

## Unit Introduction

We have already discussed the important role of information and communication in modern war planning and fighting. With Information Operations becoming more and more crucial to the total communication war effort, it is critical that public affairs officers understand not only their role in Information Operations, but how other key players in the Information Operations Working Group conduct business.

Two supporting components within Information Operations that public affairs must coordinate regularly with are Psychological Operations (PSYOPS) and Civil Affairs (CA).

## Intermediate Training Objective (ITO)

As the public affairs representative to an Information Operations Working Group (IOWG), discuss the capabilities, roles and responsibilities of the PSYOPS and CA members. Upon completion of this unit of instruction, the student will be able to:

- Explain Civil-Military Operations (CMO)
- Define Civil Affairs activities
- List the Civil Affairs activities
- Explain how Civil Affairs supports Information Operations (IO)
- Explain the intent of Psychological Operations (PSYOPS)
- List the 5 principle missions of PSYOPS
- Explain how PSYOPS supports IO

## Unit Overview

In this unit, we are going to look at:

- Civil Affairs activities and missions
- Civil-Military Operations (CMO)
- CA and Information Operations (IO)
- PSYOPS fundamentals
- Employing PSYOPS
- PSYOPS in Information Operation

We are going to talk about the functions and relationships of Civil Affairs and Psychological Operations within and outside the context of Information Operations and why Public Affairs needs to coordinate with them.

## What is Civil Affairs?



The mission of Civil Affairs (CA) is to support the commander's relationship with civil authorities and the civilian populace, promote legitimacy, and enhance mission effectiveness. CA is important in helping the military accomplish missions during stability and support operations and war. (FM 41-10)

Activities performed by CA include:

- Embracing the relationship between military forces and civil authorities in areas where the military is present.
- Involve the application of CA speciality skills in areas normally the responsibility of the civil government, to enhance the conduct of Civil-Military Operations.

## Civil Affairs

Civil Affairs' (CA) role during stability and support operations is focused on deterring war, resolving conflict, supporting civil authorities and promoting peace.

These operations come from international mandates from the United Nations and are aimed at promoting peace and stability in an area or region. Examples of operations the military has participated in are:

- Operations Restore Hope (Somalian relief)
- Operations Provide Comfort (Kurdish refugee support in Northern Iraq)
- Operations Uphold and Maintain Democracy (Haitian relief and support)



When war is inevitable, Civil Affairs becomes part of the Civil-Military Operations (CMO), function of Information Operations. Wartime operations are focused on full-scale operations aimed at quickly winning the conflict with as few casualties as possible. At this time, Civil Affairs becomes a part of Civil-Military Operations. Civil Affairs forces will augment Civil-Military Operations, which, in turn, support U.S. Embassy teams, other government agencies and multinational forces, too.

Combatant Commanders' staffs work in close coordination with the U.S. Embassy country team to ensure a smooth transition to war should that occur. CA forces accomplish the mission by assisting in the planning, coordination, and supervision of CA activities in support of CMO.

## Civil Military Operations



Civil-Military Operations (CMO) are activities of a commander that establish, maintain, influence, or exploit relations between military forces, government and non-government civilian organizations and authorities, and the civilian population in a friendly, neutral, or hostile area of operations in order to facilitate military operations and consolidate and achieve U.S. objectives.

Civilian-Military Operations may include performance by military forces of activities and functions normally the responsibility of local, regional or national government. These activities may occur before, during and after other military activities.

## Civil-Military Operations

Why conduct CMO? Ultimately, the goal of Civil-Military Operations is to:

- Enhance military effectiveness
- Support national objectives
- Reduce negative aspects of military operations on civilians
- Prevent civilian interference with military operations

The first and last bullets are relevant to Information Operations, which we will discuss later, if the adversary is expected to use civil authorities and populace in support of its military operations.

Civil Affairs commanders tailor their forces to meet mission requirements, ensuring the proper mix and timely employment of strategic, operational, and tactical level forces, as well as functional specialists to support CMO.

## Six Civil Affairs Activities

How does civil affairs support CMO? Through six Civil Affairs activities, which are:

**Foreign Nation Support** - Identification, negotiation, and procurement of available resources within a foreign nation to support U.S. military missions during wartime, preparation for war or peacetime.

**Populace and Resource Control** - Activities to deny the enemy resources and accessibility to the people.

**Humanitarian Assistance** - Programs designed to reduce the impact of natural or man-made disasters or other endemic conditions.

**Military Civic Action** - The use of military indigenous military forces on short-term projects useful to the local population. Programs are designed to enhance the effectiveness, legitimacy and image of a foreign government or military. Examples include: education, training, public works and health; Mine Awareness Campaigns.

**Civil Defense** - Measures to minimize the effects of enemy actions on the civilian populace. Example: Maintaining or restoring essential services and facilities.

**Support to Civil Administration** - Assistance given by U.S. armed forces to friendly or neutral foreign governments or government agencies. Functions would include: Civil Assistance, Civil Administration to Friendly Territory and Civil Administration in Occupied Territory.



## Civil Affair Support of Information Operations

We have already talked about Civil Affairs supporting Information Operations in wartime, but what exactly is their role in supporting IO? Well, Civil Affairs supports IO in the following ways:

- Gather information (not an intelligence collector); conduct population assessments
- Influence Host Nation civil leaders and populace
- Gain/retain local acceptance and support for US military presence/operations
- Deny the enemy use of resources and populace
- Detect and neutralize hostile misinformation & propaganda
- Ensure unity of effort with non-governmental organizations



*Note: In Unit 12 - Public Affairs and Information Operations you will study more about Information Operations. For now, we will simply explain Information Operations as the total wartime communication effort used on our adversaries, not on our own nation or allies, with public affairs as an element.*

## Civil Affair Support of Information Operations

The list of six CA activities is not all inclusive of how CA has supported Information Operations in the past, there are other ways.

The overlap between the six CA activities and public affairs functions makes it imperative that constant and careful coordination supports unity of effort. Any successful communication planning will require that all components speak with one voice, using the same messages.

Civil Affairs, as we have just discussed, is dedicated to communicating with the local citizens. So what is the function of Psychological Operations?

## Fundamental of PSYOPS

The intent of Psychological Operations (PSYOPS) is to influence target audience behaviors that support U.S. national policy objectives. PSYOPS also aids combatant commanders' intentions at the strategic and tactical levels of warfare.

The principle mission of PSYOPS is to convey selected information to foreign audiences, in a way to influence their emotions, motives and objective reasoning.

Ultimately, these will influence the behavior of foreign governments, organizations, groups and individuals.

Furthermore, it can influence foreign audiences to facilitate military operations as well as minimize loss of life and collateral damage.



- Provide public information to foreign populations, support humanitarian activities and restore or maintain civil order.
- Serve as the supported military commander's voice to convey intent.
- Counter enemy propaganda, misinformation and opposing information to correctly portray friendly intent and actions.

## Considerations to Employ PSYOPS

PSYOPS gives commanders a variety of options, short of lethal force, to influence an adversary's behavior. An example would be to position forces in an area as a show to influence non-aggressive action. In order for a commander to successfully complete this function, here are a few things that must be considered:

- Needs lead time to plan & deploy, anticipate enemy counteractions.
- Requires detailed & tailored intelligence support.
- Impact is hard to measure and attribute.
- Requires tight coordination to avoid inconsistencies of purpose or message.
- Relies on access to target audience.
- Subject to legal restrictions and close oversight.



## Functions of PSYOPS

The overall function of PSYOPS forces is to cause selected foreign audiences to take actions favorable to U.S. objectives. PSYOPS forces are the only DOD entity given the authority to not merely communicate with Target Audiences (TA), but to influence them. PSYOPS functions include the following areas:

- Provide command, control and intelligence
- Develop campaigns, programs and products
- Produce media
- Disseminate Messages
- Distribute Information
- Employ Tactical Psychological Operations
- Conduct enemy POW, civilian internee and displaced civilian operations



Again, there are overlapping functions of public affairs and PSYOPS. It is imperative that PA coordinates with PSYOPS to ensure messaging unity of effort. PA and PSYOPS coordinate and work together, but they must remain separate in how they operate. PA and PSYOPS have distinctly different missions that run parallel tracks. However, Federal laws prohibit the two from being one group.

## PSYOPS Support of Information Operations

In what ways does PSYOPS influence foreign audiences? As a component of Information Operations, PSYOPS supports the overall offensive and defensive objectives in the following ways:

### Offensive

- Attacking adversary legitimacy and credibility
- Building and sustaining local civil support
- Shifting the loyalty of adversary forces
- Promoting the cessation of hostilities
- Undermining adversary confidence
- Persuading isolated forces to surrender

### Defensive

- Countering propaganda & disinformation
- Discouraging adversary offensive operations
- Supporting coalition-building
- Assisting host nation information dissemination
- Facilitating control of populace & refugees
- Reducing civil support for the adversary
- Assisting in information dissemination

PA coordination with PSYOPS and Civil Affairs is essential to complete planning and coordination of a full-spectrum Information Operations campaign. As you can see from this list above, Joint Doctrines explanation of public affairs support capabilities to IO align with defensive objectives.

## Unit Summary

PSYOPS and Civil Affairs' play important roles within Information Operations. Again, PA coordination with PSYOPS and Civil Affairs is important to complete planning and coordination of a full-spectrum Information Operations campaign. When functioning in a IO cell, remember that PAs must have a close working relationship with PSYOPS and Civil Affairs.