

DRAFT

12/20/2004 2:08 PM

## ACTION MEMO

August 23, 2004, 9:22 AM

FOR: DEPUTY SECRETARY OF DEFENSE

FROM: Raymond F. DuBois, Director, Administration and Management

SUBJECT: DoD Iraq Support Group

- By September 15, 2004, the DoD Transition Team will have completed the transition from the Coalition Provisional Authority to the US Mission in Iraq.
- However, certain issues will remain outstanding after September 15 -- issues, which if left unattended may at best cause friction between DoD and State, and at worst cause crucial reconstruction objectives from being met:
  - The continued development of a relationship with the Embassy's reach-back organization at the Department of State (the Near-East Asia – Iraq Office).
  - Monitoring property accountability and the transfer of property to the State Department.
  - Tracking budgetary issues, the implementation of the Support and Security Memoranda of Agreement, and the implementation of contracts necessary to provide that support.
  - Monitoring the development of the Iraqi infrastructure, essential services and security forces and to “Tiger team” urgent issues using the competence resident with the Team or by reaching out to other DoD elements.
  - DoD taskings, such as: delegation of authority to Gen Abizaid for MILAIR; HMMVVs for State Dept; personal security support for UN officials; public affairs and foreign area officers to support regional Hubs and State embedded teams.
- Therefore, I recommend that we downsize and combine the CPA-Washington and the DoD Transition Team into a 12-man DoD Iraq Support Group, thus retaining critical institutional knowledge and maintaining momentum achieved during the transition planning process. This group would provide representation for OSD in interagency Iraq forums such as the newly-created Iraq Policy and Operations Group and provide staff support OSD PSAs. This support would include research, analysis, and the development of performance metrics in preparation for Principals and Deputies Committee meetings and for Congressional testimony.
- Washington Headquarters Service would provide the resources to support the ISG, including funding, office space and equipment. The ISG would report to you and the

**DRAFT**

12/20/2004 2:08 PM

Secretary, and would continue to coordinate closely with Policy, the Comptroller, the Joint Staff, and other key officials.

- At some time in the future, the ISG may combine with the reach-back office for Afghanistan to form a group that would focus support for US interests in the Near East in a single organization.
- We would review the continued need for the ISG or the combined ISG-Afghanistan office at key milestones such as the Iraqi elections in Dec 2004-Jan 2005 period.

RECOMMENDATION: Sign the memo at TAB A.

COORDINATION: TAB B

Attachments

As stated

Prepared By: (b)(6)

(b)(3)(6)