

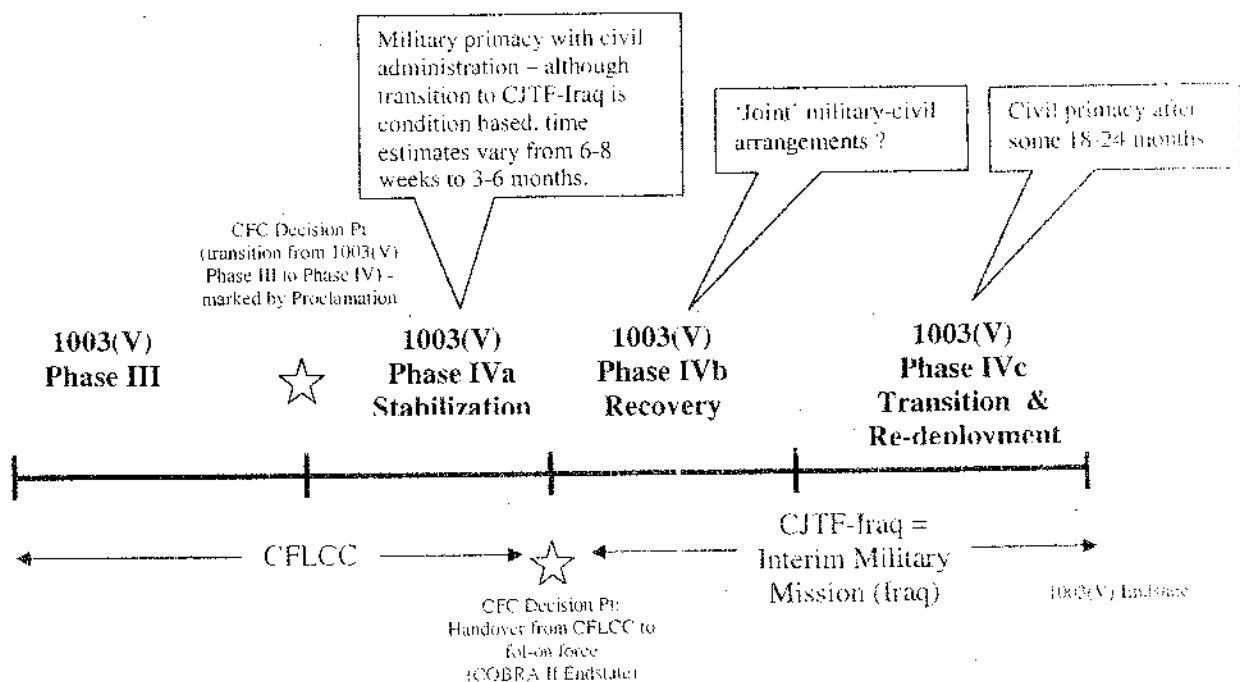
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13 Feb 03

INTRODUCTORY NOTE TO FOLDER ON PHASE IV PLANNING

1. General. It has become clear that a number of staff within the NCHQ feel dislocated from the Phase IV planning has been done to date. This is due in part to the stove-piped nature of much of that planning, but also to the fact that much of the work one might reasonably have expected to be complete by this late stage, has simply not yet been done. This note aims to introduce an electronic Folder that will appraise Staff on the status of Phase IV planning at the time of writing.

2. Definition of Phases. Conflicting terminology has been used, principally by CFLCC and CFH for Phasing within their respective plans (1003(V) and COBRA II). Last week, the following relationship emerged:



3. Status of US Planning.

a. Overview.

(1) A clear synopsis of the state of US planning was given in attachment to the NCHQ ASSESSREP some days ago. Of note is the considerable divergence in view over the roles of the various bodies. It is to be found in the 'Nchq' sub-folder as 'VTC on Roles dtd 3 Feb.doc', and **should be read by all** interested in Phase IV.

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(2) The paper by DCJO(Ops) saved as '030211 SUKEO COA Aftermath paper.doc' in the 'Cpt' sub-folder presents a complimentary and slightly broader overview. There is also a covernote and two annex documents. Although slightly inaccurate in parts, this paper **should be scanned by all**.

b. Organisations. The US organisations named below are involved in Phase IV planning. Further detail on each can be found in various documents within the folder.

(1) Office of Post War Planning (OPWP). A strategic body, headed by a retired 3-star (Garner), currently located in Washington although may move forward to Qatar on or around 15 Mar. Although this role is being resisted by CENTCOM, this weeks Hoon-Rumsfeld discussions described the Garner group as 'expeditionary in nature'. It is currently depicted in many slides as 'in direct support' of CENTCOM although its roles and relationship with other bodies, particularly TF-IV remains ill-defined. In actuality, they are currently reporting to the NSC and may well chop to DOD when they move forward. Maj Gen Cross will represent the UK in this group.

(2) CCJ5 (LRPE), CFH. The OPT pre-Xmas attempted to sketch out the operational framework for Phase IV – its product **should be scanned only if you have time** and is in the 'Cfh' sub-folder as 'Phase IV Strategic Framework.ppt'. Of more relevance, is the recent work that Abizaid has sent to be briefed to Franks and is in the 'Cfh' sub-folder as 'ph4 stability, recovery and transition.ppt'. Abizaid holds the view, likely in-tune with UK, that there should be both an international and Iraqi flavour to Phase IV Iraqi structures at the earliest opportunity. This is contrast to Garner's US-centric beliefs. CFH have resisted re-establishing a standing Phase IV OPT as many of the CENTCOM staff are still in Tampa; notwithstanding, this may have been rectified today.

(3) C5, CFLCC. Tactical imperatives have encouraged this organisation to produce the best quality output. They are responsible for Phase IVa. Their plan is issued as Annex H (Stability Ops) to the COBRA II Base Plan and can be found with its appendices in the 'COBRA II' sub-folder within the 'Cflcc' sub-folder. These **should at least be scanned by all** and will provide the detail sought by many of you.

(4) TF-IV. Despite being established as the focus for Phase IVb planning, this much-awaited body has struggled to make meaningful contribution to the debate so far. It will hopefully be invigorated by SBLA's re-appointment as 'Special Advisor on Phase IV issues' to CG CFLCC. represents UK. They have produced the 'Campaign directive' sub-folder to be found within the 'Tf4' sub-folder which **should only be read if you have time**, as it has been described as "an intellectual step too far" by SBLA. The future of its current head, is in doubt due the organisation's inability to deliver to date. TF-IV's longer-term role is likely to be one of three possibilities: its staff may

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form the plans branch of a CJTF-Iraq; it may form the civil governance branch in a CJTF-Iraq; or it may augment all branches of a CJTF-Iraq so providing continuity through transition of the senior military HQ.

4. Status of UK Planning.

a. Overview. UK has struggled to connect draw together its position across the various participants. DCDS(C) has just this week directed the development of 'UK policy guidance'. The US has invited UK to lead on judicial reform, however the FCO have taken this no further.

b. Organisations. UK bodies involved in Phase IV planning include:

(1) Iraqi Planning Unit (IPU). The UK's senior body, headed by the FCO and including DfID and from LAND, has only just stood-up. It is tasked, in conjunction with DG Op Pol, to formulate the 'UK strategic posture'.

(2) Contingency Planning Team (CPT) -- Iraq. Established by PJHQ J5. It presented a cross-government approach in the 'Common Document' which is saved as 'Ph IV subjects updated 11 Feb 03_J5' in the 'Cpt' folder which **everyone should scan**. The IPU will now assume the lead in developing this work.

(3) Embedded Staff. As outlined in para 3, UK aim to embed planners in all the influential US structures so as to shape US Phase IV thought in accordance with UK strategic intent.

5. Possible Flow of Events. A potential sequence of early events was outlined by SBLA in tonight's UK VTC. On seizure of Baghdad, CFLCC Early Entry Command Post (EECP) will fly forward and include a tiny embryonic civil governance branch (SBLA himself). Once the requisite stability has been established, CFLCC Fwd will move in and begin work with the acceptable Iraqi ministries. The OPWP will then move forward and start to assume this task from the military by establishing 3 regionally based (north, south and Baghdad) Offices of Reconstruction and Humanitarian Assistance (ORHA). However, until the ORHAs establish offices in all 18 Iraqi provinces, the military will remain engaged. Notwithstanding, it is felt that ORHA will have a co-ordinating rather than executive function since it is felt that Franks is unlikely to cede overall control. The military will pull back into the security pillar as soon as they are able.

6. Immediate Way-Ahead. The OPWP are holding a 'rock-drill' in Washington on Fri/Sat, which will be attended by senior UK reps. UK stakeholders, including NCHQ J5, will gather in another VTC next Thurs at 1300Z. CFH Phase IV OPT will convene tomorrow. TF-IV, under SBLA's guidance, are aiming to produce a 'conceptual plan based on assumptions rather than RFI's leading on from the CFLCC endstate' by 20 Feb 03.

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7. Further Information. If anyone requires elaboration of this introduction or any of the documents contained in this Folder, or indeed need further advice as planning progresses, please do not hesitate to drop into the J5 office for a chat.

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