phase III: Iraq Self-Reliance ———————→ 2010

Annexes and Appendices

Supporting Plans

1. NEXT STEP (Security & Trans)
2. ANBAR DAWN (Gov & Econ)
3. ROL
4. BRAC

PIC/ MOUs

4/14/2015 7:15 AM

15

SECRET//Rel USA, MCFI

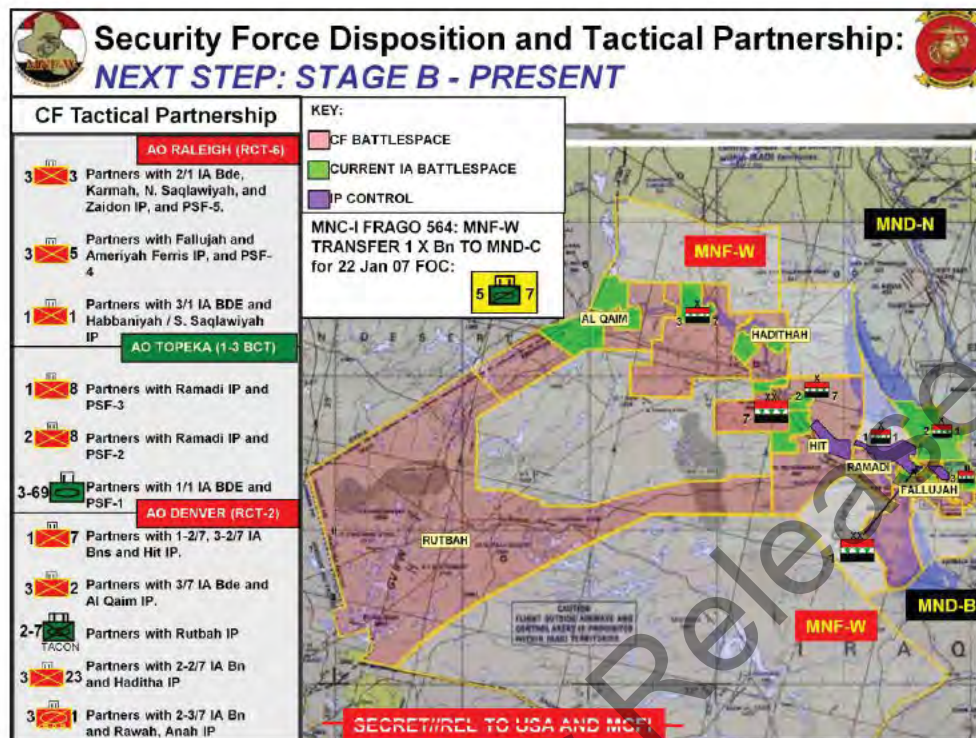# MNF-W Supporting Plan: NEXT STEP
PRESENT - AUGUST 2008

1. Next Step is designed to
   - Transition responsibility of security in the population centers to IP and the Provincial Governor while IA disrupt AQI / AIF LOCS outside the population centers
   - CF establish tactical partnerships that will enable CF to use a coach, teach, and advise approach to enhance ISF and PJCC / JCC capacity to provide and coordinate security and stability in Al Anbar Province
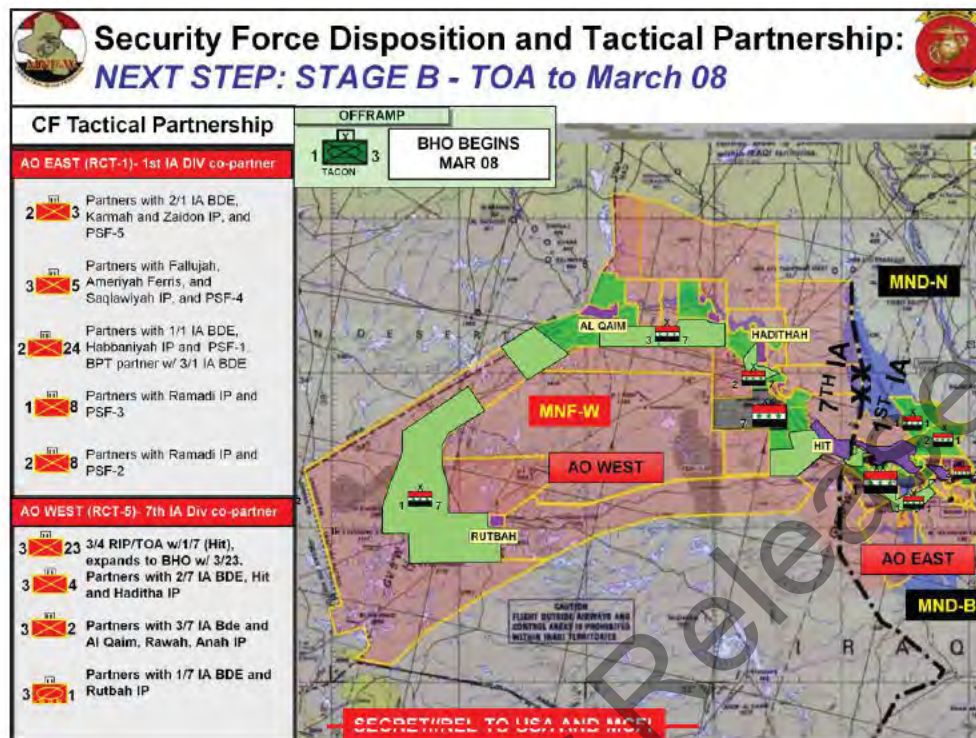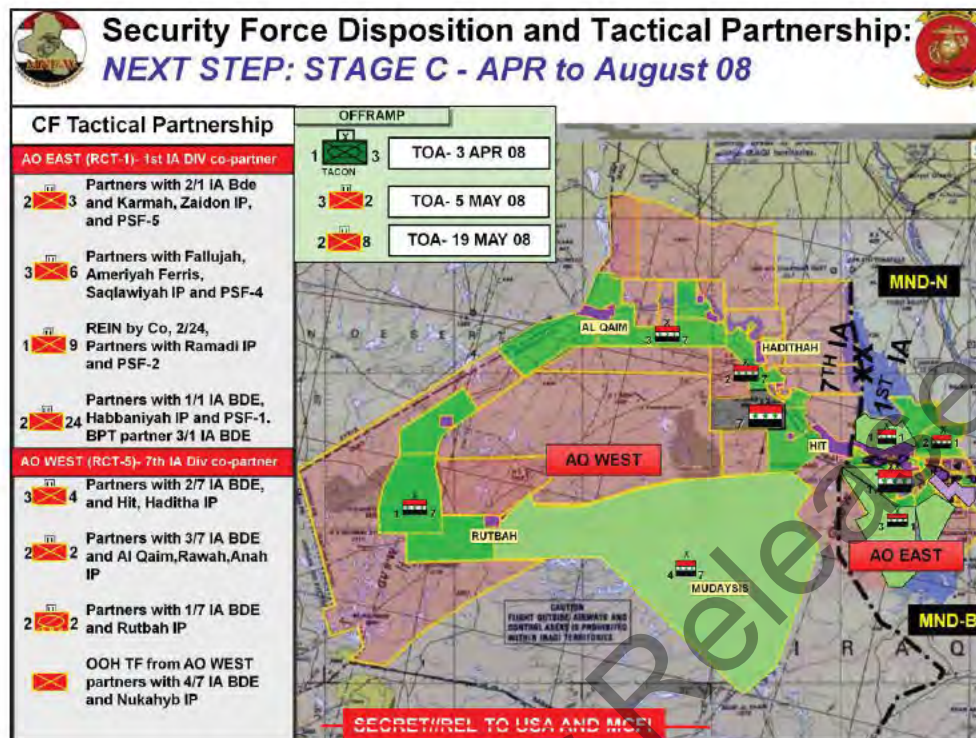
4/14/2015 7:15 AM

SECRET//Rel USA, MCFI

16

Approved for Release

Security Force Disposition and Tactical Partnership:
NEXT STEP: STAGE B - PRESENT

CF Tactical Partnership

AO RALEIGH (RCT-6)

3 — 3 Partners with 2/1 IA Bde, Karmah, N. Saqlawiyah, and Zaidon IP, and PSF-5.

3 — 5 Partners with Fallujah and Ameriyah Ferris IP, and PSF-4

1 — 1 Partners with 3/1 IA BDE and Habbaniyah / S. Saqlawiyah IP

AO TOPEKA (1-3 BCT)

1 — 8 Partners with Ramadi IP and PSF-3

2 — 8 Partners with Ramadi IP and PSF-2

3-69 Partners with 1/1 IA BDE and PSF-1

AO DENVER (RCT-2)

1 — 7 Partners with 1-2/7, 3-2/7 IA Bns and Hit IP.

3 — 2 Partners with 3/7 IA Bde and Al Qaim IP.

2-7 TACON Partners with Rutbah IP

3 — 23 Partners with 2-2/7 IA Bn and Haditha IP

3 — 1 Partners with 2-3/7 IA Bn and Rawah, Anah IP

KEY:

- CF BATTLESPACE
- CURRENT IA BATTLESPACE
- IP CONTROL

MNC-I FRAGO 564: MNF-W TRANSFER 1 X Bn TO MND-C for 22 Jan 07 FOC:
5 — 7

MNF-W

MND-N

AL QAIM

HADITHAH

HIT

RAMADI

FALLUJAH

RUTBAH

MNF-W

MND-B

I R A Q

SECRET//REL TO USA AND MCFI

Security Force Disposition and Tactical Partnership:
NEXT STEP: STAGE B - TOA to March 08

CF Tactical Partnership

OFFRAMP

1 3 BHO BEGINS
TACON   MAR 08

AO EAST (RCT-1)- 1st IA DIV co-partner

2 ⊠ 3 Partners with 2/1 IA BDE, Karmah and Zaidon IP, and PSF-5

3 ⊠ 5 Partners with Fallujah, Ameriyah Ferris, and Saqlawiyah IP, and PSF-4

2 ⊠ 24 Partners with 1/1 IA BDE, Habbaniyah IP and PSF-1. BPT partner w/ 3/1 IA BDE

1 ⊠ 8 Partners with Ramadi IP and PSF-3

2 ⊠ 8 Partners with Ramadi IP and PSF-2

AO WEST (RCT-5)- 7th IA Div co-partner

3 ⊠ 23 3/4 RIP/TOA w/1/7 (Hit), expands to BHO w/ 3/23.

3 ⊠ 4 Partners with 2/7 IA BDE, Hit and Haditha IP

3 ⊠ 2 Partners with 3/7 IA Bde and Al Qaim, Rawah, Anah IP

3 ⊠ 1 Partners with 1/7 IA BDE and Rutbah IP

MND-N

AL QAIM

HADITHAH

MNF-W

7TH IA

1ST IA

AO WEST

HIT

RUTBAH

AO EAST

MND-B

IRAQ

CAUTION
FLIGHT OUTSIDE AIRWAYS AND
CONTROL AREAS IS PROHIBITED
WITHIN IRAQI TERRITORIES

SECRET//REL TO USA AND MCFI

18

Security Force Disposition and Tactical Partnership:
NEXT STEP: STAGE C - APR to August 08

Protect the Force

Tasks:

How your plan accomplishes the key tasks listed in the commander's intent of OpOrd 08-01?
    •Protect the Force

Time: :05

4/14/2015 7:15 AM

20

SECRET//Rel USA, MCFI

Concept Of Employment
Biometric Systems ISO Population Control

1. Build on established success
   A. 475 BAT / 300 HIIDE systems
   B. 45% of 900,000 records worldwide
   C. 41 POI/HVI detained in Dec by screening or PID with BAT
2. Partnered Units & TT's
   A. Screen and enroll ISF detainees
   B. Reinforce ISF ECP's
   C. Track TF-1.4a released detainees

SECRET//Rel USA, MCFI

22

Information Operations

Tasks:

How will you support the MNC-I Information
Operations?

Time: :05

MNF-W Information Operations

IO Objectives

1. Promote the legitimacy of provincial and local governments IOT gain the support of the population of Al Anbar
2. Promote improvements in essential services IOT gain public support for the local, provincial, and national governments
3. Promote economic development and infrastructure reconstruction successes IOT gain public support for the Government
4. Influence civilian population to support ISF IOT increase legitimacy of security forces
5. Diminish support for the insurgency IOT degrade insurgency freedom of movement
6. Protect critical information IOT enhance force protection
7. Disrupt adversary networks IOT decrease effectiveness of operations against CF and ISF

Themes

1. Legitimacy: GOI is the legitimate government
2. Security: Security enables economic and political progress
3. Cooperation: Security and prosperity are achieved through the cooperation of all Iraqis

PSYOP: GoI Support, Exploitation of CMO, Rule of Law, HVT Targeting, "The Prairie" Newsletter, "Voice of Anbar" Newspaper, Freedom Magazine

OPSEC: Protect Critical Information

EW: CIED / COMMS EA

COMCAM: Documentation of Key Operations, Reproduction for Exploitation

MILDEC/STO: Disrupt Insurgent Networks

4/14/2015 7:15 AM

24

IO Support to MSCs

1. **MSC Assets:**
   A. PSYOP Detachments / Teams
   B. Loudspeakers
   C. Community Boards
   D. Billboards

2. **Product Development**
   A. 96 Hours Average
   B. 12 Hours for High Priority

(b)(3), (b)

(b)(6)

Break

Tasks:

Time: :10

ISF Development

Tasks:

How your plan accomplishes the key tasks listed in the Commander's intent of OpOrd 08-01?
•Develop ISF capability

How will you continue to develop and assist the ISF and help build ISF capacity sustainable over time? Focus on the following areas: partnership/TT coverage, equipping/manning, collective training, logistic capacity, and leader development?
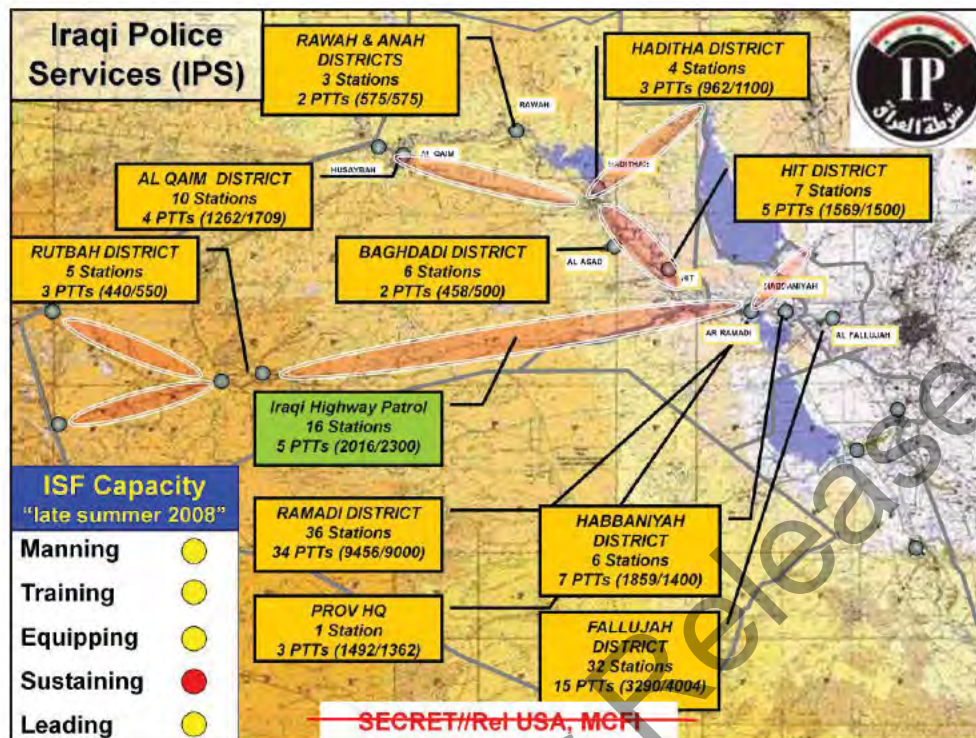
Time: :15
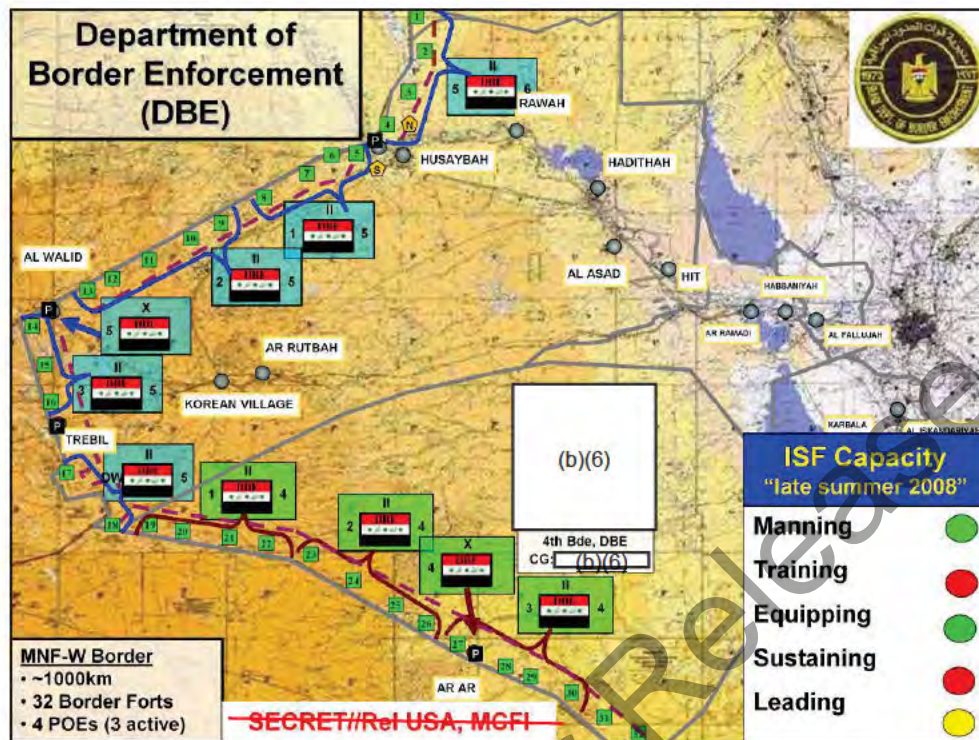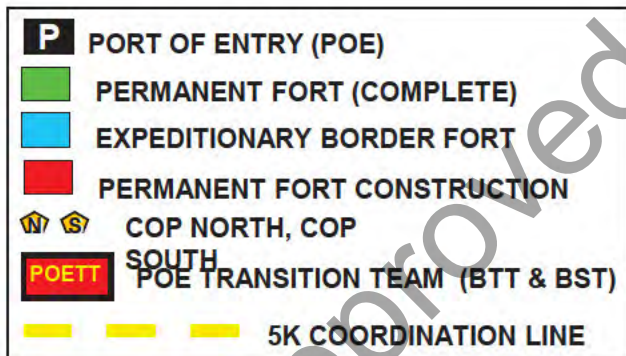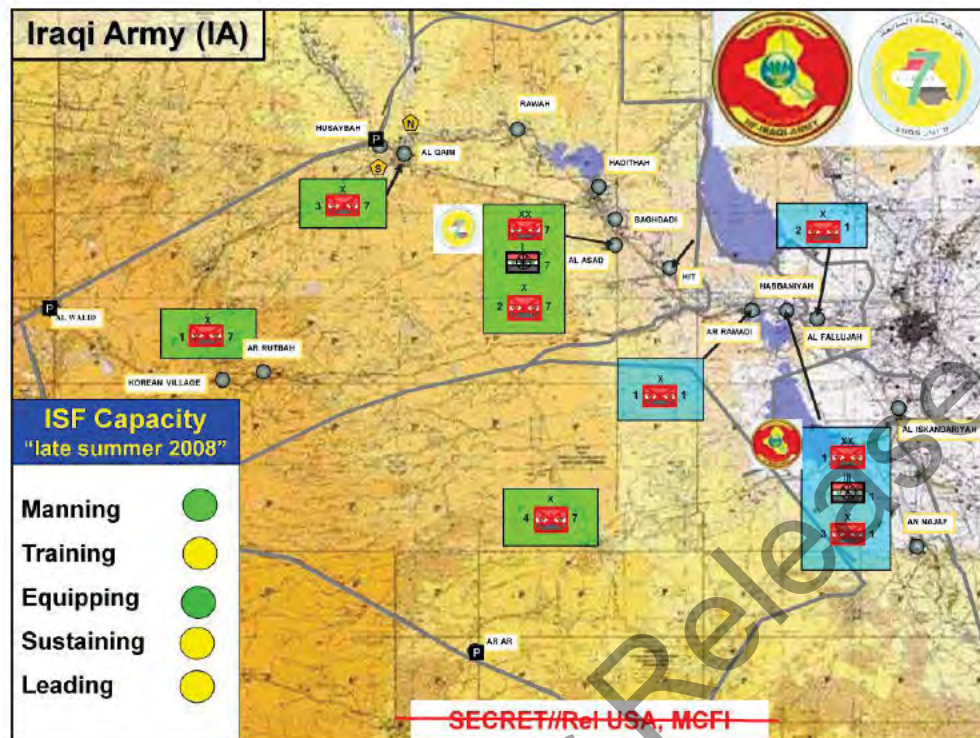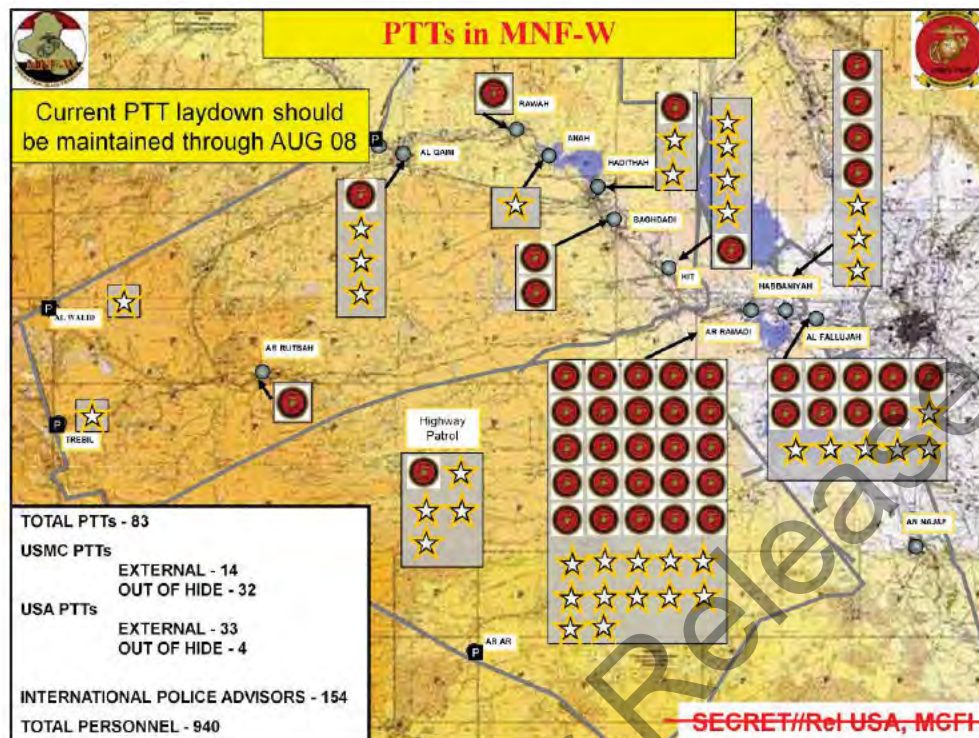
4/14/2015 7:15 AM

28

PTTs in MNF-W

Current PTT laydown should be maintained through AUG 08

TOTAL PTTs - 83
USMC PTTs
　　　　EXTERNAL - 14
　　　　OUT OF HIDE - 32
USA PTTs
　　　　EXTERNAL - 33
　　　　OUT OF HIDE - 4

INTERNATIONAL POLICE ADVISORS - 154
TOTAL PERSONNEL - 940

SECRET//Rel USA, MCFI

Legend:

- **P** PORT OF ENTRY (POE)
- PERMANENT FORT (COMPLETE)
- EXPEDITIONARY BORDER FORT
- PERMANENT FORT CONSTRUCTION
- **N** **S** COP NORTH, COP SOUTH
- **POETT** POE TRANSITION TEAM (BTT & BST)
- 5K COORDINATION LINE

MITTs in MNF-W As of 1 Aug 08

TOTAL MITTs - 32
USMC MITT – 27
USA MITT – 5
TOTAL PERSONNEL - 533
TTs moving between Jan to Aug

SECRET//Rel USA, MCFI

P — PORT OF ENTRY (POE)

PERMANENT FORT (COMPLETE)

EXPEDITIONARY BORDER FORT

PERMANENT FORT CONSTRUCTION

COP NORTH, COP SOUTH

POETT — POE TRANSITION TEAM (BTT & BST)

— — — 5K COORDINATION LINE
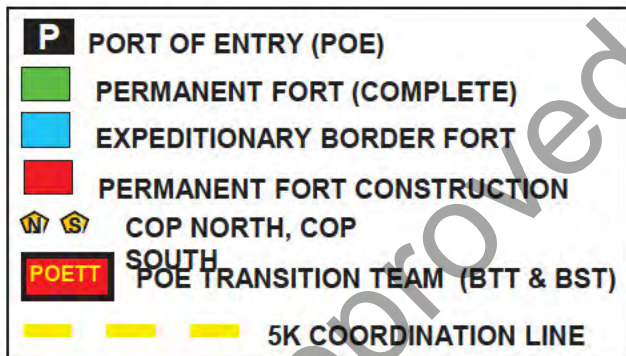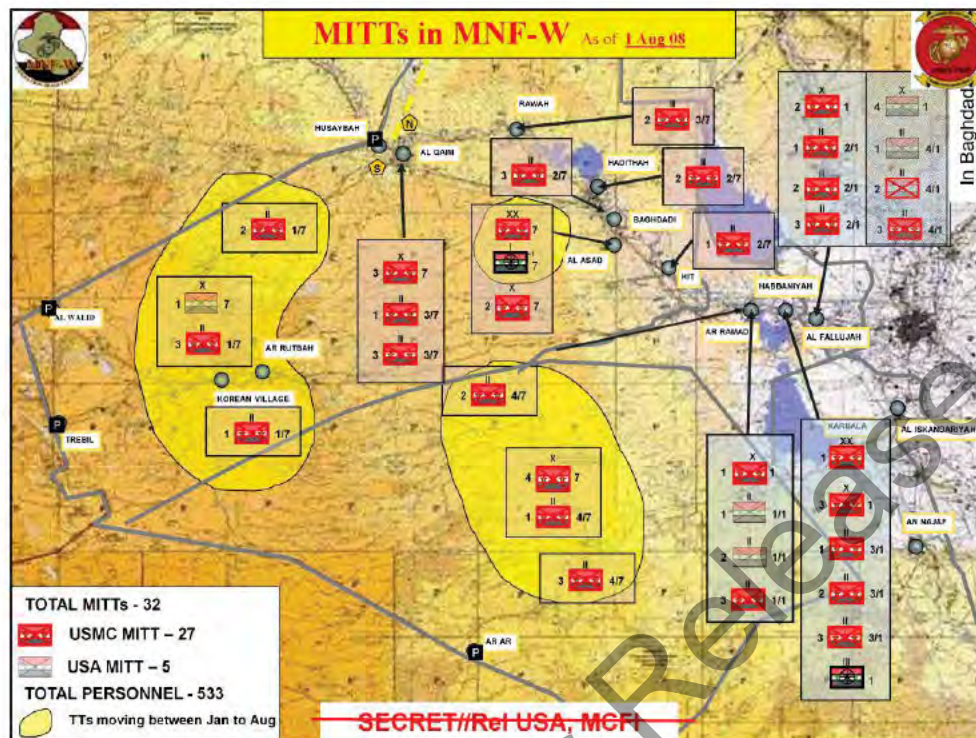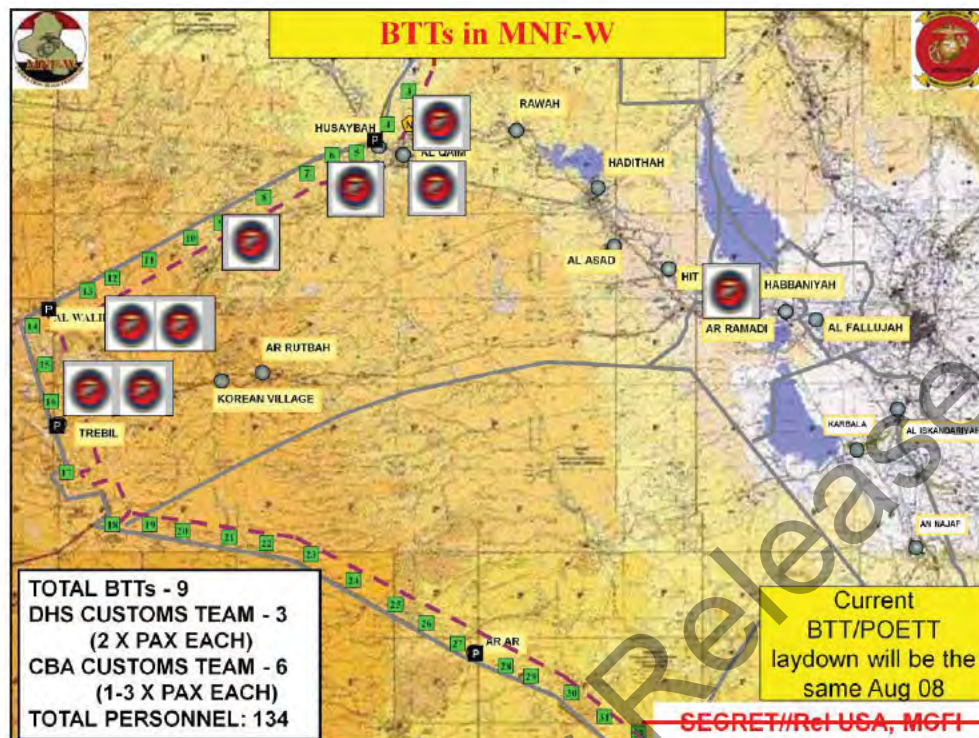
SECRET//Rel USA, MCFI

Detainee Release

Tasks:

How will you fulfill requirements for detainee release
operations to reinforce local IRAQI reconciliation
initiatives?

Time: :05

4/14/2015 7:15 AM

SECRET//Rel USA, MCFI

35

SECRET//Rel USA, MCFI

MNF-W Detainee Disposition Ops

1. Endstate

   Execute a conditions-based detainee disposition operations that releases the maximum number of detainees without subjecting the security and stability of Anbar to unacceptable risks and supports provincial governance and Rule of Law gains

2. Objectives

   A. Optimize participation of MNF-W unit leaders in individual detainee disposition through an objective and thorough review, objection and reintegration process

   B. Maximize local Iraqi political and ISF participation in each decision regarding and reintegration of CF detainees

   C. Reinforcing reconciliation through IO and engagement during releases

3. Release Rate: 300-675 detainees per month depending on security/community/operational conditions

4/14/2015 7:15 AM

SECRET//Rel USA, MCFI

36

Approved for Release

Rule of Law

Task: MNC-I includes Rule of Law under Governance

How your plan accomplishes the key tasks listed in the Commander's intent of OpOrd 08-01?
- Assist efforts to improve Civil and Governmental capacity
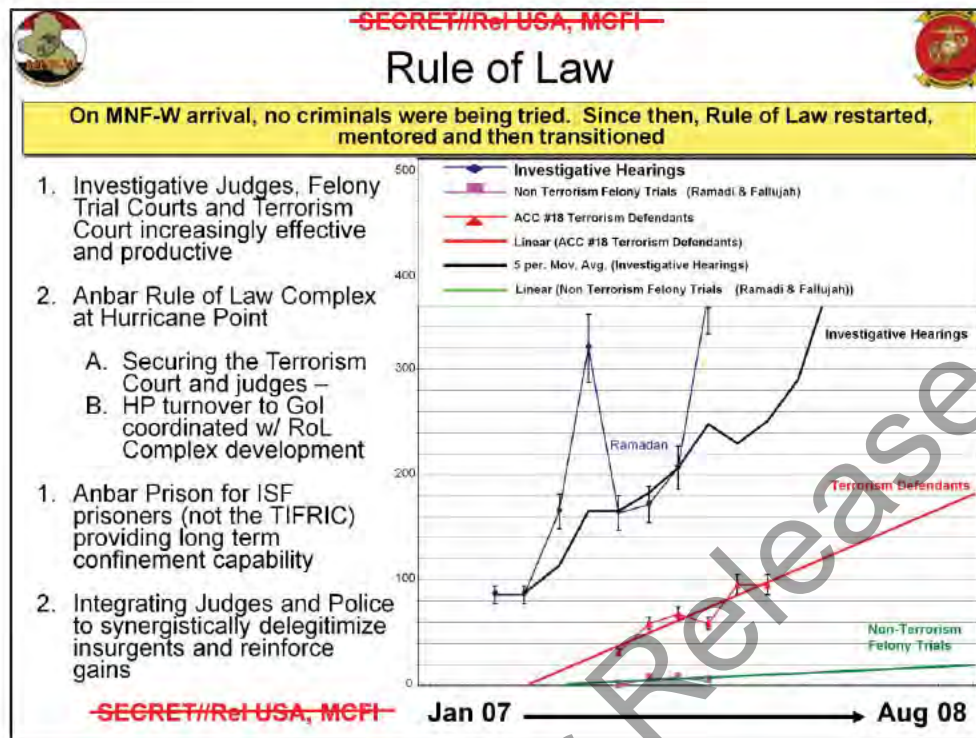 - Promote legitimate, non-sectarian behavior.

Time: :05

4/14/2015 7:15 AM

37

Governance and Economics

Task: MNC-I includes Rule of Law under Governance

How your plan accomplishes the key tasks listed in the Commander's intent of OpOrd 08-01?
- Facilitate reconciliation
- Assist efforts to improve Civil and Governmental capacity
    - Promote legitimate, non-sectarian behavior

How will you support and enable PRT/ePRTs to improve Governance and Economic Development?

Time: :15

4/14/2015 7:15 AM

39

Reconciliation: Tribal Sheikh Engagement

| SAI | SAI TIED | Fragmented or Uncooperative | Segmented or Noncommittal | Cooperative Unified | |

WERV Sheikhs

Albu Mahal — Sabah Sattan al Aftan al Mahalawi

Salman — Muhammad Al Jebal Muhommed

Albu Nimr — Hatem Abdul Razzak Imad Muaji Najres al Ga'ud

Ubayd — Abbad Madrooj Khalifah

Al Jagayefa — Othman Muhbes Ali Alaish

Kubaysi — No Photo Available — Lead Sheikh undetermined

Ramadi Sheikhs

Albu Alwan — Sheikh Adnan Khamis Al Mohana

Dulaymi Tribal Confederation — Abid al-Jabbar Ali Sulayman al-Assafi

Albu Fahad — Sheikh Khamis Abd Al Karim Mukhlif

Albu Thiyab — Muhammad Farhan al Heiss

Albu Risha — Ahmed Bezia Ftaykhari

Albu Thiyab — Hameed Turki Zubin Alshoka

Albu Faraj — Abdullah Jilal Muklif

Albu Soda — Jaasim al Suwaydawi

Fallujah Sheikhs

Albu Issa — Sheik Khamis Hasnawi

Al Jumayli — Sheik Mishan Abbas

Khalifa — Sheik Anwar Ali Khidal

Mohemdi — Sheik Hikmat Muhammad Samir

Zobai — Dahir Khamis Dari al Zobai

4/14/2015 7:15 AM

SECRET//REL TO USA, MCFI

40

Improve Civil and Governmental Capacity

Haditha Triad: Mayor Hakiem

	CF Contact
Mayor	Yes
City Council	Yes
Sheikhs Council	No
Mukhtar	No
Police	Yes
IA	Yes
DG	No
Judiciary	No

Al Qaim: Mayor Farhan

	CF Contact
Mayor	Yes
City Council	Yes
Sheikhs Council	No
Mukhtar	No
Police	Yes
IA	Yes
DG	Yes
Judiciary	Yes

Hit: Mayor Hikmet

	CF Contact
Mayor	Yes
City Council	Yes
Sheikhs Council	No
Mukhtar	No
Police	Yes
IA	Yes
DG	Yes
Judiciary	Yes

Anah: Mayor Ghanum **Rawah:** Mayor Hamid

	CF Contact
Mayor	Yes
City Council	Yes
Sheikhs Council	No
Mukhtar	No
Police	Yes
IA	No
DG	Yes
Judiciary	No

Ramadi: Mayor Latif

	CF Contact
Mayor	Yes
City Council	Yes
Sheikhs Council	Yes
Mukhtar	No
Police	Yes
IA	Yes
DG	Yes
Judiciary	Yes

Fallujah: Mayor Sa'ad Awaad Rashid

	CF Contact
Mayor	Yes
City Council	Yes
Sheikhs Council	Yes
Mukhtar	Yes
Police	Yes
IA	Yes
DG	Yes
Judiciary	Yes

Rutbah: Mayor Qasim Marai Awad

	CF Contact
Mayor	Yes
City Council	Yes
Sheikhs Council	Yes
Mukhtar	Yes
Police	Yes
IA	No
DG	Yes
Judiciary	Yes

Map locations: Husaybah, Rawah, Anah, Al Qa'im, Hadithah, Akashat, Baghdadi, Al Asad Air Base, Hit, Walid, Habbaniyah, Fallujah, Ramadi, Rutbah, Trebil, Nukhayb

4/14/2015 7:15 AM

Government Engagement Phase II

UNCLASS FOUO

41

Anbar Higher Committee

1. **Purpose and Membership**
   A. Advise Provincial Council
   B. Conflict resolution
   C. Unity of effort with GOI
      1) Represents all stakeholders
   D. Voting Members: Gov, PCC, SAI, Sheikhs Council, Expat Businessmen
2. **Helicopter Governance III**
   A. Provincial to Ministerial
   B. Provincial to DPM/PM

Gov Ma'amoon Sami Rashid

Dr. Abd al-Salam Abdallah Muhammad al-Ani

Sheikh Ahmad Bezia Fteikhan al-Rishawi

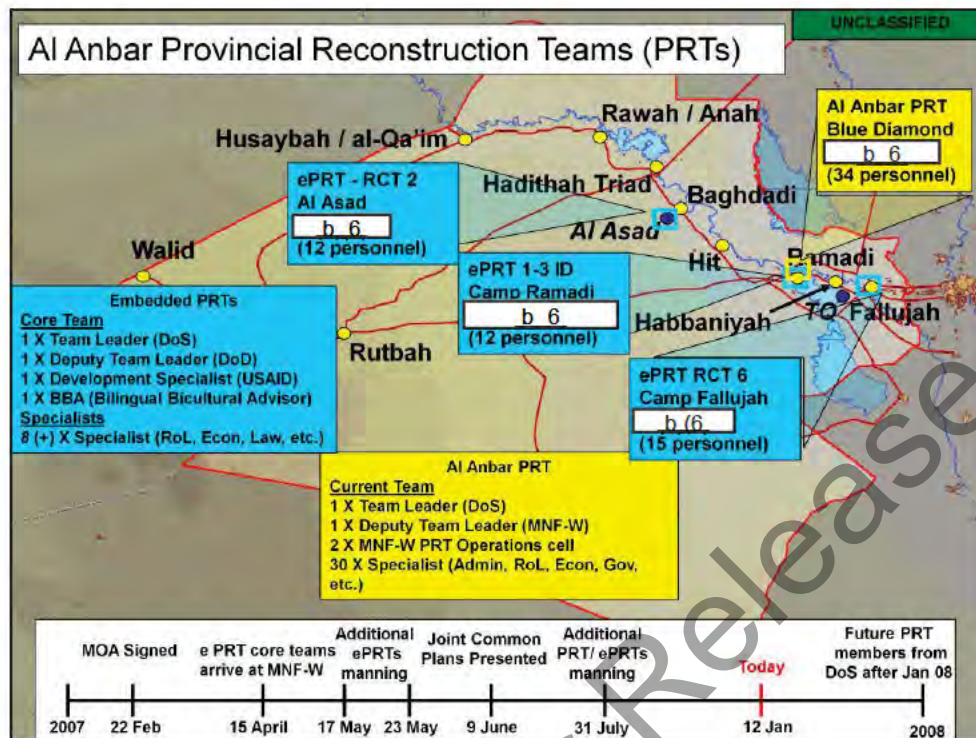Sheikh Hamid Turki Zaybn Shukah al-Thiyabi

Sheikh Tariq Khalaf al-Abdallah al-Halbusi

Secretary General
Dr Rafe Jiyad AL-Isawi.

UNCLASS FOUO

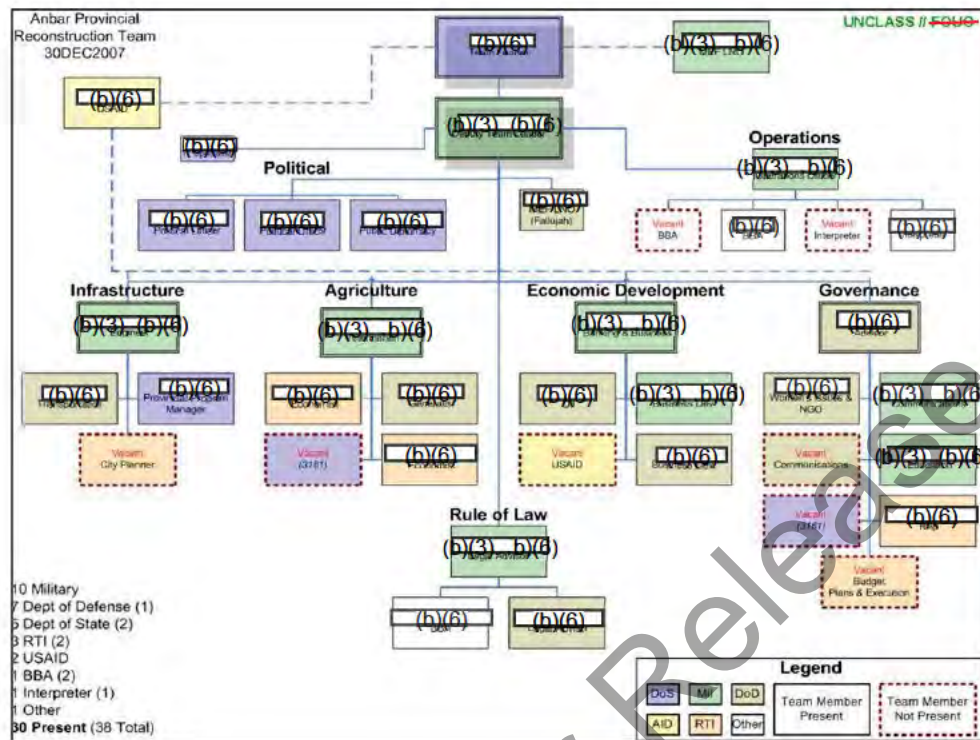Al Anbar Provincial Reconstruction Teams (PRTs)

ANBAR PRT

Task:

How your plan accomplishes the key tasks listed in the
Commander's intent of OpOrd 08-01?
  •Assist efforts to improve Civil and Governmental
  capacity
    •Promote legitimate, non-sectarian behavior.

Time: :10

4/14/2015 7:15 AM

44

Governance

Vision: *Enable the progression of enduring democratic governance in Anbar Province.*

We will enable the growth of democracy in Al Anbar by partnering with our US and Iraqi friends. This will permit us access to decision makers and enable us to influence the outcome of our joint vision. Our joint goal is to achieve Provincial Iraqi Control (PIC) of Al Anbar. The tools we will incorporate to achieve this goal includes:

1. E-Governance
2. Helicopter Governance
3. Government to Government Engagements
4. Tribal Engagements
5. The Provincial Development Strategy
6. Public Finance assistance
7. Training (USAID's Local Governance Program - LGP)

UNCLASS // FOUO

Rule of Law

Vision: *To assist in the re-establishment of a functioning justice system.*

1. Enjoys the confidence of the Iraqi people

2. Is dispensed in a fair and impartial manner

3. Operated in an open and transparent environment

4. Guarantees accepted legal rights of participants

5. Provides access to all for expeditious resolution of disputes

6. Provides safe and secure environment for Judges and staff

4/14/2015 7:15 AM

UNCLASS // FOUO

47

Local Governance Program (LGP)

Vision: *Support PRT and ePRTs with Capacity Building in Governance, Planning, Infrastructure, Finance, and Agriculture.*

1. USAID/LGP administers a Governor's Office Workshop

2. USAID/LGP holds roundtable on budget execution

3. Provincial Council (PC) drafts 2008 budget plan

4. Determine number of village & neighborhood councils in each district

5. PC approves Provincial Development Strategy (PDS) (Done)

6. PC sends a delegation to the US (Done)

7. USAID/LGP administers training to municipal councils.

4/14/2015 7:15 AM

UNCLASS // FOUO

Economics

Vision: *Perform as a Force-Multiplier in promoting transparent provincial economic competence by advancing entrepreneurial conditions to expand a sustainable economic environment.*

1. Repair Iraqi Rail Road (IRR) facilities, open all IRR lines in Anbar

2. Assist Task Force Business Stabilization Operations and Ministry of Industry and Minerals on 21 state owned enterprises privatization initiative

3. Operationalize in writing the economic sector of the Provincial Development Strategy for implementation

4. Encourage the promotion of the economic development zone

5. Open procurement assistance centers in Anbar

4/14/2015 7:15 AM

UNCLASS // FOUO

Infrastructure

Vision: *Assist the Provincial Government in the development of an effective and transparent system to manage and sustain Anbar's infrastructure needs.*

4/14/2015 7:15 AM

UNCLASS // FOUO

Infrastructure Funding

Fund Type	Source	Value	
Ministerial	GOI (2007)	$108 Million	**GOI Funds**
Rapid Reconstruction Fund (RRF)	GOI (2007) +*Supplement*	$177 Million	**$594M (73%)**
	GOI (2008) *Verbal*	$183 Million	
Development Fund for Iraq (DFI)	GOI (Legacy)	$51 Million	
	GOI (Post-Kinetic)	$75 Million	
Commander's Emergency Response Program (CERP)	U.S. (FY07)	$132 Million	**U.S. Funds**
	U.S. (FY08)	$30 Million	**$215 M (27%)**
Economic Support Fund (ESF)	U.S. (FY06S)	$16 Million	
	U.S. (FY07S)	$37 Million	
TOTAL RECONSTRUCTION PROGRAM		**$809 Million**	

$3 out of every $4 spent on infrastructure is funded by the GOI

UNCLASS //FOUO

Operational Assessment August 2008

Task:

Provide Provincial Assessment within your area of responsibility on the projected security situation in the summer of 2008, with consideration given to threat, governance, economic progress, reconciliation, and ISF capability.
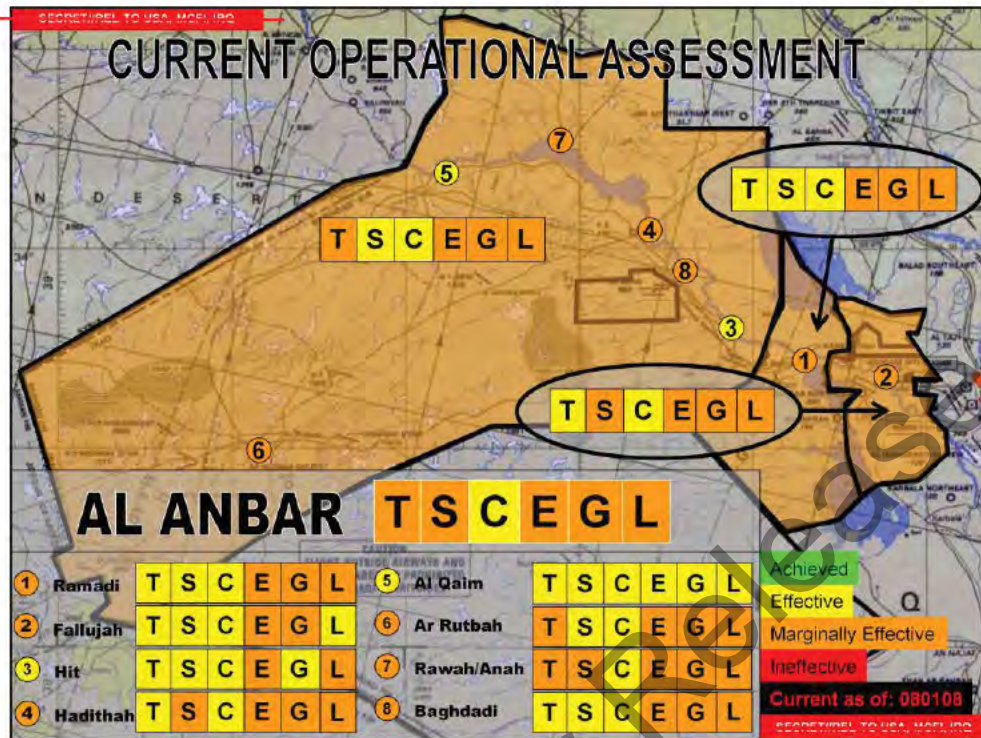
Time: :10
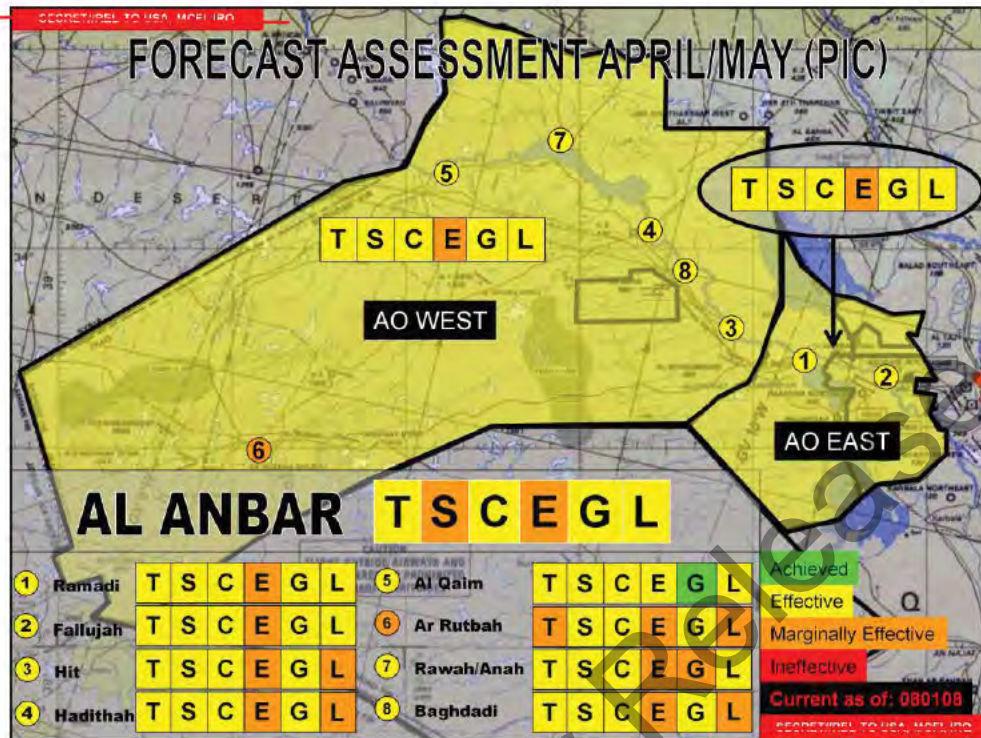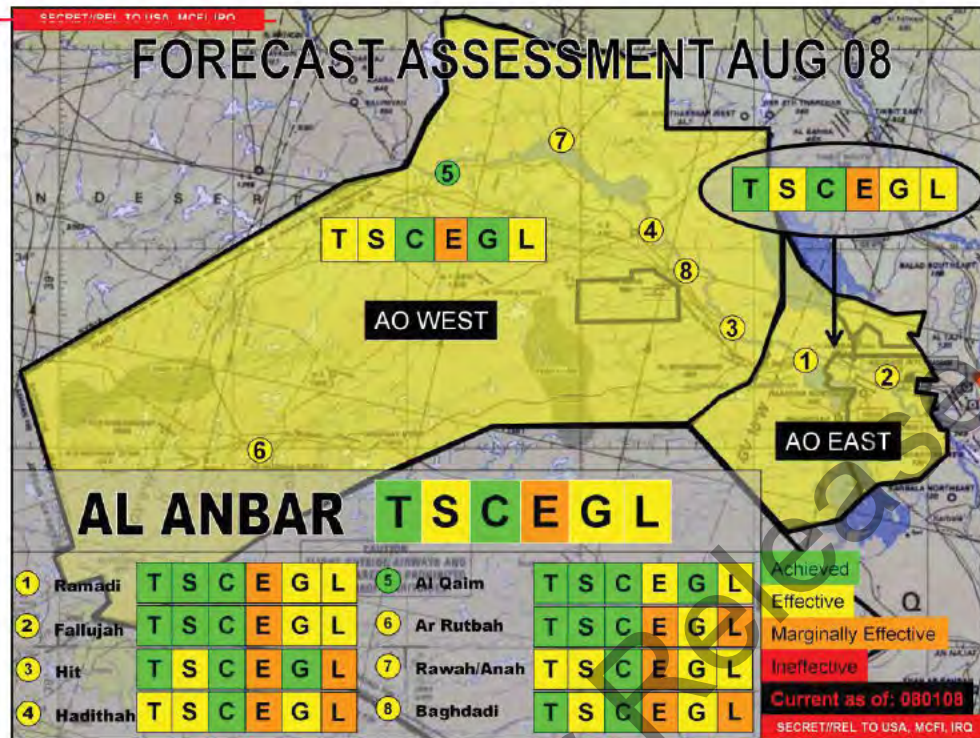
4/14/2015 7:15 AM

52

Questions / Break

4/14/2015 7:15 AM
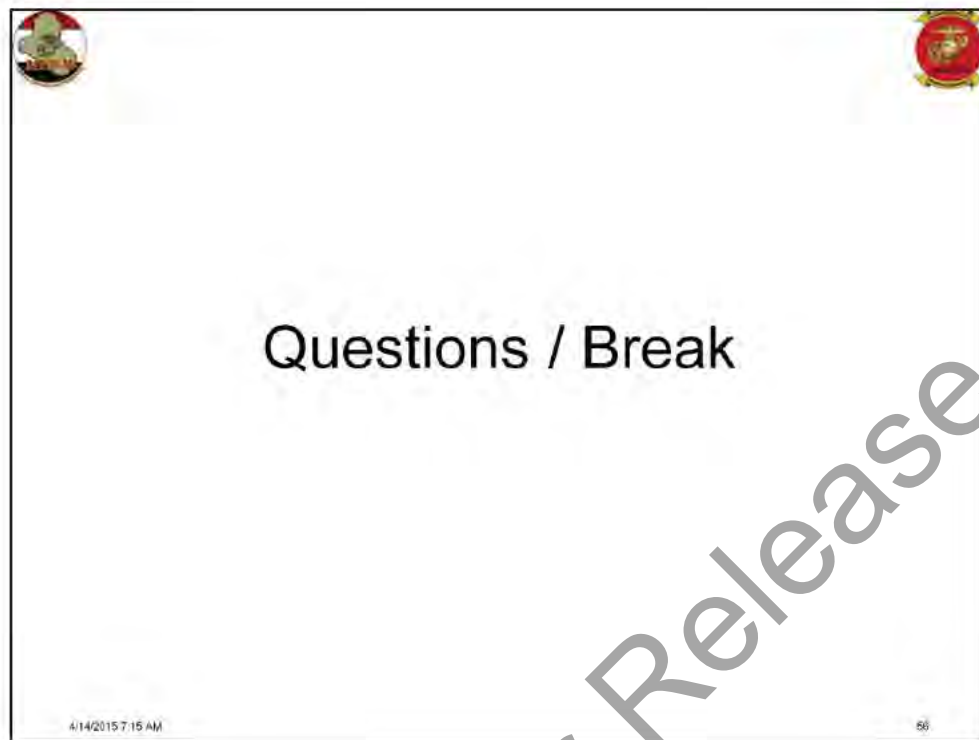
Mission & Objectives

Al Asad ePRT Mission. The Al Asad ePRT, in partnership with RCT-2, conducts operations to shape the political and economic environment and build the capacity of Iraqi government at the district and municipal levels.

– Strengthen support for municipal governments

– Solidify linkages between municipal, provincial and central government

– Enhance respect for the rule of law

– Boost economic opportunities

58

SECRET // REL MCFI // X1

•Focusing additional efforts on last major insurgent hotbed in areas south of Hadithah. Namely, Kaffijiyah, K3, Albu Hyatt and Alus.

•Engaging tribes and bolstering recent actions to support CF

•Create space for Tribal Leaders and City Council interaction

•Increased willingness of tribal leaders/community to improve the security situation.

•Boost interaction between municipal leaders and provincial gov't

•Ensure representation in 2008/2009 budget process

•Encourage face-to-face meetings

•Increase in Iraqi Police presence and effectiveness, handle more cases and seek faster results on those cases.

•Train investigators, seek approval of judges, help open courthouses.

•Concentrate on areas with potential for highest economic impact:

- Agriculture, Microfinance, Vocational Training (Al Qaim & Anah)

Al Asad ePRT

| Name	Position		Source
(b)(6)	Team Leader		Dept of State
	Deputy Team Leader		USAID
	Bi-Lingual Bi-cultural Advisor		Contractor
	Rule of Law		Dept Army Civ
	City Management	"Al Qaim LNO"	Dept Army Civ
	Business Dev.	"Haditha LNO"	Dept Navy Civ
b 3 b 6	Civil Affairs, Education		Army Reserve, TPU
b 6	City Planning		Dept Army Civ
b 3 b 6	Governance	"Hit LNO"	Army Reserve, IRR
	Agriculture		USDA
(b)(6)	Interpreter/Translator		Contractor
	Construction Materials Specialist		Contractor

SECRET // REL MCFI // X1

59

•12 Team Members

•Currently covering 3 of 5 Districts with LNOs

 •Seeking several more team members to allow better coverage of Anah and Rutbah

 •Large AO means lost productivity as team members travel the AO

 •In addition, would like another Agriculture Specialist and another Business Development Specialist

•Moving to hire one Locally Engaged Staff (LN) for each District
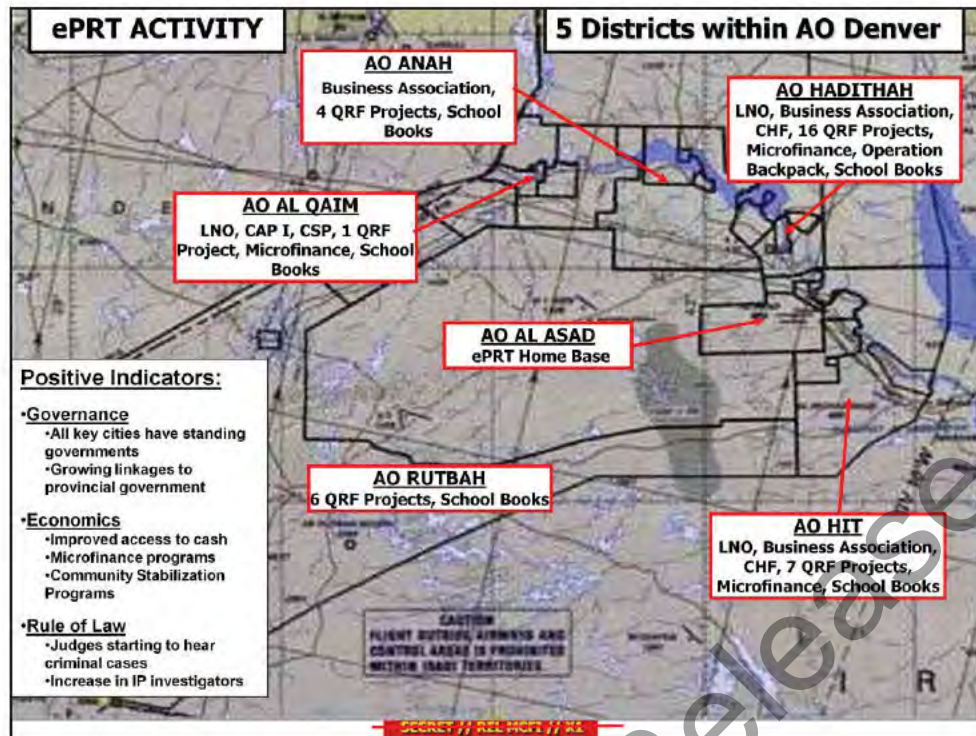
- Business Associations working to support economic development

- CAP I & II has lead to the short-term creation of 5,000 jobs with

- RoL improvements:
    - Identify/renovate judicial offices in the six cities/towns
    - Secure final approval from Ramadi Chief Judge for Baghdadi magistrate
    - Establish IP internal affairs department

- Developing agricultural markets to encourage private capital investment

    - USAID's Community Action Program II, IRD Program, and INMA Agribusiness Initiative

    - Farmer's Associations need to be recognized/certified by GOI

- QRF Program = $502K:

    - Hadithah   16 projects @ $207K
    - Hit   7 projects @ $107K
    - Al Qaim   1 project @ $3K
    - Anah   4 projects @ $65K
    - Rutbah   6 projects @ $121K

Issues/Concerns

- Improvement in access to and distribution of:
  - Fuel
  - Electricity
  - Agricultural supplies

- Infrastructure investment
  - New bridges
  - Road maintenance
  - Communications

- Banking institutions

61

Limited fuel and continued interrupted power hinder additional growth, especially for our SOEs

•Poor Ministry of Agriculture implementation leaves warehouses full of useful material, grain, medicine.

•Sheep/goat population face catastrophic losses because of drought and medicine & grain shortages.

•Poor Iraqi communication systems exacerbate linkage and coordination problems between municipal and provincial governments.

•Hold backs include Central Bank reluctance to institute progressive processes and to allow increased private banking operations.

•Growing microfinance addresses this problem

The Way Forward

- Embedded LNOs
  - In all 5 Districts
    - Seeking added staff to make this possible

- Coordinate efforts of USG, NGO, private and local organizations

- Focus on transition from RCT to ePRT lead
  - In accordance with RCT-2 Campaign Plan Phase III Addendum & MNF-W FRAGO Anbar Dawn

62

SECRET // REL MCFI // X1

•Pursuing additional staff to enable one embedded LNO for each district seat of government

- •Vastness of our AO creates inefficiency in terms of team productivity.
- •Takes 3 days to travel and participate in short meetings.

•District LNOs will seek to coordinate the municipal engagement with various entities in the pursuit of economic recovery.

•ePRT	USAID	RTI
•CHF	Izdihar	CSP
•Special Ops	Red Crescent	Others

•Campaign Plan: Increased Economics thru: Business Associations, Agricultural Development, creation of synergistic criminal justice system, better government that is responsive to citizens.

•Operation Anbar Dawn:

- •Phase 1 replacement of initial ePRT/PRT with DoS staff is still working
- •PIC = transfer of LOOs to ePRT/PRT…status is ongoing
- •MNF-W relinquishes control of ECON, GOV, RoL to ePRT/PRT

Questions?

1-3 BCT / EPRT

Joint Common Plan

12 January 2008

4/14/2015 7:15 AM

64

AS OF **12 JAN 08**

Raiders First!

Mission

1 BCT, 3ID ICW EPRT partners with Iraqi security forces and local government to defeat terrorists and build capacity to maintain a stable and secure environment IOT enable transition to PIC.

4/14/2015 7:15 AM

65

AS OF **12 JAN 08**

Raiders First!
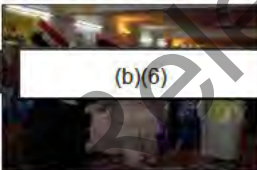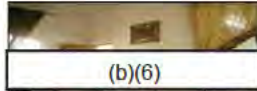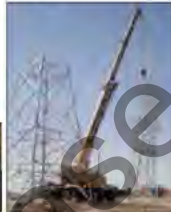
Accomplishments
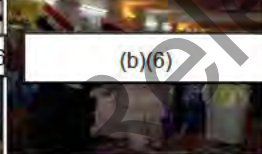(Last 180 Days)

- Established 10 fully functioning District Councils and City Council
- Municipal Government in step with Provincial Government operations and procedures
- Employed 54,595 Iraqi's through 1560 CERP projects; $85 million in CERP expenditures
- 752 Micro Grants for $2.9M; 1719 jobs created
- 23 Adult Literacy Programs
- 14 Vocational Training Programs
  - Sewing classes
  - Computer literacy
- 3 Women's Forums

AS OF **12 JAN 08**   *Raiders First!*

Transition to EPRT Lead
(Current BCT/EPRT Partnership Organization)

Current Coverage

Executive — (b)(6)

CA/CAG/S5 Plans & OPs

Municipalities	Water	Sewer	Electricity
(b)(3), (b)(6)	(b)(6)	(b)(6)	(b)(3), (b)(6)

Fuel & Oil Distribution	Health/ Education	SOE / Industry	Civil Defense
(b)(3), (b)(6)	(b)(3), (b)(6)	(b)(6)	(b)(3), (b)(6)

Rule of Law/ Land Registration	Womens Affairs	Agriculture, Irrigation & Water/ Dams	Accounting Treasury/ Micro Finance, Banks, Budgets
(b)(3), (b)(6)	(b)(3), (b)(6)	(b)(3), (b)(6)	(b)(3), (b)(6)

BLACK = EPRT
RED = A/448th CA (Tentative Departure O/A 15 FEB 08)
BLUE = DET 2, 5/10 CAG (TOA 26 FEB 08)

AS OF **12 JAN 08**

Raiders First!

67

Transition to EPRT Lead
(Future BCT/EPRT Partnership Organization)

Transition to EPRT Lead
(Reconstruction Funding)

AO TOPEKA
(Last 12 Months)

AO TOPEKA
(Next 12 Months)

EPRT
$250K
(0.2%)

GOI
$13 Million
(11.2%)

USAID
$18 Million
(15.4%)

CERP (DOD)
$85 Million
(73.2%)

CERP
Shift in
Resources
(10%)

EPRT (QRF)
Increase in
Resources
(15%)

USAID
Increase in Resources
(25%)

GOI
Increase in Effectiveness
(50%)

• Reduction in CA Teams/
Shift Lead to EPRT/USAID

• QRF Process Streamlined
• Increase in QRF

• Increase in Funds for
IRD/IRAP
• Fully Fund USAID
Implementing Partners

• GOI/Province Implements a
Monthly PRDC

4/14/2015 7:15 AM

69

AS OF 12 JAN 08

Raiders First!

Transition to EPRT Lead
(Future Reconstruction Funding Process)
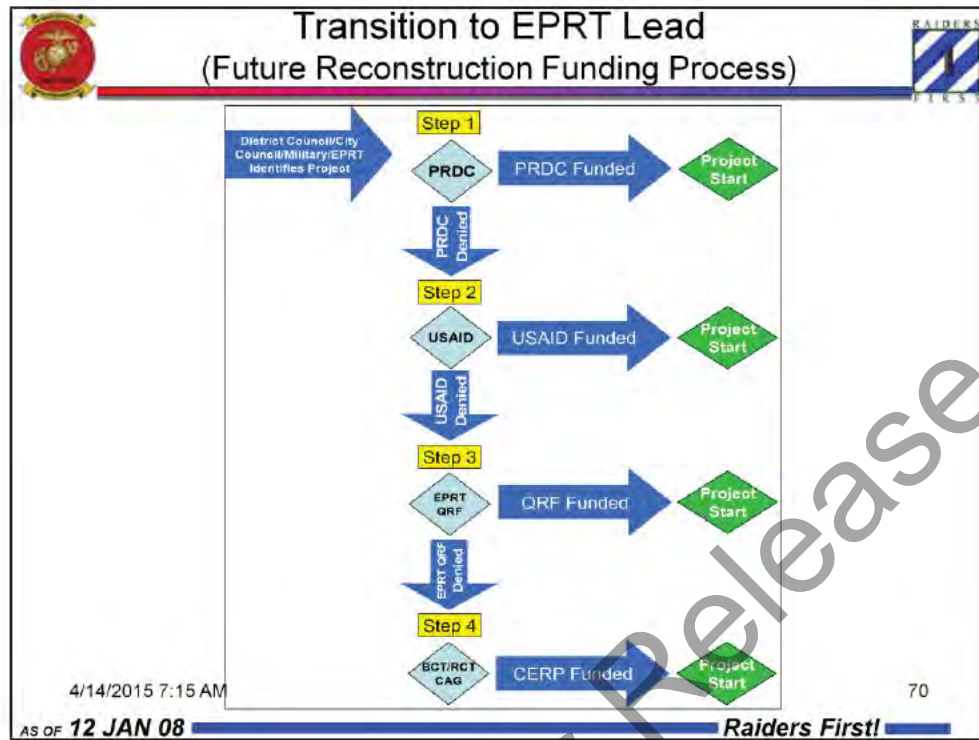
Way Ahead
(Next 180 Days)

- Augment EPRT Staff (Governance)
  - Increase DOS personnel to provide backfill and full Governance coverage
  - Master Planning and Management Cell (Mayors Staff)
    - 3 x Engineers / 4 x Advisors (RTI)
- Economic Development
  - Development of economic zones in Ramadi
  - VOTECH Program/Job Program (USAID)
  - Establish Ramadi Chamber of Commerce
  - Expansion of Micro Grants/Micro Finance
  - Continue Contractor Seminar/Establish Contracting Office
  - Ceramics Factory
    - Limited to Full Production
- Rule of Law
  - Ramadi/Provincial Criminal & Civil Courts operate with transparency
  - Justice Center renovation complete
  - Provincial Transfer Jail working at full capacity
- Relocation of Municipal Governance

4/14/2015 7:15 AM

71

AS OF **12 JAN 08**   **Raiders First!**

Questions

AS OF **12 JAN 08** ▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬▬ *Raiders First!* ▬

73
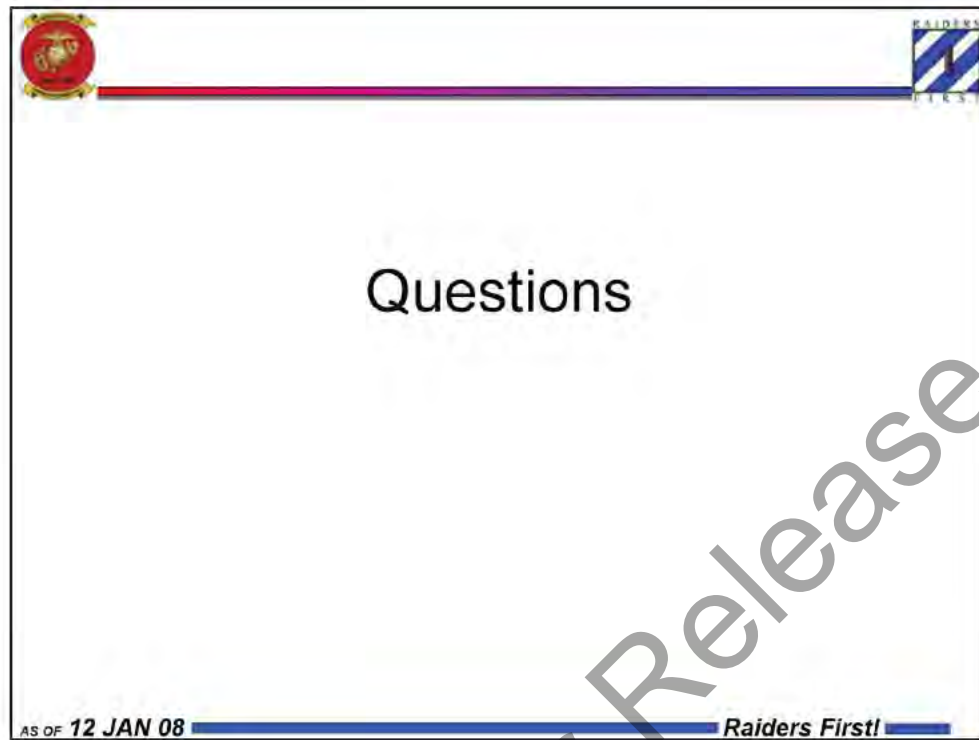
**RCT-6 / ePRT
AO Raleigh
Joint Common Plan Brief
Jan 12, 2008**

4/14/2015 7:15 AM

SECRET

73

Mission Statement and Concept of Integration

(illegible faded text)

- Transition from Military to Civilian control

- ePRT lifts the plan to next level.. dedicated team with specific skills

- Integrated into all aspects of RCT engagements…Force Multiplier

4/14/2015 7:15 AM   SECRET   74

Governance

GOVERNANCE

Transparency in Local Governments operations and decision-making fosters legitimacy by the populace. Transparency assured by monitoring by the public.

90 DAYS	•Council has completed the LGP training modules for strategic planning •Fully operational offices for City Council, Mayor's Office •Connect local leadership with their constituents
180 DAYS	•Integration of Sub-district towns with the Fallujah District •Establishing a representative district government •Connect local leadership with their constituents
270 DAYS	•Engagement with the Provincial Government •Workshop training, strategic planning sessions, Executive Workshops •Connect local leadership with their constituents
RESOURCES	EPRT, CA, IO

4/14/2015 7:15 AM

SECRET

75

Approved for Release

Economic Development

ECONOMIC DEVELOPMENT

Local Government and associations facilitate economic growth and expansion in the community.

90 DAYS	•Chamber of Commerce, Microfinance, Public Radio open and sustained •Women, Youth, Employment and Public works programs ongoing •Small Business Development Center open and sustained
180 DAYS	•Business associations promote economic development in the community • Promote outside investment, export, and local sales •Small Business Development Center open and sustained
270 DAYS	•Exploit economic markets throughout Iraq and the International market •Increase domestic and foreign partnerships •Small Business Development Center open and sustained
RESOURCES	EPRT, CA

4/14/2015 7:15 AM

SECRET

76

Rule of Law

RULE OF LAW

The Rule-of-Law is increasingly prevalent throughout the communities.

90 DAYS	•Qualified Public Defenders are available and accessible to the public •NGOs exist to provide pro bono legal assistance to citizens •Court system in place
180 DAYS	•Trained investigative judges, judicial investigators, trial judges, and staff •Judges conduct magistrate hearings and hear felony & terrorist cases •Court system in place
270 DAYS	•Public awareness campaigns, training sessions, town hall meetings •Rights & responsibilities of citizens and the ROL are publicized •Court system in place
RESOURCES	SJA, EPRT

4/14/2015 7:15 AM   SECRET   77

Approved for Release

Security

SECURITY

The police force is respected as an institution fully integrated with the municipality operating within the rule of law and is accountable to community.

90 DAYS	•Labor intensive employment continues targeting young males •Create and staff a police academy •Relationship between municipal government and the Police Chief
180 DAYS	•Improve linkage with Police Chief and Provincial Police Chief •Achieve a 75% staffing of IP's within the community •Relationship between municipal government and the Police Chief
270 DAYS	•Advanced training for IPs at the Law School •Continue IP recruitment to 100% IP staffing •Relationship between municipal government and the Police Chief
RESOURCES	PiTT/MiTT, CA, IO, Law School, EPRT

4/14/2015 7:15 AM

SECRET

78

79

Questions