Problems with "Normalcy"

- Defining normally is problematic. Is it:
  - "Western normalcy?" (normalcy of the coalition)
  - U.S. normalcy?
  - Islamic normalcy? (middle eastern? Whatever that is...)
  - Iraqi normalcy? (dictatorship)
- There are numerous ethnic groups, religious sects and tribes each of whom have an idea of "normalcy."
- The main idea behind Phase IV is getting the Iraqis to collectively define "normalcy." See next slide, bringing the different groups together to conduct these events over time creates "normalcy."
- CFC must first stabilize and then reform (once an interim administration is establish to execute the reform mission).
- CFC will stay in place until reform is complete (although troop strength will probably be reduced over time).
• A framework is needed to articulate purpose and provide unity of effort
• We developed objectives that are linked to achieving progress over time
• Each function within the task force is assigned objectives that are linked to achieving the desired end state
• CFC Units focus on stability, safe and secure environment.
• Intellectual energy is dedicated at building joint cooperation, finding employment opportunities
• CA/IO work to influence behavior and attitudes
• NGOs/TGs, although not in unison with our objectives, can provide resources that we aim
Moving from Stability to Reform

**Stabilize**
- Initial humanitarian assistance
  - USAID contracts to assist in opening of border at Um Qasr
  - NGO assistance and distribution
- Internal Displaced Persons (IDP) resettlement
- Initial reconstruction
  - Micro loans to local entrepreneurs
  - Re-open AIP "PODS"
  - Improve a medical network
  - Re-open schools
  - Create a civil work corps with militiamen
  - Iraqi Consultative Council

Primarily CCTF-Iraq Functions

**Reform**
- Internal security
  - Police
  - Regional
  - National
  - Borders
  - Border patrol
  - Custodial facilities
  - Air travel
- External security
  - Stabilization:
    - Self - Defense Force
  - Representative self-governance in areas

Primarily PWPO/I.A. Functions
Current efforts

- The milestones indicate the main functional areas of any society that require definition to achieve "normalcy"
- CFLCC is currently planning to "stabilize"
- TF-4 is currently planning to build a military
- PWPO has to identify measures, plans and resources to "reform"
Phase IV Lines of Operation
(staff section planning areas)

UNITY OF EFFORT
- National
- Coalition
- International
- Regional
- F2C2, POLAD, PAO

SECURITY
- WMD
- Disarmament/De-mobilization
- Presence & Deterrence
- UXO/De-mining
- Borders
- Customs
-悔 Military
- J2, J3, ENG, SOCCE

Humanitarian Relief & Re-settlement
- Food/Shelter
- IDPs/Refugees
- Property/Deeds
- Registration
- Citizenship
- Immigration
- J4, J9/Civil Affairs, ENG

RULE OF LAW
- Laws
- Prisons
- Police
- Judges
- Constitution
- War Criminals
- J2, PMO, JAG

CIVIL ADMINISTRATION
- Utilities
- Religious/Historical sites
- Transportation
- Public Health
- Communication
- Emergency Response
- Education
- Institution Renovation
- Environment
- J9/Civil Affairs, ENG Corps

GOVERNANCE
- Media Reform
- Regional/Local councils
- Elections
- Representative Body
- Diplomatic Ties
- J5, POLAD, PAO

ECONOMIC DEVELOPMENT
- Oil Production
- Public Finance
- Agriculture
- Taxes
- Privatization
- J4, J5

The amount of military support needed for each mission will determine the time required for reconstruction based on troop-to-task.
The following charts depict current planning efforts in relation to the milestones.

When the crosswalk is finished, what is left over becomes the job of the PWPO.
Phase IV Lines of Operation
(CFLCC plan)

**UNITY OF EFFORT**
- F2C2, POLAD, PAO

**SECURITY**
- J2, J3, ENG, SOCCE

**Humanitarian Relief & Re-settlement**
- J4, J9/Civil Affairs, ENG

**RULE OF LAW**
- J2, PMO, JAG

**CIVIL ADMINISTRATION**
- J9/Civil Affairs, ENG Corps

**GOVERNANCE**
- J5, POLAD, PAO

**ECONOMIC DEVELOPMENT**
- J4, J5

- Lithuania
- Regional
- Coalition
- International
- National
- Functional
- National
- Functional
- National
- Functional

- NWC
- Disarmament/De-mobilization
- Presence & Deterrance
- UXO/De-mining

- Borders
- Customs
- WZ Military

- Food/Shelter
- IDPs/Refugees
- Property/Goods
- Registration
- Citizenship
- Immigration

- Laws
- Prisons
- Police
- Judges
- Constitutional
- War Criminals

Utilities
- Religious/Historical sites
- Transportation
- Public Health
- Communication
- Emergency Response
- Education
- Institution Renovation
- Environment

Media Reform
- Regional/Local councils
- Elections
- Representative Body
- Diplomatic Ties

Oil Production
- Public Finance
- Agriculture
- Taxes
- Privatization

The amount of military support needed for each milestone will determine the time required for reconstruction based on troop-to-task.
TF 14a – Phase IVb and IVc plan

CT/LOC: Event

Phase 4a: Normal
Phase 4b: Regeneration
Phase 4c: Transformation of the Iraqi Armed Forces

Security
- Maintaining security of occupied territory
- Securing national borders

Transformation of the Iraqi Armed Forces
- Security of Iraqi Territorial Integrity
- Military Support to WMD Elimination
- Military Support to Civil Ministries
- Military Information Operations

IMN(I) Military Lines of Operation

Rule of Law
- Civil order maintained
- Judicial system functioning

End State
- National security
- Economic stability

IMN(I) Military Lines of Operation
Phase IV Lines of Operation

(adding the TF-14a plan)

**UNITY OF EFFORT**
- F2C2, POLAD, PAO

**SECURITY**
- J2, J3, ENG, SOCCE
  - Weapons
  - Disarmament/De-mobilization
  - Presence & Deterrence
  - UXO/De-mining
  - Borders
  - Customs
  - J2 Military

**Humanitarian Relief & Re-settlement**
- J4, J9/Civil Affairs, ENG

**RULE OF LAW**
- J2, PMO, JAG
  - Laws
  - Prisons
  - Police
  - Judges
  - Constitution
  - War Criminals

**CIVIL ADMINISTRATION**
- J9/Civil Affairs, ENG Corps

**GOVERNANCE**
- J5, POLAD, PAO

**ECONOMIC DEVELOPMENT**
- J4, J5

The amount of military support needed for each milestone will determine the time required for reconstruction based on troop-to-task.
USACE Planning Efforts

Iraq Reconstruction Office

- Project Management
- Plans and Operations
- Explosive Ordnance Disposal
- Resource Management
- Information Management
- Logistics

Engineering Services
- Contracting
- Real Estate
- Office of Counsel
- Public Affairs

Area Office
- Roads
- Sanitary
- Public & State Buildings
- Electricity & Water
- Defense
- Airports
- Waterways

Area Office
- Roads
- Sanitary
- Public & State Buildings
- Electricity & Water
- Airports
- Waterways

Notes:
- **DAG—District Administrative Group
- Number of personnel required determined by scope of effort
- ** Field Offices are added at the work level
- *** Dropped added to the Field Office as required by the situation

Approved for Release
Phase IV Lines of Operation

(adding the USACE plan)

**UNITY OF EFFORT**
- National
- Coalition
- International
- Regional
- F2C2, POLAD, PAO

**CIVIL ADMINISTRATION**
- J9/Civil Affairs, ENG Corps
- Religious/Historical sites
- Transportation
- Public Health
- Communication
- Emergency Response
- Education
- Institution Renovation
- Environment

**SECURITY**
- J2, J3, ENG, SOCCE
- Disarmament/Demobilization
- Police & Deterrence
- UXO/De-mining
- Borders
- Customs
- Military

**GOVERNANCE**
- J5, POLAD, PAO
- Media Reform
- Regional/Local councils
- Elections
- Representative Body
- Diplomatic Ties

**Humanitarian Relief & Re-settlement**
- J4, J9/Civil Affairs, ENG
- Food/Shelter
- IDPs/Refugees
- Property/Needs
- Registration
- Citizenship
- Immigration

**ECONOMIC DEVELOPMENT**
- J4, J5
- Oil Production
- Public Finance
- Agriculture
- Trade
- Privatization

**RULE OF LAW**
- J2, PMO, JAG
- Laws
- Prisons
- Police
- Judges
- Constitution
- War Criminals

The amount of military support needed for each milestone will determine the role required for reconstruction based on troop-to-task.
Milestones that are not highlighted are not being worked.
Need help on governance, economic reform, education, health, laws, prisons, judges, de-mining, etc.
Many USG and IO/NGOs are making plans, BUILD THE ROLODEX! Find out who they are and what they need.
Get a bunch of military planners together with the plans and run a Synch Drill to make sure the entire effort is supported.
The alternative is to sit back and wait, addressing the problems as they arise and adding 3 years to the process...
Method of Strategy Development

1. Conduct initial AO assessment (30 Days)
   - Get a grip on country first
   - The funnel articulates how activities are linked to progress over time

2. Develop an overarching framework for understanding important to articulate purpose (Macro)
   - Blow up of past accomplishments and future goals
   - Should be linked to Iraq return to normalcy - self-sufficiency

3. Identify natural progression towards achieving goals (Micro)
   - May require more time to gather information
   - Execution matrix is used to synchronize functions

4. Select 2-3 areas to focus on
   - Assessments and objectives refined every 90 days

5. Determine what has been accomplished and where progress is needed (on 2-3 Areas)
   - Aim at achieving CFC objectives in selected areas

6. Chart out a course, assigning objectives to forces/functions
   - Reflects objectives in selected areas

7. Conduct routine assessments and refinements of the strategy