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MARINE CORPS CIVIL-MILITARY OPERATIONS SCHOOL
WEAPONS TRAINING BATTALION
TRAINING COMMAND
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STUDENT OUTLINE

CIVIL AFFAIRS METHODOLOGY

0530-103

CIVIL AFFAIRS OFFICER COURSE

M020A3D

FEBRUARY 2016

LEARNING OBJECTIVES

a. **Terminal Learning Objective.** Given a mission, Commander's intent, the IM Plan (Annex U) and a CIM plan, manage civil information, to improve the commander's awareness and understanding of the civil component of the OE in accordance with JP 3-57 appendix C. (0530-EXEC-2001)

b. **Enabling Learning Objectives**

(1) Without the aid of references, define the six steps of the CA Methodology, in accordance with MCWP 3-33.1 Ch 3. (CACT-EXE-2001a)

(2) Without the aid of references, define METT-T and Civil Considerations, in accordance with MCRP 3-33.1A Ch 2. (CACT-EXE-2001b)

(3) Without the aid of references, define the components of ASCOPE/PMESII, in accordance with MCWP 3-33.1 Ch 3. (CACT-EXE-2001c)

1. CA METHODOLOGY

a. Background. Marines are very familiar with the lethal aspect of operations. When applying lethal force, MAGTF planners employ a process known as targeting methodology. Targeting methodology involves identifying a target, deciding which means to use to engage that target, the actual engagement of the target, the assessment that follows to determine whether the desired effect was achieved, re-engagement of the target if necessary and then the transition from that target to the next.

(1) Targeting. Targeting is the process the maneuver commander uses to focus the fire support, intelligence, and command and control warfighting functions to achieve his objective. This process is continuous and is used to translate the commander's intent into a plan. The targeting process uses a methodology called D3A (DECIDE-DETECT-DELIVER-ASSESS). The elements of D3A enables the commander to determine what targets to engage with fire support systems, how to acquire those targets, and determine how to attack them in a way that disrupts, delays or limits the enemy's ability to respond.

(2) Similarly, CA forces use a process called the CA Methodology. This process is specifically designed to achieve effects within the civil dimension that aid the maneuver commander in achieving his objectives.

b. Need. The need for Civil Affairs forces to develop their own targeting methodology has been apparent for a number of years. From the tactical level all the way up to the strategic level, the cumulative effect of CMO can have strategic consequences. This requires a level of analysis that enables the CA Marine to see through the fog of war and determine what is actually occurring on the ground in regards to the civilian population. In the past, CA forces were improperly employed or excluded from the planning process.

Failure to use CA forces in the analysis of political, economic, and social causes of instability may result in inadequate responses to the root causes of the instability. The result could be the initiation or continuation of conflict.

c. CA Marines. CA Marines must see the area of operations differently. They must look at the AO the way Marines usually do, but also be attuned to aspects of the civil dimension as well.

The way CA Marines do this is by applying the CA Methodology. It is similar to the methodology the S-2 uses to develop the Intelligence Preparation of the Battlefield (IPB). In this regard, CA Marines can use CA Methodology as a lens, which will allow them to focus primarily on understanding the civil terrain and how it will affect the mission. CA Methodology helps focus CA Marines as they plan to conduct CMO.

2. **ASSESS, DECIDE, DEVELOP & DETECT, DELIVER, EVALUATE, TRANSITION (AD3ET)**. The CA methodology consists of six steps and in general follows the four steps of targeting methodology. CA Methodology does not replace the Marine Corps Planning Process (MCPPE), but serves as a planning framework to envision a CMO from start to finish, with particular emphasis on the assessment portion of the process.

a. **Assess**. The first step is to determine the situation, the conditions, and what assets are available. This step normally begins with the receipt of the mission and initiation of mission analysis. The CA Marine will review mission-related material: Operation Plans (OPLAN), Intelligence Summaries (INTSUM), and Fragmentary Orders (FRAGO). Once the Marine understands how CMO fits into the overall plan, the CA Marine collects CMO-related information about the civil environment. This includes information about IGOs/NGOs, indigenous population and institution (IPI), and our interagency partners. The CA Marine then conducts a Civil Preparation of the Battlespace (CPB) using Mission, Enemy, Terrain and Weather, Troops and Support Available, Time, and Civil Considerations (METT-T+C) and Areas, Structures, Capabilities, Organizations, People, and Events (ASCOPE) as guides.

(1) Mission, Enemy, Terrain and Weather, Troops & Support Available, Time, Civil Considerations (METT-T+C). METT-T works well when you are planning offensive or defensive operations; however it is insufficient when planning CMO. To properly assess the civil dimension, the "C" in METT-T+C has been added, which is further rounded out by assessing the civil terrain using ASCOPE.

(2) "C". The "C" in METT-T+C stands for Civil Considerations. From now on, as CA Marines, you will need to factor this in whenever you are planning CMO or working as a member of a MAGTF staff or an operational planning team (OPT). METT-T+C enables leaders to synthesize operational level information with local knowledge relevant to their missions and tasks in a specified area of operation (AO). Tactical and

operational leaders can then anticipate the consequences of their operations before and during execution. Failure to adequately consider the impact of the civil dimension during planning can have dire consequences during the operations. The civil considerations that you have to factor in are covered by the acronym ASCOPE.

(3) ASCOPE. The six elements are Areas, Structures, Capabilities, Organizations, People and Events.

(a) Areas. Address terrain analysis from a civilian perspective. The analysis shows how key civilian areas affect the missions of respective forces and how military operations affect these areas. Factors to consider include political boundaries, locations of government centers, by-type enclaves, special regions (for example, mining or agricultural), trade routes and possible settlement sites.

(b) Structures. These include traditional high-payoff targets such as critical infrastructure, protected cultural sites, and facilities with relevance to the civilian population (i.e. schools, hospitals, detention facilities, etc.). The analysis is a comparison of how a structure's location, functions and capabilities can support operations as compared to costs and consequences of such use.

(c) Capabilities. Refers to those means a civil society uses to save, sustain or enhance life. Capabilities can also refer to the ability of local authorities to provide key functions and services.

(d) Organizations. Marines must consider all non-military groups or institutions in the AO. These may be indigenous, come from a third country or be U.S. agencies. They influence and interact with the populace, U.S. forces and each other. Current activities, capabilities and limitations of local organizations are vital to building situational awareness.

(e) People. This is a general term describing all non-military personnel that military forces encounter in the AO. This includes those personnel outside the AO whose actions, opinions or political influence can affect the mission. Identify the key actors and the formal and informal processes used to influence people. In addition, consider how historical, cultural and social factors can shape public perceptions beliefs, goals and expectations.

(f) Events. These actions may be routine, cyclical, planned or can be spontaneous activities that significantly affect organizations, people and military operations, such as seasons (i.e. harvest, hunting), festivals, holidays, funerals, political rallies and agricultural crop/livestock and market cycles and paydays. Other events, such as disasters and those precipitated by military forces, stress and affect the attitudes and activities of the populace. Record and template events and analyze them for their political, economic, psychological, environmental and legal implications.

(4) PMESII. The acronym PMESII stands for: **P**olitical, **M**ilitary, **E**conomic, **S**ocial, **I**nformation and **I**nfrastructure. This analytical tool is paired with ASCOPE to form the ASCOPE/PMESII crosswalk. This pairing will assist the CA Marine in conducting the assessment step of the CA methodology. You may also see a version of this as PMESII-PT. The PT stands for: Physical Environment and Time.

(a) Political. This can include the overall political situation in the AOR, political leadership and type of government, key aspects of the AO, such as political boundaries, centers of the foreign nation, as well as government strengths, weaknesses, and its role in society. Under political the CMO planner should also consider what intergovernmental organizations are operating in the AO.

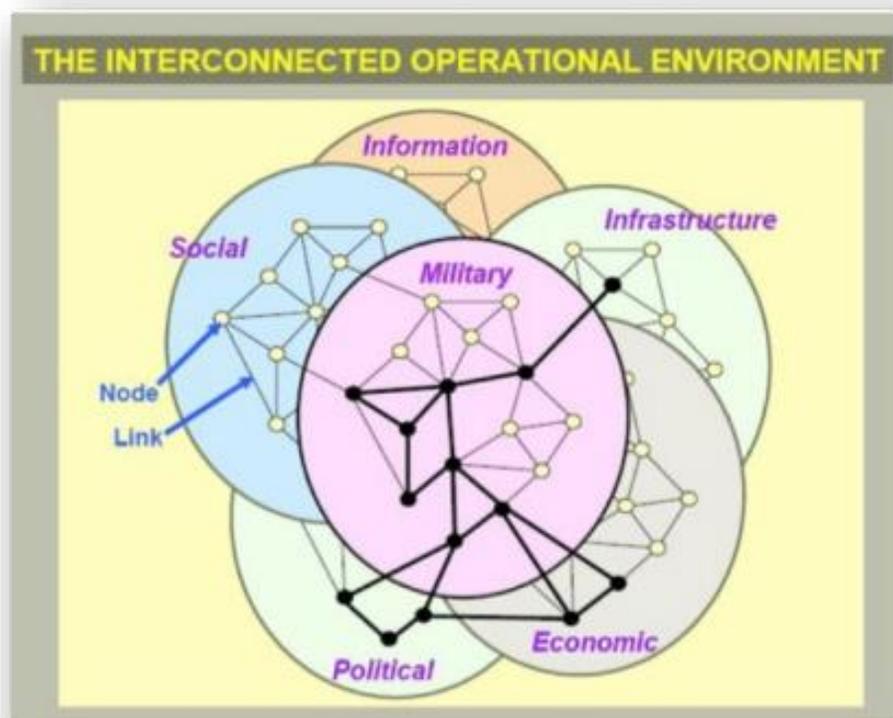
(b) Military. From the military perspective the CMO planner needs to consider the CMO capabilities of all U.S. and non-U.S. forces available in the AO. How does the military situation within the AO influence the current mission requirements and how is the current military situation affecting stability and government security. What is the role of the military in the applicable country?

(c) Economic. What are the strengths and weaknesses of the economic system and the nation's plans to meet economic development goals and objectives? How might they affect mission accomplishment? Are shortages in the foreign nation's supplies affecting the operation? These can include the ability to meet the needs of the civil population (food, water, and so on). What does the agricultural calendar look like (planting and harvest seasons)? Do they have an economic fiscal calendar?

(d) Social. What is the current social climate in the AO? Who are the key personnel inside and outside the AO and their linkage to the populace? These persons can include

figureheads, clerics, and subject-matter experts (from health, electrical, transportation, and other services).

(e) Information. What is the status and ability to transmit and receive information in the AO? What are the locations and meeting cycles of key nonmilitary agencies in the AO (international groups, NGOs, U.N. High Commissioner for Refugees, World Food Program, Office of Foreign Disaster Assistance, and so on)?



(f) Infrastructure. What is the status of the civil infrastructure in the AO and does it assist or hinder the supported commander's mission? What is the condition and location of key structures such as government facilities, medical treatment facilities, cultural sites, power generation and transmission facilities, transportation grids, (i.e. port, rail, and aerial facilities), water purification and sewage treatment plants, and radio, television production, and transmission facilities?

(5) Stability Assessment Framework (SAF). The Stability Assessment Framework (SAF) is an analytical, planning, and programming tool designed to support the Civil Affairs (CA)

methodology and non-lethal targeting approaches used during MAGTF operations. SAF helps Marine and civilian practitioners identify sources of instability and stability (SOI/S) and design programs or activities that address SOI/S and measure their effect in fostering stability. The Tactical Conflict Survey (TCS) of SAF includes the following four questions:

(a) Has the number of people in the village changed in the last year?

(b) What is the most important problem facing the village/town/district?

(c) Who do you believe can solve your problems?

(d) What should be done first to help the village /town/district?

SAF questionnaires can contain different questions depending on the commander's information requirements. Questions will be linked to assessing measures of performance and measures of effectiveness.

The final product of the ASSESS step of CA Methodology is the initial CMO Estimate. This product allows CA Marines to participate in the Marine Corps Planning Process (MCP).

b. **Decide**. The second step is to determine what the desired end state is and what are the Measures of Effectiveness (MOE) and Measures of Performance (MOP) of your CMO plan. When completed, this step will result in the identification of the WHO, does WHAT, WHERE, WHEN, WHY and HOW through Course of Action (COA) development.

(1) The Courses of Action (COA). Should ensure that the efforts of CA units and other available assets are directed towards the needs and requirements identified during the assess step. The CA Marine should do his best to ensure that these efforts are focused on the MAGTF's operational objectives and most of all, support the Commander's intent.

(2) Planning Products. Some of the planning products of the DECIDE step of the CA Methodology include an updated CMO estimate. Other products include the commander's concept for CMO (if appropriate), CA priorities (such as for each of the Lines of Operation), the CMO support plan (Annex G) as well as any Measures of Performance (MOPs) and Measures of Effectiveness

(MOEs) that result from this step. An initial transition plan should also be identified.

c. **Develop/Detect**. During this step, the CA Marine asks the questions, what is the civil situation in the area of operations, what are the relationships/human networks, and what are the civil conditions. This begins during the execution of the CMO Plan.

(1) CA forces do not follow their own agenda within the MAGTF's area of operations, but rather enter the AO in order to establish relationships and build rapport with a variety of host nation government officials and representatives. They also detect conditions or events that call for a specific CMO response.

(2) CA Marines build rapport and detect conditions through numerous actions and operations, such as facilitating the interagency process via the CMOC, hosting meetings, participating in select dislocated civilian operations (DC Ops), conducting civil reconnaissance in support of civil information management (CIM) and monitoring public information programs (IO).

(3) The above actions detect (confirm or deny) the conditions, standards of care, and attitudes that either cancel or trigger planned or on-call CMO branches or sequels to the operation. The products of this step include continuous assessments, revised or updated plans, formalized CMOC terms of reference, and fragmentary orders.

d. **Deliver**. During this step, CA forces may carry out the execution pre-planned CA core tasks (NA, SCA, FHA, PRC, CIM) or support the MAGTF's engagement plan with appropriate means (project funding, carrying out key leader engagements). Properly executed CMO may mitigate or reduce the need for contingency/crisis action operations.

(1) CMO carried out during this step may include the planning and execution of various CMO projects/programs (could be funded through OHDACA), interagency coordination, support of Regimental Combat Teams (RCT) and maneuver battalions, support to local governments and civil engagements.

e. **Evaluate**. During this step CA will assist in validating the MAGTF operation from a CMO perspective and determine whether MOEs and MOPs have been met.

(1) The Evaluate step is the most crucial step of the CA Methodology process. It is used to determine if adjustments to the plan or operations are needed, or whether a new plan or operations are required. The evaluate step will determine if the MAGTF needs to mitigate unforeseen or unintended consequences, and whether the MAGTF has reached a decision point for termination or transition of operations. Evaluators at the strategic and operational levels focus on MOEs. Evaluators at the tactical level focus on MOPs.

(2) The products of this step include CMO briefings and reports, after-action reviews (AARs), additional project nominations, any new mission requirements (FRAGOs) and a transition plan/timeline.

f. **Transition.** The last step in the CA Methodology is transition. Transition of CMO fall into three categories:

(1) Termination of an operation or task.

(2) Transfer of an operation or task to follow-on CA units, other military forces or the international community.

(3) Transition of an operation or task to the Other Government Agencies (OGAs), IPIs or IGOs.

(4) Transition requires a vast amount of pre-coordination. All parties should conduct concurrent planning. Criteria for termination, transfer, or transition can include, but is not limited to, the following:

(a) Dates

(b) Funding

(c) Milestones

(d) Change of mission

(e) Change of political or security situation

	P Political	M Military/ Police	E Economic	S Social	I Infrastructure	I Information
A Areas	Political Areas (District Boundary, Party affiliation areas)	Military Areas (Coalition/LN bases, historic ambush/IED sites)	Economic areas (bazaars, shops, markets)	Social Areas (parks and other meeting areas)	Irrigation networks, water tables, medical coverage	Radio/TV/newspa pers(where people gather for word-of- mouth)
S Structures	Political Structures (town halls, government offices)	Military/Police buildings (police HQ, Military HHQ locations)	Economic Structures (banks, markets, storage facilities)	Social Structures (Churches, restaurants, bars, etc.)	Infrastructure Structures (roads, bridges, power lines, walls, dams)	Info Structures (Cell/Radio/TV towers, print shops)
C Capabilities	Political Capabilities (Dispute resolution, Insurgent capabilities)	Military Capabilities (security posture, strengths and weaknesses)	Economic Capabilities (access to banks, ability to withstand natural disasters)	Social Capabilities (Strength of local & national ties)	Infrastructure Capabilities (Ability to build/maintain roads, walls, dams)	Info Capabilities (Literacy rate, availability of media/phone service)
O Organizations	Political Organizations (Political parties and other power brokers, UN)	Military Organizations (What units of military, police, insurgent are present)	Economic Organizations (Banks, large land holders, big businesses)	Social Organizations (tribes, clans, families, youth groups, NGO/IGO)	Infrastructure Organizations (Government ministries, construction companies)	Info Organizations (NEWS groups, influential people who pass word)
P People	Political People (Governors, councils, elders)	Military People (Leaders from coalition, LN and insurgent forces)	Economic People (Bankers, landholders, merchants)	Social People (Religious leaders, influential families)	Infrastructure People (Builders, contractors, development councils)	Info People (Media owners, mullahs, heads of powerful families)
E Events	Political Events (elections, council meetings)	Military Events (kinetic events, loss of leadership, operations)	Economic Events (drought, harvest, business open/close)	Social Events (holidays, weddings, religious days)	Infrastructure Events (road/bride construction, well digging, scheduled maintenance)	Info Events (IO campaigns, project openings, CIVCAS events)

REFERENCE :

JP 3-07 Stability Operations

JP 3-57 Civil-Military Operations

MCWP 3-33.1 MAGTF Civil Military Operations

MCRP 3-33.1A Civil Affairs Tactics, Techniques, and Procedures

