

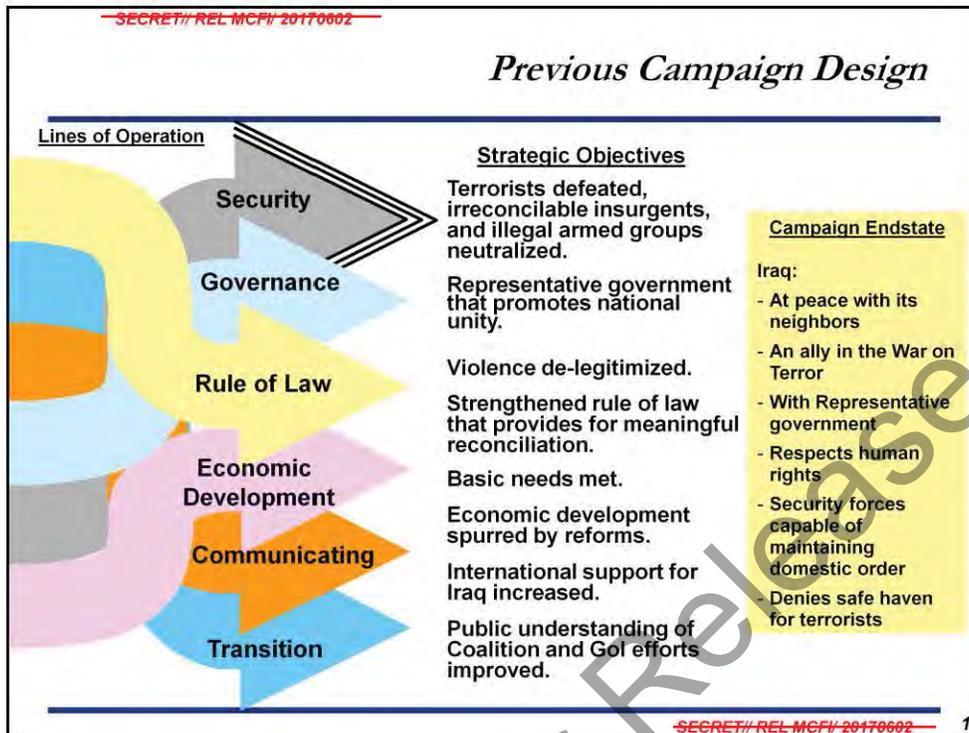
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*Joint Campaign Plan
Development*

Joint Campaign Redesign Team

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JSAT – Initial Findings

Nature of the Conflict –

Communal struggle for power and survival between rival political, ethnic and sectarian groups;

- *Insurgency* against the central government and the coalition continues and sets conditions for terrorism and sectarian conflict

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|------------|
| 1.4c, 1.4d |
|------------|

- Underlying and contributing to instability is a *chronic lack of state capacity* to fulfill basic responsibilities to its people

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Key Differences from Previous JCP/JCAP

- Political line is central with imperative on protecting the population
- Regional diplomatic initiatives must have renewed emphasis
- Engagement with reconcilable groups to move them away from violence
- Conditions based transition continues in partnership with the GoI
- JCP is a genuine collaborative effort; next steps are to share with the GoI

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4

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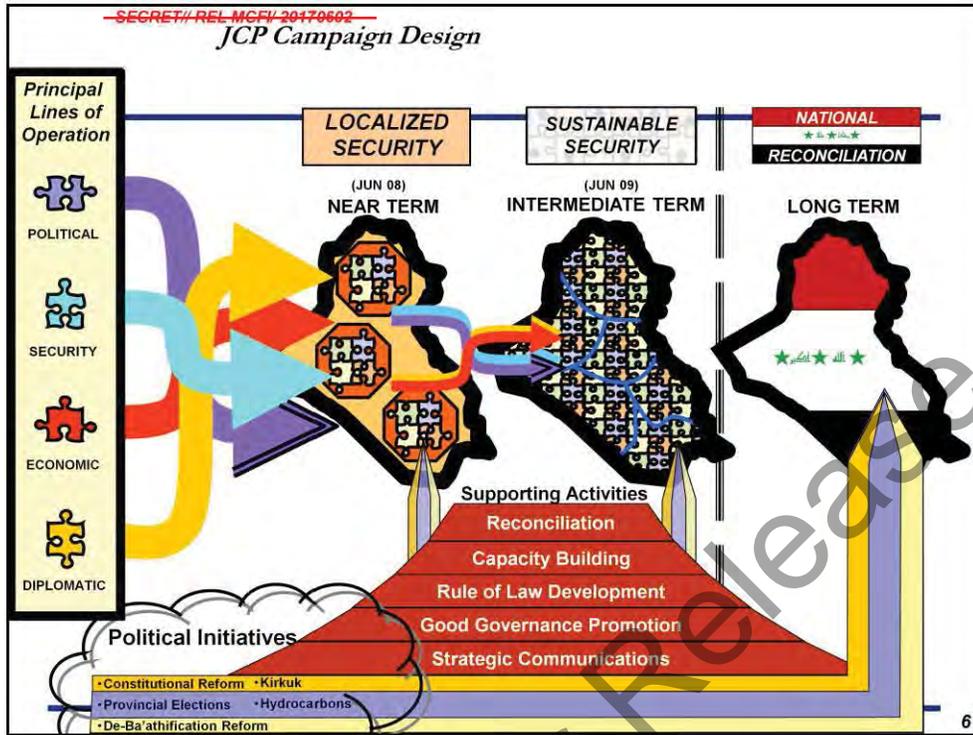
JCP Mission Statement

The Coalition, in partnership with the Government of Iraq, employs integrated political, security, economic, diplomatic and informational means to help the people of Iraq achieve sustainable security by spring of 2009 and to advance reconciliation and political and economic development.

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5

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Political

• **Basic Thrust**: Create good governance in Iraq

- Reduce GOI sectarianism
- Build Sunni confidence with meaningful national political steps
- Engage Shia factions to promote less sectarian behavior, especially in government.
- Ensure that Kurds do not provoke violence and play a positive role
- Deliver in 2008, move towards amnesty, Transition and Re-integration, end to fighting by national groups, and agreement on federalism

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7

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Security

• **Basic Thrust:** Suppress violence until such time as other LOOs can create sustainable security

- Recognize the primacy of political LOO
- Ensure a baseline of population protection
- Apply leverage to induce reconcilable parties to the negotiating table
- Reform the Iraqi security sector, including security ministries, the IA and IP at all levels.

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Priority is on greater Baghdad, Al Anbar initially
Break the cycle of sectarian violence
Neutralize irreconcilable armed groups
Reduce malign external influence

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Economic

• **Basic Thrust:** Create the economic conditions that will support sustainable security

- Support a clear economic strategy to help Iraqis create the policy framework for sustainable private sector-led growth
- Empower a US Mission Economics Minister to coordinate all economic activity
- Develop an overarching economic strategy
- Enhance PRT role with additional resources
- Develop key areas: better fiscal management, expedited energy sector development, subsidy reform, sustainable employment, fostered transparency & banking reform

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In the near term, establish precursors for government services delivery and private sector market-led economy. Drive budget execution.

In the intermediate term, set up self-sustaining process for goods and services to flow equitably to provinces and people along with initial foreign investment.

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Diplomatic

- **Basic thrust:** Create a supportive international environment that will improve prospects for political accommodation and economic development

- Ensure a basis for securing authorities and immunities in order to maintain the coalition and continue freedom of operation
- Reduce the negative influence of external players as a vital element to create conditions for internal political accommodation



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10

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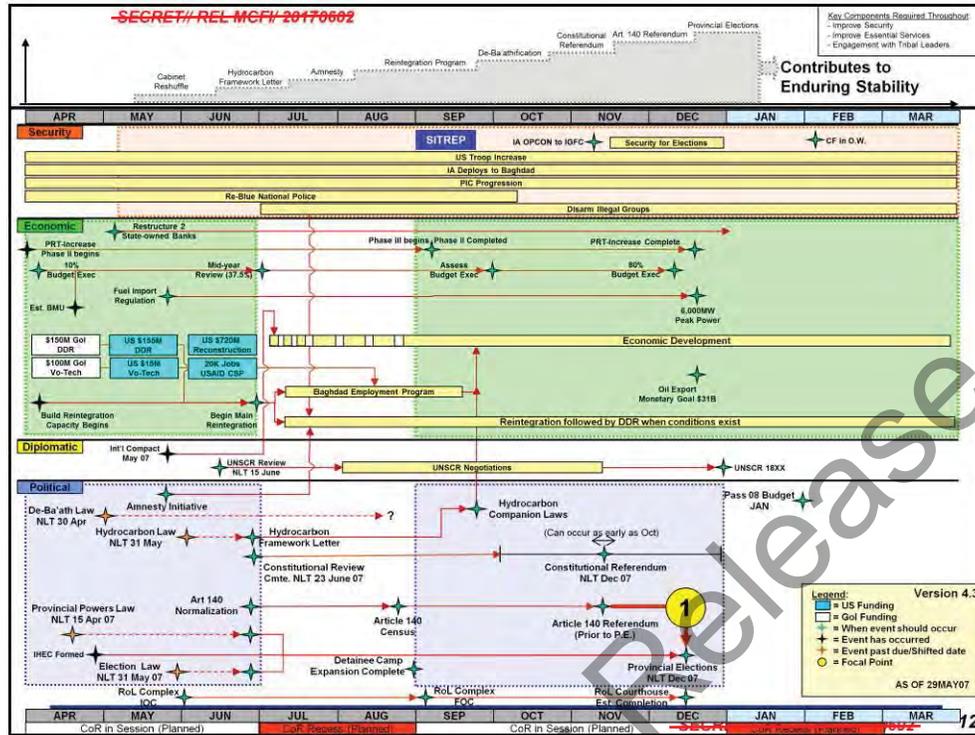
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Cross Cutting Activities

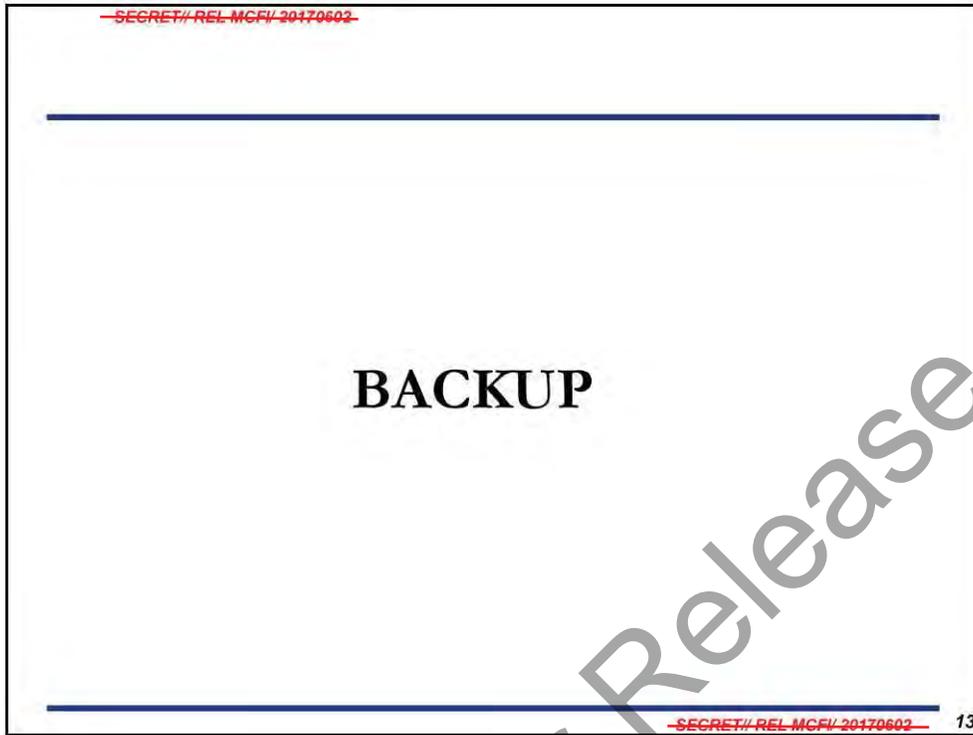
- **Engagement and reconciliation**
- **Rule of law**
- **Transition of authority**
- **Assessment and management**

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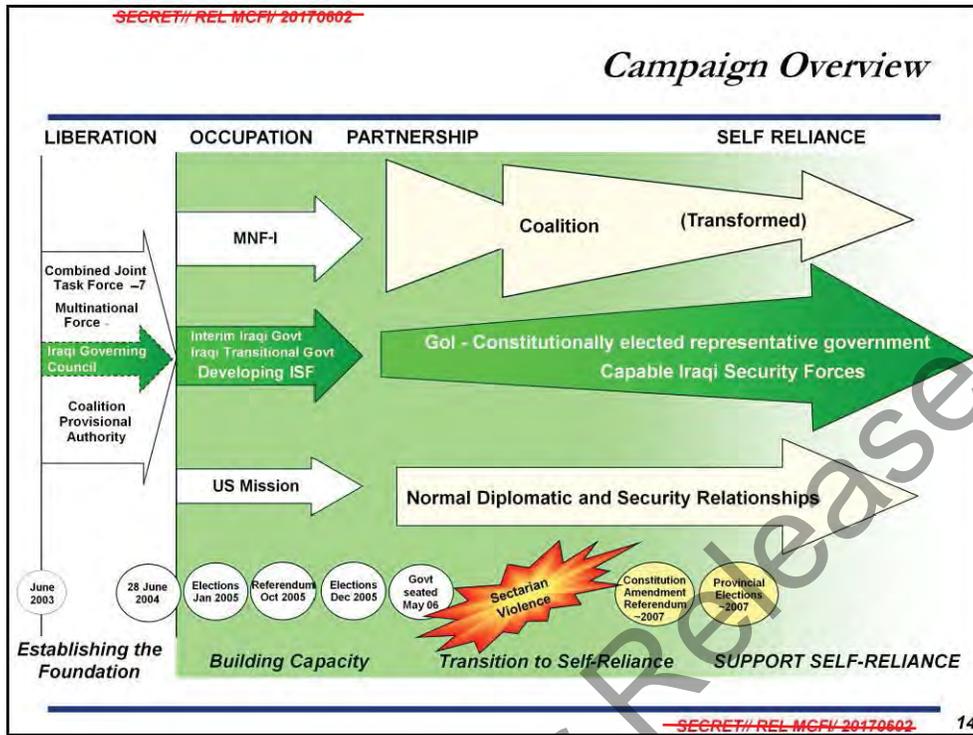
Apply pol-mil-econ-diplomatic pressures to shape behavior of all reconcilable factions while reducing ability of irreconcilables to disrupt the process



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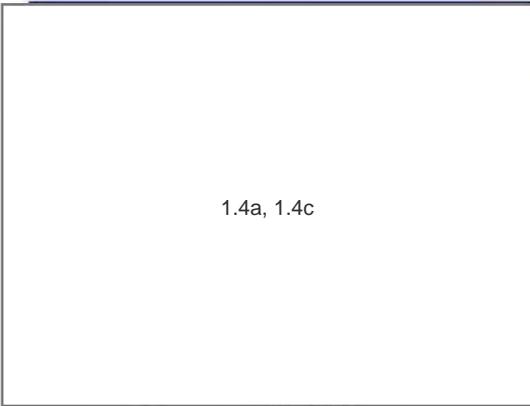
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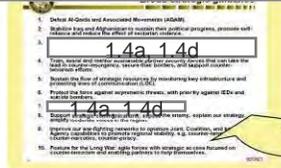
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Iraq: CENTCOM's Main Effort



1.4a, 1.4c



NESTED

MNF-I Campaign Objectives

- Terrorists defeated; irreconcilable insurgents and illegal armed groups neutralized.
- Representative government that promotes national unity.
- Violence de-legitimized.
- Strengthened rule of law that provides for meaningful reconciliation.
- Basic needs met.
- Economic development spurred by reforms.
- International support for Iraq increased.
- Public understanding of Coalition and Gol efforts improved.

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Campaign Plan Mission Statement and Endstate

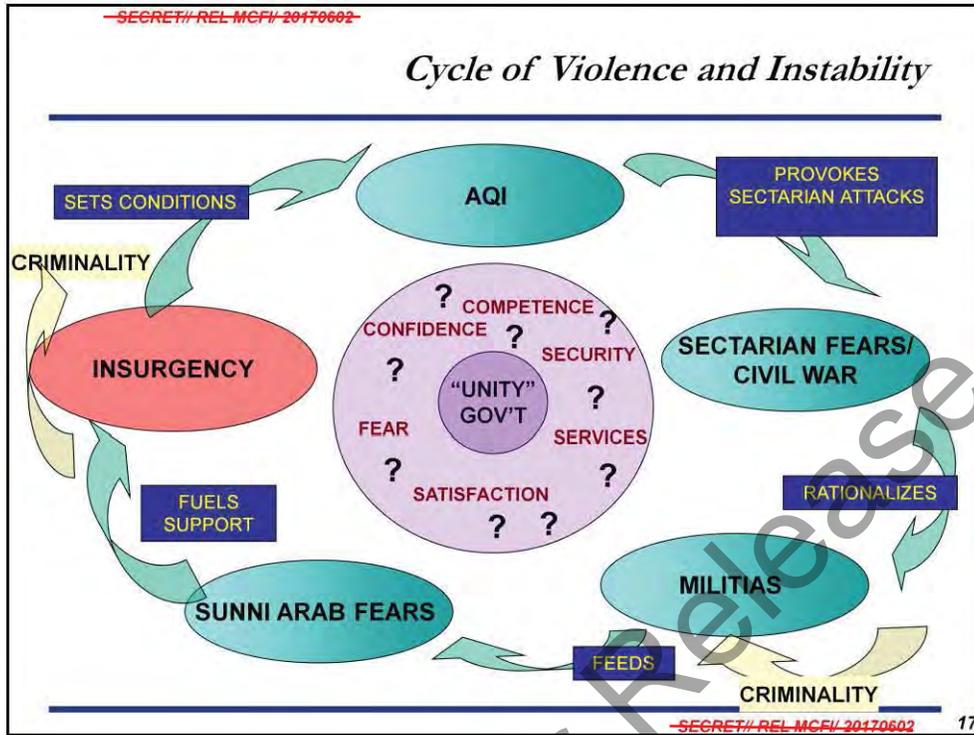
Mission. The US Mission and Coalition Forces will, in partnership with the Government of Iraq, contribute to an environment where Iraqis can develop representative and effective institutions capable of meeting the needs of the Iraqi people, creating the conditions for the Rule of Law, defeating the terrorists and irreconcilable groups, bringing the remainder into the political process, reducing sectarian tensions, and denying Iraq as a safe haven for terror.

Endstate. Iraq at peace with its neighbors and an ally in the War on Terror, with a representative government that respects the human rights of all Iraqis, and with security forces sufficient to maintain domestic order and to deny Iraq as a safe haven for terrorists.

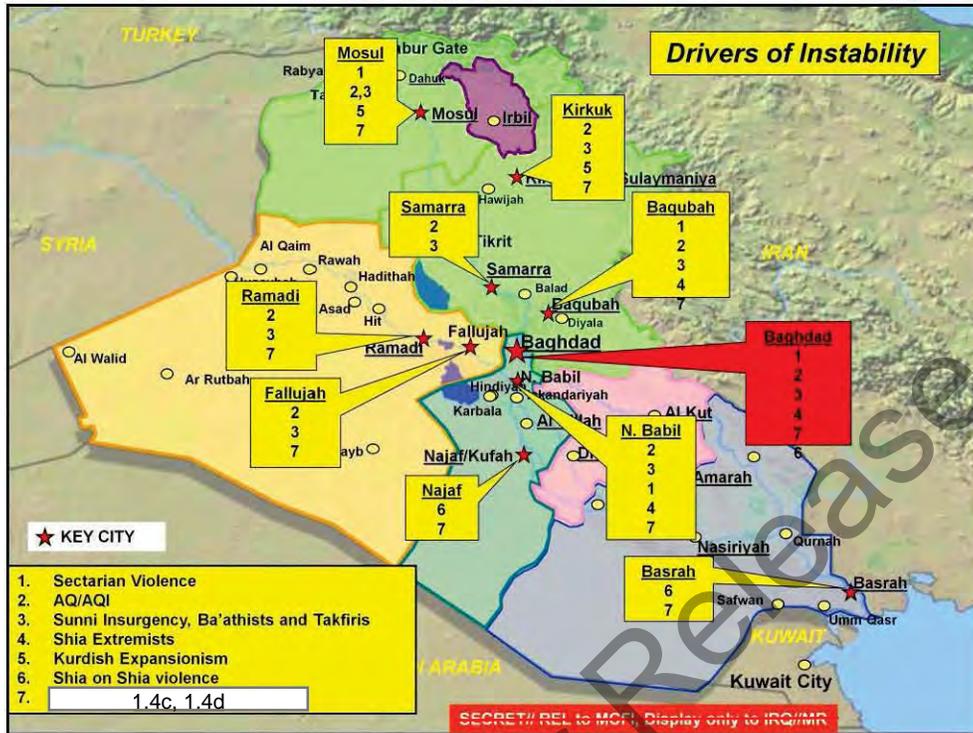
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16

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Key Observations

- **Enduring strategic success will only be achieved by Iraqis**
- **Our critical task is to protect the population and reduce sectarian violence**
 - **Must provide breathing space for reconciliation, improved governance and economic progress to take hold**
- **The Gol is starting to gain traction and is eager for sovereignty**
 - **Hampered by a lack of capability and sectarian divisions**
 - **Must build ministerial capacity to enable them to meet basic needs of Iraqis**
- **Iraqi Security Forces are slowly growing in confidence and capability**
 - **Partnering and embedding transition teams will enhance ISF effectiveness**
 - **ISF need us to stand with them in sizeable numbers for the foreseeable future**

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19

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Key Ideas

-
- Center of Gravity is the population
 - Fight is for stability
 - Main effort is Baghdad
 - Sustaining presence in the population is paramount
 - Phased approach with overlapping options underway
 - Endstate:
 - Security established
 - Self-reliant and politically stable Iraq secured
 - Legitimate and representative government empowered
 - AQI/Extremists defeated
 - Terrorist safe haven denied
 - Economic growth enhanced
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20

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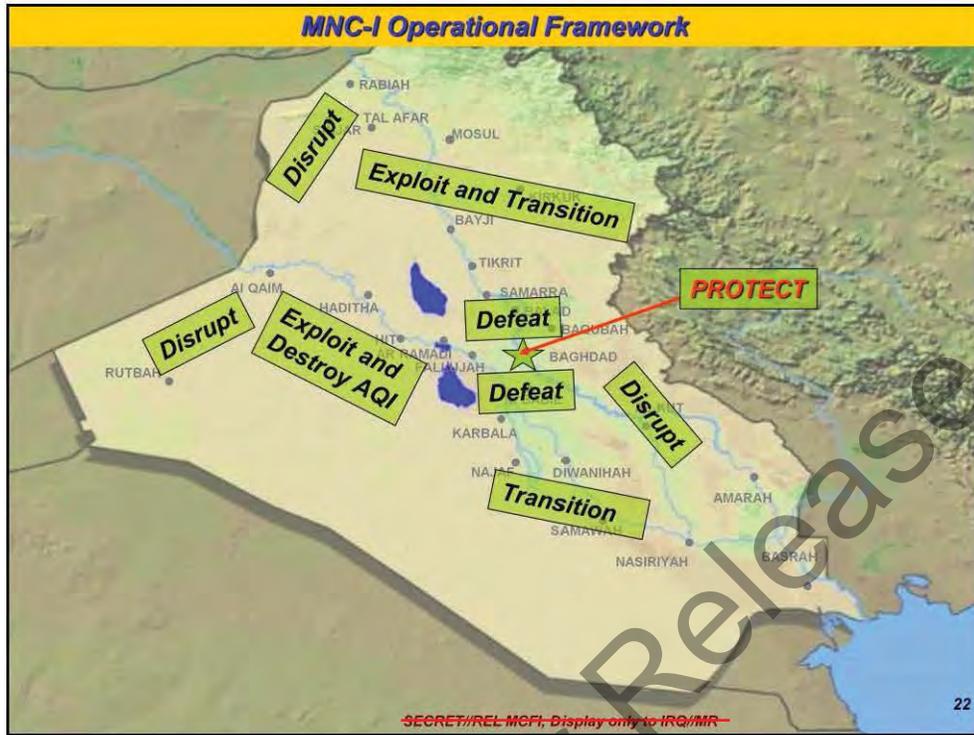
Joint Campaign Action Plan 2007 - Intent

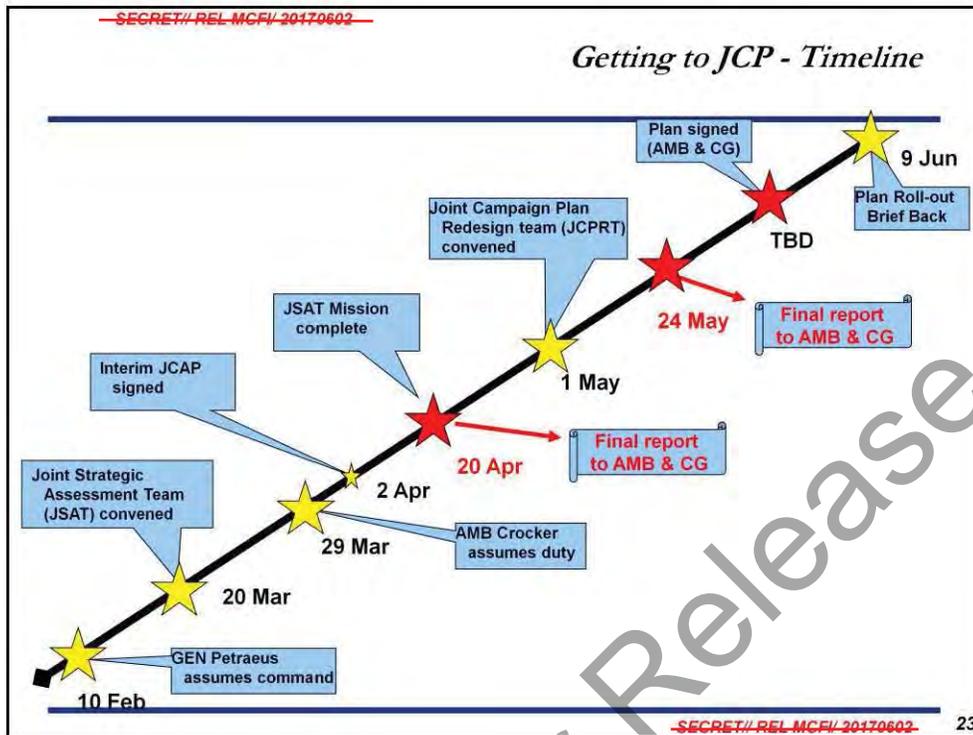
<u>Purpose</u>	<u>Key Tasks</u>
<p>Stabilize Iraq by protecting the population and creating conditions which allow the country to flourish through an integrated effort with the Gol that:</p> <ul style="list-style-type: none">• Deploys security forces• Develops governance capabilities• Enhances economic opportunities• Reconciles Iraq's people• Transitions security responsibility to Iraqi security ministries and forces capable of establishing stability throughout Iraq with Coalition support• Adapts to supporting the Gol• Completes the UNSCR 1723 mandate	<p>The Iraqi Government and Coalition will establish a common framework for actions based on the following tasks:</p> <ul style="list-style-type: none">• Reduce sectarian violence• Protect the population• Pass security responsibility to the Iraqi Government• Strengthen Rule of Law• Meet the basic needs of all Iraqis• Adapt Coalition presence to Iraqi control

Desired Outcome for 2007. Achieve improved stability through a reduction in sectarian violence, improved governance, and economic progress. Pass security responsibility to the Iraqi Government and adapt the Coalition mission to Iraqi control. Set conditions to allow meaningful reconciliation. Transform the Coalition security relationship with the Government of Iraq and evolve the UNSCR to include authorities for 2008 and a long term security relationship.

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JSAT – Initial Findings

Change of Approach - New Focus Areas:

- *A political strategy* - a hands-on approach setting limits and expectations for the GoI
- *Application of force* – protect the population, render irreconcilables ineffective, unable to defeat all opponents in the field. Support Political strategy to achieve negotiated ceasefires
- *Regional engagement is crucial* – neighbors changing their interest calculations
- *Identify and root out malign actors* – Shia dominance part of the problem. Find and apply levers

We need more leverage and more time

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24

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Joint Campaign Plan Goals

Near-Term (6 to 12 months): Baseline of security (i.e., irreconcilable armed groups rendered less effective, large scale sectarian violence reduced) established locally, sufficient to allow broad engagement; substantial progress on localized political accommodations; continuous economic and political development; and a security situation that enables coalition force withdrawal.

Intermediate (12 to 24 months): Sustainable security established nationwide; further reconciliation and political and economic development become self-sustaining.

Long-Term (multiple years): Iraq at peace with its neighbors and an ally in the War on Terror, with a representative government that respects the human rights of all Iraqis, and security forces sufficient to maintain domestic order, defend Iraq's territorial integrity and to deny Iraq as a safe haven for terrorists

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25

DOD Dictionary of Military Terms:

Neutralize: As pertains to military operations, to render ineffective or unusable

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JCP – Main Efforts

- Political ME in near term is the legislative program
- Political ME in intermediate term is building confidence in the Gol

- Security ME in near term is protecting the population
- Security ME in intermediate term is leveraging political progress

- Economic ME in the near term is budget execution
- Economic ME in the intermediate term is sustainable development

- Diplomatic ME in the near term is reducing malign foreign influences
- Diplomatic ME in the intermediate term is building regional support

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26

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