CA forces enhance relations between a military command and the civilian populace. CA units work to help civil authorities and to control the populace in the operational area. Normally treaties or other agreements address relationships with local authorities. In a friendly country or area, U.S. forces coordinate CA operations with local agencies or authorities when possible. In occupied territory, a military commander may exercise executive, legislative, and judicial authority over the local area until a civilian government is established. To gain the cooperation of the populace, CA forces integrate PSYOP and CA activities. These activities may begin before, during, or after military action in time of hostilities.

THEATER CA OPERATIONS

The President of the United States, through the SECDEF, sets up a theater of operations under a unified or specified command. The JCS provide the guidance and directives to the theater commander.

Theater Commander's CA Responsibilities

The theater commander performs his politico-military missions within the limits defined by—

- U.S. and international law.
- U.S. national policy.
- Applicable treaties and agreements.

The degree of his CA authority influences his dealings with foreign governments in the theater of operations.

CA units or elements are normally in direct support of, or attached OPCON to, supported units or headquarters within the theater.

In countries where no U.S. diplomatic envoys exist, the theater commander can, within U.S. national policy, contact the government directly.

When U.S. diplomatic envoys are present in a foreign country, an executive order defines the relations between them and the theater commander. Under such circumstances, the U.S. ambassador must approve routine U.S. military operations, including CMO, conducted in country.
The theater commander ensures consistency and continuity of CA operations. The ACofS, G5, helps the commander—

- Conduct national-level liaison.
- Negotiate international agreements.
- Formulate CA policy and guidance.
- Determine CA requirements and objectives.
- Perform CA-related analyses.
- Provide technical supervision and staff management over subordinate CA elements.

The theater commander can delegate CA authority to another commander—normally the Army component commander. Authority for CA activities, such as national-level liaison and negotiation of international agreements, is kept at theater command level. Major subordinate commands develop CA plans IAW theater command guidance.

The Political Advisor
The DOS may furnish a POLAD to the theater commander. The POLAD advises the commander on government affairs and relations with allied and neutral countries. He provides the commander access to the diplomatic network. A close working relationship between members of the theater CMO staff and POLAD staff helps both the CINC and DOS.

Theater Army CA Planning
The theater commander develops plans to attain assigned politico-military objectives. He gives directives consistent with international law, treaties and agreements, and NCA guidance.

The TA CA plan gives general instructions for relations with national, local, or military authorities. Operations that extend into territories of more than one nation may involve several national plans.

CA planning must be flexible. Changing political and economic conditions will change CA requirements. Plans must allow for changes with a minimum of disruption.

CA in Joint Operations
The Army component may augment joint staffs with trained CA personnel. The Army will provide most of the CA forces for joint operations.

CA in Combined Operations
Allied governments normally develop directives covering a combined command’s politico-military objectives. These directives include the objectives and policies for conducting CA operations.

A combined command’s organization may retain integrity of forces. The combined command commander allows the senior commander of each national force considerable latitude in conducting CA operations.

U.S. elements comply with intergovernment agreements that standardize CA operations, organizations, training, techniques, and procedures. Continuity and consistency of CA policy are essential. A suitable structure for formulating and directing CA policy and effecting liaison between the allied forces of the combined command is necessary. The senior CA unit in the theater (CA command or brigade) provides a CA staff to a combined headquarters as required.

Composition of the combined CA staff varies based on culture, language, and the specific civil-military officer supporting the combined operations.

Although the combined command commander may establish policies that affect CA command support operations, the supported U.S. commander is responsible for those operations. CA support of U.S. forces in unilateral or combined operations will be consistent with U.S. policies and directives.

Support to Echelons Above Corps
The TA in the COMMZ has two types of support organizations, the TAACOM and the functional commands. The TAACOM and its subordinate ASGs are area oriented with geographic responsibilities. The functional commands are mission oriented with no geographic boundary. For more information on functional commands, see Chapter 7.

Organization at EAC
CA support focuses more on identifying and acquiring local resources needed by U.S. forces and ensuring coordination between the U.S. military and local authorities. CA elements at EAC need tailoring parallel
to command lines. Tailoring must be consistent with the impact that city, province, or state geographic boundaries will have on their command support mission. CA personnel assigned or attached to TA, TAACOM, functional commands, ASGs, and other group-level commands operating at EAC are more functional specialty oriented than those found at corps and below.

**CA Support in CSS Planning**

Close coordination between tactical planners and those planning CS and CSS is essential. Planners must consider all factors impacting on the mission. Access to critical CSS may decisively influence combat operations. To provide effective support, the CA planner must understand the supported force’s mission. He must anticipate the supported force’s needs and assess its capability. He must apply CA recommendations in a manner that will result in the most responsive support possible. Thus, CA staff officers must be proactive. For more information on planning, see Chapter 8.

CA elements support the TAACOM headquarters by identifying and assisting in obtaining local resources. They also act as liaison with civil and military authorities. The number and types of subordinate TAACOM units depend on the number of corps and units within the COMMZ.

**CA Support to the ASG**

Each ASG has an assigned or attached CA battalion. Units located in or moving through the ASG’s AOR thus receive CA support. A major CA responsibility is identifying local resources and assisting in their procurement. CA personnel help coordinate and integrate rear battle operations with civilian police, civil defense agencies, and local forces to ensure mutual protection and efficient use of resources.

CA support may be centralized or decentralized in the ASG. When employed in centralized support, CA personnel fulfill CA needs by responding to the ASG commander. In decentralized support, CA teams are attached to major elements located within the ASG’s AOR.

---

**CMO SUPPORT IN WAR**

CMO occur throughout the battlefield, including close, rear, and deep operations (Figure 12-1, page 12-4). Commanders must expect to fight in or near populated areas. Rear areas contain supplies, facilities, services, and labor resources that U.S. commanders can use to support military operations. Close operations in or near these areas can be disrupted by—

- Uncontrolled and uncoordinated movement of civilians about the battlefield.
- Hostile actions by the populace.
- Failure to cooperate with friendly forces.

The G5 plans and directs CMO. The G3 directs battlefield PSYOP, but the G5 coordinates those PSYOP directed against civilians. PSYOP support CMO through programs designed to support U.S. objectives and change the behavior of foreign groups. They also counter enemy PSYOP. The target audience need not be under direct U.S. control and may be in deep operational areas.

**Close Operations**

Chaos created by combat restricts CMO in close operations. DC operations and FNS are critical in combat support. DS CA elements support the warfighting commander by—

- Coordinating the use of local resources, facilities and support. Examples include civilian labor, transportation, communications, maintenance or medical facilities, and miscellaneous services and supplies.
- Minimizing the local populace’s interference with U.S. military operations by setting up DC collection points and assembly areas.
- Identifying the local resources, facilities, and support available for U.S. operations. FNS is prearranged through negotiated agreements.
- Helping meet legal obligations to the local populace.
Providing liaison to local agencies and civilian authorities.

Advising on cultural and moral considerations.

**Rear Operations**

In rear areas, CA battalion (GP) elements located with ASGs, COSCOMs, and DISCOMs provide area support within the operational areas assigned to their supported units. The more secure rear area supports expanded CA operations. This unit supports the military mission by—

- Providing liaison to local agencies and civilian authorities. The CA battalion (GP) can conduct CA operations that help civilian authorities organize effective fire, security, and civil defense forces.
- Identifying the local resources, facilities, and support available for U.S. operations.
- Coordinating the use of local resources, facilities, and support (civilian labor, transportation, communications, maintenance of medical facilities, and miscellaneous services and supplies). Because it has functional specialists in civilian supply, public utilities, and public communications, the CA battalion (GP) has greater involvement in coordinating resources and conducting DC operations.
- Coordinating the efforts of NGOs and third nation and multinational relief and assistance agencies to develop and implement plans for using local resources. It also ensures the execution of civil information programs.
- Minimizing the local populace’s interference with U.S. military operations by developing emergency populace control measures. Such measures may include civilian evacuation plans that do not interfere with military movements.
- Assisting in meeting legal obligations to the local populace.
- Advising on cultural and moral considerations.
- Conducting public health and civil defense operations in conjunction with local agencies.

**Deep Operations**

CA elements are rarely deployed in denied or enemy-held areas. Deep combat operations focus on defeating or diminishing the follow-on combat threat. However, strategic CA elements focus on the area surrounding the battle area. The strategic CA objective is to influence, control, or develop the conditions for
conducting future close operations. Through analysis of historical information and the current area assessment, strategic CA specialists can—

- Predict movement of civilians and establish procedures and processes to minimize their interference with military operations.
- Estimate the availability of resources.
- Prepare area studies and conduct area assessments of the assigned area, as required, to support the mission.
- Provide information and plans to U.S. and other agencies about the political, economic, social, and cultural characteristics of the local populace in support of U.S. and FN goals.
- Recommend theater policy for H/CA, civil assistance, and civil administration activities and missions.
- Establish procedures to help the commander meet his legal obligations.
- Act as the focal point for cultural considerations.
- Provide input for CA agreements with the FN.
- Act as a link between civil authorities and U.S. military forces at the national level.
- Establish procedures and processes to coordinate FNS.
- Provide technical expertise in all civil functions by using organic CA functional specialties.
- Provide information to the intelligence system.
- Provide command for subordinate CA elements supporting civil administration of friendly and recovered areas.
- Establish civil administration of occupied territory.