

GOVERNANCE GROUP MEETING MINUTES

1 April 2003

Attendees:

Hon. Paul Wolfowitz	Deputy Secretary of Defense
Mr. Ryan Henry	Principal Deputy Under Secretary of Defense for Policy
Mr. Larry Di Rita	Special Assistant to the Secretary of Defense
Mr. Ray DuBois	Director, Administration and Management
Mr. Jaymie Durnan	Special Assistant to the Deputy Secretary of Defense
Mr. Kevin Kellems	Special Advisor to the Deputy Secretary of Defense
Mr. Sam Rascoff	Special Assistant to the PDUSD(P)

Mr. Scott Carpenter	Lead, Governance Group
(b)(6) (b)(7)(C)	Member, Governance Group
(b)(6) (b)(7)(C)	Member, Governance Group
Mr. David Denehy	Member, Governance Group
Ms. Joanne Dickow	Member, Governance Group
Mr. David Hodgkinson	Member, Governance Group
(b)(6) (b)(7)(C)	Member, Governance Group
Ms. Judy van Rest	Member, Governance Group

Prepared by:

(b)(6) (b)(7)(C)	Executive Secretary, Governance Group
------------------	---------------------------------------

Notes:

**Mr. Di Rita** led off the meeting by describing the purpose of the Governance group:

- to provide broad-based thinking on principles for the Iraqi Interim Authority (IIA)
- to provide a consistent, basic conceptual message for long term governance

**The Deputy** noted the importance of the charter of the Governance group and suggested he would be willing to meet with them every day. He said the "clay is soft on the IIA;" the framework that has already been developed is just a basis to work from and that it was this group's responsibility to mold the clay.

**Mr. Carpenter** said the clay should be kept soft and that the group has already been thinking about how the IIA would most easily work, how it is likely to work, and how it would work if it arose organically. *Molding the clay will be difficult until policy decisions are made;* it is hard to understand and instruct people in how to think absent those decisions.

**The Deputy** listed stability operations in the recent past that had resulted in mishaps or the long term presence of US or allied troops: Somalia, Bosnia, Kosovo, East Timor and Haiti. He said *the goal now is to move as rapidly as possible to help the Iraqi authority stand on its own two feet.* (b)(5)

[REDACTED] However, *the goal of the Office of Reconstruction and Humanitarian Assistance and the Governance group is to put themselves out of business.*

Based on the current situation on the ground in Iraq, the Deputy noted that *there may be a need for an "interim IIA" in order to assuage the Iraqis we have already liberated. Some Iraqis have already been identified from among those liberated as people likely to undertake to build the IIA. Above all, the US must avoid the label of colonialism. The preference would be to send the Governance group to Iraq sooner rather than later.*

**The Deputy** then asked what was the work program for while the group was in Washington? What resources are available?

**Mr. Di Rita** noted that there will be a *strong desire to keep a Coalition governance presence in Iraq by Iraqis who are part of the system that will build up around out presence there, as is the case in Afghanistan. The group will have to push the IIA to become independent. The group will have to think about how to engage them quickly to think about helping us to leave.*

**Mr. Henry** noted that **the group should get up to speed on the Iraqi opposition's current thoughts about government.**

[REDACTED] noted that it is *important that the group work with Iraqis as they plan.*

**The Deputy** asked [REDACTED]

[REDACTED] said she had been thinking of two of those names when she spoke of working with Iraqis.

**Mr. Carpenter** said *the group needed to bring in the cream of the Iraqis, get them informed and bounce ideas off of them. They should be proximate, not integral to the group itself.* [REDACTED]

In response to the Deputy's question about resources, **Mr. Carpenter** noted that some people are available to work full time right away, while some would be able to spend two or three hours a day with the group.

**The Deputy** asked about the agenda for the meeting on Wednesday, 2 April 2003.

**Mr. Carpenter** noted the value in accumulating the many presentations that are floating around on various subjects-judicial commissions, IIA, as well as any that have been briefed to the ESG or at the Deputies Committee. He offered two ideas for the agenda:

- Running through the various options the group has developed so far to see which ones the Deputy likes and does not like, or
- Figuring out a timeline from beginning to mold the IIA to getting the US out of Iraq, based on the collective experience of the group.

Mr. Henry proposed developing a *work products roadmap*: first steps, things to bring together, documents to publish, etc.

The Deputy suggested that *such a roadmap*

[REDACTED]

[REDACTED] noted that we could [REDACTED]

Mr. Carpenter suggested we [REDACTED] He noted that it would be easy to get the briefings for the Future of Iraq.

Ms. Dickow noted that several of the Iraqis in the Arlington office (Iraqi Reconstruction and Development Council, IRDC ) had worked on the Future of Iraq project.

Mr. Carpenter said we might develop a mini-Future of Iraq working group.

Mr. Durnan suggested that the group needed an executive secretary to keep a record of the meetings and circulate captured thoughts via email to the group.

Mr. Di Rita noted that Jay Garner is already up and running. **One of the things on the timeline should be how the group will plug into Garner's ongoing operations, how they will demonstrate value added to Gen. Garner. We should solicit Garner's thoughts on this.**

Mr. Carpenter expressed [REDACTED]

The Deputy asked for **three things on the agenda for Wednesday's meeting**:

- Structure of the Governance group – how it is organized, main responsibilities, how to involve the right people
- Recruiting more people, either to become part of the group or to help out as necessary
- Work program – for the next 7 days, which briefs to get, which people to talk to.

Then he designated me the exec sec.

Mr. Henry asked for the Deputy's thoughts on *rounding out the group* [REDACTED]

The Deputy said he loved the idea and noted [REDACTED]

Mr. Henry suggested the group may have porous boundaries with people flowing in and out.

Mr. Carpenter noted that we have been able to offer a lot as facilitators. The lesson of the Future of Iraq project is that the US is valued because we have the resources and can make a process work.

[REDACTED] said that people who came to work [REDACTED]

Mr. DuBois asked whether or not a meeting [REDACTED]

[REDACTED] replied that [REDACTED]

The Deputy said that **whatever UN resolution we were planning should include a clause that permitted the detail of international civil servants to the reconstruction effort.**

Ms. Dickow noted that it is important to project a sense of interagency cooperation with respect to this group.

The Deputy responded [REDACTED] and then noted that we need to **get a phone book compiled of the subject matter experts the group could contact or invite in for a few days or weeks.**