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Interagency Cooperation in Afghanistan: The German Case

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Summary

- General Approach & Stakeholders
- Interagency Cooperation
  - In the field: Provincial Reconstruction Teams (PRTs)
  - In the capital: interagency process in Berlin
- New thinking post-ISAF
- Lessons Learned (in the field/in the capital)
- What’s next?
General Approach & Stakeholders

- German reconstruction efforts in Afghanistan: multi-agency endeavor – *Comprehensive Approach*

- Four key agencies involved
  - Federal Foreign Office (AA/GFFO)
  - Federal Ministry of Defence (BMVg)
  - Federal Ministry for International Cooperation and Development (BMZ)
  - Federal Ministry of the Interior (BMI)
Interagency Cooperation in the field (PRTs)

- German PRTs/PATs created in 2003 (post-Petersberg) (PRT Kunduz and PAT Taloquan / PRT Faizabad) specifically set up with interagency cooperation in mind

- Doppelspitze (double head) from the outset
  - Military colonel - civilian diplomat
  - Bi-weekly Development & Stability Board

- Transfer to civilian leadership: 2011 (FBD), 2012 (KDZ)
- Transfer to Afghan partners: 2012 (FBD), 2013 (KDZ)
PRT Structure 2010

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PRT Structure
RC North 2010

HQ RC-North
FSB MES
Sherberghan

GFFO: 3+3

JOWZJAN
BALKH
KUNDUZ
TAKHAR
BADAKHSHAN
SAMANGAN
BAGHLAN

GFFO: 4+1

GFFO: 1+1

PRT KUNDUZ

PRT FEYZABAD

GFFO: 3+1

FARYAB
SARI PUL
MEYMANEH
MAZAR-E SHARIF
Pol-E KHOMRI

GER
MN
GFFO

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Interagency cooperation in Berlin

- *Ressortprinzip* (subsidiarity principle)
- Main coordination body: *Afghanistan-Pakistan Task Force* at the GFFO (until 2015)
- *Special Representative for Afghanistan and Pakistan* (SRAP)
- *Staatssekretärsrunden* (senior officials)
- *Ressortrunden* (working level)
New Thinking post-ISAF

- Creation of *Directorate General for Crisis Prevention, Stabilization and Post-Conflict Reconstruction* at the GFFO in 2015
- Dissolution of Afghanistan-Pakistan Task Force
- Afghanistan just one of many stabilization efforts
- Humanitarian aid -- stabilization measures -- development cooperation
Lessons Learned

- Original question: Institutional Learning and Adaptation
- Interagency cooperation: more than “peaceful coexistence” needed
- *Comprehensive Approach* starts in the head (acceptance strategy of different “house cultures”)
- Communication is key (joint briefings, proactive information sharing)
Lessons Learned (ct’d)

- Joint staff (preferably in one building)
- Joint preparation (including language training and intercultural knowledge) (Netherlands case)
- Joint database to track development
- Joint analysis and planning of reconstruction efforts (including CIMIC)
- Joint BUDGET (including veto rights)
Lessons Learned (ct’d)

- Closer cooperation in the field (do what you can in the field), but also in capitals

Ideal scenario:

- CLEAR (*Bundeswehr*, ANSF)
- HOLD (*Bundeswehr*, ANSF)
- STABILIZE (GFFO)
- DEVELOP (BMZ)
What’s next?

- GFFO Review 2014 process
- Stabilization is there to stay
- Taking the lessons from Afghanistan to different regional contexts (e.g. Syria, Iraq, Libya, Mali)
- Joint NATO approach needed
Questions?

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