RELEASE IN FULL

The Global Engagement Center

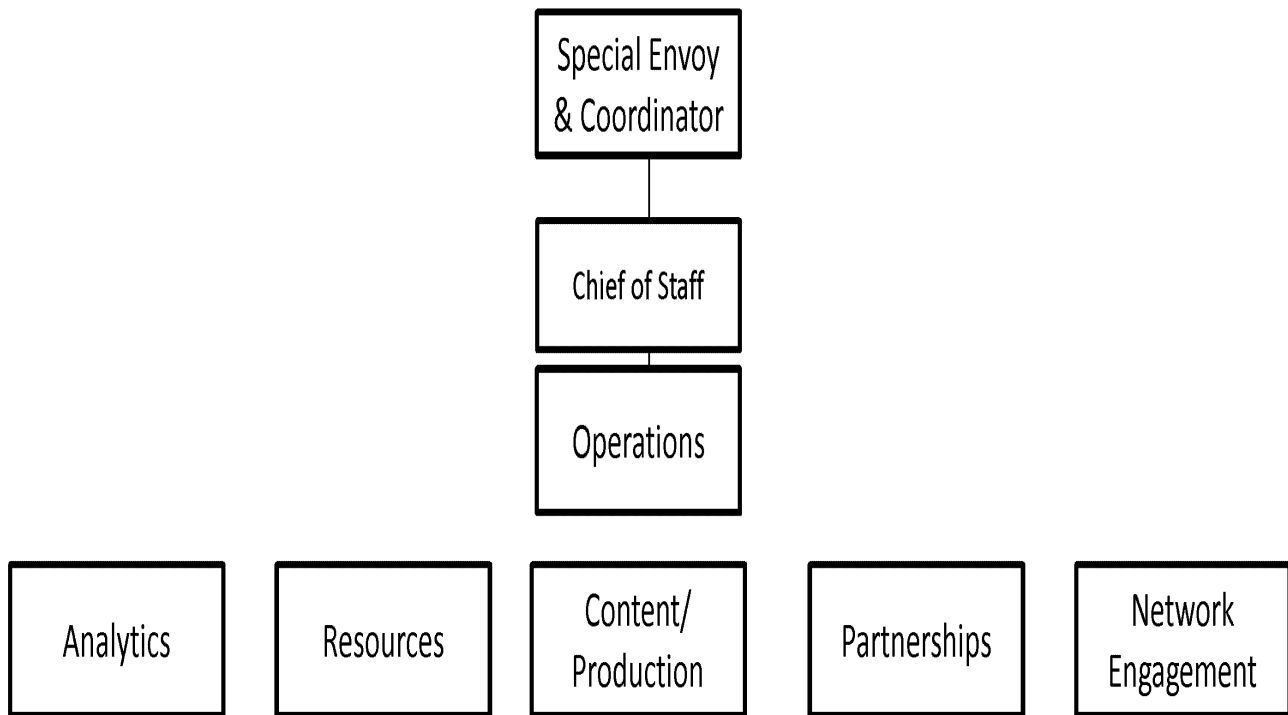## March 2016

Agenda

- GEC Structure and Mission Statement

- Current Communications Focus

- Unit Functions

- Lines of Effort of Countering Da'esh

- Message Flow

- Lines of Persuasion

- Application of the GEC

- Questions

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Global Engagement Center

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                    │  Special Envoy  │
                    │  & Coordinator  │
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                    │  Chief of Staff │
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                    │   Operations    │
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Analytics	Resources	Content/ Production	Partnerships	Network Engagement

The Global Engagement Center leads the coordination, integration, and synchronization of government-wide communications activities directed at foreign audiences abroad for the purpose of countering violent extremism and terrorism.

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Current Communications Focus

- Global Jihad, AQSL, and affiliates and allies in Pakistan and Afghanistan
- al-Shabaab in the Horn of Africa
- AQ in the Arabian Peninsula and in Yemen
- Da'esh, AQ in the Islamic Maghreb and their associations
- Da'esh and its offshoots in the Fertile Crescent
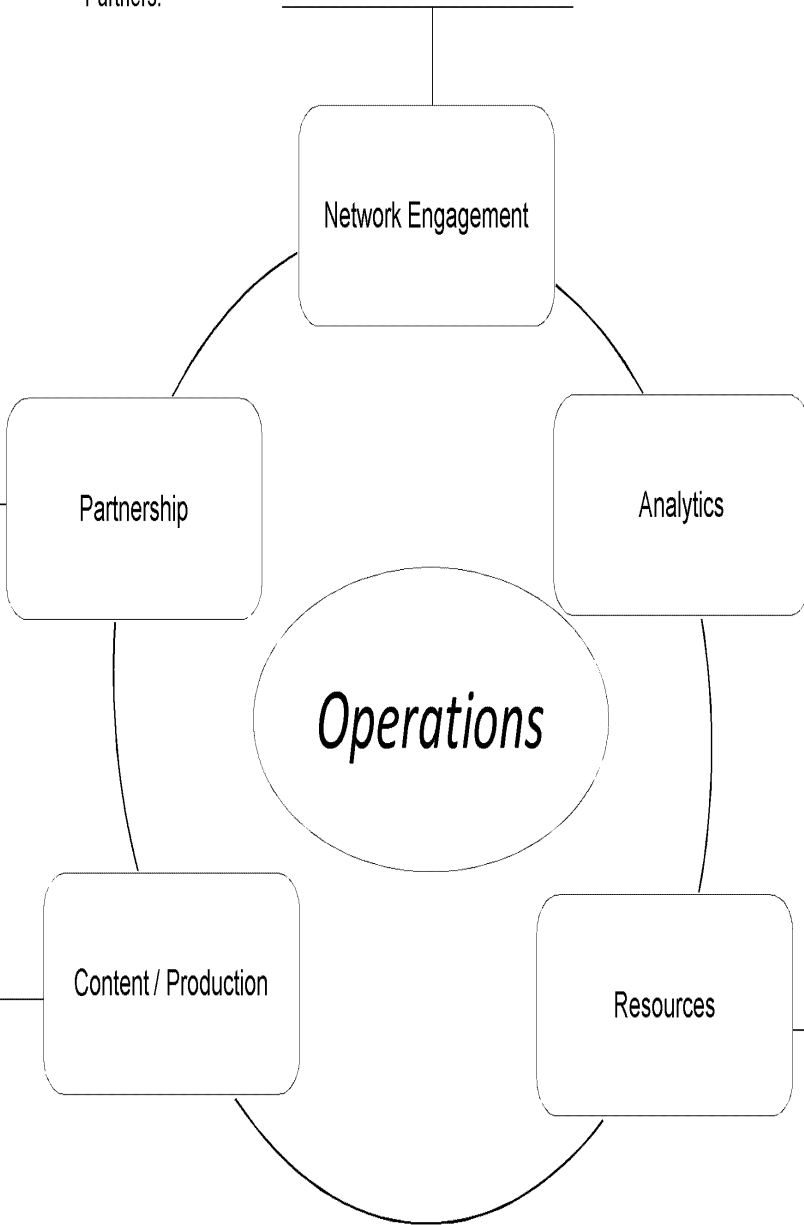- Areas of foreign terrorist fighter recruitment for Da'esh

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Unit Functions

The Network Engagement Office (NEO) functions as the action arm for the Global Engagement Center (GEC) to coordinate synchronize and integrate LOE 6 messaging efforts across all lines of effort within the USG and among Coalition Partners.

Partnership engages partners in priority areas around the globe to expand the circle of credible voices against Da'esh and violent extremist ideology. Develops an interconnected, empowered network—including Coalition partners, messaging centers, civil society organizations, grassroots activists, and sub-national governmental entities—in which elements work individually and in concert to break the ISIS brand.

Analytics directorate will aggregate and assess data in order to conduct foreign audience research and measurement using a broad array of information sources, and implements emerging technologies for the purpose of foreign audience analysis.

Content /Production messaging efforts focus on undermine Da'esh propaganda, contest the messaging space, and unsettle the adversary by curating and creating quality content for direct messaging to audiences or indirectly via collaboration with partners who have credibility with appropriate audiences.
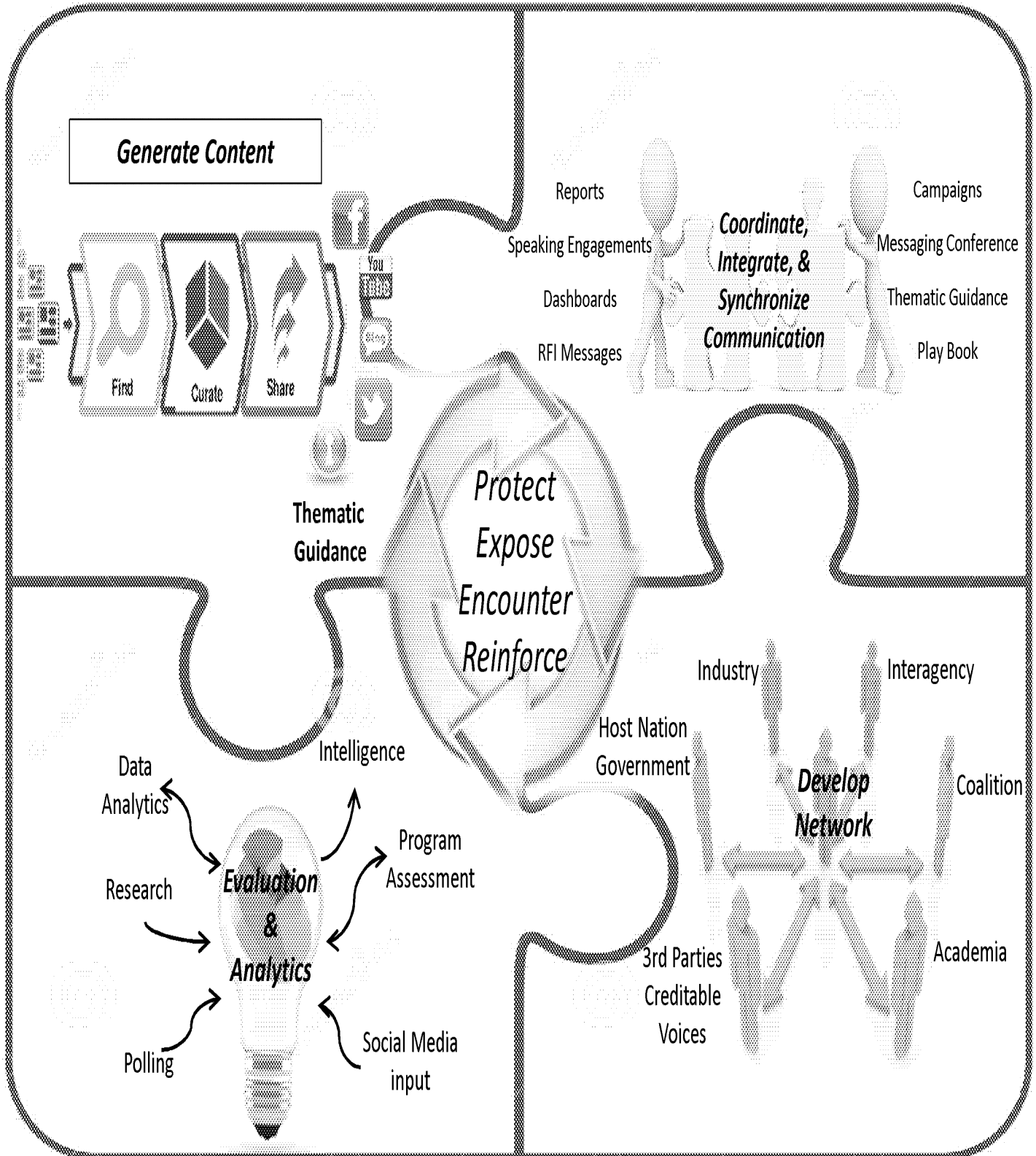
Resources support the GEC in all administrative, procurement, budget and human resources concerns assuring that resources are aligned and integrated to further the activities and mission of the Center. They formulate and seek the means/opportunities to advocate/enhance the efficiency of improvements to policy and practice within the Department of State and beyond, relevant to the Center.

Network Engagement

Partnership

Analytics

Operations

Content / Production

Resources

Lines of Effort Counter-ISIL strategy

The United States has built a global coalition of willing partners with the goal of degrading and ultimately defeating Da'esh. The President has set forward a comprehensive strategy featuring nine lines of effort to counter Da'esh:

- Supporting Effective Governance in Iraq
- Denying Da'esh Safe-Haven
- Building Partner Capacity
- Enhancing Intelligence Collection on Da'esh
- Disrupting Da'esh's Finances
- **Exposing Da'esh's True Nature**
- Disrupting the Flow of Foreign Fighters
- Protecting the Homeland
- Humanitarian Support

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Message Flow

Generate Content

Find | Curate | Share

Reports
Speaking Engagements
Dashboards
RFI Messages

Coordinate, Integrate, & Synchronize Communication

Campaigns
Messaging Conference
Thematic Guidance
Play Book

Thematic Guidance

Protect Expose Encounter Reinforce

Intelligence

Data Analytics

Research

Evaluation & Analytics

Program Assessment

Social Media input

Polling

Host Nation Government

Industry

Interagency

Develop Network

Coalition

3rd Parties Creditable Voices

Academia

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Lines of Persuasion

There are four categories of content that the GEC will generate for specific target actors, falling under the headings Protect, Expose, Encounter, and Reinforce:

- **Protect:** Content that conveys the community risks associated with Da'esh recruitment and encourages positive immediate influencer intervention in the lives of prospective Da'esh supporters and future supporters. Examples include content demonstrating the signs and risks of radicalization and recruitment, and the means of intervention.

- **Expose:** Content that exposes derogatory information about Da'esh, its leaders, and its program to prospective Da'esh supporters. Examples include "former" terrorist and victim testimonies.

- **Encounter:** Content that demonstrates and advocates for universally held principles of humane civilization to cultural influencers, immediate influencers, and prospective future supporters. Examples include arts and literature, and content related to cultural exchange.

- **Reinforce:** Content that emphasizes normative critiques of Da'esh, made by *cultural influencers* from within the Muslim world, and directed to all other target actors. Examples include clerical rebuttals and curricular reform.

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Application of GEC

(How we can Help)

Analytics	Content/Production	Partnerships	Network Engagement

CAPABILITIES

- Implement technology, analytics and intelligence analysis to develop key audiences, emerging narratives, audience susceptibility, emerging narratives, and effective messaging nodes
- Track effectiveness and impact of LOE 6 messaging efforts

- The Content/Production Office is the action arm of the GEC that undermines Counter Violent Extremist (CVE) propaganda in order to amplify CVE atrocities in the digital environment
- Develop and disseminates strategic, operational and tactical guidance to focus USG messaging efforts

- Identify and leverage partner nations, civil partners, and third parties to add credible voices to the effort to delegitimize Da'esh

- Identify, map, and establish the USG stakeholder network
- Establish reliable information sharing process that rapidly & effectively informs, coordinates, and orients USG stakeholder network

BENEFITS

- These assessments inform the GEC and other USG communicators of the effectiveness of their Counter-ISIL messaging operations, and encourage refinement of counter-ISIL messaging efforts

- Access to the multinational online messaging and engagement program "The Sawab Center"
- Collect & distribute content generated using a cloud-based file-sharing program
- Content/Production produces and disseminates relevant messaging content
- Access to the interactive database "Nightingale"
- Access to such products as Thematic Guidance; and Weekly Report Summary

- Trains & equips partner nation and civil society teams to counter extremist propaganda
- Designs & implements programs to mitigate extremist recruitment efforts in the field
- Enables & amplifies local counter narrative voices influential among target audiences

- Facilitate collaboration between USG and partner messengers
- Access to interagency contacts and leveraging subject matter experts experience within the national capital region and regional offices abroad
- Stakeholder/governance oversight mechanism in place to ensure unity of effort

Questions?