



SCROLL & SWORD

The Journal and Newsletter of the Civil Affairs Association

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Photographs by

*Ed Magdziak, Phil Stage,
J. Sager, and Deloise Wilkie*



352nd CA Cmd Commander, James Owens, with Command NCO of the Year, SSG William Sauder of the 412nd CA Bn

Annual Conference in November

There will be an Association Annual Conference and board meeting this November. The board will meet on Thursday afternoon, 6 November. Conference sessions will begin Friday morning, 7 November. The conference will conclude Saturday evening, 8 November. The conference will be in Norfolk, Virginia. More information will be on the Association WebSite soon. DAW

Vol. 61

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Issue #2

Spring 2008

Association needs your e-mail address

At the winter meeting on 20 March the Association Board decided to make greater use of the Internet to communicate with our members. Beginning with the first issue in 2009, the *Scroll and Sword* will be sent to members by e-mail. Members who wish can continue to receive a "hard copy" through the U.S. Mail by paying a \$10 per year subscription charge. See the Winter Board Meeting report in this issue for more. DAW

Provincial Reconstruction Teams, Lessons and Recommendations

Submitted by Douglas E. Nash, CA/CMO Training and Education Specialist, CMO Branch, SCETC Quantico, VA—Semper Fi

EXECUTIVE SUMMARY (Complete document available on the CAA Web Site <http://www.civilaffairsassoc.org/>)

There are 50 Provincial Reconstruction Teams (PRTs): 25 in Afghanistan under the authority of the North Atlantic Treaty Organization International Security Assistance Force (NATO/ISAF), and 25 in Iraq. Of these, the United States leads 12 in Afghanistan and 22 in Iraq. PRTs have become an integral part of peacekeeping and stability operations; but they have also been criticized for their mixed effectiveness, over-emphasis on military objectives and priorities, failure to effectively coordinate and communicate with the UN and non-governmental organizations (NGOs), and differences in staffing and mission.

To date, there has been no comprehensive review of PRT models to evaluate effectiveness or address shortcomings. This report seeks to answer three questions in order to begin filling the knowledge gap:

- Should the United States and coalition partners continue to use PRTs?
- Are PRTs achieving the goals for which they are funded?
- What are the best practices of countries that sponsor and contribute to PRTs?

("Provincial Reconstruction Teams" continues on page 10)

Association Winter Board Meeting in Fayetteville

On March 19, 2008, twenty-five officers and directors met in Fayetteville, North Carolina for the winter meeting of the Association Board. President Dennis Barlow presided at this meeting which was held in conjunction with The 1st Annual Global Civil Affairs Conference and Exposition sponsored by the 95th Civil Affairs Bde.

A number of issues important to the Association were discussed. At the meeting several decisions were made. It was decided to have an Association Annual Conference in the fall of 2008. The decision was also made to expand the use of the Internet for communication with Association membership. The existing Association website will be upgraded.

Beginning in 2009 the Scroll and Sword will be sent to members by e-mail. The Scroll and Sword will continue to be posted in color on the Association website. Members who wish to have a black and white "hard copy" may receive this by mail for an annual fee of \$10. The decision to send the Scroll and Sword by the Internet was based a continuing significant increase in the cost for printing and postage to mail a copy to members. There is also a significant charge by the Post Office for the return of copies with change of address information.

Issues of general concern that were discussed included Association membership and finances. Secretary Treasurer Wilkie reported that membership remains stable, with over 1000 Life Members. During 2007 Association finances were also stable. Negative cash flow in 2007 was less than \$2000. For the year-to-date, 2008 cash flow is positive.

President Barlow led the discussion of a number of issues. The purpose of these discussions was to permit those present to express and share ideas. On these issues President Barlow has had one-on-one discussions with Association Vice Presidents to develop and assign responsibilities for action. Subjects discussed were: Association finances, membership development, liaison with the Civil Affairs units, support of the U.S. Army Civil Affairs Corps, the Association awards program, further development of the Civil Affairs Issue Papers, an Association speakers bureau, and corporate sponsors and memberships. DAW

President Barlow Appoints New Directors

President Dennis Barlow is pleased to announce the appointment of the following persons as Directors of the Association: David Blackledge, Steve Hashem, Chris Holshek, Ed Magdziak, and Doug Nash. DAW

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Correspondence intended for CAA Hdqs. and relating to subscriptions should be directed to the Secretary/Treasurer of CAA, Brig. Gen., Ret., Dennis A. Wilkie, at the above address. E-mail: civilaffairs@earthlink.net. Periodicals Postage paid at Columbia, MD, and at additional mailing offices.

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Election Results for 2008

The following Association members were elected to serve for one year: President, Dennis Barlow; and Vice Presidents Mike Kuehr, Ron Bacci, John Geiger, and John Cannon. Members elected to serve for three years as a director are: Dan Anderson, Jack Basil, Bruce Bingham, Gerard Fischer, Jan Forman, Rob Goulka, Al Grupper, Jack Kern, Joe Kirlin, David Lyles, Pat McDonald, Joe Meyer, Frank Romano, Phil Stage, Anne Marie Theriault, and Corine Wegener.

Mike Kuehr, Gerard Fischer, and Corine Wegener were elected for the first time to serve the Association. Prior to working for several years in Asia and Australia Phil Stage was an Association Vice President. Mike Kuehr formerly commanded the 321st Bde and 351st Cmd. He is now an IMA on the Army staff in Korea. Gerard Fischer is commander of the USMCR 4th CAG. Corine Wegener is a former member of the 407th Bn. Phil Stage commanded the 445th Bn and held several responsible staff assignment in the 351st Cmd. DAW

Army Civil Affairs

95th Civil Affairs Brigade Hosts Global Civil Affairs Conference

The 95th Bde at Ft. Bragg hosted the First Annual Global Civil Affairs Conference & Exposition. The conference theme was Civil Reconnaissance and Geospatial Depiction of the Civil Domain. The conference began on Monday evening, 17 March 2008. It continued through to a formal dinner on Thursday evening, 20 March.

A co-host for the conference was a new Ft. Bragg organization, The Friends of Civil Affairs. The Civil Affairs Association supported the conference with an information booth in the vendor exhibition area, and with a financial contribution that was made by one of our members.

Presentations at the conference were at the “hands on” level. Some presentations were by Soldiers. Some were by equipment suppliers who discussed and demonstrated their hardware. Presentation titles included:

Geo-spatial Tools, Gathering Civil Data for Mission Accomplishment, The Army Human Terrain Team, Available Commercial Data Systems, and Legal Aspects of Civilian RECON and the Funding U.S. Military Operations.

At this conference the Association and the U.S. Army Civil Affairs Corps recognized and made presentations to the Civil Affairs Soldier, Non-Commissioned Officer, and Junior Officer of the 96th, 97th, and 98th Civil Affairs Battalions. DAW



Col. Irizzary speaks to the Soldiers at the conference wrap-up session.

CA Unit Receives State Department Award

Submitted by MAJ Ray Short, a Life Member of the Civil Affairs Association

DCo (Provisional), 403rd CA Bn, commanded by Maj Short was awarded the Department of State’s Meritorious Honor Award for their service at the Ninewa Provincial Reconstruction Team (PRT) in Mosul, Iraq. This is the first time in the history of Civil Affairs that a unit was awarded this honor by the State Department. The award citation reads in part:

“The Ninewa PRT distinguished themselves by establishing the Major Crimes Court (formerly CCCI cell) to try insurgent cases in Mosul. This brought credibility back to Ninewa’s judiciary, strengthened the rule of law (esp. among

(“State Department Award” continues on page 4)

350th in the Horn

USASOC press release, May 15, 2008

DJIBOUTI CITY, Djibouti—Members of the 350th Civil Affairs Command Special Functions Team donated eight pallets of excess medical supplies valued at \$800,000 to the Pelltia Hospital in Djibouti, July 25. Items such as pajamas, oxygen masks, sheets, gauze bandages, knee braces, surgical instruments and humidifiers were flown in from warehouses in Qatar and Bahrain to be delivered to the hospital. From there, the supplies will be dispersed to hospitals and clinics throughout the region.

“The pallets are excess medical property and if we don’t accept it, it’s literally just buried in the sand and it all goes to waste,” said Army Lt. Col. Alana Conley, 350th medical team chief. “Basically every clinic and hospital in Djibouti and throughout the Horn of Africa can use medical supplies. Items that are usually expendable to us, they’re reusing. The supplies will be used to improve patient care overall.”

Dr. Christian Oman Glele, acting chief of staff was on hand to accept the property once it was off-loaded from the trucks with the help of people in the local community. “Thank you a lot for the medical supplies,” said Glele. “Off-loading the material is a big job, but now patients have access to good equipment which is very beneficial for the hospital.”

Other civil affairs teams throughout the Horn of Africa also received medical supplies to distribute to hospitals and clinics in their respective countries. “Everywhere we’ve been, every hospital and clinic we’ve looked at, didn’t have enough supplies,” said Air Force Maj. Pauline Lucas, 350th public health officer. “Some hospitals even rewash bandages. We know that with this property, we could do more for them. We went to look at their supply warehouse and it was bare. When we looked at it, we were like wow, we have all these excess items; we can fulfill their need.”

In the future, the 350th Civil Affairs Command Special Functions Team plans to send first aid shelter kits to field hospitals in Garrissa and Bal Bala, Kenya, as well as clinics throughout Tanzania and Djibouti. Dr. Madian Said, the Pelltia Hospital’s chief of staff who also runs medical caravans throughout the country, will use some of the first aid shelter kits to help fight cholera outbreaks in the region.

New Civil Affairs Unit in EUCOM

Stars and Stripes recently reported that a new Civil Affairs Bde would be stood up in Europe. A community member added that this unit would be like the 322nd in PACOM and manned with AGRs and TPUs. Questions of command and control are yet to be resolved. This unit would serve under the 7th Army.

The Pentagon has already blessed the dissolution of USAREUR. The command is scheduled, along with V Corps, to meld into 7th Army by Sept. 30, 2009. It would relocate to Wiesbaden in either fiscal 2012 or 2013.

Currently there are about 43,000 soldiers based in Europe. Once the brigades in Baumholder and Schweinfurt redeploy to the United States in 2012 or 2013, the count is projected to be approximately 30,000 troops.

“State Department Award” cont’d from page 3

Iraqi Police), and promises to profoundly improve the security of ordinary Iraqis in Mosul and elsewhere in Ninewa Province. Additionally, establishing a self-sustaining micro-loan program of Ninewa Business Center—this program recovers staff, facilities, and related costs on fees earned from \$1.8 mn in current loans, assuring that the program can continue to spur small business entrepreneurship and create new employment opportunities in Mosul.

The successful establishment of these provincial outreach teams across the length and breadth of Iraq in the midst of ongoing combat operations has arguably been one of the most organizationally demanding, and substantively successful, program under Secretary Rice’s Transformational Diplomacy initiative. In no other country, let alone in the midst of ongoing combat operations, intense sectarian violence, and facing the constant threat of terrorism, has the advancement of our national interests been so reliance on these experiments in mixed civilian-military work teams.”

The 403rd CA Bn deployed into northern Iraq in April of 2006 and redeployed in April and May of 2007. The Bn consisted of members of the Army, Navy, and Air Force. D Co (Provisional) was formed from the Bn’s HHC and line companies to support the PRT.

The CAT-E

Major Wallerstrom served as the engineering OIC for the Qalat PRT (Afghanistan) from 2006–2007.

Note: This article will be posted to the CA/CMO Net on BCKS and open for discussion with the author.

In the 2006–2007 Civil Affairs rotation to Afghanistan, the Qalat Provincial Reconstruction Team (PRT) task organized what we came to call CAT-Es (Civil Affairs Team–Engineering). As the mission of PRTs is to “reconstruct” or rebuild, the make up and tasks of the CAT-E seemed to better fit the mission. This did not mean that CAT-As were not used, or that the personnel of a CAT-A were not qualified to perform the mission, but that the specialization in effort allowed both types of team to function better.

The 2005–2006 Qalat PRT, that we relieved, had been assembled from a variety of elements (Navy, Air Force, Army Civil Affairs and Army National Guard). They had created a rough “Engineering” element to manage the construction projects of the PRT. When we arrived, we task organized to fit the missions we were accepting and the skill level of our unit. Initially we created two undermanned CAT-Es and a full CAT-A. Eventually this would expand to three CAT-Es and a CAT-A as the workload on the engineers expanded.

The CAT-E looked similar to a CAT-A, but we did not have enough soldiers to fill all of the positions. The team was lead by an officer who provided the technical skill in construction that ranged from conception and planning to building techniques in the field. As an example: CAT-E 21 was lead by 1 Lt Maldonado, who is a degreed mechanical engineer, and heavily involved with civil engineering through Air Force base maintenance. CAT-E 20 was lead by Cpt. Wallerstrom, who was a journeyman inside wireman, journeyman substation technician, and had previously been a leader with KBR in improving the electrical infrastructure of Camp Anaconda, Iraq. Both officers would write the technical Scope of Works for projects and often got dirty in physically showing Afghan contractors how to improve their building techniques. The mixing of specialties was fortuitous as well. While both officers were capable of oversight, if there was a structural question, the teams would rely on 1 Lt. Maldo’s opinion, and if there happened to be an electrical question, that went to Cpt. W.

The senior NCO slot dovetailed into the officer’s responsibilities in the implementation of construction techniques and supported the mission by ensuring that the team was tactically ready for missions. The team worked best with both officer and senior NCO working together, but because of leave rotations and additional duties, it often was the case that one or the other of these two key leaders would have to manage construction on their own. SSG McKay, the CAT-E 20 Team Sergeant in his non-National Guard time, was an environmental engineer and his ability to inspect, and document a construction site was unequaled. SFC Long, the CAT-E 21 Team Sergeant was a full time police officer, whose tactical skill, quiet confidence, and professionalism made him respected by the whole PRT.

At this point our PRT ran out of personnel that were free to be assigned to the team, and the CAT-Es relied on getting volunteers from the balance of the PRT or the other Civil Affairs Teams to get enough people to properly crew their vehicles. Although all the volunteers preformed admirably, there is nothing like being able to train as a team, and developing the instinctive knowledge that comes with repeated missions together as a team. With this in mind, I would say that the best organization of the CAT-E team would be the same as a CA Alpha team: one officer, one senior NCO, a junior NCO, and an enlisted man. This allows for redundancy in leadership positions, enough vehicle crew and Civil Affairs presence to be effective in a mission, and a progression of Civil Affairs events that trains young enlisted soldiers how to be effective as they ascend the ranks.

The CAT-E specialization on Engineering did not supersede the CAT-As mission, it allowed both teams to function better. One example was that in discussing the political situation in Sayghez with the village elders, the CAT-A found that the local population did not have a school. In an effort to improve the local view of American forces operating in the area, the CAT-A team leader proposed to the PRT commander that a small school be constructed. When the commander agreed, the CAT-A team leader called in the CAT-Es. The engineering department worked with the alpha team leader to get an acceptable design, and then the CAT-E went on to work on getting the project contracted, and supervising the construction. By doing this, the CAT-A was freed to accomplish other missions, and the specialization of the CAT-E ensured that the process flowed smoothly, adhered to regulations, and most of all that the tax payers money went into a well constructed facility that was the logical outcome of the investment.

(“The CAT-E” continues on page 9)

Irizarry Announces 91st Civil Affairs Bn. In March Col Ferdinand Irizarry, commander of the 95th Civil Affairs Bde., announced the Army's newest active duty Civil Affairs unit, the 91st Civil Affairs Bn. The unit is now in carrier status. It is scheduled to be activated next year.

Marine Corps Civil Affairs

The Prince—Edition 2

Submitted by Col Gary W. Montgomery, Civil Affairs Capabilities Integration Officer, Marine Corps Combat Development Command MCB Quantico, Virginia

The latest issue of the Marine Corps CA community's newsletter, The Prince, produced by Col Gary Montgomery of MCCDC is available at the CAA website. Doug Nash writes, "Lots of good stuff in here as well as contact information and news about upcoming courses. Also, FYI, the CMO Branch at SCETC will be setting up a week-long Marine Corps CMO Planner course later this FY, based on the recommendations of the Annual Marine Corps CMO Conference held here last month." For details log onto <http://www.civilaffairsassoc.org/>

Marines, Sailors Help Iraqi Refinery Workers

American Forces Press Service

Submitted by John Geiger. From a Multinational Corps Iraq news release

HAQLANIYAH, Iraq, March 27, 2008—Marines and Sailors delivered the first batch of personal protection equipment, valued at \$118,000, to employees of the Northern Petroleum Co. at the K3 Oil refinery here March 25.

"During the former regime, protection for the laborers and employees was not available," the Iraqi manager of the refinery said through an interpreter. "We hope the relationship between our two great nations will remain and grow stronger and stronger."

The Marines and Sailors, who are assigned to Civil Affairs Group Detachment 1, Team 6 of the Camp Pendleton, Calif.-based Regimental Combat Team 5, capitalized on a Multinational Force West-sponsored initiative introduced by Army Brig. Gen. Martin Post, Multinational Force West deputy commander.

"They had flip-flops that their toes stuck out of and no eye protection, nothing to protect their hands and no hearing protection," said Colorado native Navy Lt. J.G. Eric Palmer, Team 6 leader. "We're providing everything from hearing protection, facial shields, goggles, gloves, coveralls and steel-toed boots. We're also providing the fire department with bunker gear."

When fully operational, the refinery, in conjunction with the Haditha Dam several kilometers away, will roughly double electricity production in Iraq's Anbar province.

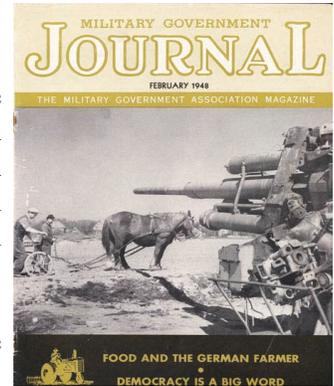
"This is a good day," said the executive officer of Civil Affairs Group Detachment 1, Marine 1st Lt. Brian O'Shea from Staten Island, NY. "It is one of many first steps on the road to economic self-sufficiency for al Anbar province."

Return of the Civil Affairs Journal

In a 1947 letter Maj. Gen. Hilldring invited WWII Civil Affairs veterans to join the Association (then the Military Government Association). He said in his invitation that sharing of information was one of the Association's objectives. The Association established the "Military Government Journal" as one of its ways to share. The Journal was a magazine size publication on finished paper. I contained articles written by Civil Affairs leaders and other notable persons of the time.

After a couple of years the Journal was discontinued. It was expensive to print and mail. It was difficult to get a sufficient number of quality articles. The newsletter format that we now have was adopted and the Journal discontinued.

The Internet now gives the ability to economically document and distribute large size, significant articles on Civil Affairs and related subjects. Two large size articles with significant content are now on the Association Web Site. These are briefly described below. To read them go to the Association Web Site (www.civilaffairsassoc.org) and click on Articles and Papers. DAW



Civil Affairs Support to Brigade Combat Teams at the Joint Readiness Training Center: Adapting to an Operational Force Design

Submitted by Maj James R. Ahern; former senior Civil Affairs Observer–Controller, JRTC, Ft. Polk, LA; currently on the staff at USACAPOC, Ft. Bragg, NC

Maj. Ahern first shares experiences and observations from his service at the JRTC. He provides an excellent description of organizations and the relations between Civil Affairs units and personnel and the commanders and staffs of the Brigade Combat Teams (BCTs) at the JRTC. From this discussion he moves to a good discussion of CMO Task Organization, Civil Information Management (CIM), and the Provincial Reconstruction Teams (PRTs). He concludes with a discussion he calls "The Way Ahead." Here he describes the specialty professional skills available to the U.S. Military from the civilian occupations and professions of the Reservist.

Civil Affairs Background: Origins and Events. The Development of a Strategic Civil Affairs Capability, and the Organization and Training Required for Strategic Civil Affairs

*Submitted by Lt. Col. Kenneth H. Moore, from a U.S. Army War College paper
Lt. Col. Moore is currently on the staff at USACAPOC, Ft. Bragg, NC, as Deputy Chief of Staff for Force Development*

Lt. Col. Moore reviews the history of U.S. Civil Affairs. He discusses some of the early history and also reviews more recent events such as the movement of Civil Affairs into Special Operations and then the move out. He proposes that the United States develop a strategic Civil Affairs organization which will "... supply a persistent regional and global presence in order to shape the strategic civil environment through military operations..."

Lt. Col. Moore recommends a permanent and robust strategic CA organization to provide the organic capabilities and capacity to perform strategic Civil Affairs policy development, planning, and execution. He says this organization must be suitably staffed and funded, comparable to other DOD and USSOCOM components. To support this strategic Civil Affairs organization, he recommends appropriate Civil Affairs institutional training and professional education.

People and Events in the News

351st Change of Command. Col. (P) William “Gary” Beard, formerly at USACAPOC, assumed command of the 351st Civil Affairs Command at Moffet Field, CA. Col. Beard succeeded BG John McNeill.

350th Change of Command. Col. (P) Mark Hendrix, a Life Member of the Association and formerly at the 308th CA Bde, assumed command of the 350th Civil Affairs Command at the Wentworth USAR Center, Pensacola, FL. Col. Hendrix succeeded BG Jeffrey Jacobs.

354th Change of Command. Col. Alan Stolte assumed command at the Riverdale, MD USAR Center succeeding Col. John Murphy. Alan and John are both Life Members of the Association.



At 351st CA Cmd change of command are former unit members Ralph Cole, Roger Broussal, Ron Lowe, and Bill Berkman. Maj. Gens. Lowe and Berkman are Past Presidents of the Association.



354 change of command. 352nd Commander Col. (P) James Owens with incoming 354th CA Bde commander Col. Alan Stolte and outgoing commander Col. John Murphy.

98th Civil Affairs Battalion Activated. On March 14, 2008, Lt. Col. Ray Malave took command on the activation of the the Army’s newest active-duty Civil Affairs Bn.

Maj. Gen. Tom Matthews Retires. Lieutenant General Thomas R. Turner, Commanding General, United States Fifth Army, presided over the retirement ceremony in honor of Maj. Gen. Tom Matthews. The retirement ceremony was at the 304th Civil Affairs Brigade, Philadelphia Memorial AFRC. Tom is the Immediate Past President of the Association and a Life Member.

Brig. Gen. Kristin Lund. Association Life Member Kristin Lund is now Deputy Commander of the Norwegian Army Forces Command. Following completion of the U.S. Army War College she served in Afghanistan. She’s now back home.

John Geiger is new President of South Carolina NARFE. Association Life member and Vice President John Geiger is the newly elected President of the South Carolina Federation of the National Retired and Active Federal Employees Association (NARFE). John, a former commander of the 360th Civil Affairs Brigade, was for many years a senior manager at the Savannah River Plant of the U.S. Department of Energy. A recent issue of the “Scroll and Sword” announced that John was promoted to Brigadier General in the South Carolina State Guard.

352nd Civil Affairs Command Soldier and NCO of the Year 2008. A competition, held March 25–27, 2008 at Fort Meade, MD brought together the best Soldiers of the 352nd Civil Affairs Command. Included were representatives from the 352nd CA Command, 354th CA Bde, 360th CA Bde, and the 412th, 414th, 450th, And 489th CA Battalions. SPC David Cunningham from the 489th CA Battalion was selected the 352nd CA Cmd Soldier of the Year. SSG William Saunder from the 412th CA Battalion was selected the 352nd NCO of the Year. These winners move on to the US Army Civil Affairs and Psychological Operations Command Soldier and NCO of the Year competition at Fort Bragg, NC. Submitted By Cpt. J. Sager.

Critical Skills Retention Bonus—Army Reserve

1. Are you a USAR TPU Captain? and
2. Do you hold a critical area of concentration (AOC) as outlined in the CSRB-AR Implementation Memorandum? and
3. Will you have less than 25 years of active duty or service in an active reserve status by the end of the three year bonus period?

If so, you may be eligible for a specially tailored retention bonus of up to \$20,000 in a lump sum or periodic installments.

For complete information and to see if your AOC qualifies, go to the Army Reserve web site at www.armyreserve.army.mil/ARWEB/ForSoldiers/CSRB-AR.htm

Army Reserve Child and Youth Services Program

The Army Child Youth Services (CYS) Directorate, U.S. Army Family and Morale, Welfare and Recreation Command (FMWRC) has extended its mission of providing services that support the readiness and well-being of Families to include those Families that are geographically dispersed.

The U.S. Army Reserve Command (USARC) CYC staff includes 21 full-time staff positions. The program manager, located at the USARC under the supervision of the director of Army Reserve Family Programs, implements the tasks assigned to the USAR CYC Program, the 18 CYC regional coordinators, and the two outreach liaison coordinators to ensure development of programs and implementation of initiatives.

To continue reading this topic in its entirety, log onto http://www.army.mil/aps/08/information_papers/sustain/Army_Reserve_Child_and_Youth_Services.html

Army Reserve Voluntary Education Services

The Army Reserve Voluntary Education Services program provides an array of educational opportunities and support initiatives. It is a Department of Defense program with the Army Reserve Command serving as the executive agent. The program is provided through the USAR Regional Readiness Commands. Voluntary Education Services provides lifelong personal and professional development learning opportunities for Selected Reserve Soldiers. It will enhance recruitment, retention and readiness of the Army Reserve.

To continue reading on this topic log onto http://www.army.mil/aps/08/information_papers/sustain/Army_Reserve_Voluntary_Education_Services.html

“The CAT-E” cont’d from page 5

Another example of the two types of teams working together was the Qalat-Mizan road. Through out the headquarters in the country, the Mizan road was given high priority as the next step to tie the province together so that it could be more effectively administered by the Afghan government. CAT-E 21 was assigned the mission, but turning the two-track into a real road was going to take a lot of work. Most distressing was that the road was going to need to be widened, and in several locations it ran through little villages where mud brick walls confined the road to a narrow, one-way, path. In this instance the CAT-E called on the CAT-A for help. If the CAT-E were forced to deal with the numerous property issues involved, the road would be seriously delayed. However, the CAT-A was perfect for this mission: talking with village leaders; cajoling land owners; and working with the provincial government on ways to trade government owned lands for road right-of-way. In this example that CAT-As effort helped to free the engineers for design of culverts, low water crossings, road cross section and selection of the best road course.

(“The CAT-E” continues on page 15)

Maj. Gen. Sandy Davidson

Maj. Gen. Sandy Davidson Buried at Arlington National Cemetery. Maj. Gen. Charles H. “Sandy” Davidson IV was buried at Arlington National Cemetery on April 29, 2008. He received military funeral honors from the U.S. Army. In attendance at the morning services at the Arlington Cemetery Chapel were members of Sandy’s family, persons who had served with him, and many friends. Included in those at the funeral services were two former Commanders of the U.S. Central Command, the Deputy Commander of the Central Command, the Chief, U.S. Army Reserve, the Commander of the U.S. Army Civil Affairs and Psychological Operations Command, and many other senior officers.

In his 37 years of Army service, Sandy commanded both USAR Civil Affairs and Psychological Operations units. He served in Operation Desert Storm, in the Balkans, and in Iraq. Following his Iraq service as Commander of the 350th Civil Affairs Command, he was U.S. Defense Representative to Pakistan, and later Deputy Director of Operations at U.S. Central Command.

Sandy was a strong supporter of our military professional associations. During his USAR service in the Washington, DC area he served in leadership positions in both the Civil Affairs Association and the Reserve Officers Association. DAW

Col. Bobby Tapley

Col. Bobby Tapley, a veteran of service in the Vietnam, Panama, and Bosnia, recently passed away at the Ft. Walton Beach Medical Center. He was buried in his native Georgia.

Art Biggs

Art Biggs, of Woodbridge, VA, recently passed away. Art served for many years on the civilian staff of the 352nd Civil Affairs Command.

“Provincial Reconstruction Teams” cont’d from page 1

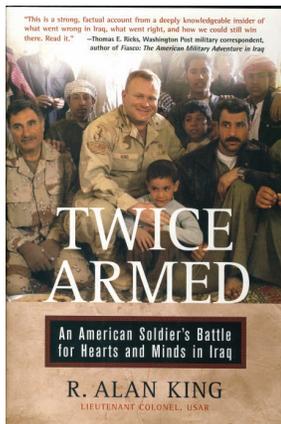
- Because there is very little standardization of mission and operations across PRTs, we used the following assumptions as the basis for our analysis and research.
- Using a variety of models, missions and functions, PRTs initiate progress on reconstruction, security, and development in post-conflict environments.
- The PRT concept is part of a larger set of responses to post-conflict challenges.
- PRTs are part of an evolutionary process of civil-military relations and interagency cooperation.

In the four sections that make up the body of the report, we look at the major issues that arise for PRTs, from their management and funding in contributing countries to the coordination of activities in the field. These four sections are: Politics and Bureaucracy; Civil-Military Relations; Activities and Relationships; and Evaluating Impact. We conclude with recommendations that distill the most relevant action points for the United States government and other countries operating PRTs. Our conclusions are based on broad lessons gathered from research and interviews with stakeholders in the United States, Canada, Germany, Iceland, Italy, Lithuania, and the United Kingdom. More detailed findings specific to each country can be found in Annexes A through F. A glossary of acronyms is included for reference.

Despite the absence of concrete metrics and unity of purpose, PRTs have reported enough positive feedback to suggest that sponsoring countries should continue funding them and expending energy and resources toward their improvement. However, there are limitations to their capabilities, and it is increasingly important for policy makers to clearly define PRT objectives. This will help both to guide prioritization of activities in the field and to lay the groundwork for the creation of impact-based metrics to evaluate performance.

“Twice Armed” Wins 2008 Colby Award

PR Newswire—Press Release



CHICAGO, Feb. 7—The memoir of one of the most-decorated veterans of the Iraq war and his experiences capturing some of the most-wanted former Iraqi regime leaders has won the 2008 Colby Award.

Tracing the events of the war from the Coalition’s advance on Baghdad, the fall of Saddam Hussein and on through the reconstruction period, R. Alan King, a reserve lieutenant colonel provides a unique perspective of the conflict from the perspective of local Iraqi leadership. Recounting his relationships with those leaders and their combined efforts to stabilize the region, Colonel King describes how the unit he commanded became one of the most highly decorated civil affairs battalions in the history of the U.S. Army.

“Rarely do the combination of military service and scholarship meet so well as in Alan King’s fine work,” said historian and Symposium co-founder Carlo D’Este on behalf of the selection committee. “In keeping with the way that our armed forces must fight on the new battlefield, King uses an extraordinary understanding of mid-east culture and social attitudes to achieve the mission. The vivid, no holds barred re-telling of that story makes this book an

outstanding recipient of the 2008 Colby Award.”

Named for the late Ambassador and former CIA Director William E. Colby, the Colby Award recognizes a first work of fiction or non-fiction that has made a significant contribution to the public’s understanding of intelligence operations, military history or international affairs. The Award will be presented on behalf of the members of the Colby Circle by co-founder Carlo D’Este and Colby’s son, Paul Colby, on April 3, 2008 at Norwich University, the nation’s oldest private military college, in Northfield, Vermont.

The William E. Colby Military Writers’ Symposium is held each April at Norwich University. Founded at Norwich in 1996, the Symposium has brought over ninety of the country’s top authors, historians, journalists and film makers together to participate in open forums, lectures and classroom sessions. In 2002, the Symposium established national headquarters in association with the Pritzker Military Library in Chicago (<http://www.pritzkermilitarylibrary.org>).

Now in its 13th season, this year’s residency features such guests as: Medal of Honor recipient Drew Dix, Mark Stoler, Col. T.X. Hammes, USMC (Ret.), SSG David Bellavia, James Hornfischer, William E. Butterworth III, Jack Hamann and Sally Shelton-Colby. The focus of this year’s residency is entitled “The New Battlefield.”

Members of the Colby Circle include such notables as: co-founders D’Este and W.E.B. Griffin, Lewis Sorley, Philip Caputo, Winston Groom, Elizabeth Norman, Ed Ruggero, Tom Clancy, Stephen Coonts, Mark Bowden, Fred Chiaventone, Joseph Galloway, Williamson Murray, James Bradley, Frank Sesno, H.R. McMaster, John Katzenbach and Marvin Kalb.

For more information on the William E. Colby Military Writers’ Symposium at Norwich University, visit the website at: <http://www.colbysymposium.org>.

The Road to Guilford Courthouse, The American Revolution in the Carolinas

A book by John Buchanan. Published by John Wiley & Sons, Inc.

By Dennis A. Wilkie, Brig. Gen., AUS. Retired

It seems in vogue to compare American difficulties in Vietnam with difficulties in Iraq and Afghanistan. I’ve heard and read many laments with reasons for United States inability to succeed against the insurgency in Vietnam. Each time I hear these I want to put my hand up and say, “There is an insurgency where we won, we won big, and

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When the British army moved inland from Charleston in the summer of 1780 it launched out into a vast dark and green ocean of woods and mountains and swamps. Out here it never got its bearings, nor was it able to chart a course to its originally planned campaign objectives which were subjugation and occupation of the Carolinas. The principal reason for this failure was the local insurgency which was helped by a collapse of British logistics.

In addition to the elusive effectiveness of the American insurgents, there was another factor for American success. This factor was the brilliant field generalship of two American “regular Army” field commanders, Generals Nathaniel Greene and Daniel Morgan ... though Morgan was not a true Regular. He was a cross-over between Regular Army and backwoodsman. Greene was Washington’s favorite general, and the master of maneuver. Morgan was a “natural” who had been everywhere and done everything when it came to fighting. He was in Braddock’s march to western Pennsylvania, in the first invasion of Canada, at the war turning battle at Saratoga, and then in the Carolinas.

The second two battles I briefly examine are Kings Mountain and Cowpens. These two are basically the British Army against mountain men and country farmers. These are battles where the British were led by young and impulsive commanders, Tarleton and Ferguson, and the Americans were led by sage seniors. Both battlefields are where the mountains begin to rise on the North Carolina–South Carolina border, southwest of Charlotte. If I had ridden on horseback and left early in the morning from the farm where I was born, I could have been at either of these battle fields by mid day.

At Kings Mountain in October 1780 the entire British force of about 1000 were either killed or captured. The American force was an equal number of insurgent mountain men, many from what is now eastern Tennessee, then a part of North Carolina. These Scots-Irish mountain men hatred the British, first just on general principals. The second reason for this hatred were the recent harsh declarations the British had made threatening severe punishment to them if they continued to resist British power.

At Kings Mountain the British occupied a point on the top of a mountain. Incidentally, this peak would be called a hill in most parts of the world. Unfortunately for the British, the mountain men secretly moved into position to completely surrounded them before the attack. The battle ended quickly. The result of this British defeat was that it stopped a British drive toward the west to suppress the rebellion in the mountains. It also stopped a drive to the north and deeper into the Carolinas. This loss caused Cornwallis to withdraw from Charlotte in North Carolina, and go back into South Carolina.

The second of our two middle battles is in January 1781 at Cowpens. Here a few British soldiers escaped, but 800 out of 1000 on the field were either captured or killed. The British commander, Tarleton, fled the battlefield with some of his famous cavalry. American cavalry commanded by Colonel William Washington was in pursuit. Again, as at Kings Mountain, there were about 1000 British on the field, opposed by about the same number of partisan insurgents who were at this battle backed by a small force of Continental infantry and cavalry. This battle has characteristics common with Agincourt. It has inspired—and inspiring—leadership by General Daniel Morgan, the American field commander. Morgan is a valid counterpart to King Henry. He went around the camp fires the night before the battle talking to his troops. His motivation for them wasn’t so noble as King Henry’s. He asked the boys to think what the girls would say and do with them when they got home after their victory. As at Agincourt, at Cowpens there is crucial service by the woodsman yeoman. At Cowpens he had a long rifle instead of a long bow.

Of particular interest is many of these yeoman fighters arrived at Cowpens the night before the early morning battle the next day. They then left to go back home on the afternoon of the battle, or early the day after the battle. And the counterpart to the final victory blow by the English knights at Agincourt are the fierce and concluding charges by American Continental Army Regular infantry and cavalry. At this culminating point of the Cowpens fight, Morgan achieved double envelopment of the British. The American Continentals made a bayonet charge that ended the fighting.

The British were defeated by American insurgent partisan fighters in the Carolinas. At the major battles Generals Morgan and Greene had a force of “walk-on” mountain men and farmers who were major contributors for victory. But it was not only at set piece battles like Cowpens and Guilford Courthouse that the British lost the Carolina Campaign. It was the viscous, continuing, and geographically broad ranging insurgency that won for the Americans. In the country side there were bands of marauding raiders led by men like Marion, Pickens, and Sumpter. The British were harassed into a state of frustration and exhaustion. Their American Loyalist allies were terrorized to submission.

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Did this insurgency defeat the British? Well, maybe Great Britain really wasn’t defeat. The British Parliament finally decided that “enough was enough.” They concluded the best course was to just “get out.” The great weapon of the insurgent is staying power, and with this the ability to frustrate the opponent’s national leadership. Insurgents can exhaust and frustrate an opposing army. Insurgents can tire and exasperate an opposing government. As a result of the insurgent win against the world’s most powerful military force, Britain lost the Carolina Campaign, and ultimately the great heartland of North America. Great leadership and irregular warrior farmers gained this victory. Fighting wasn’t the business of the warrior farmers, it was just a natural thing to do, something that at times had to be done. In the Carolinas these insurgent warriors were the survivors.

A footnote is there was a globe spanning power struggle between Britain and France going on at the same time as the American Revolution. France and Britain were in a world wide war that had been going on for centuries. This war continued until concluded at Waterloo four decades after the American Declaration of Independence. The American victory was also a win for the French. It was the French who supported American independence when support was most needed. It was the French who had both a major army and navy at Yorktown.

So what are the lessons? Here are some of my comments. Let’s start with the French. Though they weren’t a great influence in the Carolinas until Yorktown, they were a national power that supported the American fight with the British. The Lesson: Insurgents must be separated from outside support. The Americans had the French. The Vietcong openly had help from the Soviet Union and China.

Another aspect of French support is they were a major world power that was committed to the American cause. The lesson: In choosing an ally in a fight, pick one who really wants to help, and also has the capacity to help in a big way. The Soviet Union and China were major world powers who really wanted the Vietcong to win, and were able to help them in a big way. America had allies in Vietnam, but their support was limited.

In the Carolinas the American insurgents effectively eliminated local Loyalist support for the British. The Lesson: The local population that is supporting the military force fighting an insurgency must be protected from the insurgent. The Vietnamese were almost always exposed to the Vietcong.

The American Revolution dragged on until the British Government said, “OK. We quit.” The Lesson: As the Americans did in the Carolinas, an insurgency can continue for a long time when it has good support, or even reasonable support, from the local population. When it has significant outside help, the chance to continue fighting is strengthened further. The Lesson: When fighting an insurgency be prepared to stay for a long time. The British ran out of patience in America. The United States did in Vietnam.

In the Carolinas a big reason the people resisted the British military was just because the British were there. The Lesson: A force seen as an intruding occupier will be resisted by the attitudes, “Why are you here?”, and “If you don’t leave soon, we’ll see if we can’t influence you to leave.” Based on its battle field conduct early in the Carolinas Campaign, the British Army gained a reputation for cruelty on the battlefield. This bad conduct added to the already existing dislike for the British. The Lesson: Chivalry may be dead, but fair conduct on the battlefield in accordance with international standards is still a good idea.

Finally, the British military leaders became frustrated by the insurgent resistance in the Carolinas. They lost their composure and forgot why they were there, which was to occupy and pacify the Carolina colonies. They began issuing threatening proclamations that described harsh punishment for those who resisted the British military: The Lesson: To win an insurgency, having good relations with the local population is necessary. Offering a “carrot” instead of “the stick” is usually a better way to achieve good relations.

Another aspect of British frustration was that chasing the rag-tag American forces ultimately became an obsession for Lord General Cornwallis. He forgot his mission was to pacify and occupy the Carolinas. Instead he developed a fixation on catching the small and elusive American force in the Carolinas, something he was never able to do. The Lesson: Remember the mission, and do those things that truly lead to mission accomplishment.

“The Road To Guilford Courthouse, The American Revolution in the Carolinas” is recommended to give readers a better understanding of a part of the American Revolution that is not well known. For the student of insurgency, this book describes one of history’s most successful and world changing insurgencies.

PS. Both my ancestors and Deloise’s ancestors fought on the winning side in the Carolinas. She had an ancestor at Yorktown.

Rotary World Peace Fellowships (RWPF) 2009–11

Calls for applications for the 2009–11 Rotary World Peace Fellowships (RWPF). The Rotary Centers for International Studies programme offers fellowships for Master's degree study in fields related to peace and conflict resolution. Up to 60 Rotary World Peace Fellows each year enroll in the 6 Rotary Centers based at 7 universities in 5 countries: Japan; Argentina; United Kingdom; Australia; and California and North Carolina, US. Deadline: July 1, 2008 (<http://www.comminit.com/en/node/267235>)

Rotary Peace and Conflict Studies (RPCS): January and June 2009

Invites applications for the January and June 2009 Rotary Peace and Conflict Studies (RPCS) Program sessions. The RPCS Program was established to provide professionals from around the world with the opportunity to be trained in conflict resolution and mediation strategies. The RPCS Program is a 3-month professional development program for up to 30 participants, housed at Chulalongkorn University in Bangkok, Thailand. Deadline: July 1, 2008 (<http://www.comminit.com/en/node/267234>)

“The CAT-E” cont’d from page 9

Further, the CAT-E seems to draw on traditional SF Alpha team operations. Engineers are one-sixth of an A-team, and although they have demolitions duties to perform, one of the ways an A-Team can effect local population is by what they can build. A CAT-E is an extension of this, with emphasis added to building as the battlefield shifts from direct operations to reconstruction where Civil Affairs excels.

From the make up of the leadership in the two CAT-Es above, you can see where civilian skills of reservists especially fit into the equation. As most of the Civil Affairs strength is in the Army Reserve you can see how well these missions fit the component.

Another aspect of “nation building” is the effects of what well thought out engineering projects have on the population. Some officers will argue that it is better to pay for 20 men with shovels than a three man crew with a backhoe. The argument being that even if you pay more for the 20 men, more of the population will be happier with American forces because they have money in their pockets. I would suggest that this has more to do with the phase of the operation that you are in. If you have passed beyond the local emergency phase of the operation where combat has displaced populations, then such operations are counterproductive. Your jobs programs will encourage a workforce to stay in an area where there are not normal jobs for them because they are hoping to get the next work project. In addition to this, if you are in an underdeveloped area, it is the accumulation of wealth, knowledge, equipment, and savvy (called into being by engineering projects) that lead to the creation of an organization called a “business.” These organizations actually produce jobs after the project is done, that the United States will not have to fund! They will be the preferred method of getting things done by the locals. Will a local council choose to spend \$400 for 20 men carrying burlap bags as a litter clean up program, or will they choose \$200 for 5 men and a tractor?

NOTE: A little background about the Area of Operation. The Qalat PRT is centered in Zabul Province, Afghanistan. The province is on the Pakistani boarder where the mountain ranges and broad valley of the Tarnak River open to the more open terrain of northern Kandahar province. One DynCorp member compared it to the desert depiction of Willie Coyote and Road Runner fame, and it is a very fitting description. The major industry in the area is farming in the river valleys. Beyond the penetration of highway 1 (or the ring road) the rough and tumble mountains effectively separate small farming communities from the outside world. In the mountain valleys these small farming communities operate in the same way that farmers have for the past 2000 years. The only municipal electric system covers a part of the provincial capital of Qalat, and was installed by USAID perhaps 5 years ago. Outside of Highway 1 roads are best described as mule tracks through the mountains.

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