

TEAM: _____

**MCAST 037's Banauue Challenge: Establishing Trust and Developing Relationships
Role Play and Negotiation Instructions for MCAST representative**

Simulation assumptions:

1. It is February 20xx.
2. MCAST 037 has five personnel. Three members identified as civil affairs 'generalists' along with one medic and one engineer (SeeBee). Your role in this simulation is to lead the negotiations efforts with the village leader of Banauue, Anjo Buhaye (pronounced Boo-Hay). Mr. Andreseen (Norwegian NGO representative / farming and health advisor living in the village) has helped you set up this meeting.
3. MCAST 037 will not actually perform the “work” (defined as the actual construction project, well drilling, schoolhouse teacher training, etc.). The MCAST’s focus is to develop a targeted solution with the local leadership and population, then coordinate the targeted solution with host nation personnel, key leaders, villagers with appropriate expertise (doctors, farmers, etc.), as well as non-governmental organizations. As background, you know there are cooperative NGO organizations in the area that can support nearly every project you can dream up. You have been tasked to assist this particular village because the host nation government has been trying to repair their own relationship with this village. Since you are in country at the host nation’s request, your assistance to Banauue may help the village to realize that the host nation does have their best interests at heart.
4. You have an array of potential projects, but you really want to maximize the following three items.
 - a. Conduct as many projects (i.e. lots of smaller projects) as possible to maximize the amount of visits you can make to the village. This is because the U.S. owes the host nation a favor. Their central government wants to demonstrate more than just a financial commitment to this village. The central government is aware that other MCAST commitments over the past year included ranges of 5-20 visits. The central government expects this commit to be a visible one.
 - b. Geographically spread the projects around the village so you can interact with as many people as possible
 - c. Help the Mr. Anjo Buhaye stay at the helm as village leader. The criminal and “insurgent” efforts in the area could threaten the stability of this village and Mr. Buhaye.
 - d. Employ the needed villagers for each project, but don’t “over-employ”.

Mission: MCAST 037’s mission in this situation is to first develop relationships with key leaders and local populace – helping pave way for host nation support of follow-on US military operations to counter a growing security threat against the US presence in the region. All MCAST 037 actions and negotiated solutions must support the mission commander's

overarching intent. This first negotiation is find out what options that you and the villagers can agree to that helps get you access to the village and get to know its people better. You have a fairly loose rein; you need to develop projects and options that will get MCAST members to frequently engage with the villagers at as many different locales as practical.

Specific objective:

MCAST 037's purpose for this project engagement is to facilitate the main objective: conduct civil reconnaissance. Civil reconnaissance (CR) includes, but is not limited to, the observation, recording, and reporting of pertinent information resulting from MCAST interactions in the designated region. Examples are locations, names, dates/times, (physical, economic, religious, and cultural) geography, and information on the formal and informal power structure. CR also must key in on the local leadership's and population's comments/prevaling attitudes.

Location: MCAST 037 will be working in Banauue, a small agricultural village in the highlands. They are a farming and herding community of 500 inhabitants. They have some excess production capacity for market (vegetables / fruits, poultry products, pork, mutton, craft products, woolen textiles, soaps, candles, etc.). The village is poor, but amazingly self-sufficient. In addition to their farming and herding skills (primarily sheep and goats), they are carpenters, masons, weavers, and pottery makers. Their hygiene and health standards are fairly good, although they lack direct access to a doctor or dental services and they are in need of an additional well / water distribution system. Most people have to walk about 2 kilometers to get access to the village's only functioning water well. The village is electrified, but its use is limited to simple house lighting, community building lighting and running a few water pumps and single commercial-sized refrigeration unit (located in the village leader's compound).

Area Security: a splinter group from Abu Sayyaf is in the region. Although claiming to be both Islamic radicals and members of the Abu Sayyaf Group (ASG), they act more like local thugs, with extortion and low violence crimes (stealing livestock, assaults, etc., but rarely a murder or rape). One of their favorite targets for extortion is the road leading to Banauue. At night, they like to block the road and demand ransoms as a condition for release or, if they like the merchandise on the truck, they'll ransack the payload.

Geography: Banauue is a village that lies in an upper mountain valley. The village sits at 1,200M above sea level, with the surrounding mountains peaks ranging from 2,000 to 3000M. The soil is rich volcanic soil and excellent for farming. The climate is a moderate tropical climate with warm humid summers and mild wet winters. The area is frequented by typhoons and tropical rainstorms, so access to the village via the single dirt road is sometimes difficult, especially during the rainy season (June through October).

Urban Geography: Banauue is a "spider" village with one central (narrow 2-lane) dirt road that comes in from the West. After this road enters the village, numerous "spider" walking and cart paths branch off of this main road. The main road leads to Banauue's market square, main municipal building, schoolhouse, the "mayor's residence" (where Mr. Buhaye lives), and the

water pump. The other houses (modest 2-3 room block houses with metal roofs) are located on the “spider” lanes. There is no indoor plumbing, and the villagers use the equivalent of “outhouses” for sanitation purposes. That said, they take extraordinary care to ensure that the waste stream from these facilities does not contaminate the local drinking water or their fields. They learned their lesson about 20 years ago when a poorly maintained system created a cholera scourge that almost wiped them out --- some still think it was deliberately done by an “outsider” to harm them.

The “spider” lanes have no logic, and are not made in a typical street “grid pattern”. Located behind each house is a garden plot for vegetables and the chicken coop. To the north of the village are the main crop fields – to the east are the main pastures for herd grazing.

MCAST 037 project rules and budget: If you choose a project, there are several competing factors you need to consider.

1. If your project involves transportation of materials to the village, the deliveries can be difficult because the single road to this village is rugged and only allows for small 4-wheel drive vehicles. Loads on these trucks are limited, especially during the typhoon season (heavily loaded trucks get stuck in the mud – especially July through September). Each lost truck costs you \$10,000. It is not unusual to lose / significantly damage trucks during these operations.
2. You should use local labor and building techniques as much as practical.
3. The NGOs in the region are amenable to working with the MCAST.
4. All major project materials (Portland cement, windows, doors, plumbing and electrical supplies, etc.) are trucked in. Some raw materials (sand, gravel, rough (framing) lumber) are available locally. Additionally, with the addition of some hand and updated power tools (and the associated generator), the Banauuean men make good, sturdy furniture. For any project involving the construction of a building, if you negotiate with the Banauueans to build the furniture, add a one-time cost of \$5000 for the tools / generator and a cost of \$1000 for each building that you plan to furnish. This does not include medical equipment. Each “furniture project” will utilize 10 villagers for labor. No need for NGO participation, although it affords you the opportunity to make 2 additional visits for each “furniture project” you agree to support. These visits allow you to interact with the workers and when the furniture is completed and delivered, allows you to be part of the “delivery ceremony”.
5. Time span from the time you get an agreement with Anjo Buhaye to actually starting the project: 1 week.
6. Your target is to get enough projects considered so to ensure your MCAST team can visit the village on at least 15 occasions to three different locations. Doing this will significantly help you conduct your surveillance mission.
7. Each additional unit of labor (added villager on the project) over and above the Project suggested amount of labor adds \$2,000 to the project cost.

Your Operation Fund (OpFund) budget of \$140,000 US

Your Project options include:

1. Build a three-room municipal building. Block walls, metal roof, tile floor, plaster walls and ceilings, glass windows, solid doors, basic plumbing (sink, toilet, septic system) basic electrical (lights, fans, etc.). Locally built furniture is an option in this project.

- Cost: \$125,000

- Materials: Blocks, mortar materials, structural wood for walls, plaster for walls/ceilings, floor tile, fixtures, electrical materials and appliances, manufactured windows, and paint.

- Labor: Use 35 villagers (they are skilled and can do the required work) – NGOs there to support and advise.

- Number of MCAST visits for this project: 6.

- Location: You would like to build it close to the village entrance (West side of the village). It is the best location because this site is the most amenable to a large construction project (open area, easy for the trucks to deliver the materials, etc.

2. Build a single room municipal building. Block walls, metal roof, tile floor, glass windows, solid doors, basic plumbing (sink, toilet, septic system) basic electrical (lights, fans, etc.).

Locally built furniture is an option in this project.

- Cost: \$75,000

- Materials: Blocks, mortar materials, structural wood for walls, plaster for walls/ceilings, floor tile, fixtures, electrical materials and appliances, manufactured windows, and paint.

- Labor: Use 30 villagers (they are skilled and can do the required work) – NGOs there to support and advise.

- Number of MCAST visits for this project: 5.

- Location: You would like to build it on the East side of the village, on the opposite side of the village entrance. This site is close to where many villagers have their homes.

3. Major repairs to a foot / cart bridge from the crop fields and herding pastures into the village / market. Bridge crosses a small gorge and was damaged by an explosive device 20 years ago and is in deep disrepair. Needs skilled labor for cutting out the damaged steel and welding in the new steel (only NGO has this capacity). Other repair work can be done by the villagers.

- Cost: \$50,000

- Materials: Blocks, mortar materials, structural steel, plank steel for the road bed, and paint.

- Labor: Use 50 villagers (15 skilled for the block and plank laying work; 35 non-skilled for extensive excavation of materials due to erosion from a damaged viaduct). Viaduct was damaged, began leaking, when the explosive tore through the bridge.) – NGOs there to do the steel welding work as well as support and advise.

- Number of MCAST visits for this project: 3.

- Location: fixed – the current location is the best spot to do the work. Building a new bridge at another location would involve extensive foundation work.

4. Build a small one room clinic facility so that itinerant medical help (traveling doctors / dentists / medical technicians from cooperating NGOs) can use the facility when they visit.

- Cost: 55,000
 - Materials: Blocks, mortar materials, structural wood for walls, plaster for walls/ceilings, floor tile, fixtures, electrical materials and appliances, manufactured windows, an examining table / chair, a simple dental chair, and paint.
 - Labor: Use 20 villagers (they are skilled and can do the required work) – NGOs there to support and advise.
 - Number of MCAST visits for this project: 4.
 - Location: Next to the village leader's compound so you have the best access to electricity and refrigeration (medicine storage)
5. Drill a well and water storage facility (basic pump well driven by a small diesel motor. Water is pumped periodically from the well into a 30,000 liter water tank. Tank has a dozen spigots for distribution in to individual containers). NGO has the ability to drill the well and set-up / plumb the tank.
- Cost: \$15,000
 - Materials: Small drilling rig (NGO has), small diesel motor w/ fuel tank, 30k Liter water tank, plumbing and fixtures, cement for tank base.
 - Labor: Use 10 villagers (they are skilled and can do the required concrete work) – NGOs there to do the majority of the work as well as support and advise.
 - Number of MCAST visits for this project: 2.
 - Location: Across the street from the old municipal building in the center of Banauue.
6. Two-room schoolhouse. Locally built furniture is an option in this project.
- Cost: \$20,000
 - Materials: Blocks, mortar materials, structural wood for walls, plaster for walls/ceilings, floor tile, fixtures, electrical materials and appliances, blackboard, bench desks, and paint.
 - Labor: Use 15 villagers (they are skilled and can do the required work) – NGOs there to support and advise.
 - Number of MCAST visits for this project: 3.
 - Location: Next to the water station.
7. Training program to get 4 teachers ready to teach in the new school house
- Cost: \$5,000
 - Materials: Teaching materials (books, paper, and pencils other materials for the teachers and students). The cost is primarily to pay the NGOs to do the training.
 - Labor: None
 - Number of MCAST visits for this project: 1.
 - Location: In any building in the village.
8. Medical screening visits (basic public health (inoculations, parasite treatment, etc.), eye care (exams / glasses, dental (exams / extractions), basic OBGYN, basic pediatric.
- Cost: \$2,000 for each visit (NGO cost to bring in the needed medical supplies and the required doctors, nurses, and administrative help (record keeping)

- Materials: Required medical supplies, medical services, admin supplies and services
- Labor: None
- NGO med team brings in their own materials along with the medical staff
- Number of MCAST visits for this project: 1 visit every time the Medical NGO team visits Banauue. Medical NGO recommends one visit every 60 days.
- Location: In any suitable building in Banauue.

9. Disaster response training exercise (Typhoon recovery)

- Cost: \$5,000 (NGO cost to bring in the needed trainers and basic survival kit)
- Materials: Cost pays for the NGO trainers and 4 basic survival kits (water, plastic sheeting, purification tablets, basic first aid kits, etc.)
- Labor: None
- Number of MCAST visits for this project: 1 visit for each NGO disaster training session. NGOs recommend two sessions.
- Location: In any suitable building in Banauue

10. Seed kit

- Cost: \$1,000 per kit (according to NGO, village requires 5 kits and a two-day training session for each kit)
- Labor: None
- Number of MCAST visits for one 2-day session: 1 visit.
- Location: Mostly work in the fields and pastures.

11. Security Equipment and Training

- Cost: \$50,000 (includes security lighting, a set of radios for communication within the village, four night vision goggle kits and three training sessions to help the villagers get familiar with the equipment and techniques for night security)
- Labor: None
- Number of MCAST visits for this project: 4 visits.
- Location: N/A

Culture essentials:

- Locals speak Tagalog, are high context, are very protective of their land (their source of sustenance for generations) and not trusting of out-group members (especially not trusting of the US – some think the US poisoned their water and blew-up their bridge).
- Hierarchy: Adhere to a strong belief in hierarchy and centralized decision-making. Custom insists that the village leader be person to make and maintain contact with outsiders and all decisions go through him. Although autocratic, he is well known to take the time to listen to the problems his villagers have and take that advice into consideration. He maintains his position and face by conducting business so that the entire village no just a select few) benefit. Therefore, it is not unusual for him to take something from one villager (say a few chickens) and give them to another villager who just had his coop raided by a wild animal.
- Time: Time is measured by the seasons, by births and by deaths. Meetings are frequent and may last well into the night. The Banauueans are great story tellers and this is how their history

is kept alive, through the telling and re-telling of their stories, even to strangers. The Banauueans cooperated with the Allies during WWII by hiding Allied escapees from the Japanese POW camps until they could be repatriated. However, after the war, the Banauueans were ignored by the government and feel slighted because during WWII, many of their villagers were lost because they stood up against the occupying Japanese forces.

- Religion: A combination of animism (deep respect for wind, water, fire and animal life) and Christianity. The villagers place significant emphasis on traditions, celebrations, and charitable giving. When villager gets sick or is hurt, the village rallies around the family with food and other social and religious supports. The people are cooperative within their ranks, peaceful, contemplative, respectful of authority, but distrustful of people who don't see life through their paradigms.

- Tradition and Future: Rich in ceremony and custom, the Banauueans see their future being driven by their ancestors, by natural forces, and by the spirits. They also have a keen sense of history and like to be reassured that the support they gave to the American and Philippine governments during WWII is not forgotten. Many ceremonies with outsiders begin with gifts and recognition of this sacrifice during the war.

- Risk: Taking risks means risking their existence. Banauueans were convinced by the central government to go to a single crop system 40 years ago. The theory was that this single crop (hemp) would be sold at market, and the proceeds from the sales would buy the things the village needed, but didn't provide for themselves because they had moved to a one-crop system. Disaster struck this concept when the combination of cholera, an unusually wet winter, and a destroyed bridge formed a "perfect storm", wiping out the hemp crop. The government did not step in and provide the needed support to get them through. Consequently, they almost got wiped out. This story of trust in the government and betrayal by that same government is one that is oft repeated. Self-reliance and conservatism runs strong in their culture. Thus, they abandoned the single crop system to become more agriculturally diverse and thus more self-sufficient and less dependent on an unreliable government. This suspicion of governmental organizations lingers on to today.

- Agreements: Banauueans quickly arrive at agreements within their village. They air their concerns to the village leader, he considers the evidence, consults with the spirits and renders a decision. Ceremonial handshakes seal the deal and the agreement is executed, lest someone lose face.

- Literacy Rate: Males 40%, Females 20%

Some planning hints:

1. You have a somewhat weak BATNA – you have been assigned this village, and must accomplish the mission goals in Banauue.
2. You have never met Mr. Buhaye, but understand his is an honest broker. He wants your \$\$ and projects in the village to improve conditions and stabilize his ability to effectively govern.
3. Intelligence reports indicate that the "splinter group" Thugs pressuring the villagers to NOT cooperate with you and the MCAST.

Use whatever planning and negotiating tools you think you'll need to work the issues and achieve success.