

# **Civil Affairs Soldiers and the DOS PRTs in Iraq 2009-2010**

**Implementing Policy Through an  
Effective Integration of  
Defense, Diplomacy, and Development**

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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.

## PRTs in Iraq 2009-10



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 3<sup>rd</sup> D of Diplomacy, Development and Defense, each PRT is partnered with a U.S. Division and/or Brigade.

## Whole of Government Approach and the PRTs in Iraq

•PRTs “*integrate* the *collaborative efforts* of the departments and agencies of the U.S. Government (Defense, Diplomacy, and Development) to achieve unity of effort towards a *shared goal.*” FM 3-07

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 a Whole of Government Approach Through The PRT “Interagency Platforms”

- The Right People
  - The Right Processes
  - The Right Structures
- } **Success**



Achieving the necessary level of interagency integration through the PRT platform requires the right people, the right processes, and the right structures.

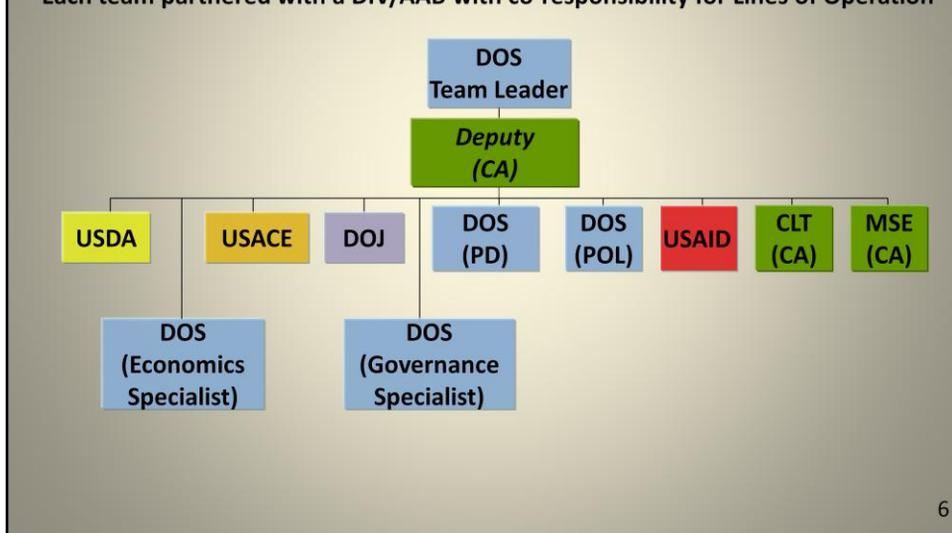
## **Civil Affairs Soldiers Are the Right People**

- Trained and Experienced in the Stability Operations environment
- Appreciate the unique benefits and challenges of each of the 3Ds
- Experienced in each of the 3Ds
- Understand potential for conflicting priorities among the 3Ds
- Comfortable working with both civilian and military partners
- Operationally oriented
- Planners
- Flexible
- Team players, team builders, team leaders
- Leaders

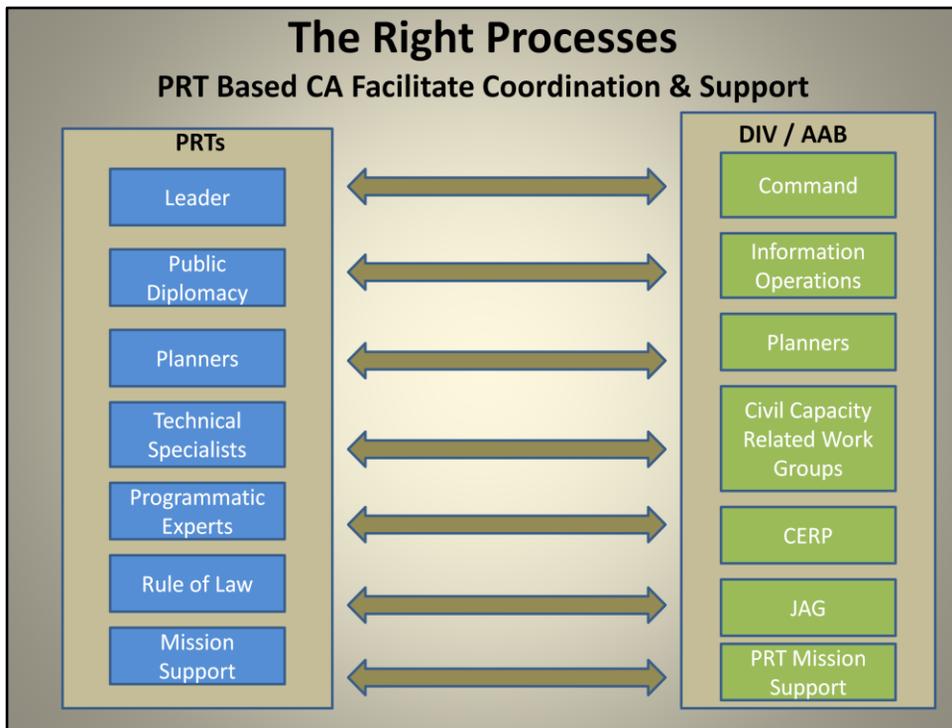
Civil Affairs Soldiers have demonstrated their immense value in the success of the PRT program. These multidimensional individuals serve in a variety of critical positions, including: Deputy Team Leaders, planners, program managers, subject matter experts, logistical and administrative support, and more. Their expertise in stability operations, fluency in both military and civilian operations, and other characteristics make the CA soldiers invaluable to the mission.

# The Right Structures

- 16 Interagency Provincial Teams
- Each team partnered with a DIV/AAB with co-responsibility for Lines of Operation

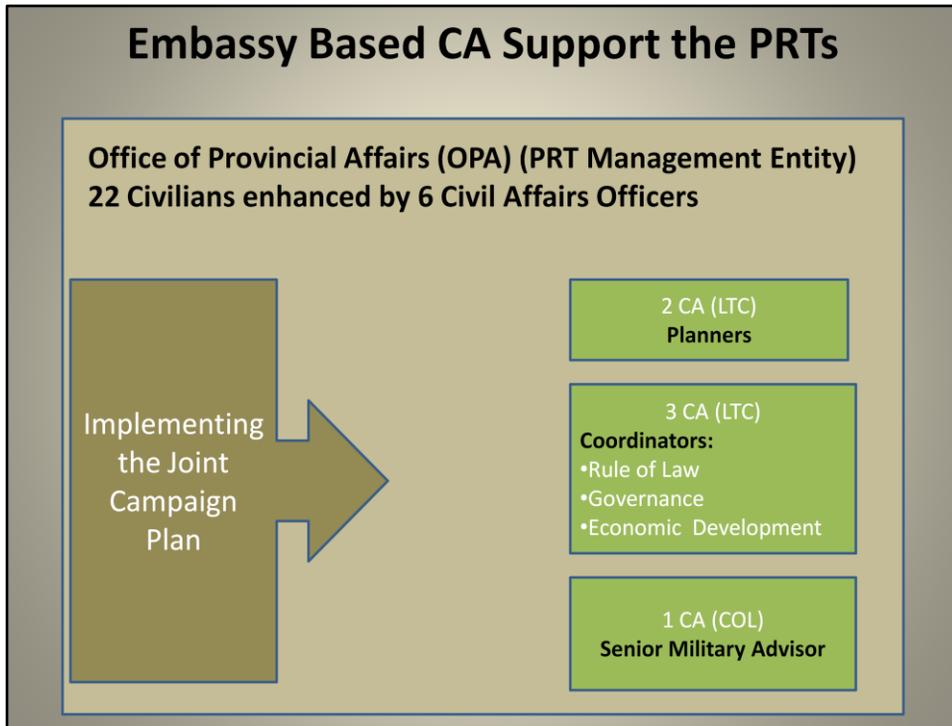


The PRT is structured as an integrated team of equals. The mix of interagency subject matter experts on the PRTs mirrors the interagency initiatives at the national level. The team operates under DOS leadership with a Civil Affairs Deputy. The Deputy provides critical expertise in leadership, management, and planning in a hostile environment.

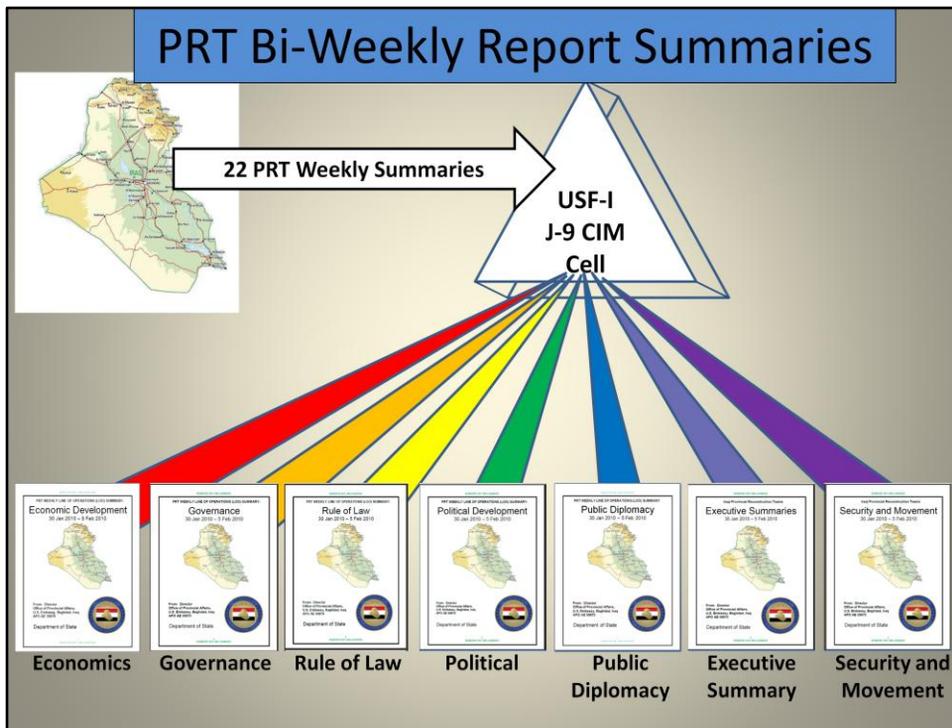


At the PRT operational level, the Civil Affairs soldiers on the PRT facilitate integration of the PRT based experts on Diplomacy and Development with the Division and/or Brigade based Defense expertise and capability. The CA soldiers also coordinate the military support for the PRTs' Diplomatic and Development efforts.

## Embassy Based CA Support the PRTs



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 for 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.

**END**