

PHILIPPINE ARMY MANUAL 7-03



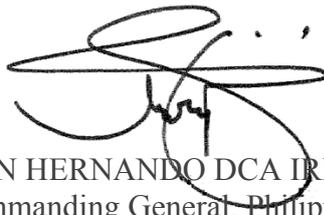
CIVIL AFFAIRS OPERATIONS

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PHILIPPINE ARMY MANUAL 7-03

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Philippine Army Manual 7-03 (PAM 7-03) dated 06 May 2014 is promulgated
on authority of the Commanding General, Philippine Army

A handwritten signature in black ink, consisting of several overlapping loops and a long horizontal stroke, positioned above the name of the Commanding General.

LTGEN HERNANDO DCA IRIBERRI AFP
Commanding General, Philippine Army

PREFACE

1. The purpose of this manual is to provide a guide in the conduct of Civil Affairs planning and operations in support of Civil-Military Operations in the Philippine Army in terms of Civil Affairs mission, employment, capabilities, requirements, organization and limitation.
2. This manual provides basic knowledge on Civil Affairs Planning and Operations in line with Army CMO Doctrine. It also prescribes the role of Civil Affairs in support of other operations of the Army.
3. The proponent of this manual is the Civil-Military Operations School, Civil-Military Operations Group, PA. The said Office is responsible in the review and update of this publication. Users of this publication are encouraged to recommend changes and to submit comments for its improvement. Send your comments and recommendations to the:

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4. References

- a. AFPM 2-7 Doctrine for CMO (2006)
- b. PAM 7-00 Philippine Army Civil-Military Operations Manual (2008)
- c. US FM 3-05.40 US Army Civil Affairs Operations Manual (2006)
- d. PAM 8-01 PA Doctrine Development Manual

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Glossary
Abbreviation

CHAPTER I INTRODUCTION TO CIVIL AFFAIRS

Army units need the expertise and knowledge in the conduct of Civil Affairs Operations (CAO) nested in the overall mission and intent of the supported commander. It is essential for Army units to have Civil Affairs (CA) soldiers that can assist them in planning, preparing and executing CAO. In addition, this will help our commanders consider the civil components within his area of operation and thereby appreciate and establish the importance of CA as an element of Civil-Military Operations (CMO) in support to Army operations. This manual covers all aspects of Army Civil Affairs Operations.

Civil Affairs is often misunderstood as mere conduct of developmental activities and other non-traditional army roles that do not have an impact on the accomplishment of military missions. On the contrary, commanders and every soldier must understand that CA legitimizes Army operations and is essential to the success of any military operations. It supports the military mission by engaging the civil component of the complex battlefield. Civil Affairs operators are a combat multiplier for any commander.

In our changing security environment, a more complex threat emerges requiring also a solution that involves different stakeholders across the political, social, economic, diplomatic, and military aspect both in the local and international landscape.

Section 1-1 Historical Perspective

On 15 December 1950, when President Magsaysay served as the Secretary of National Defense, he created the Economic Development Corps (EDCOR) under the AFP as an adjunct to the psychological warfare of the government. This new agency was envisioned to look into the economic rehabilitation, spiritual rejuvenation, and return to normalcy of dissidents who have chosen to take anew the path of peace.

Originally a proposal to provide homestead for discharged soldiers, it developed into a means to answer land reform demands. The EDCOR put the Army Corps of Engineers crew to work clearing state-owned lands mostly in Mindanao.

Also during his term, Magsaysay created the Civil Affairs Office, which was tasked to conduct civic action programs with the objective of winning the hearts and minds of the people. Civil Affairs Officers were attached to most units at Battalion level and held both advisory and supervisory functions. They were also charged with the implementation of anti-corruption campaign within the Armed Forces.

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After the death of President Magsaysay, his successors, Presidents Garcia and Macapagal continued to use civic action as a form of anti-dissident operation, and to improve the conditions in the countryside.

When EDCOR was abolished on 16 February 1967, the Army Economic Development Office was created as a special staff of the Philippine Army. Later, this office was renamed as the Civil Affairs Office (CAO) and was later elevated to the status of General Staff on 22 May 1967. In the Philippine Air Force, the Civil Affairs Office was renamed as the Home Defense Office. After several years, it was renamed as the Office for Community Relations (OCR).

Borne out its insurgency, secessionist, pacification and Vietnam peacekeeping campaigns, the historical involvement in development of the AFP initially formed the basis for its participation. The new role as people's partner in development was further boosted by political factors such as pronouncements from the top leadership and the redefinition of national security. This led to the reasoning that by contributing to the attainment of development, the AFP contributes to the national security and thereby satisfies its mandate of protecting the nation's sovereignty and defense – internal or external. On a legal framework, Executive Order No.21, RA 7898 and RA 6975 – further promoted the development imperative. Its search for relevance led it to define for itself a supportive role in national development undertakings. In turn, this led the AFP to institutionalize its development participation. This institutionalization of the AFP's developmental role is reflected in the different AFP Campaign Plans and its subsequent Philippine Army IMPLANS – GINTONG NAYON and PAGTATAGUYOD with ACCORD as their center-piece program.

The historical, political, strategic and legal context coupled by the search for relevance, are the AFP's bases for participation in development and which, in turn, led to the AFPs institutionalization of the developmental role. Furthermore, the AFP's medical, dental and engineering units, and its ALPS soldier –teachers are rich sources of organizational, manpower and skilled resource which the AFP could utilize for assistance to development. Its long experience in the conduct of these activities has established for the AFP organization the competence and credibility necessary for the success. Through ACCORD, the Army envisioned its contribution to national development by helping communities to learn and by giving them the confidence that will enable them to organize, mobilize, source their own resources and manage their own affairs.

Section 1-2 Civil Affairs Overview

Aside from the historical context for the AFP's participation in development, the need for CA is borne out from the necessity to address the different issues raised by insurgents and secessionist movements. The other bases for the AFP's participation in developmental activities involved the

redefined concept of national security in non-military terms by the political leadership. It included, as part of the national security, the concept of human security.

1. Why development? From purely defense roles, the AFP with the Army in particular, evolved a new role for the soldier within the framework of national development. The threats to national security, insurgency and secessionism, are a factor of social, political and economic factors. The redefinition of national security in terms of the country's economic strength, its political unity and cohesion, of these factors. To resolve these threats, the rationale can be looked at organizationally and individually.

As an organization, the Army played a bigger role in suppressing these security threats militarily. But these threats must be addressed on a multi-dimensional approach aimed at resolving endemic socio-economic conditions in the country.

As an individual, the Army soldier serves his country's interests by using the arms issued to him in fighting the threats to national security. But, initiating peaceful change through the defined role assistance to national development can also attain the idea of service to the country for the soldier.

2. Why the Army? Since national security is also a factor of a country's economic strength, its political unity and its social cohesion, the Army then, as part of the AFP by contributing to the stability of these factors also contribute to national security. By contributing to the attainment of development, the Army contributes to national security and thereby satisfies its mandate of protecting the nation's sovereignty and defense, internal or external. Likewise, the Army's organizational structure and discipline, geographic spread, technological, and communication capabilities, and skilled and dedicated manpower is a credible base and potent tool for development.

Our constitution mandates the AFP as the institution that will preserve democracy, and protect the sovereignty of the nation. This is so that the gains of peace and development for future generations as stated in the Preamble of the Philippine Constitution in article 2, sections 4, 5 and 7 (Prime Duty of the Government) shall be ensured.

The Army as the forefront of the Armed Forces leads the nation and the Filipino people in the preservation of our liberties and freedom. Our soldiers commitment is clear; **Patriotism, Peace, and Development**. In ensuring this commitment, our government saw an Armed Forces with a larger contribution to nation building. It will continuously perform non-traditional roles that will help build a strong nation.

Based on the clear mandate of the constitution, the Philippine Government drafted a national policy that seeks to address insurgency at its root causes. It crafted several strategies and plans that will implement these guidelines whereby the Army plays a vital role in its success.

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All these serve as foundation for the Civil Affairs operator in performing his tasks geared towards helping the development of the nation. The CA operator is placed in the middle of mobilizing the citizenry as one for the attainment of peace. Understanding the legal, political, and military importance of civil affairs role in development and in accomplishment of our objectives provides our forces with a clear direction on the planning and employment of Civil Affairs as a major component for attaining mission success for the Army in particular and the nation in general.

CHAPTER 2

CIVIL AFFAIRS FUNDAMENTALS

Commanders conduct CMO to establish, maintain, influence, or strengthen relations between military forces and civilian authorities. Civil Affairs (CA) forces assist in the performance of these activities by applying their functional specialty skills in functions normally the responsibility of the local government.

Army commanders must consider not only the armed components of the threat groups but also the environment in which these groups operate. One factor of the environment that army commanders must consider is the civilian populace and its impact--whether it is supportive, neutral, or hostile to the presence of Army units. A supportive populace can provide material resources and information that facilitate friendly operations.

The primary function of Civil Affairs forces is to provide the supported commander with the capability to engage the civil component in his operational environment. Civil Affairs embraces the relationship between military forces, Non-Government Organizations (NGOs), Intergovernmental organizations (IGOs), civil authorities and the populace in the area where military forces are present or needed.

Section 2-1 Definition of Civil Affairs

Civil Affairs are those operations planned, supported, executed, and transitioned by CA operators either independent of or in coordination with civilian entities that promote public trust through cooperation, collaboration and conduct of sociological and developmental activities in order to gain popular support.

The purpose of CA is to provide the interface for cooperation, coordination and information exchange between military forces and civil actors; assist in creating and sustaining conditions for mission success, and assist in increasing the effectiveness of the military force.

It embraces activities designed to win the hearts and minds of the people; gain their willing cooperation, support and confidence; and induce their active participation in the attainment of military objectives and national goals.

The conduct of Civil Affairs includes Civil Relation and Civic Action activities and programs. It makes the soldier and the Army responsive to the needs of the society, which in turn leads the public to respond in a favorable way toward the Army.

As a whole, Civil Affairs helps ensure the legitimacy and credibility of Army operations and activities by overriding advice on how best to address the moral and legal obligations to the people and mitigate the impact of military operations to the civilian. It ensures that the presence and activities of the Army viewed by the people as beneficial to the general public.

Section 2-2 Civil Affairs Forces Mission

The mission of Civil Affairs forces is to engage and influence the civil authorities and populace by planning, executing, and transitioning Civil Affairs Operations as support to unit commanders' engagement of the civilian component of their area of operations in order to enhance Civil-Military Operations or other military objectives before, during, or after military operations.

Section 2-3 Civil Affairs Principles

Civil Affairs soldiers should have excellent inter-personal skills. They should be knowledgeable on the intricacies of how other government and non-government agencies work. They should be sensitive of cultural and religious environment in dealing with identified beneficiaries and other organizations outside the military establishment. An important role of CA soldiers is generating resources for civic action activities in support to military operations in priority areas.

CA soldiers are the Army's frontline in the conduct of non-traditional military roles. These roles, conducted independently or in collaboration with other government or non-government institutions, aim to gain popular support for the government in general and the Army in particular. However, there are three basic principles that should govern the conduct of CA activities.

- a. First, that these activities are subordinate to the Army's mission.
- b. Second, CA activities should not duplicate the efforts or take over the responsibility being carried out by other government agencies.
- c. And third, CA programs may be designed to have socio-economic impact, but in order for these to achieve sustainability, government and non-government agency support must be incorporated (since sustainability necessitates delivery of resources to ensure long-term effect). As such, CA soldiers should facilitate and lay the foundation for the intervention of other government and non-government agencies.

Aside from the basic principles governing CA the following "Golden Rules" should also be observed.

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- a. Mission primacy at all times
- b. CA is a key strand of the overall plan & not a separate activity
- c. The military may take on major civil tasks in support of the mission when there is no practical alternative & an unacceptable vacuum would arise
- d. CA implies neither military control of civilian organizations nor the reverse
- e. Responsibility for civil tasks should be smoothly handed over to civilian organizations as soon as is practical
- f. Avoid dependency
- g. Avoid the “feel good” trap
- h. Where the military requires local resources, any adverse impact on civilians should be minimized.
- i. Do not compromise the neutrality and impartiality of humanitarian organizations.

Section 2-4 Civil Affairs and the CMO Principles

The foundation of all types of Civil-Military operations is clear understanding of the CMO Principles and how it can be applied in the different types of operations in a given situation. In the conduct of Civil Affairs, it is important that the CMO Principles are strictly followed, especially the principles that are suited for non-combat operations. Population Support, the most recent and accepted new Principle, is incorporated to include Restraint and Legitimacy which are both placed under Population Support.

Discussed below are the CMO Principles and how they relate to Civil Affairs.

1. Objective. *Direct every CA activity towards a clearly defined, decisive, and attainable objective.* CA objectives must not only be integrated with the objectives of other pillars of CMO but must also contribute to the accomplishment of the overall mission. In general, the objective of CA is to legitimize Army presence by making the Army responsive to the needs of the people and mitigating the impact of military operations to the civilian. This is done to gain the support of the people and induce their active participation towards the accomplishment of the overall military mission.

2. Offensive. *CA can be used to seize, retain, and exploit the initiative.* CA can be used to seize opportunities and events that will allow the

Army to show that it is dependable and responsive to the needs of the people especially in times of disaster and calamities. This can also be done through a humanitarian offensive where the Army's focus is to proactively determine the needs of the people in priority areas through participatory process then address those needs with the help of various stakeholders. A non-stop CA offensive mixed with other CMO pillars and the overall TRIAD concept will keep the momentum on the military's side.

3. Mass. *Mass the effect of CA activities at significant place and time.* Success of CA activities is not measured by the number of activities conducted or number of beneficiaries. It is measured by the impact of the activity to the people and how it supports the accomplishment of Army operations. It is therefore important that CA activities are focused and massed within the designated priority areas.

4. Economy of Force. *Employ all CA activities in the most effective way possible.* The Army has very limited resources for the conduct of CA activities. Although the Army has the needed manpower and transportation requirements for CA activities, other resources such as medicine, construction materials, books, computers and other items are normally sourced out from LGUs, LGAs, NGOs and POs. Therefore, CA activities should be conducted in a manner that will require minimum army resources but can still have a significant impact on the success of Army operations.

5. Maneuver. *Place the enemy in a disadvantageous position through flexible application of CA.* CA is used to gain support from as many people as possible. When people cease supporting the enemy, the enemy's movement will be constricted. This will allow Army combat troops to take position in designated engagement areas and place the enemy in a disadvantageous position which will result in tactical victories of combat troops. Therefore, CA activities can assist in out-maneuvering the enemy.

6. Unity of Command. *Seek unity of command and unity of effort for every CA objective.* Unity of command requires carefully coordinated employment of CA activities. To achieve the Commander's desired effects on a civilian population and maximize efforts, each level of command must support and often complement the plans of higher and adjacent commands. Through coordinated efforts, CA activities can have a larger impact on a civilian population.

7. Security. *CA operators forbid hostile factions to acquire an unexpected advantage.* Security enhances freedom of action by reducing vulnerability to hostile acts, influence, or surprise. CA operators must understand the enemy strategy, doctrines, and tactics; and integrate security measures in the CA plan. They should never be lured into believing that non-hostile activities such as CA activities do not put their forces at risk. CA operators must also ensure that all forces are protected by always adhering to operational security (OPSEC) procedures.

8. Surprise. *Conduct CA at a time or place wherein the enemy is unprepared.* CA also requires ingenuity. Since it is a non-traditional military operation, it must be conducted with creativity and speed to prevent or delay the enemy from making counter actions to adversely affect the impact of CA activities.

9. Simplicity. *Prepare clear, concise and uncomplicated CA plans to ensure thorough understanding.* Simple plans minimize misunderstanding and confusion among the various stakeholders participating in CA activities. CA requires inter-agency coordination and cooperation. Proper understanding of the task to be performed by each participating unit or agency is imperative. CA plans must therefore be written in the simplest way possible to ensure that troops and other stakeholders participating in CA efforts understand and know their tasks and responsibilities.

10. Population Support. *CA can be used to seek popular support in order to win the war.* One of the main purposes of conducting CA activities is to gain popular support for the Army. The Army believes that he who has the support of the masses can win the war. In the outbreak of war or conflict, people support is very essential and must not be discounted. Through CA activities, the Army can show that they care for the people, especially those affected by the war or conflict. Restraint and Legitimacy are part of Population Support.

a. Restraint. CA activities may be applied to avoid adverse effects of the use of force. The actions of soldiers and units are structured by the disciplined application of force, including specific Rules of Engagement (ROE). This includes the application of CA activities to avoid the use of force or mitigate the effects of military operations to civilians. Diplomacy, negotiation techniques and confidence building measures such as CA activities help avert the use of force. Excessive force could adversely affect efforts to gain popular support and impede attainment of both short and long term goals.

b. Legitimacy. CA is one of the tools to sustain the acceptance by the people of the right of the government to govern of a group or agency to make and carry out decisions. Legitimacy comes from the perception that constituted authority is both genuine and effective in carrying-out its functions and in delivering the basic services to the people. CA activities show that through the Army, the government is extending basic services to the people not only during war or conflict but also during peacetime operations. This will make the Army acceptable to the people in its area of operations.

Section 2-5 Civil Affairs Imperatives

In the conduct of CA activities, it is necessary to be guided with procedures. CA imperatives help ensure the overall success of military

operations. CA imperatives are derived from the careful analysis of the application of the principles of war in the conduct of CA.

1. Ensure unity and direction of effort. CA objectives must support and be directed to the accomplishment of the supported unit's mission. In this way, priority targets for CA activities can be identified to avoid waste of resources. Likewise, CA operators must ensure that every soldier understands the purpose of every CA activity and the role he could play in to help accomplish the CA mission or objective.

CA operators must also ensure that the Army's CA activities are in synergy with the efforts of other civilian agencies. The involvement of civilian agencies in military operations may require commanders to seek an atmosphere of cooperation rather than command authority to achieve objectives by unity of effort.

2. Plan properly and anticipate events and requirements of CA activities. The people should be consulted and allow to participate in the initial planning process. This will be followed by a detailed planning and anticipation of events and resources needed. Appropriate planning facilitates systematic preparation and coordination of CA activities with task units and civilian agencies/ organizations. Enemy actions and counter actions, both in combat and noncombat, must also be considered to optimize the effect of CA activities.

3. Provide protection and security measures. CA objectives can be compromised by lapses in security. Therefore, force protection and security measures are paramount in every CA activity. Ingress and egress to target areas must be reckoned ahead of time. Route and area security must be established before the conduct of an activity. Correct handling of sensitive information and adherence to OPSEC is strictly observed by CA operators all throughout the planning and execution of CA activities.

4. Maximize media utilization. The media is a potent tool to highlight the impact of CA activities. This will magnify the effect of a simple CA activity and will help get the support not only of the people who benefit from the CA activity but also those who are made aware of the CA efforts of the Army. It is therefore imperative that CA operators constantly coordinate with public affairs operator to ensure that the media are well informed of the Army's CA efforts and the impact of CA activities to the people.

5. Interface CA efforts with LGUs, LGAs, NGOs, and other POs. Coordination and cooperation with Local Government Units and Agencies, Non-Government Organizations, and other Peoples' Organizations must be made in order to muster resources for social mobilization. CA specialists must have advocacy and networking skills in order to enhance the convergence with various organizations.

6. Use CA as an enabler, unifier, and force multiplier. Community people must be motivated and influenced to take supportive actions to the

military through the conduct of CA activities that are responsive to the real needs of the people. Assistance must also be provided to the people during crisis situations because they can be partners in the accomplishment of the military mission.

7. Exercise discipline and respect for human rights. CA activities should be viewed as opportunities to show that army soldiers are disciplined and are advocates of the respect for human rights. Soldiers involved in CA activities must be aware that they act as ambassadors of goodwill and can help project a positive image of the Army. Any misconduct committed, however minor, will be counter-productive to any CA effort. The saying “the best CMO is a disciplined soldier” applies while serving the people during CA activities.

8. Use real-time intelligence. Always use real-time intelligence in planning CA activities. Intelligence information is essential to any CA activity because it will help you determine the right target area, right services to deliver and the right time to conduct CA activities. Likewise, interactions with people during CA activities are potential sources of intelligence information. Draw on the opportunity and disseminate obtained information properly.

Section 2-6 CIVIL AFFAIRS Characteristics

All Civil Affairs from all branches of service and other armed forces share common characteristics. These characteristics are. Responsiveness, Agility, Versatility, Lethality, Survivability, Sustainability, and Trainability.

1. Responsiveness. CA forces are readily deployable on short notice and effectively engage the civil component of the area of operations. CA forces can quickly adapt to the situation and immerse themselves in the environment ensuring their CAO are responsive to the needs of the supported unit and that of the AO.

2. Agility. CA forces are able to work with civilian components in the AO, sharing non-tactical information and establishing relationship while facilitating rapid CMO decision making for both military and civilian components. This agility enables the CA unit to leverage military and civil resources to achieve the objectives.

3. Versatility. CA soldiers can perform a wide variety of CA activities in support of the CMO missions. Although primarily focused on CMO, CA soldiers can be adapted to the changes in missions and support tactical units.

4. Lethality. CA forces provide commanders with the civil information that will increase their situational awareness and understanding creating a more accurate operational picture that will help him make the best decisions to ensure lethality in his operations.

5. Survivability. CA forces attempt to accomplish their missions with minimum casualties or loss of materials/supplies. CA soldiers make full use of available Force Protection for survivability in the field. However, CA soldiers also recognize the fact that the best force protection is that which is provided by the populace.

6. Sustainability. CA forces support sustainability by facilitating access to resources that will support the continuation of the mission. They help facilitate transition operations to IPIs, NGOs, other GOs, and authorities in order to ensure the continuity, sustainability, and success of CMO and achievement of the objectives.

7. Trainability. CA forces continually train to maintain a high state of readiness to be able to effectively respond in any given situation.

Section 2-7 Levels of Civil Affairs

Army CA corresponds with the three levels of warfare. CA can either be strategic, operational, or tactical depending on the scope of activity and the level of coordination.

1. Strategic CA. Strategic CA is conducted to achieve long-term or broad objectives. It is related to the overall national strategy. Its objective is to initiate appropriate nationwide CA programs in order to generate popular support, at the national and international level, for the Army and its campaign. Memorandums (or Memoranda) of agreement with national and international agencies or organizations for CA related programs are normally done as part of strategic CA.

2. Operational CA. Operational CA is conducted to achieve mid-level or medium-term objectives in support of major military operations. Operational CA encompasses support to unified commands and division-level military campaigns. Operational CA links strategic and tactical CA. CA program that are regional in scope or covers the whole Division AOR are examples of operational CA. Likewise, CA programs for specific ethnic group or indigenous people are operational levels of CA. Operational CA may require coordination with the leaders of various agencies and organizations at the national and regional level.

3. Tactical CA. Tactical CA is conducted to achieve low echelon or short-term objectives in support of tactical operations. It is intended for the people in the locality or a segment of the community located within the battle zone. This includes CA activities in support to operations at the brigade, battalion, and company levels where troops are in direct contact with the enemy and the populace. This is called "CA activities on the ground" where combat troops are actively involved. The coordination required for tactical level of CA is with the heads of LGUs, LGAs, NGOs and POs from the provincial down to the barangay level.

Section 2-8 Civil Affairs Program Components

Civil Affairs has two (2) program components designed to support the local operational environment and full spectrum operations. The two (2) CA program components are Civil Relations (CIVREL), and Civic Actions (CIVAC). Under each program components are various activities that promote cooperation and collaboration between the different stakeholders.

1. Civil Relations (CIVREL). Civil Military relationship has long been in existence since society created the military to look after its security needs. These relations have long been an issue of discussion evolving from the tripartite relationship of the military, the state, and civil society. It encompasses a whole array of interactions and relationships between the armed forces and different segments of society in which the armed forces co-exist and operate.

Civil Relations (CIVREL) is a program component of Civil Affairs pillar that promotes engagements with agencies of the government and of the civil society through consultation, dialogue, coordination, and participation in order to develop relationships involving increase cooperation and collaboration between the military and other stakeholders to earn public understanding, acceptance, and gain popular support for the military and civil government.

It seeks to strengthen the Army's participation in civilian-initiated activities such as LGUs, LGAs, NGOs and civil society groups. It entails the planning, managing, and execution of programs involving the organized participation of Army personnel in civilian-initiated activities while supporting them in the planning and implementation of their programs.

Activities under CIVREL may include the following, though not limited to these activities.

a. Inter-agency coordination - activities involving interface with other government agencies and stakeholders in order to identify developmental programs and facilitate the acquisition of local resources. An effective inter-agency coordination is important so that the Army can support the programs of other stakeholders and at the same time, the Army can tap the needed resources for army activities in priority areas. It helps ensure a unity of effort and common understanding and trust among different stakeholders in delivering the needed economical, social and developmental works to the populace.

Sample activities may include participation in local peace and order council meetings (BPOC, MPOC, PPOC), disaster, rescue, and relief operations, humanitarian assistance, coordinating conferences, civic actions (MedCap, EnCap), evacuation operations, NEO and IDP operations, Environmental protection, etc.

b. Participation in cause-oriented initiatives– The military must participate in cause-oriented activities to show its willingness and sincerity to

address society's problems in partnership with other civilian organizations. Only through a united effort can we best demonstrate to the people that they are not neglected and that solutions to the problems of society be it social, economic, or environmental are being aggressively pursued by all sectors of society and the military. Our increased participation in these activities shall create a positive image for the Army and regard it as an active and responsive partner in national development.

Sample activities may include Alay Lakad, feeding programs, environmental activities,(tree/mangrove planting, coastal clean-up, save the river), fun run for an Honest Orderly Peaceful Election, fund raising for educational scholarship, book drives, and many others.

c. Participation in socio-cultural activities – the Army participates in socio-cultural activities that promote the respect for the local customs, traditions and practices. This highlights the importance of sensitivity of soldiers for different culture in places where Army units deploy. It is imperative for soldiers to know the local customs and traditions of places where they are deployed, being culturally sensitive and rightfully attuned to the indigenous culture will facilitate a more meaningful affiliation of the people which is vital for civil affairs and mission success. Respecting the peoples' beliefs and celebrating it with the people will foster a harmonious relationship and earn mutual respect for the Army in return.

Sample activities under this may include participation of military bands or combo in town fiestas, parades, security detail, photo and static capability display, medical aid stations, marshals, cultural dances and shows.

d. Participation in national/local historical events – the Army must actively participate in activities that require involvement in bringing pride and honor to the national and local historical events. During events like these, the different stakeholders actively participate. It is therefore an important opportunity to show that the Army as vanguards of freedom and defenders of the people must actively engage in celebration of significant historical events of the nation. Pride and honor of our nations past and of the people that sacrifice their lives must be fully appreciated by both the military and the populace. It is in looking into our past that we hope to successfully reach our nations' future as a strong republic.

Sample activities under this may include civic parades during Independence Day celebrations, film showing of historic battles or events, EDSA celebrations, wreath laying on heroes' tombs or monuments, commemorations of battles (Leyte Gulf Landing, Bataan Death March), oratorical contests with historical themes, Rizal Day, Bonifacio Day.

In some instances, the conduct of a single activity may include the combination of two or more programs under Civil Relations and some activity may overlap with the different programs.

2. Civic Action (CIVAC). Civic Action is defined as a program component under the Civil Affairs pillar that includes the conduct of military initiated

activities with developmental and sociological purposes in order to gain popular support by addressing critical civil vulnerabilities.

CIVAC is characterized by activities that are generally community development oriented. It can range from the delivery of limited basic services to the implementation of major engineering projects. It is important to note that the identification of basic services to be delivered must be a result of a dialogue with the concerned populace. This will allow the populace to participate in the planning process and play an active role in determining their needs that should be addressed in order to make them feel that the Army and the government as a whole is concerned about their welfare.

CIVAC, when conducted independently (without other agencies' support) by military units, may not be cost effective and does not ensure sustainability, hence it has a short-term effect. In the conduct of non-traditional military roles, it is advisable that it is executed in collaboration with other agencies whose mandates are precisely the program that the units will embark on.

Most CIVAC activities are therefore collaborative activities with other agencies. The initial activities conducted by the military should only be a support program that lays the foundation for the delivery of sustainable programs from mandated agencies.

Activities under CIVAC may include the following, though not limited to these activities depending on the military objectives.

a. Medical and Dental Civic Action Program (MEDCAP) - these are activities that include medical consultation, medical treatment, and minor surgery especially in remote areas to address the health problems of the country. Dental activities such as tooth extraction is one that is most needed by the populace as most of them do not have the time nor resources to go to the dentist and services of a dentist is often times not readily available in some locality. In remote areas, health problems are one of the prevalent concerns. The Army's effort to help address the health problems in areas where the Army deploys will be viewed by the people as an act of sincerity to serve the people.

b. Engineer Capability Assistance Program (ENCAP) – these are activities that involve construction and repair of infrastructures that benefits the community. These activities have a lasting effect on the people. The community will not only view these activities as simple developmental projects but also as acts of goodwill and friendship by the Army soldiers who constructed the projects.

c. Veterinary Civic Action Program(VETCAP)- activities that involve care of farm and domesticated animals to improve livestock health, productivity, and or control diseases. This activity benefits the community by providing them with a healthy livestock and prevents the spread of harmful diseases between animals and humans. Action programs under this include

vaccination of anti-rabies, anti-flu, animal husbandry training, basic animal healthcare training, and other veterinary activities.

d. *Humanitarian Assistance/Disaster Response (HA/DR)*- are disaster risk reduction, mitigation and relief, and response operations activities where the Army often finds itself at the forefront in responding to both natural and manmade disasters. Humanitarian assistance are programs conducted to alleviate human sufferings as a result of a disaster or other endemic situations. The Armed Forces activities in the form of assistance may be limited in scope and duration but it is designed to supplement or complement efforts of the national government or civil authorities and that of other private organizations.

The Army is in a unique position to render assistance because of its organizational resources and structure. Often the soldier is the first to reach a disaster area given his ability to endure and navigate through hard and seemingly impassable terrain. The Army also has the needed land, communication, and manpower resources as well as leadership structure (Command and Control), that can be easily mobilize to meet the demands of the operation.

Activities under the HA/DR may include, but are not limited to the following:

1) *Disaster Relief Operations* - Planning, coordinating, and executing relief operations through sea, air, land to mitigate effects of a disaster by bringing in needed food, medicine, medical care, clothing, water, and construction of shelter, immediate repair of public facilities among others to relieve human suffering and prevent loss of life and protect property.

2) *Search and Rescue* – Activities that are conducted to look for and find survivors of a disaster or calamity. It is done in partnership with other local or international SAR groups and that of the Office of Civil Defense (OCD) and its local representatives. Military assets may be mobilized to support such operations in order to save lives. In some cases where rescue is no longer applicable, transition to recovery operations may be initiated.

3) *Evacuee Assistance* - Evacuee assistance may be provided by Civil Affairs units in support to civil authorities to mitigate the result of either a natural calamity or that as a direct result of combat operations. Evacuees are locally displaced persons temporarily seeking safety due to an expected danger and either be forcibly evacuated to safety due to typhoon warning and impending volcanic eruption, or due actual disasters brought about by flash floods, or conflicts due to combat operations, etc. Assistance may be in the form of camp administration, Care (food, medical, protection), and relocation.

e. *Environmental protection* - activities that support and ensure compliance to environmental laws, participation in community environment protection programs, reforestation projects, and assistance in anti-illegal

logging campaigns. The environment affects several aspects of the life of people; therefore, it is important for the soldier to participate and take an active role in the protection and preservation of the environment. CA soldiers advise the commander on activities that will show the Army's concern for the protection of the environment. An environmentally friendly Army will easily gain the support of the people.

3. Civil Affairs in the International Environment. The Philippines is not new to the idea of sending troops to help other nations. As a founding member of the United Nations, it is committed to support UN mandate and affirm its resolve in its role to further the goals of the organization.

Philippine history has shown various deployments of Philippine military forces to support UN commitment. In 1950's we first answered UN call to help Korea, in 1960's we sent airmen to Congo, and a medical mercy mission to Indonesia, in the 1970's we sent troops to Vietnam for economic and Technical assistance and so the list go on. Now, more than ever, with changing global landscape and redefinition of security to that of human security has ever strengthened the need for nations to work together to resolve disputes and threats as well as address humanitarian needs of other nations brought about by war, famine, and other disasters. Thus the Army's role in the Armed Forces have evolved into a complex multidimensional role of restoring public order, establishing a stable and secure environment, reestablishment of civilian governance and other conflict resolution measures not only limited within the region but globally as well.

Civil Affairs may conduct activities to support operations in foreign countries to assist other nations in times of conflicts and calamities either through a UN resolution or invitation from the host country. These activities may be in the form of humanitarian, technical, economic and developmental, or security assistance.

4. Activities under the UN mandate where Civil Affairs have a role are:

a. Peacekeeping Operations(traditional) - Largely military in nature involves taking collective measures to remove or prevent threats to peace. Normally authorized under chapter VI of UN charter, deployed in response to conflict between two or more parties, where intervention of a neutral, impartial, international military presence could build confidence and prevent direct armed confrontations.

b. Peace support Operations- Activities that compliment peace operations aimed at preventing disputes from arising, stopping existing disputes from escalating into conflicts, resolving and controlling existing conflicts. They include:

1) Peace building- critical in the aftermath of a conflict, it includes the identification of support measures and structures that will promote peace, build trust and interaction among former enemies in order to

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avoid a relapse into the conflict. It involves a wide range of political, developmental, humanitarian, human rights programs and mechanisms.

2) Peacemaking- Diplomatic actions to bring hostile parties to negotiated agreements through peaceful means or use of “good offices” missions.

3) Preventive diplomacy- measures to prevent potential disputes between parties. It may take the form of mediation, conciliation, or negotiation.

4) Multi-dimensional Operations-a response to the new intra-state conflicts and complex emergency environments as a consequence of such conflicts. Authorized under UN charter chapters VI or VII, consist of many different components of which the military is just one. They include a range of elements, political, humanitarian, military, security, public information, law enforcement, Human Rights monitoring, and others.

Activities may include monitoring ceasefire agreements, establishing secure environment for HA work, support national authorities in mentoring law enforcement services, national judiciary, supervising electoral processes, overseeing DDR operations, rehabilitation of refugees, governance missions, and supporting national recovery and reconciliation.

5. Other forms of foreign assistance which Civil Affairs soldiers may conduct are:

- a. Support to Civil Administration (SCA)
- b. Foreign Humanitarian Assistance (FHA)
- c. Displaced Civilians (DC) Operations

The mandate of peace operation may include the delivery of Humanitarian Assistance (HA) to people affected by the conflict and in so doing may require close coordination with other humanitarian agencies both of the host nation and international organizations to help facilitate cooperation and integration with the overall mission and activities.

6. The following are HA specific activities which CA soldiers can assist that may include planning, and execution.

- a. Distribution of food and other essentials
- b. Provision of potable water, medical supplies, shelters, sanitation
- c. Quick impact community projects
- d. Infrastructure Rehabilitation

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- e.* Civil information collection and management
- f.* Resource management and allocation
- g.* Mediation, negotiation with conflicting parties or local authorities

CA units only provide support in the planning and execution of such missions. They are not solely the units or forces that will actually execute such operations. Like in most military operations, CA forces by virtue of their functional specialty skills and cultural orientation can best provide advice, recommendation, and in some instances, their functional skills (engineering, law, veterinary, governance, economics, and farming) as in the case of some reserve forces to the supported commander on how best to deal with the civil populace and administration especially in foreign host nations.

CHAPTER 3 CIVIL AFFAIRS ORGANIZATION

This chapter discusses the Civil Affairs organizations in the different levels of the Army and the Civil Affairs Squad mission, capabilities and employment. The organization presented is based on the current OG7 structure and the CMO Regiment structure based on the 2015-2020 Philippine Army Medium Term Capability Development Plan.

Section 3-1 HPA Level (Current)

CIVIL AFFAIRS BRANCH, OG7, PA

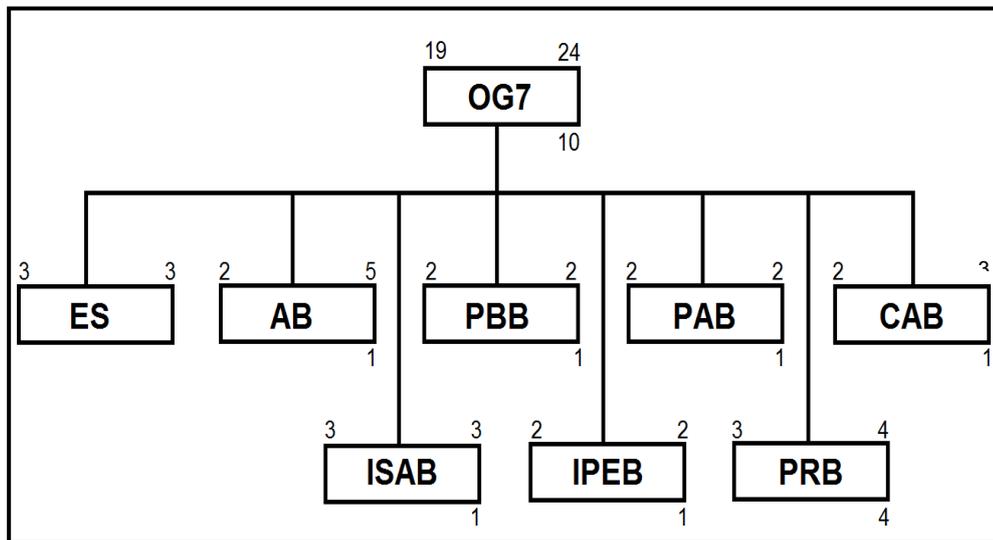


Figure 3.1 Civil Affairs Organization

1. Civil Affairs Branch (CAB), OG7, PA. The Civil Affairs organization at HPA level can be seen at the Office of the Assistant Chief of Staff for Civil-Military Operations as a branch manned by two officers and three enlisted personnel with one civilian employee. The Assistant Chief of Staff for CMO, G7 is the principal staff to the Commanding General, Philippine Army on matters pertaining Civil Military Operations (CMO) particularly on psychological operations, civil affairs, public affairs, CMO program and performance evaluation, research, and CMO doctrine development.

2. Functions:

a. Formulates, coordinates, supervises and evaluates all programs and policies concerning Civic Action to gain popular support;

b. Formulates, coordinates, supervises, and evaluates all programs and policies concerning Civil Relations to induce support from stakeholders;

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c. Coordinates with other branches in the utilization of civil affairs activities for public information and psychological operations;

d. Plans, coordinates, supervises, and evaluates developmental programs and projects geared towards poverty alleviation and people empowerment as an approach in addressing ISO;

e. Conducts research on the following:

1) Non-military projects and activities useful to the people and supportive of combat operations in such fields as health and sanitation, literacy enlistment and the like; and

2) Developmental programs and projects geared towards poverty alleviation and people empowerment.

f. Maintains database on Civil Affairs accomplishments of PA subordinate units, best practices and lessons learned to be part of TTPs and be incorporated in CMO manuals and training;

g. Coordinates with OG9 for the involvement of retirees and reservists in Civil Affairs activities;

h. Coordinates with other concerned HPA staffs and offices in the conduct of Civil Affairs activities; and

i. Performs other task as directed.

Job Description

Job Title: Chief, Civil Affairs Branch

Reports to: Executive Officer, OG7 and to AC of S for CMO, G7.

Coordinates with: Other branches within the office; higher and subordinate Civil Affairs units/offices; other HPA staff/offices if necessary

Job Summary: The Civil Affairs Branch Chief formulates and evaluates all programs and policies pertaining to Civil Affairs of the Army

Duties & Responsibilities:

a. Formulates and evaluates programs and policies on Civic Action and Civil Relations;

b. Coordinates with other staffs, offices, and units on all matters pertaining to Civil Affairs;

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c. Establishes linkages with civilian or other agencies/stakeholders in support to subordinate units; and

d. Coordinates with Plans and Research Branch on matters concerning doctrine development, special concerns, capability development and management information system.

Job Title: Assistant Chief, Civil Affairs Branch

Reports to: Chief, Civil Affairs Branch

Coordinates with: Other branches within the office; higher and subordinate Public Affairs units/offices; Other HPA staff/offices if necessary

Job Summary: The Assistant Civil Affairs Branch Chief assists the Civil Affairs Branch Chief in formulating and evaluating all programs and policies pertaining to Civil Affairs of the Army

Duties & Responsibilities:

a. Assists and advises the Civil Affairs Branch Chief in carrying out the functions of the branch;

b. Acts as the Civil Affairs Branch Chief in the absence of the incumbent; and

c. Acts on other special functions and tasks which are within the scope of Civil Affairs Branch as may be requested/ directed by the Chief Administrative Branch and/or other Executive Officers.

Job Title: Civil Affairs Branch NCO

Reports to: Chief and Assistant Chief, Civil Affairs Branch

Coordinates with: Civic Action and Civil Relations NCO, other branches within the office

Job Summary: The Civil Affairs Branch NCO assists the Branch Chief on the overall control of the day to day operations of the branch.

Duties & Responsibilities:

a. Assists the Chief and the Assistant Chief, Civil Affairs Branch in the performance of their duties and responsibilities;

b. Maintains the database of all Civil Affairs accomplishments of PA subordinate units;

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- c. Keeps records of all Civil Affairs-related documents;
- d. Coordinates and acts on all administrative matters of the branch;
- e. Monitors all incoming and outgoing communication of the branch;
- f. Maintains appropriate checklist of all matters on Civil Affairs that need urgent action; and
- g. Documents all activities of the Branch.

Job Title: Civic Action NCO

Report to: Chief and Assistant Chief, Civil Affairs Branch

Coordinate with: Other Branches within the office and other subordinate units

Job Summary: The CIVAC NCO assists the Branch Chief in formulating, supervising, monitoring, and evaluating all policies and programs on Civic Action.

Duties & Responsibilities:

- a. Assists and advises the Chief, Civil Affairs Branch and Branch NCO in the discharge of their functions.
- b. Maintains database of all CIVAC accomplishments of subordinate units.
- c. Coordinates with the local government units, local government agencies, people's organizations, civil society organizations and non-government organizations in planning and implementation of military-initiated activities such as medical and dental service, engineer capability and humanitarian assistance and environmental protection.

Job Title: Civil Relations NCO

Reports to: Chief, Civil Affairs Branch and Civil Affairs Branch NCO

Coordinates with: Other branches within the office and other subordinate units

Job Summary: The CIVREL NCO assists the Branch Chief in the formulation, supervision, monitoring and evaluation of all policies and programs on Civil Relations.

Duties & Responsibilities:

- a. Assists and advises the Chief, Civil Affairs Branch and Branch NCO in the discharge of their functions
- b. Maintains database of all CIVREL accomplishments of subordinate units.
- c. Coordinates with the local government units, local government agencies, people’s organizations, civil society organizations and non-government organizations in the planning and implementation of civilian-initiated activities.

**Section 3-2 PA Major Subordinate Unit Level
(2015-2020 PA Medium Term Capability Development Plan)**

RESEARCH & PRODUCTION CENTER, CMOR

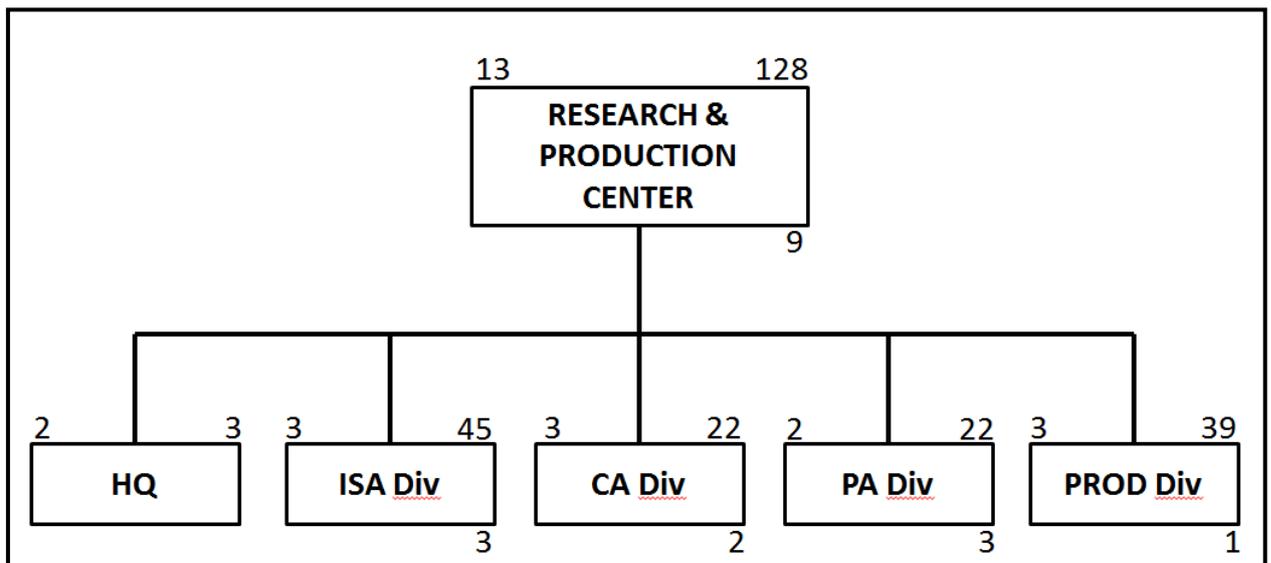


Figure 3.2. CA Division, RPC, CMO Regiment, PA

CIVIL AFFAIRS DIVISION, RPC, CMOR

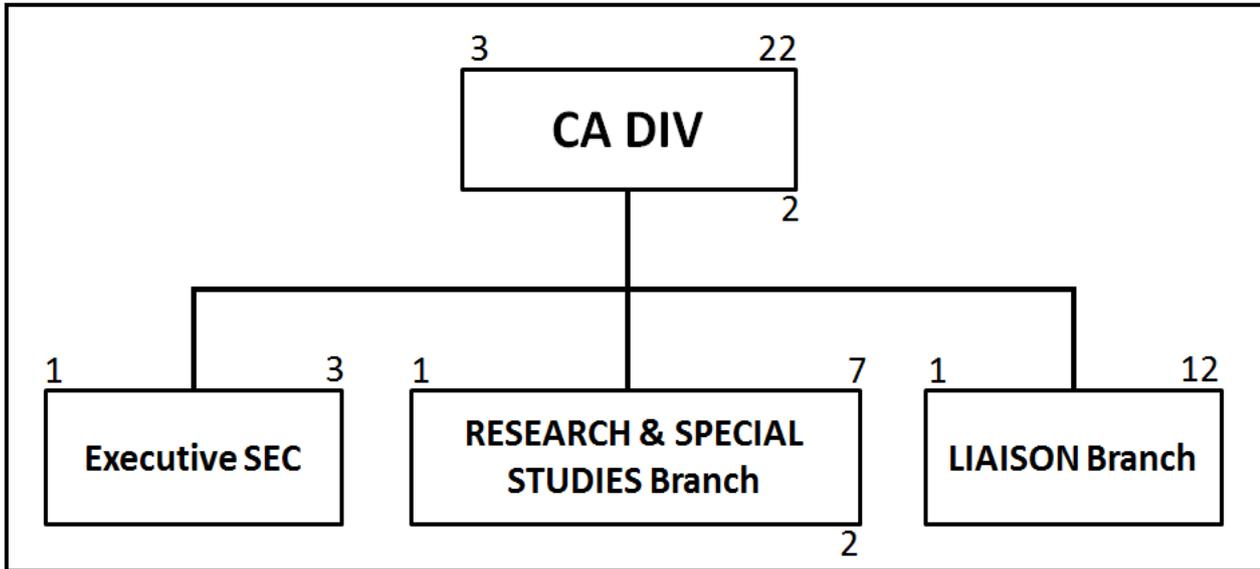


Figure 3.3 Civil Affairs organization at the Major Subordinate Units (MSUs)

The Civil Affairs organization at the major subordinate units (MSUs) is primarily found in the Research and Production Center (RPC) and the CMO Battalion of the Civil-Military Operations Regiment (formerly CMO Group).

The RPC is primarily tasked to provide research and produce and distribute various CMO materials for the CMO Regiment as well as conduct limited CMO activities through its Divisions. It is organic to the CMOR and has one Civil Affairs Division composed of two officers and twenty two (22) enlisted personnel. The CA Division has one Research and Special Studies Branch and one CA Liaison Branch.

1. Civil Affairs Division, RPC

a. Organization

- 1) Mission: To conduct Civil Affairs
- 2) Assignment: Civil-Military Operations Group
- 3) Capabilities:
 - (a) Conducts inter-agency coordination;
 - (1) Provides interface with other government agencies;
 - (2) Coordinates and collaborates the conduct of sociological and developmental activities with various stakeholders;

- (3) Participates in cause-oriented initiatives, socio-cultural activities and national and local events;
- (4) Plans and executes Civil Affairs operations;
- (5) Conducts research and special studies; and
- (6) Provides support to tactical, operational and strategic CMO goals.

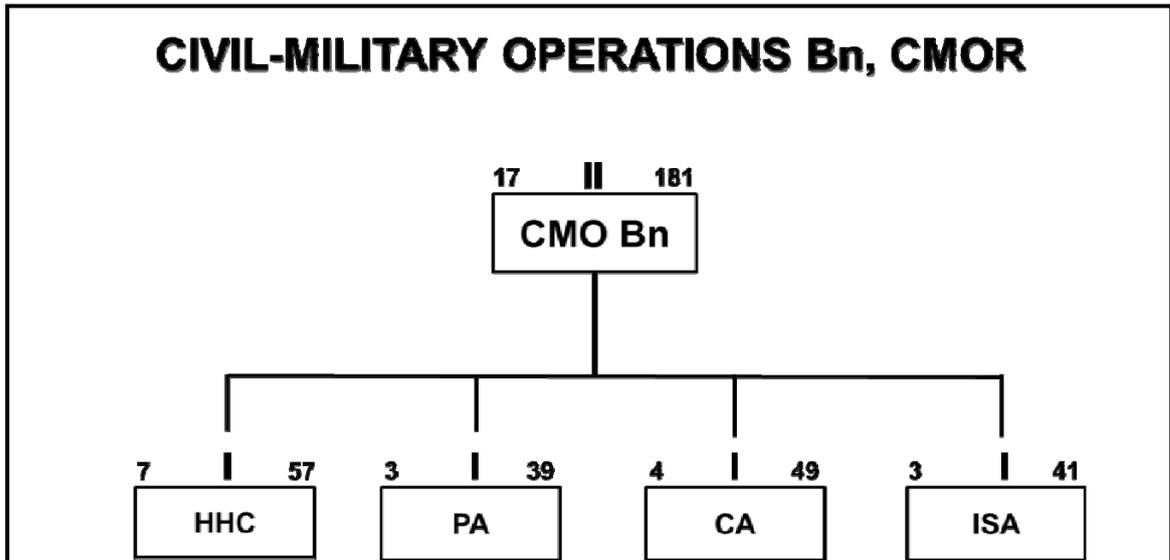


Figure 3.4 CMO Bn, CMOR Organization

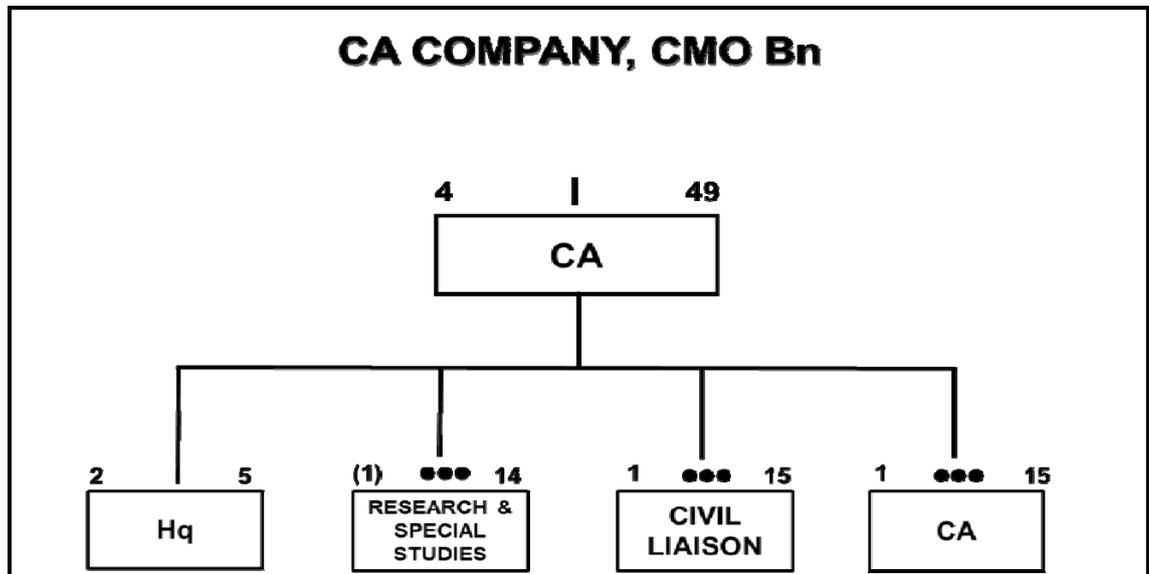


Figure 3.5 CMO Coy Organization

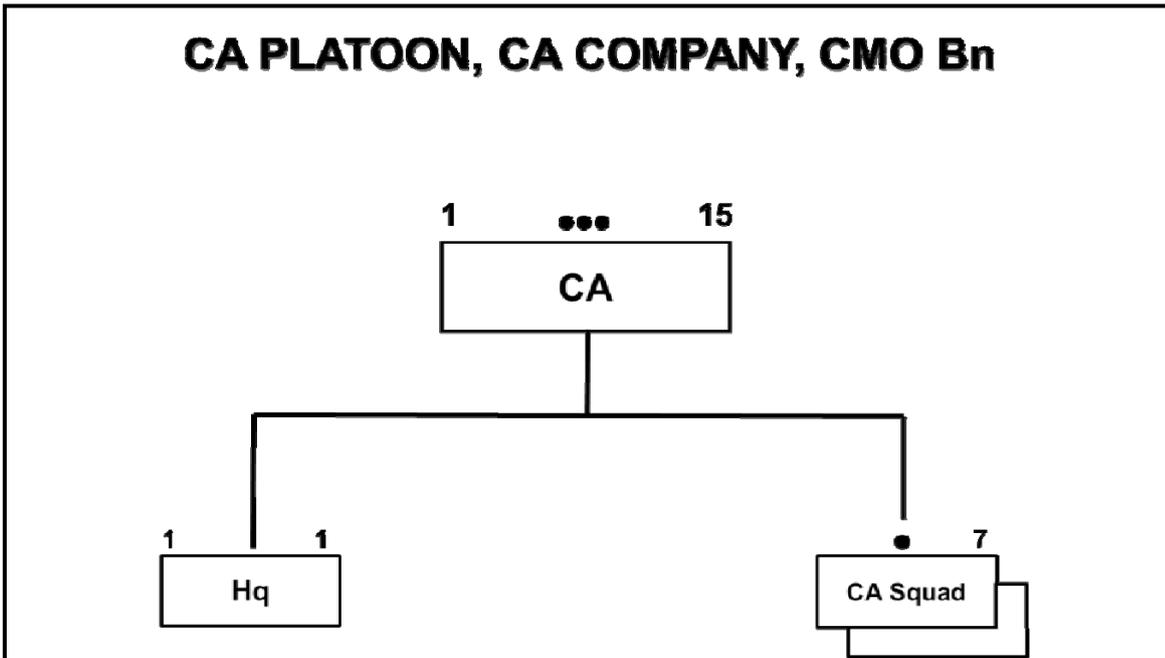


Figure 3.6 CA Platoon Organization

2. **CA Company, CMO Bn.** The CA Company is organic to the CMO Bn. It is composed of one Research and Special Studies Platoon, one Civil Liaison Platoon and one CA Platoon for the conduct of Civic Action and Civil Relation activities. The CA Platoon has two CA Squads. The CA Squad is organized the same way as the CA Squad of CMO Platoon, CMO Company organic to the Infantry Division.

Section 3-3 Infantry Division Level

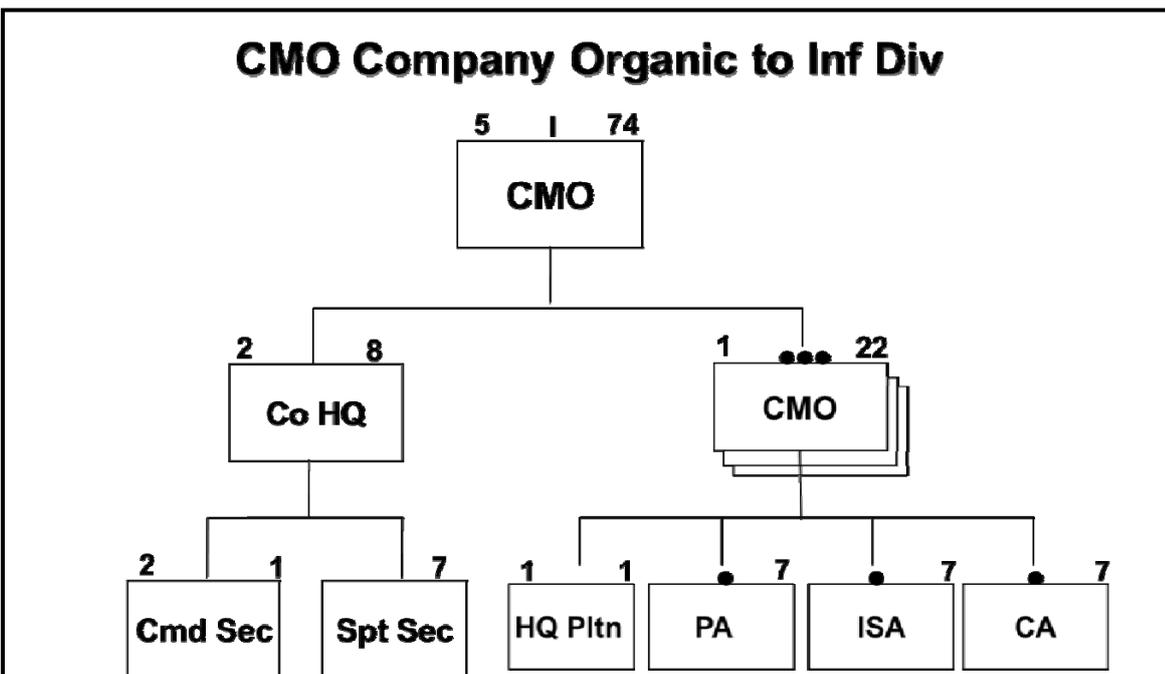


Figure 3.7 CMO Coy at Division Level

Section 3-4 The Civil Affairs Squad

The CA organization at the Infantry Division level is found in the CMO Company. The CA Squad is part of the CMO Platoon and is the basic unit of any Civil Affairs Organization. However, at certain times the squad can be further divided into a four-man CA team (CAT) which is the smallest unit of a CA organization.

1. Mission. To perform Civil Affairs function and conduct activities in support of the Infantry Divisions' mission.

2. Capabilities

a. Conducts networking with LGUs, LGAs, and NGOs for a collaborated effort in the conduct of humanitarian assistance in depressed localities tagged as national priority areas.

b. Performs Civil Affairs functions and conducts activities in support to the Army CMO thrust.

c. Conduct limited disaster rescue and relief operations in affected area by natural and man-made calamities.

d. Conduct humanitarian mission in coordination with GOs and NGOs.

e. Fights as infantry when required.

3. Organization. The Civil Affairs Squad is composed of seven (7) personnel:

a. One (1) Squad Leader

b. One (1) Assistant Squad Leader

c. Two (2) Civil Relations Specialists

d. Two (2) Civic Action Specialists

e. One (1) Area Information Specialist

The seven-man CA team can be divided into two CA sub- teams with the different positions and basic skills set as shown.

Primary (CA) Position	Secondary (INF) Position	CMOC Position	Basic Skills/ Required AFPOS
Team Leader	Operations NCO	Operations NCO	Weapons, Security Ops, Infantry Tactics/ INF
Area Information Specialist	Intel NCO	Civil Information Management NCO	Interpreter, Cultural Expert, Researcher, Basic Intel/ MI
Civil Relations Specialist	Medic NCO/ Communications NCO	Civil Liaison NCO	Basic Lifesaver, ACRAS/RBS, Negotiation/Mediation, Public Speaking, Basic Signal Operations/ SIGNAL/ MAC
Civic Action Specialist	Logistics NCO/ Admin NCO	Sustainment NCO	Basic Engineering, Demolition, IT, Project Management/ ENGR/OS/QM

4. Individual Responsibilities

a. Squad Leader

- 1) Commands and controls the squad;
- 2) Plans, programs, coordinates and executes civil affairs activities in a particular area;
- 3) Consolidates and maintains detailed civil affairs activities;
- 4) Monitors the effects of the military operations on the civilian populace;
- 5) Ensures the proper selection of the contact persons in the target area;
- 6) Determines mission essential equipment needed for civil affairs activities;
- 7) Plans for emerging operations;
- 8) Prepares and submits all reports.

b. Assistant Squad Leader

- 1) Assists the squad leader in the supervision and control of civil affairs activities;
- 2) Provides timely information and recommendations;
- 3) Assumes the tasks, roles, and responsibilities of the team leader in his/her absence.

c. Civil Relations Specialist

- 1) Formulates civil relations plans, programs, and projects in support of the unit's mission;
- 2) Organizes participation of military personnel in civilian-initiated activities;
- 3) Promotes close cooperation and collaboration with the different local units and agencies (LGUs, LGAs, NGOs and POs);
- 4) Establishes and maintains linkages with the different local units and agencies (LGUs, LGAs, NGOs and POs);
- 5) Establishes mechanisms of coordination and administration;
- 6) Fosters and maintains dialogue with civilian aid agencies and civilian relief and assistance organizations.

d. Civic Action Specialist

- 1) Formulates civic action plans, programs, and projects in support of the unit's mission;
- 2) Conducts military initiated activities with developmental and sociological purposes in order to gain popular support;
- 3) Conducts dialogue to determine the needs of the populace.

e. Area Information Specialist

- 1) Collects and gathers intelligence data and other vital information needed in the Barangay Area Study (BAS) following the HSG-RESPEC-HMO;
- 2) Acts as interpreter of the team;
- 3) Knows the local culture;
- 4) Identifies potential leaders and recommends probable contact persons;
- 5) Knows and understands the past, present, and ongoing local events and activities.

Section 3-5 Civil Affairs Squad Capabilities and Equipment

1. Capabilities

- a. Assists the commander on matters involving civilian agencies and the populace.
- b. Plans, coordinates and supervises civil affairs activities of the supported unit;
- c. Provides Civil Affairs support to brigades and battalions;
- d. Works with local authorities and people to mitigate the impact of military operations on the people.
- e. Establishes communication with civilian aid agencies/ organizations and facilitate humanitarian assistance activities to mitigate the plight of internally displaced persons;
- f. Minimizes civilian interference with military operations;
- g. Provided the commanders with cultural expertise;
- h. Provides area study of the area of operation;
- i. Networks, links and collaborates with LGUs, LGAs, NGOs POs and other institutions;
- j. Provides interpreters and cultural experts.

2. Equipment. The Civil Affairs Squad is equipped with information tools that are portable, lightweight, and handy but very useful to the team in accomplishing its tasks and activities. These tools make the job of the Civil Affairs squad easier and help provide immediate result.

a. *Communication equipment.* The squad uses a wide array of basic military and commercial communications. The primary military communication equipment is the issued handheld tactical radio. The squad may use commercial radios in various models of UHF/VHF Handheld types. The advantage of military radios is their communication security features.

Internet and cellular phones are also used as an important additional communication tool.

1) *Digital Camera and Video.* The squad uses the digital camera and video in documenting their activities even if in far flung areas with no electricity. The team can record their activities and events. Digital cameras are also used for civil reconnaissance activities.

2) *Laptop and Projector.* The squad makes use of laptop and projector in presenting their plans and programs to various stakeholders and in making their reports to higher headquarters.

3) *Public Address System.* The squad uses PA System when conducting meeting and dialogue “pulong-pulong” with the people in the area. The PA System is light weight that can be carried by one person and can immediately be used even in areas that has no electricity.

4) *Other CA essential equipment* include generator set, photocopy machines, digital recorder, and mobility requirement depending on the area such as four-wheeled and two-wheeled vehicles.

Section 3-6 Civil Affairs Squad Employment

The Civil Affairs Squad is highly mobile and can be deployed anywhere and anytime in support of the infantry division’s operations, both combat and non-combat. Each member has specific designation and responsibilities in conducting civil affairs activities.

The team is normally deployed prior to the conduct of military operations in order to plan civil affairs activities and provide information about the people and the area of operation.

The integrity of the squad should be preserved at all times to ensure its efficiency.

The squad is placed under operational control (OPCON) of the division and can be further placed under OPCON of the brigades or battalions.

Section 3-7 Civil Military Operation Center (CMOC)

1. Introduction. As a Civil Affairs (CA) operator supporting conventional or special operations forces, you may be ask to establish a Civil-Military Operations Center (CMOC) within a friendly unit’s camp, as a satellite location to an established base or advanced operational base (AOB), or as a mobile activity at the tactical, operational, or strategic level at any echelon in support of a particular unit. Therefore, it is established based on the requirements of the supported unit and is not a regular part of the organizational structure of the CA unit.

2. Definition. The CMOC is the nexus of military and non-military synergy. It serves as the primary coordination interface for the armed forces between indigenous populations and institutions (IPI), humanitarian organizations, intergovernmental organizations (IGOs), non-governmental

organizations (NGOs), multinational military forces, and other civilian agencies of the Government.

The CMOC facilitates continuous coordination among the key participants with regard to CMO and civil affairs operations (CAO) from local levels to international levels within a given area of operations (AO), and develops, manages, and analyzes the civil inputs to the COP.

3. Purpose. The purpose of the CMOC is to analyze, monitor, plan, coordinate, synchronize, and influence the civil component of the commander's battle space across the range of full-spectrum operations.

a. Before military operations, it serves as the conduit for integrating non-military organizations into the collaborative planning process.

b. It also manages, and analyzes the civil inputs to the COP and serves as the operations and support element of the CA unit as well as a mechanism for the coordination of CMO.

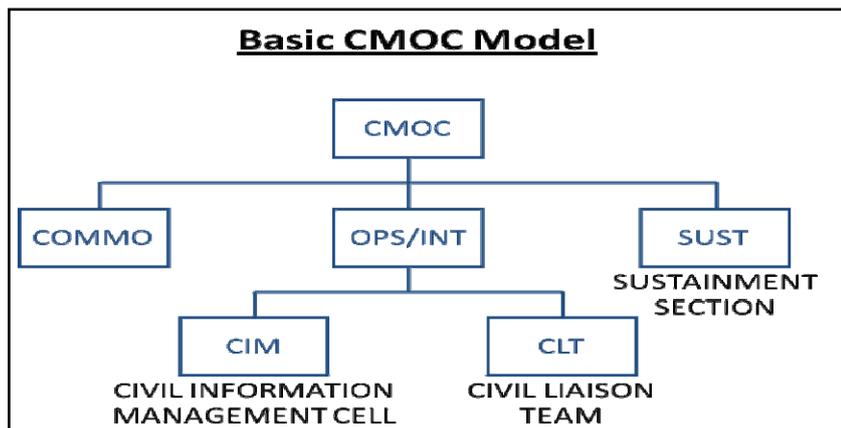


Figure 3.8 CMOC Model

This is the basic model of the CMOC: Notice that the CMOC is made up of five (5) basic sections, namely:

- a.* Communications Section (COMMO)
- b.* Operations and Intelligence Section (OPS\INTEL)
- c.* Sustainment Section (SUST)
- d.* Civil Information Management Cell (CIM)
- e.* Civil Liaison Team (CLT)

CMOCs also have Functional Specialty Cells, but these are normally found in the Reserve Component CA units. These cells are composed of officers and enlisted soldiers with technical expertise in the civilian sectors most likely to have an impact on CMO.

While the active Army CA operators have the capability to execute missions in some of these functional specialty areas, they are not organized to maintain the high-level skills required for specialized CAO. Within each functional specialty area, technically qualified and experienced individuals, known as CA functional specialists, advise and assist the commander and can assist or direct their civilian counterparts.

When called upon to perform specialized CA tasks in the absence of CA functional specialists, CA generalists (active and reserve) seek clarification, support, and guidance from CA functional specialists via reach-back.

4. Section and Responsibilities

a. Communications Section - The Communications Section consists of the G-6/S-6 assets of the unit and includes signal system technicians/maintainers and computer network information technicians, managers, and maintainers.

1) The section's communications technicians maintain the radios and satellite systems supporting unit communications systems.

2) The section is responsible for establishing and maintaining signal connectivity via multiple communications means.

3) The officers and NCOs within this section are computer, networking and communications specialists.

b. Operations & Intelligence Section - The Operations and Intelligence (O/I) Section consists of the combined G-2/3 or S-2/3 assets of the supporting unit. The O/I Section is the nexus for planning, coordinating, and integrating the various CMOC sections and capabilities with the supported unit staff sections.

1) It is important to remember that the supported commander's objectives are the focus of support for the CMOC and the supporting CA unit. This section may assist or augment the supported units CMO Staff and may even be collocated with it.

2) This section is made up of CA, Chemical and Intelligence officers and NCOs. The responsibilities of the O/I Section include:

(a) Integrating the battle rhythms of the supported unit and the CMOC

(b) Coordinating and integrating logistics reporting with CAO and CMO needs and resources

(c) Ensuring that the supported commander's COP has updated CIM inputs

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(d) Battle-tracking all CAO and CMO to ensure the situational awareness and situational understanding of CMO by the supported staff and commander and its effect in the AO

(e) Supervising and directing the tasks of the CIM Cell and CLT(s)

(f) Providing intelligence analysis products regarding the civil environment

c. Sustainment Section - The Sustainment Section consists of the combined G-1/4 or S-1/4 assets of the unit. In addition to the normal functions necessary when providing personnel and logistics support to the organic CA unit, the section contributes to the CMOC mission by:

1) Maintaining a database of all points of contact (POCs) and host nation (HN) resources that can be used for military or humanitarian purposes (facilities, transportation assets, goods, and services)

2) Coordinating and tracking logistics activities in support of CMO

3) Maintaining adequate levels of supplies for use in CMOC operations (for example, office supplies, fuel, batteries, and light bulbs)

4) Managing operator-level maintenance on vehicles, communications, and generator equipment

5) Maintaining current status of routes used in CMO

6) Producing records and reports, as required

7) Managing the orders process for the attachment of augmenting CA Soldiers

d. Civil Information Management Cell- The CIM Cell is located within the CMOC. It collects civil information, enters it into a central database, and internally fuses civil information with the supported element, higher HQ, other government agencies, and other agencies/organizations as appropriate.

The CIM Cell receives all assessments, spot reports, AARs, lessons learned, intelligence reports, and comments from IPI, NGOs, and other people in the AO. The CIM Cell then collates and processes the information. MP, engineers, CA, ISA, and other forces may perform formal civil reconnaissance to acquire information for the CIM Cell processing and integration.

It is important to note that while there are CA officers assigned to this cell, all of the enlisted soldiers are computer and networking specialists.

e. *Civil Liaison Team* - Civil Liaison Teams (CLT) are found at the Division levels. The CLTs are organic components of the CMOCs that they support.

1) The CLT extends the outreach of its parent CMOC into multiple areas. It provides limited civil-military interface capability as a spoke for the exchange of information between IPI, IGOs, NGOs, and OGAs, and has limited capability to link resources to prioritized requirements.

2) The CLT is a stand-alone team for the CMOC that acts in the same role as a CA Squad does for a battalion. It provides the supported level CMOC with a “storefront” for CAO and CMO coordination capability without interfering with the regular staff functions.

3) In many ways it is similar to what the former CMOC was in size and duties. Additionally, it is the only element within the base CMOC structure that consists only of CA officers and NCOs.

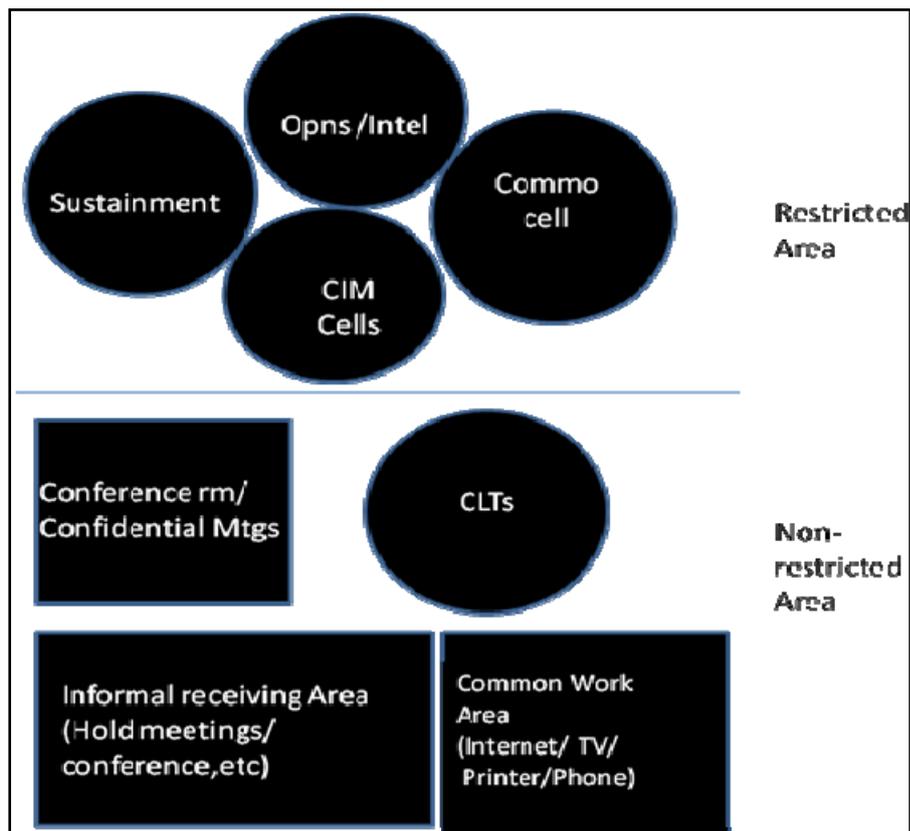


Figure 3.9 Basic CMOC lay-out

Section 3-8 The Civil Affairs Soldier

The CA soldier is no ordinary soldier. He or she is expected to do more than conduct combat operations like other regular soldiers. A high level of discipline and skills is expected of him/her as well as operational planning expertise enhanced by CA training coupled with inter-personal skills obtained through various civil engagements. A CA soldier is a unique individual applying knowledge and skills in various ways adapting to changing environments to meet the commander's needs.

There are two kinds of CA soldier, the Generalist and the Functional Specialist. They are both capable of planning, coordinating, executing, and transitioning CA operations at all level of operations maintaining responsiveness and adaptability to operate in ambiguous situations.

a. The CA Generalists - Mostly active-duty CMO operators skilled or trained in CAO assigned to units to support the commander's mission. They plan, coordinate, and execute CAO that support the CMO goals and objectives of the supported unit.

b. The CA Functional Specialists - Mostly found but not limited to in the reserve force. Functional Specialists are technically skilled and experienced individuals whose assistance is required for a particular CA operation usually a specialized CAO. They provide the expertise on seven functional areas such as; *governance, rule of law, economic stability, public health, infrastructure, agriculture, and education and information.*

1. CA soldier common skills. Civil Affairs soldiers though highly skilled in their areas are still basically soldiers and must possess the common skills set of an individual soldier in the regular army and some additional specialized skills.

2. Basic Soldier Skills

a. Soldier Combat skills – He or she must be able to perform and function as an individual or member of a squad or platoon conducting combat operations. The basic fire and maneuver, marksmanship, offense, defense, and weapons operations are some of the basic skills requirement of a soldier.

b. Communication - CA soldiers must possess the general knowledge on how to operate tactical radios and other communication equipment of the army and all activities related to it such as; sending and receiving radio messages, message writing, encryption and decryption.

c. Field Craft and Survival - Surviving field conditions during combat and evasion situations using knowledge derive on use of practical fieldcraft techniques.

d. *Land Navigation and Map Reading* - Most important and basic among soldiers is to be able to read maps and use them to navigate over short or long distances in different terrain environments in order to arrive at one's destination.

e. *First Aid*- To be able to administer immediate basic life support and combat medical aid to a wounded or medically distressed individual.

3. Specialized Skills

a. *Language/Dialects*- CA soldiers must be able to communicate effectively with audience either in a foreign language or local dialect with considerations on the customs, traditions, and norms in the AO.

b. *Negotiation/ Mediation Skills* - Able to negotiate and mediate between two or more groups in order to achieved desired outcome. This skill is important in the conduct of interagency coordination.

c. *Project Planning/Management* - Able to plan and execute CA projects, programs, and contracts to include financial management in coordination with civil contractors or other civil entities.

d. *Method of Instruction* - Ability to conduct training and act as instructors to teach civil or military subjects.

e. *Cultural Awareness/Sensitivity* - Must be familiar and sensitive with local customs, traditions, peculiarities of the populace and the AO so as not to offend locals and be able to operate within that culture.

f. *CA mission planning*- Able to plan, execute, and continually assess AO and able to advise Commanders and Units on matters pertaining to CMO.

CHAPTER 4 CIVIL AFFAIRS PLANNING PROCESS

Section 4-1 Civil Affairs Planning

Military operations are uncertain and unpredictable. They are complex struggles between opposing human wills. Commanders face thinking and adaptive enemies. They can never predict with certainty how enemies will act and react, or how events will develop. Even friendly actions are difficult to predict because of friction caused by human mistakes and the effects of stress on individuals.

Effective planning is both art and science. It can involve a detailed, systematic analysis to produce an optimal course of action (COA). Alternately, planning may be a rapid process that reaches an acceptable COA quickly by considering only critical aspects of the problem. When planning under time-constrained conditions, the staff is usually responding to existing conditions and needs a quick plan for immediate or near future execution. All planning takes time and must facilitate generating or maintaining the tempo the commander desires.

Army problem solving provides a standard, systematic approach to define and analyze a problem, develop and analyze possible solutions, choose the best solution, and implement a plan of action that solves the problem. Problem solving applies to all Army activities and provides the base logic for the Army's two tactical planning processes: Military Decision Making Process (MDMP) and Troop Leading Procedures (TLP). The MDMP is more appropriate for headquarters with staffs. It provides a logical sequence of decisions and interactions between the commander and staff for developing estimates and effective plans and orders. At lower tactical echelons, commanders do not have staffs. Leaders at company level and below use TLP to plan and prepare for an operation.

CA Soldiers, elements, and units, are assigned to, have a command relationship with, or provide support to headquarters at the strategic, operational, and tactical levels. As such, CA leaders must clearly understand planning and orders production. Furthermore, they must understand how CA integrates into the commander's intent, planning guidance and the unit's concept of operations.

1. Fundamentals of Planning

a. Commander's Focus Planning. The commander is the most important participant in effective planning. Commanders discipline the planning process to meet the requirements of time, planning horizons, simplicity, and level of detail. Commanders ensure that all operation plans and orders are compliant with domestic and international law. They also confirm the product to ensure it is relevant and suitable for subordinates. Generally,

the more involved commanders are in planning, the faster staffs can plan. Through personal involvement, commanders ensure their commander's intent is reflected in the plan.

b. Planning is Continuous. Planning does not stop with the production of an order. It is a continuous and adaptive process. Since situations (or the information available about them) continuously change, plans are revised as time allows. Accurately predicting an operation's outcome is difficult. Anticipating the many possible contingencies, especially those far in the future is more difficult. As planners develop a solution to a problem, the problem will change. Continuous planning enables organizations to adjust from an existing concept of operations based on a common understanding of the situation and the expected result.

c. Planning is Time Sensitive. Time is a critical factor in planning. Whether done deliberately or rapidly, all planning requires accurate situational understanding and skillful use of time. Time is a precious commodity during operations that both sides (friendly and enemy) attempt to exploit. The result is a constant pressure to decide and act quicker than the enemy. Understanding the effects that time has on conducting operations, helps commanders determine how fast and how far ahead to plan. Taking more time to plan often results in greater synchronization; however, it also means less time for subordinates to plan and prepare, and more time for the enemy to prepare and act.

When allocating planning time, commanders consider subordinates' planning requirements. Commanders ensure that plans are sent to subordinates in enough time to allow them to adequately plan and prepare their own actions. When time is short, commanders do not demand perfect products. They accept the best possible products. In time-constrained environments, "best products" are those that contain just enough information to make a logical decision and give subordinates time to quickly assess the situation from their perspective and plan, prepare, and execute the necessary actions. Commanders use parallel and collaborative planning techniques to give subordinate units maximum planning and preparation time.

d. Keep Plans Simple. Simplicity is a principle of war; it is key to effective planning. Effective plans and orders are simple and direct. Staffs prepare clear, concise *orders* to ensure thorough understanding. They use doctrinally correct operational terms and graphics, and eliminate opportunities to misunderstand the commander's intent.

Simple plans are not simplistic plans. Simplistic refers to something made overly simple by ignoring the complexity of the situation. The factors of METT-TC determine the degree of simplicity possible. Good plans simplify complex situations; however, some situations require more complex plans than others. Commanders at all levels weigh the apparent benefits of a complex concept of operations against the risk that subordinates will not be able to understand or follow it. Simple plans are preferred because they are easier to understand and execute.

e. *Build Flexible Plans.* Flexible plans allow units to adapt quickly to a variety of circumstances. Commanders and planners build opportunities for initiative into plans by anticipating events that allow them to operate inside of the enemy's decision making cycle during execution. Identifying decision points and designing branches and sequels ahead of time—combined with a clear commander's intent—aids in building *flexible* plans. Incorporating risk reduction measures into a plan also builds flexibility. For example, a commander may plan a large mobile reserve to compensate for the lack of information concerning an anticipated enemy attack.

Commanders stress the importance of mission orders as a way of building flexible plans. Mission orders focus on what to do and the purpose, without prescribing exactly how to do it. Control measures are established to aid cooperation among forces without imposing needless restrictions on freedom of action. This allows subordinates maximum freedom to make their own plans to accomplish the mission. Mission orders contribute to flexibility by allowing subordinates freedom to seize opportunities or react effectively to unforeseen enemy actions and capabilities.

f. *Design Bold Plans.* Commanders design bold, innovative plans that produce decisive results. Bold plans go beyond the usual limits of conventional thought or action to mass the effects of overwhelming combat power at the decisive place and time. Bold plans are not rash plans—plans developed hastily without due consideration to the situation. Commanders must understand when and where to take calculated risks. Through their commander's intent and planning guidance, commanders build offensive action into all plans. Commanders design bold plans that allow them to initiate combat on their own terms and seize, retain, and exploit the initiative.

2. CA Methodology. The purpose of CAO and other CMO activities is to engage the civil components of the operational area. It is to enable commanders to establish, maintain, influence, or exploit relations between military forces, governmental agencies and authorities, and nongovernment organizations as well as the civilian populace. CA soldiers assist their commanders by both active means through direct contact or by passive means through assessment, observation, and research. These efforts are focus towards assessing, monitoring, protecting, reinforcing establishing, and transitioning political, economic, social, and cultural institutions. This can be achieved through the application of the CA methodology process.

The CA methodology describes how a CA soldier approaches all CA operations. The six steps are:

a. *Assess* -Begins at the receipt of the mission and focus on defining the civil component of the AO. It studies the non-military aspects, using ASCOPE, that shape the operational environment.

b. *Decide* - Five W's and H to focus CA assets and actions that will support the commanders intent. This step involves the identification of COAs and recommendation for the commander's decision. The products include the

CMO concept, CA priorities, and CMO Annex. In addition, MOPs and MOEs are also identified.

c. Develop and Detect- Develop rapport, establish contacts with non-military entities that will become participants of the operation or activity. It is during this step that inter-agency coordination is conducted, hosting meetings and monitoring information that may affect the plans.

d. Deliver - Execute the plans by engaging the civil component through the various activities previously identified. The product of this step is mission execution.

e. Evaluate - Evaluate the results of the mission. Determine the effectiveness or not based on your identified MOPs and MOEs. Recommend actions that will support your plans or revisions of it to make it better.

f. Transition- The outcome of this step is the successful turn- over of authority to the next unit or to the civil authorities that will carry out the sustainment of programs. It is the exit strategy of CA operators as the situation has already improved and stability is achieved.

3. Civil Considerations and Analysis-ASCOPE. Civil affairs planners apply the factors of METT-TC concentrating on the civil considerations of the AO. Civil considerations during the conduct of civil reconnaissance are analyzed using the mnemonic of ASCOPE. These characteristics also help in the conduct of area study.

The six characteristics are:

a. Areas- Key localities or aspects of the terrain within the AO that are not normally seen as tactical in nature. Two perspectives to analyze this areas are on how they affect military missions and on how military mission impact on the civilian activities in the area.

b. Structures- Existing civil structures that may have significant roles. These are bridges, power plants, dams, churches, cultural sites, etc. It involves the analysis on the reaction and sentiment of the population towards these structures. It may include facilities such as hospitals, jails, schools, warehouses that may have some military use. It also involves determining the location, capabilities, functions and application that may support military and CA activities.

c. Civil Capabilities- It refers to existing capabilities of the populace and the local government to sustain itself including governance, public safety, health, agriculture, food, water systems, etc. It may also refer to what the populace needs due to lack of capability such as utilities, transportation, economics, etc. It may also involve capabilities that can support military activities and operations in the area.

d. Organizations- Identification and analogy of groups that may or may not be affiliated with government and its agencies. They can include church based groups, civic groups, volunteers, IGOs, NGOs, and many more. These organizations can help the commander in the conduct of information disseminations as well as form a core for humanitarian operations or for civil defense efforts.

e. People- Individually or as a group, people have a positive or negative impact to military operations. Analysis of which includes considerations on historical, cultural, religious, political, economic, and humanitarian factors. Identification of key communicators and persons of influence that can help act as mediums of communication for the military forces.

f. Events- Activities that are undertaken by the populace that may have impact on military operations. These may include celebration of town fiestas, historical/ cultural/ religious celebrations that can affect the conduct of operations. Analysis and monitoring of day to day happenings, developments in the AO and some major events may indicate certain signals that could have significant effect on the operations or planned CA activity.

4. Area Study. As part of mission analysis, a thorough civil analysis of the AO must be made. Information necessary to describe and define the civil situation of an AO is organize data collection according to the analysis of the six interrelated characteristics of Area, Structures, Capabilities, Organizations, People, and Events (ASCOPE) within each of the Political, Military/Security Forces, Economic, Social, Information, and Infrastructure (PMESII).

a. Political. Political data collection:

- 1) Define the overall political situation in the AOR.
- 2) Identify the political leadership and regional political alliances.
- 3) Identifies those key aspects of the commander's operational environment, such as political boundaries and centers of the local government—strengths, weaknesses, role in society, and so on.

b. Military/Security Forces. Military data collection identifies:

- 1) The CMO capabilities of all AFP and non-AFP forces available in the AO.
- 2) How the military situation within the AO influences the current mission requirement.
- 3) How the current military situation is affecting stability, local security, and so on.

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- 4) What the role of the military is in the applicable area.
- 5) What other security forces are in the area, CAFGU, PNP, MNLF, etc.

c. Economic data collection:

- 1) States the strengths and weaknesses of the economic systems along with region's plans for economic development goals and objectives impacting on the military mission.
- 2) Includes shortages affecting the commander's ability to use local supplies or impacting the operation, including the area's ability to supply enough foodstuffs to meet the civil populace's need.
- 3) Identifies the agricultural calendar - harvest, planting, and spraying seasons.
- 4) Identifies the economy fiscal calendar.

d. Social. Social data collection:

- 1) States the current social climate in the AO.
- 2) Identifies key civilian personnel inside and outside the AO and their link to the population. Key is the identification of leaders of the various factions of the population, to include - Figureheads and Clerics.
- 3) Subject matter experts (SMEs) associated with the operation of critical civil infrastructure (water production and treatment, communications, electrical generation, transportation, health services, and so on).
- 4) Identifies the role of religion in society - religious and fraternal groups.
- 5) Identifies events that can affect the commander's mission - significant weather events (floods), elections, school events, fiscal schedules, and holidays (religious periods and traditional vacation time).

e. Information. Information data collection:

- 1) Describes the current status and ability to transmit and receive information within the AO.
- 2) Lists locations and meeting cycles of key non-military agencies in the AO (IGOs and NGOs, United Nations High Commissioner for Refugees [UNHCR], World Food Program [UN], governing bodies, health services, judicial and law enforcement, and community organizations).

f. Infrastructure. Infrastructure data collection:

- 1) Describes the civil infrastructure in the AO. Concentrates on how the state of the infrastructure assists or hinders the commander's mission.
- 2) Identifies condition and location of key structures including:
 - (a) Government facilities.
 - (b) Medical treatment facilities.
 - (c) Cultural sites—monuments, religious shrines, libraries, museums, and so on.
 - (d) Facilities with practical applications—detention facilities and warehouses.
 - (e) Power generation and transmission facilities.
 - (f) Transportation grids; port, rail, and aerial facilities.
 - (g) Water purification and sewage treatment plants.
 - (h) Radio and TV production and transmission facilities.
 - (i) Identifies agricultural and mining regions, and other significant geographic and economic features.

CA planners may also use the official CMO area study format for a more detailed civil analysis of the area. The CMO Area Study follows the mnemonic of HGSRESPECHMO

Section 4-2 The Civil Affairs Estimate

The CA estimate is a process and a product. The process calls for a disciplined approach to gathering and processing information, and recording the analytical results. Automated tools such as databases and word processing programs give the CA planner the flexibility and responsiveness needed to tailor the estimate to meet a variety of requirements. The CA estimate is a living document that is continuously refined as additional information becomes available. A current estimate allows the CA planner to quickly provide accurate information to meet planning requirements as they change.

To focus the estimate process, planners first develop a restated mission statement that delineates those CA tasks necessary to successfully

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support the commander's mission. The mission statement is a short sentence or paragraph describing the unit's CA essential task (or tasks) and purpose that clearly indicate the action to be taken and the reason for doing so. It contains the elements of who, what, when, where, and why, and the reasons thereof, but seldom specifies how. The restated mission becomes paragraph 1 (mission) of the CA estimate. The CA restated mission answers the following five elements:

- a. Who will execute CA (unit, organization, or other CMO assets)?
- b. What is the unit's priority CA task(s)?
- c. When will the operation begin (by time or event), or what is the duration of the operation?
- d. Where will the operation occur (AO, objective, latitude and longitude, or military grid location)?
- e. Why will the force conduct CA (mission objectives and end state)?

Development of the "why" begins the integration of effects. Joint operation planning uses measurable effects to relate higher-level objectives to component missions, tasks, or actions. CA planners develop a set of desired effects that support the mission's objectives. Equally important, CA planners identify a set of associated undesired effects that could adversely influence the objectives.

Effects are not descriptions of tasks to subordinate units. A specified effect describes desired or undesired conditions, generally described as behaviour or capability within individual characteristics of the operational environment's systems that result from actions or a set of actions. An example of a desired effect is "general populace supports AFP efforts." An effect is achievable and measurable, and it can support more than one objective. CA planners use effects to bridge the gap between objectives and tasks. CA planners identify tasks that, when executed against specified key nodes, should achieve the desired effects.

Mission analysis continues with the development of paragraph 2, Situation and Considerations, of the CA estimate. This section of the estimate examines four distinct elements:

- a. Characteristics of the operational area.
- b. Enemy forces
- c. Friendly forces.
- d. Assumptions.

1. Receipt of the Mission and Mission Analysis. A preliminary Civil Affairs assessment is conducted upon receipt of every CA mission or tasking. It is an automatic first step of mission analysis and feeds into the civil component of the Intelligence Preparation of the Battlefield (IPB) process. The preliminary Civil Affairs assessment includes an analysis of data collected about the area or situation up to the moment of receipt of the mission or tasking. Much of this information may be dated, second hand, or incomplete, requiring CA planners to make assumptions until information shortfalls can be answered by a more detailed, deliberate assessment made. The preliminary assessment becomes the basic building block of the CA estimate.

2. Courses of Action (COA). During mission analysis, the commander and staff ensure they understand the operational desired end state and associated objectives. The mission analysis process designs the tactical desired end states and supporting objectives through the identification of desirable and undesirable effects. Mission planning begins with the development of a COA and concludes with the production of an operation order (OPORD).

3. COA Development. The commander's planning guidance may limit the number of COAs requiring development. Normally, the operations staff produces the narrative statement and supporting graphics that describes each distinct COA. When considering COAs, each must be fully capable of accomplishing the commander's mission. Each COA is then developed as fully as time allows, filling in as many details as possible, given the current facts and assumptions. Like all military forces, CA participates in the full range of military operations. CMO staff planners support COA development by identifying supporting actions conducted by available CA and other forces that accomplish the CMO tasks identified during mission analysis. COAs may vary due to differences in employment of the main effort, task organization, populace situation or objectives, the use and composition of forces, and the scheme of maneuver.

4. COA Analysis. A COA analysis consists of a feasibility check, war gaming, risk assessment, and comparison of war game results. The war game of the COA is critical for the commander and staff to ensure all elements are fully integrated and synchronized. Prior to the war game, CMO planners select criteria by which to evaluate the results of the war gaming of each COA. CMO planners focus on the ability of available CA and other forces to accomplish the CMO tasks identified during mission analysis. Analysis of each COA determines:

a. Is the COA suitable? Will it actually accomplish the mission when carried out successfully? Is it aimed at influencing the correct target audience or decision makers? Does it focus on the restated mission? Does it comply with the higher commander's intent? Does it follow the commander's guidance? Is the CA mission appropriate? Does the mission profile allow the application of CA capabilities? Does the mission support the higher HQ CA campaign? Is the mission consistent with other ongoing CMO programs in theater? If not, is that acceptable to the commander?

b. Is the COA feasible? Does the supporting CA element have the required resources (communications, transportation, equipment)? Can the resources be made available in the time contemplated (pre-positioned materials or equipment, or maximizing pre-existing arrangements with regional or contractor support that capitalize on indigenous capabilities)? Is the plan adaptable to significant changes (logistics support changes, reprioritization of CMO tasks, a drastic decrease in CMO assets)? Feasibility is a quantitative measure that primarily involves time, space, and means. Is this mission operationally feasible?

c. Is the COA acceptable? Does the expected outcome justify the risk? Even though the action will accomplish the mission and the unit either possesses or controls the required resources, is executing that COA worth the cost in terms of possible losses of personnel, time, material, and position? This analysis is largely based on intuition, experience, and a complete understanding of the situation.

d. Is the COA distinguishable? To present viable alternatives for the commander's consideration, COAs must be substantively different. Developing superficially different alternatives stifles creativity, wastes time, increases risk, reinforces undesirable certainty, and largely prevents effective staff analysis. It is better to develop one good COA and war-game it properly than to develop three superficial COAs.

e. Is the COA complete? After reducing COAs to a manageable number, CA planners perform a last check to confirm the COAs are technically correct. Does each retained COA adequately answer what, when, where, why, and how?

5. COA Comparison. The COA comparison discovers the strengths and weaknesses of a COA. Governing factors may include the speed of deployment, risk, capability, flexibility, and logistics. Not all of these governing factors, however, are equal. Some may be based on the commander's guidance and intent. For example, is the COA under consideration more likely to achieve the essential tasks, or does it support the achievement of all CA objectives equally well?

6. COA Approval. The CA planner makes a recommendation to the commander based only on essential information such as mission, situation, deductions about the situation, critical analysis, and sound doctrine. The commander's decision may be based on experience, estimate of the situation, the COA's inherent flexibility, task organizations, and risk.

7. Orders Production. The commander's approval of a COA initiates the publication of the OPLAN and OPORD. The CA staff produces the CA annex largely from the information contained in the CA estimate developed during the MDMP process. The relationship between the two products allows orders production to derive directly from the CA Estimate.

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The first paragraph of the CA Estimate becomes the Mission Statement, the second paragraph of the CA Estimate becomes the Situation, and the approved COA becomes the Execution paragraph.

CA planners must maintain situational awareness after the publication of an OPLAN and OPORD. As new information becomes available, CA planners update the CA estimate. A staff section first synchronizes critical data impacting the plan with the other staff sections and then disseminates the information, as appropriate.

CHAPTER 5 CIVIL AFFAIRS OPERATIONS

Civil Affairs activities support and complement all military activities and spearheads most non-traditional military operations. CA operators have multi-functions and their ability to communicate with stakeholders and generate necessary resources that is essential to the success of most military or non-military activities.

This chapter discusses CA support to the myriads of military operations that are essential to the accomplishment of the Philippine Army mission.

Section 5-1 Civil Affairs Operations

Civil Affairs Operations are those military operations planned, supported, executed or transitioned by Civil Affairs Forces through, with, or by the Local Civil Authorities and institutions, NGOs, CSOs, or other civilian organizations local or international to gain people support, modify behaviours in favour of the military, reduce or remove threat to civil society and assist in establishing conditions for civil authority and organizations to effectively handle future threats to civil society in support to CMO and accomplishment of other military objectives.

The objectives of conducting Civil Affairs Operations include the following:

- a.* Gain popular support
- b.* Mitigate impact of military operations and other man-made and natural calamities.
- c.* Provide legitimacy to military operations and presence in the area.
- d.* Assist Civil Authorities to be able to effectively handle responsibility for their populace.

Section 5-2 CA Support to Range of Civil-Military Operations

The AFP Military Strategy describes the contemporary strategic environment as an operational continuum made of three general state or condition. The three spectra of employment are peacetime situation, conflict situation, and wartime.

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Within the scope of the operational continuum are general CMO functions of which Civil Affairs plays an important role as follows:

a. *Identify and obtain local resources.* CA elements can identify and facilitate the acquisition of available local resources, facilities, and support within the area used to support and enhance military operations.

b. *Establish liaison with LGUs, LGAs, and private entities to facilitate support to Army operations.* Inherent to CA elements is the capability to conduct interagency coordination and strengthening of civil relations. Through establishment of local contacts and relations, CA can link with LGUs and other organizations that can provide support to Army operations.

c. *Issue instructions governing relations between soldiers and civilian population.* CA can assist the commander by advising the commander with concerned staff on soldiers' legal responsibilities and current laws and agreements governing treatment of civilians and protection of cultural sites and facilities.

d. *Minimize civilian interference with Army operations.* Civilians can disrupt the conduct of military operations, their uncontrolled movement and poor condition can interfere with own forces tempo, logistics and morale. CA elements can help by anticipating civilian reaction to military operations, planning IDP operations, and linking with local authorities. When local authorities or even NGOs are no longer capable, establishing and maintaining military control over the populace may be necessary in coordination with the Military Police; and handling of evacuees in an expeditious and efficient manner. CA can plan for the effective management of dislocated civilians.

e. *Assist commanders in meeting legal and moral obligations.* While it is important to generate local support and resources for the Army, the opposite is equally important. Commanders and soldiers have the moral obligations to protect the people. In instances of collateral damage to civilians and properties, CA elements can mitigate the situation by advising and assisting Commanders in meeting Army legal and moral obligations. CA elements are trained to negotiate and mediate in crises situation and plan for activities and support that can lessen the impact of Army operations.

f. *Supplement intelligence efforts.* CA are not intelligence gatherers, however in the course of interacting with civilian populace and by their activities, certain information are obtained that may be of significant intelligence value. CA can also support intelligence operations by facilitating the means of information gathering through its various activities. CA elements can provide assessments, analysis, and other information to intelligence units about certain people, places, and facilities.

g. *Act as the staff focal point for cultural considerations that impact on Army operations.* CA elements through its civil reconnaissance and civil information management, can collect, store, and manage civil information that may be essential to Army operations. CA can provide information to the

commander on protected cultural assets, historical monuments, archaeological sites, infrastructures, and others. CA forces can also provide inputs on cultural sensitivity in a local area for troop information.

h. Identify specific activities that the Army should perform to mobilize civilian support. CA through its ability to build civilian military relationships shall be able to develop and maintain civilian support for government and military operations. It is important for the Army to mobilize civilian support not just resources in the conduct of operations.

i. Influence friendly population. CA utilizing its different developmental and sociological activities can gain the influence on the local populace. Participation in civilian activities promotes goodwill and confidence building while initiating activities that will benefit the populace can have a strong effect on people's perception and acceptance of military presence.

j. Promote goodwill. CA elements can easily interact with the populace and key leaders. They are adept in key leader engagements and are trained to be culturally sensitive. With the different projects and activities that CA forces are engage in, they are a natural choice as ambassadors of goodwill for the Army.

1. CA support to Peacetime Operations. In the Philippine setting, peacetime means that the AFP plays an active role as mandated by the constitution, in facilitating economic as well as social well-being of the nation. The Army for its part undertakes various programs and activities in support to nation building. CA as a tool of CMO, acts as the hand that delivers these activities into tangible results such as Disaster Response Operations, Environmental Protection, Medical and Dental Missions, Engineer Capability Assistance through construction of Farm to Market roads, bridges, schools, and irrigation facilities.

2. CA support to Conflict and Crises Situation. The CMO manual defines conflict as a politico-military struggle short of prolonged conventional armed action between organized parties within a nation or between nations. The AFP has been in the forefront in a counter-insurgency campaign and has employed CMO heavily to counter the threats to the country's internal security. CA helps to assist in conflict resolution using negotiation and mediation skills and every diplomatic effort to prevent escalation of hostilities. On the other hand, armed conflicts result to displacement of civilians and casualties of war. CA can mitigate the impact of operations on the civilian populace and help to encourage civilian acceptance and support of military forces. CA also facilitates the transition of power back to civil authorities within the areas of operations.

3. CA support to Wartime situation. War is defined as sustained armed conflict between nations or organized parties within a nation that involves conventional and unconventional actions. During conventional warfare, CA is focused with supporting efforts to minimize civilian interference to military operations and assist in the reorientation and care efforts of civilians in

liberated areas, CA also help to obtain maximum cooperation of inhabitants and local government to re-establish civil services and stability in the area. During unconventional warfare, the need to gain and maintain the support of the local population is important. CA can help identify, facilitate, coordinate, and establish liaison in obtaining local resources to support the resistance movement.

Section 5-3 CA Support to ISA

Information Support Affairs is a CMO pillar conducted to influence the beliefs, emotions, attitudes, opinions and ultimately the behavior (BEAOB) of target audiences (enemy and its mass base and supporters) to redirect unfavorable attitudes and behavior into favorable, and to transform neutral or passive attitude and behavior to become favorable towards the accomplishment of the AFP mission.

CA activities support to provide credibility to ISA activities. At the same time, CA activities generate numerous themes that can be employed by ISA to persuade, influence and change the attitude of specific groups toward the government.

CA forces integrate in the PSYOP plan by providing timely feedback on the effectiveness of the PSYOP plan. CA activities are integrated into the battle plans and CA squads are credible sources of accurate reports of operations and can help correct distorted or misrepresented information that may be disseminated by an adversary.

Section 5-4 CA Support to Public Affairs

Public Affairs is defined as a CMO pillar that conducts information-related activities directed to the external public to ensure a clear, accurate, and timely dissemination of information consistent with preserving security and privacy. It is likewise conducted to establish and maintain constructive relations with the communities in order to promote the organization's objectives. Public affairs activities are designed to gain the peoples' trust, support and confidence to the AFP.

CA likewise supports Public Affairs by offering a wide range of activities that can be disseminated to the public. CA activities promote the Philippine Army's objectives and these provide PA operations with subjects worthy of promoting.

Section 5-5 CA support to Full Spectrum Operations

CA operations occur throughout full spectrum operations (offense, defense, stability, civil support operations). CA forces and all CMO planners support full spectrum operations at all levels. Commanders encounter civilians during most military operations and must plan CMO accordingly to address the situation. Rear areas, for example, contain supplies, facilities, and resources which commanders can use to support military operations. Combat operations near and in these areas can be disrupted by:

- a. Uncontrolled and uncoordinated movement of civilians in the area
- b. Hostile actions by the populace
- c. Failure to cooperate and coordinate with friendly forces.

1. CA support to Offensive Operations. Offensive operations seek to seize, retain, and exploit the initiative to defeat the enemy decisively. During offensive operations, the main effort is military-to-military contacts; however, secondary effort is military-to civilian contacts. CAO support to offensive operations includes:

- a. Identifying centers of gravity
- b. Identifying decisive points
- c. Denying the enemy resources
- d. Gaining civil information through Civil Reconnaissance (CR) and Civil Information Management(CIM) to help develop commander's operational understanding.
- e. Assisting the planning to minimize unnecessary damage to civil infrastructure and culturally sensitive sites

2. CA support to Defensive Operations. Defensive operations buy time, economize forces, and develop conditions favorable for resuming offensive operations. CMO support to defensive operations includes:

- a. Advising on presence of culturally, economically, politically significant assets and resources in the area.
- b. Identifying Center of Gravity (COG)
- c. Denying enemy resources
- d. Planning PRC to evacuate endangered populations

- e. Assisting to minimize unnecessary damage to infrastructure
- f. Gaining information through CR and CIM
- g. Advising the commander of civilian movements for planning minefields.

3. CA support to Stability Operations. CAO support to offensive and defensive operations are to set the conditions for stability operations. CMO is the major effort of operations. CA support depends on the conditions of the affected populace. CAO applies available resources to affect civilian component and recommends functional skills needed to support this critical phase. It is important to transition the power back to the local government.

Insurgent forces may also pose a challenge to the commander. The complete demobilization of the insurgency force and return of those forces to civilian pursuits should be the ultimate goal. CA personnel can coordinate with IGOs, NGOs, GOs, to locate jobs, and provide training. Post hostility operations can have a long term impact on the civilian sector and is a challenge for military operations.

The goals of stability operations may not be achievable in the short term. Success will depend largely on perseverance. Army forces shall assist civil authorities as they prepare for or respond to crises and relieve human sufferings. In stability operations, the adversary is often disease, hunger, or other consequences of disaster.

Section 5-6 CA in Support to Civil Defense/DRRMO

Civil Defense activities are those that involve natural and man-made disaster mitigation, relief and rehabilitation operations. It includes close coordination with other agencies to ensure that actions during calamities are synchronized. CA facilitates the organization and training of organic disaster response task force (DRTF) members. CA operators advise the commanders on the unit Disaster Response Operations capabilities and as such, keep inventory and track of DRO equipment and personnel manning. CA activities in support to Civil Defense include attendance to disaster/crisis management committees that are activated during calamities.

Section 5-7 CA in Support to Security Operations

The planning and preparation for the security of vital installations, government flagship projects and other development programs of the government are CA activities due to the extent of inter-agency coordination involved in its execution. CA operators meet with stakeholders to map-out

security plans and draft MOUs/MOAs that will formalize relationships between involved parties.

Section 5-8 CA in Support to Special Events

The Philippine Army takes part in socio-cultural activities and national/local historical events either as planners or direct participants. These special events give our organization the opportunity to strengthen alliance with other agencies, promote closer cooperation with the people and obtain a wider base of popular support for the Philippine Army and the AFP.

CA supports the conduct of special events by networking with other agencies or collaborating with different organizations in order to ensure that specific organizational tasks are performed to meet the overall objective of the event.

Section 5-9 CA in Support to Internally Displaced Persons Operations

Internally displaced persons (IDPs) are persons or groups of persons who have been forced or obliged to flee or to leave their homes or places of habitual residence, in particular as a result of or in order to avoid the effects of armed conflict, situations of generalized violence, violations of human rights or natural or human-made disasters, and who have not crossed an internationally recognized State border (UNHCR Master Glossary of Terms)

Civil Affairs support IDP Operations for the populace to mitigate the effects of being forced to leave their communities. CA operators should be ready to identify areas where IDPs can temporarily settle and interface with other agencies to generate resources to support the basic needs of the IDPs. IDP operation is a concern of the LGUs but in most instances, military advice determines LGA actions.

In order to lessen the impact of displacement, CA operators should select areas that conform to the provisions of refugee camps (United Nations High Commissioner on Refugees Handbook for Emergencies). CA operators should also bring to the attention of LGUs what basic needs and camp amenities are required to alleviate the conditions of the IDPs.

Section 5-10 CA in Support to Special Operations

Philippine Army Special Operations are characterized by swift, direct action on high value targets. Due to the secrecy of Special Operations, military units fail to prepare the civilian populace on its force and impact.

Successful CA operations depend on the support of the populace. No matter the state of the environment or the military operation, CA operations are capable of supporting Special Operations to achieve the general goals in the area before, during, and after direct action. CA operators can help the Special Operations unit to mobilize the support of the population against a high value target. Additionally, CA operators must stay culturally attuned to the population and advise the Special Operations unit of considerations in the area of operation.

Through networking and coordination with community leaders, they identify issues brought about by the special operations and advise operational commanders on what CA activities should be undertaken to lessen its impact.

Section 5-11 CA Support for AFP Campaigns

CA Operations plays a unique role in support to the NISP and IA/CDPSP primarily because of the capability and design of CA soldiers. CA operators are trained with the skills needed in the conduct of successful inter-agency coordination and the facilitation of projects and programs which strengthens the legitimacy of civil government. These are vital factors in the implementation of the NISP and the Integrated Area/ Community Development and Public Safety Plan.

The NISP/IACDPSP seeks to address the roots of insurgency by advocating a holistic approach to the problem bringing all the resources of the government and the private sector. CAO can best support these two programs by actively participating in the left-hand effort and engaging the different IGOs, NGOs, and GOs for a more effective solution and implementation of plans, programs and projects.

CA activities are manifestations of tactical level implementation of said programs. CA is the AFP's arm in the ground that addresses its developmental role as stated in the National Policy Guidance, National Defense Strategy, The Medium Term Development Plan, the NISP and the current IPSP "*Bayanihan*" Campaign Plan.

Section 5-12 Force Protection for CA Operations

Force Protection is a primary consideration of all commanders. It is a basic concern of all soldiers. Every Unit has his own Standard Operating Procedures (SOP) for security and Combat operations aside from established OPSEC procedures of the Army in general. CA forces in the field supporting these units must be able to incorporate this requirements and security considerations in their planning and actual conduct of activities to protect themselves and avoid casualties.

CA forces work best as small units that interact with different agencies varying from military to civilian entities. This puts them in a higher degree of risks compared to conventional forces. The risks can be mitigated by a thorough analysis of the environment as it relates to mission requirements.

It may be not appropriate for a CA team to have the same force protection as conventional forces especially when conducting liaising and meeting with local leaders. It may be counterproductive to have all those combat gears around the area as it may touch on cultural sensitivity issues. In such cases, it is important for CA operators to be able to analyze the situation and coordinate with conventional forces for appropriate force protection arrangement that will lead to mission success while allowing for cultural sensitivities.

1. Definition. Force Protection is the military component of power protection. Defined as those actions taken to prevent or mitigate hostile actions against military personnel to include dependents, resources, and facilities. It is the preservation of the fighting potential of a force so the commander can apply maximum force at the decisive time and place. It involves the assessment of the threat and actions that will defeat that threat.

2. Four Components

a. Force Protection-at all levels minimizes losses to hostile action. Skillful and aggressive counterintelligence and threat assessments decrease the vulnerability of friendly forces. Effective operations security (OPSEC) keeps adversaries from exploiting friendly information. Proper dispersion helps reduce losses from enemy fires and terrorist action. Camouflage discipline, local security, and field fortifications do the same.

b. Field Discipline-Field discipline, a second component of protection, guards soldiers from the physical and psychological effects of the environment. Oppressive environments can sap soldier strength and morale far more quickly than enemy action. Soldiers can adapt to the point that they outperform indigenous populations; however, this adaptation can only stem from training in field craft skills and thorough preparation.

c. Safety- a third component of protection. Operational conditions often impose significant risks to soldiers' lives and health and make equipment operation difficult. Trained crews and operators must know the capabilities and limitations of their weapons systems. Commanders must know how to employ them. In designing operations, commanders consider the limits of human endurance. They balance the possible benefits of sustained, high-tempo operations with the risks involved. In combat, fatigue extends reaction times and reduces alertness. Fatal accidents, loss of combat power, and missed tactical opportunities may follow. Command attention to safety and high levels of discipline lessen those risks, particularly as soldiers become exhausted. Safe operations come from enforcing standards during training. While taking calculated risks is inherent in operations, commanders are obligated to embed safety in the conduct of all operations.

d. *Fratricide avoidance*—fourth component of protection is fratricide avoidance. *Fratricide is the unintentional killing or wounding of friendly personnel by friendly firepower.* The destructive power and range of modern weapons, coupled with the high intensity and rapid tempo of combat, increase the potential for fratricide. Tactical maneuvers, terrain, and weather conditions may also increase the danger of fratricide. Commanders seek to lower the probability of fratricide without discouraging boldness and audacity. Good leadership resulting in positive weapons control, control of troop movements, and disciplined operational procedures contributes to achieving this goal. Situational understanding and using friendly personnel and vehicle identification methods also help. Eliminating fratricide increases soldiers' willingness to act boldly, confident that misdirected friendly fires will not kill them.

CA commanders must accomplish their mission with the minimum loss of personnel, equipment, and supplies by integrating FP considerations into all aspects of CAO process. FP encompasses a range of processes from mobilization, deployment, sustainment, and redeployment. It is important for leaders to constantly evaluate the proficiency of basic soldier skills to include fire and maneuver and survivability. These skills must constantly be rehearse and reinforced.

3. Considerations

a. CA forces at a minimum must consider and abide by the guidelines for Rules of engagement (ROE).

b. Protection from terrorist tactics such as bombings, assassinations, kidnappings, ambushes, and raids

c. CA operators that occupy leadership positions should develop FP plans that are situational and flexible

d. Constantly evaluate the proficiency of common Soldier Skills that translates to maneuverability and survivability

e. Rehearse your SOPs, doctrine on warfighting, etc.

f. Consider incorporating in your plans support coming from higher echelons or other Units in the area

4. Other factors to be considered during Force Protection are:

a. Command and Control

b. Fire Support

c. Sustainment

5. Suggested Steps for FP:

a. Before Mission

- 1) Know the area (Conduct area study and threat assessment)
- 2) Have a team organization (Know each positions, functions, and responsibilities).
- 3) Establish your team combat SOPs
- 4) Train (Rehearse, rehearse, rehearse)
- 5) Coordinate with higher Unit on available combat support, know capability, and SOPs on requesting for support

b. During Mission

- 1) Have a clear objective and make sure everybody understand the mission
- 2) Brief the team (designate Command and Control)
- 3) Stay alert, observe SOPs

c. After Mission

- 1) Debrief the events
- 2) Make corrections if necessary

Section 5-13 Transition Operations

The improving situation and achievement of stability in a particular area usually calls for the hand-over of that area to civil authority or a competent nongovernmental organization that will continue with the sustainment operations. CMO planners and CA operators play a major role in the transition operations based on their expertise. It is necessary to have a clearly identifiable end state to begin with in order to be able to accomplish this task.

The transition or termination is vital if stability operations are to be successful. It prioritizes the successful hand-over of missions to a follow-on force either military or civil in nature. Transition Operations form an integral part in any planning and mission analysis and should be considered even during the early stages of planning. CA operators play a significant role as they interface with the civilian populace and the incoming entity that will

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replaced the outgoing. CA personnel must ensure that the gains made are not lost in the process.

Some issues for transition operations include:

a. Who or what will determines when the transition shall begin and ends

b. Have the end state been accomplished

c. Who will fund the transition

d. Will there be forces that will stay behind

e. What is the coordination with the incoming group

f. How will the turn-over be executed

g. Who will handle Public Affairs during the transition

h. What resources are to hand over

i. What is the new mission

j. What are redeployment arrangements

All CMO assets must be involved in the preparation and execution of transition operations. It is imperative that all files and records be handed over to aid in the transition process. CMO personnel prepares the plan that includes all ongoing projects, coordination made, points of contacts, resources and any other information that may facilitate the transition.

CHAPTER 6 CIVIL AFFAIRS TASKS

Section 6-1 Populace and Resource Control

Military units deployed for operations often find themselves in areas with civilian presence. No matter what type of operational environment, civilians have the potential to disrupt the conduct of military operations by-

- a.* Uncontrolled and uncoordinated movement of frightened civilians affected by the operations.
- b.* Uncontrolled and uncoordinated movement of civilians with legitimate activities within the area of operation.
- c.* Civilians with illegal or illegitimate activities and presence in the area of operation.

Populace and Resource Control (PRC) operation consists of two distinct components: Populace control and resources control. These are normally the responsibility of Local Government units and its agencies enforced during disasters and calamities. However for security reasons and to minimize civilian interference to military operations, military forces conduct PRC and apply varying degrees of PRC measures across the full spectrum of operations.

1. Populace Control. Populace control provides security for the populace, mobilize human resources, deny personnel to the enemy, and detect and reduce the effectiveness of enemy agents. Populace control measures include curfews, movement restrictions, travel permits, registration cards, and relocation of the population.

2. Resources Control. Resources control regulates the movement or consumption of materiel resources, mobilize materiel resources, deny materiel to the enemy. Resources control measures include licensing, regulations or guidelines, checkpoints (roadblocks), ration controls, amnesty programs, and inspection of facilities.

3. CA tasks in PRC

- a.* Identifying or evaluating existing LGU PRC measures
- b.* Advising on PRC that would support the commander's objectives
- c.* Recommending command guidance on how to implement PRC measures

- d. Publicizing PRC measures among the populace
- e. Participating in the execution of selected PRC measures
- f. Assisting in the arbitration of problems arising from the implementation of PRC measures
- g. Assessing MOPs and MOEs

Section 6-2 Dislocated Civilian Operations

Dislocated Civilian (DC) Operations pertain to those actions required to move civilians out of harm's way or to safeguard them in the aftermath of a disaster. The disaster may be natural or man-made.

DC operations include the planning and management of DC routes, assembly areas, and camps in support of LGU efforts. They include humanitarian assistance to affected populace. The Military Police (MP) can be utilized as a key component to the successful planning and execution of DC operations.

In DC operations, controlling agencies such as local agencies (DSWD, NGOs, UN-Mandated agencies) normally care for the basic needs of dislocated civilians such as food, water, shelter, health and sanitation, security). They must be prepared to prevent the outbreak of diseases and incidence of disorder and chaos.

DCs are civilians who have left their homes. Their movement and presence can hinder military operations. They will require some degree of aid such as medicine, food, shelter, transportation, clothing and similar items. DC is a generic term subdivided into eight categories:

1. Categories of Civilians:

a. *Displaced Person*- A person who is involuntarily outside the national boundaries of his country

b. *Refugee*- A person outside of his or her country o nationality who is unable to or unwilling to return because of persecution or fear of persecution on account of race, religion, political belief, nationality.

c. *Evacuee*- A civilian removed from his place of residence by military direction for reasons of personal safety or requirements of military situation.

d. *Stateless person*- A civilian who has been denationalized or whose country of origin cannot be determined or who cannot establish a right to a nationality claimed.

e. *War victim*- Classification described to civilians who suffered injuries, loss of a family member, damage or destruction of homes as a result of war.

f. *Internally Displaced Person*- Any person or group of persons who have been forced to flee or leave their homes or places of habitual residence to avoid the effects of armed conflict , violence, natural or man-made disasters but who have not crossed an internationally recognized state border.

g. *Returnee*- Either a refugee or IDP who have returned voluntarily to his or her former place of residence.

h. *Resettler*- A civilian wishing to return somewhere other than previously owned home or land within the area of original displacement.

2. CA tasks in DC operations:

a. Advising the commander on DC control measures that would support military operations.

b. Advising on how to implement DC operations.

c. Publicizing control measures.

d. Performing liaison with the military unit and the civilian authority.

e. Recommending actions to the commander to minimize civilian interference with military operations.

f. Assisting in the arbitration of problems arising from the implementation of DC control measures.

Section 6-3 Humanitarian and Civic Assistance

Humanitarian and Civic assistance (HCA) are categories of assistance that may be rendered by military forces or personnel. Congress may authorize the deployment of military forces for HCA missions in foreign countries. Assistance provided under this provisions includes –

a. Medical, dental and veterinary care

b. Construction of roads, bridges and other infrastructure projects for transportation

c. Well-drilling, water system, and sanitation facilities

d. Other repair and construction of public facilities

Humanitarian assistance may also be conducted in the form of Disaster Relief. Examples of disasters are earthquakes, floods, tsunamis, oil spills, famine, and civil conflicts. The roles of CA include responding quickly to relieve suffering, prevent loss of life, and protect properties. It is essential that military forces working in disaster areas coordinate with other teams and organizations in the area.

Section 6-4 Support to Civil Governance

Support to Civil Governance (SCG) are military operations that help to stabilize or to continue the operations of the governing body or civil structure whether by assisting the established local government or by establishing military authority over an occupied population.

SCG occurs mostly during Stability Operations. The SCG operations consist of two distinct mission activities:

a. Civil Governance in friendly territory- Support include advising the friendly local government or authorities and performing specific functions within limits of the authority and liability established by treaties, agreements, local laws. (ex: creation of Task Force for a particular locality).

b. Civil Governance in occupied territory- The establishment of a temporary government as directed by congress, to exercise executive, judiciary, legislative authority over the populace until a local civil government can be established. (ex: declaration of limited Martial Law over a province or locality).

1. Civil Governance Terms. During SCG in occupied territory, the following terms may apply:

a. Military governor - The military commander or other designated person who, in occupies territory, exercises supreme authority over the civil population subject to the laws of war and to any directive from superiors.

b. Military government ordinance- an enactment on the authority of a military governor promulgating laws or rules regulating the occupied territory under such control.

2. CA Tasks in SCG

a. Identifying, validating or evaluating local infrastructure.

b. Understanding the need of the local government in terms of the six functional areas.

c. Performing liaison functions between military and civilian agencies.

- d.* Coordinating and synchronizing collaborative interagency support.
- e.* Participating in the execution of selected activities to support civil administration.
- f.* Assisting in the arbitration of problems.
- g.* Coordinating and synchronizing transition from military to local civil government control.

Section 6-5 Civil Information Management

Civil Information is information developed from data with relation to civil areas, structures, capabilities, organizations, people, and events, within the civil component of the commander's operational area that can be fused and processed to increase the Army/interagency/ IGO/NGO/LGU situational awareness, understanding and appreciation.

Civil Information Management (CIM) is the process whereby civil information is collected, entered into a central database, and internally fused with the unit and other agencies/organization to ensure a timely availability of information for analysis and wide dissemination of raw information to military and non-military partners.

1. Civil Reconnaissance. Civil reconnaissance (CR) is a targeted, planned, and coordinated observation and evaluation of those specific aspects of the environment. CR focuses on the civil component in ASCOPE. CR can be conducted by CA forces or other units as required

2. CA Tasks in CIM:

- a.* Conduct CR to find, collect, analyze and report civil information
- b.* Coordination with non-CA forces to achieve a coherent CR execution plan
- c.* Synchronize the collection and consolidation of civil information
- d.* Conduct interagency coordination
- e.* Increase the commander's awareness

Section 6-6 Non- Combatant Evacuation Operations

Although normally considered in connection with combat operations, evacuation may also be conducted, in anticipation of, or in response to, any natural or man-made disasters in a foreign country including civil unrest when evacuation to a safe haven or to the Philippines is warranted. The Philippine experience in different crises situations abroad such as natural disasters including the Asian tsunami in 2004, Haitian earthquake in 2010, and 2011, Hurricane Sandy in the United States, and the Japan earthquake and tsunami in 2012, as well as conflicts such as the Gulf wars in 2003,, Libya, Syria, and Egypt crises in 2013 involve migrant workers as among those seriously affected.

Having recognized the problem as global and not concentrated in the Middle East alone, the government crafted Executive Order Number 34, series of 2011 creating the Overseas Preparedness and Response Team (OPRT) under the Office of the President replacing the Presidential Middle East Preparedness Committee that was created in 2003 to address the crises during the 2003 US-Iraq war.

Among the functions, duties, and responsibilities of the OPRT include the following:

- a. Anticipate strategies and programs, formulate policies and focus on appropriate responses to natural disasters, civil unrest, armed conflicts, and other similar crises in foreign countries affecting overseas Filipinos.
- b. Establish a pool of crises management experts, technical experts, and trained personnel from the OPRT member-agencies to form rapid reaction teams.
- c. Authorize the deployment of rapid reaction teams to crises-hit areas with a significant concentration of Filipinos.
- d. Authorize the dispatch of additional personnel to reinforce Philippine Embassies and consulates General for duration of up to three (3) months, subject to extension, to ensure systematic repatriation and relocation activities, among others.
- e. Direct and conduct other preparedness and contingency measures as may be required by the crises situation.

The Secretary of National Defense sits as a member of the OPRT.

Civil Affairs forces can be tapped to assist the OPRT or the ambassador in the planning and management of Non-combatant Evacuation Operation (NEO) if such a team is present in the area.

1. Alert Levels. DFA memorandum dated December 16, 2011 stipulates the different alert levels adopted by the Department for crises situations:

a. Alert Level 1 (Precautionary Phase)

1) It is issued when there are valid signs of internal disturbance, instability, external threat to the host country.

2) Filipinos are alerted to take necessary precautions.

b. Alert Level 2 (Restriction Phase)

1) It is issued if there are real threats to the life, security, and property of Filipinos arising from internal disturbance, instability, external threat.

2) Filipinos are instructed to restrict non-essential movements, avoid public places, and prepare for evacuation.

3) DOLE only allows returning OFWs with existing employment contracts, or a group of OFWs under special circumstances, to go back to their host country.

c. Alert Level 3 (Voluntary Repatriation Phase)

1) It is issued when violent disturbances or external aggression occur in a limited area.

2) Filipinos in this area are enjoined to return to the Philippines upon government expense.

3) DOLE automatically imposes absolute deployment ban.

d. Alert Level 4 (Evacuation/Mandatory Repatriation)

1) It is issued when there is large-scale internal conflict or full-blown external attack.

2) Government undertakes mandatory evacuation procedures.

2. Definition. Non-combatant Evacuation Operation (NEO) - refers to the authorized and orderly departure of non-combatants from a specific area by the DFA, or other appropriate authority.

3. Categories of NEO:

a. Citizens of the Republic who may be ordered to evacuate by competent authority (government civilian employees and their dependents, dependents of military personnel).

b. Citizens and non-citizens who may be advised and assisted but not necessarily ordered by competent authority to evacuate (overseas Filipino workers and their dependents, Aliens and non-citizens who reside in the country and are willing to be evacuated).

4. Types of Environment:

a. Permissive- NEO is conducted with the full help and cooperation of the affected nation. Evacuation of non-combatants is mutually beneficial to friends and allies. The political stability of nation granting authority to evacuate is secure.

b. Uncertain- NEOs are conducted where overt and covert opposition to the evacuation exists. The opposition may come from the host government, opposing forces or from outside forces. Usually a military show of force may be necessary.

c. Hostile- Operations to prevent or destroy NEO are occurring or can be expected to happen. Forced entry of military forces may be required to secure the evacuees.

5. Lead Role. The DFA is the lead agency for planning and conducting NEO. The ambassador has primary responsibility in evacuation operations in foreign countries. Other offices coordinating with the DFA are DOLE, OWWA, POLO, DSWD, and the DND. The military plays only a supporting role in the implementation of NEO.

6. CA Tasks in NEO:

a. Advising the commander/ OPRT of CA aspects and implications of NEO plans.

b. Supporting operation of evacuation sites, holding areas, reception of processing stations.

c. Assisting of ID of citizens and others to be evacuated.

d. Assisting in the screening and briefing of evacuees.

e. Assist in performing liaison with the embassy.

f. Recommend actions to minimized population interference.

g. Assist in safe haven as required.

7. Three (3) Key Factors in planning NEO:

a. Situational Awareness- This involves the preliminary assessment of the situation. The need to gather data and identification of key players. Activity may also include consultation and close coordination with the

different stakeholders (Embassies, Employers, UN Agencies, Filipino Communities) on the level of the threat, what actions have been taken, and contingencies planned in the event that the crises will escalate.

b. Understand the environment- An important factor that needs to be considered is the understanding of the environment where the crises are taking place. Determining if the area is friendly or hostile to the Filipinos. One must also consider the international diplomatic implications of any actions taken such as the effect on Filipino employment if evacuation will be implemented and on international relations between governments. It is necessary to consider local customs, traditions, and culture to avoid any issues in the future. It is also important to know the level of preparations and capability of host countries, OFW Employers, and the Filipino community to undertake protection of the citizens and non-citizens.

c. Evacuation force readiness- The general idea for this consideration is to be able to assess readiness in the conduct of evacuation. There is a need to assess, review, and improve existing evacuation or contingency plans of embassies and consulates as well as host countries. Additionally, evacuation will entail some considerable amount of money and assets (personnel and equipment) which may need some time to generate, train or pre-position. Stages of implementation may vary from one situation to another however following are suggested stages:

1) *Stage 1-* Organization of a committee or team that have the authority and function for the crafting and undertaking of awareness and information campaign on safety and emergency procedures for citizens. They will also review contingency/emergency plans and suggest necessary revisions. Personnel handling the evacuation should be well briefed and trained on their specific tasks and functions.

2) *Stage 2-* Plan implementation. Advance evacuation of nationals and non-essential embassy staffs to safer grounds based on the emergency plan crafted. It may involve administrative concerns such as documentation of nationals, relocation or evacuation.

3) *Stage 3-* Ordered Evacuation. This will require logistics and Fund support as well as close coordination with host countries government and UN agencies.

4) *Stage 4-* Post emergency may entail the return of nationals to host countries or interventions should they prefer not to return and stay in the Philippines.

8. Five (5) Phases of Notification:

- a. Travel advisory (Warning given)/ Level 1
- b. Drawdown (Stop issuing of Visa/ Reduction of embassy staff)/ Level 2

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- c. Authorized departure (Non-essential staff, dependents)/ Level 3
- d. Ordered departure (All citizens to leave; post is closing)/ Level 4
- e. Stand fast (Stay put, we will get you)

NEOs remove threatened civilians from locations in a foreign nation to safe areas or back to the Philippines. Such operations are conducted under the direction of the DFA. The AFP may provide the use of military assets in an evacuation only when civilian resources are inadequate or when tasked by the DND.

Chapter 7 EVALUATION PROCESS

Measures of Effectiveness (MOEs) focus on effects attainment by demonstrating the impact that completed actions have had in attaining the desired adversary behavior. Measures of Performance (MOPs) focus on task accomplishment. In other words, MOP has confirmed or denied that we have “done things right.” MOE answers the question, “Are we doing the right thing or are additional or alternate actions required?”

Section 7-1 Measures of Performance

1. Measuring Performance. MOPs focus on task accomplishment by answering the following questions:

- a.* Was the task or action performed as the commander intended?
- b.* Did the assigned force produce the fires, maneuver, or information required by the specified or implied tasks, regardless of effect?
- c.* Have the expected results of the desired influence or the changes in system behavior after the assigned tasks been accomplished?
- d.* Are assigned forces doing things right?
- e.* Measuring performance is normally a quantitative analysis that determines whether the task or action was performed to a standard. The standard may be derived from either a procedure (for example, an SOP) or may be time-sensitive.

Section 7-2 Measures of Effectiveness

There are important differences between task accomplishment and effects attainment. MOEs measure the attainment of desired effects via quantifiable indicators. Effects fill the gap between an objective and tasks to subordinate units. CA planners identify specific tasks that must be performed to obtain the desired effects. Achieving the desired effect will result in the desired end state or realization of the objective. CA planners use MOPs and MOEs collectively to provide an evaluation to identify trends that can affect future operations.

CA planners identify MOEs for desired and undesired effects. MOEs indicate how the CA factors in the operational environment are behaving (for example, how the adversary is acting). Indicators for each MOE are developed and fed into intelligence collection planning.

Measuring effects improve planning and assessment by emphasizing the following:

a. The linking of operational objectives to tactical-level actions through a specified set of effects.

b. The systemic situational awareness and understanding of the adversary and operational environment enabled by a systemic analysis process.

c. The command and staff interaction across multiple echelons enabled by significant collaboration capabilities through Civil Information Management (CIM) support to the collaborative environment.

d. The enhanced unity of effort between joint, multinational, and interagency organizations.

e. A more accurate, rigorous assessment of the attainment of objectives focused on system behavior rather than discrete task accomplishment.

CA planners develop CA MOEs to determine how well or poorly an operation is proceeding in achieving CA objectives according to the commander's mission statement and intent. CA MOEs identify effective strategies and tactics and determine points at which to shift resources, transition to different phases, or alter or terminate the mission.

The Commander's orders to subordinates will specify the tasks, purpose, and associated effects for action. At tactical levels, desired effects are reflected as part of the higher commander's intent statement—the concise expression of the purpose of the operation and the desired end state, that serves as impetus for the subordinate unit planning effort.

2. Measuring Effects

Observation of MOEs may be event-driven or time-driven. Some MOEs can be observed and measured immediately after an event. Other MOEs can only be observed after a cycle of time has passed, such as the attitude of a local population toward the presence of military forces.

MOEs may be observed in a variety of ways. The deliberate assessment is the most effective method. Using a combination of surveys, interviews, and direct observation, the observers of an MOE obtain detailed, current information at the source of the issue. Some MOEs may be observed in the course of routine operations.

An MOE spreadsheet provides criteria to measure an effect's success that directly supports the commander's objective. Usually identified in a quantifiable format, the collection of MOE data provides trends to determine positive progress toward a stated objective or desired effect. The MOE

spreadsheet allows the staff to track, by AOR and key terrain, where indicators are occurring that shows whether the unit is having success or failure with a particular effect.

Achievement of effects must be tied to a disposition action. This action may be the following:

- a. Termination of an activity or task.
- b. Transfer of an activity or task to follow-on CA forces, other military forces, or the international community.
- c. Transition of an activity or task.

As the evaluation phase progresses and satisfaction of MOEs indicates an operation is nearing completion, CA planners finalize transition plans and begin executing termination or transition timelines.

Execution of an event or program may result in unexpected outcomes. As new problems present themselves, CA planners must restart the CA methodology. They assess the new situation; decide what, if any, action to take; develop the new situation and detect conditions through deliberate assessments; deliver the appropriate CA; and evaluate the effects using MOEs. When effects are satisfactorily achieved, CA planners move on to the transition phase.

3. Failure to Achieve Effects. If there is a failure to achieve effects, CA planners must determine why. The evaluated effect of an event or program may be unsuccessful because levels were set too high, the wrong action was measured, or some other reason. CA Soldiers must be careful not to redefine success to what has been achieved.

At this point, CA planners must decide what to do next. Some options include:

- a. Continue the operation as currently planned and re-evaluate at a future date.
- b. Accept the results and proceed with transition of the operation as planned.
- c. Redefine the mission, using the CA methodology, and develop a new plan with new effects and MOEs.

4. Evaluation Products. In addition to deciding what MOEs to evaluate, CA planners develop plans to observe and validate each MOE. These plans determine:

- a. Who will observe the MOE?

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- b.* When will the MOE be observed?
- c.* How will the MOE be observed?
- d.* Where will the observations be made?
- e.* Who will approve and validate achievement of the MOE
- f.* What actions will be taken when the MOE is satisfactorily achieved? By whom?

**ANNEX A
CIVIL AFFAIRS PLAN FORMAT**

Originating Headquarters
Place of Issue
Date /Time group

**CIVIL AFFAIRS PLAN _____ TO ANNEX _____ (CMO PLAN) TO
OPLAN _____**

References:

- a.
- b.

Task Organization:

Time Zone Used Throughout the Plan:

I. Situation:

a. **General.** A brief general description of the situation, information affecting Civil Affairs support which paragraph 1 of the OPORD does not cover and intended purpose of this annex.

b. **Enemy Forces.** Annex B (INTELLIGENCE) to include list information not included in the OPLAN/ OPORD which may the Civil Affairs mission.

c. **Friendly Forces.** Outline the higher headquarters plan (and Civil Affairs annex) and adjacent unit Civil affairs plan. Provide information on friendly forces which may impact the civil affairs mission.

d. **Attachments and Detachments.** Identify all augments Civil affairs units supporting this command and all attached/assigned subordinate units include effective dates, if applicable. Also, See annex A (TASK ORGANIZATION).

II. Mission: Briefly, Clearly and concisely state the Civil Affairs mission(Who, What, Where, When and Why).

III. Execution:

Intent: State clearly the intent of the commander.

a. **Concept of Operation.** Briefly summarize the Civil Affairs operation plan. Also indicate the Civil Affairs Operational Priorities. (This para answers the "how" portion of the plan)

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b. **Outline of CA tasks.** Identify and assign supporting Civil affairs tasks to each element of subordinate and supporting units. Assign specific tasks to elements of the command charged with Civil Affairs tasks, such as requirements for Civil Affairs augmentation.

1. Tasks to Civil Affairs Units.
2. Tasks to Subordinate Units.

c. **Coordinating instructions.** Give details on coordination, task organization and groupings. List instructions, which apply to two or more subordinate elements or units. Refer to supporting annexes.

IV. Service Support : Annex (Service Support)

a. A statement of the administrative arrangements applicable to this operation. If they are lengthy or are not ready for inclusion in the OPORD, These arrangements may be issued separately and referenced here.

b. A statement of the logistical arrangements applicable to this operation. Specific coordination should be included if possible, but arrangements may be issued separately and referenced here, if they are too lengthy. (Class I- IX and water), Services, billets, medical, laundry and mortuary), (Transport, ground, air, rented / leased, contracted).

V. Command and Signal: List signal, visual imaging and other communications policies, headquarters and media center locations or movements, code words, and code names. (Civil Affairs Officer location, media center, phones, faxes, e-mail and web page, if any).

ACKNOWLEDGE:

NAME: _____
(Commander's last name)

RANK: _____
(Commander's rank)

OFFICIALNAME: _____
(CA officer's last name)

RANK: _____
(CA officer's rank)

Attachments:

DISTRIBUTION:

**ANNEX B
CA ESTIMATE FORMAT**

Originating Headquarters

Place of Issue
Date/ Time Group

CIVIL AFFAIRS ESTIMATE FOR (Codename of Operation)

- References:**
- a. Unit Operation Order
 - b. Maps and Charts
 - c. Relevant documents (PAS,INTSUM,TAIW, etc)
 - d. Verbal Orders

I. MISSION:

Unit Mission: Taken from the existing OPORD, the commanders Guidance or intent and other documents/ statement.

CA Mission: Who conducts what action, when, where, and why. (approved restated mission)

II. AREAS OF CONSIDERATION:

- a. **Terrain:** Describes the characteristics of the terrain that can affect activities.
- b. **Weather/ Climate:** Detail the weather conditions and climate to include forecast if necessary.
- c. **Civil consideration:** Examples of civil situation / factors for consideration (not limited to list below):
 1. People-Attitudes of the population
 2. Organization-Status, Character, Capability of the local government and officials and other IGOs/NGOs/CSOs
 3. Availability of local materials and personnel to support CA operations.
 4. Events
- d. **Tactical Situation:**Information contained in the plan or derived from the command's planning, guidance; describes the disposition of friendly and enemy forces.

1.) Friendly Forces – Disposition of major combat and combat support units. Possible courses of action by tactical units to achieve the unit mission based on the OPORD or commander's guidance. Projected actions and other planning factors that can affect CMO activities

2.) Enemy Forces - Disposition, strength and capability of the armed group (combat and combat support units that can affect CA activities and the mass base, the sympathizers and supporters (personalities and organization that can affect CA activities).

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3.) Organization and Personnel – Includes disposition of personnel and the admin units that have an effect on CA activities. Also includes the task organization of the unit (include organic, OPCON, Direct Support and General Support units.

4.) Service Support – Information obtained from the Logistics and Finance Officer. Disposition and capability of the unit to support logistic requirements of the CA operations.

e. CMO Situation:

Brief disposition and capabilities of CMO Units., ongoing CMO activities in the area of operation and those conducted by adjacent units. Other operational peculiarities that might affect CMO.

Also includes the disposition, capabilities programs and projected actions of government agencies and non-government agencies that can assist CMO activities.

III. ASSUMPTIONS:

Indicate all assumptions required as a basis for planning and preparing the estimate. These assumptions can be modified later when additional information is obtained regarding the situation or when specific planning guidance is issued.

IV. COURSES OF ACTION:

Each course of action should indicate the following:

- How CA units will be deployed
- Target audiences/ beneficiaries
- Issues and attitudes to be exploited
- What CA activities to be undertaken

Each course of action undergoes a “war game” as to how it may unfold once executed. Consider friendly and enemy capabilities. Describe hoe the enemy might react to friendly actions and how you may counter them.

V. COMPARISON OF COURSE OF ACTION:

Compare each course of action as to its feasibility, advantages and disadvantages. Compare them as to which offers the best chance of success given the terrain / weather , organization / personnel, service support requirements, civil considerations, and the tactical situation.

VI. CONCLUSION AND RECOMMENDATIONS:

State the relevant factors considered and what course of action should be undertaken by the unit.

LAST NAME
CA Officer

ANNEX C
CIVIL AFFAIRS ASSESSMENT FORMAT

Originating Headquarters

Place of Issue

Date /Time group

CIVIL AFFAIRSASSESSMENT FOR (A Place or an Operation or a specific activity)

References:

- a.
- b.
- c.

Time Zone Used:

1. Unit Mission:

2. CMO Mission or Task:

3. Area Situation: (Just like in the CMO Assessment, this Paragraph describes the different aspects of the Civil Environment detailing their conditions, capability, and how it will affect Civil Affairs operations in the future. Listed below are some examples of the Civil considerations and assessment. CA operators can make their own list based on the needs taking reference from the Area Study and other analytical tools like ASCOPE as a guide to make their assessments.)

- a. History
 - 1. Summary of Historical Data
 - 2. Assessment on how it will affect CA operations if any
- b. Geography
 - 1. Climate and Weather
 - 2. Political Boundaries
 - 3. Terrain
 - 4. Assessment on how it will affect CA operations if any
- c. People
 - 1. Population
 - 2. Religion
 - 3. Culture
 - 4. Values
 - 5. Beliefs and Traditions
 - 6. Practices
 - 7. Assessment on how it will affect CA operations if any

(Other Civil considerations for assessment includes...)

- d. Public Administration
- e. Economics
- f. Health
- g. Environment
- h. Education
- i. Others...

(It must be noted that for every civil consideration listed. A CA analysis or assessment of that factor should be made to give factual information. This information can be periodically re-evaluated to keep the information and assessment current).

4. Over-all CA Assessment:

LAST NAME

CA Officer

ANNEX D
CMO Area Study Format

1. HISTORY.

a. Legend – The romanticized popular story of how the area and the people came about as handed down from generation to generation can later be useful in identifying themes and symbols. Note the prominent characters and events of the community legend.

b. Actual - The actual and verified story of how the community came about up to the present day. This can be derived from official government records or from interviews with knowledgeable people. Note the prominent characters and events as these will perhaps lead to reasons why the community is as it is today.

2. GEOGRAPHY.

a. Topography- The physical features of the area to include:

1. Features - location, shape size, of area
2. Physical Layout – residential, commercial, industrial
3. Reliefs – mountains lowlands, valley
4. Drainages - swamps, rivers, lakes
5. Vegetation - forested area, barren and agriculture land
6. Coasts and beaches

7. Soil

b. Weather - seasons, temperature, ranges, rainfall, etc.

3. SECURITY AND LAW ENFORCEMENT SITUATION

a. Friendly Forces

1. Location and disposition of troops
2. Size of force
3. Profile of commanders, staff and troops
4. Type of unit (PA, PN, PAF, PNP)
5. Areas of responsibility
6. Activities / mission of units
7. Discipline and Morale of troops
8. Weapons and equipment
9. Strength and Weaknesses

b. Enemy Forces

1. Location and disposition
2. Profile of commanders staff and troops
3. Areas of responsibility
4. Type of unit
5. Tactical and propaganda activities
6. Source of financial and material support
7. Discipline and morale of troops
8. Weapons and equipment
9. Strength and weaknesses

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- c. Law Enforcement and Justice
 - 1. Location and disposition of police units
 - 2. Profile of police commanders, staff and policemen
 - 3. "Tanod- Bayan" groups
 - 4. Police activities / programs
 - 5. Crime situation
 - a) Illegal drugs / drug addiction
 - b) Terrorism
 - c) Kidnapping
 - d) Other crimes
 - e) Gang and Groups
 - f) Profile of judicial personalities
 - Judges
 - Lawyers
 - Prosecutors
 - Clerks
 - g) Local courts
 - h) Prisons
 - i) Law enforcement strength and weaknesses
 - j) Problems concerning justice / judicial system

4. RELIGIOUS FACTORS:

- a. Different religions on the area
- b. Religious organizations
- c. Profile of people in each religion / organization
- d. Beliefs and differences among religions
- e. Churches and houses of worship
- f. Religious leaders (pastor, parish priest, etc.)
- g. Schedule of worship / masses
- h. Political affiliation of religious groups
- i. Religious personalities (priest, nuns, lay people)
- j. Projects and activities of religious groups
- k. Religion related problem

5. ECONOMIC FACTOR

- a. Income level of the people
- b. Forms of livelihood in the area
- c. Factories and industrial plants
 - 1. Management staff
 - 2. Products and processes
 - 3. Size of laborforce / profile
 - 4. Location
- d. Investment
- e. Labor force (employment, unemployed)
- f. Effects of natural calamities
- g. Logging concessions
- h. Mining groups

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- i. Department stores
- j. Labor unions
- k. Progressive taxation on people
- l. Government agencies
- m. Infrastructure (roads and bridges)
- n. Real estate
- o. Water sources
- p. Electricity
- q. Transportation (land, water, air)
- r. Economic problems
- s. Banks and sources of loans
- t. Cooperatives
- u. Land ownership (public, private, titled, mortgaged)
- v. Rice, corn, sugar, mills to include schedule and fees

6. SOCIAL FACTORS:

- a. Population
- b. Caste system or social stratification (according to origin of birth, economic status, family background, etc.)
- c. Family relations
 - 1. Influential families
 - 2. Relationship among family members
 - 3. Family feuds / affiliation
- d. Household ownership and management (patriarchal or matriarchal)
- e. Places of origin and people
- f. Ethnic organizations and diversities
- g. Languages / dialects spoken
- h. Organizations (Parents- Teachers Association, Parents Homeroom, Samahan ng mga Magsasaka, Lupon ng mga Kababaihan, Kabataang Barangay and others)
 - 1. Purpose/Objectives of the Organization
 - 2. Leadership / Management staff and profile
 - 3. Membership / Composition
 - 4. Fees and dues
 - 5. Projects / programs / activities
 - 6. Sources of support (financial material)
 - 7. Attitude towards government / AFP
 - 8. Relations between groups
- i. Places of gathering public parks, sari-sari stores, beerhouses, nightclubs, restaurants, etc.)
- j. Hotels and inns
- k. Forms of entertainment (drinking, gambling, and cockfighting)

7. POLITICAL FACTORS:

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- a. Profile of local leaders
 - 1. Personal data (names, family, educational background, occupation, etc)
 - 2. Political affiliation
 - 3. Projects/ activities
 - 4. Membership in political and non-political organization
 - 5. Profile of political parties
 - a) Leadership
 - b) Membership
 - c) Dues and fees
 - d) Political ideology / beliefs
 - e) Plans and programs / activities
- b. Number of voters and voter's profile (number of youth, male or female voter's, etc.)
- c. Attitude / Opinion of the populace towards the political parties and local leaders.
- d. Government and non- government agencies
 - 1. Leadership / staff profile
 - 2. Past, ongoing and future projects
 - 3. Sources of support
- e. Land reform and related programs

8. EDUCATIONAL FACTORS

- a. School in the area.
 - 1. Levels of education
 - 2. Ownership and management
 - 3. Campus location
 - 4. Educational standard
 - 5. Facilities
- b. Organizations in the school (Student Council, Student Catholic Action, Science Club, etc.)
 - 1. Leadership and management profile
 - 2. Membership Profile
 - 3. Sources of Support
 - 4. Plans programs
 - 5. Political affiliation
- c. Teachers and school personnel
 - 1. Personal data
 - 2. Political affiliation
 - 3. Educational attainment
- d. Educational Facilities (Community Library, reading rooms)

9. CULTURE/LIFESTYLE FACTORS:

- a. Daily routine in various occupations
 - 1. Waking, working and sleeping hours
 - 2. Mel/ cooking times
 - 3. Recreation
 - 4. Washing clothes
 - 5. House cleaning
- b. Customs and traditions
- c. Cuisine
- d. Fiestas and celebrations
- e. Peculiar gesture /practices
- f. Etiquette (forms of address, table manners, hospitality, salutations)
- g. Marriage practices
- h. Courtship
- i. Sexual mores
- j. Local heroes
- k. Arts
- l. Music
- m. Death and mourning rites

10. HEALTH AND SANITATION

- a. Prevalent diseases
- b. Sanitation facilities (toilets, canals, bathing,area, water,pumps)
- c. Health center / hospital
 - 1. Location
 - 2. Services rendered
 - 3. Ownership and management
- d. Doctors/ nurses/midwives
 - 1. Profile
 - 2. Qualifications
- e. Birth rate/ death rate
- f. Availability of medicines
- g. Pregnancy and childbirth
- h. Local health practices
- i. Family planning
- j. Health and sanitation problems

11. MEDIA AND COMMUNICATION PARTNERS.Information regarding mass communication facilities and materials in the area to include the following:

- a. Printed materials (newspaper, comics, magazines,etc.)

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1. Number of circulation
 2. Publisher/owner/editorial staff
 3. Languages/dialect used
 4. Prices/ subscription
 5. Readers profile
 6. Location of selling areas
- b. Television and radio
1. Network, frequency, channel, power
 2. Area serviced or broadcast reach
 3. Ownership/management profile (including political affiliation)
 4. Format of programs
 5. Operating hours
 6. Language/dialect used
 7. Location studio and transmitters
 8. Listeners or viewers
 9. Market share of broadcast
 10. Broadcast personalities (newscasters and commentators)
 11. Commercial and rates for advertising
- c. Movie Houses
- d. Telephone
- e. Telegraph
- f. Postal system
- g. Fax facilities
- h. Video and photo services
- i. Printing press

12. OTHERS. Other important information needed to understand the peculiar nature of target audience and issues in the area. They can however be incorporated under one of the previous 11 headings.

ANNEX E
SAMPLE CIVIL RECONNAISSANCE REPORT FORMAT

Civil Affairs Squad _____
____ CMO Company
____ CMO Battalion
(Unit Address)

Date

SUBJECT: Civil Reconnaissance Report Nr _____

TO: Commander
Post
Attn: S7/ CIM Cell

1. References:

- a.
- b.

2. Activity: Date conducted:

Squad members:

- a. Name of Facility:
- b. Location: (With Grid Coordinates)
- c. Owner:
- d. Type of Ownership: (Owned, Rented, etc)
- e. Type of Use: (Commercial, Residential, Private)
- f. Type of Facility: (Warehouse, Hospital, School Building, etc)
- g. Type of Construction: (Concrete, Bricks, Wood, Light Materials)
- h. Dimensions: (Length, Width, Height, Floor Area, Lot Area)
- i. Floor Plans/Sketch: (see attached)
- j. Utilities:

- 1. Water source?
- 2. Potable?
- 3. Storage?
- 4. Monthly Due?
- 5. Electricity source?
- 6. Voltage?
- 7. Monthly Due?

- k. Fence:
- l. Gate:
- m. Ventilation: (Windows/ fans)
- n. Air conditioning:
- o. Employees:
- p. Salary:

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1. Toilet/Shower facility: (Male/Female):
 2. Facility:
 3. Office:
 4. Other Rooms: (Lecture rooms, Conference rooms,
Bedrooms, etc)
 5. Generator/Power House:
 6. Garage:
 7. Parking Area:
 8. Fire Fighting Equipment: (Fire hose, Sprinkler, Fire
extinguisher, Buckets, Axe)
 9. Clinic/ First aid Station:
 10. Pictures: (See Attached)
3. For info and reference.

NAME
CA Squad Ldr

**ANNEX F
SAMPLE CIVIL ANALYSIS MATRIX FORMAT**

	Specific Conditions	Effects to Friendly Forces	Effects to Enemy Forces	Deductions	TTPs
Civilians	200 IDPs are expected due to the military ops	-Can hinder military ops if movement is not controlled - Can drain resources - Can be a source of rallies and public pressure to stop military ops	-Can use civilians as human shield and delay FF ops -can take advantage of the situation	IDPs if not properly controlled can be victims of collateral damage and cause delay in the operational tempo. Enemy can use the situation to mingle with IDPs to escape FF. Enemy can also agitate the populace and LGUs to stop military ops. Possible hygiene and sanitation problems at IDP camps.	-Plan for the IDP ops with other govt agencies. Specify evacuation routes, collection points, evacuation areas. Designate lead agency to handle IDPs. Coordinate with NGOs to help in the situation. Plan for PRC ops.
Media					
Civil Authorities					
NGOs					

ANNEX G

**SAMPLE CIVIL INFORMATION MATRIX FORMAT
ASCOPE and PEMSII**

	Area	Structure	Capability	Organization	People	Events
Political	1 st congressional district of ___ Province	There are 2 major political Parties in the areas (x,y)	The LGUs and political leadership are very capable in delivering basic services	The area is organized with 1 congressman, 3 mayors, and their councillors respectively. Villages are headed by Brgy chairpersons.	Prominent political figures are Governor ___, Cong. ___, Mayor ___, Brgy Capt. ___	The area will be celebrating its Town foundation day on ___, National elections will be on ___
Economic						
Military/ Security Forces						
Social						
Information						
Infra-structure						

ANNEX H Sample Barangay Assessment Format

BARANGAY ASSESSMENT REPORT

Unit:

Report Date:

Location:

Barangay:

Municipality:

Grid: 51N TG XXXXXXXXX

1. Security		OVERALL ASSESSMENT				6. Sanitation		OVERALL ASSESSMENT			
"BLACK"	"RED"	"AMBER"	"GREEN"	"PROGRESS"		"BLACK"	"RED"	"AMBER"	"GREEN"	"PROGRESS"	
Non-existent/ ASG Safe-haven /People scared /CVO's filling PSF role	Routine checks by PNP, AFP, / Part-time CVOs / routine ASG activity	AFP, PNP, Outpost / has Security Guards /limited ASG activity, PNP show to work	Has adequate security, response time, weapons /no ASG activity	"INCREASE" "STEADY" → "DECREASE"	→	Non-existent/ surface laid /near water source /trash everywhere	Trash is thrown outside locally /Cat holes /slit trench	Trash collected and burned /Out house used	Landfill adequate and is in use /Has adequate sewage / waste system	"INCREASE" "STEADY" → "DECREASE"	→
2. Water		OVERALL ASSESSMENT				7. Medical		OVERALL ASSESSMENT			
"BLACK"	"RED"	"AMBER"	"GREEN"	"PROGRESS"		"BLACK"	"RED"	"AMBER"	"GREEN"	"PROGRESS"	
Non-existent/ Contaminated	Obtain water from adjoining Barangay / Mountains / Rain water	Has well but does not provide adequately / non-tested	Has well / constant source / water tested and potable	"INCREASE" "STEADY" → "DECREASE"	→	Non-existent /no clinic or medical personnel	Obtain medical treatment from adjoining Barangay clinic/ medical person	Has medical clinic with routine medical personnel and supplies	Has medical clinic with constant doctor /nurse with adequate supplies /MED-EVAC capable	"INCREASE" "STEADY" → "DECREASE"	→
3. Electricity		OVERALL ASSESSMENT				8. Media		OVERALL ASSESSMENT			
"BLACK"	"RED"	"AMBER"	"GREEN"	"PROGRESS"		"BLACK"	"RED"	"AMBER"	"GREEN"	"PROGRESS"	
Non-existent/ Not near power-lines	No electricity / Near power-lines / Has generator but not functional	Has electricity but does not provide adequately / frequent brown outs	Has constant source of electricity	"INCREASE" "STEADY" → "DECREASE"	→	Non-existent /Word of mouth /No TV /Radio / Paper	Only battery powered Rado / Word of mouth / Some Paper	Has access to TV / Radio / Newspaper on routine basis	Has TV /Radio / Newspaper	"INCREASE" "STEADY" → "DECREASE"	→
4. Academics		OVERALL ASSESSMENT				9. Lawless Influence		OVERALL ASSESSMENT			
"BLACK"	"RED"	"AMBER"	"GREEN"	"PROGRESS"		"BLACK"	"RED"	"AMBER"	"GREEN"	"PROGRESS"	
Non-existent/ No school or teacher / Literacy Rate No-existent	Obtain education from adjoining Barangay on infrequent basis/ Literacy Below 3rd	Has teacher but not payed / inadequate school / children go to school on routine basis / Literacy 3-6 grade	Has school and teachers / children go to school on constant basis / Literacy above 6th grade	"INCREASE" "STEADY" → "DECREASE" ↓	↓	PRO ASG / not expected to change /Extremist views taught in school	Limited ASG / Some AFP/GRP influence	Neutral / Making head way for AFP/GRP /Threat info passed at times	PRO AFP/GRP / no ASG support / Threat info is passed routinely by locals	"INCREASE" "STEADY" → "DECREASE" ↓	↓
5. Transportation		OVERALL ASSESSMENT				10. Subjective Assessment:					_____pages
"BLACK"	"RED"	"AMBER"	"GREEN"	"PROGRESS"		Annotate total number of pages attached to this report					
Non-existent/ Foot trails only	Travel by animal/ slow moving machine only / Roads narrow and impassable	Distant travel by vehicle / Jeepney access / Road requires 4x4	Has vehicle / moped / boat / access to Jeepney / Road passable	"INCREASE" "STEADY" → "DECREASE"	→						

1. Name _____ Position _____

2. Name _____ Position _____

3. Name _____ Position _____

NOTE: Lawless Influence utilizes MIST Survey, AFP Intel assessment and above indicators.

Subjective Assessment

Barangay:
Municipality:
GRID: (XXX XX XXXXXXXXXXXX)

Date:

1. SECURITY:
2. WATER:
3. ELECTRICITY:
4. ACADEMICS:
5. SANITATION:
6. TRANSPORTATION:
7. MEDICAL:
8. MEDIA:
9. LAWLESS INFLUENCE:

Evaluating element's comments

NCOIC –

OIC –

Recent Improvements / Declines:

Planned Improvements:

Recommendations for engagements:

ACRONYMS

ACCORD	Army Concern on Community Organizing Development
AFP	Armed Forces of the Philippines
ARMM	Autonomous Region in Muslim Mindanao
ASEAN	Association of South East Asian Nations
ASG	Abu Sayaff Group
BAS	Barangay Area Study
CA	Civil Affairs
CAO	Civil Affairs Operations
CAS	Civil Affairs Squad
CAU	Civil Affairs Unit
CIM	Civil Information Management
CIVAC	Civic Action
CIVREL	Civil Relations
CMO	Civil-Military Operations
CMOC	Civil-Military Operation Center
COC	Cabinet Oversight Committee
DDR	Demobilization, Disarmament, Reintegration
DIMRRO	Disaster Mitigation and Relief Response Operations
DRU	Disaster Response Unit
EDCOR	Economic Development Corps
EEZ	Exclusive Economic Zone
ENCAP	Engineer Capability Assistance Program
FHA	Foreign Humanitarian Assistance
FID	Foreign Internal Defense
HADR	Humanitarian Assistance and Disaster Response
IDP	Internally Displaced Persons
IGO	International Government Organization
IMPLAN	Implementing Plan
IPSP	Internal Peace and Security Plan
ISO	Internal Security Operation
KALAHI	Kapit Bisig Laban sa Kahirapan
LGA	Local government agencies

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LGU	Local government units
MEDCAP	Medical /Dental Civic Action Program
MILF	Moro Islamic Liberation Front
MOE	Measure of Effectiveness
MOP	Measure of Performance
MTPDP	Medium Term Philippine Development Plan
NAPC	National Anti- Poverty Commission
NDRRMC-	National Disaster Risk Reduction Management Council
NDS	National Defense Strategy
NGO	Non-government organizations
NISP	National Internal and Security Plan
NPA	New People's Army
OCD	Office of Civil Defense
OCR	Office of Civil Relations
OPAPP	Office of the Presidential Adviser on the Peace Process
OPCON	Operational Control
OPSEC	Operational Security
PDTF	People's Development Trust Fund
PNP	Philippine National Police
PO	Peoples Organization
POC	Peace and Order Council
RA	Republic Act
ROE	Rules of Engagement
SCA	Support to Civil Administration
SOP	Standard Operating Procedure
UN	United Nations
VETCAP	Veterinary Civic Action Program

GLOSSARY

ACCORD- Army Concern for Community Organizing and Development. It is a vehicle envisioned by the Philippine Army for its contribution to national development designed to preserve the gains of SOT through people empowerment and self reliance.

Barangay - it is the basic political unit which serves as the primary planning and implementing unit of the government policies, plans, programs, projects and activities in the community.

CIVAC - Civic Action. It is characterized by activities that are generally community development oriented and ranges from delivery of limited basic services to the implementation of major engineering projects.

Command and Control - the process of exercising command and control through which activities of military/ police forces are directed, coordinated, and controlled to accomplish the mission. This process encompasses the personnel, equipment, communications, facilities, and procedures necessary to gather and analyze information, to plan for what is to be done, and to supervise the execution of operations.

Disaster Relief Operation – it is planning, coordinating and executing relief operations through sea, air , land to mitigate effects of a disaster by bringing in needed food, medicines, medical care, clothing, water, and construction of shelter, immediate repair of public facilities among others to relieve human suffering and prevent loss of life and protect property.

Environmental protection – activities that support and ensure compliance to environmental laws, participation in community environmental protection programs, reforestation projects, and assistance in anti-illegal logging campaigns.

Evacuees- are locally displaced persons temporarily seeking safety due to an expected danger and either be forcibly evacuated to safer place.

Humanitarian Assistance – are programs conducted to alleviate human sufferings as a result of a disaster or other endemic situation.

IMPLAN Gintong Nayon– is the implementation of the Army Concern on Community Organizing for Development (ACCORD) program that will be the center piece of the Philippine Army’s commitment in nation- building.

Interagency Coordination- the coordination that occurs between agencies of government for the purpose of accomplishing a common objective.

Inter-agency coordination- activities involving the interface with other government agencies and stakeholders in order to identify developmental programs and facilitate the acquisition of local resources in support to the army operations.

Operational Command - the authority granted to a commander to assign missions or tasks to subordinate commanders to deploy units, reassign forces and retain or delegate operational control. It is the highest level of operational authority which can be given to an appointed commander who is acting out of his own chain of national command.

Peace building- include the identification of support measures and structures that will promote peace, build trust and interaction among former enemies in order to avoid a relapse into the conflict . It involves a wide range of political, developmental, humanitarian, human rights programs and mechanism.

Peacemaking - diplomatic actions to bring hostile parties to negotiated agreements through peaceful means or use of “good officers” mission.

Plan - it is a continuous and adaptive process. It enable organizations to adjust from an existing concept of operations based on a common understanding of the situation and the expected result.

Preparedness- these include risk assessment, planning, training and conducting exercises to minimize loss of lives and properties.

Rehabilitation- this involves the restoration of affected communities/ areas and damaged public infrastructures to normal level or actual condition prior to the occurrence of any disaster.

Response- this refers to the concerted effort of public and private offices/ agencies/organizations to provide emergency assistance or relief and restore essential public activities and facilities.

Search and rescue- activities that are conducted to look for and find survivors of a disaster or calamity.

Transition Operation - it is a vital process for the stabilization of operations to be successful. It is a successful hand-over of missions to a follow- on force either military or civil in nature. This forms as an integral part in any planning and mission analysis and should be considered even during the early stage of planning.