Multinational Force and Host-Nation Administration in Wartime Iraq: an Inter-ministerial Approach

Colonel John R. Ballard, USMC
Background – Blackwater & the Bridge
Weapons Cache Locations
Operation AL FAJR

Iraqi Forces
- 3 IIF Bns
- 2 IAF Bns
- 2 SSF Bns
- 1 Commando Bn

US Forces
- 5 Marine Bns
- 3 Mech Inf Bns
- 1 Stryker Bn

Joint Fires
- Army Attack Aviation
- SOF (AC-130)
- Marine Air
- Carrier Air
- USAF
- Cannon & Mortar
Stabilization
Post-Hostilities Operations

Dead body removal
UXO / Caches cleared
Water clean-up & sanitation
Rubble removal
MSRs Clear
VCPs Established
Kharma PDS stocked
Immediate construction
Combat ops
Combined policing
USMC QRF
JCC established
Mayor and City Security Council
Curfew modified
Extend registration
Mid-Term Construction
Resettlement & Elections
Electricity Restored
ISF Police only

15 DEC
Safe & Secure
15 DEC

31 JAN
No Residents
Resettlement & Elections
Fallujah CMOC

- Coordination Center for Humanitarian Assistance
- Reconstruction Operations Center
- Convoy Control
- Media Center
- Claims Office
- NGO Information Center
- Potential “Town Hall” Meeting Center
- Facility for the Municipal Support Team and City Administration
District

**ECP 1** - Military Traffic Only

**ECP 4** - Not an initial entry point, for pedestrian traffic to and from hospital

**ECP 3** - 1, 2, 3, 4, 5, 6, 10

**ECP 5** - 7, 8, 9, 13, 15

**ECP 2** - 11, 12, 14, 16, 17, 18
Interministerial Management for Fallujah

**NATIONAL LEVEL**

- **Minister of Communications**
  - Dr. Muhammad Ali Al Hakim
- **Minister of Education**
  - Dr. Sami al-Mubthusar
- **Minister of Electricity**
  - Ayyam al-Samani
- **Prime Minister**
  - Ali al-Allawi
- **Min of Transport**
  - Lu'ay Hamid al-Salih
- **Min of Health**
  - Dr. Abdu al-Samad al-Qasimi
- **Min of Displacement and Immigration**
  - Ms. Pascale Ishu Wardah
- **Minister of Oil**
  - Thamri Abbas Ghudbian

**LOCAL LEVEL**

- **Mayor of Fallujah**
  - Mahmoud Ibrahim Al-Jorasi
- **Min of Finance**
  - Dr. Adil Abd al-Mahdi
- **Min of Housing & Construction**
  - Omar al-Farouq al-Samii al-Damluji
- **Minister of Interior**
  - Falah al-Naqib
- **Min of Industry & Mines**
  - Dr. Hakim al-Hassani
- **Min of Justice**
  - Dr. Malik Duhan al-Hasan
- **Min of Public Works & Municipalities**
  - Ms. Nasrin Mustapha Barwair

**“Productive Ministries”:**

- Industry and Minerals
- Electricity
- Public Works
- Defense

Legend:
- Yellow: Appointed by PM/PM Office
- Red: Ministry not engaged, required to attend daily meetings.
- Blue: Ministry not engaged, required to attend weekly meetings.
- Green: Billeted at Camp Fallujah
- Black: Civilian chain of command in the reconstruction of Fallujah

Note: List does not include Iraqi Intel Tm.
Interministerial Management

MNF and MEF reps at weekly Baghdad Meeting (Thursday)

Municipal Support Team

Provincial and Military reps at weekly Fallujah Meeting (Monday)
January Iraqi Elections
Fallujah: Maintaining Momentum

- Commerce booming
- Residents turning in weapons caches
- Public order soldiers accepted, police being vetted
- Hundreds of government workers in everyday
- People rebuilding, kids back in school…

A Fallujah Model ??
Al Fajr Keys

- Plan Ahead
- Design Structure and Process
- Match Responsibility with Authority
- Build Civil-Military Relationships
Questions?