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SUBJECT: BI-SC CIVIL-MILITARY CO-OPERATION FUNCTIONAL PLANNING GUIDE

DATE: 8 June 2012


1. As a result of changes to the ACO Comprehensive Operations Planning Directive (COPD), dated 17 Dec 10, the Bi-SC Functional Planning Guide (FPG), at Reference, has been amended to align it with the new phases of the Operations Planning Process (detailed within the Joint Operations Planning Guide [JOPG] and referred to within the COPD).

2. The amended and Bi-SC approved FPG is enclosed and supersedes the Mar 02 version. It is the new CIMIC planning document for Operational Planning Groups, highlighting how and what the CIMIC planner must develop and contribute to during the various planning phases.

3. The amendment process, which was led by SHAPE OPI CIM, commenced in Sep 11 with participation from the JFCs, the Multi-National CIMIC Group, the Co-ordinated Effects-Based Civil-Military Cooperation (CIMIC) Information Link Working Group and the CIMIC Centre of Excellence.

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FOR THE SUPREME ALLIED COMMANDERS, EUROPE AND TRANSFORMATION:


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CIVIL- MILITARY CO-OPERATION (CIMIC)

PLANNING GUIDE

JUNE 2012

NATO UNCLASSIFIED
Non-Sensitive Information Releasable to the Public
BI-SC CIMIC FUNCTIONAL PLANNING GUIDE (FPG)

REFERENCES:

E. AJP-3.4.9, Allied Joint Doctrine for CIMIC (Ratification Draft).
F. AJP-5, Allied Joint Doctrine for Operational-Level Planning (Study Draft 2).

INTRODUCTION

1. At the Lisbon Summit in Nov 2010, NATO leaders adopted a new Strategic Concept (Reference A) that will serve as the Alliance's roadmap for the next years. This Strategic Concept (SC) defines the Alliance three essential core tasks as:

   a. Collective Defence
   b. Crisis Management
   c. Co-operative Security

2. The SC states the lessons learned from NATO operations, in particular in Afghanistan and the Western Balkans, make it clear that a comprehensive political, civilian and military approach is necessary for effective crisis management. The Alliance will engage actively with other international actors before, during and after crises to encourage collaborative analysis, planning and conduct of activities on the ground, in order to maximise coherence and effectiveness of the overall international effort. Even when conflict comes to an end, the international community must often provide continued support, to create the conditions for lasting stability. NATO has to be prepared and capable to contribute to stabilisation and reconstruction, in close co-operation and consultation wherever possible with other relevant international actors. This is where CIMIC has to play a bigger role than ever in order to facilitate co-operation between a NATO commander and all parts of the civil environment within an Area of Interest (AOI).
3. According to Reference E, CIMIC is:

The co-ordination and co-operation, in support of the mission, between the NATO commander and civil actors including national population and local authorities, as well as international, national and non-governmental organisations and agencies.

This mission may include direct support to the implementation of a civil plan. The long term purpose of CIMIC is to help create and sustain conditions that will support the achievement of Alliance objectives for the operation. Following the Comprehensive Political Guidance (Reference B), the Alliance aims for improving the coherent application of NATO’s own crisis management instruments (cf. Reference G, Annex A, 1-5), as well as practical cooperation at all levels with partners, like the UN and other relevant International Organisations (IO), National (Governmental) Organisations (GO), Non-Governmental Organisations (NGO) and local actors in the planning and conduct of on-going and future operations.

In this light also the responsibilities of CIMIC in planning and conduct of operations have to be adapted, which is reflected in Reference E. Consequently CIMIC staff needs to assume responsibility in facilitating other military functions concerning their interaction with the civil environment by guiding and advising them. Thereby it ensures that effects to the civil environment by military actions and vice versa are already considered during the planning of an operation. Through observation of effects and, where necessary the initiation of adjustments of plans is an important follow-on effort of CIMIC staffs.

4. This FPG describes the process on operational level through which CIMIC planning in support of NATO operations should be conducted. Elements of this FPG are applicable at all levels of command and the process outlined below should be used to stimulate appropriate CIMIC planning activities. The FPG must be read in conjunction with the references and it is mandatory that those charged with CIMIC planning will be fully conversant with these documents.

5. In the conduct of CIMIC planning it is important to remember that CIMIC implies neither military control of civil organisations or agencies nor the reverse. It recognises that:

a. The military will normally only be responsible for security related tasks and for support to the appropriate civil authority – within means and capabilities – for the implementation of civil tasks when this has been agreed by the appropriate military commander in accordance with the Operation Plan (OPLAN) and the mandated civil authorities, if applicable.
b. In exceptional circumstances, the military may be required to take tasks, which are normally the responsibility of a mandated civil authority, organisation or agency. These tasks should only be taken on when the appropriate civil body is not present or is unable to carry out its mandate and when an otherwise unacceptable vacuum would arise.

c. The military should be prepared to undertake, when requested by the legal or recognised civil authority and approved by the commander, such tasks necessary to maintain momentum towards a lasting solution to the crisis until the mandated civil authority, organisation, or agency is able to assume them.

d. Responsibility for civil-related tasks will be handed over to the appropriate civil authority, organisation, or agency as soon as is practical and in a smooth manner as possible.

e. The military will often require access to local civil resources. In such circumstances every effort will be made to avoid adverse impact on local populations, economies, infrastructure, or the work of civilian organisations.

f. All measures will be taken to avoid compromising the neutrality, impartiality, and independence of civilian organisations.

6. Joint planning and close working level relationships between the military and appropriate civil organisations and agencies will be required before and during a military deployment and subsequently during sustainment of military operations, including the transition phase. These relationships will be conducted both inside and outside the Joint Operations Area (JOA) and at any level of command when military planning takes place. It must be recognised, however, that even when such relationships or planning mechanisms exist, it may not always be possible to conduct them on a formal basis. As a minimum, when parallel activities have to be conducted, an overview of civilian planning activities will have to be maintained.

7. CIMIC planning must therefore:

a. Adhere to the overall military mission, helping to maximise the non-military contribution in achieving a stable environment while minimising potential for further conflict.

b. Support the establishment and maintenance of relations with all potential civil partners. Appropriate liaison arrangements will be critical to this effort.
c. Ensure that any activities conducted in support of the civil environment are necessary, agreed with the appropriate civil authority, can be resourced, and follow a strict Line of Operation. CIMIC activities in support of the civil environment should only be implemented when these preconditions are in place.

PLANNING PROCESS

8. CIMIC planning contributes to the overall Operations Planning Process (OPP) as described in References D, F and G. This planning process is done at a level at which campaigns and major operations are planned, conducted and sustained to accomplish strategic objectives within theatres or areas of operations. The entire process comprises six phases which are closely aligned with the political military and military strategic level planning activities within the NATO Crisis Management Process. The six phases are as followed:

   a. Phase 1 – Situation Awareness
   b. Phase 2 – Operational Appreciation/Assessment of Options
   c. Phase 3 – Operational Orientation
   d. Phase 4a – Operational CONOPS Development
   e. Phase 4b – Operational OPLAN Development
   f. Phase 5 – Execution/Campaign Assessment/OPLAN Review
   g. Phase 6 – Transition

The CIMIC planner will be a member of a Joint Operations Planning Group (JOPG) or equivalent body throughout the planning process.

PHASE I – SITUATION AWARENESS

9. The planning process begins at SHAPE in advance of a NATO response to a crisis. It includes the development of information and knowledge requirements about the area. The main outputs include:

   a. Joint Intelligence Preparation of the Operating Environment (JIPOE)
   b. Systems Analysis of the Area of Interest (AOI)
c. Commander's Requests for Information

d. Risks and Threats of the Area

10. During this phase, CIMIC will conduct and provide a Theatre Civil Assessment (TCA), a guide format for which is at Annex A. This examines all the civil conditions in the respective Area of Interest (AOI) as they might affect a military engagement. Information forming the basis of this assessment should come from the widest range of sources. The analysis is structured into the following domains: political, military, economical, social, information and infrastructure (PMESII). The CIMIC Staff Officer (CIMIC SO) has now to apply analytical logic to determine what the factors he found mean for a possible engagement. To do so he follows the sequence factor – deduction – conclusion. Based on his experience he will already be able to determine, if this factor requires an action (implied / assigned task), if it inherits a critical capability or vulnerability of the system, if the information is not complete and if a Request for Information (RFI) has to be initiated. The TCA is the base document for all subsequent phases of the CIMIC planning process. It will also determine the critical CIMIC issues for inclusion in the next phase of the planning. In addition to the TCA the CIMIC SO develops an actor diagram to visualise civil actors and their relationships.

In case of missing information in the TCA which cannot be filled immediately, experts of the Comprehensive Approach Specialist Support (COMPASS), the Civilian Expertise Catalogue, Reach-Back in nations or Functional Specialists (FS) can be called upon. Multinational CIMIC Group should be used as the primary operational capability.

The TCA should be initiated by the highest HQ responsible for CIMIC planning on a shared Work Space to allow collaborative work. If TOPFAS is used, an arrangement with the Knowledge Development (KD) Entities is required to delineate, who has to provide which input into the system.
PHASE 2 – APPRECIATION / ASSESSMENT OF OPTIONS

11. The purpose of this phase is twofold: to understand the strategic situation and to contribute to the development of the definition of NATO’s desired end state and objectives. The operational level HQ is tasked to provide operational advice to SACEUR on Military Response Options (MROs). The main output is the Operational Commander’s advice. The CIMIC involvement during this phase will be:

   a. To establish liaison with organisations and agencies (outside the AOI);

   b. To advice on which of them to invite and encourage for harmonisation of plans;

   c. To encourage and facilitate the exchange of information with other organisations and agencies, aiming for a continued process of harmonised plan development;

   d. To define CIMIC elements to be inserted in an Operational Liaison and Reconnaissance Team (OLRT), if necessary;

   e. To contribute to the Comprehensive Preparation of the Operational Environment (CPOE);
f. To identify and understand the key strategic factors contributing to the crisis (PMESII domains);

g. To identify and understand the main actors and their role;

h. To review international commitments;

i. To update the TCA;

j. To assess SACEUR’s draft MROs on implications for and critical effects to the civil environment and vice versa, and

k. To update the actor diagram.

The results of this are captured in the Initial CIMIC Analysis (ICA), which is a briefing that summarises the main results of the TCA. The goal of the ICA is to inform the Planning Group and the Staff on the civil situation in the possible mission area and to contribute to the development of Response Options.

PHASE 3 – OPERATIONAL ORIENTATION

12. The purpose of this phase is to determine the operational problem that must be solved, the specific operational conditions to be created and the key operational factors. It includes the completion of the CPOE, a detailed analysis of
the mission and operational factors, the development of an overall operational design and the formulation of the Commander's intent. The result of Phase 3 should be a Full CIMIC Analysis (FCA), for which a format is attached as Annex B. The aim of the FCA, which is a briefing to the Commander, is to get the Commanders approval on how CIMIC intends to engage in the Theatre (CIMIC Concept). This is of utmost importance, while it touches in many ways national interests. The COM must be aware of the implications of the engagement. The CIMIC Concept should make clear which civil Centre of Gravity (COG) has to be supported/protected and how to best gain civil support. For the COM it is essential to get briefed on civil capability gaps that have to be – temporarily or permanently – filled by military forces/capabilities. In this CIMIC Concept transition needs to be considered as a permanent issue for CIMIC. The CIMIC involvement during this phase will be:

a. To ensure participation of CIMIC elements in the OLRT and to direct/guide them;

b. To determine the requirements for interaction with relevant national and international actors;

c. To update the TCA and the CPOE;

d. To contribute to the mission analysis;

e. Requirements for co-operation with civil organisations;

f. Gaps in civil capacities/capabilities;

g. Introduction of civil plans;

h. Provision of international assessments of the crisis/situation;

i. Other actor's goals and assessments on possible cooperation etc.;

j. To establish liaison and co-ordination with relevant national and international actors (also inside the Theatre);

k. To contribute to the development of operational objectives and to determine criteria for success and operational effects;

l. To contribute to the development of the operational design (decisive points, lines of operation, etc. and required interaction with non-NATO entities);
m. To develop CIMIC Measures of Effectiveness (MOEs) and Measures of Performance (MOPs) deriving from the OpDesign; and

n. To prepare the paragraph on the Civil Situation for the Mission Analysis Briefing.

As soon as applicable, latest at the end of this phase, the superior HQ guides the further development of CIMIC planning by issuing the “CIMIC Planning Guidance”. This is required to ensure a coherent CIMIC approach over the different levels of planning/command.

Illustration 3: OPP and CIMIC Staff contributions during Phase 3

PHASE 4A – OPERATIONAL CONCEPT OF OPERATIONS (CONOPS) DEVELOPMENT

13. The purpose of this phase is to determine how to best carry out operations in accordance with the Commander’s intent. It includes review of the Commander’s planning guidance, developing courses of action (COAs) & a Combined Joint Statement of Requirements (CJSOR). The CIMIC involvement during this phase will be:

a. To brief the Commander on the CIMIC Concept, using the FCA;

b. To update the TCA;

c. To develop a common understanding within the CIMIC functional chain of command of the intended actions of relevant international and national actors and introduce this into the staff process;
d. To develop tentative CIMIC options;

e. To support the development of tentative COAs;

f. To develop plans to support each of these COAs;

g. To analyse the requirement for any complementary non-military action;

h. To analyse each COA from a CIMIC perspective to identify advantages and disadvantages and key aspects not limited to the NATO mission, but also to other actors engaged in solving the crisis;

i. To participate in the War gaming, portraying the main CIMIC effects per phase and the implications of military (own and adversary) actions on the execution of civil plans;

j. To support the development of the Extended Liaison Matrix;

k. To finalise CIMIC Measures of Effectiveness (MOEs) and Measures of Performance (MOPs) deriving from the OpDesign;

l. To provide CIMIC contribution in producing the CONOPS; and

m. To develop coordination instructions such as specific requirements, direction and priorities in CIMIC.

At the end of this phase all CIMIC planners must have a clear understanding of the CIMIC capabilities (assets) required to support the selected COA, staff augmentation requirements, the CIMIC Concept and C2 arrangement to support this.
PHASE 4B – OPERATIONAL OPLAN DEVELOPMENT

14. The purpose of this phase is to develop the arrangements and further specify the required activities to implement the concept of operations, to specify the conduct of operations and to provide a basis for planning by subordinate/supporting commands. It consists in an iterative, collaborative process that focuses on synchronisation and coordination the deployment, employment, protection and support of the joint force during different phases of operation. It concludes with approval and promulgation of the OPLAN. The CIMIC involvement during this phase will be:

a. to contribute to the development of the main body and relevant annexes of the OPLAN by advising on potential implications for and critical effects on the civil environment by intended military actions and, vice versa, response plans of civil organisations and agencies on the military plans;

b. to develop the Annex W and associated appendices to the OPLAN, or revise them where applicable;
b. to review the planning with relevant national and international actors (as well as cooperating international and regional organisations in Theatre) specifying the delegation of authority for co-ordination of specific activities; and

c. to co-ordinate the plan for approval and handover in terms of de-confliction with non-NATO entities operating in the JOA.

The COPD specifies the requirement for an Annex W to the OPLAN and a certain amount of Appendixes. The CIMIC planner has to determine if at his level this requirement really exists and which Appendixes are to be used. In this respect the COPD is just providing a guideline and the product must be developed to reflect the operational needs and to meet the Commander’s requirements.

**External triggers**  HQ OPP (according COPD)  CIMIC Staff Process

- COM’s CONOPS approved
- COM’s COA Decision
- RFI Answers
- OLRT Reports

**Operational OPLAN Development**

- Draft COORD Instructions
- Draft Annex W

**TCA**

**OPLAN**

**Illustration 5: OPP and CIMIC Staff contributions during Phase 4 B**

**PHASE 5 – EXECUTION/CAMPAIGN ASSESSMENT/OPLAN REVIEW**

15. The purpose of this phase is the execution of the developed and approved OPLAN. It requires interaction with other non military means to conduct integrated, coordinated & synchronised actions. It is essential to recognise that
Harmonisation between military & civil actors is crucial. It requires continuous operations assessment in order to measure the current status and trends and providing feedback to the planning and decision making process. CIMIC will contribute to this phase by providing the Commander with periodic (periods will be defined in accordance with operational requirements) and specific CIMIC Assessments, based on the permanently updated TCA. Further on CIMIC advises on how to improve the overall interaction of the Alliance Forces with the civil environment. The CIMIC planning focus now covers the complete spectrum from short - to long-term planning and is inserted into the different boards and working groups that steer the execution of the mission. During this phase it is of utmost importance to balance short term gains against long-term effects and the transition of responsibilities must always be considered.

**PHASE 6 – TRANSITION**

16. The purpose of this phase is to review, develop and coordinate a tailored OPLAN or SUPPLAN for transition, including the handover of responsibility to the Host Nation (HN), the UN, other international organisations, or a follow-on force. The planning for disengagement of Alliance Forces must be initiated well in advance and may involve a large number of non-NATO actors. Continuous liaison and coordination between Alliance HQs on all levels, the HN, and civil organisations and agencies is essential. The CIMIC involvement during this phase will be:

   a. To participate in the planning of the process and procedures for the handover of responsibilities;

   b. To facilitate the engagement with other international or national actors in developing a transition OPLAN or SUPPLAN.

The OPLAN normally entails only a quite generic part on transition, for it is quite hard to predict how the disengagement of the Alliance Forces in a theatre will enroll. Therefore the OPLAN will be specified using a SUPPLAN for this phase.

The CIMIC planner will nevertheless always be required to envision this transition, before recommending taking over civil responsibilities and creating dependencies.

**ANNEXES:**

A. Format for a Theatre Civil Assessment (TCA).
B. Format for the Full CIMIC Analysis (FCA).
C. Possible Outline of an Annex W to an OPLAN.
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1. A TCA is the product of the process that CIMIC staffs undertake at the outset of phase one - Situation Awareness. It begins with the identification of likely areas of operation, and/or contingency areas, and aims to assemble as much raw data as possible. Whenever possible the assessment should be based on a ground reconnaissance and supported by information and data drawn from all sources, both open and classified.

2. It is important to note that other staff branches will contribute to this process. For example, the engineer branch will have an input on geographic and infrastructure aspects. Equally J1, J2, J4, CIS, legal, medical, political, military police staffs are likely to have an input. The list is not exhaustive. If more than one branch is involved in similar areas of assessment, it will be important to avoid unnecessary duplication or contradiction in the respective annexes of the OPLAN.

3. As the information is assembled, refinement and focusing of the required information will take place. The CIMIC staffs must define the critical civil aspects that will influence the accomplishment of the mission and provide the commander with the CIMIC input that will be used for subsequent guidance to the staff.

4. A TCA may be laid out as follows: (This list is by no means exhaustive and some headings may not be relevant to a particular scenario)

Section 1: INTRODUCTION

Section 2: MACRO ASSESSMENT, describing all regional aspects of importance to the mission.

The following country specific information need to be structured along the Political, Military, Economic, Social, Infrastructure and Information (PMESII) domains to allow the transfer into HQ common information systems like TOPFAS without immense efforts. Due to the thematic spectrum of some subjects in comparison to the PMESII domains, compromises need to be made to ensure uniqueness of stored information.

A-1
Section 3: POLITICAL

Description: Any grouping of primarily civil actors, organisations and institutions, both formal and informal, that exercises authority or rule within a specific geographic boundary or organisation through the application of various forms of political power and influence. It includes the political system, parties and main actors. It must be representative of the cultural, historical, demographic and sometimes religious factors that form the identity of a society.

Sub-section 3.1: GOVERNANCE

3.1.1 Public Administration
   3.1.1.1 General System of Public Administration
   3.1.1.2 Structure of National Government
   3.1.1.3 Structure of Government at Other Levels
   3.1.1.4 The Armed Forces
   3.1.1.5 Political Parties
   3.1.1.6 International Affairs

3.1.2 Legal Systems
   3.1.2.1 System of Laws
   3.1.2.2 The Administration of Justice

3.1.3 Public Health
   3.1.3.1 Organisation
   3.1.3.2 General Conditions and Problems
   3.1.3.3 Agencies and Institutions
   3.1.3.4 Medical Personnel
   3.1.3.5 Medical Equipment and Supplies
   3.1.3.6 Diseases
   3.1.3.7 Environmental Sanitation

3.1.4 Public Education
   3.1.4.1 Organisation
   3.1.4.2 General Conditions and Problems
   3.1.4.3 Agencies, Institutions, and Programs
   3.1.4.4 Influence of Politics on Education
   3.1.4.5 Literacy Rate

3.1.5 Public Finance
   3.1.5.1 Organisation
   3.1.5.2 General Conditions and Problems
   3.1.5.3 Monetary System
   3.1.5.4 Budgetary System and Current Budget
   3.1.5.5 Sources of Government Income
   3.1.5.6 Financial Institution
   3.1.5.7 Foreign Exchange
   3.1.5.8 Applicable Laws and Regulations
3.1.6 Public Safety
  3.1.6.1 General Conditions and Problems
  3.1.6.2 Police System
  3.1.6.3 Penal Institutions
  3.1.6.4 Fire Protection
  3.1.6.5 Civil Emergency Planning
  3.1.6.6 Civil Defence

3.1.7 Public Welfare
  3.1.7.1 Organisation
  3.1.7.2 General Conditions and Problems
  3.1.7.3 Agencies, Institutions and Programs

3.1.8 Implications for Alliance Forces

Sub-section 3.2: INTERNATIONAL AND NON-GOVERNMENTAL ORGANISATIONS

  3.2.1 Major International Organisations
  3.2.2 Non-Governmental Organisations
  3.2.3 Foreign Governmental Organisations
  3.2.4 Liaison Elements.
  3.2.5 Implications for Alliance Forces

Section 4: MILITARY

Description: The armed forces and supporting infrastructure, acquired, trained, developed and sustained to accomplish and protect national or organisational security objectives. This also covers the internal security aspects of a country.

Limitation: CIMIC staff will not actively acquire information on indigenous military or opposing forces. However, if CIMIC receives such information it will be forwarded to Knowledge Development / Intelligence staff.

Sub-section 4.1: CIVIL RESOURCE MANAGEMENT FOR ALLIANCE FORCES
  4.1.1 Agreements
  4.1.2 Command and Control
  4.1.3 Combat Service Support
  4.1.4 Mobility and Survivability
  4.1.5 Medical
  4.1.6 Points and Contact
  4.1.7 Impact of Alliance Forces on Host Nation Economy
Section 5: ECONOMIC

Description: Composed of the sum total of production, distribution and consumption of all goods and services for a country or organisation. It includes not only economic development of a country, but also the distribution of wealth.

Sub-section 5.1: CIVILIAN SUPPLY
   5.1.1 General Conditions and Problems
   5.1.2 Storage, Refrigeration, and Processing Facilities
   5.1.3 Distribution Channels
   5.1.4 Dietary and Clothing Requirements and Customs
   5.1.5 Production Excesses and Shortages

Sub-section 5.2: ECONOMIC DEVELOPMENT
   5.2.1 General Conditions and Problems
   5.2.2 Description of the Economic System
   5.2.3 Structure, Key Officials and Business Leaders
   5.2.4 Resources
   5.2.5 Statistics
   5.2.6 Goals and Programmes
   5.2.7 Internal Movement of Goods
   5.2.8 Agencies, Institutions, and Programmes
   5.2.9 Exports and Imports
   5.2.10 Commerce
   5.2.11 Industries
   5.2.12 Price Control and Rationing

Sub-section 5.3: FOOD AND AGRICULTURE
   5.3.1 General Conditions and Problems
   5.3.2 Agricultural Geography
   5.3.3 Agricultural Products and Processing
   5.3.4 Agricultural Practices
   5.3.5 Fisheries
   5.3.6 Forestry
   5.3.7 Agencies, Institutions and Programmes
   5.3.8 Food Production
   5.3.9 Applicable Laws and Regulations

Sub-section 5.4: LABOUR
   5.4.1 Organisation
   5.4.2 Labour Force
   5.4.3 Agencies, Institutions, and Programmes
   5.4.4 Wages and Standards
   5.4.5 Unions' status and influence, applicable legislation

Sub-section 5.5: PROPERTY CONTROL
   5.5.1 General Conditions and Problems
   5.5.2 Agricultural and Industrial Property
   5.5.3 Property Laws
5.5.4 Domestic and Foreign Ownership
Sub-section 5.6.: IMPLICATIONS FOR ALLIANCE FORCES

Section 6: SOCIAL

Description: The interdependent network of social institutions that support, enable and acculturate individuals and provide participatory opportunities to achieve personal expectations and life-goals within hereditary and non-hereditary groups, in either stable or unstable environments. It covers the social aspects such as religion, a society’s structure, the legal and judicial system, policing and supporting infrastructure, humanitarian etc.

Sub-section 6.1: CULTURAL AFFAIRS

6.1.1 History
6.1.2 People
   6.1.2.1 Population
   6.1.2.2 Culture and Social Structure
   6.1.2.3 Languages
   6.1.2.4. Religion
   6.1.2.5 Gender
6.1.3 Arts, Monuments and Archaeological sites
   6.1.3.1 General Conditions and Problems
   6.1.3.2 Arts
   6.1.3.3 Monuments
   6.1.3.4 Archaeological sites
6.1.4 Implications for Alliance Forces

Section 7: INFRASTRUCTURE

Description: The basic facilities, services, and installations needed for the functioning of a community, organisation, or society. Includes logistics, communications and transport infrastructures, schools, hospitals, water and power distribution, sewage, irrigation, geography etc.

Sub-section 7.1: GEOGRAPHY

7.1.1 Location and Size
7.1.2 Physical Geography
7.1.3 Climate
7.1.4 Political Geography
7.1.5 Geopolitical Status
7.1.6 Implications for Alliance Forces
Sub-section 7.2: INFRASTRUCTURE

7.2.1 Communications
   7.2.1.1 General Conditions and Problems
   7.2.1.2 Postal System
   7.2.1.3 Telephone
   7.2.1.4 Telegraph
   7.2.1.5 Radio and Television
   7.2.1.6 Civil Information
   7.2.1.7 Applicable Laws
   7.2.1.8 GSM Coverage
   7.2.1.9 Frequency Management
   7.2.1.10 Internet Coverage

7.2.2 Transportation
   7.2.2.1 General Conditions and Problems
   7.2.2.2 Rail Transport
   7.2.2.3 Road Transport
   7.2.2.4 Water Transport
   7.2.2.5 Air Transport
   7.2.2.6 Pipelines
   7.2.2.7 Travel

7.2.3 Public Works and Utilities
   7.2.3.1 General Conditions and Problems
   7.2.3.2 Public Works
   7.2.3.3 Public Utilities

7.2.4 Implications for Alliance Forces

Sub-section 7.3: HUMANITARIAN ASSISTANCE AND CIVIL EMERGENCY PLANNING

7.3.1 Civil Emergency Planning
   7.3.1.1 Disaster Preparedness
   7.3.1.2 Organisation
   7.3.1.3 Emergency Procedures and Relief Facilities
   7.3.1.4 Disaster Relief
   7.3.1.5 Points of Contact

7.3.2 Refugees and Dislocated Civilians
   7.3.2.1 Existing Displaced Civilian Population
   7.3.2.2 Potentially Displaced Population
   7.3.2.3 Care and Control of Dislocated Population

7.3.3 Implications for Alliance Forces
Section 8: INFORMATION

Description: The entire infrastructure, organisation, personnel, and components that collect, process, store, transmit, display, disseminate, and act on information. Encompasses information and communication media.

Section 9: CONCLUSION/SUMMARY
**Theatre Civil Assessment (TCA)**

<table>
<thead>
<tr>
<th>INPUT</th>
<th>DEDUCTION</th>
<th>CONCLUSION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fill in this column facts / information</td>
<td>Use this column to determine the critical civil aspects that will influence the accomplishment of the mission</td>
<td>This column is to provide the COM with CIMIC input that will be used in the command guidance for the staff (Initial CIMIC Analysis)</td>
</tr>
</tbody>
</table>

*A template for the TCA can be found on the SHAPE J9 WISE on NS WAN*

**Incomplete example of a TCA**

<table>
<thead>
<tr>
<th>FACTOR</th>
<th>THEATRE CIVIL ASSESSMENT</th>
<th>DEDUCTION</th>
<th>CONCLUSION</th>
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<tbody>
<tr>
<td>References:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>A. Country book XYZ</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>B. UN report ...</td>
<td></td>
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<td></td>
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<tr>
<td>C. CIA factbook ...</td>
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<tr>
<td>D. etc.</td>
<td></td>
<td></td>
<td></td>
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</tbody>
</table>

List all sources that have been used

**Section 1: Introduction**

Mission from UN (global) perspective

- Acting under Chapter?

AT –

**SECTION 2: MACRO ASSESSMENT of the region and the actors**

Mainly taken from strat. level or pol. level documents
<table>
<thead>
<tr>
<th>Section 1 Introduction</th>
<th>Section 2 Macro Assessment</th>
<th>Section 3 Political</th>
<th>...</th>
<th>Section 9</th>
</tr>
</thead>
<tbody>
<tr>
<td>Conclusion / Summary</td>
<td></td>
<td></td>
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</tr>
</tbody>
</table>

**Abbreviations**
- AT: Assigned Task
- IT: Implied Task
- CR: Critical Requirement
- CC: Critical Capability
- CV: Critical Vulnerability
- CT: Critical Timing
- CJSOR
- AS: Assumption
- LI: Limitation
- CO: Constraint
- RE: Restraint
- PFS: Precondition for success
- BR: Branch
- SE: Sequel
- RFI

A-9

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NATO UNCLASSIFIED
FORMAT FOR THE FULL CIMIC ANALYSIS (FCA)

1. The FCA produced during the third phase of the process – Operational Orientation, will follow on from the Initial CIMIC Analysis (ICA) derived from the Theatre Civil Assessment, which is produced during the first two phases.

2. The format of the FCA broadly mirrors the Strategic Appreciation of the crisis and CIMIC staffs will be required to think across all staff branches and functional areas across the proposed JOA and across the axis of time. CIMIC emphasis will change throughout the phases of an operation and these may be summarised below:

<table>
<thead>
<tr>
<th>PRE-OPERATIONAL</th>
<th>OPERATIONAL</th>
<th>TRANSITIONAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>PLANNING</td>
<td>COMMUNICATION</td>
<td>TRANSFER ACTIVITIES</td>
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<tr>
<td>ADVICE</td>
<td>COORDINATION</td>
<td>TERMINATE ACTIVITIES</td>
</tr>
<tr>
<td>EDUCATION &amp; TRAINING</td>
<td>INFORMATION</td>
<td>ENSURE SMOOTH</td>
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<td></td>
<td>AGREEMENTS</td>
<td>TRANSITION</td>
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<td>ASSESSMENTS</td>
<td></td>
</tr>
<tr>
<td></td>
<td>CIMIC ACTIVITIES</td>
<td></td>
</tr>
</tbody>
</table>

3. The format for the FCA is as follows:

**Section 1: SITUATION**

1. Scope of the Brief
2. Review of the Civil Situation

**Section 2: COMMANDER’S MISSION STATEMENT**

**Section 3: ASSUMPTIONS AND FACTORS**

**Section 4: ANALYSIS**

1. Objectives
2. Military Capabilities
3. Civil Capabilities
4. Capability Gaps
5. CIMIC Centre of Gravity (if required)
6. Military support to Civil End State (if required)
6. Own Criteria for Success

Section 5: TASKS

Section 6: FORCES AVAILABLE FOR PLANNING

1. Forces
2. Planned C2 Arrangement
3. Liaison Structure

Section 7: CIMIC STAFF RECOMMENDATIONS
POSSIBLE OUTLINE OF AN ANNEX W TO AN OPLAN

1. **Situation.** CIMIC planners must ensure that civil factors are incorporated into the general situation.

2. **Mission.** When appropriate, CIMIC should be included in the overall mission statement.

3. **Execution**
   
a. Given that CIMIC considerations and tasks are usually instrumental in the overall mission success, there will be visibility of CIMIC issues in the Execution paragraph of the OPLAN’s main body, usually under a separate CIMIC heading. CIMIC issues may be addressed as specified tasks.

   b. It is important at this stage that the CIMIC staff has a well developed understanding of the most likely required military support to the civil environment so that it can be fully incorporated into the main concept of operations. It will ensure that the support to the civil environment is in line with the commander’s intent. If the scale of CIMIC activity cannot be covered in the OPLAN’s main body, the development of an Annex W to the OPLAN may be considered.

   c. This annex will not represent a stand-alone set of activities. It will usually include an appendix to cover the Civil Assessment including details of civil organisations within theatre. When necessary, appendices might also cover CIMIC force requirements (consistent with the CJSOR) and their C2 arrangements.

4. **ANNEX W**

When the detail of CIMIC activities justifies an Annex, the following format offers a non-prescriptive guideline for its layout.

   a. **General.** The first paragraph might place the overall relevance of CIMIC within the operation.
b. Situation

(1) General. While incorporating information from other annexes, the General Situation should reflect all civil aspects applicable, or potentially applicable to the force.

(2) Assumptions. Assumptions cover issues that commanders and their staffs have no control over and are used in place of unknown facts, but planning cannot proceed without them. Assumptions will apply throughout the development of the plan until verified as a fact or discarded. Assumptions are never carried over into Operations Orders. They must have the characteristics listed below and must be continually reassessed for validity. They must be:

(a) Logical

(b) Realistic

(c) Of such importance that planning cannot continue without them.

(d) Continuously reassessed

(e) Consistent with superior commanders' assumptions.

(3) Military contribution to a Civil End State. If the Civil End State requires a dedicated military contribution, it will be implemented in the COM's overall objectives.

(4) CIMIC Centre of Gravity (COG). CIMIC staff will conduct a COG Analysis concerning the civil environment. If the result demands for a CIMIC COG, the CIMIC Concept will be developed accordingly. If identified there will never be more than one CIMIC COG per planning level.

(5) CIMIC Objectives. CIMIC Objectives are identified to enable the achievement of the End State. Any CIMIC activity, or set of activities, is developed to achieve a specific CIMIC objective.

(6) CIMIC Restraints and Constraints. CIMIC Restraints identify those activities that must not be undertaken. CIMIC Constraints identify those activities that must be done. Any Restraint or Constraint impacting upon potential CIMIC activities should be identified.
(7) **Assigned CIMIC Tasks.** Assigned CIMIC Tasks will have been detailed in the Initiating Directive from the superior commander.

(8) **Implied CIMIC Tasks.** Implied CIMIC Tasks are not specifically assigned but must be performed to accomplish the mission. They are determined through application of the preceding analysis process, thus making them more specific and consistent with the overall operation.

(9) **Lines of CIMIC Activity.** Lines of CIMIC Activity are not to be confused with Lines of Operation. Lines of CIMIC Activity trace the critical paths of CIMIC activities in their pursuit of the CIMIC objectives. They are often grouped by function under such headings as Internally Displaced Persons (IDPs) and Refugees Return, Civil Administration, Economy and Infrastructure, and Life Saving (or Humanitarian Assistance). However, given the sensitivities over military involvement in civil activities, there are a number of particular characteristics of Lines of CIMIC Activity. These include full justification of each activity or group of activities, identification of the resources involved, and the full implications of their use and plans for extraction from the activities concerned. The latter will include, when appropriate, plans for handover of tasks to a civil organisation or local population, in turn including milestones towards that hand over. A CIMIC Line of Activity is therefore both the directional orientation of CIMIC activities and the justification of and arrangements for those activities. A number of CIMIC activities may contribute towards a Line of Operation in the overall plan.

c. **CIMIC Mission.** For the CIMIC planner, the purpose of the CIMIC Mission Statement is to provide a cohesive basis for the unification and synchronisation of all CIMIC activities in the force, at all levels JOA wide. The CIMIC Mission should support the mission and tasks laid down in the OPLAN's main body. It should not be so prescriptive as to impede effective reaction to what is likely to be a dynamic situation and should avoid mentioning specific tasks. Examples might include "to support the commander in his relationship with the civil environment with a view to strengthening the legitimacy of the force," or "to support the efforts of reconstruction agencies with a view to maintaining momentum towards the establishment of a sustainable state". When a range of potential aims exist, then the mission might be more general, such as "to support the commander in his relationship with the civil environment," or "to minimise impediment to the military mission".
d. **Execution**

(1) **Phasing.** The phases of the CIMIC aspects of an operation will usually follow those of the OPLAN's main body. For guideline purposes the stages for a CIMIC mission have been designated as:

   - (a) Pre-operational.
   - (b) Operational.
   - (c) Transitional.

(2) Under these headings generic tasks might include:

   - (a) **Pre-operational.** Planning, Advice, Training, and Education.
   - (b) **Operational.** Communication, Co-ordination, Information, Agreements, Assessments, and Operations.
   - (c) **Transitional.** Transfer Operations, Terminate Operations, and Ensure a smooth Transition.

(3) As CIMIC activities must be synchronised with the respective phases of the operation, many of the generic tasks listed above will appear in more than one phase.

(4) Each CIMIC task must have its own Line of Activity or contribute towards a Line of Activity. This identifies why a task is to be carried out, the resources involved, how those resources are to be applied, quantifiable milestones towards completion of the task and, when appropriate, arrangements for transfer of responsibility for the task.

(5) For each phase, Lines of Activity, comprising one or more tasks and having been grouped by function, should be in turn grouped under the following headings:

   - (a) Liaison.
   - (b) Support to the Force.
   - (c) Support to Civil Actors and their environment.
APPENDICES (ANNEX W)

Appendix 1 to Annex W: Civil Assessment
Appendix 2 to Annex W: CIMIC C2 Structure
Appendix 3 to Annex W: Key Civil Organisations
Appendix 4 to Annex W: CIMIC Sites of Significance
Appendix 5 to Annex W: Extended Liaison Matrix
Appendix 6 to Annex W: CIMIC Report and Returns
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