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In the name of Allah the most gracious the most merciful

Shura: with respect to your letter concerning what happened in the Shura', I say we ask Allah to grant us success

The power of the emir is God the Almighty's command and the command of his messenger, peace and prayers be upon him to obey him, otherwise no one would command anyone else to obey him. If the emir were to fear God the Almighty and strive to perform his duties, he would then gather his strength in addition to the grey beard and lying down flat. With the grace of God, I led the lion's den of Al-Ansar against the Russians in 86 and I am years younger than you are; this was at a time when my group was split and all my colleagues stood against me in Peshawar until Aba 'Ubayda arrived from the north and helped me, May God have mercy on him. The work proceeded as normal until great disasters inflicted the foe, with God's grace. Today the work is much easier than before after the road had been paved. We ask Allah the Almighty to accept the brothers who preceded us.

Glory to God, I have some insights into men, perhaps in your latest experience with the people you may have felt why we did not bring on board the brothers who were older in age into a managerial position; in summary, I consider you apt to manage the work under these circumstances, as God takes careful account of all things. I bring advice to myself and to you to be patient and fear God and to remember the companions of our prophet, peace and prayers be upon him who led the victories; most of them were younger than you and there is advice that no doubt the emir should know:

1. If patience runs out, then be patient with all.
2. If the dream ends, you will dream with all the brothers.
3. Abundance in consultation followed by determination without hesitation.
4. Have a big heart and smile (your smile in the face of your brother is a good deed).
5. Task the matters at work to those you trust in their strength and loyalty; do not cut your ties with he who is not.

Should there be someone at work who you dislike, reason with him and do not lead him to the point where he becomes your enemy.

All affairs would be negatively impacted with too many arguments, discussions, and disagreements; although several civil affairs would tolerate that, the military ones would not under any circumstances. Therefore, it is not advisable to join a group with such characteristics or to remain in it.

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Here I indicate to you that our request for you to activate the Shura' matter with the previous brothers was entirely ongoing, based on the fact that it was a natural extension of the Shura. Its natural emir was brother 'Abdullah ((Khan)). With the absence of the condition, the issue ended as well. This meant that when the brothers rejected the Emir, Brother 'Abdullah Khan to be the emir of the Shura, the invitation to remain with them ended in light of the numerous arguments and disagreements. This does not contradict any legal text of the texts calling for the meeting, given that the term "group" did not mean for many people to meet, as the meeting was not the goal per se; rather the means to achieve worship to God the Almighty to include the peak of the hump (sic). If the meeting became a hindrance in carrying out worship, then definitely, that would not be the intent in the legal texts, and the concerned group from a legal standpoint would be the group that is based upon justice and provides assistance; hence the words of Ibn 'Abbas, may God be satisfied with him, "The group should be based upon justice even if you were alone." The lack of this understanding from an operational standpoint led to the interruption of the capacities of many sons of the nation, in light of their commitment to the Jama'at Al-Islamiyah, that of which is not based upon the truth. Therefore, he would fear to leave it because he did not abide by the Shari'a texts, which are considered a requirement for his commitment to the group.

Based on what you had presented and the conclusions in your last speech, it was the right thing to do, and God knows best. With the grace of Allah, you have the energy, the men, and the weapons. We ask Allah to grant you and us the good intention. Therefore, go forward and do not look back and do not hesitate, even if some people would talk about you - just be kind to them and tell them the truth - we only had wanted to activate the work after it was halted and the hindrance that impacted it lately, irrespective of the reason. If they were nice to you, be nice to them, if not, do not treat them similarly, rather treat

them with kindness if that should be the case to calm the situation down; aim and get closer and do not waste your time in arguments and hypocrisy with those who do not approve your work, and just say: we ask Allah to grant you and us success, to render his faith victorious and for each one of us to apologize to his brother. If resolving differences were to be rendered impossible other than by being away from the area, then distance yourself to a point where the conflict would be resolved and avoid having any negative impact on the military affairs. Always remember that the respected brothers whose names were mentioned have good past experiences in the jihad. Keep this in mind because this is something and the military work is something else.

-Here I mention an incident as an example, at the time when we began our previous work in Peshawar; this was between me and Shaykh 'Abdullah ((`Azzam)), may God have mercy on his soul.

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Things were going well until several brothers from abroad joined the jihad. They troubled the environment, although 'Abd-al-((Faqir)) had the idea of erecting and establishing a services office. The relations with Shaykh 'Abdullah were considered the best relationship ever, although the gossip environment, due to several brothers who had joined, had a negative impact. I left them the services office without even joining them in their aptitudes, but maintained good and strong ties with Shaykh 'Abdullah, may God the Almighty have mercy on his soul. I entered Jaji and when we were far from the conflict environment and the gossip, the military work began to launch at a high speed with the grace of Allah the Almighty and perhaps you may remember these beautiful days.

I believe that amongst the biggest success factors of Al-Qa'ida in comparison to other groups and organizations, especially with respect to our young age, and with the grace of Allah, was our keenness in focusing all of our efforts on the religion foes such as the Russians, the crusaders, and the Jews. Also, because we avoided conflict with the people and did not respond to them - that to include the spirit of understanding and forgiveness, good intentions within the leadership council, and our commitment in the non-binding Shura principles. This is an example as previously stated.

With respect to the new phase: We learned you had appointed brother Khalid Al-((Habib)) the military emir; with the

blessings of Allah, he would start establishing the work according to what we had mentioned. He would appoint a deputy and all the elements should understand the non-binding principle until reaching a conviction in this matter. Also, provide legal evidence on this issue. The brief research in Al-'Uddah book by 'Abd-al-Qadir Bin 'Abd Al-('Aziz)) indicated that every brother tasked with the responsibility of a group leader should write a report on his projected work that he will achieve during the upcoming season along with a timetable and a budget for this work. As such, it would facilitate to you and him the follow-up of this work plan.

-Provide the new cadres amongst the brother a suitable morale dose and inform them of the new project; also request from them to prevent written work projects to foil the enemy and to inform brother Khalid Al-((Habib)) and all those who would be in charge in the future; the purpose is to create new methods and to provide them with creative opportunities as well as to explode their energies so long as the tasking would be for one year if not renewed.

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-With respect to Brother Tawfiq, he needs to carry out all of his duties without being embarrassed because of the other brothers who had previous experience in the jihad or are older than he is. Based upon that, he should not know who amongst the brothers is in charge and that Tawfiq is the overall official in the sector. They should know as well as the brothers working with them in the sections that Tawfiq is the first leader in charge of them, especially in the military wing, because it is considered the most important wing at our end. In other terms, Brother Tawfiq should follow-up through letters and representatives on brother Khalid Al-((Habib)), and discuss with him the entire arrangement and agree with him on the deputies at least. Then Tawfiq should follow up via letter with Khalid Al-Habib and for his deputy to sense the correspondence between you, especially with respect to the military work. In other terms, there should not be a gap between the emir of the sector and his deputy in the military information which aids in developing the cadres. The need to confirm to Brother Khalid Al-Habib and the brothers in charge to increase their consultation with the qualified brothers and to explode their capacities and provide them with an opportunity to demonstrate their capabilities, especially foiling the enemy; these consultations would assist in convincing everyone that the Shura is not mandated and that there would be no objection for the emirate to

alternate between the brothers in the sector that would allow that, such as the deputies and those in charge of the operations.

There are two books that we advise you to read, one of which would be to all the brothers, which is the Qur'an approach in Islamic Education authored by Shaykh Muhammad ((Qutb)) and which is considered extremely important. It develops many of the brother's potential in dealing amongst each other while being rightly guided by the noble Qur'an.

The second book is regarding the emir and the emirate, authored by Sa'id ((Hawa)), in which he gathers many of the characteristics imperative to the emir. Whoever would be appointed as the Wali of the emirate, even if it were only two, would immensely benefit from it.

With respect to the doctor, he is the elite of our brothers, as God considers him as such. He is the cream of the crop of what was left from the mujahidin during these past decades. As you may know the senior criminal brothers were either killed, may have mercy on them, or captured. I do not know at the level of the combating groups who is equal other than Brother Ahmad ((Hasan)), all good in him; then comes Brother Muhammad ((Shawqi)), followed by Brother ((Abu Hazim)). The brother with the most experience compared to the two latter ones is Brother Abu Yasir, May God release him.

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Therefore, so long as the doctor is reachable, increase your consultation with him and take his opinion, in addition to the fact that he is the deputy of the overall emir.

-With respect to Shaykh ((Sa'id)), he is a virtuous man. We count him as good and Allah is his advocate. He has had long-time experience in preaching and long-time experience in finance. As to the military and political matters, it would be best not to get him involved and, if possible, to make friends with him, without him trespassing your privileges. This would be good, especially in rearranging matters and clarifying them to the leaders and the scholars in the area where you are. What is requested is for you to proceed slowly in reporting to them the situation which you had previously mentioned. The Taliban were the ones who appointed 'Abdullah Khan in charge of the line; on the other hand, the author of these lines is the one who appointed Tawfiq the overall man-in-charge of all Al-Qa'ida

brothers. It would be best for Shaykh Sa'id to make this statement, even if you decided to entirely move from this area. They need to know the truth of the matters, however slowly and without hurting other brothers. This is your diligence as you should not mandate the people to work with us only.

-The need to train the brother who is over thirty years of age and who has a difficult attitude to change and improve his attitude to the better in circumstances such as these; therefore the need to aim and monitor him as well as avoid tasking him with duties that could potentially harm the work in general. The need to avoid cutting ties with him under these circumstances as wisdom requires forgiveness.

-With respect to the brothers conversing amongst the people that they represent us, the need to neglect them because they do not represent an imminent danger.

-With respect to the brothers who collect money in this region, do not blame them unless the donor asks for your testimony or to identify yourself before him; or in case of your dealing with the brothers who you had been dealing with over a long period of time, and who are the sons of the Islamic deeds and understand the roots of the disagreements that had inflicted the people other than the brother you had indicated as being Brother 'Amir, may God have mercy on his soul. So if you ask him and he responds that he had delivered, so he could deliver it in turn to you, the testimony would be in very few and short terms without insulting the brother. You would just tell the brother that "the brother" is not authorized to collect money for the organization without insulting him verbally or even by hinting and the consequence is for the one who fears God.

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-Avoid slandering the wounded aside from fairness. The group is similar to a mother for the other brothers, whether within the organization or outside; especially under these circumstances where you endure their harm and cannot withstand to treat them likewise.

-All that you had mentioned regarding several obstacles and problems, it had been known that similar ones had happened and even worse throughout this long history of Muslims as well as others. This is the nature of a human being. The group went through several events and difficult stances as I would resort to patience, prayers and invocations for God to deliver us from

this distress; with the grace of God, it would take just several days or weeks to vanish and this is the deed of God the Almighty. If we fear God, praise and glory be to Him, He would be the one to facilitate that, so to Him is all the praise and glory. Abu Bakr told 'Umar, may God be satisfied with them (stand steadfast and your people would stand firm like you)

-The negative aspects in managing remotely:

-The key negative aspects are the numerous disagreements between friends and foes; what would be beneficial in overcoming this matter is to increase counseling and clearly outline the privileges as well as separating those who argue from one another as much as possible.

-Inflation in some of the field leaderships; to remedy that issue is to have many field visits and ensure to grant the field leadership deputies their rights in an effort to decrease the inflation within the brothers. Also, to rotate within the emirate and task the deputy to convince his direct leader in assuming the responsibility of fighting the foe.

-Sometimes, the situation might require to exempt the brother with this inflation in a calm manner; and appoint a brother who has recovered from this disease.

Comment: (in most cases the goal should be reached gradually and avoid harsh or steep-angle decisions. However, the need to gradually give the issue its right to reach the goal. For example, if we decide to exempt a brother from a specific work, the right thing to do would be to freeze him from this work as though he was getting time off. A month or more later, we would revisit his matter and task him with a different assignment fit to his capacity. However, the decision to fire him is out of the question under these circumstances in comparison to postponing the punishment during war close of the enemy's territories; the reason is due to the extreme negative impact as mentioned in the jurisprudence books.

With respect to brother Hamza Al-((Jufi)), you have the right to consult with him and consult with whomever you believe his consultation would be beneficial. Should you require consulting with him, do so alone without him thinking deep down that he is from the Shura Council.

The need to keep him occupied with what is useful, such as purchasing some of your needs, whether ammunition or weapons; even if you had assigned someone else instead and even if the price somewhat varied.

The general rule is to differentiate between the confused and the chaotic in a nice way while occupying the brothers with useful programs. Also, to preserve the remembrance, reading the Qur'an, reading Riyad Al-Salihin book and exposing them to the news over the Internet, as well as the programs on the reality of the Islamic World. In addition to the military education, setting up daily physical exercises to maintain their fitness and taking care of their nutrition as well as providing them treatment for any illness or disease.

With respect to Brother Khalid Al-((Habib)), if he completes the duration of his leadership within a year and you would not renew his assignment, I suggest he would be a trainer and an officer in charge of security and safety matters. He would coordinate with the Operations Commander so to allow Abu Khalid to ensure that they provided all the requirements for the operation. These points would be typed of which he would keep a copy and another copy to the Operations commander, for example, but not limited to:

1. Confirm that all required weapons are available and are in good condition with their ammunition, with respect to the quality and quantity; also make sure that the weapons are calibrated.
2. Provide medical tools plus a medic, as well as gurneys and (evacuation tools) plus anti-diarrhea pills.
3. Provide dry food provisions that contain basic nutrition elements, plus vitamin pills, almonds, and dates.

Give sufficient time to ensure that all personnel are safe prior to carrying out the operation; the sick individual would not be tasked similar to the individual who has asthma and the person who suffers from dizziness because he is anemic; all these issues should be treated prior to the operation.

Note: The 82mm mortar has many defects and issues, causing the injury of the brothers; therefore, we urge you not to use it.

We have been informed that the brothers within the party have been complaining about several brothers harassing or insulting

them. Please warn the brothers to stop doing this and to ask for God's forgiveness.

-With respect to our brothers who were subjected to harm and who were residents of Waziristan and its surroundings, he who had lost his house would be given the sum of fifty thousand kaldar; try to support them in other matters within your capacity.

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All I had mentioned to you in terms of suggestions are non-binding because the witness can see what the absent cannot see. However, increase your consultations and pray to God, seeking his guidance and trust in Him.

Comment: This letter was written a long time ago and we have added several paragraphs based on what was mentioned in your last letter.