OPLAN 1003V
Reconstruction Campaign Plan
Agenda

- Operational framework
- Synchronization of systems
- Reconstruction strategy
- Executing the strategy
Operational Framework

- Arrangement of forces and resources in time, purpose and space.

- Operational Design:
  - ENDSTATE
  - Center of Gravity
  - Decisive point
  - Objectives
  - Lines of Operation (Thrust Lines)
Initial Guidance

AZIMUTHS
- Security: Freedom of Movement & WMD
- Military Administration:
  - Freedom of Movement
  - IDP returns - integration
  - Elections - implementation
  - Crime - Law and Order
    - Police
    - Investigators
    - Judicial
  - Economic Development - Jobs
- Good Neighbors - schools, kids, elderly, MEDCAPs/DENCAPs

COG? Key Terrain? The DP?
"Support of the Local Populace"
Considerations

- The difference between Iraq and Afghanistan is the traditional warlord security structure still exists. The difference between Iraq and the Balkans is the addition of religious and tribal conflicts to the problem set.

- Predicative analysis has been the most difficult aspect of PSO operations.

- There is a requirement to synchronize all assets or stability operating systems throughout the country toward a common purpose.

- Influencing the population's behavior by applying effects at different points over time.
Observations

- Colonialism is back as nation-building
- Dealing with a free media requires unique skills and people are the key to the GWOT
- Decisive Point: Al Jazeera

PARADOX: The CFC provides a secure environment, OGAs run re-construction. The CFC leaves when the OGAs are successful, however, where are the OGAs in the current planning process?
Example Mission Statement

USCENTCOM conducts stability operations in Iraq in order to: maintain a secure environment, provide support within capabilities to OGAs, IOs and NGOs, monitor and, if necessary, enforce all cease fire agreements and administer the country of Iraq.

O/O, CFC transitions responsibility to appropriate civil organizations enabling CFC forces to withdraw.

1. Sector remains uneasy.

2. Assessing further.

3. Civilian Vehicles vic woodline.


5. More pressure on insurgents = less reason for Serbs to act harshly.

6. No change to TFF2A.
Commander’s Intent

Initiative

Decisive Point

Gain/maintain support of the local population

CENTCOM

COD Cohesion Security

COD SFON

ENDSTATE

Stabilized, self-sustaining Country

Keys to Success:

- Enhance multi-national teams between all coalition partners as well as our allies in the region.
- Deny free access to activity that threatens the sector.
- Control Iraq firmly, fairly, impartially and evenhandedly.
- Select and “reward” communities that demonstrate a willingness to advance toward a peaceful, multi-ethnic society.
- Aggressively facilitate the civilian police force assuming police primary.
- Provide assistance to OSAs and participate in community planning, serving as a catalyst when necessary.
- Protect the force.

VS.

Activity (DRAW-D)
Reconstruction Strategy
SCHEME OF MANEUVER:

USCENTCOM secures operating bases and develops internal systems to coordinate efforts among coalition allies and regional partners to provide a unity of effort. After the bases are established and the force is protected, the initial effort is to provide a secure environment within Iraq and monitor illegal activity on the Iraqi borders and destabilizing influences entering across the FAYZ boundary. Additionally, resources will be dedicated to support refugees and displaced persons. Once the environment is secure, the CFC will begin transferring governance to a decision-making body that is representative of the Iraqi people. Following the establishment of a government, the CFC will develop a security infrastructure under the rule of law and establish a viable, civil infrastructure. This will support economic development in the country where the Iraqis can have ample, honest employment opportunities and return the region to a stable, self-sustaining, autonomous area allowing CFC forces to withdraw.
Lines of Operation - Milestones

UNITY OF EFFORT
- Coalition
- National
- Regional
- International

GOVERNANCE & DEMOCRATIZATION
- Constitution
- Elections
- Laws
- Congress
- Regional/Local councils
- Media Reform
- Diplomatic Ties

SECURITY
- Presence & Deterrence
- WMD
- Borders & Boundary
- De-mining
- IED Military
- Customs

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

REFUGEES / IDPs
- IDPs/Refugees
- Food/Shelter
- Registration
- Citizenship
- Deeds
- Census

RULE OF LAW
- PIFWCs
- Prisons
- Judges
- Police

ECONOMIC DEVELOPMENT
- Oil Production
- Privatization
- Public Finance
- Social Reforms
- Agriculture
- Taxes

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One overall theme is the IO mission statement tied to the ENDSTATE.

Each Line of Operation has an IO theme nested with the IO mission statement.

Each Line of Operation Theme consists of two parts:
- Informational Objectives
- Motivational Objectives

OPORDs then become a sub-operation of campaign and the IO annex is nested with appropriate Line of Operation theme, thereby re-enforcing each theme over time.
CMO (Leverage)

CA/HA efforts will focus on synchronizing CMO, IO/NGO activity and funding toward achieving each objective.

- Select Initiative
  - Determine Supporting Programs
    - Develop Projects to Support Programs
      - Assign Suspenses
        - Work with NGOs/IOs to support efforts
        - Track Progress of CMO actions
        - Track actions/progress of NGOs/IOs
Executing Reconstruction Operations
Stages of Reconstruction

- Security/Assessment
- Allocation
- Integration
- Transition
Example Timeline - Police Activities


CJTF-IRAQ AND
CFC MILITARY POLICE

IPTF

IRAQI
POLICE
SERVICE

OUR SUCCESS IS DIRECTLY LINKED TO THE SUCCESS OF THE IPTF AND IRAQI POLICE SERVICE. THE FASTER THEY ASSUME LAW ENFORCEMENT DUTIES, THE FASTER WE CAN DEPART.

★ IPTF ARRIVE IN IRAQ.
★ IPS OPERATING DETENTION FACILITIES.
★ IPS FIRST CLASS GRADUATES.
★ IPS CONTINUES TO PRODUCE GRADUATES. REQUIRED IPTF MEMBERS ARRIVE.
### Operational Crosswalk

**MILESTONE:** Elections  
**LEAD:** J-5  
**Theme:** "VOTE! It's not only your right, it's your responsibility"

<table>
<thead>
<tr>
<th>Threat</th>
<th>Region</th>
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<tr>
<td>- People</td>
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<td>- Events</td>
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<table>
<thead>
<tr>
<th>Task Purpose</th>
<th>By unit</th>
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<tr>
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<table>
<thead>
<tr>
<th>IO Missions</th>
<th>Specific</th>
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<tbody>
<tr>
<td>- List of names</td>
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<tr>
<td>- Tacting points</td>
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**Synch Matrix**

- Threat
- Task Purpose
- IO Missions
- Measures of Progress
# CFC Initiative Worksheet

<table>
<thead>
<tr>
<th></th>
<th>CJTF-IRAQ 1A</th>
<th>CJTF-IRAQ 1B</th>
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<tr>
<td>May</td>
<td>Jun</td>
<td>Jul</td>
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<tr>
<td>Build Coalition</td>
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<td>Build National Support</td>
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<td>Build Regional Support</td>
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<td>Presence &amp; Deterrence</td>
<td>De-mining</td>
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<td>Citizenship</td>
<td>IDPs – Food</td>
<td>IDPs – Shelter &amp; Heating</td>
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<tr>
<td>Constitution</td>
<td>Local Elections</td>
<td>Media Reform</td>
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<td>Prisons</td>
<td>Police</td>
<td>PIFWCs</td>
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<td>Transportation</td>
<td>Emergency Services</td>
<td>Utilities</td>
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<tr>
<td>Oil Production</td>
<td>Public Finance</td>
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Approved for Release
Conclusion

- At no time in history has a country taken over another country with the intention of giving it back (and spending billions to do it!)

- What history remembers:
  - Marshall
  - MacArthur
  - Franks???

- When we crack the reconstruction code, we will be postured to fix the planet... (would this construct solve the Israeli-Palestinian issue?)

What are the implications for force structure?
Commander’s Guidance
Back up slides
UNMIK Objectives

BRINGING PEACE TO KOSOVO
The UN Interim Administration Mission in Kosovo (UNMIK)

FOUR PILLARS OF REFORMING KOSOVO

Civil Administration—Under the United Nations

Humanitarian Assistance—Led by UNHCR

Democratization and Institution-Building—Led by OSCE

Economic Reconstruction—Managed by EU
- KFOR Objectives

- A Safe and Secure Environment for the People of Kosovo, UNMIK, IOs, NGOos and KFOR

- Improve Freedom of Movement in Kosovo and Ensure Freedom of Movement for KFOR

- Control of Boundaries/Borders

- Support UNMIK in the Development of the KPC and JIAS to Encourage the Public's Acceptance
## Objectives Comparison

<table>
<thead>
<tr>
<th>Task Force</th>
<th>KFOR</th>
<th>UNMIK</th>
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<tbody>
<tr>
<td>1. Control Boundaries &amp; Borders</td>
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<tr>
<td>2. Safe &amp; Secure Environment</td>
<td>-Safe &amp; Secure Environment</td>
<td>-Freedom of Movement</td>
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<td>3. Civil Administration</td>
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<td>-Civil Administration</td>
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</table>
Timeline

1ID (M) TASK FORCE 1AD TASK FORCE

1999 2000 2001

TASK FORCE TASK FORCE

MAY JUN JUL AUG SEP OCT NOV DEC JAN FEB MAR APR MAY JUN

2000 2001

TFF 2A INTERMEDIATE OBJECTIVES TFF 2A INTERMEDIATE OBJECTIVES TFF 2B INTERMEDIATE OBJECTIVES TFF 2B INTERMEDIATE OBJECTIVES

WHAT DO WE START/ CONTINUE HERE?

1AD INTERMEDIATE OBJ. TFF 2A ENDSTATE

KFOR, NATO, UN, EU INTERMEDIATE OBJ. 1AD ENDSTATE.
1 ID Long Range Plan

Phase 1: Establish Security
- Law & Order
- Civil Assistance
- Unity and Concentration of Effort
- Safe, Secure Environment

Phase 2: Stabilization/ Confidence Building

Phase 3: Democratization/ Institutionalize

Phase 4: Self-Sustainment

Endstate: Stabilized, self-sustaining Kosovo
**Line of Operation**

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<thead>
<tr>
<th>PastOps</th>
<th>SEPT</th>
<th>OCT</th>
<th>NOV</th>
<th>2B</th>
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<td>Unity</td>
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<tr>
<td>Rule of Law</td>
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<tr>
<td>Economy</td>
<td>OPORD XX</td>
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**GOAL:** OPORDs synched with the lines of operation to achieve a common ENDSTATE.