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Iraq – Phase IV Subjects (Updated 05 Feb 03)

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A – Security

A1 – Military and Security Reforms

A2 – WMD

A3 – Borders and Customs

A4 – Terrorism

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TASK	MILITARY AND SECURITY REFORM
US Position	<ul style="list-style-type: none"> - Establish a Iraq military capable of defending the territorial borders of Iraq and maintaining internal security. - Reform Iraq military and security institutions to be capable of performing legitimate defence and public security missions.
US Concept	<ul style="list-style-type: none"> - Reliable elements of the RA to form core of armed forces. - Support - directly and indirectly - inter-agency or international organisation efforts to reorganise and train Iraqi army / law enforcement agencies as required.
UK Position / End-state	<ul style="list-style-type: none"> - Lay plans for the reform of the Iraq's security forces (UK Military Campaign Objective). - Military and Security reform is an issue of Governance, and part of an overarching strategy - Good government in Iraq following political regeneration, economic reconstruction and Security Sector Reform (SSR). The latter to include the restructuring of the intelligence agencies, armed forces, police and the criminal-justice system. - All elements of the Security Sector to be affordable and accountable.
UK Redlines	<ul style="list-style-type: none"> - Unaccountable Iraqi Security apparatus.
UK Objectives (Stabilisation) (0-6 months)	<ul style="list-style-type: none"> - All units of Iraqi military have been accounted for and (if appropriate) disarmed. - Stability, law and order in Iraq. - Inter-agency or international organisation efforts to reorganise and train Iraqi law enforcement agencies begun (and supported by UK).
UK Objectives (Re-construction) (6-18 months)	<ul style="list-style-type: none"> - Reform of Iraqi Armed Forces underway, with a view to organisations able to defend Iraq without threatening Iraqi citizens or neighbours in Phase IV C. - <i>This includes the elimination of the Iraqi National Security Council and the Iraqi Special Security Organisation (Al Amn al-Khas): the exploitation and subsequent disbandment of the Directorate of General Security (Al Amn al-Amma) the Directorate of General Intelligence (Al-Mukhabarat) the Military Security Service (Al-Amn al-Askan) and the Special Republican Guard (Al-Haris al-Jamhuri al-Khas) and Saddam's Martyrs (Fedayeen Saddam): the vetting and reintegration of acceptable elements of the Republican Guard Forces Command, Regular Army and Police.</i>
Implications	<ul style="list-style-type: none"> - Requirement before beginning of operations for clear guidance for troops on ground about nature of engagement with various elements of security apparatus. - May be necessary to contain Security apparatus (or even co-opt it) for several months while full review is underway and then policy decided.
To be resolved	<ul style="list-style-type: none"> - Vetting policy for members of the Security Sector. Possibly early guidance, followed by final policy once review conducted. - Agreement on mechanism for deciding SSR way forward. - Future shape and size of the Security Sector / Armed Forces. - Transformation programme - UK involvement / engagement in training and advice to the wider Security Sector. - US AID legally prevented from paying military salaries - who will provide funding (at least until oil revenue available)?

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TASK	WMD
US Position	<p>Deny use / Eliminate WMD capacity (a capability is rendered ineffective when it is non-operational and would take considerable time and effort to reconstitute. Disablement is a sub-set of elimination – <i>extracted from the US Defence Threat Reduction Agency presentation to SECDEF/POTUS</i>):</p> <ul style="list-style-type: none"> - No ballistic missile, cruise missile or UAV programmes, facilities or infrastructure. - No Iraqi weapons of mass destruction: the dismantlement of all NBC weapons, programmes and infrastructure: the elimination of critical materials and technologies. - No Nuclear power capability – less medicine. - Elimination of excess Chemical / Bio dual use capacity. - Redirection of select dual use Chemical / Bio facilities to civilian use with diversion controls for redirected sites. - Exploitation, redirection and monitoring of key personnel. - Exploitation of materials, technology and facilities. - Alternative arrangements for Iraqi security in-place: In-place export, border and customs controls.
US Concept	<p>Coalition Intelligence Exploitation Base (IEB) (IEB DIAMOND) established in South – tasked by CFLCC Fusion Cell – to conduct assessment, follow-on exploitation/ elimination of WMD:</p> <ul style="list-style-type: none"> - Site Survey Teams (7) Initial Assessment, SST response – 'hours to days'. - Mobile Exploitation Teams (5) Task organised to exploit and take samples – 'hours to weeks'. - Disablement Teams (7) Explores options to disable / conducts disablement – 'hours to weeks'. - Confirm / Deny Laboratories (IEB or National) Verify and catalogue – 'hours to months'. - Elimination / Disposal – 'months to years'.
UK Redlines	
UK Position / End-state	<ul style="list-style-type: none"> - UK prime objective is to rid Iraq of its WMD and their associated programmes and means of delivery, including prohibited ballistic missiles (BM), in accordance with UNSCR (Box 1A – PM Strategic Policy Objectives). - UK End-state – There is no longer a threat to the region or the wider world from Iraqi WMD (Box 3 – UK Military Strategic Thinking on Iraq).
UK Objectives (Stabilisation) (0-6 months)	<ul style="list-style-type: none"> - To make an immediate and efficient contribution in support of the US SSE IEB concept while preserving Home Base and National Force Protection capability (Stabilisation). - To make a continued contribution to a UNMOVIC led WMD elimination programme while the UK maintain a military presence in Iraq (Recovery). - Establish Impartiality Mechanisms within SSE IEB concept providing – retrospective – legitimacy. - Deploy wider Battlefield Intelligence Capability (BIR) within SSE IEB concept to recover equipment to intelligence purposes.
UK Objectives (Re-construction) (6-18 months)	<ul style="list-style-type: none"> - As above. - Develop measures to monitor successor regime. - Alternative arrangements for Iraqi security in-place (<i>address Regional imbalance</i>).

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Implications	<p>Following troops required:</p> <ul style="list-style-type: none"> - WMD Intelligence Officer embedded within IEB to act as LO for DIS S&T staff (CDI - D/COSSEC/40/1/2 dated 29 Jan 03) - nominated. - UK embedded in CFLCC J3 / SSE FUSION Cell. in place. - UK Dedicated Support: - JNBC Regt SHQ. - BIR Team. - CT SNCO - DITAC (DIS) providing a SNCO. - 1 x RAF P&SS Team - STC providing interrogation of computer hardware. - Scientists (2 x CW, 2 x BW, 2 x NUC) and Team Leader. <p>On Call through the NCC:</p> <ul style="list-style-type: none"> - EOD - EOD, IEDD, RE Search. - JFIT. - 1 x SIBCRA Team (based in Cyprus). - 1 x Specialist Monitoring Team (SMT). <p>Post-Conflict:</p> <ul style="list-style-type: none"> - Jt NBC Regt RHQ. - PBDS, Fuchs, MPDS allocated to task. - Further SMT.
To be resolved	<ul style="list-style-type: none"> - Develop and agree a policy on the future role of UNMOVIC. - Develop and agree impartiality mechanisms. - Confirm UK SSE Contribution over time to the IEB SSE programme.

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TASK	BORDERS & CUSTOMS
US Position	- Strategic Objective: A stable Iraq, with its territorial integrity intact and a broad-based government that renounces WMD development and use and no longer supports terrorism or threatens its neighbours.
US Concept	[Unknown, but presumed to be:] Coalition troops responsible for maintaining territorial integrity.
UK Redlines	- Iraq territorial integrity breached.
UK Position / End-state	- We would like Iraq to become a stable, united and law abiding country within its present borders....(PM Strategic Policy Objectives). - Preserve wider regional security, including by maintaining territorial integrity of Iraq and mitigating the humanitarian and other consequences of conflict for Iraq's neighbours.
UK Objectives (Stabilisation) (0-6 months)	- To prevent loss of Iraqi territory to neighbours. - Establish effective liaison with Iraq neighbours (Iran). - Assist in (re)establishment of an accountable and effective customs / border guard. - Support coalition intelligence effort v smugglers / drugs.
UK Objectives (Re-construction) (6-18 months)	- As above. - Handover responsibility for border control / security to Iraq
Implications	- Professional advice?
To be resolved	- What is C&E role here? Do need professional advice on call?

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TASK	TERRORISM
US Position	<ul style="list-style-type: none"> - Strategic Objective: A stable Iraq, with its territorial integrity intact and a broad-based government that renounces WMD development and use and no longer supports terrorism or threatens its neighbours. - Military Objective: Destroy terrorist networks in Iraq, gather intelligence on global terrorism and detain terrorists.
US Concept	<ul style="list-style-type: none"> - Destroy terrorist networks and apprehend all terrorists and war criminals.
UK Redlines	<ul style="list-style-type: none"> - Lack of a legal basis and removal of suspects from Iraq.
UK Position / End-state	<ul style="list-style-type: none"> - To help create the conditions for a stable, law-abiding Government of Iraq, without links to terrorist organisations. - Need to establish a definition of terrorist. Coalition has remit under LOAC to distinguish between a terrorist and lawful combatants. J9 suggest 'proscribed terrorist organisations'.
UK Objectives (Stabilisation) (0-6 months)	<ul style="list-style-type: none"> - Gather intelligence on internal and global terrorism activity. - Support US counter-terrorism operations across Iraq. - Find and defeat terrorist organisations within the UK AO.
UK Objectives (Re-construction) (6-18 months)	<ul style="list-style-type: none"> - As above. - Monitor emerging security institutions.
Implications	-
To be Resolved	- Unified approach to be agreed with the US.

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B –

Reconstruction

B1 – UXO and De-mining

B2 – Oil and Energy

B3 – Power

B4 – Transport Networks

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TASK	UXO & DE-MINING
US Position	<p>FF. Non self-destruct / self-deactivating AP and AT mines are prohibited with the exception of command detonated claymore. COMCENTCOM authority currently required to use ANY mines, delegated on order to CFLCC and subsequently Corps level. All safeguards regarding SCATMINE will be observed. Records maintained by Joint EOD Coordination Cell (JEODCC) at CFHQ.</p> <p>EN. US forces not authorised to conduct de-mining operations accept to allow successful completion of the mission or where there is an immediate threat of injury or loss of life.</p>
US Concept	<p>As above. Phase 4 intent is to support the establishment of a Mine Action Cell (MAC) to direct / control IO/NGO action.</p>
UK Concept	<p>FF. Use of non-self neutralising mines prohibited. This precludes the use of BARMINE. SCATMIN authority lies with CFLCC, but may be delegated to GOC 1xx at G Day. Mines not to be laid within 1500m of No-Strike / Protected sites or non-combatant facilities without GOC clearance. Claymore permitted in command detonated mode only. AP mines forbidden by OTTAWA Convention (US not a signatory). UK troops must not order laying of AP by US forces in support of UK operations or assist in laying AP mines.</p> <p>UK Joint Force EODOC established at NCC with land records maintained on Information Management System for Mine Action (IMSMA). Maritime records maintained by UK Maritime EOD Cell.</p> <p>EN. De-mining approved if required for mission accomplishment or to save life, including support to SSE.</p> <ul style="list-style-type: none"> - Coalition to clear coalition generated UXO / Minefields. - Iraqi Armed Forces to clear Iraqi generated UXO / Minefields.
UK Redlines	
UK Objectives (Stabilisation) (0-6 months)	<ul style="list-style-type: none"> - Clearance of all Coalition UXO / Mine threats. - Effective IO campaign to warn of the dangers of UXO / Mines established. - Identification and marking of all other Iraqi UXO / Mine threats. - Involvement of UN mine clearance agency or MAC to co-ordinate long-term clearance with Iraqi military.
UK Objectives (Re-construction) (6-18 months)	<ul style="list-style-type: none"> - All UXO / mine threats removed (or clearly marked Iran/Iraq War).
Implications	<ul style="list-style-type: none"> - NCC lead at CFHQ.
To be Resolved	

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TASK	OIL
US Position	<ul style="list-style-type: none"> - Reliance on 'experts' – the Logistics Civil Augmentation Programme. - Aim to limit the threat from deliberate sabotage of the oil network and conduct remedial action to contain and cap blown wells / prevent environmental disaster. - Ensure early oil production for export and domestic consumption from Southern oilfields (Target 800,000 BPD).
US Concept	<ul style="list-style-type: none"> - Early focus for ground manoeuvre to seize and secure oilfields in the South (and North? Branch planning continues for the North). - CENTCOM task 'clear designated critical oil infrastructure associated with the RUMAILA oilfield of mines, unexploded ordnance and NBC contamination in order to allow LOGCAP to assess and repair Iraqi oil infrastructure'. - Facilitate the rapid restoration of Iraqi oil facilities. - No US inter-agency agreement on subsequent management of oil – although contracts expected to be let shortly.
UK End-state	<ul style="list-style-type: none"> - Protect, and be prepared to secure oil infrastructure in order to reassure the Iraqi people and facilitate rapid economic recovery. - International confidence in the legal framework for, and management of oil. Including transparency of revenue – 100% re-investment in Iraq or Iraq Trust Fund and consent of Iraqi people. - Maintain the Oil For Food programme under the UN. - US acceptance that once stability is achieved the Iraqi Oil industry is managed by Iraqis, and to the benefit of the Iraqi people. - Illegal exports through Jordan, Syria and Turkey contained and revenue 'captured'.
UK Redlines	<ul style="list-style-type: none"> - US dominance of Iraqi oil industry for longer than absolutely necessary. - No accountability of oil revenues.
UK Objectives (Stabilisation) (0-6 months)	<ul style="list-style-type: none"> - Seize and secure key oil infrastructure / nodes in order to prevent damage / sabotage, and minimise the risk of environmental disaster. - Oil fields secure and damaged wells capped / contained. - Clear designated critical oil infrastructure associated with the RUMAILA oilfield of mines, unexploded ordnance and NBC contamination in order to allow LOGCAP to assess and repair Iraqi oil infrastructure'. - Establish early liaison with LOGCAP ensuring influence over the control and management of oil fields in the UK AO. - Support US / international efforts (if required) to contain environmental fallout. - Ensure appropriate vetting policy in-place.
UK Objectives (Re-construction) (6-18 months)	<ul style="list-style-type: none"> - Oil production resumed and an international programme of recovery in-place. - Food for Oil Programme running.
Implications	<ul style="list-style-type: none"> - Political requirement to for US (and US military especially) control of oil to last for minimum time possible. Early agreement of alternative agreed before US contracts let. - Need for UK experts to embed in US Oil TF providing impartial advice to LCC/ NCC. - Potentially sensitive UK IO issue.
To be resolved	<ul style="list-style-type: none"> - Agreed US / UK / Coalition approach to the management and exploitation of Iraq oil (specifically management of oil in Phase IVB). - UK contribution to LOGCAP. - Agreed vetting policy (Who is black-listed in oil industry? What does that mean in practice?) - Military tasks. Confirmation of UK role v capability.

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TASK	POWER
US Position	Basic power requirements restored as quickly as possible. In 12 months, electrical generation and distribution restored to 75% of population (pre-conflict level).
US Concept	Rapid transition from military to <i>'those with the expertise'</i> co-ordinated by US DART team. - Within 1 month conduct rapid damage and restoration assessment; call forward repair commodities. Install pre-positioned generator sets in priority locations – hospitals, pumping stations – benefiting 1 million people - Within 6 months repair 15% of high voltage network, 50 substations in key urban centres and 5 generation plants to reach 40% of previously-serviced population; link to natural-gas output. - Within 1 year generate 6750 kw from gas and bunker-fired plants (75% of pre-1991 level). Rehabilitate to min levels 110 substations and 10 generation facilities).
UK Position / End-state	US end-state achieved. UK support provided to deliver US plan within UK AO.
UK Redlines	
UK Objectives Stabilisation (0-6 Months)	US benchmarks achieved within UK AO.
UK Objectives (Re-construction) (6-18 Months)	US benchmarks achieved within UK AO.
Implications	- Possible requirement for UK engineer support if US contractors are not able to be in place immediately. (Any additional resources required?).
To be resolved.	- UK expert validation of US thinking required. Confirmation that DfID support US AID benchmark. - Confirmation that US AID funding available.

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TASK	TRANSPORT NETWORKS
US Position	All economically important roads, bridges, airfields and trains re-opened with one year.
US Concept	<p>Rapid transition from military to <i>'those with the expertise'</i>.</p> <ul style="list-style-type: none"> - Within 1 month complete assessment of infrastructure damage. Begin repair of essential roads and bridges to minimum levels. Administer civil airport operations for freight and pax. - Within 6 months (in permissive areas) re-open 50% of economically important roads and bridges. Repair secondary national roads and bridges. Commercial land, air and sea ports of entry operating. - Within 1 year re-open 100% of economically important roads and bridges. Assist in reform of and transition of responsibility for roads and airports to Ministry of Public Works and local authorities.
UK Position/End-state	US end-state achieved within UK AO.
UK Redlines	
UK Objectives (Stabilisation) (0-6 months)	- Essential roads and bridges repaired to minimum levels
UK Objectives (Re-construction) (6-18 months)	- All economically important roads, bridges, airfields and trains re-opened in operation with Iraqis
Implications	<ul style="list-style-type: none"> - Possible requirement for engineering support if US contractors are not immediately available? - Possible need to enable BASRAH international Airport (STC Airport Activation Party)?
Issue to resolve	<ul style="list-style-type: none"> - UK expert validation of US thinking required. - Are we properly knitted into US planning? - How quickly will US contractors be up and running?

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C – Civil Administration

- C1 – National Governance**
- C2 – Regional Governance**
- C3 – Public Health**
- C4 – Law Enforcement**
- C5 – Agriculture**
- C6 – Education**
- C7 – Economic and Financial Policy**
- C8 – Indigenous Media**
- C9 – Justice**
- C10 – War Criminals**
- C11 – Water & Sanitation**

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TASK	NATIONAL GOVERNANCE
US Position	Iraqi Government in control of federal Iraq [but inter-Agency process yet to agree position on how to get there].
US Concept	Broad model: Stabilisation (0-3/6 months, CFLCC as sole authority); Recovery (3/6 months - 18 months/2 years, CJTF-IRAQ and US Government civil Interim Administration of Iraq (IAI) running in parallel, with primacy switching from former to latter during period); then Transition following the appointment of an Iraqi Government in control of federal Iraq.
UK Position / End-state	To transition as soon as possible to a civil led administration under a UN mandate with clear UN engagement. Leading to... a democratically elected Iraqi Government in control of unitary Iraq
UK Redlines	UN mandate providing legal authorisation and framework.
UK Objectives (Stabilisation) (0-6 months)	<ul style="list-style-type: none"> - Civil administration led by (or at least mandated by) UN established as soon as possible and immediately taking on executive authority. - UN involvement in civil structures. - International agreement on national responsibilities across Governmental functions
UK Objectives (Re-construction) (6-18 months)	<ul style="list-style-type: none"> - Ongoing UN led/mandated administration. - National constitution agreed with unitary structure.
Implications	<ul style="list-style-type: none"> - Initial requirement to maintain flexibility in local solutions to shift into national framework. - Carry across of military AO to federal/unitary debate (read across to Kurdish issue).
Issues to be resolved	<ul style="list-style-type: none"> - International agreement on nature of national Governance arrangement (including civ/mil relationship in Interim IAI and timescales for establishment) - Coalition agreement on transitional arrangements (ie need to nature of CFLCC plans for exercising Governance function in (at least) early Phase IV A. - Legal Framework and mechanism for Governance (ie presumably UNSCR) (with implications for local arrangements) - Relationship between national and regional structures. Federal structure or not? - Future UK role in national Governance: focus on UK effort on civ, mil or both? If mil, is HQ ARRC candidate to be mil component for Phase IV B (Allied Forces Iraq)?

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TASK	REGIONAL GOVERNANCE
US Position	Functions of local government restored (to ensure stability, meet citizen's needs, and to deliver transition to democracy).
US Concept	<p>At 1 month:</p> <ul style="list-style-type: none"> • Key leaders and town councils identified and vetted to partner with US authorities • Limited local participation in restoration of essential services • Military and local authorities to address crimes <p>At 6 months:</p> <ul style="list-style-type: none"> • Restore basic administrative structures • Interim local councils established • Structure for decentralised local government adopted <p>At 12 months:</p> <ul style="list-style-type: none"> • Restore 100% of basic local administrative structures • Local democratic institutions demonstrate representative and transparent local governance • Preparation for local elections under way • Local governments effectively manage resources, services and staff for transition to Iraqi self-rule
UK Position / End-state	Stable, united and law abiding state, providing effective government for its own people (UK Strategic Estimate)
UK Redlines	
UK Objectives (Stabilisation) (0-6 months)	Key leaders and town councils identified, vetted and established, particularly in UK AO. Basic local service re-established.
UK Objectives (Re-construction) (6-18 months)	Local councils delivering local service, with minimum support provided by military in UK AO. Local council supported by US partners and NGOs. Local elections take place, supported by military in UK AO.
Implications	<ul style="list-style-type: none"> - Initial JIC structure? - Need to choose local leader carefully at outset. Need to be alive to attempts to usurp local leadership. - Capability to deliver local services where local council unable, but avoiding dependency culture. - Military commanders need understanding of local governmental/political norms.
Issues to resolve	<ul style="list-style-type: none"> - Early vetting policy essential (ie at least initial guidance before beginning of operations) - Additional resources required to deliver essential services

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TASK	PUBLIC HEALTH
US Position	In 12 months, basic health care needs of Iraqis are met
US Concept	<p>Basic health includes immunisations, maternal health, treatment of major childhood illnesses, emergency and primary response to illness and trauma, and referral of more serious cases.</p> <p>Initial reliance on ICRC / WHO / UNICEF and US AID. At 1 month:</p> <ul style="list-style-type: none"> • Conduct health system assessment • Basic health care services to 25% of the population • Maternal/child health services to 50% of the population • Health information/ education to 100% of the population <p>At 6 months:</p> <ul style="list-style-type: none"> • Basic health to 50 % of the population • Maternal/child health services to 100% of the population • Medical returnees recruited • One referral hospital in each major city responding to critical advanced medical/ surgical needs <p>At 12 months:</p> <ul style="list-style-type: none"> • Basic health to 100 % of the population • Advanced medical/surgical services for critical cases • Begin transfer responsibility for health system to the Ministry of Health
UK Position/End-state	US end-state achieved. UK support provided to deliver US plan within UK AO.
UK Redlines	
UK Objectives (Stabilisation) (0-6 months)	US benchmarks achieved within UK AO.
UK Objectives (Re-construction) (6-18 months)	US benchmarks achieved within UK AO.
Implications	- Likely early pressure to cater for medical requirement of Iraqi population (presentational issue). Possibility that US aid/support will not be in place as quickly as UK military/media. See Humanitarian Aid.
To be resolved	- UK expert validation of US thinking required.

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TASK	LAW ENFORCEMENT
US Position	Establish a secure environment - maintain public order and safety.
US Concept	<ul style="list-style-type: none"> - All legislative, judicial and executive power invested in CFLCC. - All security, police and government agencies that were created to perpetuate the Regime suspended - others (local police) supported. - Law of Iraq remains unless suspended. - Coalition Forces Administrative Courts established. - Support US interagency or IO efforts to reorganise and train Iraqi law enforcement organisations / government services.
UK Position/End-state	Rule of law established. Police reformed and conforming to human rights.
UK Redlines	- Non-accountable Internal Security Services
UK Objectives (Stabilisation) (0-6 months)	<ul style="list-style-type: none"> - Early implementation of a clear plan for development of Iraqi police. - Framework to provide military provision of law enforcement within UK AO. - Police vetted and initial capability established.
UK Objectives (Re-construction) (6-18 months)	<ul style="list-style-type: none"> - Responsibility for law enforcement passed back to Iraqi police. - Joint police/military police, transitioning to police operating alone.
Implications	<ul style="list-style-type: none"> - UK troops need to be prepared for law enforcement role and ensure legal status (limits, constraints etc) understood (to appropriate level) through chain of command. - Significant requirement for language assistants.
To be resolved	<ul style="list-style-type: none"> - US AID legally prevented from paying police salaries - who will provide funding (at least until oil revenue available)? - Plan for reorganisation of the Police - Lead? - Legal basis? (presumably UNSCR, but what if not initially?) Coalition agreement on detail of practical arrangements (including explanation of position to local population). - Vetting system for Police? At least initial guidance required before operations begin.

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TASK	AGRICULTURE
US Position	In 12 months, national food security requirements met through commercial processes.
US Concept	<p>At 1 month:</p> <ul style="list-style-type: none"> • Ensure successful harvest in Kurdish controlled North • Ready critical agricultural inputs(seeds) for planting in South • Conduct assessment of damage to irrigation infrastructure <p>At 6 months:</p> <ul style="list-style-type: none"> • Restore sustainable irrigation to 500,000 hectares in south-east • Provide agricultural inputs for full grain planting in the South • Ensure successful grain harvest in the South • Re-establish market based food distribution in urban areas <p>At 12 months:</p> <ul style="list-style-type: none"> • Assist spring harvest • Complete repair to minimum level of canals and water irrigating 1 m hectares • Assess environmental damage to southern Iraqi marshes and design mitigation plan
UK Position/End-state	US end-state achieved. UK support to deliver US plan within UK AO.
UK Redlines	
UK Objectives (Stabilisation) (0-6 months)	US benchmarks achieved within AO.
UK Objectives (Re-construction) (6-18 months)	US benchmarks achieved within AO.
Implications	- Possible requirement to provide practical assistance to help ensure successful harvest?
To be resolved	- UK expert validation of US proposals.

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TASK	EDUCATION
US Position	Schools open quickly in permissive areas and throughout Iraq in Sep 03.
US Concept	<p>After 12 months, the Ministry of Education is operational, paying teachers, using new curriculum, and improving quality through teacher training.</p> <p>After 1 month:</p> <ul style="list-style-type: none"> • Survey up to 2,500 schools • Initiate repairs • Prepare revised curriculum and teacher training <p>At 6 months:</p> <ul style="list-style-type: none"> • Student supplies delivered to 12,500 schools • 3,000 schools repaired • School opening Sep 03 • Teacher training started <p>At 12 months:</p> <ul style="list-style-type: none"> • Student supplies delivered to 25,000 schools • Rehabilitation of a total of 6,000 school buildings in major population centres • Revised curriculum implemented • Ministry of education administers teacher salaries training and school support
UK Position/End-state	US end-state achieved. UK support to deliver US plan within UK AO.
UK Redlines	
UK Objectives (Stabilisation) (0-6 months)	US benchmarks achieved within UK AO.
UK Objectives (Re-construction) (6-18 months)	US benchmarks achieved within UK AO.
Implications	
To be resolved	UK expert validation of US planning required (including confirmation that US funding is available / approved).

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TASK	ECONOMIC & FINANCIAL POLICY
US Position	Prevent macroeconomic collapse, replace the currency, reestablish the Central Bank and Finance Ministry, and stabilize the banking sector. Foundation for broad-based growth established.
US Concept	Early technical assistance to Central Bank and Ministry of Finance. 'Compensation' system, delivered initially by contractors to civil professional (but not police/military). Dollarise economy (single dollar bills) then establish new currency after one year. Widespread access to banking services within one year. Restructure tax system
UK Position/End-state	To achieve US benchmarks.
UK Redlines	
UK Objectives (Stabilisation) (0-6 months)	To achieve US benchmarks in UK AO, including: Co-operating Iraqi civil professionals compensated for services. Small business loan programme
UK Objectives (Re-construction) (6-18 months)	To achieve US benchmarks in UK AO, including: New currency introduced. New laws for modern market economy. Widespread access to banking services.
Implications	Possible need to protect financial infrastructure (eg reserves in banks and key documentation such as record of property ownership) from outset. Expert confirmation required of priorities. Potential for social unrest (transition from post Soviet-type system). Possible requirement to provide security/logistical support for large currency moves.
To be resolve	Particular need to confirm current state of US planning in this area. If this is plan, require UK expert validation of US proposals. For example, need to know what currency required from beginning of operations. Who will fund police & military - us law do not allow compensation package extending to them. To what extent will military support be required/desired to assist measures to transform economy?

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TASK	INDIGENOUS MEDIA
US Position	[Unknown, but presumed to be] Early (carefully monitored) media to be established and supported early in support of IO campaign.
US Concept	<ul style="list-style-type: none"> - [Unknown, but includes following support activity] - Within 1 month first humanitarian news broadcasts to Iraq. - Within 6 months full-time radio coverage in Iraq; 6 FM stations deployed and operating in Iraq. - Within 12 months 10 transmitters and total radio coverage of Iraq.
UK Position/End-state	To achieve US benchmarks in UK AO [?].
UK Redlines	-
UK Objectives (Stabilisation) (0-6 months)	To achieve US benchmarks in UK AO [?].
UK Objectives (Re-construction) (6-18 months)	To achieve US benchmarks [?].
Implications	- Strong read-across to IO campaign.
To be resolved	<ul style="list-style-type: none"> - Requirement to find out US position, then validate by UK experts. - Will media be controlled or given free reign? Possible role for Balkans media Commissioner?

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TASK	JUSTICE
US Position	Establish a broad-based, representative government that: <ul style="list-style-type: none"> - Adheres to the rule of law. - Respects the basic rights of all Iraqis. Release those imprisoned unjustly.
US Concept	Establish government functions and services necessary to stabilise Iraq. On order transfer these functions to a transitional US or International administration.
UK Redlines	
UK End-state	Reformed legal system established under vetted judiciary. Unjustly jailed prisoners released.
UK Objectives (Stabilisation) (0-6 months)	Martial law in place for minimum time possible. New laws agreed and promulgated. Judges vetted, and unsuitable judges removed. Military management of prisons. Unjustly jailed released.
UK Objectives (Re-construction) (6-18 months)	Iraqi legal system up and running before transmission. International mentoring system provided to support judges. If possible, management of prisons passed over to Iraqis. If not possible, support programme to re-establish in UK AO.
Implications	<ul style="list-style-type: none"> - Potential quasi-judicial role for military in early stage. Requirement for advice or assistance in the management of prisons. - Medium term need to educate chain of command on workings of legal system (based on Napoleonic Code).
Issues to resolve	<ul style="list-style-type: none"> - Possible requirement to get international agreement on Legal Framework (presumably UNSCR, but what if not in place immediately). - Vetting policy required. - Authority for Release.

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TASK	WAR CRIMINALS
US Position	Apprehend all terrorists and war criminals.
US Concept	
UK Position/End-state	An FCO issue - FCO paper on this issue believed to exist.
UK Redlines	
UK Objectives (Stabilisation) (0-6 months)	
UK Objectives (Re-construction) (6-18 months)	
Implications	
To be resolved	

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TASK	WATER & SANITATION
US Position	Potable water and sanitation services re-established to prevent disease and protect health of Iraqi population.
US Concept	Nationwide within twelve months, - Repair critical urban water treatment, pumping and distribution systems to minimum level in all urban centers. - Provide primary sewage treatment to minimum level in 10 urban centers. - Begin transition of responsibility to Ministry of Public Works and local authorities.
UK Position/End-state	To achieve US endstate in UK AO.
UK Redlines	
UK Objectives (Stabilisation) (0-6 months)	To achieve US endstate in UK AO.
UK Objectives (Re-construction) (6-18 months)	To achieve US endstate in UK AO.
Implications	- Possible requirement to provide military support in early stages if US contractors not in place (See Humanitarian Aid).
To be resolved	UK expert validation of US planning required.

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D – Humanitarian Assistance

D1 – Refugees and Displaced Persons

D2 – Humanitarian Assistance

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TASK	REFUGEES AND DISPLACED PERSONS
US Position	<p>Limit undue humanitarian suffering and support stability (and prevent impact on military operations). (US focus will be the military mission – support to the military mission – humanitarian relief (in this order)).</p>
US Concept	<p>Provide relief as forces advance and a secure environment is established via:</p> <ul style="list-style-type: none"> - Civil Military Operation Centres (CMOC – military CA staff forward at formation level, with teams deployed further forward). - Humanitarian Operation Centres (HOC – reception centre for IO/NGO/OGD established in Kuwait and, later, UMM QASR) - Disaster Assistance Response Team (DART – USG inter-agency team to direct – distribute – allocate). - US AID to NGO (liaison with OCHR / UNHCR / OIP / WFP / WHO / UNOHCI / UNICEF / ICRC / IFRC / IOM) on targeting and humanitarian mapping. <p>To:</p> <ul style="list-style-type: none"> - Assist IDPs with USG relief supplies and funding UN/NGO. - General population through the restart of the ration distribution system. (800,000 IDP / 750K Refugees / 900K Newly Displaced remain in-country (+1.3M who will not). - Preposition shelter and rations in theatre before N Day <ul style="list-style-type: none"> - Stocks available for 250k in Kuwait; HDR available in KU and TU - Phased approach: US agencies hand-off to UN/NGOs <ul style="list-style-type: none"> - UNHCR stockpiles for 100k - UNHCR planning stockpiles for preparations for 600k - UNHCR planning support for 1.3M for up to 1 year
UK End-state	<p>Support US IDP campaign plan (ie do not seek to unilaterally reinvent wheel). Make best use of US structure where available/appropriate). In doing so, to work in support of humanitarian organisations <i>within boundaries</i> to mitigate the consequences of hostilities and, within capabilities and resources provide relief where it is needed.</p>
UK Objectives (Stabilisation) (0-6 months)	<ul style="list-style-type: none"> - Effective liaison structures to co-ordinate the UK contribution to humanitarian operations in support of ground operations. - Immediate and visible capacity to conduct humanitarian operations within the UK AO in support of the US led relief programme, through both military and Conflict Humanitarian Aid Department (CHAD) activity. - Facilitate the opening of UMM QASR as SPOD for humanitarian supplies.
UK Objectives (Re-construction) (6-18 months)	<ul style="list-style-type: none"> - Reduction in number of DP/refugee camps still operational - UN primacy (ownership) of DPs / refugee issues.

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To Be Resolved	<ul style="list-style-type: none">• Requirement for DfID to validate US planning.• Funding and resources. Need to ensure UK Divisional Commander has both resources for initial emergency relief and initial projects. From US or UK? Either way, needs to be in timely fashion.• Support of the UK Divisional Commander – particularly role of DfID.• Dedication of combat power / resources to protect DP and logistic impact to combat units• Health / medical – provision of support and impact on the UK Force.• Kuwait, Jordan and KSA will not allow DP camps within their borders.• Early integration of CMOC.• Integration of UN/NGOs in Div AO through the HOC.• Briefing of UK based NGO required.
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TASK	HUMANITARIAN ASSISTANCE
US Position	Limit undue humanitarian suffering and support stability: (US focus will be the military mission – support to the military mission – humanitarian relief (in this order)).
US Concept	<ul style="list-style-type: none"> - Use USG Relief Supplies (shelter / health / water / sanitation) until UN/NGO commence operations. - Reconstitute ration food distribution system <p>To provide relief as forces advance and a secure environment is established via</p> <ul style="list-style-type: none"> - Civil Military Operation Centres (CMOC – military CA staff forward at formation level, with teams deployed further forward). - Humanitarian Operation Centres (HOC – reception centre for IO/NGO/OGD established in Kuwait and, later, UMM QASR) - Disaster Assistance Response Team (DART – USG inter-agency team to direct – distribute – allocate). - US AID to NGO (liaison with OCHR / UNHCR / OIP / WFP / WHO / UNOHC / UNICEF / ICRC / IFRC / IOM on targeting and humanitarian mapping). <p>To:</p> <ul style="list-style-type: none"> - Assist IDPs with USG relief supplies and funding UN/NGO. - General population through the restart of the ration distribution system <p>(800,000 IDP / 750K Refugees / 900K Newly Displaced remain in-country (+1.3M who will not)).</p>
UK End-state	<p>Support US HA campaign plan (ie do not seek to unilaterally reinvent wheel). Make best use of US structure where available/appropriate). In doing so:</p> <ol style="list-style-type: none"> (1) Work in support of humanitarian organisations <i>within boundaries</i> to mitigate the consequences of hostilities and within capabilities, in the absence of such bodies provide relief where it is needed. (2) Establish an ability to respond to a catastrophic humanitarian crisis (CBW attack / hydrology warfare).
UK Redlines	<ul style="list-style-type: none"> - Inability to respond to a catastrophic humanitarian crisis.
UK Objectives (Stabilisation) months)	<ul style="list-style-type: none"> - Minimise impact of conflict on civilian population. - An effective liaison structure to co-ordinate the UK contribution to wide humanitarian operations in support of ground operations. - Immediate and visible capacity to conduct humanitarian operations within the UK AO in support of the US led relief programme, through both military and Conflict Humanitarian Aid Department (CHAD) activity. - Facilitate the opening of UMM QASR as SPOD for humanitarian supplies.
UK Objectives (Re-construction) (6-18 months)	<ul style="list-style-type: none"> - Humanitarian assistance transferred to UN / IO / NGO.

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Implications	<ul style="list-style-type: none">- Need to develop a Coalition CONPLAN / response for catastrophic crisis / crises- Confirmation that US plans are funded and realistic.- Confirmation that DIFD support US AID benchmarks / concept
Issue to be resolved	<ul style="list-style-type: none">• Require DfID validation of US planning, and advice on they plan to link into it.• Funding and resources. Need to ensure UK Divisional Commander has both resources for initial emergency relief and initial projects. From US or UK? Either way, needs to be in timely fashion.• Support of the UK Divisional Commander – particularly role of DfID.• UK agreement on mechanism for authorisation of UK funding (ie. Requirement for UK Comd to support force protection/influence requirements).• Health / medical – provision of support and impact on the UK Force.• Kuwait, Jordan and KSA will not allow DP camps within their borders.• Early integration of CMOC.• Integration of UN/NGOs in Div AO through the HOC.• Briefing of UK based NGO required.

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