

# DECLASSIFIED

## PHASE 4B ORGANIZATION

- Once Iraq is stabilised and it becomes possible to move to Phase 4B (Recovery), it would be desirable to transition the Interim Civil Administrative structure to a more broadly based structure, authorised by a UN Security Council resolution. That would enable wide international support, and could make the most of international experience without hindering effective leadership.
- The structure would be headed by a 'High Representative' who would ideally be a neutral figure with credibility (and therefore proven experience), ideally a Muslim figure, but not a Coalition national. Beneath him would be several co-ordinators heading up vertical pillars covering humanitarian assistance, reconstruction, civil administration and 'democratisation'. To assist him in his task, and until such time as the 'democratisation' pillar delivered appropriate constitutional reform and a broadly based, representative system, there would be an Iraqi Consultative Council. Working alongside him would be a security co-ordinator who would be responsible for security sector reform and liaison with the Coalition military commander (COMCJTF Iraq).
- **Civil Pillars.** The civil pillars would consist of the following:
  - **Humanitarian Assistance.** Ideally led by Office for the Co-ordination of Humanitarian Assistance (OCHA) and covering de-mining, shelter, IDP and refugee return, food, water, sanitation, and primary health care for example.
  - **Reconstruction.** Led by the World Bank and including for example: energy, power, roads / rail and waterways, water / environment and communications.
  - **Civil Administration.** Reporting directly to the High Representative, and consisting of a bespoke organisation that would pull together services such as public health, law enforcement, justice, corrective system, agriculture, oil, banking / treasury, education, media, commerce, and immigration.
  - **'Democratisation'.** A Special Representative of the UNSG, building on the work of Zal Khalilzad, to handle constitutional reform and the political process.
- **Security.** The Security co-ordinator (ideally a senior Coalition figure) would pull together security sector reform consisting of the armed forces, border forces, intelligence / security services, DDR and WMD / SSE. He would be responsible for maintaining close links with the military commander and would report to CINCCENT – not the High Representative.

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