



The Advisor

Iraqi air force conducts first solo operations mission

*By U.S. Army
Sgt. Jared Zabaldo
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BAGHDAD, Iraq – The Iraqi air force conducted its first solo operational flight in Southern Iraq, Wednesday, with the flight of one of the country's two SB7L-360 SEEKER Reconnaissance Aircraft, flying over infrastructure assets in the area.

Prior to the mission, multinational force trainers assisting the Iraqi government train and mentor the country's pilots and support personnel accompanied all flights.

The flight, a two-hour reconnaissance mission in the early morning hours manned by two Iraqi pilots from Iraqi Air Force Squadron 70, was reportedly successful – ultimately providing intelligence on an expanding oil pipeline spill in the region.

"It may seem a simple step, but it is a huge deal for the people of Iraq," Iraqi Air



View from the cockpit of one of the Iraqi air force's two SEEKER SB7L-360 SEEKER Reconnaissance Aircraft. Wednesday's successful two-pilot infrastructure mission in Southern Iraq was the first unaccompanied by multinational force trainers. Photo provided by the Coalition Military Assistance Training Team

Force Commanding General, Maj. Gen. Kamal Al-Barzanjy, a former pilot in Iraq's old air force.

"It is a step forward in a good direction – the right direction," Al-Barzanjy said.

The air force, still in its early stages of development, currently consists of two aircraft with the first deliveries of another eight similar planes slated to begin arriving in

November.

The force of 10 should receive another eight similarly fitted reconnaissance aircraft in the coming months, in addition to delivery of a gift from the United Arab Emirates of four helicopters and eight

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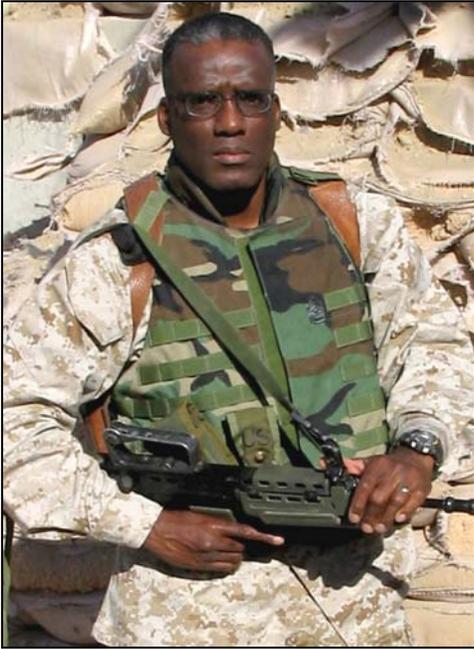
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Claudio R. Brown, Multinational Security Transition Command – Iraq, Command Sergeant Major

Thoughts on the nature of leadership

Warfare is endemic in the history of humanity. As man has progressed, so has the sophistication of his weaponry. From the chariots of the Egyptians and Assyrians, to the modern infantryman armed with automatic weapons and sophisticated communications equipment, man has attempted to gain advantage on the battlefield through the use of technology. However, as the complexity of war has increased, a single, constant factor remains in place: that is close, personal leadership must be conducted at all levels of command to ensure victory.

History is replete with examples of armies who were better equipped and larger than their foes, but were crushed because of faulty leadership. Alexander's battles against the Persians, the Romans' five hundred year history of battlefield successes,

Henry V at Agincourt and Napoleon's dominance on the European battlefield are some examples of well-led, highly motivated armies who utterly defeated their enemies, even when outnumbered, technologically inferior, and suffering from a paucity of logistical support.

These examples and others illustrate a central tenet of combat: officers and noncommissioned officers must lead from the front. Their willingness to place themselves in harm's way is essential to the successful conduct of battle. With the advent of wide ranging communications, and the ability of intelligence-surveillance-reconnaissance assets to "see" the entire

battlefield, the propensity for commanders to rely on these methods, rather than personal observation, to control or "manage" a battle have increased. This type of leadership, described in an earlier age as "chateau generalship,"

does not provide the troops doing the fighting with the type of inspiration and guidance they need to persevere under heavy fire and in the face of mounting casualties. The willingness of senior leaders to place themselves at risk, to face death as their soldiers face it, is essential. A brief reading of history bears this out. In "The Gallic Wars," Caesar described how, when

going into battle, he sent his horses and those of his officers to the rear, cloaked himself in a scarlet cloak, and placed himself at the point of gravest danger. His example rallied his men and gave them heart. At the climax of the Battle of Gettysburg, Lee rode forward to rally his broken divisions. His men, fearing for his life and appreciative of his efforts on their behalf, forced him out of the line of fire. Rommel routinely exposed himself to enemy fire, led from the front, and imbued the Afrika Korps with a spirit of belief in victory in the face of overwhelming odds.

Modern combat will increasingly be centered in heavily populated urban areas. The chaotic nature of this kind of warfare can be partially mitigated through the use of increasingly sophisticated communications and location finding equipment. The advent of "smart" weapons will make

warriors more lethal. But the greatest combat multiplier, morale and cohesion, can only be gained through close, personal and effective leadership of units. When soldiers feel that their leaders are sharing their danger, and see their leaders exposing themselves to the

"When Soldiers feel that their leaders are sharing their danger... they will fight."

**Marine Corps
Command Sgt. Maj.
Claudio R. Brown,
MNSTC-I, CSM**

maelstrom of combat as they are, they will fight. Soldiers who do not see their leaders except in the lull of battle will be less inclined to risk their own lives to accomplish the mission. As George S. Patton wrote: "Wars may be fought with weapons, but they are won with men. It is the spirit of men who follow and of the man who leads, that gains the victory."

Multinational forces help Iraqi Ministry of Defense get 'wired'

*By U.S. Navy
Chief Petty Officer
Joseph Kane
MNSTC-I Public Affairs Office*

BAGHDAD, Iraq – The communications section of the Multinational Security Transition Command – Iraq is taking the first steps to ensure that the new Iraqi Ministry of Defense has a secure voice and data communications network at its bases in Iraq.

The nearly \$20 million project, which began with the formal awarding of a contract in April of this year, will essentially “wire” the Iraqi Security Forces from the top leadership down to base commanders and personnel.

Maj. Sim Ripley, communications project officer for the Multinational Security Transition Command – Iraq, says that for Iraqi units out at the bases, the construction of satellite dishes and cell phone and microwave towers at each site will improve their ability to communicate during day to day operations.

“The Ministry of Defense private network is going to greatly enhance the communications and the interoperability between the MOD and the Joint Headquarters and all of the various Iraqi Armed Forces bases spread throughout Iraq,” Ripley said. “From Umm Qasr in the south to Tall Afar in the north, this will provide voice and data connectivity, not only between each other, but back to the MOD as well.”

Previous to this, going forward in Iraq – where no comprehensive cell phone coverage is available – meant relying on satellite based telephone services, which according to Ripley offer fairly



An Iraqi army medic tends to a “wounded” soldier at the Taji Military Training Base north of Baghdad in an instructional training exercise. Photo by U.S. Army Sgt. Jared Zabaldo

Iraqi medical corps recruiting efforts continue Defense and Health ministries work ‘bonus’ for soldiers

*By U.S. Army
Sgt. Jared Zabaldo
MNSTC-I, Public Affairs Office*

BAGHDAD, Iraq – The Iraqi Armed Forces’ new Medical Corps is using a generous incentive plan to encourage doctors and medical personnel to enlist in service rather than seeking more lucrative and competitive civilian sector opportunities.

The recruiting strategy, comprised of an agreement between the Iraqi Ministry of Defense and Ministry of Health, allows Iraqi personnel employed by the Ministry of Health to keep government

employment salaries while adding the armed forces’ pay as a bonus.

Medical services are free to citizens of Iraq. Medical employees’ salaries are paid by the Ministry of Health.

“In the military, they have to work 24 hours, seven days a week,” the Iraqi Armed Forces, surgeon general, a brigadier general, said (full name withheld for security reasons), “and it is more dangerous work.”

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poor quality and sometimes problematic connections. The new network puts cell phone towers in strategic positions at bases and other areas to ensure that while a person is near a primary site that they will have communications with the MOD and also with other bases. And, as more towers are added more coverage will be added as well.

Ripley says nearly a dozen sites have been slated for construction including Kirkush, Umm Qasr, An

Numaniyah, Baghdad International Airport, Basrah and more. Work is already underway at some of these with two sites currently operational.

“There is the main site here at the MOD, where everything else comes in for connectivity,” said Ripley. “There is one remote site at Taji – the military training base just north of Baghdad –

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Iraq added its first female medical officer to its Medical Corps in August, joining the army's female military personnel, seen here in "wounded-in-action training." Photo by photo by U.S. Air Force Staff Sgt. Ashley Brokop

Iraq adds first female officer to army's Medical Corps

**By U.S. Army
Sgt. Jared Zabaldo
MNSTC-I, Public Affairs Office**

BAGHDAD, Iraq – The Iraqi army added its first female medical officer, here, recently, as part of the government's continuing effort to fully integrate both genders into its armed forces.

The officer, a dentist assigned to the Iraqi Armed Forces' Surgeon General's office as a staff officer, will complete three months of advanced training at Harvard Medical School in Boston, Mass., prior to service in Iraq.

Recruited in mid-August, she will ultimately work in the future medical training section of the armed forces. She was formerly employed by the Iraqi Ministry of Health.

"Previously we didn't have females in our army," the Iraqi Armed Forces, surgeon general, a brigadier general in the army, said (full name withheld for security reasons).

"But females consist of

more than 50 percent of the Iraqi population," he said.

"They have the mind, the skills, and everything just like males," he said. "Why don't we recruit them to get the benefit of these skills?" he added.

Currently consisting of 185 medical personnel – including doctors, medics, technicians, physical therapists, and other various medical support and administrative personnel – the Iraqi army Medical Corps has initial plans that include growth to roughly 2,600 personnel. Growth, however, will change proportionally as the armed forces increases beyond the initial 27 battalion plan.

Recruiting efforts will include additional female medical personnel additions. The Iraqi army had previously allowed females to formally enlist in the military in the 1980s, but in the last decade, roughly, female physicians and medical personnel were strictly civilian employees working for

Iraqi Police Service to offer 'death benefits' to families of fallen

**By U.S. Army
Sgt. Jared Zabaldo
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BAGHDAD, Iraq – Iraqi Police Service officers received "death benefits" assistance, Saturday, for family members of personnel killed in the line of duty, effectively ending the previous pension system.

The benefits, immediately directed by Iraqi Prime Minister Iyad Allawi, amount to direct dependent payment of 1 million Iraqi dinars, upon death, and additionally pay families the decedent's full salary until what would have been the officer's 63rd birthday.

Only officers killed in the line of duty qualify for the benefit – retroactively extending back to personnel killed in the line of duty since early April 2003. Cause of death is established by a five person team.

Prior to Saturday's implementation, families of officers could expect just six months of full pay after the service member's death, followed by a lesser pension system draw.

Since the end of the war, nearly 600 Iraqi Police Service officers have been killed in the line of duty.

the Iraqi Ministries of Defense and Health – a practice, that according to the surgeon general did a disservice to the overall efficiency of the recruitment effort.

"The main reason for recruiting females," the surgeon general said, "is to make the army stronger.

"This is the new Iraq after 2003," he said. "The rights for the females are just like the rights for the males to join the army."

The Iroquois Division

**By Col. William Clegg
Assistant Division Commander,
Support, 98th Division**

You'll soon be seeing some new Soldiers walking the halls.

More than 700 Iroquois Warriors from the 98th Division (Institutional Training) will deploy to Baghdad, Taji Military Training Base, Kurkush Military Training Base, and other locations over the next nine weeks to

augment the Coalition Military Assistance Training Team, Civilian Police Assistance Training Team, and the Multinational Security Transition Command - Iraq staff. The 98th Division will also man 31 of the 39 advisory support teams and provide C2 operations for the AST function in supporting CMATT – responsible for training, equipping, and mentoring the Iraqi Armed Forces.

The 98th Division's Soldiers will also conduct "train-the-trainer" noncommissioned officer education, officer education, and military occupational specialty qualification courses for the Iraqi army and provide basic training support for the Iraqi National Guard.

This approach differs from how support was provided to MNSTC-I and CMATT in the past because it is a unit-based solution. Over the past year, Soldiers, Sailors, Airmen, and Marines have been sent to MNSTC-I as individual augmentees, on different length tours of duty.

The 98th Division will provide unit-based support for the Army's portion of MNSTC-I's joint manning document requirements and help reduce turbulence caused by the constant rotation of forces by providing Soldiers for a year and then, if necessary, turning the mission over to another institutional training division in 2005.

The 98th Division was formed after World War I and was last deployed to the Pacific Theatre of Operations during World War II.

Maj. Gen. Bruce Robinson commands the division, headquartered in Rochester, N.Y., and located throughout New York, New Jersey and New England.

The 98th Division consists of more than 3,600 Soldiers, eight brigades, and 27 battalions and conducts basic training, engineer one-station unit training, 11 different military occupational specialty qualification courses, a Combined Arms and Services Staff School, a Command & General Staff College, platoon leader development courses, advanced NCO courses, basic NCO courses, and supports more than 20 college and university Reserve Officer Training Course programs.

The 98th Division also provides summer training for U.S. Military Academy cadets at Camp Buckner, N.Y.

Brig. Gen. Richard Sherlock, the 98th Division assistant division commander of operations, observed that, "The 98th Division's soldiers are looking forward to this opportunity, where we can assist MNSTC-I and help build an Iraqi army capable of supporting a stable, sovereign Iraqi nation."



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"So when we established the army, no doctors would come because of the lower salaries," he said. "So now we pay them more to come," he added.

The result is a corps of 185 trained medical personnel including doctors, medics, technicians, physical therapists, and other medical support and administrative personnel. Another 100 medical officers await final approval through the Ministry of Health and Ministry of Defense vetting process.

Plans are to initially grow the force to 2,600 personnel with that number changing in proportion to any increases to the originally programmed force of 27 Iraqi army battalions and the Iraqi National Guard forces currently operating in the country. The Iraqi army will be full strength in early 2005.

"Medicals are vital not only to treat the patient and evacuate the soldiers," the surgeon general said, "but also to increase the morale of the soldiers."

"When the soldiers see the ambulance and the doctors and medics around him," he said, "he will fight because he knows that if he is injured he will be treated."

After recruitment, most medical personnel go straight to work in their specified field having served in the previous army as medical personnel. Training programs, however, are being formulated to establish an up-to-date and professional medical team.

"We will have a special department to maintain the training of people," the surgeon general said. "We want to maintain their training every year, [or] every six

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Iraqi army soldiers in formation at the Taji Military Training Base, Sept. 9, addressed by Iraqi Prime Minister, Iyad Allawi. NATO, in the coming weeks, is expected to commit additional forces to their advance party as the Iraqi Security Forces training effort increases. Photo by U.S. Army Capt. Steve Alvarez

Coalition and NATO continue integration in Iraq

**By U.S. Army
Sgt. Jared Zabaldo
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BAGHDAD, Iraq – Efforts to iron out NATO’s overall role and relation to the Multinational Security Transition Command – Iraq’s mission to assist the Iraqi government train, mentor, and equip its security forces, here, continue as the alliance’s initial reconnaissance and scoping team awaits word on the North Atlantic Command’s ultimate commitment plan expected Sept. 15.

NATO’s remaining team of roughly 40 personnel from nine countries submitted the formal report of

recommendations to the command, otherwise known as “the NAC,” in mid-August. NATO’s formal level of commitment should come in the decision.

“One of the most important things, though, is that we have started the training,” NATO Chief Press Information Officer, Norwegian Army Lt. Col. Petter H. F. Lindqvist said, speaking of the interim space of time the advance party has between the completion of the assessment report and the coming decision.

“It’s training in a rather limited sense – in its embryonic stage,” Lindqvist said.

“And needless to say,” he added, “there is a lot that needs to be achieved before you can really say that you are into some sort of efficient training.”

What the training is, at this point, may ultimately represent the alliance’s role in the security effort headed by the Multinational Security Transition Command – Iraq’s security mission; the exit strategy to Iraq.

To that end, there are many things to be considered, including a goal to keep NATO efforts both discreet, yet

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coordinated with Coalition efforts. The issue is a complex one currently being engaged in both commands and a sensitive one to the ultimate commitment.

"It is important to NATO that their work is seen to be separate from ours," Multinational Security Transition Command – Iraq, Deputy Commander, British Army Brigadier Nigel Aylwin-Foster said.

"Equally, it's important to all of us, Iraqis included, that it is seen to be coordinated with ours – and the various parties involved in training the Iraqis – achieve unity of effort," Aylwin-Foster said. "So the deal is that there is one overall training program for the Iraqi Security Forces as a whole, and MNSTC-I is filling most of that training requirement.

"But there are gaps," Aylwin-Foster said, speaking of the common opportunity existing in the overall effort. Specifically he indicated those opportunities lie in the mid and senior-level officer areas of training.

Due simply to a lack of personnel on the ground in the particular training areas, the "gap" may actually be tailor-made for NATO. And although the Coalition is currently involved in filling a larger personnel order to specifically round out the training mission – and not withstanding the command and control issues still requiring definition between the force and NATO – this just might be the ultimate role in the end.

"The split might end up being," Aylwin-Foster said, "that MNSTC-I is responsible for initial officer training, and subsequent officer training might be the responsibility of, of course the Iraqis, but also

NATO.

"NATO has got the appropriate expertise – and hopefully will have the resources – so it's possible they could come along and do that," he said.

"It all depends on how the authorities decide on the various options that have been presented to them," he said.

This was precisely the advance team's job upon arrival in country, Aug. 14, with the original entourage of 12 nations including personnel from the United States, the

***"This Iraq mission
will be another
significant step
towards new NATO
capabilities."***

**Norwegian Army
Lt. Col. Petter H. F. Lindqvist**

United Kingdom, the Netherlands, Norway, Italy, Poland, Bulgaria, Romania, Hungary, Turkey, Canada, and Denmark.

The group sent 15 members home after the initial assessment was sent up the alliance's chain-of-command at the end of August, while subsequently assuming the limited training mission it's engaged in with both the Iraqi armed forces and police forces in the interim waiting period.

NATO, the "North Atlantic Treaty Organization" established in 1949 with the goal of seeking "to promote stability and well-being in the North Atlantic area," as a whole, is comprised of 26 nations from North America and Europe.

"Of course we are under circumstances that we can use all the help possible," Iraqi army, Maj. Gen. Mohan Hafath Fahad said. "NATO just asked, 'What do you really need?' and said, 'They would

help.'

"It would be in their interests as Europeans," Fahad said, "because there are humanitarian concerns, and because Iraq is a very rich country.

"Eventually there could be a lot of opportunity here for them," Fahad said.

Fahad, also stressed at the same time that the Coalition forces here had a "good idea of what our forces need," and according to Lindqvist, NATO, as well, could possibly benefit simply from the experience.

"It's a unique mission," Lindqvist said. "NATO has developed the 'NATO Response Force Concept' and the 'Deployable Joint Task Force Concept' which focus on small deployable forces rather than old huge ones. This Iraq mission will be another significant step towards new NATO capabilities.

"So conceptually, this is very much in line with what NATO has set up for," he added. "But there are political considerations and from a NATO perspective, it's important to show and to demonstrate that it is a distinct NATO mission."

A point that has been integrated into the final mix, which, according to Aylwin-Foster, revolves around simply making Iraq's ultimate security mission a more complete one.

"Of course there's pride in what we've done, but we're not so proud that we won't welcome the assistance with open arms," he said, indicating that "unity of mission" was the most vital consideration in the end.

"Down at the working level," Aylwin-Foster said, "it's all going to be fine as long as people continue to talk to each other and coordinate and liaise.

"And that's what we're doing now and that's what we'll continue to do," he said.



A crew of MCI contractors set the communications dish in place behind the Ministry of Defense in Baghdad. The dish will be a central piece in the MOD network for voice and data communications. Photo by Navy Chief Joe Kane

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and within the next couple weeks we will be establishing a site at the Kirkush Military Training Base, and at the port of Umm Qasr down in the south for the Iraqi Coastal Defense Force.

“After that the construction timeline of systems is about one per week,” Ripley said.

“And we’ll establish them as fast as we can get the equipment in theater, get it conveyed down to the respective locations, and get

them on the air,” he added.

In addition to the phone service Ripley says the ability to establish a data network will also come online with the new system. At the moment many Iraqi bases and even the MOD use networks designed for commercial use. This network will change that.

“First they will not have to rely on an internet service provider, which is functional, but also a huge security concern,” said Ripley. “Yahoo! or Hotmail is not a secure form of e-mail and you never know who could be looking over your shoulder.

“By making a private

network we can control who has access to the internet and what happens on the system to greatly secure to what they have right now today,” Ripley said.

The system is already being tested in Taji and at the MOD where the first two sites are up and running. Taji Military Base Commander Maj. Dennis P. Gallagher, is the beneficiary of one of the first operational sites.

“With this network,” Gallagher said, “the Iraqis and MOD shall be able to communicate from their office or the field coordinating operational movements, logistics, and daily, non-tactical operations.

“It does not rely on ground laid wires or the hardware infrastructure of the country to meet its needs,” he said. “Whether a unit is in garrison or in the field, he has the same phone, data storage capabilities and e-mail address.”

The remaining sites will be fully operational within about six months.

“For the voice component of it we should be complete with installation by late November early December,” Ripley said. “The data installation will take a little bit longer in the sense that from the point of origin on a site the network has to be built up to all the various buildings at that site.

“I believe we should be done completely with installation by February,” Ripley said.

The final stage in completing the system is to turn it over to the Iraqi MOD. Ripley says that ultimately this system belongs to them to do with what they want. But there has to be a period of training and guidance along the way.

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“The system is going to be maintained by contractors,” Ripley said. “The contractor also hires subcontractors and we encourage them to use local nationals whenever possible.

“In the future the system will belong to the MOD,” Ripley said. “So we will also need to train MOD personnel to operate the system for themselves. We are focusing right now on getting the system operational but we acknowledge that in the future we’re going to have to train the Iraqi MOD on how to run the system, maintain it, make corrections and fix problems.

“But the end state is that this will be a Ministry of Defense private network,” Ripley said. “We will no longer be here and they will continue to use it to facilitate their communications.”

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months, to examine them again so that we can update their information.”

Current efforts include a medical logistics course in Marka, Jordan, started Aug. 23, with assistance from the Jordanian military. The training program will also add an officer’s basic course for recruited physicians and standard medical training for enlisted personnel.

Of the corps’ 185 medical personnel, 53 are trained physicians, including one female dentist currently undergoing advanced training.

“It is important to have a skilled medical force,” the surgeon general said. “I was in America and saw some incredible things.

“We will eventually get there,” he said.



Iraqi air force Squadron 70 pilots prepare for Wednesday morning’s “solo” reconnaissance flight in Southern Iraq. Photo provided by the Coalition Military Assistance Training Team

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aircraft in December.

The Iraqi air force currently stands at roughly 160 pilots and support personnel.

“These SEEKERs,” Al-Barzanjy said, describing the light reconnaissance Australian-made aircraft, “give us three types of reconnaissance: visual, video, and infrared night vision.

“So they will help to protect our oil, electricity, borders, and other different important places,” he said.

The single-engine SEEKER aircraft include live

observation feedback capabilities to ground forces and also carry digital video recording hardware and other reconnaissance technology. Their employ will be coordinated with Iraqi and multinational force efforts on the ground and will eventually include operations all over the country as the Iraqi government deems necessary.

Pilots from Wednesday’s flight reported that they were extremely proud to be patrolling the skies over Iraq.

“Eventually we will have aircraft from the south to the north of Iraq,” Al-Barzanjy said.

Upcoming
MNSTC-I Coalition Holidays

OCTOBER 4

Labour Day
- Australia



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