



2022 Civil Affairs Roundtable Report

Roundtable Closes Out “Building a Global Civil-Military Network” for all Missions

by Christopher Holshek

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Introduction

The 2022 Civil Affairs Roundtable on April 14th closed out the annual cycle of Civil Affairs intellectual readiness and capitalization, academic credentialing, and professional and force development on “Building a Global Civil-Military Network.” The online event involving over 300 participants from around the world served to help deepen and broaden the formal processes for CA force development, advance a more strategic, comprehensive, and integrative understanding of civil-military capacities and capabilities, and foster a learning organization that includes allied and counterpart civil-military organizations and interorganizational partners.

The 2021 Civil Affairs Symposium Report in Volume 8 of the [Civil Affairs Issue Papers](#)—which details the background to the discussion at the Roundtable—revealed critical observations for building a global civil-military network to strengthen alliances and attract new partners, as the war in Ukraine is validating. Among them is how networks help gain and maintain the access and influence that defines positional advantage in strategic competition and structure for success in combat and post-conflict through a wide and continuous feedback loop to enable more effective unified action and superior political-military and civil-military decision-making.

A more formal and deliberate global network of civil-military enterprises is long overdue. Whether for major combat operations, irregular warfare, gray zone encounters, or continuous competition with state and non-state actors, advantage falls to those that amass a superior learning network—institutionally as well as operationally.

CA’s greatest value-added, strategically and operationally, has always been its ability to grow and leverage civil networks, resulting from persistent civil reconnaissance and civil engagement and captured in civil knowledge integration—by, with, and through a vast array of military and civilian partners. This capacity is now more vital to “winning without fighting by leveraging all elements of national power,” as [Army Chief of Staff Paper](#) on *Army Multi-Domain Transformation* explains.

The enjoining concept, reinforced by recent events in Eastern Europe, is an active rather than passive understanding of “readiness” in the forward presence of strategic enablers like CA that help increase situational understanding, provide early warning, and enable superior politico-military decision-making through continuous civil reconnaissance, engagement, and networking activities, as the Association explained in a [Modern War Institute article](#) posted just prior to the Roundtable. “Local relationships and context in the competition continuum matter deeply in contemporary warfare. Such specially selected, educated, trained, and steadily deployed personnel must constantly gain and maintain extensive learning networks by, with, and through an immense, well managed mix of host-nation, interagency, and interorganizational partners.”

When actively engaged in the regions, conducting collaborative planning with interagency and international partners, strategic civil reconnaissance and civil knowledge integration, and civil-military network building—explained in the new FM 3-57, *Civil Affairs Operations*, CA not only helps the U.S. and its allies and partners gain the upper hand to deter potential opponents. These positional advantages also help defeat adversaries more quickly, decisively, and optimizes the ability to consolidate and shape a more favorable post-war environment. As 2021 Roundtable keynote speaker Lt. Gen. (Ret.) Eric Wesley summed it: “You can’t compete if you’re not there.” Or, as the 308th Civil Affairs Brigade’s Colonel William Smith warned at the Symposium: “If we don’t get into the fight during competition, by the time we get to open conflict, the war is already lost.”

This is why the Army and joint force must see forces like CA as maneuver forces in the psycho-cultural spaces of war—i.e., as moral warriors who gain, maintain, and deny political, narrative, and perceptual positional advantages in the human domain, or what NATO calls “[cognitive warfare](#),” instead of as merely “force multipliers” or “enablers,” the article argues. Within a whole-of-nation framework across the entire competition continuum, the Army and Joint Force must organize, manage, and resource such forces “with the same institutional as well as operational seriousness as combat forces” to build global and regional networks with allies and partners. At the same time, the CA Corps needs to understand itself in the same context.

Given this backdrop, Roundtable participants provided organizationally related updates and reviewed initiatives to maintain continuous liaison and coordination with their counterparts to foster an expanded civil-military learning network. Professional associations also surveyed what they are and can be doing from their unique positions to facilitate enterprise learning. The editors of the upcoming book on Civil Affairs in the 21st century, *Warrior-Diplomats*, then explained its content and intended impacts. Last was the open discussion on the next annual theme for the *2022-23 Civil Affairs Issue Papers*.

Opening

Association president Col. (Ret.) Joe Kirilin provided opening remarks on the importance of how the Association contributes to the strategic education of CA professionals. “We as a nation can no longer afford limited Civil Affairs education” that focuses on qualification and standard military programs only. He also noted how strategic thinking is a critical capacity for all military professionals, including among junior leadership, and how CA is well disposed to strategic thinking and mission execution compared to many other military specialties. This is also why CA as a full Army officer accession branch makes more sense than ever, given the context for CA force management in an era of renewed greater power competition as explained in the Modern War Institute article. It also provides greater impetus for across-the-board CA representation at the Army and Joint Staff in the National Capital Area and especially at Geographic Combatant and Army Service Component Commands that need constant and active CA presence and activities.

To help facilitate a global network of civil-military enterprises, in addition to its convening role and platforms for multipoint dialogue, the Association has expanded its list of counterpart professional organizations. In addition to the [Association of the United States Army](#), NATO [Civil-Military Cooperation Center of Excellence](#) (CCoE), [Reserve Organization of America](#), [Foreign Area Officer Association](#), [Alliance for Peacebuilding](#) and [U.S. Global Leadership Coalition](#), the Association has added since the Symposium: the [Modern War Institute](#) at West Point; the [U.S. Army Peacekeeping & Stability Operations Institute](#) at the Army War College, the Joint Special Operations University;

and, the [Joint Civil-Military Interaction Network](#). Its sponsors now include: [The Patriot Fund](#), which supports the new Association scholarship fund to benefit the families of fallen, wounded, injured, or seriously ill service members; [Third Order Effects](#), [Civil Solutions International](#), [Valka-Mir Human Security](#), and [Conductrr](#).

CCoE Director Col. Frank van Boxmeer then came on to present the Civil-Military Cooperation (CIMIC) [Award of Excellence](#) to Col. (Ret.) Christopher Holshek, in recognition for his contributions to building a transatlantic network between Civil Affairs and NATO CIMIC.

Keynote Speaker

Association vice president Maj. Gen. (Ret.) Daniel R. Ammerman introduced Maj. Gen. Jeffrey C. Coggin, Commanding General, U.S. Army Civil Affairs & Psychological Operations Command (Airborne), who spoke about "USACAPOC(A) and Global Civil-Military Networking in an Era of Strategic Competition." Building a global civil-military network to strengthen alliances and attract new partners, he began, requires an organizational foundation built on a broad strategic vision to empower relationships and partnerships. "It is imperative we instill a culture that drives the civil-military partnerships and information-related capabilities networks to excel in the provision of world class influence and effects," he noted.

To support manpower requirements from the active component, he explained, USACAPOC(A) is deactivating four Civil Affairs battalions—the 401st, 413th, 414th, and 431st. At the same time, it is reorganizing the remaining battalions to mitigate the loss of capacity and increase efficiency, including consolidation of the six airborne CA battalions under two brigades; and, realignment of CA command support to combatant and Army service commands to meet increased demand from Africa and Europe and decreased demand from the Central Command region. In addition to the developing situation in Ukraine, USACAPOC(A) is looking at strategic competition related challenges from the Indo-Pacific region. Challenges to the organization come from the different ways the Army and joint force are looking to utilize CA forces across the components and how that force is generated; a more limited demographic pool to recruit U.S. Army Reserve CA personnel; limited numbers of qualified military government specialists, or 38Gs; and the bureaucratic complexities of the recently instituted direct commissioning process for many of these personnel.

Another significant issue set is related to organizational adaptation to the new doctrine, based on the last two decades of experience in Afghanistan, Iraq, Philippines, and Syria. Maj. Gen. Coggin believes it has overcorrected from an overemphasis on large-scale combat operations (LSCO) to an overemphasis on strategic competition. The current situation in Ukraine highlights how civil network development and civil knowledge integration (CKI) are needed before, during, and after LSCO, while other core competencies and tasks such as civil-military operations centers (CMOCs), civil engagement (CE), civil reconnaissance (CR), support to civil administration (SCA), foreign humanitarian assistance (FHA), and population resource control (PRC) are critical CA mission capabilities in any kind of operation.

The Ukrainian refugee crisis developing in Poland, for example, is highlighting the need for CA to help CIMIC partners there build both capacities and civil-military networks around these core tasks. CA and CIMIC must be among the leading military capabilities to "harness information-related capacities so that commanders can make decisions faster and better than adversaries."

Being strongly networked with CIMIC allies in Europe and having a knowledge of how to work by, with and through them is therefore no longer optional but required for CA. “The movement of dislocated civilians, along with the horrendous destruction of infrastructure and life support, and the loss of life shows us how the operational environment there is austere, hazardous, and contested.” Despite the availability of precision guided munitions, “we are seeing total, indiscriminate destruction by dumb and smart weapons. We must prepare for this environment.” In this regard, the Commanding General welcomes the efforts of the CCoE to bring these civil-military communities closer together.

At its most basic level, the Army—and Civil Affairs—must be ready to prevail in LSCO. At the same time, it must be ready to conduct operations across the globe and across the competition continuum. Preparation for combat and performance in competition require doctrine that supports both. “Our doctrine will be better if the best of the former doctrine is combined with the best of the current doctrine to create a spectrum of Civil Affairs activities that bring the required capability to the forefront based on operational needs. The new mission essential tasks must apply across the full scale of combat operations and support competition.”

To build its brand and improve networking and integration across the force, USACAPOC(A) is expanding both military and civilian partnerships, beginning with joint displaced civilian operations training with the 200th Military Police Command later this year. The training is also intended to build combined military capacities to support to civilian authorities dealing with dislocated civilians on a very large scales, such as in Ukraine, to address operational humanitarian concerns that may exceed civilian capacities. Additionally, the Command is “reconnecting with the United States Army Special Operations Command and 1st Special Forces Command to determine what support we can provide as operational demands increase across the globe.”

In order to leverage the full array of multicomponent CA comparative advantages, Maj. Gen. Coggin believes both the SOF and conventional CA commands must master together the administrative processes involved to access and mobilize reserve component forces. With demand for CA and CIMIC growing across the globe, the entirety of the extended Civil Affairs Corps must be able respond to complex, overlapping requirements quickly. This is particularly true for USACAPOC(A), where the mass of Civil Affairs resides.

“Regardless of component, we must all be interchangeable... Every 38-series soldier needs to be adept, not only in physical and human domains, but especially in the information spaces. As I close, I leave you with these questions to consider: As Divisions or Corps become the center of gravity for U.S. Army operations, how will these future doctrine changes on the employment of Army forces affect our doctrine and METL [mission-essential task list] for employment of Civil Affairs battalions and brigades? How will these future changes reframe what we do for a division or corps commander, in competition or in conflict?”

Panel I: Army and Marine Civil Affairs Institutional and Command Updates and Initiatives

Leading off institutional updates and priorities for ongoing CA force modernization and initiatives at various joint, Army, and U.S. Marine Corps (USMC) proponent offices is the recurring panel facilitated by Col. (Ret.) Dennis J. Cahill, Deputy Civil Affairs Capability Manager at the U.S. Army Special Operations Command Force Modernization Center (UFMC) and a CA Association board of directors’ member.

Discussants were: Lt. Col. Dave Henning of the Joint Civil Affairs Proponent at USSOCOM; Col. Kurt Sisk, Civil Affairs Capability Manager, U.S. Army Special Operations Command Force Modernization Center; Col. Dennis Nutt, Commander, 95th CA Brigade (SO) (A); Lt. Col. Shane Salyer, Commander, 83rd CA Battalion; Col. Jay Liddick, Director, U.S. Army Peacekeeping & Stability Operations Institute (PKSOI); and, Mr. Anthony Weiss, Office of the Deputy Commandant for Information of the U.S. Marine Corps. Col. (Ret.) Cahill briefed on behalf of Col. Marshall Straus Scantlin, Director, Strategic Initiatives, USACAPOC(A), who could not attend.

Before turning to the panel member briefs, Col. (Ret.) Cahill showed an excerpt of an Army CA Capability Manager Division information paper to support USASOC strategic communication efforts on the value of the Civil Affairs force in LSCO. The paper was intended to inform senior leaders that the CA force of Army 2030 and 2040 is not the CA force of Operations Iraqi Freedom and Enduring Freedom. Civil Affairs is a key component of deterrence and, should deterrence fail, of preparing the civil component of the environment during strategic competition. Civil Affairs forces do this by helping to fill the intelligence gap of political, social, and economic understanding of the areas we are operating in; helping our partners and allies develop resiliency against the destabilizing activities of our adversaries; and leveraging local capabilities and resources for civil and military requirements during LSCO. He emphasized that CA forces can't be successful in any of this without the help of the partners we develop in our global civil-military network.

Lt. Col. (P) Henning briefed current areas of emphasis for the Joint CA Proponent at USSOCOM remain DoDD 2000.13, Civil Affairs, which is still being adjudicated at the Office of the Secretary of Defense; the Joint CA Proponent Way Ahead, which involves seeking resources to correct staffing shortfalls that have plagued the Proponent since created about 14 years ago; the SOCOM Directive 525-38, Civil-Military Engagement, being updated and to be published by FY 23; and leading or participating in several high-priority Operational Planning Teams (OPTs), including one focused on AC-RC capability and component alignment review.

Col. Sisk highlighted the five top priority efforts of the U.S. Army CA Capability Management Division, which all stem from the CA Force Modernization Assessment (FMA) completed in 2020. He then focused on three near term efforts related to "Building a Global Civil-Military Network." The first is the Civil Affairs Science and Technology Learning Environment (CASTLE), being executed in coordination with the Office of the Secretary of Defense Advanced Distributed Learning initiative, to develop a learning ecosystem that includes integrated social science concepts, intercultural cross-communication, and techniques for research and analysis to better prepare the future CA force to understand, build, and leverage civil networks and resources. The second effort is the Army's Project Convergence 22, an experimentation venue that the CA Capability Manager to focus on civil knowledge integration and dissemination in coordination with the Department of State's Bureau of Conflict and Stabilization Operations. The final effort is the submission of a U.S. Army Reserve Force Design Update that contains changes at every echelon, including the ability to establish Civil Affairs Task Forces capable of integrating civil-military efforts for stabilization across the competition continuum.

Col. Scantlin could not attend the panel session due to participation in a command post exercise (CPX) at Fort Leavenworth, did give Col. (Ret.) Cahill a few points to present on his behalf. The first highlighted the direct commissioning of officers into Area of Concentration (AOC) 38G, Military Government Specialist, which was ongoing and, coupled with Troop Program Unit (TPU) transfers from the Army National Guard and within the U.S. Army Reserve, which should see a gradual but

significant increase in assigned 38G strength over the next year. The second was on an upcoming working group session to develop the overarching tasks for Military Government Specialists to execute for supported commanders. These tasks will inform the long-awaited training program for 38Gs. The third highlighted some of the memoranda of understanding between USACAPOC(A) and academic and government institutions related to the 18 current skill identifiers. The upshot is that Military Government Specialists will be a centerpiece of CA efforts to help build global civil-military networks, starting with the personal networks that direct commission officers and TPU transfers bring with them and expanding to global networks thru the skill identifier partnerships with academia and government institutions and participating NATO and other ally partners.

Col. Nutt explained the 95th CA Bde (SO)(A)'s organizational culture along four lines of effort: "SOF Professionals," "Team of Teams," "Master of the Basics," and "Experts at our Craft." He emphasized that, supporting Geographic Combatant Commanders (GCCs), working primarily under the Theater Special Operations Commands (TSOCs), and with experience across the multiple spectrums of conflict, everything SOF CA Soldiers do is by, with, and through networks and partnerships to leverage or highlight U.S. instruments of national power. This includes SOF partners (e.g., Special Forces, Marine Raiders) and indigenous partners worldwide. In great power competition, SOF CA forces are constantly in persistent engagements through the Civil-Military Engagement (CME) program, with 200-300 Soldiers deployed at any given time to about 25 countries worldwide, to gain advantage across a full range of competitors. Through the TSOCs, the brigade also supports short-notice operations such as the withdrawal from Afghanistan in 2021 and current global contingency operations. A challenge to be addressed is how to hand off some of the emerging, enduring requirements to "COMPO 3" (USAR) CA forces in order to return to the brigade's "playbook" activities. This becomes even more critical as the 83rd CA Bn inactivates and the 95th CA Bde (SO)(A) takes on more of an AC-RC support role.

Lt. Col. Salyer started his presentation with a brief overview of the composition and disposition of the 83rd CA Bn. The headquarters and staff maintain a global focus while relationships with each of the GCCs are managed at the company level. Four CA Teams are persistently deployed in support of missions in four of the six GCC areas of responsibility, working closely with CA partners of USAR CA units and the 95th CA Bde (AO)(A). The immediate response force (IRF) company is currently deployed in support of global contingency operations. The recently published Army Structure Memorandum 24-28 has an inactivation date of mid-September 2024 for the 83rd CA BN. As a result, the battalion is in the process of working with Theater Army and TSOC planners to develop timelines for handing missions off to partner CA units and other organizations.

Col. Liddick explained how the PKSOI's is a U.S. Army institute maintaining a Joint Proponent role in stabilization and peace operations, as well as the Army's primary office of responsibility for Women, Peace, and Security (WPS) and Protection of Civilians. Several key efforts include the new JP 3-07, *Stabilization* and continued development of a Joint Interagency Studies Course (JIASC), the next of which is scheduled for October 2022. The CA Corps has big opportunities, presented by the Global Fragility Act, to: work on conflict prevention in at-risk countries over the next 10 years; help develop a Defense Support to Stabilization (DSS) Framework to synchronize mission activities and tasks with interagency partners to promote stability in designated conflict-infected areas; and, assist with implementation of DoD WPS policy. It can also support development of the next Army Operating Concept, the pending publication of FM 3-0, *Operations*, to incorporate CA competencies in consolidation of gains; and assess the impacts of the Secretary of Defense's Civilian Harm Mitigation and Response (CMHR) initiative for the CA community.

Mr. Weiss closed out the institutional and command briefs with an update on U.S. Marine Corps Civil Affairs. He discussed the development of the 17XX Influence Officer and Enlisted Marine program, which merged the active component psychological operations (PSYOP) and active component CA communities into one community of about 200 officers and 300 enlisted Marines capable of executing either PSYOP or CA roles. The U.S. Marine Corps Reserve (USMCR) forces will essentially remain as currently configured until lessons developed from the active side can be implemented in the USMCR. Ultimately, this change will impact doctrine, training, materiel, leader development and education, and personnel issues, but will provide the professional force the USMC has been striving for over several years.

Panel II: Interagency Coordination on Stabilization and Fragility: from Vision to Implementation

The interagency panel featured colleagues from the Department of State, U.S. Agency for International Development (USAID), and the Department of Defense to discuss the latest developments in interagency coordination on stabilization and fragility. The discussion coincided with a new initiative of interest to the Civil Affairs Corps: the formal launch of the [U.S. Strategy to Prevent Conflict and Promote Stability](#). The Strategy is a response to a law passed in 2019 called the [Global Fragility Act](#)—leading, in turn, to the 2022 [Global Fragility Strategy](#)—all of which was originally based on the logic of the 2018 [Stabilization Assistance Review](#).

Department of Defense policy and legislative tools such as [DoD Directive 3000.05](#) on stabilization, the *Defense Support to Stabilization* authority, the [Irregular Warfare](#) annex to the *National Defense Strategy*, and Section 1210-A of the National Defense Authorization Act all provide avenues for Civil Affairs to contribute to these larger strategic goals. The interagency authorities, in turn, provide the leading agencies for stabilization and conflict prevention to leverage CA in support of their efforts in security cooperation settings in broader support of strategic competition.

In the words of panel moderator and CA Association board member Ryan McCannell, the Strategy “is a ten-year, evidence-based, whole-of-government effort that represents a significant step forward in our decade-long effort to improve interagency collaboration in areas under threat from instability and violent conflict.” Under the Strategy, the United States will partner with Haiti, Libya, Mozambique, Papua New Guinea, and manage a regional program in Coastal West Africa involving five countries (Benin, Côte d’Ivoire, Ghana, Guinea, and Togo).

The panel focused on the Coastal West Africa regional program, which explicitly seeks to prevent conflict across a ten-year period involving a combination of diplomacy, defense, development and other tools. Mr. Rob Pyott, Acting Director of the Office of African Affairs at the State Department’s Bureau of Conflict & Stabilization Operations, described the context and development of the Strategy in Washington and its roll-out to relevant country teams over the past several months.

Ms. Sharon Carter, a senior USAID Foreign Service Officer based in Abidjan, Cote d’Ivoire, described the challenges and opportunities she faces as the Inter-Agency Coordinator for the Development of Coastal West Africa. She noted that the legislation and strategic documents call for both short-term and long-term planning efforts involving five country teams, a USAID regional program, the USAID Office of Transition Initiatives (OTI), and numerous security cooperation and U.S. Civil Affairs activities—truly a multifaceted and complex coordination effort.

U.S. Army Major Bielsa Aworh, a Civil-Military Operations Officer for the 91st CA Bn who is the Special Operations Command-Africa (SOCAFRICA) liaison officer to USAID/West Africa, described his efforts to take advantage of the Strategy to advance and demonstrate the ability of Civil Affairs teams to contribute to a the regional civil-military network at work in Coastal West Africa. As a result of this 3D collaboration, the panelists and their colleagues have been able to overcome some resistance from State Department security cooperation managers to consider additional Civil Affairs activities in two of the five countries in the region. This success bodes well for the future of Civil Affairs in the context of other countries involved in the Strategy, and perhaps beyond.

Although every interagency conversation focuses on coordination challenges, CA plays a key civil-military integration coordinating role at multiple echelons. Notable examples include Syria, East Africa, the Arabian Gulf, and Latin America where CA teams (CATs), civil-military support elements (CMSEs), and theater CA planning teams (TCAPT) have opened doors for civilian agencies and non-governmental partners to contribute to a unified effort to stabilize fragile states and mitigate the risk of violent conflict and extremist networks.

Panel III: Interallied and Interorganizational Updates and Initiatives

Nowhere is the importance of gaining and maintaining a global civil-military network greater and more productive than at the multinational level, through interallied and interorganizational venues, as the system of alliances and bilateral and multilateral partners is enabling to play a decisive stand-off role in thwarting Russia's invasion of Ukraine and "winning without fighting."

In its critical coordinating and networking role and as the force of choice to advise commanders on and leverage the cooperation of such partners, it is incumbent on CA, as part of its "strategic education" (as Association president Kirilin mentioned) to be familiar with the capacities, policies and practices of its major civil-military counterparts. Representing them were: Hawaa El-Tayeb, Policy & Doctrine Team, Office of Military Affairs (OMA), Department of Peace Operations (DPO), United Nations; Col. Stephanie Tutton, OMA, UN DPO; Lt. Col. Stefan Muehlich, Branch Chief, Concepts Interoperability Capabilities, CCoE; Lt. Col. Dave Allen, U.K. Army, formerly Land Warfare Center Irregular Warfare/Engagement Doctrine Focus; Lt. Col. Vincent Couturier, Plans & Capabilities Development, Influence Activities Task Force (IATF), Department of National Defense, Government of Canada; and, Major Eric Storm, Plans and Capabilities Development Cell, IATF. Facilitating their updates was Col. (Ret.) Christopher Holshek, Association vice-president.

The major United Nations update was publication of the first revision of the [*Policy on Civil-Military Coordination in UN Integrated Peacekeeping Missions*](#) (UN-CIMIC) since the original in 2010. In their briefing on the UN-CIMIC, Ms. El-Tayeb and Col. Tutton explained how the UN concept of CIMIC ("coordination") differs from the NATO concept ("cooperation") and CA in that UN-CIMIC is not a military line of operation but a military staff function clearly in support of civilian political leadership authority within the UN integrated mission framework.

As such, UN-CIMIC performs two critical mission support roles. First is with respect to civil-military command and control in the performance of the military component's primary mission to provide a safe and secure environment for all mission actors and activities as well as in its mandate to protect civilians. UN-CIMIC does this through: civil-military information collection and sharing; civil analysis and common operational picture development in the form of a civil operational estimate (CIV-OES), which assesses the impact of civilian actions on military operations and vice-versa and

recommends courses of action for military, civilian and police mission leadership; and, coordination and supervision of civil-military interaction for the UN mission force command at operational level and its sector and unit commands at tactical level.

Second, it facilitates the interface among the military, police, and civilian components of an integrated UN field mission—as well as between the military force and various humanitarian and development partners, local authorities, donor agencies, non-governmental organizations, host national government, and civil-society organizations.

The command-and-control function of UN-CIMIC should ring familiar to both CA and NATO CIMIC professionals. As explained at the Symposium, “civil engagement,” now an operational term in the revised *UN Infantry Battalion Manual*, includes a new requirement for each maneuver battalion to field an “engagement platoon” of four teams of four personnel (much like CAT-A teams). The teams promote civil stability and interact with local authorities and populations, organizations, key political and community leaders, national military and police, and parties to the conflict—all to improve UN mission situational understanding of the “human terrain.”

However, Ms. El-Tayeb stressed what UN-CIMIC is not as much as what it is. First, UN-CIMIC is not an operational doctrine as are CA or NATO CIMIC. Rather, it is a multi-component civil-military framework to help synchronize and operationalize civil-military integration and coordination in UN field missions employing forces from dozens of troop and policy contributing countries. Their own national civil-military doctrines may apply as long as they are compliant with the overall UN-CIMIC policy, guidelines, procedures, and best practices applied to those mission environments.

Additionally, UN-CIMIC activities are not to be confused with public affairs or public relations—a rather universal misunderstanding of civil-military operations writ large. “Winning hearts and minds” is not the objective of UN-CIMIC. Direct civil assistance actions are tempered by the “last resort” and “do no harm” principles found in the [Oslo Guidelines on the Use of Foreign Military and Civil Defence Assets in Disaster Relief](#). Quick-impact projects that UN-CIMIC supports are likewise vetted through boards with representation from all three components (civilian, military, and police) to approve nominated projects and provide implementation guidance. Lastly, UN-CIMIC information gathering and analysis is not an “intelligence” function, given especially the peacekeeping principle of impartiality and the premium on the legitimacy of UN presence and operations in the host country.

As noted at the Symposium, Col. Tutton, as a U.S. Army officer assigned to the directing military staff at the United Nations headquarters, demonstrates U.S. access and influence there. Greater U.S. military staff involvement at UN headquarters, as well as military observers in UN field missions help counter the ambitions and actions of greater power rivals like Russia and China. The forward presence of U.S. military personnel in these strategic venues helps build good will locally, regionally, and internationally, gaining positional advantage and, through their experience in multinational coalitions, knowledge for senior U.S. commanders on how to engage such players in their AORs. This can effect strategic economy-of-force impacts to mitigate interagency stabilization and conflict prevention concerns and the need for greater U.S. military footprints, as explained in a [recent National Defense University study](#).

Lt Col. Muehlich noted that the work on the revision of the NATO Civil-Military Interaction (CMI) policy that informs the NATO CIMIC doctrine (likewise under revision) is currently held up at the

political level in the North Atlantic Council, as several nations have expressed concerns with key terminology such as the definitions of CIMIC, CMI and the description of the “civil environment.” The date of publication of this capstone civil-military policy is unpredictable, given the need for the consensus of all NATO member states.

There has been greater progress on revision of NATO CIMIC doctrine (AJP 3.19). The first writing team session at the CCoE is scheduled for the end of May. In addition to the CMI policy, the draft brings in NATO’s latest strategic concepts also under update. It makes CIMIC applicable throughout the competition continuum and stresses CIMIC as a joint function executed and supported by all other staff functions that recognize the relevance of understanding the civil environment and the primary responsibility of CIMIC staff in this. Also critical is CIMIC’s role in achieving cognitive superiority (as opposed to “information dominance”) in [cognitive warfare](#). CIMIC core functions will become “core activities,” including civil analysis, course of action assessment and command advice on the civil environment. Meanwhile, NATO CIMIC’s operational currency is maintained through the NATO CIMIC handbook [available on the CCoE website](#).

The NATO CIMIC and U.S. CA [synchronization project](#), introduced two years ago, is kicking into high gear, with the [NATO CIMIC and U.S. CA crosswalk](#) and [U.S. CA delegation](#) visits to the CCoE to discuss ways and means to institutionalize CIMIC-CA cooperation. This included command representation from the 353rd CA Command, 361st CA Brigade, and USAJFKSWCS. Beyond greater cross-institutional training and education initiatives that include instructor exchanges and cooperation on parallel doctrinal development, there is great interest on both sides to add the U.S. as a CCoE sponsoring nation for permanent posting of a U.S. CA staff officer and NCO in Den Haag.

With respect to doctrinal development, the CCoE will introduce a list of CA key terminology in its revision of AJP 3.19. A major takeaway is the difficulty CIMIC and CA share in socializing their inherent strategic and operational values among respective core military leadership, obviating proponent collaboration on command education approaches. Meantime, the CCoE has developed and is conducting NATO CIMIC familiarization course for U.S. CA units in preparation for or during deployment to Europe, including one at the [U.S. Marine Corps Civil-Military Operations School](#) in Quantico, VA. Three more iterations are planned for the rest of this year, with the aim to standardize the course in the CCoE curriculum.

Col. Allen explained the current state of evolution of the U.K. approach to civil-military networking in terms of the Integrated Operating Framework described at the Symposium, incorporating the idea of “operational themes” happening at the same time and spaces, illustrated by the war in Ukraine. This is detailed in JSP 985, [Human Security in Defence](#), which adopts the human security model along the lines of these cross-cutting themes, including: the protection of civilians; women, peace and security; conflict related sexual violence; modern slavery and human trafficking; preventing and countering violent extremism; children affected by armed conflict; building integrity and countering corruption; and, cultural property protection. This also has implications for military assistance operations that U.K. Special Forces and Security Force Assistance Brigades to “protect and engage” in forward areas, mainly. He concluded by noting that: civil engagement networks are essential to enabling persistent presence and operating in all operating themes; human security is increasingly being recognised as fundamental of wider security; and the need to strengthen establish ties while building new relationships.

Lt. Col. Couturier and Maj. Storm provided an equally brief update from the Canadian Peace Support Center and the Army's Influence Activities Task Force (IATF), whose mission is to "promote, enable, and synchronize Influence Activities (IA) capabilities in support of the Canadian Armed Forces (CAF) across the full spectrum of operations." Given their relatively small force, the IATF remains challenged to provide the kind of persistent presence in forward and robust networking among civil-military professionals, integrated Canadian CIMIC and PSYOP forces. The Canadian Army is currently reviewing the organization, command and control, resourcing, and deployment of influence forces under "Force 2025," transitioning to composite active-reserve CIMIC companies (at a 1:4 ratio), containing both CIMIC and PSYOP teams, organic to each maneuver division. Meanwhile, the IATF continues innovative uses of technology and information platforms to maintain presence, human connectivity, situational awareness and understanding – including the Association and its Symposium and Roundtable platforms, for which they are most grateful to have become a part of since last year.

Panel IV: Professional Association and Private Sector Roles in Building a Global Civil Military Network

An underutilized area in building a global civil-military network is the role of professional organizations and associations. Facilitating this discussion was retired Brig. Gen. and Association vice president Christopher Stockel, with representatives among newer partners including: Major Andrew Maher (Australian Army), [Irregular War Initiative](#), [Modern War Institute](#); Douglas Jordan, Course Director, SOF Security Cooperation and Information Related Capabilities Seminar at [Joint Special Operations University](#); Thomas Matyók, Ph.D., Executive Director, [Joint Civil-Military Interaction Network](#); Col. (Ret.) Ernie Servas, President of the [Friends of Civil Affairs](#); and Col. Jay Liddick, Director, [U.S. Army Peacekeeping & Stability Operations Institute](#).

Maj. Maher highlighted how the Irregular Warfare Initiative aims to bridge the gap between scholars and practitioners by questioning why a gap exists in the first place. Scholarly works are often written in language not readily understandable or actionable to military personnel, but there is also a paucity of educational material on IW, limited to those that know how to access it—a similar problem set the CA Association has faced. Likewise, IWI has featured podcasts in an effort to be provide more accessible and workable content, with great success. IWI's approach has been to make such content readily accessible, relevant to the audience, and speak about topics in their core interest area in a way that challenges conventional perceptions. The strength of IWI is that provides voice to a constituency of scholarly practitioners, much as the CA Association does in its *Issue Papers* and *Eunomia Journal*. As with the Association, securing volunteers especially from the active force to verse and guide this process is difficult, but well worth the effort. What has impressed him, as an Australian, is how American culture embraces such volunteerism. Senior leaders recognize the importance of such support, and lend their reputation and personal networks to give such efforts credibility and relevance.

Unfortunately, the efforts of professional volunteer groups like the CA Association and IWI are not universal among military communities of practice worldwide. In especially areas like CA and IWI that conventional forces have difficulty understanding, advocates and educators are badly needed. Maj. Maher related a project leading to a university partnership with Australian Special Operations Command to address its education needs on civil-military affairs, for which the capability in the Australian military is far less developed. His experience both in Australia and America, however, has impressed upon him the value of military command partnerships and networks with academic

and professional associations. In addition, for example, to development of superior curriculum in a relatively short timeframe that it was, such open-sourced programs are able to draw audiences from well beyond the military structure, including international audiences as well as inter-agency counterparts—much as the CA Association does. Americans should not take this for granted, as working solely in your own institutional cylinder rarely produces better results.

Douglas Jordan highlighted new learning programs at JSOU that focus on the opportunity to collaborate on four areas of interest: (1) applied research on Irregular and Asymmetric Warfare (IW), integrated social sciences and complex adaptive systems for models to improve operations planning; (2) enhancement of curriculum materials for the military professional to include using research and analysis, stakeholder engagement, critical thinking and advance communication tools in education; (3) products such as peer-reviewed publications and the NEXT Navigator—an integrated research, teaching and decision-support tool for SOF leaders/operators to work and conduct experimentation across DoD and U.S. Government partners, as well as monographs and war games, adaptive exercises and applied scenario testing; and (4) partnerships that gain and maintain access to joint, interagency, intragovernmental and multinational partners, for example, in scenario development, resulting in enhanced trust among these partners. He also noted an upcoming change to JP 3-04, *Information in Joint Operations*, that refers to CA as an Information Force, effectively ending “information-related” as a term in the joint staff.

Thomas Matyók, Ph.D., Executive Director, [Joint Civil-Military Interaction Network](#) (JCMI) emphasized the important work of JCMI on civil-military interaction clearinghouse, intellectual space, symposia, webinars, university collaborations, and research papers. He likewise noted how military partnerships with academic institutions especially raise professional civil-military capacities professional, grow interdisciplinary partners and strengthen alliances like NATO that the U.S. greatly benefits from. The CAA’s convening role in this has become vital to this process, Col. (Ret.) Servas from the Ft. Bragg-based Friends of Civil Affairs (FOCA) likewise acknowledged. FOCA focuses on the morale and welfare of active CA Soldiers and families, providing scholarships, supporting unit family readiness groups and recognizing members of the Civil Affairs Corps with professional awards. FOCA also advocates for CA with especially the SOF community but also the Army, never letting them forget these often-overlooked and highly deployed forces.

Col. Liddick highlighted how Civil Affairs capacities, capabilities and subject matter expertise are central to the Army and joint force’s ability to plan and conduct their core missions. The CAA’s work to bring together CA professionals in intellectual capitalization and readiness is essential. Professional military education and unit training is critical, but cannot build the depth of expertise the Army and joint force needs. The CAA is on the right path to continue focus on being the hub for CA professional development, greatly appreciated from the PKSOI perspective.

In response to Brig. Gen. (Ret.) Stockel’s question on “what is CA doing right or wrong in Ukraine,” the panel responded with how a network of capable partners and allies can help all learn from this watershed experience to develop civil-military capacities effective in LSCO and all the competition continuum. Because “policy by CONOP” often overtakes a more deliberate planning process, a global civil-military learning network is proving invaluable in, e.g., additional appreciation of people-centric warfare issues such as protection of civilians, mis/disinformation, the weaponization of refugees, unexploded ordinance disposal and demining, human rights, civil action for justice, and so on. CA’s CIMIC partners in Ukraine and the rest of Europe will provide a deeper and more universal understanding of our common civil-military enterprise of enterprises.

Special Discussion by the Editorial Team of *Warrior-Diplomats*

Association vice president Col. David and Dr. Nicholas Krohley from Frontline Advisory provided a short tour of the upcoming book, *Warrior Diplomats*, which they co-edit along with 1st Sgt. Sean Acosta, who was unavailable to speak. The purpose of the book, which is currently undergoing final peer review and should be published later this year, is to illuminate a key national strategic capability that has evolved significantly over the past two decades: Civil Affairs forces. In a defense culture that privileges combined arms maneuver forces over everything else, Civil Affairs forces improve the efficacy of modern operations by providing a granular level understanding of human geography. They map human networks and make connections, to discern how people and their structures relate to the land and their indigenous environment. Not only does CA provide military leaders and civilian counterparts with an unmatched understanding of human networks, it provides the joint force with a military capability to engage and influence human networks in areas devoid of a large military presence. This not only provides critical context; it enables more and better options for leaders and policymakers.

The book will present a theoretical framework to explain how Civil Affairs has evolved as a modern force pivotal to any and all forms of competition. In addition to a brief historical treatment and review of what has changed over time and why, the authors of each chapter will combine theoretical explanations with contemporary experiences from deployed operations across a wide range of regions and countries, telling stories to illustrate key points and validate the main theory of change, careful to make the content accessible and jargon free to reach a wider audience.

The central questions of the book are whether or not the past two decades, recent operational trends and current strategic context, have forced an evolution in Civil Affairs force capability and if so, what are these changes and why? What needs to be done to enhance, protect, and improve this key capability going forward and of course, why does it matter?

Conclusion

The Roundtable closed with a facilitated discussion for nominations on the theme for the fall Symposium and *2022-23 Civil Affairs Issue Papers*. Among the ideas considered was how to create a civil interagency as well as a military demand signal for a consistent presence of CA forces at theater, joint and service commands and at U.S. embassies, for civil and politico-military situational awareness and understanding, civil-military planning and integration, civil-military security cooperation and other “persistent forward engagement” missions in order to shape and build the decisive positional advantages of a robust global civil-military network in order to prevail in strategic competition, military support to stabilization and conflict prevention, and LSCO.

The Roundtable agenda, slide decks, and other documents related to the discussion are available in the “2022 Roundtable” folder in the Research Library on the Association website. The [2021-22 Civil Affairs Issue Papers](#) and this Roundtable Report are also available on the website. Videos of the discussions are also available on the *Eunomia Journal* [YouTube channel](#).

Upcoming events include: the on-site Civil Affairs Association Annual Meeting, currently planned to be at Carlisle, PA, 13-15 October 2022 (to be confirmed); and, the online Civil Affairs Symposium, 14-16 November 2022 (also to be confirmed).