

CIVIL AFFAIRS

A Quick Reference Guide for 38G Officers

U.S.

**COMPILED FROM FM 3-57:
NOT INTENDED FOR PUBLICATION**

DERIVED AND SUMMARIZED FROM FM
3-57

Civil Affairs

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This quick reference guide was compiled from information in Field Manual 3-57, CIVIL AFFAIRS OPERATIONS, and is not a Department of Defense Publication. The compilers developed this guide as a self-study resource to assist newly commissioned Civil Affairs 38G officers in quickly gaining familiarity with the Civil Affairs branch.

The guide follows the topical flow of FM 3-57 and summarizes each section; however, the compilers of this resource encourage readers to refer to FM 3-57 for clarification and details, and do not assume responsibility for any inaccuracies or omissions.

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CIVIL AFFAIRS BRANCH OVERVIEW

The Civil Affairs (CA) Branch is an essential part of the U.S. Army, focusing on working with civilian populations in areas where military operations are happening. General George Washington emphasized the importance of preserving peace and protecting civilians as early as 1778. This branch deals with complex environments shaped by different cultures, religions, and political situations. It analyzes and incorporates civilian aspects into military operations, aiming to maintain stability and support civil governance.

CA forces have been involved in operations from the American Revolution to recent conflicts in places like Iraq and Afghanistan, helping to establish or support civil administrations. The branch operates under directives that outline its role in engaging with civilian components during operations, providing assistance in disaster relief, governance support, economic development, and more.

There are specific Department of Defense (DoD) directives and U.S. laws that guide the CA branch's activities. These include organizing, training, and equipping forces for CA operations

(CAO), coordinating with other government agencies, supporting stability operations, and providing expertise in civilian sector functions. The branch also plays a crucial role in foreign humanitarian assistance and supports military assistance programs under various U.S. codes.

AUTHORITIES

The Civil Affairs (CA) branch operates under a set of governing documents that authorize and define its scope of operations, roles, and responsibilities. These documents establish the legal and policy framework for CA activities, ensuring that they align with national defense strategies, international laws, and humanitarian principles. Below, each key document is introduced and summarized:

Department of Defense Directive 5100.01

Department of Defense Directive 5100.01 provides comprehensive guidance and authority for the organization, training, equipping, and conduct of forces within the Department of Defense, including specific mandates for the Army and Civil Affairs operations.

Summary:

- Outlines the Army's responsibility to develop concepts, doctrine, and procedures for operations, including support to civil authorities domestically and abroad.
- Specifies requirements for disaster relief, consequence management, and support for governance among other civil support activities.
- Directs the conduct of Civil Affairs Operations (CAO).

Department of Defense Directive 2000.13

This directive focuses on Civil Affairs operations' role in coordinating military activities with a wide range of actors including governmental and non-governmental organizations, emphasizing support for stability operations.

Summary:

- Details DOD actions for coordinating with US and foreign civilian agencies and NGOs.
- Supports stability operations to establish civil security, governance support, economic development, and civil control.
- Provides assistance to civilian populations in need outside of military operations.

Title 10, United States Code (10 USC)

Title 10 of the United States Code outlines the legal basis for the roles, missions, and organization of the Armed Forces, including directives for land combat operations and the integration of Civil Affairs.

Summary:

- Directs Army forces to conduct prompt and sustained land combat operations.
- Highlights the importance of acknowledging civilian presence in operational areas.
- Emphasizes the role of CA forces in understanding and engaging with civilian populations to support mission objectives.

Title 22, United States Code (22 USC)

Title 22 governs foreign relations and intercourse, providing legal frameworks for international disaster assistance and the

Foreign Assistance Act, which are relevant to Civil Affairs operations.

Summary:

- Authorizes the Department of Defense to respond to international disasters and provides the legal basis for foreign humanitarian assistance operations.
- The Foreign Assistance Act focuses on supporting developing countries through military and economic assistance programs.
- Outlines the role of CA forces in supporting security assistance (SA) programs, including foreign military sales and international military education and training.

Each of these documents plays a crucial role in defining the scope, responsibilities, and operational guidelines for Civil Affairs forces, ensuring that their activities are conducted within a legal and ethical framework aimed at supporting U.S. and international objectives.

In summary, the Civil Affairs Branch is tasked with managing and mitigating the impacts of military operations on civilian populations, ensuring stability, and supporting governance and development efforts. This involves a deep understanding of the civilian landscape, coordination with multiple agencies, and the execution of a wide range of operations that contribute to both national and international objectives.

CORE COMPETENCIES

Civil Affairs (CA) forces play a crucial role in understanding and working with the people, institutions, and governments in areas where the Army operates. They focus on what these groups

need, can do, and their weak points, to make sure the Army can help effectively. Their main skills, or core competencies, are what make them unique in the Army and include:

1. **Transitional Governance (TG):** This is about keeping things stable when there's a big change, like during a conflict or crisis. It means making sure there's a government in place that can do its job, even if it's just temporary until things get back to normal.
2. **Civil Network Development and Engagement (CNDE):** CA forces work with different groups and organizations in an area to understand and influence the situation better. This helps the Army move around more freely, use resources wisely, keep its strength, and deal with any threats that arise from problems like bad infrastructure or hostile groups.
3. **Civil Knowledge Integration (CKI):** This involves gathering information about civilian life and using it to help the Army understand what's happening on the ground. This knowledge helps in planning and carrying out operations more effectively.
4. **Civil-Military Integration (CMI):** This is about working closely with civilians and their institutions to coordinate efforts. It helps to make sure that military operations go smoothly and that they're supported by the local population and government.

These competencies are all connected and support each other. Depending on the size of the CA team, they might be able to do more or less in each area. The ultimate goal is to integrate civilian considerations into Army operations to work together

effectively and make positive changes in the area of operations.

CIVIL AFFAIRS MISSIONS

Civil Affairs (CA) missions are special tasks that CA forces do to help manage and work with civilian areas in places where the Army is operating. These missions help the Army engage with, influence, and support civilians and their governments. Here's a breakdown of what these missions involve, in simpler terms:

1. **Conduct Civil Reconnaissance (CR):** CA forces go out to gather specific information about civilian life and the environment. This helps the Army understand what's happening around them better and make smarter decisions.
2. **Conduct Civil Engagement (CE):** This is about talking to and building relationships with civilians and local groups. These engagements help the Army understand local needs, gather important information, and work together with civilians more effectively.
3. **Conduct Civil Network Development (CND):** CA forces create and improve relationships with local networks of people and organizations. This helps the Army reach its goals by using local resources and support.
4. **Conduct Civil Information Evaluation (CIE):** After collecting information from civilians and other sources, CA forces analyze it to help plan Army operations that are sensitive to civilian needs and situations.
5. **Establish Civil-Military Operations Centers (CMOCs):** These centers are set up to coordinate the Army's efforts with civilian groups and government agencies. They make sure everyone is working together smoothly.
6. **Provide Support to Civil Administration (SCA):** CA forces

help local governments function better, especially during crises or after conflicts. This support helps stabilize the area and maintain peace.

7. Establish and Maintain Transitional Military Authority:

In situations where there is no effective local government, CA forces might temporarily take on government duties to maintain order and start the process of setting up a stable, civilian government.

These missions are all about making sure the Army can do its job without causing harm to civilian life and actually supporting local communities. By doing these tasks, CA forces help create a safer, more stable environment where military and civilian groups can work together towards common goals.

BRANCH CHARACTERISTICS

The Civil Affairs (CA) branch has specific qualities that make it unique and essential within the Army and joint military operations. Here's a summary of what makes the CA branch special, explained simply:

1. **Governance Oriented:** CA forces are all about helping to run and manage civilian governments during their missions. They step in to keep things running smoothly when the usual government systems are disrupted.
2. **Civil Component Focused:** They are the go-to experts for understanding civilian needs and the civilian landscape during military operations. This helps military commanders get a clear picture of the civilian side of things.
3. **Civil Network Engagement Focused:** CA forces work to build and maintain good relationships with local groups

and international partners. This is so they can access civilian resources and information, understand the situation on the ground better, and work together effectively with civilians.

4. **Civil Knowledge Integration Focused:** They gather and analyze information from civilian sources to create valuable insights. This information helps the military understand and adapt to the civilian environment.
5. **Culturally Attuned:** CA forces take the time to learn about the cultures, languages, and social nuances of the places they operate in. This awareness helps them interact respectfully and effectively with local populations.
6. **Diplomatically Astute:** They are very aware of the political sensitivities involved in military operations and work to build positive relationships with local leaders and influencers. This helps ensure that their actions support diplomatic goals and positive outcomes.

In summary, the CA branch is specially designed to deal with civilian aspects of military operations. They focus on governance, engagement with civilian networks, understanding and integrating civilian knowledge, being culturally aware, and handling diplomatic relationships carefully. These qualities enable them to support and enhance the effectiveness of military operations in complex environments.

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CIVIL AFFAIRS OPERATIONS

The Department of Defense (DoD) needs to be ready to handle a variety of civil affairs operations to support its missions and help civilian areas during military activities. This is important for dealing with people and organizations outside of the military, understanding and solving problems that can cause instability, and sometimes doing jobs that usually belong to local governments. Civil affairs operations aim to:

1. Work with and use the help of civilians, organizations, and their abilities to improve governance and stability.
2. Get a better grasp of what's happening on the ground.
3. Find and address threats coming from within the civilian community.
4. Make sure that the improvements or advantages gained during operations are maintained and built upon.

In simple terms, the Army's civil affairs forces are all about making sure areas where the military is operating remain safe and stable, aligning with what the U.S. wants to achieve. They

do this by closely working with civilians, understanding their needs and challenges, and helping to manage or solve problems that could cause trouble or instability.

THE CIVIL COMPONENT

The Civil Component is a term used to describe everything in a military operation area that isn't part of the military. This includes the local people, political institutions, the economy, public and private resources, infrastructure, and any other civilian aspects tied to a specific geographic location. The Civil Component is important before, during, and after conflicts because it contains resources that can support society but also threats and weaknesses that could affect the mission.

Capabilities

The abilities and resources within a Civil Component depend on the local population, government institutions, natural resources, and foreign actors in the area. These capabilities can support a functioning society and, if coordinated properly, can be integrated into the military commander's plan. This might include economic outputs, communication and transportation infrastructure, local resources, information sharing, and government and social structures. Civil Affairs (CA) teams work to identify and protect these capabilities to support the mission.

Threats

Threats within the Civil Component are dangers that can destabilize society or harm civilian security, including economic, health, environmental, and political threats. These threats can take many forms, such as poverty, disease, environmental damage, violence, political repression, and misinformation. These threats often target social structures to destabilize an area, which could be exploited by enemies to hinder U.S. and

allied efforts.

Vulnerabilities

Vulnerabilities in the Civil Component are weaknesses within a society that could be exploited by enemies or worsened by natural events. These vulnerabilities relate to the society's ability to handle threats to civilian security. The level of vulnerability depends on the stability of the area, including how well it provides security, controls its population, offers essential services, and maintains infrastructure. CA forces identify these vulnerabilities and propose actions to reduce them and strengthen society.

In summary, Civil Affairs operations focus on working with the Civil Component of operational environments to support missions. This involves engaging with civilian resources and capabilities, identifying and addressing threats and vulnerabilities to stabilize society, and ensuring a secure environment that aligns with U.S. interests. CA forces play a key role in integrating civilian aspects into military planning and operations to achieve these goals.

CORE COMPETENCIES

The Civil Affairs (CA) branch has four main skills, called core competencies, that are crucial for their work in Civil Affairs Operations (CAO). These skills can be used before, during, or even without other military activities, and they help in various ways across all types of military actions. These four core competencies support each other and under each, there are specific missions that CA forces carry out to fulfill their role. Here's what these competencies aim to do:

1. **Help commanders see the big picture** by providing a clear

understanding of the civilian environment in which they're operating.

2. **Maintain and build on the progress made** during operations to ensure lasting stability.
3. **Push the limits** of how far military efforts can go successfully.
4. **Identify and make use of civilian resources and skills** that can support military goals.
5. **Understand the civilian side of operations** to better integrate military and civilian efforts.
6. **Create positive changes** in the civilian areas affected by military operations.
7. **Work together** to blend civilian knowledge with military planning and actions effectively.

In simple terms, the CA branch uses these competencies to make sure military and civilian efforts work well together, helping to achieve both immediate and long-term goals in areas where the military operates.

TRANSITIONAL GOVERNANCE

Transitional Governance (TG) involves the temporary management of government functions by military forces in areas where local governance structures have been disrupted due to conflict. This process is crucial when U.S. forces are deployed to either assist a friendly country in removing threats or to defeat the forces and governance of a hostile country. The Department of Defense (DoD) has policies in place, directing the Army to take on certain governance responsibilities during these situations to stabilize and reconstruct the affected territories. The ultimate goal is to set up a legitimate and effective civilian government.

Civil Affairs (CA) forces are key in conducting TG by ensuring that government functions continue smoothly during times of destabilization, transitioning from military to civilian control as effectively as possible. They focus on providing transitional military authority and support to civil administration (SCA) to facilitate this process. These actions are in line with international laws and U.S. policies, aiming to restore essential services and governance in liberated or occupied territories.

CA forces possess expertise in governance and the functioning of government systems, enabling them to advise military commanders on how to interact with and influence civilian populations and institutions. This expertise also extends to identifying and utilizing civil resources and capabilities to support U.S. military objectives and the broader goals of U.S. foreign policy.

During conflicts, CA units may engage in various tasks to support TG, such as establishing civil security, restoring essential services, and supporting governance and economic development. These efforts are aimed at stabilizing the operational environment (OE) and facilitating the transition of control back to civilian authorities as soon as conditions allow. CA forces work closely with international partners, the Department of State (DOS), and other governmental and non-governmental organizations to achieve these objectives.

In summary, Transitional Governance by CA forces is about managing the temporary transition of government functions in conflict-affected areas, ensuring continuity of governance, and laying the foundation for stable, civilian-led government structures. This process involves a range of activities from securing and stabilizing the OE to supporting economic and infrastructure development, all aimed at restoring normalcy

and governance in the interest of the U.S., its allies, and the local population.

Case Study: Transitional Governance in Syria

In late 2016, after some areas in Northern Syria were freed from the control of the Islamic State (IS), it became really important to set up a stable government again. IS had been in charge for almost two years, running things like essential services in places like the city of Manbij. To get things back to normal, Civil Affairs teams from the U.S. worked with the Syrian Democratic Forces (SDF) to figure out the main things that needed fixing and help people. They talked to the Department of State (DOS), the U.S. Agency for International Development (USAID), and different nonprofit groups to start making the area stable again.

As IS fighters were driven out and the area became safer, setting up a local government was the next big step. Civil Affairs teams helped the people of Manbij create the Manbij Civil Council, which included men and women from all the different ethnic groups in the area. This council got to work right away on bringing back important services and working with international groups to improve the economy and life for everyone there.

The Manbij Civil Council did such a good job that other areas started doing the same thing as IS lost more ground. Manbij turned into a place where people from all over the country came to start over because it was doing well. Civil Affairs teams, by working closely with local leaders from the start, played a big role in making Manbij and nearby areas stable and prosperous again.

CIVIL NETWORK DEVELOPMENT AND ENGAGEMENT

Civil Network Development and Engagement (CNDE) is a process used by Civil Affairs (CA) forces to work with civilian groups and organizations during military operations. This helps military commanders make better plans, consolidate their achievements, and create challenges for enemy forces trying to operate in the same areas. Civil networks also help commanders understand the impact of their actions and make non-lethal efforts more effective. Here's a breakdown of the main points:

Purpose of CNDE: It's used to influence civilian areas positively, keep track of civilian groups to ensure they're helpful (and not harmful), and integrate civilian capabilities into military plans. This way, the military can achieve its goals while maintaining good relationships with local civilians.

Steps in the CNDE Process: There are six main steps:

- Plan how to engage with civilian networks.
 - Actually engage with them to gather and share information.
 - Analyze these networks to understand their structure and influence.
 - Develop these networks to support military objectives.
 - Evaluate how these networks are doing.
 - Integrate successful networks into military operations to help achieve goals.
1. **Developing a Plan:** This involves organizing how to use CA resources to meet specific needs, like gathering information or supporting local communities, which helps current and future operations.
 2. **Engaging with Civil Networks:** This means meeting with local groups and individuals to build relationships, share and collect information, and support local communities.

These engagements can happen in person or online, and they help the military understand local dynamics and needs.

3. **Analyzing Networks:** CA forces look at the information gathered from civil networks to figure out which are friendly, neutral, or potentially threatening. This helps decide which networks to work with and how to use them to support military operations.
4. **Developing Networks:** After analyzing, CA forces work to strengthen and use civil networks that can support the mission. This might involve training, advising, or providing resources to help these groups become more effective.
5. **Evaluating Networks:** Continuous assessment of these networks is important to ensure they are still aligned with U.S. objectives and are effectively contributing to the mission.
6. **Integrating Networks:** Successfully developed and evaluated networks are then integrated into military operations. This can enhance the military's understanding of the area, improve relationships with local populations, and support broader mission objectives.

Overall, CNDE is about working with local groups in a way that supports military goals while also benefiting the local community. It requires careful planning, execution, and ongoing assessment to be effective.

CIVIL KNOWLEDGE INTEGRATION

Civil Knowledge Integration (CKI) is a way for military commanders and their teams to gather and use information about

civilian aspects of their operation area. This process helps them understand the situation better, make decisions, and plan for both current and future operations. It involves collecting, analyzing, and integrating information about civilians into military plans and operations. Here's how it works and why it's important:

Understanding the Situation: CKI gives commanders and their staff detailed knowledge about civilian life and structures in the operation area. This includes information about politics, the economy, social issues, and more, which helps them see the bigger picture and make informed decisions.

The Process: There are several steps in the CKI process:

- **Developing a plan** to collect information from civilian sources.
- **Collecting** the actual data through various means, like engaging with local communities or observing the environment.
- **Processing** this information to organize it in a useful way.
- **Analyzing and evaluating** the information to understand what it means and how it can impact military operations.
- **Producing** reports or products that summarize this knowledge.
- **Integrating** this knowledge into military planning and operations.

Why It's Important: This process helps the military work more effectively by:

- Enhancing their understanding of the area they're operating in.

- Helping them use civilian resources and capabilities to support military objectives.
- Making sure their actions are in line with the needs and conditions of the local civilian population.
- Reducing the chances of conflict with civilians and improving the relationship between military forces and local communities.

Team Effort: While CA forces play a big role in CKI, they often need more support and resources from higher up in the military command to carry out this process effectively. They work closely with other parts of the military, the U.S. government, and even international organizations and non-governmental organizations (NGOs) to gather and use civilian knowledge.

In simple terms, CKI is about understanding the civilian side of military operations. It's like gathering all the pieces of a puzzle about civilian life and using them to complete the picture, so military commanders can make better decisions and plans.

CIVIL MILITARY INTEGRATION

Civil-Military Integration (CMI) is all about the military working closely with civilian groups, government institutions, international organizations, non-governmental organizations (NGOs), and other partners during operations. This cooperation is crucial for achieving the goals of the United States and ensuring successful military operations. Here's a simple breakdown of what CMI involves:

1. **Working Together:** CMI means the military seeks to understand and work with civilians in the area they're operating. This includes planning and executing actions that take into

account civilian needs and capabilities, aiming for a joint effort that benefits both military objectives and civilian welfare.

2. **Sharing Information:** An important part of CMI is setting up ways to share information between the military, civilian organizations, and local governments. This helps everyone involved understand the situation better and coordinate their efforts more effectively.
3. **Setting Up Centers:** The military establishes Civil-Military Operations Centers (CMOCs) as a key step in CMI. These centers are where military and civilian groups can come together to plan, share information, and make decisions. They help synchronize efforts and ensure that military operations support civilian needs and vice versa.

For example, in Somalia during Operation Restore Hope in 1992, soldiers from the 96th Civil Affairs Battalion helped connect military leaders, local leaders, and NGOs. They worked out of Humanitarian Operations Centers to plan and coordinate medical projects, engineer projects, and other actions that benefited the local communities. This cooperation made relationships between the military, NGOs, and local communities generally positive, helping the overall mission.

Why CMI Matters:

- It helps the military and civilian groups understand each other's roles and capabilities, leading to better coordination and effectiveness.
- By sharing knowledge and resources, both the military and civilian sides can achieve more together than they could separately.

- It's essential for quickly stabilizing areas affected by conflict or disaster, allowing for a smoother transition back to normal civilian life.

In essence, Civil-Military Integration is about bringing military and civilian efforts together in a way that supports peace, stability, and development. It's a critical component of modern military operations, ensuring that the impact on civilian populations is considered and that operations contribute positively to the areas where they're conducted.

3

UNIFIED LAND OPERATIONS

Unified Land Operations is a strategy the U.S. Army uses that involves taking control, keeping it, and using it to their advantage in ongoing land operations. This strategy combines attacking, defending, and stabilizing operations all at once. The goal is to either prevent conflicts, win wars, or help settle conflicts in a favorable way. By doing all these things together, the Army aims to create situations where they're in a strong position compared to their enemies.

This approach is essential for dealing with both traditional wars and stability operations, which are efforts to maintain or restore peace in a region. Even though the U.S. military has been involved in relatively few large-scale wars, it has taken part in many stability operations throughout its history.

Civil Affairs (CA) plays a crucial role in this process by supporting the Army's strategic roles. These roles define why the Army is set up the way it is and what it's meant to do. It's important to note that these roles are about the big picture and aren't specific tasks given to individual units. They're also different from the steps or phases you might find in a plan for joint military

operations.

One key point is that the civilian population affects every part of military operations. If the military doesn't plan properly or fails to engage positively with the local civilian population (IPI) in the area of operations (OE), their mission could fail. This highlights the importance of understanding and working with local communities to achieve the goals of the mission and reach a successful end state.

CIVIL AFFAIRS CONTRIBUTION TO OPERATIONS

Civil Affairs (CA) plays a crucial role in all types of military operations, whether it's during peace, crisis, or war. Here's how CA helps the military achieve its goals and protect civilians:

1. **Supporting the Mission:** CA is essential across the full spectrum of military competition and conflict. They help achieve the outcomes that military commanders want by dealing with civilian aspects of operations.
2. **Protecting Civilians:** Military operations can seriously disrupt civilian life. CA works on planning and implementing measures to keep civilians safe. This includes minimizing harm to civilians during military advances and ensuring they're protected throughout.
3. **Providing Basic Needs:** In big ground fights, things like communication lines and access to food, water, and shelter can get cut off. Since the Army often operates in populated areas, it plans to provide these essential needs to civilians as part of its operations.
4. **Using Civil Networks:** Before, during, and after intense military actions, CA uses local networks and resources to help disrupt enemy plans and support military strategies.

They gather and use information about civilian areas to improve the military's understanding of the situation and make their actions more effective.

5. **Planning and Execution:** The Army creates CA forces specifically to plan and carry out Civil Affairs Operations (CAO). These units use their special skills in working with civilian populations and resources to support military goals across different stages and types of operations.

In short, CA helps the military not just fight better but also ensure civilians caught in conflict zones are protected and have their basic needs met. They're a bridge between the military and civilian worlds, making sure military operations consider and respect the needs and safety of local populations.

ARMY STRATEGIC ROLES

Civil Affairs (CA) teams are crucial in all military operations, playing a key role in shaping outcomes, preventing conflicts, succeeding in combat, and securing victories by stabilizing areas afterward. Here's how they contribute across different strategic areas:

1. **Shaping Operations Environments (OEs):** CA forces help create favorable conditions for military actions. They work with civilian populations and organizations to ensure military operations are supported and can succeed.
2. **Preventing Conflicts:** By working within communities and with various organizations, CA forces aim to deter adverse actions and stop situations from worsening, which aligns with U.S. interests.
3. **Winning in Combat:** When large-scale combat is unavoidable-

able, CA teams support offensive and defensive operations by considering civilian factors crucial to the mission. Their insights help in making informed decisions, minimizing civilian interference, and ensuring military maneuvers are effective.

4. **Consolidating Gains:** After achieving military success, CA forces focus on stabilizing and rebuilding areas to ensure lasting peace. This involves reestablishing government functions, providing essential services, and transitioning control to legitimate authorities, all while planning for sustainable security.

In Detail:

- **Shaping:** CA operations play a part in dissuading enemies and winning support from allies and local populations, contributing to the overall success of military strategies.
- **Preventing:** CA teams collect information and engage with communities to deter threats and build networks that support U.S. goals, helping to avoid conflict escalation.
- **In Combat:** Through Civil Knowledge Integration (CKI) and other strategies, CA forces enhance commanders' understanding of the battlefield, contributing to the success of military actions.
- **After Combat:** By leveraging local networks and resources, CA forces assist in the transition from military to civilian control, ensuring the achievements of combat operations have a lasting impact.

Summary: CA forces are vital across all phases of military operations. They help in understanding and working within

civilian environments, ensuring military efforts are supported and successful, and contributing to peace and stability post-conflict.

TRANSITION OPERATIONS

Transition operations are what happens after a conflict when military activities start to decrease and civilian groups take on more responsibility. This shift aims to stabilize the area and establish security and normalcy. Here's how it works and why Civil Affairs (CA) forces are crucial in this process:

1. **Why Transition Happens:** Transitions are planned when U.S. forces have completed their mission, or when higher authorities decide it's time to move from military to civilian control. This could be because the conflict has ended, the area is stable, or other reasons.
2. **Planning for Transition:** Planning starts early, sometimes even before the military operation begins. It's crucial because it ensures everyone knows when and how to shift responsibilities. Criteria for this transition can depend on specific events, goals achieved, resource availability, or set timelines.
3. **How Transitions Work:** The transition can mean ending military operations, passing responsibilities to new military units, or handing over control to civilian agencies, international organizations, or the host nation (HN). This needs careful organization to keep things running smoothly.
4. **Role of Civil Affairs Forces:** CA teams are super important in planning and carrying out transitions because they know a lot about local government systems, stability tasks, and

how to support communities. They help plan the shift from military to civilian efforts, ensuring that the good work done during the operation doesn't unravel.

5. **What CA Teams Do:** CA personnel work closely with civilians, local governments, NGOs, and other groups. They make sure that everyone's on the same page and that the transition supports long-term peace and U.S. strategic goals. They also create detailed plans for transferring their projects and responsibilities to the right people or groups.

In short, transition operations are about carefully shifting from military to civilian control after a conflict, with CA forces playing a key role in making sure this process supports lasting peace and stability.

DECISIVE ACTION

Decisive action in military strategy involves four critical areas: offense, defense, stability, and Defense Support of Civil Authorities (DSCA). These areas help the military effectively handle various situations, from engaging in combat to providing aid during domestic emergencies.

Offense

Offensive operations aim to defeat and destroy enemy forces and seize control of territories and resources. These operations demand rapid, decisive action to exploit the enemy's vulnerabilities. Civil Affairs (CA) forces play a significant role by gathering intelligence, developing civil networks, and ensuring minimal disruption to civilian lives. They help isolate enemy forces, protect civilians and cultural sites, and maintain the legitimacy of military actions.

Defense

Defensive operations counter enemy attacks, protecting territories, populations, and resources. CA forces collect critical civil information to develop a comprehensive understanding of the operational environment, helping to safeguard civilians and essential infrastructure. They work to minimize civilian interference and leverage civil networks to enhance the military's defensive posture.

Stability

Stability operations aim to create safe and secure environments, providing essential services and supporting governance in coordination with national and international partners. CA forces are crucial in establishing the conditions for long-term peace and supporting transitions to legitimate local governance. They focus on compulsion, control, influence, and support within the civil sector to address the root causes of instability.

Defense Support of Civil Authorities (DSCA)

DSCA involves military support to U.S. civil authorities during emergencies, law enforcement, and other domestic activities. CA forces advise and assist in planning and executing DSCA tasks, ensuring military efforts complement and enhance the response of civilian agencies. They may also engage in specific activities based on the situation's needs and legal frameworks.

Overall, CA forces integrate civil considerations into military operations, enhancing the effectiveness of decisive actions across offense, defense, stability, and DSCA. This integration ensures operations are conducted with a comprehensive understanding of the operational environment, prioritizing the protection and support of civilian populations and infrastructure.

POPULACE AND RESOURCES CONTROL

Populace and Resources Control (PRC) is all about managing the movement of people and the use of resources in areas where military operations are happening. Since civilians living in these areas can significantly affect military missions, it's essential to have plans in place to manage these interactions carefully. This includes everything from keeping track of who's moving where, making sure that people have what they need to live (like food and water), and ensuring that resources aren't being used to help the enemy.

Civil Affairs (CA) forces help with this by working out how to make these plans without causing too much disruption to civilians and their lives. They use their knowledge of the local area and relationships with local leaders to make sure these plans work well. This is especially important during large-scale combat operations, where managing civilians and resources carefully can make military operations more effective and use fewer military resources overall.

Populace control involves measures to keep people safe and secure, like setting curfews or controlling borders, while making sure they have access to essential services. It's about finding a balance between military needs and civilian life, requiring careful planning and understanding of the local situation.

Resources control deals with securing and managing the economic and natural resources of an area, such as food, fuel, and financial assets, to support the mission and help the local population. This could mean rationing important goods, securing valuable sites, or stopping illegal trading that could fund enemy forces.

Both populace and resources control are usually managed by local governments, but during emergencies or conflicts, the military might step in to help. The goal is always to keep things

as normal as possible for civilians, ensure their safety, and support the success of military operations.

HOMELAND DEFENSE

Homeland defense is about protecting the United States from attacks or threats from other countries or groups. The Department of Defense (DOD) leads this effort. The goal is to prevent and stop aggression towards the U.S. and its interests, both at home and abroad. This defense strategy involves being active and ready across different areas to deter attacks and defend the country.

Civil Affairs (CA) forces, which are part of the Army, can help with homeland defense if the government asks them to. They have special skills that can help stabilize important services and structures in the U.S. after an incident. For example, they can set up a Civil-Military Operations Center (CMOC) to organize and sync up the work of different groups trying to fix or maintain important services. CA forces use their expertise in Civil Network Development and Engagement (CNDE), Civil Reconnaissance (CR), Civil Engagement (CE), and Support to Civil Administration (SCA) to collect and manage information about civilian needs. This helps get things back to normal faster by ensuring a smooth handover of responsibilities back to local authorities once the emergency is over.

THE EXTENDED BATTLEFIELD

Civil Affairs (CA) forces work with civilian populations, especially in crowded city areas, online spaces, and through media. As cities grow and technology advances, CA forces must adapt to effectively operate in these complex environments and help military commanders understand and impact these spaces.

Dense Urban Environments:

- Cities are growing bigger and becoming more complex.
- They are connected globally through the internet, social media, and other modern communication methods.
- CA forces help by understanding these environments and using their skills in governance, network development, and information integration to help military operations succeed in urban areas. They help manage relations with civilians and local governments to keep things under control and support the mission.

Cyberspace:

- The internet and digital networks are part of modern conflicts.
- CA forces use social media and online tools to gather information, connect with people, and help with military goals. This helps them stay in touch with important groups without always being physically present.

Information Advantage:

- CA forces help share accurate and useful information with local officials and people. They make sure this information fits with the military's overall message to keep efforts unified and credible.
- They are involved in Information Operations (IO) which aim to create favorable conditions through effective communication and information sharing.

Public Affairs and Psychological Operations (PSYOP):

- CA forces work closely with public affairs and PSYOP teams to make sure messages to the public and media are consistent and support military objectives. It's important that all messaging is aligned to maintain credibility and support the mission.

In all these areas, CA forces play a key role in bridging the gap between the military and civilian populations, ensuring that operations are successful not just on the battlefield but also in the hearts and minds of the people involved.

COMPETITION CONTINUUM

The competition continuum is about the struggle between countries or groups that have different goals but aren't currently fighting in an all-out war. This situation involves a mix of activities, including some that might use violence through unconventional means or forces that aren't directly tied to a government. The main idea here is to win without having to resort to full-scale combat, by using military presence and partnerships to keep regions stable and prevent conflicts.

Civil Affairs (CA) forces play a significant role in this environment by keeping an eye on how things are going in various areas, helping U.S. embassies or military groups understand the local scene better, and building relationships that can help in times of need. They look out for important civilian places and things that need protection, figure out what might cause trouble in a society, and spot emerging threats.

By building and working with networks of local friends or neutral groups, CA forces help make it easier for the U.S. or

its allies to step in quickly if needed. They also support local governments in creating stronger democratic institutions and dealing with areas that need improvement, using their expertise in civilian functions.

Another key strategy is setting up a good local government that responds well to its people. This involves using all tools available to a country – like diplomacy, spreading information, military power, and economic actions – to support governance that aligns with U.S. interests. This way, CA forces help prevent enemy groups from gaining support and strength from local populations, making it harder for these threats to operate effectively. Essentially, CA operations weaken the enemy by cutting off access to resources and people, disrupting their plans and reducing their ability to fight.

4

OPERATIONS STRUCTURE

Intelligence about the civilian aspects of the environment can be just as important as information about enemy forces. This section talks about the role of Civil Affairs (CA) in Army operations, including how CA planning and activities fit into the bigger picture of military efforts. CA Soldiers and teams work with Army, joint forces, coalitions, and U.S. government groups at all levels—from local tactics up to big-picture strategy.

The operations structure in the Army includes the steps for making and carrying out plans, the types of power used in combat, and the framework for operations. This structure helps Army leaders quickly organize efforts in a way that everyone understands. Planning is both an art and a science. It involves figuring out the current situation, imagining a better future, and finding effective ways to make that future happen. Plans are based on guesses and uncertainties about how things will unfold once an operation starts. Civil Affairs Operations (CAO) are a key tool for commanders to better understand the environment they're working in.

Having a plan doesn't mean the mission will definitely suc-

ceed, but a well-thought-out plan considers many different aspects of the environment, sticks to the commander's goals, and allows soldiers to be flexible and adapt as things change. Effective planning helps commanders and their teams use their judgment, creativity, and initiative to tackle each new situation. Following a structured planning process, no matter the type of mission, is the best way to set up for success.

CIVIL AFFAIRS ROLE IN THE OPERATIONS PROCESS

Civil Affairs (CA) play a key role in the military's planning and operations process by focusing on the interaction with civilian populations and institutions. Commanders categorize their operations as decisive, shaping, or sustaining, and CA forces help shape these operations based on an analysis of the mission, enemy, terrain, troops, time available, and civil considerations (METT-TC). During the Military Decision-Making Process (MDMP), CA staff incorporate knowledge about civilians into the planning to improve understanding of the operational environment (OE). This civil knowledge comes from Civil Network Development and Engagement (CNDE) and Civil Knowledge Integration (CKI) processes and helps commanders make informed decisions.

CA staff at different units are responsible for ensuring that insights about civilian life and infrastructure are included in the MDMP. This involves collecting, analyzing, and using information about civilians to align military actions with the needs and situations of the civilian population. This integration helps in creating effective strategies that are sensitive to civilian considerations and enhances the overall effectiveness of military operations.

For instance, CA forces gather information through direct

engagement with the civilian population, assessments, and studies, and this information is used to plan and adjust military actions. This planning includes managing risks to both military forces and civilians, targeting (both lethal and non-lethal), and managing knowledge to keep commanders well-informed. This thorough consideration of civilian aspects in military planning helps to minimize harm to civilians, use resources efficiently, and support the success of military operations in complex environments.

STAFF INTEGRATION

Civil Affairs (CA) teams work closely with military commanders to make sure military plans consider the needs and situations of local civilians. They use information from Civil Network Development and Engagement (CNDE), Civil Knowledge Integration (CKI), and Civil-Military Integration (CMI) to help plan and carry out military operations. This involves figuring out how to support the commander's main goals and how to help local communities during military actions.

CA teams also have specific roles at different levels of the military, from advising commanders about how military actions affect civilians to planning how to transition areas from military to civilian control after conflicts. They look into local social and cultural factors and work with other government agencies and organizations to make sure efforts are united and effective.

When planning military operations, CA teams analyze how aspects like local governments, social structures, and economic conditions might influence the mission. They use this analysis to advise on the best course of action and ensure military operations are sensitive to civilian needs. This helps to maintain good relations between the military and local populations and

supports the overall success of the mission.

CA teams are also involved in gathering and sharing information about local areas, which can be critical for planning and decision-making. They help identify potential non-military ways to achieve objectives, such as engaging with local leaders or supporting community projects, which can lead to more stable and peaceful outcomes.

MISSION VARIABLES

When planning military operations, Civil Affairs (CA) teams help commanders understand how local civilian factors can affect the mission. They use a tool called ASCOPE to analyze the civilian side of things. This analysis is part of the planning process known as METT-TC, focusing on the “C” for civilian considerations. Just like military planners look at physical features of the battlefield like observation points and obstacles, CA teams look at civilian aspects to help plan effectively. The details of ASCOPE are explained in another military manual, FM 6-0.

OPERATIONAL VARIABLES

When the Army looks at where they’re operating, they consider a bunch of factors to understand the situation better. These factors, called operational variables, help them see not just the military side but how people living in the area might affect things too. They think about eight main areas: politics, military, economy, society, information, infrastructure, the physical environment, and time—grouped under the acronym PMESII-PT. However, when it comes to joint military planning, they usually just focus on the first six and don’t include the physical environment and time. This approach helps commanders get

a big-picture view of their surroundings and work better with other groups involved. The information gathered on these topics is then used to make plans, understand the battlefield, and share a clear picture of what's happening with everyone involved.

SYNTHESIZING OPERATIONAL AND MISSION VARIABLES

In the Army, making quick, well-informed decisions is key to staying ahead of enemies. To do this, commanders and their teams work together in a well-organized setup that includes people, systems, and processes. They share all kinds of data and insights to help plan, carry out, and review their missions. This setup is designed to make sure everyone gets the right information at the right time and in a way that's easy to understand and act on.

Civil Affairs (CA) teams play a big part in this. They gather detailed info about the areas where missions happen, like what the local communities are like and how Army actions might affect them (or vice versa). They put together area studies, assessments, and updates that help everyone understand the situation better. This helps in planning the mission, figuring out what to do next, and seeing how their actions are impacting the local area and people. All this effort is about making sure commanders can make the best decisions for their missions, helping to keep things running smoothly and effectively from start to finish.

CIVIL INFORMATION COLLECTION PLAN

In simple terms, commanders in the military need a lot of specific information about the enemy and the surrounding environment to make good decisions. This information includes understanding how local communities and civilians will impact

or be impacted by military operations. Civil Affairs (CA) teams help collect this essential information through various methods, including direct engagement with local communities, analysis, and research. They have a detailed plan for gathering this civil information, focusing on what the commander really needs to know. By doing so, CA teams continuously supply vital insights that help shape military actions, whether in attack, defense, or efforts to stabilize an area. This process ensures that military operations are effective and take into account the needs and safety of local civilian populations, helping to achieve the desired outcomes of the mission.

AREA STUDIES

Before a mission starts, Civil Affairs (CA) teams gather and study a lot of information about the area they'll be working in. This is called an "area study," and it helps them understand everything from the geography and history to the social and political climate of the place. They look at things like the local economy, health care, legal systems, education, and more, using all sorts of sources and even interviews with people who know the area well. This big-picture view becomes a starting point for planning their operations. If there isn't already an area study for where they're headed, CA teams quickly put together what they can to help guide their mission. This initial information gets updated regularly to make sure decisions are based on the latest data.

CIVIL AFFAIRS ASSESSMENTS

Civil Affairs (CA) teams carry out assessments to gather important and useful information about an area. They do three main types of assessments: initial, deliberate, and surveys.

Each type builds on the information from the last, getting more detailed and focused over time to help understand the needs and conditions in an area.

- **Initial Assessments:** These are done right when CA teams first enter an area or move to a new one. The goal is to quickly get a broad overview of the situation there, checking if the pre-mission study info was accurate and updating plans as needed. Safety is a top priority during these assessments.
- **Deliberate Assessments:** These are more detailed and are done based on specific needs and priorities. They look closely at certain geographic areas or systems like social or economic structures, using firsthand observations and interviews to gather data. The aim is to make informed decisions on where to focus efforts next.
- **Surveys:** These are the most detailed assessments and are like thorough inspections or investigations of specific places, groups, or systems. They're done to get an in-depth look at a particular issue identified in deliberate assessments. The findings from surveys can lead to changes in the mission or how resources are used.

For all these assessments, it's important to share results with the next CA teams coming in, so they don't waste time or resources redoing work. Planning carefully for these tasks is crucial.

RUNNING ESTIMATE

Running estimates are ongoing updates that staff sections, including Civil Affairs (CA), give to commanders to help them

understand the situation around them better. These updates include information, conclusions, and suggestions for what could be done next. They start as soon as a mission is received or expected and are constantly refined based on new information, especially regarding civilian aspects in the operation area.

Here's a simplified breakdown of how CA uses running estimates during the Military Decision-Making Process (MDMP), a key planning tool:

1. **Start of Mission:** As soon as there's a mission, CA begins to gather and record relevant civilian information.
2. **Mission Analysis:** CA looks at the situation, including threats, allies, and any assumptions about the mission. They use a tool called ASCOPE to analyze areas, structures, capabilities, organizations, people, and events.
3. **Developing Courses of Action (COA):** CA outlines how they plan to support the mission.
4. **Analyzing COA:** CA evaluates how their plans fit with the overall military strategy, looking at support, goals, objectives, and potential risks.
5. **Comparing COA:** CA compares different plans to find the best fit.
6. **Choosing COA:** CA recommends the best plan based on their analysis.
7. **Executing Orders:** CA updates their estimates to reflect the chosen action plan.

Throughout these steps, CA makes sure to consider how military operations might impact civilians and what might be needed for stability in the area. Their aim is to integrate CA efforts with those of the host nation and other organizations to support the

overall mission effectively.

ANNEXES

Annexes are special sections added to military plans and orders to provide extra details and help organize information. The Civil Affairs Operations (CAO) team, particularly the G-9 or S-9 (staff responsible for CAO), plays a big role in putting together these detailed sections to support the commander's plans and communicate their intentions more clearly.

Annex K (Civil Affairs Operations): This part, created by the G-9 or S-9, outlines how CAO, in coordination with military and civil groups, supports the main plan or order. It often includes additional details like:

- Execution Matrix
- Plans for Controlling Populations and Resources
- Plans for Collecting Civil Information

Annex P (Host-Nation Support): Managed by the G-4 or S-4 (staff responsible for logistics), Annex P explains how support from the country where forces are located or passing through supports the main operation. It covers how to use local resources like water, food, and transportation, often outlined in agreements between the host nation and the U.S. military.

Annex V (Interagency Coordination): Developed by both the operations staff (G-3 or S-3) and the CAO staff (G-9 or S-9), Annex V is crucial for CA forces. It specifies how the military will work with other government agencies and groups in the area, detailing roles and actions needed to ensure everyone works

together smoothly.

These annexes ensure that everyone involved in a mission has the detailed information they need, from managing relationships with local governments and civilians to coordinating with other government agencies and utilizing local resources effectively.

CIVIL AFFAIRS ROLE IN MISSION COMMAND

Mission command is the Army's strategy for leading and making decisions that lets lower-level leaders make their own calls based on the situation. This approach is about blending the art of leadership with the science of management to coordinate, control, and bring together different parts of the military during operations.

Commanders realize they're part of a bigger team working towards a common goal. They work together with the rest of the force to succeed. Civil Affairs (CA) forces help commanders reach out beyond just the military, connecting with civilian groups, organizations, and institutions that aren't under military control. By building relationships with civilians (CNDE) and managing these partnerships (CMI), CA forces make it easier for military and civilian sides to work as one, which is key to the mission's success.

Commanders keep up a shared understanding of the situation by talking with their teams and partners. They set clear goals and give out orders that outline what needs to be done, how resources should be used, and what the general plan is. CA teams gather and organize information about civilians that might affect the mission. They analyze this info to come up with useful insights (CKI), which they then mix into the Army's planning. This helps the commander get a full picture of the

civilian side of things, improving their understanding of the overall environment and making better decisions.

CIVIL AFFAIRS ROLE IN THE WARFIGHTING FUNCTIONS

Civil Affairs (CA) teams play a vital role in supporting the army's warfighting functions, which include Command and Control, Movement and Maneuver, Intelligence, Fires, Sustainment, and Protection. Here's a breakdown of their involvement:

Command and Control: CA forces help commanders by providing enhanced situational awareness and knowledge about civilian aspects of the battlefield. This allows for better decision-making and coordination across the operational area, especially by integrating civil networks and resources into military operations.

Information Operations: CA contributes to Information Operations by offering detailed insights into the civil population and infrastructure, enabling commanders to shape perceptions and behaviors effectively. They assess the impact of operations on civilian attitudes and help align military actions with strategic communication goals.

Movement and Maneuver: CA's understanding of the local civilian landscape helps military forces navigate and maneuver more effectively, avoiding civilian interference and utilizing civilian infrastructure and networks to support military operations.

Intelligence: CA's engagement with civilian networks provides commanders with crucial information about societal dynamics, potential threats, and opportunities for action. This information enhances the army's intelligence capabilities and supports more effective planning and decision-making.

Fires: CA integrates civil knowledge into targeting processes

to ensure military actions are precise and minimize harm to civilians. They identify key civil considerations for targeting and provide options for both lethal and nonlethal effects.

Sustainment: CA identifies local resources and establishes partnerships with local governments and organizations. This support reduces logistical burdens and supports the sustainment of military operations by utilizing local supplies and services.

Protection: CA identifies and mitigates risks from civilian factors, enhancing force protection. They contribute to planning security and defense measures, focusing on preserving both military and civilian lives and infrastructure.

In essence, CA teams bridge the gap between military operations and civilian factors, ensuring that military efforts are informed, effective, and minimize unintended consequences on the civilian population. Their work supports the army's objectives while promoting stability and security within the operational environment.

CIVIL AFFAIRS CAPABILITY BY ECHELON

Civil Affairs (CA) capabilities are organized across different levels of military operations, offering specialized support from strategic to tactical engagements. Here's a breakdown of each section and their contributions:

Civil Affairs Team (CAT)

- **Function:** Conducts Civil Affairs Operations (CAO) at the tactical level, engaging directly with civilian populations and institutions.
- **Activities:** Civil reconnaissance (CR), civil engagement (CE), project management, coordination of humanitarian aid, and

governance support.

- **Limitations:** Due to their small size, CATs often require protection support in high-threat environments.

Civil Affairs Company

- **Function:** Supports brigade combat teams (BCTs) with planning and managing CAO. It's the primary unit for deploying CATs to support various missions.
- **Activities:** Develops civil networks for effects in operational environments, supports local governance for civil security and control, and coordinates with NGOs and other partners.
- **Capabilities:** Can command and control Civil Affairs Teams and operate Civil-Military Operations Centers (CMOCs).

Civil Affairs Battalion

- **Function:** Offers analytical support to integrate civil information into military planning, enhancing situational understanding and directing targeted CAO.
- **Activities:** Focuses on stabilization, reconstruction, and leveraging local, regional, and trans-regional networks to support combatant commands and governmental strategies.

Civil Affairs Brigade

- **Function:** Commands and controls up to five CA battalions, focusing on corps-level to theater Army missions.
- **Activities:** Develops and executes CAO to support regional and trans-regional objectives, including building civil net-

works and facilitating interagency coordination.

Civil Affairs Command (CACOM)

- **Function:** Provides high-level CA coordination, policies, and programs across a theater of operations, advising commanders and integrating civil knowledge into operations.
- **Activities:** Plans and manages theater CAO, supports stabilization efforts, and coordinates with U.S. and international partners.

Civil Affairs Task Force

- **Function:** A scalable unit that focuses on stabilization, formed around CA elements to support specific missions or operations.
- **Activities:** Coordinates humanitarian assistance, disaster relief, and capacity building, often operating under specific U.S. legal authorities or in support of civil-military engagement missions.

Joint Civil-Military Operations Task Force (JCMOTF)

- **Function:** A special-purpose task force for civil-military activities, possibly commanded by a CA officer and including CA units.
- **Activities:** Plans and executes CMO in a theater of operations, enhancing coordination between military forces and civilian agencies for comprehensive support and stabilization efforts.

These CA elements ensure the military's ability to engage with civilian populations and institutions effectively, supporting overall mission success and stability in operational areas. They offer a wide range of capabilities, from direct engagement and humanitarian aid to strategic planning and interagency coordination, crucial for complex operations across the competition continuum.

UNIFIED ACTION

Working together with different organizations can help everyone involved to work towards shared goals, understand each other better, and share important information and resources. This idea of working together, called “unified action,” is about making sure that the activities of different government and non-government groups are in sync with military efforts to achieve a common goal. Even if these groups aren’t officially connected, they can still coordinate and cooperate effectively.

Civil Affairs (CA) forces are a crucial part of this teamwork. They help by working closely with both military and non-military groups to improve local government functions. This support can take some pressure off military commanders by handling aspects of civil security and organization, building helpful networks, sharing information with other agencies and groups, and making sure civilian and military efforts complement each other well. By doing this, CA forces play a significant role in ensuring everyone works together smoothly and effectively.

INTERORGANIZATIONAL COOPERATION

Interorganizational cooperation is all about different groups working together. These groups include parts of the U.S. Department of Defense, other U.S. government departments and agencies, local and tribal governments, foreign military and government agencies, international organizations, non-governmental organizations (NGOs), and private companies. When these groups collaborate well, they can achieve shared goals and build a common understanding of situations and challenges.

Civil Affairs (CA) forces play a vital role in this type of teamwork. Their job involves interacting with civilians, organizations, and agencies to help bring everyone together towards a common goal. CA forces are especially good at this because they have special training in understanding how governments work, know a lot about the regions they operate in, understand local cultures, and often speak the local languages.

CA forces use their skills to help form partnerships with various organizations. These partnerships can provide valuable information that might not be available through military sources, such as local cultural practices, political structures, and insights into the security situation. By building local networks and enhancing the ability of local governments, CA forces contribute to a better overall effort from all organizations involved.

A key tool for interorganizational cooperation is the Civil-Military Operations Center (CMOC). It's a place (which can be physical or virtual) where all these different groups can meet to discuss how to work together effectively. The CMOC is important because it lets organizations talk about issues, share concerns, and request support, all while maintaining their independence. It's a place for conversation, not for making decisions.

For CA forces to share information effectively with all these

different partners, they sometimes need to adjust the security level of their information. This means making sure that the information they share is not classified in a way that would prevent other organizations from accessing it. Proper procedures are followed to make sure information is shared appropriately and in a timely manner with everyone who needs it.

Case Study: Operation DESERT STORM

During Operation DESERT STORM, which was a response to Iraq's invasion and occupation of Kuwait in August 1990, strategic planners initially focused just on combat. However, they had to quickly start planning for rebuilding Kuwait after the Kuwaiti government-in-exile asked the U.S. for help two months into the occupation. The U.S. Civil Affairs (CA) teams, skilled in helping rebuild countries, were called in to assist. By December 1990, the 352d CA Command and the 354th CA Brigade were mobilized to work on this mission, forming the Kuwait Task Force (KTF).

The KTF, made up of 57 officers with various expertise, including veterans from a previous operation in Panama and officials from USAID and the Justice Department, teamed up with representatives from 27 U.S. government agencies and Kuwaiti partners. They made plans for legal processes for Iraqi sympathizers, repairing sabotage by Iraqis, rebuilding Kuwait's electrical grid, and ensuring food and medical supplies were available. Their work was part of a bigger plan to get Kuwait back on its feet after the war.

By the time they arrived in Saudi Arabia in February 1991, the KTF was part of a larger group, the Combined Civil Affairs Task Force, and contributed significantly to restoring Kuwait's telecommunications, transportation, and electricity quickly after combat ended. They ensured no Kuwaiti suffered from

thirst, starvation, or lack of medical care post-liberation and helped get Kuwait's medical system, airport, police force, major roads, and ports back to working order. Although Kuwait wanted the KTF to stay until December 1991, they left in May of that year, having played a crucial role in the country's swift recovery from the war.

JOINT OPERATIONS

Joint operations are military actions where forces from two or more branches of the military work together under one commander. These operations often involve interactions with civilian populations, making it important to manage these interactions carefully. The U.S. Army Civil Affairs (CA) teams, being the largest CA force among the military branches, usually play a big role in these joint missions and need to plan for them. In situations where the Army is part of a joint force focusing on preventing conflict and shaping the environment, it supports the overall plan of the joint force commander by engaging in security cooperation. This means working with allied nations to build strong relationships, gain access, and promote stability in the region, which can help prevent threats from arising.

CIVIL-MILITARY OPERATIONS DIRECTORATE OF A JOINT STAFF

The J-9 is a team within a joint force command responsible for planning Civil-Military Operations (CMO). Their job is to help the commander and their team conduct CMO by working closely with other Civil Affairs forces and coordinating the integration of military forces and civilian organizations in an area of operations. This helps achieve unity and ensures that military actions align with the needs and structures of civilian life. The J-9 team

connects with various groups including governmental agencies, international organizations, non-governmental organizations (NGOs), and local communities. They manage information about civilian-military relationships, plan supportive actions for civil-military operations, and ensure military and civilian groups work well together to promote stability and accomplish shared goals.

Key responsibilities of the J-9 include leading the team that integrates Civil Affairs, military police, medical teams, engineers, and other necessary service capabilities to carry out CMO. They also establish connections with various agencies and groups, oversee the Civil-Military Operations Center (CMOC), and develop key parts of operational plans that deal with civil-military operations. Additionally, the J-9 ensures the coordination of financial aspects of CMO, supports the transition of operations to follow-on forces or local governments, and provides expertise to other coordinating groups within the joint staff.

Overall, the J-9 is crucial for managing how military operations interact with civilian aspects of the operational environment, making sure that military efforts are harmonious with civil needs and structures, and facilitating cooperation between the military, civilian agencies, and local populations.

THEATER CIVIL AFFAIRS PLANNING TEAM

The Theater Civil Affairs Planning Team (CAPT) works alongside the J-9 staff at geographic combatant commands to enhance Civil-Military Operations (CMO). Their role is to help develop and organize CMO plans, policies, and programs. They work closely with Civil Affairs forces that are aligned with the theater's needs, as well as with various government agencies.

Their efforts support and improve the larger strategic plans and missions of the geographic combatant command, focusing on security cooperation initiatives and overall operational goals. Essentially, the Theater CAPT and J-9 collaborate to make sure that military and civilian efforts are well-coordinated and effective in supporting the command's objectives.

JOINT TASK FORCE

In a Joint Task Force (JTF), Civil Affairs (CA) Soldiers who are part of the J-9 staff play a crucial role in analyzing the civilian aspects of the environment where military operations take place. This analysis helps the commander understand and consider civilian needs and issues in planning missions. Although not all commands have a dedicated J-9 section, CA units can still offer support for integrating Civil-Military Operations (CMO) into the planning process for any level of Joint Force Commanders (JFC).

Key responsibilities of the J-9 and CA staff include evaluating how civilian factors impact missions, working with civilian agencies and organizations to align efforts, advising on legal and ethical matters related to civilians, participating in the targeting process to ensure civilians are considered, ensuring that CMO are well-coordinated with Information Operations, and assessing local resources that can support military operations. They may also recommend the necessary CA forces, participate in planning groups, maintain updates on CMO activities, and help develop specific sections of operation plans that deal with civil-military interactions and coordination. This comprehensive approach ensures that military operations are conducted with a full understanding of and sensitivity to the civilian environment, promoting more effective and responsible actions.

CIVIL-MILITARY OPERATIONS PLANNING CONSIDERATIONS

When planning Civil-Military Operations (CMO), planners need to think about a lot of different things to make sure they work well. They need to understand local laws, customs, how people in the area live and work together, and what's important to them in terms of rights and freedoms. They also have to plan for public safety and health, education, and how to work with local leaders in business, religion, and community.

Planners have to follow international rules and respect each country's borders and natural resources like water and land. It's important to communicate well with local people, understand any criminal issues that might affect the economy, and manage the needs of many different groups who are all involved in the area.

They need to make sure they have enough support in terms of administration, logistics, and communication for the CMO teams. This includes getting CMO forces out there early enough to be effective and working well with other military staff, government agencies, international groups, non-profits, the host nation, and private companies.

Sometimes, CMO planning requires bringing in reserve forces, which might take extra time. Planning also includes making sure that military actions don't destroy important civilian resources needed for rebuilding later on. The planners aim for goals that can be reached through CMO at the tactical (immediate, on-the-ground actions), operational (broader military operations), and strategic (overall mission and long-term outcomes) levels.

Sometimes, it might be necessary to create a special team, called a Joint Civil-Military Operations Task Force (JCMOTF), to handle specific situations. Also, planners need to consider the timing of local farming cycles and be aware of significant local

events and holidays.

CIVIL-MILITARY OPERATIONS WORKING GROUP

Commanders set up Civil-Military Operations (CMO) working groups to bring together everyone involved in CMO to make sure they're all working towards the same goals set by the commander. This group makes sure everyone's efforts in CMO are in sync. Besides the CMO working group, the planners who handle civil affairs and military operations also join other important groups like the Information Operations (IO) working group and the intelligence team to make sure they're involved in all aspects of the operation.

The people who lead these working groups (known as J-9, G-9, or S-9) are in charge, but the group can include a lot of different people, depending on what level they're operating at. Members might include experts from civil-military operations centers, psychological operations (PSYOP), engineering, medical, legal, religious affairs, public affairs, intelligence, operations, logistics, resource management, and liaisons with other groups. If needed, representatives from other government agencies, political advisors, or international partners might also join to help with planning and coordination.

Case Study: Operation ENDURING FREEDOM

During Operation ENDURING FREEDOM from May 2004 to March 2006, there was a crucial need to secure the Shur Ghar Pass in southern Afghanistan. This pass was strategically important but dangerous due to the high risk of ambushes and improvised explosive devices (IEDs), which had already claimed the lives of several coalition soldiers.

To address this, Civil Affairs (CA) Soldiers from the 96th CA Battalion, alongside coalition forces and various other groups

such as NGOs, USAID, the U.S. Department of State (DOS), and more, came together in civil-military operations working groups. Their goal was to create a safer environment in the pass.

Their plan included stationing Afghan police in the pass, building a police barracks compound, and setting up numerous checkpoints. They secured funding from the Commander's Emergency Response Program (CERP) for these constructions. This plan was initially managed by a task force and later handed over to the commander of Joint Task Force 76, along with the Provincial Reconstruction Team (PRT) in Qalat, the capital of Zabul Province. DynCorp, a DOS contractor, also ran a police training program to prepare the police force needed for this operation.

The task of securing the Shur Ghar Pass was then transferred to the 173d (A) Brigade Combat Team (BCT), which dedicated significant engineering resources to continue the work, supported by funding from the Qalat PRT for road construction equipment and training for Afghans. USAID funded an asphalt-finish for the road, which was completed by a private contractor.

This collaborative effort, which took over a year from start to finish, involved strategic, operational, and tactical planning and execution by both special operations and conventional forces, along with various governmental and non-governmental organizations. The result was not only a more secure pass but also economic stimulation in the region, legitimization of local and provincial governments, and overall success in securing access to southern Afghanistan for coalition and Afghan security forces.

JOINT INTERAGENCY COORDINATION GROUP

The Joint Interagency Coordination Group is a team that

helps civilian and military planners work together efficiently and on time. It's a place where these different groups can collaborate and share information to help with planning military operations. This group plays a key role in combining efforts from various organizations, including government agencies, non-governmental organizations, and others, to ensure that military operations are well-supported and effective. For example, a Civil Affairs Command (CACOM) can work with this group to provide important information about civilian needs and conditions in an area, helping to shape military plans at a high level. The goal is to make sure that all parts of a military operation, including those involving civilians, are carefully considered and integrated into the planning process, benefiting from the resources and insights that different organizations can offer.

CIVIL-MILITARY ENGAGEMENT

Civil-Military Engagement (CME) is a strategy used by the Department of Defense to help build stronger governments in other countries. This strategy focuses on working closely with partner nations to improve their government's abilities and reduce negative influences in their area. The goal is to work together with different organizations, both military and civilian, to create a positive change in the population. CME activities include gathering information about the civil environment, analyzing and engaging with networks of people to counter threats, working together with other organizations to coordinate efforts, and helping to build the capacity of friendly and neutral networks to stand up against harmful actors. These efforts are designed to support the plans of commanders and the Theater Special Operations Command (TSOC), and they are

aligned with U.S. embassy strategies.

The CME program is carried out by four main groups: Civil-Military Support Elements (CMSE), which are small teams that plan and execute Civil Affairs operations; Regional CMSEs, which work within a specific area to understand and engage with local networks; Theater CMSEs, which integrate network analysis into broader military planning at the theater level; and Trans-Regional CME Elements, which work across different regions to improve cooperation and support U.S. government-supported Indigenous Populations and Institutions (IPI). These efforts are all aimed at creating a stable and secure environment by enhancing the capabilities of partner nations and reducing the influence of groups or individuals who may pose a threat.

INTERAGENCY COORDINATION

Interagency coordination involves different U.S. government agencies, including the Department of Defense (DOD), working together to achieve a specific goal. This collaborative effort is essential for accomplishing broader national security objectives through a unified approach. An example of effective interagency coordination occurred during the Indian Ocean tsunami relief effort in 2004, where the DOD and the Office of Foreign Disaster Assistance (OFDA) worked closely together. This cooperation included embedding liaison officers in various operational centers, which improved response efficiency and effectiveness to the disaster-affected areas.

Civil Affairs (CA) forces play a significant role in facilitating interagency coordination at strategic, operational, and tactical levels through various organizational structures like the J-9, Theater Civil Affairs Planning Team (CAPT), G-9, S-9, Civil-Military Operations Centers (CMOCs), and others. These struc-

tures help in managing relationships with various partners, including international organizations, nongovernmental organizations (NGOs), and indigenous populations and institutions (IPI).

The Department of State (DOS) typically leads coordination efforts among interagency partners within a country and in establishing international agreements. Military forces require authority through such agreements or country clearance to operate in foreign nations legally. These agreements can be bilateral (between the U.S. and one other nation) or multilateral (involving multiple nations) and cover various international matters, including economic, trade, and defense cooperation.

DODI 5530.3 outlines the DOD's responsibilities regarding international agreements, emphasizing the DOD's role in adhering to these agreements negotiated by the DOS. CA forces, alongside legal advisors, must understand these agreements to guide commanders on permissible actions in compliance with U.S. obligations to host nations or partner nations. This understanding is crucial for successfully integrating, coordinating, and synchronizing military operations with civilian efforts in accordance with international agreements.

THE ROLE OF UNITED STATES EMBASSIES

U.S. embassies act as the main offices for American representatives in foreign countries, typically led by an ambassador who represents the President of the United States to the host nation. These embassies are usually found in the capital city, with consulates in other major cities to extend their reach. The premises of an embassy are considered the territory of the nation it represents, making it off-limits to host country personnel without permission, emphasizing the importance of its security

and sovereignty.

The ambassador heads the embassy and acts like a CEO, supported by a team from various U.S. agencies, all working towards American interests under the ambassador's direction. Embassies serve many purposes, including assisting American citizens abroad, processing visa applications, and fostering diplomatic relationships. Staff members engage with local government, businesses, NGOs, media, and the public to promote U.S. policies, interests, and mutual cooperation.

Embassy personnel also play a key role in analyzing and reporting on the political and economic situations in the host country to inform U.S. policy. They support American businesses in finding local partners and customers and may assist in training host country's police and military forces. Cultural, educational, and professional exchanges are sponsored to build connections between Americans and residents of the host country.

Local employees make up a significant part of the embassy staff, bringing invaluable local knowledge and connections. Embassies can be expansive, with several annexes and a main building called the chancery, often showcasing American architecture and art.

While Civil Affairs (CA) Soldiers may interact with various embassy personnel, such as defense attachés and USAID staff, their missions are typically under the command of geographic combatant commanders, not the embassy's chief of mission. Nonetheless, CA Soldiers must align their activities with U.S. foreign policy objectives and the bilateral relations between the U.S. and the host country to ensure cohesive and mutually supportive actions.

DEFENSE SUPPORT TO STABILIZATION

The Department of Defense (DoD) supports stabilization efforts, which aim to help countries manage conflict and prevent violence by aligning U.S. government efforts. The State Department leads these efforts, with USAID implementing non-security assistance and the DoD supporting, especially in providing security.

Key Points:

- The DoD helps identify and achieve stabilization objectives, integrating these into strategic plans and prioritizing resources.
- This support includes developing specific annexes in campaign and operation plans to guide these efforts.

Stabilization and Security Cooperation

- Civil Affairs (CA) forces engage in activities to support local governance and build partner capacities. This includes various operations such as foreign assistance and security cooperation to promote regional stability and U.S. security interests.

Foreign Assistance

- The U.S. offers assistance to other nations through security cooperation, humanitarian aid, and development assistance to promote stability and institutional growth.
- CA forces assess and provide actionable recommendations to support foreign assistance programs, leveraging their expertise to enhance the effectiveness of these programs.

Development Assistance Programs

- The U.S. supports developing countries to improve their living standards through programs focused on health, education, agriculture, and more, primarily executed by the State Department or USAID.
- CA forces support these programs, enhancing their impact through civil affairs operations.

Security Assistance Programs

- These programs help partner countries build their military and security capabilities through U.S. support, promoting stability and security abroad.
- CA personnel assist by identifying needs, evaluating programs, and prioritizing them to achieve strategic goals.

Foreign Humanitarian Assistance (FHA)

- The DoD engages in FHA to directly reduce human suffering in disaster-stricken regions, complementing long-term foreign assistance efforts.
- CA forces play a crucial role in planning and coordinating these efforts with various partners, ensuring efficient delivery of aid.

Foreign Internal Defense (FID)

- FID involves U.S. support to foreign governments to counter internal threats like terrorism and insurgency, aiming to bolster their internal defense and development.

- CA operations are vital to FID efforts, helping to integrate military support into broader government programs to strengthen local governance and infrastructure.

Counterinsurgency

- Counterinsurgency efforts focus on local solutions to insurgent threats, emphasizing the importance of civil solutions and governance to address the root causes of instability.
- CA forces are key in conducting operations that support counterinsurgency, from understanding the causes of instability to improving governance and mobilizing civil networks.

Summary: The DoD's role in stabilization and foreign assistance encompasses a wide range of activities aimed at supporting partner nations in managing conflict, improving governance, and promoting development. Civil Affairs forces are integral to these efforts, providing expertise, planning, and coordination to enhance the effectiveness and sustainability of U.S. assistance programs.

HISTORY OF CIVIL AFFAIRS

The U.S. Army's Civil Affairs (CA) teams, once called Military Government, have a rich history that's changed and grown over time. Starting off right after World War I, the Army began shaping CA into a professional field by 1955 for reservists and by 2006 for regular soldiers. This story isn't just about dates and changes; it's about how CA became a key part of the Army's work.

From the early days of America, the Army did jobs similar to today's CA, like exploring with Lewis and Clark, occupying Mexico City with General Scott, rebuilding the South after the Civil War, and during the Philippine-American War.

During the Civil War, the Army came up with the Lieber Code, a set of rules for treating civilians and their property fairly in occupied areas. These rules were the groundwork for how the Army would later operate in such areas, leading to the development of CA.

The modern CA era began with the Army's occupation of Germany's Rhineland after World War I. This period showed the Army the importance of having trained CA units for managing

civilian matters in occupied territories.

Following World War I, the Army created its first CA doctrine and training programs, leading to the formal establishment of CA units. These units were crucial in managing civilian life and ensuring stability in occupied areas during and after World War II.

CA's role expanded with the Korean War, prompting the Army to make CA a permanent part of its structure. Later, in Vietnam, CA units worked on integrating local populations into the national framework, providing medical care and helping with infrastructure, agriculture, and education.

Post-Vietnam, the CA school moved to Fort Bragg, emphasizing the importance of CA in military operations. Over the years, CA's involvement grew in various global operations, including disaster relief and peacekeeping missions.

Significant organizational changes came after the Cold War ended, reflecting CA's growing importance in the Army's operations worldwide. The Global War on Terror further highlighted the need for CA, leading to the creation of more active CA battalions and units dedicated to supporting both special operations and conventional forces.

Today, Army CA continues to play a vital role in military operations, from preventing conflicts to helping societies recover from wars and disasters. The demand for CA's unique skills shows its value as a force multiplier and its enduring significance in the Army's mission.

GOVERNMENT FUNCTION EXPERTISE

Civil Affairs (CA) Soldiers are the Army's experts in running government sectors, especially in places where the local government needs help or during military operations. Their job is all about using their knowledge to help manage the civilian aspects of an area the military is operating in. Here's a breakdown of the five main areas they focus on:

1. **Civil Security:** This is about keeping people safe. CA Soldiers help with planning and training local officials on how to handle threats, like crime or natural disasters. Sometimes, they also help set up a temporary military-led government to keep order.
2. **Civil Control:** This area deals with the law—making sure there are systems and institutions in place to enforce civil and criminal laws. It's all about maintaining legal order and sometimes involves setting up a temporary military-led government if needed.
3. **Essential Services:** Here, CA Soldiers focus on making sure people have what they need to live—water, food, shelter,

health services, and education. It's about rebuilding the basic needs and services that help a community or society get back on its feet, especially after a crisis or conflict.

4. **Governance Support:** This involves helping with the over-all running of a place—like public administration, cultural relations, and environmental management. It's about making sure the government can do its job in serving the people, and that citizens can participate in their government through peaceful, political processes. Sometimes, they help set up a temporary government to manage these tasks.
5. **Economic Stabilization and Infrastructure:** In this area, CA Soldiers work on big-picture economic issues like commerce, labor, agriculture, and infrastructure (like roads and communication systems). It's about helping to build a stable economy and making sure the basics that a society needs to function and grow are in place. And, like in the other areas, they might help establish a temporary authority to manage these tasks if needed.

In all these areas, the goal of CA Soldiers is to help stabilize and rebuild societies, especially after conflicts or disasters, by leveraging their government function expertise.

FUNCTIONAL SPECIALTY FOCUS AREAS

Civil Affairs (CA) Soldiers have a huge role in helping run different parts of a government, especially in tough situations like conflicts or natural disasters. They are divided into 16 areas of expertise, each focusing on a specific part of making a society work well. Let's break these down:

1. **Law and Border Enforcement:** These specialists focus on helping a country enforce its laws and secure its borders. They offer advice and support to make sure the country can manage its security and legal processes properly.
2. **Rule of Law:** This area is all about making sure a country's legal system is fair and follows international standards. They help set up courts and legal systems that people can trust.
3. **Corrections:** Specialists in corrections work on making sure prisons and detention centers are run fairly and humanely, focusing on rehabilitating prisoners.
4. **Public Safety:** These experts help set up systems to keep people safe from things like natural disasters or emergencies. They work on emergency response plans and community safety programs.
5. **Public Education:** This focus area is about making sure kids and adults have access to education. Specialists help rebuild and improve schools and education systems.
6. **Public Health:** Health experts work on making healthcare systems work better, from hospitals to public health programs, ensuring everyone has access to medical care.
7. **Civilian Supply:** This specialty is about making sure people have what they need, like food and water, especially after a crisis. They figure out what resources are available and how to distribute them.
8. **Public Administration:** These experts help make sure the government is running smoothly, from national to local levels. They focus on things like elections, government services, and how laws are made.
9. **Public Information:** Communication specialists work on making sure the government and media can share

information openly and honestly with the public.

10. **Cultural Relations:** These specialists focus on preserving a country's culture, history, and traditions. They help protect and manage cultural sites and public records.
11. **Environmental Management:** Environmental experts work on protecting natural resources and making sure the environment is taken care of, from water and air quality to conservation efforts.
12. **Economic Development:** These specialists help improve a country's economy, from big picture policies to helping small businesses grow.
13. **Food and Agriculture:** Agriculture experts focus on helping farmers and the food industry, making sure people have enough to eat and that agriculture is sustainable.
14. **Public Works and Utilities:** These specialists make sure essential services like water, electricity, and roads are working and accessible to everyone.
15. **Public Communications:** Communication experts work on making sure people can stay connected, from internet access to postal services.
16. **Public Transportation:** Transportation specialists work on improving how people and goods move around, whether it's by road, rail, air, or sea.

Each of these areas is crucial for building a stable and functioning society, especially after conflicts or disasters. CA Soldiers use their skills to help rebuild and support communities, making sure everyone has access to the services they need.

