

## **Campaigning the Campaign Plan – Focusing on the Fundamentals at the Combatant Command by Assessing Civil Affairs Operations, Activities, and Investments**

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Instead of thinking about CA campaigning specific to conflict prevention, large scale combat operations, security cooperation, etc., this paper advocates campaigning the campaign plan. It underscores the significance of a free, available, versatile tool for campaigning across diverse scenarios. It ultimately urges Civil Affairs professionals at all levels to campaign the campaign plan itself, using established, doctrinally proven methods.

It focuses on reinvigorating the fundamentals: namely, the concept of using indicators, specifically measures of performance and measures of effect, to connect tactical operations to broader campaign objectives. Drawing inspiration from the U.S. Africa Command (USAFRICOM) Civil Affairs Summit in 2023, the paper outlines a methodology for developing these indicators that can be replicated by any unit at any level.

The process involves developing and refining intermediate military objectives (IMOs) and effects that support the overarching campaign plan. Through collaborative efforts and subgroup discussions, representatives from various organizations across the Department of Defense identified specific IMOs, effects, and indicators tailored to civil-military operations. The indicators cover a wide range, from the number of countries engaged to social media interactions.

This paper emphasizes best practices when selecting indicators, such as minimizing reporting requirements and utilizing existing mechanisms for feedback. It stresses the importance of linking operations, activities, and investments to specific effects and IMOs—enabling comprehensive assessments. As an example, the USAFRICOM Theater Civil Affairs Planning Team used the developed indicators to contribute to Annex G (Civil-Military Operations) of the updated USAFRICOM Campaign Plan.

The overarching goal of campaigning the campaign plan is to ensure that tasks at all levels, from tactical to strategic, contribute to meeting the Combatant Commander's objectives. The paper envisions a data-driven approach, with indicators supporting decision-making processes. It encourages commands at all level to integrate assessment indicators into their existing battle rhythms, leveraging data-driven systems for strategic planning.

In conclusion, the paper instills hope by demonstrating the potential for Civil Affairs forces or like military specialties to campaign effectively across the competition continuum. It highlights the adaptability of the presented methodology and encourages leaders to implement similar processes, ultimately aiming to ensure tactical sacrifices help achieve overarching strategic effects.