

UNITED STATES MARINE CORPS
MARINE CORPS CIVIL-MILITARY OPERATIONS SCHOOL
WEAPONS TRAINING BATTALION
TRAINING COMMAND
2300 LOUIS ROAD (C478)
QUANTICO, VIRGINIA 22134-5043

STUDENT OUTLINE

CIVIL ENGAGEMENT

0531-125

CIVIL AFFAIRS NON-COMMISSIONED OFFICER COURSE

M02AAPD

FEBRUARY 2016

LEARNING OBJECTIVES

(a) **TERMINAL LEARNING OBJECTIVE**. Given a mission, interpreter support as applicable, Commander's intent, and a target audience, conduct a civil engagement, to mitigate unintended consequences, counter adversary information activities, and increase local support for friendly forces and their mission in accordance with MCRP 3-33.1H Chapter 1. (CACT-EXE-2003)

(b) **ENABLING LEARNING OBJECTIVES**

(1) Without the aid of references, define engagements, in accordance with MCRP 3-33.1H. (CACT-EXE-2003a)

(2) Without the aid of references, identify the seven steps of the engagement cycle, in accordance with MCRP 3-33.1H Ch. 4. (CACT-EXE-2003b)

(3) Without the aid of references, identify specialized engagement teams, in accordance with MCRP 3-33.1H. (CACT-EXE-2003c)

(4) Given a scenario and role players, lead a civil engagement, in accordance with MCRP 3-33.1A appendix C. (CACT-EXE-2003d)

1. **ENGAGEMENT.** Civil engagements, not to be confused with mil-to-civ engagements, take place between members of the U.S. Armed Forces and foreign civil authorities or population and include tasks defined under civil-military operations (CMO). Civil engagements do not include interaction with civil authorities in charge of the military (e.g., minister of defense). Examples of civil engagements include meetings with local civil authorities (e.g., mayors, police chiefs), members of the local population, religious leaders, and cooperation and training with foreign civilian technical professionals (i.e., medical, educational, legal). Civil engagements are divided into two subcategories, deliberate and impromptu. The Army uses the term dynamic instead of impromptu. Deliberate and impromptu (dynamic) engagements differ primarily in planning and execution.

a. **Deliberate Engagements.** Deliberate engagements are conducted to achieve a specified effect or objective. They are planned events, approached in a detailed manner, support the overall plan through targeted engagement, and support the commander's intent, themes, and desired end state. They may be face-to-face interactions or may be interactions via other means such as telephone or video teleconference. Examples of deliberate engagements are—

(1) Meetings with key HN social, civic, religious, political, or military leaders (when not in the context of a military engagement).

(2) Surveys to determine atmospheric.

(3) Follow on or subsequent engagements to address or readdress aspects of the initial engagement.

b. **Impromptu (dynamic) Engagements.** Impromptu engagements are frequent unplanned or unanticipated encounters. They may be spontaneous face-to-face conversations with local civilians during dismounted patrols or unsolicited visitations by local leaders. Leaders can prepare their subordinates for impromptu engagements through training, aided by prepared notes on the commander's intent, themes, mission narrative, mission statement, civil preparation of the battlespace, and an assessment of the AO. Impromptu engagements are:

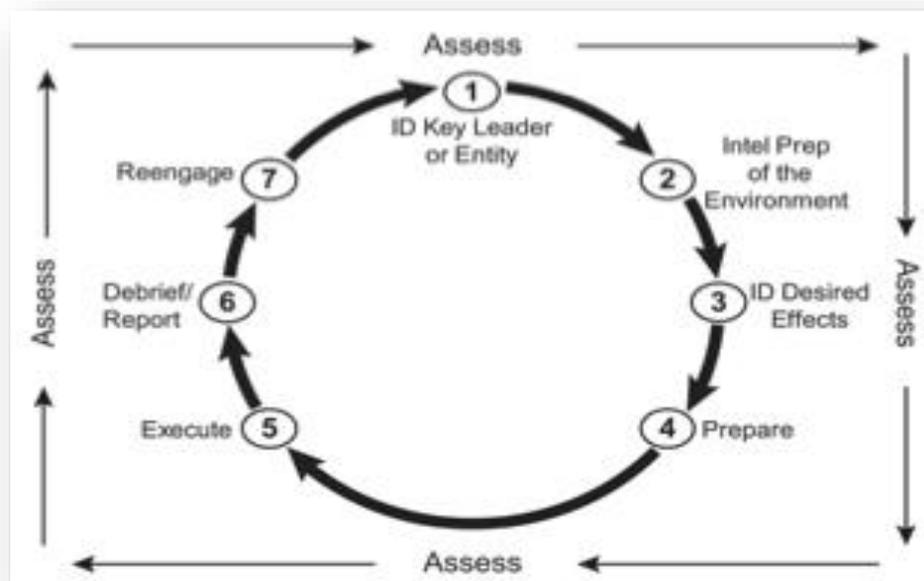
(1) For direct observation to improve for situational awareness.

(2) Best guided by time, space, and unit specific messages.

(3) Support generalized set of themes expressed in a unit narrative.

(4) Prepared for through training.

2. **THE ENGAGEMENT CYCLE.** The Engagement cycle consists of seven steps: identify key leader or group, conduct Civil Preparation of the Battlefield (CPB) via ASCOPE/PMESII, identify desired effects, prepare engagement plan(s), execute, debrief/report, and re-engage.



3. **IDENTIFY THE KEY LEADER(S) (STEP 1).** An area study will help you determine potential key leaders in the AO before you arrive. Keep in mind that key leaders may change over time (election cycle, assassinations, shifting loyalties, etc.).

a. Identify the person(s) or entity of influence. Is this the correct person to engage?

b. Religious, political, familial or tribal relationships, economic standing.

c. Determine the potential for long-term influence.

d. Evaluate the key leader social network. Products of this analysis can include, political and business networks, tribal networks, criminal or terrorist networks.

4. **INTEL PREP OF THE ENVIRONMENT/CPB (STEP 2)**

a. **Review**

(1) Information from all available sources (CIM, IPB, Working groups, open source, previous engagement reports).

(2) Commander's intent, themes, and narratives.

(3) Other ongoing engagements or negotiations.

(4) Recent significant events in AO (hot button issues).

b. **Determine**

(1) Who might or should be present (develop info packets on key players).

(2) Which U.S. personnel will be present.

(3) Key issues for the command.

(4) Other U.S. personnel with whom they have engaged.

(5) Preliminary conditions required to create desired effects.

(6) Ethnicity, Language/Dialect.

(7) Discern key leader's agenda/motivation/interests.

(8) Key issues for the local nationals.

5. **IDENTIFY DESIRED EFFECTS (STEP 3)**

a. Identify U.S. desired outcomes.

b. Assumed desired outcomes of other party.

c. Pre-determine what you are able to offer in order to get what you want.

d. Identify probability of favorable response to request/desired effect.

e. Progress can be measured by using Measures of Effectiveness (MOEs) and Measures of Performance (MOPs). MOEs and MOPs are established in this step of the Key Leader (KL)/Civil Engagement (CE) cycle. Some examples include: level of local cooperation, establish host nation services, economic development, local participation in projects and security improvements.

6. **PREPARE/REHEARSE ENGAGEMENT PLAN(S) (STEP 4)**. When planning KL/CE engagements, practice sound time and territory management. Time is a valuable commodity. You cannot devote 100% of your attention to KLE; you have other duties and responsibilities (submitting reports, conducting debriefs, and force protection). Take the time and make the effort to map out your territory. Through an ASCOPE/PMESII analysis, become familiar with key people, projects, and facilities in the AO. Develop a map that delineates your area of responsibility. On the map identify ongoing and completed projects, key infrastructure and tribal and religious boundaries, etc. Also, be sure to consider the key leader's engagement plan. How many people does he currently meet with and what do they discuss? Try to avoid duplication of effort and determine who owns the relationship. Prior to an actual engagement be sure to focus on the following TTPs.

a. **Develop**

- (1) Structured discussion points (get your story straight).
- (2) Contingencies and counters to unfavorable responses.
- (3) Your best alternative to a negotiated agreement (BATNA).
- (4) Determine contact method.

b. **Determine roles and responsibilities within the team by designating**

- (1) Marine who will conduct the engagement (Engagement Leader).
- (2) Recorder/note taker.

- (3) Security Leader.
- (4) Photographer.
- (5) Practice positioning.

c. **When hosting the engagement**

(1) Select a location to support the tone of the meeting; serious matters, a conference room; rapport building, an office or social setting.

(2) Sanitize the location for intelligence; maps, photos, papers, etc.

(3) Rehearse picking the person up at the entrance and notify base security of their arrival.

(4) Consider rank and status when selecting seat assignments.

(5) Provide hospitality (social customs, refreshments).

d. **When not hosting**

(1) Perform reconnaissance of location.

(2) Implement security considerations.

(3) Design communication and exfiltration plan.

e. **Rehearse**

(1) Have all personnel who will be present attend the rehearsal.

(2) Rehearse with the interpreter. Attempt to learn at least a few words of the local dialect.

(3) Rehearse with recorder/note taker. Discuss desired effects. Get your story straight.

7. **EXECUTE (STEP 5)**

a. **Begin the meeting**

(1) Use correct social customs.

(2) Greet in culturally appropriate hierarchy (e.g., greet elders first).

(3) It's all about mutual respect.

(4) Allow for social time if required.

(5) Present small gifts if acceptable.

b. **Conduct the meeting**

(1) Be patient and listen.

(2) Focus on the objectives.

(3) Know when to speak.

(4) Under promise/over deliver.

(5) Instill local ownership in solutions.

(6) Be prepared to confront corrupt officials.

c. **Close the meeting**

(1) Clarify agreements, if needed.

(2) Repeat actionable items; restate understandings.

(3) Establish follow up timeline.

(4) Give appropriate farewells.

8. **DEBRIEF AND REPORT (STEP 6)**

a. Review agreements made.

b. Review outstanding issues captured.

c. Record and forward information for analysis in accordance with unit SOP.

9. **REENGAGE (STEP 7)**

a. Sustain/maintain relationship.

- b. Provide method for key leader to contact you between KLEs.
- c. Make maximum use of available funds to meet commitments.
- d. Review previous KLE reports and agreements before the next KLE.

10. **SPECIALIZED ENGAGEMENT TEAMS.** Certain planned engagements will require a specialized team of subject matter experts in addition to the normal compliment of recorder, photographer, security leader, etc. These teams can include but are not limited to medical engagements (USN environmental health officer, physicians, or corpsman), religious engagements (chaplains and RPs), female engagement teams (female CA Marines, corpsman, etc.) or technical teams (motor transport, utilities, Navy CBs, etc.). All team members need to be familiar with engagement TTPs and the desired effects of the commander prior to the actual engagement.

REFERENCES:

- MCRP 3-33.1A Civil Affairs Tactics, Techniques, and Procedures
- MCWP 3-33.5 Counterinsurgency Operations
- MCRP 3-33.1H Engagement Teams
- JP 1-02 DoD Dictionary of Military and Associated Terms
- JP 3-57 Civil-Military Operations

