

Optimizing Civil Affairs through Reorganizing the Force

By Captain Patrick Casserleigh

The Civil Affairs (CA) Regiment, specifically their largest element the United States Civil Affairs and Psychological Operations Command (Airborne) (USACAPOC (A)) must work to stay ahead of the curve to meet emerging threats and ever-changing operational environments. The Army has shifted from a Counterinsurgency focus to a “four plus one” threat concept while reorganizing their maneuver force and updating their collective training. Constant revisions to the CA doctrine, organization, training, material, leadership, personnel, facilities, and policy (DOTMLPF-P) must occur for their forces to maintain relevance and value among ground force commanders. The U.S. Army needs CA forces to map and leverage changing conditions in the human terrain; build and employ cross cultural networks; and conduct integrated security activities during all phases of military operations. The two major questions this paper concentrates on are:

- What does the CA Regiment stand to gain by updating the USACAPOC (A) CA BN and Company task organization and modified table of organization and equipment (MTOE) in the face of the changing Army force structure?
- How can the CA Regiment adjust their focus through DOTMLPF-P to address how the Army will fight and win future wars?

This paper makes five recommendations for the CA Regiment to enact in order to optimize their force. The first recommendation is a reorganization of our CA BNs and Companies to meet the demand based on the Army’s current maneuver force structure. The second recommendation is a reallocation of equipment in order to meet the challenges of modern warfare resulting in an increased lethality of CA teams and companies. The third issue explored is an expansion of USAR CA Soldiers into the AD Division formations and exercises to fill gaps created by the Division Headquarters restructuring set to take effect FY22. The fourth is to expand USACAPOC (A)’s role in WFXs to ensure maneuver elements realize the importance of CA during Phase 3 operations. Finally, this paper recommends an update to our training process considering DMOSQ and PME pipelines for CA Soldiers along with bridging the gaps between officer and NCO training program of instruction (POI) to ensure the CA Regiment meets the requirements of future engagements.

**Developing Civil Affairs:
Increasing Soldier Flexibility and Doctrinal Specificity**

MAJ Mazi Markel and SFC Max Steiner

Conflicts will only become more complex over the coming century, as rapid urbanization, socio-political instability, and the rise of non-state actors drive future U.S. interventions. The Civil Affairs mission needs Soldiers that are prepared to operate in a complicated environment of international and interagency actors; moreover, CA Soldiers must be able to explain and deliver CA capabilities to supported Commanders and United Action Partners. Civil Affairs is largely on track to meet these goals, but we recommend the following incremental improvements:

- Use the existing Department of State internship program to place CA Soldiers within U.S. Embassies as routine broadening assignments
- Including case studies as a mechanism of training in all levels of CA training
- Increasing doctrinal clarity by removing Support to Civil Authority (SCA) and National Assistance (NA) as CA core tasks, to be replaced by: Security Assistance, Governance Assistance, and Direct Military Government

In training, internship placements would allow CA Soldiers to take advantage of the United States' existing well-developed foreign affairs (Department of State) and global development (USAID) infrastructure to better prepare Soldiers during times of peace for working with Unified Action Partners during times of war. Likewise, including case studies during CA training phases would expose students to historical examples of the often-messy constraints that make "real-world" CA so complicated.

Doctrinally, core tasks should clearly and succinctly describe what Civil Affairs can do: a standard that the terms "National Assistance" and "Support to Civil Authority" fail to meet. Instead, replacing them with goal-focused terminology such as "Security Assistance", "Governance Assistance", and "Direct Military Government" would help CA Soldiers conceptualize their capabilities and more clearly explain them to supported commanders and non-military partners.

The Evolution of Civil Affairs and Interagency Partnerships in Sub-Saharan Africa

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This paper explores the maturation of working relationships between Civil Affairs (CA) and other U.S. Government agency representatives in the U.S. Africa Command (AFRICOM) area of responsibility since the Command's inception in 2007. Drawing data from more than 40 off-the-record personal interviews, supplemented by U.S. military doctrine and other written sources, the study describes a CA effort that has evolved to become a well-respected, if not always perfectly aligned, conduit for civilian-military collaboration in Africa. After tracing this evolution, the paper concludes with recommendations for strengthening the CA community's future interagency relationships:

1. Improve CA doctrine to reflect effective, contemporary CA operations in civilian-led environments, distilling what commanders and ambassadors actually want from CA, and measuring what actually works.
2. Compile and mandate best practices for transferring project data and contacts from one CA team to another, promote better chain-of-custody documentation for CA projects, and develop standardized Civil Information Management platforms.
3. Encourage interagency partners to engage with CA units before, during and after deployments, to reinforce enduring relationships and gather lessons learned.
4. Work with the Defense Security Cooperation Agency (DSCA) to streamline decision-making processes, project design, approval, implementation, and evaluation for DSCA-managed funds.
5. Posture CA as a leader on regional integration, drawing on lessons learned from the Lake Chad Basin, Operation Observant Compass, and various East Africa operations.
6. Actively encourage and support DOS and USAID efforts to have their civilian employees serve under the security umbrella of DOD forces.
7. Build partner-nation CA capabilities to help African militaries win hearts and minds in their local populations and counter insurgencies more effectively.

¹ Disclaimer: The views and opinions expressed in this paper are those of the author and not necessarily the views and opinions of USAID, the Department of Defense, or the U.S. Government more generally.

Civil Affairs 38G Functional Specialists - From Strategy to Reality

By MAJ Giancarlo Newsome and CPT Jesse Elmore

If we all know that wars are not won with just bombs and bullets, why does the U.S. Army continue to train and behave like they are?

Civil Affairs 38G Functional Specialists from Strategy to Reality is a paper written by two U.S. Army civil affairs officers, one a generalist and the other a functional specialist, who present a modern and viable Civil Affairs solution for military and government leaders to more effectively fight today's unconventional war.

With the growth of unconventional warfare, the warfare that use neither bombs or bullets, today's soldier needs access to the breadth of the Civil Affairs 38G functional specialists like never before. Today's mobile computing app software, with a crowd sourced design, can bridge the gap of making these 38G weapon systems not just a good strategy but a good reality.

Giancarlo and Jesse present four key ways Army leadership can bridge this strategy to tactics gap.

- Hear arguments for why the strategic value of the 38G program needs to be more visible, protected, and managed more intentionally as the critical weapon systems that they are.
- Learn how a non-military COTS mindset can quickly develop the solutions to resolve the practical challenges of accessing, leveraging, and employing globally dispersed 38G USAR (U.S. Army Reserves) talent.
- See how the use of modern mobile computing apps, with a crowd sourced design, can affordably and almost instantaneously bring 38G weapon systems to every field commander on the globe.
- Verify how dedicated 38G support leadership, staff, and funds, similar to US Army PEO Aviation, needs to be established to manage each of the 18 civil affairs functional specialty areas as well as the apps, tools, and training that are needed to maximize the 38G weapon system non-lethal lethality.



Optimizing Civil Affairs Through Branding and Narrative Strategies

MAJ Shafi Saiduddin and SFC (Ret.) Robert Schafer

Optimizing Civil Affairs requires overcoming a bias within the U.S. Military against irregular warfare. This continuing aversion to irregular warfare illustrates the power and persistence of narrative. This aversion is very likely shaped by the cultural experience of the U.S. Military in both World War II and the Vietnam conflict. While intellectually, the U.S. national security establishment understands irregular warfare and stabilization activities, unconscious bias impedes the execution of these efforts. The solution to this problem is found in the narrative sphere.

Changes to organization and doctrine by themselves are not sufficient. Effective narratives engage emotions and beliefs. Optimizing Civil Affairs requires developing alternatives to our current narrative of warfare, as well as strategies that tell the story of Civil Affairs and resonate within American military culture.

Narrative strategies do not fit neatly into the Army's force development model. However, key organizational changes can support and amplify the narrative strategies to optimize Civil Affairs. The Civil Affairs Regiment has a rich history, with its heritage linked to very diverse operations. The difficulty in translating this heritage into effective narratives lies with the fact that multiple capabilities are currently housed under a single career field, leading to competition within the Regiment for control of the narrative space.

Separating out the multiple career fields will allow for the creation of effective narrative strategies for each capability. This division would also allow for a more effective alignment of capabilities across the range of military operations, including the Prevent, Shape, Prevail in Large Scale Ground Operations, and Consolidation of Gains aspects of conflict.

The ultimate goal of these strategies is not to supersede current military narratives, or even to dominate the larger narrative space, but rather to correct an imbalance in national security capabilities and offer a wider range of options to policymakers.