



Civil Affairs Association 2014 Conference



Quality is Free: Improving Outcomes in an Era of Austerity Through Integrated Civil Military Training and Operations

November 14, 2014

SFC Ryan S. Long

SSG Bjorn E. Hansen



Civil Affairs Association 2014 Conference



Paper Themes

1. Competent Civil Military Operations are important to US military and foreign policy
2. Civil affairs integration within DoD and “whole of government” response is fractured
3. Robust Civil Information Management ensures relevance for CA elements assigned to a mission
4. Increased standards and specialization in reserve CA can reduce end strength while improving “known commodity” perception and adequate force generation
5. Regular active/reserve, and DoD/non-DoD training and missions will establish and sustain relationships and familiarity with capabilities



Rifles ALERT: Money as a Weapons System Negligent Discharges



WHEN: 2003-2011
WHO: The United States
WHAT: Undermining anticipated effects of civil-military operations
WHERE: Iraq

TIMELINE: On 20MAR2003 the United States invaded Iraq and, within a matter of weeks, defeated the Iraqi army. A Coalition Provisional Authority was established soon afterward as a new government to deliver essential services. The United States quickly initiated humanitarian and reconstruction projects to address suffering and to rebuild the country's infrastructure. As of mid-2011 over \$50 billion has been spent on reconstituting the country's police forces and Army, as well as rehabilitating Iraq's infrastructure. Despite these expenditures, civilians are protesting against the deplorable state of essential services and lack of security as of June 2011 and the United States' military is scheduled to leave Iraq in late 2011.

SUMMARY OF INCIDENT: The United States' occupation of Iraq is best described as the world's largest case of "buyer's remorse." US service members quickly determined that the country's infrastructure systems were run down and ineffective. Infused with a "can do" attitude, the United States embarked on eight one-year campaigns to "address the sources of instability" and improve the infrastructure and economics of the country. Each unit redeployed after one year and was replaced by another "can do" organization, eager to implement projects to establish a rapport with local leaders. This established an annual rhythm of exploitation by local leaders that was used to great effect, resulting in numerous humanitarian assistance projects, school rehabilitations, and even swimming pools. In the process of developing and executing such initiatives, many mistakes were made that negated the intended effects of these projects.

LESSONS LEARNED:

1. Retain Key Leader Engagement meeting notes, project summaries, and records of the previous units
2. Conduct civil reconnaissance into the actual needs of a community
3. Writing scopes of work in Arabic for construction projects costing hundreds of thousands of dollars is not a skill developed at OBC or BNCO.
4. Constructing new buildings takes more than 90 days
5. Iraqi contractors will say that they can build anything in 90 days
6. Every man says he is an engineer

CORRECTIVE / MITIGATING ACTIONS:

1. "Any leader looking to initiate a land war in Asia should have his head examined" - Secretary of Defense Robert Gates
2. Conduct due diligence on status of country's infrastructure before invading it
3. Having multiple exchange rates is unnecessary; the work in Iraq is hard enough
4. DON'T MAKE PROMISES



Khidr Market: "It is apparent that these people do not understand the process of running a business and making a profit by providing a service."



Babii "One Laptop per Child Initiative": "Continue to monitor, project appears to be unsalvageable."



Wasit Court Productivity Initiative: "Overall this was a poor project with very little benefit to the United States or the Iraqi people."



Ak Kut Fish and Meat Market: "None of the people interviewed have any faith in the government and do not believe the government will maintain the building."



Al Hawar Pump Station Rehabilitation: "The government is not maintaining these pumps and does not provide a budget for their operation and maintenance."



Civil Affairs Association 2014 Conference



Fractured relationships

- Active/Reserve and Regular Army/Special Forces
- Civil Affairs Operations (CAO) performed by CA, or by just about anyone else...
- DoD “can do” mindset versus relying on partners
- Military units building relationships and civil information after RIP/TOA instead of building on prior work



Civil Affairs Association 2014 Conference



Civil Information Management is where CMO/CAO is won or lost

- Multiple programs and initiatives since 2001 with little to show for efforts
- “Reachback” assets have little to add
- CIM is a core task for CA, yet the task is often outsourced, with products open-sourced intelligence with little primary data referenced
- Active/reserve CA data sharing is non-existent



Civil Affairs Association 2014 Conference



Reserve CA drawdown storm clouds-why?

- Significant increase in number of active CA forces-increased availability
- Reduced OPTEMPO results in decaying reserve CA experience and capabilities- decreased utilization
- Validated functional specialists in reserve CA are nearly non-existent- decreased relevance
- Perception: Reserve CA is an inconsistent and unavailable product
- Response: Increased standards, validation, and specialization to address both supply and demand



Civil Affairs Association 2014 Conference



Integrating active/reserve and DoD/non-DOD training and missions

- Expanding training and operational opportunities
- Creating links with local communities and resources
- Utilizing existing resources to support training and readiness



Civil Affairs Association 2014 Conference



In conclusion- in the current era of widely varied missions and likely budget cuts:

Integrating active and reserve CA force structure and operations, improving training and readiness standards, and integrating CA training with relevant non-DoD agencies will work to better utilize and employ the unique capabilities of each component while reducing costs.