



# SCROLL & SWORD

The Journal and Newsletter of the Civil Affairs Association

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**Vince and Dennis:**  
Do you have something  
you would like to print  
here?



## Introduction

# New Joint Civil Affairs Unit Takes Over in Salah Ah Din

By Sgt. Waine D. Haley

133rd Mobile Public Affairs Detachment

**B**lackanthem Military News, TIKRIT, Iraq, June 26, 2006—The newly established Iraqi government will have a new and diverse U.S. civil affairs team to assist them in the Salah Ah Din province. The 402nd Civil Affairs Battalion, attached to the 101st Airborne Division, has approximately 200 troops now conducting civil affairs missions in the areas of Tikrit, Kirkuk and Baghdad. This battalion is unique in that they are one of only three newly constructed joint civil affairs battalions with personnel from the Army, Air Force and Navy. The team represents 35 different states as well as American Samoa and is comprised of members from the Reserve, Inactive Ready Reserves, Active Duty, and Retired Reserve.

When the Air Force and Navy agreed to assist with the joint civil affairs mission in Iraq, they also realized additional training in ground warfare would be needed. The members of the two branches received about a month of basic soldering skills at Fort Benning, Ga. or Fort Jackson, S.C. After learning the basics of ground warfare, the Sailors and Airmen traveled to Fort Bragg, N.C., where they united with their Army counterparts and trained for about two and a half months in civil affairs operations, cultural awareness, Arabic lingual training, and weapons qualification.

“I think this diversity will keep this year lively,” said Lt. Col. William B. Mason III, the commander of the 402nd Civil Affairs Battalion and Memphis, Tenn. native. “With the broad range of experience that the three services bring together, I’m looking forward to a good overall tour of duty here.”

With the unit still settling into Contingency Operating Base Speicher, the specific goals have not yet been determined, but the overall plan is to continue to bring stability to the area.



**Capt John Skatoff (left), 402nd Civil Affairs Battalion Team Leader, attached to the 101st ABN DIV from Marietta, GA meets with the president of Tikrit University (right) (U.S. Army photo by Spc Cassadra Groce, 133rd Mobile Public Affairs Detachment.)**

*(“Joint Civil Affairs” continues on page 4)*

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## Around the 351st

**T**ARIN KOWT, Afghanistan—Members of the Tarin Kowt Provincial Reconstruction Team met with the minister of irrigation for the Uruzgon province for a weekly planning meeting May 2 here. “We come together with Engineer Kabir once a week to track and nominate projects,” said Lt. Col. Douglas Goodfellow, Civil Affairs team bravo officer in charge. Goodfellow is assigned to the 492nd Civil Affairs Battalion. “These are all infrastructure projects like roads, bridges, irrigation and flood mitigation,” Goodfellow said.

Mohammed Kabir, who received engineer training at a university in Kabul, is credited with being the charging force behind the province’s reconstruction. “Everything is driven by the Afghanistan government,” Goodfellow said. “The community members will approach Engineer Kabir with project ideas.” He’ll see if the project is feasible, and if it is, he’ll nominate it and draw up the plans, Goodfellow said. The PRT may provide the supplies for the projects, but Kabir creates manpower and motivation. The people will step up and do projects because they need to, not because they expect a paycheck, Goodfellow said. “We don’t pay them a salary...he’ll influence them to get it done,” Goodfellow added.

Cleaning underground irrigation systems and creating rock filled baskets, or gabions, to protect farmland are just two projects spearheaded by Kabir. They know how to position the gabions along the riverbank so the water bounces off them, rather than destroying their fertile soil, crops and homes, Goodfellow said.

Proposed projects during the May 2 meeting included building micro hydro plants, canals and bridges in various towns throughout the province. If these are feasible, he’ll do anything to make the project work—he’ll go the extra mile, Goodfellow said. Goodfellow said he believes Kabir’s leadership is a huge step toward the reconstruction of the province. “They’ve got a long way to go as far as building the capacity of this country, but they’ve got a person who can actually do it,” Goodfellow said. It’s definitely going in the right direction, he added.



PRT, Uruzgon officials plan improvements Members of the Tarin Kowt Provincial Reconstruction Team discuss reconstruction efforts with the minister of irrigation for the Uruzgon province May 2 in Tarin Kowt. By Army Pfc. Anna K. Perry, 19th Public Affairs Detachment.

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## Lashkar Gah gets new conference hall

By Army Sgt. Mayra Kennedy

345th Mobile Public Affairs Detachment

**L**ASHKAR GAH, Afghanistan—Afghanistan officials and local citizens gathered during a ceremony here April 15 to celebrate the opening of a new conference hall built by the Lashkar Gah Provincial Reconstruction Team. Speaking to the crowd, which included Lashkar Gah Mayor Monhaff and Helmand Province governor Daoud, PRT Commander Army Lt. Col. David Sias, of the 321st Civil Affairs Battalion based at Fort Sam Houston, Texas, described how a dream quickly became reality.

“The project started as a dream, but now it has been constructed and became a reality,” said Sias who resides in San Antonio. “This building stands tall in the face of the Hilmand River as a symbol of progress and prosperity; a true testament of dreams come true.” After the contract was signed in January 2005, Sias quickly developed a positive relationship with Mayor Monhaff as the project got underway. Members of the 321st, working together with the 492nd Civil Affairs Battalion, based in Phoenix, Ariz., and local contractors, soon became familiar to local citizens as they immersed themselves in the completion of the project.

The total project cost was approximately \$95,000, according to Army Maj. Eric C. Kotouch, officer in charge of the 492nd whose hometown is Phoenix. The end result is a conference hall that will be used by Afghan officials as a tool to keep the gateway of communications open between locals and their government.

## Soldiers Help Baghdad Citizens

Staff Sgt. Russell Lee Klika

133rd Mobile Public Affairs Detachment

**B**AGHDAD, Iraq—About 200 families outside Baghdad will have one more meal in their bellies after a recent humanitarian mission conducted by Coalition forces outside Sadr City, Iraq. Maj. Deborah Yarbrough of the 445th Civil Affairs Battalion and her team pulled into one of the many “squatter-towns” that have sprung up in the last 18 months. No sooner did the convoy’s engines stop than the children drew near.

Some of the team pulled guard as a translator and two Civil Affairs Soldiers moved to the back of the trailer attached to one of the Humvees. The trailer was filled with brown cardboard boxes, containing two-hundred bright yellow bags. “It’s like a meal in a bag,” Yarbrough explained. The packages contained canned beef, rice, flour, water, oil, sugar and tea.

“It’s not much, but it’s a token of good will. Handing out these bags has another benefit because we put a card in it with a number that these people can call if they see any suspicious activity,” said Yarbrough. “That way they don’t have to talk to us directly if they don’t feel comfortable.”

More Soldiers moved around the back of the Humvee trying to put space between the trailer and the crowd and keep some semblance of a line. Meanwhile, both children and adults tried to score an added bonus—the cardboard boxes the meals had come in. When the Soldier’s had handed out all the meals in the box, they would flatten the cardboard and toss it to the side of the trailer. From there it’s fair game.

When asked if it was the women and children that usually approach her team to receive the humanitarian assistance, Yarbrough replied, “Yeah, especially when they see that we have female Soldiers. We sometimes hand out toys too, and the kids love that. If the kid walks away smiling then their parent is usually smiling, but we don’t hand them out at the same time. We’ve found that it’s just too much.” “We try to involve the community as much as possible,” said Yarbrough. “The food is local, local people put the bags together, and then we distribute them—locally.”

## Bayji Security Agencies Work Together

*Capt. Amy A. Bishop*

**B**AYJI, Iraq (USASOC News Service, Apr. 10, 2006)—The newly formed Bayji Security Council and Coalition Forces are coming together to discuss ways to combat security problems in the city. The Security Council was created to coordinate the efforts of the Iraqi security agencies, Coalition Forces and the leaders of the city. Joint meetings allow them to share information and participate in planning efforts to ensure the safety and security for the citizens of Bayji.

All areas of security are represented on the council not only from Bayji but surrounding villages: The Iraqi Police chiefs, the commander of the local Iraqi Army Battalion, members of the five different Strategic Infrastructure Battalions, the Highway Patrol, the internal infrastructure security leaders from the local chemical plant, oil refinery and power station, and the head of the Joint Communications Center. Also included are the mayor of Bayji and two members of the security subcommittee of the Bayji City Council.

The Joint Communications Center, Iraq's version of a 9-1-1 center, acts as a central reporting hub for all significant activities relating to security in the area such as IED strikes and direct fire attacks.

At the beginning of the meeting, the JCC briefs the members on all significant activities that have occurred throughout the week. This is important because many of the members live in outlying villages and are unaware of what is going on in other areas around the city. Lt. Col. Randy George, Battalion Commander of 1st Battalion, 187th Infantry Regiment, 3rd Brigade Combat Team, 101st Airborne Division, chairs the second part of the meeting. During this part of the meeting, suggestions are made and plans are developed, to combat problem areas utilizing assets from all different agencies.

The meetings are also used to spread the word about good things that are happening, such as completed projects and improved conditions in Bayji. Before the meeting today, Coalition Forces presented two new ambulances purchased for the city to the members of the council. One is to be utilized by the local hospital and one for a nearby aid station in a village to the south of the city.

"The reason that we did it at the Security Council meeting is to...one, show that things are getting done in Bayji and things are getting better...and two to show them that Coalition Forces are trying to make things better for them," said Capt. Scott Goehring, Civil Affairs Officer, 445th Civil Affairs Battalion from Chicago, Ill., attached to the 1/187th Inf Regt. Goehring serves as the Coalition Force's liaison for the council. Goehring believes that the meetings are definitely helping the agencies to work together and improve the security for the city. "When we started with this they never talked to each other at all. Now they are talking...and working together...it has helped immensely."

### *"Joint Civil Affairs" cont'd from page 1*

"We don't have all the answers but hopefully, between what [experience] they have and what we may bring from our experiences from around the world, maybe we can make their quality of life here in Iraq better," said Mason. "What we think the Iraqi people need might be different from what they actually need." The unit will work with the different Iraqi ministries to find out what their needs are in the local area and in the different provinces.

As Mason explained, under the old regime, Hussein made all governmental decisions so many Iraqi people still don't know how to make their own decisions or are afraid to. He feels they will make mistakes, but will grow and learn from their mistakes. "We go to the city council meetings every week; we go visit the different ministries; we visit the radio stations; basically we are just going around right now trying to get to know everyone," said Capt. John Skatoff, a civil affairs team leader in the Tikrit area. "What we would like to do is establish a good [relationship] with the people of Tikrit. We are trying to help them build their nation, and if we can help with one city at a time that would be great."

"We want the Iraqis to take charge and take control," said Mason. "This is their country. We need to get them working as a democracy...to show them a different way of doing things. The government that is being established probably won't look like the government that we have in the United States and that's okay, it doesn't have to mirror us."

## Soldier Delivers Dolls, Hope to Afghan Youth

By Army Cpl. Tremeshia Ellis

19th Public Affairs Detachment

If all goes according to plan, a project that started out as a simple gesture to lift the spirits of girls in Afghanistan, may lead to a cultural revolution. The project, called “A Thousand Dolls for a Thousand girls” is the brainchild of Sgt. 1st Class Steve Brown, a Soldier assigned to the 492nd Civil Affairs Battalion, 321st Brigade. The project’s goal was to collect dolls for Afghan girls to boost their self-worth. Brown said he was inspired to start the project after observing females taking a back seat to males while conducting his daily missions as a member of the Bagram Provincial Reconstruction Team.

“When we conduct humanitarian assistance missions, primarily men and boys reap the benefits,” Brown said. “The culture dictates that women remain in the background or in their homes.” Brown said he feels the next generation will have the greatest impact on changing Afghanistan and the cultural norms. He said he also thought it was possible for the PRT to build girls’ self-worth, in addition to building roads and hospitals.

Brown said he decided that starting a doll donation and distribution drive would show Afghan men and boys that girls are important and give the girls a chance to own something American girls often take for granted. Though the unit would be redeploying home soon, he seized the chance to make an impact and took the idea to his boss, Army Lt. Col. George McDonald. McDonald gave Brown his approval but pointed out that the unit only had six weeks to complete the project before heading home in May.

Instead of feeling defeated, Brown said he took the deadline as a challenge and a thousand dolls for a thousand girls was born. Brown said he, his wife and members of the PRT immediately began contacting people in the states. They came through in a big way. To date, project contributors have shipped more than 1,100 dolls to Afghanistan. While the majority of dolls come from individuals in the United States, Brown, with the help of his friends and family, has also managed to garner support from a variety of civic, religious and corporate organizations. Women’s auxiliaries, American veterans groups, the Lutheran Church, Elks Club, high schools, 4-H Clubs, Wendy’s Restaurants and Wal-Mart have contributed to the project.

The Afghan reaction has been overwhelmingly positive, said Belal Abawi, an interpreter for the PRT. “In this country, the females have become accustomed to life as second-class citizens,” he said. “When they see that they are being served first, the girls are beside themselves. When they see that they aren’t at the back of the line, it makes them feel good. It makes them feel important.” The impact of providing dolls goes beyond improving self-esteem, Abawi said. “It is a very dire situation here. Children often work alongside their parents in the field as early as age 6. Toys are rare,” he said. “It’s important for girls and boys to have something to keep their minds off the many hardships they face. Toys allow them to feel like kids again.”



Army Sgt. 1st Class Steve Brown delivers dolls to girls at a school in Kohi Safi on May 5.

Abawi said “a thousand dolls for a thousand girls” and similar projects foster goodwill toward Americans, the Coalition and the mission. “It’s important that they (Afghan children) know Americans are thinking about them,” he said. “They see the evidence of war—Soldiers, guns, tanks and planes everyday. This lets them see that Americans are just human beings like everyone else and they care.”

(“Soldier Delivers Dolls” continues on page 7)

## **Iraqi Communities Benefit From Projects**

*By U.S. Army Spc. William Jones*

**133rd Mobile Public Affairs Detachment**

**TIKRIT, Iraq, July 17, 2006**—One Iraqi community after another is benefitting from the efforts of people working together to improve the infrastructure of Iraq after years of neglect and war and at the same time putting the labor force back to work.

Maj. Christine Nagy, Projects Purchasing Officer, 402nd Civil Affairs Battalion, attached to the 3rd Brigade Combat Team, 101st Airborne Division, stationed at Contingency Operating Base (COB) Speicher near Tikrit, Iraq, is a key player in deciding which projects will be worked on first. She also has her hand on the proverbial purse strings. “I manage a pot of money called Commander’s Emergency Relief Project,” said Nagy. “I recommend projects to the brigade commander to approve and the task forces go out and execute these projects.”

Nagy attends regular meetings at the Provincial Reconstruction Development Committee which meets in the city of Tikrit to discuss the status of ongoing projects and to decide which projects are next on the committee’s agenda. The committee may discuss everything from roads and bridges to water and sewage. Standing members on the board are members of the 402nd Civil Affairs team, the U.S. Army Corps of Engineers and local provincial leaders. And whatever the project may be, a local contractor will likely be doing the actual work with a Coalition Forces member overseeing it. The end result is a higher standard of living for the residents of the province and more money for the local economy.

Capt. Jonathan Walden, Projects Officer, 3rd Brigade Combat Team, 101st Airborne Division, ensures contractors who have completed a phase of work are paid. In a trailer on the edge of COB Speicher, contractors have lined up to receive an honest day’s pay for an honest day’s work. One of those present recently completed work on a school and another completed a sidewalk project in the nearby city of Ad Dwar.

“This helps to improve their infrastructure and it gives them an economic base,” said Walden. “Since Desert Storm [in 1991], a lot of destruction happened in the country of Iraq and not a lot of reconstruction happened. We get a chance to put money into the economy, give jobs to the people and repair a lot of the destruction that happened.”

“I would like to think of projects working their way up through the provincial council, up the chain of government, just like back in the States where your municipality has its group of people that work it up to the governor’s office,” said Nagy.

Possible future provincial projects include a water bottling plant, textile mill, plastic manufacturing plant, which will produce syringes and blood plasma bags, and a vocational school to prepare students for work in these factories.

## **401st Civil Affairs Bn. Helps Rebuild Courthouse**

*Sgt. Rachel Brune*

**101st Sustainment BDE**

**MAKHMÛR, Iraq (USASOC News Service April 26, 2006)**—The roof leaks, the furniture is broken and you wouldn’t want to stand too close to the electrical box. The Makhmûr District courthouse is in need of repairs.

A Q-West Base Complex-based team of Soldiers from Company A, 401st Civil Affairs Battalion, Webster, N.Y., met with local contractor Suleyman Hozan and Judge Amer Abdulla Al-Dulaimy April 5 to discuss possible renovations to the courthouse. Maj. Andy Ingalsbe, team leader, met with Hozan and Al-Dulaimy to review a tender the contractor submitted a year ago. A tender is a list of repairs and estimated costs. “We’re trying to come up with funding to get repairs on the building,” said Ingalsbe. During the meeting, Al-Dulaimy reviewed the tender to give his opinion on whether all the items listed on the sheet were still accurate.

*(“Rebuild Courthouse” continues on page 7)*

*“Rebuild Courthouse” cont’d from page 6*

Ingalsbe asked Al-Dulaimy to also mark any items on the tender that might not be needed anymore, as well as those repairs that might be made on a smaller scale to save money. Spending money on items that are still serviceable would take away funds from other items in a total state of disrepair. Before getting further into the discussion, Ingalsbe explained the funding is not yet in place, but by this meeting with the judge and the contractor, they could start the process of formulating another bid for the work. After Al-Dulaimy reviewed the tender and gave his comments, he and Hovan agreed to meet again to discuss it in further depth.

Hovan and Ingalsbe then toured the building themselves, to view the items listed and make a note of others that would be needed. Ingalsbe urged the contractor to get do some research regarding costs for his estimate.

Although he cautioned him not to use the cheapest materials, Ingalsbe said: “We need to get good prices.”

## Space-Age Drinking Water System Tested

*Sgt. Dennis Gravelle*

138th Mobile Public Affairs Detachment  
From Digital Video Distribution System (DVIDS)

**D**AHUK, Iraq (USASOC News Service May 15, 2006)—Soldiers with the 401st Civil Affairs Battalion, Webster, N.Y., currently stationed in Dahuk, Iraq, may have found an alternative way for residents to drink clean water in the village of Bendaway. A creek running through the small village in northern Iraq is the only natural source of drinking water for the residents. There is no filtration system for the residents, so the water is full of pesticides, fertilizers, and other chemicals used in the heavily agricultural community. According to John Anderson, who works for a non-governmental organization, Concern for Kids, the effects of tainted water can be deadly. “This village lost 10 children in June 2003, from drinking sewer water out of the stream, because there was no other water,” Anderson said.

The NGO, in conjunction with the 401st CA Bn., are testing a space-aged portable water filtering and purification system that was originally designed for NASA, which models after the space shuttle water recycling system.” We use the same technology, with a little different configuration,” Anderson said.

The portable water system being tested costs just under \$10,000 and can be the short term solution for the water problem in the village, according to Capt. Steven Hayden, 401st CA Bn. “There are about 300 villages in northern Iraq that don’t have potable drinking water,” Hayden said. “If you were able to put storage tanks in these villages, next to a creek, someone could come out once a week and fill the tanks up. It would have a phenomenal impact.”



The 401st Civil Affairs Battalion in cooperation with the non-government organization “Concern For Kids” are field testing a water filtration system and are looking into purchasing them for remote areas of the Dahuk Province in Northern Iraq to get quality water for the residents to drink. (Courtesy photo 401st Civil Affairs Battalion.)

*“Soldier Delivers Dolls” cont’d from page 5*

Brown agreed and said he plans to continue the thousand dolls project as part of a non-profit charity, Agape Love Missions, he has recently established. “This project has grown into something greater that will now be a part of my life back home,” Brown said. For now, the success of his project is simply measured in smiles. “When you see smiling little girls skipping home holding the hands of their new dolls or sitting and cuddling with their dolls like American girls do, you know you’ve done something good,” Brown said.

## *Around the 353rd*

### **Multi-Service Team Delivers Humanitarian Goods to Remote Afghan Village**

*By Air Force Capt. Joe Campbell*

**Panjshir Provincial Reconstruction Team Public Affairs**

**P**ANJSHIR PROVINCE, **Afghanistan**—A multi-service convoy slowly crawled along a dusty, rock-strewn road winding up and around mountains, through tiny, remote villages, scenic wheat fields and pastures enroute to a relief mission June 12. The village of Dara, at approximately 8,000 feet above sea level, was the destination of the Panjshir Provincial Reconstruction Team and volunteers from the 405th Civil Affairs Battalion, to offload beans, rice, cooking oil, salt, powdered milk and tea.

“It was slow-going in a fully loaded 5-ton truck that is as wide as the road in places,” said Army Sgt. 1st Class Brian James, a supply noncommissioned officer deployed with the 405th CA-BN from Pleasant Grove, Utah, who drove the truck. “I’d say we averaged about 20 kilometers per hour, which was good considering the narrow passes and rough road.”

*(“Humanitarian Goods” continues on page 9)*

## *96th CA Battalion*

### **Bring It On!**

*By Maj. Mark McCann*

**CJSOTF-AP Public Affairs**

**[PHOTO  
MISSING]**

**A**LASHOUDALAA, **Iraq (USASOC News Service, July 5, 2006)**—Residents of Al Ashoudalaa now “have the power” thanks to a partnership among their tribal leaders, a reliable local contractor and a U.S. Army civil affairs team. For the first time ever, more than 500 families will have electricity in their homes and the hope for a “brighter” future. This rural electricity project, which began in late April and completed on June 15 at a cost of \$49,950, will provide uninterrupted electrical service to the people of this tiny Iraqi village in the Zuwayyah District of Al Anbar Province.

**The local contractor and an engineer with a civil affairs team from the 96th Civil Affairs Battalion (Airborne), Fort Bragg, inspect the recently installed transformer and power lines in the village of Al Ashoudalaa, Iraq. This rural project brought electricity for the first time ever to more than 500 families in a remote village in Al Anbar Province, Iraq (U.S. Army photo).**

The idea for the project came during a meeting between the local tribal sheik, the city council, and the civil affairs team operating in the area. According to the civil affairs team’s engineer sergeant, the attitude of the Sheik is that his town looks after its own.

“This is one of the safer areas, and the Sheik is very proud of that,” said the engineer sergeant whose team is from C Company, 96th Civil Affairs Battalion (Airborne). “The people like the area the way it is, and they want to keep it that way.” So, a need was identified, a solution proposed, and the process began. The project was awarded to a reliable local contractor and the solution involved finding a way to run power from an existing source in Al Farat into the village.

*(“Bring It On!” continues on page 10)*

# Iraqis Take Giant Step, Rebuild Without U.S. Support

*Marine Corps News*

*Brian J. Holloran, July 05, 2006*

**B**aghdadi, Iraq—An Iraqi man with sweat dripping off of his brow reaches into a bucket to grab a handful of mortar. He spreads the thick paste across a half built wall under the scorching midday sun in Baghdadi, Iraq, June 19. This is a common occurrence in any part of Iraq, but what makes this scene special is that the Iraqis are paying for the labor and materials—not the American people.

“The Iraqis are taking things into their own hands,” said Gunnery Sgt. Erik E. Duane, detachment chief, Detachment 1, 3rd Civil Affairs Group, Regimental Combat Team 7, 1st Marine Expeditionary Force. “They are starting to do their own improvement projects.” “For most local projects we give to the Iraqis, the contractors need to send the idea and the projected costs to me and I run it through my chain of command for approval,” said Duane, a native of Westminster, Calif. “Now, they are starting to use their own funds to pay for construction of property.”

“This is a huge step because it is something that is rarely heard of,” said Duane. “We have been using taxpayers’ dollars to do much of the reconstruction since we liberated Iraq and I think some of the locals just got used to the U.S. assistance. Now, we are starting to see the people in areas that are fairly secure raise money from within and do their own infrastructure projects.” “We have to start doing things for ourselves,” said Mul-Allah Hamreen, local contractor. “We need to pay for our own future.”

Hamreen is also a local resident and is currently building a liquid propane gas distribution center to allow the locals to get gas at a reasonable price. “The locals are going to do a lot of work on the distribution center,” said Duane. “They are building a higher wall and constructing some buildings for workers and security guards.”

According to Cpl. Jesus O. Luna, civil affairs noncommissioned officer, Detachment 1, these are huge steps of accomplishment for the people of Iraq. “When men, like the locals at Baghdadi, surpass this goal of stability and normality we expect to obtain, it is remarkable,” said Luna, a native of Imperial Beach, Calif. “It shows that people in Iraq are not just here for a hand-out.” “We need to rebuild our own towns,” said Hamreen. “The Americans have done so much for us. Now, we need to help ourselves. We need to do this for ourselves.”

The Marines are confident about the future successes of Iraq and its people. “It only takes one person to make a difference and we have a town on our side,” said Luna. “There is still work to do in Iraq, but this is a step in the right direction.”

*“Humanitarian Goods” cont’d from page 8*

The team and several volunteers formed a human supply chain to offload the bags and boxes of food and stack them in storage containers at the Dara District Center. “Governor Bahlol and Deputy Governor Kabiri coordinated the humanitarian assistance drop after determining that Dara had the most immediate need of the six provincial districts,” said Army Maj. Cliff White, Panjshir PRT deputy commander, who is a reservist deployed from Colorado Springs. “They delegated distribution oversight to the Panjshir director of refugees, the district director and village elders.”

The president of the provincial council was also on hand to oversee the distribution process and coordinate future humanitarian assistance drops in other districts. “The district director, village elders and the provincial director of women’s affairs compiled and prioritized (based on need) a list of the 450 families from a 30 kilometer area around Dara to receive the assistance items,” White said.

The mission met several goals, including keeping an Afghan presence at the forefront of the operation, which serves to extend the authority of local and provincial governments. “While we usually aren’t involved in the direct distribution of humanitarian assistance, that doesn’t detract from the importance of these missions,” said Air Force Lt. Col. Neal Kringel, Panjshir PRT commander, deployed from the U.S. Embassy in Libreville, Gabon. “It is quite an accomplishment getting people and supplies out to a remote location such as Dara and safely back again with the precarious roads.”

## Marine's Goal: Gain Trust, Improve Community

By U.S. Marine Corps Sgt. Roe F. Seigle  
1st Marine Division

**BARWANA, Iraq, June 28, 2006**—As U.S. Marine Corps Sgt. Brett Bartels stood in front of a military vehicle handing out hundreds of stuffed animals and soccer balls on a road in Barwana, his goal was simple—make sure each child went home with a smile on his face. Such humanitarian operations are the reason many of the local residents are starting to trust Marines and why insurgents are quickly losing their foothold in the city of 40,000 nestled along the Euphrates River, just southeast of Haditha, the 23-year-old native of Canoga, Park, Calif., said.

“When we arrived in Barwana in March, the insurgents would threaten and intimidate anyone who cooperated with Marines,” said Bartel, a team leader with 3rd Civil Affairs Group, a Marine unit with the primary mission of assisting Iraqi communities with improving local infrastructures and governance. “The insurgents do not have that power anymore and they are desperate to get it back,” said Bartel. “It is evident in their futile attacks that rarely produce the results they want.”

As the insurgency is quelled, Marines here are focusing on developing and implementing programs that will one day be turned over to Iraqi government workers in Barwana after coalition forces withdraw from the city, said Bartels.

Many male residents have expressed an interest in becoming police officers and are willing to attend a police training camp in Baghdad, said U.S. Marine Corps Sgt. Jose Soto, an assistant team leader with a civil affairs group. A police force, coupled with an Army capable of independent operations, is necessary in order to provide security to residents without the assistance of coalition forces, said Soto. “It is just a matter of time before people will start seeing some of the residents who are currently unemployed wearing a police uniform and protecting them from insurgents,” said Soto. “The insurgency is crumbling in this city and we are winning the fight.”

When the Marines arrived in Barwana more than three months ago, residents would not communicate with them out of fear of retribution from insurgents. Now, residents are beginning to welcome Marines and Iraqi soldiers in broad daylight—a sure sign of a weakening insurgency, said Soto. Now the Marines are reaching out to the younger generation of Iraqis with an incentive for them to focus on their education through a program known as “gifts for good grades.” The program allows children to come to the base with their report cards and, depending on the quality of their grades, they are rewarded with toys and candy.

Soto came up with the program earlier this month when a child asked him for a soccer ball as he made an identification card for his parents. “I asked him if he had a copy of his report card and he ran home and got it,” said Soto. “The child made good grades in school so I gave him a soccer ball.” The child spread the word about the gift to other neighborhood children. Soon after, many more children showed outside the forward operating base and showed their report cards to Soto in the hopes of receiving a gift.

“I would give each child at least some candy,” said Soto. “The soccer balls were the most sought after item, so I awarded that to the children with the highest grades. Others would get candy or stuffed animals.” Students began asking their teachers for copies of their report cards from previous grading periods after hearing about the program, said Soto. “Our main goal with this program is to encourage the youth to excel in their education and lead more meaningful lives instead of having to turn to the insurgency for a source of income,” said Soto, after returning from a three-hour patrol in Barwana where he and Marines from Company L, 3rd Battalion, 3rd Marine Regiment handed out more than two hundred toys to local children.

“People here trust us,” said Bartels. “With that trust we are hoping to build the basic programs needed to properly govern a city.”

*“Bring It On!” cont’d from page 8*

The contractor’s challenge was to get power from the existing source—power lines running along a main road just outside the village—and channeling it in. He accomplished this by having several electrical poles erected and power lines from them run to the new, centrally-located transformer in the village. From the transformer, several more poles and power lines went up throughout the village to into families’ homes. The power was on.

The contractor has an agreement with the local government to provide service to the transformer and the power lines for the first six months. When the six month period ends, the local government is responsible for fixing any shortcomings to the system. “People now go to the local mayor and make a request for power,” the sergeant said. “The people then pay a small fee for their power and this helps the local government generate revenue to provide for the upkeep of the electricity.... The effort we put in is making a difference. It’s not just me; working together as a team, we are all making a difference.”

## Civil Affairs Association 2007 Winter Board Meeting

The 2007 winter meeting of the Association Board is scheduled for Saturday, 3 February 2007. This meeting will be at the ROA Headquarters Building, One Constitution Avenue, Washington, DC. The Association meeting will be preceded by a meeting of the Corps Committee of the U.S. Army Civil Affairs Corps, a member of the Army Regimental System. (DAW)

## Nominations for Association 2007 Officers and Board

This fall the Association will elect officers and directors for the calendar year 2007. Persons interested in serving are encouraged to give an indication of interest to the Association Secretary Treasurer this summer. Do this by e-mail at [civilaffairs@earthlink.net](mailto:civilaffairs@earthlink.net), or by mail to 10130 Hyla Brook Road, Columbia, Maryland 21044-1705. (DAW)

## Civil Affairs Transitions in the 21st Century

The Reserve Officers Association and George Mason University are sponsoring a series of roundtables to identify important transition issues now facing Civil Affairs. The first discussion session was held on 26 July at the George Mason Arlington, Virginia campus. Representing ROA at the first session was Bob Feidler, ROA Army Director and ROA's Director of Strategic Defense Education. Representing the George Mason Peace Operations Policy Program was Dave Davis, the Program Director. Civil Affairs Association Life Member David Mitchell has served as a volunteer at ROA to help develop this roundtable program.

At the July 26 meeting presentations were made by Col. Norman Cotton, Assistant for Civil Affairs Policy, Office of the Assistant Secretary of Defense for Special Operations and Low Intensity Conflict; Col. Ferdinand Irizarry II, Assistant Chief of Staff, G3 US Army Civil Affairs & Psychological Operations Command (Airborne); and Ms. Christine E. Wormuth, Senior Fellow, International Security Program Center for Strategic and International Studies.

Following presentations by these speakers the attendees were divided into three discussion groups. The groups who were asked to identify Civil Affairs transitions issues to be considered at future roundtable meetings. The next roundtable session is expected to be in October.

Civil Affairs Association members in attendance were Norm Cotton and David Mitchell, along with Alan King, Vince Carlisle, Jack Kern, Wendell Hodgkins, Dennis Wilkie, Chris Holshek, Irv Lindley, and new Association members Don Jackson and Dave Harlan from Carlisle Barracks Peace Keeping and Stability Operations Institute. (DAW)

## Editorial

## A Nation Building “Relapse” in East Timor

By Brig. Gen., Ret., Dennis A. Wilkie

In early June of this year an article on East Timor caught my eye (*Financial Times*, June 12, 2006, “Dili dilemma: how blunders in building a nation are being brutally laid bare”) I remembered an article on East Timor published some years ago in the *Scroll and Sword* (November/December 1999, “Civil Affairs—An Operational Perspective”). In his *Scroll and Sword* article Australian Army Civil Affairs officer Capt. Benjamin White described his Army's operations in East Timor during 1999 when Indonesia was withdrawing from its military occupation of the newly independent country. The UN, Australia, and others were there to quell the civil disorder that occurred during Indonesia's scorched

(“Nation Building ‘Relapse’” continues on page 12)

earth departure. With a memory of Capt. White’s article and the *Financial Times*’ reference to “nation building blunders” in the article headline, I read further in the June 12 article. Later in this article I will review the *FT* reporter’s opinions on nation building failures that occurred in East Timor. First, let me review some history.

In 1975 East Timor became independent from Portugal. It was one of the places that Portugal summarily withdrew from as it walked away from its colonial possessions. (Angola and Mozambique were other Portuguese colonies that had an extended period of turmoil following independence.) Soon after the Portuguese withdrawal from East Timor, Indonesia invaded, occupied, and finally annexed East Timor. An extended period of civil unrest and resistance to Indonesia followed this invasion and annexation. In 1999 the United Nations finally stepped in and held a referendum on independence. The vote was overwhelmingly for independence from Indonesia. In response to the vote anti-independence militias who sympathized with Indonesia went on a rampage that caused destruction of property and significant dis-location of East Timor’s population. At this point Australia, the United Nations, the United States, and others came to help stabilize the new country.

Following a short period (less than three years) under UN administration East Timor was recognized as an independent state in 2002 and “cut loose” to fend for itself. Earlier this year new civil disorder erupted in East Timor. It is a complicated east vs west fight coming from ethnic differences and from conflicts between political personalities. The *FT* June article says that a number of internal complications have been factors in this recent relapse. Mentioned are “an intensely complicated Melanesian tangle of thuggish ministers, a stubborn prime minister, mismanagement, corruption, long-simmering ethnic tensions, and political positioning ahead of next year’s elections.”

*FT* places much of the fault for the current problems on the UN. The paper says that among the causes for the current relapse are “past nation building short-termism, ill-directed aid, and conflicting priorities....” It says East Timor offers lessons for others who are now responsible for nation building, or may become responsible for nation building in the future. *FT* points to these “nation building blunders.”

**Short Termism.** In 1999 East Timor independence leaders requested a five year UN supervised administration for the new country. The UN stayed less than three years which according to *FT* resulted in “weak governmental institutions, poor infrastructure, and political instability.” From this we see that a schedule and the time required to build a nation can not be set arbitrarily and can’t be arbitrarily short. It is necessary that identified political, economic, social, and infrastructure objectives are reached before deciding that work is finished and the controlling organization(s) can leave. Though Mr. de Mello, who headed the UN administration of East Timor received a Nobel Peace Prize for his work there, the evidence now is that he and his team left before their job was completed.

**Mis-directed Aid.** A large share of the \$3 billion aid received by East Timor was spent in ways that did not build for the future. Much was spent to restore the infrastructure damage caused by years of Indonesian occupation, and then by the Indonesians as they left. *FT* says that in addition to this, half or more of the support aid was lost because it was “boomerang aid” (their term), or money spent for consultants and other overhead. The money the UN spent that did have future benefit for East Timor was insufficient to build needed institutions and indigenous administrative competence. Specifically mentioned by *FT* in this article, in some of its subsequent articles, and in articles by others is the fact that a professional, politically independent, and effective police force and army were not established before the UN left. It is in the Army where the current trouble began.

**Conflicting Priorities and Administrative Mis-direction.** The greatest part of the *FT* June 12 article discusses the fact that development agencies working in East Timor had conflicting priorities, and that UN administration was not focused. Important is the fact that the UN did not have a capable organization nor did it have the personnel who were experienced in nation building of the scale required in East Timor. It had been 40 years since the UN had attempted a comparable job. That was in the Belgian Congo (another abandoned colonial possession). The Belgian Congo has never become a functioning state, something that boded ill for East Timor from the beginning. A damaging fact was that the UN brought in a staff who were from many different cultures and backgrounds. These people were not a team. *FT* says that each had their vision for East Timor based on their opinions and personal origins and backgrounds.

“Nation Building ‘Relapse’” cont’d from page 12

The outpouring of international aid for East Timor created what one development official called “a cacophony of different assistance.” Portugal and Australia, two countries with long term interests, had very different agendas. An example is the fact that East Timor’s former colonial ruler Portugal promoted Portuguese as the official language of state in spite of the fact that few in East Timor spoke Portuguese. There was a diversity of vision among planners, administrators, and relief agencies which was coupled with the fact that in some cases more than one relief agency was providing advice and direction in the same area. *FT* says there were instances where relief agencies were responsible where they were not qualified, or were not the best qualified for a responsibility.

Capt. White in his article for the *Scroll and Sword* about East Timor reconstruction mentions these agencies: UN High Commission for Refugees (UNHCR), UN World Food Program (WFP), International Committee of the Red Cross (ICRC), UN International Children’s Fund (UNICEF), UN Office for the Coordination of Humanitarian Assistance (UNOCHA), OXFAM, and more. A twelve-person team from the 96th Civil Affairs Battalion were in East Timor early in the recovery effort. Later an eight-person team came from the 322nd Civil Affairs Brigade. The Army ultimately had a maximum number of approximately 200 Soldiers and civilians in East Timor, many from the Army Reserve. US and Australian military forces were in the International Forces in East Timor (INTERFET). Since the June 12 article that first caught my attention there have been a number of other East Timor news articles in *FT*. Most were written by their correspondent in Jakarta, Shawn Donnan.

In one of these Mr. Donnan discusses the failure of the UN to effectively prosecute persons responsible for the crimes committed during the time when Indonesia was withdrawing from East Timor. A report by the East-West Center in Hawaii says, “At the root of all the problems of the (failure to pursue the) Serious Crimes process was the failure by the UN to ensure proper leadership, a clear mandate, political will, and clear ownership of the process from the very beginning...(and a) massive institutional failure to create a judicial enterprise worthy of the values and standards that the United Nations represents.” Others are now joining in with their opinions. Lawrence Korb (a former U.S. Assistant Secretary of Defense) from the Center for American Progress and Arnold Kohen of the organization Global Priorities authored an article recently published in [????]. The article is titled “The world must heed the harsh lessons of East Timor.” These men add their criticism of the UN in particular and the international community in general. They say, “It is a disturbing reality that peace-keeping missions move according to a logic and schedule that have little to do with the needs of a particular place. They focus instead on budgets and other international commitments and, as the East Timor experience has illustrated, the best expert advice means little if the nations in charge of the mission choose to ignore unpleasant facts.” Korb and Kohen point to the UN’s failure to create an effective national police force, its failure to adequately develop the economy of the country, and the failure to provide employment opportunity. They say that these lessons must be heeded in Afghanistan. (These lessons also seem to apply to today’s Iraq.)

As illustrated by the quotations that I include above, the UN has received much criticism for the national relapse that has recently occurred in East Timor. We need to benefit from their past experiences. Thoughts for you to take away are:

- Nation building takes time and can’t be rushed. The responsible builder must work to accomplish required results, and not to finish by a calendar date or budget limit. Each nation will have different requirements, but must be developed completely and in the broadest sense, e.g. its politics, police, courts, military, agriculture, education, industry, international trade, international and regional relations, ethnic and cultural harmony.
- The limited funds that are available for nation building must be spent in correct ways that truly benefit the nation being built. There will be strong drags to take these funds astray and away from the intended beneficiaries. Consultants will want to make studies and prepare plans. Agencies will want to pile on overhead charges. These non-productive costs must be minimized.
- There must be a strong and competent leadership with an administrative staff that has a clear vision of the nation building results to be accomplished, and who can direct the efforts of all the organizations that are cooperating on the building effort.

## Personnel Notes

### **Capt. Daniel Glanz a 2005 MacArthur Award Recipient**

In ceremonies at the Pentagon on 17 May 2006 Capt Daniel J. Glanz of the 450th Civil Affairs Battalion was presented the MacArthur Award. Chief of Staff Gen. Schoomaker presented the award to junior officers who demonstrated an outstanding leadership in Army service during the calendar year 2005. Capt. Glanz was congratulated by Lt. Gen. Helmly, Chief of Army Reserve, and members of the Civil Affairs community in attendance. (DAW)



MacArthur Award recipient Capt. Daniel Glanz at award ceremony with Ms. Glanz and Lt. Gen. Helmly, then Chief of Army reserve.

### **Welcome Home Reception for Sergeant Mac**

SFC Patrick McDonald of the 448th Civil Affairs Battalion was welcomed home by Washington State Secretary of State Sam Reed and other friends in Olympia. The welcome was at a reception in the state legislative building on 29 June. During his service in Baghdad. “MAC in IRAQ” was a generous contributor of articles and news to the *Scroll and Sword*. (DAW)

### **Irizarry and Wolff to Lead the New 95th Civil Affairs Brigade.**

Col. Ferd Irizarry from HQ USACAPOC and Lt. Col. James Wolff, until recently commander of the 96th Civil Affairs Battalion, will lead the new and emerging 95th Civil Affairs Brigade. Irizarry assumed command on 17 August with Wolff as the deputy commander. (DAW)

### **Association Members Cahill, Dalzell, and Warmack Complete Schooling, Move to New Responsibilities**

Lt. Col. Dennis Cahill recently completed a year’s study at Harvard. He will be the G8 in HQ USACAPOC. Lt. Col. Steve Dalzell this past year studied at Tufts. He is assigned to HQ 352nd Civil Affairs Command, Riverdale, Maryland. Lt. Col Mike Warmack was at the National Defense University. His assignment is in Washington, DC to the Office of Military Affairs at US AID. Here he will work with Tom Baltazar and Mike Hess who are both Civil Affairs veterans and well known in our community.

### **Vincent Carlisle to the Pentagon**

Our *Scroll and Sword* editor, Lt. Col. Vincent Carlisle will begin service in the Army G3 Operations Center beginning in August. He is moving there from a staff assignment at Ft Leavenworth. (DAW)

### **Association Life Member Col. Kristin Lund to Army War College**

Col Kristin Lund of the Norwegian Army will be an Army War College student this coming year. Col. Lund has served in NATO CIMIC assignments. She most recently was in Afghanistan. (DAW)

### **Bob Feidler Is Army Director at ROA**

Lt. Col., Retired, Bob Feidler, a past member of the Riverdale, Maryland Civil Affairs community, was recently appointed ROA Director of Army Affairs and also the ROA Director of Defense Strategic Education. Bob recently com-

*“Personnel Notes” cont’d from page 14*

pleted a successful tour of active duty at the DoD Reserve Forces Policy Board. Past civilian government service include duty on Strom Thurmond’s Senate Staff and at the Department of Justice in Public Affairs. (DAW)

## Ambassador Robert M. Beecroft Recognized as Distinguished Member of the U.S. Army Civil Affairs Corps



In ceremonies at the National Defense University Brig. Gen. Patt Maney presented Ambassador Beecroft the Secretary of the Army Distinguished Member of the Corps Certificate. The ceremony was attended by members of the Beecroft family and students and faculty of the University. Ambassador Beecroft is a member of the Association. Many of our Civil Affairs Soldiers worked with him during their assignment in the Balkans. (DAW)

Ambassador Beecroft is shown with his wife, center, and daughter following the award ceremony at the National Defense University. At left is Brig. Gen. Maney who presented the Distinguished Member of the Corps Certificate to the Ambassador. Deloise Wilkie is at the right.

## Mosul CMOC Named for Maj. Charles Soltes

A recent article in the Norwich University alumni newsletter reported that the Civil Military Operations Center in Mosul, Iraq has been named for the late Maj. Charles R. Soltes Jr., a Norwich alumnus. The major was killed by and IED while serving in Iraq with the 426th Civil Affairs Battalion. Maj. Soltes was an optometrist as a civilian. In Iraq he was serving as a Preventive Medical Officer. Three fellow Norwich alumni participated in unveiling a plaque at the CMOC which read: “In memory of Major Robert Soltes, killed in action Oct. 13, 2004, husband, father, and soldier.” (DAW)

## Association Director Alan King’s Book Out this Fall

Lt. Col. Alan King’s book, *Twice Armed, An American Soldier’s Battle for Hearts and Minds in Iraq*, will be released by Zenith Press this fall. Lt. Col. King commanded the 422nd Civil Affairs Battalion, the Civil Affairs unit with the 3rd Infantry Division during the march north to Baghdad during Operation Iraqi Freedom. After this he served as Deputy Director, Office of Provincial Outreach, in the Coalition Provisional Authority. In the CPA assignment he led programs for outreach to the tribal sheiks and clerics. (DAW)

## Sandy Davidson to Major General

Secretary Rumsfeld has nominated Brig. Gen. Charles H. “Sandy” Davidson for appointment to the grade of Major General. Sandy recently completed a tour as Chief, Office of Defense Representative, Pakistan, U.S. Central Command. He will now serve as Reserve Component Advisor/Exercise Director, U.S. Central Command, Mac Dill Air Force Base, FL. (DAW)

## 416th Civil Affairs Battalion Moved to San Diego

On 23 May 2006 the US Army Special Operations Command ordered the 416th Civil Affairs Battalion which was located in Norristown, Pennsylvania to be reorganized and assigned to the 351st Civil Affairs Command, Mountain View California. The 416th was then ordered to make a permanent change of station to San Diego, California. This unit move is the first in a wide ranging USACAPOC plan to geographically relocate Civil Affairs units. A common thread in this plan is the move of units south and west to track U S demographic changes. Units are also being located in proximity to other Civil Affairs units to enhance career growth for officers and enlisted Soldiers. (DAW)

## *In Memorial*

### **Congressman “Sonny” Montgomery Dies**

Former U.S. Representative “Sonny” Montgomery recently died in his home state of Mississippi. As Chairman of the House Veterans Affairs Committee he was a staunch supporter of the National Guard and Army Reserve. He is recognized as father of the modern GI Bill. Congressman Montgomery served in the Army in Europe during World War II. As a Guardsman he returned to active duty for the Korean War. He received the Presidential Medal of Freedom and the Department of Defense Medal for Distinguished Service. Representative Montgomery was in the past an honored guest at the Association’s Annual Conferences.

### **Major General Prugh Dies**

Maj. Gen. George S. Prugh, a member of the Civil Affairs Association National Board of Honorary Members, died on July 6, 2006. General Prugh became the Judge Advocate General of the Army in 1971. He entered the Army following graduation from the University of California, Berkeley, in 1941 where he was commissioned a second lieutenant in Army Coast Artillery. During WWII he served in the Pacific. Following the war he entered Hastings College of the Law at the University of California. While serving as the legal advisor to the Military Assistance Command, Viet Nam from 1964 to 1966, General Prugh persuaded the command to accord prisoner of war status to captured Viet Cong forces, a decision credited with saving the lives of countless U.S. personnel captured by the Viet Cong.

In 1972 Maj. Gen. Prugh was a member of the U.S. delegations to the two conferences of experts meeting in Geneva, Switzerland to review the Geneva Conventions Relative to the Law of Armed Conflict, and in 1973 participated on the U.S. delegations to the Diplomatic Conferences on the Law of War that resulted in two additional protocols to the Geneva Conventions. A recent article in the Spring 2006 edition of the Military Law Review described General Prugh as one of the great architects of the modern Army Judge Advocate General’s Corps, and noted that his decisions concerning prisoners of war are as valid today as they were three decades ago.

Maj. Gen. Prugh is survived by his wife of 63 years, Katherine, two daughters, grandchildren and great grandchildren. He will be buried at Arlington National Cemetery on September 1, 2006.

### **USASOC Memorializes Fallen Soldiers on May 27**

**FORT BRAGG, N.C. (USASOC News Service, May 19, 2004)**—The U.S. Army Special Operations Command honored 20 of its fallen Soldiers during an annual memorialization ceremony at Ft Bragg on May 27.

Hosted by Lt. Gen. Philip R. Kensinger Jr., USASOC’s commanding general, the event memorialized Army special operations Soldiers who have died during combat operations over the past year while fighting in support of the Global War on Terrorism. Col. John Geiger, Association Vice President, represented the Association at this memorial ceremony. The names of the Soldiers killed were added to the Memorial Wall in USASOC’s Memorial Plaza during the ceremony. The following Civil Affairs warriors were added to the Memorial Wall:

#### **Operation Enduring Freedom**

Sgt. 1st Class Curtis Mancini, 486th Civil Affairs Battalion, Tulsa, Okla.

#### **Operation Iraqi Freedom**

Cpl. Mark A. Bibby, 422nd Civil Affairs Battalion, Greensboro, N.C.

Spc. Charles E. Bush Jr., 402nd Civil Affairs Battalion, Tonawanda, N.Y.

1st Sgt. Christopher D. Coffin, 352nd Civil Affairs Command, Riverdale Park, Md.

Spc. Nichole M. Frye, 415th Civil Affairs Battalion, Kalamazoo, Mich.

Lt. Col. Anthony L. Sherman, 304th Civil Affairs Brigade, Philadelphia, Pa.

## All Roads Lead to BAGHDAD Army Special Operations Forces in Iraq

*U.S. Army Special Operations Command History Office, Fort Bragg, North Carolina*

*Superintendent of Documents, U.S. Government Printing Office*

*Review by Col, Ret., Jack J. Basil*

### [Is there a book cover for this article?]

This is the story of the role played by Army Special Operations Forces (ARSOF) in Operation Iraqi Freedom (OIF) in toppling Saddam Hussein's regime and capturing Baghdad. All Roads Lead to BAGHDAD is the successor volume to Weapons of Choice, the ARSOF report that describes what ARSOF soldiers accomplished in Operation Enduring Freedom (OEF) in Afghanistan.

Compiled and written by the skilled U.S. Army Special Operations Command (USASOC) History Office staff headed by Dr. Charles H. Briscoe, All Roads is a high-quality description of the dedication and competence of ARSOF soldiers—Special Forces, Civil Affairs, Psychological Operations, aviators, support units, and headquarters in various operational climates.

The book's main divisions open with: Why Iraq? and then continue with Planning for War, Preparing for War, Staging for War, War Begins, War Pauses, War Accelerates, Baghdad and Beyond, War Transitions, Conclusion, Observations and Reflections. Of particular interest are the conclusions, observations, and reflections. Concluding remarks summarize ARSOF activities through June 2003 while the observations are "based on official documents and interviews with participants at all levels, including Coalition personnel." The reflections "are situational assessments by active and retired ARSOF officers who served in Iraq and participated in the ARSOF in the OIF history project."

Many of the problems surfacing during mobilization, planning, training, deployment and employment of Civil Affairs units are clearly and honestly stated. Apparently Civil Affairs did not have a substantive role in planning at the U.S. Central Command (US CENTCOM) nor was there an appreciation of the proper operational role of Civil Affairs in the field. Tactical commanders either were uncertain of how Civil Affairs should be used or were unaware of Civil Affairs' mission and capabilities.

The principal emphasis by the joint and Army commands seemed to be speed and quantity—get as many Civil Affairs personnel and units on the scene as quickly as possible with the questions of command and control to be resolved on an ad hoc basis. Despite these and other shortcomings, Civil Affairs performed far more effectively than could be expected under the circumstances.

There can be little argument that had Civil Affairs planners been given the guidance and opportunity to develop plans for the tactical and transitional phases of the Iraq operation, Civil Affairs activities would not have been done "on the fly," thus preventing (or reducing) what could be accomplished as the field environment evolved. This and other failures in the use of Civil Affairs assets are rather puzzling in the light of the attention given to Civil Affairs-related activity in the last several years by the Department of State, Department of Defense (recall, inter alia, the Rumsfeld "snow flakes"), U.S. Special Operations Command (USSOCOM), USASOC, John F. Kennedy Special Warfare School and Center (JFKSWCS), National War College, Army War College, Army Command and General Staff College and other military and civil institutes. We may reasonably wonder why there were all kinds of studies, analyses and pre-planning activity of one kind or another for the fast-paced combat phase of the operation, but insufficient or non-existent Civil Affairs guidance, planning, coordination and resources for the Phase IV transition phase.

The USASOC History Office has done a valuable service by producing All Roads Lead to BAGHDAD, giving this "snapshot" of ARSOF operations in Iraq in the 2002-2003 time frame. Civil Affairs, for its part, valiantly upheld the collective effort.

*[What should the heading be?]*

## Sailors Play Major Role with 354th Civil Affairs Brigade

*By Chief Mass Communication Specialist (SW) Daniel Sanford, Commander, U.S. 5th Fleet Public Affairs*

**B**AGHDAD, Iraq (NNS)—The 354th Civil Affairs Brigade (CAB), the first civil affairs brigade in Iraq made up primarily of Sailors, completed its first four months here, Aug. 16, as the primary administrative controlling manager for civil affairs units throughout Iraq. During the first months of its year-long deployment to Baghdad, the 354 CAB coordinated and ensured the successful completion of numerous community-oriented projects. Among the active-duty individual augmentees and Reservists called upon to deploy with the unit, more than 75 percent of the brigade headquarters is Navy.

Army Col. Vernon Harris, 354th CAB's commander, said working in a joint environment with U.S. Sailors has been a wonderful experience. "It's been a great marriage, so to speak," said Harris, who hails from Columbia, S.C. "There were a lot of unknowns at first and I wasn't sure if this was going to work out or not, but the Sailors are extremely capable, and their skills and expertise have worked out perfectly with the job they're here to do."

The brigade manages three civil affairs battalions based in Iraq: the 414th Civil Affairs Battalion stationed out of Camp Victory in Baghdad, the 402nd Civil Affairs Battalion in Tikrit, and the 403rd Civil Affairs Battalion in Mosul. The brigade provides administrative control of the battalions and monitors their operational mission objectives, which support the maneuver divisions civil military operations objectives and quality of life projects for the Iraqi people.

"Basically, we make sure the battalions are trained, have the right people in the right jobs and ensure they have the correct materials," said Cmdr. Tim LaPlante, 354th CAB's deputy operations officer.

The brigade also coordinates the projects that the battalions are charged with carrying out. These projects are coordinated by the brigade's six functional specialty teams: Public Health, Humanitarian Assistance, Essential Services, Veterinary Services and Agriculture, Rule of Law, and Public Infrastructure.

"The functional specialty teams are a culmination of different skill sets," said Capt. L. George Wingfield, deputy functional specialty teams chief. "Each team has personnel whose skill sets match the team. So we have service members with backgrounds in civil engineering, forestry, business, electrical engineering and several who are just project manager qualified."

"Our civil affairs battalions are out there doing assessments; they're finding out what the Iraqi people need," said the native of Fort Collins, Colo. "They report their findings to the functional specialty teams who take their findings for action." In many cases, the brigade is able to restore critical services to pre-war condition, or better. "Once we assemble our plans, we coordinate with the provisional reconstruction teams (PRTs), which are sponsored by the State Department," said Wingfield. "We give our plans to the PRTs, and they speak with local jurisdictions and try to establish a plan that'll accommodate the U.S. military and the Iraqi people."

The 354th has coordinated several major humanitarian aid projects since arriving in Iraq in April. "We handle anything dealing with medical supplies, school supplies, clothing, toys, sporting equipment and many other materials," said Cmdr. Jimmy Cox, humanitarian assistance team leader. "We can also get material from DRMO (Defense Reutilization and Marketing Office) and distribute it to the people in Iraq." A recent success story involving DRMO included the redistribution of 55 two-and-a-half ton stake bed trucks. The trucks were turned over to DRMO, but weren't shipped back to the United States because the cost of shipping the trucks exceeded their actual value. Cox and his team negotiated a deal that turned over the vehicles to the Iraqi Ministry of Agriculture.

Other humanitarian aid projects had the CAB distributing more than 15,000 school kits and thousands of soccer balls to Iraqi children and coordinating the delivery of more than 3,000 wheelchairs throughout Iraq. "We also send a lot of what we receive to the Iraqi military units," said Cox. "They can then distribute them to the locals and that really helps to legitimize the government of Iraq and the Iraqi army." Ultimately, according to Cox, that will help the Iraqi government achieve its goal of self-sufficiency and allow U.S. and coalition forces to depart the country.

*("Sailors Play Major Role" continues on page 15)*

*“Sailors Play Major Role” cont’d from page 14*

“As much as the Army has needed to recall its Reservists to assist with civil affairs operations, the Navy has been asked to assist as individual augmentees,” said Lt. Cmdr. Jeff McClanahan, deputy humanitarian assistance team leader. “The brigade is commanded by an Army colonel, and we also have some Air Force personnel attached, but the 354th headquarters is now predominately manned by the Navy. “According to members of the CAB, it didn’t take long for all three services to appreciate what each group brought to the table. “Once we got past the preconceived notions about each other’s services, things took off and we’re doing great,” said Army Sgt. Maj. John Blair, non-commissioned officer in charge of brigade logistics.

“It’s been terrific having them here,” added Army Command Sgt. Maj. Harry Shubargo of 354th Brigade. “The Sailors bring a wealth of knowledge and a ‘can-do’ attitude with regards to the mission. If this is the future of the military, then I’m all for it.”

While there certainly is much to be proud of, Harris believes that the brigade’s best efforts are still to come. “It’s been a great journey thus far and we’ve made great strides,” said Harris, as he recalled the brigade’s accomplishments. “However, the final chapter hasn’t been written yet and I think great things will come to fruition in the coming months.”



**What is the caption and where should this photo be placed?**

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To receive news and updates from The Civil Affairs Association, please send your name and e-mail to [civilaffairs@earthlink.net](mailto:civilaffairs@earthlink.net)

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**Use This Form to Enroll a New Member,  
To Renew Your National CAA Membership for 2006,  
To Change Your Address, or To Make Your Tax-Deductible Contribution**  
*The Civil Affairs Association*

Name/Rank: \_\_\_\_\_ Date: \_\_\_\_\_  
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MAKE ALL CHECKS PAYABLE TO CAA  
Please remit payment to:  
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Columbia, MD 21044-1705

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New Application       Renewal       Change Address

Payment enclosed for following:

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|                             |       |                               |       |
|-----------------------------|-------|-------------------------------|-------|
| E1 thru E4 (No charge)      | _____ | 01 thru 03 (\$10)             | _____ |
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**Membership Agreement**

*Membership dues entitle member to participate in and receive all benefits of the Association and Chapter (if affiliated) and to receive The Civil Affairs Journal and Newsletter.*