

INTERAGENCY POLICY MEMORANDUM
(Rev 2.0, 23 Jun 04)

June 30, 2004

From: Deputy Secretary of State
Deputy Secretary of Defense for Policy

Subject: Contractor Security in Iraq

The success of our effort in Iraq depends in part on our ability to retain and manage contractors for services, protection, and reconstruction.

Given the security situation in Iraq, we must coordinate the protection of contractors through a combination of Multi-National Force- Iraq military security (MNF-I), Iraq Security Forces (ISF), and Private Security Companies (PSC), and maintain a viable weapons control policy.

To that end, we are adopting the attached material to provide immediate guidance for all US Government (USG) contractors working in Iraq, and for USG offices supporting and coordinating those contractors. It is hoped that this guidance can provide an initial blueprint for eventual adoption of common contractor coordination and security rules for all nations providing contractors for the reconstruction of Iraq.

Deputy Secretary of State

Deputy Secretary of Defense for Policy

I. General

1. For the purposes of this guidance, “contractors” means legal entities or individuals, including their employees and sub-contractors, performing under contract with the US Government to supply goods and services in Iraq to or on behalf of the multi-national force, the US Military, or any USG department or agency. A form of contractor is a “Private Security Company (PSC)”, which is a private business that seeks to gain commercial benefits and financial profit by providing security services to individuals, businesses, and organizations, by contracting directly with the USG, or as a subcontractor or outside contractor with an entity that has a prime contract directly with the USG.
2. The Chief of Mission (COM), in conjunction with the Commander, US Central Command (CENTCOM), will coordinate in the implementation of policies for US contractors in Iraq. The Chief of Mission is the primary USG interface with the Government of Iraq and its ministries.
3. COM and CENTCOM have agreed upon responsibilities for the security of USG personnel, as enumerated in other documents. In most cases, USG contractors are responsible for security of their own personnel, subject to the terms of their contract.
4. The COM provides policy guidance and oversight of all US assistance in Iraq. Implementation of these policies and performance of contracting activities is the responsibility of the Chief of Mission. A Contract Support Office (CSO) within the Project and Contracting Office (PCO) provides administrative coordination for USG contractors in Iraq performing contracts for PCO. Additionally, the CSO will serve as a single point-of-tracking for all USG contractors operating in Iraq (including those not controlled by PCO), as described in Section II below.
5. The PCO oversees its contractors through a PCO Operations Center, which includes a Contractor Security Operations Center (CSOC). This CSOC is under the authority of the PCO Director of Security, and is intended to provide coordination, assistance, and a common operating picture (COP) to all contractors and Private Security Contractors (PSCs) under contract with PCO. Additionally, the CSOC will offer these coordination and assistance services to all USG contractors operating in Iraq, as described in Section VI below. However, participation in the services provided by CSOC will not be mandatory for contractors not under contract with PCO.
6. COM and CENTCOM will form an Executive Steering Group (ESG), consisting of representatives from the Regional Security Office (RSO), Multi-National Force Iraq (MNFI), Government of Iraq, CSO, PCO, other USG agencies, Contractors, international partners, and others as determined by the COM. The ESG will be chaired by the COM, and provide periodic reports of contractor status and activity.

7. COM and CENTCOM will coordinate to ensure the Mission Operations Center (MOC) in Baghdad coordinates with the CSOC to develop and share a common operational picture, per Section VI below.
8. As the Contractor Support Office (CSO) tracks in-country arrival/departure of USG contractors, it will keep COM informed of contractor status per Section II. As the CSOC tracks movement between regions in-country, it will keep COM and military forces informed, through the Mission Operations Center (MOC).
9. A diagram of organizational relationships is provided as Appendix 1.
10. Participation in the CSO contractor tracking system (described in Section II) will be mandatory for all USG contractors, and specified in their contract scope of work. Agencies will determine how to phase in this requirement, and how/if to make it retroactive. Participation/affiliation with the CSOC security coordination effort (described in Section VI) is not mandatory, except for PCO-funded contractors when it is specified in their contract.
11. Within ninety days of signature, appropriate parties will provide implementation guidance on the following issues:
 - a) Certification standards for contractors (IRMO)
 - b) ESG composition and reporting method (COM)
 - c) Tracking methodology and rules (CSO)
 - d) Guidance for contractor participation in the CSOC (CSOC)
 - e) Policy and plan for identification cards (COM, CENTCOM)
12. Unless otherwise specified, references to COM and CENTCOM include their appropriate designees.

II. Certification and Tracking

1. The intent is to establish a user-friendly, common set of certification standards applicable to all contractors, and to establish a simple tracking system with a single point of entry into and out of the country, so that all USG contractors can be accounted for.
2. IRMO will establish contractor categories, with certification standards with which all participating contractors will comply. Examples of certification categories should be broad, such as Prime Contractor, Subcontractor, Private Security Contractor (PSC), Non-PSC Contractors with Armed Personnel, etc. Certification standards should be straightforward and use existing rules and regulations. IRMO will consult with members of the ESG in the establishment of these standards.
2. Certification standards should include evidence of the following, as applicable:
 - Training
 - Compliance with weapons policies

- Acquisition of appropriate licenses, permits, etc
- Bonding
- Evidence of appropriate hiring practices
- Capability to coordinate on proper radio channels, etc
- Procurement of visas and work permits

3. Certification levels/categories required by contractors will be specified in contracts as they are issued.

4. As each contractor begins work in Iraq, that contractor will register with the Contracting Support Office, providing general information on the company, its certification, its expected duration of work, the agency for which it is working, points-of-contact in-country, the location of its work effort, and other information as determined by IRMO policy. The Contracting Support Office (CSO) will track this information in a database. When a contractor leaves Iraq, it will notify the Contracting Support Office (CSO) of the same, to keep the database current. The CSO shall comply with all applicable law such as the privacy act in the protection of private information of contractors.

III. Legal Rights for Contractors

1. Contractors will have the privileges and immunities provided by Iraqi law, including Coalition Provisional Authority (CPA) Order 17, as amended, until such time as it is further modified or revoked.

IV. Weapons

1. All contractors, even those not carrying weapons and not providing private security services, should be trained in elemental weapons safety and Rules of Force (ROF) as part of their basic certification. Training for contractors without weapons will focus on the security coordination of contractors, including how to seek help through the Contractor Security Operations Center (CSOC), how to seek safe haven, how to respond to military and Private Security Contractor (PSC) requests, etc. The level and extent of this training/familiarization will be specified by IRMO, and self-provided by contractors prior to entering Iraq. IRMO or PCO may choose to provide training materials (CDs, videos, training syllabus) to contractors to promote quality and consistency.

2. PSCs will have additional weapons rules and training, as outlined in applicable Iraqi law, including CPA Orders and Memorandum 15, and any requirements of the agency with which they hold contracts. COM Diplomatic Security (DS) personnel will maintain their own standards of training and certification.

3. Individual Armed Contractors (IAC) are those contractors not working for a PSC, but who desire authorization to carry a weapon for self-defense or in the conduct of their official duties. These will have additional weapons rules and training, and will be approved to carry a weapon

through a process designed by IRMO and approved by both COM and CENTCOM. Thereafter, both COM and CENTCOM can process and approve IACs. IACs will carry a Weapon Card as prescribed by the policy. The CSO will maintain a master database of individual contractor employees who have applied for permission to carry weapons, and those who have been approved.

4. The intent of the weapons policy is that all USG personnel and USG contractors carrying weapons in Iraq will be tracked, either through the military (for military personnel), through the COM RSO (for COM personnel), through the Ministry of the Interior (for PSC personnel), through individual agency weapons procedures (for armed personnel associated with agencies such as the Departments of Justice or Homeland Security, but not associated with COM), or through the CSO weapons database (for armed contractors not working for PSCs).

V. Applicable Rules

1. Private Security Contractors (PSCs) must comply with applicable Iraqi law, including CPA Memorandum 15.
2. Applicable law for all contractors also includes, but is not limited to, the following:
 - CPA Order 3: Weapons Control
 - CPA Order 5: Implementation of Weapons Control Order #3
 - CPA Order 27: Facilities Protection Service
 - CPA Order 91: Regulation of Armed Forces and Militias within Iraq
3. IRMO, in coordination with the ESG, the Contractor Support Office (CSO) and the Overseas Security Advisory Council (OSAC), will generate a handbook for contractors, detailing these and all applicable rules. The ESG, Regional Security Officer (RSO), CSO and OSAC will coordinate to ensure all contractors are well informed, through periodic mailings, meetings, and web-based information.

VI. Coordination of Security Efforts

1. The Project and Contracting Office (PCO) administers multiple USG contracts in Iraq, through its implementation of certain reconstruction contracting associated with the Iraq Relief and Reconstruction Fund (IRRF). The PCO Operations Center includes three cells: a Construction Operations Center, a Logistics Movement Control Center, and a Security Operations Center.
2. This PCO Security Operations Center will be known as the Contractor Security Operations Center (CSOC). It will:
 - Maintain location on all major participating contractors by quadrant/area
 - Provide tactical advice and coordination on routes, traffic issues, and operations
 - Enable deconfliction between contractors and military forces on routes, etc

- Coordinate with the Mission Operation Center (which includes representatives from COM and CENTCOM) and the Joint Operations Centers (JOC) at the Major Supported Commands (MSC) throughout Iraq to share information and provide mutual support
- Assist in medevac services for contractors, if required
- Coordinate communications and frequencies
- Maintain a common operational picture (COP) between military and contractor forces to assist in mutual support and to avoid potential blue-on-blue confrontations between friendly forces
- Coordinate with the US Mission Consular Affairs Section for initial mortuary affairs response as needed

2. The goal of the CSOC is to enhance the efficiency and efficacy of security operations for contractors. It is not responsible for contractor defense, and does not control non-PCO contractors. Its goal is to provide a strong central point of contact for all contractors, and between contractors, the MOC, and applicable MNFI-I operations centers.

3. Only contractors certified to IRMO standards and properly recorded and tracked at the Contractor Support Office (CSO) can participate in the CSOC and derive the safety and efficiency benefits therein.

4. PCO will initially provide CSOC services to non-PCO contractors at no cost. After determination of the marginal costs (if any) of providing these security coordination services, PCO may charge a reasonable, nominal, and well-documented fee to participating non-PCO contractors. Contractors who do not want to pay the fee, if any, are not required to participate in the CSOC effort.

5. When appropriate, it will be the goal of the US Government to make the benefits of the CSOC services available to certain coalition partner contractors, including Iraqi contractors, as determined by the COM and CENTCOM.

VII. Support

1. Support to contractors is detailed in CPA Order 17.

2. Medical: Medical Treatment Facilities will be available for hospitalization and care of USG-funded contractor personnel who are US Nationals, per the Memoranda of Agreement signed between the Department of State and the Department of Defense.

3. Medevac: CENTCOM will continue to provide health and human services to private US citizens, third-country nationals, and foreign nationals when necessary for life, limb, and eye-sight saving support.

4. Mortuary: Contractor mortuary rights are protected by the right of the US military commander to take charge and transfer out of Iraq the remains of any contractors who die in Iraq,

as well as their personal property, subject to any applicable evidentiary rules. Mortuary services will be coordinated through the US Military and the Chief of Mission (Consular Affairs Section), on a reimbursable basis, per existing policies and regulations.

5. Identification Cards: COM and CENTCOM will coordinate to produce policies for identification card requirements and issuance. Policies should give contractors appropriate identification to allow for required access to military compounds and base camps, aerial ports of debarkation, and other COM and CENTCOM facilities.

VII. Responsibilities Germane to This Guidance

COM: Overall oversight and responsibility for USG Contractors in Iraq
Chair of ESG
Approval authority for Individual Armed Civilians

CENTCOM: Approval authority for Individual Armed Civilians

MNF-I: Participation in Mission Operation Center
Coordination with CSOC to maintain COP, as appropriate

RSO: Policy standards on Force Protection of COM personnel, including PCO
Oversight of in-country OSAC
Oversight of Mission Operation Center

IRMO: Policy guidance on certification categories and standards
Policy guidance on CSO tracking system for USG contractors in Iraq

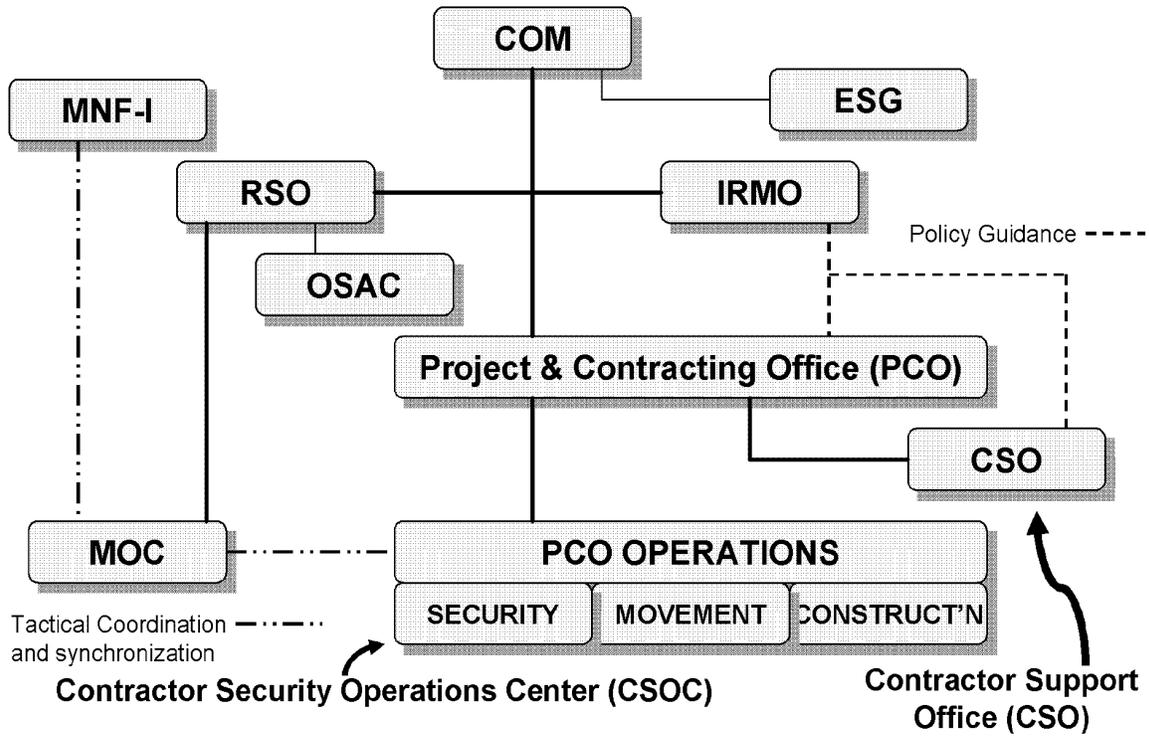
PCO: Oversight of PCO Operations Center, including CSOC
Oversight of Contracting Support Office

CSOC: Oversight of PCO contractors for security matters
Security guidance and coordination for non-PCO contractors, on a voluntary basis

CSO: Tracking of certification of contractors
Tracking of contractors in Iraq, through a single database
Tracking of Individual Armed Contractors

Contracting Agencies: Require contractor participation in CSO tracking system per contract, or provide tracking information to CSO on a no-cost-to-contractor basis
Determine how to phase in the requirements of this guidance, based on contract renewal schedules, potential cost of retroactively applying to existing contracts through contract modifications, etc

APPENDIX 1: Organizational Diagram



INTERAGENCY POLICY MEMORANDUM

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Given the security situation in Iraq, we must coordinate the protection of contractors through a combination of Multi-National Force- Iraq military security (MNF-I), Iraq Security Forces (ISF), and Private Security Companies (PSC), and maintain a viable weapons control policy.

To that end, we are adopting the attached material to provide immediate guidance for all US Government (USG) contractors working in Iraq, and for USG offices supporting and coordinating those contractors. It is hoped that this guidance can provide an initial blueprint for eventual adoption of common contractor coordination and security rules for all nations providing contractors for the reconstruction of Iraq.

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INTERAGENCY POLICY MEMORANDUM CONTRACTORS IN IRAQ

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SECTION I: Introduction.

The success of U.S. Government efforts in Iraq depends in part on our ability to retain and manage contractors for services, protection, and reconstruction. To that end, we must ensure that they are properly certified, tracked, protected, and supported.

1-1. Purpose.

The purpose of this Interagency Policy Memorandum is to describe U.S. Government (USG) policy for all contractors operating in support of USG activities in Iraq. It outlines the processes used by the Chief of Mission (COM) and the CENTCOM commander to maintain situational awareness of the presence and activity of USG contractors, and highlights established weapons certification and training requirements for all contractors including a mechanism to coordinate security operations between private security companies (PSCs) and CENTCOM military operations in Iraq. Finally, this Memorandum describes critical support services available to contractors operating in Iraq pursuant to USG funded contracts.

1-2. Applicability

For the purposes of this Memorandum, “contractors” means legal entities or individuals, including their employees and sub-contractors, performing under legal contract with the USG to supply goods and services in Iraq to or on behalf of the Multi-National Force-Iraq (MNF-I), the U.S. military, or any USG department or agency. A form of contractor is a Private Security Company (PSC), which is a private business that seeks to gain commercial benefits and financial profit by providing security services to individuals, businesses, and organizations, by contracting directly with the USG, or as a subcontractor or outside contractor with an entity that has a prime contract directly with the USG.

1-3. Need/Threat

The continued instability of Iraq threatens the reconstruction and humanitarian support operations of USG contractors. Given this environment, effective coordination of all contractors and security operations are critical to protect facilities, infrastructure, reconstruction materiel convoys, and personnel. This coordination is necessary to maintain situational awareness and to provide a common, relevant operating picture among contractors, PSCs, military, and Iraqi police forces.

1-4. References

- a. Memorandum of Agreement between the Department of State and the Department of Defense Regarding Physical Security, Equipment, and Personnel protective Services, 10 June 2004
- b. Coalition Provisional Authority Order 3 (31 December 2003): Weapons Control

- c. Coalition Provisional Authority Memorandum 5 (25 May 2003): implementation of Weapons Control Order #3
- d. Coalition Provisional Authority Order 17 (Revised) (27 June 2004): Status of the Coalition, Foreign Liaison missions, Their Personnel and Their Contractors
- e. Coalition Provisional Authority Order 27 (04 September 2003): Facilities Protection Service
- f. Coalition Provisional Authority Order 91 (07 June 2004): Regulation of Armed Forces and Militias within Iraq
- g. Coalition Provisional Memorandum 17 (26 June 2004): Registration Requirements for Private Security Companies (PSC)

1-5. Terms/Definitions:

CENTCOM: Central Command
CMOC: Civil Military Operations Center
COM: Chief of Mission
CSO: Contracting Support Office
IIG: Iraqi interim Government
IRMO: Iraqi Requirements Management Office
MNF-I: Multi-National Force Iraq
MOI: Iraqi Ministry of the Interior
MSC: Major Subordinate Command
NCMOC: National Civil Military Operations Center
PCO: Project and Contracting Office
PSC: Private Security Contractor
RSO: Regional Security Office
SOC: Security Operations Center of PCO
USG: US Government

SECTION II: Certification and Tracking

The intent of this section is to establish a means of categorizing, certifying, and tracking all USG contractors doing business in Iraq.

2-1. Certification Requirements

The Contract Support Office (CSO), a component of the Project and Contracting Office (PCO), will publish certification categories and standards for all contractors operating in support of USG activities or operations. The CSO will establish separate, broad certification categories such as Prime Contractor, Subcontractor, PSC, Non-PSC Contractors with Armed Personnel, and other categories as required. Specific certification requirements for these categories will be made known to contractors. Certification standards will be straightforward and support or directly utilize existing regulations and administrative law or rules promulgated by the Ministry of Interior (MOI), if applicable. The intent of these standards is not to impose new stringent

requirements above those required by law and applicable contracts, but to provide a basis for categorizing contractor types for tracking and accountability, and to establish baseline qualification criteria so that other contractors and organization can easily understand the status of a contractor.

The CSO will consult members of the Executive Steering Group (ESG), in establishing these standards. The ESG will be formed by both COM and CENTCOM and will include representatives from the Regional Security Office (RSO), MNF-I, IIG, CSO, PCO, other USG agencies, contractors, international partners, and any additional members as determined by the COM. The ESG will be chaired by the COM or his designee. Certification standards will, at a minimum, address the following issues:

- Training
- Compliance with weapons policies
- Acquisition of appropriate licenses, permits, etc.
- Bonding
- Evidence of appropriate hiring practices
- Capability to coordinate on proper radio channels, etc.
- Procurement of visas and work permits

2-2. Tracking Process

All contractors must first register with the CSO. This registration will provide general information about the company, its previous or current certification, its expected duration of work, points-of-contact in-country, and other information as determined by COM policy. When engaged as a subcontractor, contractors will update this registration by providing the name(s) of the prime contractor(s), the area(s) of operations, and anticipated start and end dates of the subcontract. The CSO will maintain a database to track this information. When a contractor ceases operations in Iraq, it will again notify the CSO. The CSO shall comply with all applicable law such as the privacy act in the protection of private information of contractors. Contractors participating in USG sponsored contracts may refer to this database to ensure that their PSC subcontractor is properly certified.

SECTION III: Weapons Policies

3-1. Weapons Standards

All USG contractors are expected to carry weapons safely, with full understanding of the use of deadly force and in compliance with Iraqi law or other provisions negotiated between the Iraqi and US Governments. It is also intended that CENTCOM (for military personnel), the COM Regional Security Officer (RSO) (for COM personnel), the MOI (for PSC personnel), and other government agencies will maintain awareness of armed personnel under their jurisdiction.

3-2. Weapons Control and Training

These policies ensure a basic standard of weapons proficiency among contractors in Iraq and accountability of weapons used. PSCs, their employees and individual subcontractors providing services for PSCs will be required to certify understanding of weapons rules and completion of training as outlined in applicable Iraqi law including CPA Orders 3 and 91, and CPA Memorandums 5 and 17, and any requirements of the agency with which they hold contracts. This will include Rules for the Use of Force (ROF), security coordination of contractors, procedures for requesting outside support and contacting the PCO Security Operations Center (SOC), reporting procedures, and how to respond to military and other PSC requests for assistance. Minimum levels and extent of this training/familiarization will be specified by the COM, and self-provided by contractors prior to beginning security operations. COM Diplomatic Security (DS) personnel will maintain their own standards of training and certification. Personnel not assigned to the COM but to other USG agencies (e.g. Department of Homeland Security, Department of Justice, etc), will be certified through their respective agency weapons training and certifications procedures.

All contractors, even those not carrying weapons nor providing private security services, are encouraged to be trained in basic weapons safety and ROF as part of their certification. Training for contractors without weapons will focus on methods for requesting assistance, including how to access safe havens in emergency situations. The COM may designate minimum training requirements.

3-3. Individual Armed Contractors

Individual Armed Contractors (IACs) are those contractors not working for a PSC, but who desire authorization to carry a weapon for self-defense or in the conduct of their official duties. IACs will be approved through a process determined by the COM and Commander CENTOM. This process will minimally include a demonstration of weapons proficiency and the acquisition of a weapons permit through the MOI. Weapons qualification using a published standard used by any USG agency will satisfy the requirement for qualification. IACs will carry a Weapon Card as prescribed by policy.

3-4. Identification Cards

COM and CENTCOM will coordinate to produce policies for identification card requirements and issuance. Policies should give contractors appropriate identification to allow for required access to military compounds and base camps, aerial ports of debarkation, safe havens and other COM and CENTCOM facilities.

SECTION IV: Security Operations

4-1. Coordination

Security Coordination provides a mechanism to maintain situational awareness over USG contractor and PSC operations in theater, deconflict operations, prevent “blue-on-blue” events,

and to enable mutual aid and assistance to and among contractors by sharing a common relevant operating picture. This last function will include collecting, analyzing, and disseminating information among contractors in an unclassified intelligence support role.

4-2. The PCO Security Operations Center (SOC)

The PCO administers USG sponsored construction and non-construction Iraqi support and relief contracts throughout Iraq. To coordinate movement control, security escort, and other security operations, among its many parallel operations and those of the coalition forces, the PCO operates the SOC in concert with the NCMOC. This Operations Center includes participation from all PCO contractors, Major Subordinate Commands (MSCs) of the MNF-I, and the UN. The goal of the SOC is to enhance security operations for participating contractors. It is not responsible for contractor defense, and does not control PSCs other than those directly contracted to the PCO. Other PSCs and their prime contractors are strongly encouraged to participate in this program and to coordinate their security operations with the SOC.

4-3. SOC Objectives and Functions

The security objectives of the SOC are to maintain situational awareness of security operations throughout Iraq, collect, analyze, and disseminate timely and accurate information critical to the protection of facilities, supplies, personnel, and to maintain a common relevant operating picture among all participants. Functions of the SOC include:

- Maintain the location of all contractors by quadrant/area
- Coordinate with the National Civil Military Operations Center (NCMOC) to obtain timely sanitized operational and security information
- Provide tactical advice and coordination on routes, traffic issues, and operations
- Coordinate with the NCMOC to enable deconfliction between contractors and military forces on routes, etc.
- Coordinate with the Mission Operation Center (which includes representatives from COM and CENTCOM) and the NCMOC at the national level and the Joint Operations Centers (JOC) and provincial CMOCs (per MNFI FRAGO #34) at the Major Subordinate Commands (MSC) throughout Iraq to share information and provide mutual support
- Assist in MEDEVAC services for contractors, if required
- Coordinate communications and frequencies
- Maintain a common operational picture (COP) between military and contractor forces to assist in mutual support and to avoid potential blue-on-blue confrontations between friendly forces
- Facilitate the exchange of operational information between contractors
- Coordinate with the US Mission Consular Affairs Section for initial mortuary affairs response as needed

4-4. Non-PCO Contractor Participation

All USG sponsored contractors, including their employees and sub-contractors performing under legal agreement with a USG department or agency, are strongly encouraged to participate in the services provided by the SOC. The situational awareness and information dissemination offered through the SOC will significantly mitigate risk and enhance contract fulfillment. However, SOC participation is limited to contractors and other PSCs who have met the certification requirements described above. The cost of maintaining and operating the SOC is supported by the congressionally approved authorizations for the Iraqi Relief and Reconstruction Fund, and does not include the additional capabilities or expenses required to support additional, non-PCO movement, tracking, and coordination requirements. Through coordination with CENTCOM, and the COM, the PCO may request compensation from USG agencies or Coalition partners to cover the additional costs incurred by providing this service. This cost may be passed on by these agencies to the participating contractors.

SECTION V: Military Support

It will be USG policy to provide support to contractors in Iraq as follows:

5-1. Legal

Legal Contractors will have such privileges and immunities as described in CPA Order 17, as amended, until such time that it is modified, revoked, or replaced.

5-2. Administrative

Administrative support to contractors is provided through the USG agency with which they are contracted. For contractors working for PMO as part of the IRRF effort, this administrative support will be delivered by the CSO.

5-3. Emergency Services for Security

Each contractor is responsible for its entire security, as outlined in its respective contract. In some cases, subject to force availability, the priority of operations, and the determination of local commanders, limited Quick Reaction Force and/or Iraqi emergency management agency support may be available to contractors under duress. Such assistance, if available, will be coordinated through the SOC and regional CMOCs.

5-4. Tactical Coordination for Security

Security coordination efforts for non-emergency efforts (routing, tactical advice, information sharing, etc) will be provided by the Project and Contracting Operations Center, as described in Section IV above.

5-5. Industry Assistance for Security

Non-real-time security coordination and information efforts will be provided by the Overseas Security Advisory Council (OSAC), provided by the Diplomatic Security office of the State Department. Through its in-country council and US offices, OSAC provides regular meetings for contractors, web-based security and threat information, best-practices sharing, and reports on security trends both in Iraq and elsewhere.

5-6. Safe Haven

Contractors will have access to long-term established safe havens (such as the Green Zone and some regional hubs) only to the extent allowed per procedures established by the commanders responsible for security within those areas, and existing contracts.

5-7. Military Airlift

Contractors on travel orders can travel on a space-available basis on military airlift per JTR 4515.13-R, paragraphs C2.2.9.1, 2.2.9.2, and/or 2.2.9.3. Additionally, contracting documents may specify level of military airlift support to be provided.

5-8. Medical

Medical Treatment Facilities (MTF) will be available for hospitalization and care of USG-funded contractor personnel who are US Nationals, in accordance with the Memoranda of Agreement signed between the Department of State and the Department of Defense.

5-9. MEDEVAC

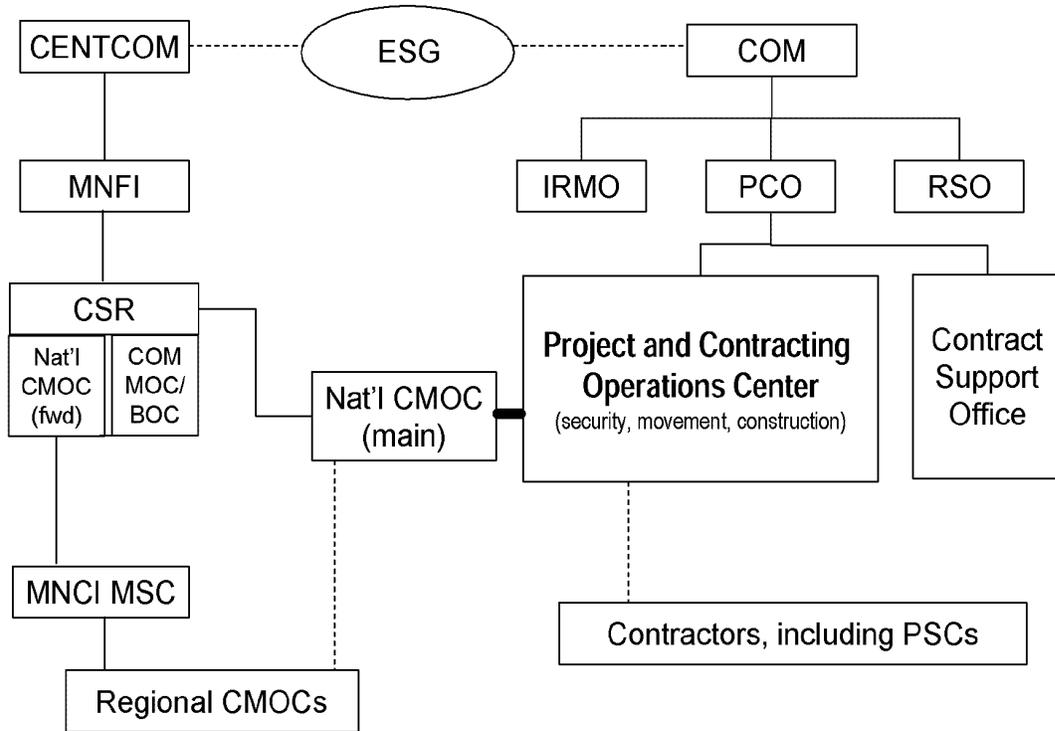
CENTCOM will continue to provide Medical Evacuation services to private US citizens, third-country nationals, and foreign nationals when necessary for life, limb, and eye-sight saving support.

5-10. Mortuary

Contractor mortuaries rights are protected by the right (as enumerated in CPA Order 17) of the US military commander to take charge and transfer out of Iraq the remains of any contractors who die in Iraq, as well as their personal property, subject to any applicable evidentiary rules. Mortuary services will be coordinated through the US Military and the Chief of Mission (Consular Affairs Section), and provided to contractors on a reimbursable basis, per existing policies and regulations.

APPENDIX A

Contractor Tracking and Security Coordination



Notes:

1. National CMOC and Embassy Mission Operations Center (Baghdad Op Center) are embedded in the MNFI Commanders Situation Room (CSR).
2. PCO Ops Center and Nat'l CMOC are physically separated by only a few feet, which allows synergy and interoperability, but allows different security levels within each.
3. National CMOC maintains a Common Operational Picture (COP) with Regional CMOCs.

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July XX, 2004

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The success of our effort in Iraq depends in part on our ability to retain and manage contractors for services, protection, and reconstruction.

Given the security situation, it is important that we accurately track all contractors, provide guidance for weapons control, coordinate mutual protective efforts, and enumerate all support to be provided.

To that end, we are adopting the attached material to provide immediate guidance for all US Government (USG) contractors working in Iraq, and for USG offices supporting and coordinating those contractors. It is hoped that this guidance can provide an initial blueprint for eventual adoption of common contractor coordination and security rules for all nations providing contractors for the reconstruction of Iraq.

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- 5-4. Tactical Coordination for Security**
- 5-5. Industry Assistance for Security**
- 5-6. Safe Haven**
- 5-7. Military Airlift**
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- 5-9. MEDEVAC**
- 5-10. Mortuary**

APPENDIX

- A. Organizational Chart/Responsibilities**

SECTION I: Introduction.

The success of U.S. Government efforts in Iraq depends in part on our ability to retain and manage contractors for services, protection, and reconstruction. To that end, we must ensure that they are properly certified, tracked, protected, and supported.

1-1. Purpose.

The purpose of this Interagency Policy Memorandum is to describe U.S. Government (USG) policy for all contractors operating in support of USG activities in Iraq. It outlines the processes used by the Chief of Mission (COM) and the CENTCOM commander to maintain situational awareness of the presence and activity of USG contractors, and highlights established weapons certification and training requirements for all contractors including a mechanism to coordinate security operations between private security companies (PSCs) and CENTCOM military operations in Iraq. Finally, this Memorandum describes critical support services available to contractors operating in Iraq pursuant to USG funded contracts.

1-2. Applicability

For the purposes of this Memorandum, “contractors” means legal entities or individuals, including their employees and sub-contractors, performing under legal contract with the USG to supply goods and services in Iraq to or on behalf of the Multi-National Force-Iraq (MNF-I), the U.S. military, or any USG department or agency. A form of contractor is a Private Security Company (PSC), which is a private business entity, properly registered with the Ministry of Trade (MOT) and the Ministry of Interior (MOI), that seeks to gain commercial benefits and financial profit by providing security services to individuals, businesses, and organizations, governmental or otherwise.

1-3. Need/Threat

The continued instability of Iraq threatens the reconstruction and humanitarian support operations of USG contractors. Given this environment, effective coordination of all contractors and security operations are critical to protect facilities, infrastructure, reconstruction materiel convoys, and personnel. This coordination is necessary to maintain situational awareness and to provide a common, relevant operating picture among contractors, PSCs, military, and security forces.

1-4. References

- a. Memorandum of Agreement between the Department of State and the Department of Defense Regarding Physical Security, Equipment, and Personnel Protective Services, 10 June 2004
- b. Coalition Provisional Authority Order 3 (31 December 2003): Weapons Control

- c. Coalition Provisional Authority Memorandum 5 (25 May 2003): implementation of Weapons Control Order #3
- d. Coalition Provisional Authority Order 17 (Revised) (27 June 2004): Status of the Coalition, Foreign Liaison missions, Their Personnel and Their Contractors
- e. Coalition Provisional Authority Order 27 (04 September 2003): Facilities Protection Service
- f. Coalition Provisional Authority Order 91 (07 June 2004): Regulation of Armed Forces and Militias within Iraq
- g. Coalition Provisional Memorandum 17 (26 June 2004): Registration Requirements for Private Security Companies (PSC)
- h. Memorandum of Agreement between the Department of State and the Department of Defense Regarding Support Services, 10 June 2004.

1-5. Terms/Definitions:

CENTCOM: Central Command
CMOC: Civil Military Operations Center
COM: Chief of Mission
CSO: Contracting Support Office
CSR: Commander's Situation Room
ESG: Executive Steering Group
IAC: Individual Armed Contractors
IIG: Iraqi interim Government
IRMO: Iraqi Reconstruction Management Office
MNF-I: Multi-National Force Iraq
MOI: Iraqi Ministry of the Interior
MSC: Major Subordinate Command
NCMOC: National Civil Military Operations Center
OSAC: Overseas Security Advisory Council
PCO: Project and Contracting Office
PSC: Private Security Contractor
RSO: Regional Security Office
SOC: Security Operations Center of PCO
USG: US Government

SECTION II: Certification and Tracking

The intent of this section is to establish a means of categorizing, certifying, and tracking all USG contractors doing business in Iraq.

2-1. Certification Requirements

The Contract Support Office (CSO), a component of the Project and Contracting Office (PCO), will publish certification categories and standards for all contractors operating in support of USG

activities or operations. The CSO will establish separate, broad certification categories such as Prime Contractor, Subcontractor, PSC, Non-PSC Contractors with Armed Personnel, and other categories as required. Specific certification requirements for these categories will be made known to contractors. Certification standards will be straightforward and support or directly utilize existing regulations and administrative law or rules promulgated by the MOI if applicable. The intent of these standards is not to impose new stringent requirements above those required by law and applicable contracts, but to provide a basis for categorizing contractor types for tracking and accountability, and to establish baseline qualification criteria so that other contractors and organization can easily understand the status of a contractor.

The CSO will consult members of the Executive Steering Group (ESG), in establishing these standards. The ESG will be formed by both COM and CENTCOM and will include representatives from the Regional Security Office (RSO), MNF-I, IIG, CSO, PCO, other USG agencies, international partners, and any additional members as determined by the COM. The ESG will be chaired by the COM or his designee. Certification standards should be contractually mandated and will, at a minimum, address the following issues:

- Training
- Compliance with weapons policies
- Acquisition of appropriate licenses, permits, etc.
- Bonding
- Evidence of appropriate hiring practices
- Capability to participate in cooperative security efforts (proper radio channels, frequencies, procedures), etc.
- Procurement of visas and work permits

2-2. Tracking Process

Prior to working in Iraq, all contractors must first register with the CSO. This registration will provide general information about the company, its previous or current certification, its expected duration of work, points-of-contact in-country, and other information as determined by COM policy. When engaged as a subcontractor, contractors will update this registration by providing the name(s) of the prime contractor(s), the area(s) of operations, and anticipated start and end dates of the subcontract. The CSO will maintain a database to track this information. When a contractor ceases operations in Iraq, it will again notify the CSO. The CSO shall comply with all applicable law such as the privacy act in the protection of private information of contractors. Contractors participating in USG sponsored contracts may refer to this database to ensure that their PSC subcontractor is properly certified.

2-3. Requirements

The certification and registration requirements noted above will be mandated by USG contracts. Phase-in of this requirement will be determined by each USG contracting agency. Participation in the certification and registration process may be a requirement for participation in the cooperative security arrangements outlined in Section IV below.

SECTION III: Weapons Policies

3-1. Weapons Standards

All USG contractors are expected to carry weapons safely, with full understanding of the use of deadly force and in compliance with Iraqi law or other provisions negotiated between the Iraqi and US Governments. CENTCOM (for military personnel), the COM Regional Security Officer (RSO) (for COM personnel), the MOI (for PSC personnel), and other government agencies will maintain awareness of armed personnel under their jurisdiction.

3-2. Weapons Control and Training

PSCs, their employees and individual subcontractors providing services for PSCs will be required to certify understanding of weapons rules and completion of training as outlined in applicable Iraqi law including CPA Orders 3 and 91, and CPA Memorandums 5 and 17, and any requirements of the agency with which they hold contracts. This will include Rules for the Use of Force (ROF), security coordination of contractors, procedures for requesting outside support and contacting the PCO Security Operations Center (SOC), reporting procedures, and how to respond to military and other PSC requests for assistance. Minimum levels and extent of this training/familiarization will be specified by the COM, and self-provided by contractors prior to beginning security operations.

3-3. Non-COM Personnel

Personnel not assigned to COM but to other USG agencies (e.g. Department of Homeland Security, Department of Justice, DoD, etc), will be certified through their respective agency weapons training and certifications procedures, and will carry an appropriate weapons card.

3-4. Individual Armed Contractors

Individual Armed Contractors (IACs) are those contractors not working for a PSC, but who desire authorization to carry a weapon for self-defense or in the conduct of their official duties. IACs will be approved through a process determined by the COM and CENTOM. This process will minimally include a demonstration of weapons proficiency and the acquisition of a weapons permit as appropriate. Weapons qualification using a published standard used by any USG agency will satisfy the requirement for qualification. IACs will carry a weapons card.

SECTION IV: Security Operations

4-1. Coordination

Security coordination provides a mechanism to maintain situational awareness over USG contractor and PSC operations in theater. It also serves to deconflict operations, prevent “blue-

on-blue” events, and to enable mutual aid and assistance to and among contractors by sharing a common relevant operating picture.

4-2. The PCO Security Operations Center (SOC)

The PCO administers USG sponsored construction and non-construction Iraqi support and relief contracts throughout Iraq. To coordinate movement control, security escort, and other security operations, among its many parallel operations and those of the coalition forces, the PCO operates the SOC in concert with the National Civil Military Operations Center (NCMOC). This Operations Center includes participation from all PCO contractors, Major Subordinate Commands (MSCs) of the MNF-I, and the UN. The goal of the SOC is to enhance security operations for participating contractors. It is not responsible for contractor defense, and does not control PSCs other than those directly contracted to the PCO. Other PSCs and their prime contractors are strongly encouraged to participate in this cooperative program and to coordinate their security operations with the SOC.

4-3. SOC Objectives and Functions

The security objectives of the SOC are to maintain situational awareness of security operations throughout Iraq, collect, analyze, and disseminate timely and accurate information critical to the protection of facilities, supplies, personnel, and to maintain a common relevant operating picture among all participants. Functions of the SOC include:

- Maintain the location of all contractors by quadrant/area
- Coordinate with the NCMOC to obtain timely unclassified operational and security information
- Provide tactical advice and coordination on routes, traffic issues, and operations
- Coordinate with the NCMOC to enable deconfliction between contractors and military forces on routes, etc.
- Coordinate with the Commanders’ Situation Room (CSR-or its equivalent), which includes representatives from COM and CENTCOM) and the NCMOC at the national level and the Joint Operations Centers (JOC) and provincial CMOCs at the Major Subordinate Commands (MSCs) throughout Iraq to share information and provide mutual support
- Assist in MEDEVAC services for contractors, if required
- Coordinate communications and frequencies
- Maintain a common operational picture (COP) between military and contractor forces to assist in mutual support and to avoid potential blue-on-blue confrontations between friendly forces
- Facilitate the exchange of operational information between contractors
- Coordinate with the US Mission Consular Affairs Section for initial mortuary affairs response as needed

4-4. Non-PCO Contractor Participation

All USG-sponsored contractors, including their employees and sub-contractors performing under legal agreement with a USG department or agency, are strongly encouraged to participate in the services provided by the SOC. The information and coordination provided by the SOC will reduce risk and increase efficiencies. SOC participation is limited to contractors and other PSCs who have met the certification requirements described above.

The cost of maintaining and operating the SOC is supported by the Iraqi Relief and Reconstruction Fund, and does not include support for non-PCO contractors. Through coordination with COM and CENTCOM, the PCO may request compensation from USG agencies or Coalition partners to cover the additional costs incurred by providing this service. This cost may be passed on by these agencies to the participating contractors. Participation in the SOC is entirely voluntary for non-PCO contractors, but is strongly encouraged.

4-5. Identification Cards

COM and CENTCOM will coordinate to produce policies for identification card requirements and issuance to include Common Access Cards (CACs) or their equivalent. Policies should give contractors appropriate identification to allow for required access to military compounds and base camps, aerial ports of debarkation, safe havens and other COM and CENTCOM facilities.

SECTION V: Military Support

It will be USG policy to provide support to contractors in Iraq as follows:

5-1. Legal

Contractors will have such privileges and immunities as described in CPA Order 17 of 27 June 2004, as revised, until such time that it is modified, revoked, or replaced.

5-2. Administrative

Administrative support to contractors is provided through the USG agency with which they are contracted. For contractors working for PMO as part of the IRRF effort, this administrative support will be delivered by the CSO.

5-3. Emergency Services for Security

Each contractor is responsible for its entire security, as outlined in its respective contract. In some cases, subject to force availability, operational priorities, and the determination of local commanders, limited Quick Reaction Force and/or Iraqi emergency management agency support may be available. Such assistance, if available, will be coordinated through the SOC and regional CMOCs.

5-4. Tactical Coordination for Security

Security coordination efforts for non-emergency efforts (routing, tactical advice, information sharing, etc) will be provided by the PCO Operations Center as described in Section IV above.

5-5. Industry Assistance for Security

Non-real-time security coordination and information efforts will be provided by the Overseas Security Advisory Council (OSAC), as coordinated by the Diplomatic Security office of the State Department. Through its in-country council and US offices, OSAC provides regular meetings for contractors, web-based security and threat information, best-practices sharing, and reports on security trends both in Iraq and elsewhere. OSAC and PCO will coordinate to maintain consistent communications to contractors.

5-6. Safe Haven

Contractors will have access to long-term established safe havens (such as the Green Zone and some regional hubs) as allowed in accordance with procedures established by the commanders responsible for security within those areas, and existing contracts.

5-7. Military Airlift

Contractors on travel orders can travel on a space-available basis on military airlift per DOD Joint Travel Regulations (JTR) 4515.13-R, paragraphs C2.2.9.1, 2.2.9.2, and/or 2.2.9.3. Additionally, contracting documents may specify level of military airlift support to be provided.

5-8. Medical

Medical Treatment Facilities (MTF) will be available for hospitalization and care of USG-funded contractor personnel who are US Nationals, in accordance with the Memoranda of Agreement (reference h.), signed between the Department of State and the Department of Defense.

5-9. MEDEVAC

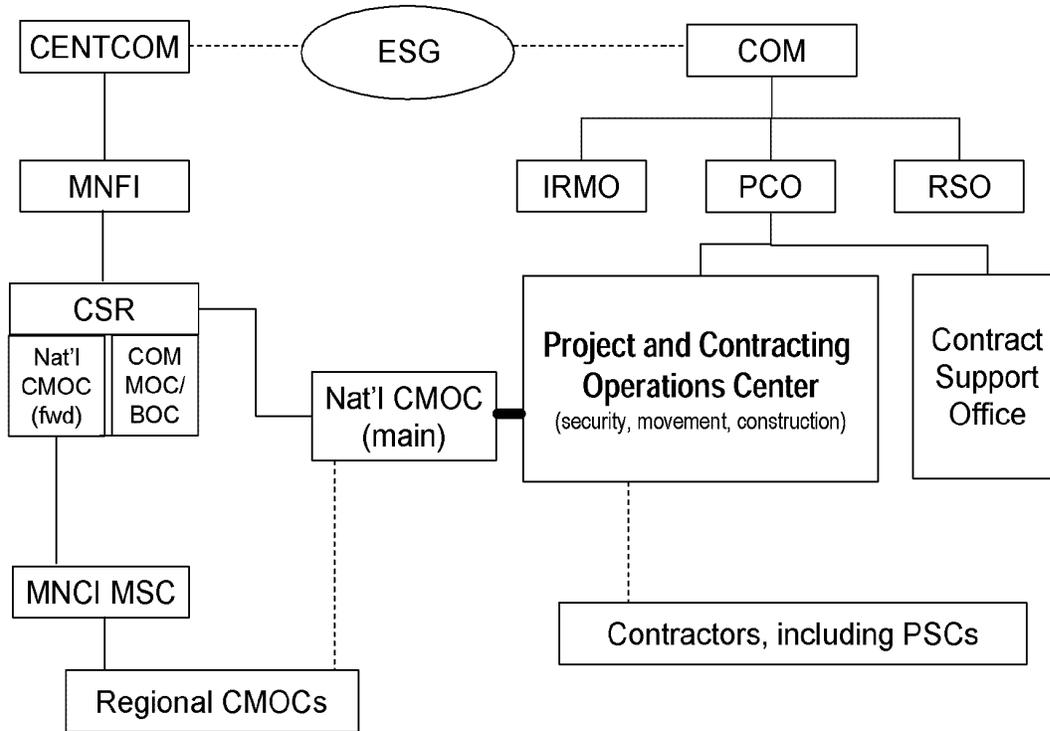
CENTCOM will continue to provide Medical Evacuation services to private US citizens, third-country nationals, and foreign nationals when necessary for life, limb, and eye-sight saving support in accordance with reference h..

5-10. Mortuary

Contractor mortuarial rights are protected by the right (as enumerated in CPA Order 17) of the US military commander to take charge and transfer out of Iraq the remains of any contractors who die in Iraq, as well as their personal property, subject to any applicable evidentiary rules. Mortuary services will be coordinated through the US Military and the Chief of Mission (Consular Affairs Section), and provided to contractors on a reimbursable basis, per existing policies and regulations.

APPENDIX A

Contractor Tracking and Security Coordination



Notes:

1. National CMOC and Embassy Mission Operations Center (Baghdad Op Center) are embedded in the MNFI Commanders Situation Room (CSR).
2. PCO Ops Center and Nat'l CMOC are physically separated by only a few feet, which allows synergy and interoperability, but allows different security levels within each.
3. National CMOC maintains a Common Operational Picture (COP) with Regional CMOCs.
4. CSR is Commander's Situation Room; MOC is Mission Operations Center; and BOC is Baghdad Operations Center.

INTERAGENCY POLICY MEMORANDUM

July XX, 2004

From: Deputy Secretary of State
Deputy Secretary of Defense for Policy

Subject: Contractors in Iraq

The success of our effort in Iraq depends in part on our ability to retain and manage contractors for services, protection, and reconstruction.

Given the security situation, it is important that we accurately track all contractors, provide guidance for weapons control, coordinate mutual protective efforts, and enumerate all support to be provided.

To that end, we are adopting the attached material to provide immediate guidance for all US Government (USG) contractors working in Iraq, and for USG offices supporting and coordinating those contractors. It is hoped that this guidance can provide an initial blueprint for eventual adoption of common contractor coordination and security rules for all nations providing contractors for the reconstruction of Iraq.

Deputy Secretary of State

Deputy Secretary of Defense for Policy

INTERAGENCY POLICY MEMORANDUM CONTRACTORS IN IRAQ

SECTION I: INTRODUCTION

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- 1-2. Applicability**
- 1-3. Need/Threat**
- 1-4. References**
- 1-5. Terms/Definitions**

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- 2-2. Registration**
- 2-3. Requirements**

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- 3-2. Private Security Companies**
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- 4-2. PCO Security Operations Center (SOC)**
- 4-3. SOC Objectives and Functions**
- 4-4. Non-PCO Contractor Participation**
- 4-5. Identification Cards**

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- 5-7. Military Airlift**
- 5-8. Medical**
- 5-9. MEDEVAC**
- 5-10. Mortuary**

APPENDIX: Relationship Diagram

SECTION I: INTRODUCTION

The success of U.S. Government efforts in Iraq depends in part on our ability to retain and manage contractors for services, protection, and reconstruction. To that end, we must ensure that they are properly certified, tracked, protected, and supported.

1-1. Purpose

The purpose of this Interagency Policy Memorandum is to describe U.S. Government (USG) policy for all contractors operating in support of USG activities in Iraq. It outlines the processes used by the Chief of Mission (COM) and the CENTCOM commander to maintain situational awareness of the presence and activity of USG contractors, and highlights established weapons certification and training requirements for all contractors, including a mechanism to coordinate security operations between private security companies (PSCs) and CENTCOM military operations in Iraq. Finally, this Memorandum describes critical support services available to contractors operating in Iraq pursuant to USG-funded contracts.

1-2. Applicability

For the purposes of this Memorandum, “contractors” means legal entities or individuals, including their employees and sub-contractors, performing under legal contract with the USG to supply goods and services in Iraq to or on behalf of the Multi-National Force-Iraq (MNF-I), the U.S. military, or any USG department or agency. A form of contractor is a Private Security Company (PSC), which is a private business entity, properly registered with the Ministry of Trade (MOT) and the Ministry of Interior (MOI), that seeks to gain commercial benefits and financial profit by providing security services to individuals, businesses, and organizations, governmental or otherwise.

1-3. Need / Threat

The continued instability of Iraq threatens the reconstruction and humanitarian support operations of USG contractors. Given this environment, effective coordination of all contractors and security operations is critical to protect facilities, infrastructure, reconstruction materiel convoys, and personnel. This coordination is necessary to maintain situational awareness and to provide a common, relevant operating picture among contractors, PSCs, military, and security forces.

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- c. Coalition Provisional Authority Memorandum 5 (25 May 2003):
Implementation of Weapons Control Order #3
- d. Coalition Provisional Authority Order 17 (Revised) (27 June 2004): Status of
the Coalition, Foreign Liaison missions, Their Personnel and Their
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- f. Coalition Provisional Authority Order 91 (07 June 2004): Regulation of
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- g. Coalition Provisional Memorandum 17 (26 June 2004): Registration
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- h. Memorandum of Agreement between the Department of State and the
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1-5. Terms / Definitions

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CMOC: Civil Military Operations Center
COM: Chief of Mission
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IAC: Individual Armed Contractors
IIG: Iraqi interim Government
IRMO: Iraqi Reconstruction Management Office
MNF-I: Multi-National Force Iraq
MOI: Iraqi Ministry of the Interior
MSC: Major Subordinate Command
NCMOC: National Civil Military Operations Center
OSAC: Overseas Security Advisory Council
PCO: Project and Contracting Office
PSC: Private Security Company
RSO: Regional Security Office
SOC: Security Operations Center of PCO
USG: US Government

SECTION II: CERTIFICATION AND TRACKING

The intent of this section is to establish a means of categorizing, certifying, registering, and tracking all USG contractors performing work in Iraq.

2-1. Certification

The Contract Support Office (CSO), a component of the Project and Contracting Office (PCO), will publish certification categories and standards for all contractors operating in support of USG

activities or operations. The CSO will establish broad certification categories such as Prime Contractor, Subcontractor, PSC, Non-PSC Contractors with Armed Personnel, and other categories as required. Specific certification requirements for these categories will be made known to contractors. Certification standards will be straightforward and support or directly utilize existing regulations and administrative law or rules promulgated by the MOI if applicable. The intent of these standards is not to impose new stringent requirements above those required by law and applicable contracts, but to provide a basis for categorizing contractor types for tracking and accountability, and to establish baseline qualification criteria so that other contractors and organization can easily understand the status of a contractor.

The CSO will consult members of the Executive Steering Group (ESG) in establishing these standards. The ESG will be formed by both COM and CENTCOM and will include representatives from the Regional Security Office (RSO), MNF-I, IIG, CSO, PCO, other USG agencies, international partners, and any additional members as determined by the COM. The ESG will be chaired by the COM or his designee. Certification standards will address the following issues, at a minimum:

- Training
- Compliance with weapons policies
- Acquisition of appropriate licenses, permits, etc.
- Bonding
- Evidence of appropriate hiring practices
- Capability to participate in cooperative security efforts (proper radio equipment, vehicle tracking systems, procedures, etc)
- Procurement of visas and work permits

2-2. Registration

Prior to working in Iraq, all contractors must first register with the CSO. This registration will provide general information about the company, its previous or current certification, its expected duration of work, points-of-contact in-country, and other information as determined by COM policy. When engaged as a subcontractor, contractors will update this registration by providing the name(s) of the prime contractor(s), the area(s) of operations, and anticipated start and end dates of the subcontract. The CSO will maintain a database to track this information. When a contractor ceases operations in Iraq, it will again notify the CSO. The CSO shall comply with all applicable law such as the privacy act in the protection of private information of contractors. Contractors participating in USG-sponsored contracts may refer to this database to ensure that their PSC subcontractor is properly certified.

2-3. Requirements

These certification and registration requirements will be mandated by USG contracts. Phase-in of this requirement will be determined by each USG contracting agency. Participation in the certification and registration process may be a requirement for participation in the cooperative security arrangements outlined in Section IV below.

SECTION III: WEAPONS

3-1. Standards

All USG contractors are expected to carry weapons safely, with full understanding of the use of deadly force and in compliance with Iraqi law or other provisions negotiated between the Iraqi and US Governments. CENTCOM (for military personnel), the COM Regional Security Officer (RSO) (for COM personnel), the MOI (for PSC personnel), and other government agencies will maintain awareness of and standards for armed personnel under their jurisdiction.

3-2. Private Security Companies (PSCs)

PSCs, their employees, and individual subcontractors providing services for PSCs, will be required to certify understanding of weapons rules and completion of training as outlined in applicable Iraqi law including CPA Orders 3 and 91, and CPA Memorandums 5 and 17, and any requirements of the agency with which they hold contracts. This will include Rules for the Use of Force (RUF), security coordination of contractors, procedures for requesting outside support and contacting the PCO Security Operations Center (SOC), reporting procedures, and how to respond to military and other PSC requests for assistance. Minimum levels and extent of this training/familiarization will be specified by the COM, and self-provided by contractors prior to beginning security operations. The nature and type of weapons allowed will be as specified in appropriate Iraqi law.

3-3. Armed Agency Personnel

Personnel assigned to CENTCOM, COM and to other USG agencies (e.g. Department of Homeland Security, Department of Justice, etc), who in the course of their duties are required to carry a weapon, will be certified through their respective agency/department weapons training and certifications procedures, and will carry an appropriate weapons card. The nature and type of weapons allowed will be as specified in applicable agency or department rules.

3-4. Individual Armed Contractors

Individual Armed Contractors (IACs) are those contractors not working for a PSC, but who desire authorization to carry a weapon for self-defense or in the conduct of their official duties. IACs will be approved through a process determined by the COM and CENTCOM. This process will minimally include a demonstration of weapons proficiency and the acquisition of a weapons permit as appropriate. Weapons qualification using a published standard used by any USG agency will satisfy the requirement for qualification. IACs will carry a weapons card. The nature and type of weapons allowed will be as specified in the common rules to be developed jointly by COM and CENTCOM, and, once developed, either COM or CENTCOM may issue weapons permits under those rules.

SECTION IV: SECURITY OPERATIONS

4-1. Coordination

Security coordination provides a mechanism to maintain situational awareness over USG contractors and PSC operations in theater. It also serves to deconflict operations, prevent “blue-on-blue” events, and to enable mutual aid and assistance to and among contractors by sharing a common operating picture.

4-2. The PCO Security Operations Center (SOC)

The PCO administers USG-sponsored construction and non-construction Iraqi support and relief contracts throughout Iraq. To coordinate movement control, security escort, and other security operations among its many parallel operations and those of the coalition forces, the PCO operates the SOC in concert with the National Civil Military Operations Center (NCMOC). This Operations Center includes participation from all PCO contractors, Major Subordinate Commands (MSCs) of the MNF-I, and the UN. The goal of the SOC is to enhance security operations for participating contractors. It is not responsible for contractor defense, and does not control PSCs other than those directly contracted to the PCO. Other PSCs and their respective contractors are strongly encouraged to participate in this cooperative program and to coordinate their security operations with the SOC.

4-3. SOC Objectives and Functions

The security objectives of the SOC are to maintain situational awareness of security operations throughout Iraq; to collect, analyze, and disseminate timely and accurate information critical to the protection of facilities, supplies, personnel; and to maintain a common relevant operating picture among all participants. Functions of the SOC include:

- Maintain the location of all contractors by quadrant/area
- Coordinate with the NCMOC to obtain timely unclassified operational and security information
- Provide tactical advice and coordination on routes, traffic issues, and operations
- Coordinate with the NCMOC to enable deconfliction between contractors and military forces
- Coordinate with the Commanders’ Situation Room (CSR), which includes representatives from COM and CENTCOM, and the NCMOC at the national level
- Coordinate with the Joint Operations Centers (JOC) and provincial CMOCs at the Major Subordinate Commands (MSCs) throughout Iraq to share information and provide mutual support
- Assist in MEDEVAC services for contractors, if required
- Coordinate tactical communications and frequencies
- Maintain a common operational picture (COP) between military and contractor forces to assist in mutual support and to avoid potential blue-on-blue confrontations between friendly forces
- Facilitate the exchange of operational information between contractors

- Coordinate with the US Mission Consular Affairs Section for initial mortuary affairs response as needed

4-4. Non-PCO Contractor Participation

All USG-sponsored contractors, including their employees and sub-contractors performing under legal agreement with a USG department or agency, are strongly encouraged to participate in the services provided by the SOC, as the information and coordination provided by the SOC will reduce risk and increase efficiencies. SOC participation may be limited to contractors and other PSCs who have met the certification and registration requirements described above.

The cost of maintaining and operating the SOC is supported by the Iraqi Relief and Reconstruction Fund, and does not include support for non-PCO contractors. Through coordination with COM and CENTCOM, the PCO may request compensation from USG agencies or coalition partners to cover the additional costs incurred by providing this service. This cost may be passed on by these agencies to the participating contractors. Participation in the SOC is entirely voluntary for non-PCO contractors.

4-5. Identification Cards

COM and CENTCOM will coordinate to maintain for identification card requirements and issuance to include Common Access Cards (CACs) or their equivalent. Rules should give contractors identification to allow for required access to military compounds and base camps, aerial ports of debarkation, safe havens and other COM and CENTCOM facilities, as appropriate.

SECTION V: SUPPORT

It will be USG policy to provide support to contractors in Iraq as follows:

5-1. Legal

Contractors will have such privileges and immunities as described in CPA Order 17 of 27 June 2004, as revised, until such time that it is modified, revoked, or replaced.

5-2. Administrative

Administrative support to contractors is provided through the USG agency with which they are contracted. For contractors working for PCO as part of the IRRF effort, this administrative support will be delivered by the CSO.

5-3. Emergency Services for Security

Each contractor is responsible for its entire security, as outlined in its respective contract. In some cases, subject to force availability, operational priorities, and the determination of local

commanders, limited military Quick Reaction Force and/or Iraqi emergency management agency support may be available. Such assistance, if available, will be coordinated through the SOC and regional CMOCs.

5-4. Tactical Coordination for Security

Security coordination efforts for non-emergency efforts (routing, tactical advice, information sharing, etc) will be provided by the PCO Operations Center as described in Section IV above.

5-5. Industry Assistance for Security

Non-real-time security coordination and information efforts will be provided by the Overseas Security Advisory Council (OSAC), sponsored by the Diplomatic Security office of the State Department. Through its in-country council and US offices, OSAC provides regular meetings for contractors, web-based security and threat information, best-practices sharing, and reports on security trends both in Iraq and elsewhere. Through the COM, OSAC and PCO will coordinate to maintain consistent communications to contractors.

5-6. Safe Haven

Contractors will have access to long-term established safe havens (such as the Green Zone and some regional hubs) as allowed in accordance with procedures established by the commanders responsible for security within those areas, and with the provisions of existing contracts.

5-7. Military Airlift

Contractors on travel orders can travel on a space-available basis on military airlift per Joint Travel Regulations (JTR) 4515.13-R, paragraphs C2.2.9.1, 2.2.9.2, and/or 2.2.9.3. Additionally, contracting documents may specify the level of military airlift support to be provided.

5-8. Medical

Medical Treatment Facilities (MTF) will be available for hospitalization and care of USG-funded contractor personnel who are US Nationals, in accordance with the Memorandum of Agreement (reference h) signed between the Department of State and the Department of Defense.

5-9. MEDEVAC

CENTCOM will continue to provide Medical Evacuation (MEDEVAC) services to private US citizens, third-country nationals, and foreign nationals when necessary for life, limb, and eye-sight saving support in accordance with reference h.

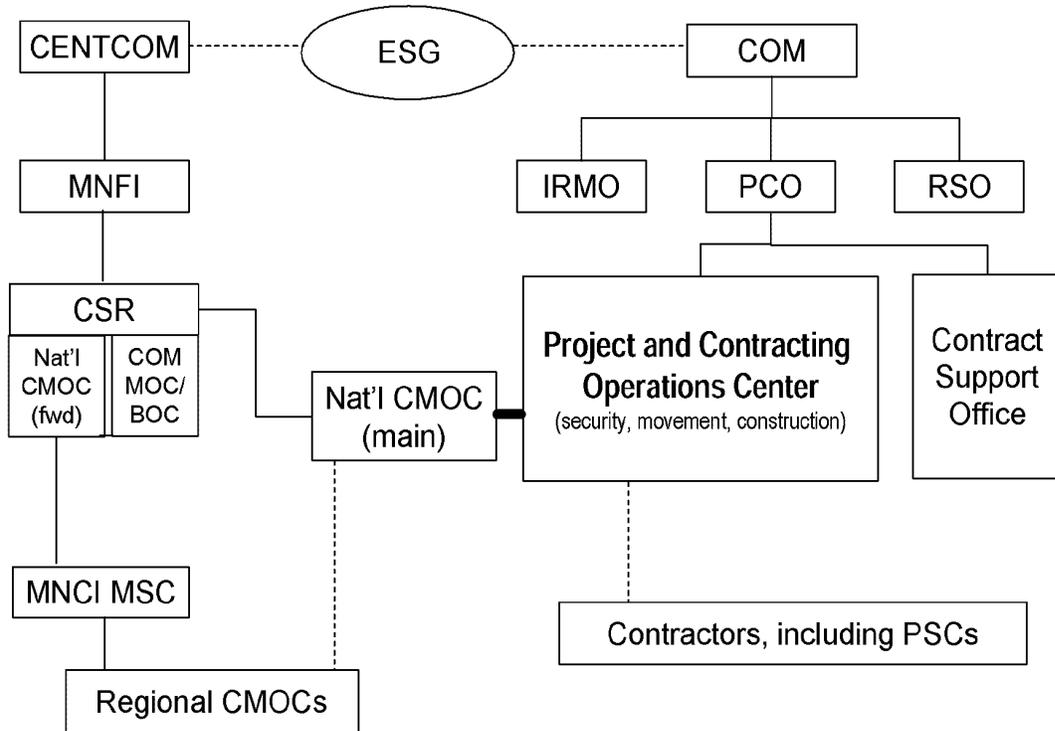
5-10. Mortuary

Contractor mortuaries rights are protected by the right (as enumerated in CPA Order 17) of the US military commander to take charge and transfer out of Iraq the remains of any contractors

who die in Iraq, as well as their personal property, subject to any applicable evidentiary rules. Mortuary services will be coordinated through the US Military and the Chief of Mission (Consular Affairs Section), and provided to contractors on a reimbursable basis, per existing policies and regulations.

APPENDIX

Contractor Tracking and Security Coordination



Notes:

1. National CMOC, Embassy Mission Operations Center (MOC), Baghdad Ops Center (BOC), and equivalents are embedded in the MNFI Commanders Situation Room (CSR).
2. PCO Ops Center and Nat'l CMOC are physically separated by only a few feet, which allows synergy and interoperability, but allows different security levels within each.
3. National CMOC maintains a Common Operational Picture (COP) with Regional CMOCs.