This brief discusses events, processes, and structures that existed in Iraq during all or a portion of the period from April 2009 to September 2010.
The 16 Iraq PRTs serve as interagency platforms in each of Iraq’s 18 provinces. Under DOS leadership, the interagency partners on the PRTs include: DOS, DOD, USAID, DOJ, USACE, USDA and others. The team makeup includes experts in diplomacy and development subject matter experts, including: Governance, Rule of Law, Economic Development, Infrastructure Development, and Programmatic Management. To complete the 3rd D of Diplomacy, Development and Defense, each PRT is partnered with a U.S. Division and/or Brigade.
The PRTs’ mission is to support the Whole of Government approach to stability operations through the effective integration of collaborative efforts towards shared goals. Effective integration of these interagency teams requires far more than a direct support relationship, contractor relationship, or other part time or on-call relationship. The full potential of these teams can be achieved only where the expertise and capabilities of the many parts are truly integrated at all levels and not simply paired from time to time.
Achieving the necessary level of interagency integration through the PRT platform requires the right people, the right processes, and the right structures.
Civil Affairs Soldiers have demonstrated their immense value in the success of the PRT program. These multidimensional individuals serve in a variety of critical positions, including: Deputy Team Leaders, planners, program managers, subject matter experts, logistical and administrative support, and more. Their expertise in stability operations, fluency in both military and civilian operations, and other characteristics make the CA soldiers invaluable to the mission.
The PRT is structured as an integrated team of equals. The mix of interagency subject matter experts on the PRTs mirrors the interagency initiatives at the national level. The team operates under DOS leadership with a Civil Affairs Deputy. The Deputy provides critical expertise in leadership, management, and planning in a hostile environment.
At the PRT operational level, the Civil Affairs soldiers on the PRT facilitate integration of the PRT based experts on Diplomacy and Development with the Division and/or Brigade based Defense expertise and capability. The CA soldiers also coordinate the military support for the PRTs’ Diplomatic and Development efforts.
At the strategic level, the proper mix of Defense, Diplomacy and Development is achieved through the integrated interpretation and application of the Joint Campaign Plan (JCP). The Office of Provincial Affairs (OPA) is the parent entity for the PRTs and is the Embassy element responsible PRT implementation of the JCP. To facilitate a unified approach to the implementation of JCP, OPA staff includes a Civil Affairs Senior Military Advisor, two Civil Affairs Planners, and three Civil Affairs coordinators. The Coordinators are responsible for unity of effort in three key lines of operation: Rule of Law, Governance, and Economic Development.
The Civil Affairs Soldiers’ command of technology has been particularly valuable in the PRT Program. A great example is the support provided by the CA Civil Information Management (CIM) Cell located at Victory Base. The CIM Cell supports the PRT program through the automated dissemination of PRT reporting. All PRT reports are completed on Microsoft templates and sent by the PRTs via email to the CIM Cell. The automated process allows the CIM Cell to instantly reconstruct the individual reports into a series of topic specific reports that are distributed via email to the USG interagency stakeholders throughout Iraq and the U.S.