





Introduction

~~SECRET//ORCON REL GBR/AUS~~

"Wars end not because the victor declares success, but when the vanquished accept defeat."

- Ambassador Charles Freeman

What legacy will the CFC leave in the region following Phase IV?

~~SECRET//ORCON REL GBR/AUS~~

2

Approved for Release



US Strategic Objectives

~~SECRET//ORCON REL GBR/AUS~~

1. Establish a secure environment.
2. Rapidly improve civil order and material conditions.
3. Demonstrate US commitment to Iraq and the region.
4. Foster a national identity that unites all Iraqis while preserving their tribal, ethnic and religious heritage.
5. Establish a broad-based, representative government that:
 - adheres to the rule of law.
 - respects basic rights of all Iraqis.
 - does not threaten its neighbors and does not support terrorism.
 - does not pursue WMD capability.
 - maintains territorial integrity.

~~SECRET//ORCON REL GBR/AUS~~

Approved for Release



US Military Objectives

~~SECRET//ORCON REL GBR/AUS~~

1. External threats from neighboring countries deterred and, if deterrence fails, swiftly defeated.
2. Resistance from internal groups hostile to US and coalition forces prevented or defeated.
3. Essential Iraqi infrastructure and social services rapidly restored.
4. Reformed Iraqi military and security institutions capable of performing legitimate defense and public security missions.
5. Government functions and services necessary to stabilize Iraq and initiate reconstruction of the country are established. On order, transfer these functions and services to a transitional US or international administration.
6. Public order and safety maintained.
7. As required, US interagency or international organization efforts to reorganize and train Iraqi law enforcement organizations supported.
8. All WMD identified, secured, documented and destroyed or dismantled as appropriate.
9. Destruction of terrorist networks completed and all terrorists and war criminals in custody.

~~SECRET//ORCON REL GBR/AUS~~

Approved for Release



Facts

~~SECRET//ORCON REL GB//AUS~~

- Phase IV will be the strategically decisive phase.
- The CFC/CJTF will move from being the supported effort by civilian agencies to a supporting effort for civilian initiatives.
- Phase IV activities overlap with Phases II & III. Ground combat forces will be required for all operations.
- Information operations will be a critical effort. Once the shooting stops, non-kinetic measures will be the primary means to affect the battlespace.
- Afghanistan Phase IV requirements will compete with Iraq Phase IV requirements.
- Post-hostility occupation will be used by terrorists and extremists to further anti-western sentiment.

~~SECRET//ORCON REL GB//AUS~~

5

Approved for Release



Assumptions

~~SECRET//ORCON REL GB//AUS~~

- There will be no national governing structure initially following hostilities to assist in the administration of Iraq. (i.e. no "government in waiting")
- There will be an international mandate at some point in time creating an international administration.
- The TPFDD will complete the planned force flow.
- The CFC will integrate coalition forces and IOs/NGOs during Phase IV.
- The force structure will allow the CFC to finish meeting immediate humanitarian crisis needs and resettlement before HA resources run out (estimated supply of 3-6 months).
- Reconstruction efforts will address actions as a result of the war and not the last 10 years of economic sanctions.
- The Endstate is tied to a "model for change," but this may not be seen favorably by some regional partners.

~~SECRET//ORCON REL GB//AUS~~

6

Approved for Release



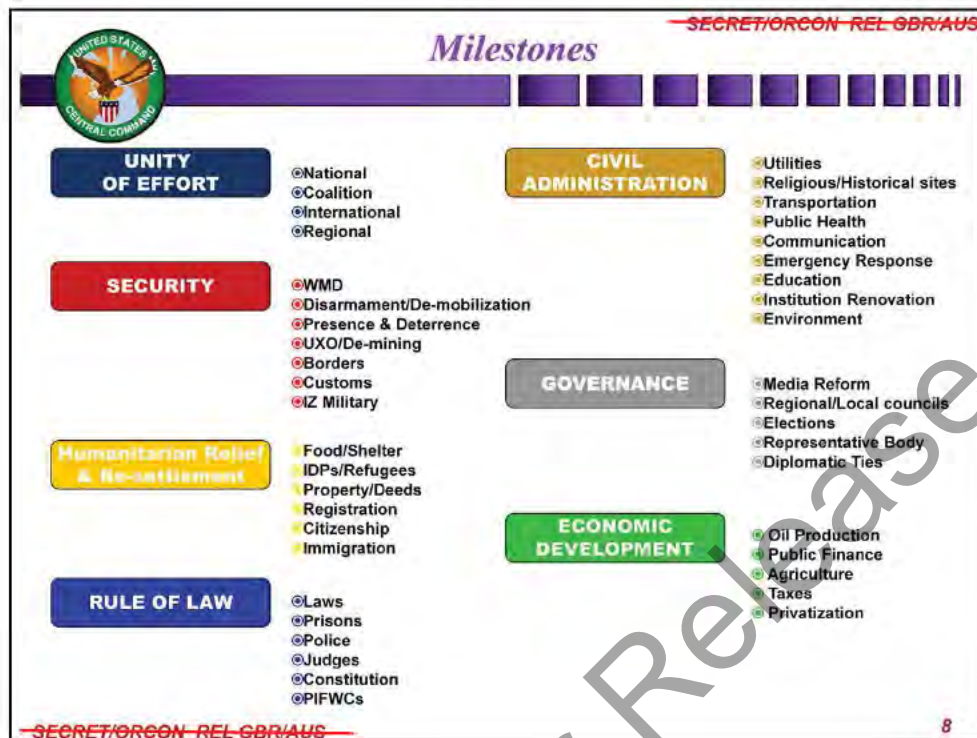
Limitations

~~SECRET/ORGON REL GBRAUS~~

- Regional interests will constrain operations in Iraq (GCC, OPEC)
- Sanctions will restrict the sale of oil and import/export of goods and services
- Conflicting national objectives within the coalition will impact on unity of effort
- Becoming an "occupation force" requires the CFC to uphold Iraqi treaties and commercial agreements
- An international mandate will affect the size, composition and requirements for the post-hostility force

~~SECRET/ORGON REL GBRAUS~~

Approved for Release





Proposed Mission Statement

~~SECRET/ORGON REL GBRAUS~~

(Change of Mission – FRAGO #XX)

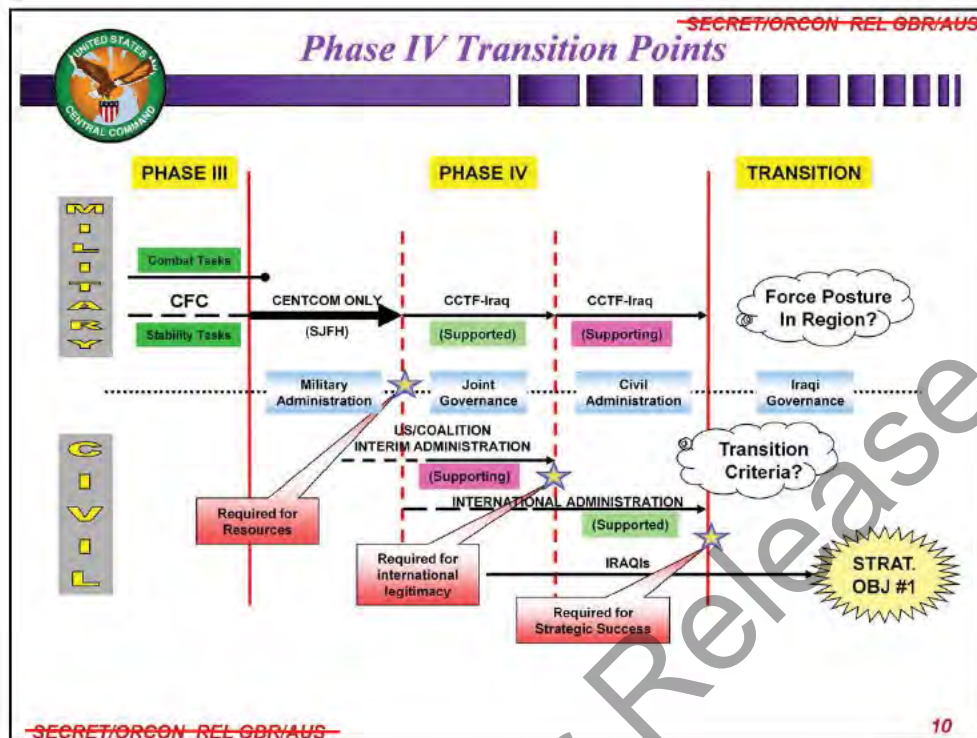
UPON DIRECTION OF CDR USCENTCOM, CFC CONDUCTS STABILITY OPERATIONS IN IRAQ TO PROVIDE A SECURE AND STABLE ENVIRONMENT AND FACILITATE DEVELOPMENT OF A FUNCTIONING CIVIL ADMINISTRATION WHICH ADHERES TO THE RULE OF LAW, PROMOTES REGIONAL STABILITY AND ELIMINATES THREATS FROM TERRORISM AND WMD.

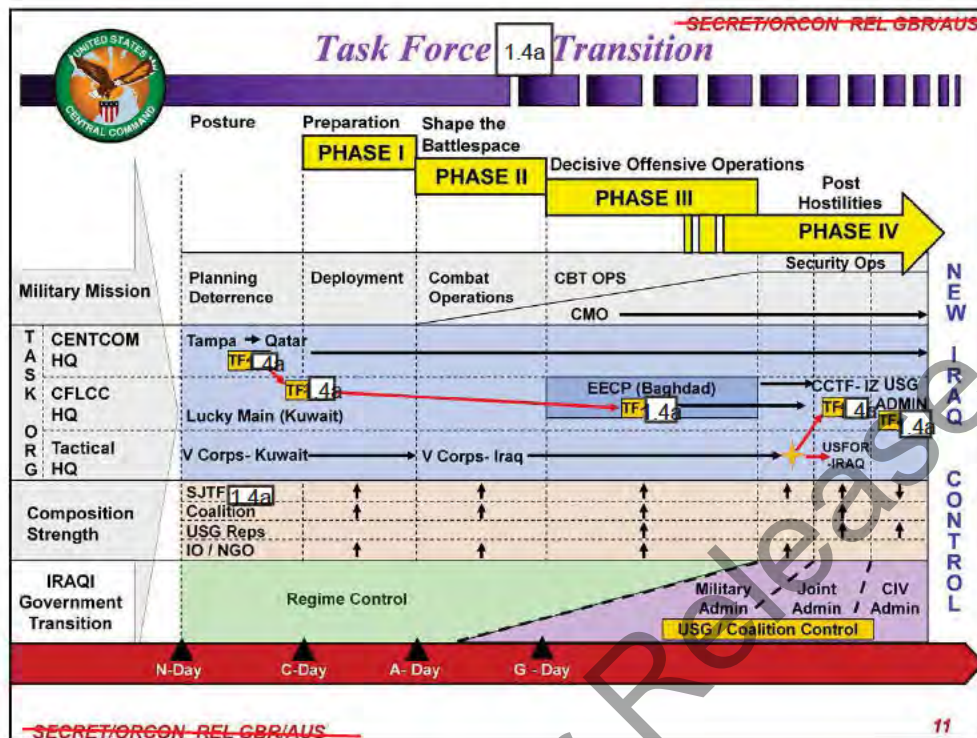
O/O TRANSITION RESPONSIBILITY TO AN APPROPRIATE CIVIL AUTHORITY ENABLING CFC FORCES TO WITHDRAW.

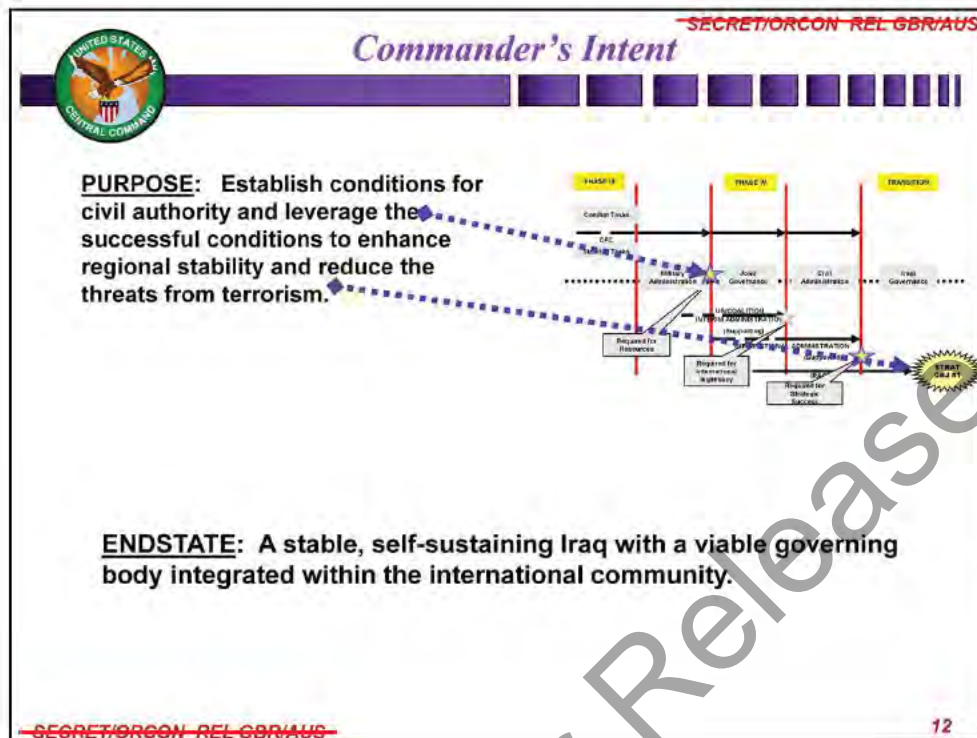
~~SECRET/ORGON REL GBRAUS~~

9

- 1. Sector remains uneasy.**
- 2. Assessing further.**
- 3. Civilian Vehicles vic woodline.**
- 4. Zegra. Isolate until safe.**
- 5. More pressure on insurgents = less reason for Serbs to act harshly.**
- 6. No change to TFF2A.**











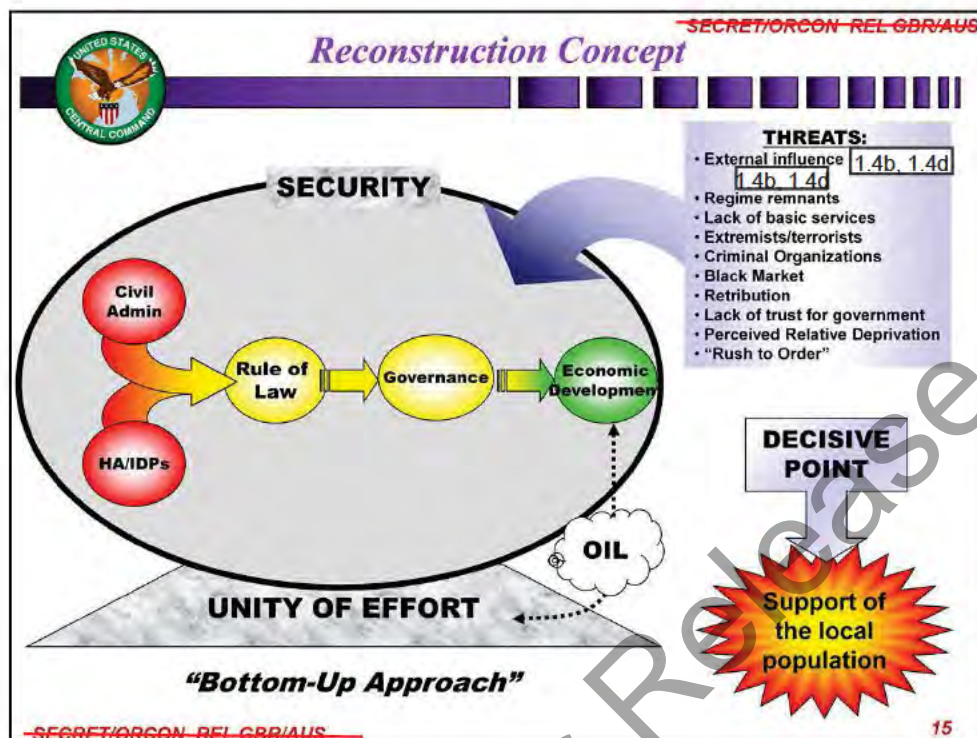
~~SECRET//ORCON REL GBRAUS~~

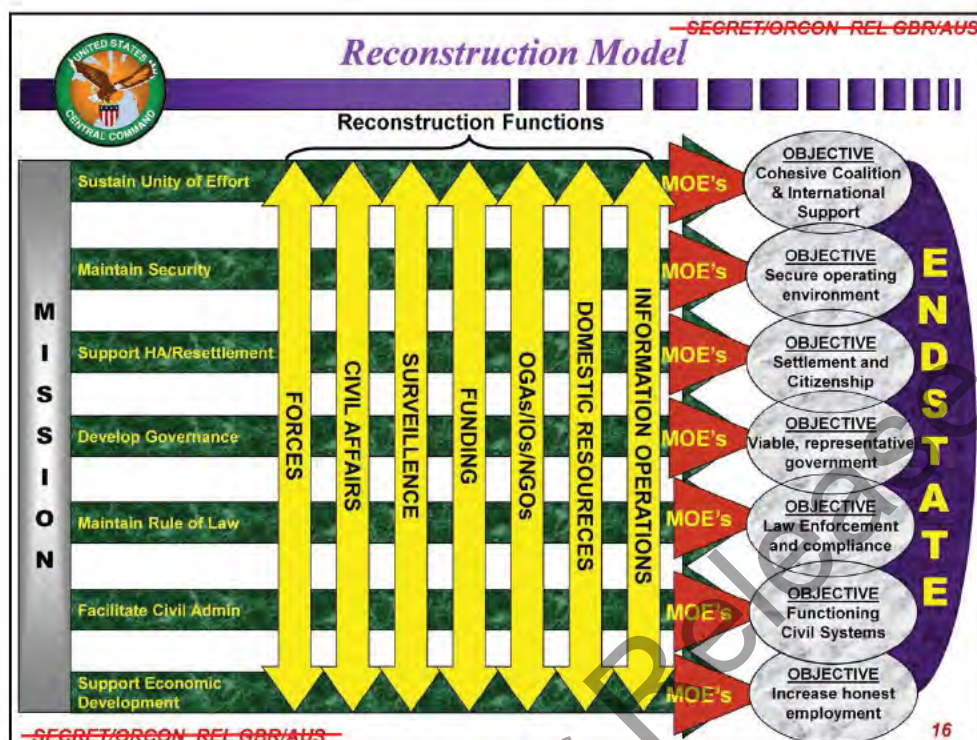
Concept of Operations

~~SECRET//ORCON REL GBRAUS~~

14

Approved for Release



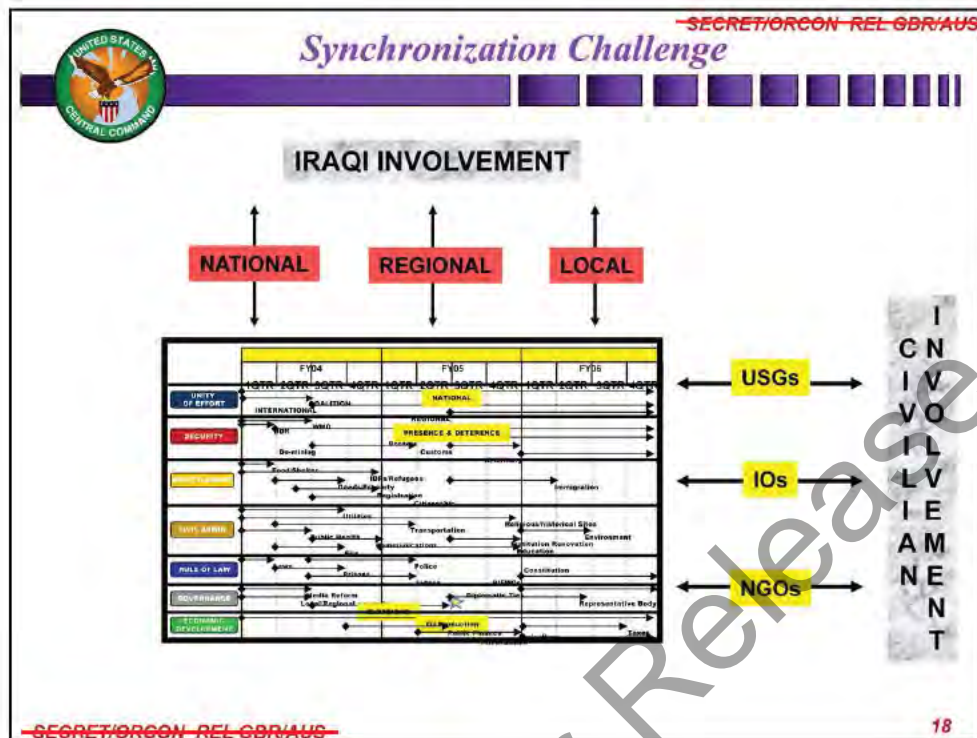


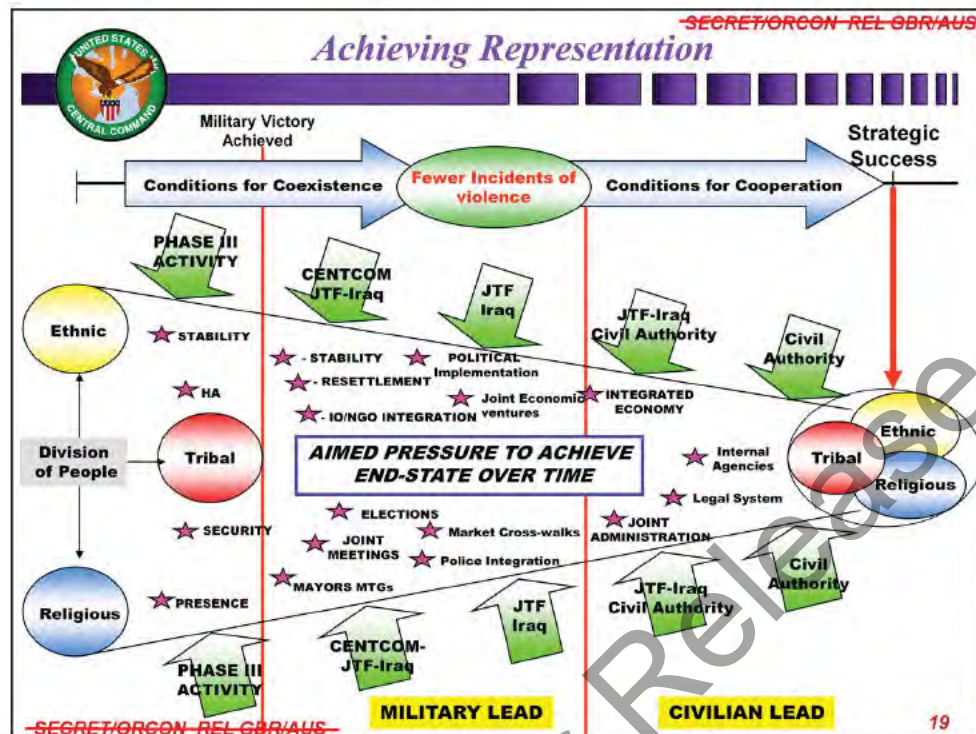
~~SECRET/ORCON REL GBRAUS~~

CFC Initiative Worksheet

	FY04				FY05				FY06			
	1QTR	2QTR	3QTR	4QTR	1QTR	2QTR	3QTR	4QTR	1QTR	2QTR	3QTR	4QTR
UNITY OF EFFORT	INTERNATIONAL → COALITION				NATIONAL → REGIONAL							
SECURITY	DPR → WMD De-mining				PRESENCE & DETERRENCE Borders → Customs → IZ Military							
RESTITUTION	Food/Shelter → Deeds/Property → PPs/Refugees Registration				Citizenship				Immigration			
CIVIL ADMIN	Utilities → Public Health → Fire				Transportation → Communications				Religious/historical Sites → Institution Renovation → Environment Education			
RULE OF LAW	Laws → Prisons				Police → Judges				Constitution PIFWCs			
GOVERNANCE	Media Reform → Local/Regional councils				ELECTIONS				Diplomatic Ties → Representative Body			
ECONOMIC DEVELOPMENT					Oil Production → Public Finance Privatization				Agriculture → Taxes			

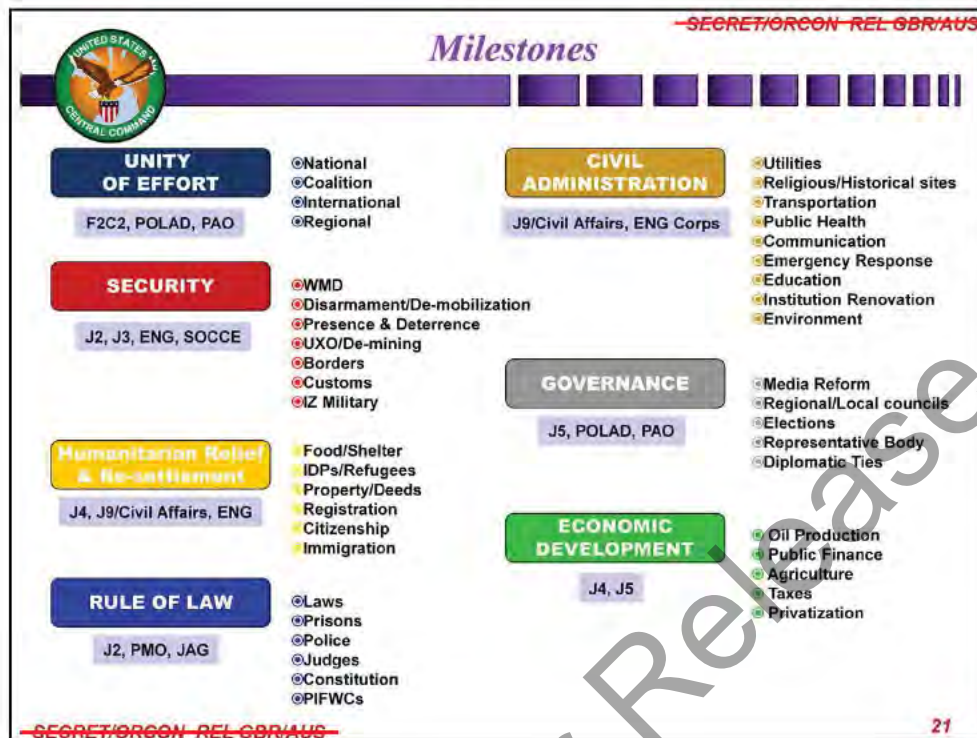
~~SECRET/ORCON REL GBRAUS~~ 17

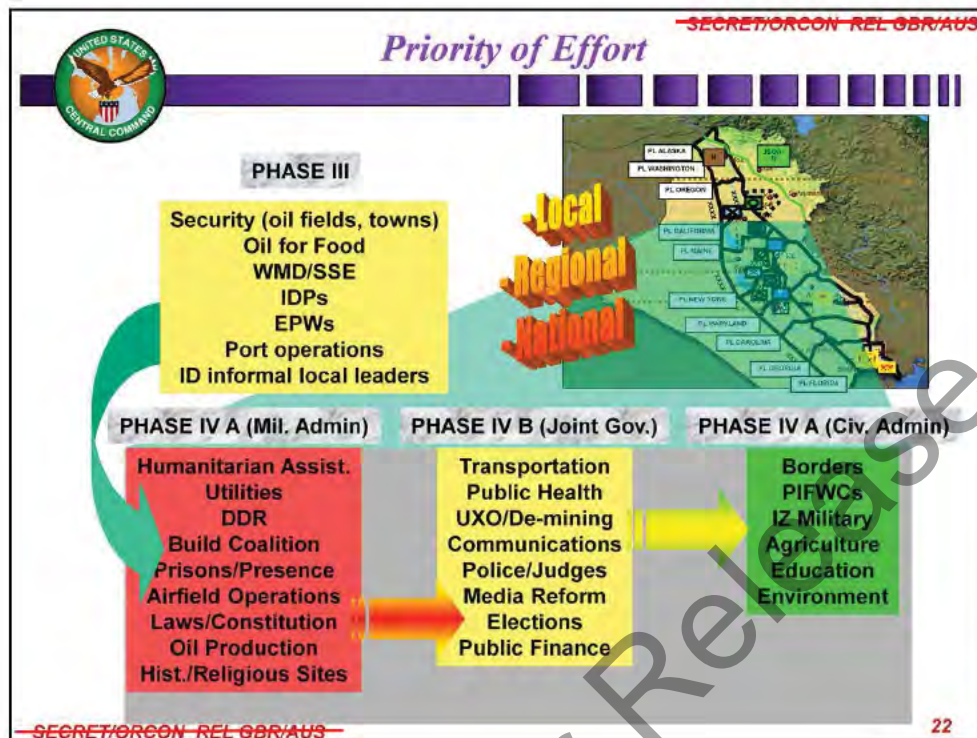


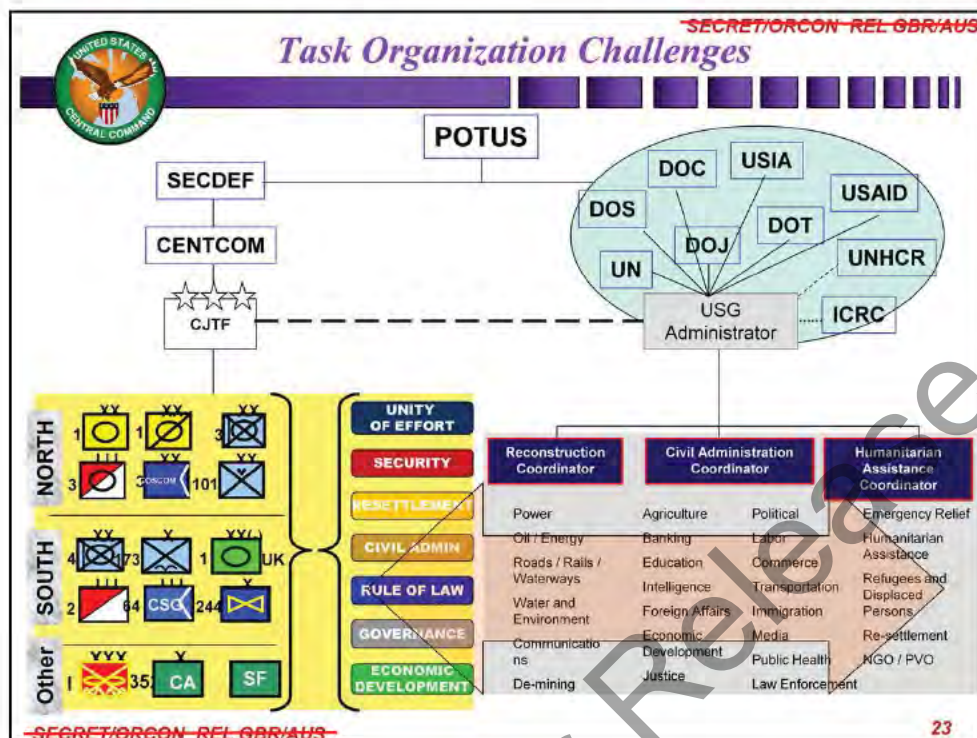


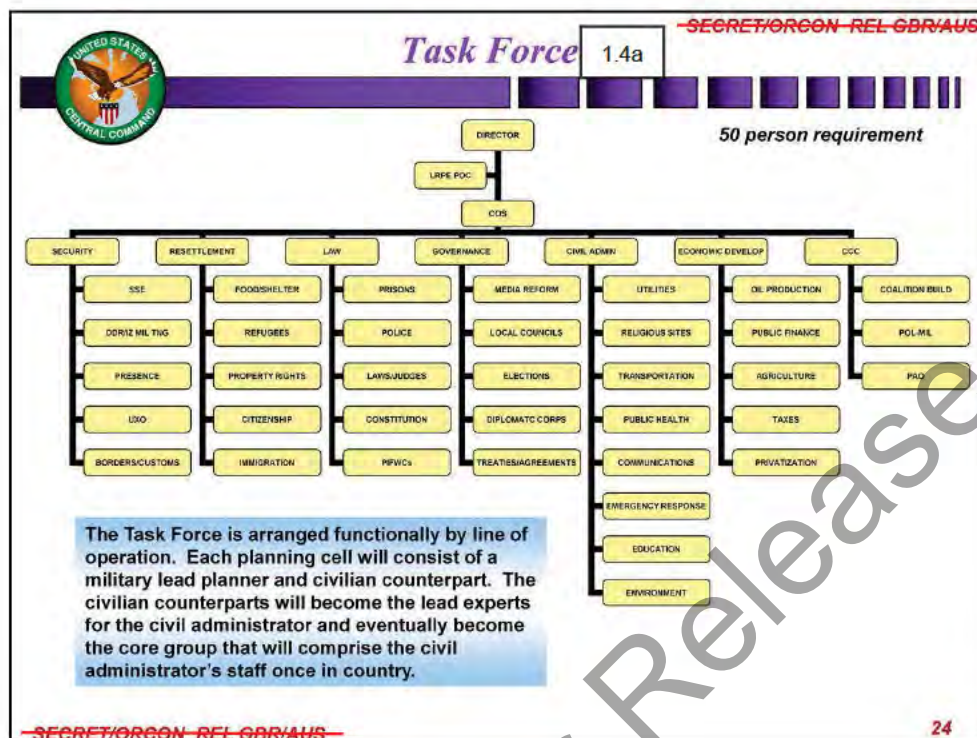
- A framework is needed to articulate purpose and provide unity of effort
- We developed objectives that are linked to achieving progress over time
- Each function within the task force is assigned objectives that are linked to achieving the desired end state.
- Companies focus on stability, safe and secure environment.
- Intellectual energy is dedicated at building joint cooperation, finding employment opportunities
- CA/IO work to influence behavior and attitudes
- NGOs/IOs, although not in unison with our objectives, can provide resources that we aim

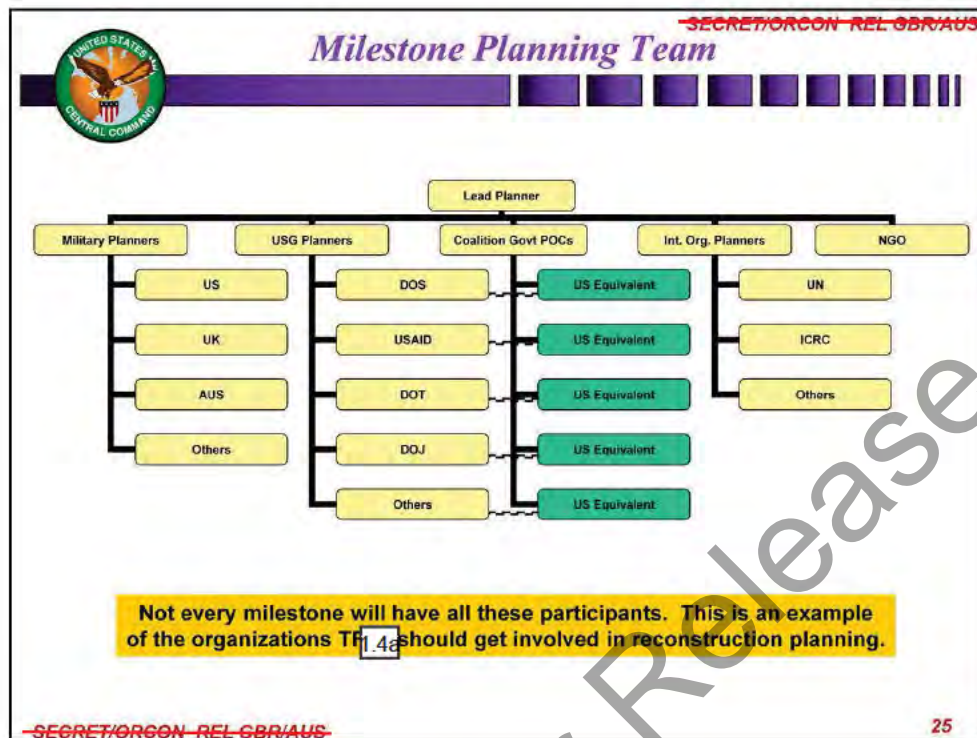


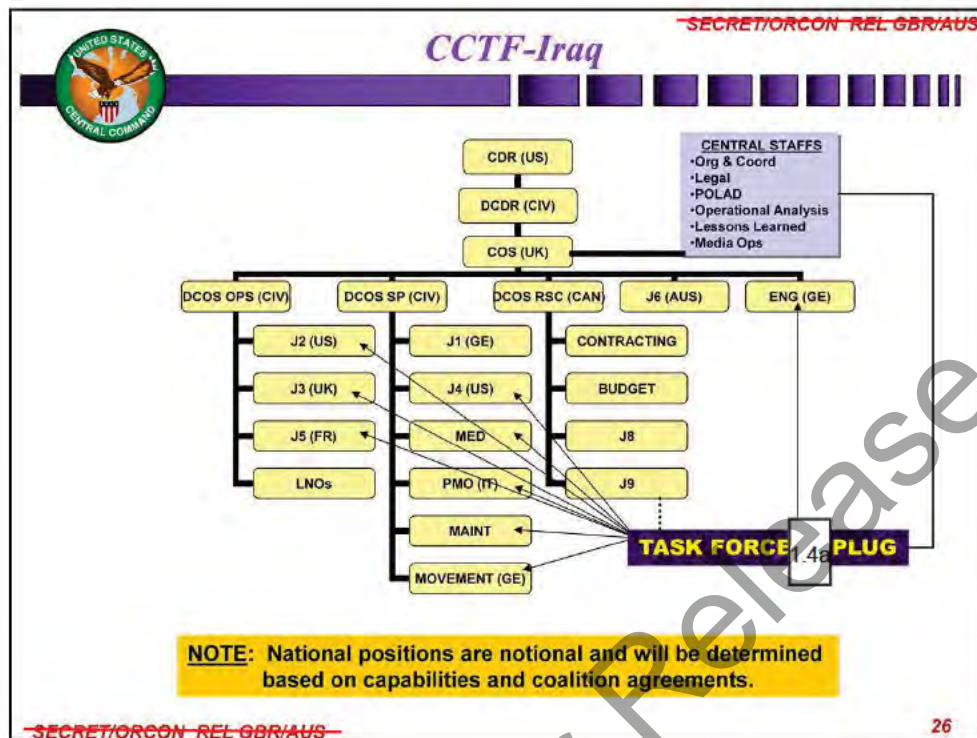


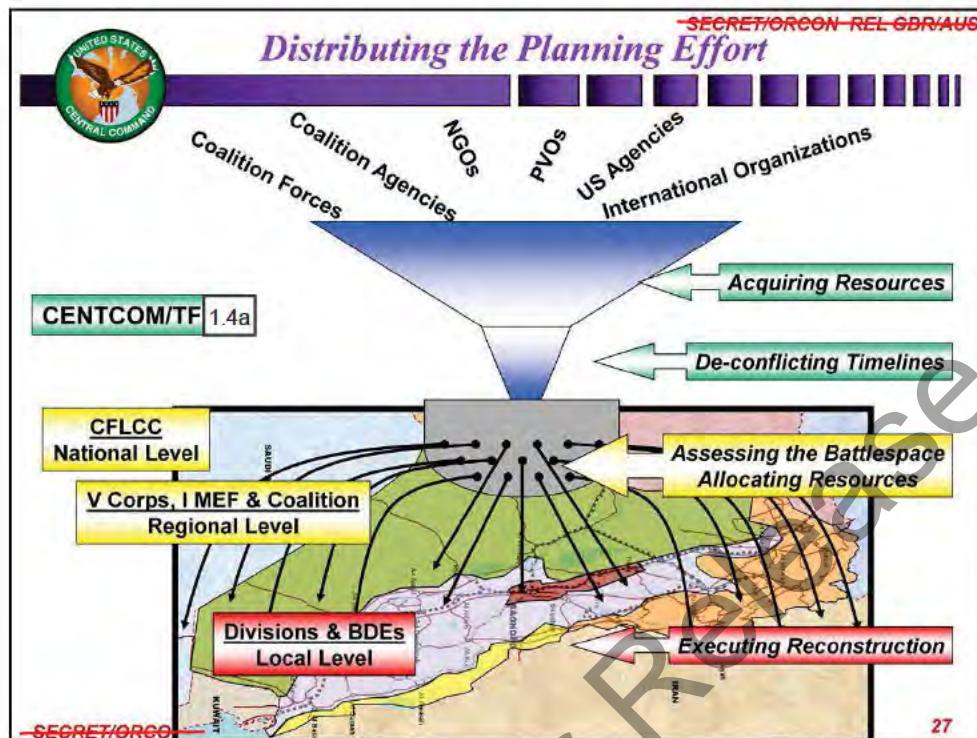


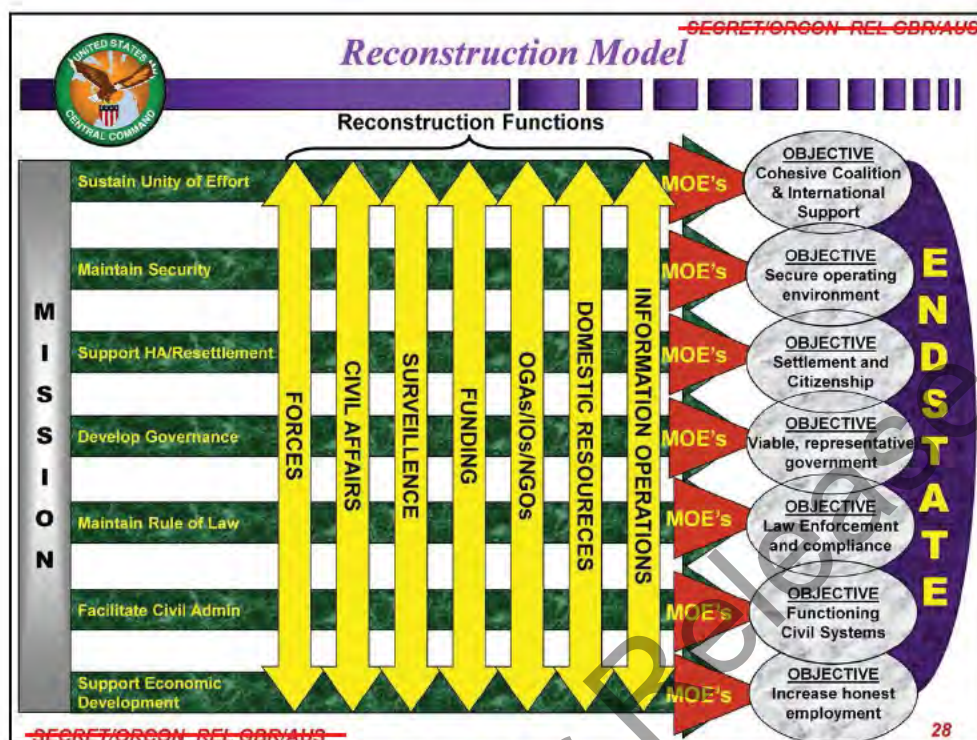


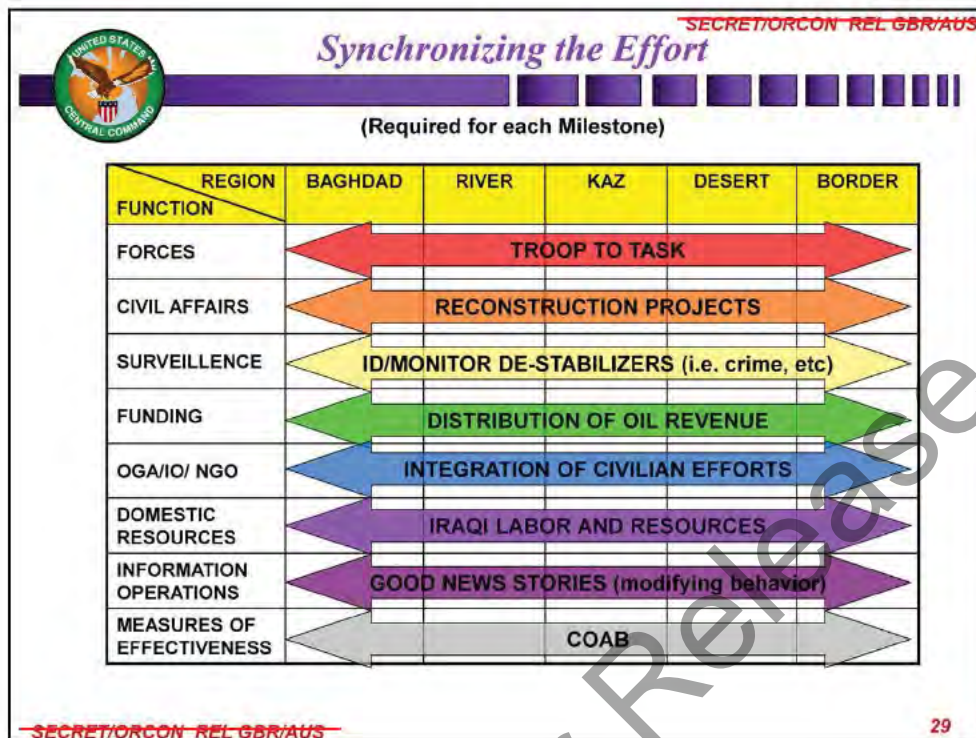


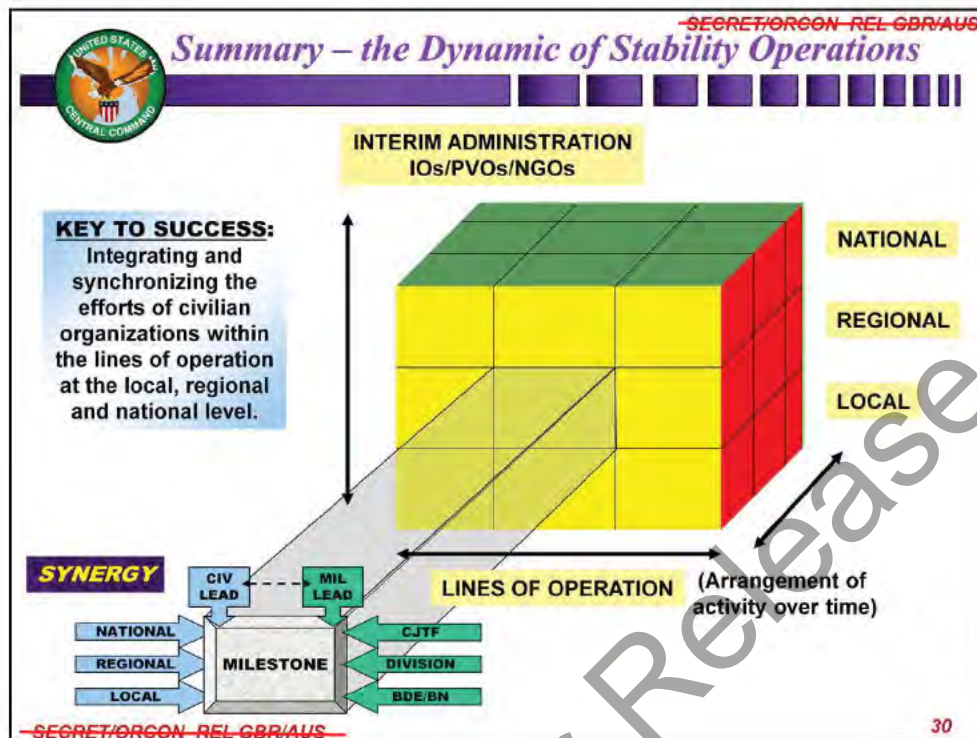














The way ahead

~~SECRET/ORGON REL GBRAUS~~

- **Begin coordination now with USG, coalition, IO/NGOs to determine available resources and required support. Stand up CJTF 43 to begin planning the efforts associated for each milestone.**
- **ID/procure Phase IV requirements (HMMWVs, non-lethal weapons, interpreters, base camp construction, etc.)**
- **Determine force structure, develop rotation policy**
- **Conduct Phase IV IPB**
- **ID conditions and determine minimum standards for systems:**
 - Which locals can be in charge, which can't
 - Legal issues
- **Contract support services (B&R-type agency)**
- **ID Coalition requirements**
- **ID Iraqi treaties and commitments (commercial & diplomatic)**

~~SECRET/ORGON REL GBRAUS~~

31

Approved for Release



~~SECRET/ORCON REL GBR/AUS~~

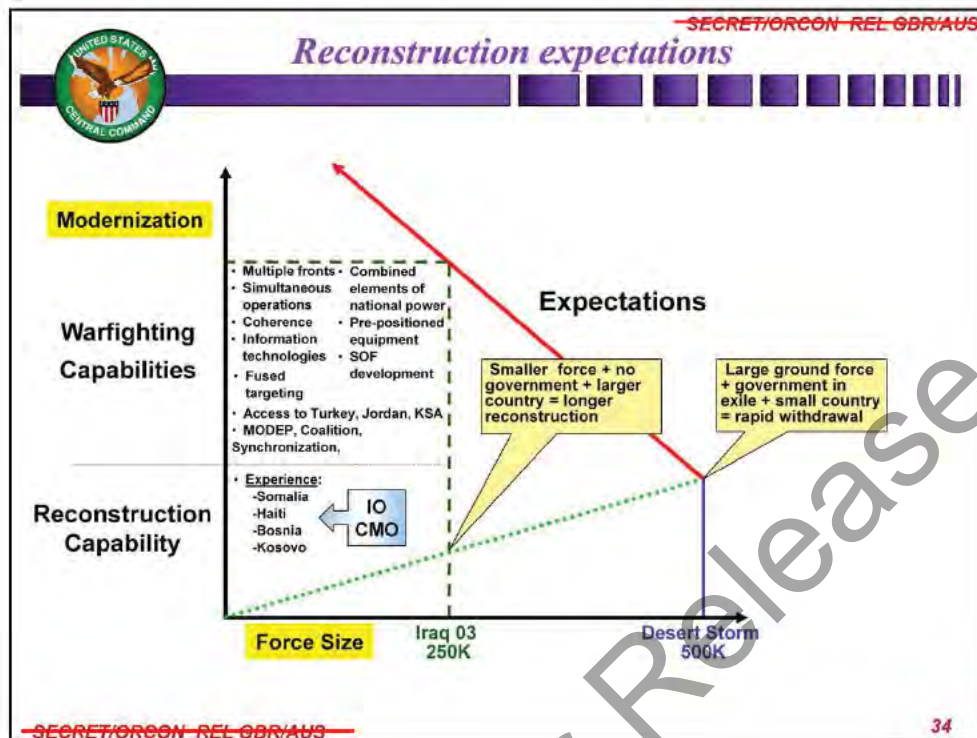
Commander's Guidance

~~SECRET/ORCON REL GBR/AUS~~

32

Approved for Release







Force Structure Considerations

~~SECRET/ORCON REL GBRAUS~~

- **IFOR:** 60,000 coalition troops for 3 million inhabitants in a country the size of West Virginia
- **KFOR:** 48,000 coalition troops for 1.8 million inhabitants in a province the size of Rhode Island
- Using these two models the force requirement would be:
 - IFOR Model: 480,000 troops
 - KFOR Model: 460,000 troops
- Should "catastrophic success" occur, assuming a force structure of 3ID and 7RLT, the initial troop to task requirement would be similar to conducting the IFOR mission with a Brigade Combat Team in a country twice the size of Idaho.

Differences from the IFOR operation:

- We entered after the war vice starting it
- We had a coalition and conducted required planning
- We were not committed to a contingency elsewhere

~~SECRET/ORCON REL GBRAUS~~

35

Approved for Release



Regarding re-construction force structure...

~~SECRET/ORGON REL GBRAUS~~

"If you're going to build a shithouse, you better make sure you've got some nails and wood... unless you plan on taking a "virtual" dump."

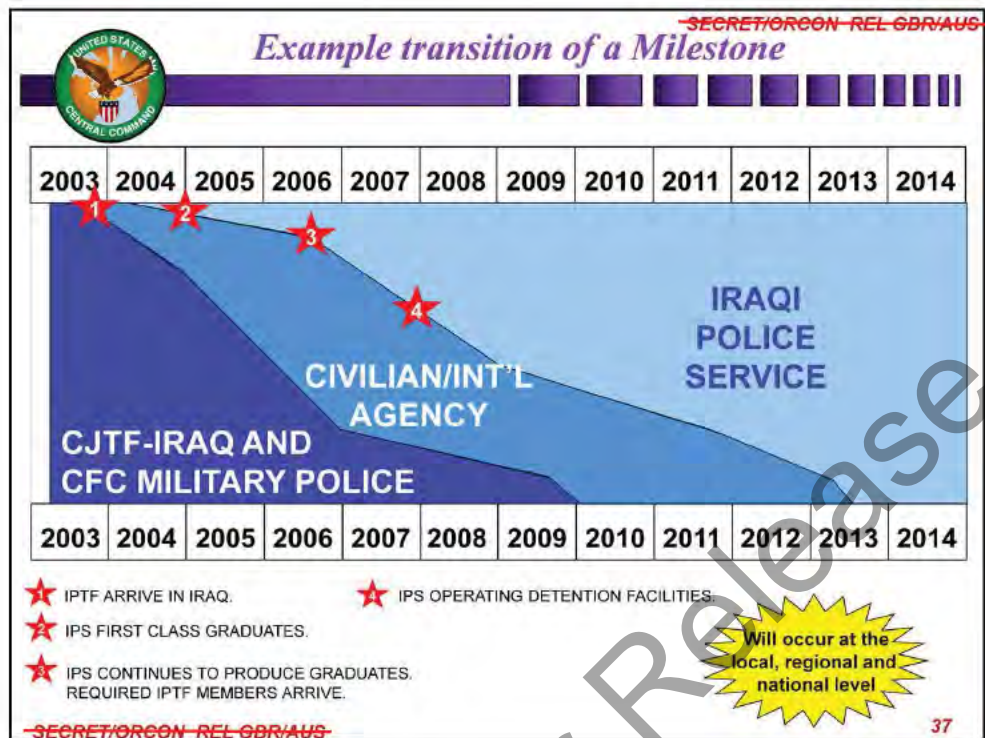
- General Gary Luck

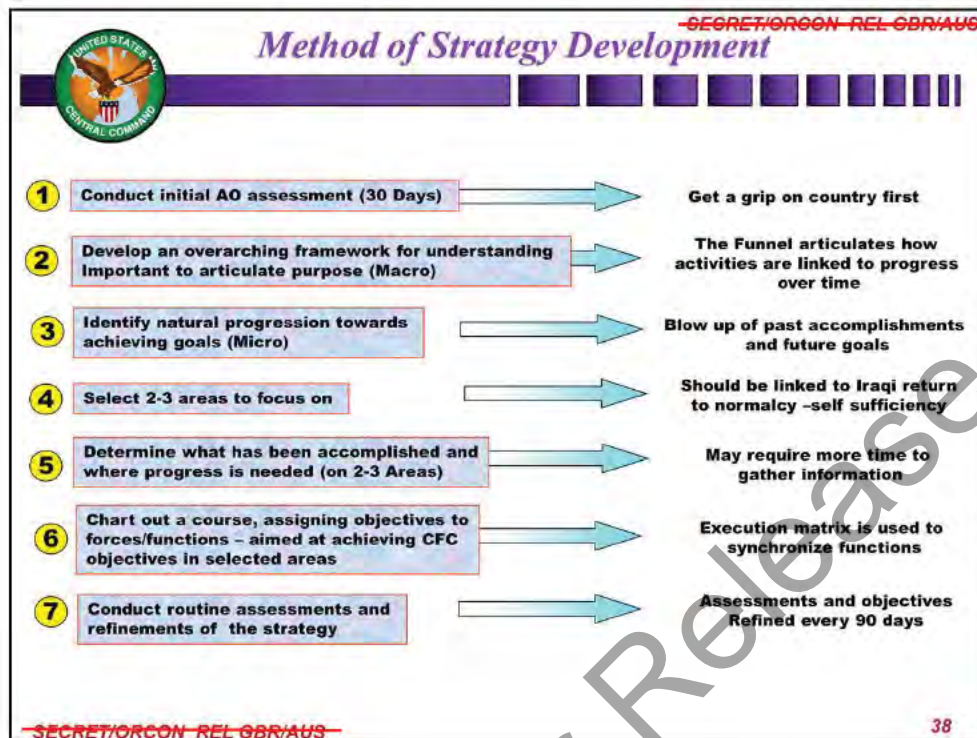
What legacy will the CFC leave in the region following Phase IV?

~~SECRET/ORGON REL GBRAUS~~

36

Approved for Release





Approved for Release

