

# MCCMOS Circular

## Civil Engagement



### Marine Corps Civil-Military Operations School (MCCMOS)

United States Marine Corps

May 2020

This circular supports the academic curricula of all MCCMOS Civil Affairs and Civil-Military Operations Programs of Instruction

This page is intentionally left blank.

Throughout this circular, masculine nouns and pronouns are used for the sake of simplicity. Except where otherwise noted, these nouns and pronouns apply to either gender

## USER SUGGESTION FORM

From: \_\_\_\_\_  
To: Director, Marine Corps Civil-Military Operations School

Subj: FEEDBACK ON MCCMOS CIRCULAR, CIVIL ENGAGEMENT

1. Units and individuals are encouraged to submit suggestions concerning this circular directly to the above addressee.

Page \_\_\_\_\_ Paragraph No. \_\_\_\_\_  
Line No. \_\_\_\_\_ Figure / Table No. \_\_\_\_\_

Nature of Change:	Add Change	Delete Correct
-------------------	---------------	-------------------

2. Proposed Text:

---

---

---

---

---

---

---

---

3. Justification / Source:

---

---

---

---

---

---

---

---

Notes:

1. Only one recommendation per page.
2. Locally reproduced forms may be used for e-mail submissions.

This page is intentionally left blank.

Marine Corps Civil-Military Operations School  
Weapons Training Battalion  
Training Command  
2300 Louis Road (C478)  
Quantico, Virginia 22134-5043

1 May 2020

## FOREWORD

Marine Corps Civil-Military Operations School (MCCMOS) Circular, *Civil Engagement*, is designed to assist in the planning and conduct of civil engagements in support of civil-military operations.

This Circular provides a doctrinal foundation and a practical guide to Civil Engagement and related products generated in furtherance of Civil Engagement activities, whether conducted by trained Civil Affairs Marines or other forces.

The overall purpose of this circular is to support MCCMOS programs of instruction with a more complete reference until such time that an update to MCTP 3-03A (MAGTF Civil-Military Operations) is approved.

Recommendations for improvements to this pamphlet are encouraged from commands and individuals. The enclosed User Suggestion Form can be reproduced and forwarded to:

Director, Marine Corps Civil-Military Operations School  
(Attn: Doctrine)  
2300 Louis Road (C478)  
Quantico, Virginia 22134-5043

Reviewed and approved this date.



M. C. CHAMBLISS  
Lieutenant Colonel, U.S. Marine Corps  
Director, MCCMOS

DISTRIBUTION STATEMENT: Approved for public release; distribution is unlimited.

This page is intentionally left blank

# Table of Contents

## **Chapter 1: Understanding Civil Engagement**

- 1000. Introduction
  - a. Civil Engagement Defined
  - b. Civil Engagement Nested
- 1001. Purpose of Civil Engagements
- 1002. Types of Civil Engagements
  - a. Deliberate Engagements
  - b. Dynamic Engagements
- 1003. Civil Engagement Strategy
  - a. Targeting
  - b. Engagement Synchronization
  - c. Themes, Messages, and Narratives

## **Chapter 2: The Engagement Cycle**

- 2000. Introduction
- 2001. Step 1: Identify Key Leader or Entity
- 2002. Step 2: Review Civil Preparation of the Battlespace
- 2003. Step 3: Identify Desired Effects
- 2004. Step 4: Prepare
- 2005. Step 5: Execution
- 2006. Step 6: Debrief/Report
- 2007. Step 7: Reengage

## **Appendices**

- Appendix A— Specialized Engagement Teams
- Appendix B— Use of an Interpreter
- Appendix C— Culture
- Appendix D— Do's and Don'ts
- Appendix E— Engagement Planning Documents

## **Glossary**

## **References and Related Publications**

This page is intentionally left blank



# CHAPTER 1

## UNDERSTANDING CIVIL ENGAGEMENT

*When dealing with people, remember we are not dealing with creatures of logic. We are dealing with creatures of emotion, creatures bristling with prejudices and motivated by pride and vanity.*

*—Dale Carnegie*

*How to Win Friends and Influence People*

### 1000. Introduction

This circular is published to define civil engagement, establish a common methodology for civil affairs (CA) Marines and Marine Corps CA trained personnel, and provide guidance on how to plan and execute civil engagements across the competition continuum.

#### a. Civil Engagement Defined

Civil engagement is a function as well as a tactical task of CA forces. Civil engagement consists of the planned and targeted activities through which CA forces focus on the interactions which promote the building of relationships between military forces, unified action partners, indigenous populations and institutions (IPI), and other civil entities. The goal is to reduce civilian impacts on ongoing or planned military operations and to mitigate the military impact on the civilian population. Civil engagement should be planned in accordance with information requirements (IR), but it can also occur as a result of chance interactions within a dynamic operational environment. Civil engagement may be in person or by other means of communication. These interactions enhance the commander's understanding of the civil component and legitimizes the supported mission. The purpose of civil engagement, as a function, is to:

- Inform or seek information
- Facilitate operations
- Coordinate efforts
- Collaborate with the civil component
- De-conflict operations between the civil populace and military
- Resolve conflict
- Mitigate the impact of military operations on IPI

- Influence actions by civil entities
- Develop civil considerations

Civil engagements do not include those interactions with civil authorities in charge of the military (e.g. minister of defense). Military engagements take place between US military forces and another nation's armed forces or civilian authorities in charge of the military, like security cooperation exercises, training in conjunction with a foreign military unit, and training foreign military members or units.

## **b. Civil Engagement Nested**

Civil Affairs Operations (CAO) are actions planned, coordinated, and executed by Marine Civil Affairs (CA) forces. CAO enhance the awareness of and manage the interaction with the civil component in the operational environment (OE). Specifically, CA forces will identify and mitigate underlying causes of instability within civil society; and/or be involved in the functional specialty skills normally the responsibility of civil government. CAO consists of three core competencies: CA activities, military government operations, and CA supported activities. Civil engagement is a nested function within CA activities, but the importance and impact of the effective planning and conduct of civil engagement is critical for all three core competencies of CAO.

### **1001. Purpose of Civil Engagements**

At the tactical level, CA personnel may engage local civilian leaders in order to inform and influence and/or gather information to satisfy IR or enhance the commander's situational awareness. At the operational level, civil engagements may take place with regional and national leaders, building partnerships and host nation (HN) capacity. Finally, at the strategic level, civil engagements may take place with the HN national government and international community, where gaining international consensus and alliances and partnerships are strengthened, in order to stabilize the HN.

Marine CA forces have training in negotiation and mediation techniques, as well as critical thinking skills to identify cultural nuances, divergent world views, biases, prejudices, and stereotypes. These unique skills allow them to better establish and maintain relationships and communications channels with various civil entities, foster coordination and integration, facilitate information flow, harmonize efforts, and promote mission legitimacy. CA forces understand that relationships and coordination between various civil entities can enhance or enable successful mission accomplishment. The outcomes from civil engagements flow into the information gathering process of civil information management (CIM), which adds to the understanding of civil considerations and, ultimately, increased situational awareness for the OE.

To get the most productive results from a civil engagement, a Marine must truly understand the party with which they are engaging (target). This requires a deeper analysis of the target, beyond surface physical features. The CA Marine's understanding comes, in large part, from conducting civil preparation of the battlespace (CPB), a four step-process whereby the CA Marine:

- Define(s) the civil operating environment (through the ASCOPE/PMESII framework).
- Analyze(s) the civil operating environment.
- Develop(s) a civil environment model.
- Determine(s) civil actions.

Analyzing the civil operating environment, in particular, helps to truly understand the target, especially the cultural aspect. Critical to this examination is conducting a stakeholder analysis in order to understand (in)stability factors and determine key influences. Additionally, by conducting a network analysis, a CA Marine is able to understand their engaged party's (target) network of associates, its structure, characteristics, linkages, center of gravity, capabilities, and vulnerabilities.

A CA Marine may conduct a civil engagement for a number of reasons, to include, but not limited to:

- mitigating the impact of military operations on the indigenous population and institutions (IPI);

- influencing actions by civil entities;
- informing or seeking information;
- collaborating with the civil component;
- developing civil considerations;
- de-conflicting operations between the civil populace and the US/coalition military; and
- resolving conflict.

Regardless of the aforementioned reasons, ultimately, civil engagement is conducted to support the commander’s objective(s). In conducting civil engagements, the CA Marine must ask themselves, “What effect does my civil engagement have in supporting the commander’s objective?” Examples of civil engagements could include meetings with:

- civil authorities (mayors, police chiefs etc.),
- religious leaders,
- business owners/contractors, and/or
- cooperation and training with foreign civilian technical professionals (teachers, attorneys, nurses).

## **1002. Types of Civil Engagements**

There are two types of civil engagements: deliberate and dynamic.

### **a. Deliberate Engagements**

Deliberate engagements are purposely conducted to generate a specified effect. They are planned events, approached in a detailed manner, which support the overall operational plan, the commander’s intent, themes, and desired end state through targeted engagement. The focus of this document will be planning for and conducting deliberate civil engagements. The engagement plan is not a separate plan, but is integrated with the supported commander’s mission and intent. In addition to civil engagements conducted by CA Marines, civil engagements may be conducted by communication strategy and operations (COMMSTRAT) Marines formerly known as public affairs, psychological operations (PSYOP) Marines (conducting military information support operations (MISO), chaplains, health service support

and force health protection, legal or the rule of law personnel such as judge advocate general, military police, military advisors, civil engineers, and other specialized engagement teams.

## **b. Dynamic Engagements**

Dynamic engagements (sometimes referred to as impromptu or targets of opportunity) are frequently unplanned or unanticipated encounters. They may be spontaneous face-to-face conversations with local civilians during dismounted patrols, or unsolicited meetings with local leaders. Marine leaders can prepare their subordinates for dynamic engagements through training, aided by preparation in understanding the commander's intent, themes, mission narrative, mission statement and CPB. Dynamic civil engagements can be a source of frustration when Marines are not trained for them and are caught "off guard" by an OE full of cultural differences where the need for security is balanced with presenting a posture that conveys a willingness and openness to engage. Dynamic engagements can serve to improve situational awareness through direct observation, and effects are better obtained when guided by time, space, and unit specific messages and in support of a generalized set of themes expressed in a unit narrative.

### **1003. Civil Engagement Strategy**

Influencing a target population within an area or operations (AO) requires building credibility and trust. These can be built through repeated and meaningful civil engagements. Commanders set the tone for engagements. They provide subordinates with the tools needed to conduct engagements by expressing a vision, through the commander's intent of how to interact with HN personnel. An engagement strategy is a persistent, long-term effort which supports the commander by engaging the local population on multiple levels, across multiple lines of effort.

The engagement strategy is also nested within the higher commander's mission and intent. The unit's narratives, COMMSTRAT, and MISO themes, and messages can all be conveyed during civil engagements. The engagement strategy is not a separate plan but part of the effects plan. An effective engagement strategy can promote and shape the attitudes and behaviors of foreign

audiences, marginalize or defeat adversary information efforts, and ultimately affect adversary decision-making.

The staff develops plans and orders using engagements to shape and support operations. They analyze target audiences or individuals of interest. They coordinate information related capabilities to support planning and execution of the engagement strategy and avoid information fratricide. They assist the commander in writing the mission narrative and themes, integrate and synchronize deliberate engagements, develop MISO products, collect and maintain engagement information, assess results of the engagement strategy and recommend, coordinate, and refine future engagements and reengagements.

#### **a. Targeting**

Targeting is the process of selecting and prioritizing targets and matching the appropriate response to them, as well as considering operational requirements and capabilities. The purpose of targeting is to create specific effects in the operational environment to meet the commander's objectives through the integration and synchronization of offensive capabilities.

Engagement targeting determines the person or people toward which an engagement strategy is directed. Improper engagement targeting results in information fratricide. The same principles and processes used to determine lethal targets (e.g., indirect fires) are used to determine engagement targets (nonlethal). These include preparing targeting guidance that articulates the desired effects, determining high payoff targets and high payoff target lists of individuals or audiences providing the most impact or influence, and developing target selection standards using descriptive criteria to explain the selection standard. Nonlethal targeting, including population influencing options, is not separated from lethal targeting. A combined target list includes lethal and nonlethal courses of action (COA)s and is tied into a single targeting process.

#### **b. Engagement Synchronization**

Based on the commander's guidance, the staff recommends how each target should be engaged. The commander's ultimate goal with civil engagements is to partner, train, or influence. The subjective nature of what is meant by these terms means the commander must ensure the staff

understands the definition of each term. This information is developed during the targeting process. Targeting guidance applies to both planned targets and targets of opportunity. Targeting efforts should be synchronized with other staff processes to ensure unity of effort. An engagement synchronization matrix is used to synchronize and integrate targeting by assigning responsibilities to detect, deliver, and assess the engagement of a specific targets. For more information on engagement synchronization refer to MCTP 3-02A MAGTF Network Engagement Activities.

### **c. Themes, Messages, and Narratives**

Themes are broad, enduring concepts, not directly communicated, which the commander intends to utilize to influence the thinking of the target audience. They guide the development of messages and other information products and may be directed as part of the higher headquarters (HHQ) plan. In supporting a theme, messages are developed. Messages are narrowly focused communications directed at a specific audience. Messages are tailored verbal, written, electronic, or graphical images that support themes and focus on a specific audience. Messages communicate clear information and, if necessary, elicit a response or change in behavior. The unit narrative is a simple, unifying, easily expressed story used to influence perceptions at the local, regional, and international levels to discredit the adversary's narrative.

Commanders develop their unit narrative to explain the purpose, goal, and plan for the OE, address concerns, and leverage existing beliefs and myths. It becomes the unit's mantra and reflects the themes and messages in the engagement strategy. To be meaningful and effective, the narrative must be reinforced by every communication, action, and image the unit gathers or displays. Themes and messages have distinct purposes and are not interchangeable. When developing an engagement strategy, planners must consider the link between themes and recommend for approval by the commander themes, messages, narratives, and actions. The tactical commander's themes must support the themes of the higher commander.

The following are examples of themes:

- The Afghan National Army (ANA), North Atlantic Treaty Organization (NATO) and International Security and Assistance Force (ISAF), and US forces are committed for the long term to ensuring a stable and peaceful Helmand province. The people of Helmand can rely on the ANA and the US forces to stay the course.
- Success in Helmand over insurgency, terrorism, and violent extremism is critical to the security of the people of Helmand, Afghanistan; the US; and our allies.
- Helmand province's security has improved, but there is still much work to be done.

The following are examples of messages:

- The Marine Expeditionary Brigade (MEB) has come to Sangin to perform a number of key missions in support of the people of Sangin.
- We intend to partner with the ANA to provide security to the people of Sangin. The ANA is responsible for security. The ISAF is here to support the Afghan Army as required.
- The ANA is a capable and effective security force for the people of Afghanistan. They are loyal to the government of Afghanistan. Their goal is defeating those who threaten your safety and the safety of your children.
- With the ANA in the lead, we will work with the elected officials and tribal leaders to promote economic development and infrastructure improvement within Sangin.
- We are here to support the ANA and advise the political leaders of Sangin as we move forward to an Afghanistan of peace, justice, and prosperity.

The following is an example of a unit narrative:

- The MEB has come to Sangin to perform a number of key missions in support of the people of Sangin.
- We intend to partner with the ANA to provide security to the people of Sangin. The ANA is responsible for security. NATO ISAF is here to support the army as required.
- The ANA is a capable and effective security force for the people of Afghanistan.



- They are loyal to the government of Afghanistan. Their goal is defeating those who threaten your safety and the safety of your children.
- With the ANA in the lead, together we will work with the elected officials and tribal leaders to promote economic development and infrastructure improvement within Sangin.
- We are here to support the ANA and advise the political leaders of Sangin as we move forward to an Afghanistan of peace, justice, and prosperity.

## Chapter 2

# The Engagement Cycle

*We must communicate with precision and consistency, based on a common focus and a unified message.*

—General Berger  
Commandant's Planning Guidance  
38<sup>th</sup> Commandant of the Marine Corps

### 2000. Introduction

Figure 2-1 depicts the seven step cycle CA Marines are trained to use for planning and then conducting engagements:

- Identify the key leader or network to be engaged.
- Review the CPB.
- Identify the desired effect(s).
- Prepare.
- Execute.
- Debrief/report.
- Reengage.

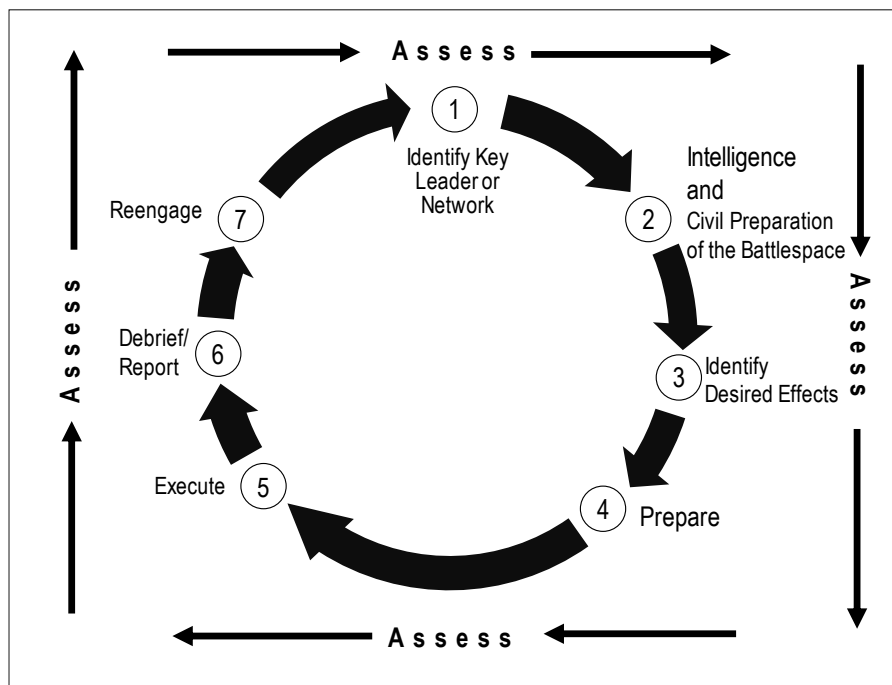


Figure 2-1. The Engagement Cycle.

## **2001. Step 1: Identify Key Leader or Entity**

In Step 1 the CA Marine begins planning by:

- Identifying the intended person (target) or entity (group) to be engaged.
- Determining the target's potential for long-term influence.
- Ascertaining the target's religious, political, familial or tribal relationships, as well as their economic standing.

## **2002. Step 2: Review Civil Preparation of the Battlespace**

In Step 2, the CA Marine will review:

- Information from all available sources (e.g., CIM, IPB, working groups, open source, and previous engagement reports).
- Commander's intent, themes, and narratives.
- Other ongoing engagements or negotiations.
- Recent significant events in the AO and surrounding areas.

Also, in this step the CA Marine will determine:

- Who might or should be present? (Information packets can be developed on key players.)
- Which US/friendly personnel will be present?
- Other US/friendly personnel with whom they have engaged.
- The key issues for the command.
- The key issues for the local nationals.
- The preliminary conditions required to create the desired effect(s).
- Commitments that can be made, if any.
- The time to prepare.

### **2003. Step 3: Identify Desired Effects**

In step 3, the CA Marine will identify desired outcomes by:

- Determining US desired outcomes.
- Assumed desired outcome of the other party.
- Impact of unintended consequences.

### **2004. Step 4: Prepare**

In Step 4, the CA Marine develops:

- Structured discussion points.
- Contingencies and counters to unfavorable responses.
- The best alternative to a negotiated agreement (BATNA). The BATNA is the COA that will be taken by a party if the current negotiations fail and an agreement cannot be reached. It is used as a point of leverage.

Additionally, the CA Marine determines the roles and responsibilities within the engagement team, by designating:

- The Marine who will conduct the engagement.
- A recorder or note-taker (someone not conducting the engagement).
- A security leader.
- An observer/photographer. Note: One technique is to have an interpreter take pictures to avoid the perception of intelligence gathering.

If hosting the engagement, they will need to:

- Select a location to support the tone of the meeting. If the engagement is about a serious matter and important decisions will be made, a conference room may be appropriate. If the intent of the meeting is to build rapport, an office or social setting may be more

appropriate. It should be noted that what is appropriate is determined by the cultural considerations.

- Select a facility that is professional in appearance.
- Sanitize the engagement location. Ensure no information is visible that may be useful to a threat (e.g. maps, papers, or briefings).
- Select a location that is easily secured.
- Rehearse picking up the person or people to be engaged at the entrance to the facility.
- Ensure security personnel have situational awareness of the event.
- Consider protocol (e.g. pair people of equal rank or status).
- Provide appropriate hospitality (e.g. social customs and refreshments).
- Walk through all security procedures (Guardian Angel).

If not hosting the engagement, or if a neutral location is being used the CA Team should:

- Perform a reconnaissance of the location using multiple means, if feasible.
- Balance the security posture with consideration for the host. The engagement leader is responsible for security.
- Implement security considerations.
- Establish protocol.
- Create an exfiltration plan.
- Design a communications plan.

Lastly, in preparation for the civil engagement, the CA Team should rehearse with all personnel who will be present, especially with the interpreter, and discuss the desired effects and rehearse with the recorder/note-taker. If possible, use interpreters to role-play local national personalities, and practice social nuances. Figure 2-2 is an example of a Target Plan Worksheet that CA Marines would use to guide their efforts in planning and conducting engagements in support of the overall unit plan, creating effects throughout their assigned operational area. This would potentially entail engaging multiple individuals in coordination, in order to achieve the desired effect. Conducting numerous civil engagements without proper coordination risks the opposite

effect. Confusing, redundant, or incorrect messages and themes may be conveyed, and the targets could attempt to manipulate the CA Marines.

<b>CIVIL ENGAGEMENT TARGET PLAN #1</b>							
<b>PREPARED BY:</b>	Capt Black, MEU IO Plan	<b>APPROVED BY:</b>	LtCol Brown, XX <sup>th</sup> MEU OpsO	<b>UNIT:</b>	XXth MEU	<b>DATE SUBMITTED:</b>	XX/XXX/XXXX
TARGET	ENGA #	DTG	LOCATION (STRUCTURE)	ORGANIZATION (NETWORKS)	OTHER INFO (ETHNICITY, TRIBE, RELIGION, INTERESTS)	PURPOSE: (THEMES / SUB-THEMES)	IRC COORD
Jean Lindo  Alu-Layag Primary Health Care Clinic Public Health Administrator	1-1	041600XAPRXX	Parang Municipality	KAABAY, PI NGO	Catholic, but KAABAY supports the Autonomous Region in Muslim Mindanao's Department of Social Welfare and Development (DSWD-ARMM) and Department of Health (DOH-ARMM) on several health programs and activities	-Continue to foster our partnership with the GRP military, and build rapport w/ local civilian leaders -US forces here at the request of the PI Gov to conduct BALIKATAN, annual partner training, with the Philippine military	MEU MISO Det.  COMMSTRAT (COMCAM)
<b>COMMAND MESSAGE:</b> American forces are here at the invitation of the Philippine Government, conducting the annual bilateral exercise BALIKATAN, with the Philippine military. American forces have built a solid partnership with the Philippine military and are honored to be their guest for this invaluable training which ensures the security of the Philippine people.							

**Figure 2-2. Target Plan Worksheet**

Figure 2-3 is an example of a Target Worksheet, which would be prepared before meeting a specific individual. It would be the primary responsibility of the Marine conducting the engagement, but it should be understood by all attending the civil engagement; unless, of course it contains sensitive information (not necessarily classified) which should not be shared with an interpreter.


<b>TARGET TITLE &amp; NAME:</b> Jean Lindo <b>CONTACT INFO:</b> None Available	<b>ENGA #:</b> 1-1 <b>DTG:</b> 041600XAPRXX <b>LOCATION:</b> 20 Vargas Street Barangay Alu Layag-Layag Parang Municipality	 <p>AGE: 44          SEX: F          ETHNICITY: Filipino          RELIGION: Catholic</p>
<b>TARGET INTERESTS/ISSUES:</b> Providing rudimentary health care for the citizens of Parang		<b>TARGET BACKGROUND/IMPORTANT INFORMATION:</b>
<b>PREVIOUS ENGAGEMENT RESULTS:</b> No previous engagements  <b>BY WHO:</b> No previous engagements  <b>CONTACT INFO:</b> No previous engagements		1. Jean Lindo is Public Health Administrator who is employed by Kalusugan Alangsa Bayan (KAABAY), a health focused Philippine non-governmental organization (NGO) headquartered in Davao City, Mindanao. KAABAY supports the Autonomous Region in Muslim Mindanao's Department of Social Welfare and Development (DSWD-ARMM) and Department of Health (DOH-ARMM) on several health programs and activities. Lindo is currently working on Jolo Island where she helps manage the Alu Layag Primary Health Center in the Parang Municipality.
<b>PURPOSE OF ENGAGEMENT:</b> Civil Recon of the Alu-Layag Primary Health Care Clinic Conduct a Stability Assessment		2. Lindo was born 1975 in Davao City, Mindanao from a lower-middle class Catholic Filipino family. She attended the University of Manila and has a degree in Public Health Administration. She speaks Tausug, Tagalog and English, and is happy to converse with the Marines in English. Lindo began working for KAABAY in 2004 and has been assigned to numerous projects on Mindanao Island. She has been working at the Alu Layag Primary Health Center for the past three years.  3. The Alu Layag Primary Health Center is located at 20 Vargas Street, Barangay Alu Layag-Layag, Parang Municipality. The clinic has a total of fifteen beds and an outpatient capability of fifty people a day. The clinic staff includes one doctor and five nurses. The clinic also has a secretary that processes the patients. Clinic serves include internal medicine, basic pediatrics, basic obstetrics, X-rays, pharmacy, family medicine, and limited dermatology. More serious health conditions are referred to the Parang District Hospital located 6 km southeast in Barangay Lungan Gitong.
<b>TALKING POINTS:</b> Sources of supply and schedule for resupply Sources of funding via Kabaay (enough? Not enough?) Number of employees & volunteers Training opportunities for employees Number of daily visitors Common maladies Where is the nearest hospital that handles more serious matters?  (1) Has the number of people in the village changed in the last year? Why? (2) What is the most important problem facing the village? Why? (3) Who do you believe can solve your problems? Why? (4) What should be done first to help the village? Why?		<b>ISSUES FOR COMMAND:</b> Regardless of what might be believed about US recent relations with the Government of the Philippines and/or other nations in this sphere, we want to continue to foster our partnership with the GRP military. Do not stray into discussions about US-GRP government (or others) relations. We have strong historical relations with the GRP military...continue it!
<b>COMMAND MESSAGE:</b> American forces are here at the invitation of the Philippine Government, conducting the annual bilateral exercise BALIKATAN, with the Philippine military. American forces have built a solid partnership with the Philippine military and are honored to be their guest for this invaluable training which ensures the security of the Philippine people.		

Figure 2-3. Target Worksheet

<p><b>IO THEMES:</b>  1- American forces are here at the request of the Philippine Government to conduct BALIKATAN, annual partner training, with the Philippine military.  2- The US and GRP military have a strong partnership which ensures the security of the Philippine people.  3- We look forward to not just training but enjoying the Filipino culture, such as the food and other customs, while we are here.</p>	
<p><b>DESIRED ENDSTATE:</b>  1- Continued good will between the militaries of the US and the GRP. 2- Continued good will between us, as representatives of the US, and the Filipino people. 3- Training completed, backload on MEU ships with paramount emphasis on safety, accountability and cultural sensitivity.</p>	
<p><b>IRC TASK:</b> During civil engagements and projects 1- inform populace of why and what we are doing here, 2- still and video document as many interactions with the civilian populace as possible (the GCE will ensure mil to mil engagement are captured)</p> <p><b>PURPOSE:</b> Inform local populace of positive historical partnership with GRP military, continued good will for future operations and training partnerships.</p>	<p><b>IRC COORDINATION:</b> 31st MEU MISO Det.  COMCAM (COMMSTRAT)</p>
<p><b>INTERPRETER:</b> Not required. Ms. Lindo speaks English  <b>RECORDER:</b>  <b>PHOTOGRAPHER:</b>  <b>SECURITY:</b> Provided by team members</p>	<p><b>WHO ELSE WILL BE PRESENT:</b> Cpl Green COMMCAM  LT Jones (USN), MEU Medical Officer</p>

**Figure 2-3. Target Worksheet**

## 2005. Step 5: Execution

In step five, the CA Team conducts the civil engagement. They should be sure to:

- Observe correct social customs, greet in the culturally appropriate way (e.g. greet elders first), allow for culturally appropriate social time prior to the meeting, and present small gifts, if appropriate.
- Position the recorder/note-taker where the person conducting the engagement can see them, and they are able to observe signals between the leader, interpreter, and recorder (See Figure 2-4 for an example Recorder Worksheet).
- Only take notes if acceptable and after you have gained permission.



- Position the interpreter behind or to the side of the person conducting the engagement, and, if possible, employ a secondary interpreter to pick up sidebar conversations or conduct multiple, simultaneous engagements.
- Be a patient and active listener; know when to speak, focus on the objective, and give consideration to matters.
- Do not promise to take action.

When closing the meeting, repeat the actionable items, restate understandings, clarify agreements, if needed, establish a follow-up timeline, and give appropriate farewells before departing and arranging for a next meeting.

CIVIL ENGAGEMENT RECORDER WORKSHEET		
<b>TARGET NAME:</b> Jean Lindo <b>OCCUPATION:</b> Public Health Administrator, employed by Kalusugan Alangsa Bayan (KAABAY), <b>AGE:</b> 44	<b>TARGET CONTACT INFO:</b> 20 Vargas Street Barangay Alu Layag-Layag Parang Municipality	<b>DTG:</b> 041600XAPRXX  <b>ENGA #:</b> 1-1
<b>NOTES:</b> <ul style="list-style-type: none"> <li>- Born 1975 in Davao City, Mindanao</li> <li>- Lower-middle class Catholic Filipino family</li> <li>- Attended the U of Manila</li> <li>- Unmarried, made decision at young age to caring for others in need</li> <li>- Degree in Public Health Administration</li> <li>- Speaks Tausug, Tagalog and English (very good), happy to talk to Marines in English</li> <li>- Started working for KAABAY in 2004, working at the Alu Layag Primary Health Center for the past three years</li> <li>- Clinic has 10 beds</li> <li>- Outpatient capability of 25 people/day</li> <li>- Clinic staff:               <ul style="list-style-type: none"> <li>- 1 part-time doctor</li> <li>- 4 nurses</li> <li>- 1 secretary, processes patients</li> </ul> </li> <li>- Clinic serves:               <ul style="list-style-type: none"> <li>- Internal medicine</li> <li>- Basic pediatrics</li> <li>- Basic obstetrics</li> <li>- X-rays (machine has been down for 2 mos.)</li> <li>- Pharm (low on most meds, to include basic anti-biotics)</li> <li>- Family med</li> <li>- Dermatology (limited)</li> </ul> </li> <li>- Greatest need at moment is clean water, at least 100 cases of dysentery as a result of non-potable water, local water plant having no engineer to fix broken pump</li> <li>- Observed several cases of leishmaniasis on adolescent children</li> <li>- Serious health conditions go to Parang District Hospital (~6 km southeast in Barangay Lungan Gitong)</li> </ul> <p>Atmospherics- Very receptive to US presence here, looks forward to meeting with US health officials each year during BK, and would love to establish greater year-round dialogue so that she can have patients lined up, and prioritized based on medical urgency, before we arrive in order to be more efficient and better allocate resources/personnel/time, seems very proactive, earnest to set populace on a path to better living/health conditions through preventive measures/education first, recognized long term solution is not increased dependence on other nations, seek her out to get best results in forwarding medical efforts</p>		

Figure 2-4. Recorder Worksheet

## **2006. Step 6: Debrief/Report**

During step six, the engagement team reviews agreements that were made and any outstanding issues. The team then forwards the information gathered during the engagement for analysis and dissemination, records information for continuity per standard operating procedures, and ensures the recorded information has any photos and the phone numbers or emails of key individuals. It may be necessary to conduct a debrief with your interpreter, depending on their clearance. Do not forget to ask your interpreter about the “atmospherics” they might have observed, in either words or body language. There might be many things said by those not directly involved in the meeting, but that are overheard by the interpreter. Also, if the interpreter is a native speaker, they are likely to be more attuned to the subtle nuances of phrasing, colloquialisms, tone, facial expressions, etc. Not everything that is important will necessarily be communicated solely with words.

## **2007. Step 7: Reengage**

Lastly, in step seven, the team reengages the target, if deemed necessary. It is important to sustain/maintain relationship(s) and provide a method for the key leader to contact you between civil engagements. Although it may be abbreviated if meeting with the same target due to prior engagement planning, the Engagement Cycle essentially starts again. Remember, the CA Marine’s assigned unit may have deconflicted civil engagements, but there may be non-organic entities in the operational space that are meeting with the target as well, like international organizations and nongovernmental organizations (NGO), and they may not have coordinated prior to or after the CA Marine’s civil engagement. Continue CPB and ascertain whether others in the area have met with the target and the effects of those civil engagements.

## **APPENDIX A**

### **SPECIALIZED ENGAGEMENT TEAMS**

Particular engagement teams are formed for a specific purpose or to engage a demographic of a population. Engagement teams may be a standing capability or ad hoc organization for a limited purpose, scope, time, or mission, and may require specialized skill sets. The capabilities of other units and organizations, organic or not, e.g., international organizations or NGOs may be leveraged in support of the engagement plan. One type of specialized engagement team most Marines are familiar with is the Female Engagement Team (FET). Through engagements with the female population throughout the OE, the commander gains insights into a segment of the population, that in many traditional, patriarchal societies, male Marines would not have access to. Additionally, the FET is able to disseminate the commanders' message, collect information from and gather atmospherics from the female HN population, and potentially deescalate or soften the local population's public perception of coalition operations.

Other engagement teams may focus on providing medical outreach or conducting a medical needs assessment, while Navy personnel will be relied upon for their expertise. Religious outreach will be provided by a unit Navy chaplain. Agricultural outreach could be offered via Army National Guard agricultural subject matter experts. Engineer outreach, especially for civil-recon, is available through Marine engineers. But there is no limitation on only using Marine, Navy, or even military personnel. The person planning the civil-engagement plan should consider using personnel, even civilians, who possess a unique skill, knowledge or capability, and who can lend their expertise in securing the most productive results from a civil-engagement.

The US Army in particular, has several types of teams that can lend an expertise otherwise absent in the Marine Corps. Human terrain teams (HTTs) at the brigade level and human terrain analysis teams (HTATs) at the division level integrate social science research into operational planning. Additionally, the US Air Force has international health specialists who can provide expertise in planning, management, and execution of health-related regional support.

## **Appendix B**

### **Use of an Interpreter**

Interpreting is a means of providing an immediate understanding of the spoken word in another language. Translating deals with written language. These are complementary, but different skills. Interpreters are critical to the success of a civil engagement. Marines conducting engagements may encounter unique interpreter employment challenges with regards to security, force protection, and operations security. Typically, an interpreter will not be a member of the United States Armed Forces. Normal employment of an interpreter in conventional units is for short meetings with local leaders, community councils, or security force planning. The most common interpreting technique used is “consecutive interpretation”, where the speaker pauses between sentences or complete thoughts, allowing the interpreter to interpret what has been said.

Interpreters have different qualifications or categories (CATs). Typically, CA Marines won't have the benefit of employing a US trained linguist. There are various categories of interpreters:

- CAT I interpreters are locally hired and pass a basic background check but don't have a security clearance.
- CAT II interpreters have a secret clearance.
- CAT III interpreters have a top-secret clearance.

Ideally, when working with an interpreter, the interpreter will be a native speaker and of the same geographic area as the parties where Marines are deployed. Just as dialects and accents are different in different regions in America, so are they in other countries. Of note, if the interpreter is of a different social class than the engaged party, the party you meet with may find it disagreeable to meet with you because of the interpreter, due to no fault of the interpreter.

Prejudices and historical animosity between social groups may persist despite efforts to mitigate them.

When selecting an interpreter, be aware of the cultural norms of a society regarding gender, age, or race. Notions of equality that Americans are mindful of may not transfer to the parties you are

engaging with, and a target may not wish to meet with the CA Marine if the interpreter is young, from a different tribe, race, or gender.

Ideally, the interpreter will be fluent in English in order for the target and person conducting the engagement to understand each other. The interpreter should be alert and responsive to changing conditions and be able to grasp the concepts discussed in the engagement. If not, the CA Marine must meet with them ahead of the engagement, in order to clarify the conditions and concepts, in a reasonably logical sequence. Also, there may be situations that require interpreters with technical training or experience in special subject areas to translate the "meaning" as well as the "words".

## Appendix C

### Culture

*“National Culture cannot be changed, but you should understand and respect it.”*

*-Geert Hofstede*

This is not a publication that details the intricacies in discussing culture; however, it is necessary for CA Marines who conduct civil engagements to understand the importance of taking cross-cultural communication into consideration. For more information on culture, see *Operational Culture for the Warfighter, Principles and Applications, Second Edition, 2011*, from Marine Corps University.

Cultural awareness reduces friction and facilitates high quality communications intended to build a relationship capable of negotiating substantive issues. Cultural awareness allows better prediction and tracking of second and third order effects, helping to avoid unforeseen or unintended consequences. Acquiring a basic understanding of local history and culture allows CA Marines to recognize and effectively counter an adversary’s propaganda based upon a misrepresentation of history.

It is important to understand American social and military culture to achieve a realistic awareness of how foreigners view Americans and how our actions influence others. CA Marines should learn to consider their actions and words, with respect to foreign behaviors. American culture may be unusual to people who are unfamiliar with it, and vice-versa. Trying to make a point by using an American analogy, particularly with humor, may be completely lost upon the party the CA Marine is meeting with. Understanding a foreign culture allows for better anticipation of foreign perceptions and associated reactions, allowing for modification of behavior to achieve desired results.

While Americans value open and direct communication, other cultures may view these traits as abrupt and rude behavior. American culture tends towards individualism and encourages competition, innovation, and materialism. Common attributes of American society include the pursuit of the “American dream,” where anyone can achieve anything by working hard. Additionally, there tends to be an American “exceptionalism,” or belief that our nation is the best

in the world, along with an emphasis on equality, particularly the notion of civil rights. Finally, Americans value capitalism, where competition is expected and encouraged. Collective societies may view these values as selfish preoccupations and aggressive behaviors.

The CA Marine primarily employs the Five Dimensions of Operational Culture model, advocated by the Marine Corps Center for Advanced Operational Culture Learning (CAOCL), to better understand culture as it relates to military operation:

1. Physical Dimension
2. Economy
3. Social Structure
4. Politics
5. Beliefs and Symbols.

However, another useful model, developed by Dutch social psychologist Geert Hofstede, looks at Six Dimensions of National Culture:

1. Individualism
2. Power Distance
3. Femininity/Masculinity
4. Uncertainty Avoidance
5. Long Term Orientation
6. Indulgence

Hofstede's website, *Hofstede Insights*, provides a useful tool in comparing countries along the six dimensions, by which the CA Marine might understand and anticipate differences, in order to prepare civil engagement communication techniques (cross-cultural communication), themes, messages, and strategies in cultures different than their own. As an example, see Figure C-1 for a comparison of the US and the Philippines along these dimensions. The model is simply intended to give insights; it is not rigidly deterministic.

1. Collectivism/Individualism is the extent to which people feel independent, as opposed to being interdependent as members of larger wholes. Here, individualism means that individual

choices and decisions are expected. Collectivism means that one "knows one's place" in life, which is determined socially. A good example of this is the caste system in India; though legally the caste system was abolished in 1950, practically it still remains in place. The African proverb, "It takes a village to raise a child," may sound appealing to an American's altruistic social-mindedness, but this collectivist notion conflicts with the American ideals of individual freedom and rights.

2. Power Distance is the extent to which the less powerful members of organizations and institutions (like the family or government) accept and expect that power is distributed unequally. Americans expect to be able to have a voice in governance, whereas citizens of other countries, i.e. Afghanistan, Iraq, Korea, China, and Russia, historically do not. When a CA Marine encounters individuals in other countries who may seem ambivalent about advocating for democracy and Western, democratic ideals, it might be because, historically, it is not how leaders are chosen or decisions are made.

3. Femininity/Masculinity is the extent to which the use of force is endorsed socially. In a feminine society, the genders are emotionally closer. Competing is not so openly endorsed, and there is sympathy for the underdog. This is NOT about individuals, but about expected emotional gender roles. Masculine societies are much more openly gendered than feminine societies.

4. Uncertainty Avoidance deals with a society's tolerance for uncertainty and ambiguity. Uncertainty avoidance has nothing to do with risk avoidance, nor with following rules. It has to do with anxiety and distrust in the face of the unknown. Again, in America, with frequent elections, whether at the national, state or local level, there is a degree of uncertainty created, that Americans are conditioned to and expect. However, in places like Russia or China, where this type of change may be considered more disruptive, electing/selecting "strong-men" for life is considered preferable as it allows for greater certainty about what is to come. This can also be seen in Americans' certainty in meeting their needs for sustaining life, physical needs, food, water, etc. Most Americans do not have to worry about meeting these needs and may take it for granted that these needs will be met. These certainties allow for American indulgence in matters



that those in parts of the world without the certainty of knowing their bellies will be full or their water clean, probably would not concern themselves with.

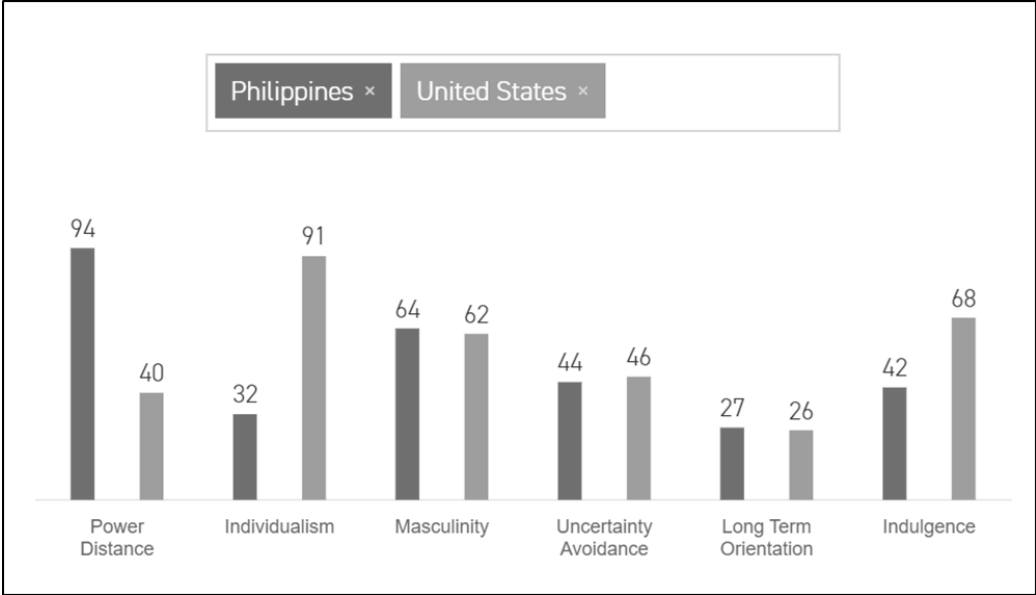
5. Long-term orientation deals with change. In a long-term-oriented culture, the basic notion about the world is that it is in flux, and preparing for the future is always needed. In a short-term-oriented culture, the world is essentially as it was created, so that the past provides a moral compass, and adhering to it is morally good. While it may be said that Western liberal societies are increasingly secular, many other societies still are heavily influenced by faith, and may view CA Marines with caution, as non-believers, as well as an “us vs. them” view.

6. Lastly, in an indulgent culture it is viewed as good to be free. Doing what your impulses drive you to do is acceptable. Friends are important and life makes sense. In a restrained culture, the feeling is that life is hard and duty, not freedom, is the motivator.

As an illustration of these dimensions, consider how the US and the Philippines differ along the Six Dimensions. Most notably, the US ranks much higher in individualism, and indulgence, which is something that many conservative cultures view more negatively with regard to American behavior and should be kept in mind when conducting civil engagements where the degree of interdependence in a society is maintained among its members. In the US, people are more likely to look after themselves and their direct family only. In the Philippines, or other collectivist societies people belong to “in groups” that take care of them in exchange for loyalty. This is manifested in a close, long-term commitment to the member “group,” be that a family, extended family, or extended relationships. Loyalty in a collectivist culture is paramount, and overrides most other societal rules and regulations. The society fosters strong relationships where everyone takes responsibility for fellow members of their group. In collectivist societies, offense leads to shame and loss of face, employer/employee relationships are perceived in moral terms (like a family link), hiring and promotion decisions take into account the employee’s in-group, and management is the management of groups.

When it comes to indulgence, in the Philippines, people are more likely to try to control their desires and impulses, based on the way they were raised. Whereas in the US, a tendency toward

a relatively weak control over impulses is reflected in the expression, “Work hard and play hard.”



**Figure C-1. 6 Dimensions of National Culture**

## **Appendix D**

### **Do's and Don'ts of Civil Engagement**

#### **Do**

- Have empathy
- Be a GOOD listener; it is okay to say, “I don’t know.”
- Review agreements
- Select the correct security posture to fit the engagement
- Be mindful of nonverbal cues
- Learn and use basic language capabilities
- Observe and mimic cultural norms like the speaking order, personal space, and deference to authority
- Stick to the agenda and do not bring up new topics
- Build consensus

#### **Don't**

- Promise anything that cannot be delivered
- Ask broad questions like, “What do you need?” or “What can I do for you?”
- Rush off immediately following the engagement, instead, make the other party feel that the meeting is the most important event in the day
- Use slang, off-color humor, jargon, and acronyms
- Have private comments in English with another team member, advisor, or interpreter in front of the other party
- Let the person divert from the topic or agenda
- Cut the other person off in conversation
- Say “no” to social events, if possible, given the security situation, and time permitting

# APPENDIX E

## ENGAGEMENT PLANNING DOCUMENTS

CIVIL ENGAGEMENT TARGET PLAN # \_\_\_\_\_

PREPARED BY: \_\_\_\_\_ APPROVED BY: \_\_\_\_\_ UNIT: \_\_\_\_\_ DATE SUBMITTED: \_\_\_\_\_

TARGET	ENGA #	DTG	LOCATION (STRUCTURE)	ORGANIZATION (NETWORKS)	OTHER INFO (ETHNICITY, TRIBE, RELIGION, INTERESTS)	PURPOSE: (THEMES / SUB- THEMES)	IRC COORD
						1: 2: 3:	
						1: 2: 3:	
						1: 2: 3:	
						1: 2: 3:	

Target Plan Worksheet

Student Rank / Name: \_\_\_\_\_ Date: \_\_\_\_\_

**CIVIL ENGAGEMENT TARGET WORKSHEET**

<b>TARGET TITLE &amp; NAME:</b> <b>CONTACT INFO:</b>	<b>ENGA #:</b> <b>DTG:</b> <b>LOCATION:</b>	<b>AGE:</b> <b>SEX:</b> <b>ETHNICITY:</b> <b>RELIGION:</b>	 <p>Image</p>
<b>TARGET INTERESTS/ISSUES:</b>		<b>TARGET BACKGROUND/IMPORTANT INFORMATION:</b>	
<b>PREVIOUS ENGAGEMENT RESULTS:</b>  <b>BY WHO:</b>			
<b>CONTACT INFO:</b>			
<b>PURPOSE OF ENGAGEMENT:</b>			
<b>TALKING POINTS:</b>			
<b>ISSUES FOR COMMAND:</b>			
<b>COMMAND MESSAGE:</b>			
<b>IO THEMES:</b>			
<b>DESIRED ENDSTATE:</b>			
<b>IRC TASK:</b>  <b>PURPOSE:</b>	<b>IRC COORDINATION:</b>		
<b>INTERPRETER:</b> <b>RECORDER:</b> <b>PHOTOGRAPHER:</b> <b>SECURITY:</b>	<b>WHO ELSE WILL BE PRESENT:</b>		

**Target Worksheet**

**CIVIL ENGAGEMENT RECORDER WORKSHEET**

<b>TARGET NAME:</b>  <b>OCCUPATION:</b>  <b>AGE:</b>  <b>NOTES:</b>	<b>TARGET CONTACT INFO:</b>	<b>DTG:</b>  <b>ENGA #:</b>
---	-----------------------------	-----------------------------------

# GLOSSARY

## SECTION I. ACRONYMS AND ABBREVIATIONS

ANA ..... Afghan National Army

AO ..... area of operations

ASCOPE ..... areas, structures, capabilities, organizations, people, and events

BATNA ..... best alternative to a negotiated agreement

CA ..... civil affairs

CAO .....civil affairs operations

CAOCL ..... Center for Advanced Operational Culture Learning

CIM ..... civil information management

CMO ..... civil-military operations

COA ..... course of action

COMMSTRAT.....communication strategy and operations

CPB ..... civil preparation of the battlespace

DOD ..... Department of Defense

DODD..... Department of Defense directive

DODI..... Department of Defense instruction

FET ..... Female Engagement Team

HN ..... host nation  
HHQ .....higher headquarters  
HTT ..... human terrain teams  
HTAT..... human terrain analysis teams  
  
IPB ..... intelligence preparation of the battlespace  
IPI ..... indigenous populations and institutions  
IR ..... information requirements  
ISAF ..... International Security and Assistance Force  
  
JP ..... joint publication  
  
MAGTF..... Marine air-ground task force  
MCCMOS..... Marine Corps Civil-Military Operations School  
MCDP ..... Marine Corps doctrinal publication  
MCPP ..... Marine Corps planning process  
MCWP ..... Marine Corps warfighting publication  
MEB ..... Marine Expeditionary Brigade  
MISO ..... Military Information Support Operation  
  
NATO ..... North Atlantic Treaty Organization  
NGO ..... nongovernmental organization



OE..... operational environment

PMESII ..... political, military, economic, social, information, and infrastructure

PSYOP .....psychological operations (forces)

US ..... United States

USC ..... United States code

USAID ..... United States Agency for International Development

USG..... United States Government

## Section II. Definitions

**assessment**—2. Determination of the progress toward accomplishing a task, creating a condition, or achieving an objective. (Part 2 of a 4-part definition.) (DOD Dictionary)

**civil affairs**—Designated Active and Reserve Component forces and units organized, trained, and equipped specifically to conduct civil affairs operations and to support civil-military operations. Also called **CA**. See also **civil-military operations**. (DOD Dictionary)

**civil affairs operations**— Actions planned, coordinated, executed, and assessed to enhance awareness of, and manage the interaction with, the civil component of the operational environment; identify and mitigate underlying causes of instability within civil society; and/or involve the application of functional specialty skills normally the responsibility of civil government. Also called **CAO**. (DOD Dictionary)

**civil information management**— Process whereby civil information is collected, entered into a central database, and internally fused with the supported element, higher headquarters, other US Government and Department of Defense agencies, intergovernmental organizations, and nongovernmental organizations to ensure the timely availability of information for analysis and the widest possible dissemination of the raw and analyzed civil information to military and nonmilitary partners throughout the area of operations. Also called **CIM** (MCRP 1-10.2)

**civil-military operations**— Activities of a commander performed by designated military forces that establish, maintain, influence, or exploit relations between military forces and indigenous populations and institutions by directly supporting the achievement of objectives relating to the reestablishment or maintenance of stability within a region or host nation. Also called **CMO**. See also **civil affairs; operations**. (DOD Dictionary)

**civil preparation of the battlespace**—An analytical method used to examine civil considerations in support of mission analysis and the overall IPB process. Civil preparation of the battlespace is conducted through the framework of mission, enemy, terrain and weather, troops and support available, time available and civil considerations in order to focus on civil aspects as it relates to the overall operational environment and mission accomplishment. Civil preparation of the battlespace uses myriad methods to specifically analyze different aspects of civil information and assess the civil impact of friendly, adversary, external actors, as well as the local populace, on MAGTF operations and the achievement of objectives. Also called **CPB**. (Note to terminologist: in an effort to illustrate the difference in focus area between intelligence planners and CMO planners, the writers feel the introduction of the term civil preparation of the battlespace is warranted and should be included in this publication and the Marine Corps lexicon of terms.)

**effect**—2. The result, outcome, or consequence of an action. (Part 2 of a 3-part definition) (DOD Dictionary)

**host nation**—A nation which receives forces and/or supplies from allied nations and/or North Atlantic Treaty Organization to be located on, to operate in, or to transit through its territory. Also called **HN**. (DOD Dictionary)

**indigenous populations and institutions**— The societal framework of an operational environment including citizens; legal and illegal immigrants; dislocated civilians; and governmental, tribal, ethnic, religious, commercial, and private organizations and entities. Also called **IPI**. (DOD Dictionary)

**information operations**— The integrated employment, during military operations, of information-related capabilities in concert with other lines of operation to influence, disrupt, corrupt, or usurp the decision-making of adversaries and potential adversaries while protecting our own. Also called **IO**. (DOD Dictionary)

**nongovernmental organization**— A private, self-governing, not-for-profit organization dedicated to alleviating human suffering; and/or promoting education, health care, economic development, environmental protection, human rights, and conflict resolution; and/or encouraging the establishment of democratic institutions and civil society. Also called **NGO**. (DOD Dictionary)

**populace and resources control**—Control measures that assist host nation governments or de facto authorities in retaining control over their population centers, thus precluding complicating problems that may hinder joint mission accomplishment. Populace and resources control measures seek to identify, reduce, relocate, or access population resources that may impede or otherwise threaten joint operation success. Also called **PRC**. (MCRP 1-10.2)

**unity of effort**—Coordination and cooperation toward common objectives, even if the participants are not necessarily part of the same command or organization, which is the product of successful unified action. (DOD Dictionary)

# REFERENCES AND RELATED PUBLICATIONS

## **Federal Issuances**

### United States Code

- Title 10      Armed Forces
- Title 10      Property loss; personal injury or death: incident to noncombat activities of the armed forces; foreign countries (paragraph 2734)
- Title 18      Use of Army and Air Force as posse comitatus (paragraph 1385)
- Title 22      Foreign Relations and Intercourse
- Title 32      National Guard

## **Department of Defense Issuances**

### Department of Defense Directives (DoDD)

- 2000.13      Civil Affairs
- 3000.05      Stabilization
- 3000.07      Irregular Warfare (IW)
- 3160.01      Homeland Defense Activities Conducted by the National Guard
- 3600.01      Information Operations
- 5100.01      Functions of the Department of Defense and its Major 26 Components
- 5530.3      International Agreements
- S-3321.1      Overt Psychological Operations Conducted by the Military Services in Peacetime and in Contingencies Short of Declared War

### Department of Defense Instruction (DoDI)

- 2205.02      Humanitarian and Civic Assistance (HCA) Activities

## **Joint Publications (JPs)**

- 1 Doctrine for the Armed Forces of the United States
- 2-0 Joint Intelligence
- 3-0 Joint Operations
- 3-06 Joint Urban Operations
- 3-07 Stability
- 3-07.3 Peace Operations
- 3-08 Interorganizational Cooperation
- 3-13 Information Operations
- 3-20 Security Cooperation
- 3-57 Civil-Military Operations
- 3-60 Joint Targeting
- 3-61 Public Affairs
- 5-0 Joint Operations Planning Process

DOD Dictionary of Military and Associated Terms

MIL-STD-2525D Joint Military Symbology

## **Joint Doctrine Note (JDN)**

- 2-13 Commander's Communication Synchronization

## **United States Army**

### Army Doctrine Publications

- 3-07 Stability

### Army Techniques Publications

- 3-57.30 Civil Affairs Support to Nation Assistance

- 3-57.50 Civil Affairs Civil Information Management
- 3-57.60 Civil Affairs Planning
- 3-57.70 Civil-Military Operations Center
- 3-57.80 Civil-Military Engagement

Field Manual

- 3-57 Civil Affairs Operations

**United States Marine Corps**

Marine Corps Doctrine Publications (MCDPs)

- 1-0 Marine Corps Operations
- 5 Planning
- 6 Command and Control

Marine Corps Warfighting Publications (MCWPs)

- 3-03 Stability Operations
- 5-10 Marine Corps Planning Process

Marine Corps Technical Publications (MCTPs)

- 3-02 Network Engagement

Marine Corps Reference Publications (MCRPs)

- 1-10.1 Organization of Marine Corps Forces
- 1-10.2 Marine Corps Supplement to the Department of Defense Dictionary of Military and Associated Terms
- 3-03A.1 Civil Affairs Tactics, Techniques and Procedures

Marine Corps Civil-Military Operations School Circulars

Civil-Military Operations

MAGTF Civil Affairs Operations

This page is intentionally left blank

