



**CABINET OFFICE**  
70 Whitehall, London SW1A 2AS  
Telephone 020 Facsimile 020  
Email

*From the Secretary of the Cabinet and Head of the Home Civil Service*  
Sir Andrew Turnbull KCB CVO

28 March 2003

*Dear Sir Michael and Suma,*

**IRAQ: REHABILITATION**

We have discussed how best Ministers and senior officials should co-ordinate their work on the rehabilitation of Iraq through the Cabinet Office machinery. There are various possible solutions but I propose we should proceed on the lines of the --- attached draft which I intend to put to the Prime Minister.

The Ministerial Group would be supported by an OD Secretariat-led group of senior officials. I imagine you will want to be represented at the latter at Director-General level. I envisage that group setting up sub-groups to pursue particular streams of work under the leadership of individual Departments.

I hope you agree that we should proceed rapidly on these lines.

I am sending a copy of this letter to David Manning and Desmond Bowen.

*Yours sincerely,*

Approved by the Cabinet Secretary  
and signed in his absence

Sir Michael Jay  
Foreign and Commonwealth Office

Suma Chakrabarti  
Department for International Development

CONFIDENTIAL  
**DECLASSIFIED**

## **DRAFT MINUTE TO THE PRIME MINISTER**

### **IRAQ: REHABILITATION**

This minute seeks your approval for new arrangements to manage the rehabilitation planning for Iraq.

2. The current arrangements include:
  - i. daily meetings of your Ministerial group and COBR(Restricted) which focus on latest developments and immediate priorities;
  - ii. daily Chiefs of Staff meetings to review military and related progress;
  - iii. regular, wider COBR meetings, which maintain an overview of progress in Iraq and links to the domestic agenda.
3. The Foreign Office-led Iraq Planning Unit and Treasury-led group on economic and financial issues have also done very good work.
4. But as we move towards the post-conflict phase we will need a coherent policy on an enormous range of issues, including the role of the UN, Iraqi political process, rehabilitation and reform, economic and financial issues (including debt and reparations), security sector reform and reducing our own military role. Ministers will need to take policy decisions on the basis of work led by senior officials.
5. I propose a new Ad Hoc Ministerial Group on Iraq Rehabilitation reporting to you. The Foreign Secretary should chair. The Defence Secretary, International Development Secretary, Chancellor of the Exchequer and Trade and Industry Secretary should be members, with other Ministers as necessary. OD Secretariat would provide the secretariat. Its terms of reference would be: "to formulate policy for the rehabilitation, reform and development of Iraq".
6. This should be supported by an Ad Hoc Officials Group on Iraq Rehabilitation led by OD Secretariat. Desmond Bowen would chair. The Group would comprise senior officials from the same Departments, including the Head of the Iraq Planning Unit and the leader of the group working on economic and financial issues in Iraq.
7. Other groups would continue to meet as now, except that the wider COBR meetings would be less frequent. Many of the domestic and consular issues overseen by the group are sufficiently managed for now. It will nevertheless be useful for a wider group of Departments to be briefed on Iraq developments, say, twice a week.
8. The arrangements for morning and evening reports to you will continue as now.

**DECLASSIFIED**

CONFIDENTIAL  
DECLASSIFIED

9. If you are content with the establishment of the Ad Hoc Ministerial Group, I will inform Departments accordingly.

10. I am copying this minute to David Manning and Desmond Bowen.

**ANDREW TURNBULL**

DECLASSIFIED