White Paper
"Rapid Reaction Media Team" Concept

1.0 **Background.** This concept paper defines a critical interim rapid response component of the USG's strategic information campaign for Iraq—in the event hostilities are required to liberate Iraq. The "Rapid Reaction Media Team" (RRMT) concept is a critical component of the overall information campaign beginning with training and preparations during pre-hostilities phase of the Iraq mission (i.e., now) and ending when USG/coalition civil authorities assume control from Commander, CENTCOM forces inside Iraq. The USG is planning a follow-up strategic information campaign as a component of a long-term (likely 1-2 years) civil-military transition of the new Iraq to a broad representative government.

2.0 **Concept Overview.** The RRMT program will serve as a "quick start bridge" between Saddam Hussein's state-controlled media network and a longer-term "Iraqi Free Media" network in a post-Saddam era. After the cessation of hostilities, having professional US-trained Iraqi media teams immediately in-place to portray a new Iraq (by Iraqis for Iraqis) with hopes for a prosperous, democratic future, will have a profound psychological and political impact on the Iraqi people. It will be as if, after another day of deadly agit-prop, the North Korean people turned off their TVs at night, and turned them on in the morning to find the rich fare of South Korean TV spread before them as their very own. In addition, a re-constituted free Iraqi domestic media can serve as a model in the Middle East where so much Arab hate-media are themselves equivalent to weapons of mass destruction. The RRMT concept focuses on USG-UK pre- and post-hostilities efforts to develop programming, train talent, and rapidly deploy a team of US/UK media experts with a team of "hand selected" Iraqi media experts to communicate immediately with the Iraqi public upon liberation of Iraq. The **mission will be** to inform the Iraqi public about USG/coalition intent and operations, to stabilize Iraq (especially preventing the trifurcation of Iraq after hostilities) and to provide Iraqis hope for their future. This team will deploy from Washington immediately upon cessation of hostilities, collocate and interface with the designated CENTCOM commander in Baghdad, and begin broadcasting and printing approved USG information to the Iraqi public. The major elements of the RRMT concept are:

    2.1 **USG media-experts team.** Consists of a hand-picked team of TV/Radio/Newspaper media experts, telecommunications architecture experts, and trainers. This composite team will develop programming content for the first several months after hostilities—based upon USG policy guidance and oversight. Team will include USG officials and designated contractor personnel working full-time over next few months.

    2.2 **UK media experts (augmentees).** One or two UK media experts that will assist the US team (including Iraqi born British citizens).

    2.3 **"Hand-Picked" Iraqi media experts.** USG-approved Iraqi media experts to provide planning and program guidance for the USG-led experts and to help

select and train the Iraqi broadcasters and publishers ("the face") for the USG/coalition sponsored information effort.

2.4 **NGO/Consultant pool.** Part-time talent pool to augment capabilities and acquire/develop news and entertainment programming.

3.0 **Major Tasks.**

3.1 Identify/vet US/UK/Iraqi "media experts team."

    3.1.1 E.g., Siyamend Othman; Hussein Sinjari; etc.

3.2 Obtain resources.

    3.2.1 Funding, office space, equipment, travel budget.

3.3 Train and equip R2MT team.

    3.3.1 Media broadcast team.

    3.3.2 Publishing team.

    3.3.3 News-Bureau/Stringer-Network

    3.3.4 Technical team.

3.4 Design broadcasting and publishing concept plan.

    3.4.1 Design program clock for TV and radio (24 x 7).

    3.4.2 Translate USG policy and thematic guidance into information campaign (news and entertainment).

        3.4.2.1 Themes and messages by day/week/month.

            3.4.2.1.1 De-Bathification program.

            3.4.2.1.2 Recent history telling (e.g., "Uncle Saddam," History Channel's "Saddam's Bomb-Maker," "Killing Fields, etc.).

            3.4.2.1.3 USG-approved "Democracy Series."

            3.4.2.1.4 Environmental (Marshlands re-hydration;

            3.4.2.1.5 Mine awareness.

            3.4.2.1.6 Re-starting the Oil

            3.4.2.1.7 Justice and rule of law topics.

            3.4.2.1.8 War Criminals/Truth Commission.

        3.4.2.2 Entertainment and News Magazine programming.

            3.4.2.2.1 Hollywood.

            3.4.2.2.2 News networks.

            3.4.2.2.3 Arab country donations.

            3.4.2.2.4 Sports.

        3.4.2.3 Script approval process

3.5 Produce "on-the-shelf" programming for first month.

    3.5.1 Identify and obtain rights to pre-existing programs.

    3.5.2 Produce new programming within thematic framework.

    3.5.3 TV products translated/voice-over/subtitled.

    3.5.4 Radio tapes translated, recorded.

    3.5.5 Print products translated and copy-ready. First edition of the new Iraq weekly newspaper (with section for missing persons, Shia news, Kurd news, and Sunni news, etc.)

    3.5.6 Internet products for streaming made-ready.

    3.5.7 Humanitarian assistance and public service products to facilitate care and management of population and internal displaced persons.

3.6 Design quick-start-up media architecture.
- 3.6.1 Long-haul satellite pipes. Piggybacking on CENTCOM architecture and commercial architecture studied.
- 3.6.2 Up-links/down-links/microwave connectivity.
- 3.6.3 "Ring-Around Iraq" assistance explored for coverage gaps.
- 3.6.4 Propagation planning.
- 3.6.5 Electro-magnetic spectrum planning with CENTCOM J-6.
- 3.6.6 Temporary Media Commissioner to regulate against "hate media" that might de-stabilize Iraq.

3.7 Deploy team, on-order, to Baghdad.
- 3.7.1 Washington team deploys into CENTCOM headquarters in Baghdad and fans out to respective military subordinate command headquarters—where appropriate to reach designated population and cultural centers.

3.8 Execute programming
- 3.8.1 Rapid assessment of remaining telecom architecture and identification and control of all media outlets formerly nationalized under Uday Hussein's control.
- 3.8.2 Translators and studio equipment.
- 3.8.3 Baghdad hub with regional news bureaus and stringers established.
- 3.8.4 Collocation with CENTCOM command, media, and civil affairs nodes.
- 3.8.5 Measure of effectiveness program and adjust, as required.
- 3.8.6 Political prisoners and atrocity interviews.
- 3.8.7 Saddam's palaces and opulence.
- 3.8.8 WMD disarmament

Prepared by: [redacted] (OASD-SOLIC) and [redacted] (OASD-NESA-SP); [redacted] 16 Jan 03.

RAPID REACTION MEDIA TEAM

INDIGENOUS IRAQI MEDIA

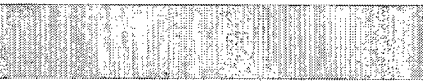> VISION: In 12 months, reconstitute indigenous Iraqi media as a model for free media in the Arab world.

> FIRST MONTH IMPACT: Inform the Iraqi public about USG/coalition intent and operations, stabilize Iraq (especially preventing trifurcation) and provide Iraqis hope for the future.

> REQUIREMENTS NECESSARY FOR FIRST MONTH:
  > Select, train, and deploy Iraqi rapid reaction media teams for:
  – 24 x 7 national radio network (with pre-selected programming)
  – 12 x 7 national TV network (with pre-selected programming)
  – Print media

"Rapid Reaction Media Team" (RRMT) Mission

- Inform the Iraqi public about USG/coalition intent and operations
- Stabilize Iraq (especially preventing the trifurcation of Iraq after hostilities)
- Provide Iraqis hope for their future

- Deploy from Washington immediately upon cessation of hostilities
- Collocate and interface with the designated CENTCOM commander in Baghdad
- Begin broadcasting and printing approved USG information to the Iraqi public.

Basic Elements

- Create a "Rapid Reaction Media Team (R2MT) that will serve as the bridge between Saddam's state-controlled media network and the longer term objective of a free Iraqi network.

- The Team will work for the Interim Authority, and - after the handover from DoD - will receive guidance from State (i.e., ████████████ with whom we have excellent working relations).

- The Team's activities will be guided by an information campaign (to be developed).

Next Steps

- Identify and vet Iraqi media experts and "anchors", and train a group of Iraqi journalists.

- Prepare two months of news and entertainment programming, and prepare several editions of a new Iraqi (weekly) newspaper.

- Identify the media infrastructure that we need left intact, and work with CENTCOM targeteers to find alternative ways of disabling key sites.

R2MT Cost Estimates--6 months

- Labor Costs:
  - 6 x Iraqi media consultants for 6 mo. $800k
  - 2 x US media consultants   280k
  - Several US gov detailees   ---
  - 10 stringers   100k
- Equipment
  - Computers; printers, and Software for Graphics   30k
  - Stringer Team equipment   80k
  - Lease space, phones, utilities   60k
  - Cameras and video/audio editing suites   150k
- Studio and Admin Supplies   30k
- Travel & Per Diem   **200**k
- Miscellaneous operating expenses   270k

          Grand Total $2.0 million

***NOTE: Does not include programming costs or technical infrastructure costs.

Infrastructure Cost Estimates

- Radio Station
  - Transmitters, studio, etc. $2 million
  - 12-month operating costs $9 million
- TV Station
  - Transmitters, studio, etc. $3 million
  - 12-month operating costs $25 million
- <u>Microwave Links and Repeaters $10 million</u>

Grand Total $49 million