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
Environmental Assessment

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

Time: .15
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

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 formation of MNF-W.
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
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
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
ISR

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

Time: .05
Theater FMV Coverage Areas

MNF-W Theater DS Allocations
- 2 x P-3 Sorties = 1.4a, 1.4g
- 1 x Warrior Alpha
- Total DS Coverage

Both Assets can Range Entire AO
- AO Atlanta is Secondary for Both Platforms

Warrior A Primary
P-3 Primary

4/14/2015 7:15 AM
Aug 08 Organic FMV
ISR Coverage & Gaps

1. MNF-W loses 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
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.
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
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
MNF-W OPORD 07-01

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

MNC-I OPORD 08-01
- 3 x LOOs
- 5 x Phases
- ENDSTATE: IRAQ Secure & Self-Reliant

Annexes and Appendices

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

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

CF Tactical Partnership

AO EAST (RCT 4-5): 1st M DD co-partner

2. 3FP
3FP Partnership with 2/1 IA BDE, Karazaih and Zedawip IP, and PBF 4

3. 3FP
3FP Partnership with Pallikot, Amoravat Farm, and Sztawip IP, and PBF 4

2. 3FP
3FP Partnership with 1/1 IA BDE, Kollawip IP and PBF 1

1. 3FP
3FP Partnership with Ramshi IP and PBF 4

2. 3FP
3FP Partnership with Rawahi IP and PBF 2

AO WEST (RCT 5-6): 7th M Div co-partner

3. 3FP
3FP 94 RIF/TOA w/87 DBK, expands to BHU w/322.

3. 3FP
3FP Partnership w/77 IA BDE, Hidh and Hadiha IP

3. 3FP
3FP Partnership w/77 IA BDE and Al Qamar, Rawahi, Arosk IP

3. 3FP
3FP Partnership w/77 IA BDE and Arosk IP

Approved for Release
Tasks:

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

Time: :05
1. Operationalize the CIED Fight
   A. Integrated team across the MAGTF
   B. Leverage JIEDDO programs
   C. Synthesis towards IED Defeat
2. Managed Force Protection – continuous actions that leverage technology and is fused with operations
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-144a released detainees
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 success 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

OPSEC: Protect Critical Information
EW: CIED / COMMS EA
COMCAM: Documentation of Key Operations, Reproduction for Exploitation
MILDEO/STO: Disrupt Insurgent Networks
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
MNF-W Multi Media Products

Handbills  Freedom Magazine  The Prairie Newsletter

Influence civilian population to support ISF IOT increase legitimacy of security forces

1. Likelihood to report violent acts increased 29% from September through November
2. Level of trust in IA to provide security increased 12% from September through November
3. Level of trust in IP to provide security increased 3% from September through November
4. Tips increased 78% from June to November
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
TOTAL BTTs - 9
DHS CUSTOMS TEAM - 3
   (2 X PAX EACH)
CBA CUSTOMS TEAM - 6
   (1-3 X PAX EACH)
TOTAL PERSONNEL: 134
**Detainee Release**

**Tasks:**

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

**Time:** :05
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.
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
Rule of Law

On MNF-W arrival, no criminals were being triad. Since then, Rule of Law restarted, mentored and then transitioned

1. Investigative Judges. Felony Trial Courts and terrorism Court increasingly effective and productive

2. Anbar Rule of Law Complex at Hurricane Point
   A. Securing the Terrorism Court and judges –
   B. HP turnover to Gt coordinated w/ RoL Complex development

1. Anbar Prison for ISF prisoners (not the TIFRIC) providing long term confinement capability

2. Integrating Judges and Police to synergistically delegitimize insurgents and reinforce gains

Investigative Hearings
Non Terrorism Felony Trials (Ramadi & Fallujah)
ACC #18 Terrorism Defendants
Linan (ACC #18 Terrorism Defendants)
2 per. Nov. Aug. (Investigative Hearings)
Linan (Non Terrorism Felony Trials) (Ramadi & Fallujah)

Jan 07    Aug 08
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
Reconciliation: Tribal Sheikh Engagement

Werew Sheikhs
- Abu Bubakr
- Sadiq bin Ali bin Matar
- Ali bin Hamza
- Al Habib Al Shebbak
- Al Habib Al Emam

Ramadi Sheikhs
- Abu Zayd
- Al Habib Al Alani
- Al Habib Al Emam
- Al Habib Al Shebbak
- Al Habib Al Emam
- Al Habib Al Shebbak
- Al Habib Al Emam
- Al Habib Al Shebbak

Fallujah Sheikhs
- Abu Basri
- Al Habib Al Alani
- Al Habib Al Emam
- Al Habib Al Shebbak
- Al Habib Al Emam
- Al Habib Al Shebbak
- Al Habib Al Emam
- Al Habib Al Shebbak

Approved for Release
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

Secretary General
Dr. Ratef Iyad AL-Itawi

Gov. Mih'ameen Sami Rashidi
Dr. Abd al-Salam Abdallah Muhammad al-Ari
Sheikh Ahmad Beza Freidah al-Binawi
Sheikh Hamid Turki Zayin Shukri al-Ihrabi
Sheikh Taha Khalif al-Abdallah al-Habusi

RELEASED 2015
Al Anbar Provincial Reconstruction Teams (PRTs)

Classified by: MG Michael X. Garrett, USCENTCOM Chief of Staff
Declassified on: 201505

Approved for Release

Al Anbar PRT
Blue Diamond
(34 personnel)

Al Anbar PRT
Camp Fallujah
(15 personnel)

Habaniyah
(30 personnel)

Husaybah / al-Qa'im

Walid

Rutbah

Rawah / Anah

Baghdadi

Hit

Al Asad

Hadithah Triad

Embueded PRTs

Core Team
- 1 X Team Leader (DoS)
- 1 X Deputy Team Leader (DoD)
- 1 X Development Specialist (USAIID)
- 1 X BBA (Bilingual Bicultural Advisor)

Specialists
- (+) K Specialist (RoL, Econ, Law, etc.)

Al Anbar PRT
Current Team
- 1 X Team Leader (DoS)
- 1 X Deputy Team Leader (MNF-W)
- 2 X MNF-W PRT Operations Cell
- 30 X Specialist (Admin, RoL, Econ, Gov, etc.)

MOA Signed
- 2007 22 Feb

Additional
- PRTs
- Arrive at MNF-W

Additional
- Plans
- Presented

Joint Common

Additional
- PRTs
- Manning

Today

Additional
- PRTs
- Manning

Future PRT
- Members from
- DoS after Jan 08

2007 22 Feb 16 April 17 May 23 May 31 July 12 Jan 2008

Approved for Release

43
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
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)
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
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
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
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
**Infrastructure**

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

<table>
<thead>
<tr>
<th>Fund Type</th>
<th>Source</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ministerial</td>
<td>GOI (2007)</td>
<td>$108 Million</td>
</tr>
<tr>
<td>Rapid Reconstruction Fund (RRF)</td>
<td>GOI (2007) + Supplement</td>
<td>$177 Million</td>
</tr>
<tr>
<td></td>
<td>GOI (2008) Verbal</td>
<td>$183 Million</td>
</tr>
<tr>
<td>Development Fund for Iraq (DFI)</td>
<td>GOI (Legacy)</td>
<td>$51 Million</td>
</tr>
<tr>
<td></td>
<td>GOI (Post-Kinetic)</td>
<td>$75 Million</td>
</tr>
<tr>
<td>Commander's Emergency Response Program (CERP)</td>
<td>U.S. (FY07)</td>
<td>$132 Million</td>
</tr>
<tr>
<td>Economic Support Fund (ESF)</td>
<td>U.S. (FY06S)</td>
<td>$16 Million</td>
</tr>
<tr>
<td></td>
<td>U.S. (FY07S)</td>
<td>$37 Million</td>
</tr>
</tbody>
</table>

**TOTAL RECONSTRUCTION PROGRAM**

$809 Million

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

**GOI Funds**

$594M (73%)

**U.S. Funds**

$215 M (27%)
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
Questions / Break
Joint Common Plan

12 January 2008
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

• 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

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
<th>Source</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Team Leader</td>
<td>Dept of State</td>
</tr>
<tr>
<td></td>
<td>Deputy Team Leader</td>
<td>USAID</td>
</tr>
<tr>
<td></td>
<td>Bi-Lingual Bi-cultural Advisor</td>
<td>Contractor</td>
</tr>
<tr>
<td></td>
<td>Rule of Law</td>
<td>Dept Army Civ</td>
</tr>
<tr>
<td></td>
<td>City Management</td>
<td>Dept Army Civ</td>
</tr>
<tr>
<td></td>
<td>“Al Qaim LNO”</td>
<td>Dept Navy Civ</td>
</tr>
<tr>
<td></td>
<td>Business Dev.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>“Haditha LNO”</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Civil Affairs, Education</td>
<td>Army Reserve, TPU</td>
</tr>
<tr>
<td></td>
<td>City Planning</td>
<td>Dept Army Civ</td>
</tr>
<tr>
<td></td>
<td>Governance</td>
<td>Army Reserve, IRR</td>
</tr>
<tr>
<td>Agriculture</td>
<td>“Hit LNO”</td>
<td>USDA</td>
</tr>
<tr>
<td>Interpreter/Translator</td>
<td></td>
<td>Contractor</td>
</tr>
<tr>
<td>Construction Materials Specialist</td>
<td></td>
<td>Contractor</td>
</tr>
</tbody>
</table>

- **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

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

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

Current Coverage

Executive (b)(6)

Municipalities (b)(3), (b)(6)

Water (b)(6)

Sewer (b)(6)

Electricity (b)(3), (b)(6)

Fuel & Oil Distribution (b)(3), (b)(6)

Health/ Education (b)(3), (b)(6)

SOE / Industry (b)(6)

Civil Defense (b)(3), (b)(6)

Rule of Law/ Land Registration (b)(3), (b)(6)

Women’s Affairs (b)(3), (b)(6)

Agriculture, Irrigation & Water Dams (b)(3), (b)(6)

Accounting, Treasury, Micro Finance, Banks, Budgets (b)(3), (b)(6)

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

4/14/2013 7:15 AM
AS OF 12 JAN 06 Raiders First!
Questions
RCT-6 / ePRT
AO Raleigh
Joint Common Plan Brief
Jan 12, 2008
Mission Statement and Concept of Integration

- 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
## Governance

<table>
<thead>
<tr>
<th>GOVERNANCE</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Transparency in Local Governments operations and decision-making fosters</td>
<td>Transparency assured by monitoring by the public.</td>
</tr>
<tr>
<td>legitimacy by the populace. Transparency assured by monitoring by the public.</td>
<td></td>
</tr>
<tr>
<td>90 DAYS</td>
<td>- Council has completed the LGP training modules for strategic planning</td>
</tr>
<tr>
<td></td>
<td>- Fully operational offices for City Council, Mayor's Office</td>
</tr>
<tr>
<td></td>
<td>- Connect local leadership with their constituents</td>
</tr>
<tr>
<td>180 DAYS</td>
<td>- Integration of Sub-district towns with the Fallujah District</td>
</tr>
<tr>
<td></td>
<td>- Establishing a representative district government</td>
</tr>
<tr>
<td></td>
<td>- Connect local leadership with their constituents</td>
</tr>
<tr>
<td>270 DAYS</td>
<td>- Engagement with the Provincial Government</td>
</tr>
<tr>
<td></td>
<td>- Workshop training, strategic planning sessions, Executive Workshops</td>
</tr>
<tr>
<td></td>
<td>- Connect local leadership with their constituents</td>
</tr>
<tr>
<td>RESOURCES</td>
<td>EPRT, CA, IO</td>
</tr>
</tbody>
</table>

4/14/2015 7:15 AM
# Economic Development

**ECONOMIC DEVELOPMENT**

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

<table>
<thead>
<tr>
<th>DAYS</th>
<th>Description</th>
</tr>
</thead>
</table>
| 90   | • 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  | • Business associations promote economic development in the community  
   • Promote outside investment, export, and local sales  
   • Small Business Development Center open and sustained |
| 270  | • Exploit economic markets throughout Iraq and the International market  
   • Increase domestic and foreign partnerships  
   • Small Business Development Center open and sustained |

**RESOURCES**  
EPRT, CA
# Rule of Law

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

<table>
<thead>
<tr>
<th>Period</th>
<th>Action</th>
</tr>
</thead>
<tbody>
<tr>
<td>90 DAYS</td>
<td>Qualified Public Defenders are available and accessible to the public</td>
</tr>
<tr>
<td></td>
<td>NGOs exist to provide pro bono legal assistance to citizens</td>
</tr>
<tr>
<td></td>
<td>Court system in place</td>
</tr>
<tr>
<td>180 DAYS</td>
<td>Trained investigative judges, judicial investigators, trial judges, and staff</td>
</tr>
<tr>
<td></td>
<td>Judges conduct magistrate hearings and hear felony &amp; terrorist cases</td>
</tr>
<tr>
<td></td>
<td>Court system in place</td>
</tr>
<tr>
<td>270 DAYS</td>
<td>Public awareness campaigns, training sessions, town hall meetings</td>
</tr>
<tr>
<td></td>
<td>Rights &amp; responsibilities of citizens and the ROL are publicized</td>
</tr>
<tr>
<td></td>
<td>Court system in place</td>
</tr>
</tbody>
</table>

**Resources:** SJA, EPRT

---

4/14/2015 7:15 AM
## 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.

<table>
<thead>
<tr>
<th>DAYS</th>
<th>Requirements</th>
</tr>
</thead>
</table>
| 90   | - Labor intensive employment continues targeting young males  
- Create and staff a police academy  
- Relationship between municipal government and the Police Chief |
| 180  | - 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  | - 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/MIT, CA, IO, Law School, EPRT
Questions