

UNITED STATES MARINE CORPS
MARINE CORPS CIVIL-MILITARY OPERATIONS SCHOOL
WEAPONS TRAINING BATTALION
TRAINING COMMAND
2300 LOUIS ROAD (C478)
QUANTICO, VIRGINIA 22134-5043

STUDENT OUTLINE

CIVIL PREPARATION OF THE BATTLESPACE (CPB)

0530-CAS-202

CIVIL AFFAIRS OFFICER COURSE

M020A3D

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LEARNING OBJECTIVES

a. **TERMINAL LEARNING OBJECTIVE**. Given a mission, Commander's intent and an area study, conduct an area assessment to validate, update and provide additional data to fill existing gaps from the area studies and other sources. (CACT-EXEC-2007)

b. **ENABLING LEARNING OBJECTIVES**

(1) Without the aid of references, define the CPB process, IAW MCWP 3-33, Ch 7. (CACT-PLAN-2107c)

(2) Given a planning scenario and with the aid of references, construct the CPB, IAW the PE Checklist. (CACT-PLAN-2107b)

(3) Given a planning scenario and with the aid of references, conduct civil information analysis, in accordance with the CMO Planners Guide. (CACT-PLAN-2107f)

1. **PURPOSE OF CIVIL PREPARATION OF THE BATTLESPACE.** CPB is an analytical method used to examine the Civil Operating Environment. CPB analyzes different aspects of civil information and assesses the civil impact of friendly, adversary, external actors, and the local populace on MAGTF operations. The purpose of CPB is to gain a comprehensive understanding of the Civil Operating Environment in order to develop a Civil Environment Model that informs decision makers of possible Civil Actions that may impact MAGTF missions.

a. CPB products may feed all across the MAGTF to:

(1) Provide an analysis of the effect of civilian populations on military operations and vice versa.

(2) Provide displaced civilian movement routes and assembly areas.

(3) Provide, in cooperation with the fire support coordinator (FSC), a protected target list, including cultural, religious, historical, and high-density civilian population areas.

b. The following are the four steps of the CPB process and their associated outputs. Each step in the process is refined continually to ensure that the CPB products are accurate and relevant in decision making:

(1) Define the Civil Operating Environment

(a) ASCOPE

(b) ASCOPE/PMESII Matrix

(2) Analyze the Civil Operating Environment

(a) Civil Environment Factors & Relevance Matrix

(b) Operational Culture Matrix

(c) (In)Stability Factors Matrix

(d) Stakeholder Matrix

(3) Develop a Civil Environment Model

(a) Civil Environment Outline

(b) Key Influences Matrix

(4) Determine Civil Actions

(a) Civil Actions Graphic/Narrative

(b) Support to COA Wargame

2. **STEP 1: DEFINE THE CIVIL OPERATING ENVIRONMENT**. This step focuses on collecting and categorizing civil information. This is a disciplined approach to gather and organize civil information, categorize and record the results. The starting point of this effort may be an existing in HHQ orders, Intelligence and IPB products, reliable internet sources, and area study of the designated area of operations (AO) to be further refined using civil consideration matrices. At a minimum, information will be categorized using standard civil considerations (ASCOPE/PMESII) as the baseline. This product is the basis of all further civil information collection. Gather and organize information relevant to the assigned AO: This is the "what do I see?" approach to looking at the data. For example, consider:

a. **Determine Information Requirements**

(1) Evaluate existing databases and determine intelligence and information gaps.

(2) Collect materials and submit RFIs.

b. **Organize the Information Gathered**. For example, further categorize ASCOPE utilizing operational variables (PMESII).

(1) Political variable describes the distribution of responsibility and power at all levels of government, to include political structure (both formal and informal).

(2) Military variable includes the military capabilities of all armed forces (HN, insurgents, local militia, and police).

(3) Economic variable consists of general economic categories of the AO (energy, raw materials, labor distribution, income/food distribution, goods/services, and illicit markets).

(4) Social variable describes societies within an operational environment (a population whose members are subject

to the same political authority, occupy a common territory, have a common culture and share a sense of identity).

(5) Information variable involves the collection, access, use, manipulation, distribution and reliance on data, media and knowledge systems (both civilian and military) by the local communities.

(6) Infrastructure variable includes the basic facilities, services and installations needed for a community or society to function.

The finished product for Step 1 is a collation of civil considerations (ASCOPE/PMESII) as seen in Figure A-1 below:

	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/newspapers (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/bridge construction, well digging, scheduled maintenance)	Info Events (IO campaigns, project openings, CIVCAS events)

Figure A-1. ASCOPE/PMESII Matrix Example

3. **STEP 2: ANALYZE THE CIVIL OPERATING ENVIRONMENT.** The focus of effort in this step is to analyze the information collected during Step 1. Analysis takes into consideration a number of variables to include operational culture, stability and instability dynamics, and includes a study of geospatial and stakeholder factors. The finished products include civil environment factors and relevance matrix, operational culture matrix, instability and stability factors matrix, and key influence matrix. Civil Affairs Marines utilize the Civil Information Analysis Process to support this step.

a. **The Purpose Of Civil Information Analysis**

(1) It is important to keep in mind that civil information analysis is an approach for understanding the civil environment using a set of critical thinking tools, and is used within the CPB framework.

(2) Civil Information Analysis helps CA Marines to understand the three broad categories of civil information (Physical Environment/Infrastructure, Individuals/Groups, and Cultural Factors) while working within the four-step CPB process.

b. **Civil Information Analysis.** Civil information analysis is divided into five steps: Filtering, Recording, Evaluation, Analysis, and Production.

(1) **Filtering.** We filter to ensure that information used for further analysis is relevant to the mission and operating environment, and to eliminate the information that is not relevant. In order to determine the relevance of the mass of information you must analyze, you need to apply filtering criteria, sorting information for further analysis, or for discard. It is a good practice to not permanently discard information. Instead, put the information in a discard file where it can be retrieved later if there is a change in the civil environment, operational situation, etc., making the information relevant.

(a) **Tactics, Techniques and Procedures (TTP).** When filtering, CA Marines should consider the significance of establishing a central receipt point for incoming information, perhaps designating an analyst for this function; having a set of alert procedures in place for information that comes in of immediate operational importance; and be prepared to rapidly alter/pass on information to a variety of users, both internal

to the CA section/team and external (other MAGTF personnel, etc.).

(b) Filtering Criteria. Filtering criteria is the gateway for determining what information is retained or discarded. Basic filtering criteria should be set by the CA team leader or senior CA Marine. There are a variety of considerations that can be used to determine filtering criteria:

1. Subject Matter. Subject matter is the content of the report related to civil information requirements, CCIR, etc.

2. Location. Location is the information related to our Area of Operations.

(c) Time. Time of Occurrence - has the information been superseded already by other reporting? However, consider that the report may still contain additional analytical information of value, even if it is "time late" compared to other reporting.

(d) Redundancy. Redundancy - are multiple reports related to the same data/event? Can the report be used to confirm or deny, or does it have additional significant data? The bottom line is that filtering criteria are dynamic, should be subject to review, and will likely evolve with the mission.

(2) Recording. Recording is simply taking the filtered information and putting it into written/graphical format arranged with other "like" information. Part of the recording process should be a "log-in" of the incoming information, similar to a command or staff section COC journal, and placement of the information into a file structure of some kind. Additionally, recorded information can be displayed on a map or other graphical means to aid in the "Analyze" step. Regardless of recording means, it is a good TTP to build redundancy into the system, both electronic (backup to hard drive or CD-ROM) as well as hard copy (manual plot or periodic printout of information). The Joint Civil Information User's Manual provides formats in Annex B that provide good templates for recording information on aspects of the civil environment. This provides a ready means for both collectors and analysts to record information in an organized and commonly used format for further analysis.

(3) **Evaluation.** Evaluation is used to determine both the reliability of our information sources as well as the accuracy of the information they provide. Evaluating the relevance, source reliability, and accuracy of information is a step in the process that can be done "near simultaneously" with recording. In fact, if the CA Marine/analyst determines the information is inaccurate; then the information may be placed in the discard file vice recording it.

(a) **Relevance and Reliability.** During evaluation, you must reconfirm the relevance of the information toward the requirements, then assess the reliability of the information source or agency that provided the information. This becomes a challenge, especially if there is no previous experience with the source. In this case, the MAGTF or other friendly element closest to the source/agency may be the best judge of a source's reliability until you can further assess.

(b) **Accuracy.** In addition to assessing source/agency reliability, CA Marines will also determine the accuracy of the information provided by the source - this is an assessment of the probable truth of the information. CA Marines do this by comparing the information provided with other similar information obtained through other sources/agencies. You may need to generate a collection or information request to a friendly source or agency in order to do this.

(c) **Evaluation Rating System: Source Reliability.** The basic questions CA Marines are trying to answer are "Value/Rating/Description" regarding the source. This provides a way to characterize the source's reliability, ranging from near complete reliability, to reliability that cannot be judged because there just is not enough information about the source/agency to make that determination.

(d) **Evaluation Rating System: Data Accuracy.** In addition to evaluating the reliability level of a source or agency, we also evaluate the accuracy of the data provided by that source, and then rate the information for its inherent accuracy. Note that a completely reliable source can provide inaccurate data; this may be for a number of reasons, to include the source has been provided inaccurate data from another source, the source is not technically/physically or otherwise capable of determining the accuracy of their observations (but still believes their observation to be true and the source is not trying to deceive us, etc.).

(4) **Analytical Process.** Analysis is the core of the process, and requires the use of critical thinking skills, the ability to synthesize information, and to describe current civil environment as well as predicting possible future outcomes, or "estimation." It will help CA Marines to isolate significant elements of the civil environment related to their mission, determine the relationship and significance of the information to what they already know about the environment, and then draw deductions about the probable meaning of the evaluated information that then allows us to estimate the future civil environment. The key to the analytical process is the critical thinking that occurs in this step. It is not a rote process that will automatically generate its own conclusions. The analytical process has three basic elements: Analysis, Synthesis, and Estimation.

(a) Analysis

1. Know Ourselves. In order to be effective in the analysis portion of the process, the analyst needs to develop and maintain a knowledge of the friendly, threat and civil environments, and understand the friendly scheme of maneuver and activities. This is critical to being able to judge the value of a piece of information and how it relates to other information, to include Commander's intent, CCIRs, etc. The analyst must also be able to judge the significance of the information relative to what is already known - does new information lead to a change in how the analyst views the situation, conduct a CMO activity, etc.

2. Know the Civil Environment. The analyst must quickly and accurately identify key elements of the environment and situation in the civil environment; this includes determining "Key Influences".

3. Hypotheses, Deductions, and Conclusions. Once the analyst has laid the baseline described above, he now formulates hypotheses, deductions, and conclusions about aspects of the civil environment that may be critical to friendly operations. A hypothesis is a tentative explanation about the civil environment or actions in the environment that CA Marines will need to prove with further facts or collection. Deduction is drawing conclusions about a specific case or situation based on what you know about "general" cases. Conclusions are the products of analysis and are often a combination of fact, opinion, and what is believe to be true. When providing conclusions, it is important for CA Marines to distinguish

between what were fact, opinion, and belief in coming to that conclusion. Once conclusions are drawn, the analyst will determine the impact of these conclusions on what is known about the current situation, and any potential changes.

(b) Synthesis. Once the analysis element has been completed, the analyst then synthesizes the results. This consists of identifying relationships between information pieces and integrating the information pieces with each other and with the existing situation. The analyst looks for patterns in activity or the environment and then provides an updated view of the current situation.

(c) Estimation. Using what was analyzed and synthesized, the analyst then estimates: by providing a view of current conditions, and presents a view of future possibilities. For the civil environment, one of our primary estimation products is the Most Likely/Most Disadvantageous Civil Reaction- which is also a key output of step four of the CPB process.

(d) Analysis and Synthesis Tools. In order to execute the three elements of the analytical process (Analysis, Synthesis, and Estimation), the analyst should consider the wide variety of tools for use in the civil environment. Many of these are borrowed from the intelligence disciplines, and there are no "one size fits all" analytical challenges. The key for civil information analysis is to incorporate a set of tools into a desktop SOP and train in the use of those tools in garrison or exercise environments. Analysis should include three broad categories of civil environment information: Physical Environment/Infrastructure, Individuals and Groups, and Cultural Factors.

1. Physical Environment and Infrastructure. The working definition of physical environment and infrastructure analysis covers both natural and manmade factors in the environment, with the focus on those aspects which will have a significant influence on friendly operations. On the Civil Environment side, you will use much of the same information developed/being developed by Geospatial intelligence, engineer, and other personnel- so it is important to leverage this ongoing work. Remember that aspects of the physical environment and pieces of infrastructure can be key influences in the civil environment.

2. Individuals and Groups. The next broad category of information to consider is individuals and groups.

The working definition of individual and group analysis emphasizes that there should be an attempt to focus on individuals and groups that will have a significant impact on friendly operations. Individuals and groups can be "Key Influences" both positive (help facilitate friendly goals/operations) and negative (hinder or violently oppose friendly goals/operations) influences. Note also that you are trying to determine intangibles such as motivations, interests, and goals - difficult at best. Like the physical environment and infrastructure, you will often use information about individual and groups developed/being developed by intelligence personnel, but be sure to examine the significance of information from a civil environment perspective.

a. Activities and Association Matrices.

Two basic techniques that can be used in this type of analysis are the activities and association matrices; these are commonly used by intelligence personnel. Activities matrices link individuals to events and organizations - from a civil environment perspective, you could easily list PMESII-type activities along the bottom axis and use the product to determine who the "players" are in the civil environment. An association matrix links people to other people, but certainly could include groups as well. This product could be used in the civil environment to help determine the often complex interpersonal relationships that exist among stakeholders that can influence our friendly operations.

b. Stakeholder Analysis Techniques. When analyzing stakeholders in the civil environment, there is no "hard and fast" methodology. New stakeholders may emerge with changes in the situation and the environment, stakeholders may change sides, and our friendly actions can have negative and unintended effects on "friendly" stakeholders.

c. Stakeholder Matrix. A stakeholder matrix is a tool that can be used to "dissect" significant stakeholders in the environment: it lays out each stakeholder's interests in the civil environment (businesses, political influence, religious status, etc.), to assess the type and extent of impact that the stakeholder can have on both friendly actions and the civil environment as a whole, and to develop mitigation/enhancement measures that friendly forces may want to implement to facilitate their goals and objectives.

d. Stakeholder Map. Once the analyst has an understanding of who the significant stakeholders are, their

motivations, interests, and the type of impact they can have on friendly operations, the analyst can then consider the relative level of "power" they have to influence the civil environment/friendly operations, and what level of interest you should have in engaging them. The "stakeholder Map" might help an analyst make a call on the type, level, and frequency of engagement he might establish with a stakeholder in the civil environment; especially important if it is determined that the individual is a "Key Influence."

3. Cultural Factor Analysis. The third broad category of civil analysis information is cultural factors. The working definition of Cultural Factor Analysis indicates that the analyst is trying to take abstract and intangible concepts of culture and determine the nature and scope of their impact. Note that significant cultural factors can be "Key Influences" as powerful as the tangible "Key Influences" (Physical Environment/Infrastructure and Individuals/Groups). As a checklist to help organize analysis of cultural factors, the analyst can use the five dimensions of operational culture developed by the USMC Center for Advanced Operational Culture Learning (CAOCL) and described in their publication *Operational Culture for the Warfighter*. Note that there can be much overlap between Cultural Factors and the other two broad categories of civil information, and this should be part of the "synthesis" element of our analysis.

(e) Estimation Tools. This step of the analytical process can be the most challenging - taking what you know, based on your analysis, and making some predictions - i.e., what will take place in the civil environment in the future, factoring in both friendly and threat activity, and when and how will it take place. One way to capture and summarize estimation for the civil environment is through a Civil Most Likely/Disadvantageous graphic and narrative; similar to the threat Most Likely/Most Dangerous COA graphic and narrative developed by the intelligence section.

(5) Production. In preparing products, take the results of your analysis and incorporate it into products that are tailored to satisfy the requirements of the "customer" - whether the customer is the MAGTF commander, the operational planning team, civil affairs teams, coalition or interorganizational partners, etc. The user or customer requirements drive the product parameters. As early as possible during analysis you should determine who will use the product(s) and formats that they can readily receive and digest based on bandwidth, etc.

You also need to make the product a "stand alone" (as much possible) meaning the product is complete, clear, and concise enough that the user or customer does not need the analyst there with him in order to understand and use the product as intended.

c. **CPB STEP 2 PRODUCTS**

(1) Civil information analysis provides the necessary tools and approaches for the CA Marine to make sense of the information gathered in step 1. At its most basic level, the effort in Step 2 is to carefully examine civil considerations using operational variables [PMESII] to ascertain factors relevant to MAGTF operations and to aid in understanding the stability/instability dynamics of the civil analysis of the AO. For example:

(a) Areas/Political. What is the political situation in the AO? What are the political boundaries? What is significant?

(b) Areas/Military. What military capabilities are in the AO? What are the military boundaries? What is significant?

(c) Areas/Economic. What are the key and decisive areas of economic activity?

(d) Areas/Social. What is the social climate in the AO? What are the key and decisive social factors that affect the AO - ethnic enclaves, crime districts, etc.

(e) Areas/Information. How is information collected and/or disseminated in the AO? What are the key and decisive information requirements in the AO?

(f) Areas/Infrastructure. What are the key and decisive elements of infrastructure in the AO? Where are the key and decisive elements of infrastructure located?

The analysis is conducted for each component of ASCOPE and takes into account the MAGTF mission, Commander's intent and/or guidance.

(2) Completing the ASCOPE/PMESII analysis encompasses more than populating or repopulating 36 blocks with general information. CA Marines must understand that "mining" for relevant and key factors of civil information is a focused and

continuous process. Using the civil information analysis approach the CA Marine captures the most relevant civil considerations and records the information into a matrix as seen in Figure A-2 below:

Civil Considerations	Operational Variables	Factors What are the factors in the Civil Environment that will significantly affect friendly forces (positively and negatively)?	Relevance How will each factor affect the friendly forces?
AREAS	Political	Political boundaries are manipulated	Boundaries are drawn to favor one political faction over another
	Military	Military districts overlap economic regions	Military ownership of industry
	Economic	Economic development areas	Key industries and supply chains are linked through geographic location
	Social	Municipalities, towns and villages are largely ethnically homogenous	Ethnic enclaves are prevalent with little intermingling
	Information	Telecommunication is widespread	Information is easily controlled by the Gov't
	Infrastructure	Investment in infrastructure is uneven	Investment favors supporters of the regime

Figure A-2. Civil Environment Factors & Relevance Matrix Example – "A" of ASCOPE

(3) In addition to operational variables, operational culture and (In)Stability dynamics variables are also examined in conjunction with ASCOPE/PMESII information. This is done to determine relevant factors derived from two different perspectives important to achieving a thorough understanding of the civil environment. Application of operational culture and (In)Stability dynamics will ensure the final civil environment factors and relevance matrix is sufficiently complete to be carried forward into Step 3.

(4) Apply a cultural lens. Culture is the shared world view and social structures of a group of people that influences a person's and a group's actions and choices. All MAGTF operations impact the environment in which they are conducted. Similarly, the operational environment will have an impact on MAGTF operations. In order to better account for and anticipate civil impacts on MAGTF operations, CPB seeks to account for cultural considerations.

(a) "Operational culture" consists of five (5) "dimensions" influencing operationally-relevant behavior, conduct and attitudes. These operational culture dimensions involve the physical environment, the economy of a culture,

social structures, political structures, and the beliefs and symbols of a culture group.

(b) In describing the operational environment, i.e., completing the factors and relevance matrices, cultural dimensions may inadvertently be addressed. For example, the "A" of ASCOPE may account for the physical environment dimension. Similarly, the "E" of PMESII may account for the economy of a culture dimension. Each of the 5 dimensions of operational culture will be present in a thorough ASCOPE/PMESII analyses.

(c) Oftentimes, the desire to populate data overcomes a systematic approach to collecting data making an ASCOPE/PMESII incomplete. Knowledge of the local culture group allows Marines to frame planning and execution in order to create conditions facilitating conduct by indigenous people commensurate with MAGTF tactical or operational goals. To ensure that culture is considered and accounted for goes beyond the ASCOPE/PMESII analyses. The dimensions of operational culture should be applied to the ASCOPE/PMESII data to determine operationally relevant information.

(5) There is no singular approach to applying a cultural lens to the data collected in step 1. Every situation will require careful consideration based on commander's intent and guidance and the nature of the MAGTF's operations. CA Marines should endeavor to apply cultural perspective-taking (to "see" and "feel" others' behavior/actions in the frame of that person's culture) and cultural interpretation (the process by which understanding and meaning is derived) to the information they have gathered. The point of this approach is to minimize "mirroring," i.e. viewing the information from a U.S. Marine, Western mentality. Regardless of the approach taken, each of the 5 cultural dimensions has factors that must be addressed.

(6) When applying a cultural filter to the information collected in Step 1, a good approach is to consider the relevant questions posed in Appendix B of *Operational Culture for the Warfighter*. The below matrix (Fig. A-3) illustrates some of these questions. Applying a cultural lens to the ASCOPE/PMESII data will result in a greater understanding of key and relevant cultural factors affecting MAGTF operations.

(7) Operational Culture factors derived from this effort are compiled and included into the Civil Environment Factors and Relevance Matrix to develop the most comprehensive list of relevant factors up until this point in the CPB process.

How do people in the culture use the environment?	What are the economic exchange systems and the formal and informal economies that the culture uses?	What is the way people organize themselves and distribute power and status?	How do people in the culture determine authority and leadership?	How do cultural beliefs shape people's behavior?
(Physical Environment)	(Economy)	(Social Structure)	(Political Structure)	(Belief Systems)
• What roles are expected of Marine personnel with respect to water use and provision? • What kinds of operational considerations are influenced by water, or override cultural aspects of water as a physical resource? • What land in the AO is/is not appropriate for certain groups of people to use?	• How will Marine operations affect the informal economy and the people in it? • How does the formal economy rely upon the informal economy, and what abuses of the AO's population does this cause? • How will Marine expenditure in the local informal economy, or employment of local informal economic actors, influence the socio-economic balance of power in the AO?	• At what age is someone considered a child or adult? • How should Marines prepare to respond to children that act as soldiers in militaries or insurgencies, or participate in violent activities against U.S. forces? • What work, roles, activities and spaces are assigned predominantly to men and women?	• How is decision-making organized, and who gets to make decisions? • Who do leaders have to consult, and to whom must they answer? • Who are formal leaders and what symbols indicate status? • How will alliance with one group affect Marine relationships with the other groups?	• What are the pivotal historical stories that all people in the community share? • How are these histories, folktales and sayings used to support propaganda for or against Marine and U.S. activities in the region? • Are the heroes or villains compared to Marines or Americans?
Cultural Factors Affecting MAGTF Operations				
▪ Activities of life are centered on the seasons (dry and wet). Only life necessities occur during wet season. ▪ Goods and services are not traded across tribal lines. Most activity is informal. ▪ Society dominated by gender (male). ▪ Political power derived by loose confederation of tribal alliances. ▪ Southern Philippine Muslims feel oppressed by Catholic Manila.				

Figure A-3. Operational Culture Matrix Example

(8) **(In)Stability dynamics.** The ASCOPE/PMESII analysis is a flexible tool that can be used to provide both a macro and micro civil view of an area of operations. Similarly, accounting for (In)Stability dynamics can be scoped toward the macro and micro level. The key difference between macro or micro-focused views relates to the level of effort in gaining an awareness of local perceptions, i.e. it takes more effort to collate, assimilate and comprehend the meaning of multiple local perception data from multiple areas versus targeted singular efforts for specific local areas.

(a) In most cases CA Marines will be looking to understand instability and stability dynamics at a micro level. This includes understanding the grievances (instability) and resiliencies (stability) of the local population, identifying

key influences and identifying events that could affect stability and instability. Key influences are selected individuals, groups, assets, infrastructure and socio-cultural belief sets or factors, which could have a significant influence on friendly mission accomplishment, and should be considered in operational planning and execution.

1. CPB deals primarily with understanding the civil dimension of the operational environment. To that end, population surveys (perception data) focused on (In)Stability dynamics are very important endeavors, requiring careful consideration and even more vigilant planning when operating in remote areas where little or no information exists on local perceptions.

2. In many instances perception data can be obtained through a variety of sources; for example, unit SITREPS, U.S. embassy sources (embassy reporting, USAID, etc.), UN sources, key leader engagements, human terrain team reports and tactical conflict surveys. Perception data is then compiled and ordered with events and key influences (see Figure 4) where events are initially considered neutral until acted upon by key influences, which determine whether events are perceived as grievances or resiliencies.

(b) Analysis of instability/stability factors is an iterative process. During CPB, the CA Marine should populate the instability and stability factors matrix to the best of their ability. Analysis continues during course of action development where further analysis of instability and stability factors are considered such as described below:

1. Instability results when factors fostering instability (grievances) overwhelm societal resiliencies and/or the ability of the government to mitigate these factors. CA Marines should consider the following to assist in assessing grievances within the AO. What factors:

- a. Decrease support for the government
- b. Increase support for "malign actors"
- c. Disrupt the normal functioning of society

2. Too often, efforts to alleviate instability obscure and actually undermine existing societal resiliencies.

The analysis of resiliencies must compliment overall stability assessments and be strongly considered in planning MAGTF operations. CA Marines should consider the following to assist in assessing stability (resiliencies) within the AO. What factors:

- a. Increase support for the government
- b. Decrease support for "spoilers"
- c. Increase societal and institutional capacity and capabilities

(c) The information derived in instability/stability analysis are compiled similar to operational culture and included into the Civil Environment Factors and Relevance Matrix to develop the most comprehensive list possible before proceeding to Step 3 of the CPB process.

Grievances: What are the core grievances and societal vulnerabilities identified in your civil considerations (From perception data)?	Events: Potential situations that could contribute to an increase in instability (From ASCOPE/PMESII)?	Key influences - Means and Motivations: What are the influences, the means and motivations that contribute to an increase of instability (From ASCOPE/PMESII)?
Local people feel neglected	Elections	Lack of representation in Gov't.
Resiliencies: What processes, relationships, or institutions enable the society to function normally and peacefully? Are there any previous resiliencies that have been or are being undermined (From perception data)?	Events: What potential or anticipated future situations could create an opening for key influences to further reinforce stability (From ASCOPE/PMESII)?	Key influences: Means and Motivations: What key influences in the society preserve and strengthen stability? What means do they possess, what are the motives, and what actions are taken (From ASCOPE/PMESII)?
Strong clan ties	Intermarriage	Elders

Figure A-4. (In)Stability Factors Matrix Example

4. **STEP 3: DEVELOP A CIVIL ENVIRONMENT MODEL.** During this step, you will evaluate the Civil Component and produce a Civil Environment Model similar to the technique used in producing a Modified Combined Obstacle Overlay.

- a. A Civil Environment Model depicts a system of Key influences. A Civil Environment Model includes:

(1) A narrative describing the civil environment that is specific to the area of operations.

(2) A list of key influences and relevant factors produced from analytical methods such as Stakeholder and Geospatial analysis.

(3) A civil "picture" or graphic depicting Key influences and/or relevant factors.

b. Describing the environment and civil/social norms. The purpose is to model "normal" civilian life and activities to serve as a baseline for MAGTF planning and CA team activities. Step 3 of CPB provides an evaluation and interpretation of information about key influences to discern catalysts of behavior and the context that shapes behavior. The civil environment model informs the commander's understanding of key influences by analyzing societies, populations and other groups of people, including their activities, relationships, and perspectives. Modelling the civil environment includes the graphic representation of social and cultural information for a given area presented spatially (on a map) and temporally (as a snapshot in time). The environment and civil/social norms may be described in narrative form in an outline similar to the matrix provided in Figure A-5 below:

Describe Civil Environment: Processes, relationships, and institutions that keep a society stable.	Describe Civil/Social Norms: Customs and Practices often reflect deeper aspects of the culture. It is the lens which people perceive the world.
Example discussion: ▪ Legitimate judicial system ▪ Political persuasions ▪ Livelihood ▪ Acceptable violence levels ▪ Acceptable corruption levels ▪ "Normal" civil activities ▪ "Abnormal" civil activities	Example discussion: ▪ Family/Tribal affiliation ▪ Greetings ▪ Concept of time ▪ Historical / Mythical Events ▪ Gift/taboo Honor

Figure A-5: Stable Civil Environment Outline Example

The exact content of the narrative should be derived from previous analysis, but should consist of all relevant civil factors that may extend beyond items outlined in Figure 5. For example, a CA team's operating area would likely be comparatively small and may consist of a number of towns or villages connected by a road and/or rail network, sharing

similar customs, traditions, legal systems, etc. This environment would be described so that it considers relationships and activities of the population, social network analysis (looking at the interpersonal, professional, and social networks tied to key influences) as well as small and large group dynamics, physical environment factors, etc.

c. **Identify Key Influences.** CA Marines should use previously developed products: such as, the Civil Environment Factors & Relevance Matrix, the Operational Culture Matrix and the (In)Stability Factors Matrix as starting points. Key influences (KI) can be determined by asking the following questions

(1) What are the sources and nature of the KI that can affect friendly force operations?

(2) By what manner/means can the KI apply its influence on friendly operations?

(3) How quickly can the KI impact be applied to affect friendly operations?

(4) What is magnitude (width, depth, number of people/groups, how much, how far) of the KI's effect? If answers to the above questions indicate the KI could significantly impact friendly operations, then that influence should be included in the Civil Environment Model.

d. **Determine Key Influence's Motivations and Goals.** For individuals and groups this may be difficult to determine and an analytical "best guess" may have to suffice until the target can be further developed. In a dynamic environment, motivations and goals may shift - a Key Influence may have both short and long term goals and distinguishing between the two sets may be important for determining how the Key Influence might enhance or degrade friendly operations. For intangible factors, there may not be any inherent motivations and goals. Techniques which could be used to determine motivations and goals include:

(1) Identify relationships/dynamics between KI and their environment (people, places, things)

(2) Identify Key Influence conflicts and their sources, to include grievances, ethnic/ religious tension, competition for natural resources, etc.

(3) Identify sources of resiliency - what structures, assets, means, etc., sustain the Key Influence and are used to retain position/power/legitimacy

(4) Determine Key Influence desired end states - friendly, rival/threat, environment. Look at both short and longer term goals

e. **Determine Key Influence's Abilities, Capabilities, and Means.** Information used to identify KI can be used and paired with a description of preferred actions and options. Determining "means" includes identifying tangible assets (people, places, things) that the Key influence can employ, as well as intangible assets that give the KI "means" - e.g., religious legitimacy, etc. - the sources of resiliency and relationships/dynamics between KI identified above may translate into critical "means" in this step.

f. **Evaluate Key Influence's Potential Impact on Friendly Operations / Objectives.** This is an assessment of Key Influence potential Courses of Action: Why, how, what, when and where the Key Influence can degrade or enhance friendly operations, and to what extent. During COA development of MCPP, this information will help to develop specific actions/tasks to either mitigate or take advantage of Key Influence effects on friendly operations and the Civil Environment. Figure A-6 below illustrates how to compile Key Influence information so that it can be used in the Civil Environment Model.

Key Influences	Motivations and Goals	Abilities, Capabilities, Means	Potential Impact on Friendly Ops / Objectives
Governor	Political and economic power	Viewed as legitimate and popular by the populace / logistical Support	Will be instrumental in relief efforts/activities
St Nino Cathedral	Religious symbol	Highly regarded by population	No fire area. Potential sanctuary for friend or foe
Rido Code of Honor	Used to resolve petty offenses and theft in affected communities	Temporary resolution without police or government official support	Its negative impact on local communities will decrease unity of effort during the relief efforts/activities
Clan/Family Structure	Bloodline loyalty and trust to maintain their perceived prominence.	Resource, security, and community/political support through group consensus	Could be used in support of peaceful relief efforts/activities

Figure A-6. Key Influences Matrix

g. **Produce Civil Depiction of Key Influences.** Produce product/s that depict important aspects of the civil environment based on the stable civil environment narrative and KI analysis. The civil depiction may require multiple civil overlays that typically depict key terrain/infrastructure (churches/mosques, market centers, hospitals government centers (to include political boundaries), ports, airfields, movement corridors (time and distance between towns/villages), population centers/clan-family boundaries, DC camps and significant artifacts/monuments within the AO. Figures A7 through A9 are examples:

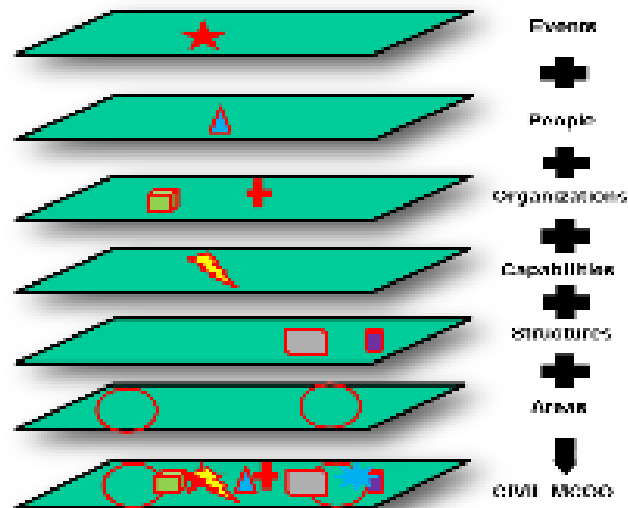


Figure A-7. Civil Depiction of Key Influences Example

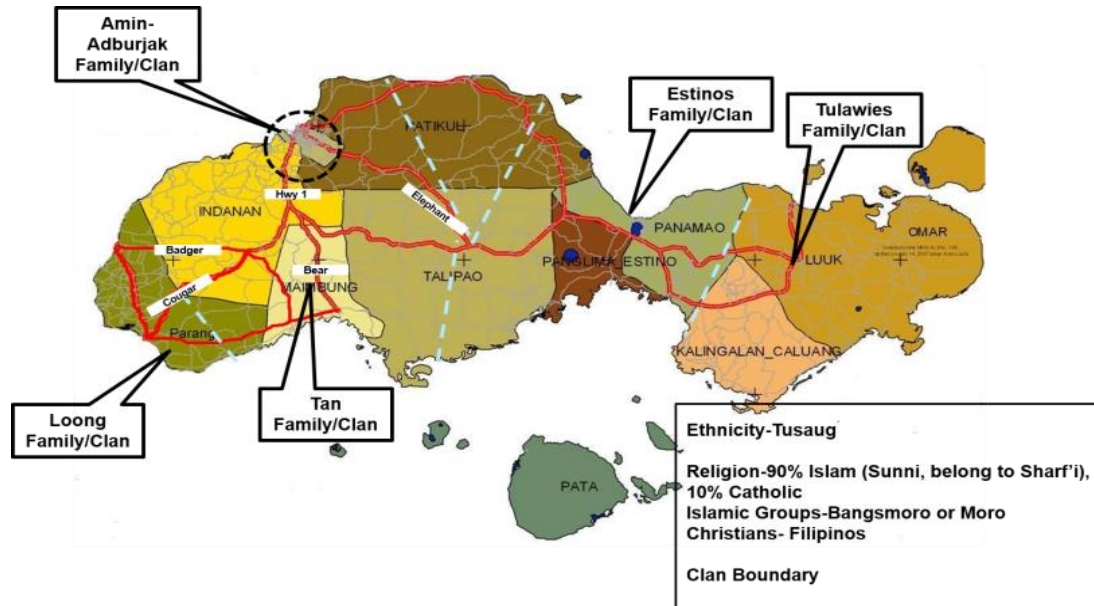


Figure A-8. Marco Level Civil Population Depiction Example

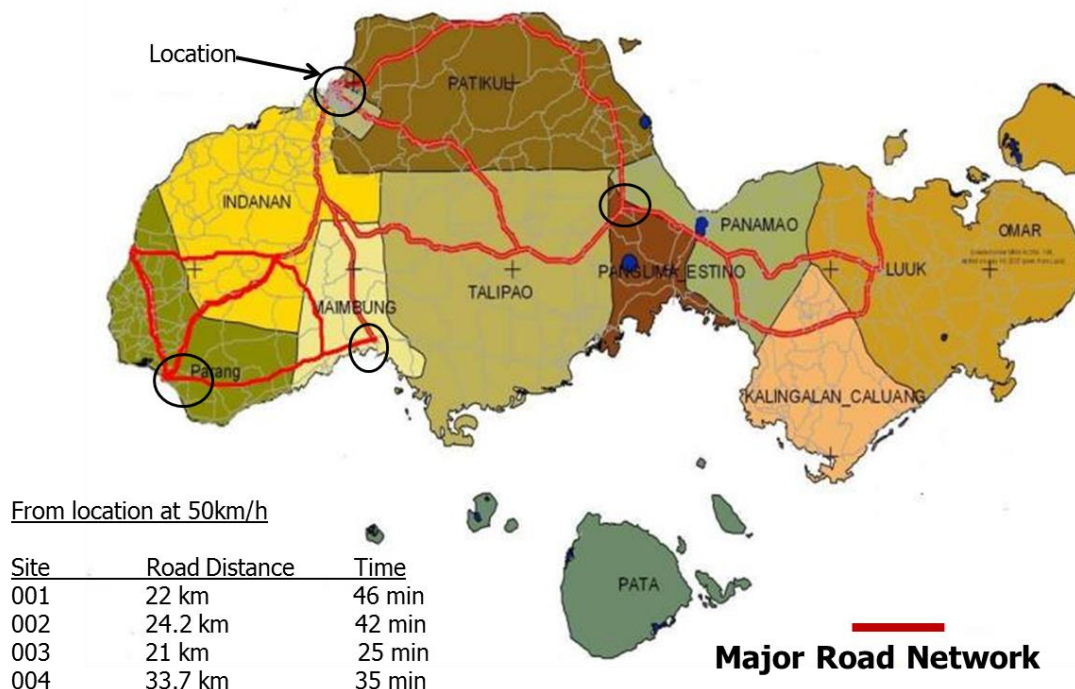


Figure A-9. Micro Level Civil Key Infrastructure Depiction Example

5. **STEP 4: DETERMINE CIVIL ACTIONS.** The focus of this step is to utilize the information and analysis from previous steps to determine potential civil actions with respect to MAGTF operations within the AO. By civil actions, we mean modeling the independent will of the population and KI relating to friendly and malign actions within the AO. CMO Planners and CA Marines develop an initial assessment of possible civil actions, in a particular area within the MAGTF battlespace. This assessment is further refined by the Green Cell and used during COA War Game. The civil actions serve to paint a more complete picture of the operating environment focused on indigenous people and their leadership, but also on any IGOs/NGOs or other stakeholders in the area of operation (battlespace, village, district, and province).

a. During this step, CMO Planners and CA Marines validate their assumptions and provide updates to the existing CPB products as necessary. Lastly, during deliberate planning, civil actions are accounted for during COA War-gaming depicted as Most Likely/ Most Disadvantageous civil actions.

(1) The examples below are some of the considerations applied to determine Civil Actions:

(a) Historical patterns of the populace.

(b) What condition is the populace trying to achieve.

(c) Agendas or objectives of KI.

(2) These civil actions may influence or alter a decision maker's approach to mission accomplishment.

b. The Green Cell is a working group which assists the commander, staff and the Operational Planning Team in understanding the effect of the civil environment on both friendly and threat forces. The cell articulates the actions and dynamics of selected individuals, groups, tangible assets, and societal-cultural factors in the civil environment which may significantly impact friendly operations.

(1) Similar to the Red Cell modeling adversary actions, the Green Cell is used throughout the entire planning and execution process, but with a focus on testing, improving, and modifying friendly courses of action to enhance the desired friendly effects on the civil environment, and to mitigate potential negative effects.

(2) Step 4 results is a graphic and narrative depicting most likely and most disadvantageous civil actions as depicted in Figure 11 below:

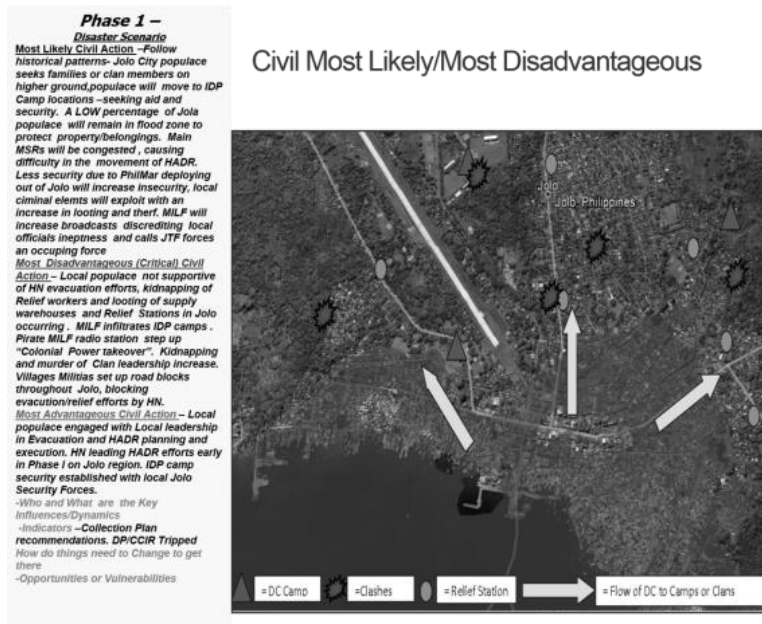


Figure A-11. Civil Actions Graphic/Narrative Example

REFERENCES:

MCWP 3-33.1 Marine Air-Ground Task Force Civil-Military
Operations, Draft

FM 2-01.3/MCRP 2-3A, Intelligence Preparation of the Battlespace

[illegible]