

MCCMOS Circular 3.1

Green Cell



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

**U.S. Marine Corps
September 2017**

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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FOREWORD

Marine Corps Civil-Military Operations School (MCCMOS) Circular 3.1, *Green Cell* is designed to assist the staff officer in establishing and running a Green Cell as part of the Marine Corps Planning Process. The Green Cell helps the Commander and staff better understand the civil dimension of the battlespace and the nature of the problem confronting the Marine Air-Ground Task Force. This circular explains the purpose behind the Green Cell as well as recommended personnel staffing.

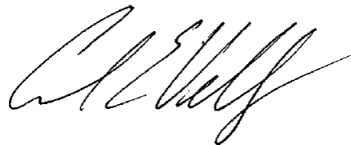
MCCMOS Circular 3.1 provides a doctrinal foundation and a practical guide to Green Cell activities and related products generated by the Green Cell and complements MCCMOS Circular 3.0 *MAGTF CMO*.

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 MCTP 3-03A (MAGTF CMO) 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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CHAPTER 1

INTRODUCTION

What we need is cultural intelligence. What I need to understand is how these societies function. What makes them tick? Who makes the decisions? What is it about their society that's so remarkably different in their values, in the way they think compared to my values and the way I think in my western, white-man mentality?

General Anthony Zinni
Capital "W" War: A Case for Strategic Principles of War

1000. Green Cell Fundamentals

The green cell is an ad hoc working group which assists the commander, staff and the Operational Planning Team (OPT) in understanding the effect of the civil environment on both friendly and threat forces. The cell articulates the actions and dynamics of selected individuals, groups, tangible assets, and societal-cultural factors in the civil environment which may significantly impact friendly operations. 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 Marine Corps Planning Process (MCP) is not solely for stability operations 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 MCP is always appropriate.

1001. Purpose of the Green Cell

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.

1002. Staff Cognizance and Leadership of the Green Cell

As an ad hoc working group, the green cell functions within the OPT. However, whenever practicable, the green cell should form under staff cognizance of the senior civil affairs (CA) staff member (G-9) in the command. The nature of CA operations (CAO), covering sociological, economic, and political factors of each area of operation, requires comprehensive research and breadth of information upon which to base plans. Green cell preparation nests with the actions of the civil-military operations planner and the responsibilities of the senior CA Marine as they conduct civil preparation of the battlespace (CPB). In addition, the green cell should work closely with G-2 Plans and the red cell. The collective efforts of these planners will serve to paint a more complete, synthesized picture of the operating environment for the Commander, his staff and the OPT. Regardless of where the green cell falls, it still requires effective advocacy for resourcing, staffing, and other issues. The green cell leader must understand the MCPP and champion the need to account for the perspectives of all external stakeholders during Problem Framing, COA Development and the COA Wargame.

Staff Cognizance – “The broad responsibility and authority over designated staff functions assigned to a general or executive staff officer (or their subordinate staff officers) in his area of primary interest. These responsibilities and authorities can range from coordination within the staff to the assignment or delegation to the staff officer by the commander to exercise his authority for a specified warfighting function or subfunction.”

The cognizant staff officer, in close coordination with the OPT leader, will direct standup of the green cell and designate the green cell lead. The green cell lead will direct and oversee the detailed work of the green cell, coordinate green cell efforts with other command and external planning organizations (G-2/S-2 section, red cell, higher and adjacent green cell equivalent organizations, etc.), and serve as the primary “voice” and “face” of the green cell to the command and the OPT. The lead can be a CA officer, foreign area officer, regional affairs officer, or expert in a CMO functional area relevant to the command’s battlespace (such as public works or governance) - but above all the green cell OIC should be an experienced

MAGTF professional who can synthesize, apply and effectively articulate relevant green cell input to the command planning process.

1003. The Green Cell and Other Planning Stakeholders

The green cell lead sets the tone and establishes the coordinating relationships and division of labor between the cell and other planning stakeholders. Similarly, cell members should establish professional relationships with their planning counterparts. The following provides an overview and considerations for the most common stakeholders the green cell interacts with during planning:

G-9. Normally having staff cognizance over the green cell, the G-9 should also review and approve information and products that the cell will provide as inputs to the planning process. As the senior CA professional in the command, the G-9 also serves as a sounding board to ensure the cell understands and implements commander's guidance ("top down planning") and integrates its efforts across the battlespace ("single battle" and "integrated planning"). The G-9 is typically the reserve component Civil Affairs Group Commanding Officer as the senior CA/CMO subject matter expert. In the event there is no G-9 assigned, the Marine Expeditionary Forces have within their table of organization a CMO planner (Lieutenant Colonel or Major billet(s)) who can assume the staff cognizance role.

Civil-Military Operations Working Group (CMOWG). As "owners" of the CPB process, the CMOWG and green cell should be in close, continuous coordination - and may be physically collocated. There should be tight integration between designated green cell members and the CMOWG, especially during the initial stages of CPB, and the two groups will often share SMEs and "divide" the CPB labor. The green cell may also be reliant on CMOWG support to develop planning products; the group lead should make an early determination/agreement on the amount and type of support that the CMOWG can provide to the green cell (and vice versa). It is critical to ensure common understanding of the civil environment among members of both organizations throughout planning. Where there is analytical disagreement on aspects of the environment, the leaders of both organizations should discuss and identify disagreements to the G-9 and CA OPT representative for resolution.

Civil Affairs Representative to the Operational Planning Team. The CA representative is the CMO SME to the OPT, and the green cell lead should ensure that he keeps him informed of green cell activities, significant civil factors uncovered in the course of the cell's work, and any other information that may help the CA representative in his OPT responsibilities. It is critical for these two individuals to clearly define division of labor and internal procedures for presenting the picture of the civil environment to the OPT. If this is not done properly, planning friction and confusion will likely result. As a general rule, the CA representative will be responsible for presenting friendly ("blue") aspects of CMO to the OPT, which may include U.S. interagency/non-DOD entities, and the green cell will be responsible for presenting other designated aspects of the civil environment to the OPT - but both representatives must have a shared understanding of the civil environment. The green cell should not "surprise" the CA representative during the planning process, and the green cell objective is not to "defeat" the friendly CA concept of support - the cell assists the CA representative in refining and improving CMO actions and the CMO Concept of Support. At lower echelons of command (e.g., Regiment, Battalion), the CA representative is likely the CMO planner.

Intelligence Section and the Intelligence Representative to the Operational Planning Team. The intelligence section will develop and present the picture of the environment (physical and information) and the threat, framing their work using the IPB process. Civil affairs and intelligence initially rely on many of the same databases and source information for the physical environment, and in this area, it is crucial that there is coordination between these two staff sections. While much of the CA coordination will be done by the CMOWG, the green cell should take part in this process whenever feasible to ensure that the "basics" of the physical environment (to include ethnic boundaries, etc.) are uniformly portrayed to the command. Throughout the planning process, there should be sharing of information between civil affairs and intelligence whenever practicable—in some cases the CMOWG may have an embedded intelligence analyst, or there may be a cell within the intelligence section providing "direct support" to civil information requirements. When specific intelligence section support is desired by the green cell, it should be coordinated with the CMOWG to avoid requesting / tasking conflicts with the intelligence section.

Red Cell. The red cell will assist the commander and OPT in a better understanding of how the threat will attempt to achieve its objectives, and in assessing, refining and improving the plan with respect to the threat. Because the threat is typically operating in the same civil environment as friendly forces, it is good practice for the green cell and red cell to discuss their analysis prior to Course of Action (COA) war game - friendly and threat forces will have similar objectives in regard to the civil environment (i.e., “influence the population”), but use different means to reach those objectives. During the COA war game, the green cell will provide reaction to both friendly and enemy actions - the green cell should have a good understanding of how the red cell will portray the designated threat COA. Likewise, the red cell should have some understanding of the “key influences” that the green cell will portray during COA war game.

Operational Planning Team Leader. The commander’s representative leading the planning process, the OPT leader directs the overall effort - and the green cell OIC should have a good working relationship with this individual, keep him updated on green cell activities and not deliberately “surprise” the OPT leader with aspects of the civil environment that will impact friendly planning. Key areas where the OPT leader should have some role / input include the designation of the green cell lead, determination of the “key influences” that the green cell will portray, and the decision to “stand down” the green cell.

1004. Green Cell Composition

Composition of the green cell should reflect the most significant aspects of the civil environment that the cell will represent. Ideally, the first two steps of the CPB process (“defining” and “analyzing” the operational environment) and the intelligence section’s IPB process will help identify these significant aspects. In practice, the green cell will often be formed while the IPB and CPB processes are in their early stages - this will require the CA staff, green cell lead, OPT lead, etc., to make their best professional assessment on green cell composition. However, once the CPB process is well underway, the identification of “key influences” that the green cell will portray can be used to refine cell composition, determine expertise shortfalls in the cell, and develop shortfall mitigation measures (such as SME reach back). SME “near real time” or even “time delayed” reach back can be a viable and valuable resource and having “virtual cell members” should be actively considered to access unique expertise that is not locally available.

Other factors influencing cell composition include the security classification level of the planning evolution, “high demand-low density” SME availability (in some cases, the green cell may “share” a SME with another planning organization (intelligence section, red cell, combat engineer section, etc.), and in the case of non-DOD/U.S. interagency partners, the willingness of those organizations to participate in a U.S. military planning evolution - by the very nature of the civil environment, the green cell will often require “non-traditional” cell membership - to include interorganizational, coalition/host nation civil officials, cultural/academic SMEs, and in some cases members of the civil population in the battlespace - this “non-traditional” membership requires creative ways to physically integrate members into the cell and to integrate their intellectual input and products into the process. Additionally, non-DOD personnel may only be available on a limited or part time basis. Despite these challenges, the green cell lead should make the necessary effort to integrate “non-traditional” member expertise and input because it is often critical to understanding the civil environment and the character of the population with whom we must interact.

CHAPTER 2

THE GREEN CELL AND EXECUTION OF THE PLANNING PROCESS

2000. Overview

MAGTF OPTs normally use the MCPP as their framework, and the MCPP is used below to describe green cell considerations in planning. However, other service, joint, interagency or even coalition planning models may be used by a planning group. In most cases, the processes are similar to the MCPP and the below considerations still apply.

2001. Green Cell Resources

Green cell members, particularly the green cell lead, should be familiar with the contents of Marine Corps Warfighting Publication (MCWP) 5-10, *Marine Corps Planning Process*. In addition to this Green Cell Circular, other publications that will assist in the green cell activities include MCWP 3-03, *Stability Operations*, Marine Corps Tactical Publication (MCTP) 3-03A, *MAGTF CMO*; MCCMOS Circular 3.0, *MAGTF CMO*; *Operational Culture for the Warfighter 2nd Edition*; *The Applied Critical Thinking Handbook*; MAGTF Staff Training Program Pamphlet 2-0.1, *Red Cell-Green Cell*; MAGTF Staff Training Program Pamphlet 5-0.2, *Operational Planning Team Leader's Guide*; and *Cross-Cultural Competence For a Twenty-first Century Military*. These resources provide doctrinal framework, process descriptions, and valuable techniques and procedures that can be used by the cell throughout the planning process.

2002. Civil Preparation of the Battlespace

Civil preparation of the battlespace (CPB) is used to examine civil considerations in support of problem framing and the overall intelligence preparation of the battlespace (IPB) process.

According to MCWP 3-03, *Stability Operations*, CPB is conducted through the framework of METT-T (mission, enemy, terrain and weather, troops and support available-time available) to focus on civil considerations as they relate to the overall operational environment and mission accomplishment. CPB analyzes the various aspects of civil information and assesses the civil impact of friendly, adversary, and external actors, as well as the local populace, on MAGTF

operations and the achievement of MAGTF objectives. CPB is an evolution from previous techniques used to analyze, conceptualize, and model the civil environment - to include the legacy Civil Intelligence Preparation of the Battlespace (CIPB) process. CPB is a four-step iterative process that is designed to support MAGTF decision makers, staff, and the total force. It is built to apply aspects of the civil environment within the MCPP while complementing IPB. The four steps of the CPB process are:

- Define the Civil Operating Environment
- Analyze the Civil Operating Environment
- Develop a Civil Environment Model
- Determine Civil Actions

Each step in the process is refined continually to ensure that the CPB products are accurate and relevant in decision making. Green Cell team members should be familiar with the CPB process as steps 3 (Develop a Civil Environment Model) and 4 (Determine Civil Actions) form the basis of their support to COA war game in the MCPP. The following provides a brief overview of each step of CPB.

Step 1: Define the Civil Operating Environment. This step focuses on collecting and categorizing civil information. This is a disciplined approach to gather and organize civil information, categorize and record the results. Green cell should gather and organize information relevant to the assigned AO - this is the “what do I see?” approach to looking at the data. At a minimum, information will be categorized using standard civil considerations (Areas, Structures, Capabilities, Organizations, People, Events - ASCOPE) as the baseline. This product is the basis of all further civil information collection and should result in an ASCOPE matrix.

Civil Considerations. *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).

Operational Variables. Further categorize ASCOPE utilizing operational variables (Political, Military, Economic, Social, Information, Infrastructure - PMESII). The *Political* variable describes the distribution of responsibility and power at all levels of government, to include political structure (both formal and informal). The *Military* variable includes the military capabilities of armed forces (HN, local militia, and police). The *Economic* variable consists of general economic categories of the AO (energy, raw materials, labor distribution, income/food distribution, goods/services, and illicit markets). The *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). The *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, and the *Infrastructure* variable includes the basic facilities, services and installations needed for a community or society to function.

The result of combining the two sets of information is the ASCOPE-PMESII Matrix. ASCOPE - PMESII matrix is an organizational tool that is designed to categorize information about the civil aspects of the environment. Each of the 36 “boxes” depicted should have a supporting narrative, overlay or amplifying data with appropriate analysis that informs the Green Cell and OPT. It is not enough to list a bullet in each box! See Appendix A, Figs. 1, 2 and 3 for examples.

Step 2: Analyze the Civil Operating Environment. The focus of effort in this step is to analyze the information collected during Step 1. Analysis takes into consideration several variables to include operational culture, stability and instability dynamics, and includes a study of geospatial and stakeholder factors. At its most basic level, the effort in Step 2 is to carefully examine civil considerations using operational variables [PMESII] to ascertain primary factors relevant to MAGTF operations and to aid in understanding the stability/instability dynamics of the civil analysis of the AO.

Operational Culture. To better account for and anticipate civil impacts on MAGTF operations, CPB seeks to account for cultural considerations. Operational culture consists of five (5) “dimensions” influencing operationally-relevant behavior, conduct and attitudes. These operational culture dimensions involve the physical *environment*, the *economy* of a culture, *social structures*, *political structures*, and the *beliefs* and symbols of a culture group. 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. Green cell 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. 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, 2nd Edition*. However, without individuals possessing relevant cross-cultural competence available to support the analysis, the end product may be no better than the raw data presented. Competence is still needed to color the data and provide appropriate context. Cultural self-awareness, perspective taking and sensemaking are essential. Cross-cultural competence is essential to the process of reading and interpreting the raw data while mitigating cultural and analytical biases and engaging appropriate sensemaking skills and sociocultural analytic methods in such a way that they are relevant to understanding the operational environment. In this sense, cross-cultural expertise (for example, as provided by a Foreign Area Officer) applied to the ASCOPE-PMESII matrix creates a product

where the whole is greater than the sum of its parts. See Appendix A, Fig. 4 for example operational culture matrix.

Instability and Stability Dynamics. Green cell members will be looking to understand instability and stability dynamics. This includes understanding the potential sources of conflict or grievances (instability) as well as resiliencies (stability) of the local population, identifying key influences and identifying events that could affect stability and instability.

Key influences – “selected individuals, groups, assets, infrastructure and socio-cultural belief sets or factors, which could have a significant influence on friendly mission accomplishment, and should be considered in operational planning and execution.” Key influences are further discussed in Para 2003, Problem Framing.

Analysis of instability/stability factors is iterative and is inherent to the Stability Assessment Framework (SAF) process. A discussion of SAF may be found in MCWP 3-03, *Stability Operations* as well as MCCMOS Circular 3.0. Green cell members do not need to complete the SAF process to understand instability and stability dynamics, but should understand that SAF provides a number of tools to analyze instability/stability dynamics as well as mitigation and enhancement activities to support overall stability.

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

- What factors decrease support for the government?
- What factors increase support for “malign actors?”
- What factors disrupt the normal functioning of society?

Green cell should consider the following to assist in assessing stability (resiliencies) within the AO:

- What factors increase support for the government?
- What factors decrease support for “malign actors?”
- What factors increase societal and institutional capacity and capabilities?

Green cell members can work closely with the CMOWG to develop a baseline for accounting for instability and stability dynamics.

Stakeholder Analysis. When analyzing stakeholders in the civil environment, there is no “hard and fast” methodology. New stakeholders may emerge with changes in the situation and the environment, stakeholders may change sides, and our friendly actions can have negative and unintended effects on “friendly” stakeholders. A helpful tool available to the Green Cell is Social Network Analysis (SNA). The SNA should be a collaborative tool developed between the G-2, G-9 and the green cell. When considering the stability of a populace, closely assessing the appeal of individual leaders or the attraction of a particular group is just as critical, and often more informative, than simply studying underlying cause of conflict (e.g. – tribal or ethnic tension, competition for resources). SNA can help the green cell to appreciate the present and potential spheres of influence held by key groups and individuals. While SNA can show linkages, green cell should also consider the following three characteristics: *power*, *legitimacy*, and *urgency* as they relate to the stakeholders. The greater the overlap of these three characteristics, the greater the significance of that person or group. For example, a local leader may be viewed as legitimate, so long as he has neither a power base nor a motive for change, he is not likely to be very active or influential. Urgency can be thought of as both time-sensitive and of critical interest for the individual or group it affects. Because urgency is a matter of time, considering this characteristic provides the green cell insight into the dynamics of potential actions.

Step 3: Develop a Civil Environment Model. A Civil Environment Model depicts a system of key influences. The purpose is to model civilian life and activities to serve as a baseline for MAGTF planning. Step 3 of CPB provides an evaluation and interpretation of information about key influences to discern catalysts of behavior and the context that shapes behavior. The civil environment model informs the commander’s understanding of key influences by detailing societies, populations and other groups of people, including their activities, relationships, and perspectives. Modelling the civil environment may include the graphic representation of social and cultural information for a given area presented spatially (on a map) and temporally (as a snapshot in time) as depicted in Figure 9 in Appendix A. The environment and civil/social

norms may also be described in narrative form. The exact content of the narrative should be derived from previous analysis, but should consist of all relevant civil factors such as 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.

Step 4: Determine Civil Actions. The focus of this step is to utilize the information and analysis from previous steps to determine potential civil actions with respect to MAGTF operations within the AO. By civil actions, we mean modeling the independent will of the population and key influences relating to friendly and malign actions within the AO. Green cell members and 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. The civil actions serve to paint a more complete picture of the operating environment focused on indigenous people and their leadership, but also on any international organizations and nongovernmental organizations or other stakeholders in the area of operation (battlespace, village, district, and province). By the time the OPT gets to COA war game, the green cell should be prepared to describe and project how the friendly COA(s) and the civil environment will affect one another.

Like CPB, the concept of the green cell has evolved from previous models into a more structured and defined tool for use by the commander and staff. The green cell will work in conjunction with the CMOWG and in coordination with the intelligence section in the CPB / IPB processes. During the early stages of problem framing, the green cell in coordination with the CMOWG, should provide the OPT with a civil environment orientation (similar to the intelligence section threat orientation) based on the CPB effort up to that point. In Joint planning, this orientation would be included as a part of the joint intelligence preparation of the operating environment.

2003. Problem Framing

During Problem Framing, the OPT strives to understand the environment and to understand the problem confronting the MAGTF. The green cell working closely with the CMOWG play a critical role by helping the Commander and the OPT consider the civil aspects of the

environment and how they feed into understanding the nature of the problem. During Problem Framing, the green cell has the dual focus of both gaining and developing its own situational awareness as well as working closely with the CMOWG and ensuring that the OPT integrates civil and cultural considerations into its understanding of the operating environment.

It accomplishes this through close coordination with its primary sources of information, such as: the intelligence section and their products; civil-military operations databases; CA representatives; Department of State and/or United States Agency for International Development (USAID) representatives; academia; a Political Advisor (POLAD) and/or Cultural Advisor (CULAD). Additionally, the green cell should participate in the design dialog and continue to contribute to the IPB and all other OPT briefings.

During problem framing, a critical function of the green cell will be the development and approval of the Civil Environment Model concept. As early as possible in this step, the green cell lead should brief his staff cognizant officer and the OPT leader / selected OPT members on the key influences that the cell intends to portray in the planning process. The key influences the cell portrays will determine the direction and scope of green cell activities for the remainder of the process and drive the commander, staff, and OPT understanding of the civil environment and its effects on friendly planning/operations.

Key Influences. Key influences (KI) – those people, places and things which could have a significant influence on friendly mission accomplishment 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 magnitude (width, depth, number of people/groups, how much, how far) of the KI's effect?

If answers to the above questions indicate the KI could significantly impact friendly operations, then that influence should be included in the Civil Environment Model.

Green cell should determine Key Influences' *motivations and goals*. For individuals and groups this may be difficult to determine and an analytical "best guess" may have to suffice until the target can be further developed. In a dynamic environment, motivations and goals may shift - a Key Influence may have both short and long-term goals and distinguishing between the two sets may be important for determining how the Key Influence might enhance or degrade friendly operations. For intangible factors (for example, a rising river), there may not be any inherent motivations and goals. However, rising rivers may have as much of an effect on behaviors and other aspects of the environment as policy changes, violence, or charismatic leaders. Therefore, in this example, understanding the motivations and goals of the individuals and groups' as they relate to the rising river may become a valuable tool.

Techniques which could be used to determine motivations and goals include:

- Identify relationships/dynamics between KI and their environment (people, places, things).
- Identify Key Influence conflicts and their sources, to include grievances, ethnic/ religious tension, competition for natural resources, etc.
- Identify sources of resiliency - what structures, assets, means, etc., sustain the Key Influence and are used to retain position/power/legitimacy.
- Determine Key Influence desired end states - friendly, rival/threat, environment. Look at both short and longer-term goals.

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

An evaluation of Key Influence's *potential impact on friendly operations / objectives* should commence. This is an assessment of Key Influence potential courses of action: Why, how, what, when and where the Key Influence can degrade or enhance friendly operations, and to

what extent. During Course of Action Development of MCPP, this information will help to develop specific actions/tasks to either mitigate or take advantage of Key Influence effects on friendly operations and the Civil Environment.

Other green cell activities during this step include cell members gaining situational awareness, providing civil environment input to the commander / OPT “design dialogue,” and ensuring that aspects of the Civil Environment Model are applied to center of gravity analysis, suggested commander’s intent, proposed commander’s critical information requirements, assumptions, task analysis, and the other staff actions performed during the problem framing step.

The green cell will also coordinate with the CMOWG to provide relevant input for the OPT problem framing brief, which at a minimum should include a summary of significant aspects of the civil environment (Individuals, groups, infrastructure, and belief sets/intangibles) as well as associated potential friendly planning considerations.

2004. Course of Action Development

During this step, the OPT develops one or more options for how the mission and commander’s intent might be accomplished. As options are developed, the green cell, in coordination with the CMO OPT representative and/or CMOWG, ensures that the OPT considers the civil environment - the cell assesses how friendly actions might affect the civil environment, provides the OPT with feedback on these effects, and suggests possible enhancement or mitigation measures that can be built into COAs. In addition, the green cell begins COA war game preparation, and continues to refine the Civil Environment Model.

During Problem Framing, the Green Cell began by looking at the civil components of the operating environment, identifying key influences, and mapping the dynamic nature of interrelated effects. The Civil Environment Model can be used to provide specific recommendations to COA development. Examples include:

- Identification of key influences. Key influences (individuals, groups, tangible assets and societal-cultural factors) become potential engagement targets for friendly leadership, units, and organizations - in particular, the command effects and assessment cells may

identify key influences for further information collection and nonlethal shaping. Key influence engagements will often translate into COA tasks for subordinate elements.

Appendix A provides an example for determining KIs and “mapping” them to prioritize for engagement.

- Identification of grievances. By identifying grievances of specific groups or influential leaders, the OPT can generate tasks to subordinate elements, along with intermediate objectives, that address grievances that need to be mitigated for friendly success. Likewise, grievances associated with threat actions can be used to a friendly advantage in a COA.
- Identification of “windows of opportunity” and “windows of vulnerability.” Key events (holidays, elections, etc.) may create opportunity or vulnerability for friendly force COAs, and influence the timing, scope and location of friendly actions. Likewise, civil events may be windows of opportunity or vulnerability for threat forces.

In addition to aiding friendly COA development, the green cell supports the CMOWG and CMO OPT representative in developing the CMO portion of the synchronization matrix, the CMO staff estimate / supporting concepts and in providing CMO input to the OPT course of action brief. Lastly, via the CMO OPT representative, the green cell provides input from the civil environment perspective to assist the commander in the development of his COA War Game guidance and evaluation criteria, which may be given to the OPT at the conclusion of the COA development step.

2005. Course of Action War Game

The COA War Game is used to improve the plan by examining and refining options (COAs) in relation to adversary capabilities and actions, as well as in relation to the physical and civil environments. In this step, the green cell “brings the civil environment to life” in the form of key influence wargame actions that describe how friendly COAs, threat actions and the civil environment will affect one another.

The importance of a well-developed Civil Environment Model and the proper selection of key influences will become readily apparent during the COA War Game. If the model does not have sufficient detail and/or if too many, too few, or the “wrong” key influences have been selected, then the ability of the green cell to assist the OPT in assessing, refining, and modifying friendly COAs will be degraded.

COA War Game can take many forms, from a quick tabletop discussion at the small unit level to a complex multi-day event at higher echelons. In most cases, a normal wargame “turn” consists of a friendly action portion (friendly force representatives brief actions along warfighting function or lines of operation (LOO) which are then followed by a threat reaction portion (red cell briefs reactions in response to friendly actions). Following the red cell reaction, the green cell should brief civil environment reactions by key influences - a significant point is that civil environment reactions are in response to both the friendly action AND the threat reaction within that turn. The “reaction” portions of the turn are then followed by a “counteraction” portion - based on the outcome of “action / reaction,” the friendly initial action may be “modified” based on the results of the turn. Note that this modification is an improvement / enhancement to the initial friendly COA action and not an additional friendly “turn” within the wargame turn. Note also that, while the red cell may have created its own undesired effects in the civil environment due to its “reaction” during that turn, the red cell will not normally modify (counteract) the threat COA - it is worth discussing in the OPT, but the purpose of the COA War Game is not to “improve” the threat COA.

From a civil environment perspective, the green cell helps improve the friendly COA by realistic and well-developed green cell reactions portraying key influences, as well as by providing feedback to the OPT on opportunities / risks in the friendly COA and identification of 2nd and 3rd order effects of friendly actions that may impact the mission.

The green cell continues to work with the CMOWG and CMO OPT representative in developing the CMO staff estimate, supporting concept, etc. The cell also provides relevant input to the CMO OPT representative for the COA wargame brief, with emphasis on advantages / disadvantages of COAs from a civil environment perspective.

2006. Course of Action Comparison and Decision

The green cell should be prepared to provide input to this process by explaining how the wargamed COA(s) affected the civil environment and key influences, and if COAs are compared, which COA was most and which was least effective in achieving friendly objectives / end states in the civil environment. Once a COA is approved, the cell will support the CMOWG and CMO OPT representative in refining the staff estimate / CMO Concept of Support, providing input to any warning order updates, and the development of any branch (or sequel) planning directed by the commander.

2007. Orders Development

The purpose of this step is to translate the commander's COA decision into communications media (e.g., written, oral, graphic, etc.) that is sufficient to guide implementation of the plan (COA) and to promote initiative by subordinates executing the plan. During this step, the decision could be made to stand down the green cell. This should be a mutual decision involving the staff cognizant officer and OPT leader. A recommended technique is that the green cell OIC remains with the CMO section to support orders development and serve as a resource to other staff sections as they develop their portion of the orders. The cell OIC should have communication means established with former cell members to clarify / answer requirements in their specific areas of expertise.

2008. Transition

This step is a wide range of activities conducted to ensure a successful shift by the force from "planning" to "execution" of the plan. From the CMO perspective, this often involves transitioning planning products and orders to CA tactical asset leaders and their personnel. Similar to the orders development step, having the green cell OIC available during transition can greatly facilitate translating the products and rationale of planning to the assets that will execute the CMO Concept of Support.

APPENDIX A

GREEN CELL PRODUCTS

The following examples represent potential green cell products used to support the MCPP. All of these products are applicable to the civil preparation of the battlespace process. Many of these products are also used by civil affairs Marines, civil-military operations planners and the MAGTF intelligence section in the production of their staff estimates and to develop their respective annexes to the MAGTF base order.

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

Fig. 1. ASCOPE-PMESII Matrix

ASCOPE-PMESII. Figure 1 (above), represents the basic ASCOPE-PMESII matrix. Each of the 36 blocks within the matrix should have a short description. However, the matrix itself is not designed to be limited to one page. Rather, the matrix provides a template to organize and collate civil information and may, for example, be in the form of an Excel Workbook with 36 tabs. Similarly, the ASCOPE-PMESII may take the form of a Word document, etc.

Figure 2 (below), represents a graphic portrayal of civil “structures” (6 “boxes”). Again, there are many ways of highlighting the important civil structures. This example includes a callout for each operational variable.

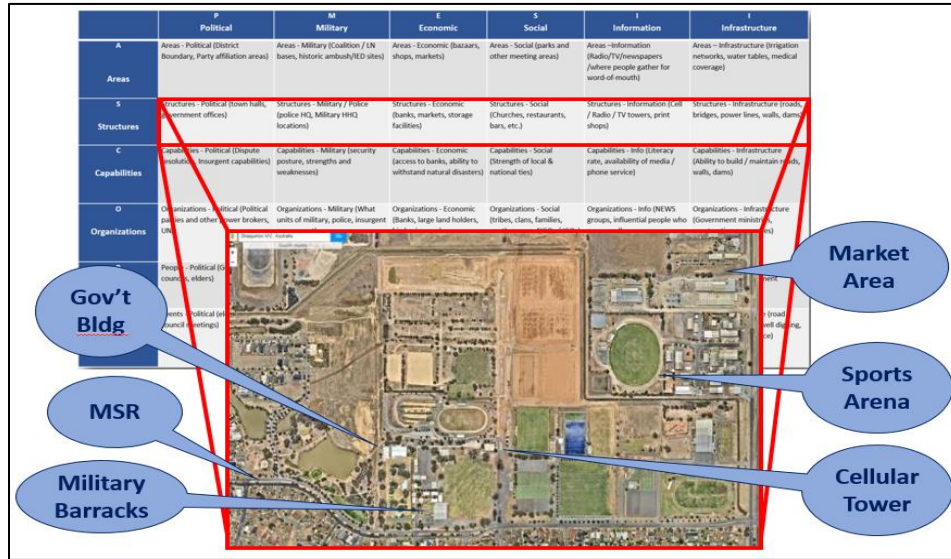


Fig. 2. ASCOPE-PMESII Graphic – “Structures”

As described earlier, each of the 36 “boxes” should have a supporting narrative, overlay or amplifying data with appropriate analysis that informs and is meaningful to the green cell and OPT. The example below (Fig. 3.) illustrates 1 “box” - the civil consideration “structures” and the operational variable “political.”

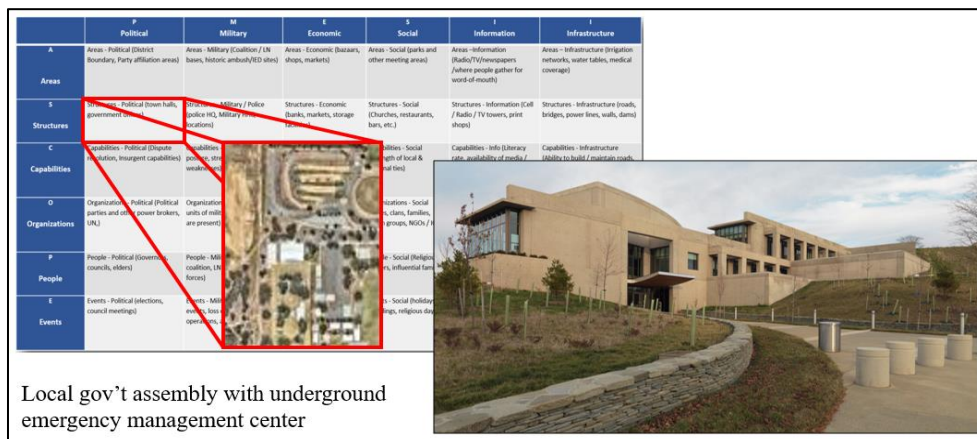


Fig. 3. Structures – Political

Cultural Factors. As described on page 10, operational culture consists of five (5) “dimensions” influencing operationally-relevant behavior, conduct and attitudes. The example below (Fig. 4) illustrates a simple operational culture matrix used to capture salient (influential) points as they pertain to the five cultural dimensions and MAGTF operations.

Physical Environment	Economy	Social Structure	Political Structure	Belief Systems
<ul style="list-style-type: none"> • Beach (seasonal gathering place) • Hot-dry summers • Cold wet winters (near coast) • Most housing is permanent / modern 	<ul style="list-style-type: none"> • Robust and resilient service-based economy • Small business opportunity • Farming • Mineral exploitation • Economic opportunity for those who want it 	<ul style="list-style-type: none"> • Men and women are considered equals • Progressive social outlook although a significant portion of the population are “traditional” in mindset • Social bonding occurs before, during and after sporting events • Social consumption of great quantities of alcohol very important (sometimes) with harmful consequences 	<ul style="list-style-type: none"> • Strong central government • State and local governments • Representatives elected through proportional representation 	<ul style="list-style-type: none"> • Everybody deserves a chance (“fair go”) • “Lucky” country blessed with natural resources
Influential Cultural Factors Affecting Operations				
<ul style="list-style-type: none"> • Beach (seasonal gathering place) • Robust and resilient service-based economy • Social consumption of great quantities of alcohol very important (sometimes) with harmful consequences • Strong central government • Everybody deserves a chance (“fair go”) 				

Fig. 4. Influential Cultural Factors

Key Influences. To help determine key influences, there are numerous approaches that can be taken. As a key influence can be a person(s), place or thing it is important not to focus on any one area. While our tendency is to look for people as key influences, we cannot overlook cultural considerations or specific events that can manifest themselves as key influences. It is likely that key influences have already been discovered during the production of the ASCOPE-PMESII matrix, however, as a rule of thumb, utilizing the below matrices (completed examples, figures 5-9) will help isolate and/or confirm whether information uncovered in the production of the ASCOPE-PMESII matrix is in fact a key influence.

Stakeholder Analysis and Mapping. Figures 5 and 6 below, are tools to help make sense of what can be a large pool of stakeholders. The stakeholder matrix (Fig. 5) and the stakeholder map

(Fig. 6) help determine key influences (people). The stakeholder map helps further refine resources to engage the stakeholders based on their relative power and interest in the civil environment.

Stakeholder	Interest in Civil Environment	Assessment of Potential Impact on Environment / Friendly	Mitigation / Enhancement Measures
Prime Minister Nigel Lovelace	Maintain Political Legitimacy / Primacy Protect Lives and Property	Coordinate / Facilitate MAGTF Relief Efforts	Enhance - Coordination Meetings, Press Briefings, Messaging
Ambassador Tom Foolery	Maintain Positive Perception of U.S. in <u>Bottomlandia</u>	Coordinate / Facilitate MAGTF Relief Efforts	Enhance - Coordination Meetings, Press Briefings, Messaging
Edward "Ned" Kelly	Enhance Reputation / Increase Civil Following Discredit Gov't	Disrupt Official Relief Efforts	Mitigate - Coordination Meetings, Press Briefings, Messaging

Fig. 5. Stakeholder Matrix

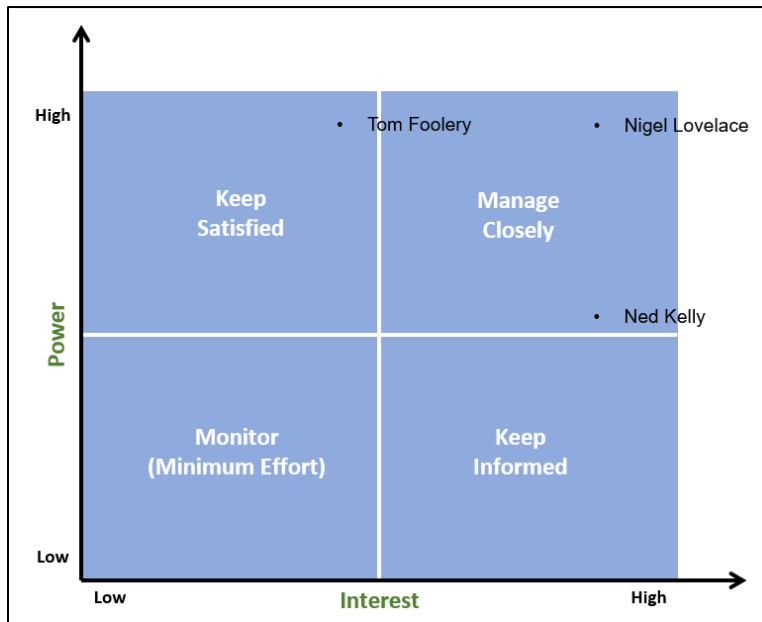


Fig. 6. Stakeholder Map (Power-Interest Grid)

Instability and Stability. Figure 7, represents what is in practice two (2) distinct products – an Instability Factors Matrix (Grievances / Events / Key Influences) and a Stability Factors Matrix (Resiliencies / Events / Key Influences), here combined for ease of display. These matrices are

populated with stability-related grievances and resiliencies that may be acted upon by key influences.

<p>Grievances: What are the core grievances and societal vulnerabilities identified?</p> <ul style="list-style-type: none"> • Perceived “unfairness” in relief distribution • Societal vulnerability to crime 	<p>Events: Potential situations that could contribute to an increase in instability?</p> <ul style="list-style-type: none"> • Slow governmental response to disaster • Criminal activities 	<p>Key Influences – Means and Motivations: What are the influences, means and motivations that contribute to an increase in instability?</p> <ul style="list-style-type: none"> • Edward “Ned” Kelly – access to criminal networks / enterprises
<p>Resiliencies: 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"> • Well-educated population with strong nationalist traditions • Strong central government • Robust / resilient economy 	<p>Events: What potential or anticipated future situations could create an opening for key influences to further reinforce stability?</p> <ul style="list-style-type: none"> • Sporting events • <u>Bottomlandia</u> Day celebrations 	<p>Key Influences – Means and Motivations: What key influences in the society preserve and strengthen stability? What means do they possess, what are the motives, and what actions are taken?</p> <ul style="list-style-type: none"> • Binding nationalism • Prime Minister

Fig. 7. Instability and Stability Factors

Key Influences Matrix. Figure 8 can be used to summarize Key Influences and their potential impact on MAGTF operations. The example below represents three (3) key influences – a person, place and thing to help illustrate how tangible and intangible influences can affect MAGTF operations.

Key Influences	Motivations and Goals	Abilities, Capabilities, Means	Potential Impact on Friendly Operations / Objectives
Prime Minister Nigel Lovelace	Maintain Political Legitimacy / Primacy Protect Lives and Property	Muster Resources / Provides Legitimacy	Facilitate MAGTF Relief Efforts Through Official Government Resources
Beach	A Summer Gathering Place (of Civilians)	Population Disrupts Ship-to-Shore Movement Flooding and Tidal Actions Threaten Population	Complicates Relief Effort Moves People Away From Dedicated Emergency Services
Sports Affiliations	Demonstrate Loyalty to and Faith in Sports Teams	Facilitate Gathering of Like-minded Citizens	Enables Efficient Messaging Dissemination

Fig. 8. Key Influences Matrix

Civil Environment Model. Figure 9 is an example of a simple civil environment model that green cell personnel can use to support the MCPP. Green cell should include all elements they feel

best represents (models) the society they will war game. The example below has elements of the various products green cell developed (derived from figures 1-8). A technique to maintain focus is to refer to the MAGTF's mission and/or tasks and include them in the civil environment model. However, this is not always necessary.

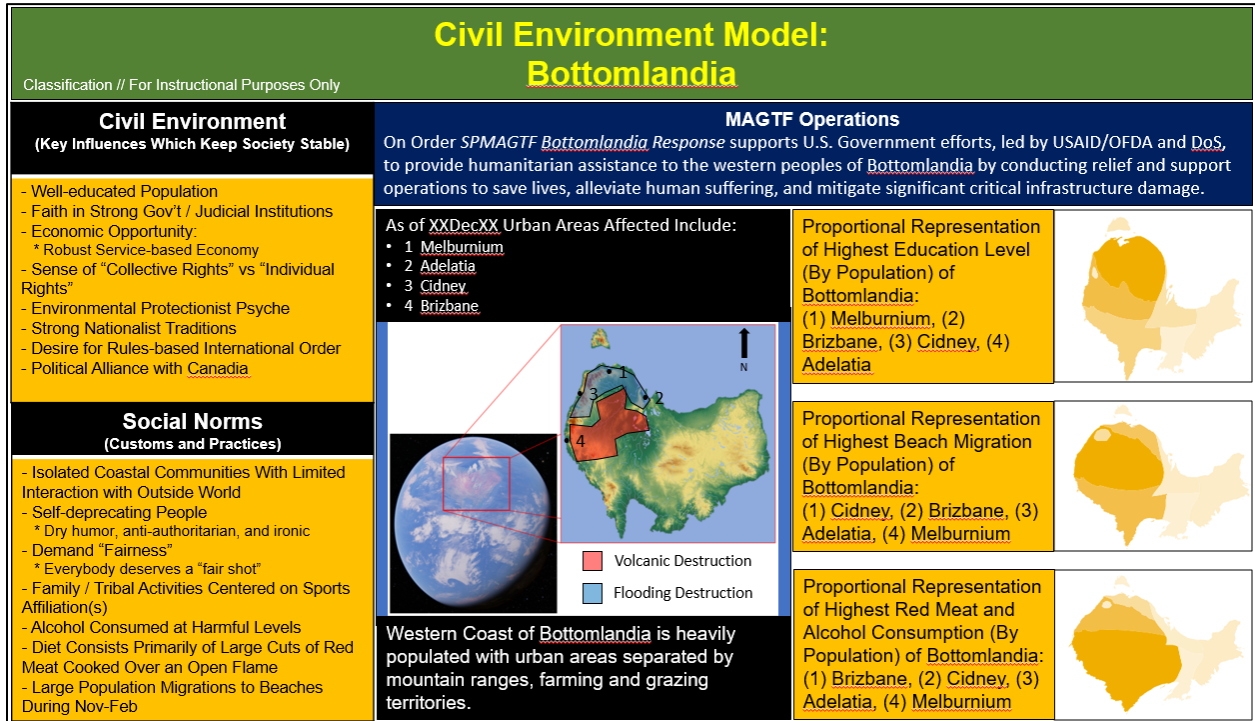


Fig. 9. Example Civil Environment Model

APPENDIX B

EXAMPLE GREEN CELL TURN

Effective turn portions are concise, complete and capture actions that are significant in evaluating the friendly COA. Because the green cell may represent multiple and diverse “Key Influences” in the reaction portion of the turn, organization and clear presentation are important to smooth wargaming and conveying understanding of civil environment factors to the OPT. A technique to achieve this is to structure the green cell reactions and present them during the turn using this format:

“Key Influence:” Identification of the individual, group, place/asset, or intangible factor (KI / who).

“Actions:” Concise description of “what,” “how,” “where,” and “when”

“Objective:” Rationale and purpose of the actions

Example 1 Green Cell Reactions: Sheikh Abdul (KI) withholds his participation in the Ramtha City Governance Council beginning immediately due to his anger at insufficient project funding in his tribal area compared to neighboring tribal area funding (actions). He does this in order to pressure coalition forces into increasing funding in his area (objective).

Example 2 Green Cell Reactions: The Ramtha City Merchants association (KI) agrees to cooperate with the coalition project plan due to potential economic benefits / contract awards to their businesses (actions), and in order to encourage continued coalition funding that will benefit them (objective).

Example 3 Green Cell Reactions: The Shia population in the Irbil neighborhood of Ramtha (KI) will not actively participate in the coalition project plan in their area (actions) due to intimidation by the Black August radical group (objective).

Example 4 Green Cell Reactions: The rising Kunar river (KI) is threatening local villages on the flood plain (action), forcing people to higher ground via the only improved road (objective).

