

## **MCCMOS Circular 3.2**

# **CIVIL PREPARATION OF THE BATTLESPACE**



## **Marine Corps Civil-Military Operations School (MCCMOS)**

**U.S. Marine Corps**

**January 2019**

This circular supports the academic curricula of all MCCMOS Civil Affairs and Civil-Military Operations Programs of Instruction

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To: Director, Marine Corps Civil-Military Operations School

Subj: FEEDBACK ON MCCMOS CIRCULAR 3.2 Civil Preparation of the Battlespace

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3 January 2019

## FOREWORD

Marine Corps Civil-Military Operations School (MCCMOS) Circular 3.2, *Civil Preparation of the Battlespace (CPB)*, is designed to clarify the CPB process in the execution of MAGTF planning and operations.

The overall purpose of this circular is to support MCCMOS programs of instruction with a more complete reference until such time that an update to MCRP 3-03A.1 (CA TTPs) is approved by the Deputy Commandant for Combat Development and Integration.

Recommendations for improvements to this pamphlet are encouraged from commands and individuals. The enclosed User Suggestion Form can be reproduced and forwarded to:

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Reviewed and approved this date.



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## INTRODUCTION

*The campaign plan and strategy must be adapted to the character of the people encountered.*

— *Small Wars Manual*

### **Purpose of Civil Preparation of the Battlespace**

Civil Preparation of the Battlespace (CPB) is an analytical method used to examine the civil operating environment. This methodology includes; filtering and recording of data, data evaluation, the analytic process, and civil information production. CPB analyzes different aspects of civil information and assesses the civil impact of friendly, adversary, and external actors on Marine Air Ground Task Force (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. CPB products can impact MAGTF planning by:

- Providing an analysis of the effect of civilian populations on military operations (and vice versa). For example, providing an analysis of potential displaced civilian movement routes and assembly areas affecting MAGTF lines of communication or axes of advance.
- Providing, in cooperation with the fire support coordinator / fires officer, a protected target list, including cultural, religious, historical, and high-density civilian population areas.
- Enhancing understanding of stakeholder motivations and power.
- Supporting operations in the information environment and/or engagement strategies.
- Enhancing an understanding of stability dynamics.

### **Civil Preparation of the Battlespace Process**

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

### **Step 1. Define the Civil Operating Environment**

(1) Collect civil considerations data – (Areas, Structures, Capabilities, Organizations, People, Events - “ASCOPE”).

(2) Organize / Incorporate operational variables data – (Political, Military, Economic, Social, Information, Infrastructure - “PMESII”).

### **Step 2. Analyze the Civil Operating Environment**

(1) Develop Civil Environment Factors & Relevance Matrix

(2) Develop Operational Culture Matrix

(3) Develop (In)Stability Factors Matrices

(4) Develop Stakeholder Matrix and Map

(5) Develop Geospatial Graphics

(6) Determine Key Influences

### **Step 3. Develop a Civil Environment Model**

(1) Produce Civil Environment Model Graphic and Narrative

(2) Refine Civil Environment Factors & Relevance Matrix

### **Step 4. Determine Civil Actions**

(1) Produce Civil Actions Graphic and Narrative

(2) Provide Support to COA War Game

### **How to use this Circular**

Civil preparation of the battlespace is iterative in that there are sequential steps to complete the process. Not every output and/or process is always needed. However, to give the reader a sense of process and product flow, the examples used within this circular are all related to the same background information. The following vignette is used as the basis of information throughout this circular to better illustrate the civil preparation of the battlespace process and its associated

products. The reader is encouraged to look carefully at the information presented within the various products and matrices.

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# Operation Swift Justice

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**The Opening Scene:** The politics.

The island nation of Utopia is located 160 kilometers south of St. Lucia. Utopia is a former colony of the Arctic Empire and after a prolonged nonviolent struggle gained independence in 1997. Utopia is rich in natural resources and under the Arctic Empire was a top regional oil producer.

After a democratic election widely lauded by United Nations (UN) observers for electoral transparency, the Gentry of Utopia Leader's Party (GULP) was declared the winner, with Utopia's first Prime Minister Mr. John Goodfellow being installed by Utopia's revered Governor General Sir Thomas More. (The Governor General is a largely ceremonial position representing the powers of the executive branch of government and Commander-in-Chief of the military, and is a remnant of the Arctic Empire's colonial rule. Under Utopia's Constitution, the Governor General may appoint and abolish governments under the advice of the Prime Minister and/or according to electoral results. Sir Thomas More led the nonviolent struggle for independence and was appointed Governor General by Her Majesty, the Queen of the Arctic Empire.) Within months of the first election, the deputy leader of GULP, Colonel Bruce Backstab formed his own political party – the People's Revolutionary Guard (PRG) and through the exercise of parliamentary powers was able to destabilize the government forcing the resignation of Mr. Goodfellow. Sir Thomas More appointed Col. Backstab Prime Minister based on parliamentary majority.

Under the rule of Col. Backstab much of the natural wealth of Utopia was squandered through mismanagement and corruption. Col. Backstab maintained power through direct control of the military with the creation of a new military position – Supreme Leader of all Armed Personnel (SLAP) and the appointment of family and friends to positions of high power – most notably his brother-in-law, Mr. Gaining Powers, as Minister for Oil Extraction. However, severe bouts of gout and other syphilitic-related health concerns forced his resignation. In the years that followed, power struggles and mismanagement of island resources between and by the allies of

Col. Backstab and the various leaders within the PRG left Utopia spiraling toward the status of a failed state. Three months ago, internal strife within the PRG Government resulted in the house arrest and the execution of Col. Backstab, and the establishment of a preliminary government, the Revolutionary Guard Military Council (RGMC) with Mr. Gaining Powers as Chairman and SLAP. The RGMC confined Sir Thomas More to the Governor General's compound "for his own protection against subversive elements" and formally placed former Prime Minister Goodfellow under house arrest (he was in effect under house arrest for the last 10 years).

The island is organized into six regions/districts that correspond to political, military and police commands (see Figure A). These districts were drawn during the rule of the Arctic Empire and were based largely on where the Creole and Waffle populations lived. The district of Saint Andrew was created out of two smaller districts to facilitate Creole and Waffle integration during the early development of the fishing and oil industries.



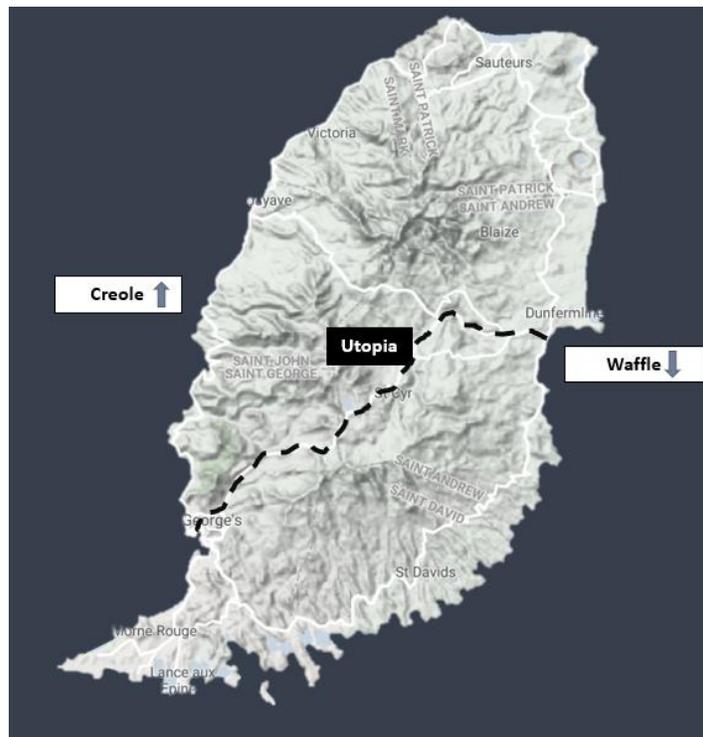
**Figure A.**

**Scene Two:** The history and the people.

Utopia is 348.5 square kilometers and has an estimated population of 107,000. Utopia is divided roughly 60/40 between the Creole Republicans north of the Utopian river and the Waffle People south of the Utopian river, but the two parts are roughly equal in population (see Figure B).

Prior to colonization, Utopia was inhabited by indigenous Island Caribs. Following several unsuccessful attempts to colonize the island due to resistance from the Island Caribs, Creole and Waffle settlement and colonization began in 1650 and continued for the next century. On 10 February 1763, Utopia was ceded by the Creole Empire to the Arctic Empire under the Treaty of Lights. Arctic rule continued, except for a short period of Creole rule between 1779 and 1783. From 1958 to 1962, Utopia was part of the Federation of the West Indies, a short-lived federation of Arctic West Indian colonies. On 3 March 1997, Utopia was granted full autonomy over its internal affairs as an independent State.

Most Utopian citizens are descendants of the original Creole and Waffle settlers with a small number (8%) of Caribs – descendants of the survivors of the Carib purge of September 1780 – a date marked by island Caribs as “The time of darkness.” A small percentage of descendants of indentured workers from the Curry colony were brought to Utopia between May 1857 – January 1885. Utopians of Curry descent comprise the third largest ethnic group and are the primary members of the RGMC defense forces. Today, most Utopians, while respecting their heritage, live in peace with one another. However, island Caribs are generally the poorest, least educated of the ethnic groups on the island.



**Figure B.**

Utopia, like many of the surrounding nations is subject to a “youth bulge” and a large amount of migration, with significant numbers of young people wanting to leave the island to seek life elsewhere. With 107,000 people living in Utopia, estimates and census data suggest that there are at least that number of Utopian-born people in other parts of the region and at least that number again in First World countries (Over 300,000 Utopia diasporas throughout the world). Popular migration points for Utopians further north include New York City, Toronto, the Arctic Kingdom and sometimes Montreal, or as far south as Australia. This means that around a third of those born in Utopia still actually live there, and that most youth (under 20) move elsewhere for other opportunities.

The population is generally secular, but a large portion of older Utopians practice their faith regularly. Creoles tend to be Catholic while Waffles tend to be Protestant. Over the years, intermarriage has blurred religious lines but the population’s Catholic – Protestant divide remains roughly north and south with church leaders still maintaining a prominent role in Utopian society through sponsored social gatherings and religious services.

Literacy rates are high – roughly 95% of the population has a high school equivalency. There is one university on the island (in St. George’s) funded and staffed by a conglomeration of American catholic universities.

Although many Utopians identify themselves through their ethnic roots, soccer and cricket brings all Utopians together where it is not uncommon to find 25,000 Utopians of all ethnicities attending a national team game at the St. George’s National Cricket Stadium.

**Scene Three:** The economy.

Oil was discovered in the early 20th century, and today, Utopia has the world's 9<sup>th</sup> largest known oil reserves and has been one of the region's leading exporters of oil. Previously, the country was an underdeveloped exporter of agricultural commodities such as coffee and cocoa, and had a small fishing industry, but oil quickly came to dominate exports and government revenues. The 1980s oil glut led to a brief recession with an increase in external debt and poverty rates rising to 40% in 1990. However, efforts by the Arctic Empire to improve tourism and support good governance were largely successful with large investments in high quality holiday hotels and resorts resulting in tourism increasing by 8,000% between 1975 and 1997. In addition, the

opening of the National Cricket Stadium presided over by Prime Minister Goodfellow was an event of great national pride.

The recovery of oil prices in the early 2000s gave Utopia oil funds not seen since the 1980s. In 2002, upon the recommendation of the Minister for Oil Extraction, the Utopian government under the PRG nationalized all oil extraction and production creating the Utopia Petroleum Council (UPC). The Government then established populist social welfare policies that initially boosted the Utopian economy and increased social spending, temporarily reducing economic inequality and poverty in the early years of the regime. However, such populist policies coupled with widespread corruption caused the nation's economic collapse as the excesses destabilized the island's economy. The destabilized economy led to a crisis in Utopia, resulting in hyperinflation, an economic depression, shortages of basic goods and drastic increases in unemployment, poverty, disease, child mortality, malnutrition and crime. By 2017, Utopia was declared to be in default regarding debt payments to international creditors. In 2018, the country's economic policies led to extreme hyperinflation, with estimates expecting an inflation rate of 1,000,000% by the end of the year. In addition, the increase in crime has greatly affected tourism with 80% of hotels and resorts empty. Remittances from foreign diaspora make up 80% of hard currency.

The labor force is dominated by men with many women choosing to raise children and tend to small household farms rather than work in the economy. However, opportunities for women, particularly in the tourist industry abound and women are generally free from prejudice.

#### **Scene Four: Infrastructure.**

While industrial capacity is very low, the PRG focused on highway development around the island to support the rapid movement of police and military forces. Similarly, the main airport located in the southwest of the island has undergone significant improvement with an 12,000 ft runway capable of supporting the commercial A380, B747-8 and/or military C-17.

Industrial centers focused on fish canning and oil storage (no refining) are located in several coastal areas – primarily the southwest and central eastern coasts. Oil extraction occurs within the 22 km territorial waters in the southeast and northwest corners of the territory. Ninety

percent of oil is extracted from sea-based platforms with 10% extraction occurring on land in the northwest.

The island has cellular and internet coverage (albeit at dial-up speed), with the RGMC controlling the majority of commercial and government information providers. However, many residents have access to satellite information via the multiple hotels and resorts that can provide access to their guests and whose workforce utilizes. Additionally, offshore family members report on world events and general news.

Utopia has two main hospitals, one to the north in Sauteurs and one to the south in St. Georges (the capital). Each hospital has 300 beds.

St. George's National Cricket Stadium is a modern structure that comfortably seats 25,000 people.

#### **Scene Five:** The Military.

The Revolutionary Guard Military Council Defense Force (RGMCDF) is composed of three operational components (Air, Naval and Marine) and two support elements (logistics and training groups). The mission of RGMCDF is to: Protect the revolution and defend the sovereignty of Utopia. The RGMCDF is partially supported by Cuba, Bolivia, China, and Russia, but is modeled after the Arctic Empire forces with a unified command system consisting of three forces; the Regular Force (approx. 2,000), the Territorial Force (approx. 10,000), and the Active Reserve Force (approx. 20,000). The average age of the combined Territorial Force and the Active Reserve Force is 45.

The RGMCDF Air Wing was established in 1997 and operates one Beechcraft G.18S aircraft in the maritime patrol and search and rescue roles, an American Champion Citabria light trainer, and a Shenyang J-11 "Flanker-L," air superiority fighter gifted to the PRG from China in 2015. The current position of the RGMCDF air wing is unclear but all aircraft have been limited in flight hours for the last 4 years.

The RGMCDF Naval Force is equipped with three Pacific-class patrol boats, a tanker, a Landing Craft Mechanized and a 60' motor boat that is the Governor General's ceremonial "yacht." The

RGMCDF Naval Force performs patrol missions, occasionally dealing with border violations at offshore drilling platforms and Utopia's restricted fishing zones.

The RGMCDF Marine Infantry is organized as a single Battalion-sized group with a HQ and 3 Light Infantry Companies.

The RGMCDF Personal Security Detail is a company-size unit that is responsible for the security of the Chairman.

Utopia also has a territorial police force of 2,000 personnel organized into six districts. The police fall under the RGMC Ministry of Internal Security. The territorial police are equipped with a variety of armored vehicles to include 100 GAZ Tigr infantry mobility vehicles (donated by Russia in 2015).

#### **Scene Six: The Events.**

With the ascent of Gaining Powers to the Chairmanship of the RGMC, instability erupted throughout the country. Food shortages and massive increases in the cost of medications were taking a toll on the elderly and the youngest Utopians. Protests against the RGMC were common, and calls increased for new elections, the release of Sir Thomas More with the reinstatement of John Goodfellow as interim Prime Minister. Protests were violently put down by active RGMCDF and territorial police forces and a state of martial law declared. The RGMC declared that all foreigners on the island (with the exception of those from China, Russia, Cuba and Bolivia) were required to leave within the next month. This declaration brought out a demarche from the American government. Ambassador Ronald McDonald often visited with the Governor General and former Prime Minister Goodfellow and was highly critical of both the PRG and the RGMC. However, Ambassador McDonald was detained by the RGMC while delivering the demarche. At the same time a United Airlines (UAL) B777 flying from Sao Paulo to Washington D.C. developed engine trouble and was forced to land at the Utopia airport. The RGMC quickly surrounded the aircraft, declaring that an invasion was underway, holding 268 passengers and crew hostage, including the Brazilian ambassador to the United States. The President of the United States convened a meeting of the National Security Council. The Brazilian and American governments met with the Organization of American States (OAS). The

4<sup>th</sup> Marine Expeditionary Brigade aboard Expeditionary Strike Force 2 (Rein) was given its orders to sail.

## STEP 1. DEFINE THE CIVIL OPERATING ENVIRONMENT

*Information is not knowledge.*

— Albert Einstein

### 1000. The Approach

Step 1 of CPB focuses on collecting and categorizing civil information. This is a disciplined approach to gather and organize civil information, categorize and record the results - the “what do I see?” approach to looking at information. The starting point of this effort may be existing higher headquarters order(s), intelligence and “Intelligence Preparation of the Battlespace” products, reliable internet sources, and/or an already prepared “off the shelf” 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) as the baseline. The data is the basis of all further civil information collection and analysis. While step 1 of the CPB process will likely be limited by time, information collection is continuous.

### 1001. Information Requirements

Evaluate existing databases and determine intelligence and information gaps relating to the civil environment. Collect materials and submit requests for information.

**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.

**Filtering Criteria.** Filtering criteria is the gateway for determining what information is retained or discarded. Basic filtering criteria should be set by the senior CMO planner or civil affairs Marine. There are a variety of considerations that can be used to determine filtering criteria. For example, subject matter, i.e., information related to the civil environment, etc. Location, i.e., information related to the MAGTF’s Area of Operations. Time, i.e., time of occurrence - has the information been superseded already by other reporting/processes? Redundancy, i.e., are

multiple reports related to the same data/event? Can the information be used to confirm or deny, or does it possess additional significant data? It is good practice to not permanently discard information. Instead, put the information in an “archive” file where it can be retrieved later if there is a change in the civil environment, operational situation, etc., making the information relevant. Filtering criteria are dynamic, should be subject to review, and will likely evolve with the mission.

**Recording.** Recording is simply taking the filtered information and putting it into written/graphical format arranged with other similar information. Part of the recording process should be a “log-in” of the incoming information, similar to a command or staff section combat operations center 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 “analytic process” step. Regardless of recording means, a good tactic, technique or procedure is to build redundancy into the system, both electronic (e.g., backup to hard drive or MARCIMS “cloud”) 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.

## **1002. Organize the Information Gathered**

**ASCOPE.** The MAGTF operates at the tactical level. Detailed analysis to support sound decision-making is achieved via an estimate of the situation. The estimate of the situation is best captured through the acronym METT-T (mission, enemy, troops and fire support available, terrain, time). At the tactical level, planners and staff must also account for civil considerations. Organize information based on civil considerations (see Figure 1-1):

*Areas* - where do people live, work, play? These include political boundaries, religious boundaries, social boundaries, criminal enclaves, agricultural regions, industrial centers, education centers, and/or trade routes as examples.

*Structures* - why are structures important to the people? These include government structures, religious structures, medical structures, warehouses, bridges, markets / shopping structures, airports and/or seaports.

*Capabilities* - what capabilities are resident in the AO? These include sewer, water, electricity, academic, trash, medical, security and/or other capabilities.

*Organizations* - what are the different groups in the area? These include political factions, international organizations, nongovernmental organizations, social groups, religious organizations, media groups, and/or criminal groups.

*People* - how do people organize and interact? These include political leaders, religious leaders, community leaders, business leaders, community professionals, education professionals, law enforcement leaders, and/or military leaders.

*Events* - when and what events are important to the people? These include holidays, carnivals, religious celebrations, weather events (e.g., monsoon), harvest periods, and/or migratory events (e.g., Hajj).

Areas	Structures	Capabilities	Organizations	People	Events
<ul style="list-style-type: none"> <li>• 6 Political Divisions</li> <li>• 6 Military Regions</li> <li>• 6 Police Districts</li> <li>• Creole Lands (north)</li> <li>• Waffle Lands (south)</li> <li>• Population Centers</li> <li>• Utopian River</li> </ul>	<ul style="list-style-type: none"> <li>• Commercial Airport</li> <li>• Oil Platforms</li> <li>• 2 Major Hospitals</li> <li>• Road Networks</li> <li>• Tourist Hotels &amp; Resorts</li> </ul>	<ul style="list-style-type: none"> <li>• Oil Production</li> <li>• Fish Canning</li> <li>• Agriculture</li> <li>• Limited Military Power</li> </ul>	<ul style="list-style-type: none"> <li>• GULP</li> <li>• PRG</li> <li>• RGMC</li> <li>• RGMCDF</li> <li>• UN</li> <li>• OAS</li> <li>• UAL</li> </ul>	<ul style="list-style-type: none"> <li>• Sir Thomas More</li> <li>• John Goodfellow</li> <li>• Col. Backstab</li> <li>• Gaining Powers</li> <li>• Utopian Diaspora</li> <li>• Amb. Ronald McDonald</li> <li>• Brazilian Ambassador to the United States</li> <li>• Church Leaders</li> </ul>	<ul style="list-style-type: none"> <li>• "The Time of Darkness"</li> <li>• Independence Day</li> <li>• Economic Recession</li> <li>• Execution of Col. Backstab</li> <li>• American Demarche</li> <li>• UAL Emergency Landing</li> </ul>

- In the example above, civil information relating to Utopia and the circumstances leading up to the current MAGTF operations are captured and organized based on the ASCOPE construct.
- At this stage of CPB - collecting and organizing information – the content is fairly rudimentary, but still sufficient to take forward into step 2 of the CPB process.
- As time allows and more information is uncovered, the depth and breadth of ASCOPE information will grow.

**Figure 1-1.**

**PMESII.** PMESII evolved from a systems perspective used at the operational and strategic levels of war, and equates to the political, military, economic, social, information, and infrastructure systems of nation states. The acronym provides a starting point for identifying key interrelated systems within the operating environment and facilitates analysis and targeting. However, applying the PMESII construct to tactical civil considerations can yield significant benefit and a more complete picture of the civil environment. Therefore, if time allows, further categorize ASCOPE information utilizing operational variables:

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

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

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

*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).

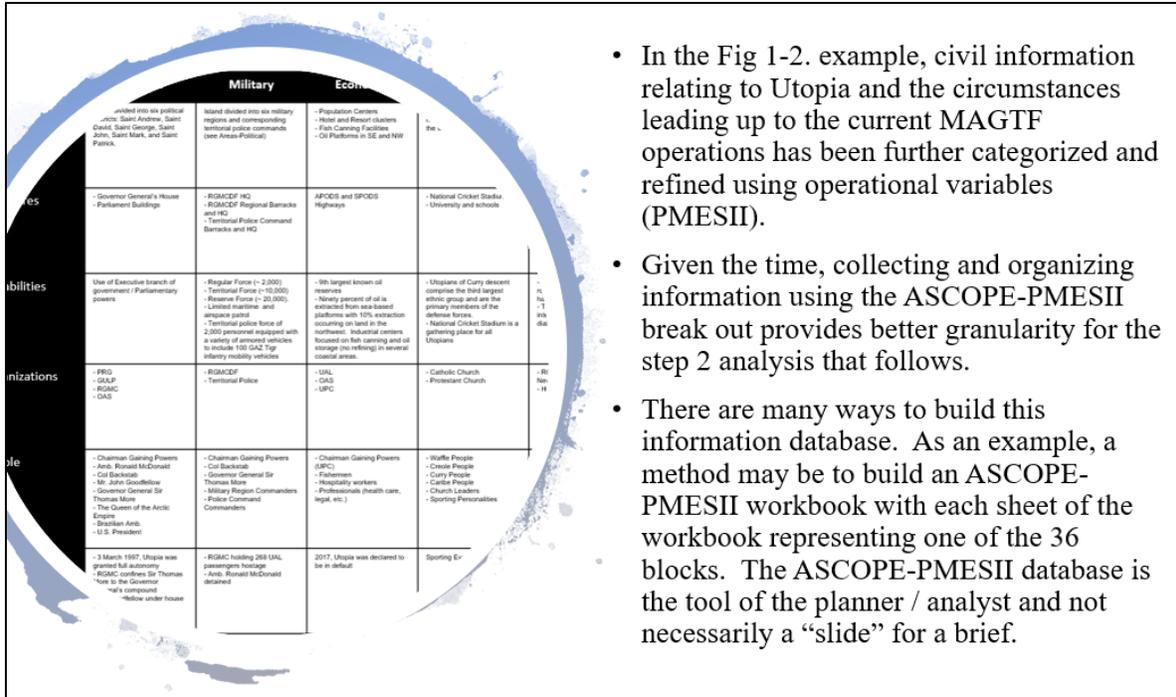
*Information* variable involves the collection, access, use, manipulation, distribution and reliance on data, media and knowledge systems (both civilian and military) by the local communities.

*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 collection and collation of civil considerations (ASCOPE) further organized using operational variables (PMESII) as seen in Figure 1-2:

	Political	Military	Economic	Social	Information	Infrastructure
<b>Areas</b>	Island divided into six political districts: Saint Andrew, Saint David, Saint George, Saint John, Saint Mark, and Saint Patrick.	Island divided into six military regions and corresponding territorial police commands (see Areas-Political)	- Population Centers - Hotel and Resort clusters - Fish Canning Facilities - Oil Platforms in SE and NW	Creole Republicans in the north and the Waffle People in the south	- Population Centers - Hotel and Resort clusters	- Hospital in Sauteurs and St. Georges. - Fish Canning Facilities - Oil Platforms in SE and NW
<b>Structures</b>	- Governor General's House - Parliament Buildings	- RGMCDF HQ - RGMCDF Regional Barracks and HQ - Territorial Police Command Barracks and HQ	APODS and SPODS Highways	- National Cricket Stadium - University and schools	Cell Towers	The main airport with 8,000 ft runway capable of supporting large aircraft.
<b>Capabilities</b>	Use of Executive branch of government / Parliamentary powers	- Regular Force (~ 2,000) - Territorial Force (~10,000) - Reserve Force (~ 20,000). - Territorial police force of 2,000 equipped with a variety of armored vehicles (100 GAZ Tiger Infantry mobility vehicles).	- 9th largest known oil reserves - 90% of oil is extracted from sea-based platforms. Industrial centers focused on fish canning and oil storage (no refining) in several coastal areas.	- Utopians of Curry descent comprise the third largest ethnic group and are the primary members of the defense forces. - National Cricket Stadium is a gathering place for all Utopians	- Literacy rates are high – roughly 95% of the population has a high school equivalency. - The island has cellular and internet coverage (albeit at dial-up speed).	- Both Sauteurs and St. Georges hospitals have 300 beds. - Modern highway network around island - Modern APOD and SPOD
<b>Organizations</b>	- PRG - GULP - RGM - OAS	- RGMCDF - Territorial Police	- UAL - OAS - UPC	- Catholic Church - Protestant Church	- RGM - News Media - Hotel Groups	UPC oil extraction and production facilities
<b>People</b>	- Chairman Gaining Powers - Amb. Ronald McDonald - Col Backstab - Mr. John Goodfellow - Governor General Sir Thomas More - The Queen of the Arctic Empire - Brazilian Amb.	- Chairman Gaining Powers - Col Backstab - Governor General Sir Thomas More - Military Region Commanders - Police Command Commanders	- Chairman Gaining Powers (UPC) - Fishermen - Hospitality workers - Professionals (health care, legal, etc.)	- Waffle People - Creole People - Curry People - Carbe People - Church Leaders - Sporting Personalities	- Chairman Gaining Powers - Governor General Sir Thomas More - Mr. John Goodfellow - The Queen of the Arctic Empire - U.S. President - Church Leaders	- Chairman Gaining Powers
<b>Events</b>	- 3 March 1997, Utopia was granted full autonomy - RGMIC confirms Sir Thomas More to the Governor General's compound - Mr. Goodfellow house arrest	- RGMIC holding 288 UAL passengers hostage - Amb. Ronald McDonald detained	2017, Utopia was declared to be in default	Sporting Events	RGMIC declaration that Utopia was being invaded	Opening of National Cricket stadium

Figure 1-2.



- In the Fig 1-2. example, civil information relating to Utopia and the circumstances leading up to the current MAGTF operations has been further categorized and refined using operational variables (PMESII).
- Given the time, collecting and organizing information using the ASCOPE-PMESII break out provides better granularity for the step 2 analysis that follows.
- There are many ways to build this information database. As an example, a method may be to build an ASCOPE-PMESII workbook with each sheet of the workbook representing one of the 36 blocks. The ASCOPE-PMESII database is the tool of the planner / analyst and not necessarily a “slide” for a brief.

## STEP 2. ANALYZE THE CIVIL OPERATING ENVIRONMENT

*The alchemists in their search for gold discovered many other things of greater value.*

— Arthur Schopenhauer

### 2000. Overview

The focus of effort in this step is to evaluate and analyze the information collected during Step 1. Analysis takes into consideration several factors to include operational culture, stability and instability dynamics, and includes a study of geospatial and stakeholder information. Finished products may include a civil environment factors and relevance matrix, operational culture matrix, instability and stability factors matrices, geospatial imagery overlaid with civil data, stakeholder matrix and map, and key influence matrix.

### 2001. 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 CMO planner determines the information is inaccurate; then the information may be placed in the archive file vice recording it.

In today’s information age, there are numerous data and information sources available to all Marines. Most civil information can be obtained through open source or free access. Similarly, classified sources available to other communities (e.g., intelligence) can be utilized to further enhance our understanding of the civil environment. In addition, close cooperation with embassy and/or consular officials can shed light on the civil environment. Regardless, methods to determine source reliability and data accuracy should be a part of standing operating procedures (SOP). An example of a methodology to ascertain reliability and accuracy of information may be found in a NATO Standardization Agreement (see Fig. 2-1.) or within other national standards.

**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.

**Accuracy.** In addition to assessing source/agency reliability, CMO planners will also determine the accuracy of the information provided by the source - this is an assessment of the probable truth or timeliness of the information. CMO planners do this by comparing the information provided with other similar information obtained through other sources/agencies. A collection or information request may need to be generated in order to do this.

**Evaluation Rating System: Source Reliability.** CMO planners are trying to determine the "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.

**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.).

### Characterizes the Source's Reliability

Value	Rating	Description
A	Reliable	No doubt about the authenticity, trustworthiness or competency of the source. History of complete reliability.
B	Usually Reliable	Minor doubts. History of mostly valid data
C	Fairly Reliable	Doubts. Provided reliable data in the past
D	Not Usually Reliable	Doubts. Provided reliable data in the past
E	Unreliable	Lacks authenticity, trustworthiness, and competency. History of invalid data.
F	Cannot Be Judged	Insufficient information to evaluate - may or may not be reliable

### Evaluate the Accuracy of the Data Provided

Value	Rating	Description
1	Confirmed	Logical, consistent with other relevant data, confirmed by independent sources.
2	Probably True	Logical, consistent with other relevant data, but not Confirmed
3	Possibly True	Reasonably logical, agrees with some relevant data, but not confirmed.
4	Doubtfully True	Not logical but possible, no other data on the subject, and not confirmed
5	Improbable	Not logical, contradicted by other relevant data.
6	Cannot Be Judged	The validity of the data cannot be determined

**Figure 2-1.**

## 2002. Analytic Process

The analytic process is the core of Step 2, requiring 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 CMO planners 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.

## **Analysis:**

(a) Know Yourself. In order to be effective in the analysis portion of the process, the civil 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 civil 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 civil analyst views the situation, conduct a CMO activity, etc.

(b) Know the Civil Environment. The civil analyst must quickly and accurately identify key elements of the environment and situation in the civil environment; this may include determining "*Key Influences (KI)*." KI are selected individuals, groups, assets, infrastructure and socio-cultural belief sets or factors (people, places, things), which could have a significant influence on friendly mission accomplishment and should be considered in operational planning and execution. KI are not limited to "key individuals" or "key actors." As an example, a key influence may be an annual event in the community (thing) or a pilgrimage location (place). It is important to understand that KI are more than individuals or groups.

(c) Hypotheses, Deductions, and Conclusions. Once the civil analyst has laid the baseline described above, hypotheses are formulated, then deductions and conclusions about aspects of the civil environment that may be critical to friendly operations are drawn. A hypothesis is a tentative explanation about the civil environment or actions in the environment that CMO planners 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 believed to be true. When providing conclusions, it is important for CMO planners to distinguish between what is/was/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.

**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.

**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 Disruptive Civil Reaction - which is also a key output of step 4 of the CPB process.

### **2003. Analysis and Synthesis Tools**

To execute the three elements of the analytical process (Analysis, Synthesis, and Estimation), the civil 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 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 information: Physical Environment and Infrastructure, Individuals and Groups, and Cultural Factors.

**Physical Environment and Infrastructure.** 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. Aspects of the physical environment and infrastructure can be key influences.

While there is no single way to properly display the civil physical environment, a geospatial graphic is a useful tool to simplistically display such information. The figure 2-2 example below is a simple “geospatial” illustration of Areas / Political of the ASCOPE-PMESII data. Other graphic tools to help provide greater relevancy would be a scale, a north facing pointer, rather than a single color the use of multiple colors to denote boundaries, an overlay of military and/or police boundaries (in this example they are all the same), topographical features, etc.



**Figure 2-2.**

Another approach to capture civil information relating to the physical environment and infrastructure is to utilize the civil factors and relevance matrix. For instance, looking at “areas” within the ASCOPE/PMESII data, the planner might ask:

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

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

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

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.

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

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 civil factors and relevance matrix is a living document and is intended to be developed throughout the CPB process, information will be added, subtracted, modified, etc. The civil factors and relevance matrix should be completed for each component of ASCOPE.

The figure 2-3 example below illustrates “areas” from the ASCOPE/PMESII data:

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?
<b>Areas</b>	Political	Political boundaries were established by the Arctic Empire	Boundaries correspond roughly along ethnic lines with the exception of Saint Andrew – created to facilitate integration
	Military	Military regions and police commands mirror political districts	Facilitates political suppression and control
	Economic	Economic development areas	Key industries and supply chains are linked through geographic location (SE and NW for oil extraction)
	Social	Municipalities, towns and villages are largely ethnically homogenous	Ethnic enclaves are prevalent with the divide being basically north - south
	Information	Telecommunication is of older systems, but widespread	Information is easily controlled by the Gov't
	Infrastructure	Investment in infrastructure is uneven	Investment favors supporters of the regime and specific industries

**Figure 2-3. Civil Environment Factors & Relevance Matrix**

**Individuals and Groups.** The next broad category of information to consider is individuals and groups. 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. There are also numerous open source intelligence tools and software that may be available to support this effort.

**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 friendly operations.

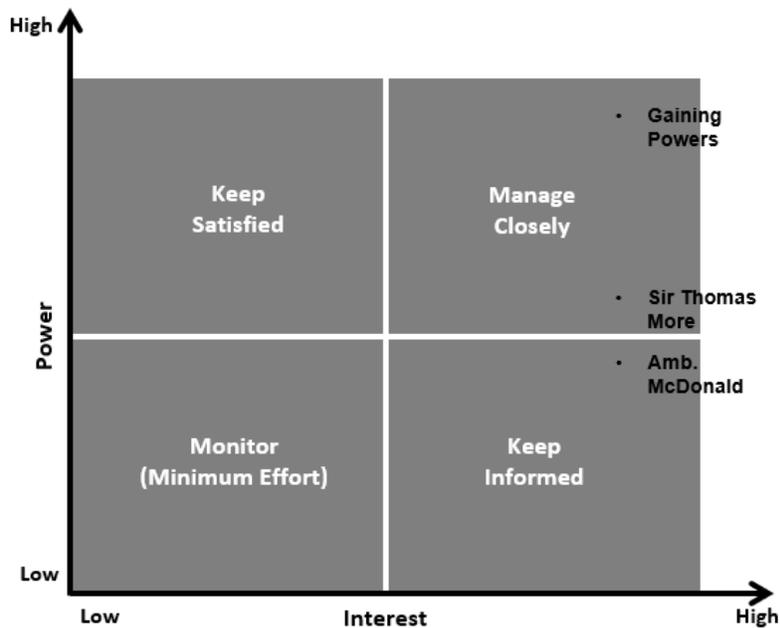
**Stakeholder Analysis Techniques.** When analyzing stakeholders in the civil environment, there is no “hard and fast” methodology. New stakeholders may emerge with changes in the situation and the environment, stakeholders may change sides, and MAGTF friendly actions can have negative and unintended effects on “friendly” stakeholders. Stakeholder analysis should begin with a brainstorming session within the CMO working group (including senior leadership if possible.) This way, you can whiteboard all the individuals and organizations who may be affected by MAGTF operations. Once the larger pool of stakeholders has been identified, begin to align them to their level of interest and involvement in the civil environment.

**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. See Figure 2-4.

<b>Stakeholder</b>	<b>Interest in Civil Environment</b>	<b>Assessment of Potential Impact on Environment / Friendly Efforts</b>	<b>Mitigation / Enhancement Measures</b>
<b>Chairman Gaining Powers</b>	Maintain political primacy	Will resist MAGTF via RGMCDF and territorial police	Mitigate - Coordination meetings, press briefings, messaging
<b>Ambassador Ronald McDonald</b>	Maintain positive perception of U.S. in Utopia and facilitate U.S. policy	Provides a bridge between USG and former Prime Minister Goodfellow and Governor General	Enhance - Release from captivity, coordination meetings, press briefings, messaging
<b>Governor General Sir Thomas More</b>	Free Utopians from oppression and tyranny	Facilitate MAGTF efforts by supporting intervention against RGMC	Enhance – Release from compound, coordination meetings, press briefings, messaging

**Figure 2-4. Stakeholder Matrix**

**Stakeholder Map.** Stakeholder mapping is the visual representation of a stakeholder analysis, organizing those people according to the key criteria with which you will be managing them during the operations. Once the civil 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 civil analyst can then consider the relative level of “power” they have to influence the civil environment and/or friendly operations, and what level of interest they maintain in your operations and/or the civil environment. Mapping stakeholders according to their influence (power) and interest allows you to paint a picture of the type of engagement that you need to have with them. Also consider that stakeholders can wield formal and/or informal power. For example, a mayor may have formal governing power but may have little influence within the civil environment. Conversely, a religious leader may have significant influence in the civil environment, but no governing power. The “stakeholder Map” might help a civil analyst make a call on the type, level, and frequency of engagement required with a stakeholder in the civil environment; this is especially important if it is determined that the stakeholder is a “Key Influence.” See Figure 2-5.



**Figure 2-5. Stakeholder Map**

**Cultural Factor Analysis.** The third broad category of civil analysis information is cultural factors. Here the civil analyst is trying to take abstract and intangible concepts of culture and

determine the nature and scope of its impact. 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. 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 the analysis.

All MAGTF operations impact the environment in which they are conducted. Similarly, the operational environment will have an impact on MAGTF operations. Significant cultural factors can be "Key Influences" as powerful as the tangible "Key Influences" (Physical Environment and/or Infrastructure, and Individuals and/or Groups). An approach to organize the analysis of cultural factors is the use of 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*.

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. CMO planners 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.

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 (Figure 2-6) 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.

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 known and relevant factors at this point in the CPB process.

Physical Environment	Economy	Social Structure	Political Structure	Belief Systems
<ul style="list-style-type: none"> <li>• Tropical island</li> <li>• Mountainous</li> <li>• Rich in natural resources</li> <li>• Island divided roughly between north and south by Utopian river</li> </ul>	<ul style="list-style-type: none"> <li>• Weak with hyperinflation</li> <li>• Basic agrarian</li> <li>• Oil exploitation</li> <li>• Developed hospitality industry affected by instability</li> <li>• Heavy reliance on remittances</li> </ul>	<ul style="list-style-type: none"> <li>• Men and women are considered equals</li> <li>• Older population with many young people leaving the island</li> <li>• Social bonding occurs before, during and after sporting events</li> <li>• 4 major ethnic groups (Creoles, Waffles, Curry people, Island Caribs)</li> </ul>	<ul style="list-style-type: none"> <li>• Strong central government (authoritarian)</li> <li>• Weak district and local governments</li> <li>• Widespread political corruption</li> <li>• Institutions based on systems established by Arctic Empire</li> <li>• Sir Thomas More is revered</li> </ul>	<ul style="list-style-type: none"> <li>• Catholic and Protestant faiths</li> </ul>
Influential Cultural Factors Affecting Operations				
<ul style="list-style-type: none"> <li>• 4 major ethnic groups</li> <li>• Older on island population (most youth leave)</li> <li>• Oil infrastructure critical to long-term economic well-being</li> <li>• Strong central government</li> <li>• Sir Thomas More is revered by most Utopians</li> </ul>				

**Figure 2-6. Operational Culture Matrix**

## 2004. Stability Dynamics

CPB 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 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. While the Stability Assessment Framework (SAF) is the preferred method to address stability dynamics, CPB incorporates SAF elements to build an understanding of stability dynamics.

In most cases CMO planners will be looking to understand 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.

CPB deals primarily with understanding the civil dimension of the operational environment. To that end, population surveys (perception data) focused on 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.

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 where events are initially considered neutral until acted upon by key influences, which determine whether events are perceived as grievances or resiliencies.

Analysis of instability/stability factors is an iterative process. During CPB, CMO planners should populate the instability and stability factors matrices to the best of their ability. Analysis of instability and stability factors are considered such as described Figure 2-7 below (In this example, the two matrices are combined into one matrix for display. The top two rows are the instability factors matrix and the bottom two rows are the stability factors matrix.):

<p><b>Grievances:</b> What are the core grievances and societal vulnerabilities identified?</p> <ul style="list-style-type: none"> <li>• Lost economic opportunity</li> <li>• Societal vulnerability to crime</li> <li>• Political corruption</li> </ul>	<p><b>Events:</b> Potential situations that could contribute to an increase in instability?</p> <ul style="list-style-type: none"> <li>• Credit default</li> <li>• Martial law</li> <li>• Foreign invasion</li> </ul>	<p><b>Key Influences – Means and Motivations:</b> What are the influences, means and motivations that contribute to an increase in instability?</p> <ul style="list-style-type: none"> <li>• Chairman Gaining Powers – assumption and abuse of power</li> <li>• PRG / RGMC economic mismanagement</li> </ul>
<p><b>Resiliencies:</b> What processes, relationships or institutions enable the society to function normally and peacefully? Are there any resiliencies that have been or are being undermined?</p> <ul style="list-style-type: none"> <li>• Natural resources (oil)</li> <li>• Well-educated population</li> <li>• Strong foreign diaspora</li> </ul>	<p><b>Events:</b> What potential or anticipated future situations could create an opening for key influences to further reinforce stability?</p> <ul style="list-style-type: none"> <li>• Sporting events</li> <li>• Freedom of Sir Thomas More and John Goodfellow</li> </ul>	<p><b>Key Influences – Means and Motivations:</b> What key influences in the society preserve and strengthen stability? What means do they possess, what are the motives, and what actions are taken?</p> <ul style="list-style-type: none"> <li>• Sir Thomas More – revered by the population</li> </ul>

**Figure 2-7. (In)Stability Factors Matrix**

Instability results when factors fostering instability (grievances) overwhelm societal resiliencies and/or the ability of the government to mitigate these factors. CMO planners should consider the following to assist in assessing grievances (Figure 2-8) within the AO... Does the issue:

- (1) Decrease support for the government
- (2) Increase support for “malign actors”
- (3) Disrupt the normal functioning of society

Potential Sources of Instability	Instability Criteria			SOI?	Prioritization
	Does this issue decrease support for the Gov't / legit governance? Explain.	Does this issue increase support for malign actors? Explain.	Does this issue disrupt the normal functioning of society? Explain.	Does the issue meet any Instability criteria?	Is the SOI a priority grievance for the local populace?
<ul style="list-style-type: none"> <li>• Corruption</li> <li>• Abuse of power</li> <li>• Loss of economic opportunity</li> <li>• Martial law</li> <li>• Disenfranchised population</li> </ul>	Yes, Gov't support is generally low as seen by the recent protests. Gov't is not seen as legitimate	No. The Gov't is seen by the people as the malign actor	Yes, Gov't has not functioned normally for the last few years	Yes	Yes. Many diaspora left the island for lack of economic opportunity

**Figure 2-8. Source of Instability Matrix**

Too often, efforts to alleviate instability obscure and actually undermine existing societal resiliencies (stability). The analysis of resiliencies must complement overall stability assessments and be strongly considered in planning MAGTF operations. CMO planners should consider the following to assist in assessing resiliencies (Figure 2-9) within the AO... Does the issue:

- (1) Increase support for the government
- (2) Decrease support for malign actors
- (3) Increase societal and institutional capacity and capabilities

Potential Sources of Stability	Stability Criteria			SOI?	Impact to Mission
	Does this issue increase support for the Gov't / legit governance? Explain.	Does this issue decrease support for malign actors? Explain.	Does this issue increase societal and institutional capacity and capabilities? Explain.	Does the issue meet any Stability criteria?	Is the SOI a priority grievance for the local populace?
<ul style="list-style-type: none"> <li>• Foreign diaspora</li> <li>• Reverence for Sir Thomas More</li> <li>• Oil reserves</li> <li>• Educated population</li> </ul>	No. Gov't seen as illegitimate	Yes, assuming the RGMC is seen as the malign actor	Yes. Diaspora remittances are a critical enabler during economic downturn	Yes	Yes. Many diaspora left the island for lack of economic opportunity

**Figure 2-9. Source of Stability Matrix**

The information derived from instability/stability analysis is included in the Civil Environment Factors and Relevance Matrix before proceeding to Step 3 of the CPB process.

### **2005. Identify Key Influences**

CMO planners should use previously developed products such as the Operational Culture Matrix and/or stakeholder analysis as starting points. KI can be determined by asking the following questions: What are the sources and nature of the KI that can affect friendly force operations? By what manner/means can the KI apply its influence on friendly operations? How quickly can the KI impact be applied to affect friendly operations? What is the magnitude (width, depth, number of people/groups, how much, how far) of the KI's effect? What is the effect of the KI not engaging with the MAGTF? How firm is the KI's hold on power? 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.

**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 KI may have both short and long term goals and distinguishing between the two sets may be important for determining how the KI might enhance or degrade friendly operations. For intangible factors such as KI "thing" or "place," there may not be any inherent motivations and goals. However,

the motivation and/or goals of stakeholders as they apply to the KI “thing” or “place” may be worth noting. Techniques which could be used to determine motivations and goals include:

Identifying relationships/dynamics between KI and their environment (people, places, things).

Identifying KI conflicts and their sources, to include grievances, ethnic/ religious tension, competition for natural resources, etc.

Identifying sources of resiliency - what structures, assets, means, etc., sustain the KI and are used to retain position/power/legitimacy.

Determining KI desired end states - friendly, rival/threat, environment. Look at both short and longer term goals.

**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 KI 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.

**Evaluate Key Influence’s Potential Impact on Friendly Operations / Objectives.** This is an assessment of KI potential Courses of Action: Why, how, what, when and where the KI can degrade or enhance friendly operations, and to what extent. During COA development of the Marine Corps planning process, this information will help to develop specific actions/tasks to either mitigate or take advantage of KI effects on friendly operations and the civil environment. Figure 2-10 below illustrates how to compile KI information so that it can be used in the Civil Environment Model.

Key Influences	Motivations and Goals	Abilities, Capabilities, Means	Potential Impact on Friendly Operations / Objectives
Chairman Gaining Powers	Maintain political primacy and power	Authoritarian rule with support from the RGMCDF and Territorial Police	Will resist MAGTF operations
Oil Fields	Economic asset	Provides economic opportunity	Impacts targeting process
Sports	Demonstrate loyalty to and faith in national teams (cricket and soccer)	Facilitate gathering of like-minded citizens Provides a sense of normalcy	Enables efficient messaging dissemination

**Figure 2-10. Key Influences Matrix**

## 2006. 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 it will take place. One way to capture and summarize estimation for the civil environment is through a Civil Most Likely / Most Disruptive graphic and narrative (a product of step 4 of CPB, see Fig. 10) that is similar to the threat Most Likely/Most Dangerous COA graphic and narrative developed by the intelligence section.

## 2007. Production

In preparing products, take the results of your analysis and incorporate them 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 and/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 to be present in order to understand and use the product as intended.

## **STEP 3. DEVELOP A CIVIL ENVIRONMENT MODEL**

*The only people who see the whole picture are the ones who step outside the frame.*

— *Salman Rushdie*

### **3000. Overview**

Using the results from Step 2, the civil analyst depicts the relevant aspects of civil information and its effect on military operations by producing a civil environment model, facilitating a deeper, shared understanding of the operating environment. A Civil Environment Model, conceptually similar to the technique used in producing a Modified Combined Obstacle Overlay, 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, population centers/clan-family boundaries, dislocated civilian camps and significant artifacts/monuments) within the AO. A geospatial graphic may serve as the best example.

### **3001. A System of Key Influences**

A Civil Environment Model depicts a system of key influences. A Civil Environment Model includes a narrative describing the civil environment that is specific to the area of operations, a list of key influences and relevant factors produced from analytical methods such as Stakeholder and Geospatial analysis, and a civil “picture” or graphic depicting Key influences and/or relevant factors.

### **3002. Describing the Environment and Civil/Social Norms**

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 detailing societies, populations and other groups of people, including their activities, relationships, and perspectives. The purpose is to model civilian life and activities to serve as a baseline for MAGTF planning. The civil environment model is particularly relevant to Course of Action (COA) Development and COA War Game steps within the Marine Corps planning process.

Modeling 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 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 3-1. 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.

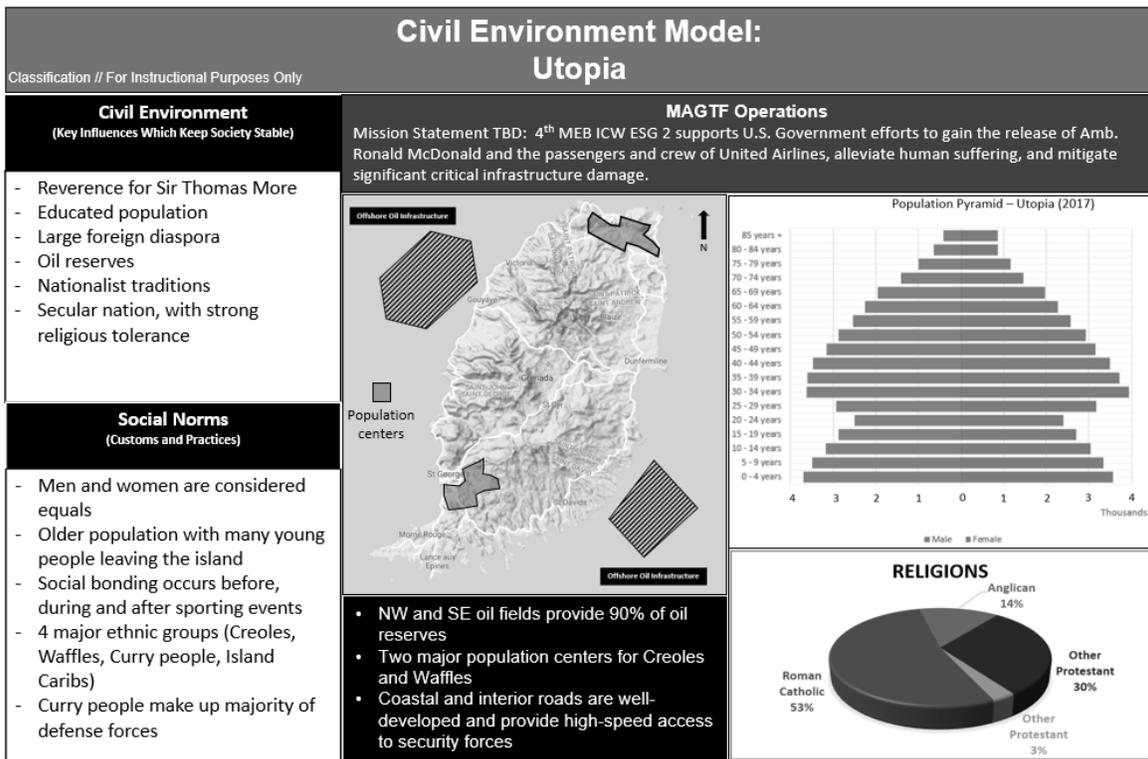


Figure 3-1. Civil Environment Model Example

### 3003. Refine Civil Environment Factors and Relevance Matrix

The final product of CPB step 3 is a refined civil environment factors and relevance matrix that includes all step 2 analysis and step 3 refinements. It summarizes the most important aspects of the civil environment affecting MAGTF operations. Until the MAGTF commander’s end state

has been achieved or the operation is terminated or transitioned, CPB remains an on-going process.

## STEP 4. DETERMINE CIVIL ACTIONS

*The best qualification of a prophet is to have a good memory.*

— *George Savile, Marquess of Halifax*

### 4000. 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 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. These actions serve to paint a more complete picture of the operating environment focused on indigenous people and their leadership, but also on any IOs/NGOs or other stakeholders in the area of operation (battlespace, village, district, and province).

### 4001. Validate

During this step, CMO planners validate their assumptions and updates existing CPB products as necessary. Lastly, during deliberate planning, civil actions are accounted for during COA War Game depicted as Most Likely / Most Disruptive civil actions. The following considerations may be applied to determine Civil Actions: historical patterns of the populace; conditions the populace is trying to achieve, and/or agendas or objectives of KIs. These civil actions may influence a decision maker's approach to mission accomplishment.

### 4002. Green Cell

The CMO planner may participate in or oversee the actions of the "Green Cell." The green cell articulates the actions and dynamics of selected individuals, groups, tangible assets, and socio-cultural factors in the civil environment which may significantly impact friendly operations.

Similar to the Red Cell modeling adversary actions, the Green Cell is used throughout the entire planning process, but with a focus on testing, improving, and modifying friendly courses of



