Provincial Iraqi Control

Problem Statement: How to prioritize efforts and resources to reach Provincial Iraqi Control? OR How to reduce Coalition Forces while sustaining the ability to produce effective and durable Iraqi institutions that will achieve and maintain self-reliance?
### Analysis

#### Facts
1. Iraqi Army is the pacing item for assuming Iraqi Army Lead (IAL)
2. Iraqi Army Lead to Provincial Iraqi Control is the baseline model for achieving Iraqi Security Self-Reliance (ISSR)
3. In Tactical Overwatch, Coalition forces command and control IA Divisions
4. In Operational Overwatch Iraqi Ground Forces Command (IGFC) commands and controls Iraqi Army Divisions

#### Assumptions
1. Multi-National Corps-Iraqi will adjust police transition teams to accommodate off ramps
2. Department of State will fulfill their Provincial Reconstruction Team contributions in a timely manner
3. 5 X MP CCs will be sourced
4. The Government of Iraq (GOI) and growing ministerial capacity will enable transitions
5. UNSCR or similar SOFA with GOI sustains Multi-National Force-Iraq freedom of action

#### Constraints
1. Military Transition Teams do not withdraw until unit attains TRA 1
2. Police Transition Teams do not withdraw until unit attains TRA 2
3. Iraqi Security Forces Logistics capabilities continue to lag

#### Risks & Issues
1. Transition Team killed or captured
2. Iraqi units deteriorate for lack of support
3. Tribal, ethnic, sectarian influences prevent ISF from fully maturing
4. Insurgents shift main effort to provinces that have attained Provincial Iraqi Control
5. Off ramps affect support to transition teams
6. MOU that defines supporting and supported roles for IA, IPS, NP under crisis circumstances
7. Checks and balances on the use of force defined between Provincial Governor, Minister of Interior, Minister of Defense, and Prime Minister
8. Visibility of resource linkage—budget—between federal and provincial governments
When Does COIN Transition to IPS?

SPECTRUM OF CONFLICT

Armed Groups
Significant Size / Able To Mass
Effective C2
Coordinated Complex Atks
Conventional Capabilities/Wpn

Facilitators
Small Cells / Cannot Mass
Decentralized C2
Single Dimensional Atks
Limited Capabilities

CURRENT COIN TASKS PER OPORD 05-03
AND CPATT GUIDANCE

IRAQI ARMY
- CONDUCT SECURITY OPNS
- URBAN OPNS
- ATTACK
- CORDON & SEARCH
- CONVOY SECURITY
- FIXED SITE SECURITY
- ESTABLISH CHECKPTS
- PRESENCE PATROLS
- PROVIDE QRF
- REACT TO CIVIL DISTURBANCE

CMDO SPECIAL POLICE
- ALERT/MARSHAL/DEPLOY
- RAID
- CORDON & SEARCH
- FIXED SITE SECURITY
- RECONNAISSANCE

PO SPECIAL POLICE
- ALERT/MARSHAL/DEPLOY
- COIN OPERATIONS
- AREA SECURITY
- SITE SECURITY
- INTERIM POLICE FORCE

PROVINCIAL POLICE
- DEFEND POLICE STATION
- ESTABLISH TCPs
- REACT TO AMBUSH / IDF / IEDs
- DETAINEE OPS
- PERFORM LAW & ORDER OPS
- SUPPORT POLICE INTEL OPS

IPS SKILLS REQUIRED:
- RAID
- EMPLOY QRF
- INTEGRATE INTEL
**CONDITIONS TO ACHIEVE TACTICAL OVERWATCH**

- 31/36 BDE @ TRA Level 2 or better
- 34 / 112 IA BNs @ TRA Level 1; begin probationary status
- Over 6/10 IA DIV HQ TRA Level 2 and OPCON to IGFC
- Threat Conditions Significantly Decreased – Effective Atks < 45 / Day
- 1/3 BNs have required CS enablers and CSS for Distribution Only
- TTs positioned @ BDE/BN provide Joint Capabilities
- IPS @ TRA Level 2 in 10 Key Cities
- 78 down to 49 Bases inside footprint
- +2 Hours of Power/Day to all Iraq
- 15/18 Provincial Governors seated and in functioning
- Employment up 5% (6 month period)
- Increased ISR Assets - 1.4a, 1.4c, 1.4b
- MOU between MOI, MOD, MNF - operations in battlespace (Provincial/National Lead)

**15 to 10 BCT SET**

**C2 Transition (10 X BCT Set)**

1. Look at Off ramping 1 X MND HQs
2. MNF/EMB develop Ministerial Capacity and National Government

Areas for Accepting Risk -- Actual areas must be tied to Province or Capitol

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Transition to Operational Overwatch

(10 to 5 BCTs)

CONCEPTS TO ACHIEVE OPERATIONAL OVERWATCH

- Over 85% IA BN/BDE TRA 1
- Threat Conditions Significantly Decreased - Attacks <30/Day
- All DIV HQ OPCON to IGFC; IAL Conducting Independent Ops
- IA requires limited enablers, (Div CSS, Air, CAS, CA, MI)
- Transition Teams unplug @ most BDE and allBN level; designated SPTTs still engaged
- IPS achieve TRA 1 in Key cities - TRA 2 or better rest of 21; Baghdad secure
- Provincial Governors in control of all Provinces - working with Central National Government
- + 3 Hours of Power/Day to all Iraq
- 49 down to 20 Bases inside footprint
- Employment up 8% (over a 12 month period)
- MOU w/ MOD & MoI - operations in battlespace (Provincial/National Lead)
Transition to Strategic Overwatch 
(5 BCTs and Out)

CONDITIONS TO ACHIEVE STRATEGIC OVERWATCH

- IA TRA 1 and Conducting Independent Opns
- IA National logistics capability fully operational
- Redesigned transition teams remain engaged as required
- 75% IPS TRA 1
- Provincial Emergency Powers or steady state conditions for PIC executed in 18 provinces
- Provincial Governors in control of all Provinces – working with Central National Government
- + 5 Hours of Power/Day to all Iraq
- 20 down to 5 Bases or below inside footprint (+CSC as necessary)
- Employment remains up and Oil producing revenues for Infrastructure improvements
- MOA w/ MOD & MOI - operation within battlespace

C2 Transition 
(STRATEGIC RESERVE IN KUWAIT)

1. Possibly Convert MNF-I to 3 Star HQ
2. Convert MND Operational HQ to IAG
3. Posture Strategic Reserve in Kuwait
Coalition Re-intervention (Operational Overwatch Vignette)

**SITUATION:**
- Larger urban areas
- Continuous elevated threat
- Police collapse
- Key leader assassinations
- IA Army intimidation

**INTERVENTION and GRADUATED RESPONSE:**
- Reinforce with robust MiTTs
- Reinforce P3 teams with CF Units
- MOI graduated response
- GOI National Emergency powers
- CF Creates JOA and deploys for COIN

---

**Initial Situation**
IAL or PIC in large area of the country, ISF operate at TRA Level 2 for sustainment and several IA units begin to achieve Level 1.

**Change in Situation**
An area of Iraq destabilizes, Iraqi Government requests assistance, JOA established, graduated response initiated, domestic order restored.

**Resulting Situation**
Coalition BCT reinforces IA units, supplements with robust MiTTs, reintroduces Special Police, rebuilds ISF. Graduated withdrawal as situation permits.
## Priorities Across the AO

<table>
<thead>
<tr>
<th>Baghdad and Key Cities (Province)</th>
<th>PRTs (Location) DoS</th>
<th>PRT (Location) MNCI</th>
<th>PTT Fielding Priorities</th>
<th>IA Division Priorities (MNSTCI based on MNCI priorities)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Baghdad</td>
<td>Baghdad (Qayyarah)</td>
<td>Baghdad (standing up)</td>
<td>Baghdad</td>
<td>6 and 9 IA DI/V (Baghdad)</td>
</tr>
<tr>
<td>Ramadi</td>
<td>Ramadi (Camp Blue Diamond)</td>
<td>Ramadi (next to stand up)</td>
<td>Ramadi</td>
<td>1 and 7 IA DI/V (Al Anbar)</td>
</tr>
<tr>
<td>Fallujah</td>
<td>(Al Anbar)</td>
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<tr>
<td>North Babil</td>
<td>(Babil)</td>
<td>Babil (RED Hillah)</td>
<td>North Babil</td>
<td>8 (-) IA DI/V (Diyala)</td>
</tr>
<tr>
<td>Mosul / Tal Afar</td>
<td>(Ninawa)</td>
<td>Ninawa (FOB Courage)</td>
<td>Mosul / Tal Afar</td>
<td>2 (-) IA and 3 IA DI/V (Ninewah)</td>
</tr>
<tr>
<td>Najaf</td>
<td>(Najaf)</td>
<td>Najaf (FOB Duke)</td>
<td>Najaf</td>
<td>8 (-) IA DI/V (Najaf)</td>
</tr>
<tr>
<td>Al `Qubah</td>
<td>(Diyala)</td>
<td>Diyala (FOB Warhorse)</td>
<td>Al `Qubah</td>
<td>5 IA DI/V (Diyala)</td>
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<tr>
<td>Samarra</td>
<td>(Salah ad Din)</td>
<td>Salah ad Din (FOB Speicher)</td>
<td>Samarra</td>
<td>4 (-) IA DI/V (Salah ad Din)</td>
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<tr>
<td>Kirkuk</td>
<td>(Al Tamim)</td>
<td>Al Tamim (RED Kirkuk / FOB Warrior)</td>
<td>Kirkuk</td>
<td>4 (-) IA DI/V (Al Tamim)</td>
</tr>
<tr>
<td>Basrah</td>
<td>(Basrah)</td>
<td>Basrah (Basrah City Palace)</td>
<td>Basrah</td>
<td>10 IA DI/V (Basrah)</td>
</tr>
<tr>
<td>(Dhi Qar)</td>
<td>Dhi Qar (Camp Adder)</td>
<td>Dhi Qar (Camp Adder)</td>
<td>Al `Qubah</td>
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<tr>
<td>(Qadisiyah)</td>
<td>Qadisiyah (Camp Echo)</td>
<td>Qadisiyah (Camp Echo)</td>
<td>Babil</td>
<td></td>
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<tr>
<td>(Irbil)</td>
<td>Arbil (FOB Zayun)</td>
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<td>Ninewa</td>
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<td>(Dahuk)</td>
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<td>(Sulaymaniyah)</td>
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<td>Diyala</td>
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<td>(Karbala)</td>
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<td>Salah ad Din</td>
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<td>(Qadisiyah)</td>
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<td>Basrah</td>
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<td>(Muthanna)</td>
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<td>(Maysan)</td>
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<td>Wasit</td>
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</table>
### Conditions to Attain PIC in Diyala

<table>
<thead>
<tr>
<th>Conditions</th>
<th>Assessment</th>
</tr>
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<tbody>
<tr>
<td>Threat Level</td>
<td></td>
</tr>
<tr>
<td>Governance Capability</td>
<td></td>
</tr>
<tr>
<td>Iraqi Security Forces Readiness</td>
<td></td>
</tr>
<tr>
<td>Coalition Forces' Posture</td>
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</table>

### IPS Readiness Assessment

<table>
<thead>
<tr>
<th>PROVINCIAL HQs</th>
<th>LEVEL</th>
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<tbody>
<tr>
<td>OVERALL</td>
<td></td>
</tr>
<tr>
<td>PERSONNEL</td>
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</tr>
<tr>
<td>TRAINING</td>
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<tr>
<td>LEADERSHIP</td>
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</tr>
<tr>
<td>STATION EFFECTIVENESS</td>
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<tr>
<td>FORCE PROTECTION</td>
<td></td>
</tr>
<tr>
<td>FACILITIES / INFRASTRUCTURE</td>
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<tr>
<td>EQUIPMENT</td>
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</table>

### IA Readiness Assessment

<table>
<thead>
<tr>
<th>IA UNITS IN PROVINCE</th>
<th>THREAT LEVEL</th>
<th>BATTLESPACE ASSUMED</th>
<th>COMMANDER'S ASSESSMENT</th>
</tr>
</thead>
<tbody>
<tr>
<td>3/4 IA DIV</td>
<td></td>
<td>3 MONTHS TO ASSUME BATTLESPACE</td>
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<tr>
<td>1/8 IA</td>
<td></td>
<td>ASSUMED BATTLESPACE</td>
<td></td>
</tr>
<tr>
<td>2/6 IA</td>
<td></td>
<td>4 MONTHS</td>
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</tr>
<tr>
<td>3/6 IA</td>
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<td></td>
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</tr>
</tbody>
</table>
The Iraqi Security Challenge

Options to fill capability gap

External

Threat

COIN

Policing

CURRENT

PIC

END STATE

Time

DBE  IPS  NP  IA

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Provincial TRA Status

<table>
<thead>
<tr>
<th>Province</th>
<th>Level</th>
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<tbody>
<tr>
<td>Dahuk</td>
<td>I</td>
</tr>
<tr>
<td>Irbil</td>
<td>II</td>
</tr>
<tr>
<td>Sulaymaniyah</td>
<td>III</td>
</tr>
<tr>
<td>Maysan</td>
<td>IV</td>
</tr>
<tr>
<td>Dhi Qar</td>
<td>I</td>
</tr>
<tr>
<td>Al Basrah</td>
<td>II</td>
</tr>
<tr>
<td>Muthanna'</td>
<td>III</td>
</tr>
<tr>
<td>Al Tamin</td>
<td>IV</td>
</tr>
<tr>
<td>Diyala</td>
<td>I</td>
</tr>
<tr>
<td>Wasit</td>
<td>II</td>
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<tr>
<td>Babil</td>
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<td>IV</td>
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<tr>
<td>Qadisiyah</td>
<td>I</td>
</tr>
<tr>
<td>Al Najaf</td>
<td>II</td>
</tr>
<tr>
<td>Ninewa</td>
<td>III</td>
</tr>
<tr>
<td>Salah Ad Din</td>
<td>IV</td>
</tr>
<tr>
<td>Baghdad</td>
<td>I</td>
</tr>
<tr>
<td>Al Anbar</td>
<td>II</td>
</tr>
</tbody>
</table>

SECRET//REL to USA and MGFI//

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Extended IPS Development Program: Overview

**Security Squads from Existing Prov & Dist Teams**
- 50 PTTs
- 12 MP COs
- 123 PTTs

**TACTICAL MISSIONS**
- 1 MP CO Re-assignment from TF 1-44 (651 MP)
- 1 MP PLT Re-assignment from BIF Ops (918 MP CO)
- 1 MP PLT Re-assignment from DIF Ops (549 MP CO)

**MP COs RFF**
- 5 MP COs RFF
- 50 PTTs

**Priority 1**
- (1:2 ratio)
- D = 5
- S = 22

**Priority 2**
- (1:3 ratio)
- D = 29
- S = 79

**Priority 2A**
- (1:4 ratio)
- D = 20
- S = 95

**Priority 3**
- (1:4 ratio)
- D = 29
- S = 72

**NOTE**
- MND-SE Provinces covered by Security Sector Review Program.
- Kurdish Provinces not covered below Provincial HQ level.

**TOTAL IRAQI POLICE SERVICE UNITS**
- 615
- 50 PTTs

**Priority 1**
- Key Cities
- P = 14
- D = 47
- S = 163

**Priority 2**
- Spread out across Nineawa, Salah ad-Din, Tameem, Diyala, Anbar, Babil
- Nineawa, Salah al-Din, Tameem, Diyala, Anbar, Babil
- Low-Threat Provinces (Najaf, Karbala, Qadissiya, Wassit)

**Priority 3**
- Low-Threat Provinces

**MP COs assumed to be at P2 (86% manning)**

- Stations
- District HQs
- Provincial HQs

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PRT Current and Proposed Locations

<table>
<thead>
<tr>
<th>PRT</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>Babil</td>
<td>RED Hillah</td>
</tr>
<tr>
<td>Ninawa</td>
<td>FOB Courage</td>
</tr>
<tr>
<td>Al Tamin</td>
<td>RED Karkuk/</td>
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<tr>
<td></td>
<td>FOB Warrior</td>
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<tr>
<td>Baghdad</td>
<td>IZ.</td>
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<tr>
<td>Al Anbar</td>
<td>Camp Blue Diamond</td>
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<tr>
<td>Diyalah</td>
<td>FOB Warhorse</td>
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<tr>
<td>Salah ad Din</td>
<td>FOB Speicher</td>
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<td>Basrah City Palace</td>
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</tbody>
</table>

Legend:
- Stable
- Moderate
- Serious
- Critical

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