

Unit Introduction

The range of military operations includes military operations extending from war to wide-ranging and far-reaching **military operations other than war** (MOOTW). While most of our focus is on war fighting, there is an array of military operations other than war. This class addresses the unique challenges involved in executing operations short of war. As a **public affairs officer**, you will have to work in this dynamic environment where the military services operate outside their roles, so you will need to understand at least the basics of military operations other than war.

In many ways, the world situation today is very similar to that which existed prior to World War I. Ethnic rivalry, religious fundamentalism and individual acts of terrorism have replaced economics and world domination as the most common source of conflict in the world. Many of you, in fact, have probably heard or will hear senior military leaders say that things were easier when the Soviet Union was our chief rival and communism was the primary enemy. Service roles and missions, budgets and doctrine were fairly constant and secure. Military planning was much easier, too. That was then; this is now.

Intermediate Training Objective (ITO)

Given a public affairs scenario involving Military Operations Other Than War, develop and recommend public affairs courses of action in accordance with Department of Defense and service public affairs policies and regulations. Upon completion of this unit of instruction, the student will be able to:

- Define the term Military Operations Other Than War
- List the range of Military Operations Other Than War
- Explain the meaning of the term primacy of political objectives
- List the three MOOTW contributions to the attainment of national security
- List the six principles of Military Operations Other Than War
- Identify the definition of each of the 16 types of MOOTW operations
- Define the term anti-terrorism according to Joint Pub 3-07
- Define the term counter terrorism according to Joint Pub 3-07
- List the three basic types of humanitarian assistance operations
- List the six multinational operations considerations

Unit Overview

This unit will cover:

- Define Military Operations Other Than War
- The range of Military Operations Other Than War
- Primacy of political objectives
- Three MOOTW contributions to the attainment of national security
- Six principles of Military Operations Other Than War
- Define each of the 16 types of MOOTW
- The six multinational operations considerations



What is MOOTW?

Military Operations Other Than War is the use of military capabilities across a broad category of military operations **short of war**. These operations can be applied to complement and be an integral part of any combination of the other instruments of national power. In this section we will discuss MOOTW and how it differs from war, its missions and military challenges.

"MOOTW focuses on deterring war, resolving conflict, promoting peace and supporting civil authorities in response to domestic crisis. MOOTW may involve elements of both combat and non-combat operations in peace time, conflict and war situations.": *MOOTW as defined in Joint Publication, JP 3-07 and Air Force Doctrine Document, AFDD 2-3.*

This unit will reinforce and augment other classes on national security issues, media-military relations, government relations and the public affairs continuum. The latter will make you familiar with the impact these operations have on you as a public affairs officer in this "new" era.

War and MOOTW

Warfare Defined

The U.S. national leadership may decide to conduct large-scale sustained combat operations to achieve national objectives or protect national interests. This places the United States in a wartime state. In war, the goal is to win.

The principles that govern war - mass, objective, offensive, surprise, economy of force, maneuver, unity of command, security and simplicity - are designed to achieve victory and to minimize casualties. By contrast, the principles that govern operations other than war often seek to maintain a military presence until other political initiatives can create peaceful change or stability.

We go to war to:

- To defend against direct attacks on America
- To counter aggression
- To defend key U.S. economic interests
- To preserve, promote or protect democracy
- To prevent the spread of weapons of mass destruction

The above were detailed in a speech by Clinton-administration National Security Advisor Anthony Lake, who came to the position from the National Security Agency (NSA). Lake was then the primary architect of "then" national security strategy of "engagement" abroad and "enlargement" of democracy around the world. It hasn't changed much even with worldwide terrorism and Iraq.

He also said, as part of his perception of coalitions in war and those in MOOTW:

- "To maintain our reliability, it is easier to get others to work with us when our partnerships are strong and confidence in our leadership is high.

Some of the above has been debated and diverted from by administrations, before and after. From administration to administration, perceptions of MOOTW may change, but military planning doesn't change that much as far as implementation is concerned.

In the broader context of his speech, Lake said that "our tools of first resort remain diplomacy and the power of our example" and that the armed forces must be given "a clear mission with achievable military goals."

MOOTW Further Defined

Military Operations Other Than War focuses on **detering war, resolving conflict, promoting peace** and **supporting civil authorities** in response to all types of domestic and international crises.

MOOTW is more sensitive to political considerations and often the military may not be the primary player. More restrictive rules of engagement and a hierarchy of national objectives are followed.

MOOTW is initiated by the National Command Authority and is usually, but not always, conducted outside of the United States.

MOOTW is often tied in with the United Nations. It is also employed in joint U.S. forces and coalition forces operations. And, nongovernmental organizations (NGOs) also play a crucial role.

The War on Terrorism and the mushrooming need for humanitarian and security peacekeeping efforts have added to a necessary U.S. military presence in hot spots around the world.

The simplistic definition would be: **Any military operation that is not a *declared war*.**

The Critical Difference

The essential difference between war and MOOTW is, in MOOTW, **the military is not the lead agency.**

As U.S. Special Operations Command last year, its forces were in both hemispheres and at hot spots globally. Most Americans would be surprised to hear of all the operations and places where the U.S. has people.

All military operations serve U.S. foreign policy. Military force is merely the continuation of diplomacy via other means.

Political Objectives of MOOTW

All military operations are driven by political considerations. However, MOOTW is more sensitive to such considerations because the overriding goal is to prevent, preempt or limit potential hostilities.

Typically, MOOTW seeks to maintain a military presence until other political initiatives can create peaceful change of stability.

Political objectives drive MOOTW at every level from strategic to tactical.

- All military personnel should understand the political objectives and the potential impact of inappropriate actions.
- Commanders should remain aware of changes not only in the operational situation, but also to changes in political objectives that may warrant a change in military operations.

Political objectives, and motives, **always present potential mine fields for the military.**

Challenges of MOOTW

MOOTW presents a number of special challenges to the PAP, both in the operational and the political arenas:

- Political sensitivities
- Public opinion factor
- Unrestricted press
- The nature of news

Political sensitivities - War is usually defined in levels - tactical, operational (theater) or strategic. MOOTW does not have such levels.

Public opinion factors - The aforementioned Mr. Lake's seven circumstances in which the U.S. will use its military force, and subsequent versions. The American public will ask, "Who's Anthony Lake?" and "Who commits U.S. forces and why?" "What's the objective?" "What's the mission?" "What's the national interest?" These questions and more are always raised in a military involvement - anywhere, anytime.

Unrestricted press - We can't impose restrictions on the media coverage overseas? Overseas media may operate under different standards than the U.S. press.

The Nature of News - MOOTW is hot news, e.g., conflict, politics, troops caught in the middle.

Complex chaotic environment - Very complex, multi-agency operation.

Uncertain commanders - Often afraid to speak their mind. Everything is politically and career sensitive. Operations versus diplomats is often the case. Those are the people you need to support, and be supported, by your Public Affairs Guidance (PAG).

Communications barriers - You might remember Psychology 101 in college about disposing of obstacles, that read something to the affect, Dispose of them by going around them (right or left), digging under them to get to the other side, climbing over, or just plain knocking them down.

In this latter barrier category, language and culture is always a problem, as is the culture clash between American service members and starving children, non-governmental agencies or warring factions - a major challenge.

Keys to PA Success

Media coverage of human suffering, oppression, a natural disaster or some other tragedy is what most often leads to operations other than war. Think back to Somalia, or the market bombing in Sarajevo in the 1990s. Media coverage of these humanitarian tragedies generated a wave of public demands for policymakers to "do something, despite the fact that these incidents had little or no connection to America's national interest.

Public Affairs must be part of the plan. The media coverage of an operation can have a dramatic impact. There must be an understanding of the operation and the role of your unit. The PAO must be at the commander's table; and the place card should have the PAO sitting at the commander's "right hand."

Public Affairs must be proactive. Anticipate. Plan ahead.

Decentralize execution. Train your staff. Delegate authority.

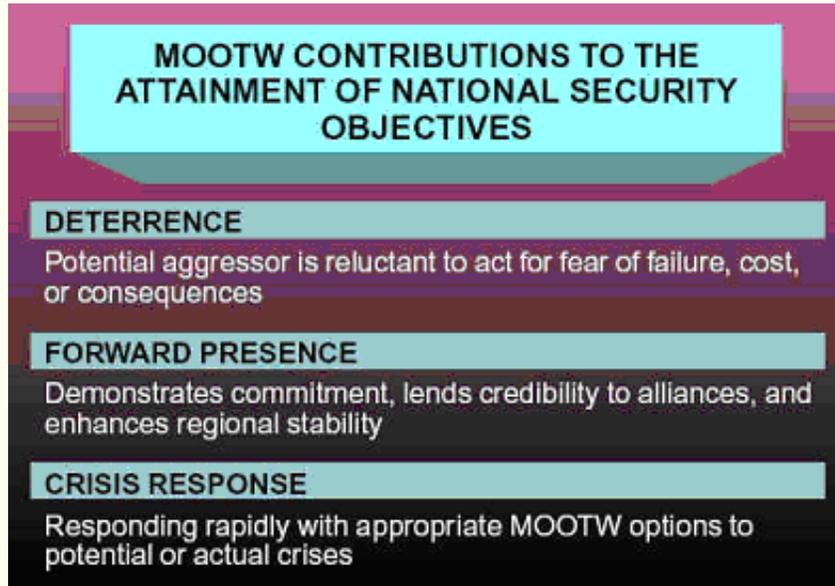
Stick to military mission. The military is not the lead agency. Limit the comments to why your unit or organization is there. PERIOD. Refer everything else to the proper agency.

Use your commander's intent statement. That's your command message!

Highlight your military unit's contribution. The overall operation may fail, but the military mission can be successful. Don't let the media wrap you in the same cloth as the policy makers. Talk about capabilities.

MOOTW Strategy Goals and Objectives

The following figure shows how MOOTW contributes to the national security objectives through deterrence, forward presence and crisis response.



Range of MOOTW

The use of military forces in peacetime helps keep the day-to-day tensions between nations below the threshold of armed conflict or war. These operations include:

- **Humanitarian assistance**
- **Disaster relief**
- **Select nation assistance**
- **Foreign internal defense**
- **Support to counterdrug operations**
- **Arms control**
- **Support to U.S. civil authorities**
- **Evacuation of non-combatants in a permissive environment**
- **Peacekeeping**

The focus of **MOOTW** provides the National Command Authority with a wide range of possible options short of full-scale war to reach its goals.

Range of Operations

MOOTW may involve elements of both **combat** and **non-combat** operations in peacetime, conflict and war situations.

RANGE OF MILITARY OPERATIONS		
Military Operations	General US Goals	Representative Examples
COMBAT	War	Large Scale Combat Operations <i>Attack / Defend / Blockade</i>
	NONCOMBAT	Deter War & Resolve Conflict
Military Operations Other Than War		Promote Peace & Support US Civil Authorities

Peace enforcement or peace-keeping may have many of the same characteristics of war, including active combat-like operations and employment of most combat capabilities.

MOOTW may also use the Simultaneous Operations option: This is when non-combat MOOTW may be conducted simultaneously with combat. For example, during the final stages of Operation DESERT STORM, U.S. Central Command conducted a non-combatant evacuation operation (NEO) in Somalia.

Real-world MOOTW Examples

To get a better picture of the wide-ranging aspects of MOOTW,click on the links below:

[operation pacific haven.pdf](#)

[U.S. military team to lead Iraqi aid efforts](#)

[Joint Efforts Prevent Humanitarian Disaster in Liberia](#)

Principles of MOOTW

Joint Pub 3.0 of the Doctrine for Joint Operations outlines the following six principles of MOOTW. During the unit, we will discuss these more in depth:

**PRINCIPLES OF MILITARY OPERATIONS
OTHER THAN WAR**

- OBJECTIVE**
Direct every military operation toward a clearly defined, decisive, and attainable objective
- UNITY OF EFFORT**
Seek unity of effort in every operation
- SECURITY**
Never permit hostile factions to acquire a military, political, or informational advantage
- RESTRAINT**
Apply appropriate military capability prudently
- PERSEVERANCE**
Prepare for the measured, protracted application of military capability in support of strategic aims
- LEGITIMACY**
Committed forces must sustain the legitimacy of the operation and of the host government, where applicable

MOOTW Principles in Action

After Operation Desert Storm, the Iraqi Government directed its military to drive the Kurds from their homes into the mountains. The United Nations passed a Security Council Resolution and appealed for humanitarian assistance efforts. As a result, **Operation Provide Comfort** was employed. The follow diagram shows how Operation Provide Comfort put the Principles of MOOTW into action.

Operation Provide Comfort provided relief to the Kurdish refugees from northern Iraq and protection for humanitarian relief efforts. It began on April 6, 1991 and ended July 24, 1991. Operation Provide Comfort II was a show of force to deter new Iraqi attacks on the Kurds and had only limited humanitarian aspects. Provide Comfort II began July 24, 1991 and ended Dec. 21, 1996.

Although it is an older example, both Provide Comfort operations readily show two different aspects of the way MOOTW is employed.

PRINCIPLES IN ACTION	
PRINCIPLES	PROVIDE COMFORT
OBJECTIVE Clearly defined	 Humanitarian Assistance
UNITY OF EFFORT Seek team effort	 Unified Action
SECURITY Never a hostile advantage	 Combat Units / Exclusion Zones
RESTRAINT Apply capability prudently	 Rules of Engagement
PERSEVERANCE Enduring military support	 Until Mission Completion
LEGITIMACY Perception of operation	 UN Backing / Popular Support

Types of MOOTW Operations



Listed to the left are operations that are representative of the wide range of MOOTW. Although each type of operation has unique aspects that influence planning, there are some considerations that are applicable to most MOOTW.

These 16 MOOTW types are a very important part of your instruction. Should you deploy to a contingency, the list will help you determine what to call your deployment. Remember if you call it peace making instead of peacekeeping, you're creating a label and the media will pin you down, because they know what missions are attached to these labels.

Arms control governs the numbers, types, and performance characteristics of weapon systems and the numerical strength, organization, equipment, deployment or employment of the armed forces retained by the parties.

For example: US military personnel may be involved in verifying an arms control treaty; seizing Weapons of Mass Destruction (nuclear, biological, and chemical or conventional); escorting authorized deliveries of weapons and other materials (such as enriched uranium) to preclude loss or unauthorized use of these assets; or dismantling, destroying, or disposing of weapons or hazardous materials.

Although not listed specifically, one aspect MOOTW of which the military is heavily involved is Humanitarian Demining Operations (HDO) worldwide. It support a great number of items on the list.

Humanitarian Mine Awareness Operations



The U.S. European Command (EUCOM) aggressively supports U.S. efforts to help end the humanitarian tragedy caused by anti-personnel landmines (APL). APLs pose a significant threat in many of the countries in the EUCOM area of responsibility (AOR). Under the U.S. Humanitarian Mine Awareness Program, host countries receive funding, equipment, training, mine awareness education and development of a permanent infrastructure to safely dispose of hazardous landmines. Of the 32 countries in the worldwide program, 14 are in the EUCOM AOR. Training continues to meet U.N. mine clearance standards. EUCOM has supported humanitarian mine awareness in Armenia, Azerbaijan, Bosnia and Herzegovina, Chad, Estonia, Republic of Georgia, Lebanon, Mauritania, Moldova, Mozambique, Namibia, Rwanda, Switzerland and Zimbabwe. And the number of countries keeps growing.

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Besides the European Command, U.S. Special Operations Forces are also doing de-mining field operations in the Pacific, Central and Southern commands.



MOOTW and Terrorism

Terrorism didn't begin on Sept. 11, 2001. But the Sept. 11 attacks dramatically highlighted the threats posed to U.S. national security. As a result MOOTW counter-terrorism efforts have increased significantly.



Terrorism hits home in a number of ways.

Chemical-Biological-Nuclear teams have been at every Olympics since Atlanta.



Combating Terrorism

Combating terrorism involves actions taken to oppose terrorism. It includes anti-terrorism and counter-terrorism. Below are their explanations:



'The Now and Future War' - terrorism

Official U.S. policy – All terrorist acts are criminal. The United States will make no concessions or negotiate with terrorists.

Note that the mission objective of the terrorist is not necessarily the destruction of a particular hard target or person. Rather, it is to stage an event that will virtually guarantee widespread attention. Terrorist acts are often carefully choreographed to attract the attention of the electronic media and the international press.

On Sept. 11, 2001, two jetliners crashed into the two World Trade Center towers just 15 minutes apart. The attack mission is the perfect example of that choreography. The first plane shocked everyone and drew immediate attention... so the second plane could attack, live and direct on international television! (Not to mention the fact that a favorite terror tactic is to execute a second attack shortly after the first, which can cripple emergency response forces, as the New York City fire and police departments found out.)

Osama bin Laden had no particular interest in the people who worked in the Pentagon and World Trade Centers. Their value as targets was that the institutions they represented carried great symbolic value, and would be certain to draw huge media coverage.

Terrorism's Impact on PAOs

It would be nice if a PA objective would be to limit media coverage and deny terrorists the opportunity to voice their views. This certainly can't, and shouldn't, be done in our democratic forums.

Terror WILL be in the news. Our job is to work with other agencies (Homeland Security, DEA, DOE, FEMA, the other services, etc.) Any media coverage MUST BE coordinated with OASD/PA.

A key part of the PAO's job is to respond with appropriate messages:

- Criminality of terror acts and U.S. policy of non-negotiation or concession to terrorists
- The U.S. military is fully capable and ready to respond to/prevent terrorist acts. The key here is to provide information that informs and reassures the public, WITHOUT compromising tactics, techniques, personnel, etc.

DOD Support to Counter-drug Operations

DOD supports federal, state and local law enforcement agencies in their efforts to disrupt the transfer of illegal drugs into the United States.

DOD has **three major responsibilities:**

- Act as the single lead agency for detecting and monitoring aerial and maritime transit of illegal drugs into the United States
- Integrate the command, control, communication, computer, and intelligence assets of the United States
- Approve and fund the expanded use of the National Guard to support drug interdiction and enforcement agencies.





Counter-drug Ops

Acting in concert with Maritime Patrol and the U.S. Coast Guard cutter Decisive (WMEC 629), the Navy's USS Stump (DD978) intercepted and destroyed a narcotics smuggling vessel while conducting counter-drug operations in the Caribbean Sea. After receiving intelligence information provided by the Joint Interagency Task Force-South in Key West, Fla., Stump took action against the illegal drug traffic south of Jamaica.

Counter-drug Ops

The Department of Defense plays a key role in the war on drugs.

The “War on Drugs” received added importance and was elevated to a cabinet-level position in the Clinton administration (Director of the White House Office of National Drug Control Policy, Feb. 29, 1996). Former USSOUTHCOM commander General Barry McCaffrey was appointed to head up the effort.

The effort, in all its facets, has a military element and that portion falls into five main strategic areas:

1. **Source nation support** – provide training and support to “source” nations to assist them in their fight against narcotic producers and traffickers (Columbia, Bolivia, Peru)
2. **Dismantling cartels** – Use intel assets to identify and track drug cartels and provide this information to other law enforcement agencies.
3. **Detection and monitoring of traffic** – Use military platforms to detect and monitor production and shipment of drugs (AWACS)
4. **Direct support of law enforcement agencies** – This is a Posse Comitatus issue. Primarily along the Southwest border and other areas identified as high-density drug traffic areas.
5. **Demand reduction** – Community outreach programs, e.g., identifying “At Risk” youths, etc.

'E' is for more than Effort

Enforcement of Sanctions/Maritime Intercept Operations: These operations employ coercive measures to interdict the movement of certain types of designated items into or out of a nation's specific area.

Enforcing Exclusion Zones: A sanctioning body to prohibit specified activities in a specific geographic area establishes an exclusion zone.

Ensuring Freedom of Navigation and Overflight: These operations are conducted to demonstrate U.S. or international rights to navigate sea or air routes.

Humanitarian Assistance

Humanitarian assistance operations help relieve or reduce the pain and suffering that are the results of natural or man-made disasters or other endemic conditions such as human pain, disease, hunger or privation in countries outside the United States.

Such operations provide food, water, medical care, temporary shelter and other basic human needs.

HUMANITARIAN ASSISTANCE

- ✓ To relieve or reduce the results of natural or manmade disasters or other endemic conditions
- ✓ Limited in scope and duration
- ✓ Supplements or complements efforts of host nation
- ✓ May cover a broad range of missions

TYPES OF HUMANITARIAN ASSISTANCE OPERATIONS

- Coordinated by the UN
- US acts in concert with other multinational forces
- US responds unilaterally

Humanitarian Assistance takes many forms and has many faces.



The many faces of hunger, disease and despair.



Working with the United Nations

Many assistance efforts are coordinated through the United Nations and involve many countries. However, the United States is capable of responding unilaterally to disasters around the world.

Rescue operations are part of the relief operations.

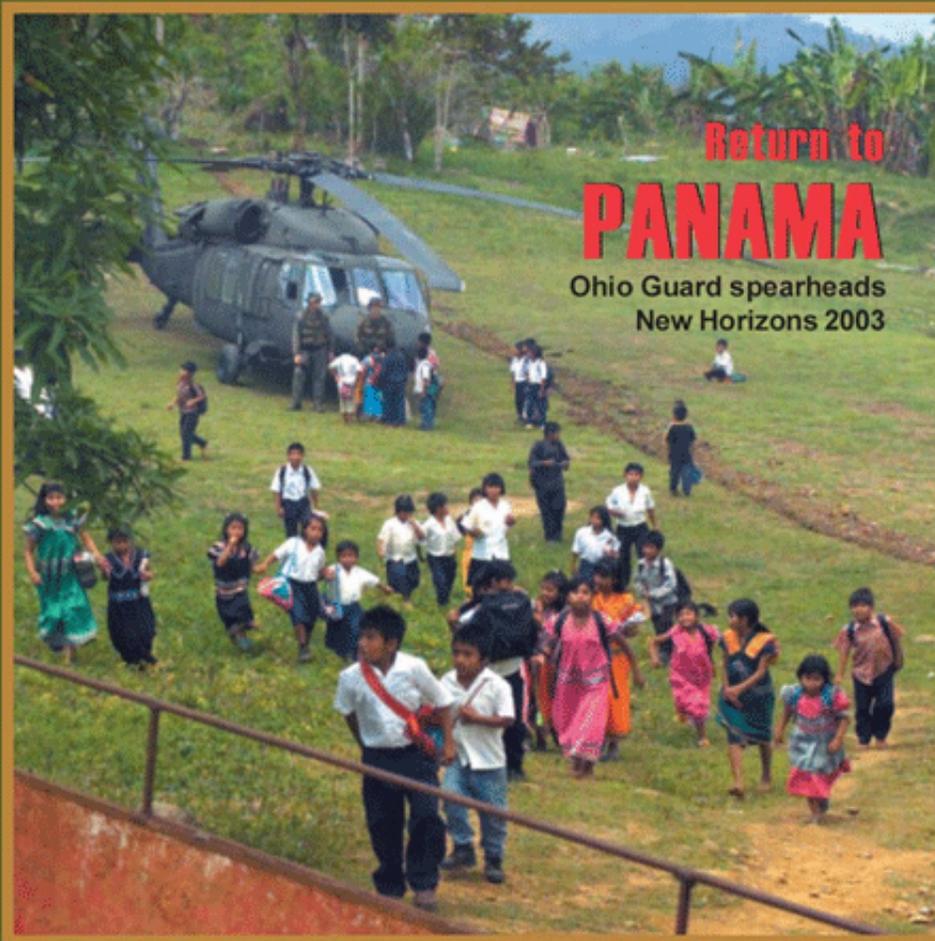


A dangerous landslide survivor extraction.

Active, Reserve and National Guard components all contribute to humanitarian relief operations. New horizons was a project that benefited impoverished communities in Panama through the bilateral cooperation of the United States and the Republic of Panama and included the building of three schools, three medical clinics and establish two touring medical units, each with the capacity to treat 10,000 individuals.

BUCKEYE GUARD

MAGAZINE OF THE OHIO ARMY AND AIR NATIONAL GUARD
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Gen. Tommy Franks, former Commander, U.S. Forces Central Command, and Lt. General (retired) Ali Al-Mumin, head of Kuwait's Humanitarian Operations Center, met in 2003 to discuss the progress of assistance operations.

Military Support of Civil Authorities

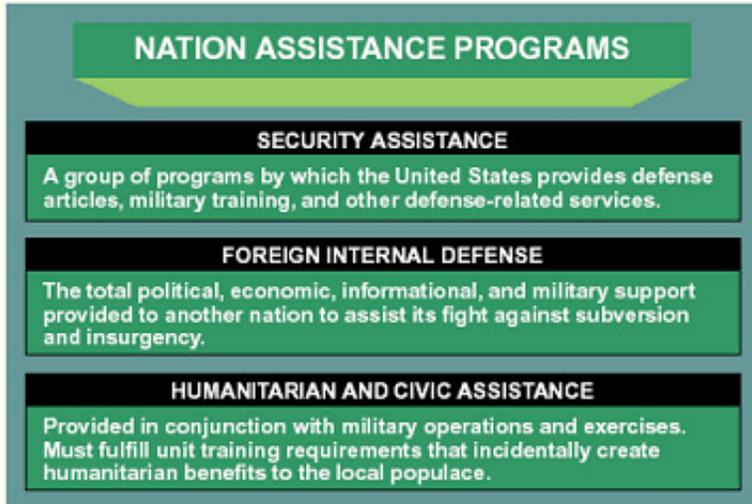
These operations provide temporary support to domestic civil authorities when permitted by law, and are normally taken when an emergency overtaxes the capability of the civil authorities.

Coordination is always the key to large humanitarian operations and in the case of Kuwait in 2003, a Humanitarian Operation Center (HOC) was setup to clear ALL humanitarian goods imported/transited/exported to/from Kuwait via the HOC. All shipments were subject to search and inspection by the Kuwaiti customs, security and health authorities. There was a movement handbook written that covered almost every contingency. The key to any successful operation is strategic planning, including a public affairs element.

Even more recent examples were the Tsunami in the Indian Ocean and Hurricane Katrina, which devastated our own shores and created a humanitarian effort and rebuilding that is ongoing and will be for some time to come.

Nation Assistance

National assistance programs offer civil or military assistance to other nations, according to mutual agreements with those countries. U.S. military forces can provide various forms of assistance as detailed below:





The human element is always of prime importance., but it's difficult because of...

Insurgency and Counterinsurgency Elements

Counterinsurgency is fast becoming one of the most important aspects of police and military work around the world, with forces often deployed on short notice to fight against an ill-defined enemy. Of primary concern in every situation ought to be a "Hearts and Minds" style operation comprising an attempt to achieve objectives without the use of force – it is only after such possibilities have failed that the use of force should be considered, and then only by highly-trained special forces operatives.

The very political nature of counterinsurgency operations means that the operatives are often working under extremely tense and delicate circumstances. The operations are often short-lived, but it should be emphasized that they must be part of a wider political or economic goal and solution for success to be achieved. World security is often held in the balance by even what is thought of as a minor skirmish.

The human element is always of prime importance., but it's difficult because of the...

Non-combatant Evacuation Operations (NEO)

These operations normally relocate threatened non-combatants from a foreign country. Although this operation is usually conducted to evacuate U.S. citizens, NEOs may also include selective evacuation of citizens from the host nations as well as citizens from other countries.



Peace Operations (PO): are military operations to support diplomatic efforts to reach a long-term political settlement. These operations are categorized as peacekeeping operations and peacekeeping enforcement operations.

Protection of Shipping: When necessary, U.S. forces provide protection of U.S. flag vessels, American citizens and their property against unlawful violence in and over international waters.

Both these operations are huge and NEO planning and implementation is covered by a number of manuals and publications, even a couple of electronic libraries. If you, indeed, want to dig further into the topic, I would suggest reading a compilation of NEO-related information compiled by the Naval Center for Applied Research in Artificial Intelligence at the Naval Research Laboratory. It is not a requirement for this unit, but is offered up if you are curious.

Recovery and Rescue Operations

High-profile salvage ops are also part of MOOTW.

Here a military diver is deep into his work in the TWA Flight 800 salvage operation. Although it happened nearly a decade ago, investigators still have no answers to why. The salvage/recovery efforts did help clear up many questions, but many still remain.

Recovery Operations: Recovery operations are conducted to search for, locate, identify, rescue, and return personnel or human remains, sensitive equipment, or items critical to national security. These operations may be clandestine, overt or covert.

Remember, there is a distinction between "recovery" and "rescue" operations.



Strikes and Raids

Strikes are offensive operations conducted to inflict damage to, seize or destroy an objective for political purposes. Strikes may be used for punishing offending nations or groups, upholding international law, or preventing rogue nations or groups from launching their own offensive actions.

A **raid** is usually a small-scale operation involving swift penetration of hostile territory to secure information, confuse the enemy, or destroy installations.



Support to Insurgency: An insurgency is an organized movement aimed at the overthrow of a constituted government through the use of subversion and armed conflict.

These terms should be added to your MOOTW lexicon.

The PAO side of MOOTW

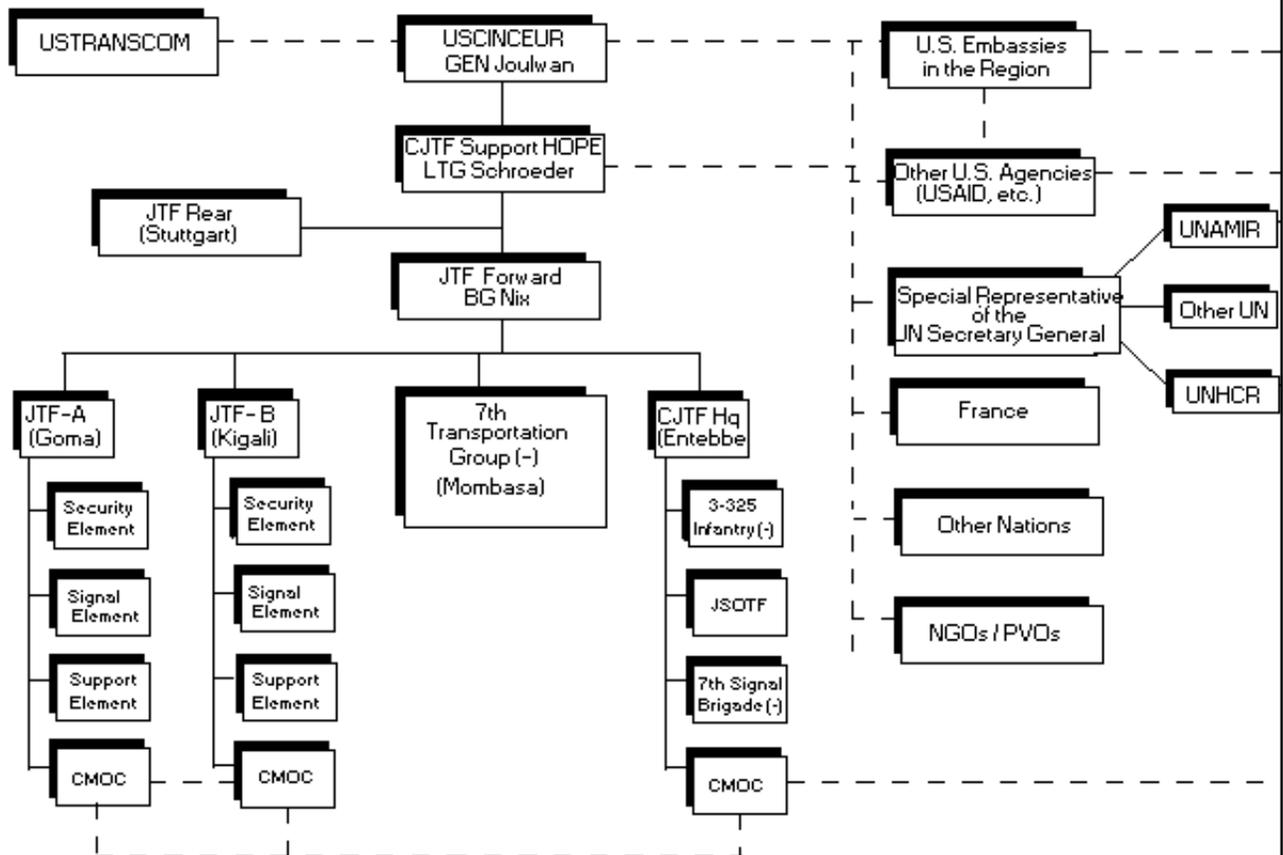
The public affairs portion of MOOTW should be developed simultaneously with the operations plan. Media coverage in MOOTW will be critical because there can be a significant political impact.

In this section, we leave overseas MOOTW ops to discuss the PAO's involvement in domestic support.

Before we get there, where should the PAO fit in this organizational chart for the Rwanda operation plan?

I submit that a senior public affairs practitioner should be on every organizational chart - near the top.

Figure 13. Operation Support Hope Command Relationships (Rwanda)





Considerations

Your PA activities should be tailored to support joint missions across the entire range of military operations. Reporters will be interested in the essential facts of any situation. That information is incomplete without an understanding of the background, underlying rationale, and other fundamental elements of the operation, and its objective. The nature and objectives of MOOTW can be easily misrepresented.

'Hot news today turns cold tomorrow'

Experience shows that media interest in humanitarian, disaster relief, peacekeeping and similar operations peaks early, then diminishes gradually. Your PA planning should reflect this interest curve.

MOOTW involves unique issues. They should be addressed as part of the PA planning and communications process.

Reporters will be interested in the operation's objective, its rationale and relevant background information. Pay special attention to these areas, to avoid confusion or misrepresentation of the military's mission.

Key PA Topics

Public Affairs personnel should be prepared to discuss any of the following topics regarding MOOTW:

- Objectives
- Strategy
- Organizational Structure
- Tactics
- Training
- Logistics
- Intelligence
- Troop support issues

Explaining the details of these areas reinforces news media and public awareness and support of the functioning of the military operations, **within the context of the stated political goals and objectives**, as articulated by the president and other national command leaders.

Multinational Considerations

There are six multinational considerations listed in JP 3-07 when conducting military operations overseas. For details on these considerations see page 48 of JP3-07.

MULTINATIONAL OPERATIONS CONSIDERATIONS

- Political Considerations
- Language Barriers
- Cultural Backgrounds
- Military Capabilities and Training
- Equipment Interoperability
- Logistic Support System Coordination

Counter-drug Operations

The counter-drug operations have very unique factors that a PA must consider:

- These operations require a high degree of international and interagency coordination.
- There are legal and law enforcement aspects that are extremely sensitive and generate additional concerns in the release of information to the public.
- The inappropriate release of information could threaten the safety of military personnel, civilian law enforcement officials, and others involved.

Combating Terrorism

Terrorists generally seek maximum publicity. Therefore, it may be impossible to prevent coverage that could reveal tactics, techniques, and procedures used in combating terrorist organizations.

- PA planners must anticipate and make accommodations for the probability of live media coverage.
- PA's must provide as much information to the public about DOD activities as possible, while staying consistent with operational security, technology security and information security.
- PA personnel must balance the legitimate information requirements of their DOD and civilian audiences against the intelligence requirements of terrorists.

PA and Peace Operations

Peacekeeping and peace enforcement involve different public affairs challenges. A significant challenge is that in peacekeeping operations, the participants must remain as neutral as possible; they must not appear to be taking sides. This presents another significant challenge to public affairs personnel.



PA and Overall Crisis Management



During a crisis, public and media interest in the events will be at its height. Information about the decision process and the political, economic and military responses to these situations must be accurate and concise. This will require considerable interagency cooperation. PA personnel must understand and respect the different responsibilities of the military and political leadership and focus only on the military aspects of the situation.

PAOs must also think globally and act locally. The devil is in the details, but the big picture can be puzzling also. Many times, especially in joint operations, you can't tell the players without a program.



Norwegian UN peacekeeping Troops keep watch on a cease-fire in Southern Lebanon back in 1978



Humanitarian assignments may as simple as testing water for purity.



Canada is one of only a handful of countries that have regularly provided personnel for UN peacekeeping activities.

Unit Summary



The operations discussed in this unit represent the wide range of **Military Operations Other Than War**. Each type of operation has unique aspects that influence planning; there are significant considerations of national and international law that are applicable to most MOOTW.

The speed at which the media can collect information and convey it to the public makes it possible for the public to become aware of an event very quickly.

PAOs should develop a concise PA plan to minimize adverse effect upon the operation and include all of the PA

staff early in this planning process.

PAOs should be prepared to go wherever the action is at a moment's notice and be prepared to do whatever it takes to do their job.