



~~SECRET/ORCON_REL_GBR/AUS~~

*Phase IV
Reconstruction*

~~SECRET/ORCON_REL_GBR/AUS~~

Approved for Release



Introduction

~~SECRET/ORCON REL GBRAUS~~

"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 GBRAUS~~

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~~

3

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~~

4

Approved for Release



Facts

~~SECRET/ORCON REL GBR/AUS~~

- Phase IV will be the strategically decisive phase.
- The CFC/CJTF will move from being the supported effort by civilian agencies to the 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.
- The CFC's focus of effort will switch to Phase IV before CFLCC.
- 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 GBR/AUS~~

5

Approved for Release



Assumptions

~~SECRET/ORCON REL GBR/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 is not seen favorably by regional partners.

~~SECRET/ORCON REL GBR/AUS~~

6

Approved for Release



Limitations

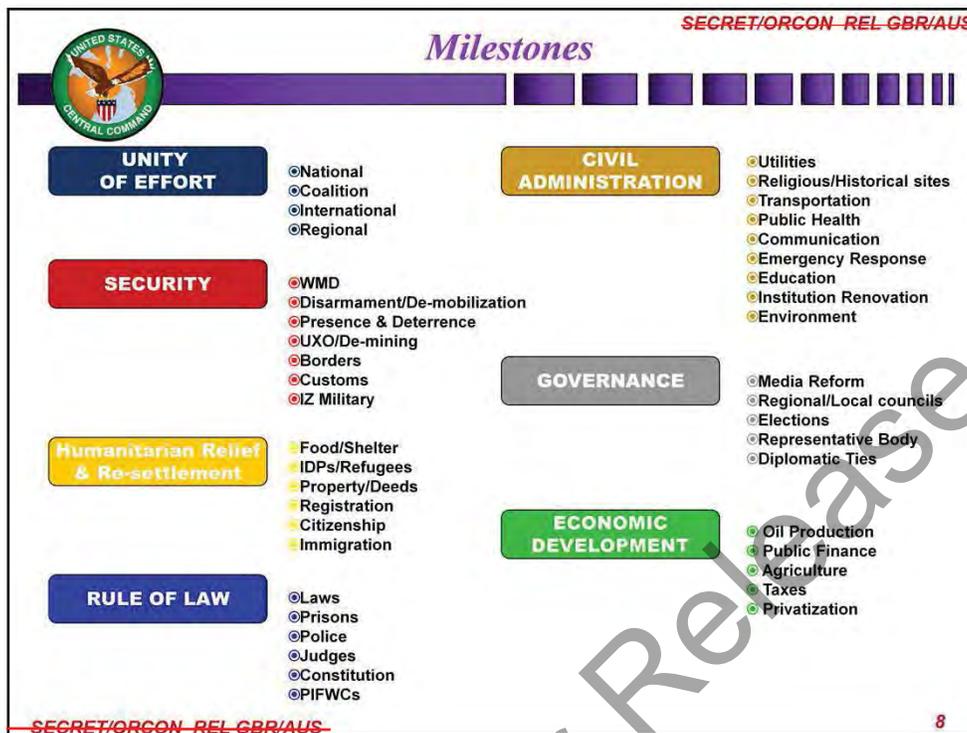
~~SECRET/ORCON REL GBR/AUS~~

- 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 occupation force

~~SECRET/ORCON REL GBR/AUS~~

7

Approved for Release



Approved for Release

~~SECRET/ORGON REL GBRAUS~~



Proposed Mission Statement

(Change of Mission – FRAGO #XX)

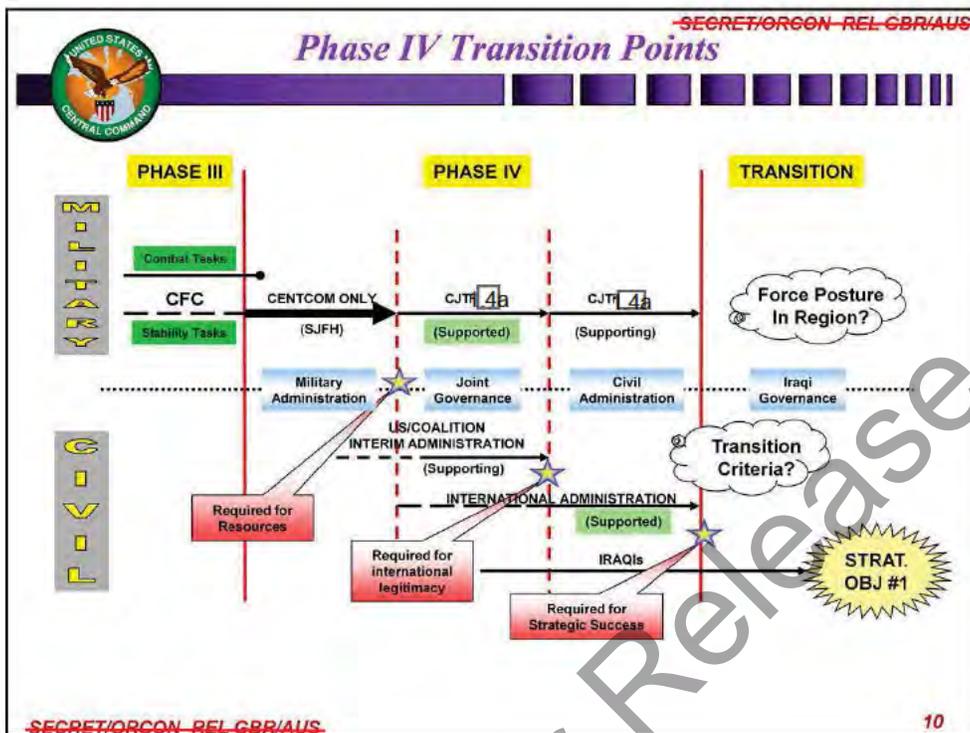
UPON DIRECTION OF CDR USCENTCOM, CFC CONDUCTS STABILITY OPERATIONS IN IRAQ TO PROVIDE A SECURE AND STABLE ENVIRONMENT AND FACILITATE DEVELOPMENT OF A FUNCTIONING CIVIL ADMINISTRATION WHICH ADHERES TO THE RULE OF LAW, PROMOTES REGIONAL STABILITY AND ELIMINATES THREATS FROM TERRORISM AND WMD.

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

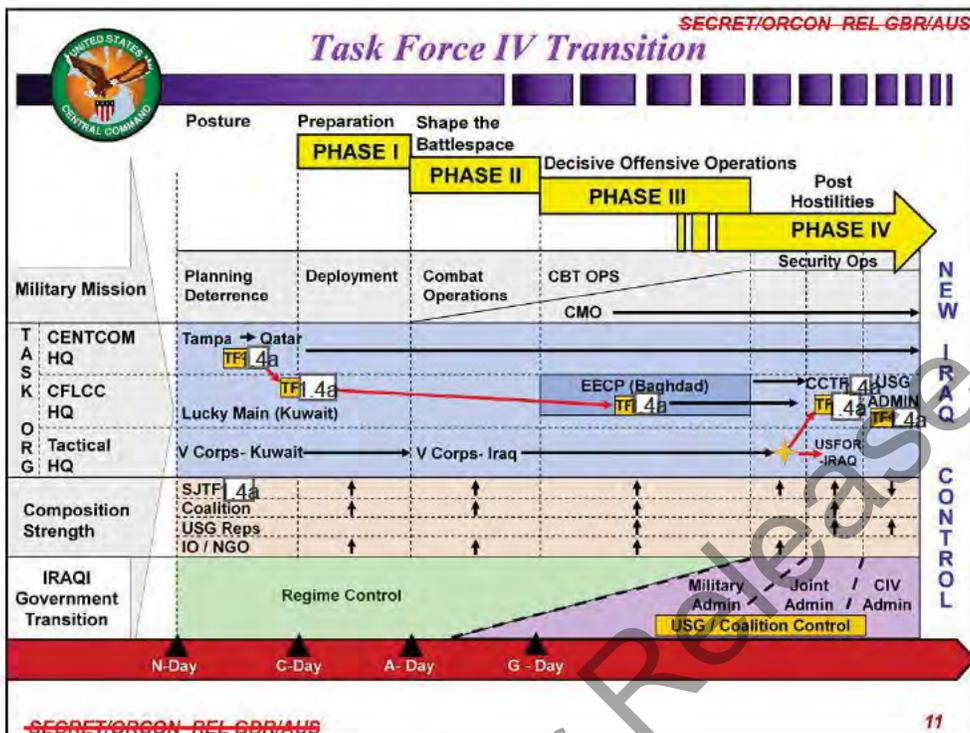
9

~~SECRET/ORGON REL GBRAUS~~

- 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 TF 1.4a**



Approved for Release



Approved for Release



Purpose Considerations

~~SECRET/ORGCON_REL GBRA/US~~

PURPOSE: Establish conditions for civil authority

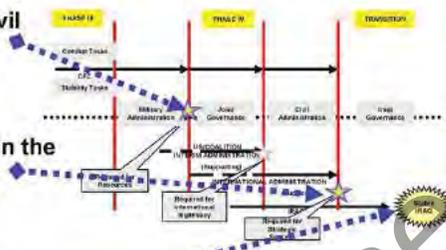
OR

Instill a sense of shared determination in the Iraqi people to foster a national identity

OR

Create successful conditions to leverage thereby enhancing regional stability and reducing the global threat of terrorism.

ENDSTATE: A stable, self-sustaining Iraq with a viable governing body integrated within the international community.



~~SECRET/ORGCON_REL GBRA/US~~

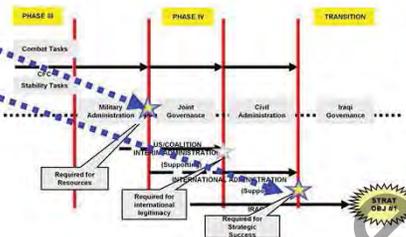
Approved for Release



Commander's Intent

~~SECRET/ORCON_REL_GBR/AUS~~

PURPOSE: Establish conditions for civil authority and leverage the successful conditions to enhance regional stability and reduce the threats from terrorism.



ENDSTATE: A stable, self-sustaining Iraq with a viable governing body integrated within the international community.

~~SECRET/ORCON_REL_GBR/AUS~~

Approved for Release



Approved for Release



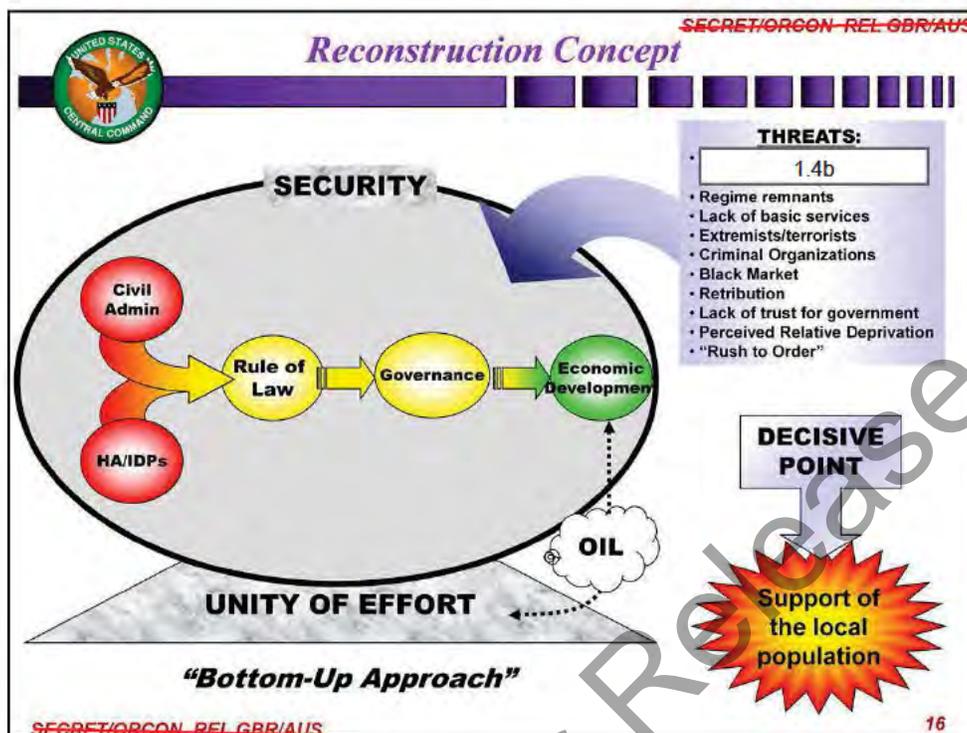
~~SECRET/ORCON_REL_GBR/AUS~~

Concept of Operations

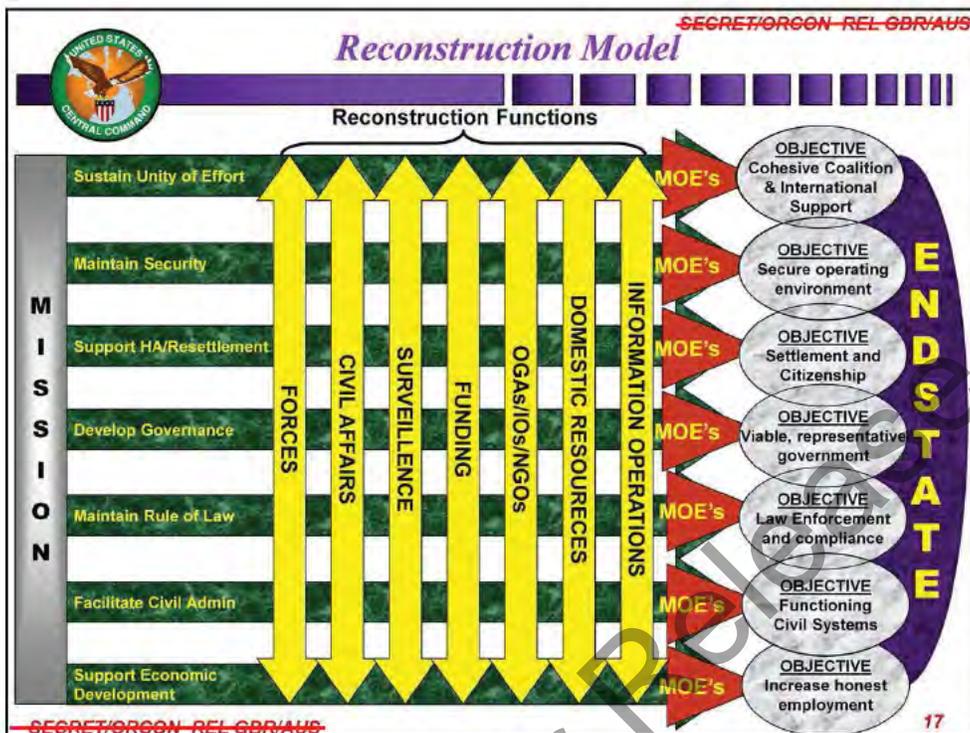
~~SECRET/ORCON_REL_GBR/AUS~~

15

Approved for Release



Approved for Release



Approved for

~~SECRET/ORGCON-REL GBRA/US~~

CFC Initiative Worksheet

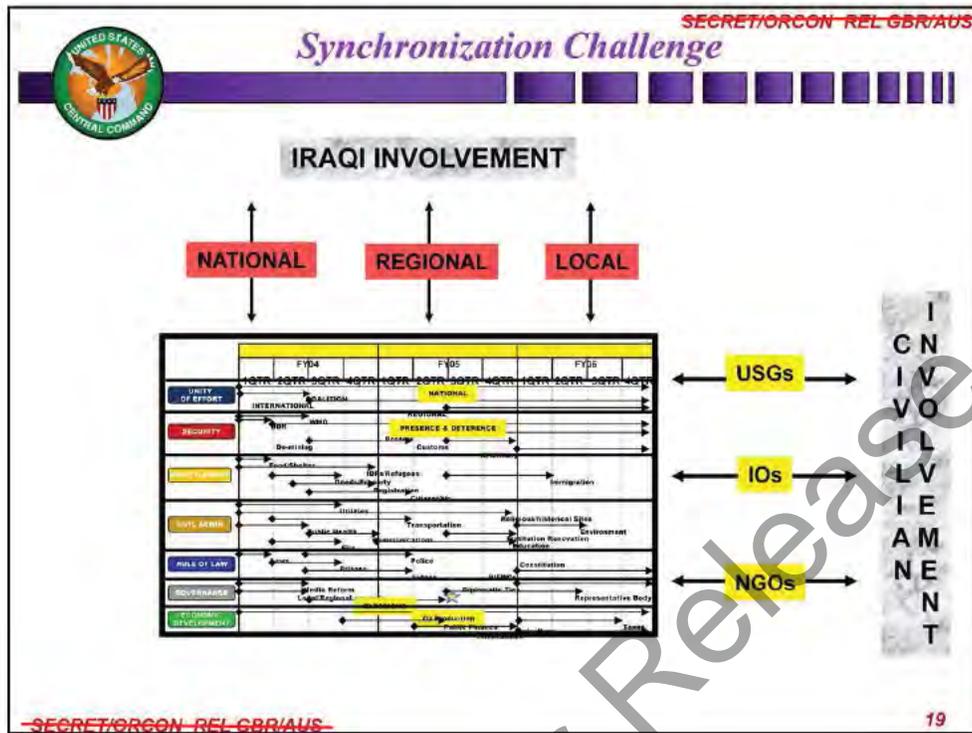


	FY04				FY05				FY06			
	1QTR	2QTR	3QTR	4QTR	1QTR	2QTR	3QTR	4QTR	1QTR	2QTR	3QTR	4QTR
UNITY OF EFFORT	INTERNATIONAL → COALITION				REGIONAL → NATIONAL							
SECURITY	DDR → WMD De-mining				Borders → Customs → IZ Military				PRESENCE & DETERRENCE			
SETTLEMENT	Food/Shelter → Deeds/Property → Registration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

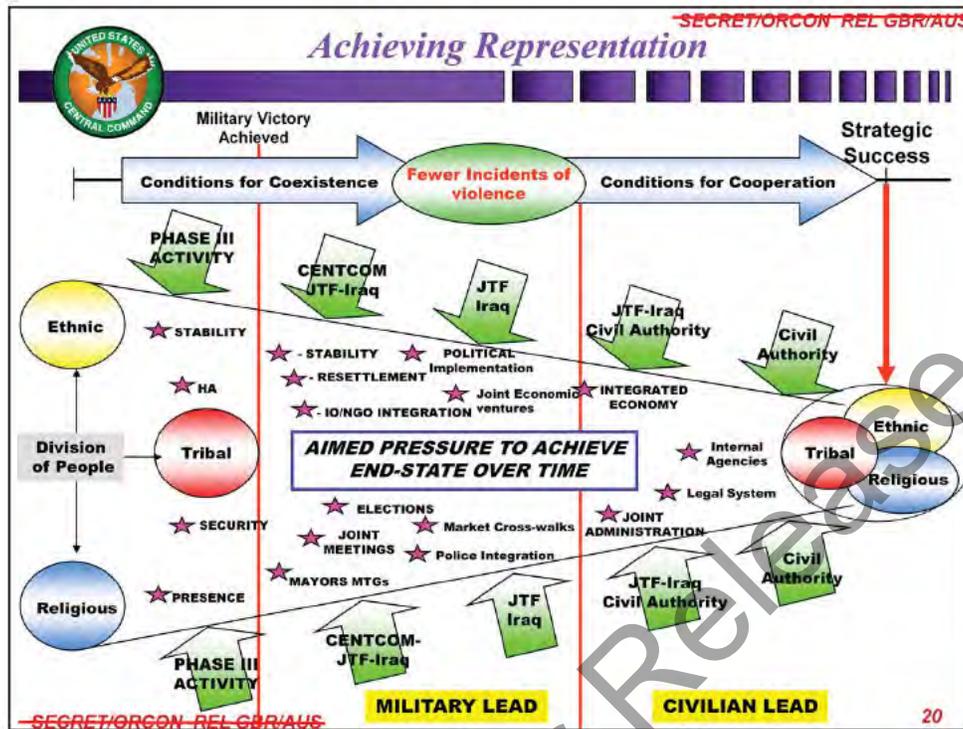
~~SECRET/ORGCON-REL GBRA/US~~

18

Approved for Release



Approved for Release



- 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



~~SECRET/ORCON REL GBR/AUS~~

TASK FORCE 1.4a
Organization

~~SECRET/ORCON REL GBR/AUS~~

21

Approved for Release

~~SECRET/ORCON REL GBR/AUS~~

Milestones



UNITY OF EFFORT

F2C2, POLAD, PAO

- ⊙ National
- ⊙ Coalition
- ⊙ International
- ⊙ Regional

CIVIL ADMINISTRATION

J9/Civil Affairs, ENG Corps

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

SECURITY

J2, J3, ENG, SOCCE

- ⊙ WMD
- ⊙ Disarmament/De-mobilization
- ⊙ Presence & Deterrence
- ⊙ UXO/De-mining
- ⊙ Borders
- ⊙ Customs
- ⊙ IZ 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/Deeds
- Registration
- Citizenship
- Immigration

ECONOMIC DEVELOPMENT

J4, J5

- ⊙ Oil Production
- ⊙ Public Finance
- ⊙ Agriculture
- ⊙ Taxes
- ⊙ Privatization

RULE OF LAW

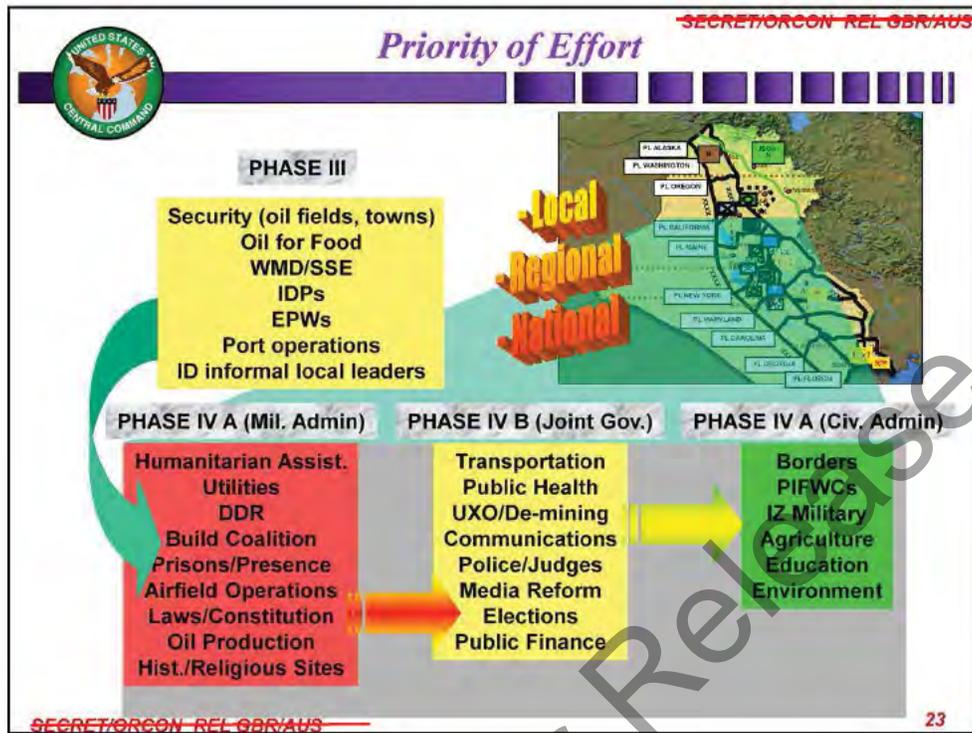
J2, PMO, JAG

- ⊙ Laws
- ⊙ Prisons
- ⊙ Police
- ⊙ Judges
- ⊙ Constitution
- ⊙ PIFWCs

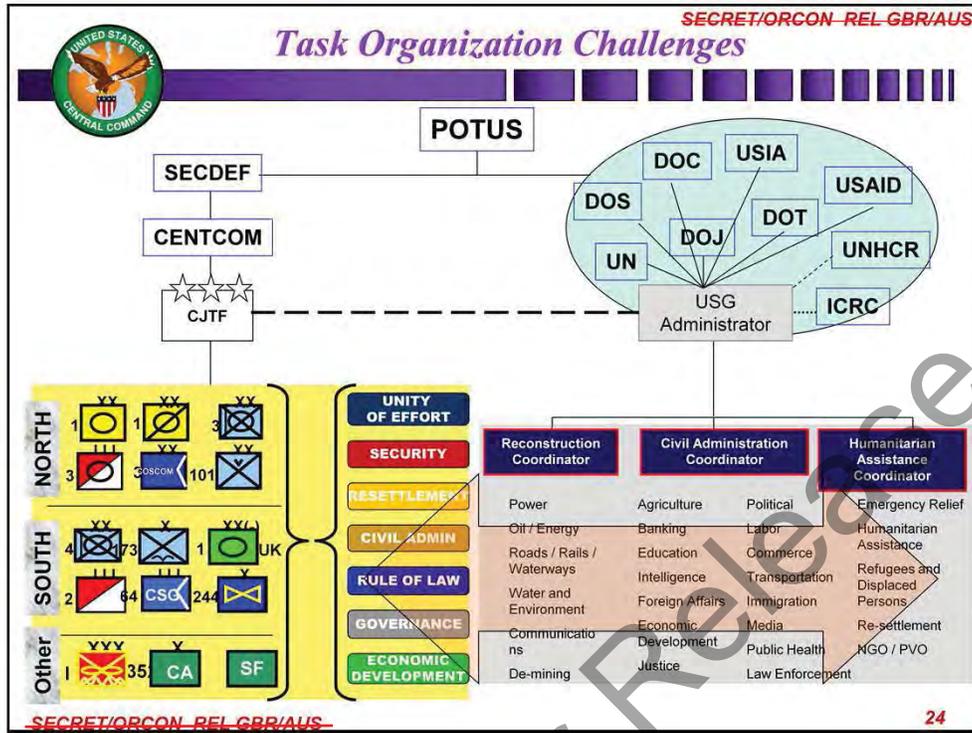
~~SECRET/ORCON REL GBR/AUS~~

22

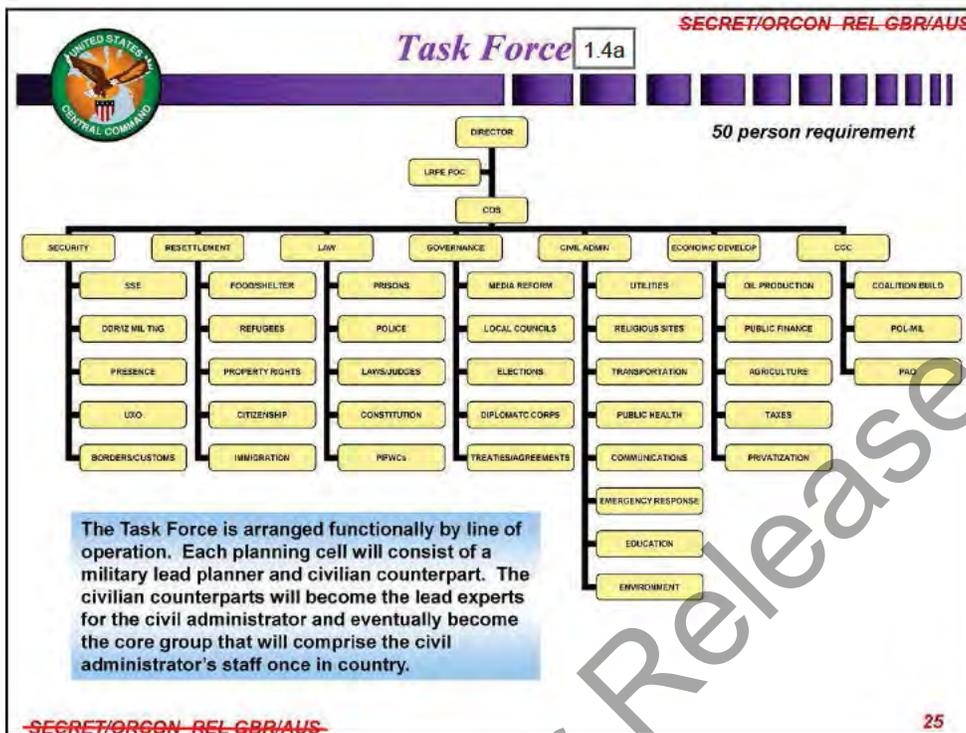
Approved for Release



Approved for Release



Approved for Release

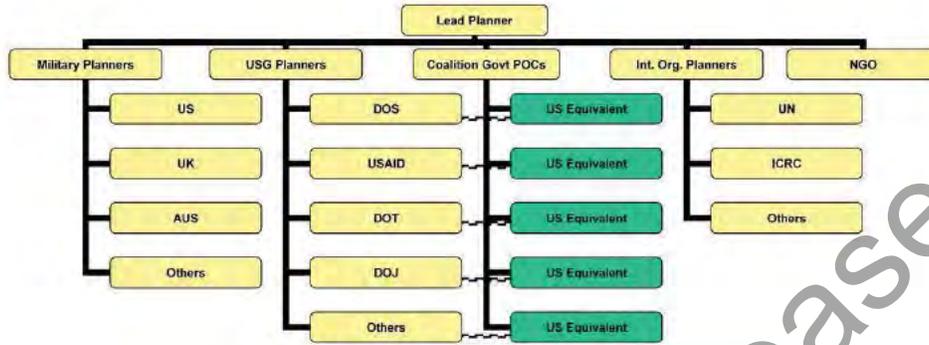


Approved for Release



Milestone Planning Team

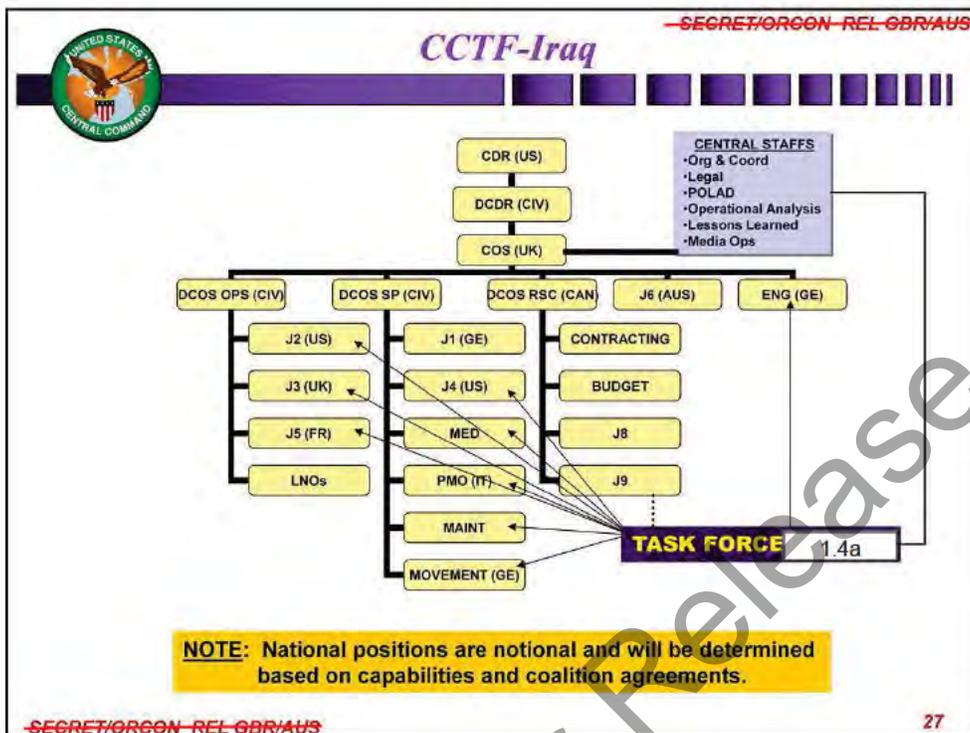
~~SECRET/ORGCON REL GBR/AUS~~



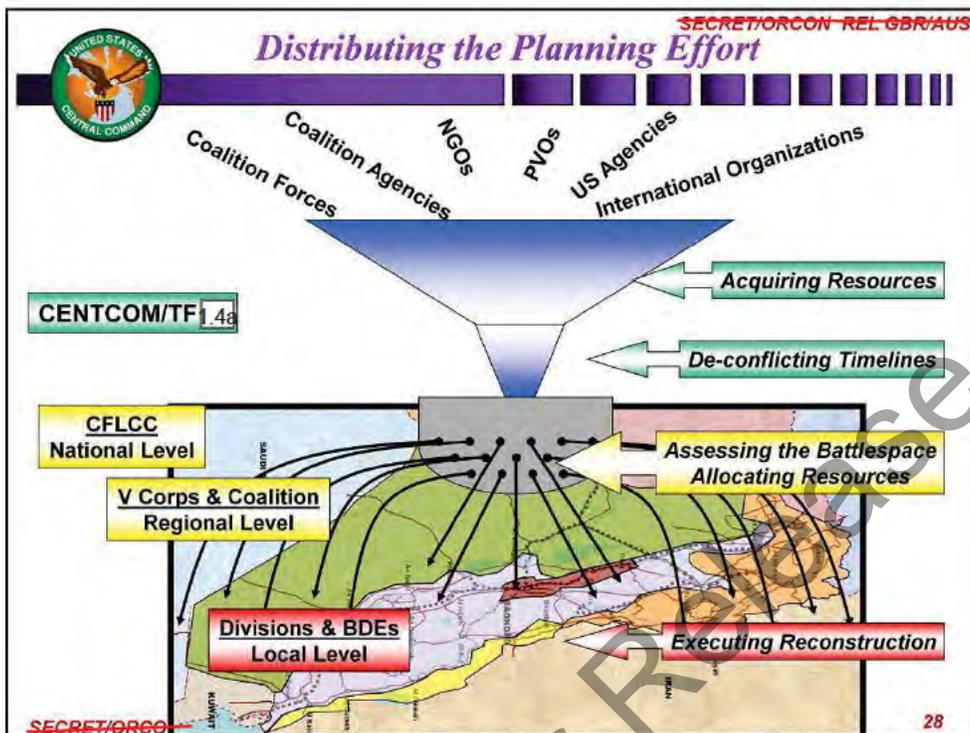
Not every milestone will have all these participants. This is an example of the organizations TFI 4 should get involved in reconstruction planning.

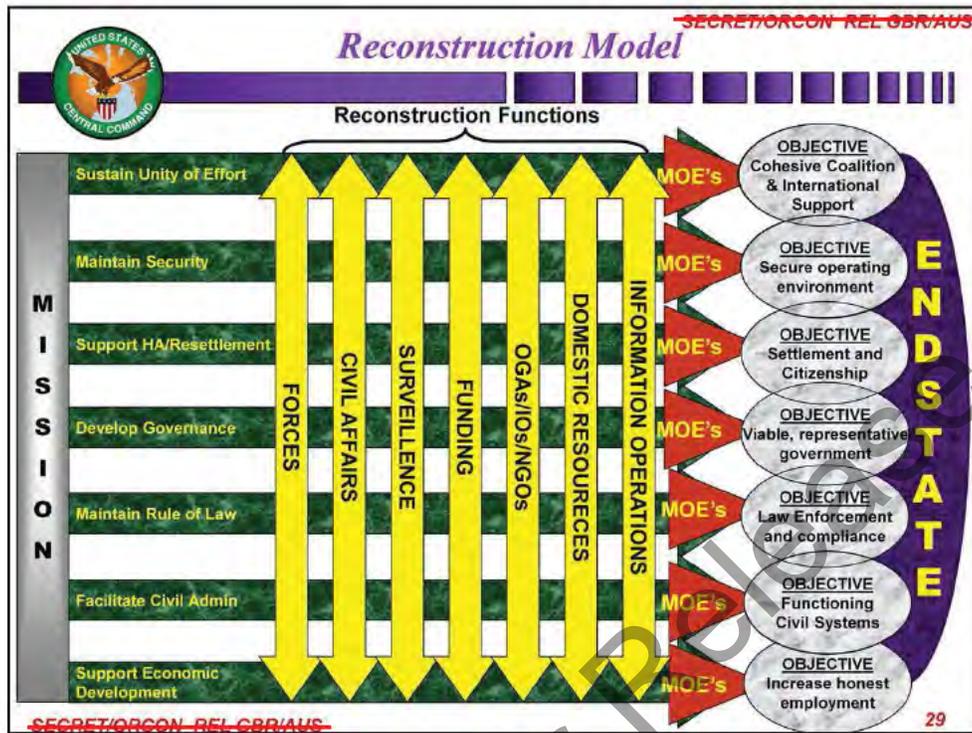
~~SECRET/ORGCON REL GBR/AUS~~

Approved for Release



Approved for Release





Approved for



Synchronizing the Effort

~~SECRET/ORCON REL GBRAHS~~

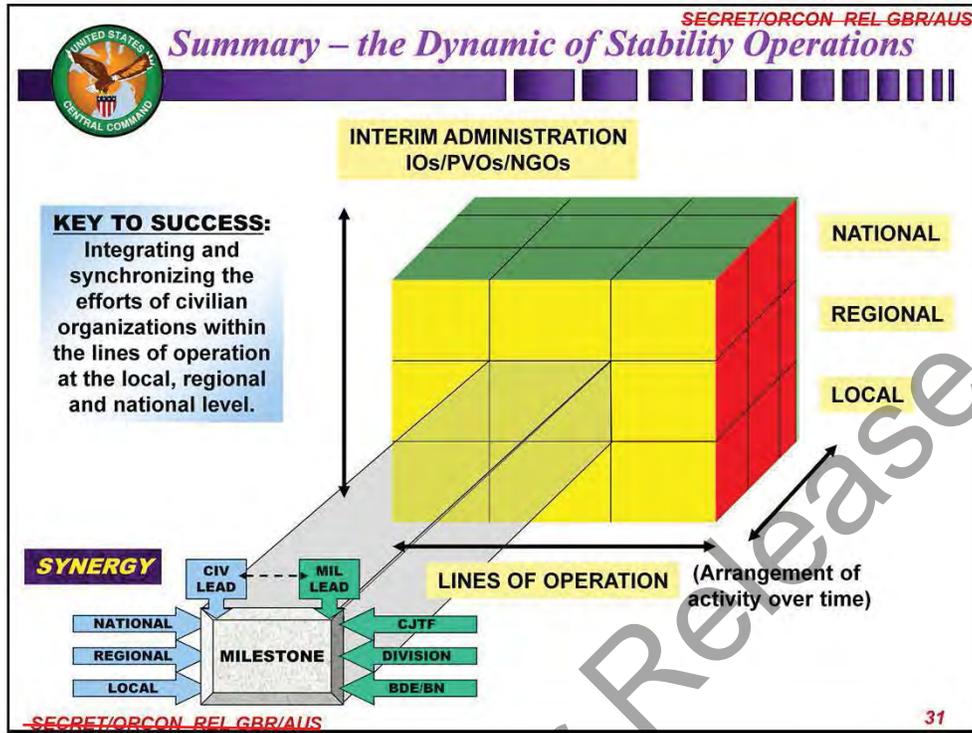
(Required for each Milestone)

REGION	BAGHDAD	RIVER	KAZ	DESERT	BORDER
FUNCTION					
FORCES	TROOP TO TASK				
CIVIL AFFAIRS	RECONSTRUCTION PROJECTS				
SURVEILLANCE	ID/MONITOR DE-STABILIZERS (i.e. crime, etc)				
FUNDING	DISTRIBUTION OF OIL REVENUE				
OGA/IO/ NGO	INTEGRATION OF CIVILIAN EFFORTS				
DOMESTIC RESOURCES	IRAQI LABOR AND RESOURCES				
INFORMATION OPERATIONS	GOOD NEWS STORIES (modifying behavior)				
MEASURES OF EFFECTIVENESS	COAB				

~~SECRET/ORCON REL GBRAHS~~

30

Approved for Release



Approved for Release



The way ahead

~~SECRET/ORCON REL GBR/AUS~~

- **Begin coordination now with USG, coalition, IO/NGOs to determine available resources and required support. Stand up CJTF 4 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/ORCON REL GBR/AUS~~

32

Approved for Release



~~SECRET/ORCON REL GBR/AUS~~

Commander's Guidance

~~SECRET/ORCON REL GBR/AUS~~

33

Approved for Release



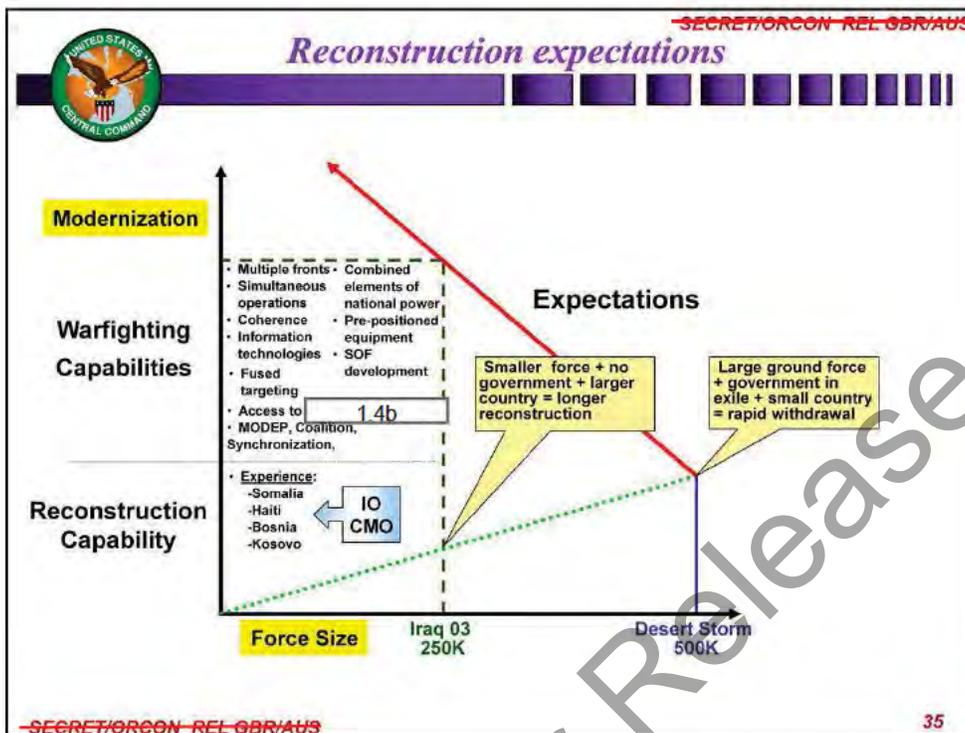
~~SECRET/ORCON REL GBR/AUS~~

Backup Slides

~~SECRET/ORCON REL GBR/AUS~~

34

Approved for Release



Approved for Release



Force Structure Considerations

~~SECRET/ORCON REL GBR/AUS~~

- **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 GBR/AUS~~

36

Approved for Release



~~SECRET/ORCON REL GBR/AUS~~
Regarding re-construction force structure...

"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."

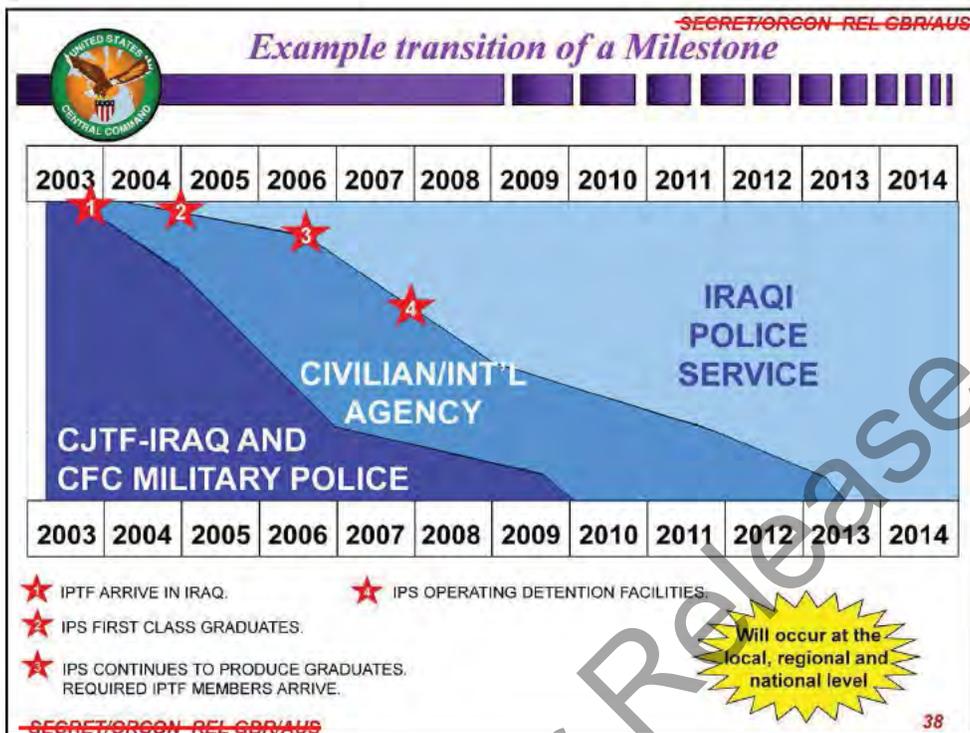
- General Gary Luck

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

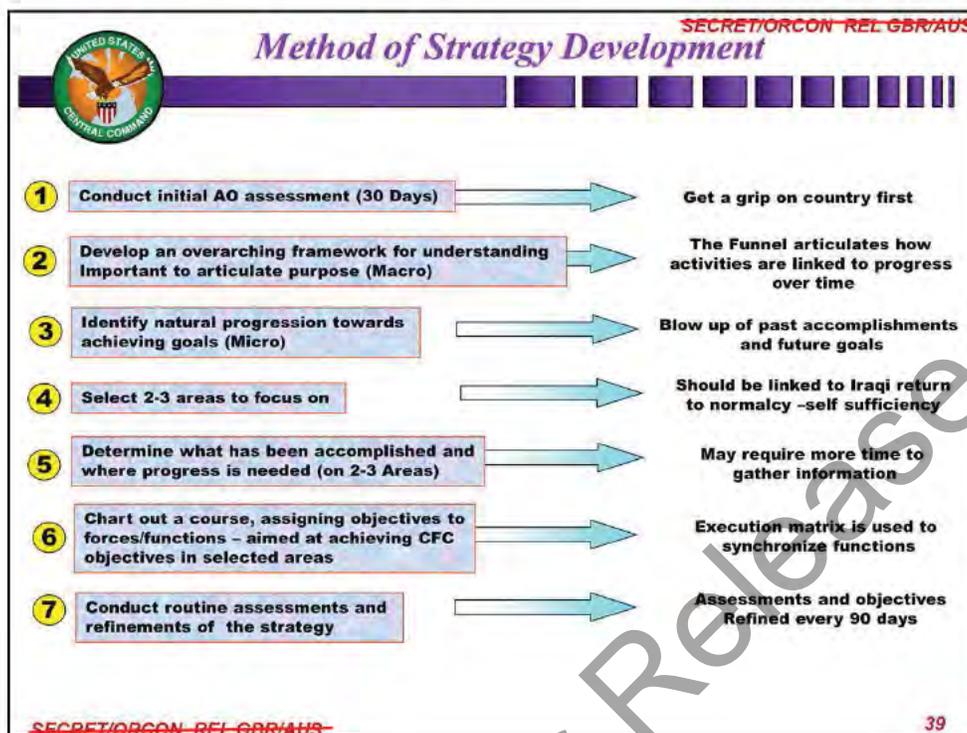
~~SECRET/ORCON REL GBR/AUS~~

37

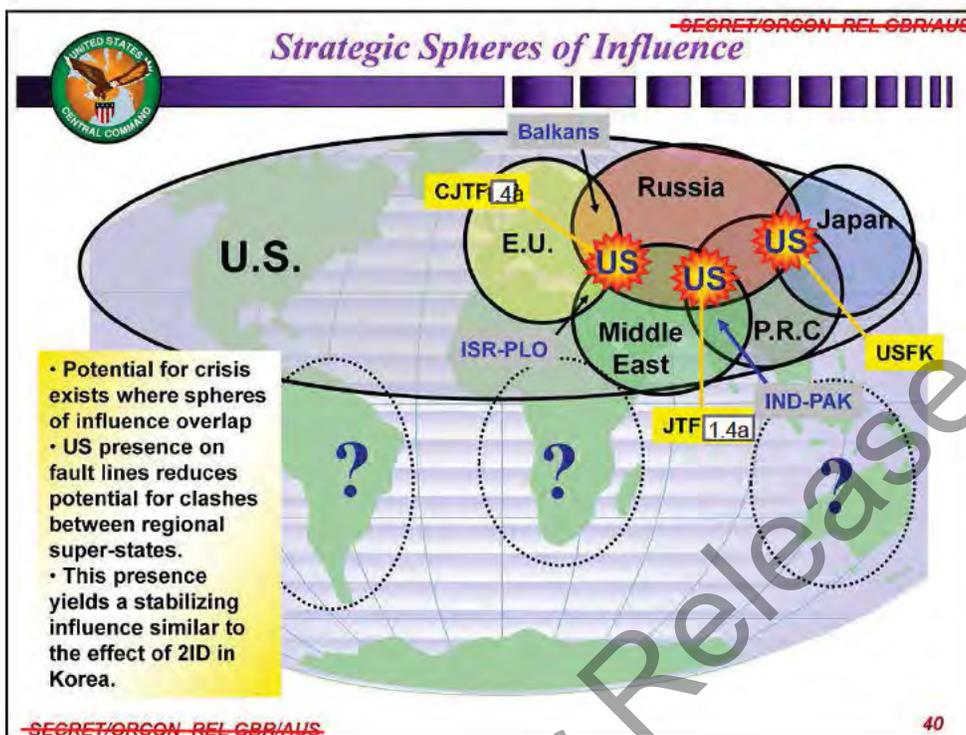
Approved for Release



Approved for Release



Approved for Release



Approved for Release