

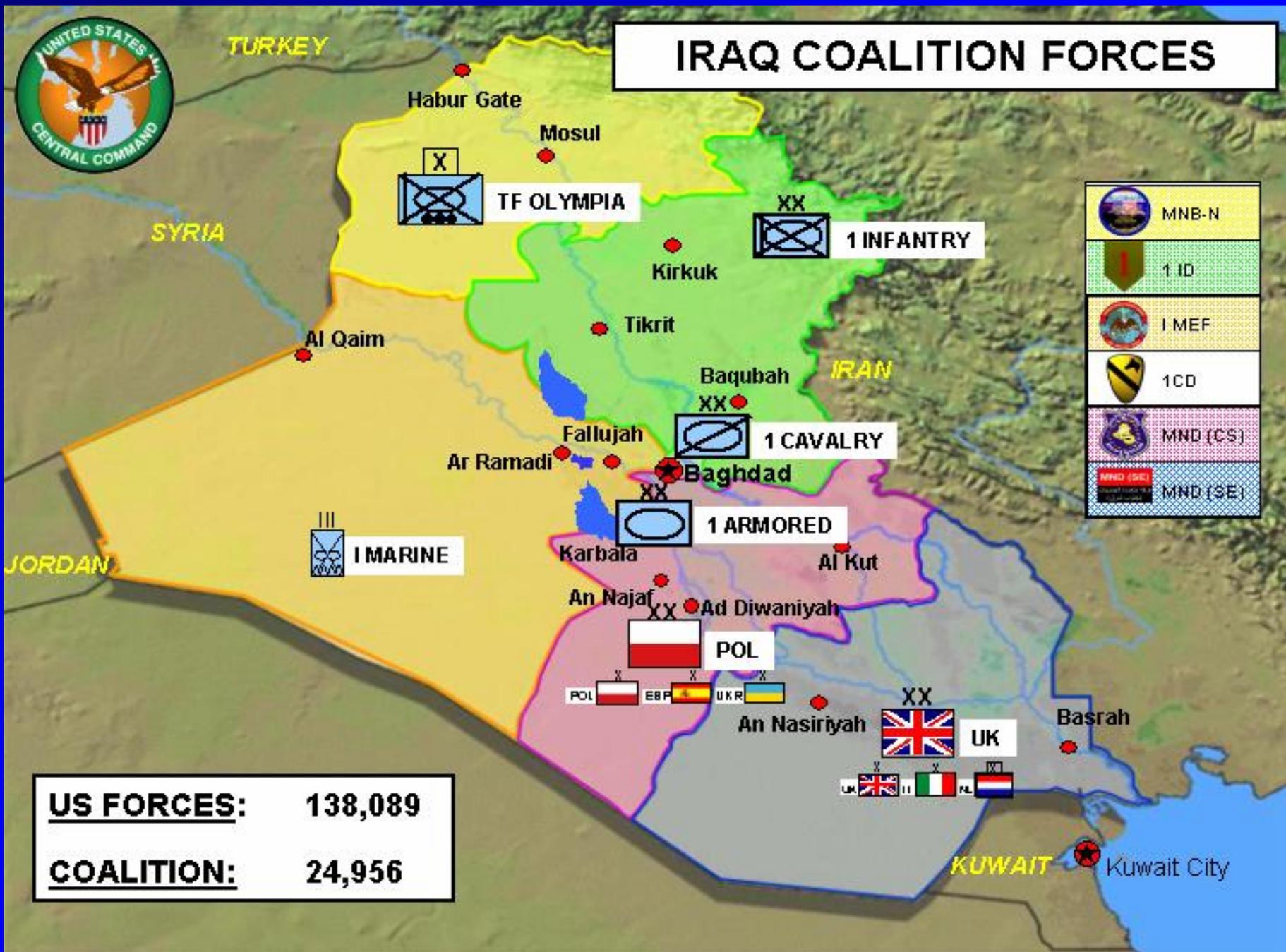
**Multinational Force and  
Host-Nation  
Administration  
in Wartime Iraq:  
an Inter-ministerial  
Approach**



*Colonel John R. Ballard, USMC*



# IRAQ COALITION FORCES



	MNB-N
	1 ID
	1 MEF
	1 CD
	MND (CS)
	MND (SE)

**US FORCES:** 138,089  
**COALITION:** 24,956

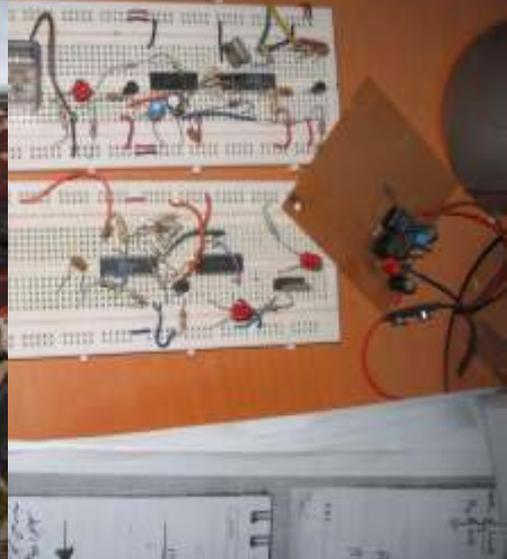
# Background – Blackwater & the Bridge



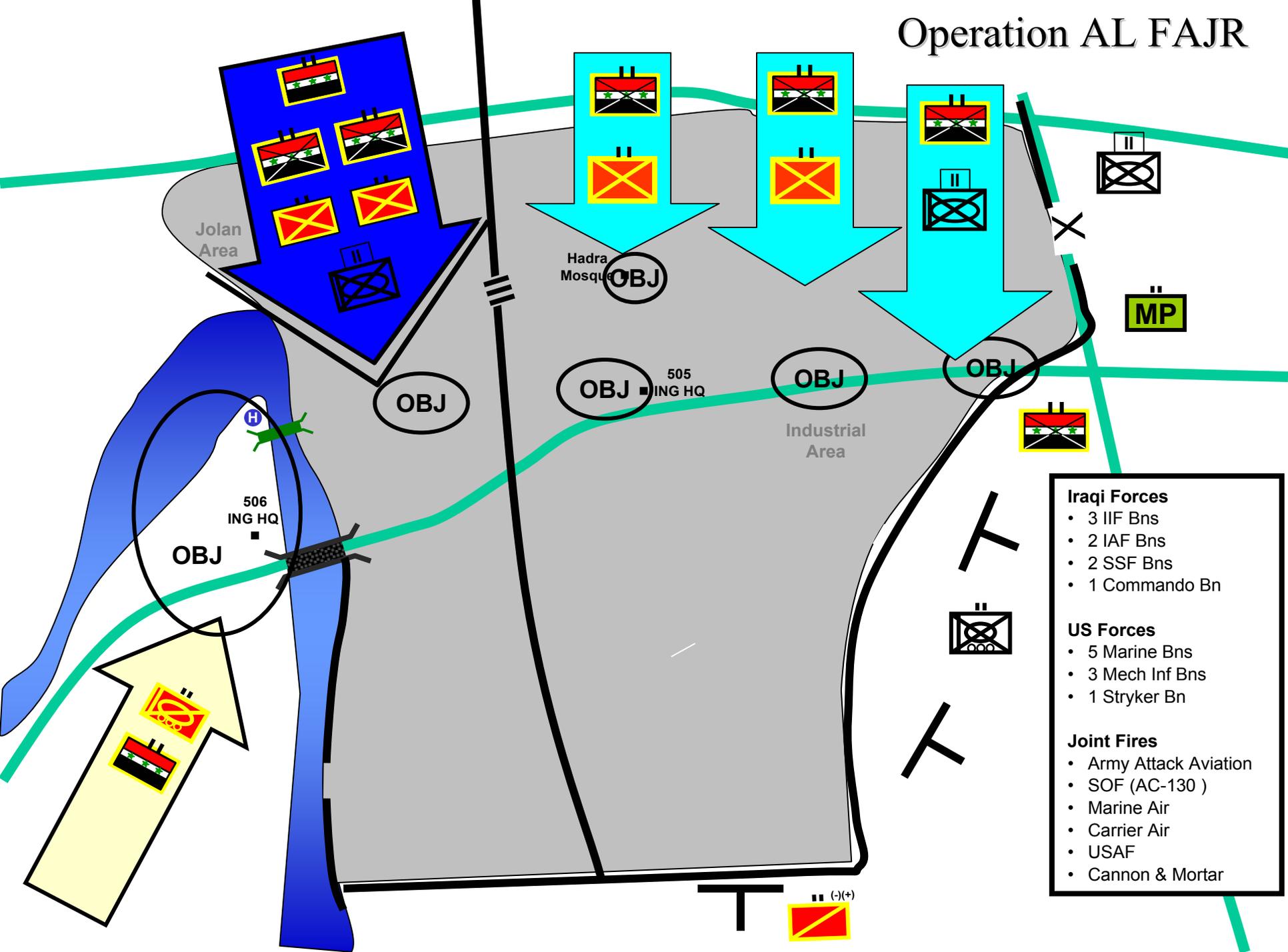
# Weapons Cache Locations



# IED Factories



# Operation AL FAJR



Jolan Area

Hadra Mosque

505 ING HQ

506 ING HQ

Industrial Area

MP

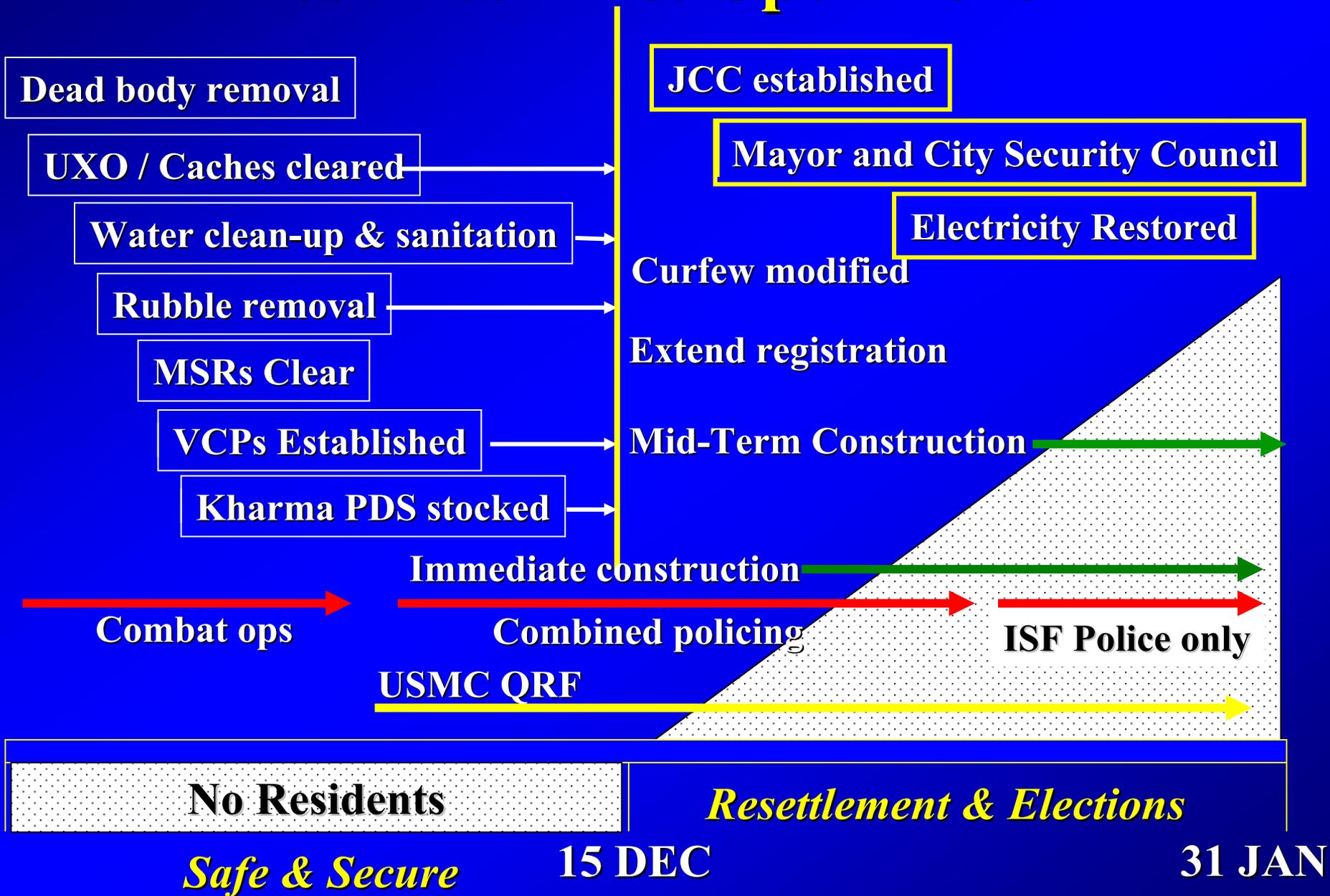
- Iraqi Forces**
- 3 IIF Bns
  - 2 IAF Bns
  - 2 SSF Bns
  - 1 Commando Bn
- US Forces**
- 5 Marine Bns
  - 3 Mech Inf Bns
  - 1 Stryker Bn
- Joint Fires**
- Army Attack Aviation
  - SOF (AC-130 )
  - Marine Air
  - Carrier Air
  - USAF
  - Cannon & Mortar

(-)(+)





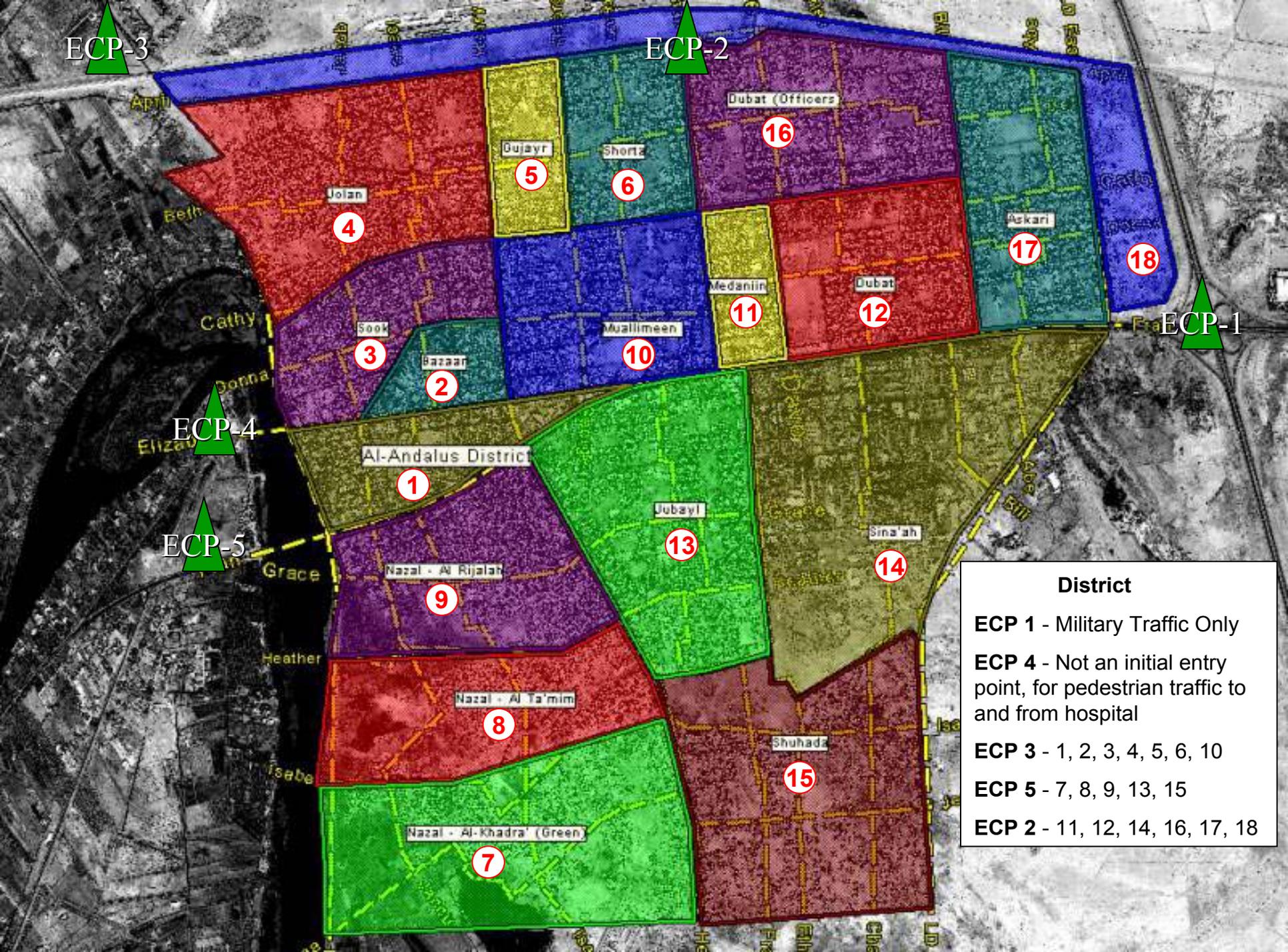
# Post-Hostilities Operations



# 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**

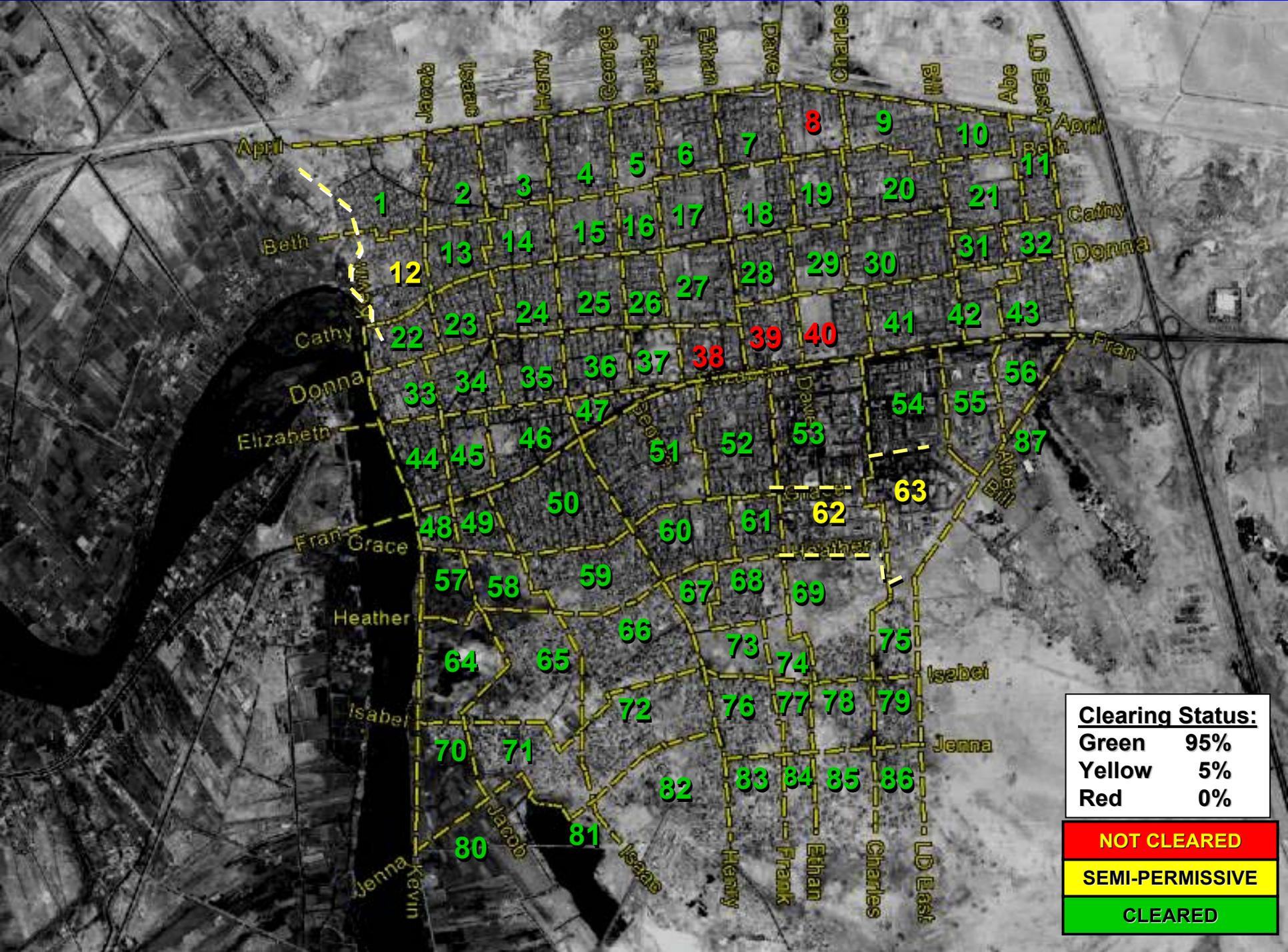
**ECP 1 - Military Traffic Only**

**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**



Clearing Status:	
Green	95%
Yellow	5%
Red	0%

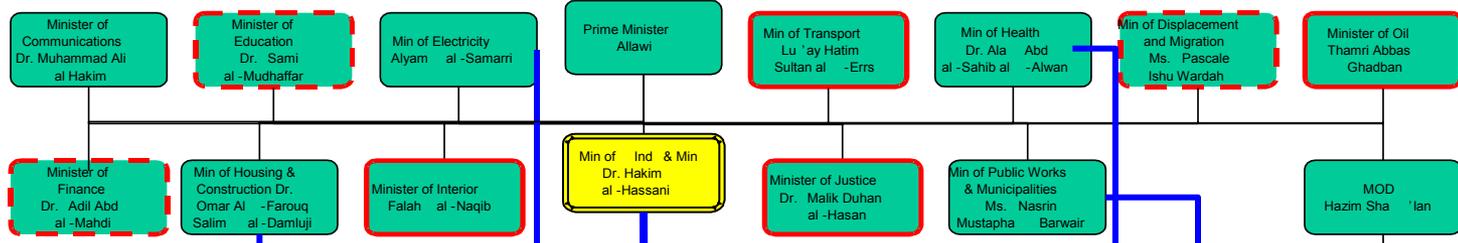
NOT CLEARED
SEMI-PERMISSIVE
CLEARED



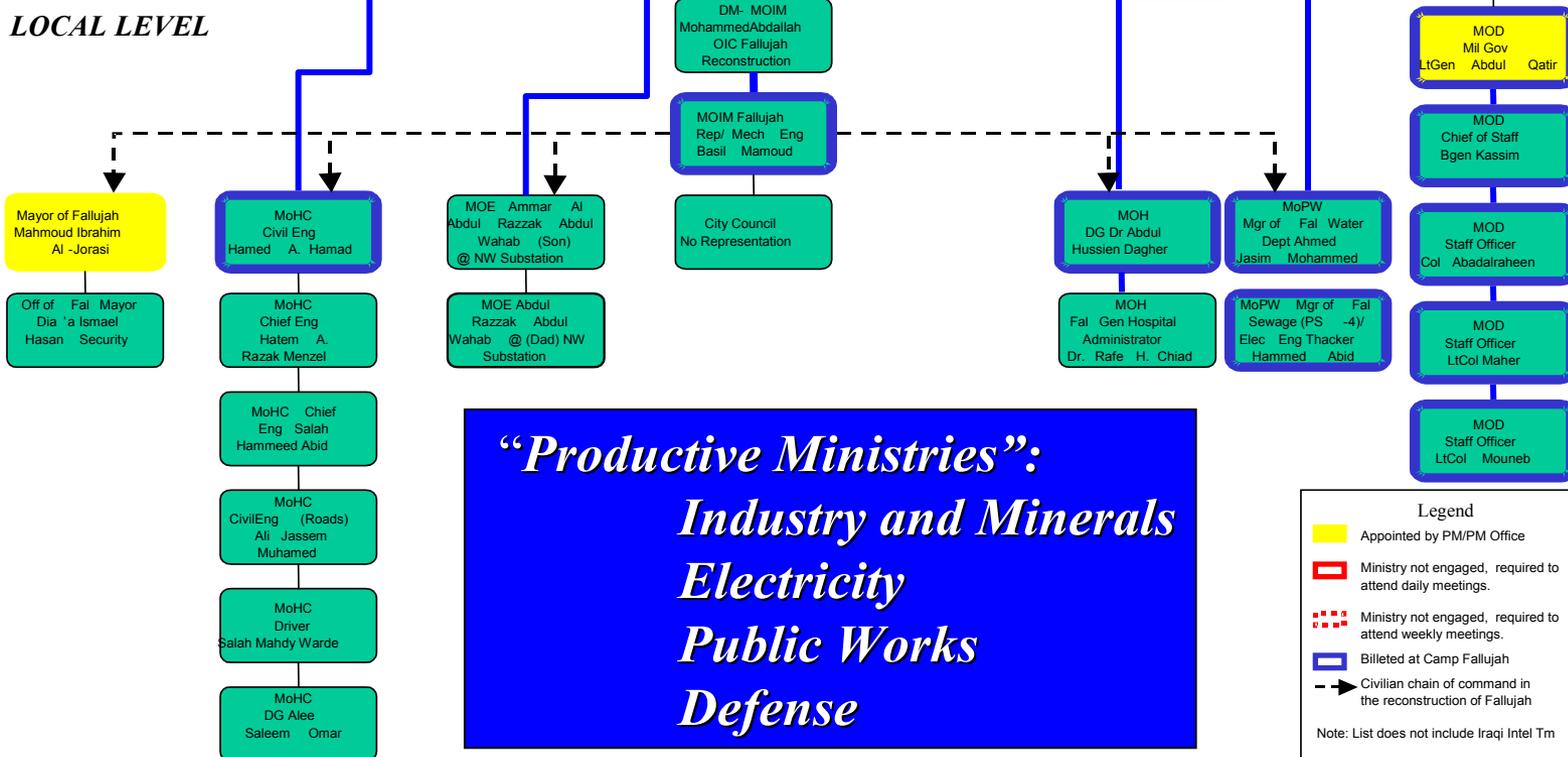


# Interministerial Management for Fallujah

## NATIONAL LEVEL



## LOCAL LEVEL



**“Productive Ministries”:**  
 Industry and Minerals  
 Electricity  
 Public Works  
 Defense

**Legend**

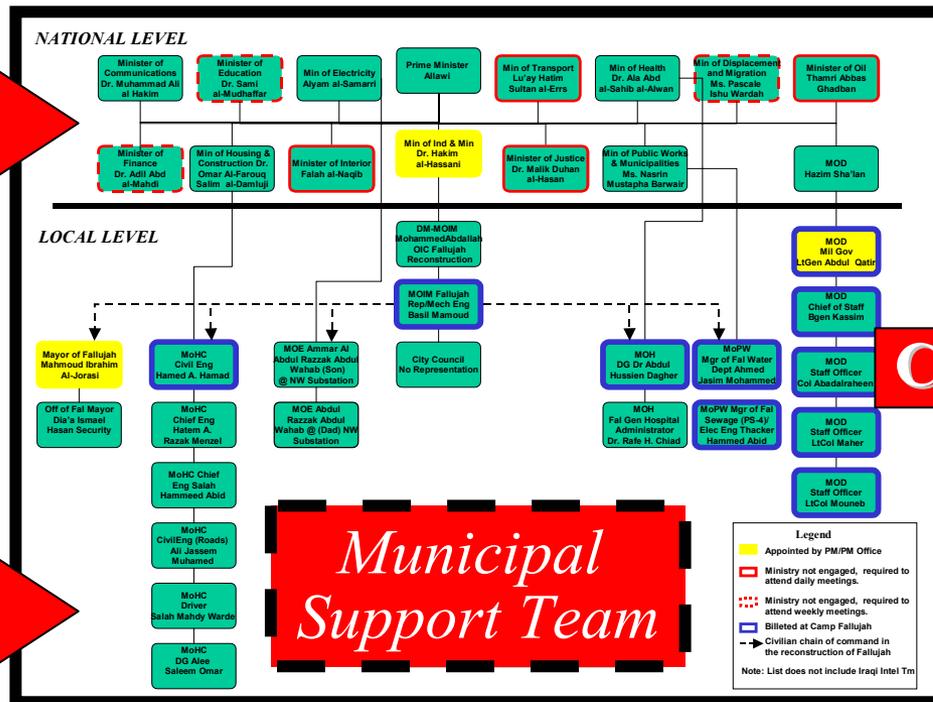
- Yellow box: Appointed by PM/PM Office
- Red dashed border: Ministry not engaged, required to attend daily meetings.
- Red dotted border: Ministry not engaged, required to attend weekly meetings.
- Blue border: Billeted at Camp Fallujah
- Black arrow: Civilian chain of command in the reconstruction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

Note: List does not include Iraqi Intel Tm

# Interministerial Management

MNF and MEF reps at weekly Baghdad Meeting (Thursday)

Tasking and  
Prioritization



Daily  
Management

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?*