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MASTER OF MILITARY STUDIES

TITLE:

DOMESTIC CIVIL-MILITARY COOPERATION

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EXECUTIVE SUMMARY

Title: Domestic Civil-Military Cooperation.

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Thesis: Theoretically, Domestic Civil-Military Cooperation (CIMIC) can play a major constructive role in facilitating military objectives and maximizing the national security system efficiency. This role can be beneficial when conducted under specific circumstances, in the appropriate times and places, for clear purposes, and by appropriately trained units. Indeed, a military has a real interest in CIMIC, when tasked by the political government to contribute in maintaining internal security, in an unstable country or diversified community, in order to enhance stability and prevent potential internal conflict by conducting CIMIC activities and projects.

Discussion: CIMIC is an integral part of the overall military mission. Normally, military forces conduct CIMIC activities when they have units deployed abroad for any reason. CIMIC is an enabler for the overall spectrum of the Civil-Military Interaction (CMI). This paper discusses and analyzes the conditions required, the ways and means, and the aims of conducting an effective Domestic CIMIC. Furthermore, this study provides and analyzes a tangible example of a beneficial Domestic CIMIC project.

Conclusion: The Domestic CIMIC plays a major role in facilitating the military commander's mission, contributing in enabling the Civil-Military Interaction, and helping in achieving the national security system. However, an effective Domestic CIMIC must be implemented under certain circumstances; and the military headquarters and the CIMIC unit must be aware of the importance of the doctrine, the manpower selection, the appropriate training, and adequate execution strategies.

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PREFACE

Worldwide, the military forces conduct the Civil-Military Cooperation; however in most cases such cooperation is part of operations of various types in foreign countries. It is a challenge to discuss and demonstrate that the national military forces can conduct Domestic CIMIC successfully inside their own countries. I had the opportunity to work for the Lebanese Armed Forces CIMIC directorate for almost two years, from 2016 to 2017, as a CIMIC officer. During this period, I earned a remarkable experience in discovering more about the Domestic CIMIC. Furthermore, I tried and researched the best ways to implement and conduct effective Domestic CIMIC activities and projects. Moreover, I did much brainstorming in order to depict the appropriate conditions and the needed requirements that enable the conduct of a beneficial Domestic CIMIC. Indeed, this paper is an attempt to discuss a theoretical concept of Domestic CIMIC based on practical experience, and discusses and analyzes the required circumstances, the appropriate places, the ways, the means, and the aims of conducting a beneficial Domestic CIMIC. Furthermore, it represents a case study that analyzes a tangible Domestic CIMIC project. Finally, this study provides recommendations that enhance the abilities, capabilities, and efficiencies of Domestic CIMIC implementation.

I would like to express my sincere thankfulness to my mentor, Dr. Amin Tarzi, for offering me his precious time, guidance, and assistance. Furthermore, I would like to recognize my family for their permanent encouragement to fulfill and achieve my masters in military studies.

Introduction

Civil-Military Cooperation Overview

This study aims to analyze and discuss the Civil-Military Cooperation (CIMIC) concept and its importance in the success of the overall military mission. Normally, the military forces conduct CIMIC activities abroad, not domestically, as part of the Civil-Military Interaction (CMI) spectrum. The intent of this paper is to study and illustrate that the CIMIC can be conducted successfully domestically; and to depict the circumstances, the ways, and the required conditions to enable Domestic CIMIC effectiveness. Additionally, this paper manifests a case study by giving a tangible example of a CIMIC project or activity that can help the military mission accomplishment domestically.

The mutual support between the military and the civil environment is not recent. Indeed, the first cooperation between a United States Army soldier and a civilian was far back in 1776.¹ During World War II, the first U.S. Army Civil Affairs division was engaged in the military operations. Furthermore, in the post-World War II period, this division contributed effectively in Europe and Japan reconstruction.² In fact, in 1943, the allied forces conducted civil affairs activities in many instances, such as infrastructure restoration and food distribution, by the cooperation between military commanders and local authorities.³ These activities were the roots for the recent Civil-Military Cooperation development and implementation. These CIMIC

activities are typically known to be activated by military forces abroad, when deployed in foreign countries for any reason.

Theoretically, Domestic Civil-Military Cooperation (CIMIC) can play a major constructive role in facilitating military objectives and maximizing the national security system efficiency. This role can be beneficial when conducted under specific circumstances, in the appropriate times and places, for clear purposes, and by appropriately trained units. Indeed, a military has a real interest in CIMIC, when tasked by the political government to contribute in maintaining internal security, in an unstable country or diversified community, in order to enhance stability and prevent potential internal conflict by conducting CIMIC activities and projects.

Research Methodology

This paper defines the CIMIC concept from different perspectives in order to avoid the concept's ambiguity, enable its clarity, and enhance the overall topic understanding. The definitions reveal the North Atlantic Treaty Organization (NATO) Civil-Military Cooperation (CIMIC), the United Nations Humanitarian Civil-Military Coordination (UN-CMCoord), and the United States Army Civil Affairs (CA). Furthermore, this paper defines the NATO Civil-Military Interaction (CMI) to enable the understanding between CMI and CIMIC.

Also this study shows that CIMIC can be conducted effectively in the domestic areas of operation. The study focuses on analyzing the circumstances when the domestic CIMIC is efficient, the typical countries or parts of countries where the CIMIC is beneficial, the purpose of conducting Domestic CIMIC activities, and the appropriate ways to achieve the desired end state

of a convenient domestic CIMIC. Once these conditions are understood, they will allow the readers to be acquainted with an opinion about applying a fruitful Domestic CIMIC.

Finally, this paper analyzes a case study based on practical experience, but using fictitious geographical locations, about a tangible example of Domestic CIMIC project. It studies the project's aspects, challenges, and outcomes. Furthermore, it reveals project's benefits and contributions to the military commander mission and the National Security System as a whole.

Definitions

North Atlantic Treaty Organization Civil-Military Cooperation (NATO CIMIC)

The NATO CIMIC is defined as: "The coordination and cooperation, in support of the mission, between the NATO Commander and civil actors, including national population and local authorities, as well as international, national and non-governmental organizations and agencies."⁴ Indeed, NATO CIMIC main purpose is to facilitate the commander's military mission.

The coordination, in this context, includes both CIMIC coordination of issues within the military organization itself, and the military efforts' harmonization with civil actors to manage mingy resources and to avoid efforts recurrence, in order to solve a crisis by fulfilling a comprehensive approach.⁵ It is relevant to highlight that the military does not intervene in the coordination of civil actors' activities.⁶

NATO CIMIC intention is to cooperate with the civil actors.⁷ The cooperation, in this context, means interaction that can range between cooperation and co-existence.⁸ The NATO

CIMIC staff must admit and respect that in some cases the interaction with civil actors possesses a level that might be limited due to these actors' own mandate, organization, principles, and their degree of acceptance to deal with military forces.⁹

The expression “in support of the mission” within the NATO CIMIC definition restricts the coordination and the cooperation between the military forces and the civil environment, and limits all the CIMIC activities to be conducted in order to facilitate an operational objective, such as building a bridge in order to enhance the freedom of movement.¹⁰ The word “mission”, in a comprehensive approach, implies a larger realm than being limited to the traditional military tasks.¹¹

United Nations Civil-Military Coordination (UN-CMCoord)

The UN-CMCoord is defined as: “The essential dialogue and interaction between civilian and military actors in humanitarian emergencies that is necessary to protect and promote humanitarian principles, avoid competition, minimize inconsistency and, when appropriate, pursue common goals. Basic strategies range from cooperation to co-existence. Coordination is a shared responsibility facilitated by liaison and common training.”¹²

United States Army Civil Affairs (CA)

The CA forces conduct civil governments' tasks, within the spectrum of military operations, in order to alleviate or break down the threats towards the civil community; they have interests in interfacing and interacting with the civil population and authorities in order to influence

them throughout the conduct of Civil Affairs operations and the planning process, or to enable the Civil-Military operations to prepare the civil environment appropriately to facilitate the military operations.¹³ According to the United States Army FM 5-57 (FM 3-05.40), *Civil Affairs Operations*, the “CA forces plan, prepare for, execute, assess, and transition CAO at all levels of war. Joint Publication (JP) 3-57, *Civil-Military Operations*, states Civil Affairs forces are designated Active and Reserve Component forces and units organized, trained, and equipped specifically to conduct civil affairs operations and to support civil-military operations.”¹⁴ Other military forces must assist and support the CA forces in the conduct of their own operations.¹⁵ The CAO must assist the accomplishment of the joint forces commander’s Civil-Military operations’ intent and must concur in harmony with the overall commander’s military operations concept.¹⁶

North Atlantic Treaty Organization Civil-Military Interaction (NATO CMI)

The Civil-Military Interaction (CMI) is: “a group of activities, founded on communication, planning and coordination, that all NATO military bodies share and conduct with international and local non-military actors, both during NATO operations and in preparation for them, which mutually increases the effectiveness and efficiency of their respective actions in response to crises.”¹⁷

Domestic Civil-Military Cooperation

Domestic Civil-Military Cooperation Context

As mentioned previously, CIMIC is normally conducted by military forces abroad, when troops are deployed in a foreign country for any purpose. However, throughout this study, Domestic CIMIC means the full spectrum of CIMIC activities conducted by the military forces with all the civil environment, within their own country. The civil environment includes all citizens, national ministries and agencies, local authorities, non-governmental organizations (NGOs), international organizations (IOs), governmental organizations (GOs), local commercial sector, religious and ethnic groups, foreign governments and their representatives within the country, and others.

Additionally, throughout this paper, Domestic CIMIC is considered as an integral part of the overall national military forces' operations. CIMIC involves all the coordination and cooperation with the civil environment, in order to facilitate the commander's military mission, boosts the national military forces' image within their own country, and enhances the national capabilities. Furthermore, the CIMIC represents an effective component of the full spectrum CMI, which serves the overall military mission and contributes in the national security strategy within a clear, comprehensive approach in order to protect and achieve the national goals and interests.

Appropriate Circumstances to Conduct Domestic Civil-Military Cooperation

Worldwide, the primary military forces' mission is typically to safeguard the country sovereignty, defend the borders, and protect the national interests. In some cases and under certain circumstances, the political government modifies the tasks of its military forces or adds supplemental tasks to their primary ones. Once the military forces' mission is the primary one already mentioned before, the CIMIC role is minimal unless these forces are deployed abroad for

any reason. Domestic CIMIC effectiveness becomes essential and plays a major role within the overall military operations in two primary cases. First, when the political government tasks its military forces to contribute in imposing and maintaining the internal security throughout the country or in a specified part of it, by assisting the local police or the internal security forces; Second, when the political government assigns its military forces to conduct counterinsurgency actions throughout the country or in a specified local region.

CIMIC can be very effective in facilitating the overall mission accomplishment, when the military forces are assigned to assist the internal security forces in their primary tasks. Normally, military forces are trained to conduct offensive, defensive, and stability operations. They are not trained to apply police actions. Furthermore, they are not trained to deal with civilians on a daily basis and for internal security issues. Indeed, the CIMIC unit, by interfacing with the civilians frequently and conducting CIMIC activities and projects, bolsters the military forces' image among their own citizens, increases the civilians' degree of acceptance to deal with the military on daily basis, and subsequently facilitates the military mission.

Additionally, CIMIC is essential, when the political government assigns the military forces to deal with an insurgency within the whole country or in a certain part of it. Indeed, especially in an insurgency context, the community is divided into three parts. A part constitutes the citizens that are against the government or the regime, another part represents the citizens that support the regime, and the last part forms the citizens that are neutral. It is essential to a counterinsurgency mission to preserve the neutral part and work to enlarge the part that supports the regime. Furthermore, during a counterinsurgency, intelligence collection is a central feature of the mission, which is successful when coordinated closely with the civil authorities to counter the insurgents, gain the trust and assistance from the local population, and insure continuous military

presence within the populated areas.¹⁸ In fact, the CIMIC activities and projects as an integral part of the overall military operations participate effectively in accomplishing all the important points mentioned before, and assist efficiently in the counterinsurgency success.

Domestic Civil-Military Cooperation's Favorable Areas of Operation

Once the political government assigns its military forces to intervene and conduct operations within their own country, this assignment forms the essential enabler for Domestic CIMIC to operate internally under a legal status. In fact, considering that the legal condition is set, the country or part of the countries' examples that form adequate areas of operation for Domestic CIMIC vary. These examples reveal the need for an appropriate coordination and cooperation between the military forces and civil actors in order to facilitate the military mission, and achieve unity of effort to preserve and promote national interests.

First, Domestic CIMIC represents a useful tool for the military forces to accomplish its overall mission, when operating in an area of operation such as a country or local region in a country that reveals any kind of unrest, civilian protest, and other forms of instability. Second, it is beneficial to the military forces to conduct Domestic CIMIC activities and projects in a country or a local region of a country in which its citizens are diversified in religions, ethnicities, tribes, races, politics, and others. Indeed, Domestic CIMIC assists in preventing any kind of potential internal conflicts between different groups in such area of operations. Third, in a country or a part of a country that comprises fertile lands for the growth of extremist ideologies which can lead to violence and terrorism, it is imperative for its military to conduct Domestic CIMIC in order to enhance the citizens' patriotism and to control and prevent the spread of extremist ideologies.

Fourth, a country or part of it that experiences insurgency shows excessive need for its military to conduct Domestic CIMIC in order to assist in countering the insurgents' goals. Last and not least, during a post-civil war period in a country, the Domestic CIMIC is essential to the military forces in order to assist in the country reconstruction and help in the citizens' resilience strengthening.

Domestic Civil-Military cooperation Staff Members' Qualities and Proficiencies

The coordination and cooperation with civil actors require multiple qualities and proficiencies from the Domestic CIMIC staff members. In effect, the CIMIC unit must conduct its activities is carefully, accurately, and appropriately in order to achieve success and accomplish the military commander's desired end state.

Indeed, a Domestic CIMIC staff member must be aware about the culture, religious customs, and tribal traditions when dealing with different groups in order to avoid awkwardness and negative impacts on the military mission. Additionally, the operator must possess excellent communication skills and be trained in human behavioral science enough to understand the body language of his or her interlocutors in order to be able to understand and interact conveniently with different types of people. Furthermore, the operator must have a good level of education and common sense, especially when dealing with educated people such as mayors, governors, engineers, and others. Moreover, the operator must be a good negotiator, mediator, interlocutor, and presenter. Also, a CIMIC staff member must be media savvy when dealing with the media because this task is crucial for the overall military mission and has a huge impact on the civilians' perspective towards the military forces. As well, he must be aware about setting properly a meeting because a CIMIC member frequently settles and conducts meetings. If operating in areas of

operation where different languages than national language of the country are spoken, the CIMIC staff member should be conversant in that language, especially when dealing with foreign actors such as foreign governments' representatives and international organizations. Last and not least, a CIMIC staff member is ultimately a warrior; he must possess all military skills and be ready to operate in all kinds of combat situations.

Domestic Civil-military Cooperation Implementation

The conduct of CIMIC activities within the civil environment is critical and delicate. An inappropriate CIMIC implementation can have bad impacts on the military mission and can provide unwilled results on the commander's intent and desired end state. The CIMIC staff must establish and maintain trust with civil actors in every time and space, and must be aware and respect the various civil actors' cultures. Furthermore, the transparency is mandatory in all CIMIC activities' implementation. Also, the CIMIC members should understand clearly the overall military mission and objectives, as well as the civilian actors' ones, in order to apply and achieve their tasks properly and conveniently. Additionally, all CIMIC activities must be operated legally and under the internal national laws. Moreover, the Domestic CIMIC activities implementation can be categorized in the three common NATO CIMIC core functions. The Domestic CIMIC core functions can be defined as the liaison, the support to the military, and the support to the civil environment.

The first core function, the liaison is established between the military and the civil actors. Indeed, this core function must establish two-way communication between the military forces and the civil environment. This communication is an enabler to build the trust between the

stakeholders. The military should benefit from this liaison by contributing in the dissemination of the military headquarters' message concerning issues related to civilian community. Furthermore, the liaison may play a major role in assessing the information operations by collecting feedback from the interaction with civil actors, and report it later to the headquarters. Also, the two-way communication facilitates the communication between the civil environment and the military, by allowing the CIMIC unit to be a focal point for all civil actors' needs and requests. Indeed, the Civil-Military liaison can act as the bridge between the military and the civil authorities and communities to support activities which strengthen local level stability.

The second core function, the support to the military, is the essential one. In fact, the CIMIC activities' main purpose is to facilitate the commander's military mission. The CIMIC unit can use adequately the CIMIC projects, in the commander's area of operation, as a tool to support its mission. CIMIC projects can include civilian basic needs such as food distribution, water supply, electricity, health, sanitation, and others, as well as infrastructure development and others. Also, the CIMIC unit may assist national ministries, when appropriate and needed, in their various tasks such as building road networks, hospitals, vaccination campaigns, and others. Moreover, the CIMIC unit plays a major role in providing the commander a timely and precise advice and assessment about all issues related to civil environment, relevant to the military planning process and execution. Furthermore, the CIMIC unit, by maintaining a liaison with the civil environment, can facilitate the access to civil resources, when needed by the commander. In effect, the CIMIC activities aim to facilitate the military mission and have also interest in conflict prevention activities.

The third core function, the support to the civil environment, is essential to bolster the image of the military within its own country. Indeed, this function shows the humanitarian, social,

development sides of the military rather than only the combat side. The CIMIC unit can conduct the civil environment in different ways such as providing personnel, logistic assets, assisting the national ministries, applying CIMIC projects, conducting humanitarian assistance, and other CIMIC activities. This function play a major role in developing the domestic infrastructure, assisting the local authorities, creating safe spaces such as hospitals and schools to support the most vulnerable people (children, elderly people, and others), establishing a friendly and close relation between the civil environment and the military, enhancing the citizens' patriotism, boosting the image of the military within its own community, increasing the citizens' resilience to any threat, and others.

The Importance of Conducting Domestic Civil-Military Cooperation

Domestic CIMIC is essential to the success of the overall military mission. Indeed, CIMIC, as an integral part of the whole CMI, establishes and maintains a proper, close, and trustworthy relation between the military and its citizens. This relation assists in the dissemination of the headquarters' messages and at the same time helps in gathering information from the civil actors in favor of the military mission. Furthermore, the CIMIC activities and projects conducted especially with children such as students in schools or in neighborhoods help in increasing the patriotism sense and loyalty to the national military and country. In fact, in fertile countries for extremism growth, CIMIC projects that target the citizens' ideology assist in preventing this violent extremism's growth such as radicalization and terrorism. Moreover, the CIMIC activities may contribute in providing citizens' basic needs, in developing national infrastructure, in conducting humanitarian assistance, in creating safe spaces to the most vulnerable people, and in reducing the civil community suffering. This contribution and other Civil-Military Cooperation

assist in bolstering the image of the national military within their own country, reduce the tension among disputed groups, enhance the community solidarity, unify the effort between the military and civil actors, and increase the national resilience towards any internal or external threat. Also, the CIMIC activities and the strong maintained relations between the military and the citizens enhance the military freedom of manoeuvre during conflicts, and support upstream conflict prevention. In fact, CIMIC activities facilitate the military commander's mission, operates as an integral part of CMI, and assist indirectly in the achievement of the national security system within a clear, comprehensive approach.

From Theoretical to Practical: Soccer Court Project

Case Study Scenario

Nowheristan is a country where the political government tasked its military forces to assist the internal security forces in providing and maintaining the internal security. Nowheristan's citizens are from diverse ethnicities (religions or races or political affiliations) that have been living together for a long time since the country's independence. Westernstan is a city, in the country's western part, in which its inhabitants are from two different ethnicities and having two different political orientations. The city is divided geographically to two different parts according to areas where the two ethnic groups reside. Due to the existing ethnic tension, minor issues are prone to escalating inter-ethnic conflicts quickly. Indeed, historically, multiple small armed conflicts occurred between the groups. In each case, the military forces intervene to solve the conflict and restore the security in the city. During their interventions, the military forces frequently encounter

citizens throwing stones on their patrols and sometimes targeting them with fire arms. Moreover, each ethnic group accuses the military of taking side with the other group and to intervene in its favor. Therefore, the military headquarters decided to conduct Domestic CIMIC activities in this city. The CIMIC unit assessed the situation, coordinated with the appropriate area of operation's military commander, and chose to conduct a mini soccer court project in the midst of the area, in order to enhance its ability to facilitate the commander's mission.

The Purpose of the Mini Soccer Court Project

The CIMIC unit, in coordination with the military commander, chose to conduct a mini soccer court in the midst of the city for multiple reasons. Indeed, the mini soccer court reveals a potential meeting place between the two groups from different ages and genders. The soccer field also can serve as a location for holding social events. Therefore, the CIMIC unit is convinced that this project can play a major role in enhancing the local security by reducing the tension between the two ethnic groups, restoring a good relation between them, building up a trustworthy relation between the military and the local inhabitants, and preventing future conflict between the two groups or at least reducing the probability of a new conflict's ignition. In fact, the CIMIC unit believes that this project facilitates the military mission, reduces the inhabitants' hostility towards the military, and increases the military forces freedom of maneuver in the city.

Project's Challenges

The mini soccer court project's challenges are numerous. Indeed, the CIMIC unit must ensure the need and the attractiveness of the neighboring civil community, for such a project,

before the beginning of its implementation; and the CIMIC staff must be aware of assessing the project effectiveness, once executed, to depict the lessons learned from it in order to benefit from it in the implementation of future projects. To mitigate these challenges, the CIMIC units may conduct a feasibility study before the implementation of the project, followed by an after action review survey with the local community in the vicinity of the soccer field after a short time period from its inauguration.

Furthermore, to eliminate or lessen the notion among the residents of the city that the military had favored one of the ethnic groups, the choice of the location of the land to build the soccer field is of crucial importance. The field must be located within the city limits, but not totally within an area dominated by one of the opposing ethnic groups. In order to reduce the project's budget, it is better to find a governmental land that the authorities accept to donate to the military in sake of building the soccer court, or a private land that the landlord wills to donate it for public use and amenities.

Moreover, it is difficult to find a contractor ready to invest in an unstable city such as Westernstan. Contractors will reveal fear from any conflict renewal in the city, during their working period, and will ask for guarantees and compensation in case of any conflict occurrence. These factors contribute in the project's cost and risks.

Additionally, it is essential for this project that the CIMIC unit request from the military Headquarters to assign a functional specialist in order to plan, design, and follow up the court's building process. Indeed, this process is a time consumer, due to the slow military bureaucracy, and reveals military liability to any future incidents resulting from bad construction.

Further, it is sophisticated, after multiple armed conflicts, to gather persons from the two different groups in the same place for any social or sports events. The coordination and cooperation with the civil environment such as local authorities and trusted local NGOs can be a solution. Also the military should be aware of providing the security for any kind of future gathering sponsored by it, in the mini soccer court, between the two groups, which forms an additional burden on the military unit deployed in the city.

Also, the post-construction maintenance is key for the project survivability. The military forces cannot manage future maintenance for any project; it is time, money, and manpower constraints and it is a task out of the military scope. The project's transition to the local authorities such as the municipality can be manifested as a solution.

Last and not least, the CIMIC unit must clearly assess the situation and deeply understand the city civil environment before starting the project's implementation. It must closely coordinate and cooperate with the civil actors such as local authorities, civil community, NGOs, IOs, GOs, and others in order to avoid duplication for the same project already in process in the same area by any actor. Any duplication reduces the project's desired impacts and acts as a time, money, and manpower consumer.

The Mini Soccer Court Project Reflects the Domestic CIMIC Core Functions

The mini soccer court project's implementation, in this case study, reflects clearly the Domestic CIMIC core functions already discussed before in this paper. In fact, the liaison, the first CIMIC core function, is revealed in the interaction between the military and the civil environment throughout the project's implantation. This interaction is conducted during all the project's phases.

It appears during the coordination with the local authorities and organizations, the assessing survey, the court's construction, the after action review survey, and all the events that occurs after the project accomplishment.

Additionally, the support to the military, the second CIMIC core function, is manifested clearly in this project. In effect, the project's implementation in a midst part of the city, between the two different ethnic groups, enhances the image of the military and shows it as a national force that is not taking side with any of these group, but in the opposite, it support both of the them equally. Furthermore, the interface between the military and the civil environment, as depicted in the first core function, strengthens the mutual relations between them, and therefore increases the military freedom of maneuver in the city, during the conduct of any future mission in the city.

Also, the support to the civil environment, the third CIMIC core function, is obvious in this project. Indeed, the CIMIC unit builds the mini soccer court, in order to create a fun and social place for the local inhabitants' sake. The military intent from this project is to support the civil environment by creating a location feasible for the public use by all kinds of local citizens' ages and gender.

Post-project Execution Events

The events' types that can be beneficial to conduct it in the mini soccer court, after the project accomplishment, are various and diversified. These events are not limited in time and types; indeed, they are related to the CIMIC staff's creativity and innovation, and are oriented to the military mission's facilitation. This case study shows three examples of fruitful potential events that the CIMIC staff can run in the designated court.

First, the CIMIC unit can crown the mini soccer court's inauguration by a match between two mixed teams that each of them contains players from the military unit deployed in the city and the two different ethnic groups. This kind of match contributes in building up a sense of unity among the military and the local populace, helps in restoring a good relation between both ethnic groups, and represents the military as the sponsor for all the local populace's interests in the city.

Second, an event that targets the inhabitants' ideology, especially if the CIMIC unit addresses it to the kids, is an enabler for the achievement of the project's purpose. In fact, the CIMIC staff, after coordination and cooperation with the local authority, a trusted local NGO, and the military unit deployed in the city, can gather around one hundred kid that ages range from five to ten years old, with their parents, in order to present for them a funny scene, kids animation, games, interaction with the soldiers, and gifts distribution at the end of the event. This gathering helps in restoring the communication between the two different groups, works on the kids' ideology of respecting and loving their national military, and assisting the military in gaining the local inhabitant's hearts and minds.

Third, CIMIC can manage a cooking expo event prepared by women from both ethnic groups. This event's success also require a close coordination and cooperation with the local authority, a trusted NGO, and the military deployed unit in the city, in order to gather the desired number of female participants. This kind of event helps in sharing the food between the various local citizens, inter-exchanging their cultures and traditions, and obviously strengthen the social and friendly relations between them and with their national military.

Recommendations

The military headquarters that decide to conduct Domestic CIMIC must develop a Civil-Military Cooperation doctrine appropriate to its internal situation. Indeed, a clear doctrine forms an operating framework for the Domestic CIMIC unit. It sets conditions, ways, means, and purposes for all CIMIC activities. Moreover, a doctrine represents a road map for an effective and convenient accomplishment for the CIMIC missions in accordance with the country's internal considerations.

The military headquarters must be aware of providing the CIMIC unit with adequate personnel. The CIMIC members must be educated, refined, and retrained with communication skills. Indeed, the staff quality is key for the CIMIC mission's success, and a bad CIMIC implementation can reflect a bad impact on the whole military and harm the military forces' image within their own civil community.

The CIMIC unit headquarters must train its personnel properly and consistently, especially on topics related to CIMIC tenets and skills, cultural awareness, body language, communications proficiencies, mediations and negotiations skills, and others. In addition, the training must comprise linguistic skills, in order to facilitate the coordination and cooperation with foreign organizations and foreign governmental representatives. In effect, a widely trained and professional CIMIC staff is essential for the prosperity of a CIMIC unit.

It is very beneficial to the CIMIC unit to establish CIMIC centers widespread all over the country, in harmony with the military areas of operations. These CIMIC centers enable the two-way communication between the military and the civil environment. Indeed, they facilitate the civil actors' interactions with the military and represent focal points for them to discuss,

coordinate, and cooperate in all issues related to the military forces. Hence, these CIMIC centers foster the liaison between the military and the civil authorities and communities, one of the CIMIC core function.

The CIMIC unit must introduce its functions, abilities, capabilities, mission, and purpose to the other operational units. In effect, a military headquarters that decide to conduct a Domestic CIMIC activities, face lack of understanding and knowledge about the Domestic CIMIC concept within its operational unit, due to the modern implementation of this concept. A good perception of the CIMIC concept, enables the internally deployed military from the utmost use of the CIMIC capabilities in order to promote the CIMIC core function, the support to the military.

It is a force multiplier for the CIMIC unit to build a strong network of relations with the commercial sector and the businessmen that are already backing their national military and are ready to support it with financial assets. This network enhances the CIMIC unit ability to conduct CIMIC activities and projects and decrease its limitations to the military funds. However, this network's installation must be mentioned, allowed, and organized properly by the doctrine. In fact, this network increase the CIMIC unit ability to support the civil environment, one of the CIMIC core functions.

It is crucial for the CIMIC unit to maintain transparency and credibility in all its interactions with the civil environment. Once asked from civil actors for assistance and cooperation in any project's implementation. The CIMIC staff should never give any promise out of the scope of their authorities unless approved by the headquarters. In effect, the transparency and credibility of the CIMIC members are pivotal in the trustworthy relations between the military and the civil environment. Therefore, once trust is missed, all the CIMIC activities fails.

Each project's transition from the CIMIC unit to the local authorities is fundamental for the continuity and the survivability of the projects. The CIMIC unit, due to its limited manpower and the multiple projects implemented, does not have the ability to manage and maintain those projects. Thus, for the sake of the survivability of each project, CIMIC must transfer this tasks to the local authorities in order to assure its long term operability.

During any CIMIC project inauguration, the CIMIC unit must invite the greater possible number of civil actors, in order to sell the CIMIC activities and enlarge the scale of their future potential partners. Also, the appropriate area of operation military commander or whom he designates must be present in the event, in addition to a remarkably number of military forces in order to enhance the interaction between the deployed unit and the local citizens. Thus, this kind of inauguration will enhance the degree of acceptance from the local community and facilitate the military mission in the area.

It is very profitable to the CIMIC unit to be active on the social media, due to its prevalent use among the civil community. Actually, the CIMIC unit must have its own Facebook page, create its own website, and be involved in other social media tools. In fact, the connection to the social media boosts the CIMIC unit ability to sell its activities and projects, not only to the local communities, but to all the citizens all over the country. Additionally, in order to broadcast its activities to the biggest possible national portion, the CIMIC unit must invite the various media, especially the seen ones, to cover all CIMIC activities and projects.

Conclusion

The Civil-Military Cooperation is an integral part of the overall military mission. It is an enabler for the full spectrum of the Civil-Military Interaction. The CIMIC activities are normally conducted by military forces, outside of their own countries, once they have units deployed abroad for any reasons. These activities allow the military forces to establish and maintain relations with the indigenous in order to facilitate its military mission. This paper discussed that CIMIC can be conducted successfully by the military forces domestically, within their own country, once the required conditions are set. Indeed, the Domestic CIMIC is very beneficial in facilitating the internal military mission and increasing the national security system efficiency within a clear comprehensive approach. Nevertheless, once the military forces is tasked by the political government to intervene internally, a profitable Domestic CIMIC necessitates to operate under specific circumstances, in the appropriate time and place, for a clear aim and purpose, and by applying convenient functions and applying suitable strategies.

Once all conditions required to conduct Domestic CIMIC are set, the military headquarters and the CIMIC unit must fulfill precisely various tasks and requirements in order to ensure the CIMIC mission success. Indeed, the CIMIC unit must be aware of their primary needs and the military headquarters should cooperate with it in achieving those needs. The conduct of an efficient Domestic CIMIC demands a clear operating framework, an adequate personnel that rejoices CIMIC skills, an appropriate and consistent training, a wise organizational vision, and a dynamic and effective implementation strategies.

Endnotes

¹ Marquat Memorial Learning Resource Center, "History of the Civil Affairs Regiment," *A Guide to Researching the History of Civil Affairs*: 2, <http://www.soc.mil/swcs/pdf/Finding%20Aid%20CA3.pdf>.

² Ibid.

³ Waterdokter.NL, "What is CIMIC?," *Hands-on Solutions*: 1, <http://www.waterdokter.nl/downloads/CIMIC%20info%20English.pdf>.

⁴ Civil-Military Cooperation Centre of Excellence, *CIMIC Field Handbook*, 4th Edition (Netherlands: Civil-Military Centre of Excellence (CCOE), 2016), I-1-3.

⁵ Ibid.

⁶ Ibid.

⁷ Civil-Military Cooperation Centre of Excellence, *CIMIC Field Handbook*, 4th Edition (Netherlands: Civil-Military Centre of Excellence (CCOE), 2016), I-1-4.

⁸ Ibid.

⁹ Ibid.

¹⁰ Ibid.

¹¹ Ibid.

¹² United Nations Office for the Coordination of Humanitarian Affairs Civil-Military Coordination Section, *UN-CMCoord Field Handbook*, V1.0 101 Series (Geneva: United Nations Office for the Coordination of Humanitarian Affairs Civil-Military Coordination Section, 2015), 7.

¹³ Headquarters Department of the Army, *Civil Affairs Operations*, FM 5-57 (FM 3-05.40), C2 (Washington, DC: Headquarters Department of the Army, April 18, 2014), 1-1.

¹⁴ Ibid.

¹⁵ Ibid.

¹⁶ Ibid.

¹⁷ Civil-Military Cooperation Centre of Excellence, *CIMIC Field Handbook*, 4th Edition (Netherlands: Civil-Military Centre of Excellence (CCOE), 2016), I-2.1.

¹⁸ Mark Moyar, *A Question of Command: Counterinsurgency from the Civil War to Iraq* (New Haven & London: Yale University Press, 2009), 5.

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