

MCCMOS Circular

U. S. MARINE CORPS CIVIL RECONNAISSANCE



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

U.S. Marine Corps

June 2020

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

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Throughout this circular, masculine nouns and pronouns are used for the sake of simplicity. Except where otherwise noted, these nouns and pronouns apply to either gender

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5 June 2020

FOREWORD

Marine Corps Civil-Military Operations School (MCCMOS) Circular, *Civil Reconnaissance*, is designed to clarify the civil reconnaissance process within the execution of civil affairs operations, and in support of civil-military operations, with regard to missions, employment, support requirements, capabilities, and limitations of the Marine Air-Ground Task Force, and to increase the situational understanding of how civil reconnaissance enhances battlespace awareness and the success of operations.

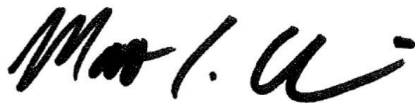
The overall purpose of this circular is to support MCCMOS programs of instruction with a more complete reference until such time that an update to civil-military operations-related publications are approved by the Deputy Commandant for Combat Development and Integration.

MCCMOS publications and applicable Marine Corps civil affairs doctrinal information is accessible at <https://www.trngcmd.marines.mil/Units/Northeast/Weapons-Training-Battalion/-MCCMOS/>

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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CHAPTER 1

“...the make-up of participants in military conflicts is broadening. Together with regular forces, the internal protest potential of the population is being used, as are terrorist and extremist formations...”

-Valery Gerasimov, Chief of the General Staff of the Russian Federation Armed Forces “Thoughts on Future Military Conflict” - March 2018

1000. Introduction

This circular is published to define civil reconnaissance (CR), establish a common methodology for civil affairs (CA) Marines and Marine Corps CA-trained personnel, and provide guidance on how to plan and execute CR across the competition continuum.

Modern military activities are complex, as is the battlespace in which they are conducted. In the time since the 9/11 attacks, the competitive space has changed significantly. The battlespace framework of deep, close, and rear has expanded in both time and space and includes a less well-defined but expansive area of operations (AO). Today, Marines must work within a multi-domain battlespace that accounts not just for the physical, but cognitive aspects of the operating environment. This environment is shared by a multitude of actors engaged in the full complement of human activity. The need to deconflict and coordinate military and civilian activity within the same space is essential to the success of military operations and minimizing and/or mitigating disruption to activities. As such, decision-makers must understand and consider the civil dimension of the battlespace during the planning and conduct of all operations. This understanding of the civil dimension of the battlespace relies on CR. CR should be viewed as the process of gathering a broad spectrum of civil information about a specific population in support of the supported commander. CR provides all stakeholders with information on which to plan and execute MAGTF operations at any level.

a. Civil Reconnaissance Defined

CR is a targeted, planned, and coordinated observation and evaluation of specific civil aspects of the environment. CR focuses specifically on the civil component, the elements of which are best

represented at the tactical level by using civil areas, structures, capabilities, organizations, people, and events (ASCOPE).

CR is a function as well as a tactical mission task of CA. The civil information collection plan drives CR for the purpose of understanding the impacts of the civil component on military operations, the impacts of military operations on the civil component, and the development of assessments and staff estimates, enhancing situational understanding and facilitating decision making.

CR is not an undercover collection of information by covert operatives. Instead, it is data collected via interaction with the local population, by review of open source information found in various fora, and/or through academic research. Every effort must be made by Marines to avoid the perception of “intelligence collection.” The manner in which civil information is collected and how Marines conduct themselves will have an effect on the level of involvement and accuracy of the information provided by the civil populace.

b. The Purpose of Civil Reconnaissance

The purpose of CR as a function is to:

- Locate, identify, survey, and observe areas, structures, capabilities, organizations, people, and events
- Verify or refute information
- Assess the operational environment
- Detect and monitor changes in the civil component

CA forces conduct CR to gather civil information and assess or monitor effects of military operations on the civil component. CR is focused by the civil information collection plan, which synchronizes CA collection efforts with the commander’s critical information requirements (CCIRs) and specific requests for information through the operations process. The outcomes from CR flow into the collections process of civil information management (CIM), which adds to the understanding of civil considerations and ultimately become inputs to the commander’s common operational picture (COP).

c. Assessment and Information Collection

Assessment is the continuous **monitoring** and **evaluation** of the current situation and progress of an operation. *Monitoring* - is continuous observation of those conditions relevant to the current operation. *Evaluation* - is to compare relevant information using criteria to judge progress toward desired conditions and determining why the current degree of progress exists. These definitions highlight four key aspects of assessment.

- Assessment is continuous throughout planning and execution. Assessment precedes, accompanies, and follows all operations
- Assessment occurs at all echelons and levels of war and applies to all aspects of the operation while considering all elements of the force as well as the warfighting functions (Command & Control, Intelligence, Fires, Maneuver, Logistics, Force Protection, and Information)
- Assessment focuses on the goals of the operation. Foremost among the command's goal is the purpose of the operation. Assessment must always link and ultimately reflect progress toward accomplishing the purpose or desired end state
- Assessment orients on the future. Current and past actions are of little value unless they can serve as a basis for future decisions and actions

Commanders, assisted by their staffs and subordinate commanders, along with interagency and multinational partners and other stakeholders, will continuously assess the operational environment. Based on their assessment, the commander directs adjustments, thus ensuring the operation remains focused on accomplishing the mission. Assessment is applicable across the competition continuum. It offers perspective and insight, and provides the opportunity for self-correction, adaptation, and thoughtful results-oriented learning. In sum, the purpose of assessment is to support the commander's decision-making process.

Within the assessment process, the staff collects relevant information, specifically that information about the current situation that can be compared to the forecasted situation described in the commander's intent and concept of operations. The heart of information collection is the daily interaction among CA Marines and the numerous civilians in the commander's AO. The MAGTF gathers civil information through the following means:

- **Civil Reconnaissance:** Conducted by CA or other forces, as required. The use of CR is to provide the supported commander access to the civil environment
- **Civil Engagement:** To enhance the commander's understanding of the civil component and legitimize the MAGTF's mission
- **Data Mining:** Data mining is the process of extracting patterns from raw data. Conducted by all Marines, data mining uses a combination of open and restricted-source materials for routine and continuous study and research. Data mining is focused by CCIRs and the civil information collection requirements and provides corroboration of other collected civil data

1001. Civil Reconnaissance and the Supported Commander

CA support to the commander is continuous throughout planning and execution. The civil-military operations (CMO) planner(s) and/or CA element, through the information fusion process assists the commander by assessing civil capabilities, vulnerabilities, and intentions, and monitoring numerous other aspects of the civil environment that can influence the outcome of operations. The CMO planner and/or CA element also helps the commander and staff decide which aspects of the civil environment to measure and how to measure them to determine progress toward accomplishing a task, creating an effect, or achieving an objective. CMO personnel use the civil preparation of the battlespace (CPB) process to support intelligence preparation of the battlespace to provide the commander and staff with a detailed understanding of the civil environment and other relevant aspects of the operational environment.

CR is essential for both "regular" and "irregular" operations. For example, during "regular" operations CR supports MAGTF operations by developing an awareness of legitimate targeting options. The law of war rests on five fundamental principles that are inherent to all targeting decisions: military necessity, unnecessary suffering, proportionality, distinction (discrimination), and honor (chivalry). CR collects information on the civil environment – its people, their activities, civilian areas and structures – all of which must be carefully scrutinized to ensure MAGTF operations do not violate the principles of the law of war. Similarly, during "irregular" operations (such as counterinsurgency [COIN] operations), CR provides the information needed

to understand the human terrain and to design and support effective COIN operations. Numerous recent COIN examples demonstrate that the population either willingly or unwillingly possessed information about adversaries providing the cover, concealment, and resources needed for the adversary to carry out operations against friendly forces. Counter insurgent forces need the same information. That is, who the “insurgents” are, where they live and operate, and how best to interdict their operations. CR and civil engagement provide a means to win the trust of the population to gain such information superiority.

1002. Civil Reconnaissance, the CA Methodology and CR support to CMO planning

The CA methodology is a process used by CA Marines. *It is not a planning process, nor is it directly aligned with any specific planning process.* It is meant to be a guide for how CA Marines think about the conduct of CA operations (CAO). It ensures that CA forces adequately identify and think about mission challenges and problems through a lens focused on civil considerations. CA Marines must understand and integrate actions with Marine and joint planning processes in order to provide the commander with viable recommendations affecting the civil component that support the mission and desired objectives and end state.

The CA methodology describes how CA Marines should approach all CAO and CMO. It consists of the following six phases identified via the acronym “AD3ET:”

- Assess (via CR)
- Decide
- Develop / Detect
- Deliver
- Evaluate
- Transition

a. Assess

In the assess phase of the CA methodology the CA Marine evaluates current conditions against a defined norm or established standards. CR is a continuous process that looks at the civil considerations that shape the operational environment. The analysis of civil considerations is

conducted for each of the three components of CMO (civil-military relations, enabling operations, and information management) and the associated CMO activities and the general aspects of the area of operations (AO). In other words, the CA Marine, through CR, is developing operational context (Merriam-Webster: “The interrelated conditions in which something exists or occurs”). The most obvious manifestation of the “assess” phase of the CA methodology is the CPB process. Additionally, the assess phase, through CPB, supports both “design” and “problem framing” activities during the Marine Corps planning process (MCPD).

b. 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 the supported commander. Step one of CPB is “define the civil operating environment.” Without the information provided by CR, CPB cannot move forward. All CA Marines must understand that they are collecting information to provide CMO planners and others with the information necessary to not only define the civil environment but to move the MCPD forward.

c. Green Cell

The Green Cell assists the commander, staff and the operational planning team (OPT) in understanding the effect of the civil environment on both friendly and adversary 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. This understanding of the civil environment cannot occur without the information gathered through CR. Like the red cell, the green cell is used throughout the entire planning 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. The use of a green cell during the MCPD is not solely for stabilization or a counterinsurgency

environment. There will likely be civilians within every potential Marine Corps operation, therefore, the use of a green cell to support the MCPP is always appropriate.

The purpose of a green cell is to consider the population to promote a better understanding of the civil environment and the nature of the problem confronting the MAGTF. At a minimum, the green cell provides for the independent will of the population. The green cell may also provide considerations for non-Department of Defense (DOD) entities, such as international organizations (e.g. United Nations, African Union, Association of Southeast Asian Nations, etc.) or nongovernmental organizations (NGOs). Green cell membership can range from an individual to a task-organized group of subject matter experts (SME) that may include liaisons from the local populace and non-DOD agencies.

d. Stability Assessment Framework

The Stability Assessment Framework (SAF) is an analytical, planning, and programming tool designed to support CMO planning, the CA methodology, and non-lethal targeting approaches during MAGTF operations. The SAF helps Marine and civilian planners determine stability dynamics within the MAGTF battlespace and to design programs and activities that address sources of instability (SOI) and reinforce sources of stability (SOS / resiliencies), and to measure their effect in fostering stability.

SAF (see Figure 1) focuses on the attributes of the operating environment and integrates multiple perspectives during planning and assessment. The SAF methodology has four basic components nested within both the CA methodology and the MCPP. The four SAF components (CPB, Analysis, Design and Execution) complement and enhance existing planning and execution processes (e.g. Targeting Cycle) used during operations.

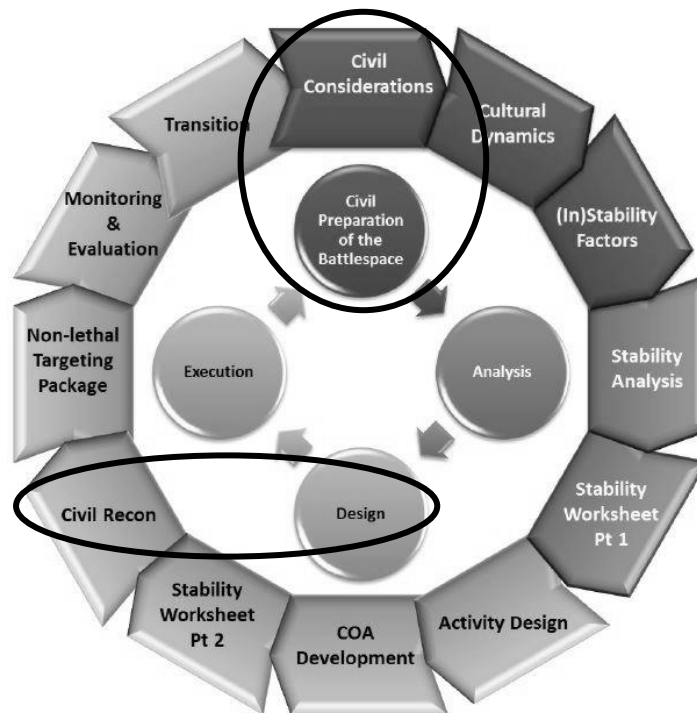


Fig. 1.

Please note that while CR is noted as a component of the design phase, it is also a vital component of the CPB phase. As mentioned earlier, CPB step 1 is “Define the civil operating environment.” Without the information provided through CR, CPB cannot move forward. The final step in Design is to validate the activity identified in the Stability Worksheet (Part 2) as a viable stability non-lethal target. This validation occurs through CR and civil engagement. CR and civil engagement examine actual local conditions to ensure planning assumptions were not corrupt or misguided. During this final step and prior to the execution phase, activities are validated, prioritized, and synchronized with overall MAGTF efforts. If the activity is deemed untenable or beyond mission parameters, it is reevaluated through CPB and the entire process cycles again.

e. Civil-Military Operations Planning

Civil considerations are developed from data with relation to ASCOPE within the commander’s operational environment. This civil information is gathered through CR. The management of civil information is the fusion of analyzed data into the common operational picture to benefit

the supported commander, Joint and Combined forces, interagency partners, international organizations, non-governmental organizations, and indigenous populations and institutions' situational dominance. Civil information enhances situational awareness and facilitates understanding of all elements in the operational environment. While every CA Marine has the ability to conduct basic analysis of civil information, trained CMO Planners' and Chiefs' analyses of that civil information provides better situational understanding. CMO planners advise the commander and their staff of those key aspects regarding the civil dimension to be considered as planning progresses. These considerations may be physical, cultural or relational. Civil considerations focus on the relevant impact of the civil population on operations, providing the following:

- Civil dimension planning factors
- Civil capabilities
- Cultural behavior
- Weather implications; and
- Civil most likely / most disruptive actions

For a more thorough understanding of CMO planning, please consult MCCMOS Circular *Marine Air-Ground Task Force Civil-Military Operations Planning*.

1003. Civil Reconnaissance & Support to Unified Action Partners

Modern operations require unified action on behalf of all participants. Unified action is defined as the synchronization, coordination, and/or integration of the activities of governmental and nongovernmental entities with military operations to achieve unity of effort. Unified action includes actions of military forces synchronized with other U.S. government agencies (interagency partners), NGOs, and international organizations (IOs). Unified action partners (UAPs) includes joint forces and components, multinational/coalition forces, and host nation (HN) organizations such as ministries or departments. CR must be shared among unified action partners to increase unity of effort. Civil information gained through CR enables all stakeholders to place appropriate resources against identified civil concerns within the AO. Resources and expertise are limited and in order to address these concerns, therefore, it is vital to share CR

findings with others so that shortcomings can be addressed in the most efficient and timely manner. While it is inevitable that UAPs will have internal databases or web portals, CA Marines must utilize Marine Civil Information Management System (MARCIMS) to capture CR findings so that the information can be shared. Since the focus of CR is ASCOPE, a wide range of valuable information related to civil considerations can be used to enhance the situational awareness of all UAPs.

1004. Civil Reconnaissance Best Practices

As a form of assessment, quality CR relies on the three key elements denoted by: a quality of evidence, the quality of the assessors, and the quality of the assessment process.

a. The Quality of Evidence

Strong assessment data is objective, directly relates to the characteristic(s) being assessed, fully matches the scope of the assessment, is sufficient in quantity, and is uncontaminated by irrelevant information. Quality of evidence bears on the accuracy, reliability, and credibility of the entire assessment.

Objective evidence can be verified, examined, and re-evaluated as needed. The fact that such evidence can be re-evaluated suggests that objective evidence is preferable to subjective evidence. Subjective evidence will ultimately be gathered however it is largely opinion-based and subject to bias. In the instances where subjective evidence is gathered, the CR team should make every effort to increase the number of CR teams and samples. The increased number of CR teams and samples adds increased credibility to data that may be more subjective in nature.

Validity of evidence relates to how directly and clearly the evidence bears on the characteristic or dimension being assessed-in other words, its relevance.

Assessment data must be suitable in terms of completeness, sampling, and depth:

- **Completeness:** Assessment data must cover the scope of the assessment
- **Sampling:** Assessment data must cover a wide variety of measurements that reflect the entity of the characteristics we are assessing. For example, if the CR team were assessing

a local power plant, the plant's output needs to be examined during both daylight and nighttime hours. Simply looking at nighttime output only provides evidence for that time of day and not what stresses the plant may encounter during working hours when factories and other places of business are open

- **Depth of Evidence:** An assessment product that completely, but thinly, covers the scope of the CR may be technically valid but may prove insufficient for a high-quality assessment. The depth of evidence is closely associated with sample size. While it is difficult to recommend an appropriate sample size, it is generally held that a larger sample size (if possible) will create a more in-depth assessment
- **Pure:** Pure evidence is evidence that is uncontaminated and unbiased. While perfectly pure evidence is unattainable, it is an ideal which all CR teams should strive to achieve
 - **Contamination:** If unrelated variables are included in the assessment data, the data becomes corrupted. Carefully compare the title and scope of the assessment to the exact nature and scope of the evidence. Ensure that relevant data is included in each category or dimension assessed
 - **Bias:** When conducting CR, teams must be aware that bias exists and may find its way into their findings. Bias may impact assessment data through interviews with partisan interviewees, selective use of available studies, or the non-publication of unfavorable results. Given that CA Marines will encounter civilians on a daily basis, keep in mind that people have sincere opinions and viewpoints regarding a wide variety of topics. These viewpoints impact how people describe issues, how they interpret situations, and what information they are willing to offer during civil engagements or surveys

b. The Quality of the Assessors

There are three key roles that every CR team must have to be successful.

Team Leader: A CR team lead should be selected based on experience conducting CR. Team leaders:

- Understand what facets of the civil environment the commander wishes to focus on. The

collection plan is based largely from the supported commander's information requirements (IRs)

- Ensures that assessors and assistants are properly trained
- Presents data and findings in a manner consistent with required procedures
- Is prepared to defend CR findings and the assessment process used

Assessors: Assessors, once chosen for a CR team, must conduct CR in fair minded and unbiased manner. For example, CA Marines must be proficient in understanding local customs and norms (cross-cultural assessment). CA Marines in the contemporary operating environment must be able to understand the perspectives of those with whom they are interacting in foreign countries to better appreciate and influence those within these cultures. This ability - multicultural perspective taking, can support the MAGTF by accurately interpreting, understanding, and predicting the actions and attitudes of others. Cross-cultural assessment can be difficult and trained assessors must account for potential cultural biases that may enter into their assessment data. In addition, assessors must have a knowledge of the assessment subject matter. If technical assessments are required, CR teams should make every attempt to include SMEs such as engineers to assist in the assessment.

Assistants: Assistants are vital towards the CR teams' efforts. Assistants will:

- Help with data collection (measuring, photography, sketches, surveys, etc.)
- Input CR information into MARCIMS
- Maintain assessment tools such as measuring wheels, cameras, MARCIMS devices, etc.

c. The Quality of the Assessment Process

In addition to quality evidence and qualified CR teams, the quality of the assessment process bears heavily on the trustworthiness of the overall assessment. All assessment processes involve steps and stages. Optimal assessment processes involve, at a minimum:

Clear Criteria: The better specified your assessment criteria, the less need for interpretation and the clearer your tasks and outcomes will be. The development of strong criteria begins with an understanding of what the commander desires to know. While the commander's IR serve as a

basis, the CR team leader may be required to establish common definitions of what exactly the commander desires. Criteria can be established through a number of means including:

- Use of previous assessment data
- Professional experience
- Professional standards
- Engineering standards
- Rules and regulations
- Stakeholder priorities

The more tangible and observable the evidence in relation to the standard, the less judgement is required at the time of the assessment. In addition, the more binary the observational data, the more reliable the assessment data will be (e.g., checklists with “present/absent” for observations).

Separation of Stages: The separation of stages in the assessment process involves the key elements of criteria, evidence, and evaluation. If criteria are not defined and understood by the CR team at the outset, meaningful data cannot be gathered, and quality evaluation cannot occur. While evaluation may not be the task of the CR team, the information provided to evaluators of the data (Green Cell, the operational planning teams, CMO working group, G9 staff, etc.) will be less meaningful and may lead to faulty conclusions and recommendations.

Lack of Contamination: The activities of criteria development, evidence collection, and evaluation should be sequentially separated with no overlap to avoid cross-contamination. Premature information gathering can contaminate the development of criteria while premature evaluation will contaminate how further evidence is collected and perceived. It is a sound practice for CR teams to record and categorized information without making judgements on that data until the evaluation phase begins.

- Contamination across assessors: As part of a CR team, assessors must not try to unduly influence others. Multiple assessors are best so that group think can be avoided. Each assessor should provide independent judgements and independent perspectives
- Contamination across evaluators: The assessment process is compromised if assessors allow the evidence of one characteristic or dimension to favorably or unfavorably how

another dimension is viewed. Each assessors input should, as much as is practical, be uninfluenced by other evaluators

Effective Use of Tools and Models: Within the definition of CR is the acronym ASCOPE.

Consider ASCOPE as but one tool (another is SWEAT-MSO) that provides guidance on what within the civil component is vital to the commander and the overall mission.

Lessons Learned: Capturing the lessons learned from CR efforts is an important final step in producing a high-quality assessment process. The Marine Corps, like many organizations, has a formal process (through the Marine Corps Center for Lessons Learned [MCCLL]). CR team leaders must ensure that team's challenges and successes have been captured so that the team, and other teams, can practice improving the entire process.

1005. Civil Reconnaissance Challenges

The conduct of CR may be challenged by a number of external and internal factors that will create difficulties across the CR effort. These variables will affect the quality of the evidence collected, the CR process, and the CR assessors (leadership and team members).

Internal challenges may include:

- A lack of integrity/honesty when reporting findings
- Too many assessment variables
- A focus on the wrong assessment variables
- Flawed logic or a lack of critical thinking (i.e., correlation \neq causation)
- Poor or insufficient training
- Poor CR team member selection
- Poor civil information management practices or improper use of MARCIMS
- An inability to produce high-quality civil information products
- An inability to “defend” one’s CR findings
- A lack of resources (both personnel and equipment)
- A failure to leverage unified action partner capabilities and access to the civil environment (i.e., UAS, interagency SMEs, HN officials, etc.)

External challenges may include:

- Distrust of CR findings by the HN, UAPs, and higher headquarters (HHQ)
- Inability to access areas of interest (populations, key infrastructure, etc.). The conduct of CR in certain areas may pose too much of a risk
- Too many metrics being demanded by UAPs
- Stakeholder bias and manipulation of CR data to support alternate conclusions
- Stakeholder unwillingness to access/utilize MARCIMS for information sharing
- Multiple reporting formats from stakeholders

CHAPTER 2

CIVIL RECONNAISSANCE CONDUCTED BY CIVIL AFFAIRS

Trust, but verify.

-Ronald Reagan

2000. The Area Study

CA Marines obtain, analyze, and record information in advance of the need. The CA area study is a prescribed collection of specific information about a given area developed from sources available. It is developed *before the receipt of mission* in an area or country where operations are likely. The CA area study enables CA Marines to make assumptions of possible needs in the designated area. The area study is a snapshot in time, and serves as a description and analysis of the geography, historical setting, and the social, political, military, economic, health, legal, education, governance, infrastructure, and national security systems and institutions of a country using a combination of open and restricted-source materials. Conditions are constantly changing, and the information may become dated quickly. The area study is the baseline research document and a process common to all CA Marines. Area studies may be prepared for a specific country, a region within the world, or a region within a country such as a province or state.

a. Purpose

The CA area study is the initial planning tool based on the commander's intent. The purpose of the area study is to assist the commander in preparing initial CMO estimates. CA Marines require the ability to retrieve accurate and current data on demand. This requirement necessitates a system to capture, store, collate, and produce this data in the form of a report, which is comprised from all available collected data at any given time. This report provides the baseline for the area study. This baseline information is used as the basis for the creation of the CAO staff estimate during the planning process. If an area study does not already exist, then CA Marines must, time permitting, create one during mission preparation and planning, or it must conduct similar research and analysis required to directly produce the CAO staff estimate. The

information acquired through the CA area study should serve as the foundation for all other CR, i.e., preliminary CR and deliberate CR.

b. Mission Preparation

The area study can help the CA unit and the MAGTF to:

- Understand the operational environment
- Recognize the economic, social, cultural, and political implications
- Facilitate interagency and other organizations' activities
- Consider secondary and tertiary effects
- Develop potential courses of action; and
- Identify HN capacity (e.g., infrastructure)

c. Mission Consequences

The area study provides a base of information which will allow CMO planners to predict the effects and consequences to the civilian populace due to military decisions and actions. These consequences may have an impact on multiple aspects of the civil dimension such as:

- **Political.** A multitude of interrelated issues, positions, and interests associated with the agendas of various groups or individuals
- **Economic.** This pertains to economic activity at all levels (local, provincial, national and international)
- **Infrastructure.** Civil infrastructure that provides basic human services (water treatment, sewage, electrical services) that could be disrupted or enhanced.
- **Psychological.** This refers to the mental impact on the civilian populace as well as their attitudes and beliefs
- **Environmental.** Military operations impact the physical environment and how civilians interact with their physical environment
- **Legal.** This refers to the HN judicial systems (courts, policing, jails/prisons) as well as international law (the Geneva-Hague Conventions) to safeguard noncombatant life and property such as arts, monuments, and archives (AMA)

d. Civil Considerations

Civil considerations also affect larger long-term diplomatic, economic, and informational issues. Discounting these issues can tax military or government resources and can hinder the transition of operations to follow-on elements. If the military mission is to support civil authorities, civil considerations define the mission. Civil considerations can be identified through CR and with the aid of tools such as METT-T+C analysis (C=ASCOPE/PMESII).

e. Area Study Format

There is no single format for an area study. Individual commands will set their policy or guidance. The CA area study is usually divided into two major sections for a total of fifteen individual paragraphs or subject matter areas:

Section 1. The general section consists of paragraph 1. When done separately, it may be used as a basic, stand-alone document. The ‘General’ section discusses:

- Geography
- History
- People
- U.S. Interest
- Foreign Nation Support

Section 2. This section comprises the bulk of the area study and includes fourteen remaining paragraphs covering the topics of:

- Public Administration
- Cultural Relations
- Civilian Supply
- Legal
- Public Safety
- Economic Development
- Food and Agriculture
- Environmental Management

- Public Health
- Public Transportation
- Public Works and Utilities
- Public Communications
- Public Education
- Civil Information

The topics above only offer a basic view of what a particular paragraph is about. Keep in mind that each paragraph is further broken down into sub-paragraphs that allow for more thorough research and understanding of the AO. MARCIMS has the functionality to create area study (Country Study) pages. The template in MARCIMS is very similar to the template described above and the CA Marine should include all elements as appropriate. While there is no standard format for an area study, the format presented in MARCIMS should, with modifications, serve as the basic document. Regardless of format used, the resulting product should be placed in MARCIMS so that it can be readily updated and shared as necessary. For more information on MARCIMS see MCCMOS Circular *Civil Information Management* and/or the MARCIMS web portal at marcims.org.

2001. Preliminary Civil Reconnaissance

CA Marines will conduct a preliminary CR to achieve situational awareness. A preliminary CR is the commander's prescribed collection of specific information that ***commences upon receipt of the mission*** and is a continuous operation. It confirms, corrects, refutes, or adds to previous information acquired from area studies and CPB prior to deployment. This requires planners to make assumptions until information shortfalls can be answered through a more detailed and deliberate CR made upon entry into the AO. Objectives of the preliminary CR are to:

- Collect: Gather and categorize information.
- Analyze: Analyze known information about the situation or conditions in the AO.
- Relate: Relate U.S. policy, goals, and objectives to the current situation.
- Determine: Determine the best use of assigned assets to meet mission challenges.

2002. Deliberate Civil Reconnaissance

CA forces conduct a deliberate CR *upon entry into the AO*, continuously throughout an operation, or as directed for special or emergency cases. The deliberate CR is characterized by firsthand observation. The objectives of the deliberate CR are to validate the information contained in the area study, preliminary CR and finalize or modify operations planned prior to deployment into the AO. There are four types of deliberate CR:

a. Initial Civil Reconnaissance

An initial CR is conducted upon entry into the designated AO and is the first physical assessment that the CA will conduct. Depending on the situation/timing the location/group/individual may have been visited or interviewed previously. The objectives or focus of the initial CR should be broad yet manageable; for example, assess general conditions of the AO in the areas of public health, public safety, public works and utilities, civil information, and emergency services. During the initial CR, the CA team takes a cursory look at the conditions of the area as directed by the mission statement. Using the CA methodology (AD3ET) principles, the CA team will focus its CR to locations that will best satisfy the supported commander's IR. Sources of pertinent information include municipal government and public safety offices, hospitals, medical clinics, feed centers, and HN, UN, and NGO relief sites.

b. Rapid Civil Reconnaissance

Rapid CR determines current conditions, capabilities, or attitudes of a specific village, facility, or population group. The objectives or focus for the rapid CR should be well defined. Rapid CR can also be used for emergencies, single issues, or special situations. Items that may be addressed during a rapid CR include:

- Status of dislocated civilians and their movement routes
- Capacity of local emergency services following a natural disaster
- Status of key infrastructure such as hospitals, dams, railroads, bridges, and cell phone towers

c. Civil Reconnaissance Surveys

CR surveys are detailed assessments (on-going or directed) in which the object of the assessment is examined carefully; these objects are identified during the conduct of the deliberate CR. Surveys can be conducted on individuals, facilities, groups, locations, and capabilities within a specific system. Fortunately, the conduct of surveys is greatly enhanced by using pre-existing forms and templates. Such templates are included as forms on the MARCIMS handheld device and portal.

Although these forms and templates can be utilized across the spectrum of CR, they prove particularly useful during surveys. Additionally, CIM forms may be found in the MARCIMS portal and handheld device and the templates found in MCRP 3-34.3, *Engineer Reconnaissance*, Appendix “C.” The objectives of surveys are to:

- Identify patterns, trends, and indicators
- Update requirements for follow on CA forces
- Validate or assess MOEs
- Identify capabilities and capacities to include shortfalls and resiliencies of surveyed items; and
- Identify stakeholders and potential stability / instability factors

d. The Tactical Conflict Survey (TCS)

CMO and stabilization planners task CA personnel with interviewing certain segments of the local society in order to answer specific questions. However, in the absence of any formulated survey information, the tactical conflict survey (TCS) method in the bullets below may be used to gather local perceptions and to validate the execution of proposed stabilization activities. The TCS is designed to facilitate discussions with locals and to identify local causes of instability during initial civil engagement. Similarly, responses generated can also be used to deduce local resiliencies. The four questions are:

- Has the number of people in the village changed in the last year? Why?
- What is the most important problem facing the village? Why?

- Who do you believe can solve your problems? Why?
- What should be done first to help the village? Why?

2003. Conducting Deliberate Civil Reconnaissance

The typical MAGTF commander has multiple intelligence, surveillance, and reconnaissance (ISR) assets available to help build situation awareness. However, as has been demonstrated by recent military experience in the Philippines, Iraq, Syria, and Afghanistan, even the most advanced ISR has limits. These systems excel at data gathering against near-peer and peer adversaries, but they also demonstrate limitations in detecting cultural influences, human relationships, and power dynamics – those key influences that can be used to facilitate successful MAGTF operations. Deliberate CR fills gaps in the collection plan identified during the area study and Preliminary CR and is conducted concurrently with civil engagements or other operations, actions, and activities. CR is conducted primarily at the tactical level by forces in direct contact with unified action partners and other non-military stakeholders. When conducting CR there are three primary considerations:

Integration. Multiple assets within the joint force collect data on various aspects of the operating environment. CR is normally conducted concurrently with civil engagement. Forces conducting CR can include force enablers and functional area specialists. Non-military stakeholder organizations operating in the AO and may be collecting as well. Integration occurs when CR is coordinated with the supported unit staff and UAPs. This coordination should include operational details of the mission, which aids in de-conflicting available resources, such as transportation and security, and promotes synergy among stakeholders.

Timeliness. CR is subject to effects of friendly and adversary operations as well as unforeseeable changes in the environment. Planning CR to meet reporting timelines should take into account uncontrolled operational and environmental factors.

Opportunity Collection. This occurs when friendly forces moving about the operational area come upon aspects of the operating environment that are of interest or fulfill intelligence requirements. Units should be prepared to collect civil data when unplanned collection

opportunities occur. Pre-mission information searches provide information about the AO and its people to guide actions when encountering these situations.

2004. Civil Reconnaissance Teams

As mentioned earlier in the section related to the quality of the assessors, CA units should create dedicated teams of CA Marines to conduct CR. A CR team can also be looked upon as type of engagement team (for more on engagement teams please refer to MCCMOS Circular, Civil Engagement). A dedicated team of CA Marines, properly selected and trained, provides greater professionalism and competency than an ad hoc effort aimed at conducting CR. CR teams must master the “art and science” of CR. Training and selecting CR teams should consider:

- Previous experience in CR
- MARCIMS familiarity
- Knowledge of UAP capabilities and resources.
- Subject matter expertise drawn from a variety of backgrounds. Ideally, reserve component CA Marines’ civilian occupations should be leveraged against mission needs. For example, a schoolteacher or school administrator would be valuable in assessing a local school system. Those with first responder and law enforcement backgrounds would prove useful in assessing law enforcement and public safety functions. Farmers would aid in assessing agricultural and livestock matters while those with small-business experience might assess the status of markets, supply chains, and general economic activity (or lack thereof). If pertinent expertise is not available within the CA detachment or team, the CR team leader should seek the necessary SMEs from both within and outside of the MAGTF. Utilizing engineers, medical/veterinarian personnel, legal experts
- Cultural expertise: A familiarity with local customs is vital towards understanding the cultural dynamics in the AO. CR teams must be mindful to not interject their western bias into the CR process but must make every effort to see the situation within the context of the local situation.
- Understanding of how CR is an enabler to CMO planners and other stakeholders: The CR team member must fully grasp and appreciate how the information they gather helps CMO planners and other stakeholders. In addition to supporting the CA methodology,

CR supports the CPB process, contributes to Green Cell activities, and is crucial towards understanding the dynamics of stability/instability examined in the Stability Assessment Framework (SAF) construct. Ultimately, you must realize the importance that CR plays in providing vital information related to the civil environment. CMO planners and other stakeholders must have quality CR assessment data in order to make timely and informed decisions.

2005. Civil Reconnaissance and Civil Information Management (CIM)

Civil Information Management

CIM is the CA activity that has an impact on all other CA core competencies, functions, and supported functions. Civil Information Management has the capability to geo-reference and interface pertinent civil and adversary data to assist in developing the civil inputs to the COP. CIM may reveal trends in the civil dimension. Through the proper use of CIM, CA Marines can share and disseminate information to other unified action partners (IOs, NGOs, HN authorities, inter-agency partners). By following standard information management procedures, CIM enables stakeholders to utilize the information provided through CR to make informed decisions. Note that without CR, there is little to no CIM. The first step of the CIM cycle is planning. Planning simply denotes what is to be assessed, by whom, and through what process. The second step of CIM, gather, denotes the actual CR that must take place so that the commander and other stakeholders have the information necessary to plan for CMO and related operations.

2006. Civil Reconnaissance & Marine Corps Civil Information Management System

MARCIMS is the system through which all CR data (unless designated at Secret or above) must reside. Unified action partners should be able to visit the MARCIMS portal to gather and analyze the findings of the CR teams. In the past, units had individual databases or other means of managing their civil information that did not allow for collaboration or information sharing. Through the use of MARCIMS forms, semantic pages, photo uploads, and other means, stakeholders should be able to access one repository of information related to the civil environment all from one location.

CHAPTER 3

EXECUTING CIVIL RECONNAISSANCE DURING OPERATIONS

Once civil affairs operations have begun the close coordination of civil affairs units with civilian governmental agencies, their association with civilian populations, their handling of refugees and displaced persons, and their access to civilian equipment, installations, and documentary matter put them in a position to provide invaluable assistance to the overall collection plan of their major command as well as in meeting many of their own requirements .

-NAVMC 2500 Joint Manual for Civil Affairs Operations (1966)

3000. Reconnaissance Operations

Marine Corps Doctrinal Publication 1-0 states, “Reconnaissance of some type should always precede a commitment of forces. Failure to conduct a thorough reconnaissance may lead to the loss of initiative or an inability to exploit fleeting opportunities. Lack of reconnaissance can result in the enemy achieving surprise, inflicting unacceptable losses on friendly forces, and causing the failure of the mission. As part of the overall MAGTF intelligence effort, reconnaissance operations support the commander’s decision-making process by collecting information to develop situational awareness and satisfy critical IR.”

Reconnaissance attempts to answer the commander’s questions about the adversary and the battlespace in which the MAGTF will operate. Reconnaissance obtains information about the characteristics of a particular area and any known or potential adversary within it. All MAGTF elements have reconnaissance capabilities, but each has a unique capacity. Reconnaissance is best when layered so that the efforts of all elements of the MAGTF are harmonized to inform the supported commander.

Command Element (CE)

The CE centralizes planning and direction of the entire reconnaissance effort for the MAGTF. It also directly controls MAGTF-level reconnaissance assets, such as radio battalion, force reconnaissance company, and the intelligence battalion. Civil-military operations planners are

organic within the CE and the Marine Expeditionary Force Information Group and assist the commander in understanding civil aspects of the operating environment. The CE can task any MAGTF element to conduct reconnaissance to satisfy the commander's IR.

Ground Combat Element (GCE)

The GCE employs organic ground and amphibious reconnaissance capabilities (e.g., infantry patrols, Marine division's reconnaissance battalion) in support of its plans and in support of the MAGTF reconnaissance and surveillance plan. The GCE conducts reconnaissance and surveillance as continuous activities that are integral to the intelligence cycle and closely tied to maneuver operations. Ground reconnaissance integrates with aviation and technical reconnaissance capabilities to answer IR, with priority assigned to the CCIRs, and to verify intelligence from other assets prior to the commitment of maneuver forces. Reconnaissance forces collect information about the enemy, terrain, or civilian population.

Aviation Combat Element (ACE)

The capability of the ACE to observe the battlespace and report in near-real time gives the MAGTF commander a multidimensional capability. Aviation combat units can view the entire Area of operations in depth, providing early indications and warning and reconnaissance information that can be essential to the success of the MAGTF.

Logistics Combat Element (LCE)

The LCE contains the majority of the combat service support units for the MAGTF, including: motor transport, ground supply, engineer support, ground equipment maintenance, and advanced medical and dental units, along with certain specialized groups such as air delivery, EOD, and landing support teams. As the LCE is often in more direct contact with the indigenous population, it can collect human intelligence otherwise unavailable to the other MAGTF elements. For example, medical battalion personnel can often provide information on health conditions of civilians and their potential impact on MAGTF operations. The LCE is limited in its reconnaissance capabilities, having no dedicated reconnaissance capabilities. However, it can conduct road and route reconnaissance with its convoys, and military police. Additionally,

combat engineers are excellent sources of information. Engineer units often conduct engineer reconnaissance of an area and can provide detailed reporting on lines of communication, i.e., roads, rivers, railroad lines, bridges, and obstacles to maneuver.

3001. Civil Reconnaissance and Ground Reconnaissance

CA teams executing tactical actions in the AO should consider CR in the same vein as ground reconnaissance. Rarely will CA teams venture into the AO conducting independent operations. Typically, the CA team will be attached or assigned to a unit and will conduct operations in concert with that unit (infantry, Light Armored Reconnaissance, etc.). Many operations will be conducted in conjunction with infantry units. Ground reconnaissance operations normally have five distinct phases: planning, insertion, execution (actions on the objective), extraction, and recovery. However, CR can overlap into more than one phase. Successful CR is often predicated on thorough planning.

a. Planning Phase

Detailed planning at all levels helps to ensure mission success. The planning phase starts when the team leader receives the order via the operations section to conduct CR. It extends throughout the final inspection of the team. To ensure that the team completes each of its planning tasks, it will adhere to a detailed timeline. The length of time available determines whether the team conducts deliberate or rapid planning. Deliberate planning is conducted when there are 96 hours available for the planning cycle. Rapid planning is conducted when there are less than 96 hours available for the planning cycle. Ground reconnaissance teams generally require 96 hours for a deliberate planning cycle, but planning time can be reduced by well-written, understood, and rehearsed unit SOPs. CA Marines can model their planning cycle from that used by ground reconnaissance. Additional risks must be assumed when conducting time-reduced planning cycles and will result in increased reliance on a supporting staff external to the team. In situations where less time is available than the recommended 96 hours for deliberate planning, the potential benefit of the mission must be weighed against the risk associated with rapid planning and execution. At a minimum, the following information is needed for rapid planning and execution:

- Mission statement, to include area or object to observe, latest time information of value, and anticipated length of mission
- Priority intelligence requirements (PIRs), IRs, associated specific IR, ISR tasks, and other requests for information
- Adversary situation in the target area
- Commander's intent for intelligence and/or CAO
- Method of insertion with abort criteria
- Fire support plan to include assets available
- Communications plan
- Linkup plan, if applicable
- Extraction plan, if applicable
- Contingency planning guidance

Arrange for Reconnaissance. CA teams and planners may require preliminary intelligence and reconnaissance efforts by other assets to provide information on insertion/extraction areas, routes, and/or objectives. These may include: satellite, aircraft, or UAS.

Make a Tentative Plan. Making a plan combines problem framing, COA development, COA analysis, COA comparison, and COA approval.

Support. CA personnel may require special technical support, briefings by subject matter experts, or debriefs of personnel with knowledge of the objective area. Intelligence briefings, present detailed information on such matters as the adversary situation, terrain, weather, etc., in the objective area. Additionally, information relative to the local populace, escape, evasion, and survival may also be briefed.

Make Reconnaissance. In many cases, CA personnel may be able to conduct a preliminary reconnaissance via maps or imagery. In some cases, however, the unit commander or members of the executing team may find it useful or necessary to conduct a visual reconnaissance of a route or specific area. This may be done by via aerial platform or by conducting a limited preliminary ground reconnaissance mission to gain essential planning information.

Coordination. Preliminary planning will include arrangements with various supporting units and agencies for support such as transportation, fire support, special equipment, or logistical requirements. Support personnel should make themselves available for coordination throughout the planning phase.

Complete the Plan. The reconnaissance plan consists of five paragraphs as well as supporting tabs and annexes. CA Marines should develop their CR plan and/or accompanying annexes in concert with the supported unit.

Situation. Describes the situation of the parent unit as it relates to the CA Team's overall mission.

Mission. Describes the CA Team's overall mission during this operational phase. It is a simple, concise expression of the essential tasks the team must accomplish, and the purpose to be achieved. The mission statement says who (the team), what (the task), when (either the critical time or on order), where (location), and why (the purpose of the operation). Each mission statement has three distinct elements: operation, task, and purpose.

Operation. An operation is a military action consisting of all the processes involved with combat - movement, supply, attack, defense, and maneuvers to gain objectives. CA teams may conduct the following operations:

- **Surveillance.** The systematic observation of airspace or surface area by visual, aural (hearing), electronic, photographic, or other means.
- **Reconnaissance.** A mission undertaken to obtain, by visual observation or other detection methods, information about the activities and resources of an adversary, or to secure data concerning the meteorological, hydrographic, or geographic characteristics of a particular area. CA Marines would focus on civil aspects (ASCOPE) of the operational area.
- **Target Acquisition.** The detection, identification, and location of a target in sufficient detail to permit the effective employment of capabilities that create the required effects. This circular acknowledges the NATO definition of target – “A target is defined as: an area, structure, object, person or group of people against which lethal or non-lethal

capability can be employed to create specific psychological or physical effects. Note: person includes their mindset, thought processes, attitudes and behaviors.” It should be further noted that as articulated in the Law of Armed Conflict, the principle of distinction between an active participant in a conflict and a civilian, prohibits the deliberate targeting of civilians. A primary responsibility of CA Marines is to ensure civilians and their property are not deliberately targeted in a conflict zone.

- Target Interdiction. Any action taken to divert, disrupt, delay, or defeat the adversary’s military potential before it can be used effectively against friendly forces.

Task. A task is clearly defined, measurable activity accomplished by individuals and organizations. A task includes specific actions that contribute to mission accomplishment or other requirements. A task is definable, obtainable, and decisive; it is either specified or implied. Primary tasks include identification of targeted areas, structures, capabilities, organizations, people, or events for the CR (to include any pre-existing information). Some examples (not all inclusive) are as follows:

- Areas
 - Location
 - Size
 - Use
 - Status
 - Ownership
 - History
- Structures
 - Name
 - Location
 - Size
 - Use
 - Status
 - Capacity
 - Ownership

- History
- Capabilities (vary by type)
- Organizations
 - Name
 - Location (base and sub elements)
 - Size
 - Function
 - Status
 - Leadership or management
 - History
 - Affiliations
- People (or person)
 - Name
 - Location
 - Description
 - Title
 - Social status
 - Family structure
 - Tribal, clan, or regional backgrounds and perspectives
 - History
 - Ethnicity or ethnicities
 - Religion(s) or religious background(s)
 - Educational background(s)
 - Political affiliation(s)
 - Professional network
 - Interests, agendas, or motivations
 - Personal strengths
 - Personal vulnerabilities
 - Significance relative to the mission
 - Potential for long-term influence

- Events
 - Location
 - Size
 - Sponsor
 - Function
 - Date
 - Time
 - History

Common reconnaissance tasks may include:

- Observe. The visual, audible, mechanical, electrical, and/or photographic monitoring of activities.
- Locate. To search or examine an area to find a specified entity known to be present in the area, but whose specific location is unknown.
- Detect. To discover or discern the existence or presence of civil activity.
- Determine. To decide or settle conclusively. This task applies to missions in which much information is known about the civil environment. However, some questions still exist about the exact disposition, location, or attitude(s).
- Identify. To positively recognize the friendly or hostile character of an unknown detected contact and/or to discriminate between recognizable objects as being friendly or adversary, or the name that belongs to the object as a member of a class.
- Evaluate. To examine, judge, and place value or worth on the condition and state of specified structures or capabilities.
- Confirm. To support or establish certainty or validity.
- Deny. To prove untrue or invalid.
- Report. To communicate collected information accurately and in a timely manner.
- Mark. To designate a target by marking devices.
- Measure. To estimate by comparing distances, areas, or volumes.
- Disrupt. To interrupt (an event, activity, or process) by causing a disturbance or problem and/or to integrate direct and indirect fires, terrain, and obstacles to upset an adversary's

formation or tempo, interrupt their timetable, or cause their forces to commit prematurely or attack in a piecemeal fashion.

Purpose. A purpose is an intended or desired result.

Execution. The concept of operations/commander's intent and the reconnaissance team employment sequence describe general considerations for mission execution as they apply to the CA Team. Any following sections describe the specific mission of a particular CA detachment or team.

Concept of Operations and Commander's Intent. The concept of operations and commander's intent describes the general employment of reconnaissance assets during the phase of operations to which the plan applies and the overall purpose these will support.

Reconnaissance Team Employment Sequence. The reconnaissance team employment sequence describes the method of employment and the order in which teams will be inserted.

Tasks. The task states the mission and collection objectives for the team and provides the following specific information:

- **Reconnaissance Operation Area.** Describes and gives boundaries of the reconnaissance operations area. If it describes a route reconnaissance, it provides a general description of the routes to be taken.
- **Insertion and Extraction.** Provides details required for team insertion and extraction, including means, date, time, and place. Alternate means are also provided.
- **Survival, Evasion, Resistance and Escape, and Recovery.** Lists long and short-range evasion means and how recovery will be undertaken.
- **Detailed Patrol Plan.** The patrol plan includes designation of patrol members; the specific area of operation; patrol routes; schedule of events for landing, reports, and withdrawal; landing and recovery methods; specific communications procedures; equipment requirements; and alternate procedures.
- **Coordinating Instructions.** Describes any coordinating instructions required to support the specific mission, including integration with other unit intelligence and reconnaissance

operations, intelligence reporting criteria, reporting formats, briefing times and places, debriefings, no communication plans, and abort authority.

Administration and Logistics. These paragraphs describe what logistical support is available for each supporting agency to assist the units in accomplishing their missions, including means of handling casualties.

Command and Signal. These paragraphs describe command and control (C2) relationships as they affect reconnaissance unit operations, information management, and other C2 information that is applicable to the entire unit. It includes locations of key C2 nodes, frequencies and call signs, communication windows, and locations of key personnel during operations.

Annexes. These are included in the reconnaissance OPORD as required.

Issue the Order. In practice, reconnaissance teams are seldom briefed in a single formal presentation. Planning for reconnaissance gradually progresses from the general to the specific and flows from the supported commander through the chain of command to the individual team members. Briefings are frequent, often repetitious, and progressively more detailed.

When issuing the detailed OPORD, visual aids should be used to reinforce information and to help ensure that the team fully understands all aspects of the mission. Visual aids may include terrain models, objective sketches, charts, photos, maps, and overlays.

Supervise. The CA Team leader coordinates external support as well as supervises and assists subordinates throughout the planning, execution, and recovery phases of the operation. Specific responsibilities of the commander include conducting a confirmation brief.

All personnel involved with the preparation and execution of the assigned operation should attend the confirmation brief. Attendees should include the CA Detachment officer-in-charge (if available), an intelligence representative, an operations representative, other relevant staff, and supporting unit personnel.

Leaders. The CA Team Leader / Chief supervise the team throughout the planning and preparation phase to ensure timely completion of all required tasks.

- The team takes only the equipment required for the mission.
- All equipment is functional, complete, secured, and evenly distributed.
- Resupply bundles and packages are complete and meet unit SOP.
- Insertion platform (vehicle, aircraft, or boat) preparations are complete and meet unit SOP.

Rehearsals. Rehearsals are the process of practicing a plan before actual execution. Rehearsals assist the executing unit by ensuring that all personnel are thoroughly familiar with the plan, relevant SOP items, and any deviation from the SOP required by the mission. It clarifies the plan and identifies any inconsistencies or misunderstandings. Rehearsals must be conducted, regardless of the time allotted for planning. Effective rehearsals require imagination and attention to detail. Rehearsals should be repeated until all issues are resolved.

Characteristics of rehearsals for a reconnaissance mission are as follows:

- Must be conducted in a secure and isolated area
- Should be conducted on terrain and under astronomical, hydrographical, and meteorological conditions closely approximating those anticipated on the operation
- The exact ships, aircraft, vehicles, and supporting forces should be used whenever possible
- The use of an “adversarial force” and/or civil entities should be used when possible
- Review of cultural norms and customs
- Incorporate as many contingencies as can be anticipated, including simulated casualties among key personnel with other team members assuming their duties
- Leaders should continually ask unit members to answer mission-specific questions as well as incorporate sand table briefings, a map study, and photograph examinations into all rehearsals

Backbrief. When mission planning is complete, the reconnaissance team briefs back the entire mission to the commander or to the commander’s designated representative. The backbrief ensures the commander that the reconnaissance team understands and is prepared for the mission. The backbrief can be shortened to accommodate condensed planning time or at the

commander's request, based on their knowledge of the unit's experience and on who attends the backbrief. The reconnaissance unit should rehearse the backbrief to ensure that all members understand all aspects of the operation.

Continuing Actions. During mission execution by reconnaissance teams, the reconnaissance unit commander is responsible for supervision of continuing actions such as:

- Monitoring intelligence reporting and equipment status
- Ensuring that all incoming reports are properly recorded, processed, and disseminated
- Providing teams with any new, relevant information or intelligence including changes in METT-T, changes in C2, intelligence retasking (e.g., new missions, changes in PIRs and IRs), and fire support updates
- Ensuring any necessary logistical resupply of teams
- Preparing for emergency extraction/CASEVAC/CSAR

b. Insertion Phase

The insertion phase extends from the point of embarkation to the arrival in the objective area.

The unit commander is responsible for supervising the execution of insertions. The detachment or team commander ensures that prior coordination is done, that adequate alternatives and contingency plans are in place, and that supporting units fully understand and perform their role. Insertion methods may include:

- Airmobile insertion
- Vehicle insertion
- Waterborne vessel
- Foot movement

c. Execution Phase - Actions on the Objective

The reconnaissance patrol moves into the objective area and established appropriate security measures. The CA team will collect information until the patrol meets the mission completion criteria or until the latest time of information value is reached. Actions on the objective include:

- Locate, identify, and observe primary civil information required by the mission
- Constantly observe for secondary civil information throughout the mission
- Record all observations using digital (MARCIMS) or nondigital (notepad) means
- Conduct planned civil engagements
- Record spontaneous engagements and conversations
- Consolidate and verify information among mission members for submission

d. Extraction Phase

The extraction begins once the patrol has established security at the extract location and ends upon their arrival at the debrief location. The unit commander is responsible for supervising the execution of extractions. The commander ensures that prior coordination is done, that adequate alternatives and contingency plans are in place, and that supporting units fully understand and perform their roles. Extraction methods for detachments / teams include:

- Airmobile extract
- Vehicle extract
- Waterborne extract
- Foot movement

e. Recovery Phase

The recovery phase begins when the unit returns to the debriefing site, normally located at the planning facility, and begins the multiphase debriefing process.

Debriefing is the means by which information is obtained from Marines. CA Marines should be debriefed as soon as possible, preferably within 2 hours after completing a mission. All members of the CA element should if possible attend every phase of the debriefing process.

Debriefing is important in the intelligence collection effort, especially when used to clarify and expound on information received via reporting.

Intelligence Reporting Levels. There are four levels of intelligence reporting used to facilitate the supported commander's IR. Without clear reporting or deliberate debriefing, observed

information is not effectively collected and stored. This information must be conveyed in a manner that meets the needs of IRs as well as facilitates intelligence production to answer the PIRs.

- Level I: Reconnaissance Reports. Level I intelligence reports consist of information of critical tactical value and is reported in near-real time from reconnaissance assets. A level I report consist of information of immediate interest to the supported commander and should be transmitted to the combat operation center (COC) as soon as the tactical situation allows.
- Level II: Intelligence Reports. Level II intelligence reports consist of other information of tactical, operational, or strategic value that was collected during CR. A level II report is submitted immediately upon return to a secure area. The unit leader will conduct an after-action review and report. The after-action reports, the Level I intelligence reporting, and the supported unit's COC debriefing from all employed elements will be fused to generate the reconnaissance after action, information, dissemination, and exploitation report (RAIDERREP).
 - The RAIDERREP captures the AO and mission-specific information. This report is passed to the supported unit's G-2/S-2, G-9/CA element and the COC prior to the formal intelligence debriefing. Marines must report as completely and accurately as possible since this report will form the basis of the intelligence section's debriefing. The RAIDERREP focuses on information of value for follow-on forces and includes imagery for reference.
 - The RAIDERREP consists of the following:
 - ♦ Mission statement
 - ♦ Patrol narrative by phase (i.e., insertion, infiltration, actions on the objective, exfiltration, and extraction)
 - ♦ Considerations of KOCO and the effects on friendly and enemy forces
 - ♦ Observed enemy tactics including order of battle
 - ♦ Civilian activities and infrastructures
 - ♦ Map errors or modifications
 - ♦ Communications

- ◆ Consumption rates (e.g., batteries, food and water, fuel, ammunition)
- Level III: Intelligence Reports. Level III intelligence reports consist of other information of tactical, operational, or strategic value that was collected during the company-level intelligence cell or battalion S-2 debriefing. This information is then fused with reporting from other collectors to verify information and gain a better understanding of the OE.
- Level IV: Intelligence Reports. Level IV intelligence reports are generated at the end of an operation and include intelligence reports and debriefs from all collectors and consolidated into one package, endorsed by the supported commander. Level IV intelligence reports, known as mission reports, are then routed to higher headquarters and placed in an intelligence database for future reference.

For more information about reporting see MCRP 2-25A Reconnaissance Reports Guide.

The debriefing covers the CA/CR element's actions and all related details, chronologically, from the start of the mission through arrival at the debriefing site. Specific information collected as a result of the mission is obtained during debriefing. Additionally, questioning is used to obtain information regarding sightings or observations whose significance may not be readily apparent to Marines. Debriefing is important in the intelligence collection effort, especially when used to clarify and expound on information received via reporting. The debriefing process is normally conducted in the following sequence:

- Initial debriefing
 - This debriefing should help answer PIRs, IRs, SIRs, ISR tasks, and other RFIs. The initial debriefing is quick and to the point with the debriefer choosing the format and line of questioning. At the conclusion of the initial debriefing, the intelligence staff gathers all maps, logs, papers, exposed film, video tapes, photographs, recovered equipment, and other items of intelligence questions for the next stage of debriefing. The CR element remains separated from outside contact until after the follow-up debrief, but they can start recovery operations (post-mission maintenance, eating, showering, sleeping, etc.).
- Post-initial debriefing

- This debriefing is conducted with a communications representative and covers communication-specific information such as when certain antennas worked best and which frequencies worked best.
- RAIDERREP
 - RAIDERREPs are produced when information is obtained that satisfies collection requirements of general interest or clarifies and expands Level I intelligence reports. The RAIDERREP identifies the who, what, when, where, why, and how of the mission. It permanently records the CR element's major activities from planning to debriefing. Organized in accordance with the warfighting functions, the RAIDERREP serves as an extremely important template for comparison with past missions and planning for future operations. In this report, the CR team lead reflect on the operation and makes recommendations for the future. The CR element identifies what did and did not work, identifying how the unit's current tactics, techniques, and procedures need to change.
- Follow-up debriefing
 - At this debriefing the CR element summarize the operation, focusing on the stated and implied tasks. The debriefer and staff members who are present take turns questioning the CR element, using the RAIDERREP as a reference. This debriefing gives the CR element's members the opportunity to raise issues of support, communications, and coordination as well as any other deficiencies during planning or execution. A trusted and knowledgeable intelligence representative will conduct the follow-up debriefing. The Marine conducting the debrief will prepare reports based on the information obtained during the debriefing. The timely collection, analysis, and dissemination of information recovered during the debriefing can provide many answers needed for follow-on missions in the objective area.

Specific actions required of the CR team include:

- Submit primary mission required civil information
- Catalog and submit any secondary civil information gathered
- Create and archive trip reports
- Identify critical information obtained

- Identify outstanding issues for follow-up meeting(s) or to generate any requests for information
- Report any CCIR or priority intelligence requirements in support of mission requirements
- Assist in updating any CA products
 - Area study
 - Staff estimate
 - Civil information collection plan

GLOSSARY

SECTION I. ACRONYMS AND ABBREVIATIONS

AO area of operations

ASCOPE areas, structures, capabilities, organizations, people, and events

CA civil affairs

CAOcivil affairs operations

CIM civil information management

CMO civil-military operations

COA course of action

COMMSTRAT.....communication strategy and operations

CPB civil preparation of the battlespace

DOD Department of Defense

DODD..... Department of Defense directive

DODI..... Department of Defense instruction

HN host nation

HTT human terrain teams

IPB intelligence preparation of the battlespace

IPI indigenous populations and institutions

IR information requirements

JP joint publication

MAGTF..... Marine air-ground task force

MCCMOS..... Marine Corps Civil-Military Operations School

MCDP Marine Corps doctrinal publication

MCPP Marine Corps planning process

MCWP Marine Corps warfighting publication

NATO North Atlantic Treaty Organization

NGO nongovernmental organization

OE..... operational environment

PMESII political, military, economic, social, information, and infrastructure

US United States

USC United States code

USAID United States Agency for International Development

USG..... United States Government

Section II. Definitions

assessment - 2. Determination of the progress toward accomplishing a task, creating a condition, or achieving an objective. (Part 2 of a 4-part definition.) (DOD Dictionary)

civil affairs - Designated Active and Reserve Component forces and units organized, trained, and equipped specifically to conduct civil affairs operations and to support civil-military operations. Also called **CA**. See also **civil-military operations**. (DOD Dictionary)

civil affairs operations - Actions planned, coordinated, executed, and assessed to enhance awareness of, and manage the interaction with, the civil component of the operational environment; identify and mitigate underlying causes of instability within civil society; and/or involve the application of functional specialty skills normally the responsibility of civil government. Also called **CAO**. (DOD Dictionary)

civil information management - Process whereby civil information is collected, entered into a central database, and internally fused with the supported element, higher headquarters, other US Government and Department of Defense agencies, intergovernmental organizations, and nongovernmental organizations to ensure the timely availability of information for analysis and the widest possible dissemination of the raw and analyzed civil information to military and nonmilitary partners throughout the area of operations. Also called **CIM** (MCRP 1-10.2)

civil-military operations - Activities of a commander performed by designated military forces that establish, maintain, influence, or exploit relations between military forces and indigenous populations and institutions by directly supporting the achievement of objectives relating to the reestablishment or maintenance of stability within a region or host nation. Also called **CMO**. See also **civil affairs; operations**. (DOD Dictionary)

civil preparation of the battlespace - An analytical method used to examine civil considerations in support of mission analysis and the overall IPB process. Civil preparation of the battlespace is conducted through the framework of mission, enemy, terrain and weather, troops and support available, time available and civil considerations in order to focus on civil aspects as it relates to the overall operational environment and mission accomplishment. Civil preparation of the battlespace uses myriad methods to specifically analyze different aspects of civil information and assess the civil impact of friendly, adversary, external actors, as well as the local populace, on MAGTF operations and the achievement of objectives. Also called **CPB**. (Note to terminologist: in an effort to illustrate the difference in focus area between intelligence planners and CMO planners, the writers feel the introduction of the term civil preparation of the battlespace is warranted and should be included in this publication and the Marine Corps lexicon of terms.)

effect - 2. The result, outcome, or consequence of an action. (Part 2 of a 3-part definition) (DOD Dictionary)

host nation - A nation which receives forces and/or supplies from allied nations and/or North Atlantic Treaty Organization to be located on, to operate in, or to transit through its territory. Also called **HN**. (DOD Dictionary)

indigenous populations and institutions - The societal framework of an operational environment including citizens; legal and illegal immigrants; dislocated civilians; and governmental, tribal, ethnic, religious, commercial, and private organizations and entities. Also called **IPI**. (DOD Dictionary)

nongovernmental organization - A private, self-governing, not-for-profit organization dedicated to alleviating human suffering; and/or promoting education, health care, economic development, environmental protection, human rights, and conflict resolution; and/or encouraging the establishment of democratic institutions and civil society. Also called **NGO**. (DOD Dictionary)

populace and resources control - Control measures that assist host nation governments or de facto authorities in retaining control over their population centers, thus precluding complicating problems that may hinder joint mission accomplishment. Populace and resources control measures seek to identify, reduce, relocate, or access population resources that may impede or otherwise threaten joint operation success. Also called **PRC**. (MCRP 1-10.2)

unified action partners - Those military forces, governmental and nongovernmental organizations, and elements of the private sector with whom (Army) forces plan, coordinate, synchronize, and integrate during the conduct of operations (Army)

unified action - The synchronization, coordination, and/or integration of the activities of governmental and nongovernmental entities with military operations to achieve unity of effort. (JP 1)

unity of effort - Coordination and cooperation toward common objectives, even if the participants are not necessarily part of the same command or organization, which is the product of successful unified action. (DOD Dictionary)

REFERENCES AND RELATED PUBLICATIONS

Federal Issuances

United States Code

Title 10	Armed Forces
Title 10	Property loss; personal injury or death: incident to noncombat activities of the armed forces; foreign countries (paragraph 2734)
Title 18	Use of Army and Air Force as posse comitatus (paragraph 1385)
Title 22	Foreign Relations and Intercourse
Title 32	National Guard

Department of Defense Issuances

Department of Defense Directives (DoDD)

2000.13	Civil Affairs
3000.05	Stabilization
3000.07	Irregular Warfare (IW)
3160.01	Homeland Defense Activities Conducted by the National Guard
3600.01	Information Operations
5100.01	Functions of the Department of Defense and its Major 26 Components
5530.3	International Agreements
S-3321.1	Overt Psychological Operations Conducted by the Military Services in Peacetime and in Contingencies Short of Declared War

Department of Defense Instruction (DoDI)

2205.02	Humanitarian and Civic Assistance (HCA) Activities
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Joint Publications (JPs)

- 1 Doctrine for the Armed Forces of the United States
- 2-0 Joint Intelligence
- 3-0 Joint Operations
- 3-06 Joint Urban Operations
- 3-07 Stability
- 3-07.3 Peace Operations
- 3-08 Interorganizational Cooperation
- 3-13 Information Operations
- 3-20 Security Cooperation
- 3-57 Civil-Military Operations
- 3-60 Joint Targeting
- 3-61 Public Affairs
- 5-0 Joint Operations Planning Process

DOD Dictionary of Military and Associated Terms

MIL-STD-2525D Joint Military Symbology

Joint Doctrine Note (JDN)

- 2-13 Commander's Communication Synchronization

United States Army

Army Doctrine Publications

- 3-07 Stability

Army Techniques Publications

- 3-57.30 Civil Affairs Support to Nation Assistance

- 3-57.50 Civil Affairs Civil Information Management
- 3-57.60 Civil Affairs Planning
- 3-57.70 Civil-Military Operations Center
- 3-57.80 Civil-Military Engagement

Field Manual

- 3-57 Civil Affairs Operations

United States Marine Corps

Marine Corps Doctrine Publications (MCDPs)

- 1-0 Marine Corps Operations
- 5 Planning
- 6 Command and Control

Marine Corps Warfighting Publications (MCWPs)

- 3-03 Stability Operations
- 5-10 Marine Corps Planning Process

Marine Corps Technical Publications (MCTPs)

- 3-02 Network Engagement

Marine Corps Reference Publications (MCRPs)

- 1-10.1 Organization of Marine Corps Forces
- 1-10.2 Marine Corps Supplement to the Department of Defense Dictionary of Military and Associated Terms
- 2-10A.6 Ground Reconnaissance Operations

Marine Corps Civil-Military Operations School Circulars

MAGTF Civil Affairs Operations

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