In June 2012 the CIMIC Centre of Excellence published an edition of the “CIMIC Messenger” on the topic “Austrian Concept for Civil-Military-Cooperation”. The purpose being “an initial attempt to exchange information amongst the CIMIC family and our civilian counterparts in missions to come. Knowledge on basic national interpretations and prerogatives is seen as a key for the right mindset and attitude to comprehensive solution”. CCOE also encouraged other nations, representatives etc. to provide similar inputs using the “CIMIC Messenger” as a platform to convey the information.

CCOE has received quite a few contributions and will in 2013 bring a series of “CIMIC Messengers” on National approaches on CIMIC and related concepts focusing on our Sponsoring Nations and US Civil Affairs. This first issue will focus on US Civil Affairs. Different entities in the US Civil Affairs Structure/Community have more that willingly provided CCOE with the inputs and we are very pleased to be able to bring information on an approach that most Europeans have heard about but also to be fair lack deeper knowledge on.

W. Baron
Director CCOE
Civil Affairs

It is very important to clarify that Civil-Affairs is not an approach. "Civil Affairs (CA) are designated forces and units organized, trained, and equipped specifically to conduct civil affairs activities and to support civil-military operations." 1

To further clarify "Civil Affairs Activities (CAA) are activities performed or supported by civil affairs units that (1) enhance the relationship between military forces and civil authorities in areas where military forces are present; and (2) involve application of civil affairs functional specialty skills, in areas normally the responsibility of civil government, to enhance conduct of civil-military operations." 2

Then "Civil-Military Operations (CMO) are the activities of a commander that establish, maintain, influence, or exploit relations between military forces, governmental and nongovernmental civilian organizations and authorities, and the civilian populace in a friendly, neutral, or hostile operational area in order to facilitate military operations, to consolidate and achieve operational US objectives. Civil-military operations may include performance by military forces of activities and functions normally the responsibility of the local, regional, or national government. These activities may occur prior to, during, or subsequent to other military actions. They may also occur, if directed, in the absence of other military operations. Civil-military operations may be performed by designated civil affairs, by other military forces, or by a combination of civil affairs and other forces." 3

However Experience has shown that the US will deploy a separate CA command that retains its own structure and command and control across the force.

Over time, and especially since 2006, the U.S. Army Civil-Affairs & Psychological Operations Command (USACAPOC) has been encumbered by major changes in structure, a lack of an overall command proponency, and a lack of understanding by combatant commanders as to how to use this very important non-kinetic enabler effectively.

While the bulk of U.S. Army's Civil-Affairs Forces are maintained within the U.S. Army Reserve's Civil-Affairs and Psychological Operations Command, the U.S. Army also maintains an active-duty Civil Affairs force consisting of the 95th Civil Affairs Brigade. "This active force Civil Affairs Brigade provides Civil Affairs Soldiers to support Department of Defense Special Operations Command task forces and the five U.S. geographic combatant commands. As of March 2012, the 95th Civil Affairs Brigade consists of more than 1,200 Soldiers, including five battalions: the 91st, 92nd, 96th, 97th and 98th Civil Affairs Battalions. The brigade is in the process of growing from five to six companies for each of its battalions by 2017. The 95th CA Bde (A) is in the process of forming a

1 FM 3-57 (FM 3-05.40) Civil-Affairs Operations
2 FM 3-57 (FM 3-05.40) Civil-Affairs Operations
3 FM 3-57 (FM 3-05.40) Civil-Affairs Operations
fifth battalion and adding two additional Civil Affairs companies for each of its battalions by 2017.4

In addition to the Civil Affairs forces maintain by the U.S. Army active a reserve forces the Marine Corps currently has two permanent CA units: 3rd Civil Affairs Group (3d CAG) and 4th CAG. Both are in the Marine Corps Reserves. 5th and 6th CAGs were created provisionally in 2005-06 for Operation Iraqi Freedom, but each were stood down after one deployment to Iraq. Artillery units augmented by Marines from the CAGs also deployed to Iraq and Afghanistan to serve in a civil affairs capacity. Recently, the Marine Corps has added active duty civil affairs detachments and plans on adding two more CAGs in the future.

While U.S. Army schools still remain available to Marines, their Training and Education Command (TECom) recognized that the specific and unique requirements inherent to Marine CA needs would best be met through the establishment of a Marine CA school. To meet this need, the Marine Corps established its own school at Quantico, Virginia, on 6 November 2009.

The USMC CA School 4-week resident course, run by the Security Cooperation Education and Training Center (SCETC) CMO Branch, is designed to train both Active and Reserve Component CA Marines to Civil Affairs Training and Readiness Manual individual 1000-level tasks, with a heavy emphasis on the practical application of CA MOS skills.

In addition the USMC CA has been actively engaged in “Cross Border” training with both Canadian and British CIMIC units. Both countries have sent Mobile Training Teams (MTT) to USMC CAGs in the United States, and USMC personnel have attended Canadian & British Civil-Affairs Training Courses; including CIMIC courses offered by the Royal Marine Reserve CIMIC units in Scotland. As a result of this Cross Border training effort the USMC CAGs are fully capable of applying both CIMIC and CMO techniques. It is actually the USMC CAGs that offer the closest similarities to NATO CIMIC.

The U.S. Navy Expeditionary Combat Command (NECC) officially established its newest command, the Maritime Civil Affairs Group (MCAG), on 30 March 2007. In an effort to consolidate staffs and resources, the Chief of Naval Operations “Notice 5400” of 9 July 2009, redesignated MCAG and the Expeditionary Training Groups as the Maritime Civil Affairs and Security Training (MCAST) Command, and relocated that command to Virginia Beach, Virginia. MCAST Command officially stood up 1 October 2009.

Maritime Civil Affairs Teams (MCATs) lessen the impact of military operations imposed during peace and periods of declared war, and increase the impact of humanitarian civil assistance (HCA) and contingency operations in support of theater security cooperation plans.

MCA forces also provide assistance with the restoration of local infrastructure in the aftermath of military operations, natural and man-made disasters and regional engagement activities in order to achieve shared mutual interests.

In order to maximize its effectiveness, each deployed MCAT is regionally focused and trained with the necessary language skills and cultural awareness. The teams are responsible for streamlining and coordinating the efforts of the Department of Defense, Department of State, and the United States Agency for International Development (USAID).

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The U.S. Air Force has deployed units in support of Operation Iraqi Freedom that have directly integrated into Army Civil Affairs Battalions. Such units include the 16th Squadron, 732nd Expeditionary Air Wing (Civil Affairs/Public Works) which was assigned to the 411th Civil Affairs Battalion. During the 402nd Civil Affairs BN deployment to Iraq in April 2006 to April 2007, members of the United States Air Force provided Airman for logistical support for HHC and for the Provincial Reconstruction Teams throughout their area of operations. Currently the US Air Force is exploring further involvement in both Civil-Affairs and CIMIC Training.

Civil Affairs History

Civil-Military Operations (CMO) have existed long before the United States became a nation. Military planners recognized that civilians (non-combatants) were a part of the environment, and that effective interaction with the civilian communities encountered on the route of march, and in the battle space, was critical to overall mission success.

The earliest recorded incident of such a Civil Military interaction that involved American forces took place during the Continental Army’s march to Montreal in 1775. Then CMO appeared again after the Battle of Niagara, during the War of 1812. However General Winfield Scott is generally credited as the Father of CMO within the US Military. General Scott began to develop his own vision relative to civil-military operations, the basic conduct of operations and establishment of stable relations with the Mexican populace, during the prosecution of war with Mexico in 1847.

Scott based his CMO actions on lessons he learned during the War of 1812, and in his study of the brutality with which the French troops treated the civilian populace in Spain. The French occupiers’ zealousness in assaulting widely respected social practices, and their hostility toward the Catholic Church fanned the flames of Spanish resistance. The Americans could not afford to provoke Mexican civilians as the French had provoked the Spanish. General Scott issued his General Order No. 20, which required U.S. troops to respect the rights and property of Mexicans, local government, and the Roman Catholic Church, and which clearly ordered that “The people, moreover, must be conciliated, soothed, or well treated by every officer and man of this army, and by all its followers, and to pay to the Catholic religion and to its ceremonies every decent mark of respect and deference.”  

General Scott's conduct of operations in Mexico City was considered phenomenal. Scott recognized the need to avoid squandering his soldier's lives and that destroying the Mexican capital might win the war but lose the peace. As well, Scotts' post war management of the Mexican government proved highly insightful and effective.

During the American Civil War the Army’s “Doctrine” for CMO was not well defined. The organization of the staff in 1862 did not include a CMO staff officer, although several members of the staff typically would be in contact with the civil population, e.g., the quartermaster, commissary, and provost marshal. There were no civil affairs units per se. The Army Regulations promulgated in 1861 provided some guidance to commanders and soldiers on relations with civilians. Soldiers were directed to “behave themselves orderly” on the march and not to waste or spoil houses, fields, or meadows or maliciously destroy any property of inhabitants of the United States (unless by order of the Commander in Chief). Plundering and

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7 Adjutant General. Order of April 24, 1863, "Instructions for the Government of Armies of the United States in the Field
marauding of the persons and property of those the army had the duty to protect were considered disgraceful and punishable by court-martial.

During the Civil War protection was also granted to hospitals, public establishments, churches, museums and depositories of the arts, mills, post offices, and other “institutions of public benefit” in the form of a safeguard, usually a certificate by the commander designating a site as protected. From 1862 onwards, this practice continued unabated after the Civil War, from the Spanish-American War (Cuba/Philippines 1898-99) through the campaigns in Panama (1903), Cuba (1905) - (1917-1922), Dominican Republic (1916-1924), Haiti (1915-1934) and Nicaragua (1926-1934).

On April 25, 1914, everything vital, pertaining to CMO, contained in General Order 100 of Adjutant General. Order of April 24, 1863, "Instructions for the Government of Armies of the United States in the Field," was incorporated into the “Rules of Land Warfare – 1914.” However due to the increase in pace and pressures of a new type of warfare the application of these rules suffered greatly.

Col. Irwin L. Hunt, Officer in Charge of Civil Affairs, Third Army, during WWI, in his report on U.S. military government in Germany after World War I wrote: “Military government, the administration by military officers of civil government in occupied enemy territory, is a virtually inevitable concomitant of modern warfare. In each instance, neither the Army nor the government accepted it as a legitimate military function. Consequently, its imposition invariably came as a somewhat disquieting experience for both, and the means devised for accomplishing it ranged from inadequate to near disastrous.”

“The Hunt Report,” as it affectionately came to be known by the World War II generation of military Government officers, for the first time in the Army’s experience looked on the administration of occupied territory as something more than a minor incidental of war. Colonel Hunt realized that to exercise governmental authority, even over a defeated enemy, required preparation. The Army, he urged, should not again wait until the responsibility was thrust upon it but should develop competence in civil administration among its officers during peacetime. The Army ignored his advice, because after all the war was over, and this was “The War to End All Wars.”

As time progressed the Rules of Land Warfare – 1914" was replaced by the Rules of Land Warfare – 1936, by order of General Douglas MacArthur, Secretary of War and Chief of the General Staff. Aside from paying new attention to the wounded and prisoners of war, there was little change in the attitude of interaction with the civilian populations that might be encountered during military operations. The Rules of Land Warfare – 1936 was to be replaced again in 1940, with much attention being paid to only the military occupation and government of enemy territory.

Then in the same year, 1940, the United States Marine Corps published what was to become the classic “Small Wars Manual.”

This manual contained a whole new chapter on the Civil-Military Relationship, including the topics of the Importance of the Civil-Military Relationship, Contact with National Government Officials, Cooperation with Law Enforcement Agencies, and Contact with Inhabitants; which included a host of critical civilian sub topics.

At the outset of World War II Civil Affairs and its more robust sibling, Military Government,

8 The Hunt Report: The USAHEC, The U.S. Army War College at Carlisle Barracks

9 H. G. Wells “The War That Will End War”
were military organizations designed to ensure that basic civil order and welfare were maintained in those allied and enemy states encountered on operation. In so doing, they enabled formation commanders to focus on defeating enemy forces without being distracted by possible civilian problems. The United States military forces had no active Civil Affairs force until President Roosevelt activated the U.S. Army Civil Affairs Division (CAD) on 01 March, 1943. The early efforts with Civil Affairs and Military Government were basically carried out by British forces. The British had already had some experience in late 1940 in the Italian African colonies, Eritrea, Cyrenaica, and Italian Somaliland.

The British War Office inaugurated politico-military courses at St. John's College, Cambridge. Their purpose was "to train officers in postwar reconstruction and other missions incident to military operations in foreign countries." Two US Army officers, Maj. Henry H. Cumming and Lt. Charles A. H. Thomson, attended the third course, which began in October 1941, and thereby became the first American officers to receive military government training. The politico-military courses dealt with history, geography, economics, and politics and aimed at giving the officer-students background knowledge rather than specific instruction in military government.

The Secretary of War issued an order, on 2 April 1942, to set up a separate school, "to be known as the School of Military Government" at the University of Virginia. The first course, with fifty officers attending, opened on 11 May 1942. The CA community of today can derive historical experience from this School of Military Government. After completion of the Military Government School officers would attend the Civil Affairs Training School (CATS) at colleges such as Harvard, Yale, Stanford, and Northwestern. The follow-on schools at these particular universities were six months of advance and intense studies of language, economics, local governance, and the educational system of the U.S. adversaries.

The U.S. Army’s first tactical civil affairs section in fact antedated both President Roosevelt’s March 1, 1943, activation of the U.S. Army Civil Affairs Division (CAD); and even the vaguest glimmerings of concern for military government in the Army Staff. On 31 December 1941, V Corps (Reinforced) under Maj. Gen. Edmund L. Daley, then stationed at Camp Beauregard, Louisiana, received orders to prepare for shipment overseas. FM 27-5 specified the creation of a civil affairs section in corps and higher staffs operating outside the United States, and on 4 February 1942, Col. Arthur B. Wade was named Civil Affairs Officer, V Corps. No similar staff section existed or had existed since the early 1920s in the Army.

Working from FM 27-5 and The Hunt Report, Colonel Wade developed a V Corps civil affairs plan which established the section’s main function as being to foster and maintain harmonious relations between the military force and civilian populations in either friendly or occupied enemy territory. V Corps shipped out from Fort Dix, New Jersey, on 29 April 1942 and arrived in Belfast, Northern Ireland, on 12 May. The Army thus had a civil affairs section in being in an overseas theater one day after the first Military Government class assembled at Charlottesville.

In the spring of 1943, after the Casablanca Conference, civil affairs at ETOUSA began to show signs of renewed life and purpose. The emergence of the Civil Affairs Division in Washington lent an inevitable prestige to civil affairs Army-wide that it had not had before; and the beginning of British War Office negotiations with the Dutch and Belgian exile governments and the Free

10 G-3 Brief, 18 Sep 41, in PMG, MG Div, classified decimal files 008.
12 Conf, Col Dillard with Lt Col Mason, 9 Mar 44, sub: Beginnings of the School of Military Government, Charlottesville, Va., in SHAEF G-5, 22.01.
13 European Theater of Operations U.S. Army
French on the administration of liberated territory increased the possibility of ETOUSA’s opening negotiations too. In the third week of March, civil affairs finally emerged, on paper at least, as a full-fledged staff section with a chief civil affairs officer and more branches in its table of organization than it had qualified officers to fill.  

In April a new staff appeared. Lt. Gen. Frederick E. Morgan, as Chief of Staff to the Supreme Allied Commander (COSSAC), began forming a combined British-American staff to start the cross-Channel invasion planning provided for at Casablanca. General Morgan was assumed to be serving as the stand-in for a supreme commander yet to be appointed, who would be British.  

On 5 October, General Devers alerted General Hilldring to the impending requirement to ship the entire projected US civil affairs contingent to England. On 1 December, Col. Cuthbert P. Steams, as commandant of the American Schools Center at Shrivenham, sixty miles due west of London, activated the Civil Affairs Center at Shrivenham. The Civil Affairs Center would be responsible not only for training but for the entire US field organization for civil affairs in the European theater.

In December 1943, with the announcement of General Eisenhower’s appointment as Supreme Commander, the COSSAC phase of combined planning drew to a close. On the 13th COSSAC published what was to be the most important document on civil affairs produced during its tenure, the “Standard Policy and Procedure for Combined Civil Affairs Operations in Northwest Europe.” Divided into three parts, one dealing with nomenclature and organization and two with operations in the field (on Allied and on enemy territory), the Standard Policy and Procedure was designed to reconcile American and British practices and policies as far as they were then known.

What made it a civil affairs milestone was that it assigned full control of and responsibility for Civil Affairs and military government to the military commanders, from the Supreme Commander on down. In the European theater, Civil Affairs was to have no existence separate from the combat commands. In occupied enemy territory the Supreme Commander would be the military governor and would delegate appropriate authority to his subordinate commanders, who would then bear the responsibility in their own areas. The chief object would be to maintain conditions among the civilian population which would at least not hinder military operations and if possible assist them; and the task of the civil affairs staffs and detachments would be to relieve the combat troops of civil commitments. 

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14 Historical Record, CA Sec, ETOUSA, in SHAEF G-5, 10.03.
15 The development of British Civil Affairs and its employment in the British sector of Allied military operations during the battle of Normandy, June to August 1944 : Edward Flint, Cranfield University : 2008
The historiography of Civil Affairs encounters, indeed, in World War II a documentation unique and very broad in scope and variety. Though the civil affairs problem was not new in World War II, as the wealth of novels and other popular literature about it might suggest, the Army did go beyond its traditional role in an unprecedented degree and manner. In the American experience military occupations had followed the war with Mexico, the Civil War, the Spanish-American War, and World War I. World War II differed from these earlier conflicts in that the duration and size of civil affairs operations were much greater, there was a far larger degree of specialization, and soldiers from the very outset found themselves required to handle political problems to an extent never necessary before.

As for size, it has been estimated that Army operations overseas vitally affected the lives of more than 300 million people. At the same time, like all other phases of World War II, Civil affairs required more specialization than ever before. In earlier wars a good soldier was generally a jack-of-all-trades. In the Civil War, for example, an artilleryman or the driver of a supply wagon might be temporarily detailed to clearing roads or dispensing relief and would then return to his regular duties. Civil Affairs being of limited scope, no special training or indoctrination was considered necessary. In World War II, however, a Civil Affairs Division was created, on a high War Department level, to coordinate all planning as well as training. An extensive recruiting and specialized training program was organized for the first time, and G-5 (Civil Affairs and Military Government) staff sections were added at the theater army, corps, and even division levels.

Most important of all, in World War II soldiers became governors in a much broader sense than ever before—so much more than was foreseen that the Army's specialized training proved scant preparation for perhaps the most important phase of their role. They became not merely the administrators of civilian life for the Army's immediate needs but at the same time the executors and at times even, by force of circumstances, the proposers of national and international political policy. This broader role arose from the fact that in World War II the Allies strove to realize from the very beginning of occupation political aims that had usually not been implemented during war or, if during war at all, not until active hostilities had ended. Thus, in enemy countries civil affairs officials were immediately to extirpate totalitarian governmental and economic systems, in liberated countries they were as soon as possible to aid in restoring indigenous systems and authorities, and in both types of countries they were to make an all-out effort to effect gradual transition toward the envisaged postwar national and international order. This unprecedented mission was complicated, moreover, by the fact that occupation was joint rather than zonal as in World War I. Thus British and American military authorities found themselves compelled to take part in reconciling often quite conflicting views on both immediate and long-range goals. Believing that these essentially political tasks called for civilian rather than military aptitudes, the President and his advisers 19

Prior to the end of WWII the Joint Chiefs of Staff confirmed the Civil Affairs Division as “the logical staff to handle civil affairs in nearly all occupied territory.” 20 This remained the case through the Korean Conflict (1950–1953), where the U.S. Army CA found itself involved for the first time in a subsistence agrarian society, providing assistance to massive numbers if internally displaced persons IDPs). As well the complex and changing organization of U.S. Army command hampered CA activities, as did the attitude of sensitive Republic of Korea (ROK) government officials. During the height of the Korean Conflict, U.S. civil affairs staff grew to approximately 400 officers and men who administered approximately $150 million in humanitarian and economic assistance. At the end of the conflict CA was judged as only a qualified success; even though today the Republic of Korea (ROK) Army has developed an extensive civil affairs structure, with

19 Civil-Affairs Soldiers Become Governors: Cole & Weinburg: US Army Center for Military History
trained active-duty CMO staff officers down to the division level and many thousands of reserve component civil affairs officers and soldiers that train annually to respond to humanitarian disasters at home and abroad.

In the Vietnam War, CA was more publicized than ever before with its phrase "winning the hearts and minds of the people." CA’s greatest success was in working with U.S. Special Forces in South Vietnam’s central highlands and securing large areas of difficult terrain by winning the confidence of local tribes. Since there were no fixed battle lines, CA personnel had to stay in some places indefinitely. By 1966, each Special Forces A-Detachment in the highlands was augmented by a Civil Affairs-Psychological Operations officer (CAPO). The functions of CA and Psychological Operations (PSYOP) were often combined. Three CA companies carried the burden of pacification, working with the State Department. CA assisted Vietnamese civilians by drilling wells, building roads and bridges to help market local products, setting up public health clinics and school buildings, and carrying out public education programs. The CA programs in the central highlands were, according to the Army’s Vice Chief of Staff at the time, “worth their weight in gold.” Overall, the effort to “win the hearts and minds” of the local people was hit and miss however due partly to the fact that civil administration expertise in the Army lay within Army Reserve.  

The U.S. Army Civil Affairs and Psychological Operations Command (Airborne) (USACAPOC-A) we know today began in October 1985 with the formation of the 1st Special Operations Command Augmentation Detachment. This unit of 30 Soldiers formed the nucleus that evolved into the United States Army Reserve Special Operations Command. USARSOC controlled the Army Reserve Special Operations Forces, formed December 1, 1989, which consisted of Army Reserve Special Forces, CA and Psychological Operations units.

Within days of its activation, Operation Just Cause in Panama thrust the Command into action. USARSOC identified and mobilized individual volunteer Reserve Soldiers for duty in Panama and the succeeding CA operation there known as Promote Liberty. Operation JUST CAUSE* saw 96th CA BN jumping in at H-Hour with Rangers. Individual Reservists were called up, not units. Major tasks were getting the international airport functioning, providing medical assistance, establishing a “user-friendly” demilitarized police force, establishing a displaced civilians facility, and assisting the legally elected government take control. U.S. CA policy was one of teaching Panamanians how to satisfy their own needs. 

Because combat was basically over after D-Day, the Grenada intervention depended proportionally more on civil affairs and civic action than any U.S. Army operation since the Caribbean interventions. One of the lessons learned from this operation was to include CA in the planning phase because as it turned out, stabilization and rebuilding quickly became the major emphasis. Most CA work was in the restoration of the run-down "socialized" infrastructure.

In Desert Shield/Storm, CA units were activated for the first time since Vietnam. Soon after the Iraqi invasion of Kuwait, a Kuwaiti Task Force was established in Washington DC. It consisted of key U.S. civilian and Kuwaiti government-in-exile officials, plus CA personnel. CA troops were with the first Coalition forces to enter Kuwait City. CA personnel provided liaison between the military and the Saudis who provided fuel, facilities, water, and food.

Operation Provide Comfort was the largest humanitarian relief operation since the Berlin Airlift of 1948 CA troops worked successfully with non-governmental organizations (NGOs), Allied forces and the UN High Commissioner for Refugees to help Kurdish refugees escape the

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21 From Wikipedia, the free encyclopedia

22 From Wikipedia, the free encyclopedia
wrath of Saddam and provided for their welfare in newly-established camps.  

CA played a very active & complex role in Operation Restore/Uphold Democracy. In late September 1994, U.S. forces started final preparation for an armed invasion of Haiti. On the 11th hour, former President Jimmy Carter negotiated a deal with the Haitian leaders that permitted U.S. forces to go in unopposed. The changed entry situation immediately pushed CA activities to the front in terms of the immediate requirements to repair the run-down Haitian infrastructure.

In Bosnia, CA troops encountered large-scale devastation for the first time since World War II. Operations in Bosnia were the first in a European country since World War II. AC and RC CA units and individual soldiers truly come into their own. For example, an RC CA NCO from New York Transit Authority instrumental in getting the Sarajevo tram line running again, a symbol that the city is returning to something resembling normality. Another RC CA NCO from the New England Gas Authority replaced the thimble-rigged Sarajevo gas system to get it up and running. On the macro-level, an RC O-6 banker in civilian life was instrumental in negotiating loans from the World Bank to Bosnian farmers. CMO also worked in areas such as hazardous materials (HAZMAT), unexploded ordinance, elections, cadaver removal, and population movement. All of this against a background that prohibited "nation-building." The most far-reaching impact of the recent CA operations in Bosnia is the formation by other countries of units with CA-like missions, thereby decreasing the burden on U.S. CA forces.

The year 2006 was a low water mark for the U.S. Army Civil Affairs and Psychological Operations Command. On November 14, 2006, Deputy Secretary of Defense Gordon England signed a memorandum that reassigned US Army reserve component civil affairs (CA) and psychological operations (PSYOP) units from the US Special Operations Command (USSOCOM) to the US Joint Forces Command (JFCOM). These units were further assigned to the US Army Reserve Command (USARC). As will be shown, this "divorce," as it became known, enhanced PSYOP support of special operations forces (SOF), but diminished the employment of this capability for conventional forces. It also created several split and non-aligned Civil-Affairs units away from, and not directly under the command and control of USACAPOC at Fort Bragg.

US Army Civil Affairs and Psychological Operations Command (A) USACAPOC

By MajGen Jeffrey Jacobs

A year ago, I took command of the U.S. Army Civil Affairs and Psychological Operations Command (Airborne). Command, of course, is an honor for any military officer – but command of this unique, highly skilled, and much demanded force is truly a humbling experience. Our headquarters is at Fort Bragg, North Carolina, but we have units in 30 of the United States and Puerto Rico, comprising nearly 13,000 Army Reserve Soldiers.
Our mission is to provide trained and ready civil affairs and military information support operations (MISO) units and Soldiers for mobilization and employment in steady state operations, major combat operations, and declared war in support of U.S. Army and U.S. Joint Force requirements. We are a U.S. Army Reserve force, but make no mistake, our Soldiers have been an integral part of operations around the world and have an average “dwell time” of just over two years – meaning that for every two years at home, they have spent a year deployed since September 11, 2001.

Army 1st Lt. Michael O’Neill, an Army Reserve civil affairs officer, reads books to Afghan children. The native language books were provided through the “Operation: Read it Again!” campaign his family initiated.

USACAPOC(A) represents more than two-thirds of the U.S. Army’s Civil Affairs force and three-quarters of the Army’s Military Information Support Operations force. More than three thousand of our Civil Affairs and two thousand of our MISO Soldiers are currently deployed around with world in more than 20 countries, from Afghanistan and the Horn of Africa to South America and the Philippines. Representing just 7 percent of the U.S. Army Reserve end strength, USACAPOC(A) represents 20% of Army Reserve deployments since September 11, 2001 – making Civil Affairs and Military Information Support Operations Soldiers the most deployed of our Army Reserve forces.

While CA and MISO functions can be traced back to World War II, CAPOC’s history started in 1985 with the formation of the U.S. Army Reserve Special Operations Command which commanded Reserve CA and MISO forces as well as Army Reserve Special Forces – or “Green Berets” as they are commonly called. USARSOC was a subordinate command to the U.S. Army Special Operations Command. In 1990, USARSOC was redesignated the U.S. Army Civil Affairs & Psychological Operations Command (Airborne), and at the same time it relinquished command of Army Reserve Special Forces but gained command of the active duty CA and MISO forces. In 2006, USACAPOC(A) was restructured under the U.S. Army Reserve Command and relinquished command and control over the active duty CA and MISO forces, which were retained under USASOC. Since its inception, USACAPOC(A) Soldiers have served with distinction in Panama, Haiti, Desert Shield and Storm, Bosnia, and every other operation where combat troops were deployed. In addition, our Soldiers have supported countless humanitarian relief, disaster response, and stability operations worldwide.

Today, our Civil Affairs Soldiers operate in teams to identify critical requirements of the local populace in all phases of operations in order to support the commander’s civil-military responsibilities. They also locate civil resources to support military operations, mitigate non-combatant injury or incident, minimize civilian interference with military operations, facilitate humanitarian assistance activities, and establish and maintain communication with civilian aid agencies and organizations. At times, our Civil Affairs Soldiers have assisted in non-combatant evacuation operations. We rightly call these Soldiers “Warrior-Diplomats.”

Our Military Information Support Operations Soldiers are information and media specialists who can assess the information needs of the foreign civilian populace and develop and deliver the right message at the right time and place to create the intended result for the supported commander. Working in small teams, MISO Soldiers gather information from the local populace and key community leaders which is then analyzed to pinpoint trends, opportunities for information campaigns to help achieve the commander’s mission, and to test the effectiveness of campaigns.
MISO Soldiers then develop programs that can include print materials, broadcast TV and radio products, as well as further face-to-face information engagement campaigns. MISO Soldiers are a commander’s key tool for communicating with the local populace in his area of operations. USACAPOC(A)’s Soldiers are assigned to four Civil Affairs Commands, two Psychological Operations Groups, a training brigade, and our headquarters.

Each of our Civil Affairs Commands, or CACOMs, and Psychological Operations Groups, or POGs, are regionally aligned to support a U.S. Combatant Commander in a specific geographic area. Although our units and Soldiers are ready for worldwide deployment wherever and whenever needed, this regional alignment allows for focused training, exercise support, language skills, cultural awareness, and support to theater security cooperation plans. Our 353rd CACOM, headquartered in New York, and our 2nd POG, headquartered in Twinsburg, Ohio, are aligned to the U.S. European Command and routinely send Soldiers to training, exercises and operational missions throughout Europe to work alongside and support our partners there. Located in communities across the United States and Puerto Rico, our units benefit from the expertise of our Soldiers’ civilian training, education, and career experience. Many of our Soldiers are police officers, educators, paramedics, film and TV production specialists, and come from other highly skilled professions. They bring that civilian expertise to their military positions, making them well suited for CA and MISO work.

I know that our Soldiers are excited about the missions, exercises, and learning opportunities in the years ahead. As we draw down in Afghanistan, we know that Civil Affairs and MISO missions will not decrease – and we expect quite the opposite. Commanders throughout the U.S. military understand – better than at any other time – the capabilities of CA and MISO and are therefore looking to integrate our forces in missions not only throughout Europe but worldwide. We’re ready to meet that challenge through “Sword, Deed, and Word.”
On the Frontline of Maritime Security

By Maritime Civil Affairs and Security Training Command (MCAST) Public Affairs

In the U.S. Navy’s, “A Cooperative Strategy for the 21st Century Seapower,” former Commander of Naval Operations, Adm. Gary Roughhead, along with former Commandant of the Marine Corps, Gen. James Conway and former Commandant of the Coast Guard, Adm. Thad Allen, recognized that cooperation with partner nations in non-traditional military engagements is necessary for preventing war, which is just as important as winning wars.

“Maritime forces will be employed to build confidence and trust among nations through collective security efforts that focus on common threats and mutual interests in an open, multi-polar world. To do so will require an unprecedented level of integration among our maritime forces and enhanced cooperation with the other instruments of national power, as well as the capabilities of our international partners. Seapower will be a unifying force for building a better tomorrow.”

Thus, the idea for Maritime Civil Affairs and Security Training Command (MCAST) was born. MCAST is a relatively new Navy command, combining Maritime Civil Affairs Group (MCAG) and Security Force Assistance Groups (SFA) into one organization in 2009. The command mans, trains, equips and deploys Sailors to facilitate and enable a Navy component or Joint Task Force Commander to establish and enhance relationships between military forces, governmental and non-governmental organizations and the civilian populace.

While inter-cooperation with partner nations is not a new idea, MCAST is distinct from other U.S. Navy commands. Instead of ships or carrier groups interacting with other nations in goodwill port visits and community relations projects, MCAST employs small teams of highly-trained Maritime Civil Affairs subject matter experts to create and foster relationships between non-governmental organizations, government officials and a local community, through civil affairs projects and Security Force Assistance Mobile Training Teams (SFA MTTs) to conduct military-to-military training.

Under Navy Expeditionary Combat Command, MCAST has two specific missions. SFA employs teams to directly interact with other nations’ military, by using training to enhance interoperability. MCAST’s SFA detachment delivers maritime expeditionary core instruction in support of security cooperation and foreign internal defense missions. SFA MTT experts from a variety of Navy source ratings perform as internally sourced team members. These teams deliver training in: small boat operations and tactics; maritime combat operations; anti-terrorism/force protection; maintenance and construction; and military professional development and leadership. Lessons are taught in the host nation’s language and are tailored to the nation’s needs. SFA MTTs are also capable of providing non-standard training, such as running ranges, foreign weapons familiarization and field training refreshers to support Navy component commanders. Teams deploy and train foreign militaries through a stand-alone event or in conjunction with planned fleet deployments, coordinated exercises, or regional engagement events.

Maritime Civil Affairs handles military to civilian interactions, to include humanitarian assistance and disaster relief situations, specifically in the maritime environment – from economic exclusion zones, to fisheries, to port and harbor operations and harbor/channel maintenance and reconstruction. Maritime Civil Affairs Teams (MCATs) are generally five-person teams.
consisting of a commander (usually a junior officer), coxswain, corpsman, communicator, and a construction Sailor. MCAST also seeks Sailors with unique cultural expertise, such as native speakers, for missions where cultural exchange is necessary for success. MCATs liaison between an operational commander, U.S. country team, and host nation civil and military entities. They focus on benefitting the civilian populace, minimizing the military operations footprint and maximizing the humanitarian assistance impact.

MCAST Command is home-ported onboard NAS Oceana/Dam Neck Annex, Va.

For more information about MCAST Command, contact the command’s public affairs officer at (757) 492-1934, matthew.h.daniels@navy.mil, or visit the MCAST website at www.mcast.navy.mil, and Facebook page at http://www.facebook.com/MCASTCommand.

Supporting the Branch and its Personnel since 1947

By Major (Ret.) Corine Wegener

On March 1, 1943, the Pentagon created the U.S. Army Civil Affairs Division (CAD) at the behest of Major General John H. Hilldring. He recognized that only the military had the personnel and size necessary to assist with military government of millions of civilians after the devastation to the infrastructure of Europe in World War II. The CAD provided expertise in dealing with infrastructure revitalization, military government structure, and in creating systems for the rule of law. Hilldring commanded the CAD from 1943 to 1946, reporting directly to the Secretary of War on all civilian matters in governing occupied territories and representing the Secretary to agencies outside the War Department. He later retired to become Assistant Secretary of State for Occupied Areas. During World War II, and for some years after, the CAD carried out a number of humanitarian and military government tasks, including responsibility for more than 80 million civilians and the restoration of thousands of objects of looted cultural property to their countries of origin through their Monuments, Fine Arts, and Archives teams.

After the war, several experienced civil affairs officers recognized the need to preserve the knowledge and experience derived during the conflict, and in 1947 they founded the Civil Affairs Association (CAA) as a non-profit organization. Major General Hilldring, the soldier-statesman responsible for encouraging the creation of the Civil Affairs Division, was one of the main organizers and the first president of the CAA. President Harry Truman himself welcomed the first CAA board of directors to the oval office on April 2, 1947, to honor of their achievements and to support their efforts to preserve their experience for future generations of Civil Affairs officers.

CAA past President Colonel Eli E. Nobleman (1916-2005), an Army JAG and rule of law expert who helped re-establish the court system of Germany, wrote that the CAA founders’ greatest concerns were:

- lack of understanding on the part of the vast majority of members of the Armed Forces, of all ranks, about the importance of the Civil Affairs mission and the capabilities of Civil Affairs soldiers and units, and
- the need to develop and train a force which would be ready and available for immediate deployment when needed.

More than 60 years after the founding of CAA, these concerns remain at the heart of the
organization’s mission. Since World War II, the U.S. military has been involved in a numerous peacekeeping missions, disaster relief missions, and armed conflicts around the world, and in each case Civil Affairs units have played a vital role. At the same time, military budget cuts, organizational restructuring, and changes in military doctrine have often threatened to eliminate or reduce the Civil Affairs personnel and units within the U.S. force structure or to reduce the number of specialized functional experts traditionally found within the branch.

The CAA has worked to alleviate some of these concerns by serving as an advocacy group for the Civil Affairs branch. Today our members include U.S. military personnel as well as civilians in government and industry. We have both active and retired Army, Marine Corps, and Navy members, as well as international participation. The board regularly publishes the “Scroll and Sword,” the journal and newsletter of the CAA. The publication provides a forum for civil affairs practitioners and supporters alike to provide the latest news regarding doctrine and other developments from the field. The “Scroll and Sword” is available at www.civilaffairsassoc.org. CAA also endeavours to host and/or support conferences devoted to issues important to the branch, featuring speakers and panels from the government, academic, and non-profit sectors.

The CAA has recommended many programs that have been implemented, and has participated in the formulation of numerous other actions which have strengthened U.S. Civil Affairs. Included are: the establishment of a Civil Affairs Branch in the Army Reserve; establishment of a Civil Affairs career program in the Active and Reserve components; establishment of a U.S. Army Civil Affairs School; retention of Army Reserve Civil Affairs units in the force structure of the selective Reserve; development and adoption of a distinctive insignia for members of the Civil Affairs Branch; establishment of the U.S. Army Reserve Civil Affairs Corps in the U.S. Army Regimental System, including a distinctive coat of arms and insignia; enhanced recognition and understanding of the Civil Affairs role and missions at all echelons; development of Civil Affairs doctrine and training programs; inclusion of Civil Affairs units and personnel in Defense and Army joint exercises and war games; publication of position papers which provide information about Civil Affairs capabilities and address current issues relating to Civil Affairs.

During each annual meeting, the Association presents its Eli E. Nobleman Annual Award, the Ralph R. Temple Award, the John H. Hilldring Award, Soldier of the Year, Non-commissioned Officer of the Year and Junior Officer of the Year Awards to those individuals whom the Board of Directors have determined to have made extraordinary contributions in the field of Civil Affairs and to the objectives of the Association. The CAA also has a National Board of Honorary Members. It is composed of distinguished Americans who support the goals of the CAA and have served the Nation in important Civil Affairs and National Security assignments. Past members have included Generals of the Army Dwight D. Eisenhower and Douglas A. MacArthur, Honorable John J. McCloy, Honorable Robert Murphy, General Mark W. Clark, General Lucius D. Clay, General Richard G. Stilwell, Lieutenant General William R. Peers and Colonel William R. Swarm.

The years of conflict since 2001 have brought about a new set of challenges for civil affairs units and personnel. The branch is one of the lowest density / highest operational tempo in the U.S. military. It has also sustained one of the highest per capita casualty rates of any type of unit. The branch continues to undergo a high level of scrutiny from the Department of the Defense and the Officer of the Secretary of Defense regarding its mission, retention, and place in the military structure. However, this is no debate that the need for civil affairs is greater than ever in this these times of uncertainty and increased instability. CAA president Joe Kirlin, Secretary Treasurer Dennis Wilkie, and the rest of the board of directors are committed to continuing our support and advocacy for civil affairs well into the 21st century.

For more information see the CAA website at www.civilaffairsassoc.org, sign up for our Facebook Group, “Civil Affairs Association”, or email us at civilaffairs@civilaffairsassoc.org.
**News from CCOE website**

**Allied Joint Publication Civil-Military Cooperation promulgated**

NATO Allied Joint Doctrine for Civil-Military Cooperation (AJP-3.4.9) was promulgated with NATO Standardization Agreement (STANAG) 2509 on the 8th of February 2013. So far the publication has been ratified by 20 member Nations, as listed in the NATO Standardization Documentation Database (NSDD). The new non classified NATO CIMIC doctrine supersedes AJP-9, dated June 2003.

**Change of Command**

On February 13th 2013, the command of the CCOE was handed over from Colonel Hans-Jürgen Kasselmann (DEU A) to Colonel Wiebe Baron (NLD A). The ceremony took place in Enschede, The Netherlands and was conducted by two Flag officers of the framework nations, Lieutenant-General Engelhardt (DEU) and Rear-Admiral Bauer (NLD) as well as Lieutenant-Colonel Primdahl (DNK), the Chairman of the CCOE’s Coordinating Committee. After more than 40 years of service in various multinational functions, that culminated in the position as director of the CCOE, Colonel Kasselmann will be retiring from active duty by the end of the month. Lieutenant-General Engelhardt commended Colonel Kasselmann for his never-ending engagement and his multiple achievements in his career before fulfilling the official retirement act. Honoring his achievements for the CCOE, Rear-Admiral Bauer awarded Colonel Kasselmann with the Dutch Order of Merit in Silver. Colonel Baron, the new front man of the CCOE, also looks back on a distinguished career, characterized by several multinational positions. Furthermore, he served on prominent position as aide-de-camp to Her Majesty the Queen of The Netherlands. With the change of command ceremony the CCOE followed its sequence of sharing the director’s position between the two framework nations Germany and The Netherlands on a rotational basis.

Any comments or suggestions to this information leaflet? Would you like to contribute an article?
Please contact us! Tel.: +31 534 80 3400
Central Registry CCOE: registry@cimic-coe.org
Public Affairs Officer: pao@cimic-coe.org

www.cimic-coe.org