

IDA

INSTITUTE FOR DEFENSE ANALYSES

The United States' Military Role in Smaller Scale Contingencies

**A. Martin Lidy, Project Leader
Samuel H. Packer**

August 1999

**Approved for public release;
distribution unlimited.**

IDA Document D-2166

Log: H 98-001723

19990806 007

DTIC QUALITY INSPECTED 4

This work was conducted under contract DASW01 98 C 0067, Task BA-9-1567, for the Director, Program Analysis and Evaluation (PA&E), Office of the Secretary of Defense. The publication of this IDA document does not indicate endorsement by the Department of Defense, nor should the contents be construed as reflecting the official position of that Agency.

© 1998, 1999 Institute for Defense Analyses, 1801 N. Beauregard Street, Alexandria, Virginia 22311-1772 • (703) 845-2000.

This material may be reproduced by or for the U.S. Government pursuant to the copyright license under the clause at DFARS 252.227-7013 (NOV 95).

INSTITUTE FOR DEFENSE ANALYSES

IDA Document D-2166

**The United States' Military Role in
Smaller Scale Contingencies**

A. Martin Lidy, Project Leader
Samuel H. Packer

PREFACE

This report was produced by the Institute for Defense Analyses (IDA) in partial fulfillment of the task "U.S. Military Involvement in Multiple Smaller-Scale Contingency Operations," sponsored by the Director for Program Analysis and Evaluation, Office of the Secretary of Defense.

The document was reviewed by Mr. Thomas P. Christie, Ambassador Robert B. Oakley (Ret.), MG William Farnen, USA (Ret.), Mr. Robert C. Holcomb, Mr. James Kunder, and Mr. Shawn Messick.

THE UNITED STATES' MILITARY ROLE IN SMALLER SCALE CONTINGENCIES

TABLE OF CONTENTS

SUMMARY.....	1
A. Background.....	1
B. Objective	2
C. How the Framework of Tasks Was Derived.....	3
1. PPD-56 Sectors	5
2. Interagency Checklist Functional Areas.....	6
3. Federal Response Plan Emergency Support Functions.....	7
4. Multi-Agency Support Team Concept Tasks.....	8
5. Other Source Documents.....	10
6. Construction of Sector Tables	10
D. Organization of the Report.....	12
E. Findings and Recommendations	14
 I. DIPLOMACY SECTOR	 I-1
A. Sector Lead Agencies and Other Participating Organizations.....	I-1
B. Sector Tasks and Sub-Tasks	I-2
C. Mission-Specific Sector Tasks.....	I-2
D. Military Tasks Supporting the Sector	I-4
E. Summary Table of Sector Tasks	I-5
 II. MILITARY ACTIVITIES SECTOR.....	 II-1
A. Sector Lead Agencies and Other Participating Organizations.....	II-1
B. Sector Tasks and Sub-Tasks	II-1
C. Mission-Specific Sector Tasks.....	II-3
D. Military Tasks Supporting the Sector	II-6
1. Strategic Level Tasks Requiring Modification	II-6
2. Operational Level Tasks Requiring Modification.....	II-7
3. Tactical Level Tasks Requiring Modification.....	II-9
4. New Strategic and Operational Level Military Tasks	II-10
5. New Tactical Level Military Tasks	II-10
E. Summary Table of Sector Tasks	II-12

III.	HUMANITARIAN ASSISTANCE SECTOR	III-1
	A. Sector Lead Agencies and Other Participating Organizations	III-1
	B. Sector Tasks and Sub-Tasks	III-1
	C. Mission-Specific Sector Tasks.....	III-2
	D. Military Tasks Supporting the Sector	III-3
	E. Summary Table of Sector Tasks	III-4
IV.	INTERNAL POLITICS SECTOR	IV-1
	A. Sector Lead Agencies and Other Participating Organizations	IV-1
	B. Sector Tasks and Sub-Tasks	IV-1
	C. Mission-Specific Sector Tasks.....	IV-1
	D. Military Tasks Supporting the Sector	IV-2
	E. Summary Table of Sector Tasks	IV-4
V.	CIVIL LAW AND ORDER AND PUBLIC SECURITY SECTOR.....	V-1
	A. Sector Lead Agencies and Other Participating Organizations	V-1
	B. Sector Tasks and Sub-Tasks	V-1
	C. Mission-Specific Sector Tasks.....	V-1
	D. Military Tasks Supporting the Sector	V-2
	E. Summary Table of Sector Tasks	V-4
VI.	PUBLIC DIPLOMACY AND EDUCATION SECTOR	VI-1
	A. Sector Lead Agencies and Other Participating Organizations	VI-1
	B. Sector Tasks and Sub-Tasks	VI-1
	C. Mission-Specific Sector Tasks.....	VI-1
	D. Military Tasks Supporting the Sector	VI-2
	E. Summary Table of Sector Tasks	VI-3
VII.	INFRASTRUCTURE AND ECONOMIC RESTORATION SECTOR	VII-1
	A. Sector Lead Agencies and Other Participating Organizations	VII-1
	B. Sector Tasks and Sub-Tasks	VII-1
	C. Mission-Specific Sector Tasks.....	VII-2
	D. Military Tasks Supporting the Sector	VII-3
	E. Summary Table of Sector Tasks	VII-3
VIII.	HUMAN RIGHTS AND SOCIAL DEVELOPMENT SECTOR.....	VIII-1
	A. Sector Lead Agencies and Other Participating Organizations	VIII-1
	B. Sector Tasks and Sub-Tasks	VIII-1
	C. Mission-Specific Sector Tasks.....	VIII-1

D. Military Tasks Supporting the Sector	VIII-2
E. Summary Table of Sector Tasks	VIII-4

Appendix A – Acronyms	
Appendix B – Bibliography	
Appendix C – Glossary	
Appendix D – Military Task Summary for Smaller Scale Contingencies	
Appendix E – White Paper – Clinton Administration’s Policy on Managing Complex Contingency Operations: Presidential Decision Directive – 56	
Appendix F – Generic POL-MIL Plan – August 1997 and June 1998	
Appendix G – Preliminary Assessment of the Civil Dimension (Draft)	
Appendix H – Guidelines for the Mobilization, Deployment, and Employment of U.S. Government Agencies in Response to a Complex Contingency Operation in Accordance With Presidential Decision Directive 56	

LIST OF TABLES

1. Types of Military Operations Other than War	4
2. PPD-56 Political Military Implementation Plan Sectors and Tasks	5
3. Draft Interagency Checklist.....	7
4. Emergency Support Functions	8
5. MAST Concept Agencies and Tasks.....	9
6. Tasks Common to Each Sector	11
7. Sector Tasks and Sub-Tasks, and Supporting Military Tasks.....	12
8. Sources Used to Develop Sector Task List	12
9. Supporting Military Tasks that were Modified or Added to Accommodate SSC Requirements	24
I-1. Common Tasks for Sector 1 – Diplomacy	I-3
I-2. Mission-Specific Tasks for Sector 1 – Diplomacy.....	I-3
I-3. Changes to Military Tasks for Sector 1 – Diplomacy	I-4
I-4. Sector 1 – Diplomacy Tasks.....	I-6
II-1. Common Tasks and Sub-Tasks for Sector 2 – Military Activities.....	II-2
II-2. Mission-Specific Tasks for Sector 2 – Military Activities.....	II-3
II-3. Changes to Strategic Level Military Tasks for Sector 2 – Military Activities	II-7
II-4. Changes to Operational Level Military Tasks for Sector 2 – Military Activities	II-8
II-5. Changes to Tactical Level Military Tasks for Sector 2 – Military Activities	II-10
II-6. New Operational Level Military Tasks for Sector 2 – Military Activities	II-11
II-7. New Tactical Military Tasks for Sector 2 – Military Activities.....	II-12
II-8. Sector 2 – Military Activities	II-13
III-1. Common Tasks for Sector 2 – Humanitarian Assistance.....	III-2
III-2. Mission-Specific Tasks for Sector 2 – Humanitarian Assistance	III-2
III-3. Changes to Military Tasks for Sector 2 – Humanitarian Assistance.....	III-3

III-4. Sector 3- Humanitarian Assistance	III-5
IV-1. Common Tasks for Sector 4 – Internal Politics	IV-2
IV-2. Mission-Specific Tasks for Sector 4 – Internal Politics	IV-2
IV-3. Changes to Military Tasks for Sector 4 – Internal Politics	IV-3
IV-4. New Military Tasks Supporting Internal Politics Sector.....	IV-4
IV-5. Sector 4 – Internal Politics	IV-5
V-1. Common Tasks for Sector 5 – Civil Law and Order and Public Security.....	V-2
V-2. Mission-Specific Tasks for Sector 5 – Civil Law and Order and Public Safety	V-2
V-3. Changes to Military Tasks for Sector 5 – Civil Law and Order And Public Security	V-3
V-4. New Tasks for Sector 5 – Civil Law and Order and Public Security.....	V-4
V-5. Sector 5 – Civil Law and Order and Public Security	V-5
VI-1. Common Tasks for Sector 6 – Public Diplomacy and Education	VI-2
VI-2. Mission-Specific Tasks for Sector 6 – Public Diplomacy and Education.....	VI-2
VI-3. Changes to Military Tasks for Sector 6 – Public Diplomacy And Education.....	VI-3
VI-4. Sector 6 – Public Diplomacy and Education.....	VI-4
VII-1. Common Tasks for Sector 7 – Infrastructure and Economic Restoration	VII-2
VII-2. Mission-Specific Tasks for Sector 7 – Infrastructure and Economic Restoration	VII-2
VII-3. Changes to Military Tasks for Sector 7 – Infrastructure and Economic Restoration	VII-3
VII-4. Sector 7 – Infrastructure and Economic Restoration.....	VII-4
VIII-1. Common Tasks for Sector 8 – Human Rights and Social Development	VIII-2
VIII-2. Mission-Specific Tasks for Sector 8 – Human Rights and Social Development	VIII-2
VIII-3. Changes to Military Tasks for Sector 8 – Human Rights and Social Development	VIII-3
VIII-4. New Tasks for Sector 8 – Human Rights and Social Development.....	VIII-4
VIII-5. Sector 8 – Human Rights and Social Development Task Summary	VIII-5

SUMMARY

A. BACKGROUND

Since the end of the Cold War, the U.S. military, at the direction of the national command authorities (NCA), has been employed in a number of *smaller-scale contingencies* (SSCs).¹ In almost every recent situation, military resources were deployed to the *complex contingency* to complement other civilian resources already engaged in the operation.² A wide range of governmental and non-governmental organizations (such as United Nations (UN) relief agencies, U.S. Government (USG) agencies other than the Department of Defense (DoD), international organizations (IOs), non-governmental organizations (NGOs), or allied governments' civilian organizations) already was providing support to the host nation or *failed state*³ when the military forces were deployed. U.S. military intervention was often prompted by deterioration in security and the concomitant inability of the available civilian relief organizations to meet the needs of the affected population.

Each of these contingency operations is different, and it is difficult to predict in advance the specific tasks the U.S. military will be called upon to perform, the amount of resources they will need to complete their portion of the mandate, or the duration of the commitment. While a number of analytical tools are available to help determine force requirements for theater wars, few similar tools are available to address the requirements for SSCs. The Director of Program Analysis and Evaluation, Office of the Secretary of Defense is currently developing an analytical framework that will provide better

¹ Approved or proposed definitions for italicized terms are provided in the glossary provided as Appendix C.

² An exception occurred at the conclusion of Desert Storm when the U.S. military and allied forces occupied Iraqi territory. Under provisions of the Geneva Conventions, the occupying military forces were responsible for providing humanitarian assistance to the affected populations in Southern Iraq until other civilian relief agencies could become operational in these areas. In Northern Iraq, U.S. and allied military forces were deployed to assist the Kurds fleeing from Iraqi military forces in an area where there were no relief organizations operating.

³ See "State Classifications" in the Glossary.

estimates of U.S. military force requirements and the specific force structure needed to carry out future SSCs, while retaining the capabilities to fight and win the nation's wars.

To provide a more comprehensive understanding of which U.S. military resources are likely to be employed in SSC operations and the potential substitutability of non-DoD resources, the Institute for Defense Analyses has been tasked by the sponsor to respond to the following questions:

- **Question 1:** What are the strengths, weaknesses, and unique capabilities of the U.S. military that affect U.S. involvement in SSC operations, particularly those in which non-DoD organizations may be involved?
- **Question 2:** What types of non-DoD organizations is the U.S. military likely to be collaborating with in the range of potential future SSC operations, and what is the typical nature of the involvement?
- **Question 3:** What changes to the current force structure and/or doctrine would better enable U.S. military forces to contribute to SSC operations, and collaborate more effectively with non-DoD organizations?
- **Question 4:** What factors affect backfilling a U.S. military withdrawal from a posture of engagement in SSCs, and what resources and capabilities could be shifted to non-DoD organizations?
- **Question 5:** How much and what type of residual military support would the U.S. likely need to provide to remaining organizations following a U.S. withdrawal?

B. OBJECTIVE

This paper is the first in a series of documents that respond to these questions. It responds to the first question by identifying which tasks the U.S. military forces are likely to be called upon to perform in future SSC operations, either to accomplish assigned military missions or to support other participating USG civilian authorities as they accomplish their mandates. While the paper focuses on the role of the U.S. military forces in the broad categories of *peace operations and humanitarian assistance* operations usually encountered in complex contingencies, it also addresses the other types of *military operations other than war* (MOOTW).

The paper establishes a comprehensive list of civilian and military tasks that are typically encountered during various contingency operations, and arranges them in eight

sectors in accordance with the structure and responsibilities outlined in Presidential Decision Directive 56 (PDD-56). The military tasks identified in the Universal Joint Task List (UJTL) and Service task lists are then mapped into the civilian and military sector *tasks*, where appropriate, to establish which military capabilities can be used to accomplish the work envisioned within each sector. The actual sector tasks to be carried out during a contingency, and the specific application of civilian or military resources to accomplish the tasks, will be determined by the situation and the mandate.

The sector task lists provide an inventory of work that typically needs to be accomplished in various contingencies, and can be used as a checklist when planning and conducting future SSC operations, or when developing scenarios for analytical or training purposes.

C. HOW THE FRAMEWORK OF TASKS WAS DERIVED

Based on the experience gained during a number of contingency operations, Presidential Decision Directive 25 (PDD-25) was issued in 1994 to clarify the circumstances under which the U.S. would intervene in peace operations. In 1997, recognizing that peace operations are often accompanied by natural or man-made disasters that further complicate the process of achieving a durable solution, PDD-56 was promulgated to establish how the USG will manage its interagency involvement in future complex contingencies and achieve unity of effort with participating international organizations. PDD-56 requires a Political-Military Implementation Plan (the generic plan outline is provided in Appendix F) to be developed and used to coordinate USG activities within the interagency process, and with other organizations participating in complex contingencies. The plan developed for a contingency will include a situation assessment, a mission statement, agency objectives, and the desired *end state*. The plan also assigns *lead agency* and supporting agency responsibilities to appropriate USG agencies in eight sectors, and identifies tasks to be accomplished to achieve the desired end state for the sector.

The term "complex contingencies" includes many military actions that are considered to be MOOTW. These operations encompass the full range of joint military operations beyond *peacetime engagement activities*, but fall short of *major theater war* (MTW). The operations that fall into this range typically involve U.S. civilian and military organizations as well as others from the international community as they attempt to prevent and contain localized conflicts or crises before a military response is required. During SSCs, the military forces are retained under the close control of civilian authority,

and even when military force is employed, the civilian agencies in most cases remain involved to help contain, resolve, or mitigate the consequences of the crisis that otherwise could become more costly and deadly. The research presented in this document examined the broader MOOTW types of operations as described in Joint Publication 3-07 and summarized in Table 1, but focused on peace operations and humanitarian assistance.

Table 1. Types of Military Operations Other Than War

Arms Control	Noncombatant Evacuation Operations
Combating Terrorism	Peace Operations
DoD Support to Counterdrug Operations	– Peacekeeping Operations
Enforcement of Sanctions/ Maritime Intercept Operations	– Peace Enforcement Operations
Enforcing Exclusion Zones	– Preventative Diplomacy
Ensuring Freedom of Navigation and Overflight	– Peacemaking
Humanitarian Assistance	– Peace Building
Military Support to Civil Authorities	Protection of Shipping
Nation Assistance/Support to Counterinsurgency	Recovery Operations
	Show of Force Operations
	Strikes and Raids
	Support to Insurgency

Using as a foundation the sectors established by the PDD-56 Political-Military Implementation Plan (PMIP), the framework⁴ overlays on the sectors the tasks identified in related USG plans, checklists, and concept papers, as well as other documents that address various aspects of SSCs. It also identifies the roles and specific tasks that U.S. military resources are likely to be assigned while engaged with other USG interagency participants during future SSCs. The resulting framework contains the generic work breakdown structure for the range of SSC missions identified in joint publications.

The discussion that follows describes (1) the sectors established in the generic PMIP, (2) the *functional areas* used by the draft interagency checklist to assess the civil dimension of a complex contingency (Appendix G), (3) the *emergency support functions* (ESFs) employed by the Federal Response Plan, and (4) the agency tasks identified in the emerging Multi-Agency Support Team (MAST) concept (Appendix H). In addition to a

⁴ The framework development was based on the original 5 August 1997 version of the PMIP which had eight sectors. A more recent version of the PMIP was published on 5 June 1998, and this version added a new sector for weapons of mass destruction and split the infrastructure and economic development sector into two separate sectors. The newer version also added 21 additional civilian and military tasks to the list contained in the earlier PMIP. The framework described in this paper includes all new tasks identified in the more recent PMIP, but retains the original eight sectors.

number of joint and Service doctrinal publications and cited references, these documents were the principal sources used to identify sector tasks.

1. PDD-56 Sectors

The draft PMIP produced by the National Security Council staff in August 1997 defines eight operational sectors. This plan identifies 101 specific tasks distributed in the sectors as shown in Table 2. Although "Sector 1-Diplomacy" is clearly the responsibility of the Department of State (DoS) and "Sector 2-Military Activities" is the responsibility of the DoD, agency responsibilities within the other sectors generally vary by specific task carried out within the sector. For example, while overall responsibility for "Sector 3-Humanitarian Assistance" is assigned to DoS, the specific tasks within that sector might be performed by the U.S. Agency for International Development (USAID), the Department of Health and Human Services (DHHS), the Department of Agriculture (USDA), U.S. military forces, or other agencies.

Table 2. PDD-56 Political Military Implementation Plan Sectors and Tasks

Sector	Title	Tasks
1	Diplomacy	9
2	Military Activities	15
3	Humanitarian Assistance	20
4	Internal Politics	14
5	Civil Law and Order/Public Security	14
6	Public Information and Education	4
7	Infrastructure and Economic Restoration	11
8	Human Rights and Social Development	14

A report⁵ was compiled from three workshops held at the Naval War College during 1997. The 78 workshop participants included personnel with experience in a wide range of contingencies drawn from the UN, NGOs, the Office of the Secretary of Defense (OSD), the Joint Staff, the combatant commands, Military Departments, academic institutions, and defense contractors. During their deliberations, this group identified 394 tasks based on actual experience during a large sample of past or ongoing contingency operations. (The work of this group was used extensively to develop the present framework, but tasks that duplicated those identified in the PMIP were eliminated.)

The workshop report, however, was based on historical evidence collected prior to the more inclusive interagency participation envisioned by PDD-56. Military

⁵ DSD Research Report 97-1 "Doing Windows: Non-Traditional Military Responses to Complex Emergencies."

involvement in many of the 394 tasks during contingencies prior to PDD-56 often resulted from a lack of available civilian resources; military employment was ordered to meet an exigency, not necessarily because the military force was the most cost-effective resource or the one trained to perform the task. In future contingency operations, the military's role in the more inclusive PDD-56 environment is envisioned to be more limited and focused on military tasks, while providing some support to civilian USG agencies, especially in the non-military sectors.

2. Interagency Checklist Functional Areas

The interagency checklist⁶ was developed and used for post-conflict planning and implementation during recent contingencies in Panama, Haiti, and Bosnia. It is a comprehensive tool that must be tailored to the specific contingency. The checklist is designed to enable the civilian and military communities from the USG, UN, IOs, and NGOs – in conjunction with the host nation authorities – to assess the status of the functional areas, and to collaborate and coordinate their activities to achieve unity of effort and the desired end state. The 21 functional areas used in the checklist are displayed in Table 3, and the 150 tasks associated with each functional area were placed within the appropriate PDD-56 sectors. For example, the “Public Safety” functional area tasks were assigned to “Sector 5-Civil Law and Order/Public Security,” while the tasks in the “Political Processes and Institutions” functional area were assigned to “Sector 4-Internal Politics.”

Experience with using the checklist also provides insight into which USG agencies have had lead or supporting responsibilities in previous operations, and which UN agency and international and non-governmental organizations have performed similar tasks. This information was used to assign responsibilities as the present framework was developed.

⁶ “Preliminary Assessment of the Civil Dimension (Draft),” ASD (SO/LIC), dated August 29, 1997.

Table 3. Draft Interagency Checklist

Number	Functional Area	Checklist Tasks
1	Public Administration	8
2	Political Processes and Institutions	2
3	Elections	4
4	Information Institutions	10
5	Cultural Institutions	3
6	Public Safety	18
7	Demobilization and Reconstitution of Security Forces	5
8	Legal	5
9	Emergency Management	7
10	Property Control	6
11	Public Health	13
12	Public Welfare	8
13	Production and Marketing	7
14	Economics and Commerce	6
15	Labor	6
16	Public Finance	7
17	Public Utilities	6
18	Public Works	7
19	Transportation	9
20	Public/Private Education	7
21	Telecommunications/Public Communications	6

3. Federal Response Plan Emergency Support Functions

The Federal Response Plan⁷ was published in 1992 to establish how 27 agencies of the USG would coordinate their response to domestic disasters that were beyond the capabilities available to the affected state and local authorities. Twelve emergency support functions (ESFs) were identified in the plan, and these are assigned to the *primary* (lead) *agency* as summarized in Table 4. Focused on the domestic response to a natural or man-made disaster, the plan assigns primary and supporting responsibility to the federal agencies and identifies a number of tasks that these organizations might be called upon to perform during a large scale domestic disaster. These tasks and responsibilities have been added to the appropriate sectors.

⁷ "The Federal Response Plan," Federal Emergency Management Agency, 1992.

Table 4. Emergency Support Functions

Number	Function	Primary Agency
1	Transportation	Department of Transportation (DoT)
2	Communications	National Communications System (NCS)
3	Public Works and Engineering	Department of Defense (DoD)
4	Firefighting	Department of Agriculture (USDA)
5	Information and Planning	Federal Emergency Management Agency (FEMA)
6	Mass Care	American Red Cross (ARC)
7	Resource Support	General Services Administration (GSA)
8	Health and Medical Services	Department of Health and Human Services (DHHS)
9	Urban Search and Rescue	Federal Emergency Management Agency
10	Hazardous Materials	Environmental Protection Agency (EPA)
11	Food	Department of Agriculture
12	Energy	Department of Energy (DoE)

4. Multi-Agency Support Team Concept Tasks

The Joint Staff is currently developing a concept for the USG interagency process that would establish a Multi-Agency Support Team (MAST) as part of the PDD-56 implementation. The draft concept⁸ establishes an on-scene coordinator/leader, designated by the President, responsible for USG operations during a complex contingency,⁹ and an operational team of individuals from various agencies to assist in all aspects of crisis resolution. This group of interagency experts would assist in planning, coordinating, monitoring, and implementing agency-unique tasks in future complex contingency operations. Table 5 lists the responsible agencies and tasks identified in the MAST concept; these have been incorporated into the appropriate sectors with the framework.

The MAST concept attempts to extend PDD-56 by calling for an on-scene coordinator or leader. In almost all countries, ambassadors appointed by the President and confirmed by the senate are already responsible for the activities of all U.S. civilian agencies and personnel, including military personnel not assigned to a combatant command, within that country. When certain types of contingencies occur within a country, the ambassador's country team may be augmented by an interagency Consequence Management Response Team (CMRT) or a DoS provided Foreign

⁸ "Guidelines for the Mobilization, Deployment, and Employment of U.S. Government Agencies in Response to a Complex Contingency Operation in Accordance with Presidential Decision Directive 56."

⁹ This procedure currently is used in the Federal Response Plan when the Federal Coordination Officer (FCO) is designated by the Presidential Declaration of an Emergency.

Emergency Support Team (FEST). Military personnel assigned or attached to a combatant command who operate in the country remain under the command and control of the Commander-in-Chief (CINC) or his designated commander. Coordination between the ambassador and the CINC, or his designated Joint Task Force commander, who exercise parallel authority within the country, is critical to the success of an operation. The problem is further complicated when an international coordinating body such as a Humanitarian Operations Center (HOC) is established in the country during the contingency. Exactly how the MAST would operate in this environment has yet to be determined.

Table 5. MAST Concept Agencies and Tasks

Agency	Tasks
Department of State (DoS)	Country expertise/Linguistic Support Diplomatic Clearance Evacuation Priorities International Coordination Negotiations Refugee Processing
Department of Defense (DoD)	Intelligence Support Information Management
Department of Transportation (DoT)	Maritime Safety Rescue at Sea
Department of Justice (DoJ) ^a	Migrant Processing Immigration Criminal Activity
Central Intelligence Agency (CIA)	Intelligence Support Information Management
Department of Agriculture (USDA)	Emergency Food Supplies
Department of Health and Human Services (DHHS)	Disease Control Medical and Nutritional Support
Department of Energy (DoE)	Energy Issues Nuclear Concerns
Department of Commerce (DoC)	Business and Trade Issues
Department of Treasury (DoTr)	Customs VIP Protection
U.S. Agency for International Development (USAID) Federal Emergency Management Agency (FEMA) ^b	Disaster Relief

^a The DoJ and DoS will also assist and train indigenous personnel of the host nation police, judiciary, and penal systems. Support for these tasks is provided by the DoD and USAID, and sometimes by DoTr.

^b FEMA has responsibility for federal-level emergency support during domestic disasters, but the Office of Foreign Disaster Assistance (OFDA) of the U.S. Agency for International Development has responsibility for providing humanitarian assistance and disaster relief outside of the United States and its territories and possessions. FEMA's authority during domestic disasters is derived from Public Law 93-288 (as amended), the Robert T. Stafford Disaster Relief and Emergency Assistance Act, and Executive Orders 12656 and 12148. The OFDA authority for coordinating the USG response during foreign disasters is derived from Foreign Assistance Act of 1961, Chapter 9, Sections 491 and 492, and from White House Memorandum to Heads of Executive Departments and Agencies dated 15 September 1993.

5. Other Source Documents

Joint and Service publications were used both to identify specific tasks the military forces are structured and trained to perform¹⁰ and to obtain greater insight into the unique tasks that are envisioned for the military in various SSC missions.¹¹ In addition, other references identifying tasks that have been performed during SSCs have been published by United Nations agencies and other allied nations, and these have been used, along with unpublished research by the OSD staff, to provide further corroboration for the tasks within each sector.

6. Construction of Sector Tables

A separate table has been developed for each sector to identify the tasks that are likely to be carried out during an SSC in which the USG may become involved. While the generic PMIP provides a list of tasks for each sector that might be undertaken as part of a complex contingency, the focus of the plan is only on the tasks needed “to address immediate problems that, left unresolved, could lead to the return of fighting.” There are many other tasks that will need to be performed during any involvement in an SSC and these have been included in the framework. This analysis identified seven tasks that are common to each of the sectors and likely to be conducted under all contingency operations.

The **common tasks**, shown in Table 6, are implied tasks that establish the essential organization, provide for mission planning, and provide information collection and management to accomplish the interagency mission for the sector during the contingency. The common tasks also include the transition planning and implementation necessary to hand-off responsibility for the sector to the host nation or other designated authorities when the mission has been successfully accomplished. Within Sector 2 – Military Activities, an additional six common tasks are identified. These tasks establish the military presence in the joint operations area (JOA), provide for the conduct of civil affairs and operations to accomplish the mandate, sustain and protect the force, and redeploy the force once the mandate has been satisfied.

¹⁰ Universal Joint Task List and related Service task lists.

¹¹ Joint and Service doctrinal publications.

Table 6. Tasks Common to Each Sector

Number	Task Description
1	Establish "sector" interagency cooperation structure for the complex contingency
2	Conduct "sector" portion of overall needs assessment
3	Develop and implement plan to achieve "sector" objectives
4	Ensure adequate and timely resources are available to achieve "sector" objectives
5	Provide intelligence support for "sector" activities during contingency operation
6	Provide information management for "sector" activities during contingency operation
7	Develop and implement "sector" transition plan

Each sector has a number of **mission-specific tasks** that may or may not be performed depending on the nature of the contingency and the complexity of the work envisioned for the sector under the mandate. During MTWs, Military Activities (Sector 2) form the dominant sector. The mission assigned to the military force is typically to defeat an enemy force and restore pre-hostility borders. The mandate for an SSC will involve each of the sectors, but the actual tasks that must be performed to accomplish the mandate will vary from contingency to contingency. For example, in one contingency, a treaty might have been signed by former warring factions; the mandate thus might be to enforce the treaty provisions through inspection and observation while assisting the nation with rebuilding its capacity. In another situation, application of military force might be required to separate belligerents, disarm and demobilize forces, and re-establish a viable government. Both examples are possible SSC scenarios, but each mandate will require execution of different mission-specific tasks.

The sector tables were arranged with tasks sequenced in the general order in which they normally would be performed. Sector sub-tasks were defined where possible, and then were placed under the related sector task. Military tasks supporting the work envisioned by the sector tasks and sub-tasks were identified from the joint and Service task lists¹² and mapped to the task or sub-task where appropriate (all sector tasks and sub-tasks did not have supporting military tasks). Table 7 identifies the number of sector tasks and sub-tasks identified for each sector during this research, and the number of military tasks that support the work of the sector. The number of supporting military tasks is large because it includes both joint tasks and those of each of the Services.

¹² Version 3 of the Universal Joint Task List was published in CJSM 3500.04A in September 1996, but the three Service tasks lists are still in draft.

Table 7. Sector Tasks and Sub-Tasks, and Supporting Military Tasks

Sector	Total Number of Tasks		
	Sector		Supporting Military ¹³
	Tasks	Sub-Tasks	
Diplomacy	20	22	48
Military Activities	37	81	697
Humanitarian Assistance	17	78	128
Internal Politics	20	32	42
Civil Law and Order/Public Security	16	35	54
Public Information and Education	11	27	41
Infrastructure and Economic Development	21	66	54
Human Rights and Social Development	16	22	44
Totals	158	363	1,108

D. ORGANIZATION OF THE REPORT

This document contains a separate chapter for each of the eight sectors. These chapters identify and describe the organizational arrangement for the consolidated list of common and mission-specific sector tasks and any sub-tasks that were identified during the research. The last table in each chapter contains all of the common and mission-specific sector tasks (in boldface print) and sub-tasks showing the source from which they were derived. Table 8 provides the key for the numbers assigned to the sources of the sector tasks and sub-tasks.

Table 8. Sources Used to Develop Sector Task List

Number	Source
1	PDD-56 Generic Political-Military Implementation Plan
2	PDD-56 White Paper
3	Preliminary Assessment of the Civil Dimension – Interagency Checklist of Essential Services
4	Federal Response Plan
5	Joint Publications and Universal Joint Task List and Service Task Lists
6	Draft Guidelines for MAST
7	Inserted by author
8	FM 41-10, Civil Affairs
9	UK Army Field Manual Vol. 5, "Wider Peacekeeping"
10	FM 100-23 Peace Operations
11	DSD Research Report 97-1, "Doing Windows"
12	Unpublished working papers, OASD(SO/LIC)
13	United Nations documents

¹³ Totals include more than one occurrence of the same task in the same sector or in more than one sector. See Appendix D for the master military task list.

The sector tables also identify the lead and supporting USG agencies that usually would have responsibility for the task, and when appropriate, the United Nations organizations that would normally be involved. It is likely that other international, regional, and non-governmental organizations, as well as other donor nations, may be involved in any given SSC. Because of the large number of organizations that could be involved, no attempt has been made to list these organizations or nations in the sector tables. The identification of these "friendly forces" should be a key output of the joint and combined needs assessment accomplished by each sector.

In addition, the sector tables identify the military tasks associated with the sector task as identified from the Universal Joint Task List (UJTL) or Service task lists. In many cases, the joint or Service military tasks included all of the actions that the sector task reflected, but in other cases the military tasks required some modification to accommodate the role of the military force while supporting the sector task or the nature of the work the military would be expected to accomplish. When this change was necessary, three entries were made in the sector table:

- An entry was made in the "code" column to indicate the level of task that was changed (CN for Strategic National tasks, CS for Strategic Theater tasks, CO for Operational tasks, and CT for Service tactical level tasks).
- A sector letter (and number when more than one change of the same task was required) was appended to the military task number to denote a variation in wording was necessary (e.g., OP 1.2M1).
- The military task statement was revised to reflect the military work that supports the sector task, and the change in wording was underlined.

In a few cases, the sources also identified unique military tasks that were not contained in the joint or Service tasks lists. When this occurred, similar notations were made for the new tasks (NS for new strategic-level tasks, NO for new operational-level tasks, and NT for new Service-level tactical tasks).

The appendixes to this document include a list of abbreviations and acronyms (Appendix A); the list of references used to develop the work breakdown framework (Appendix B); and a glossary containing approved definitions of joint terms, terms used by the international community, or proposed definitions when there was none already approved (Appendix C). Appendix D contains a summary of military tasks indicating the sector or sectors they support and the frequency of occurrence. Additional appendixes provide copies of the key USG documents that form the basis for PDD-56 implementation.

E. FINDINGS AND RECOMMENDATIONS

The objective of this research was to establish a comprehensive framework of civilian and military tasks that must be performed during the full range of SSCs. The framework was developed to support ongoing efforts to analyze the adequacy of available DoD resources to conduct these types of operations. While this task was accomplished, there were two additional by-products of the research.

The first by-product is a comprehensive checklist of sector tasks and PDD-assigned responsibilities for USG lead and supporting agencies for the full range of SSCs. Because of the comprehensive nature of the checklist, it can be used within the interagency deliberation process to help select the sector tasks that are appropriate to a specific contingency and to identify interagency responsibilities for the mandate when the USG is involved in the contingency operation.

The second by-product is the identification of SSC-related gaps in existing UJTL and Service task lists used to train and prepare U.S. forces for these operations. The rationale used to identify the gaps was extant policy documents, available joint and Service doctrine, and actual contingency operation experiences of U.S. military forces. The research found direct correspondence between the sector and military tasks for about 72 percent of the 1,108 supporting military tasks. About 21 percent of the military tasks required some modification in descriptive content to reflect the nature of the support envisioned by the sector task or to describe more accurately the supporting role of the military in SSCs. These tasks are proposed as changes to the appropriate existing task list. Approximately 7 percent of the SSC-related tasks were not in the existing task lists and are proposed as additions to the appropriate lists. The rationale for change and recommended actions for modifying six tasks are provided below to illustrate the analytical methodology used to derive the 230 proposed changes to existing military tasks and the 76 proposed additional tasks, and to indicate how the changes might be accommodated.

1. Proposed Changes to Existing Military Tasks

The first two military tasks described in this section illustrate minor modifications that can be addressed by changes to the existing task description to prepare commanders and staffs for their role in the interagency process. The second set of two tasks illustrate the need to expand the existing set of subtasks to accommodate the unique work the military forces may be called upon to carry out during SSCs.

a. Task ST 8.5.3 Establish Theater Interagency Cooperation Structure

Seven changes are proposed to this existing military task¹⁴ to accommodate responsibilities assigned by PDD-56.

Proposed changes to:

“Participate in Diplomatic Cooperation Structure”

“Participate in Humanitarian Assistance Cooperation Structure”

“Participate in Internal Politics Cooperation Structure”

“Participate in Civil Law and Order and Public Security Cooperation Structure”

“Participate in Public Diplomacy and Education Cooperation Structure”

“Participate in Infrastructure and Economic Restoration Cooperation Structure”

“Participate in Human Rights and Social Development Cooperation Structure”

Rationale

The proposed task changes recognize the differences in the role played by a military organization when it is a supported or supporting organization. Civilian agencies of the USG have been assigned lead responsibility for 7 of the 8 sectors by PDD-56. The military task, as currently written, directs theater level commanders and staffs to establish the interagency cooperation structure. This is a valid task for the activities within the Military Sector, but is not an appropriate task for the sectors with civilian lead. In those sectors, the theater commanders and staff should participate in, not establish, the cooperation structure. This is an important distinction for SSC operations because the U.S. military elements assigned tasks in the civilian-led sectors are in a supporting role. They must participate in the “coordination and collaboration architectures” established for these sectors by the civilian agencies so that effective and efficient application of military resources can be accomplished while achieving unity of effort with the civilian organizations that are also performing tasks in these sectors.

¹⁴ The underlined portion of the proposed task highlights the changes to the existing task.

Recommendation

*While this change can be accommodated in a number of ways, modifying the existing UJTL task to “**Establish or Participate in Theater Interagency Cooperation Structure**” would reflect the change in relationships for the other sectors. An accompanying rationale for the change would also need to be inserted in the task description.*

b. Task OP 6.5.3 Protect/Secure Operationally Critical Installations, Facilities, and Systems

A total of seven changes are proposed for this task to reflect more accurately the full range of protection and security actions that may be required when a military force participates in SSCs.

Proposed changes to:

“Protect/Secure Senior Visitors”

“Protect/Secure Refugees and Displaced Persons”

“Assist with Establishing Programs to Protect/Secure Routes, Installations, and Critical Facilities”

“Protect/Secure Humanitarian Relief Efforts”

“Protect/Secure Human Rights Monitors”

“Protect/Secure Humanitarian Relief Facilities”

“Protect/Secure Emerging Host Nation Human Rights Organizations”

Rationale

The proposed task changes address the scope and complexity of activities encountered during SSCs. These military tasks support Sector Tasks D17 Protect Senior Visitors, M05 Conduct Constabulary Operations, H07 Stabilize Population, H08 Organize Humanitarian Zones or Relief Areas, and R10 Promote Human Rights Standards. During SSCs, the task typically involves more than the critical installations, facilities, and systems that store or distribute the relief supplies and services. When the military force is required to perform this task, it may also be required to protect the refugees or displaced persons and relief providers, both from hostile forces or criminal gangs attempting to take advantage of the chaos and from natural or manmade environmental threats related to the contingency. Operational commanders and staff

should be aware of and prepared to plan and conduct the full range of protection and security operations that SSCs might require.

Recommendation

The proposed changes to this task can be handled in a number of ways. Modifying the existing task to “Protect/Secure Operationally Critical Installations, Facilities, Personnel, Activities, and Systems” would expand the task to cover the full range of actions that could be encountered during SSCs. Accompanying rationale should also be included in the task description so that commanders and staff are aware of the work the task may entail during SSCs.

c. Task OP 1.2 Conduct Operational Maneuver

A total of 13 changes are proposed for this task. In some cases, the proposals include creating new subtasks to accommodate the type of work that the military forces will be required to perform in SSCs. In other cases, the proposed task rationale can be added to an existing task description so that commanders and staff understand the full range of actions the task can entail, especially during SSCs.

(1) Proposed change to:

“Forcibly separate belligerents”

Rationale

This task is one of several that could be required during a peace enforcement operation (Sector Task M07). It is identified as a task in Joint Pub 3-07.3 and in U.S. Army and UK manuals, but does not exist in the UJTL. The DoD is the lead agency for carrying out the task in coordination with the DoS within the PDD-56 framework. Force may need to be applied to one or more of the belligerent parties. Operational level commanders and staff officers should be aware of and prepared to plan and conduct these operations using non-lethal through lethal means to achieve their objectives, depending on the rules of engagement established for the operation.

Recommendation

Add this task as a new subtask to OP 1.2.4 with an appropriate rationale to describe the nature of the work that is envisioned.

(2) Proposed change to:

“Conduct preventative diplomacy operations”

Rationale

This task encompasses actions that support preventative diplomacy operations (Sector Task M08). These military operations, discussed in Joint Pub 3-07.3, entail diplomatic actions planned and conducted in advance of a predictable crisis to prevent or limit violence. When the DoD is assigned this task, its actions should be coordinated with the DoS. Actions may entail the deployment of forces or observers as a buffer between potential belligerents, or the actions could be demonstrations of combat power by show of force. Operational commanders and staff officers should be aware of these requirements and capable of planning and conducting the full range of these operations.

Recommendation

The actions envisioned for this task should be incorporated into the description of existing subtask OP 1.2.4.

(3) Proposed change to:

“Intercept unauthorized personnel and materiel, and alien migrants”

Rationale

This task is one of several that could be required during a sanction and exclusion zone enforcement operation (Sector Task M13), which may also be part of the mandate for a peace enforcement mission. It is identified as a possible task in Joint Pub 3-07.3, but does not exist in the UJTL. The DoD is the lead agency for carrying out the task in coordination with the DoS and DoJ. Operational level commanders and staff officers should be aware of and prepared to plan and conduct these operations using non-lethal through lethal means to achieve their objectives, depending on the rules of engagement for the operation.

Recommendation

This task should be added as a new subtask to Task OP 1.2.4 with an accompanying description providing the rationale and nature of the actions that are envisioned in joint doctrine.

(4) Proposed change to:

“Impose coercive measures to enforce sanctions”

Rationale

Same rationale as that for proposed change to “Intercept unauthorized personnel and materiel, and alien migrants” discussed above.

Recommendation

This task description should be included in the discussion of the proposed new subtask for Task OP 1.2.4 described above.

(5) Proposed change to:

“Guarantee movement of authorized personnel and materiel through zone”

Rationale

This task is one of several that could be required during a sanction and exclusion zone enforcement operation (Sector Task M13), which may be a separate operation or included as part of the mandate for a peacekeeping or peace enforcement mission. It is identified as a possible task in Joint Pub 3-07.3 and in U.S. Army and UK manuals, but does not exist in the UJTL. The DoD is the lead agency for carrying out the task in coordination with the DoS and DoJ. The task may require the force to establish check points to limit access to authorized personnel and materiel or to provide escorts to protect authorized personnel and materiel while transiting the zone. Operational level commanders and staff officers should be aware of the need to coordinate diplomatic and legal aspects of their actions with these U.S. agencies and others involved in the operation, and plan and be prepared to conduct these operations using non-lethal through lethal means to achieve their objectives, depending on the rules of engagement for the operation.

Recommendation

This task should be added as a new subtask to existing task OP 1.2.4 with appropriate rationale that explains the actions envisioned.

(6) Proposed change to:

“Conduct freedom of navigation and overflight operations”

Rationale

This task supports Sector Task M15 when the mandate includes conducting operations to ensure freedom of navigation and overflight. These operations, described in Joint Pub 3-07, are conducted to demonstrate U.S. or international rights to navigate sea or air routes and is a sovereign right according to international law. The size and complexity of these operations may vary widely from deploying a small number of ships or aircraft to exercise these rights to extensive operations employing significant resources to ensure the protection of the ships and aircraft from potentially hostile forces. For example, the Berlin Airlift was a major operation conducted to exercise these rights. Operational commanders and staff officers should be aware of and prepared to plan and conduct the full range of these types of operations.

Recommendation

This task should be added as a new subtask to existing task OP 1.2.4 with appropriate rationale that explains the actions envisioned.

(7) Proposed change to:

“Exercise maritime movements”

Rationale

This task is the maritime portion of “Conduct freedom of navigation and overflight operations” and the same rationale applies.

Recommendation

The task description should be included in the discussion of the proposed subtask described above.

(8) Proposed change to:

“Exercise air movements”

Rationale

This task is the air portion of “Conduct freedom of navigation and overflight operations” and the same rationale applies.

Recommendation

The task description should be included in the discussion of the proposed subtask described above.

(9) Proposed change to:

“Support regular combat forces during serious civil disorders employing special crowd control skills and non-lethal measures”

Rationale

This task is conducted by military forces when they are required by the mandate to perform constabulary operations in support of Sector Task M05. The military forces, under most situations, would operate in support of activities related to Sector 5 – Civil Law and Order and Public Security under direction of the DoJ or other international civilian authority established to coordinate these actions. The draft revision to Army Field Manual 19-1 discusses constabulary operations and a draft Presidential Decision Directive indicates that the military may be called upon to assist the civilian agencies in these operations under certain situations. If the constabulary forces are unable to control civil disorders and combat forces are required to overwhelm those causing the disorder, the operational commanders and staff officers overseeing the combat forces and the constabulary forces should plan and conduct coordinated operations to integrate the constabulary’s capabilities, especially their non-lethal means, with those of the combat force to accomplish the mission.

Recommendation

This task should be added as a new subtask to OP 1.2.4 with appropriate rationale that explains the actions envisioned.

(10) Proposed change to:

“Conduct protection of shipping and aircraft operations”

Rationale

This task is conducted by military forces in support of Sector Task M16. The maritime task is described in Joint Pub 3-07, and these operations may involve the coordinated employment of resources to protect the shipping from hostile military or criminal elements, and employing mine countermeasures and escorts when required. The operations could also include environmental protection measures. The air bridge and air

drop operations conducted into Bosnian airspace were examples of aircraft protection operations recently conducted. Operational commanders and staff officers should be aware of and prepared to plan and conduct the full range of these types of operations.

Recommendation

This task be added as a new subtask to OP 1.2.4 with appropriate rationale that explains the actions envisioned.

(11) Proposed change to:

“Conduct protection of shipping operations”

Rationale

This task is the maritime portion of “Conduct protection of shipping and aircraft operations” and the same rationale applies.

Recommendation

The task description should be included in the discussion of the proposed subtask described above.

(12) Proposed change to:

“Conduct protection of aircraft operations”

Rationale

This task is the air portion of “Conduct protection of shipping and aircraft operations” and the same rationale applies.

Recommendation

The task description should be included in the discussion of the proposed subtask described above.

d. Task OP 6.2.4 Provide Positive Identification of Friendly Forces Within Theater of Operations/JOA

Two changes to the existing UJTL task are proposed.

(1) Proposed changes to:

“Assist with identification and separation of combatants from civilian population”

“Assist with identifying victims in accordance with international procedures”

Rationale

The focus of the existing task is on protection of friendly and neutral forces and objects from attack by friendly weapons. The proposed modifications are to add subtasks that are likely to be performed during foreign humanitarian relief operations conducted during complex contingencies. The changes support Sector Tasks M19GD Process Refugees and Displaced Persons, H07C Screen Refugees and Displaced Persons, and H08F Provide Victim Identification. These tasks are included in Army Field Manual 41-10 and were also identified in DSD Research Report 97-1. The first proposed task focuses on identifying and separating combatants (insurgents, enemy agents, or escaping members of hostile armed forces) from the affected civilian population so they do not enter camps or holding areas where they can hide or create disturbances and riots. The second proposed task identifies the victims in accordance with international standards and procedures. When these task are performed by the military forces, they should be coordinated with the DoS and USAID, and may require legal guidance from the DoJ. Operational level commanders and staff officers will need to establish and disseminate the criteria and guidance for the forces conducting these personnel identification and separation operations.

Recommendation

These proposed changes should be added as new subtasks to OP 6.2.4

2. Proposed Addition of New Tasks

About 7 percent of the supporting military tasks were new tasks that are not currently included on the joint or Service tasks lists. These tasks were either at the operational or tactical level. The four tasks that follow illustrate the types of new military tasks that were identified as well as the rationale for establishing the task, and provide recommendations on how the task should be added.

a. Proposed New Tactical Task – “Establish and Operate Checkpoints”

Rationale

When military forces are assigned Sector Task M03 Establish a Military Observer Mission, M06 Conduct Peacekeeping Operations, or M07 Conduct Peace Enforcement Operations, they will often be required to operate checkpoints to control movements, check vehicles and pedestrians, and limit access to demilitarized zones to authorized personnel as described in Joint Pub 3-07.3. The checkpoints may be fixed or mobile and will need to survey and report activities. The mandate of the force, the terms of any treaty or agreement, and the rules of engagement for the force will determine how these checkpoint inspections will be conducted. Personnel assigned to these missions need to be trained to carry out these duties in accordance with the guidance documents and deal with the types of personnel who may attempt to challenge their authority. The task is likely to be performed by Army or Marine Corps personnel, but in some situations could be performed by Air Force or Naval personnel.

Recommendation

Add the proposed task as a new joint tactical task with appropriate rationale that explains the actions envisioned during SSCs.

b. Proposed New Tactical Task – “Inspect Demilitarized Zone and Weapons Sites”

Rationale

When the military force performs Sector Task M03 or M06, the military personnel may be called upon to inspect a demilitarized zone to ensure only authorized personnel and material are actually in the zone or to inspect weapons sites (installations where active units are stationed or storage sites) to ensure compliance with the provisions of a treaty or agreement that is being enforced by the military operation. Inspectors selected for this task may be from any Service, but should be knowledgeable about the weapons they are to inspect and the technical provisions of the treaty or agreement they are to enforce. While this task is not explicitly identified in Joint Pub 3-07.3, U.S. forces have inspected the demilitarized zone in Korea for more than 45 years under terms of the armistice, military observers have inspected former Soviet missiles and their demilitarization, and allied forces routinely inspect weapons storage sites in Bosnia under the provisions of the Dayton Accords. Personnel performing this task should be trained

to accomplish these inspections in accordance with the guidance and standards of the mandate.

Recommendation

Add the proposed task as a new joint tactical task with appropriate rationale that explains the actions envisioned during SSCs.

c. Proposed New Operational Task – “Supervise Demobilization and Demilitarization of Belligerent Forces”

Rationale

When the mandate of the military force includes Sector Task M02B Disarm or Reduce Belligerent Military Units, the DoD is responsible for demobilization and demilitarization¹⁵ of the belligerent force, in coordination with the DoS and USAID. Although not explicitly discussed as a task in Joint Pub 3-07.3, recent operations in Panama, Haiti, and Bosnia required this task to be carried out by the military forces. Operational level commanders and staff officers should be aware of and prepared to plan and conduct these operations in coordination with actions taken by other U.S. Government interagency participants and other involved allied organizations.

Recommendation

Add the proposed task as a new operational subtask under task OP 1.5 Control or Dominate Operationally Significant Area. The new subtask description should include the rationale that explains the actions envisioned during SSCs.

¹⁵ The definitions for these terms, as applied to this task, are not currently contained in Joint Pub 1-02. Stipulated definitions within this context are provided and should be incorporated into Joint Pub 1-02.

Demobilization – During military operations other than war, the military and civilian actions necessary to sever the authority of former commanders over combatant personnel and to return the combatant personnel to civilian life. Military tasks usually include encampment of combatant personnel; individual registration and personal data collection; physical and mental health screening, treatment, and counseling; and civic education. Civilian tasks typically include longer term actions such as vocational training, education, and development of small scale entrepreneurial activities or other civilian employment opportunities. (Source: Stipulated).

Demilitarization – During military operations other than war, the diplomatic and military actions associated with enforcing and monitoring the removal of military forces, resources, and installations from a designated area. (Source: Stipulated)

d. Proposed New Operational Task – “ Investigate Complaints and Violations of Treaty or Agreement”

Rationale

When conducting Sector Tasks M03 or M06, the military personnel may be required to investigate reported activities that are complaints related to military personnel or possible technical military aspects of treaty violations as discussed in Joint Pub 3-07.3. The military personnel also may accompany the diplomatic personnel when they are called upon to investigate political-military aspects of non-compliance in support of Sector Task D07B Investigate Reported Violations of Treaty or Agreement. Guidance and standards for conducting these investigations and reporting their results to appropriate authorities should be developed by operational level commanders and staffs.

Recommendation

Add the proposed task as a new operational subtask under OP 4.7 Provide Politico-Military Support to Other Nations, Groups, and Government Agencies. The new subtask description should include the rationale that explains the actions envisioned during SSCs.

3. Summary and Recommendations

The research identified 158 sector tasks and 363 sector subtasks related to SSCs and arranged them in a hierarchy within the eight sectors established by PDD-56. Lead and supporting USG agencies and responsible UN organizations were related to appropriate sector tasks and subtasks. A total of 1,108 military tasks from the UJTL and Service task lists were mapped into the sector task structure to relate the military capabilities to these tasks both within the Military Activities sector and the sectors with civilian agency lead. Approximately 72 percent of the military tasks had direct correspondence with the sector tasks, but 21 percent required some modification while an additional 7 percent needed to be added to the existing military task lists.

Table 9 summarizes by sector and task level the proposed modifications to existing tasks and the addition of new tasks that were necessary to accommodate the military work that SSCs are likely to require. More than 69 percent of the modified tasks and 42 percent of the new tasks were at the operational level – the headquarters that normally controls military resources allocated to a contingency and that serves as the on-scene interface between the military forces and other interagency participants. This finding suggests that some of the work expected to be performed by the operational

headquarters during SSCs is unique to those operations and has not been identified or incorporated into the task lists used to train military forces. The UJTL structure has Strategic National and Strategic Theater tasks (SN 8 Foster Multinational and Interagency Relations and ST 8 Develop and Maintain Alliance and Regional Relations) that address many of the SSC-related tasks that will be encountered during these operations. However, this structure has not been extended to the operational level and may be the reason for the large number of tasks that need to be modified or added at this echelon.

Table 9. Supporting Military Tasks That Were Modified or Added to Accommodate SSC Requirements

Sector	Modified				Added		
	SN	ST	OP	Tac	ST	OP	Tac
Diplomacy	–	5	19	–	–	1	–
Military Activities	4	18	54	12	1	21	22
Humanitarian Assistance	–	4	34	1	–	–	15
Internal Politics	–	3	20	–	–	–	2
Civil Law and Order/Public Security	–	3	6	11	–	1	2
Public Information and Education	–	3	10	–	–	–	–
Infrastructure and Economic Restoration	–	3	5	1	–	1	–
Human Rights and Social Development	–	3	11	–	–	9	1
Totals	4	42	159	25	1	33	42

Legend: Strategic National (SN), Strategic Theater (ST), Operational (OP), Tactical (Tac).

We recommend that the comprehensive framework of sector tasks described in this paper be adapted for use by those building scenarios and conducting analyses of the adequacy of DoD resources needed for SSCs. The framework should be reviewed within the DoD to determine how it might be used to modify the existing UJTL and Service task lists and improve the joint and interagency training for SSCs at the operational echelon. The framework should also be used as a basis for other USG agencies to develop comparable task lists for their organizations. Three specific recommendations follow:

Recommendation 1 – The Joint Staff, Services, and combatant commands should review the proposed framework, focusing on the modified or new military tasks. This review should consider the advantages and disadvantages of (1) inserting the changes and additions into the existing task structure, or (2) extending the SN 8 and ST 8 task structure to the operational and/or tactical levels to accommodate the identified SSC-related tasks. Based on this review, they should incorporate necessary changes into the authoritative joint or Service task lists by modifying appropriate military task descriptions and

adding the new tasks to include the SSC work that will be expected of the military forces.

Recommendation 2 – The Joint Staff should review options for enhancing the training and SSC response at the operational echelon. Options that might be considered include the following:

- **Option 1** – Expanding the Joint War Fighting Center (JWFC) role in training forces for operating in the interagency environment during SSCs.
- **Option 2** – Merging the U.S. Army Peacekeeping Institute with the JWFC so that a joint center provides the SSC focus for all combatant command training.
- **Option 3** – Inviting key agencies with PDD-56 responsibilities to assign representatives to the JWFC on a full- or part-time basis to serve as the MAST nucleus. This same group could develop MAST operating procedures, curricula for training combatant command staffs in interagency operations, and serve as the deployable MAST during contingencies.
- **Option 4** – Create permanent Interagency Working Group (IWG) or a standing Joint Interagency Task Force (JIATF) to:
 - (1) perform the tasks described above for the JWFC,
 - (2) conduct training for rotational forces tasked with SSC missions,
 - (3) monitor potential contingencies,
 - (4) advise the National Security Council when PDD-56 should be implemented for a contingency,
 - (5) develop the contingency-specific PMIP, and
 - (6) deploy the staff to the JOA to serve as the interagency coordinating cell (or MAST) during the contingency.

Recommendation 3 – Submit the task framework for review by other interagency participants identified in the PMIP to provide them with the opportunity to modify and expand the sector tasks and sub-tasks identified within the framework.

Once an agreed list of tasks that describe the U.S. military for a role in SSCs is established, the appropriate military force elements that provide these capabilities should be identified and incorporated into Joint Publication 3-33, Military Capabilities.

CHAPTER I
DIPLOMACY SECTOR

I. DIPLOMACY SECTOR

A. SECTOR LEAD AGENCIES AND OTHER PARTICIPATING ORGANIZATIONS

The Department of State and the various U.S. delegations¹ to the United Nations (USUN) have lead agency responsibility for Sector 1 – Diplomacy based on the PMIP. Depending on the nature of the contingency, a number of other USG agencies may participate as supporting organizations. The CIA, DoD, and USAID perform specific tasks or sub-tasks in support of DoS. *The geographic combatant command² will provide support for this sector in the joint operation area and should be included as part of the DoD in PDD-56 implementation.*

A range of United Nations entities are likely to have responsibilities for sector tasks and sub-tasks. The UN Security Council (UNSC) will establish overall guidance on issues like sanctions, while agencies of the UN Secretariat – the Department of Political Affairs (DPA) and the Department of Peacekeeping Operations (DPKO) – under the guidance of the Secretary General, are likely to be extensively involved in peace negotiations and military coalition relationships. If, as is common in major crises, a *United Nations Special Representative* (UNSR) of the Secretary General is appointed to manage UN efforts on the ground, that person will be a key contact point for many of the tasks and sub-tasks. If a UNSR is not appointed, a *UN Resident Coordinator* (RC) on the scene, usually from the United Nations Development Program (UNDP) or other designated agency, will provide an operational interface with the UN system.

Line UN agencies will have responsibilities for many tasks and sub-tasks during SSCs. The Office for the Coordination of Humanitarian Affairs (OCHA) has the task of coordinating UN humanitarian response, while United Nations Operating Agencies

¹ The U.S. delegation to the UN in New York is the principal policy organization, but the delegation in Geneva will provide coordination with the response agencies located there. In addition, when nuclear material is involved, the delegation in Vienna will coordinate with the International Atomic Energy Agency (IAEA).

² The U.S. Commanders-in-Chief (CINCs) of geographic combatant commands are assigned areas of responsibility by the President in the Unified Command Plan (UCP).

(UNOA) – the UNDP, World Health Organization (WHO), United Nations Children’s Fund (UNICEF), the UN High Commissioner for Refugees (UNHCR), the World Food Program (WFP), the UN High Commissioner for Human Rights (UNHCHR), and others – will be active in areas of expertise. A *Humanitarian Coordinator* (HC) is usually appointed by the Interagency Standing Committee (IASC) of the United Nations when the contingency involves a major humanitarian component.

In addition to the USG and UN organizations shown in the summary table, other donor nation organizations and prominent international, regional, and non-governmental organizations are likely to be present during SSC operations. Liaison with these organizations will be essential to coordinate operational matters; this can be accomplished either through the USG interagency coordination process or direct contact. Major institutions such as the World Bank, regional development banks, and other regional organizations (e.g., Organization for African Unity, Organization of American States) are likely to be involved in political and economic aspects of SSCs. International organizations such as the International Committee of the Red Cross, the International Federation of the Red Cross, and the International Organization for Migration, as well as numerous non-governmental organizations (e.g., CARE, Save the Children, Amnesty International, etc.), likely will engage in humanitarian relief and advocacy tasks.

B. SECTOR TASKS AND SUB-TASKS

The seven common tasks for this sector are summarized in Table I-1, and are based on the generic tasks described in Chapter I of this paper. A unique number starting with the letter “D” has been assigned to each sector task and sub-task. Sector sub-tasks have a letter added to the basic task number.

C. MISSION-SPECIFIC SECTOR TASKS

Thirteen mission-specific tasks have been identified for this sector, some with as many as six sub-tasks. Table I-2 summarizes these tasks and identifies the number of sub-tasks associated with each. The sub-tasks are listed in the summary table at the end of this section. *The common and mission-specific tasks identified for this sector should be reviewed and validated by the USG agencies assigned lead and supporting responsibilities.*

Table I-1. Common Tasks for Sector 1 – Diplomacy

Task Number	Task Description
D01	Establish diplomatic interagency cooperation structure for the complex contingency
D02	Conduct diplomatic portion of overall needs assessment
D02A	Perform fact finding missions
D03	Develop and implement plan to achieve diplomatic objectives
D04	Ensure adequate and timely resources are available to achieve diplomatic objectives
D05	Provide intelligence support for diplomatic activities during contingency operation
D06	Provide information management for diplomatic activities during contingency operation
D20	Develop and implement plan to transition other sector residual activities to embassy staff

Table I-2. Mission-Specific Tasks for Sector 1 – Diplomacy

Task Number	Task Description	Number of Sub-tasks
D07	Build coalitions	6
D08	Support mediation efforts and negotiations with the parties of the conflict	6 0
D09	Formulate resolutions for collective action	
D10	Impose or lift sanctions and arms embargoes	0
D11	Maintain compliance with peace accord milestones and conditions	2
D12	Coordinate refugee processing	0
D13	Appoint special envoy	0
D14	Gain diplomatic recognition of a government	0
D15	Deny diplomatic privileges	0
D16	Arrange country clearances for all USG activities	5
D17	Escort senior visitors	0
D18	Provide security for American citizens	1
D19	Provide country expertise	1

D. MILITARY TASKS SUPPORTING THE SECTOR

A total of 48 military tasks were identified as supporting this sector's tasks and sub-tasks; these are listed in the table at the end of this section. Five Strategic Theater level tasks and 19 Operational level military tasks required some modification to reflect accurately the nature of the support to be provided under PDD-56. These tasks and are summarized in Table I-3 along with the underlined portion of the modified Military Task Description.

Table I-3. Changes to Military Tasks for Sector 1 – Diplomacy

Task Number		Military Task Description
Sector	Military	
D01	ST 8.5.3D	<u>Participate in diplomatic cooperation structure to coordinate political-military activities</u>
D01	OP 5.5.2D	<u>Establish liaison with key organizations within sector</u>
D02	ST 8.5.4D1	<u>Assist with political-military aspects of diplomatic needs assessment</u>
D02A	OP 2.2.D	Collect operational information <u>during fact finding missions</u>
D03	ST 8.5.4D2	<u>Assist with developing the political-military aspects of the plan for achieving diplomatic needs</u>
D03	OP 4.7.5D1	Coordinate politico-military support <u>within sector</u>
D03	OP 5.4.3D	<u>Coordinate rules of engagement</u>
D07A	OP 4.7.5D2	<u>Collaborate with military authorities of UN and regional organizations</u>
D07B	OP 4.7.5D3	<u>Consult with host nation and allied military authorities</u>
D07C	OP 4.7.5D4	<u>Consult with military authorities of regional powers and neighboring states</u>
D07D	OP 4.7.5D5	<u>Collaborate with authorities of supporting international organizations</u>
D07E	OP 4.7.5.D6	<u>Collaborate with military authorities of troop contributing nations</u>
D07F	OP 4.7.5D7	<u>Consult with NGOs</u>
D08	OP 4.7.5D8	<u>Assist in mediating and negotiating with conflict parties</u>
D08C	OP 4.7.5D9	<u>Participate in negotiations between warring factions</u>
D10	OP 4.7.5D10	<u>Consult with designated authorities on sanctions and arms embargo decisions</u>
D11	OP 4.7.5D11	<u>Consult with designated authorities on peace accord milestones and conditions</u>
D11A	OP 1.5D	<u>Enforce partition of territory</u>
D16A	OP 4.7.5D12	<u>Coordinate SOFA requirements with host nation or other designated authorities</u>
D16B	OP 4.7.5D13	<u>Coordinate transit agreement requirements host nations</u>
D16C	ST 8.3.2D	<u>Negotiate essential acquisition cross servicing agreements (ACSAs)</u>
D17	OP 6.5.3D	Protect <u>senior visitors</u>
D18A	OP 5.3D	<u>Plan for noncombatant evacuation</u>
D19A	ST 8.3.3D	<u>Screen and recruit translators</u>

There is one new operational level task: "Assist with investigation of complaints and violations of treaty or agreement." This military task supports sector task D11, but is the same task as M035 in Sector 2 – Military Activities. *The proposed changes to these tasks and the additional task should be reviewed by the DoD and incorporated into the task lists if appropriate.*

E. SUMMARY TABLE OF SECTOR TASKS

Table I-4 provides the common and mission-specific tasks and the supporting joint and Service military tasks for the Diplomatic Sector.

Table I-4. Sector 1 - Diplomacy Tasks

Source	Sector 1 - Diplomacy	USG Agencies	UN	Military Task Nr	Code	Military Task
	Sector Tasks (D)	Lead	Supporting Agency			(Joint Pub 3-07, UJTL, STL)
7	D01 Establish diplomatic interagency cooperation structure for the complex contingency	DoS	DPA, DPKO, UNSR	ST8.5.3D OP5.5.2D	CS CO	Participate in diplomatic cooperation structure to coordinate political-military activities Establish liaison with key organizations within sector
7	D02 Conduct diplomatic portion of overall needs assessment	DoS	UNSR	ST8.5.4D1 OP5.7.1	CS	Assist with political-military aspects of diplomatic needs assessment
				OP5.7.2		Ascertain national or agency agenda
				OP5.7.3		Determine national/agency capabilities and limitations
				OP5.7.4		Develop multinational intelligence/information sharing structure
				OP5.7.5		Coordinate plans with non-DoD organizations
				OP5.7.6		Coordinate host nation support
				OP5.7.7		Coordinate coalition support
11	D02A Perform fact finding missions	DoS		OP2.2D	CO	Coordinate civil administration operations Collect operational information during fact finding missions
7	D03 Develop and implement plan to achieve diplomatic objectives	DoS	UNSR	ST8.5.4D2 OP4.7.5D1 OP5.4.3D	CS CO CO	Assist with developing the political-military aspects of the plan for achieving diplomatic needs Coordinate politico-military support within sector Coordinate rules of engagement for contingency
7	D04 Ensure adequate and timely resources are available to achieve diplomatic objectives	DoS	DPA, DPKO, UNSR, UNOA			
6	D05 Provide intelligence support for diplomatic activities during contingency operation	DoS	Participating USG Agencies	OP2.1.1 OP2.2.1 OP2.5 OP2.4.2.1		Determine and prioritize operational priority intelligence requirements Collect information on operational situation Disseminate and integrate operational intelligence Provide indications and warning for JOA
6	D06 Provide information management for diplomatic activities during contingency operation	DoS	CIA, DoD	OP5.1.5		Monitor strategic situation
			DoD	OP5.1		Acquire and communicate operational level information and maintain status
			DoD	OP5.2		Assess operational situation
			DoD	OP5.2.2		Formulate crisis assessment
			DoD	ST8.5.2		Facilitate US information exchange in region

Table I-4. Sector 1 - Diplomacy Tasks

Source	Sector 1 - Diplomacy Sector Tasks (D)	USG Agencies Lead	Supporting Agency	UN Agency	Military Task Nr	Code	Military Task (Joint Pub 3-07, UJTL, STL)
7	D07 Build coalitions	DoS	DoD	DPA, DPKO, UNSR, RC, HC	OP5.7.6		Coordinate coalition support
1/6	D07A collaborate with the UN and regional organizations	DoS	USAID	DPA, DPKO, UNSR, RC, HC	OP4.7.5D2	CO	Collaborate with military authorities of UN and regional organizations
1	D07B Consult with host national, other governments, and "Friends Groups"	DoS	DoD	UNSR, RC, HC	OP4.7.5D3	CO	Consult with host nation and allied military authorities
1	D07C Consult with regional powers and neighboring states	DoS	DoD	DPA, UNSR, RC, HC	OP4.7.5D4	CO	Consult with military authorities of regional powers and neighboring states
1	D07D Consult with supporting international organizations	DoS	USAID, DoD	RC, HC, UNOA	OP4.7.5D5	CO	Consult with authorities of supporting international organizations
7	D07E Collaborate with troop contributing nations	DoS	DoD	DPA, DPKO	OP4.7.5D6	CO	Collaborate with military authorities of troop contributing nations
11	D07F Consult with Egos	USAID/USAID, DoD		RC, HC, UNOA	OP4.7.5D7	CO	Consult with Egos
1	D08 Support mediation efforts and negotiations with the parties of the conflict	DoS	USAID, DoD	UNSR, RC, HC	OP4.7.5D8	CO	Assist in mediating and negotiating with conflict parties
1	D08A Develop a strategy for dealing with strongmen or de facto leaders	DoS		UNSR, RC, HC			
11	D08B Marginalize belligerent faction leaders	DoS		UNSR, RC, HC			
11	D08C Participate in negotiations between warring factions	DoS	USAID, DoD	UNSR, RC, HC	OP4.7.5D9	CO	Participate in negotiations between warring factions
6	D08D Conduct negotiations	DoS		UNSR, RC, HC			
7	D08E Obtain agreement among participating organizations	DoS		UNSR, RC, HC			
11	D08F Arbitrate local disputes	DoS		UNSR, RC, HC			
1	D09 Formulate resolutions for collective action	DoS		DPA, DPKO, UNSR, RC, HC			Consult with designated authorities on sanction and arms embargo decisions
1	D10 Impose or lift sanctions and arms embargoes	DoS	DoD	UNSC, UNSR	OP4.7.5D10	CO	Consult with designated authorities on peace accord milestones and conditions
1	D11 Maintain compliance with peace accord milestones and conditions	DoS	DoD	UNSR, RC, HC	OP4.7.5D11	CO	

Table I-4. Sector 1 - Diplomacy Tasks

Source	Sector 1 - Diplomacy		USG Agencies		UN	Military Task Nr	Code	Military Task
	Sector Tasks (D)		Lead	Supporting				
11	D11A Assist with partition of territory		DoS	DoD, USAID	UNSR	OP1.5D	CO	Enforce partition of territory
7	D11B Investigate reported violations of treaty or agreement		DoS	DoD	UNSR, RC, HC	M035	NO	Assist with investigation of complaints and violations of treaty or agreement
6	D12 Coordinate refugee processing		DoS	DoD	UNSR, RC, HC, UNOA	OP1.5.5		Assist host nation in populace and resource control
1	D13 Appoint special envoy		DoS		UNSR, RC, HC			
1	D14 Gain diplomatic recognition of a government		DoS		DPA, UNSR			
11	D15 Deny diplomatic privileges		DoS		DPA, UNSR			
7	D16 Arrange country clearances for all USG activities		DoS					
7	D16A Negotiate SOFA for US military forces		DoS	DoD		OP4.7.5D12	CO	Coordinate SOFA requirements with host nation or other designated authorities
7	D16B Negotiate necessary transit agreements		DoS	DoD		OP4.7.5D13	CO	Coordinate transit agreement requirements with host nation
7	D16C Establish necessary acquisition cross servicing agreements (ACSAs)		DoS	DoD		ST8.3.2D	CS	Negotiate essential acquisition cross servicing agreements (ACSAs)
7	D16D Negotiate clearance agreement for humanitarian personnel, equipment, and commodities		DoS	USAID				
7	D16E Negotiate common country agreement for US grantees		DoS	USAID		OP6.5.3D	CO	Protect senior visitors
7	D17 Escort senior visitors		DoS	DoD		OP6.5.3		Protect/secure operationally critical installations, facilities, and systems
7	D18 Provide security for American citizens		DoS	DoD		OP4.5.3		Recommend evacuation policy and procedures for JOA
6	D18 Provide security for American citizens priorities		DoS	DoD		OP5.3D	CO	Plan for noncombatant evacuation
6	D19 Provide country expertise		DoS	DoD		OP6.2.5		Conduct evacuation of noncombatants from JOA
6	D19A Provide linguistic support for all sectors		DoS	USAID, DoD		OP4.7.2		Conduct Civil Military Operations in JOA
7	D20 Develop and implement plan to transition other sector residual activities to embassy staff		DoS	Participating USG Agencies	UNSR, RC, HC	ST8.3.3D		Screen and recruit translators
7			DoS			OP4.7.4		Plan and transition to civil administration

CHAPTER II
MILITARY ACTIVITIES SECTOR

II. MILITARY ACTIVITIES SECTOR

A. SECTOR LEAD AGENCIES AND OTHER PARTICIPATING ORGANIZATIONS

The Department of Defense (specifically the Office of the Secretary of Defense (OSD) and the Joint Staff) and the Central Intelligence Agency (CIA) have been assigned lead responsibility for Sector 2 – Military Activity by the PMIP. However, review of the sector tasks suggests that the CIA's role in this sector is one only of support, especially in the tasks dealing with intelligence and information. On the other hand, the geographic combatant commands will play a substantial role in planning and executing military response to a contingency, but they are not listed with the lead agencies in the PMIP. *These commands should be added to the PMIP lead agencies for this sector.*

Other USG agencies supporting this sector include DoS, the Department of Justice (DoJ), the Department of Transportation, the Treasury (DoTr), and USAID. The United Nations agencies involved with this sector would include the DPA, DPKO, the UNSR (if appointed), the RC and HC, and various UNOA.

B. SECTOR TASKS AND SUB-TASKS

A total of 13 common tasks have been identified for the Military Activities Sector. These tasks include the seven common to the other sectors, but add to them the actions necessary to establish the military presence in the JOA (C05),¹ to conduct civil affairs and civil military operations (C08), to accomplish the mandate assigned to the force (C09), to sustain the force (C010), to protect the force (C011), and to redeploy the force when the mission has been completed (C13). Many of these tasks also have sub-tasks. Table II-1 lists the 13 common tasks and 18 common sub-tasks established for this sector.

¹ Because of the large number of tasks within the Military Activities Sector, the letter "C" is used to designate common tasks and the letter "M" is used to designate mission-specific tasks.

Table II-1. Common Tasks and Sub-Tasks for Sector 2 – Military Activities

Task/Sub-Task Number	Task Description
C01	Establish military activities interagency cooperation structure for the contingency
C02	Conduct joint and combined military activities portion of the overall needs assessment for the contingency
C03	Develop and implement plan to achieve military objectives for the contingency
C03A	Establish a foundation for post-conflict regional stability
C03B	Support peace operations
C03C	Coordinate support to the operation
C03D	Provide interagency support
C03E	Coordinate regional support to the operation (e.g., NATO)
C04	Ensure adequate and timely resources are available to achieve military objectives
C05	Establish US military presence in the joint operational area (JOA)
C05A	Deploy the force
C06	Provide military intelligence support for the contingency operation
C06A	Plan and direct intelligence activities
C06B	Collect information
C06C	Process information into intelligence
C06D	Produce intelligence
C06E	Disseminate intelligence
C07	Provide military information management for the contingency operation
C07A	Plan, direct, and coordinate information management
C07B	Provide situation assessment
C07C	Exchange information
C07D	Conduct psychological operations
C07E	Counter undesirable information
C07F	Provide public affairs support
C08	Conduct civil affairs and civil military operations
C09	Conduct military operations to accomplish the mandate
C10	Sustain the force
C11	Protect the force
C12	Develop and implement plan to hand-off military responsibilities to host nation or other designated authorities
C12A	Develop US position on compensation/payments for collateral damage
C13	Redeploy the US military capabilities from the JOA

C. MISSION-SPECIFIC SECTOR TASKS

A total of 24 mission-specific tasks and 63 associated sub-tasks were identified for this sector. They are summarized in Table II-2. These tasks will vary from contingency to contingency based on the specific parameters of the contingency and the mandate for the operation. *The common and mission-specific tasks for this sector should be reviewed and validated by the DoD and other USG lead and supporting agencies identified within this sector.*

Table II-2. Mission-Specific Tasks for Sector 2 – Military Activities

Task Number	Task Description	Number of Sub-tasks
M01	Assess, train, and equip host nation and/or coalition forces	3
M02	Demilitarize a zone or region	3
M03	Establish a military observer mission	0
M04	Implement confidence-building and security measures	0
M05	Conduct constabulary operations	0
M06	Conduct peacekeeping operations	0
M07	Conduct peace enforcement operations	4
M08	Conduct preventive diplomacy operations	4
M09	Conduct peacemaking operations	3
M10	Conduct peace building operations	0
M11	Conduct noncombatant evacuation operations	2
M12	Conduct search and rescue and recovery operations	2
M13	Conduct sanction and exclusion zone enforcement operations	6
M14	Conduct maritime intercept operations	0
M15	Conduct operations to ensure freedom of navigation and overflight	2
M16	Conduct protection of shipping and aircraft operations	2
M17	Conduct strikes and raids in JOA	0
M18	Conduct nation assistance	3
M19	Conduct military humanitarian assistance	18
M20	Conduct arms control operations	0
M21	Conduct insurgency operations	0
M22	Conduct counterinsurgency operations	0
M23	Provide military support to civil authorities	7
M24	Control WMD and conduct consequence management	4

The revised PMIP of June 1998 identified a new sector to handle tasks associated with control of weapons of mass destruction (WMD) and consequence management. These tasks have been incorporated into the Military Activities sector within this

framework. *As interagency tasks related to these issues are expanded, they may warrant establishment of a separate sector.*

During a contingency, any number of mission-specific sector tasks might be assigned to the military forces. For example, when NATO forces conducted Operation Joint Endeavor in Bosnia, during the initial phase of the operation they established a demilitarized zone (Sector Task M02) and performed peace enforcement (M07). Over time, the tasks of the forces changed and they simultaneously conducted peacekeeping (M06), peacemaking (M09) and peace building operations (M10).² This complex contingency operation was also supported by NATO enforcement of sanction and exclusion zones (M13) and maritime intercept operation (M14) (Operations Deny Flight and Sharp Guard). The USG agencies with lead responsibilities for other sectors were also involved with United Nations agencies, IOs, NGOs, and donor nations to provide resources to meet the immediate needs of the affected populations and to restore the institutions of the Bosnian nation. Although the assessment of the Bosnian Federation forces (M01) was conducted by the DoD, and the Bosnian forces were equipped by the DoD and other allies, the training of the forces is now being carried out under contract funded by the USG. Mission-specific tasks for military forces during a contingency will often vary by mandate, by time-phasing, and by assigned responsibility. *These unique conditions should be specified in the PMIP for each contingency.*

In most humanitarian assistance and foreign disaster relief operations, the military forces will provide *foreign disaster relief* support to the civil authorities of the host nation or the international community in accordance with tasking from the Disaster Assistance Response Team (DART) established on the scene by the U.S. Office of Foreign Disaster Assistance (OFDA). This support is prompt aid to relieve the suffering of the *affected population*.³ It normally includes "humanitarian services and transportation; the provision of food, clothing, medicine, beds and bedding; temporary shelter and housing; the furnishing of medical materiel, medical and technical personnel; and making repairs

² Many of the military tasks associated with peace building operations are supporting tasks found in the seven civilian sectors.

³ The term is one of many listed under "Population Classifications" in the Glossary.

to essential services.”⁴ This type of support is normally provided by the Humanitarian Assistance Sector.

In situations where military forces occupy a nation as a result of combat operations or other conditions that cause the loss of host nation capacity to meet the needs of its population, they will provide immediate *humanitarian assistance* to the affected population. This type of support is furnished by the Military Activities Sector (Sector Task M19) under terms of the Geneva Conventions, and is intended to reduce “the human pain, disease, hunger, or privation that might present a serious threat to life or that can result in great damage to or loss of property.”⁵ This military support is limited in scope and duration, generally until other organizations can take over the mission.

Disaster relief provided by U.S. military forces, however, may be rendered in either foreign or domestic contingencies, and in both cases should be provided through existing governmental organizational structures. The role of the military forces in these situations should be as a wholesale provider of support. Humanitarian assistance may also be rendered by U.S. military forces in either foreign or domestic situations, but in these situations the military forces rendering the assistance serve as the immediate first response providers for the affected population and serve as retail support providers. The military forces provide this limited assistance on an emergency basis and only until other governmental or civilian relief organizations can assume responsibility for this support. *The definitions of approved terms⁶ should be reviewed and clarified to make these distinctions.* Proposed definitions for the terms that describe the military role in these operations follow:

Military Disaster Relief

Prompt aid to alleviate suffering of a target population. The aid normally includes humanitarian services and transportation; the provision of food, clothing, medicine, beds and bedding; temporary shelter and housing; the furnishing of medical materiel and medical and technical personnel; and making repairs to essential services. Disaster relief provided by U.S.

⁴ See Glossary for definition of Foreign Disaster Relief.

⁵ See Glossary for definition of Humanitarian Assistance.

⁶ Terms to be reviewed should include various population categories, foreign disaster and foreign disaster relief, and humanitarian assistance; *the U.S. terms should be aligned more closely with those used by the international community to reduce the potential for misunderstanding during combined operations.*

military forces to the target population is furnished on a reimbursable basis through the Federal Emergency Management Agency in a domestic disaster and through the Office of Foreign Disaster Assistance in a foreign disaster or as otherwise directed by the National Command Authorities. (Proposed definition)

Military Humanitarian Assistance

Immediate emergency assistance rendered to a primary affected population in a domestic or foreign contingency to reduce human pain, disease, hunger, or privation that might present a serious threat to life or that can result in great damage to or loss of property. Commanders are authorized to take direct actions, but must inform their superiors of the actions taken as soon as practicable. Assistance rendered by U.S. military forces is limited in scope and duration, and may not be reimbursable. Direct U.S. military assistance should terminate as soon as civilian authorities are capable of meeting the needs of the population, or continued as military disaster relief under direction of appropriate USG authorities. (Proposed definition)

D. MILITARY TASKS SUPPORTING THE SECTOR

A total of 697 military tasks were identified as supporting this sector's common and mission-specific tasks. Seventy-one military tasks required some modification to accommodate the unique characteristics of the sector. In addition, 44 new military tasks not currently in the joint or Service task lists were identified. *These military tasks and proposed changes should be reviewed by the DoD and, if warranted, incorporated into the appropriate task lists.*

1. Strategic Level Tasks Requiring Modification

A total of 22 strategic level tasks required some modification to accommodate the supporting role of the military forces or to reflect more accurately the nature of the work that the military is expected to accomplish during contingency operations. These changes, underlined in the Military Task Description, are summarized in Table II-3 by the sector task they support. Many of these tasks are described in Joint Publication 3-07, but have not been incorporated into the Universal Joint Task List (UJTL).

Table II-3. Changes to Strategic Level Military Tasks for Sector 2 – Military Activities

Task Number		Military Task Description
Sector	Military	
C03	ST 8.5.1M	<u>Establish ROE for US military forces participating in the contingency operation</u>
C03	ST 8.3.2M	<u>Coordinate common ROE for allied military forces participating in the contingency operation</u>
C03B	ST 8.3.2M	<u>Develop military options for establishing post-conflict regional stability</u>
M01B	ST 8.2M2	<u>Conduct security assistance activities to train and equip host nation and/or coalition military forces</u>
M02	ST 8.2.10M	<u>Establish reassuring international presence in the JOA</u>
M04	ST 8.1M	<u>Implement confidence-building and security measures</u>
M10	ST 8.2M1	<u>Conduct peace building operations</u>
M19	ST 8.2.4M1	<u>Provide military humanitarian assistance when only military support is available</u>
M19	ST 8.2.4M2	<u>Provide foreign military disaster relief in support of other sectors</u>
M19A	ST 8.5.4M	<u>Conduct humanitarian assistance needs assessment</u>
M21	SN 3.3M	<u>Provide support to an insurgency operation</u>
M21	ST 8.2M3	<u>Conduct insurgency operations</u>
M22	SN 8.1M	<u>Provide support for counterinsurgency operations in an allied nation</u>
M23	SN 8.2M1	<u>Coordinate military support to civil authorities</u>
M23C	SN 8.2M2	<u>Coordinate military disaster relief operations within the United States and its territorial possessions</u>
M23C	ST 8.4M1	<u>Provide military disaster relief requested by federal authorities within the United States and its territorial possessions</u>
M23D	ST 8.2.4M2	<u>Coordinate foreign military disaster relief in support of other sectors</u>
M23E	ST 8.4M2	<u>Provide support to Presidential Inauguration Committee</u>
M23G	ST 8.4M3	<u>Provide support to U.S. Olympic Committee</u>
M24	ST 8.4.1M	<u>Advise and support operations to control WMD in theater</u>
M24B	ST8.4.2M	<u>Assist in controlling, neutralizing, and/or removing WMD threats and capabilities in theater</u>
M24C	ST 6.2.5M	<u>Assist in safeguarding and securing WMD research personnel, records, facilities, etc. and/or dismantling WMD facilities</u>

2. Operational Level Tasks Requiring Modification

A total of 54 operational level tasks shown in Table II-4 were identified as requiring some modification to reflect the nature of the work the military will perform under PDD-56 in SSCs. While only one entry for a task change appears in the table, some of the modified military tasks appear in two or more mission-specific sector tasks (e.g.; OP 4.7M2 in three sector tasks, OP 5.5.2M3 in two sector tasks). The same military task number is used when a task appears more than once.

**Table II-4. Changes to Operational Level Military Tasks for
Sector 2 – Military Activities**

Task Number		Military Task Description
Sector	Military	
C01	OP 5.5.2M1	<u>Establish liaison with key allied organizations within sector</u>
C04	OP 4.4.5M1	<u>Train joint forces and personnel to accomplish specific tasks in accordance with assigned mandate and conditions in the JOA</u>
C07F	OP 5.8.1M1	<u>Establish and operate a military information support task force (MISTF)</u>
C07F	OP 5.8.1M2	<u>Establish and operate a joint visitors bureau</u>
M01	OP 4.7M1	<u>Assess, train, and equip host nation and/or coalition military forces</u>
M01	OP 4.4.5M2	<u>Assess host nation and/or coalition military forces</u>
M01A	OP 4.4.4M	<u>Professionalize/restructure host nation and/or coalition military forces</u>
M01B	OP 4.7.1M1	<u>Provide defense-related services to host nation and/or coalition military forces</u>
M01B	OP 4.7.1M2	<u>Provide defense articles to host nation and/or coalition military forces</u>
M01B	OP 4.7.1M3	<u>Provide IMET to host nation and/or coalition military forces</u>
M01C	OP 4.7M2	<u>Establish military-to-military programs with the host nation and/or coalition military forces</u>
M01C	OP 4.7M3	<u>Conduct exchange visits with the host nation and/or coalition military forces</u>
M01C	OP 4.7M4	<u>Conduct combined and joint training with the host nation and/or coalition military forces</u>
M02	OP 1.5M	<u>Control or dominate operationally significant demilitarized zone or region</u>
M02	OP 1.5.4M	<u>Establish areas of limited strength and armaments</u>
M02	OP 4.4.1.2M	<u>Assist with processing remains of belligerents killed in action</u>
M02	OP 5.5.2M2	<u>Establish and participate in the Joint Military Commission</u>
M03	OP 5.5.2M3	<u>Establish a military observer mission</u>
M05	OP 1.2M10	<u>Support regular combat forces during serious civil disorders employing special crowd control skills and non-lethal measures</u>
M05	OP 1.4M2	<u>Conduct border patrol operations</u>
M05	OP 4.4.5M3	<u>Train host nation civilian police forces</u>
M05	OP 4.6.4M	<u>Regulate conduct of public security apparatus</u>
M05	OP 4.7.1M4	<u>Rehabilitate capacity of local civilian police</u>
M05	OP 4.7.4M	<u>Shape political consent to comply with peace agreement or treaty requirements</u>
M05	OP 6.5.3H2	<u>Protect/secure humanitarian relief efforts</u>
M06	OP 1.3.2M	<u>Enhance freedom of movement of affected population</u>
M07A	OP 1.1M1	<u>Conduct preventative deployment to impose forces between belligerents</u>
M07A	OP 6.5M5	<u>Establish and maintain quick reaction forces</u>
M07A	OP 1.2M1	<u>Forcibly separate belligerents</u>
M07B	OP 4.7M6	<u>Secure agreement with belligerent forces</u>

**Table II-4. Changes to Operational Level Military Tasks for
Sector 2 – Military Activities (Continued)**

Task Number		Military Task Description
Sector	Military	
M07B	OP 6.5M1	<u>Establish and maintain secure environment in JOA</u>
M07B	OP 6.5M2	<u>Establish and enforce ceasefire and agreements</u>
M07B	OP 6.5M3	<u>Establish and maintain buffer and control zones</u>
M07B	OP 2.2.1M	<u>Conduct surveillance over established zones or regions</u>
M08	OP 1.2M2	<u>Conduct preventive diplomacy operations</u>
M08A	OP 1.1M2	<u>Conduct preventive deployment to impose forces between potential belligerents</u>
M08B	OP 6.5M4	<u>Establish off-shore or regional strike force</u>
M09	OP 1.2M3	<u>Conduct peacemaking operations</u>
M09A	OP 4.7M5	<u>Assist with mediation and negotiations to end a dispute or resolve issues among belligerents</u>
M13C	OP 1.2M4	<u>Intercept unauthorized personnel and materiel, and alien migrants</u>
M13D	OP 1.2M5	<u>Impose coercive measures to enforce sanctions</u>
M13E	OP 1.2M6	<u>Guarantee movement of authorized personnel and materiel through zone</u>
M13F	OP 1.4M1	<u>Deny movement of unauthorized personnel and materiel through zone</u>
M15	OP 1.2M7	<u>Conduct freedom of navigation and overflight operations</u>
M15A	OP 1.2M8	<u>Exercise maritime movements</u>
M15B	OP 1.2M9	<u>Exercise air movements</u>
M16	OP 1.2M11	<u>Conduct protection of shipping and aircraft operations</u>
M16A	OP 1.2M12	<u>Conduct protection of shipping operations</u>
M16A	OP 3.1M1	<u>Conduct joint force targeting of systems that threaten shipping operations</u>
M16B	OP 1.2M13	<u>Conduct protection of aircraft operations</u>
M16B	OP 3.1M2	<u>Conduct joint force targeting of systems that threaten aircraft operations</u>
M19B	OP 5.3.9M	<u>Develop and implement plan to provide humanitarian assistance</u>
M19B	OP 4.6.1M	<u>Designate, operate, and secure distribution centers for emergency items (medical, food, water, etc.)</u>
M19GD	OP 6.2.5H1	<u>Assist with identification and separation of combatants from civilian population</u>

3. Tactical Level Tasks Requiring Modification

A total of twelve tactical tasks required some modification. These tasks are summarized in Table II-5. Unlike the operational level tasks which often appear in multiple mission-specific tasks, all of the modified tactical tasks are unique to the mission-specific sector task they support.

Table II-5. Changes to Tactical Level Military Tasks for Sector 2 – Military Activities

Task Number		Military Task Description
Sector	Military	
M01A	ART 4.11.1M	<u>Reorganize host nation and/or coalition military units</u>
M13C	ART 1.2M1	<u>Perform interdiction functions</u>
M13D	ART 1.2M2	<u>Impose coercive measures to enforce sanctions</u>
M13D	NTA 1.5.2M	<u>Conduct coastal sea control operations</u>
M15B	AFT 1.1M	<u>Exercise overflight</u>
M15B	ART 6.1M1	<u>Suppress enemy air defenses that threaten aircraft exercising freedom of overflight</u>
M15B	NTA 3.2.4M1	<u>Suppress enemy air defenses that threaten aircraft exercising freedom of overflight</u>
M16A	NTA1.1.2.2M	<u>Conduct maritime escort of civilian shipping</u>
M16B	NTA 3.2.4M2	<u>Suppress enemy air defenses in protection zone</u>
M16B	NTA 3.2M	<u>Attack targets that threaten shipping</u>
M16B	ART 6.1M2	<u>Conduct air and missile defense in protection zone</u>
M19GD	ART 4.4M	<u>Support organized resettlement efforts</u>

4. New Strategic and Operational Level Military Tasks

At the operational level, 21 new tasks that are not in the UJTL were identified and are summarized in Table II-6. A single new strategic theater level tasks was also identified: C12A “Develop and coordinate U.S. position on compensation/payments for collateral damage resulting from U.S. military activities during contingency operations.” These new tasks all support mission-specific sector tasks and are assigned the same number as the task they support. In some cases, a new task supports more than one mission-specific task (e.g.; M02A1 supports three tasks, M033 supports three tasks) and same number is used to identify the new task when it reoccurs.

5. New Tactical Level Military Tasks

A total of 22 new tactical level tasks were identified and they are summarized in Table II-7. Many of these new tasks reoccur supporting more than one mission-specific sector task. The new tasks supporting sector task M19GH include work identified for service modules defined in the listing of Military and Civil Defense Assets (MCDA) for use in large disaster relief operations. The service modules were developed by the United Nations Department of Humanitarian Affairs, now the Office of the Coordinator for Humanitarian Affairs (OCHA), and many nations have responded to OCHA by indicating

they have these capabilities available if they are required. *All of the new tasks should be reviewed by the DoD and incorporated into the appropriate tasks lists if warranted.*

Table II-6. New Operational Level Military Tasks for Sector 2 – Military Activities

Task Number Sector	Military Task Description
M02A1	Supervise and facilitate implementation of treaty or agreements
M02A2	Enforce restrictions on manpower and weapons
M02B1	Supervise demobilization and demilitarization of belligerent forces
M02B2	Supervise withdrawal and assembly of belligerent forces
M02B5	Support demobilization of military and paramilitary forces
M02B6	Reduce the size and capabilities of belligerent military and paramilitary forces
M02C1	Implement program to integrate former combatants into host nation civil society
M02C2	Implement program to integrate former combatants into host nation military forces
M034	Establish and maintain surveillance of treaty or agreement compliance items
M035	Investigate complaints and violations of treaty or agreements
M036	Report violations of treaty or agreements
M037	Supervise battlefield stabilization
M038	Report early warning of potential conflict
M039	Monitor elections
M0310	Monitor prisoner exchanges
M0311	Monitor local law enforcement organizations
M041	Act as intermediary between belligerents
M042	Supervise force withdrawal
M043	Supervise separation of combat forces
M044	Establish and enforce buffer zones and/or control zones
M201	Inspect production facilities and weapons storage sites

Table II-7. New Tactical Military Tasks for Sector 2 – Military Activities

Task Number Sector	Military Task Description
M01A	Provide training for host nation military forces in Law of Land Warfare
M02B3	Disarm belligerent forces
M02B4	Secure confiscated weapons and equipment
M02B7	Conduct joint inspections of belligerent forces and facilities
M031	Establish and operate observation posts
M032	Establish and operate checkpoints
M033	Inspect demilitarized zones and weapons sites
M19GH1	Produce, store, and distribute potable water
M19GH2	Provide hydrogeological survey
M19GH3	Provide borehole drilling support
M19GH4	Provide assessment of surface water sources
M19GH5	Provide treatment of water
M19GH6	Collect and store treated water
M19GH7	Transport bulk water to retail distribution facilities
M19GH8	Assist with collection and processing of waste water
M19GK1	Conduct site surveys
M19GK2	Provide technical engineering advise
M19GK3	Assist with surveys for refugee/displaced persons camp sites
M19GK4	Clear rubble and debris
M19GK5	Assist with emergency vertical construction projects
M19GK6	Assist with emergency horizontal construction projects
M19GK7	Assist with construction of temporary (<6 months) camps

E. SUMMARY TABLE OF SECTOR TASKS

Table II-8 provides the common and mission-specific tasks and the supporting joint and Service tasks for the Military Activities Sector.

Table II-8. Sector 2 - Military Activities

Source	Sector 2 - Military Activities	USG Agencies	UN	Military Task Nr	Code	Military Task
	Sector Tasks (CXX or MXX)	Lead	Supporting Agency			(Joint Pub 3-07, UJTL, STL)
7	C01 Establish military activities interagency cooperation structure for the contingency	DoD	CIA, DoS, DoJ, DoT, DoTr, USAID UNOA	ST8.5.3 OP5.5.2M1	CO	Establish theater interagency cooperation structure Establish liaison with key allied organizations within sector
7	C02 Conduct joint and combined military activities portion of the overall needs assessment for the contingency	DoD	CIA, DoS, DoJ, DoT, DoTr, USAID UNOA	SN5.3.2 ST5.3		Develop and analyze multinational and national military strategy, plans, and other actions Determine strategic direction
		DoD		OP5.7		Coordinate and integrate joint/multinational and interagency support
		DoD		OP5.7.1		Ascertain national or agency agenda
		DoD		OP5.7.2		Determine national/agency capabilities and limitations
		DoD		OP5.7.3		Develop multinational intelligence/information sharing structure
		DoD		OP5.7.4		Coordinate plans with non-DoD organizations
		DoD	DoS	OP5.7.5		Coordinate host nation support
		DoD	DoS	OP5.7.6		Coordinate coalition support
		DoD		OP5.7.7		Coordinate civil administration operations
		DoD		OP5.3.3		Determine operational end state
7	C03 Develop and implement plan to achieve military objectives for the contingency	DoD	CIA, DoS, DoJ, DoT, DoTr, USAID UNOA	SN5.3.4 SN5.4.1		Review strategic options and recommendations with NCA and other officials and adjust Prepare and issue strategic estimates, priorities, and joint operation plans
		DoD		SN5.4.2		Coordinate support for unified, joint, and multinational operations
		DoD		ST5.4		Provide strategic direction to theater forces
		DoD	DoS	ST8.5.1M	CS	Establish ROE for US military forces participating in the contingency operation
		DoD	DoS	ST8.3.2M	CS	operation
		DoD	DoS	OP5.4.3		Provide ROE
1	C03A Establish a foundation for post-conflict regional stability	DoS	DPA, DPKO, UNSR, RC, HC, UNOA	ST8.5 ST5.2M	CS	Coordinate and integrate regional interagency activities Develop military options for establishing post-conflict regional stability
5	C03B Support peace operations	DoD	DPA, DPKO, UNSR, RC, HC, UNOA	SN8.1.3		Support peace operations (diplomatic action, peacekeeping, and forceful military actions)
		DoD		ST8.2.8		Support peace operations in theater (political and humanitarian agencies)
		DoD		ST8.2.8.1		arrangements)
		DoD		NTA4.8.1		Support peace operations (logistics, medical, and other support for HA/DR)
5	C03C Coordinate support to the operation	DoD	CIA, DoS, DoJ, DoT, DoTr, USAID UNOA	SN8.1.9		Cooperate with and support NGOs and PVOs

Table II-8. Sector 2 - Military Activities (Continued)

Source	Sector 2 – Military Activities		USG Agencies		UN Agency	Military		Code	Military Task
	Sector Tasks (CXX or MXX)	Lead	Supporting			Task Nr			
		DoD	DoS		UNSR	ST8.2.10			(Joint Pub 3-07, UJTL, STL) Coordinate multinational operations within AOR
		DoD	DoS, USAID			ST8.2.11			Cooperate with and support NGOs in AOR
		DoD	DoS, USAID			ST8.2.12			Cooperate with and support PVOs in AOR
5	C03D Provide interagency support	DoD	CIA, DoS, DoJ, DoT, DoTr, USAID		DPA, DPKO, UNSR, RC, HC, UNOA	SN8.2			Provide DoD/Government-wide support
		DoD				SN8.3			Coordinate military activities within the interagency process
		DoD	DoS			ST8.3			Obtain support for US forces and interests
		DoD				ST8.4			Provide theater support to other DoD and government agencies
1	C03E Coordinate regional support to the operation (e.g., NATO)	DoD	DoS		DPA, DPKO	ST8.5			Coordinate and integrate regional interagency activities
		DoD				ST8.2			Provide support to allies, regional governments, IOs or groups
		DoD				OP4.7			Provide politico-military support to other nations, groups, and government agencies
		DoD				OP4.7.3			Provide support to DoD and other government agencies
		DoD				OP4.5			Manage logistics support in JOA
7	C04 Ensure adequate and timely resources are available to achieve military objectives	DoD	CIA, DoS, DoJ, DoT, DoTr, USAID		DPA, DPKO, UNSR, RC, HC, UNOA	SN5.3.5.3			Allocate forces and resources at execution
		DoD				OP5.5			Organize a joint force headquarters
7		DoD				OP4.4.5M1	CO		Train joint forces and personnel to accomplish specific tasks in accordance with assigned mandate and conditions in the JOA
		DoD				OP5.7			Coordinate and integrate multinational and interagency support
		DoD	DoS			OP4.7.5			Coordinate politico-military support
7	presence in joint operational area (JOA)	DoD	DoS		UNSR	SN3.1			Coordinate forward presence of forces in theater
		DoD				OP5.3.1			Conduct operational mission analysis
		DoD				OP5.5.1			Develop a joint force command and control structure
5	C05A Deploy the force	DoD				SN1.1			Determine transportation Infrastructure and resources
		DoD				SN1.2			Conduct deployment and redeployment
		DoD				ST1.1			Conduct intratheater strategic deployment
		DoD				ST1.2			Concentrate forces
		DoD				ST1.3			Conduct theater strategic maneuver
		DoD				OP1.1			Conduct operational movement
		DoD				OP1.1.3			Conduct JOA reception, staging, onward movement and integration
		DoD				OP1.2			Conduct operational maneuver
		DoD				OP1.3			Provide operational mobility
		DoD				AFT5.1.3			Perform airlift
		DoD				AFT5.2.3			Perform air refueling
		DoD				NTA4.5.2			Provide or contract for shipping
		DoD				ART1.1			Conduct tactical movement
		DoD				NTA1.1			Deploy naval tactical forces

Table II-8. Sector 2 - Military Activities (Continued)

Source	Sector 2 - Military Activities	USG Agencies	UN	Military Task Nr	Code	Military Task
	Sector Tasks (CXX or MXX)	Lead	Supporting	Agency		(Joint Pub 3-07, UJTL, STL)
1/6	C06 Provide military intelligence support for the contingency operation	DoD	CIA, DoJ, DoS	DPKO		Plan and direct strategic intelligence activities
		DoD	DoS		SN2.1	Evaluate intelligence activities
					SN2.6	
5	C06A Plan and direct intelligence activities	DoD	CIA, DoJ, DoS		ST2.1	Plan and direct theater strategic intelligence activities
		DoD	DoS		ST2.6	Evaluate intelligence activities in AOR
		DoD	DoS		OP2.1	Plan and direct operational intelligence activities
		DoD			AFT3.2.3	Perform intelligence functions
		DoD			ART2.1	Develop tactical intelligence requirements
		DoD			NTA2.1	Plan and direct intelligence operations
		DoD			ST6.1.6	Support tactical warning and attack assessment in AOR
5	C06B Collect information	DoD	DoS		SN2.2	Collect strategic information
		DoD	DoS		ST2.2	Collect theater strategic information
		DoD	DoS		OP2.2	Collect operational information
		DoD			AFT3.3.3	Perform (aerial) surveillance function
		DoD			AFT3.6.3	Furnish aerial imagery
		DoD			ART2.2	Collect information
		DoD			ART2.2.1	Collect information on situation
		DoD			ART2.2.1.3	Collect information on social/political/economic environment
		DoD			ART2.2.2	Perform tactical reconnaissance
		DoD			ART2.2.2.1	Perform a zone reconnaissance
		DoD			ART2.2.2.2	Perform area reconnaissance
		DoD			ART2.2.2.3	Perform reconnaissance in force
		DoD			ART2.2.2.4	Perform route reconnaissance
		DoD			ART2.2.2.5	Perform tactical surveillance
		DoD			NTA2.2.3	Perform reconnaissance and surveillance
		DoD			NTA2.2	Collect information
		DoD			NTA2.2.2	Collect tactical intelligence on situation
5	C06C Process information into intelligence	DoD	CIA, DoS		SN2.3	Process and exploit collected strategic information
		DoD	CIA, DoS		ST2.3	Process and exploit collected theater strategic information
		DoD	CIA, DoS		OP2.3	Process and exploit collected operational information
		DoD			ART2.3	Process information
		DoD			ART2.3.3	Evaluate social/political/economic/health environment
		DoD			NTA2.3	Process and exploit collected information
5	C06D Produce intelligence	DoD	CIA, DoS		SN2.4	Produce strategic intelligence
		DoD	CIA, DoS		ST2.4	Produce theater strategic intelligence and prepare intelligence products
		DoD	CIA, DoS		OP2.4	Produce operational intelligence and prepare intelligence products
		DoD			ART2.4	Prepare and disseminate intelligence reports
		DoD			NTA2.4	Produce intelligence
		DoD			OP2.4.1	Provide indications and warning for JOA
5	C06E Disseminate intelligence	DoD	CIA, DoS	DPKO	SN2.5	Disseminate and integrate national strategic intelligence
		DoD	CIA, DoS		ST2.5	Disseminate and integrate theater strategic intelligence

Table II-8. Sector 2 - Military Activities (Continued)

Source	Sector 2 – Military Activities Sector Tasks (CXX or MXX)	USG Agencies Lead	Supporting CIA, DoS	UN Agency	Military Task Nr	Code	Military Task (Joint Pub 3-07, UJTL, STL)
		DoD			OP2.5		Disseminate and integrate operational intelligence
		DoD			ART2.5		Develop relevant information and intelligence
		DoD			NTA2.5		Disseminate and integrate intelligence
	C07 Provide military information management for the contingency operation		CIA, DoS, DoI, DoT, DoTr, USAID	DPA, DPKO, UNSR, RC, HC, UNOA			
6		DoD			SN8.1.7		Coordinate information sharing arrangements
		DoD			SN8.3.2		Conduct information management in the interagency process
5	C07A Plan, direct, and coordinate information management	DoD	CIA		ST8.5.2		Facilitate US information exchange in region
		DoD			ST5.1		Operate and manage theater communications and information systems
		DoD			OP5.1.2		Manage means of communicating operational information
		DoD			OP6.1.3.1		Employ positive control measures
		DoD			OP6.1.3.2		Employ procedural control measures
		DoD	CIA		OP5.1.3		Determine commander's critical information requirements
		DoD	CIA		OP5.1.4		Maintain operational information and force status
		DoD	CIA, DoS		OP5.1.5		Monitor strategic situation
		DoD	CIA		OP5.1.6		Preserve historical documentation for joint operation
		DoD			OP5.1.7		Coordinate combat camera activities
		DoD			AFT2.3		Provide navigation and positioning capabilities
		DoD			AFT6.21.3		Perform flight operations management functions
		DoD			ART4.7.1		Provide movement control
		DoD			ART3.1.0		Provide capability for total asset and personnel visibility
		DoD			NTA4.5.3		Provide position reports for in transit visibility
5	C07B Provide situation assessment		DoS, DoJ, DoT, USAID, CIA	DPA, DPKO, UNSR, RC, HC, UNOA			
		DoD			ST5.2		Assess theater strategic environment
		DoD	CIA		ST5.3		Determine strategic direction
		DoD	CIA		ST5.5		Coordinate theater-wide information warfare
		DoD	CIA		OP5.1		Acquire, analyze, communicate information and maintain status
		DoD			AFT3.1.3.1		Operate the JAOC/AOC
		DoD			AFT3.1.3.6		Operate the airborne battlefield command and control center
		DoD			AFT3.1.3.8		Operate the airborne early warning control system
		DoD			AFT3.1.3.9		Operate the joint surveillance target attack radar system
		DoD			ART5.1		Acquire and manage information and maintain situation awareness
		DoD			NTA5.1		Acquire, analyze, communicate information and maintain status
		DoD			OP5.2		Assess operational situation
		DoD	CIA		AFT3.7		Provide weather service capabilities
		DoD			ART5.2		Assess situation and determine actions
		DoD			NTA5.2		Assess operational situation
		DoD			OP5.2.1		Review current situation
		DoD			OP5.2.2		Formulate crisis assessment
		DoD			OP5.2.3		Project future campaigns and major operations

Table II-8. Sector 2 - Military Activities (Continued)

Source	Sector 2 - Military Activities Sector Tasks (CXX or MXX)	USG Agencies Lead	Supporting Agency	UN	Military Task Nr	Code	Military Task (Joint Pub 3-07, UJTL, STL)
5	C07C Exchange information	DoD	DoS, DoJ, DoT, USAID, CIA	DPA, DPKO, UNSR, RC, HC, UNOA	OP5.1.1 ART5.4		Communicate operational information Conduct tactical information operations
5	C07D Conduct psychological operations	DoD	DoS, USIA	UNSR, RC, HC	ST3.2.2.1 OP3.2.2.1 ART3.8.3 ART3.3.2.1 NTA5.5.5		Conduct theater psychological activities Employ PSYOP in theater of operations/JOA Perform psychological operations functions Conduct battlefield PSYOPS activities Perform psychological operations Perform counterinformation functions Provide public affairs in theater Provide public affairs in JOA Conduct public affairs support Manage press relations in JOA Coordinate command/internal information programs Plan and conduct community relations programs
5	information	DoD	DoS, USIA	UNSR, RC, HC	AFT3.5.3		
5	support	DoD	DoS, USIA	UNSR, RC, HC	ST5.6		
		DoD			OP5.8		
		DoD			ART5.5		
		DoD			OP5.8.1		
		DoD			OP5.8.2		
		DoD			OP5.8.3		
5		DoD			OP5.8.1M1	CO	Establish and operate a military information support task force (MISTF)
		DoD			NTA5.9		Provide public affairs services
5		DoD			OP5.8.1M2	CO	Establish and operate a joint visitors bureau
5	C08 Conduct civil affairs and civil military operations	DoD	CIA, DoS, DoJ, DoT, DoTr, USAID	DPA, DPKO, UNSR, RC, HC, UNOA	OP4.7.6 OP4.7.2 ART4.10.1 ART4.10.2 ART4.10.3 ART4.10.4 NTA4.8		Coordinate civil affairs in JOA Conduct Civil Military Operations in JOA Provide interface between US military force and local authorities Locate and identify population centers in the JOA Acquire local resources, facilities, and support Establish temporary civil administration Conduct civil affairs in area
1	C09 Conduct military operations to accomplish the mandate	DoD	DoS, DoJ, DoT, USAID, CIA	DPKO, UNSR, RC, HC, UNOA	OP5.3 OP5.4 AFT3.1 ART5.3 NTA5.3 NTA5.4		Prepare plans and orders Command subordinate operational forces Provide command and control capabilities Direct and lead subordinate forces Determine and plan actions and operations Direct, lead, and synchronize forces
	M01 Assess, train, and equip host nation and/or coalition forces	DoD		DPA, DPKO, UNSR, RC, HC, UNOA	OP4.7M1 OP4.4.5M2	CO CO	Assess, train, and equip host nation and/or coalition military forces Assess host nation and/or coalition military forces
1	M01A Professionalize/restructure military forces	DoD	DoS	DPKO, UNSR, RC, HC, UNOA	OP4.4.4M M01A	CO NT	Professionalize/restructure host nation and/or coalition military forces Provide training for host nation military forces in Law of Land Warfare

Table II-8. Sector 2 - Military Activities (Continued)

Source	Sector 2 - Military Activities		USG Agencies		UN Agency	Military Task Nr	Code	Military Task
	Sector Tasks (CXX or MXX)	Lead	Supporting					
		DoD				ART4.11.1M	CT	(Joint Pub 3-07, UJTL, STL) Reorganize host nation and/or coalition military units
1	M01B Provide security assistance to the host nation military forces	DoD	DoS, USAID	UNSR, RC, HC	ST8.2.1M2	CS		Conduct security assistance activities to train and equip host nation and/or coalition military forces
5		DoD			OP4.7.1	CO		Provide security assistance in JOA
		DoD			OP4.7.1M1	CO		Provide defense-related services to host nation and/or coalition military forces
5		DoD			AFT6.1.9	CO		Provide capabilities to support foreign countries
		DoD			OP4.7.1M2	CO		Provide defense articles to host nation and/or coalition military forces
		DoD			OP4.4.5	CO		Train host nation military forces
5		DoD			OP4.7.1M3	CO		Provide IMET to host nation and/or coalition military forces
		DoD			NTA4.9.2			Provide/execute training for US and other nation units and individuals
		DoD			NTA4.9.3			Provide mobile training teams
		DoD			NTA4.12.9			Train medical and non-medical personnel
	M01C Establish military-to-military programs with the host nation and/or coalition forces							
1		DoD	DoS	UNSR, RC, HC	OP4.7M2	CO		Establish military-to-military programs with the host nation and/or coalition military forces
5		DoD			OP4.7M3	CO		Conduct exchange visits with the host nation and/or coalition forces
		DoD	DoS		SN3.1.4	CO		Coordinate multinational exercises
5		DoD			OP4.7M4	CO		Conduct combined and joint training with the host nation and/or coalition military forces
	M02 Demilitarize a zone or region							
1		DoD	DoS	DPA, DPKO, UNSR, RC, HC	OP1.5M	CO		Control or dominate operationally significant demilitarized zone or region
10		DoD	DoS	UNSR	OP1.5.4M	CO		Establish areas of limited strength and armaments
10		DoD	DoS	UNSR	ST8.2.10M	CS		Establish reassuring international presence in JOA
10		DoD	DoS, USAID		OP4.4.1.2M	CO		Assist with processing remains of belligerents killed in action
10		DoD	DoS	UNSR	OP5.5.2M2	CO		Establish and participate in the Joint Military Commission
	M02A Implement weapons control regimes							
1		DoD	DoS	DPA, DPKO, UNSR, RC, HC	M02A1	NO		Supervise and facilitate implementation of treaty or agreements
10		DoD	DoS	UNSR	M02A2	NO		Enforce restrictions on manpower and weapons
	M02B Disarm or reduce belligerent military units							
1/3		DoD	DoS, USAID	DPA, DPKO, UNSR, RC, HC	M02B1	NO		Supervise demobilization and demilitarization of belligerent forces
10		DoD	DoS	UNSR	M02B2	NO		Supervise withdrawal and assembly of belligerent forces
10		DoD	DoS	UNSR	M02B3	NT		Disarm belligerent forces
10		DoD		UNSR	M02B4	NT		Secure confiscated weapons and equipment
10		DoD	DoS, USAID	UNSR	M02B5	NO		Support demobilization of military and paramilitary forces
10		DoD	DoS	UNSR	M02B6	NO		Reduce the size and capabilities of belligerent military and paramilitary forces
10		DoD	DoS	UNSR	M02B7	NT		Conduct joint inspections of belligerent forces and facilities
	M02C Demobilize and re-integrate ex-combatants							
1/3		DoD	DoS, USAID	DPA, DPKO, UNSR, RC, HC, UNOA	M02C1	NO		Implement program to integrate former combatants into host nation civil society
		DoD	DoS	UNSR	M02C2	NO		Implement program to integrate former combatants into host nation military force
	M03 Establish a military observer mission							
1		DoD	DoS	DPA, DPKO, UNSR, RC, HC	OP5.5.2M3	CO		Establish a military observer mission

Table II-8. Sector 2 - Military Activities (Continued)

Source	Sector 2 - Military Activities Sector Tasks (CXX or MXX)	USG Agencies Lead	UN Agency	Military Task Nr	Code	Military Task
9/10		DoD		M031	NT	(Joint Pub 3-07, UJTL, STL) Establish and operate observation posts
9/10		DoD		ART1.2.5.1		Conduct patrols
9/10		DoD		M032	NT	Establish and operate checkpoints
10		DoD		M033	NT	Inspect demilitarized zones and weapons sites
9/10		DoD		M034	NO	Establish and maintain surveillance of treaty or agreement compliance items
10		DoD		M035	NO	Investigate complaints and violations of treaty or agreements
9/10		DoD		M036	NO	Report violations of treaty or agreements
10		DoD		M037	NO	Supervise battlefield stabilization
10		DoD		M038	NO	Report early warning of potential conflict
10		DoD		M039	NO	Monitor elections
10		DoD		M0310	NO	Monitor prisoner exchanges
10		DoD		M0311	NO	Monitor local law enforcement organizations
1	M04 Implement confidence- building and security measures	DoD	DPA, DPKO, UNSR, RC, HC, UNOA	ST8.1M	CS	Implement confidence-building and security measures
9/10		DoD		M02A1	NO	Supervise and facilitate implementation of treaty or agreements
9/10		DoD		M041	NO	Act as intermediary between belligerents
9/10		DoD		M042	NO	Supervise force withdrawal
9/10		DoD		M043	NO	Supervise separation of combat forces
9/10		DoD		M044	NO	Establish and enforce buffer zones and/or control zones
1	M05 Conduct constabulary operations	DoJ	DPA, DPKO, UNSR, RC, HC	ST8.2.7		Assist in restoration of order
		DoS, DoD		OP1.5.5		Assist host nation in populace and resource control
		DoD		OP4.6.4		Provide law enforcement and prisoner control
		DoD		OP6.2.2		Remove operationally significant hazards
		DoD		OP6.5.3H2	CO	Protect/secure humanitarian relief efforts
		DoD		OP1.4M2	CO	Conduct border patrol operations
		DoD		OP4.7.1M4	CO	Rehabilitate capacity of local civilian police
		DoD		OP4.4.5M5	CO	Train host nation civilian police forces
		DoD		OP4.7.4M	CO	Shape political consent to comply with peace agreement or treaty requirements
		DoD		OP4.6.4M	CO	Regulate conduct of public security apparatus
		DoD		OP6.5.5		Integrate host nation security forces and means
						Support regular combat forces during serious civil disorders employing special crowd control skills and non-lethal measures
		DoD		OP1.2M10	CO	Maintain law and order
		DoD		ART6.6		Conduct populace and resource control
		DoD		ART6.7		Conduct military law enforcement support
		DoD		NTA6.3.2		
5	M06 Conduct peacekeeping operations	DoD	DPA, DPKO, UNSR, RC, HC	ST8.2.8.2		Conduct peacekeeping (Chapter VI)
9/10		DoD		M02A1	NO	Supervise and facilitate implementation of treaty or agreements
		DoD		ART1.2		Conduct tactical maneuver
		DoD		ART1.2.4.4.4		Secure area for MOOTW

Table II-8. Sector 2 - Military Activities (Continued)

Source	Sector 2 - Military Activities Sector Tasks (CXX or MXX)	USG Agencies Lead	UN Agency	Military Task Nr	Code	Military Task
		DoD		NTA1.2		Joint Pub 3-07, UJTL, STL)
		DoD		OP1.5		Navigate and close forces
9/10		DoD		OP1.3.2M	CO	Control or dominate operationally significant area
9/10		DoD		M031	NT	Enhance freedom of movement of affected population
9/10		DoD		ART1.2.5.1		Establish and operate observation posts
10		DoD		M032	NT	Conduct patrols
9/10		DoD		M033	NT	Establish and operate checkpoints
9/10		DoD		ART2.2.2		Inspect demilitarized zones and weapons sites
9/10		DoD		NTA2.2.3		Perform tactical reconnaissance
10		DoD		M035	NO	Perform reconnaissance and surveillance
9/10		DoD		M036	NO	Investigate complaints and violations or treaty or agreements
		DoD		OP1.4		Report violations of treaty or agreements
		DoD		OP1.4.1		Provide operational countermeasures
		DoD		ART1.4.1		Employ operational system of obstacles
		DoD		ART1.4.2		Secure/select location of barriers, obstacles, and mines
		DoD		ART1.4.3		Emplace barriers, obstacles, and mines
		DoD		NTA1.4		Mark barriers, obstacles, and mines
		DoD		OP6.2		Conduct counterterrorism
		DoD		OP6.5.3		Provide protection for operational forces
		DoD		OP4.6		Protect/secure operationally critical installations, facilities, and systems
						Build and maintain sustainment bases
5	M07 Conduct peace enforcement operations	DoS, DoI, USAID	DPA, DPKO, UNSR, RC, HC	ST8.2.8.3		Conduct peace enforcement (Chapter VII)
9/10	M07A Separate belligerent forces	DoD	DPA, DPKO, UNSR, RC, HC	OP1.1M1	CO	Conduct preventative deployment to impose forces between belligerents
		DoD		OP1.2.4.3		Conduct forcible entry
		DoD		ART1.2.2.2		Conduct amphibious assault
		DoD		NTA1.5.6.2		Establish and maintain quick reaction forces
9/10		DoD		OP6.2M5	CO	Conduct operational maneuver
		DoD		OP1.2		Forcibly separate belligerents
9/10		DoD		OP1.2M1	CO	Control or dominate operationally significant area
		DoD		OP1.5		Perform countersea functions
		DoD		AFT4.3.3		Perform special operations employment functions
		DoD		AFT4.4.3		Perform airborne operations functions
		DoD		AFT4.5.3		Perform amphibious operations functions
		DoD		AFT4.6.3		Conduct tactical maneuver
		DoD		ART1.2		
1	M07B Deter hostilities and armed attacks	DoS, DoI, USAID	DPA, DPKO, UNSR, RC, HC	OP1.5		Control or dominate operationally significant area
		DoD		AFT1.1		Provide counterair capabilities
		DoD		AFT2.1		Provide lethal precision engagement capabilities
		DoD		NTA1.5		Dominate the combat area
9/10		DoD		M031	NT	Establish and operate observation posts
9/10		DoD		ART1.2.5.1		Conduct patrols

Table II-8. Sector 2 - Military Activities (Continued)

Source	Sector 2 - Military Activities Sector Tasks (CXX or MXX)	USG Agencies Lead	Supporting	UN Agency	Military Task Nr	Code	Military Task
9/10		DoD			M032	NT	(Joint Pub 3-07, UJTL, STL) Establish and operate checkpoints
10		DoD			M033	NT	Inspect demilitarized zones and weapons sites
9/10		DoD			NTA2.2.2		Perform tactical reconnaissance
9/10		DoD			NTA2.2.3		Perform reconnaissance and surveillance
9/10		DoD	DoS		OP4.7M6	CO	Secure agreement with belligerent forces
9/10		DoD			OP6.5M1	CO	Establish and maintain secure environment in JOA
9/10		DoD	DoS		OP6.5M2	CO	Establish and enforce ceasefire and agreements
9/10		DoD	DoS		OP6.5M3	CO	Establish and maintain buffer and control zones
9/10		DoD			OP2.2.1M	CO	Conduct surveillance over established zones or regions
9/10		DoD	DoS, DoJ		ST8.2.7		Assist in restoration of order
		DoD	DoS, DoJ		OP4.6.4		Provide law enforcement and prisoner control
		DoD	DoS, DoJ		OP6.2.2		Remove operationally significant hazards
		DoD	DoS, DoJ		ART6.6		Maintain law and order
		DoD	DoS, DoJ		ART6.7		Conduct populace and resource control
		DoD	DoS, DoJ		NTA6.3.2		Conduct military law enforcement support
7	M07C Respond to hostilities and armed attacks	DoD	DoS, DoJ, USAID	UNSR, RC, HC, UNOA	OP3.1		Conduct joint force targeting
		DoD			ART3.1		Process tactical surface targets
		DoD			NTA3.1		Process targets
		DoD			OP3.2		Attack operational targets
		DoD			AFT1.1		Provide counterair capabilities
		DoD			AFT2.1		Provide lethal precision engagement capabilities
		DoD			AFT4.2.3.1		Perform interdiction functions
		DoD			AFT4.2.3.2		Perform close air support functions
		DoD			ART3.2.1		Conduct lethal direct fire on surface targets
		DoD			ART3.3		Conduct fire support
		DoD			ART3.4		Conduct suppression of enemy air defenses
		DoD			NTA3.2		Attack targets
		DoD			NTA3.3		Integrate tactical fires
		DoD			NTA3.4		Organize fire support assets
		DoD			NTA3.5		Conduct coordinated special weapons attack
		DoD			AFT2.2		Provide nonlethal precision engagement capabilities
		DoD			ART3.2		Conduct direct fire
9/10	M07D Enhance freedom of movement	DoD	DoS, DoJ, USAID	UNSR, RC, HC, UNOA	OP1.3.1		Overcome operationally significant barriers, obstacles, and mines
		DoD			ART1.3.1		Overcome barriers, obstacles, and mines
		DoD			ART1.3.2		Enhance movement
		DoD			OP1.4		Provide operational countermobility
		DoD			OP1.4.1		Employ operational system of obstacles
		DoD			ART1.4.1		Secure/select location of barriers, obstacles, and mines
		DoD			ART1.4.2		Emplace barriers, obstacles, and mines
		DoD			ART1.4.3		Mark barriers, obstacles, and mines
		DoD			NTA1.4		Conduct countermobility

Table II-8. Sector 2 - Military Activities (Continued)

Source	Sector 2 - Military Activities	USG Agencies	UN	Military Task Nr	Code	Military Task
	Sector Tasks (CXX or MXX)	Lead	Supporting	Agency		(Joint Pub 3-07, UJTL, STL)
5	M08 Conduct preventive diplomacy operations	DoD	DoS	DPA, DPKO, UNSR, RC, HC	OP1.2M2	CO
5/10	deployment	DoD	DoS		OP1.1M2	CO
		DoD			AFT4.2	CO
		DoD			AFT4.3	CO
		DoD			AFT4.3	CO
		DoD			ART1.1	CO
		DoD			NTA1.1	CO
10	force	DoD	DoS		OP6.5M4	CO
5	M08C Conduct a show of force	DoD			OP1.2.4.1	CO
		DoD			ART1.2.2.3.6	CO
5	M08D Conduct a demonstration	DoD	DoS		OP1.2.4.2	CO
		DoD			ART1.2.2.3.7	CO
		DoD			NTA1.5.6.3	CO
5	M09 Conduct peacemaking operations	DoD	DoS	DPA, DPKO, UNSR, RC, HC	OP1.2M3	CO
5	M09A Assist with mediation and negotiations to end a dispute or resolve issues among belligerents	DoD	DoS		OP4.7M5	CO
1/5	M09B Provide security assistance to the host nation military forces	DoD	DoS, USAID		ST8.2.1M2	CS
					OP4.7.1	CO
5		DoD			OP4.7.1M1	CO
		DoD			AFT6.1.9.3	CO
5		DoD			OP4.7.1M2	CO
		DoD			OP4.4.5	CO
5		DoD			OP4.7.1M3	CO
		DoD			NTA4.9.2	CO
		DoD			NTA4.9.3	CO
		DoD			NTA4.12.9	CO
1/5	programs with the host nation forces	DoD	DoS		OP4.7M2	CO
5		DoD	DoS		OP4.7M3	CO
		DoD	DoS		SN3.1.4	CO
5		DoD	DoS		OP4.7M4	CO
		DoD	DoS, USAID, DoJ, DoTr, USIA, DoEd			CO
5	M10 Conduct peace building operations	DoD	DoS	DPA, DPKO, UNSR, RC, HC	ST8.2M1	CS
5	M11 Conduct noncombatant evacuation operations	DoS	DoD	UNSR, RC, HC, UNOA	ST8.4.3	CO
5	noncombatant evacuation operations	DoS	DoD		OP4.5.3	CO
		DoS	DoD		OP6.2.5	CO
		DoS	DoD		ART6.10.1	CO

Table II-8. Sector 2 - Military Activities (Continued)

Source	Sector 2 – Military Activities Sector Tasks (CXX or MXX)	USG Agencies		UN Agency	Military Task Nr	Code	Military Task (Joint Pub 3-07, UJTL, STL)
		Lead	Supporting				
5	noncombatant evacuation operations	DoS	DoD		NTA6.2.1		Evacuate noncombatants from area
		DoS	DoD		AFT5.1		Provide airlift capabilities
		DoS	DoD		OP4.5.3		Recommend evacuation policy and procedures for JOA
		DoS	DoD		OP6.2.5		Conduct evacuation of noncombatants from JOA
		DoS	DoD		ART6.10.1		Evacuate noncombatants for area
5	M12 Conduct search and rescue and recovery operations	DoS	DoD		NTA6.2.1		Evacuate noncombatants from area
		DoS	DoD		AFT5.1		Provide airlift capabilities
		DoD	DoS	UNSR, RC, HC, UNOA	ST6.2.7		Conduct personnel recovery in AOR
		DoD			OP6.2.8		Coordinate and conduct personnel recovery
		DoD	DoS		OP6.2.8.1		Provide civil search and rescue
5	M12A Support civil search and rescue operations	DoD			AFT3.1.3.13		Operate the joint SAR center
		DoD			ART6.10.3		Conduct search and rescue
		DoD			NTA6.2.3		Perform search and rescue
		DoD			OP6.2.8.2		Provide combat search and rescue
		DoD			AFT1.3		Provide combat search and rescue capabilities
5	M12B Conduct combat search and rescue operations	DoD			AFT1.3.3		Perform combat search and rescue
		DoD			ART6.10.2		Conduct combat search and rescue
		DoD			NTA6.2.2		Perform combat search and rescue
		DoD			NTA6.2.4		Conduct tactical recovery of aircraft and personnel
		DoD	DoS, DoJ, DoT, DoTr, USAID	DPA, UNSC, RC, HC, UNOA	OP1.4.3		Plan and execute blockade
5	M13A Establish zone for exclusion and/or to enforce sanctions	DoD	DoS		ST1.5.1		Establish strategic system of barriers, obstacles, and mines
		DoD	DoS		ST1.5.2		Establish sanctions, embargo, or blockade
		DoD	DoS		OP1.4.2		Plan and execute sanctions/embargo
		DoD			OP1.5		Control or dominate operationally significant area
		DoD			OP2.2.1M	CO	Conduct surveillance over established zones or regions
5	M13B Conduct surveillance of enforcement / exclusion zone	DoD			AFT3.3		Provide surveillance capabilities
		DoD			AFT3.4		Provide reconnaissance capabilities
		DoD			ART2.2.2		Perform tactical reconnaissance
		DoD			NTA2.2.3		Perform reconnaissance and surveillance
		DoD	DoS, DoJ		OP1.2M4	CO	Intercept unauthorized personnel and materiel, and alien migrants
5	M13C Intercept unauthorized personnel and materiel	DoD			AFT4.2.3.1		Perform interdiction functions
		DoD			ART1.2M1	CT	Perform interdiction functions
		DoD			NTA1.4.6		Conduct alien migration interdiction operations
		DoD	DoS, DoJ		OP1.2M5	CO	Impose coercive measures to enforce sanctions
		DoD					

Table II-8. Sector 2 - Military Activities (Continued)

Source	Sector 2 - Military Activities Sector Tasks (CXX or MXX)	USG Agencies Lead	Supporting	UN Agency	Military Task Nr	Code	Military Task
		DoD			ART1.2M2	CT	Impose coercive measures to enforce sanctions
		DoD			NTA1.4.8		Enforce exclusion zones
5		DoD			NTA1.5.2M	CT	Conduct coastal sea control operations
5		DoD			NTA6.3.1.3		Provide harbor defense and port security
	M13E Guarantee movement of authorized personnel and materiel through zone						
9/10		DoD	DoS, DoJ		OP1.2M6	CO	Guarantee movement of authorized personnel and materiel through zone
		DoD			ART1.3.2		Enhance movement
		DoD			ART1.3.2.3		Facilitate movement on routes
		DoD			ART1.3.2.3.1		Control tactical movement
		DoD			ART1.3.2.3.2		Control tactical airspace
		DoD			NTA1.3.1		Perform mine countermeasures
		DoD			NTA1.3.2		Conduct breaching of minefields, barriers, and obstacles
		DoD			NTA1.3.3		Enhance movement
9/10	unauthorized personnel and materiel through zone	DoD	DoS, DoJ		OP1.4M1	CO	Deny movement of unauthorized personnel and materiel through zone
		DoD			OP1.4.1		Employ operational system of obstacles
		DoD			ART1.4.1		Secure/select location of barriers, obstacles, and mines
		DoD			ART1.4.2		Emplace barriers, obstacles, and mines
		DoD			ART1.4.3		Mark barriers, obstacles, and mines
		DoD			NTA1.4		Conduct countermobility
		DoD			NTA1.4.1		Conduct mining
		DoD			NTA1.4.2		Manage barriers and obstacles
		DoD			NTA1.4.3		Detonate mines/explosives
5	M14 Conduct maritime intercept operations	DoD	DoS, DoJ, DoT, USAID	DPA, UNSC, RC, HC, UNOA	OP1.4.4		Plan and execute maritime interception
		DoD			NTA1.4.4		Conduct blockade
		DoD			NTA1.4.5		Conduct maritime interception
		DoD			NTA1.4.6		Conduct alien migrant interdiction operations
		DoD			NTA1.4.7		Conduct maritime counter-drug operations
		DoD			NTA1.4.8		Enforce exclusion zones
		DoD			NTA1.5		Dominant the combat area
		DoD			NTA3.2.6		Interdict enemy operational/forces targets
		DoD			NTA3.2.7		Intercept, engage, and neutralize enemy aircraft and missile targets
5	M15 Conduct operations to ensure freedom of navigation and overflight	DoD	DoS, DoJ, DoT, USAID	DPA, UNSC, RC, HC, UNOA	OP1.2M7	CO	Conduct freedom of navigation and overflight operations
7	navigation	DoD	DoS		OP1.2M8	CO	Exercise maritime movements
		DoD			NTA1.1		Deploy tactical naval forces
		DoD			NTA1.1.2.2		Establish naval control and protection of shipping
		DoD			NTA1.2		Navigate and close forces
		DoD			AFT4.3		Provide countersea capabilities
7	M15B Ensure freedom of overflight	DoD	DoS, DoT		OP1.2M9	CO	Exercise air movements

Table II-8. Sector 2 - Military Activities (Continued)

Source	Sector 2 - Military Activities Sector Tasks (CXX or MXX)	USG Agencies Lead	UN Agency	Military Task Nr	Code	Military Task
		DoD		AFT1.1M	CT	(Joint Pub 3-07, UJTL, STL) Exercise overflight
		DoD		ART6.1M1	CT	Suppress enemy air defenses that threaten aircraft exercising freedom of overflight
		DoD		NTA3.2.4M1	CT	Suppress enemy air defenses that threaten aircraft exercising freedom of overflight
5	M16 Conduct protection of shipping and aircraft operations	DoS, DoT, DoJ, USAID	DPA, UNSC, RC, HC, UNOA	OP1.2M11	CO	Conduct protection of shipping and aircraft operations
5	M16A Conduct protection of shipping operations	DoD		OP1.2M12	CO	Conduct protection of shipping operations
		DoD		OP3.1M1	CO	Conduct joint force targeting of systems that threaten shipping operations
		DoD		NTA1.1.2.2		Establish naval control and protection of shipping
		DoD		NTA1.2		Navigate and close forces
		DoD		NTA1.1.2.2M	CT	Conduct maritime escort of civilian shipping
		DoD		NTA1.2.8		Direct tactical reconnaissance and surveillance
		DoD		NTA1.3.1		Perform mine countermeasures
		DoD		NTA1.3.2		Conduct breaching of minefields, barriers, and obstacles
		DoD		NTA1.3.3		Enhance movement
		DoD		NTA1.3.4		Conduct icebreaking
		DoD		NTA1.4.1		Conduct mining
		DoD		NTA1.4.2		Manage barriers and obstacles
		DoD		NTA1.4.3		Detonate mines/explosives
		DoD		NTA3.2M	CT	Attack targets that threaten shipping
		DoD		AFT4.3		Provide countersea capabilities
5	M16B Conduct protection of aircraft operations	DoS		OP1.2M13	CO	Conduct protection of aircraft operations
		DoD		OP3.1M2	CO	Conduct joint force targeting of systems that threaten aircraft operations
		DoD		AFT1.1		Provide counterair capabilities
		DoD		ART6.1M2	CT	Conduct air and missile defense in protection zone
		DoD		NTA3.2.4M2	CT	Suppress enemy air defenses in protection zone
5	M17 Conduct strikes and raids In JOA	DoS, DoJ, USAID	DPA, DPKO, UNSR, RC, HC, UNOA	OP1.2.4.7		Conduct direct action in JOA
		DoD		AFT2		Provide precision engagement
		DoD		ART3		Employ firepower
		DoD		NTA3.2		Attack targets
		DoD		OP1.2.4.5		Conduct raids in JOA
		DoD		ART1.2.2.3.5		Conduct raid
		DoD		NTA1.5.6.4		Conduct amphibious raid
5	M18 Conduct nation assistance support	DoS, USAID	RC, HC	SN8.1.2		Support nation assistance
		DoD		ST8.2.5		Provide nation assistance support
		DoD		SN8.1.4		Support military civic action
		DoD		ST8.2.6		Provide military civic action assistance

Table II-8. Sector 2 - Military Activities (Continued)

Source	Sector 2 - Military Activities Sector Tasks (CXX or MXX)	USG Agencies Lead	Supporting	UN Agency	Military Task Nr	Code	Military Task (Joint Pub 3-07, UJTL, STL)
1/5	M18A Provide security assistance to the host nation military forces	DoD	DoS, USAID		SN8.1.1		Provide security assistance
		DoD	DoS, USAID		ST8.2M2	CS	Conduct security assistance activities to train and equip restructured host nation military and/or coalition forces
		DoD			OP4.7.1		Provide security assistance in JOA
5		DoD			OP4.7.1M1	CO	Provide defense-related services to host nation and/or coalition military forces
		DoD			AFT6.1.9		Provide capabilities to support foreign countries
5		DoD			OP4.7.1M2	CO	Provide defense articles to host nation and/or coalition military forces
		DoD			OP4.4.5		Train host nation military forces
5		DoD			OP4.7.1M3	CO	Provide IMET to host nation and/or coalition military forces
		DoD			NTA4.9.2		Provide/execute training for US and other nation units and individuals
		DoD			NTA4.9.3		Provide mobile training teams
		DoD			NTA4.12.9		Train medical and non-medical personnel
1/5	programs with the host nation forces	DoD	DoS, USAID		OP4.7M2		Establish military-to-military programs with the host nation forces
5		DoD			OP4.7M3		Conduct exchange visits with the host nation forces
		DoD	DoS		SN3.1.4		Coordinate multinational exercises
5		DoD			OP4.7M4	CO	Conduct combined and joint training with the host nation and/or coalition military forces
5	M18C Coordinate theater foreign internal defense activities	DoD	DoS, USAID		SN8.1.8		Provide support to theater foreign internal defense in theater
					ST8.2.9		Coordinate theater foreign internal defense activities
5	M19 Conduct military humanitarian assistance	DoD	DoS, USAID	OCHA	SN8.1.5		Provide for foreign humanitarian assistance and conduct humanitarian and civic assistance
5/7		DoD	DoS, USAID		ST8.2.4M1	CS	Provide military humanitarian assistance when only military support is available
7	M19A Conduct humanitarian assistance needs assessment	DoD	DoS, USAID	OCHA	ST8.5.4M	CS	Conduct humanitarian assistance needs assessment
7	plan for providing humanitarian assistance	DoD	DoS, USAID	OCHA	OP5.3.9M	CO	Develop and implement plan to provide humanitarian assistance
11		DoD			OP4.6.1M	CO	Designate, operate, and secure distribution centers for emergency items (medical, food, water, etc.)
5	M19C Establish secure environment in JOA	DoD	DoS, USAID	UNSR, OCHA	OP6.2.6		Establish disaster control measures
		DoD			OP6.5.4		Protect and secure air, land, and sea lanes of communications in JOA
		DoD			OP6.5.5		Integrate host nation security forces and means
		DoD			ART1.2.4		Conduct security
		DoD			NTA6.3.1		Protect and secure air, land, and sea lanes of communications in JOA
		DoD			ART1.2.5		Perform enabling operations
5	M19D Enhance mobility	DoD	USAID		OP1.3.1		Overcome operationally significant barriers, obstacles, and mines
		DoD			ART1.3.1		Overcome barriers, obstacles, and mines
		DoD			NTA1.4.3		Detonate mines/explosives
		DoD			ART1.3.2		Enhance movement
		DoD			ART1.3.2.3		Facilitate movement on routes
		DoD			ART1.3.2.3.1		Control tactical movement
		DoD			ART1.3.2.3.2		Control tactical airspace

Table II-8. Sector 2 - Military Activities (Continued)

Source	Sector 2 - Military Activities Sector Tasks (CXX or MXX)	USG Agencies Lead	Supporting Agency	UN Agency	Military Task Nr	Code	Military Task (Joint Pub 3-07, UJTL, STL)
5	M19E Environmental remediation	DoD	DoS, DoE, EPA, USAID	UNEP, OCHA	OP6.2.9 NTA4.7.9 NTA4.7.10 NTA6.11.2 NTA6.1.2		Develop and execute actions to control pollution and hazardous materials Provide environmental disaster relief support Provide environmental remediation (hazardous waste cleanup) Remove battlespace hazards Conduct maritime environmental defense operations
5	M19F Restore law and order	DoD	DoS, DoI, USAID	UNSR, OCHA	OP1.5.5 ART6.6.1 ART6.6.2 ART6.6.3 ART6.6.4 NTA6.3.2 AFT6.8.3.1 NTA6.3.2.1 NTA6.3.2.2 NTA6.3.2.3		Assist host nation in populace and resource control Perform law enforcement Conduct criminal investigation Provide physical security guidance Provide customs inspection Conduct military law enforcement support Manage enemy prisoners of war Manage enemy prisoners of war Maintain law and order Manage refugees and refugee camps
5	M19G Relieve or reduce suffering of affected population	DoD	DoS, USAID	HC	NTA4.8.1 NTA6.4		Support peace operations (logistics, medical, and other support for HA/DR) Provide disaster relief
5	M19GA Provide health services to affected population	DoD	DoS, USAID	HC	NTA4.12.10 NTA4.12.6 ART4.6.2 NTA4.12.5 AFT6.22.3 ART4.6.8 ART4.6.3 ART4.6.1 NTA4.12.1 NTA4.12.11 NTA4.12.12 NTA4.12.2 NTA4.12.3 NTA4.12.7 NTA4.12.8 ART4.6.5 ART4.6.6 NTA4.12.4 ART4.6.7 ART4.6.4 ART4.5.2 NTA4.4.1.4		Support peace operations (health services for HA/DR) Provide industrial and environmental health services Provide medical evacuation Coordinate patient movement Perform medical support functions Provide laboratory services Provide hospitalization Provide area medical support Perform triage Provide medical staff support Perform level II/III medical support Provide ambulatory health care Provide surgical and inpatient care Maintain records Obtain and analyze medical information Provide preventative medicine services Provide dental services Provide dental care Provide veterinary services Provide combat health logistics and blood management Conduct mortuary affairs Perform casualty operations and mortuary affairs
5	M19GB Dispose of human remains	DoD	DoS, USAID	HC			

Table II-8. Sector 2 - Military Activities (Continued)

Source	Sector 2 - Military Activities	USG Agencies	UN	Military	Code	Military Task
	Sector Tasks (CXX or MXX)	Lead	Supporting	Agency	Task Nr	(Joint Pub 3-07, UJTL, STL)
5	M19GC Conduct search and rescue operations	DoD	DoS, USAID	HC	OP6.2.8	Coordinate and conduct personnel recovery
		DoD			OP6.2.8.1	Provide civil search and rescue
		DoD			AFT3.1.3.13	Operate the joint SAR center
		DoD			ART6.10.3	Conduct search and rescue
		DoD			NTA6.2.3	Perform search and rescue
		DoD			OP6.2.8.2	Provide combat search and rescue
		DoD			AFT1.3	Provide combat search and rescue capabilities
		DoD			AFT1.3.3	Perform combat search and rescue
		DoD			ART6.10.2	Conduct combat search and rescue
		DoD			NTA6.2.2	Perform combat search and rescue
		DoD			NTA6.2.4	Conduct tactical recovery of aircraft and personnel
5	M19GD Process refugees and displaced persons	DoD	DoS, USAID	HC	OP1.5.5	Assist host nation in populace and resource control
		DoD			ART1.3.2.3.3	Provide refugee and straggler control
		DoD			ART4.10.2	Locate and identify population centers in the JOA
		DoD			ART6.7	Conduct populace and resource control
		DoD			ART4.4M	Support organized resettlement efforts
		DoD			NTA6.3.2.3	Manage and/or provide assistance to refugees and displaced civilian camps
		DoD			OP6.2.5H1	Assist with identification and separation of combatants from civilian population
		DoD			ART6.9.1	Perform EPW/civilian internment
5	M19GE Provide support to affected population	DoD	DoS, USAID	HC	NTA4.4.2.1	Provide billeting/berthing and related services
		DoD			NTA4.4.2.2	Provide food services
		DoD			ART4.2	Provide fuel
		DoD			ART4.8.1	Provide general supply support
		DoD			ART4.8.1.1	Provide subsistence
		DoD			ART4.8.1.2	Provide clothing, individual equipment, tools
		DoD			ART4.8.1.3	Provide water
		DoD			ART4.8.1.4	Provide barrier and construction materials
		DoD			ART4.8.2	Provide supply management
		DoD			NTA4.2	Fuel
		DoD			NTA4.2.2	Move bulk fuel
		DoD			NTA4.6	Supply the force
		DoD			AFT6.20.3	Perform services support
		DoD			NTA4.4.2	Perform fleet/field services
		DoD			ART4.5.1	Conduct clothing exchange
		DoD			ART4.5.3	Conduct laundry and renovation services
		DoD			ART4.5.4	Conduct aerial delivery
		DoD			ART4.5.5	Perform food preparation
		DoD			ART4.8.3	Salvage equipment and materials
		DoD			NTA4.1.3	Conduct recovery and salvage
5/13	M19GF Provide transport of supplies and personnel	DoD	DoS, USAID	HC	NTA4.5.2	Provide or contract for shipping

Table II-8. Sector 2 - Military Activities (Continued)

Source	Sector 2 – Military Activities		USG Agencies		UN Agency	Military Task Nr	Code	Military Task
	Sector Tasks (CXX or MXX)	Lead	Supporting					
		DoD			ART4.7.3			(Joint Pub 3-07, UJTL, STL) Move/evacuate cargo, equipment, and personnel
		DoD			ART4.7.3.1			Move by surface
		DoD			NTA4.5.4			Transport personnel
		DoD			ART1.2.4.4.3			Provide convoy security
		DoD			ART4.7.3.2			Move by air
		DoD			AFT5.1.3			Perform airlift
5/13	M19GG Provide transportation services	DoD	DoS, USAID	HC	ST6.1.2			Provide airspace control measures
		DoD			OP6.1.3			Provide airspace control
		DoD			AFT6.2.1			Provide capabilities to manage flight operations
		DoD			NTA1.2.1.2			Establish airspace control
		DoD			AFT3.1.3.11			Operate the tanker airlift control element
		DoD			AFT6.12.3			Perform air mobility support
		DoD			ART4.7.2			Conduct terminal operations
		DoD			AFT6.21.3			Perform flight operations management functions
		DoD			NTA4.5.1			Load/offload, transport, and store material
		DoD			NTA4.5.3			Provide position reports for in transit visibility
		DoD			NTA4.5.5			Provide materials handling equipment
		DoD			NTA4.7.4			Conduct port operations
		DoD			ART4.7.1			Provide movement control
5/7/13	M19GH Produce, store, and distribute potable water	DoD	DoS, USAID	HC	M19GH1	NT		Produce, store and distribute potable water
13		DoD			M19GH2	NT		Provide hydrogeological survey
13		DoD			M19GH3	NT		Provide borehole drilling support
13		DoD			M19GH4	NT		Provide assessment of surface water sources
13		DoD			M19GH5	NT		Provide treatment of water
		DoD			ART4.5.6			Purify water
		DoD			NTA4.7.7			Provide water
13		DoD			M19GH6	NT		Collect and store treated water
13		DoD			M19GH7	NT		Transport bulk water to retail distribution facilities
13		DoD			M19GH8	NT		Assist with collection and processing of waste water
5	M19GI Restore essential services	DoD	DoS, USAID	HC	OP4.6.2			Provide civil-military engineering support
		DoD			AFT6.10.3			Perform civil engineering support
		DoD			ART4.9.1			Perform rear area restoration
		DoD			NTA4.7.3			Perform rear area restoration
		DoD			ART4.9.5			Supply mobile electric power
		DoD			NTA4.7.6			Supply electric power
5	M19GJ Provide logistics advisory services to host nation authorities	DoD	DoS, USAID	HC	OP4.6.6			Manage contracts and contract personnel
		DoD			ART4.8.2			Provide supply management
		DoD			NTA4.6.2			Manage supplies
		DoD			NTA4.7.8			Provide humanitarian support (construction of local facilities and distribution for relief supplies)
5/7	M19GK Restore or rebuild critical infrastructure	DoD	DoS, USAID	HC	AFT6.10.3			Perform civil engineering support

Table II-8. Sector 2 - Military Activities (Continued)

Source	Sector 2 - Military Activities Sector Tasks (CXX or MXX)	USG Agencies		UN Agency	Military Task Nr	Code	Military Task
		Lead	Supporting				
13		DoD			NTA4.7.1	NT	Perform construction engineer services
13		DoD			M19GK1	NT	Conduct site surveys
13		DoD			M19GK2	NT	Provide technical engineering advise
13		DoD			M19GK3	NT	Assist with surveys for refugee/displaced persons camp sites
11		DoD			M19GK4	NT	Clear rubble and debris
		DoD			ART4.9.4		Provide engineer construction materials
		DoD			NTA4.7.2		Provide or obtain engineer construction material
		DoD			ART4.9.2		Perform LOC sustainment
		DoD			NTA4.7.5		Perform lines of communication sustainment
13		DoD			M19GK5	NT	Assist with emergency vertical construction projects
13		DoD			M19GK6	NT	Assist with emergency horizontal construction projects
13		DoD			M19GK7	NT	Assist with construction of temporary (< 6 mos) camps
		DoD			ART4.9.2.1		Construct and maintain roads and highways
		DoD			ART4.9.2.2		Construct and maintain over-the-shore facilities
		DoD			NTA4.5.6		Construct, maintain, and operate logistics-over-the-shore
		DoD			ART4.9.2.3		Construct and maintain ports
		DoD			ART4.9.2.4		Construct and maintain railroad facilities
		DoD			ART4.9.2.5		Repair and expand existing airfield facilities
		DoD			ART4.9.3		Provide engineer construction support
5	M20 Conduct arms control operations	DoD	DoS	DPA, UNSR, RC	ST8.4.4		Counter weapons and technology proliferation
		DoD	DoS		OP5.5.2M3	CO	Establish a military observer mission
		DoD	DoS		M201	NO	Inspect production facilities and weapons storage sites
		DoD	DoS		M035	NO	Investigate complaints and violations and report findings
		DoD	DoS		M036	NO	Report violations of treaty or agreements
5	operations	DoD	DoS		SN3.3M	CN	Provide support to an insurgency operation
		DoD	DoS		ST8.2M3	CS	Conduct insurgency operations
5	M22 Conduct counterinsurgency operations	DoD	DoS, USAID		SN8.1M	CN	Provide support for counterinsurgency operations in an allied nation
		B&D			ST8.2.7		Assist in restoration of order
5	M23 Provide military support to civil authorities	DoS, FEMA	DoD		SN8.2M1	CN	Coordinate military support to civil authorities
5	M23A Conduct support to counter drug operations	DoJ, DoS, DoT	DoD		ST8.4.1		Advise and support counterdrug operations in theater
			DoD		ST8.3.4		Obtain multinational support against nonmilitary threats
5	M23B Conduct operations to combat terrorism	DoS, DoJ, DoT	DoD	UNSC	ST8.4.2		Assist in combating terrorism
			DoD		ST8.3.4		Obtain multinational support against nonmilitary threats
			DoD		ART6.5.5		Combat terrorism within area of operations
			DoD		NTA6.1.5		Combat terrorism

Table II-8. Sector 2 - Military Activities (Continued)

Source	Sector 2 - Military Activities	USG Agencies	UN	Military	Military Task
	Sector Tasks (CXX or MXX)	Lead	Supporting Agency	Task Nr	Code
5	M23C Provide domestic military disaster relief	FEMA	DoD	SN8.2M2	CN
			DoD	ST8.4M1	CS
5/7	M23D Conduct foreign military disaster relief operations	USAID	DoD, DoS	ST8.2.4M2	CS
5	M23E Provide support to civil law enforcement authorities to restore domestic law and order	DoJ	DoD	ST8.2.7	
7	M23F Provide support to Presidential Inauguration Committee	SC	DoD	ST8.4M2	CS
			DoD	OP4.5.1	
			DoD	OP4.4.1	
7	M23G Provide support to U.S. Olympic Committee	SC	DoD	ST8.4M3	CS
			DoD	OP4.5.1	
			DoD	OP4.4.1	
1	M24 Control WMD and conduct consequence management	DoS	DoJ, FEMA, DoD, DoC, DoE, EPA, DHHS, DoTr, USAID	SN8.2.2	
			DoD	ST8.4.1M	CS
1	M24A Prevent the sale, transfer, or migration of WMD systems and technical knowledge	DoS	DoJ, FEMA, DoD, DoC, DoE, EPA, DHHS, DoTr, USAID	ST8.4.4	
1	M24B Control, neutralize, and/or remove WMD threats and capabilities	DoS	DoJ, FEMA, DoD, DoC, DoE, EPA, DHHS, DoTr, USAID	ST8.4.2M	CS
1	M24C Safeguard and secure WMD research personnel, records, facilities, etc., and/or dismantle WMD facilities	DoS	DoJ, FEMA, DoD, DoC, DoE, EPA, DHHS, DoTr, USAID	ST6.2.5M	CS

Table II-8. Sector 2 - Military Activities (Continued)

Source	Sector 2 - Military Activities Sector Tasks (CXX or MXX)	USG Agencies Lead	Supporting Agency	UN	Military Task Nr	Code	Military Task (Joint Pub 3-07, UJTL, STL)
1	M24D Conduct consequence management	DoS	DoJ, FEMA, DoD, DoC, DoE, EPA, DHHS, DoTr, USAID		SN8.3.4		Perform consequence management in the interagency arena
		DoS			ST8.5.4		Perform theater consequence management
5	C10 Sustain the force	DoD			ST4.2		Coordinate support for forces in the AOR
		DoD			ST4.3		Distribute supplies/services for theater campaign and COMMZ
		DoD			ST4.4.4		Manage and integrate third party logistics
		DoD			OP4.4		Coordinate support for forces in JOA
		DoD			OP4.5		Manage logistics support in JOA
		DoD			AFT6.9		Provide logistic support capabilities
		DoD			AFT6.9.3		Perform logistic support
		DoD			AFT3.10		Provide capability for total asset and personnel visibility
		DoD			ART4		Perform logistics and combat service support
		DoD			NTA4		Perform logistics and combat service support
		DoD			NTA1.5.7		Conduct sustained operations ashore
5	C11 Protect the force	DoD			ST6.3		Secure theater systems and capabilities
		DoD			OP6.1		Provide operational aerospace and missile defense
		DoD			ART6.1		Conduct air and missile defense in combat zone
		DoD			OP6.2		Provide protection for operational forces, means, and noncombatants
		DoD			AFT6.8		Protect the force capabilities
		DoD			ART6.2		Protect against hazards in JOA
		DoD			NTA6.3		Provide security for operational forces and means
		DoD			OP6.3		Protect systems and capabilities in JOA
		DoD			ART6.3		Employ operations security
		DoD			NTA6.1		Enhance survivability
		DoD			OP6.5		Provide security for operational forces and means
		DoD			ART6.5		Conduct local security
		DoD			OP6.5.5		Integrate host nation security forces and means
	C12 Develop and Implement plan to hand-off military responsibilities to the host nation or other designated authorities		CIA, DoS, DoJ, DoT, DoTr, USAID	DPKO, UNSR, RC, HC, UNOA	OP5.5.5		Establish command transition criteria and procedures
1	C12A Develop US position on compensation/ payments for collateral damage	DoD	DoS, USAID, DoJ, DoTr	UNSR	C12A	NS	Develop and coordinate US position on compensation/payments for collateral damage resulting from US military activities during contingency operation
		DoD		UNSR, RC, HC	OP4.7.4		Plan and transition to civil administration
5	C13 Redeploy the US military capabilities from the JOA	DoD	DoS		SN1.2		Conduct deployment and redeployment
		DoD			ST1.1		Conduct intratheater strategic deployment
		DoD			OP1.1		Conduct operational movement

CHAPTER III
HUMANITARIAN ASSISTANCE SECTOR

III. HUMANITARIAN ASSISTANCE SECTOR

A. SECTOR LEAD AGENCIES AND OTHER PARTICIPATING ORGANIZATIONS

The Department of State is assigned lead agency responsibility for this sector in the PMIP. A number of the other USG agencies, however, also have lead or supporting responsibilities for accomplishing one or more sector tasks or sub-tasks. These agencies include the CIA, the Department of Health and Human Services (DHHS), the DoD, the Department of Transportation (DoT), the Environmental Protection Agency (EPA), USAID, and the U.S. Department of Agriculture (USDA). *The geographic combatant command will provide support for this sector and should be included as part of the DoD in PDD-56 implementation.*

Given the broad overlap of program responsibilities and the wide variation of capacity among United Nations organizations that provide humanitarian relief, it is rare to find a single organization solely responsible for a specific program area. To ease confusion, the Humanitarian Coordinator (HC) is responsible for developing sector requirements and coordinating projects that address this situation. USG support to facilitate the effective functioning of the United Nations coordination mechanism will increase the likelihood that unity of effort for humanitarian assistance will be achieved during a contingency operation. The activities of this sector, moreover, must be closely coordinated with those of the other sectors – particularly those activities dealing with infrastructure and economic restoration – to ensure the transition between the relief effort and the rebuilding effort is smooth and that resources are used effectively and efficiently to accomplish the overall needs of the target nation.

B. SECTOR TASKS AND SUB-TASKS

For this sector, seven common tasks and two common sub-tasks have been identified. These tasks are similar to those for the other civilian sectors, and are summarized in Table III-1. A unique number starting with the letter “H” has been assigned to each sector task and sub-task. Sector sub-tasks have a letter added to the basic task number.

Table III-1. Common Tasks for Sector 2 – Humanitarian Assistance

Task Number	Task Description
H01	Establish humanitarian assistance interagency cooperation structure for the complex contingency
H01A	Establish humanitarian operations center
H02	Conduct joint and combined humanitarian assistance portion of overall needs assessment
H02A	Deploy the disaster assistance response team
H03	Develop and implement plan to achieve humanitarian assistance objectives
H04	Ensure adequate and timely resources are available to achieve humanitarian assistance objectives
H05	Provide intelligence support for humanitarian assistance activities during contingency operation
H06	Provide information management for humanitarian assistance activities during contingency operation
H17	Develop and implement plan to hand-off humanitarian assistance responsibilities to host nation authorities

C. MISSION-SPECIFIC SECTOR TASKS

There are ten mission-specific tasks and 76 sub-tasks identified within this sector listed in Table III-2. Although this is named the Humanitarian Assistance Sector, the assistance rendered is consistent with the term *international disaster relief assistance* used by the international community. Any differences between the international term and the USG policy should be clarified by the definition of humanitarian assistance to be used within the USG. All tasks and sub-tasks are listed in the summary table at the end of this section. *The common and mission-specific tasks and sub-tasks should be reviewed and validated by the USG agencies assigned lead and supporting responsibilities.*

Table III-2. Mission-Specific Tasks for Sector 2 – Humanitarian Assistance

Task Number	Task Description	Number of Sub-tasks
H07	Stabilize population	6
H08	Organize humanitarian assistance zones or relief areas	11
H09	Coordinate non-government and private organization activities	0
H10	Provide emergency humanitarian relief – water, food, shelter, medical supplies	24
H11	Assist in capacity-building for humanitarian assistance	4
H12	Restore essential public services	4
H13	Assist in restoring local health delivery services	14
H14	Rehabilitate damaged food production capacities	0
H15	Restore educational system	6
H16	Initiate land mine clearance operations	7

D. MILITARY TASKS SUPPORTING THE SECTOR

A total of 128 military tasks were identified as supporting the sector's common and mission-specific tasks and sub-tasks. A number of these military tasks required modification to reflect more accurately the role of the military forces and type of work they will perform in support of the USG civilian agencies assigned lead responsibilities under PDD-56 within this sector. Changes are proposed for 4 Strategic Theater tasks, 34 Operational tasks, and 1 Tactical military task. These military tasks are listed in Table III-3 with the proposed changes underlined in the Military Task Description. *These proposed changes should be reviewed by the DoD and incorporated into the appropriate task list if warranted.*

Table III-3. Changes to Military Tasks for Sector 2 – Humanitarian Assistance

Task Number		Military Task Description
Sector	Military	
H01	ST 8.5.3H	<u>Participate in humanitarian assistance cooperation structure</u>
H01A	OP 4.7.2H	<u>Establish CMOC and integrate it with humanitarian operations center</u>
H01A	OP 5.5.2H1	<u>Establish liaison with key organizations within sector</u>
H02	ST 8.5.4H1	<u>Assist with humanitarian assistance needs assessment</u>
H02A	OP 2.2.1H	<u>Deploy the humanitarian assistance survey team</u>
H02A	OP 5.3.3H1	Determine <u>humanitarian assistance</u> operational end state
H03	ST 8.5.4H2	<u>Assist with developing the plan for providing humanitarian needs</u>
H03	OP 4.7.5H1	Coordinate politico-military support <u>within sector</u>
H06	OP 2.4.2.4H	<u>Provide remote sensing data and other information to assist with civilian operations</u>
H07A	OP 6.5.3H1	Protect/secure <u>refugees and displaced persons</u>
H07B	OP 4.6H	Build and maintain <u>transient centers and camps for refugees and displaced persons</u>
H07C	OP 6.2.4H1	<u>Assist with identification and separation of combatants from civilian population</u>
H07E	OP 4.7.3H	<u>Assist with processing refugees and displaced persons</u>
H08	OP 5.3.9H1	<u>Prepare and implement plans to relieve or reduce suffering of affected population</u>
H08A	OP 6.5.3H2	Protect/secure <u>humanitarian relief efforts</u>
H08C	OP 4.7.3H2	<u>Provide support to NGOs and PVOs participating in contingency</u>
H08D	OP 5.1.2I	<u>Provide C4 support to enable parties to communicate</u>
H08E	OP 1.1.1H	<u>Transport prepositioned humanitarian relief supplies to JOA</u>
H08F	OP 6.2.4H2	<u>Assist with identifying victims in accordance with international procedures</u>
H08J	OP 6.2.9H	<u>Assist with identification and reporting of radiological, chemical, and biological hazards</u>
H09	OP 5.1.2H	<u>Provide C4 support to supplement or complement other humanitarian assistance providers</u>

Table III-3. Changes to Military Tasks for Sector 2 – Humanitarian Assistance (Continued)

Task Number		Military Task Description
Sector	Military	
H10	ST 8.2.4H	Provide <u>military</u> humanitarian assistance
H10	OP 4.5.2H	Supply <u>target population</u>
H10B	OP 5.3.3H2	<u>Assist with joint and combined humanitarian assistance needs assessment</u>
H10C	OP 5.3.9H2	<u>Assist with planning support to provide emergency food supplies to the target population</u>
H10E	OP 4.5.1H1	Provide movement services <u>for wholesale distribution of food supplies</u>
H10I	OP 4.5.2H2	<u>Assist with wholesale distribution of food supplies</u>
H10J	OP 4.4.1H	<u>Assist with establishing and operating temporary shelters for affected population</u>
H10M	OP 4.4.3H1	<u>Assist with providing emergency first aid to affected population and relief workers</u>
H10V	OP 4.5.1H3	<u>Assist with wholesale distribution of emergency relief items</u>
H13F	OP 4.4.3H2	<u>Assist with integrating military medical structure into national capacity</u>
H13H	OP 4.4.1.2H	<u>Assist with rebuilding host nation mortuary capacity</u>
H16	OP 1.3H	<u>Assist with land mine clearing operations</u>
H16A	OP 2.4.1H	<u>Assist with assessment of landmine problem</u>
H16C	OP 5.5.2H2	<u>Assist with establishing landmine clearance authority</u>
H16D	OP 5.3.3H3	Determine <u>demining</u> operational end state
H16E	OP 5.3.9H3	<u>Prepare, coordinate, and implement demining plan</u>
H16F	ART 1.3.1H	<u>Supervise/conduct demining operations</u>
H16G	OP 4.7.1H	<u>Provide mine awareness training</u>

In addition, 15 new Tactical level tasks were identified. These tasks are related to water support operations and emergency engineer construction described for Military Activities Sector tasks M19GH and M19GK found in Table III-7, and are not repeated here.

E. SUMMARY TABLE OF SECTOR TASKS

Table III-4 provides the common and mission-specific tasks and sub-tasks and the supporting joint and Service military tasks for the Humanitarian Assistance Sector.

Table III-4. Sector 3 - Humanitarian Assistance

Source	Sector 3 - Humanitarian Assistance Sector Tasks (HXX) Subtasks (HXXX)	USG Agencies Lead	Supporting	UN Agency	Military Task Nr	Code	Military Task (Joint Pub 3-07, UJTL, STL)
7	H01 Establish humanitarian assistance interagency cooperation structure for the complex contingency	DoS	CIA, DoD, DHHS, DoEd, DoT, USAID	OCHA, DPKO, UNDP, UNOA, WB	ST8.5.3H	CS	Participate in humanitarian assistance sector cooperation structure
11	H01A Establish humanitarian operation center	DoS	USAID, DoD		OP4.7.2H	CO	Establish CMOC and integrate it with humanitarian operation center
			DoD		ART4.10		Conduct civil affairs in area
			DoD		OP5.5.2H1	CO	Establish liaison with key organizations within sector
7	H02 Conduct joint and combined humanitarian portion of overall needs assessment	USAID	CIA, DoD, DHHS, DoEd, DoT, DoS	OCHA, DPKO, UNDP, UNOA, WB	ST8.5.4H1	CS	Assist with humanitarian assistance needs assessment
11	H02A Deploy the disaster assistance response team	USAID	DoD		OP2.2.1H	CO	Deploy the humanitarian assistance survey team
			DoD		OP5.3.3H1	CO	Conduct joint humanitarian needs assessment with civilian organizations to determine humanitarian assistance requirements and operational end state
7	H03 Develop and implement plan to achieve humanitarian assistance objectives	USAID	CIA, DoD, DHHS, DoEd, DoT, DoS	OCHA, DPKO, UNDP, UNOA, WB	ST8.5.4H2	CS	Assist with developing the plan for providing humanitarian needs
			DoD		OP5.7.1		Ascertain national or agency agenda
			DoD		OP5.7.2		Determine national/agency capabilities and limitations
			DoD		OP5.7.3		Develop multinational intelligence/information sharing structure
			DoD		OP5.7.4		Coordinate plans with non-DoD organizations
			DoD		OP5.7.5		Coordinate host nation support
			DoD		OP5.7.6		Coordinate coalition support
			DoD		OP5.7.7		Coordinate civil administration operations
			DoD		OP4.7.5H	CO	Coordinate politico-military support within sector
7	H04 Ensure adequate and timely resources are available to achieve humanitarian assistance objectives	DoS	CIA, DoD, DHHS, DoEd, DoT, USAID	OCHA, DPKO, UNDP, UNOA, WB			
6	H05 Provide intelligence support for humanitarian assistance activities during contingency operation	DoS	CIA, DoD	OCHA	OP2.1.1		Determine and prioritize operational priority intelligence requirements
			DoD		OP2.2.1		Collect information on operational situation
			DoD		OP2.5		Disseminate and integrate operational intelligence
			DoD		OP2.4.2.1		Provide indications and warning for JOA
6	H06 Provide information management for humanitarian assistance activities during contingency operation	DoS	CIA, DoD, DHHS, DoEd, DoT, USAID	OCHA, DPKO, UNDP, UNOA, WB	OP5.1.5		Monitor strategic situation
			DoD		OP5.1		Acquire and communicate operational level information and maintain status

Table III-4. Sector 3 - Humanitarian Assistance (Continued)

Source	Sector 3 – Humanitarian Assistance	USG Agencies	UN	Military	Military Task
Sector Tasks (HXX) Subtasks (HXXX)	Lead	Supporting	Agency	Task Nr	Code
		DoD		OP5.2	Assess operational situation
		DoD		OP5.2.2	Formulate crisis assessment
		DoD		OP2.4.2.4H	operations
		DoD		ST8.5.2	Facilitate US information exchange in region
1	H07 Stabilize population	DoS	OCHA	OP1.5.5	Assist host nation in populace and resource control
11	H07A Protect refugees and displaced persons	DoS	OCHA	OP6.5.3H1	CO
					Protect/secure refugees and displaced persons
11	H07B Establish transient centers and camps for refugees and displaced persons	DoS	OCHA	OP4.6H	CO
					Build and maintain transient centers and camps for refugees and displaced persons
11	H07C Screen refugees and displaced persons	DoS	OCHA	OP6.2.4H1	CO
					Assist with identification and separation of combatants from civilian population
3	H07D Build capacity to relocate refugees and displaced persons	USAID	OCHA		
11	H07E Repatriate or resettle refugees and displaced persons	USAID	OCHA	OP4.7.3H1	CO
					Assist with processing refugees and displaced persons
11	H07F Provide housing and public services for returning people	USAID	OCHA		
11	H08 Organize humanitarian assistance zones or relief areas	USAID	OCHA	OP5.3.9H1	CO
					Prepare and implement plans to relieve or reduce suffering of affected population
1	H08A Provide security for humanitarian relief efforts	DoS	OCHA	OP6.5.3H2	CO
					Protect/secure humanitarian relief efforts
11	H08B Provide contracting services to US organizations	USAID		OP4.6.6	
					Manage contracts and contract personnel
4	H08C Provide transportation services to US and other participating organizations	USAID		OP4.5.1	
				OP4.7.3	Provide for movement services in JOA
					Provide support to DoD and other government agencies
				OP4.7.3H2	CO
					Provide support to NGOs and PVOs participating in contingency
4	H08D Provide telecommunications support to US organizations and to supplement or complement others	USAID		OP5.1.2	
				OP5.1.2I	CO
					Manage means of communicating operational information
					Provide C4 support to enable parties to communicate
1	H08E Pre-position humanitarian relief stocks	USAID	OCHA	OP1.1.1H	CO
					Transport prepositioned humanitarian relief supplies to JOA
4	H08F Provide victim identification	USAID	OCHA	OP6.2.4H2	CO
					Assist with identifying victims in accordance with international procedures
4	H08G Provide disaster welfare information for victims and immediate family members	USAID	OCHA		
1	H08H Provide special assistance to vulnerable groups	USAID	OCHA		
11	H08I Dispose of human remains	USAID	OCHA	OP4.4.1.2	
				ART4.5.2	Manage mortuary affairs in JOA
				NTAA.4.1.4	Conduct mortuary affairs
					Perform casualty operations and mortuary affairs

Table III-4. Sector 3 - Humanitarian Assistance (Continued)

Source	Sector 3 - Humanitarian Assistance Sector Tasks (HXX) Subtasks (HXXX)	USG Agencies Lead	UN Agency	Military Task Nr	Code	Military Task (Joint Pub 3-07, UJTL, STL)
4	H08J Identify and report radiological, chemical, and biological hazards	DoS	USAID, DoD OCHA	OP6.2.9H	CO	Assist with identification and reporting of radiological, chemical, and biological hazards
6	H08K Coordinate maritime safety	DoT	USAID OCHA			
1	H09 Coordinate non-government and private organization activities	USAID	DoD DoD DoD DoD	ST8.2.11 ST8.2.12 OP4.7.6 OP5.1.2H		Cooperate with and support NGOs in AOR Cooperate with and support PVOs in AOR Coordinate civil affairs in JOA assistance providers
1	H10 Provide emergency humanitarian relief — water, food, shelter, medical supplies	USAID	DoD DoD DoD DoD	ST8.2.4H OP4.5.2H NTA6.4 ART4.5.6 ART4.8.1.3	CS CO	Provide military humanitarian assistance Supply target population Provide disaster relief Purify water Provide water
4	H10A Provide potable water	USAID	DoD DoD DoD DoD	NTA4.7.7 M19GH1 M19GH2 M19GH3 M19GH4 M19GH5 M19GH6 M19GH7	NT NT NT NT NT NT NT	Produce, store and distribute potable water Provide hydrogeological survey Provide borehole drilling support Provide assessment of surface water sources Provide treatment of water Collect and store treated water Transport bulk water to retail distribution facilities
4	H10B Conduct assessment of food needs of affected population	USDA	USDA	OP5.3.3H2	CO	Assist with joint and combined humanitarian assistance needs assessment
4	H10C Establish programs to provide emergency food supplies	USDA	USDA, DoD OCHA	OP5.3.9H2	CO	Assist with planning support to provide emergency food supplies to the target population
4	H10D Provide appropriate food supplies	USDA	USDA			
4	H10E Arrange for transportation of food supplies to staging areas	USDA	USDA, DoD DoD DoD DoD	OP4.5.1H1 OP1.1.3 ART4.7.1 ART4.7.2	CO	Provide movement services for wholesale distribution of food supplies Conduct JOA reception, staging, onward movement and integration Provide movement control Provide terminal operations
11	H10F Operate and protect humanitarian relief convoys	USAID	DoD DoD DoD OCHA	ART4.7.3 ART1.2.4.4.3 ART6.5		Move/evacuate cargo, equipment and personnel Provide convoy security Conduct local security
11	H10G Implement humanitarian relief airlift	USAID	DoD DoD DoD OCHA	ART5.1 ART4.7 ART5.1 ART4.7		Provide airlift capabilities Provide movement services Provide airlift capabilities Provide movement services
11	H10H Airdrop humanitarian aid	USAID	DoD DoD DoD OCHA	ART5.1 ART4.7		Provide airlift capabilities Provide movement services
4	H10I Provide feeding for victims and emergency workers	USAID	DoD DoD WFP	OP4.5.1H2 ART4.8.1.1	CO	Assist with wholesale distribution of food supplies Provide subsistence

Table III-4. Sector 3 - Humanitarian Assistance (Continued)

Source	Sector 3 – Humanitarian Assistance Sector Tasks (HXX) Subtasks (HXXX)	USG Agencies Lead	UN Supporting Agency	Military Task Nr	Code	Military Task
		DoD		NTA4.4.2.2		Provide food services
4	H10J Provide emergency shelter for victims	USAID	OCHA	OP4.4.1H	CO	Assist with establishing and operating temporary shelters for affected population
		DoD		NTA4.4.2.1		Provide billeting/berthing and related services
		DoD		M19GK1	NT	Conduct site surveys
		DoD		M19GK3	NT	Assist with surveys for refugee/displaced persons camp sites
		DoD		M19GK7	NT	Assist with construction of temporary (<6 mos) camps
4	H10K Provide wastewater disposal	DHHS	OCHA	M19GH8	NT	Assist with collection and processing of waste water
4	H10L Provide solid waste disposal	DHHS	OCHA			
4/11	H10M Provide emergency first aid for victims and emergency workers	DHHS	USAID, DoD	OP4.4.3H1	CO	Assist with providing emergency first aid to affected population and relief workers
		DoD		AFT6.22.3		Perform medical support functions
		DoD		NTA4.12.10		Support peace operations (health services for HADR)
4	H10N Provide medical care personnel	DHHS	USAID, DoD	ART4.6.1		Provide area medical support
		DoD		ART4.6.5		Provide preventative medicine services
		DoD		ART4.6.6		Provide dental services
		DoD		ART4.6.7		Provide veterinary services
		DoD		ART4.6.8		Provide laboratory services
		DoD		NTA4.12.11		Provide medical staff support
4	H10O Provide health and medical equipment and supplies	DHHS	WHO, UNICEF	ART4.6.4		Provide combat health logistics and blood management
4	H10P Provide patient evacuation	DHHS	USAID, DoD	ART4.6.2		Provide patient evacuation
4	H10Q Provide in hospital care	DHHS	USAID, DoD	ART4.6.3		Provide hospitalization
		DoD	UNHCR, UNICEF	NTA4.12.3		Provide surgical and in patient care
4	H10R Provide food, drug, and medical device safety	DHHS	WHO, UNICEF			
4	H10S Provide for worker health and safety	DHHS	WHO			
4	H10T Provide mental health care	DHHS	UNICEF			
4	H10U Provide public health information	DHHS	UNICEF			
4	H10V Provide bulk distribution of emergency relief items	USAID	OCHA	OP4.5.1H3	CO	Assist with wholesale distribution of emergency relief items
		DoD		ART4.8.1		Provide general supply support
		DoD		ART4.8.1.2		Provide clothing, individual equipment, tools
		DoD		ART4.8.1.3		Provide water
4	H10W Conduct search and rescue operations	USAID	OCHA	OP6.2.8		Coordinate and conduct personnel recovery
		DoD		OP6.2.8.1		Provide civil search and rescue
		DoD		AFT3.1.3.13		Operate the joint SAR center
		DoD		ART6.10.3		Conduct search and rescue
		DoD		NTA6.2.4		Conduct tactical recovery of aircraft and personnel
6	H10X Conduct rescue at sea	DoT		NTA6.2.3		Perform search and rescue
1	H11 Assist in capacity-building for humanitarian assistance	USAID	DoS, DoD	OP6.2.6		Establish disaster control measures

Table III-4. Sector 3 - Humanitarian Assistance (Continued)

Source	Sector 3 - Humanitarian Assistance	USG Agencies	UN	Military	Military Task
	Sector Tasks (HXX) Subtasks (HXXX)	Lead	Supporting Agency	Task Nr	Code (Joint Pub 3-07, UJTL, STL)
1	H11A Provide basic training and education in preventive measures	USAID	OCHA		
1	H11B Organize food-for-work efforts (demining, road repair, security, etc.)	USAID	UNSR, OCHA		
3	H11C Rebuild emergency relief system	USAID	UNDP		
3	H11D Rebuild capacity to manage relief supplies	USAID	UNDP		
7	H12 Restore essential public services	USAID	DoS, DoD	OP4.6.2	Provide civil-military engineering
			DoD	AFT6.10.3	Perform civil engineering support
			DoD	ART4.9.1	Perform rear area restoration
			DoD	NTA4.7.1	Perform construction engineering support
			DoD	M19GK2	Provide technical engineering advice
			DoD	M19GK4	Clear rubble and debris
			DoD	M19GK5	Assist with emergency vertical construction projects
			DoD	M19GK6	Assist with emergency horizontal construction projects
	H12A Restore damaged potable water sources, storage facilities, and distribution systems	USAID	EPA		
1	H12B Repair sanitary latrines and capabilities for sewage disposal	USAID	EPA, DHHS	HC	
1/3	H12C Rebuild solid waste (garbage) disposal capacity	USAID	EPA, DHHS	HC	
3	H12D Rehabilitate damaged food production capacities	USAID	USDA	HC	
1	H13 Assist in restoring local health delivery services	DHHS	USAID	HC	
1	H13A Assist in restoring local health delivery systems	DHHS	USAID	HC	
1	H13B Maintain surveillance of health situation	DHHS	USAID	HC	
4	H13C Restore public health policy	DHHS	USAID	HC	
3	H13D Establish programs to control diseases	DHHS	USAID	HC	
6	H13E Rebuild emergency medical response	DHHS	USAID	HC	
3	H13F Integrate local military medical structure into national capacity	DHHS	USAID, DoD	OP4.4.3H2	Assist with integrating military medical structure into national capacity
3	H13G Restore hospitals	DHHS	USAID	HC	
3/4	H13H Rebuild graves registration and morgues capacity	DHHS	USAID, DoD	OP4.4.1.2H	Assist with rebuilding host nation mortuary capacity
			DoD	ART4.5.2	Conduct mortuary affairs
			DoD	NTA4.4.1.4	Perform casualty operations and mortuary affairs
3/6	H13I Rebuild capacity of doctors and other health professionals	DHHS	USAID	HC	

Table III-4. Sector 3 - Humanitarian Assistance (Continued)

Source	Sector 3 - Humanitarian Assistance Sector Tasks (HXX) Subtasks (HXXX)	USG Agencies Lead	Supporting Agency	UN	Military Task Nr	Code	Military Task
3	H13J Rebuild drug supplies and distribution system	DHHS	USAID	HC			
3	H13K Rebuild non-drug medical supplies and distribution system	DHHS	USAID	HC			
3	H13L Rebuild medical waste disposal capacity	DHHS	USAID	HC			
3/4	H13M Rebuild vector control capacity	DHHS	USAID	HC			
3	H13N Rebuild veterinarian services	DHHS	USAID	HC			
1	H14 Rehabilitate damaged food production capacities	USAID	USA	HC, WFP, FAO			
3	H15 Restore educational system	DoEd	DoS, USAID	HC, UNESCO			
3	H15A Reform educational systems	DoEd	DoS, USAID	HC, UNESCO			
3	H15B Rebuild public school system	DoEd	DoS, USAID	UNICEF, WB			
3	H15C Restore private school system	DoEd	DoS, USAID	UNESCO			
3	H15D Rebuild adult education system	DoEd	DoS, USAID	UNESCO, ILO			
3	H15E Rebuild system of training programs	DoEd	DoS, USAID	UNESCO, ILO			
3	H15F Restore university-level education system	DoEd	DoS, USAID	UNESCO, WB			
1	H16 Initiate landmine clearance operations	DoS	USAID, DoD	DPKO, UNDP	OP1.3H	CO	Assist with landmine clearance operations
1	H16A Assess the landmine clearance problem	DoS	USAID, DoD	DPKO, UNDP	OP2.4.1H	CO	Assist with assessment of landmine problem
1	H16B Solicit financial support for landmine operations	DoS	USAID	DPKO, UNDP		CO	
1	H16C Create a landmine clearance authority	DoS	USAID, DoD	DPKO, UNDP	OP5.5.2H2	CO	Assist with establishing landmine clearance authority
1	H16D Establish priorities and conduct demining operations	DoS	USAID, DoD	DPKO, UNDP	OP5.3.3H3	CO	Determine demining operational end state
3	H16E Identify and coordinate emergency requirements with EOD	USAID	DoD	DPKO, UNDP	OP5.3.9H3	CO	Prepare, coordinate, and implement demining plan
3	H16F Conduct explosive ordnance disposal	USAID	DoD	DPKO, UNDP	ART1.3.1H	CT	Supervise/conduct demining operations
1	H16G Organize mine awareness training	USAID	DoD	DPKO, UNDP	OP4.7.1H	CO	Provide mine awareness training
7	H17 Develop and implement plan to hand-off humanitarian assistance responsibilities to host nation or other designated authorities	DoS	CIA, DoD, DHHS, DoEd, DoT, USAID	OCHA, DPKO, UNDP, UNOA, WB	OP4.7.4		Plan and transfer to civil administration

CHAPTER IV
INTERNAL POLITICS SECTOR

IV. INTERNAL POLITICS SECTOR

A. SECTOR LEAD AGENCIES AND OTHER PARTICIPATING ORGANIZATIONS

The Department of State is the lead agency designated for this sector in the PMIP. The U.S. Agency for International Development has lead responsibility for several sub-tasks and is a supporting agency for many others. The CIA, DoD, Department of Justice (DoJ), the Federal Communications Commission (FCC), the Office of Management and Budget (OMB), and the Treasury (DoTr) share supporting responsibilities for many tasks and sub-tasks. *The geographic combatant command will provide support to this sector and should be included as part of one PDD-56 implementation.*

The United Nations Secretary General's Special Representative (UNSR), Resident Coordinator (RC) and/or Humanitarian Coordinator (HC), the UNDP, the United Nations Operating Agencies (UNOA), and the World Bank (WB) will normally be involved with several tasks and sub-tasks within this sector.

B. SECTOR TASKS AND SUB-TASKS

For this sector, seven common tasks and one common sub-task have been identified. These tasks are similar to those for the other civilian sectors, and are summarized in Table IV-1. A unique number starting with the letter "P" has been assigned to each sector task and sub-task. Sector sub-tasks have a letter added to the basic task number.

C. MISSION-SPECIFIC SECTOR TASKS

This sector has 13 mission-specific tasks and 31 sub-tasks. These tasks and sub-tasks are summarized in Table IV-2. The common and mission-specific tasks for this sector should be reviewed and validated by the USG agencies assigned lead and supporting responsibilities.

Table IV-1. Common Tasks for Sector 4 – Internal Politics

Task Number	Task Description
P01	Establish internal politics interagency cooperation structure for the complex contingency
P02	Conduct internal politics portion of overall needs assessment
P03	Develop and implement plan to achieve internal political objectives
P03A	Conceptualize a workable political framework for the peace process
P04	Ensure adequate and timely resources are available to achieve internal political objectives
P05	Provide intelligence support for internal politics activities during contingency operation
P06	Provide information management for internal politics activities during contingency operation
P19	Develop and implement plan to transfer control of administrative functions from UN to host nation officials

Table IV-2. Mission-Specific Tasks for Sector 4 – Internal Politics

Task Number	Task Description	Number of Sub-tasks
P07	Foster the establishment of an effective interim or transition government	1
P08	Develop staffing and funding for the interim or transition government	0
P09	Create consensus-building mechanisms – national commissions, etc.	4
P10	Assist in restoring the government's administrative apparatus	15
P11	Establish a mechanism for constitutional reform	0
P12	Rebuild government's civil service	1
P13	Restore the government's treasury, banking, and monetary systems	6
P14	Restore the government's legal framework	0
P15	Assist in the conduct of nationwide free and fair elections	3
P16	Assist in informing and educating newly-elected political leaders	0
P17	Offer advisory assistance to government officials	0
P18	Monitor and report on corruption by government officials	0
P20	Monitor government power-sharing arrangements	0

D. MILITARY TASKS SUPPORTING THE SECTOR

There are 42 military tasks that support this sector. Of this total, 23 tasks required some modification to encompass the type of work the forces will perform in support of this sector. The 3 Strategic Theater and 20 Operational level tasks that require some modification are listed in Table IV-3, and the underlined portion of the Military Task Description highlights the extent of the proposed changes. *These proposed changes*

should be reviewed by the DoD and incorporated into the appropriate task list if warranted.

Table IV-3. Changes to Military Tasks for Sector 4 – Internal Politics

Task Number		Military Task Description
Sector	Military	
P01	ST 8.5.3P	<u>Participate in internal politics sector cooperation structure</u>
P01	OP 5.5.2P	<u>Establish liaison with key organizations within sector</u>
P02	ST 8.5.4P1	<u>Assist with needs assessment of host nation's political-military process</u>
P03	ST 8.5.4P2	<u>Assist with planning to restore political-military process</u>
P03	OP 4.7.5P	<u>Coordinate politico-military support within sector</u>
P07	OP 4.7.4P1	<u>Assist with establishing an effective interim or transition host nation government</u>
P07	OP 4.7.2P	<u>Perform civil affairs support, liaison, and coordination with interim or transition government</u>
P07A	OP 4.7.4P2	<u>Assist with temporary administration of civil functions</u>
P09D	OP 6.5.4P	<u>Provide security and assistance to facilitate negotiations among competing factions</u>
P10C	OP 4.4.4P1	<u>Professionalize/restructure host nation ministry of defense</u>
P10C	OP 4.4.4P2	<u>Professionalize/restructure host nation military forces</u>
P10F	OP 6.2.7P1	<u>Assist in restoration of emergency warning and rapid reaction capacity</u>
P10G	OP 4.4.3P	<u>Restore military emergency evacuation and treatment capacity</u>
P10I	OP 6.2.7P2	<u>Restore military pre-disaster planning capability</u>
P10J	OP 6.5.5P	<u>Integrate host nation military forces into the national emergency management structure</u>
P12A	OP 4.4.2P	<u>Develop and implement host nation military pay program</u>
P15	OP 4.7.3P1	<u>Provide support for host nation elections</u>
P15A	OP 5.3.9P	<u>Assist with planning for elections</u>
P15B	OP 4.7.3P2	<u>Support preparations for elections</u>
P15C	OP 4.7.3P3	<u>Provide post election support</u>
P17	OP 4.7.3P4	<u>Provide advisors to host nation ministry of defense</u>
P18	OP 2.2.1P1	<u>Monitor and report on corruption by host nation military personnel</u>
P20	OP 2.2.1P2	<u>Monitor host nation military power-sharing arrangements</u>

Two new military tactical level tasks were identified for this sector; these tasks are listed in Table IV-4. Both involve military fire fighting and prevention capabilities within the host nation military forces. *These new tasks should be reviewed by the DoD and incorporated into the appropriate task lists.*

Table IV-4. New Military Tasks Supporting Internal Politics Sector

Task Number	Level	Description
P10L	Tac	Develop military fire prevention programs
P10N	Tac	Restore military fire fighting capacity

E. SUMMARY TABLE OF SECTOR TASKS

Table IV-5 provides the common and mission-specific tasks and the supporting joint and Service tasks for the Internal Politics Sector.

Table IV-5. Sector 4 - Internal Politics

Source	Sector 4 – Internal Politics		USG Agencies		UN	Military	Military Task	
	Sector Tasks (PXX) Subtask (PXXX)	Lead	Supporting	Agency	Task Nr	Code	(Joint Pub 3-07, UJTL, STL)	
7	P01 Establish internal politics interagency cooperation structure for the complex contingency	DoS	DoJ, DoD, DoTr, USAID,	UNSR, RC, HC, UNOA, UNDP, WB	ST8.5.3P	CS	Participate in internal politics sector cooperation structure	
		DoD			OP5.5.2P	CO	Establish liaison with key organizations within sector	
	P02 Conduct internal politics portion of overall needs assessment	DoS	DoJ, DoD, DoTr, USAID,	UNSR, RC, HC, UNOA, UNDP, WB	ST8.5.4P1	CS	Assist with needs assessment of host nation's political-military process	
			DoD		OP5.7.1		Ascertain national or agency agenda	
			DoD		OP5.7.2		Determine national/agency capabilities and limitations	
			DoD		OP5.7.3		Develop multinational intelligence/information sharing structure	
			DoD		OP5.7.4		Coordinate plans with non-DoD organizations	
			DoD		OP5.7.5		Coordinate host nation support	
			DoD		OP5.7.6		Coordinate coalition support	
			DoD		OP5.7.7		Coordinate civil administration operations	
7	P03 Develop and implement plan to achieve internal political objectives	DoS	DoJ, DoD, DoTr, USAID,	UNSR, RC, HC, UNOA, UNDP, WB	ST8.5.4P2	CS	Assist with planning for restoring political-military process	
			DoD		OP4.7.5P	CO	Coordinate politico-military support within sector	
1	P03A Conceptualize a workable political framework for the peace process	DoS	DoJ, DoD, DoTr, USAID,	UNSR, RC, HC, UNOA, UNDP, WB				
7	P04 Ensure adequate and timely resources are available to achieve internal political objectives	DoS	DoJ, DoD, DoTr, USAID,	UNSR, RC, HC, UNOA, UNDP, WB				
6	P05 Provide intelligence support for internal politics activities during contingency operation	DoS	CIA, DoJ, DoTr, DoD		OP2.1.1		Determine and prioritize operational priority intelligence requirements	
			DoD		OP2.2.1		Collect information on operational situation	
			DoD		OP2.5		Disseminate and integrate operational intelligence	
			DoD		OP2.4.2.1		Provide indications and warning for JOA	
6	P06 Provide Information management for internal politics activities during contingency operation	DoS	CIA, DoJ, DoTr, DoD, USAID	UNSR, RC, HC, UNOA, UNDP, WB	OP5.1.5		Monitor strategic situation	
			DoD		OP5.1		Acquire and communicate operational level information and maintain status	
			DoD		OP5.2		Assess operational situation	

Table IV-5. Sector 4 - Internal Politics (Continued)

Source	Sector 4 - Internal Politics		USG Agencies		UN		Military		Military Task	
	Sector Tasks (PXX) Subtask (PXXX)	Lead	Supporting	Agency	Task Nr	Code				
			DoD		OP5.2.2				(Joint Pub 3-07, UJTL, STL)	
			DoD		ST8.5.2				Formulate crisis assessment	
1	P07 Foster the establishment of an effective interim or transition government	DoS	USAID, DoD	UNSR, RC, HC, UNOA, UNDP	OP4.7.4P1	CO			Facilitate US information exchange in region	
			DoD						Assist with establishment of an effective interim or transition host nation government	
11	P07A Temporarily administer civil functions	DoS			OP4.7.2P	CO			Perform civil affairs support, liaison, and coordination with interim or transition government	
1	P08 Develop staffing and funding for the interim or transition government	DoS	USAID	UNSR, RC, HC, UNOA, UNDP, WB	OP4.7.4P2	CO			Assist with temporary administration of civil functions	
1	P09 Create consensus-building mechanisms — national commissions, etc.	DoS	DoJ, DoD, DoTr, USAID	UNSR, RC, HC, UNOA, UNDP						
1	P09A Create confidence-building measures among warring factions	DoS								
3	P09B Develop political parties	DoS	USAID							
3	P09C Develop interest groups	DoS	USAID							
7	P09D Facilitate negotiations among competing factions	DoS	USAID, DoD		OP6.5.4P	CO			Provide security and assistance to facilitate negotiations among competing factions	
1	P10 Assist in restoring the government's administrative apparatus	DoS	USAID, DoD	UNSR, RC, HC, UNOA, UNDP, WB						
3	P10A Restore national executive branch	DoS	USAID							
3	P10B Restore national legislative branch	DoS	USAID							
3	P10C Restore ministries	DoS	USAID, DoD		OP4.4.4P1	CO			Professionalize/restructure host nation ministry of defense	
3	P10D Restore regional and local government	DoD	DoS		OP4.4.4P2	CO			Professionalize/restructure host nation military forces	
3	P10E Rebuild public records	DoS	DoJ, USAID							
3	P10F Restore emergency warning and rapid reaction capacity	USAID	DoJ, DoD		OP6.2.7P1	CO			Assist with restoration of emergency warning and rapid reaction capacity	
3	P10G Restore emergency evacuation and treatment capacity	USAID	DoJ, DoD		OP4.4.3P	CO			Restore military emergency evacuation and treatment capacity	
3	P10H Develop post-disaster recovery capacity	USAID				CO				
3	P10I Restore pre-disaster planning capability	USAID	DoJ, DoD		OP6.2.7P2	CO			Restore military pre-disaster planning capability	

Table IV-5. Sector 4 - Internal Politics (Continued)

Source	Sector 4 - Internal Politics		USG Agencies		UN		Military		Military Task	
	Sector Tasks (PXX) Subtask (PXXX)	Lead	Supporting	Agency	Task Nr	Code				
3	P10J Rebuild emergency management structure	USAID	DoJ, DoD		OP6.5.5P	CO			(Joint Pub 3-07, UJTL, STL)	
3	P10K Coordinate emergency planning with public safety	USAID	DoJ, DoS						Integrate host nation military forces into the national emergency management structure	
3	P10L Develop fire prevention programs	USAID	DoD		P09L	NT			Develop military fire prevention programs	
3	P10M Develop fire codes	USAID								
3	P10N Restore fire fighting capacity	USAID	DoD		P09N	NT			Restore military fire fighting capacity	
3	P10O Develop arson and other investigation capacities	USAID								
1	P11 Establish a mechanism for constitutional reform	DoS	DoJ	UNSR						
1	P12 Rebuild the government's civil service	DoS	USAID	UNDP, WB						
3	P12A Develop pay system for host nation civilian and military personnel	USAID	DoD	WB	OP4.4.2P	CO			Develop and implement host nation military pay program	
1	P13 Restore the government's treasury, banking, and monetary systems	DoS	DoTr, USAID	UNDP, WB						
3	P13A Restore monetary system	USAID	DoTr	WB						
3	P13B Restore currency system	USAID	DoTr	WB						
3	P13C Rebuild government tax and revenue collection system	USAID	DoTr	UNDP, WB						
3	P13D Develop government budget	USAID	DoTr, OMB	UNDP, WB						
3	P13E Develop laws to govern communications systems	USAID	FCC, DoJ	UNDP						
3	P13F Develop rationing systems	USAID	DoTr	UNDP						
1	P14 Restore the government's legal framework	DoS	DoJ	UNSR, UNDP						
1/3	P15 Assist in the conduct of nationwide free and fair elections	DoS	USAID, DoD	UNSR	OP4.7.3P1	CO			Provide support for host nation elections	
3	P15A Assess legislative and local elections needs and develop election plan	DoS	USAID, DoD	UNSR	OP5.3.9P	CO			Assist with planning for elections	
3	P15B Prepare for legislative and local elections	DoS	USAID, DoD	UNSR	OP4.7.3P2	CO			Support preparations for elections	
3	P15C Support legislative and local post elections	DoS	USAID, DoD	UNSR	OP4.7.3P3	CO			Provide post election support	
1	P16 Assist in informing and educating newly-elected political leaders	DoS	USAID	UNDP						

Table IV-5. Sector 4 - Internal Politics (Continued)

Source	Sector 4 - Internal Politics		USG Agencies		UN		Military		Military Task	
	Sector Tasks (PXX) Subtask (PXXX)	Lead	Supporting	Agency	Task Nr	Code				
1	P17 Offer advisory assistance to government officials	DoS	USAID, DoD	UNSR, RC	OP4.7.3P4	CO			Provide advisors to host nation ministry of defense	
1	P18 Monitor and report on corruption by government officials	DoS	USAID, DoD	UNSR, RC, HC, UNOA, UNDP, WB	OP2.2.1P1	CO			Monitor and report on corruption by host nation military personnel	
1	P19 Develop and implement plan to transfer control of administrative functions from UN to host nation officials	DoS	USAID, DoD	UNSR, RC, UNDP, WB	OP4.7.4				Plan and transition to civil administration	
1	P20 Monitor government power-sharing arrangements	DoS	USAID, DoD	UNSR, RC, HC	OP2.2.1P2	CO			Monitor host nation military power-sharing arrangements	

CHAPTER V

CIVIL LAW AND ORDER AND PUBLIC SECURITY SECTOR

V. CIVIL LAW AND ORDER AND PUBLIC SECURITY SECTOR

A. SECTOR LEAD AGENCIES AND OTHER PARTICIPATING ORGANIZATIONS

The Department of State is the lead agency designated for this sector in the PMIP. The Department of Justice (DoJ) and the Treasury (DoTr) also share lead responsibility for some of the tasks and sub-tasks in this sector, and also have supporting responsibilities for many others. The CIA, DoD, and USAID have supporting responsibilities within this sector. *The geographic combatant command will provide support for this sector and should be included as part of the DoD in PDD-56 implementation.*

Within the United Nations, police functions are handled only under the UNSR and DPKO. Direct support to the local police is most often accomplished bilaterally by participating nations. The International Committee of the Red Cross (ICRC) is also often involved in supporting training for host nation police, prison reform, and protection of prisoners. Civil law has also been selectively addressed by UNICEF, UNHCR, and UNHCHR during various contingencies. Most often, these efforts are through donor grants to NGOs or contracts with consultants.

B. SECTOR TASKS AND SUB-TASKS

For this sector, seven common tasks and one sub-task have been identified. These tasks are similar to those for the other civilian sectors, and are summarized in Table V-1. A unique number starting with the letter "L" has been assigned to each sector task and sub-task. Sector sub-tasks have a letter added to the basic task number.

C. MISSION-SPECIFIC SECTOR TASKS

This sector has 9 mission-specific tasks and 34 sub-tasks shown in Table V-2. Many of the sector tasks and sub-tasks are supported by military forces. *The common and mission-specific sector tasks and sub-tasks should be reviewed and validated by the agencies with lead and supporting responsibilities.*

Table V-1. Common Tasks for Sector 5 – Civil Law and Order and Public Security

Task Number	Task Description
L01	Establish civil law and order/public security interagency cooperation structure for the complex contingency
L02	Conduct civil law and order and public security portion of overall needs assessment
L03	Develop and implement plan to achieve civil law and order and public security objectives
L04	Ensure adequate and timely resources are available to achieve civil law and order and public security objectives
L05	Provide intelligence support for civil law and order/public security activities during contingency operation
L06	Provide information support for civil law and order/public security activities during contingency operation
L06A	Design and implement civic education program for law and order and public security
L16	Develop and implement plan to hand-off civil law and order/public security responsibilities to host nation or other designated authorities

Table V-2. Mission-Specific Tasks for Sector 5 – Civil Law and Order and Public Security

Task Number	Task Description	Sub-tasks
L07	Reform or disband existing police forces	0
L08	Establish a new police force	6
L09	Conduct police training	6
L10	Provide capabilities to deal with civil disturbances	2
L11	Rebuild criminal justice system	11
L12	Develop immigration programs	0
L13	Assist in establishing humane prison system	3
L14	Safeguard government institutions and key leaders	4
L15	Restore and maintain law and order	2

D. MILITARY TASKS SUPPORTING THE SECTOR

A total of 54 supporting military tasks have been identified for this sector. Of this total, 3 Strategic Theater, 6 Operational, and 11 Tactical level tasks required some modification. These tasks are listed in Table V-3 with the proposed changes underlined in the Military Task Description. *These proposed changes should be reviewed by the DoD and if warranted incorporated into the appropriate task lists.*

Table V-3. Changes to Military Tasks for Sector 5 – Civil Law and Order and Public Security

Task Number		Military Task Description
Sector	Military	
L01	ST 8.5.3L	<u>Participate in civil law and order and public security cooperation structure</u>
L01	OP 5.5.2L	<u>Establish liaison with key organizations within sector</u>
L02	ST 8.5.4L1	<u>Assist with needs assessment for civil law and order/public security sector</u>
L03	ST 8.5.4L2	<u>Assist with planning to restore civil law and order and public security institutions</u>
L03	OP 4.7.5L	<u>Coordinate politico-military support within sector</u>
L08B	ART 6.6.1L1	<u>Provide advisors to host nation military police organizations</u>
L09	OP 4.4.5L	<u>Perform law enforcement training for host nation military police</u>
L09A	ART 6.6.1L2	<u>Develop host nation military police management and administration capacity</u>
L09B	ART 6.6.1L3	<u>Perform law enforcement training for host nation military police</u>
L09D	ART 6.6.2L	<u>Develop host nation military police investigations capacity</u>
L09F	ART 6.6.4L	<u>Provide customs inspection training to host nation military police</u>
L11A	ART 4.4.2.5.4L1	<u>Establish a legitimate legal system for host nation military forces</u>
L11B	ART 4.4.2.5.4L2	<u>Assist with military judicial reform and local dispute resolution</u>
L11C	ART 4.4.2.5.2L	<u>Rebuild host nation military courts</u>
L11F	ART 4.4.2.5.4L3	<u>Rebuild host nation military judicial administration</u>
L11G	ART 4.4.2.5.4L4	<u>Rebuild host nation military appeals and reviews process, and issuance of pardons</u>
L11I	ART 6.6.1L4	<u>Implement programs to eradicate corruption within the host nation military</u>
L14C	OP 6.5.3L1	<u>Assist with establishing programs to protect routes, installations, and critical facilities</u>
L14D	OP 6.5.3L2	<u>Provide security for humanitarian relief facilities</u>
L15A	OP 4.6.4L	<u>Assist with locating and detaining war criminals</u>

Three new military tasks have been identified for this sector, one Operational and two Tactical level tasks. These new tasks are listed in Table V-4. *These tasks should be reviewed by the DoD and incorporated into the appropriate task lists if warranted.*

Table V-4. New Tasks for Sector 5 – Civil Law and Order and Public Security

Task Number	Level	Description
L071	OP	Assist with demobilization of existing police forces
L072	Tac	Disarm police forces
L073	Tac	Secure confiscated police weapons and equipment

E. SUMMARY TABLE OF SECTOR TASKS

Table V-5 provides the common and mission-specific tasks and sub-tasks and the supporting joint and Service military tasks for the Civil Law and Order/Public Security Sector.

Table V-5. Sector 5 - Civil Law and Order and Public Security

Sector 5 - Civil Law and Order/Public Security				Military Task		
Source	Sector Tasks (LXX) Subtask (LXXX)	USG Agencies Lead	UN Supporting Agency	Military Task Nr	Code	(Joint Pub 3-07, UJTL, STL)
7	L01 Establish civil law and order/public security interagency cooperation structure for the complex contingency	DoS	CIA, DoD, DoJ, DoTr, USIA, USAID	ST8.5.3L	CS	Participate in civil law and order/public security sector structure
			DoD	OP5.5.2L	CO	Establish liaison with key organizations within sector
	L02 Conduct civil law and order and public security needs assessment	DoS	UNSR, DPKO, UNDP, UNICEF, UNHCR, UNHCHR			
			CIA, DoD, DoJ, DoTr, USIA, USAID	ST8.5.4L1	CS	Assist with needs assessment for civil law and order/public security sector
			DoD	OP5.7.1		Ascertain national or agency agenda
			DoD	OP5.7.2		Determine national/agency capabilities and limitations
			DoD	OP5.7.3		Develop multinational intelligence/information sharing structure
			DoD	OP5.7.4		Coordinate plans with non-DoD organizations
			DoD	OP5.7.5		Coordinate host nation support
7	L03 Develop and implement plan to achieve civil law and order and public security objectives	DoS	DoD	OP5.7.6		Coordinate coalition support
			DoD	OP5.7.7		Coordinate civil administration operations
			UNSR, DPKO, UNDP, UNICEF, UNHCR, UNHCHR			
			DoJ, DoD, DoTr	ST8.5.4L2	CS	Assist with planning to restore civil law and order and public security institutions
			DoD	OP4.75L	CO	Coordinate politico-military support within sector
			UNSR, DPKO, UNDP, UNICEF, UNHCR, UNHCHR			
			CIA, DoD, DoJ, DoTr, USIA, USAID			
6	L04 Ensure adequate and timely resources are available to achieve civil law and order and public security objectives	DoS	UNSR, DPKO, UNDP, UNICEF, UNHCR, UNHCHR			
			CIA, DoD, DoS, DoTr, USIA, USAID			
			DoJ	OP2.1.1		Determine and prioritize operational priority intelligence requirements
			DoD	OP2.2.1		Collect information on operational situation
			DoD	OP2.5		Disseminate and integrate operational intelligence
			DoD	OP2.4.2.1		Provide indications and warning for JOA

Table V-5. Sector 5 - Civil Law and Order and Public Security (Continued)

Sector 5 - Civil Law and Order/Public Security		USG Agencies		UN	Military	Code	Military Task
Source	Sector Tasks (LXX) Subtask (LXXX)	Lead	Supporting	Agency	Task Nr		(Joint Pub 3-07, UJTL, STL)
6	L06 Provide information management support for civil law and order/public security activities during contingency operation	DoJ	CIA, DoD, DoS, UNDP, UNICEF, DoTr, USIA, USAID	UNSR, DPKO, UNHCHR	OP5.1.5		Monitor strategic situation
			DoD		OP5.1		Acquire and communicate operational level information and maintain status
			DoD		OP5.2		Assess operational situation
			DoD		OP5.2.2		Formulate crisis assessment
			DoD		ST8.5.2		Facilitate US information exchange in region
7	L06A Design and implement civic education program for law and order and public security	DoJ	DoS, USIA, USAID				
1/3	L07 Reform or disband existing police forces	DoJ	DoD, USAID	UNSR	L071	NO	Assist with demobilization of existing police forces
					L072	NT	Disarm police forces and account for weapons, ammunition, and equipment
					L073	NT	Secure confiscated police weapons and equipment and account for them
1/3	L08 Establish a new police force	DoJ	USAID	UNSR, DPKO			
1	L08A Provide equipment and conduct police training for police force	DoJ					
7	L08B Establish property accountability procedures within host nation police forces	DoJ					
1	L08C Provide advisors to police and criminal justice organizations	DoJ	DoD		ART6.6.1L1	CT	Provide advisors to host nation military police organizations
1/3	L08D Establish a civilian police monitoring facility	DoJ					
1	L08E Recruit qualified civilian police monitors	DoJ					
1	L08F Support establishment of local police operations	DoJ					
11/3	L09 Conduct police training	DoJ	DoD	UNSR, DPKO	OP4.4.5L	CO	Perform law enforcement training for host nation military police
3	L09A Develop police management and administration capacity	DoJ	DoD		ART6.6.1L2	CT	Develop host nation military police management and administration capacity, and property and equipment accountability
3	L09B Develop police enforcement capacity	DoJ	DoD		ART6.6.1L3	CT	Perform law enforcement training for host nation military police
3	L09C Develop programs to protect police	DoJ	DoD		ART6.6.3		Provide physical security guidance
3	L09D Develop police investigations capacity	DoJ	DoD		ART6.6.2L	CT	Develop host nation military police investigations capacity
3	L09E Rebuild border control capacity	DoTr					

Table V-5. Sector 5 - Civil Law and Order and Public Security (Continued)

Source/Security	Sector 5 – Civil Law and Order/Public Security					USG Agencies Lead	UN Supporting Agency	Military Task Nr	Code	Military Task (Joint Pub 3-07, UJTJL, STL)
	Sector Tasks (LXX) Subtask (LXXX)									
3/6	L09F Establish programs to resolve customs issues	DoTr	DoD					ART6.6.4L	CT	Provide customs inspection training to host nation military police
1	L10 Provide capabilities to deal with civil disturbances	DoJ	DoD	UNSR, DPKO				OP4.6.4		Provide law enforcement and prisoner control
	L10A Prevent looting and pilferage	DoJ	DoD					ART6.6.1		Perform law enforcement
			DoD					NTA6.3.2		Conduct military law enforcement support
11	L10B Impose curfews	DoJ								
1	L11 Rebuild the criminal justice system	DoJ	USAID	UNSR, UNHCHR, UNDP						
1	L11A Assist in establishing a legitimate legal system	DoJ	DoD					ART4.4.2.5.4L	CT	Establish a legitimate legal system for host nation military forces
1	L11B Support judicial reform and local dispute resolution	DoJ	DoD					ART4.4.2.5.4L	CT	Assist with host nation military judicial reform and local dispute resolution
3	L11C Rebuild criminal courts	DoJ	DoD					ART4.4.2.5.2L	CT	Rebuild host nation military courts
3	L11D Rebuild civil courts	DoJ								
	L11E Assess national and local laws and implement and publish necessary revisions	DoJ								
3	L11F Rebuild judicial administration	DoJ	DoD					ART4.4.2.5.4L	CT	Rebuild host nation military judicial administration
3	L11G Rebuild appeals and reviews process and issuance of pardons	DoJ	DoD					ART4.4.2.5.4L	CT	Rebuild host nation military appeals and review processes, and issuance of pardons
3	L11H Develop censorship and libel laws	DoJ								
1	L11I Eradicate police corruption	DoJ	DoD					ART6.6.1L4	CT	Implement programs to eradicate corruption within the host nation military
6	L11J Coordinate programs to eliminate criminal activity	DoJ	DoS, DoTr, USAID							
11	L11K Provide legal services	DoJ	DoD					OP4.4.2		Provide for personnel services
3/6	L12 Develop immigration programs	DoJ	USAID	UNHCR				OP1.5.5		Assist host nation in populace and resource control
			DoD					ART4.10.2		Locate and identify population centers in the JOA
			DoD					ART1.3.2.3.3		Provide refugee and straggler control
			DoD					ART6.7		Conduct populace and resource control
			DoD					ART6.8		Resettle refugees
			DoD					ART6.9.1		Perform EPW/civilian internment
			DoD					NTA6.3.2.3		Manage refugees and refugee camps
1	L13 Assist in establishing humane prison system	DoJ	USAID	UNHCHR						
3	L13A Restore penal holding facilities	DoJ								
3	L13B Restore penal transition facilities	DoJ								
	L13C Rebuild penal movement capabilities	DoJ								

Table V-5. Sector 5 - Civil Law and Order and Public Security (Continued)

Source	Sector 5 - Civil Law and Order/Public Security	USG Agencies		UN Agency	Military Task Nr	Code	Military Task
		Lead	Supporting				
	Sector Tasks (LXX) Subtask (LXXX)						(Joint Pub 3-07, UJTL, STL)
1	L14 Safeguard government institutions and key leaders	DoJ	DoTr, DoD	UNSR	ART6.6.3		Provide physical security guidance
6	L14A Establish programs to provide VIP protection	DoJ	DoTr				
3	L14B Protect foreign residents	DoS	DoJ				
3/11	L14C Establish programs to protect routes, installations, and critical facilities	DoJ	DoD		OP6.5.3L1	CO	Assist with establishing programs to protect routes, installations, and critical facilities
11	L14D Secure humanitarian relief facilities	DoJ	DoD		OP6.5.3L2	CO	Provide security for humanitarian relief facilities
11	L15 Restore and maintain law and order	DoJ	DoD	UNSR, DPKO	OP4.6.4		Provide law enforcement and prisoner control
11	L15A Locate and detain war criminals	DoJ	DoD		OP4.6.4L	CO	Assist with locating and detaining war criminals
1	L15B Combat organized international crime activity and corruption	DoJ	DoS, DoTr, USAID				
7	L16 Develop and implement plan to hand-off civil law and order/public security responsibilities to host nation or other designated authorities	DoS	CIA, DoD, DoJ, DoTr, USIA, USAID	UNSR, DPKO, UNDP, UNICEF, UNHCR, UNHCHR	OP4.7.4		Plan and transfer to civil administration

CHAPTER VI

PUBLIC DIPLOMACY AND EDUCATION SECTOR

VI. PUBLIC DIPLOMACY AND EDUCATION SECTOR

A. SECTOR LEAD AGENCIES AND OTHER PARTICIPATING ORGANIZATIONS

The Department of State, the Office of the Secretary of Defense (OSD), the Joint Staff, and the U.S. Information Agency (USIA) are assigned lead agency responsibilities for this sector in the PMIP. USAID also has lead responsibility for seven sub-tasks and should be added to the list of lead agencies. The DoD has only a supporting role within this sector and should be removed from lead agency responsibility. *The geographic combatant command will provide support for this sector and should be included as part of the DoD in PDD-56 implementation.*

The UNSR and the UNOA typically operate independently of each other in this sector. In part, this is a result of the need for program and project specific public information. Some coordination is possible if the RC or HC receives sufficient support. The agencies involved with this sector include the United Nations Education, Social, and Cultural Organization (UNESCO), UNICEF, the International Labor Organization (ILO), and the World Bank (WB).

B. SECTOR TASKS AND SUB-TASKS

There are seven common tasks and two sub-tasks for this sector. These tasks, listed in Table VI-1, are similar to those of the other civilian sectors. A unique number starting with the letter "T" has been assigned to each sector task and sub-task. Sector sub-tasks have a letter added to the basic task number.

C. MISSION-SPECIFIC SECTOR TASKS

Four mission-specific tasks and 25 sub-tasks were identified for this sector. These tasks are listed in Table VI-2 with the number of sub-tasks associated with each one. All sector tasks and sub-tasks are listed in the sector summary table at the end of this section, along with the supporting military tasks. *The common and mission-specific tasks and sub-tasks should be reviewed and validated by the USG agencies with lead and supporting responsibilities.*

Table VI-1. Common Tasks for Sector 6 – Public Diplomacy and Education

Task Number	Task Description
I01	Establish public diplomacy and education interagency cooperation structure for the complex contingency
I02	Conduct public diplomacy and education portion of overall needs assessment
I02A	Identify civic education requirements to support other sectors
I03	Develop and implement plan to achieve public diplomacy and education objectives
I04	Ensure adequate and timely resources are available to achieve public diplomacy and education objectives
I05	Provide intelligence support for public diplomacy and education activities during contingency operation
I05A	Provide maps and imagery products
I06	Provide information management for public diplomacy and education activities during contingency operation
I11	Develop and implement plan to hand-off public diplomacy and education responsibilities to host nation or other designated authorities

Table VI-2. Mission-Specific Tasks for Sector 6 – Public Diplomacy and Education

Task Number	Task Description	Number of Sub-tasks
I07	Provide communications between parties	0
I08	Conduct public diplomacy operations	14
I09	Promote civic education	4
I10	Conduct public education and media training programs	7

D. MILITARY TASKS SUPPORTING THE SECTOR

A total of 41 military tasks support this sector. Most of the military tasks required no modification. Three Strategic Theater and ten Operational level tasks required some modification. The proposed changes to these military tasks are summarized in Table VII-3 and the Military Task Description contains the underlined portion proposed for change. *These proposed changes should be reviewed by the DoD and incorporated into the appropriate task list if warranted.*

Table VI-3. Changes to Military Tasks for Sector 6 – Public Diplomacy and Education

Task Number		Military Task Description
Sector	Military	
I01	ST 8.5.3I	<u>Participate in public diplomacy and education cooperation structure</u>
I01	OP 5.5.2I	<u>Establish liaison with key organizations within sector</u>
I02	ST 8.5.4I1	<u>Assist with needs assessment for public diplomacy and education institutions</u>
I03	ST 8.5.4I2	<u>Assist with planning for restoration of public diplomacy and education institutions</u>
I03	OP 4.7.5I	<u>Coordinate politico-military support within sector</u>
I05A	OP 4.5.2I	<u>Supply mapping, charting, and geodesy products to all sector participants as required</u>
I07	OP5.1.2I	<u>Provide C4 support to enable parties to communicate</u>
I08B	OP 5.8.3I	<u>Conduct information awareness campaign for host nation military forces and civil community</u>
I08C	OP 5.8.1M1	<u>Establish and operate a military information support task force (MISTF)</u>
I08E	OP 3.3.3I	<u>Identify sources of "hate radio/TV" broadcasts</u>
I08E	OP 3.2.2I	<u>Assist with eliminating sources of "hate radio/TV" broadcasts</u>
I09	OP 4.4.5I1	<u>Develop education system for host nation military forces</u>
I10G	OP 4.4.5I2	<u>Conduct training for host nation military journalists</u>

E. SUMMARY TABLE OF SECTOR TASKS

Table VI-4 presents the common and mission-specific tasks and sub-tasks and the supporting joint and Service military tasks for the Public Information and Education Sector.

Table VI-4. Sector 6 - Public Diplomacy and Education

Source	Sector 6 – Public Diplomacy and Education Sector Tasks (IXX) Subtasks (IXXX)	USG Agencies		UN	Military		Military Task
		Lead	Supporting		Agency	Task Nr	
7	I01 Establish public diplomacy and education interagency cooperation structure for the complex contingency	DoS	USIA, CIA, DoD, USAID, DoEd	UNSR, RC, HC, UNOA, WB	ST8.5.3I OP5.5.2I	ST CO	Participate in public diplomacy and education sector cooperation structure Establish liaison with key organizations within sector
7	I02 Conduct public diplomacy and education portion of overall needs assessment	DoS		UNSR, RC, HC, UNOA, WB	ST8.5.4I1 OP5.7.1 OP5.7.2 OP5.7.3 OP5.7.4 OP5.7.5 OP5.7.6 OP5.7.7	ST	Assist with needs assessment for public diplomacy and education institutions Ascertain national or agency agenda Determine national/agency capabilities and limitations Develop multinational intelligence/information sharing structure Coordinate plans with non-DoD organizations Coordinate host nation support Coordinate coalition support Coordinate civil administration operations
7	I02A Identify civic education requirements to support other sectors	DoS	Other Participating USG agencies				
7	I03 Develop and implement plan to achieve public diplomacy and education objectives	DoS	USIA, CIA, DoD, USAID, DoEd	UNSR, RC, HC, UNOA, WB	ST8.5.4I2	ST	Assist with planning for restoration of public diplomacy and education institutions
7	I04 Ensure adequate and timely resources are available to achieve public diplomacy and education objectives	DoS	USIA, CIA, DoD, USAID, DoEd	UNSR, RC, HC, UNOA, WB	OP4.7.5I	CO	Coordinate politico-military support within sector
6	I05 Provide intelligence support for public diplomacy and education activities during contingency operation	DoS	CIA, DoD		OP2.1.1 OP2.2.1 OP2.4.2.1 OP2.5		Determine and prioritize operational priority intelligence requirements Collect information on operational situation Provide indications and warning for JOA Disseminate and integrate operational intelligence
11	I05A Provide maps and imagery products	CIA	DoD		OP4.5.2I	CO	Supply mapping, charting, and geodesy products to all sector participants as required

Table VI-4. Sector 6 - Public Diplomacy and Education (Continued)

Source (IXXX)	Sector 6 - Public Diplomacy and Education	USG Agencies		UN	Military		Military Task
		Lead	Supporting		Agency	Task Nr	
6	I06 Provide information management for public diplomacy and education information activities during contingency operation	DoS	CIA, DoD	UNSR, RC, HC, UNOA	OP5.1.5		Monitor strategic situation
			DoD		OP5.1		Acquire and communicate operational level information and maintain status
			DoD		OP5.2		Assess operational situation
			DoD		OP5.2.2		Formulate crisis assessment
			DoD		ST8.5.2		Facilitate US information exchange in region
11	I07 Provide communications between parties	DoS	DoD	UNSR, RC, HC, UNOA	OP5.1.2I	CO	Provide C4 support to enable parties to communicate
1/4	I08 Conduct public diplomacy operations	USIA	DoS, DoD	UNSR, RC, HC, UNOA	ST3.2.2.1		Conduct theater psychological activities
			DoD		OP3.2.2.1		Employ PSYOPS in theater of operations/JOA
			DoD		AFT3.8.3		Perform psychological operations functions
			DoD		ART3.3.2.1		Conduct battlefield PSYOPS activities
			DoD		NTA5.5.5		Perform psychological operations
1	I08A Conduct public opinion research	USIA	DoS	UNSR, RC, HC, UNOA			
1	I08B Provide unbiased historical information on the conflict	DoS	USIA, DoD	UNSR, RC, HC, UNOA	OP5.8.3I	CO	Conduct information awareness campaign for host nation military forces and civil community
3	I08C Coordinate USG-host nation information	USIA	DoS, DoD	UNSR, RC, HC, UNOA	OP5.8		Provide public affairs in JOA
			DoD		OP5.8.3		Plan and conduct community relations programs
			DoD		OP5.8.1M1	CO	Establish and operate a military information support task force (MISTF)
			DoD		ART5.5		Conduct public affairs support
			DoD		NTA5.9		Provide public affairs services
3	I08D Assist in establishing open broadcast networks	USIA	DoS, USAID	UNSR, RC, HC, UNESCO			
1	I08E Discourage "hate radio/TV" broadcasts	USIA	DoS, DoD	UNSR, RC, HC, UNESCO	OP3.1.3I	CO	Identify sources of "hate radio/TV" broadcasts
3	I08F Restore newspapers and other print media	USAID	USIA	UNSR, RC, HC, UNESCO	OP3.2.2I	CO	Assist with eliminating sources of "hate radio/TV" broadcasts

Table VI-4. Sector 6 - Public Diplomacy and Education (Continued)

Sector 6 - Public Diplomacy and Education		USG Agencies		UN	Military		Military Task
Source	Sector Tasks (IXX) Subtasks (IXXX)	Lead	Supporting Agency	Agency	Task Nr	Code	
3	I08G Restore host nation radio	USAID	USIA	UNSR, RC, HC, UNESCO			(Joint Pub 3-07, UJTL, STL)
3	I08H Restore host nation television	USAID	USIA	UNSR, RC, HC, UNESCO			
3	I08I Restore host nation government information capacity	USAID	USIA	UNSR, RC, HC, UNESCO			
3	I08J Restore cable TV	USAID	USIA	UNSR, RC, HC, UNESCO			
3	I08K Restore internet capacity	USAID	USIA	UNSR, RC, HC, UNESCO			
3	I08L Restore private broadcasting	USAID	USIA	UNSR, RC, HC, UNESCO			
3	I08M Counter disinformation	USIA	DoD	UNSR, RC, HC, UNESCO	AFT3.5.3		Perform counterinformation functions
11	I08N Translate oral and written communications and documents	USIA	DoS	UNSR, RC, HC, UNESCO			
1	I09 Promote civic education	DoS	USAID, DoEd, DoD	UNSR, RC, HC, UNOA	OP4.4.511	CO	Develop education system for host nation military forces
1	I09A Promote understanding of civil values	USIA	DoS, USAID	UNESCO			
1	I09B Promote understanding of rule of law	DoJ	DoS, USIA, USAID	UNESCO			
1	I09C Promote understanding of citizen responsibilities	USIA	DoS, USAID	UNESCO			
3	I09D Restore foreign exchange student programs	DoEd	HSIA, BSEA, USIA, USAID, DoD	UNESCO, UNSR, RC, HC, UNOA, WB			
1	I10 Conduct public education and media training programs	DoS	DoS	UNICEF, WB			
3	I10A Reform educational systems	DoEd	DoEd	UNICEF, WB			
3	I10B Rebuild public school system	DoEd	DoEd	UNICEF, WB			

Table VI-4. Sector 6 - Public Diplomacy and Education (Continued)

Source	Sector 6 - Public Diplomacy and Education (IXXX)	USG Agencies		UN	Military		Military Task
		Lead	Supporting		Agency	Task Nr	
3	I10C Restore private school system	DoEd	DoEd				(Joint Pub 3-07, UJTL, STL)
3	I10D Rebuild adult education system	DoEd	DoEd	UNESCO, ILO			
3	I10E Rebuild system of training programs	DoEd	DoEd	UNESCO, ILO			
3	I10F Restore university-level education system	DoEd	DoEd	UNESCO, WB			
1	I10G Sponsor journalist training and professionalization standards	USIA	DoS, DoD DoD	UNESCO, WB	OP4.4.5I2 ART5.5.4	CO	Conduct training for host nation military journalists Conduct public affairs training
7	I11 Develop and implement plan to hand-off public diplomacy and education responsibilities to host nation or other designated authorities	DoS	USIA, CIA, DoD, USAID, DoEd	UNSR, RC, HC, UNOA, WB	OP4.7.4		Plan and transition to civil administration

CHAPTER VII

INFRASTRUCTURE AND ECONOMIC RESTORATION SECTOR

VII. INFRASTRUCTURE AND ECONOMIC RESTORATION SECTOR

A. SECTOR LEAD AGENCIES AND OTHER PARTICIPATING ORGANIZATIONS

The Department of State, USAID, and the Treasury (DoTr) are designated as lead agencies for this sector in the PMIP. In addition, the Environmental Protection Agency (EPA) has the lead for two sub-tasks and the Department of Energy has the lead for one sub-task. The CIA, Department of Commerce (DoC), DoD, DoE, the Department of Interior (DoI), the Department of Labor (DoL), DoT, EPA, OMB, and USAID have supporting responsibilities within this sector. *The geographic combatant command will provide support for this sector and should be included as part of the DoD in PDD-56 implementation.*

No single United Nations agency will provide overall control for infrastructure and economic restoration activities. More often, infrastructure activities will be managed under the various relief sector specialties such as health, education, water and sanitation, etc. In this way, reconstruction of health clinics and hospitals is managed under the health sector committee. Given the magnitude of these requirements, UN agencies, NGOs, and direct donor grants may share equally in overall responsibility. Major construction works such as roads, bridges, rail and port facilities, and utilities are generally the role of the World Bank and direct bilateral agreements between donor nations and the recipient nation. Exceptions have been made in the past for large scale infrastructure programs when the projects were sustainable and would significantly ease the constraints on relief efforts in protracted complex emergencies.

B. SECTOR TASKS AND SUB-TASKS

There are seven common tasks for this sector. These tasks, listed in Table VII-1, are similar to those of the other civilian sectors. A unique number starting with the letter "E" has been assigned to each sector task and sub-task. Sector sub-tasks have a letter added to the basic task number.

C. MISSION-SPECIFIC SECTOR TASKS

Fourteen mission-specific tasks and 66 sub-tasks were identified for this sector. These tasks are listed in Table VII-2 with the number of sub-tasks associated with each one. All sector tasks and sub-tasks are listed in the sector summary table at the end of this section, along with the supporting military tasks. *The common and mission-specific tasks and sub-tasks should be reviewed and validated by the USG agencies with lead and supporting responsibilities.*

Table VII-1. Common Tasks for Sector 7 – Infrastructure and Economic Restoration

Task Number	Task Description
E01	Establish infrastructure and economic restoration interagency cooperation structure for the complex contingency
E02	Conduct infrastructure and economic restoration portion of overall needs assessment
E03	Develop and implement plan to achieve infrastructure and economic restoration objectives
E04	Ensure adequate and timely resources are available to achieve infrastructure and economic restoration objectives
E05	Provide intelligence support for infrastructure and economic restoration activities during contingency operation
E06	Provide information management for infrastructure and economic restoration activities during contingency operation
E21	Develop and implement plan to hand-off infrastructure and economic restoration responsibilities to host nation or other designated authorities

Table VII-2. Mission-Specific Tasks for Sector 7 – Infrastructure and Economic Restoration

Task Number	Task Description	Number of Sub-tasks
E07	Restore basic public services	11
E08	Reconstitute energy supplies	3
E09	Restore communications systems	5
E10	Restore facilities for power generation and transmission	2
E11	Restore transportation facilities and systems	13
E12	Rehabilitate agricultural capacity	0
E13	Advise on natural resource management	1
E14	Monitor environmental damage controls	3
E15	Restore opportunities for employment and private home ownership	8
E16	Assist in economic integration and cooperation	14
E17	Streamline government administration and licensing	2
E18	Eliminate corruption	0
E19	Initiate privatization under a market economy	4
E20	Mobilize domestic and foreign investment capital	0

D. MILITARY TASKS SUPPORTING THE SECTOR

A total of 54 military tasks support this sector. Most of the military tasks required no modification. Three Strategic Theater level tasks, five Operational level tasks, and one Tactical level task required some modification. The proposed changes to these military tasks are summarized in Table VII-3 and the Military Task Description contains the underlined portion proposed for change. *These proposed changes should be reviewed by the DoD and incorporated into the appropriate task list if warranted.*

Table VII-3. Changes to Military Tasks for Sector 7 – Infrastructure and Economic Restoration

Task Number		Military Task Description
Sector	Military	
E01	ST 8.5.3E	<u>Participate in infrastructure and economic restoration cooperation structure</u>
E01	OP 5.5.2E	<u>Establish liaison with key organizations within sector</u>
E02	ST 8.5.4E1	<u>Assist with infrastructure and economic restoration needs assessment</u>
E03	ST 8.5.4E2	<u>Assist with planning for infrastructure and economic restoration</u>
E03	OP 4.7.5E	Coordinate politico-military support <u>for sector</u>
E08	OP 4.4.5E	<u>Assist with job training for discharged military personnel</u>
E14A	NTA4.7.10E	<u>Develop plan for environmental remediation (hazardous waste cleanup) and prevention</u>
E14C	OP 6.2.10E	<u>Assist with implementation of nuclear hazard reduction programs in host nation military forces</u>
E15A	OP 4.4.5E	<u>Assist with job training for discharged military personnel</u>

A single new Operational level task was identified: E18 Identify and eliminate corruption in host nation military forces. *This task should be reviewed by the DoD and incorporated into the UJTL if warranted.* No new Tactical level tasks were identified.

E. SUMMARY TABLE OF SECTOR TASKS

Table VII-4 provides the common and mission-specific tasks and sub-tasks and the supporting joint and Service military tasks for the Infrastructure and Economic Development Sector.

Table VII-4. Sector 7 - Infrastructure and Economic Restoration

Sector 7: Infrastructure and Economic Restoration		USG Agencies		UN	Military		Military Task
Source	Sector Tasks (EXX) Subtask (EXXX)	Lead	Supporting	Agency	Task Nr	Code	(Joint Pub 3-07, UJTL, STL)
7	E01 Establish Infrastructure and economic restoration interagency cooperation structure for the complex contingency	DoS	CIA, DoC, DOD, DoE, DoI, DoJ, DoTr, EPA, NRC, OMB, USAID, USDA	OCHA, RC, HC, UNICEF, UNHCR, FAO, IMF, WPF, UNDP, WB	ST8.5.3E OP5.5.2E	CS CO	Participate in public infrastructure and economic restoration sector coordination structure Establish liaison with key organizations within sector
7	E02 Conduct Infrastructure and economic restoration portion of overall needs assessment	USAID	CIA, DoC, DOD, DoE, DoI, DoJ, DoTr, EPA, NRC, OMB, USAID, USDA	OCHA, UNICEF, UNHCR, FAO, WPF, UNDP, WB	ST8.5.4E1 OP5.7.1 OP5.7.2 OP5.7.3 OP5.7.4 OP5.7.5 OP5.7.6 OP5.7.7	CS	Assist with infrastructure and economic restoration needs assessment Ascertain national or agency agenda Determine national/agency capabilities and limitations Develop multinational intelligence/information sharing structure Coordinate plans with non-DoD organizations Coordinate host nation support Coordinate coalition support Coordinate civil administration operations
7	E03 Develop and implement plan to achieve infrastructure and economic restoration objectives	USAID	CIA, DoC, DOD, DoE, DoI, DoJ, DoTr, EPA, NRC, OMB, USAID, USDA	OCHA, RC, HC, UNICEF, UNHCR, FAO, IMF, WPF, UNDP, WB	ST8.5.4E2 OP4.7.5E	CS CO	Assist with planning for infrastructure and economic restoration Coordinate politico-military support within sector
7	E04 Ensure adequate and timely resources are available to achieve infrastructure and economic restoration objectives	DoS	CIA, DoC, DOD, DoE, DoI, DoJ, DoTr, EPA, NRC, OMB, USAID, USDA	OCHA, RC, HC, UNICEF, UNHCR, FAO, IMF, WPF, UNDP, WB			
6	E05 Provide intelligence support for infrastructure and economic restoration activities during contingency operation	DoS	CIA, DoD	OCHA, RC, HC	OP2.1.1 OP2.2.1 OP2.4.2.1 OP2.5		Determine and prioritize operational priority intelligence requirements Collect information on operational situation Provide indications and warning for JOA Disseminate and integrate operational intelligence

Table VII-4. Sector 7 - Infrastructure and Economic Restoration (Continued)

Source	Sector 7: Infrastructure and Economic Restoration	USG Agencies		UN	Military Task Nr	Code	Military Task
		Lead	Supporting				
	Sector Tasks (EXX) Subtask (EXXX)			Agency			(Joint Pub 3-07, UJTL, STL)
6	E06 Provide information management for infrastructure and economic restoration activities during contingency operation	DoS	CIA, DoC, DOD, DoE, DoI, DoJ, DoTr, EPA, NRC, OMB, USAID, USDA	OCHA, RC, HC, UNICEF, UNHCR, FAO, IMF, WFP, UNDP, WB	OP5.1.5 OP5.1 OP5.2 OP5.2.2 ST8.5.2		Monitor strategic situation Acquire and communicate operational level information and maintain status Assess operational situation Formulate crisis assessment Facilitate US information exchange in region
1	E07 Restore basic public services	USAID	DoD	UNHCR, UNICEF, WFP	OP4.6.2 ART4.9.1 NTA4.7.3		Provide civil-military engineering Perform rear area restoration Perform rear area restoration
4	E07A Provide engineering services	USAID	DoD	UNHCR, WFP	OP4.6.2 ART6.10.3 ART4.9.3 ART4.9.4 NTA4.7.1 NTA4.7.2		Provide civil-military engineering Perform civil engineering support Provide engineer construction support Provide engineer construction materials Perform construction engineer services Provide or obtain engineer construction material
4	E07B Provide emergency contracting support	USAID	DoD	UNHCR, WFP	OP4.6.6 NTA4.10.2		Manage contracts and contract personnel Manage contracts and contract personnel
3	E07C Restore water systems	USAID	DoD	UNICEF			
3	E07D Restore gas systems	USAID	DoD	UNICEF			
3	E07E Restore heating systems	USAID	DoD	UNICEF			
3	E07F Restore sewage systems	USAID	DoD	UNICEF			
3	E07G Restore storm drainage systems	USAID	DoD	UNICEF			
3	E07H Restore dams	USAID	DoD	UNICEF			
4	E07I Coordinate emergency power requirements and restore power	USAID	DoE, DoD DoD	UNDP	ART4.9.5 NTA4.7.6		Supply mobile electric power Supply electric power
4	E07J Provide emergency repair of wastewater and solid waste facilities	USAID	EPA	RC, HC			
4	E07K Provide real estate support	USAID	DoD	RC, HC	OP4.6.5		Provide for real estate management
1	E08 Reconstitute energy supplies	USAID	DoE				
4	E08A Coordinate emergency fuel requirements and resources	USAID	DoE, DoD DoD	RC, HC	OP4.2 ART4.2 NTA4.2.2		Synchronize supply of fuel in JOA Provide fuel Move bulk fuel
4	E08B Provide technical assistance for energy systems information, education, and conservation guidance	USAID	DoE	UNDP			
4		USAID	DoE	UNDP			

Table VII-4. Sector 7 - Infrastructure and Economic Restoration (Continued)

Sector 7: Infrastructure and Economic Restoration		USG Agencies		UN	Military	Military Task	
Source	Sector Tasks (EXX) Subtask (EXXX)	Lead	Supporting	Agency	Task Nr	Code	
1	E09 Restore communications systems	USAID					
3	E09A Restore telephone system	USAID		RC, HC			
3	E09B Restore telegraph system	USAID		RC, HC			
3	E09C Restore telecommunications system	USAID		RC, HC			
3	E09D Restore broadcasting system	USAID		RC, HC			
3	E09E Restore postal system	USAID		RC, HC			
1	E10 Restore facilities for power generation and transmission	USAID DoE		RC, HC			
3	E10A Restore power systems	USAID DoE		RC, HC			
1	E10B Fuse power grids	USAID DoE		RC, HC			
1	E11 Restore transportation facilities and systems	USAID DoT, DoD		RC, HC	OP4.6.2		Provide civil-military engineering
4	E11A Coordinate emergency transportation capacity and movements	USAID DoT, DoD		RC, HC, WFP	ART4.7.1		Provide movement control
4	E11B Maintain status of transportation capacity and eliminate shortfalls	USAID DoT, DoD		RC, HC, WFP	ART4.7.3		Move/evacuate cargo, equipment, and personnel
4	E11C Determine number and types of transportation resources needed	USAID DoT		RC, HC, WFP			
3	E11D Restore roads and streets/municipal road networks	USAID DoT, DoD		UNHCR, WFP	ART4.9.2.1		Construct and maintain roads and highways
3	E11E Restore bridges	USAID DoD		UNHCR, WFP	ART4.9.2		Perform LOC sustainment
3	E11F Restore port facilities and water transportation	USAID DoD		WFP	ART4.9.2.3		Construct and maintain ports
3	E11G Restore railroad facilities	USAID DoD		WFP	ART4.9.2.4		Construct and maintain railroad facilities
3	E11H Restore airport facilities	USAID DoD		ICAO, WFP	ART4.9.2.5		Repair and expand existing airfield facilities
3	E11I Restore bus system	USAID DoT		RC, HC			
3	E11J Restore air transportation systems	USAID DoT, DoD		RC, HC	AFT6.12.3		Perform air mobility support
3	E11K Restore pipelines	USAID DoT		RC, HC			
3	E11L Restore travel support system	USAID DoT		RC, HC			
3	E11M Restore intermodal transfer system	USAID DoT		RC, HC			
1	E12 Rehabilitate agricultural capacity	USAID USDA		RC, HC, FAO, WFP			
1	E13 Advise on natural resource management	USAID DoI		RC, HC, WB			
1	E13A Advise on planning for mineral and industrial production revitalization	USAID DoI		RC, HC, WB			
1	E14 Monitor environmental damage controls	USAID EPA, DoD		UNEP	OP6.2.10		Develop and execute actions to control pollution and hazardous materials
4	E14A Establish plan to eliminate hazard	EPA DoD, DoT		UNEP	NTA4.7.10ECT		Develop plan for environmental remediation (hazardous waste cleanup) and prevention
4	E14B Coordinate response actions to contain, mitigate, and remove materials	EPA DoD, DoT		UNEP	NTA4.7.10		Provide environmental remediation (hazardous waste cleanup)

Table VII-4. Sector 7 - Infrastructure and Economic Restoration (Continued)

Sector 7: Infrastructure and Economic Restoration		USG Agencies		UN	Military	Military Task	
Source	Sector Tasks (EXX) Subtask (EXXX)	Lead	Supporting	Agency	Task Nr	Code	
6	E14C Implement programs to eliminate nuclear concerns	DoE	NRC, DoD	IAEA	OP6.2.10E	CO	Assist with implementation of nuclear hazard reduction programs in host nation military forces
1	E15 Restore opportunities for employment and private home ownership	USAID		RC, HC, UNOA, WB			
1	E15A Provide job training and employment for discharged military personnel	USAID	DoD	UNDP, WB	OP4.4.5E	CO	Assist with job training for discharged military personnel
3	E15B Rebuild employment systems	USAID	DoL	RC, HC, ILO, WB			
3	E15C Rebuild unemployment systems	USAID	DoL	RC, HC, ILO, WB			
3	E15D Develop employee service benefits and social insurance programs	USAID	DoL	RC, HC, ILO, WB			
3	E15E Rebuild management-labor dispute resolution system	USAID	DoL	RC, HC, ILO, WB			
3	E15F Rebuild wage and business standards system	USAID	DoL	RC, HC, WB			
3	E15G Develop worker safety programs	USAID	DoL	RC, HC, ILO, WB			
3	E15H Develop mass housing	USAID	DoHUD	UNDP, WB			
1	E16 Assist in economic integration and cooperation	USAID	DoS, DoC	RC, HC, WB			
3	E16A Rebuild production systems	USAID		RC, HC, WB			
3	E16B Rebuild distribution systems	USAID		RC, HC, WB			
3	E16C Rebuild acquisition systems	USAID		RC, HC, WB			
3	E16D Assess production excesses and shortages and develop programs to correct	USAID		RC, HC, WB			
3	E16E Rebuild retail sales system	USAID		RC, HC, WB			
3	E16F Rebuild capacity of agricultural and animal inspectors	USAID	USDA	RC, HC, FAO			
3	E16H Rebuild commercial sector	USAID	DoC	RC, HC, WB			
3	E16I Rebuild industrial sector	USAID	DoC	RC, HC, WB			
3	E16J Develop microeconomic capacity	USAID	DoTr, DoC	RC, HC, WB			
3	E16K Inflation	USAID	DoTr	RC, HC, WB			
3	E16L Rebuild foreign trade system	USAID	DoC	RC, HC, WB			
3	E16M Restore private financial institutions	USAID	DoTr	WB			
3	E16N Restore foreign currency exchanges	USAID	DoTr	IMF			
1	E17 Streamline government administration and licensing	USAID	DoS, OMB	RC, HC, WB			
1	E17A Reform government energy, farm, and economic policy	USAID	DoE, USDA, DoC	UNDP			
1	E17B management	DoI	USAID	RC, HC, WB			
1	E18 Eliminate corruption	USAID	DoS, DoI, DoD	RC, HC, UNOA, E18	NO		Identify and eliminate corruption in host nation military forces

Table VII-4. Sector 7 - Infrastructure and Economic Restoration (Continued)

Sector 7: Infrastructure and Economic Restoration		USG Agencies		UN	Military	Military Task	
Sourced	Restoration Sector Tasks (EXX) Subtask (EXXX)	Lead	Supporting	Agency	Task Nr	Code	(Joint Pub 3-07, UJTL, STL)
1	E19 Initiate privatization under a market economy	USAID	DoC	RC, HC, WB			
3	E19a Restore ownership for personal property	DoJ		RC, HC, WB			
3	E19b Restore ownership for personal property	DoJ		RC, HC, WB			
3	E19c Restore expropriated real and personal property	DoJ		RC, HC, WB			
3	E19d Develop privatization policy	DoJ		RC, HC, WB			
1	E20 Mobilize domestic and foreign investment capital	USAID	DoS, DoTr	WB, IMF			
7	E21 Develop and implement plan to hand-off infrastructure and economic restoration responsibilities to host nation or other designated authorities	DoS	CIA, DoC, DOD, DoE, DoI, DoJ, DoTr, EPA, NRC, OMB, USAID, USDA	OCHA, RC, HC, UNICEF, UNHCR, FAO, IMF, WFP, UNDP, WB	OP4.7.4		Plan and transfer to civil administration

CHAPTER VIII

HUMAN RIGHTS AND SOCIAL DEVELOPMENT SECTOR

VIII. HUMAN RIGHTS AND SOCIAL DEVELOPMENT SECTOR

A. SECTOR LEAD AGENCIES AND OTHER PARTICIPATING ORGANIZATIONS

The Department of State is the lead agency designated for this sector in the PMIP. The U.S. Agency for International Development also shares lead responsibility for some of the tasks and sub-tasks in this sector. The CIA, DoD, DoJ, USAID, and the U.S. Information Service (USIS) have supporting responsibilities within this sector. *The geographic combatant command will provide support for this sector and should be included as part of the DoD in PDD-56 implementation.*

During the contingency, the UNSR will have responsibility within the UN system for human rights monitoring. Support for development of social institutions and civil society generally is the responsibility of the UN agencies under the designated RC or HC. The High Commissioner for Human rights (HCHR) and the United Nations Education, Scientific, and Cultural Organization (UNESCO) are major participants in tasks within this sector; however, significant independent and unregulated advocacy efforts by indigenous groups, as well as by international organizations, can be anticipated.

B. SECTOR TASKS AND SUB-TASKS

This sector has seven common tasks that are similar to the other civilian sectors. There are no common sub-tasks associated with the tasks in this sector. The sector's common tasks are listed in Table VIII-1. A unique number starting with the letter "R" has been assigned to each sector task and sub-task. Sector sub-tasks have a letter added to the basic task number.

C. MISSION-SPECIFIC SECTOR TASKS

There are 9 mission-specific tasks and 22 sub-tasks identified for this sector. These tasks are listed in Table VIII-2, but the sub-tasks are included in the sector summary table found at the end of this section. *The common and mission-specific sector tasks should be reviewed and validated by the agencies assigned lead and supporting responsibility for this sector.*

Table VIII-1. Common Tasks for Sector 8 – Human Rights and Social Development

Task Number	Task Description
R01	Establish human rights and social development interagency cooperation structure for the complex contingency
R02	Conduct human rights and social development portion of overall needs assessment
R03	Develop and implement plan to achieve human rights and social development objectives
R04	Ensure adequate and timely resources are available to achieve human rights and social development objectives
R05	Provide intelligence support for human rights and social development activities during contingency operation
R06	Provide information management for human rights and social development activities during contingency operation
R16	Develop and implement plan to hand-off human rights and social development responsibilities to host nation human rights and social development institutions or other designated agencies

Table VIII-2. Mission-Specific Tasks for Sector 8 – Human Rights and Social Development

Task Number	Task Description	Number of Sub-tasks
R07	Seek removal of corrupt and lawless host nation military, police, and judicial officials	0
R08	Assist in establishing a truth commission or international tribunal	0
R09	Monitor human rights	4
R10	Promote human rights standards	7
R11	Conduct war crimes investigations, tribunals, and other related activities	3
R12	Establish civil affairs operations in local areas	0
R13	Assist in capacity-building for social institutions	4
R14	Strengthen mechanisms to ensure government accountability	0
R15	Restore host nation social institutions	4

D. MILITARY TASKS SUPPORTING THE SECTOR

A total of 44 supporting military tasks were identified for this sector. Most of these tasks required no modification. However, 3 Theater and 11 Operational Level military tasks did require some modification. These tasks are listed in Table VIII-3 with the proposed changes underlined in Military Task Description. *These tasks should be reviewed by the DoD and incorporated into the appropriate task lists if warranted.*

Table VIII-3. Changes to Military Tasks for Sector 8 – Human Rights and Social Development

Task Number		Military Task Description
Sector	Military	
R01	ST 8.5.3R	<u>Participate in human rights and social development cooperation structure</u>
R01	OP 5.5.2R	<u>Establish liaison with key organizations within sector</u>
R02	ST 8.5.4R1	<u>Assist with human rights and social development needs assessment</u>
R03	ST 8.5.4R2	<u>Assist with planning to achieve human rights and social development objectives</u>
R03	OP 4.7.5R1	Coordinate politico-military support <u>within sector</u>
R09A	OP 5.2.1R	<u>Monitor human rights within the host nation military forces</u>
R10A	OP 3.2.2.1R	Employ PSYOPS <u>to implement human rights education campaign</u>
R10B	OP 6.5.3R1	<u>Provide security to human rights monitors</u>
R10B	OP 6.5.3R2	<u>Provide security to emerging host nation human rights organizations</u>
R09B	OP 2.3R1	<u>Collect and report human rights violations within host nation military forces</u>
R09B	OP 2.3R2	<u>Collect and report human rights violations by host nation military forces with civilian population</u>
R10D	OP 4.4.5R	<u>Implement human rights training program within host nation military forces</u>
R11	OP 4.7.5R2	<u>Assist authorities with war crimes investigations and related matters</u>
R15D	OP 4.4.6R	<u>Restore religious institutions within host nation military forces</u>

Within this sector, nine new Operational level tasks and one Tactical level task were identified. These proposed new tasks are listed in Table VIII-4. *They should be reviewed by the DoD and incorporated into the appropriate tasks lists if warranted.*

Table VIII-4. New Tasks for Sector 8 – Human Rights and Social Development

Task Number	Level	Description
R07	OP	Identify and seek removal of corrupt and lawless host nation military officials
R09	OP	Assist with monitoring human rights status in host nation military forces and report violations
R09C	OP	Assist with locating, protecting, and storing of forensic evidence
R11C	OP	Assist with development and implementation of amnesty program for ex-combatants
R10B	OP	Develop human rights program for host nation military forces
R10	OP	Assist with promoting human rights within host nation military forces
R10F	OP	Guarantee freedom of movement within the host nation ¹
R13	OP	Engage host nation military forces with enhancing national social institutions
R14	OP	Strengthen accountability within host nation military forces
R10G	Tac	Monitor prisoner exchanges

E. SUMMARY TABLE OF SECTOR TASKS

Table VIII-5 provides the common and mission-specific tasks and sub-tasks and the supporting joint and Service military tasks for the Human Rights and Social Development Sector.

¹ Same tasks as M13E1 in Sector 2 – Military Activities

Table VIII-5. Sector 8 - Human Rights and Social Development Task Summary

Source	Development Sector Tasks (RXX) Subtask (RXXX)	USG Agencies		UN Agency	Military Task Nr	Code	Military Task (Joint Pub 3-07, UJTL, STL)
		Lead	Supporting				
7	R01 Establish human rights and social development interagency cooperation structure for the complex contingency	DoS	DoJ, USAID, DoD	DPA, HCHR, OCHA, UNSR	ST8.5.3R OP5.5.2R	CS CO	Participate in human rights and social development sector coordination structure Establish liaison with key organizations within sector
7	R02 Conduct human rights and social development portion of overall needs assessment	DoS	DoJ, USAID, DoD	HCHR	ST8.5.4R1 OP5.7.1 OP5.7.2 OP5.7.3 OP5.7.4 OP5.7.5 OP5.7.6 OP5.7.7	CS	Assist with human rights and social development needs assessment Ascertain national or agency agenda Determine national/agency capabilities and limitations Develop multinational intelligence/information sharing structure Coordinate plans with non-DoD organizations Coordinate host nation support Coordinate coalition support Coordinate civil administration operations
7	R03 Develop and implement plan to achieve human rights and social development objectives	USAID	DoJ, USAID, DoD	HCHR	ST8.5.4R2 OP4.7.5R1	CS CO	Assist with planning to achieve human rights and social development objectives Coordinate politico-military support within sector
7	R04 Ensure adequate and timely resources are available to achieve human rights and social development objectives	DoS	DoJ, USAID, DoD	HCHR			
6	R05 Provide intelligence support for human rights and social development activities during contingency operation	DoS	CIA, DoD DoD DoD DoD		OP2.1.1 OP2.2.1 OP2.5 OP2.4.2.1		Determine and prioritize operational priority intelligence requirements Collect information on operational situation Disseminate and integrate operational intelligence Provide indications and warning for JOA
6	R06 Provide information management for human rights and social development activities during contingency operation	DoS	CIA, DoD DoD DoD DoD		OP5.1.5 OP5.1 OP5.2 OP5.2.2 ST8.5.2		Monitor strategic situation Acquire and communicate operational level information and maintain status Assess operational situation Formulate crisis assessment Facilitate US information exchange in region
1	R07 Seek removal of corrupt and lawless host nation military, police, and judicial officials	DoS	DoJ, DoD	HCHR	R07	NO	Identify and seek removal of corrupt and lawless host nation military officials
1	R08 Assist in establishing a truth commission or international tribunal	DoS	DoJ	HCHR			
1	R09 Monitor human rights	DoS	DoJ, DoD	HCHR	R09	NO	violations

Table VIII-5. Sector 8 - Human Rights and Social Development Task Summary (Continued)

Development		USG Agencies		UN	Military Task Nr	Code	Military Task
Source	Task (RXX) Subtask (RXXX)	Lead	Supporting	Agency	Task Nr	Code	Military Task
1	R09A Seek the deployment of a human rights monitoring mission	DoS	DoJ, DoD	HCHR	OP5.2.1R	CO	Monitor human rights within the host nation military forces
1	R09B Collect information on human rights abuses	DoS	DoJ, DoD	HCHR, OCHA, UNSR	OP2.3R1	CO	Collect and report human rights violations within host nation military forces
			DoD		OP2.3R2	CO	population
7	M09C Locate, protect, and store forensic evidence of human rights violations, such as grave sites and interrogation centers	DoS	DoJ, DoD, USAID	HCHR	R09C	NO	Assist with locating, protecting, and storing of forensic evidence
	R09D Consult on appointing a UN Special Reporter to advise on human rights matters	DoS	DoJ	HCHR			
1	R10 Promote human rights standards	DoS	DoD, DoJ	HCHR	R10	NO	Assist with promoting human rights within host nation military forces
1	R10A Initiate a human rights education campaign within host nation	USIS	DoS, DoD	HCHR	OP3.2.2.1R	CO	Employ PSYOPS to implement human rights education campaign
3	R10B Develop programs to protect human rights within host nation	USAID	DoJ, DoD	HCHR	R10B	NO	Develop human rights program for host nation military forces
			DoJ, DoD		OP6.5.3R1	CO	Provide security to human rights monitors
			DoJ, DoD		OP6.5.3R2	CO	Provide security to emerging host nation human rights organizations
1	R10D Provide human rights training to military, police, and judicial officials	DoS	DoJ, DoD	HCHR	OP4.4.5R	CO	Implement human rights training program within host nation military forces
1	R10E Consolidate freedom of expression	DoS	DoJ, DoD	HCHR			
11	R10F Guarantee freedom of movement	DoS	DoD	HCHR	M13E1	NO	Guarantee freedom of movement within the host nation
11	R10G Supervise exchange of POWs, civilians, and human remains	DoS	DoJ, DoD	HCHR	OP4.6.4		Provide law enforcement and prisoner control
			DoJ, DoD		R10G	NT	Monitor prisoner exchanges
			DoD		OP4.4.1.2		Manage mortuary affairs in JOA
1	families	USAID	DoS, DoJ	HCHR			
1	R11 Conduct war crimes investigations, tribunals, and other related activities	DoS	DoJ, DoD	HCHR	OP4.7.5R2	CO	Assist authorities with war crimes investigations and related matters
7	R11A Conduct war crimes investigations	DoJ	DoS, DoD	HCHR			
11	R11B Prosecute war criminals	DoS	DoJ	HCHR			
	processing/amnesty of ex-combatants (non-war criminals)		DoJ				
1	R12 Establish civil affairs operations in local areas	DoS	USAID, DoD	HCHR	R11C	NO	Assist with development and implementation of amnesty program for ex-combatants
1	R13 Assist in capacity-building for host nation social institutions	DoD		HCHR	OP4.7.6		Coordinate civil affairs in JOA
1	R13A Rebuild capacity to assist the poor	DoS	DoD, USAID	HCHR	R13	NO	Engage host nation military forces with enhancing national social institutions
3	R13B Rebuild capacity of orphanages	USAID		HCHR			
3	R13C Rebuild capacity to care for aged and handicapped	USAID		HCHR			
3	R13D Rebuild psychological assistance capacity	USAID		HCHR			
1	R14 Strengthen mechanisms to ensure host nation government accountability	DoS	USAID, DoD	HCHR	R14	NO	Strengthen accountability within host nation military forces

Table VIII-5. Sector 8 - Human Rights and Social Development Task Summary (Continued)

Source	Development Sector Tasks (RXX) Subtask (RXXX)	USG Agencies		UN Agency	Military Task Nr	Code (Joint Pub 3-07, UJTL, STL)	Military Task
		Lead	Supporting				
3	R15 Restore capacity of host nation civil society organizations	USAID	DoS	HCHR, UNESCO O			
3	R15A Restore recreational institutions	USAID		HCHR, UNESCO O			
3	R15B Restore art and cultural institutions	USAID		HCHR, UNESCO O			
3	R15C Develop programs to protect historic symbols and artifacts	USAID		HCHR, UNESCO O			
3	R15D Restore religious institutions	USAID		HCHR, UNESCO O	OP4.4.6R	CO	Restore religious institutions within host nation military forces
7	R16 Develop and implement plan to hand-off human rights and social development responsibilities to host nation human rights and social development institutions or other designated agencies	DoS	USAID	UNSR, HCHR			

APPENDIX A
ACRONYMS

APPENDIX A

ACRONYMS

ACSA	Acquisition Cross Servicing Agreement
AOC	Air Operations Center
AOR	Area of Responsibility
ARC	American Red Cross
BWI	Bretton Woods Institutions
C4	Command, Control, Communications, and Computers
CIA	Central Intelligence Agency (USG)
CINC	Commander-in-Chief
CIRG	Critical Incident Response Group (USG)
CJCS	Chairman, Joint Chiefs of Staff
CJSM	Chairman, Joint Staff Memorandum
CJTF	Combined Joint Task Force (NATO)
CMOC	Civil Military Operations Center
CMRT	Consequence Management Response Team (USG)
CN	Change to Strategic National task
CO	Change to Operational task
COCOM	Combatant Command (Command Authority)
CS	Change to Strategic Theater task
CT	Change to Tactical task
DART	Disaster Assistance Response Team (OFDA)
DEST	Domestic Emergency Support Team (USG)
DHHS	Department of Health and Human Services (USG)
DHUD	Department of Housing and Urban Development (USG)
DoC	Department of Commerce (USG)
DoD	Department of Defense (USG)
DoE	Department of Energy (USG)
DoEd	Department of Education (USG)
DoI	Department of Interior (USG)
DoJ	Department of Justice (USG)
DoL	Department of Labor (USG)
DOMS	Director of Military Support (USG)
DoS	Department of State (USG)
DoT	Department of Transportation (USG)
DoTr	Department of Treasury (USG)
DPA	Department of Political Affairs (UN)

DPKO	Department of Peace Keeping Operations (UN)
EDA	Excess Defense Articles
EPA	Emergency Management Agency (USG)
EPW	Enemy Prisoners of War
ERC	Emergency Relief Coordinator (UN)
ESF	Emergency Support Function
EST	Emergency Support Team (USG)
FAO	Food and Agriculture Organization (UN)
FCC	Federal Communications Commission (USG)
FCO	Federal Coordination Officer (USG)
FEMA	Federal Emergency Management Agency (USG)
FEST	Foreign Emergency Support Team (USG)
FID	Foreign Internal Defense
FM	Field Manual
FMFP	Foreign Military Financing Program
GMFP	Global Military Force Policy (DoD)
GNFPP	Global Naval Force Presence Policy (DoD)
GSA	General Services Administration (USG)
HA/DR	Humanitarian Assistance/Disaster Relief
HAST	Humanitarian Assistance Survey Team (DoD)
HC	Humanitarian Coordinator (UN)
HN	Host Nation
HQDA	Headquarters, Department of Army
HRT	Hostage Rescue Team (USG)
HUMINT	Human Intelligence
IAEA	International Atomic Energy Agency (UN)
IASC	Inter Agency Standing Committee (UN)
ICAO	International Civil Aviation Organization (UN)
ICRC	International Committee of the Red Cross
IDA	Institute for Defense Analyses
IDP	Internally Displaced Persons
IFRC	International Federation of Red Cross and Red Crescent Societies
ILO	International Labor Organization (UN)
IMET	Individual Military Education and Training
IMF	International Monetary Fund (BWI)
IRIN	International Regional Information Network (OCHA)
IO	International Organization
JAOC	Joint Air Operations Center
JCET	Joint Combined Exchange Training
JCS	Joint Chiefs of Staff

JEL	Joint Electronics Library
JFC	Joint Force Commander
JIATF	Joint Interagency Task Force
JMC	Joint Movement Center; Joint Military Commission
JOA	Joint Operations Area
JS	Joint Staff
JTF	Joint Task Force
JWFC	Joint War Fighting Center
LD/HD	Low Demand High Density Asset (DoD)
LOC	Lines of Communication
LOGCAP	Logistics Civil Augmentation Program (USA)
LRC	Logistics Readiness Center
MACOM	Major Command (USA)
MAGTF	Marine Air Ground Task Force (USMC)
MAJCOM	Major Command (USAF)
MAST	Multi-Agency Support Team (USG)
MCDA	Military and Civil Defense Assets (OCHA)
MCDU	Military and Civil Defense Unit (OCHA)
MDA	Multinational Deployment Agency
METT-T	Mission, Enemy, Terrain and Weather, Troops and Support, and Time Available
MEU	Marine Expeditionary Unit (USMC)
MIST	Military Information Support Team
MOOTW	Military Operations Other Than War
MTW	Major Theater War
NATO	North Atlantic Treaty Organization
NCA	National Command Authorities
NCS	National Communications System (USG)
NDP	National Defense Panel
NEO	Noncombatant Evacuation Operation
NGO	Non-Governmental Organization
NO	New Operational level task
NSC	National Security Council (USG)
NT	New Tactical level task
OASD (SO/LIC)	Office of the Assistance Secretary of Defense for Special Operations/Low Intensity Conflict (USG)
OCHA	Office for the Coordination of Humanitarian Affairs
OFDA	Office of Foreign Disaster Assistance
OGA	Other Government Agencies
OMB	Office of Management and Budget (USG)
OOTW	Operations Other Than War
OP	Operational level task

OPCON	Operational Control
OPLAN	Operation Plan
OSD	Office of the Secretary of Defense (USG)
PAO	Public Affairs Office; Public Affairs Officer
PDD	Presidential Decision Directive
PEO	Peace Enforcement Operation
PKO	Peacekeeping Operation
PMIP	Political-Military Implementation Plan
PSYOP	Psychological Operations
PVO	Private Voluntary Organization
QDR	Quadrennial Defense Review
RC	Resident Coordinator (UN)
ROE	Rule of Engagement
ROWPU	Reverse Osmosis Water Purification Unit
SA	Security Assistance
SAR	Search and Rescue
SC	Special Committee (USG)
SN	Strategic National task
SOF	Special Operations Forces
SOFA	Status of Forces Agreement
SSC	Smaller-Scale Contingency
ST	Strategic Theater task
SWAT	Special Weapons and Tactics (USG)
TA	Transit Agreement
Tac	Tactical task
TACON	Tactical Control
TCA	Traditional CINC Activities
TCP	Traditional CINC Programs
TO&E	Table of Organization and Equipment
TOR	Terms of Reference
TPFDD	Time-Phased Force and Deployment Data
UJTL	Universal Joint Task List
UN	United Nations
UNDHA	United Nations Department for Humanitarian Affairs
UNEP	United Nations Environmental Program
UNESCO	United Nations Education, Scientific, and Cultural Organization
UNFPA	United Nations Population Fund
UNHCHR	United Nations High Commissioner for Human Rights
UNHCR	United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund

UNJLC	United Nations Joint Logistics Center
UNOA	United Nations Operating Agencies
UNSC	United Nations Security Council
UNSCR	United Nations Security Council Resolution
UNSR	United Nations Special Representative
USAID	United States Agency for International Development
USA	United States Army
USAF	United States Air Force
USC	United States Code
USDA	United States Department of Agriculture
USG	United States Government
USIA	United States Information Agency
USIS	United States Information Service
USMC	United States Marine Corps
USN	United States Navy
USUN	United States Delegation to the United Nations
WB	World Bank (BWI)
WFP	World Food Program (UN)
WHO	World Health Organization (UN)

APPENDIX B
BIBLIOGRAPHY

APPENDIX B

BIBLIOGRAPHY

Department of Defense Publications

- After Action Review Operation Support Hope 1994, Headquarters, U.S. European Command, APO AE 09128, 1994.
- AFDD 1-01 Air Force Task List (AFTL) First Draft, Air Force Doctrine Command, Maxwell AFB, AL 36112-5000, 10 November 1997.
- AFDD 2 Air and Space Power Organization and Employment (Draft Version 10), Air Force Doctrine Command, Maxwell AFB, AL 36112-5000, Spring 1998.
- AFDD 2-3 Military Operations Other Than War, Air Force Doctrine Command, Maxwell AFB, AL 36112-5000, 5 October 1996.
- Army Strategic Planning Guidance (Draft), Headquarters, Department of Army, Washington, DC 20310, 16 January 1998.
- Bosnia-Herzegovina After Action Review (BHAAR I), U.S. Army Peacekeeping Institute, Carlisle Barracks, PA 17013-5049, 1996.
- Bosnia-Herzegovina After Action Review (BHAAR II), U.S. Army Peacekeeping Institute, Carlisle Barracks, PA 17013-5049, 1997.
- Briefing Coalition Operations: Problems & Opportunities Exercise, U.S. Army War College, Carlisle Barracks, PA 17013-5050, 3 March 1998.
- Briefing Coalition Operations: Problems & Opportunities Exercise – Alliance Syndicate, U.S. Army War College, Carlisle Barracks, PA 17013-5050, 3 March 1998.
- Briefing Coalition Operations: Problems & Opportunities Exercise – Non-Aligned Syndicate Response, U.S. Army War College, Carlisle Barracks, PA 17013-5050, 3 March 1998.
- Briefing Coalition Operations: Problems & Opportunities Exercise – The Bilateral Syndicate, U.S. Army War College, Carlisle Barracks, PA 17013-5050, 3 March 1998.
- Briefing: AC/RC Integration, Commanding General, U.S. Army Forces Command, Atlanta, GA 30330, 11 February 1998.
- Briefing: Global Military Force Policy (U), Joint Staff J-3, Washington, DC 20301, 9 March 1998.
- Briefing: Joint Electronic Battlebook (JEB), U.S. Atlantic Command, Norfolk Naval Base, Norfolk, VA 23551-5000, August 1997.

Briefing: Multiple Small Scale Contingency Analytic Architecture Development, Joint Staff J-8 Simulations and Analysis Management Division, Washington, DC 20301, 6 February 1998.

Briefing: Multi-Agency Support Team (MAST) for Complex Contingency Operations, Joint Staff J-5 Global Division, Washington, DC 20301, January 1998.

Briefing: Reengineering The Army Plan (TAP), Headquarters, Department of Army (DAMO-ZR), Washington, DC 20310, 18 August 1997.

Briefing: Small-Scale Contingency Force Requirements Study, Office of the Secretary of Defense (DASD Strategy), Washington, DC 20301, April 1998.

Briefing: Total Army Requirements Determination – MTOF Working Group, Headquarters, Department of Army DAMO-SSW, Washington, DC 20310, 10 February 1998.

CJCSM 3110.14 Supplemental Instructions to Joint Strategic Capabilities Plan FY 96; Military Operations Other Than War, Office of the Chairman, Joint Chiefs of Staff, Washington, DC 20318-9999, 13 October 1995.

CJCSM 3500.04A Universal Joint Task List Version 3.1, Office of the Chairman, Joint Chiefs of Staff, Washington, DC 20318-9999, 13 September 1996.

Command Arrangements for Peace Operations, Institute for National Strategic Studies, National Defense University, Ft. McNair, Washington, DC 20319-6000, May 1995.

Concept for Future Joint Operations, Expanding Joint Vision 2010, Commander, Joint Warfighting Center, Ft. Monroe, VA 23651-5000, May 1997.

DA Pamphlet 11-XX Army Universal Task List (Working Group Final Draft), Dynamics Research Corporation, Andover, MA 01810, 22 August 1997.

The Doctrinal Functions of Intelligence: Are They Applicable to Peacekeeping and Peace Enforcement Operations?, U.S. Army Command and General Staff College, Ft. Leavenworth, KS 66027-6900, 17 December 1993.

DoDD 2000.13 Civil Affairs, the Assistant Secretary of Defense for Special Operations and Low-Intensity Conflict, Washington, DC 20301, 27 June 1994.

DoDD 3025.1 Military Support to Civil Authorities (MSCA), the Under Secretary of Defense for Policy, Washington, DC 20301, 15 January 1993.

DoDD 3025.12 Military Assistance for Civil Disturbances (MACDIS), the Under Secretary of Defense for Policy, Washington, DC 20301, 4 February 1994.

DoDD 5100.46 Foreign Disaster Relief, the Assistant Secretary of Defense for International Security Affairs, Washington, DC 20301, 4 December 1975.

DoD 3025.1-M Manual for Civil Emergencies, Principal Deputy Under Secretary of Defense for Policy, Military Support to Civil Authorities (MSCA), Washington, DC 20301, June 1994.

DSD Research Report 97-1 Doing Windows: Non-Traditional Military Responses to Complex Emergencies, Center for Naval Warfare Studies, U.S. Naval War College, Newport, RI 02841-1207, September 1997.

FM 41-10 Civil Affairs Operations, Department of Army, Washington, DC 20310, 11 January 1993.

FM 63-5 Combat Service Support Operations – Theater Army, Department of Army, Washington, DC 20310, 22 February 1985.

FM 63-6 Combat Service Support in Low-Intensity Conflict, Department of Army, Washington, DC 20310, 21 January 1992.

FM 100-5 Operations, Department of Army, Washington, DC 20310, 21 January 1992.

FM 100-9 Operations in Low-Intensity Conflict, Department of Army, Washington, DC 20310, 21 January 1992.

FM 100-23 Peace Operations, Department of Army, Washington, DC 20310, 30 December 1994.

Force List/Movement Requirements Working Paper (F11D), U.S. Transportation Command, Scott AFB, IL 62225, 4 March 1998.

Guidelines for the Mobilization, Deployment, and Employment of U.S. Government Agencies in Response to a Complex Contingency Operation in Accordance with Presidential Decision Directive 56 (Draft), Joint Staff J-5 Global Division, Washington, DC 20301, 27 January 1998.

Humanitarian Assistance Operations: The Basics, Naval War College, Newport, RI 02841-1207, 5 May 1997.

IFOR C4ISR Experiences, National Defense University, Ft. McNair, Washington, DC 20319-6000, 26 October 1997.

Information Paper: Multi-Agency Support Teams for Complex Contingency Operations, Joint Staff J-5 Global Division, Washington DC 20301, 27 January 1998.

Interagency and Political-Military Dimensions of Peace Operations: Haiti – A Case Study, Institute for National Strategic Studies, National Defense University, Ft. McNair, Washington, DC 20319-6000, October 1996.

Joint Pub 3-0 Doctrine for Joint Operations, Chairman, Joint Chiefs of Staff, Washington, DC 20318-9999, 1 February 1995.

Joint Pub 3-03 Doctrine for Joint Interdiction Operations, Chairman, Joint Chiefs of Staff, Washington, DC 20318-9999, 10 April 1997.

Joint Pub 3-05 Doctrine for Joint Special Operations, Chairman, Joint Chiefs of Staff, Washington, DC 20318-9999, 28 October 1992.

Joint Pub 3-07 Joint Doctrine for Military Operations Other Than War, Chairman, Joint Chiefs of Staff, Washington, DC 20318-9999, 16 June 1995.

Joint Pub 3-07.1 Joint Tactics, Techniques, and Procedures for Foreign Internal Defense (FID), Chairman, Joint Chiefs of Staff, Washington, DC 20318-9999, 26 June 1996.

Joint Pub 3-07.3 Joint Tactics, Techniques, and Procedures for Peacekeeping Operations, Office of the Chairman, Joint Chiefs of Staff, Washington, DC 20318-0001, 29 April 1994.

Joint Pub 3-07.4 Joint Counterdrug Operations, Chairman, Joint Chiefs of Staff, Washington, DC 20318-9999, 17 February 1998.

Joint Pub 3-08 Interagency Coordination During Joint Operations Volume I and II, Chairman, Joint Chiefs of Staff, Washington, DC 20318-9999, 9 October 1996.

Joint Pub 3-10 Joint Doctrine for Rear Area Operations, Chairman, Joint Chiefs of Staff, Washington, DC 20318-9999, 28 May 1996.

Joint Pub 3-16 Joint Doctrine for Multinational Operations (Final Coordination Draft), Chairman, Joint Chiefs of Staff, Washington, DC 20318-9999, 2 September 1997.

Joint Pub 3-33 Joint Force Capabilities (Final Coordination Draft), Chairman, Joint Chiefs of Staff, Washington, DC 20318-9999, January 1998.

Joint Pub 3-53 Joint Doctrine for Psychological Operations, Chairman, Joint Chiefs of Staff, Washington, DC 20318-9999, 10 July 1996.

Joint Pub 3-56.1 Command and Control for Joint Air Operations, Chairman, Joint Chiefs of Staff, Washington, DC 20318-9999, 14 November 1994.

Joint Pub 3-57 Joint Doctrine for Civil Affairs Operations, Chairman, Joint Chiefs of Staff, Washington, DC 20318-9999, 21 June 1995.

Joint Pub 3-61 Doctrine for Public Affairs in Joint Operations, Chairman, Joint Chiefs of Staff, Washington, DC 20318-9999, 14 May 1997.

Joint Pub 4-0 Doctrine for Logistic Support of Joint Operations, Chairman, Joint Chiefs of Staff, Washington, DC 20301, 27 January 1995.

Joint Pub 4-02 Doctrine for Health Services Support in Joint Operations, Chairman, Joint Chiefs of Staff, Washington, DC 20318-9999, 26 April 1995.

Joint Task Force Commander's Handbook for Peace Operations, Joint Warfighting Center, Ft. Monroe, VA 23651-5000, 16 June 1997.

Joint Vision 2010, Chairman, Joint Chiefs of Staff, Washington, DC 20301, July 1996.

MCDP 1-1 Strategy, Headquarters, United States Marine Corps, Washington, DC 20380-1775, 12 November 1997.

Message: Subject: Global Military Force Policy (U), Chairman, Joint Chiefs of Staff, Washington, DC 20301, 23 July 1996.

Managing Communications: Lessons from Interventions in Africa, United States Institute for Peace, Washington, DC 20005-1708, March 1997.

Migrant Camp Operations: The Guantanamo Experience, U.S. Atlantic Command, Norfolk, VA 23551-5000, May 1996.

Naval Mission Essential Task List (NMETL) Development Handbook, Naval Doctrine Command, Norfolk, VA 23511-2785, May 1997.

Operations Other Than War – The Technological Dimension, Institute for National Strategic Studies, National Defense University, Washington, DC 20319-6000, November 1995.

Operation UPHOLD DEMOCRACY: US Forces in Haiti, U.S. Atlantic Command, Norfolk, VA 23551-5000, May 1997.

Oral History Interviews – JTF -180 Operation Uphold Democracy, Headquarters, XVIII Airborne Corps, Ft. Bragg, NC 28307, undated.

Oral History Interviews – JTF -190 Operation Uphold Democracy, Headquarters, XVIII Airborne Corps, Ft. Bragg, NC 28307, undated.

Peace Enforcement: Are We Ready to Engage in Peace Enforcement Operations, U.S. Army War College, Carlisle Barracks, PA 17013-5050, 15 April 1996.

Peace Operations – Are We Getting Warm Yet?, U.S. Army War College, Carlisle Barracks, PA 17013-5050, 1 May 1997.

Peace Operations and the Naval Services: Reengineering the Commitment or Business as Usual?, Naval War College, Newport, RI 02841-1207, 16 May 1996.

Preliminary Assessment of the Civil Dimension (Draft), Office of the Assistant Secretary of Defense for Special Operations and Low-Intensity Conflict, Washington, DC 20301, 29 August 1997.

Principal Partners In the International Emergency Response Architecture, Arthur E. Dewey, U.S. Army War College, Carlisle Barracks, PA 17013-5050, undated.

Report of the National Defense Panel: Transforming Defense – National Security in the 21st Century, Office of the Secretary of Defense, Washington, DC 20301, December 1997.

Report of the Quadrennial Defense Review, The Secretary of Defense, Washington, DC 20301, May 1997.

Russian-United States Guide for Tactics, Techniques and Procedures of Peacekeeping Forces During the Conduct of Exercises, U.S. Army Training and Doctrine Command, Ft. Monroe, VA 23651, June 1994.

Shock & Awe – Achieving Rapid Dominance, Institute for National Strategic Studies, National Defense University, Washington, DC 20319-6000, November 1995.

State Collapse and Ethnic Violence: Toward a Predictive Model, Pauline Baker and John A. Ausink, Parameters, U.S. Army War College, Carlisle Barracks, PA 17013-5050, Spring 1996.

Success in Peacekeeping – United States Mission in Haiti: The Military Perspective, U.S. Army Peacekeeping Institute, Carlisle Barracks, PA 17013-5049, 1996.

The Evolution in Military Affairs – Shaping the Future U.S. Armed Forces, Strategic Studies Institute, Carlisle Barracks, PA 17013, 16 June 1997.

The U.S. Army in Peace Operations at the Dawning of the Twenty-First Century, David R. Segal, and Dana P. Eyre, U.S. Army Research Office, Research Triangle Park, NC 27709, May 1996.

The U.S. Military/NGO Relationship in Humanitarian Interventions, Peacekeeping Institute, U.S. Army War College, Carlisle Barracks, PA 17013-5050, 1996.

Unpublished Staff Working Papers: Principal Tasks: Various SSC Missions, Office of the Assistant Secretary of Defense (SO/LIC), Washington, DC 20301, 1997.

Utilizing Smaller-Scale Contingencies for Force Planning, Office of the Assistant Secretary of Defense (S&R), Washington, DC 20301, 17 February 1998.

U.S. Government Publications

A National Security Strategy for a New Century, White House, Washington, DC 20500, May 1997.

Annual Report FY 1996, Office of U.S. Foreign Disaster Assistance, U.S. Agency for International Development, Washington, DC 20523-0008, 1997.

B-257228 Peace Operations: Withdrawal of U.S. Troops from Somalia, General Accounting Office, Washington, DC 20548, June 1994.

Briefing Book on International Organizations in Geneva, United States Mission Geneva, 1292 Chambesy/GENEVA, Switzerland, 1996.

Federal Response Plan, Federal Emergency Management Agency, Washington, DC 20472, April 1992.

Field Operations Guide for Disaster Assessment and Response, Office of Foreign Disaster Assistance, U.S. Agency for International Development, Washington, DC 20523-0008, 1996.

Generic Pol-Mil Plan, National Security Council, Washington, DC 20500, 5 August 1997.

Generic Pol-Mil Plan, National Security Council, Washington, DC 20500, 5 June 1998.

Instances of Use of United States Armed Forces Abroad, 1798-1995, Congressional Research Service, Library of Congress, Washington, DC 20540-4840, 6 February 1996.

Presidential Decision Directive 25 (PDD 25), White House, Washington, DC 20500, 3 May 1994.

Report of American Voluntary Agencies Engaged in Overseas Relief and Development Registered with the U.S. Agency for International Development, U.S. Agency for International Development, Washington, DC 20523, 1997.

U.S. Private and Voluntary Organizations Registered with USAID 1997 Annual Report, U.S. Agency for International Development, Washington, DC 20523, 1997.

White Paper: The Clinton Administration's Policy on Managing Complex Contingency Operations: Presidential Decision Directive 56, White House, Washington, DC 20500, May 1997.

Other Publications

ABCA Exercise CASCADE PEAK 96 Post Exercise Report, ABCA Primary Standardization Office, Washington, DC 20301, 20 January 1997.

African Capabilities for Peace Operations, DFI International, Washington, DC 20016, 17 October 1997.

Analysis of Peace Operations Tasks – Relevance and Factor Analysis, The Institute of Public Policy, George Mason University, Fairfax, VA 22030-4444, 25 September 1996.

Briefing: Humanitarian Assistance/Disaster Relief: Technology's Role, Evidence Based Research, Inc., Vienna, VA 22182-2228, October 1997.

Briefing: Refugee Repatriation in Goma/Gisenyi November 1996: The Case for a Humanitarian Extranet, Food for the Hungry, Washington, DC October 1997.

Charter of the United Nations and Statute of the International Court of Justices, United Nations Department of Public Information, New York, NY 10017, undated.

Civil Military Operations in the New World, John T. Fishel, Praeger, Westport, CN, 1997.

Code of Conduct for The International Red Cross and Red Crescent Movement and NGOs in Disaster Relief, International Federation of Red Cross and Red Crescent Societies, CH-1211 Geneva 19, Switzerland, 1996.

CRM 90-246 The Use of Naval Forces in the Post-War Era: U.S. Navy and U.S. Marine Corps Crisis Response Activity, 1946-1990, Center for Naval Analyses, Alexandria, VA 22302-1498, February 1991.

CRM 94-74 Requirements for Humanitarian Assistance and Peace Operations: Insights Form Seven Case Studies, Center for Naval Analyses, Alexandria, VA 22302-1498, March 1995.

CRM 95-151.10 Planning for Humanitarian Assistance Operations, Center for Naval Analyses, Alexandria, VA 22302-1498, April 1996.

CRM 95-165.10 Command and Coordination in Humanitarian Assistance Operations, Center for Naval Analyses, Alexandria, VA 22302-1498, April 1996.

D-1755 Alternative Multinational Force Capabilities for Operations Other Than War, Volumes I, II, and III, Institute for Defense Analyses, Alexandria, VA 22311-1772, September 1995.

D-1995 Operation Joint Endeavor USEUCOM After Action Review, Institute for Defense Analyses, Alexandria, VA 22311-1772, April 1997.

D-2002 Operation Joint Endeavor USEUCOM After Action Review II, Institute for Defense Analyses, Alexandria, VA 22311-1772, October 1997.

Directory of Non-Governmental Organizations, The United Nations High Commissioner for Refugees, CH-1211 Geneva 2 Depot, Switzerland, April 1995.

Disaster Medicine – Application for the Immediate Management and Triage of Civilian and Military Disaster Victims, Medical Examination Publishing Co., Inc., Hyde Park, NY 1984.

Effective Transitions from Peace Operations to Sustainable Peace, DFI International, Washington, DC 20016, 30 September 1997.

Emergency Medicine Clinics of North America, Volume 14 Number 2, Disaster Medicine, W.B. Saunders Company, Philadelphia, PA, May 1996.

General Guidelines for Peace-Keeping Operations, Department of Peace-Keeping Operations, New York, NY 10017, October 1995.

Generation of Mission-Oriented Tasks Forces, IABG Strategic Studies, 85521 Ottobrunn, Germany, 1997.

Glossary of UN Peacekeeping Terms, United Nations Department of Peace-Keeping Operations, New York, NY 10017, May 1998.

Guidelines on the Use of Military and Civil Defence Assets in Disaster Relief, United Nations Department of Humanitarian Affairs, CH-1211 Geneva, Switzerland, May 1994.

Humanitarian Action in War, Adelphi Paper 305, The International Institute for Strategic Studies, London, UK WC2E 7NQW, 1996.

Humanitarian Early Warning System Country Profile – Liberia (Draft), UN Office for the Coordination of Humanitarian Affairs, New York, NY 10017, 1998.

Interagency Coordination in Military Operations Other than War – Implications for the U.S. Army, Rand Arroyo Center, Santa Monica, CA 09406-2138, 1997.

Joint Risk Mapping Project Handover Report, Humanitarian Assistance Coordination Office in Liberia, Monrovia, Liberia, 10 December 1997.

Logistics Preparedness ALITE (Augmented Logistics Intervention Team for Emergencies), United Nations World Food Program, 00145 Rome, Italy, July 1996.

MCDA Filed Manual (Draft), United Nations Department of Humanitarian Affairs, CH-1211 Geneva 2 Depot, Switzerland, 27 April 1995.

MR-701 Increasing the Availability and Effectiveness of Non-U.S. Forces for Peace Operations, Rand Corporation, Santa Monica, CA 09406-2138, 17 March 1995.

Operational Analysis at the PJHQ One Year On, United Kingdom Permanent Joint Headquarters, Northwood, Middlesex HA6 3TJ, 1997.

Operations Other Than War: Requirements for Analysis Tools Research Report, Lockheed Martin Center for Modeling Simulation, and Gaming, Oak Ridge, TN 37831-7622, December 1996.

P-3210 Operation Joint Endeavor – Description and Lessons Learned (Planning and Deployment Phases), Institute for Defense Analyses, Alexandria, VA 22311-1772, July 1997.

P-3302 Operation Joint Endeavor – Description and Lessons Learned (Implementation, Transition, and Redeployment Phases), Institute for Defense Analyses, Alexandria, VA 22311-1772, July 1997.

P-3317 US European Command Theater Security Planning System (TSPS) – Relating Non-DoD Programs and Activities to the National Security Strategy, and a Prototype Information Support System, Institute for Defense Analyses, Alexandria, VA 22311-1772, June 1997.

Peace Operations Deficiencies, National Defense Research Institute, Rand Corporation, Santa Monica, CA 90407-2138, 1995.

Practical Steps to Enhance Indigenous African Capabilities for Peace Operations, DFI International, Washington, DC 20016, 1996.

Reintegration in the Transition from War to Peace, United Nations High Commissioner for Refugees, CH-1211 Geneva 2 Depot, Switzerland, 19 September 1997.

Situation Report No. 4/96 Former Yugoslavia, American Red Cross, Washington, DC 20005, 9 November 1996.

Small Wars Manual, United States Marine Corps 1940, Sunflower University Press, Manhattan KS 660502-4228, 1984.

Standby Arrangements Tables of Organizations and Equipment, United Nations Department of Peacekeeping Operations, New York, NY 10017, 1998.

The Army Field Manual Volume 5 Operations Other Than War Part 2 – Wider Peacekeeping, Inspector General Doctrine and Training, United Kingdom Land Forces, London, United Kingdom WC1V 6HB, 1994.

The Mohonk Criteria for Humanitarian Assistance in Complex Emergencies, World Conference in Religion and Peace, New York, NY 10017, February 1994.

The Role of Air Power in Peace and Humanitarian Operations (NATO Air Force Armaments Group), North Atlantic Treaty Organization, B-1110 Brussels, BE 7 February 1995.

The Task Structure of International Peace Operations, Thomas H. Johnson, The Institute of Public Policy, George Mason University, Fairfax, VA 22030-4444, 29 January 1998.

The Use of USAF Assets for Presence, DFI International, Washington, DC 20036, 15 November 1995.

United Nations Handbook, New Zealand Ministry of Foreign Affairs and Trade, Wellington, New Zealand, 1994.

United Nations Civilian Police Handbook, United Nations Department of Peace-Keeping Operations, New York, NY 10017, October 1995.

United Nations Military Observers Handbook, United Nations Department of Peace-Keeping Operations, New York, NY 10017, July 1995.

UNHCR Handbook for the Military on Humanitarian Operations, United Nations High Commissioner for Refugees, CH-1211 Geneva 2 Depot, Switzerland, January 1995.

World Disasters Report 1997, International Federation of Red Cross and Red Crescent Societies, CH-1211 Geneva, Switzerland, 1997.

Y/DRSD-3076 OOTW Tool Requirements in Relation to JWARS, D.S. Hartley, III, Department of Energy, Oak Ridge, TN 37831-7622, January 1998.

APPENDIX C

GLOSSARY

APPENDIX C

GLOSSARY

Acquisition and Cross-Servicing Agreement (ACSA)

Any agreement concluded with the government of a NATO country, NATO subsidiary body, or other designated country under which the United States agrees to provide logistic support, supplies, and services to the armed forces of such government or subsidiary body in return for the reciprocal provision of logistic support, supplies, and services by such country of subsidiary body to the U.S. Armed Forces. Such cross-servicing agreements establish principals and provisions for effecting required support, but do not bind either party to any particular number or monetary value of transaction. (Source: DoDI 2010.9)

Administrative Control

Direction or exercise of authority over subordinate or other organizations in respect to administration and support, including organization of Service forces, control of resources and equipment, personnel management, unit logistics, individual and unit training, readiness, mobilization, demobilization, discipline, and other matters not included in the operational missions of the subordinate or other organizations. (Source: Joint Pub 1-02).

Alliance

An alliance is a result of formal agreements (i.e., treaties) between two or more nations for broad, long-term objectives which further the common interest of the members. (Source: Joint Pub 1-02)

Antiterrorism

Defensive measures used to reduce the vulnerability of individuals and property to terrorist acts, to include limited response and containment by local military forces. (Source: Joint Pub 1-02)

Antiterrorism Awareness

Fundamental knowledge of the terrorist threat and measures to reduce personal vulnerability to terrorism. (Source: Joint Pub 1-02)

Area of Operations

An operational area defined by the joint force commander for land or naval forces. Areas of operation do not typically encompass the entire operational area of the joint force commander, but should be large enough for component commanders to accomplish their missions and protect their forces. (Source: Joint Pub 1-02)

Area of Responsibility

The geographical area associated with a combatant command within which a combatant commander has authority to plan and conduct operations. (Source: Joint Pub 1-02)

Arms Control

A concept that connotes: a. any plan, arrangement, or process, resting upon explicit or implicit international agreement, governing any aspect of the following: the numbers, types, and performance characteristics of weapon systems (including the command and control, logistics support arrangements, and any related intelligence-gathering mechanism); and the numerical strength, organization, equipment, deployment, or employment of the Armed Forces retained by the parties (it encompasses disarmament); and, b. on some occasions, those measures taken for the purpose of reducing instability in the military environment. (Source: Joint Pub 1-02)

Assisting State

A state or organization providing international disaster relief assistance. (Source: UNDHA MCDA Field Manual)

Bilateral Agreement

An agreement effected between two nations to achieve a common purpose. During contingency operations, bilateral agreements are often required to ensure goods and services will be made available and provided by a host or transit nation to another nation participating in the operation. (Source: Stipulated)

Buffer Zone

The neutral space between ceasefire lines. (Source: UK Army Field Manual Volume 5, Part 2)

Capability

In military operations other than war, the civilian or military resources available to perform tasks or subtasks. Resources include personnel and equipment – which may be grouped as packages, modules, or task forces to accomplish specific tasks or subtasks – and materials, services, financial assets, and time. (Source: Stipulated)

Capacity

The human resources and skills, and material resources needed by an organization to achieve its objectives or a nation to sustain its population. (Source: Stipulated)

Centers of Gravity

Those characteristics, capabilities, or localities from which a military force derives its freedom of action, physical strength, or will to fight. (Source: Joint Pub 1-02)

Civil Affairs

The activities of a commander that establish, maintain, influence, or exploit relations between military forces and civil authorities, both governmental and non governmental, and the civilian population in a friendly, neutral, or hostile area of operations in order to facilitate military operations and consolidate operational objectives. Civil affairs may include performance by military forces of activities and functions normally the responsibility of local government. These activities may occur prior to, during, or subsequent to other military actions. They may also occur, if directed, in the absence of military operations. (Source: DoDD 2000.13 and Joint Pub 1-02)

Civil Affairs Capabilities

Civil affairs force and other DoD units and organizations that are capable of planning, conducting, or otherwise assisting in civil affairs activities. (Source: DoDD 2000.13)

Civil Affairs Forces

Military units, detachments, or other military organizations that are designated as "civil affairs" organizations and are mission-oriented and trained to plan and conduct civil affairs activities. Also includes personnel who are trained and qualified in civil affairs. (Source: DoDD 2000.13)

Civil Affairs Missions

Missions assigned to the DoD Components that are primarily designed to assist the civil sector. (Source: DoDD 2000.13)

Civil Assistance

Activities undertaken by the DoD Components to assist the civilian sector in foreign areas and in the United States and its territories. (Source: DoDD 2000.13)

Civil Military Cooperation

All actions and measures undertaken between NATO commanders and national authorities, military or civil, in peace or war, which concern the relationship between

allied armed forces and the government, civil population, or agencies in the area where such forces are stationed, supported, or employed. (Source: Joint Pub 1-02)

Civil-Military Operations

Groups of planned activities in support of military operations that enhance the relationship between the military force and civilian authorities and population and which promote the development of favorable emotions, attitudes, and behavior in neutral, friendly, or hostile groups. (Source: Joint Pub 1-02)

Civil Police

International civilian police (CIVPOL) monitors operating in a nation under authority granted by the United Nations. CIVPOL are typically unarmed advisors who perform a monitoring function and assist with restructuring the national criminal justice system during contingency operations. (Source: Stipulated)

Coalition

An ad hoc arrangement between two or more nations for common action. (Source: Joint Pub 1-02)

Coalition Action

Multinational action outside the bounds of established alliances, usually for single occasions or longer cooperation in a narrow sector of common interest. (Source: Joint Pub 1-02)

Coalition Force

A force composed of military elements of nations that have formed a temporary alliance for some specific purpose. (Source: Joint Pub 1-02)

Coastal Sea Control

The employment of forces to ensure the unimpeded use of an offshore coastal area by friendly forces and, as appropriate, to deny the use of the area to enemy forces. (Source: Joint Pub 1-02)

Cold Chain

The refrigerated transportation system for vaccines from the manufacturer to the individual. (Source: OFDA Field Operations Guide)

Combatant Command (Command Authority) (COCOM)

Nontransferable command authority established by title 10 ("Armed Forces"), United States Code, section 164, exercised only by commanders of unified or specified

combatant commands unless otherwise directed by the President or the Secretary of Defense. Combatant command (command authority) cannot be delegated and is the authority of a combatant commanders to perform those functions of command over assigned forces involving organizing and employing commands and forces, assigning tasks, designating objectives, and giving authoritative direction over all aspects of military operations, joint training, and logistics necessary to accomplish the missions assigned to the command. Combatant command (command authority) should be exercised through the commanders of subordinate organizations. Normally this authority is exercised through subordinate joint force commanders and Service and/or functional component commanders. Combatant command (command authority) provides full authority to organize and employ commands and forces as the combatant commander considers necessary to accomplish assigned missions. Operational control is inherent in combatant command (command authority). (Source: Joint Pub 1-02)

Combat Search and Rescue

A specific task performed by rescue forces to effect the recovery of distressed personnel during wartime or contingency operations. (Source: Joint Pub 1-02)

Combatting Terrorism

Actions, including antiterrorism (defensive measures taken to reduce vulnerability to terrorist acts) and counterterrorism (offensive measures taken to prevent, deter, and respond to terrorism), taken to oppose terrorism throughout the entire threat spectrum. (Source: Joint Pub 1-02)

Combined Joint Task Force

A multinational (combined) and multi-service (joint) task force, task-organized and formed for contingency operations which require multinational and multi-service command and control exercised by the combined joint task force headquarters. (Source: NATO MC-389)

Commonality

A state achieved when groups of individuals, organizations, or member states, use common doctrine, procedures, or equipment. (Source: Commander's Handbook Peace Operations)

Compatibility

Capability of two or more items or components of equipment or material to exist or function in the same systems or environment without mutual interference. (Source: Commander's Handbook Peace Operations)

Complex Contingency

A contingency involving territorial disputes, armed ethnic conflicts, or civil wars that pose threats to regional or international peace, accompanied by natural or manmade disasters causing massive human suffering, and requiring multi-dimensional operations to resolve effectively. (Source: paraphrased from PDD-56)

Complex Emergency

A humanitarian crisis in a country, region, or society where there is a total or considerable breakdown of authority resulting from internal or external conflict, and which requires an international response that goes beyond the mandate or capacity of any single agency and/or the ongoing UN country program. (Source: UNDHA MCDA Field Manual)

Conciliation

The reconciling effect wrought on opposing parties to a conflict by agreements resulting from successful negotiation and mediation. (Source: UK Army Field Manual Volume 5 Part 2)

Consequence Management

Actions taken to mitigate the effects of a counterterrorism or weapons of mass destruction incident. (Source: Adapted from Defense Issues Volume 13 Number 33 Domestic Preparedness)

Constabulary

An armed police force organized on military lines which can operate with regular army forces or conduct independent operations. During contingency operations, a constabulary can assist with training local police forces, provide back up to local forces, or assist regular forces with restoring law and order. (Source: Derived from Webster's and stipulated)

Contingency

An emergency involving military forces caused by natural disasters, terrorists, subversives, or by required military operations. Due to the uncertainty of the situation, contingencies require plans, rapid response and special procedures to ensure the safety and readiness of personnel installations, and equipment. (Source: Joint Pub 1-02)

Contingency Contracting

Contracting performed in support of a peacetime contingency in an overseas location pursuant to the policies and procedures of the Federal Acquisition Regulatory System. (Source: Joint Pub 1-02)

Contingent Owned Equipment (COE)

Any military equipment owned by a member state brought to the mission area with the prior agreement of the UN secretariat and for which the member state intends to claim reimbursement. (Source: Commander's Handbook Peace Operations)

Contractorization

The process by which military operations, generally in the logistic field, are transferred to a civilian body undertaking the same task under contract. (Source: Commander's Handbook Peace Operations)

Control Zone

In military operations other than war, the mutually agreed areas either side of the buffer zone that establish the forward limits of the ceasefire line. (Source: UK Army Field Manual Volume 5, Part 2)

Coordinating Authority

The authority granted to a commander or member state assigned responsibility for coordinating specific functions or activities involving forces of two or more countries. Such a responsibility gives the authority for consultation between the agencies involved or their representatives, but does not give the authority to compel agreement. In the case of disagreement between the agencies involved, attempts should be made to resolve the issue by negotiation. In the event that this fails, the matter shall be referred to the appropriate higher authority. (Source: Commander's Handbook Peace Operations)

A commander or individual assigned responsibility for coordinating specific functions or activities involving forces of two or more Military Departments or two or more forces of the same Service. The commander or individual has the authority to require consultation between the agencies involved, but does not have the authority to compel agreement. In the event that essential agreement cannot be obtained, the matter shall be referred to the appointing authority. Coordinating authority is a consultation relationship, not an authority through which command may be exercised. Coordinating authority is more applicable to planning and similar activities than to operations. ((Source: Joint Pub 1-02)

Counterterrorism

Offensive measures taken to prevent, deter, and respond to terrorism. (Source: Joint Pub 1-02)

Counterdrug

Those active measures taken to detect, monitor, and counter the production, trafficking, and use of illegal drugs. (Source: Joint Pub 1-02)

Counterdrug Nonoperational Support

Support provided to law enforcement agencies/host nations which include loan or lease of equipment without operators, use of facilities (such as buildings, training areas, and ranges), training conducted in formal schools, transfer of excess equipment, or other support provided by the Services from forces not assigned or made available to the combatant commanders. (Source: Joint Pub 1-02)

Counterdrug Operational Support

Support to host nations and drug law enforcement agencies involving military personnel and their associated equipment, and provided by geographic combatant commanders from forces assigned to them or made available to them by the Service for this purpose. Operations support does not include support in the form of equipment alone, nor the conduct of joint law enforcement investigations with cooperating civil law enforcement agencies. (Source: Joint Pub 1-02)

Counterdrug Operations

Civil or military actions taken to reduce or eliminate illicit drug trafficking. (Source: Joint Pub 1-02)

Countermining

1. Land mine warfare – Tactics and techniques used to detect, avoid, breach, and/or neutralized enemy mines and the use of available resources to deny the enemy the opportunity to employ mines. 2. Naval mine warfare – The detonation of mines by nearby explosions, either accidental or deliberate. (Source: Joint Pub 1-02)

Counterterrorism

Offensive measures taken to prevent, deter, and respond to terrorism. (Source: Joint Pub 1-02)

Coup de Main

An offensive operation that capitalizes on surprise and simultaneous execution of supporting operations to achieve success in one swift stroke. (Source: Joint Pub 1-02)

Crisis

An incident or situation involving a threat to the United States, its territories, citizens, military forces, possessions, or vital interests that develops rapidly and creates a condition of such diplomatic, economic, political, or military importance that commitment of U.S. military forces and resources is contemplated to achieve national objectives. (Source: Joint Pub 1-02)

Crisis Management

Actions taken in an attempt to resolve a contingency situation that has reached a critical phase. (Source: Adapted Webster's)

Cross-Servicing

That function performed by one member state for another for which the other member state or UN may be charged. (Source: Commander's Handbook Peace Operations)

Damage Assessment

The determination of the effect of attacks on targets. (Source: Joint Pub 1-02)

The process of evaluating the damages and losses caused by a disaster. (Source: OFDA Field Operations Guide)

Demilitarization

During military operations other than war, the diplomatic and military actions associated with enforcing and then monitoring the removal of military forces, resources, and installations from a designated area. (Source: Stipulated)

Demilitarized Zone

A defined area in which the stationing, or concentrating of military forces, or the retention or establishment of military installations of any description, is prohibited. (Source: Joint Pub 1-02)

Demobilization

The process of transitioning a conflict or wartime military establishment and defense-based civilian economy to a peacetime configuration while maintaining national security and economic vitality. (Source: Joint Pub 1-02)

During military operations other than war, the military and civilian actions necessary to sever the authority of former commanders over combatant personnel and to return the combatant personnel to civilian life. Military tasks usually include encampment of combatant personnel; individual registration and personal data collection; physical and mental health screening, treatment, and counseling; and civic education. Civilian tasks typically include longer term actions such as vocational training, education, and development of small scale entrepreneurial activities or other civilian employment opportunities. (Source: Stipulated).

Demonstration

1. An attack or show of force on a front where a decision is not sought, made with the aim of deceiving the enemy. 2. In military deception, a show of force in an area where a

decision is not sought, made to deceive an adversary. It is similar to a feint but no actual contact with the adversary is intended. (Source: Joint Pub 1-02)

Denial Measure

An action to hinder or deny the enemy the use of space, personnel, or facilities. It may include destruction, removal, contamination, or erection of obstructions. (Source: Joint Pub 1-02)

Developmental Assistance

US Agency for International Development function chartered under chapter one of the Foreign Assistance Act of 1961, primarily designed to promote economic growth and the equitable distribution of its benefits. (Source: Joint Pub 3-08, approved for inclusion in Joint Pub 1-02)

Direct Action

Short duration strikes and other small-scale offensive actions by special operations forces to seize, destroy, capture, recover, or inflict damage on designated personnel or materiel. In the conduct of these operations, special operations forces may employ raid, ambush, or direct assault tactics; emplace mines and other munitions; conduct standoff attacks by fire from air, ground, or maritime platforms; provide terminal guidance for precision-guided munitions; and conduct independent sabotage. (Source: Joint Pub 1-02)

Direct Liaison Authorized

That authority granted by a commander (any level) to a subordinate to directly consult or coordinate an action with a command or agency within or outside of the granting command. Direct liaison authorized is more applicable to planning that operation and always carries with it the requirement of keeping the commander granting direct liaison authority informed. Direct liaison authorized is a coordination relationship, not an authority through which command may be exercised. (Source: Joint Pub 1-02)

Disarmament

During military operations other than war, the removal, collection, accounting for, and safeguarding and/or disposal of all weapons, ammunition, and explosive devices and material from belligerent forces. (Source: Stipulated)

Disaster

The occurrence of a sudden misfortune which disrupts the basic fabric and normal functioning of a society (or community). An event or series of events which gives rise to casualties and/or damage or loss of property, infrastructure, essential services or means of livelihood on a scale which is beyond the normal capacity of the affected communities to cope with unaided. (Source: UNDHA MCDA Field Manual)

The following definitions compiled at the Center for Research on the Epidemiology of Disasters (CRED) and are based on the glossary of terms developed at a workshop organized by the United Nations Department of Humanitarian Affairs (UNDHA) in Prague in 1991, as well as on detailed discussions and documents from the World Health Organization (WHO), the World Meteorological Organization (WMO), and technical staff of UNDHA. The Scientific Technical Committee of the International Decade for Natural Disaster Reduction also has contributed significantly to the formulation of these terms.

• **Sudden Natural Disasters**

– **Avalanche** – Rapid and sudden sliding and flowing of masses of usually incoherent and unsorted mixtures of snow, ice and/or rock material.

– **Cold Wave** – Long-lasting period with extremely low surface temperature.

– **Dam Collapse** – May be caused by a shifting of a dam foundation after an earthquake, nearby oil drilling, or due to faulty construction. Earth dams are more likely to collapse when excessive rainfall fills the reservoir to overflowing. The excess water then pours over the top of the dam, gradually washing it down and cutting deep channels into it. This weakens the entire structure so that it then gives way entirely. The result of a dam collapse is a sudden release of large amounts of water which sweep over low-lying villages, causing many deaths and injuries.

– **Earth Flow** – A mass movement characterized by slow, down-slope translation of soil and weathered rock within a landslide.

– **Earthquake** – Sudden break within the upper layers of the earth, sometimes breaking the surface, resulting in the vibration of the ground; when strong enough will cause the collapse of buildings and destruction of life and property. There are two scales for measuring the impact of an earthquake: the Richter scale (0 to 8.9) measures the energy dissipated in the quake and the Mercalli scale of intensity (from 1 to 12) measures the destructive effects at the site where it is measured; a reading of 1 can barely be read by the instruments while a 12 represents almost total destruction.

— **Aftershock** – A smaller earthquake that follows the main shock and originates close to its focus. Aftershocks generally decrease in number and magnitude over time. Aftershocks that follow the main shock have to be considered as the same event as the main earthquake.

– **Floods** – Significant rise of water level in a stream, lake, reservoir, or a coastal region. A flood is a harmful inundation of property and land utilized by man and may be of two types:

— **Slow Flood** – caused by an increase in the volume of water produced by rain in rivers and lakes over a long period, days or weeks, mainly affecting property such as houses and cattle, and displace the inhabitants from the usual dwelling places;

— **Sudden Flood** – caused by an increase in the volume of water in rivers and lakes, causing death, injuries and violent destruction of property. It may be the result

of torrential rain, cyclones, structural failures such as the collapse of walls of a reservoir or the embankment of a river proving insufficiently robust to contain the strong flow of water.

— **Flash Flood** – A sudden and extreme volume of water that flows rapidly and causes inundation, and, because of its nature, is difficult to forecast.

– **Heat Wave** – Long-lasting period with extremely high surface temperature.

– **Insect Infestation or Animal Infestation** – Pervasive influx and development of insects or parasites affecting humans, animals, crops and materials.

– **Landslide** – Downhill sliding or falling movement of dry soil and rock. Landslides are difficult to estimate as an independent phenomenon. It seems appropriate, therefore, to associate landslides with other hazards such as tropical cyclones, severe local storms and river floods. The term “landslide” is used in its broad sense to include downward and outward movement of slope-forming materials (natural rock and soil). It is caused by heavy rain, soil erosion and earth tremors and may also happen in areas under heavy snow (avalanches).

– **Power Shortage** – Total or partial disruption of electrical power for an extended period causing significant damage to services and normal livelihood.

– **Storm** – Atmospheric disturbance involving perturbations of the prevailing pressure and wind fields, on scale ranging from tornadoes (one km across) to extra tropical cyclone (2,000-3,000 km across).

– **Hail** – Derives from the impact of hailstones, precipitated particles of ice, and is most commonly associated with thunderstorms.

– **High Wind Cyclone** – This storm type includes hurricane and typhoon. Large-scale close circulation system in the atmosphere with low barometric pressure and strong winds that rotate counter clockwise in the northern hemisphere and clockwise in the southern hemisphere. The normal path of these storms curves in the opposite direction to its rotation, i.e., clockwise in the northern hemisphere and counterclockwise in the southern hemisphere. The system is referred to as a cyclone in the Indian Ocean and South Pacific, hurricane in the western Atlantic and eastern Pacific, and typhoon in the western Pacific. Hurricanes and typhoons are the same storm types as tropical cyclones. They are the local names for storms which originate in the Caribbean and China Sea region respectively. Hurricanes are large atmospheric vortices with wind speeds of more than 100 kph; they develop in the doldrums of the tropics and move in an often erratic way towards higher latitudes.

– **Sand Storm** – Dust or sand energetically lifted to great heights by strong and turbulent winds.

– **Storm Surges** – A sudden rise of sea as a result of high winds and low atmosphere pressure; sometimes called a storm tide, storm wave, or tidal wave (this name indicates waves caused by the tidal action of the moon and the sun in the same way as regular ocean tides. It is often erroneously given to tsunamis, see below). Generally affects only coastal areas but may intrude some distance inland.

— **Thunderstorm** – A large cumulus cloud on which localized centers of electrical charge have developed.

— **Tornado** – Localized and violently destructive windstorm occurring over land. Characterized by a long funnel-shaped cloud composed of condensation and debris extending to the ground and marking a path of greatest destruction.

— **Tropical Storm** – Formed over open seas and characterized by extreme wind damage, intense downpours of rain, wave storms at sea, severe coastal wave action, marine flooding, riverine flooding, lightning and thunderstorms.

– **Tsunami and Tidal Wave** – Series of large sea waves generated by sudden displacement of seawater (caused by earthquake, volcanic eruption or submarine landslide); capable of propagation over large distance.

– **Volcanic Eruption** – Discharge of fragmentary ejecta, lava and gases from a volcanic vent. The most common consequences are displacement of population, temporary food shortage and volcanic ash landslides called lahar.

— **Glowing Avalanches** – Hot pyroclastic flows formed from freshly erupted magma, with temperatures of up to 1,200 degrees. The pyroclastic flow is formed from rock fragments derived from a volcanic explosion which, when suspended in a flow of rapidly expanding gas and dust, surges down the flanks of the volcano at speeds of up to several hundred kilometers per hour, to distances often up to 40 km from the event. This is the most dangerous type of volcanic eruption.

• **Long-Term Natural Disasters**

– **Drought** – Period of deficiency of moisture in the soil such that there is inadequate water required for plants, animals, and human beings. A drought causes malnutrition, epidemics and displacement of populations from one area to another.

– **Desertification** – The processes by which an already arid area becomes even more barren, less capable of retaining vegetation, and progresses towards becoming a desert. This is often a cause of long-term disasters. This type of disaster will normally be entered as a consequence.

– **Epidemic** – An unusual increase in the number of cases of an infectious disease which already exists in the region or population concerned. The appearance of a significant number of cases of an infectious disease introduced in a region or population that is usually free from that disease. Epidemics may be the consequence of disasters of another kind, such as tropical storms, floods, earthquakes, droughts, etc. Epidemics may also attack animals, causing local economic disasters.

– **Famine** – Catastrophic food shortage affecting large numbers of people due to climatic, environmental and socio-economic reasons. The cause of the famine may produce great migrations to less-affected regions.

– **Food Shortage or Crop Failure** – Abnormal reduction in crop yield such that it is insufficient to meet the nutritional or economic needs of the community. This type of disaster is always a consequence of another disaster type and will therefore be classified under the major cause.

• **Sudden Man-Made Disasters**

— **Structural Collapse** – The disaster type “structural collapse” is used when the structure collapse results independently, without any outside force. If the collapse is due to an outside force such as an earthquake, tornado, or explosion, then it is classified under the initial causal factor.

— **Building Collapse** – Entails the sudden falling apart of a building in the absence of any outside force.

— **Mine Collapse or a Mine Cave-In**. Takes place in an excavation below the earth’s surface. In a cave-in, parts of the overlying rocks fall down and tunnels are blocked.

— **Transport Accidents**

— **Air Transport Accidents** – Involve violent impacts of aircraft which transport passengers or freight.

— **Land Transport Accidents** – Include collisions or derailments of freight or passenger trains or vehicles in towns and in the country.

— **Sea Transport Accidents** – Involve ships. Ships may sink in a storm, explode, burn, crash into each other, crash into an iceberg or rock, capsize, or vanish without explanation. Note: sea disasters caused by conflict are classified under Conflict. Those which result in oil slicks are classified under Industrial/technological accident (pollution).

— **Industrial or Technological Accident** – Accidental release occurring during the production, transportation or handling of hazardous chemical substances.

— **Explosions** – Disasters will only be classified as explosions when the explosion is the actual disaster. If the explosion is the cause of another disaster, the event will be classified as the resulting disaster.

— **Chemical Explosions** – Result in violent destruction caused by the explosion of combustible material, nearly always of chemical origin.

— **Mine Explosions** – Occur when natural gas or coal dust reacts with an oxidant.

— **Nuclear or Thermonuclear Contamination** – Accidental release of radiation occurring in civil or military nuclear facilities, exceeding the internationally established safety levels.

— **Pollution** – Degradation of one or more elements or aspects in the environment by noxious industrial, chemical or biological wastes, from debris or man-made products or from mismanagement-management of natural and environmental resources.

— **Acid rain** – A washout of an excessive concentration of acidic compounds in the atmosphere, resulting from chemical pollutants such as sulfur and nitrogen compounds. When deposited these increase the acidity of the soil and water causing agricultural and ecological damage.

— **Atmosphere pollution** – Contamination of the atmosphere by large quantities of gases, solids and radiation produced by the burning of natural and artificial fuels, chemicals and other industrial processes and nuclear explosions.

— **Chemical pollution** – A sudden pollution of water or air near industrial areas, leading to internal body disorders which may be fatal, or to external disorders with permanent damage of the skin.

— **Chlorofluoro-carbons (CFC)** – A group of chemical compounds used in industry and in the house-hold, of which the excessive and universal use is believed to be one of the causes of ozone depletion, with resulting environmental damage.

— **Oil pollution** – Pollution of oceans, lakes, or rivers. This results from the discharge of hydrocarbons (often petroleum or crude oil) from tanks, tankers or pipelines during transportation or storage. Oil spills are accidental discharge often resulting from storms or collisions. Oil pumping is intentional discharge from flushing the holds of tankers. Oil slicks are generally small discharges on the water's surface. Black tides are substantial deposits on tidelands from oil spills or dumping.

– **Fires** – Usually caused by man but may occasionally occur through natural causes, for example, forest fires can be caused by lightning in thunderstorms. Note: when a fire is a result of a natural cause, it will be classified under the natural cause.

— **Forest or Grassland Fires** – Fires in forest or bush grasslands that cover extensive areas and usually do damage. They may start by natural causes such as volcanic eruptions or lightning, or they may be caused by arsonists or careless smokers, by those burning wood or by clearing a forest area.

• **Long-Term Man-Made Disasters**

– **National (Civil Strife, Civil War) Conflict** – Warlike encounters between armed groups from the same country which take place within the borders. This may pose large-scale medical problems such as epidemics, lack of water, accumulation of rubbish, displaced persons, refugees, food shortage, hunger, etc.

– **International Conflict** – Warlike encounters between two or more armies from different countries. These may cause large-scale mass movements of refugees and displaced persons.

Disaster Alert

The period from the issuing of a public warning of an imminent disaster threat to its actual impact. The period during which pre-impact precautionary or disaster containment measures are taken. (Source: UNDHA MCDA Field Manual)

Disaster Control

Measures taken before, during, or after hostile action or natural or manmade disasters to reduce the probability of damage, minimize its effects, and initiate recovery. (Source: Joint Pub 1-02)

Disaster Management

A collective term encompassing all aspects of planning for and responding to disasters, including both pre-end post- disaster activities. It refers to the management of both the risks and the consequences of disasters. (Source: UNDHA MCDA Field Manual)

Disaster Mitigation

A collective term used to encompass all activities undertaken in anticipation of the occurrence of a potentially disastrous event, including preparedness and long-term risk reduction measures. (Source: UNDHA MCDA Field Manual)

Disaster Preparedness

Measures that ensure the readiness and ability of a society to forecast and take precautionary measures in advance of an imminent threat and respond to and cope with the effects of a disaster by organizing and delivering timely and effective rescue, relief, and other appropriate post-disaster assistance. (Source: UNDHA MCDA Field Manual)

Distribution Point

A point at which supplies and/or ammunition, obtained from supporting supply points by a division or other unit, are broken down for distribution to subordinate units. Distribution points usually carry no stocks; items drawn are issued completely as soon as possible. (Source: Joint Pub 1-02)

Distribution System

That complex of facilities, installations, methods, and procedures designed to receive, store, maintain, distribute, and control the flow of military materiel between the point of receipt into the military system and the point of issue to using activities and units. (Source: Joint Pub 1-02)

DoD Support to Counterdrug Operations

Support provided by the Department of Defense to law enforcement agencies to detect, monitor, and counter the production, trafficking, and use of illegal drugs. (Source: Joint Pub 1-02)

Emergency Support Function (ESF)

A functional area of response activity established to facilitate the delivery of Federal assistance required during the immediate response phase of a disaster to save lives, protect property and public health, and to maintain public safety. ESFs represent those types of Federal assistance which the State will most likely need because of the overwhelming impact of a catastrophic or significant disaster on its own resources and response capabilities, or because of the specialized or unique nature of the assistance

required. ESF missions are designed to supplement State and local response efforts. (Source: The Federal Response Plan)

End State

What the National Command Authorities want the situation to be when operations conclude — both military operations, as well as those where the military is in support of other instruments of national power. (Source: Joint Pub 1-02)

Ensuring Freedom of Navigation

Operations conducted to demonstrate US or international rights to navigate air or sea routes. (Source: Joint Pub 1-02)

Exclusion Zone

A zone established by a sanctioning body to prohibit specific activities in a specific geographic area. The purpose may be to persuade nations or groups to modify their behavior to meet the desires of the sanctioning body or face continued imposition of sanctions, or use or threat of force. (Source: Joint Pub 1-02)

Executive Agent

A term used in the Department of Defense and Service regulations to indicate a delegation of authority by a superior to a subordinate to act on behalf of the superior. An agreement between equals does not create an executive agent. For example, a Service cannot become a Department of Defense Executive Agent for a particular matter with simply the agreement of the other Services; such authority must be delegated by the Secretary of Defense. Delegation as executive agent, in and of itself, confers no authority. The exact nature and scope of the authority delegated must be stated in the document designating the executive agent. An executive agent may be limited to providing only administration and support or coordinating common functions, or it may be delegated authority, direction, and control over specified resources for specific purposes. (Source: Joint Pub 1-02)

Food Basket

The particular selection of food commodities that are handled by the assistance operation and included in the rations distributed to the target beneficiaries. (Source: OFDA Field Operations Guide)

Food for Work

Disaster relief intervention designed to use capabilities of the affected population to improve systems within the community by paying workers with food. (Source: OFDA Field Operations Guide)

Food Security

The term used to describe a population's access to basic food requirements. Food security is generally measured at the household level and takes into account market access, demographics, health, household income, income sources, agricultural production, socio-cultural constraints, and security. The assessment process makes use of quantitative data and qualitative information to establish relative risk and prioritization for all types of humanitarian assistance. (Source: Stipulated)

Force Protection

Security program designed to protect soldiers, civilian employees, family members, facilities, and equipment, in all locations and situations, accomplished through planned and integrated application of combating terrorism, physical security, operations security, personal protective services, and supported by intelligence, counterintelligence, and other security programs. (Source: Joint Pub 1-02)

Foreign Assistance

Assistance ranging from the sale of military equipment to donations of food and medical supplies to aid survivors of natural or man-made disasters; United States assistance takes three forms – development assistance, humanitarian assistance, and security assistance. (Source: Joint Pub 3-08, approved for inclusion in Joint Pub 1-02)

Foreign Disaster

An act of nature (such as a flood, drought, fire, hurricane, earthquake, volcanic eruption, or epidemic), or an act of man (such as a riot, violence, civil strife, explosion, fire, or epidemic), which is or threatens to be of sufficient severity and magnitude to warrant United States foreign disaster relief to a foreign country, foreign persons, or to an international organization. (Source: Joint Pub 3-08, approved for inclusion in Joint Pub 1-02)

Foreign Disaster Relief

Prompt aid which can be used to alleviate the suffering of foreign disaster victims. Normally it includes humanitarian services and transportation; the provision of food, clothing, medicine, beds and bedding; temporary shelter and housing; the furnishing of medical materiel, medical and technical personnel; and making repairs to essential services. (Source: Joint Pub 3-08, approved for inclusion in Joint Pub 1-02)

Foreign Internal Defense

Participation by civilian and military agencies of a government in any of the action programs taken by another government to free and protect its society from subversion, lawlessness, and insurgency. (Source: Joint Pub 1-02)

Framework Nation

A nation within an alliance or coalition that agrees to provide the key military command and control elements and other essential combat support and service support capabilities needed to form an effective multinational force for a contingency operation. Other alliance or coalition participants contribute national force elements that operate under the operational or tactical control of the framework nation's commander while planning and executing missions assigned to the multinational force during the contingency. (Source: Stipulated)

Functional Area

A subdivision of a sector into finite actions and resources with relatively homogeneous characteristics that can be subjected to assessment and coordinated corrective actions by appropriate authorities. Currently, there are twenty-one functional areas used by the U.S. Government. (Source: Adapted from draft Interagency Assessment Checklist)

General Agreement

Basic agreements normally conducted at government to UN level. They are sometimes known as an umbrella agreement or as a Memorandum of Understanding. (Source: Commander's Handbook Peace Operations)

Host Nation Support

Civil and/or military assistance rendered by a nation to foreign forces within its territory during peacetime, crisis or emergencies, or war based on agreements mutually concluded between nations. (Source: Joint Pub 1-02)

Humanitarian and Civic Assistance

Assistance to the local populace provided by predominantly US forces in conjunction with military operations and exercises. This assistance is specifically authorized by Title 10, United States Code, section 401, and funded under separate authorities. Assistance provided under these provisions is limited to (1) medical, dental, and veterinary care provided in rural areas of a country; (2) construction of rudimentary surface transportation systems; (3) well drilling and construction of basic sanitation facilities; and (4) rudimentary construction and repair of public facilities. Assistance must fulfill unit training requirements that incidentally create humanitarian benefit to the local populace. (Source: Joint Pub 1-02)

Humanitarian Assistance

Programs conducted to relieve or reduce the results of natural or manmade disasters or other endemic conditions such as human pain, disease, hunger, or privation that might present a serious threat to life or that can result in great damage to or loss of property. Humanitarian assistance provided by US forces is limited in scope and duration. The

assistance provided is designed to supplement or complement the efforts of the host nation civil authorities or agencies that may have the primary responsibility for providing humanitarian assistance. (Source: Joint Pub 1-02)

Humanitarian Assistance Contingency

A contingency resulting from natural or manmade disasters or other endemic conditions such as human pain, disease, hunger, or privation that might present a serious threat to life or that can result in great damage to or loss of property. (Source; derived from Joint Pub 1-02)

Humanitarian Coordinator

The senior United Nations official appointed by the Inter-Agency Standing Committee (IASC) and the Office for the Coordination of Humanitarian Affairs (OCHA) to oversee the coordination of all aspects of humanitarian affairs for the emergency. The humanitarian coordinator is responsible for defining the strategy, policy, and goals of the humanitarian assistance program. The coordinator also oversees information collection, analysis, dissemination; conducts humanitarian diplomacy; plans the transition from relief to development; coordinates operational security of humanitarian relief efforts; and serves as the principal link between the humanitarian community and the political and military sectors of the operation. While the coordinator advises the United Nations Special Representative (UNSR), the coordinator maintains a direct reporting responsibility to OCHA. (Source: Stipulated)

Humanitarian Demining Activities

Reduce or eliminate the threat to noncombatants and friendly military forces posed by mines and other explosive devices by training host nation personnel in their recognition, identification, marking, and safe destruction. Provide instruction in program management, medical, and mine awareness activities. (Source: Special Operations Command Posture Statement 1998)

In Extremis

A situation of such exceptional urgency that immediate action must be taken to minimize imminent loss of life or catastrophic degradation of the political or military situation. (Source: Joint Pub 1-02)

Information

Facts, data, or instructions in any medium or form. (Source: Joint Pub 1-02)

Information Operations

Actions taken to affect adversary information and information systems while defending one's own information and information systems. (Source: Joint Pub 1-02)

Intelligence

1. The product resulting from the collection, processing, integration, analysis, evaluation, and interpretation of available information concerning foreign countries or areas. 2. Information and knowledge about an adversary obtained through observation, investigation, analysis, or understanding. (Source: Joint Pub 1-02)

Interagency Coordination

The process that enables the various organizations of the U.S. government to work together during planning and execution of contingency operations to achieve unity of purpose and effort and to work with other United Nations, international, regional, or non-governmental organizations or allied nations to achieve similar objectives. (Source: Stipulated)

Inter-Entity Boundary Line

The line established within a nation that delineates the separation between territory controlled by warring factions. The inter-entity boundary line is a temporary control measure used by the peacekeeping or peace enforcement force to separate the factions until they can be united under the control of a national government. (Source: Stipulated)

Internal Defense and Development

The full range of measures taken by a nation to promote its growth and protect itself from subversion, lawlessness, and insurgency. It focuses on building viable institutions (political, economic, social, and military) that respond to the needs of society. (Source: Joint Pub 1-02)

International Disaster Relief Assistance

Material, personnel, and services provided to a Receiving State to meet the needs of those affected by a disaster. It includes all actions necessary to grant and facilitate movement over the territory, including the territorial waters and the airspace, of a Transit State. It is exclusively humanitarian and impartial in character. It is based on the respect of the principle of the sovereignty of States and is executed without discrimination of any kind based on race, color, sex, language, or political or religious convictions. It shall be provided free of charge to the Receiving State, unless otherwise agreed between the Assisting and Receiving States beforehand. (Source: UNDHA MCDA Field Manual)

International Logistics

The negotiating, planning, and implementation of supporting logistics arrangements between the nations, their forces, and agencies. It includes furnishing logistic support (major end items, materiel, and/or services) to, or receiving logistic support from, one or more friendly foreign governments, international organizations, or military forces, with or without reimbursement. It also includes planning and actions related to the

intermeshing of a significant element, activity, or component of the military logistic systems or procedures of the United States with of one or more foreign governments, international organizations, or military forces on a temporary or permanent basis. It includes planning and actions related to the utilization of United States logistics policies, systems, and/or procedures to meet requirements of one or more foreign governments, international organizations, or forces. (Source: Joint Pub 1-02)

International Police Task Force

A United Nations organization of international civilian police created to support contingency operations by rebuilding local capacity to maintain law and order. (Source: Stipulated)

Interoperability

The ability of systems, units, or forces to provide services to and accept services from other systems, units, or forces and to use the services so exchanged to enable them to operate effectively together. (Source: Joint Pub 1-02)

Joint Force Commander

A general term applied to a combatant commander, subunified commander, or joint task force commander authorized to exercise combatant command (command authority) or operational control over a joint force. (Source: Joint Pub 1-02)

Lead Agency

Designated among US Government agencies to coordinate the interagency oversight of the day-to-day conduct of an ongoing operation. The lead agency is to chair the interagency working group established to coordinate policy related to a particular operation. The lead agency determines the agenda, ensures cohesion among the agencies and is responsible for implementing decisions. (Source: Joint Pub 3-08, approved for inclusion in Joint Pub 1-02)

Lead Nation

A nation within an alliance or coalition that agrees to assume operational responsibility for providing support (e.g.; operation of an aerial or sea port of debarkation and embarkation) to other participating forces during a contingency operation. The support is usually required by the lead nation forces and allied requirements are incorporated into the overall plan and executed on a gratis basis. (Source: Stipulated)

Letter of Assist

A contractual document issued by the UN to a government authorizing it to provide goods or services to a peacekeeping operation; the UN agrees either to purchase the

goods or services or authorizes the government to supply them subject to reimbursement by the UN. (Source: Joint Pub 3-08, approved for inclusion in Joint Pub 1-02)

Liaison

That contact or intercommunication maintained among elements of military forces and between military and civilian organizations to ensure mutual understanding and unity of purpose and action. (Source: Adapted from Joint Pub 1-02)

Life Support

The provision of food, water, shelter, and emergency medical treatment to military or civilian personnel. (Source: Stipulated)

Low Density/High Demand Asset

Force elements consisting of major platforms, weapons systems, units, and/or personnel that possess unique mission capabilities and are in continual high demand to support worldwide joint military operations. (Source: CJCS Message 231301Z JUL 96, Subject: Global Military Force Policy)

Low Intensity Conflict

Political-military confrontation between contending states or groups below conventional war and above the routine, peaceful competition among states. It frequently involves protracted struggles of competing principles and ideologies. Low intensity conflict ranges from subversion to the use of armed force. It is waged by a combination of means employing political, economic, informational, and military instruments. Low intensity conflicts are often localized, generally in the Third World, but contain regional and global security implications. (Source: Joint Pub 1-02)

Low Visibility Operations

Sensitive operations wherein the political-military restrictions inherent in covert and clandestine operations are either not necessary or not feasible; actions are taken as required to limit exposure of those involved and/or their activities. Execution of these operations is undertaken with the knowledge that the action and/or sponsorship of the operation may preclude plausible denial by the initiating power. (Source: Joint Pub 1-02)

Major Theater War

A state of open, armed, active, and often prolonged conflict carried on between nations. The conflict is typically confined to a region, but the effects may well impact beyond that area. These conflicts usually include large-scale cross-border aggression employing conventional forces, but may include the use of threaten use of nuclear, biological, and chemical weapons, information warfare, terrorism, or other asymmetric means. (Source:

Derived from Webster's Dictionary, the Quadrennial Defense Review, December, 1977, and Defense Science Board reports.)

Mediation

The activities of a go-between connecting parties to a dispute. The mediator has no position of his own and he acts as the means whereby opposing parties communicate with each other and he encourages them to identify and reach mutually agreed solutions. (Source: UK Army Field Manual Volume 5 Part 2)

Military Capability

The ability to achieve a specified wartime objective (win a war or battle, destroy a target set). It includes four major components: force structure, modernization, readiness, and sustainability. a. force structure – Numbers, size, and composition of the units that comprise our Defense forces; e.g., divisions, ships, airwings. b. modernization – Technical sophistication of forces, units, weapon systems, and equipment. c. unit readiness – The ability to provide capabilities required by the combatant commanders to execute their assigned missions. This is derived from the ability each unit to deliver the outputs for which it was designed. d. sustainability – The ability to maintain the necessary level and duration of operational activity to achieve military objectives. Sustainability is a function of providing for and maintaining those levels of ready forces, materiel, and consumables necessary to support military effort. (Source: Joint Pub 1-02)

Military Civic Action

The use of preponderantly indigenous military forces on projects useful to the local population at all levels in such fields as education, training, public works, agriculture, transportation, communications, health, sanitation, and others contributing to economic and social development, which would also serve to improve the standing of the military forces with the population. (US forces may at times advise or engage in military civic actions in overseas areas.) (Source: Joint Pub 1-02)

Military and Civil Defense Assets

Relief personnel, equipment, supplies, and services provided by foreign military and civil defense organizations for international disaster relief assistance. These assets include any organization that, under the control of a Government, performs the functions enumerated in paragraph 61 of Additional Protocol I to the Geneva Conventions of 1949. (Source: UNDHA MCDA Field Manual)

Military Disaster Relief

Prompt aid to alleviate suffering of a target population. The aid normally includes humanitarian services and transportation; the provision of food, clothing, medicine, beds and bedding; temporary shelter and housing; the furnishing of medical materiel, medical and technical personnel; and making repairs to essential services. Disaster relief

provided by U.S. military forces to the target population is furnished on a reimbursable basis through the Federal Emergency Management Agency in a domestic disaster and through the Office of Foreign Disaster Assistance in a foreign disaster, or as otherwise directed by the National Command Authorities. (Proposed definition)

Military Humanitarian Assistance

Immediate emergency assistance rendered to a primary affected population in a domestic or foreign contingency to reduce human pain, disease, hunger, or privation that might present a serious threat to life or that can result in great damage or loss of property. Commanders are authorized to take these actions, but must inform their superiors of the actions taken as soon as practicable. Assistance rendered by U.S. military forces is limited in scope and duration, and may not be reimbursable. Direct U.S. military assistance should terminate as soon as civilian authorities are capable of meeting the needs of the population, or continued as military disaster relief under direction of appropriate USG authorities. (Proposed definition)

Military Operations Other Than War (MOOTW)

Operations that encompass the use of military capabilities across the range of military operations short of war. These military actions can be applied to complement any combination of the other instruments of national power and occur before, during, and after war. (Source: Joint Pub 1-02)

Military Support to Civil Authorities (MSCA)

Those activities and measures taken by the Department of Defense to foster mutual assistance and support between the Department of Defense and any civil government agency in planning or preparedness for, or in the application of resources for response to, the consequences of civil emergencies or attacks, including national security emergencies. (Source: Joint Pub 1-02)

Mission

In military operations other than war, the action to be taken and the purpose for U.S. intervention. (Source: Adapted from Joint Pub 1-02)

Movement Control

The planning, routing, scheduling, and control of personnel and cargo movements over lines of communication. 2. An organization responsible for the planning, routing, scheduling, and control of personnel and cargo over lines of communications. (Source: Joint Pub 1-02)

Multilateral Peace Operations

Actions taken by the United Nations under the authority of Chapter VI or Chapter VII of the United Nations Charter, by regional arrangements pursuant to Chapter VII of the UN Charter, or by *ad hoc* coalitions pursuant to a UN Security Council resolution under the authority of Chapter VI or VII of the UN Charter or consistent with Chapter VI of the UN Charter, in order to preserve, maintain, or restore the peace. (Source: PDD 25)

Multinational Operations

A collective term to describe military actions conducted by forces of two or more nations, typically organized within the structure of a coalition or alliance. (Source: Joint Pub 1-02)

Multinational Force Commander

A general term applied to a commander who exercises command authority over a military force composed of elements from two or more nations. The extent of the MNFC's command authority is determined by the participating nations. (Source: Joint Pub 1-02)

Multinational Operations

A collective term to describe military actions conducted by forces of two or more nations, typically organized within the structure of a coalition or alliance. (Source: Joint Pub 1-02)

National Command Authorities

The President and the Secretary of Defense or their duly deputized alternates or successors. (Source: Joint Pub 1-02)

Nation Assistance

Civil and/or military assistance rendered to a nation by foreign forces within that nation's territory during peacetime, crises or emergencies, or war based on agreements mutually concluded between nations. Nation assistance programs include, but are not limited to, security assistance, foreign internal defense, other US Code title 10 (DOD) programs, and activities performed on a reimbursable basis by Federal agencies or international organizations. (Source: Joint Pub 1-02)

Naval Coastal Warfare

Coastal sea control, harbor defense, and port security, executed both in coastal areas outside the United States in support of national policy and in the United States as part of this Nation's defense. (Source: Joint Pub 1-02)

Needs Assessment

The process of evaluating the needs of the affected population as a result of the disaster. (Source: OFDA Field Operations Guide)

Negotiation

Direct dialogue between parties in which the negotiator plays an active role to gain particular ends while protecting his own interests. (Source: UK Army Field Manual Volume 5 Part 2)

Noncombatant Evacuation Operations

Operations conducted to relocate threatened noncombatants from locations in a foreign country. These operations normally involve US citizens whose lives are in danger, and may also include selected foreign nationals. (Source: Joint Pub 1-02)

Non-Governmental Organizations (NGOs)

Transnational organizations of private citizens that maintain a consultative status with the Economic and Social Council of the United Nations. Nongovernmental organizations may be professional associations, foundations, multinational businesses or simply groups with a common interest in humanitarian assistance activities (development and relief). "Nongovernmental organizations" is a term normally used by non-United States organizations. (Source: Joint Pub 1-02).

In general, any association of individuals, other than a government agency, pursuing a common purpose. Usually, an organization, based in the United States, in the host country, or in a third country, engaged in voluntary charitable or development assistance operations including, but not limited to, services of relief, rehabilitation, disaster assistance, development assistance, welfare, training, or coordination of such services in the fields of health, nutrition, agriculture, industry, environment, ecology, refugee services, emigration, resettlement, and development of capabilities of indigenous institutions to meet basic human needs. The term NGOs is generally synonymous with Private Voluntary Organizations (PVOs), with the latter more commonly used to refer to U.S.-based NGOs. (Source: Adapted from USAID Registration Guidelines)

Objective

The agreed aim, goal, or end state to be achieved within a sector or functional area during a complex contingency. (Source: Stipulated)

Observation

In military operations other than war, the gathering of information to monitor, verify, and report adherence to agreements of any kind to deter and provide evidence of breaches. (Source: UK Army Field Manual Volume 5, Part 2)

Operational Control (OPCON)

Transferable command authority that may be exercised by commanders at any echelon at or below the level of combatant command. Operational control is inherent in combatant command (command authority). Operational control may be delegated and is the authority to perform those functions of command over subordinate forces involving organizing and employing commands and forces, assigning tasks, designating objectives, and giving authoritative direction over all aspects of military operations and joint training necessary to accomplish missions assigned to the command. Operational control should be exercised through commanders of subordinate organizations. Normally this authority is exercised through subordinate joint force commanders and Service and/or functional component commanders. Operational control normally provided full authority to organize commands and forces and to employ those forces as the commander in operational control considers necessary to accomplish assigned missions. Operational control does not, in and of itself, include authoritative direction for logistics or matters of administration, discipline, internal organization, or unit training. (Source: Joint Pub 1-02)

Operating Tempo Metrics

- **Steady State** – The maximum level of peacetime operations that can be reasonable sustained indefinitely – which does not adversely affect normal training, exercise support, or scheduled maintenance cycles – and does not violate Service personnel tempo goals.
- **Surge** – The additional level of operations during crisis or contingency response that can be sustained for up to (a minimal) 60 days with some decline in readiness and possibly exceeding Service personnel tempo goals. This level may adversely impact training, exercises support, and/or maintenance, requiring an appropriate follow-on recovery period at or below steady-state operational tempo.
- **Total Capability** – This level is used only in time of war and represents the maximum capability with all available assets committed. There is a significant and immediate operating and personnel tempo impact during the time this level of operations is sustained. (Source: CJCS Message 231301Z JUL 96, Subject: Global Military Force Policy)

Peace Building

Post-conflict actions, predominately diplomatic and economic, that strengthen and rebuild governmental infrastructure and institutions in order to avoid a relapse into conflict. (Source: Joint Pub 1-02)

Peace Enforcement

Application of military force, or the threat of its use, normally pursuant to international authorization, to compel compliance with resolutions or sanctions designed to maintain or restore peace and order. (Source: Joint Pub 1-02)

Peacekeeping

Military operations undertaken with the consent of all major parties to a dispute, designed to monitor and facilitate implementation of an agreement (ceasefire, truce, or other such agreement) and support diplomatic efforts to reach a long-term political settlement. (Source: Joint Pub 1-02)

Peacemaking

The process of diplomacy, mediation, negotiation, or other forms of peaceful settlements that arranges an end to a dispute, and resolves issues that led to conflict. (Source: Joint Pub 1-02)

Peace Operations

A broad term that encompasses peacekeeping operations and peace enforcement operations conducted in support of diplomatic efforts to establish and maintain peace. (Source: Joint Pub 1-02)

Peacetime Engagement Activities

A series of political-military actions that implement that U.S. National Strategy to enhance international stability and confidence, and that reduce the potential for crises or conflicts. These actions typically include maintaining a steadfast and credible forward military presence, ensuring strong bilateral and multilateral relationships, and participating in dialogues and exercises with other nations and organizations. Other actions include supporting responsible military forces, developing and nurturing close relationships with political and military leaders and their subordinates, and effecting interagency coordination within the U.S. Government, the international, regional, and non-governmental organizations, and other elements of society to achieve the desired outcome. (Source: Derived from the Quadrennial Defense Review, December 1997, Defense Science Board reports, and selected mission statements of combatant commands.)

People Classifications

(Source: Center for Research on the Epidemiology of Disasters (CRED) for the UNDHA unless otherwise indicated)

- **Dead** – Persons confirmed dead and persons missing and presumed dead (official figures when available). Comments: The number of missing is usually not included in the “dead” figure if the source used gives preliminary

figures. The figure has accordingly to be updated as missing persons are determined to be dead. The figure is expected to be exclusive.

- **Displaced Person** – A civilian who is involuntarily outside the national boundaries of his or her country. (Source: Joint Pub 1-02)
- **Displaced Persons** – People who have been displaced but remain within the territory of their own country.
- **Dislocated Civilian** – A broad term that includes a displaced person, an evacuee, an expellee, or a refugee. (Source: Joint Pub 1-02)
- **Evacuee** – A civilian removed from a place of residence by military direction for reasons of personal security or the requirements of the military situation. (Source: Joint Pub 1-02)
- **Expellee** – A civilian outside the boundaries of the country of his or her nationality or ethnic origin who is being forcibly repatriated to that country or to a third country for political or other purposes. (Source: Joint Pub 1-02)
- **Homeless** – People needing immediate assistance with shelter. Comments: The definition applies also to displaced populations/refugees to which shelter has to be provided. This figure is necessary for operational purposes. Homeless people are always part of the primary affected population
- **Injured** – People with physical injuries/trauma/illness requiring medical treatment (therapeutic feeding included) as a direct result of a disaster. Comments: This category will include the severely malnourished as well as victims of radiation exposure and chemical intoxication. The injured are always part of the primary affected population.
- **Internally Displaced Persons** – Persons or groups of persons who have been forced or obliged to flee or to leave their homes or places of habitual residence, in particular as a result of or in order to avoid the effects of armed conflict, situations of generalized violence, violations of human rights or natural or human-made disasters, and who have not crossed an internationally recognized state border. (Source: UN Guiding Principles on Internal Displacement)
- **Refugee** – A civilian who, by reason of real or imagined danger, has left home to seek safety elsewhere. (Source: Joint Pub 1-02)
- **Refugees** – Persons having a well-founded fear of persecution for reasons of race, religion, nationality, membership of a particular social group or political opinion mostly outside the country of nationality and unable to return or avail themselves of the protection of that country. Includes mass exodus of peoples for reasons of conflict and natural disasters moving outside their country of origin.

Planning

- **Advanced Planning** – The interagency planning conducted prior to employing resources of the United States Government in a contingency. Advanced planning produces the specific Political-Military Implementation Plan for the contingency called for in Presidential Decision Directive 56. In situations where a rapid response is essential, advanced planning and crisis action planning may be accomplished in parallel, but the assumptions used for parallel planning must be shared. (Source: Derived from PDD-56)
- **Crisis Action Planning** – 1. The Joint Operation Planning and Execution System process involving time-sensitive development of joint operation plans and orders in response to an imminent crisis. Crisis action planning follows prescribed crisis action procedures to formulate and implement an effective response within the time frame permitted by the crisis. 2. The time-sensitive planning for the deployment, employment, and sustainment of assigned and allocated forces and resources that occurs in response to a situation that may result in actual military operations. Crisis action planners base their plan on circumstances that exist at the time planning occurs. (Source: Joint Pub 1-02)
- **Deliberate Planning** – 1. The Joint Operation Planning and Execution System process involving the development of joint operation plans for contingencies identified in strategic planning documents. Conducted principally in peacetime, deliberate planning is accomplished in prescribed cycles that complement other Department of Defense planning cycles in accordance with the formally established Joint Strategic Planning System. 2. A planning process for the deployment and employment of apportioned forces and resources that occurs in response to a hypothetical situation. Deliberate planners rely heavily on assumptions regarding the circumstances that will exist when the plan is executed. (Source: Joint Pub 1-02)

Population Classifications

(Source: Center for Research on the Epidemiology of Disasters (CRED) for the UNDHA)

- **Displaced Population** – Persons who for different reasons or circumstances have been compelled to leave their homes. They may or may not reside in their country of origin, but are not legally regarded as refugees. They may be forced out by natural disasters, industrial disasters, international conflicts or strife. There are three sorts of mass movements: exodus, expulsion, and returnees. The displaced populations are listed under the country which received the displaced persons. This type of disaster is always a consequence of another disaster type. The classification will be made by the original cause.
- **Exposed Population** – The total population potentially susceptible to the effects of a hazard.

- **Population at Risk** – Population whose life, property and livelihood are directly threatened by a hazard.
- **Primary Affected Population** – People requiring immediate assistance during an emergency situation. Comments: Immediate assistance means meeting basic “life-line” needs, such as food, water, shelter, sanitation and immediate medical assistance. This information has to be available as soon as possible for the launching of appeals. For epidemics, all persons who have contracted the disease and fallen ill but have not died from it will be considered as primary affected. It is important to distinguish “primary affected” populations from the following categories of populations concerned by the disaster.
- **Secondary Affected Population** – People who at a certain point will require long-term social and economic assistance as a direct consequence of a disaster situation. Comments: The assistance could include agricultural support (e.g., seeds and tools), housing and infrastructure rehabilitation, environmental clean-up and medical rehabilitation. The category of “secondary affected” population includes the “primary affected” population.
- **Target Population** – The group of people to whom relief services and supplies are provided.

Port Security

The safeguarding of vessels, harbors, ports, waterfront facilities and cargo from internal threats such as: destruction, loss, or injury from sabotage or other subversive acts; accidents; thefts; or other causes of similar nature. (Source: Joint Pub 1-02)

Preparedness

Activities that aim to limit the impact of a disaster by structuring the response and providing quick, effective actions after the disaster. Addresses actions in both the pre-disaster and post-disaster phases. Also includes early warning systems. (Source: OFDA Field Operations Guide)

Prevention

Activities taken to prevent a natural phenomenon or potential hazard from having harmful effects on either persons or economic assets. Includes channeling the direction of debris flow away from population centers, construction of dams or dikes to eliminate flooding, and safe destruction of outdated hazardous materials. (Source: OFDA Field Operations Guide)

Preventive Deployment

The deployment of military forces to deter violence at the interface or zone of potential conflict where tension is rising among parties. Forces may be employed in such a way

that they are indistinguishable from a peacekeeping force in terms of equipment, force posture, and activities. (Source: Joint Pub 1-02)

Preventive Diplomacy

Diplomatic actions taken in advance of a predictable crisis to prevent or limit violence. (Source: Joint Pub 1-02)

Primary Agency

The Federal department or agency assigned primary responsibility to manage and coordinate a specific Emergency Support Function (ESF). Primary agencies are designated on the basis of their having the most authorities, resources, capabilities, or expertise relative to accomplishment of the specific ESF support. Primary agencies are responsible for overall planning and coordination of the delivery of ESF-related Federal assistance to their State counterparts, in conjunction with their support agencies. (Source: The Federal Response Plan)

Private Voluntary Organizations (PVOs)

Private, nonprofit humanitarian assistance organizations involved in development and relief activities. Private voluntary organizations are normally United States-based. "Private voluntary organization" is often used synonymously with the term "nongovernmental organization." (Source: Joint Pub 1-02)

Proactive Measures

In antiterrorism, measures taken in the preventive stage of antiterrorism designed to harden targets and detect actions before they occur. (Source: Joint Pub 1-02)

Protection of Shipping

The use of proportionate force by United States warships, military aircraft, and other forces, when necessary for the protection of United States flag vessels and aircraft, United States citizens (whether embarked in United States or foreign vessels), and their property against unlawful violence. This protection may be extended (consistent with international law) to foreign flag vessels, aircraft, and persons. (Source: Joint Pub 1-02)

Psychological Consolidation Activities

Planned psychological activities in peace and war directed at the civilian population located in areas under friendly control in order to achieve a desired behavior which supports the military objectives and the operational freedom of the supported commanders. (Source: Joint Pub 1-02)

Psychological Operations

Planned operations to convey selected information and indicators to foreign audiences to influence their emotions, motives, objective reasoning, and ultimately the behavior of foreign governments, organizations, groups, and individuals. The purpose of psychological operations is to induce or reinforce foreign attitudes and behavior favorable to the originator's objectives. (Source: Joint Pub 1-02)

Public

Concept that includes all audiences, both internal and external. (Source: Joint Pub 1-02)

Public Affairs

Those public information and community relations activities directed toward the general public by various elements of the Department of Defense. (Source: Joint Pub 1-02)

Public Diplomacy

The coordinated use of information by the interagency participants in a contingency operation to shape perceptions at the outset of a crisis and to maintain support during the crisis. (Source: Stipulated)

Public Information

Information of military nature, the dissemination of which through public news media is not inconsistent with security, and the release of which is considered desirable or non-objectionable to the responsible releasing agency. (Source: Joint Pub 1-02)

Quick Impact Project

A project intended to fill the gap between individual relief activities and longer term development through re-establishing the livelihoods of returnee communities. Normally rapid and locally implemented small-scale community-wide rehabilitation projects, they are established on the principle of non-discrimination between returnees, internally displaced persons, and receiving populations. (Source: UNHCR Paper: Reintegration in the Transition from War to Peace)

Raid

An operation, usually small scale, involving a swift penetration of hostile territory to secure information, confuse the enemy, or to destroy installations. It ends with a planned withdrawal upon completion of the assigned mission. (Source: Joint Pub 1-02)

Rapid Onset Disasters

Disasters which develop suddenly. Examples are earthquakes, hurricanes, volcanic eruptions, floods, and tsunamis. (Source: OFDA Field Operations Guide)

Rationalization

Any action that increases the effectiveness of allied forces through more efficient or effective use of defense resources committed to the alliance. Rationalization includes consolidation, reassignment of national priorities to higher alliance needs, standardization, specialization, mutual support or improved interoperability, and greater cooperation. Rationalization applies to both weapons/materiel resources and non-weapons. (Source: Joint Pub 1-02)

Receiving State

A state which has requested or concurred with the offer of international disaster relief assistance. (Source: UNDHA MCDA Field Manual)

Recovery

Activities traditionally associated with providing Federal supplemental disaster recovery assistance under a Presidential major disaster declaration. These activities usually begin within days after the event and continue after the response activities cease. Recovery includes individual and public assistance programs which provide temporary housing assistance, grants and loans to eligible individuals and government entities to recover from the effects of a disaster. (Source: The Federal Response Plan)

Recovery Operations

Operations conducted to search for, locate, identify, rescue, and return personnel, sensitive equipment, or items critical to national security. (Source: Joint Pub 1-02)

Reintegration

The long term process of restoring affected populations to productive roles in a civil society and economy. Target populations vary with each contingency but typically include ex-combatants, displaced persons, refugees, the handicapped, single mothers, etc. (Source: Stipulated)

Relief Personnel

Those individuals, groups of individuals, teams, and constituted units executing international disaster relief assistance. (Source: UNDHA MCDA Field Manual)

Relief Supplies

Goods, such as survival items, temporary shelter, foodstuffs, medical supplies, clothing, and other materiel required for international disaster relief assistance. (Source: UNDHA MCDA Field Manual)

Relief Services

Capabilities, arrangements, and systems required to support and facilitate international disaster relief assistance. They include *inter-alia*, logistics, telecommunications, and air-traffic control. (Source: UNDHA MCDA Field Manual)

Resident Coordinator

The senior United Nations official in a country during peacetime who is responsible for coordinating the programs of the various United Nations agencies operating in the country. The resident coordinator, traditionally a representative of the United Nations Development Program (UNDP), is now selected from other agencies based on recent reforms instituted by the United Nations. The resident coordinator serves as the chair of the United Nations Country Team. (Source: Stipulated)

Response

Activities to address the immediate and short-term effects of an emergency or disaster. Response includes immediate actions to save lives, protect property, and meet basic human needs. Based on the requirements of the situation, response assistance will be provided to an affected State under the Federal Response Plan using a partial activation of selected Emergency Support Functions (ESFs) or the full activation of all ESFs to meet the needs of the situation. (Source: The Federal Response Plan)

Role Specialist Nation

A nation within an alliance or coalition that agrees to provide a specific functional service (e.g., fuel support, food, etc.) for all members of the alliance or coalition while participating in the contingency operation. The role specialist nation assumes full responsibility for management of the functional service. The functional service is usually provided on a reimbursable basis negotiated by the role specialist nation with other participants. (Source: Stipulated)

Rules of Engagement

Directives issued by competent military authority which delineate the circumstances and limitations under which United States forces will initiate and/or continue combat engagements with other forces encountered. (Source: Joint Pub 1-02)

Resources Support Services Agreement (RSSA)

An agreement between AID and another U.S. agency or department that authorizes work. (Source: OFDA Field Operations Guide)

Sanction Enforcement/Maritime Intercept Operations

Operations which employ coercive measures to interdict the movement of certain types of designated items into or out of a nation or specified area. (Source: Joint Pub 1-02)

Search and Rescue (SAR)

The use of aircraft, surface craft, submarines, and specialized rescue teams and equipment to search for and rescue personnel in distress on land or at sea. (Source: Joint Pub 1-02)

Sector

A sector is one of eight subdivisions of actions that occur during a complex contingency established to assign interagency responsibilities, to allocate resources effectively and efficiently, and to effect interagency coordination of United States Government actions with the host nation and allied authorities and organizations involved with resolving the conditions which created the crisis. Collectively, sectors encompass all of the nation's or region's political, economic, social, cultural, and military institutions and resources. The eight sectors are: (1) diplomacy, (2) military, (3) humanitarian assistance, (4) internal politics, (5) civil law and order and public security, (6) public information and education, (7) infrastructure and economic restoration, and (8) human rights and social development. (Source: Stipulated as paraphrased from PDD-56)

Security Assistance (SA)

Group of programs authorized by the Foreign Assistance Act of 1961, as amended, and the Arms Export Control Act of 1976, as amended, or other related statutes by which the United States provided defense articles, military training, and other defense-related services, by grant, loan, credit, or cash sales in furtherance of national policies and objectives. (Source: Joint Pub 1-02)

Selective Feeding

A collective term used for all feeding/food distribution programs in which food is provided to specifically selected beneficiaries. It typically includes both supplementary and therapeutic feeding. (Source: OFDA Field Operations Guide)

Show of Force

An operation, designed to demonstrate US resolve, which involves increased visibility of United States deployed forces in an attempt to defuse a specific situation, that if allowed to continue, may be detrimental to United States interests or national objectives. (Source: Joint Pub 1-02)

Situation Assessment

The process of evaluating the situation caused by a disaster, such as the number killed, injured, and affected. (Source: OFDA Field Operations Guide)

Slow Onset Disasters

Disasters which develop over a period of time. Examples are famine, civil strife, and insect infestations. (Source: OFDA Field Operations Guide)

Smaller-Scale Contingency

A contingency involving civilian and military organizations of the U.S. government, and possibly others from the international community. These interventions are to prevent and contain localized conflicts and crises before they require a military response. If, however, such efforts do not succeed, swift intervention by military forces may be the best way to contain, resolve, or mitigate the consequences of the conflict that could otherwise become far more costly and deadly. These operations encompass the full range of joint military operations beyond peacetime engagement activities, but fall short of major theater warfare. (Source: paraphrased from the Quadrennial Defense Review, December 1997)

Special Reconnaissance

Reconnaissance and surveillance actions conducted by special operations forces to obtain or verify, by visual observation or other collection methods, information concerning capabilities, intentions, and activities of an actual or potential enemy or to secure data concerning the meteorological, hydrographic, or geographic characteristics of a particular area. It includes target acquisition, area assessments, and post-strike reconnaissance. (Source: Joint Pub 1-02)

Standardization

The process by which the Department of Defense achieves the closest practicable cooperation among the Services and Defense agencies for the most efficient use of research, development, and production resources, and agrees to adopt on the broadest possible basis the use of: a. common or compatible technical procedures; b. common or compatible technical procedures and criteria; c. common, compatible, or interchangeable supplies, components, weapons, or equipment; and d. common or compatible tactical doctrine with corresponding organizational compatibility. (Source: Joint Pub 1-02)

State Classifications

(Source: UNHCR Paper Reintegration in the Transition from War to Peace)

- **Failed State** – A state lacking centralized authority, and a situation of general anarchy, such that there is no authority to provide effective national protection.
- **Failed State** – A country or geographic region in which the central government is no longer capable of providing for the security and welfare of its citizens. Specifically, the institutions of the central government – political, military, justice, economic, public diplomacy, and human rights – lack of

capacity to enforce civil law and order, ensure public security, guarantee freedom from persecution, or provide for the economic well-being of its citizens. The breakdown of central authority may lead to internal conflict among factions, widespread public health and welfare problems, economic instability and increasing criminal activity, and large numbers of internally displaced persons and refugees. (Source: Stipulated)

- **Weak State** – A state which has a semblance of authority, but is unable to exercise effective power over all of its territory. Authority may be limited geographically, or in terms of the ability to carry out state functions (e.g., provision of services, or maintenance of law and order).
- **Conflicted or Contested State** – A state, which is not necessarily weak, but in which there is a conflict between groups for control of the state or specific geographic areas within the state. The state may be willing to extend national protection only to persons from particular groups or regions.
- **Repressive State** – A state which exercises authority but does not extend protection to all of its citizens. Repressive states command strong central authority, and are able to crush potential rebellions and outbreaks of violent conflict.

Status-of-Forces Agreement

An agreement which defines the legal position of a visiting military force deployed in the territory of a friendly state. Agreements delineating the status of visiting military forces may be bilateral or multilateral. Provisions pertaining to the status of visiting forces may be set forth in a separate agreement, or they may form a part of a more comprehensive agreement. These provisions describe how the authorities of a visiting force may control members of that force and the amenability of the force or its members to local law or to the authority of local officials. To the extent that agreements delineate matters affecting the relations between a military force and civilian authorities and populations, they may be considered as civil affairs agreements. (Source: Joint Pub 1-02)

Strike

An attack which is intended to inflict damage on, seize, or destroy an objective. (Source: Joint Pub 1-02)

Subtasks

A subdivision of a task that requires one or more capabilities to accomplish. (Source: Stipulated)

Supplementary Feeding Program (SFP)

Feeding program offering extra calories for vulnerable populations of displaced persons. (Source: OFDA Field Operations Guide)

Supply Control

The process by which an item of supply is controlled within the supply system, including requisitioning, receipt, storage, stock control, shipment, disposition, identification, and accounting. (Source: Joint Pub 1-02)

Supply Point

Any point where supplies are issued in detail. (Source: Joint Pub 1-02)

Support Agency

A Federal department or agency designated to assist a specific primary agency with available resources, capabilities, or expertise in support of Emergency Support Function response operations, under coordination of the primary agency. (Source: The Federal Response Plan)

Support to Counterinsurgency

Support provided to a government in the military, paramilitary, political, economic, psychological, and civic actions it undertakes to defeat insurgency. (Source: Joint Pub 1-02)

Support to Insurgency

Support provided to an organized movement aimed at the overthrow of a constituted government through use of subversion and armed conflict. (Source: Joint Pub 1-02)

Tactical Control (TACON)

Command authority over assigned or attached forces or commands, or military capability or forces made available for tasking, that is limited to the detailed and, usually, local direction and control of movements or maneuvers necessary to accomplish missions or tasks assigned. Tactical control is inherent in operational control. Tactical control may be delegated to, and exercised at any level at or below the level of combatant command. (Source: Joint Pub 1-02)

Tasks

During military operations other than war, the work to be accomplished through coordinated application of resources to achieve a sector or functional area objective. (Source: Stipulated)

Technical Agreement

The document negotiated and agreed to by the host nation and the military force that specifies the details necessary to implement a status of force agreement. (Source: Stipulated)

Technological Hazard

A range of hazards emanating from the manufacture, transportation, and use of such substances as radioactive materials, chemicals, explosives, flammables, agricultural pesticides, herbicides and disease agents; oil spills on land, coastal waters or inland water systems; and debris from space. (Source: The Federal Response Plan)

Therapeutic Feeding Program (TFP)

Intensive feeding program offering total calories for severely malnourished infants and small children in a health care setting (sometime referred to as "nutritional rehabilitation"). (Source: OFDA Field Operations Guide)

Transit Agreement

Formal agreement by a sovereign nation to allow passage of U.S. military forces – units, personnel, equipment, sustaining materiel, and contracted support – through its territory, including the procedures with which the transiting forces must comply while enroute. (Source: Stipulated)

Transit State

Any state whose territory, including its airspace and/or territorial waters, are traversed for the delivery of international disaster relief assistance. (Source: UNDHA MCDA Field Manual)

Unconventional Warfare

A broad spectrum of military and paramilitary operations, normally of long duration, predominantly conducted by indigenous or surrogate forces who are organized, trained, equipped, supported, and directed in varying degrees by an external source. It includes guerilla warfare and other direct offensive, low visibility, covert, or clandestine operations, as well as the indirect activities of subversion, sabotage, intelligence activities, and evasion and escape. (Source: Joint Pub 1-02)

United Nations Special Representative

A notional title that may include specific titles such as Special Representative of the Secretary General (SRSG), Special Envoy of the Secretary General (SESG), Representative of the Secretary General (RSG), etc. The incumbent serves as the highest ranking United Nations official in a country and carries the rank of ambassador. The individual is most often accredited to a single country and his authority may not extend to neighboring countries in a region. (Source: Stipulated)

Volunteers In Technical Assistance (VITA)

An information clearinghouse called the Disaster Information Center located in Rosslyn, Virginia, which is designed to track private sector donations and offers of volunteer

technical assistance for use by OFDA and PVOs responding to foreign disasters. Also provides a computer bulletin board system, VITANet, which enables PVOs easy access to offers of private sector disaster assistance that are collected by VITA. (Source: OFDA Field Operations Guide)

WHO Emergency Kit

Standard list of drugs and medical supplies the World Health Organization has identified and can make available as needed for an emergency. The kit is configured to be used by 10,000 people for 3 months. (Source: OFDA Field Operations Guide)

Zone of Separation

The specified area delineating neutral territory established between warring factions within a nation or between warring parties from two or more nations. All activity in the zone and transit through the zone is controlled by the peacekeeping or peace enforcement force. (Source: Stipulated)

APPENDIX D

MILITARY TASK SUMMARY FOR SMALLER SCALE CONTINGENCIES

APPENDIX D

MILITARY TASK SUMMARY FOR SMALLER SCALE CONTINGENCIES

This appendix contains a single table that summarizes all 1,057 military tasks that were identified during this research as supporting sector common or mission-specific tasks or sub-tasks during smaller-scale contingencies. The discussion that follows describes the organization of the table and the entries listed in the table.

Columns A and B

The table is sorted by military task level and assigned a task number in the following sequence:

- C. Strategic National tasks
- D. Strategic Theater tasks
- E. Operational tasks
- F. New Operational tasks
- G. Air Force Tactical tasks
- H. Army Tactical tasks
- I. Naval Tactical tasks
- J. New Tactical tasks

Column C

If a task was modified or proposed as a new task, Column C identifies the type of entry in accordance with the following:

- CN Change to a Strategic National level task
- CS Change to a Strategic Theater level task
- CO Change to an Operational level task
- CT Change to a Tactical level task
- NO New Operational level task
- NT New Tactical level task

Column D

This column lists the name of the joint or Service tasks. When a military task has been changed, the proposed change has been underlined. The description of new tasks is also underlined.

Columns E through L

These columns indicate in which sector or sectors the task is identified, and if it supports more than one common or mission-specific task or sub-task, the number of times it appears in the sector.

- E Diplomacy Sector
- F Military Activities Sector
- G Humanitarian Assistance Sector
- H Internal Politics Sector
- I Civil Law and Order/Public Security Sector
- J Public Information and Education Sector
- K Infrastructure and Economic Development Sector
- L Human Rights and Social Development Sector

Table D-1. Military Task Summary for Smaller Scale Contingencies

A B	Task Number	Code	Military Task	Frequency by Sector							
				1	2	3	4	5	6	7	8
C	SN1.1		Determine transportation Infrastructure and resources		1						
C	SN1.2		Conduct deployment and redeployment		2						
C	SN2.1		Plan and direct strategic intelligence activities		1						
C	SN2.2		Collect strategic information		1						
C	SN2.3		information		1						
C	SN2.4		Produce strategic intelligence		1						
C	SN2.5		Disseminate and integrate national strategic intelligence		1						
C	SN2.6		Evaluate intelligence activities		1						
C	SN3.1		theater		1						
C	SN3.1.4		Coordinate multinational exercises		3						
C	SN3.3M	CN	<u>Provide support to an insurgency operation</u>		1						
C	SN5.3.2		national military strategy, plans, and other actions		1						
C	SN5.3.4		recommendations with NCA and other officials and adjust		1						
C	SN5.3.5.3		Allocate forces and resources at execution		1						
C	SN5.4.1		Prepare and issue strategic estimates, priorities, and joint operation plans		1						
C	SN5.4.2		Coordinate support for unified, joint, and multinational operations		1						
C	SN8.1M	CN	<u>Provide support for counterinsurgency operations in an allied nation</u>		1						
C	SN8.1.1		Provide security assistance		1						
C	SN8.1.2		Support nation assistance		1						
C	SN8.1.3		Support peace operations (diplomatic action, peacekeeping, and forceful military actions)		1						
C	SN8.1.4		Support military civic action		1						
C	SN8.1.5		and conduct humanitarian and civic assistance		1						
C	SN8.1.7		Coordinate information sharing arrangements		1						
C	SN8.1.8		Provide support to theater foreign internal defense in theater		1						
C	SN8.1.9		Cooperate with and support NGOs and PVOs		1						
C	SN8.2		Provide DoD/Government-wide support		1						
C	SN8.2M1	CN	<u>Coordinate military support to civil authorities within the United States and its territorial possessions</u>		1						
C	SN8.2M2	CN			1						
C	SN8.2.2		Support other government agencies		1						
C	SN8.3		Coordinate military activities within the interagency process		1						
C	SN8.3.2		Conduct information management in the interagency process		1						
C	SN8.3.4		Perform consequence management in the interagency arena		1						
D	ST1.1		Conduct intratheater strategic deployment		2						
D	ST1.2		Concentrate forces		1						
D	ST1.3		Conduct theater strategic maneuver		1						
D	ST1.5.1		Establish strategic system of barriers, obstacles, and mines		1						
D	ST1.5.2		Establish sanctions, embargo, or blockade		1						
D	ST2.1		Plan and direct theater strategic intelligence activities		1						
D	ST2.2		Collect theater strategic information		1						
D	ST2.3		Process and exploit collected theater strategic information		1						
D	ST2.4		Produce theater strategic intelligence and prepare intelligence products		1						

Table D-1. Military Task Summary for Smaller Scale Contingencies (Continued)

A	Task		Military Task	Frequency by Sector							
	B Number	Code		1	2	3	4	5	6	7	8
D	ST2.5		Disseminate and integrate theater strategic intelligence	1							
D	ST2.6		Evaluate intelligence activities in AOR	1							
D	ST3.2.2.1		Conduct theater psychological activities	1					1		
D	ST4.2		Coordinate support for forces in the AOR	1							
D	ST4.3		Distribute supplies/services for theater campaign and COMMZ	1							
D	ST4.4.4		Manage and integrate third party logistics	1							
D	ST5.1		Operate and manage theater communications and information systems	1							
D	ST5.2		Assess theater strategic environment	1							
D	ST5.2M	CS	<u>Develop military options for establishing post-conflict regional stability</u>	1							
D	ST5.3		Determine strategic direction	2							
D	ST5.4		Provide strategic direction to theater forces	1							
D	ST5.5		Coordinate theater-wide information warfare	1							
D	ST5.6		Provide public affairs in theater	1							
D	ST6.1.2		Provide airspace control measures	1							
D	ST6.1.6		Support tactical warning and attack assessment in AOR	1							
D	ST6.2.5M	CS	Assist in safeguarding and securing WMD research personnel, records, facilities, etc., and/or dismantling WMD facilities	1							
D	ST6.2.7		Conduct personnel recovery in AOR	1							
D	ST6.3		Secure theater systems and capabilities	1							
D	ST8.1M	CS	<u>Implement confidence-building and security measures</u>	1							
D	ST8.2		governments, IOs or groups	1							
D	ST8.2M1	CS	<u>Conduct peace building operations</u> [See task M01 and military tasks in other sectors]	1							
D	ST8.2M2	CS	<u>Conduct insurgency operations</u>	1							
D	ST8.2.1M	CS	<u>and equip host nation and/or coalition military forces</u>	2							
D	ST8.2.3		assistance	1							
D	ST8.2.4H	CS	Provide <u>military</u> humanitarian assistance			1					
D	ST8.2.4M1	CS	Provide <u>military</u> humanitarian assistance when only military support is available	1							
D	ST8.2.4M2	CS	<u>Provide foreign military disaster relief in support of other sectors</u> [See other sectors]	1							
D	ST8.2.5		Provide nation assistance support	1							
D	ST8.2.6		Provide military civic action assistance	1							
D	ST8.2.7		Assist in restoration of order	4							
D	ST8.2.8		Support peace operations in theater (political and humanitarian agencies)	1							
D	ST8.2.8.1		(Chapter VI and VII or VIII regional arrangements)	1							
D	ST8.2.8.2		Conduct peacekeeping (Chapter VI)	1							
D	ST8.2.8.3		Conduct peace enforcement (Chapter VII)	1							
D	ST8.2.9		Coordinate theater foreign internal defense activities	1							
D	ST8.2.10		AOR	1							
D	ST8.2.10M	CS	<u>JOA</u>	1							
D	ST8.2.11		Cooperate with and support NGOs in AOR	1	1						
D	ST8.2.12		Cooperate with and support PVOs in AOR	1	1						
D	ST8.3		Obtain support for US forces and interests	1							
D	ST8.3.2D	CS	Negotiate necessary acquisition cross servicing agreements (ACSAs)	1							
D	ST8.3.2M	CS	forces participating in the contingency operation	1							

Table D-1. Military Task Summary for Smaller Scale Contingencies (Continued)

A	Task	Code	Military Task	Frequency by Sector							
				1	2	3	4	5	6	7	8
D	ST8.3.3D	CS	<u>Screen and recruit translators</u>	1							
D	ST8.3.4		<u>Obtain multinational support against nonmilitary threats</u>		2						
D	ST8.4		<u>Provide theater support to other DoD and government agencies</u>		1						
D	ST8.4.1		<u>Advise and support counterdrug operations in theater</u>		1						
D	ST8.4.1M	CS	<u>Advise and support operations to control WMD in theater</u>		1						
D	ST8.4.2		<u>Assist in combating terrorism</u>		1						
D	ST8.4.2M	CS	<u>removing WMD threats and capabilities in theater</u>		1						
D	ST8.4.3		<u>Coordinate evacuation and repatriation of noncombatants from theater/JOA</u>		1						
D	ST8.4.4		<u>Counter weapons and technology proliferation</u>		2						
D	ST8.4M1	CS	<u>Provide military disaster relief requested by federal authorities within the United States and its territorial possessions</u>		1						
D	ST8.4M2	CS	<u>Provide support to Presidential Inauguration Committee</u>		1						
D	ST8.4M3	CS	<u>Provide support to U.S. Olympic Committee</u>		1						
D	ST8.5		<u>Coordinate and integrate regional interagency activities</u>		2						
D	ST8.5.1M	CS	<u>Establish ROE for US military forces participating in the contingency operation</u>		1						
D	ST8.5.2		<u>Facilitate US information exchange in region</u>	1	1	1	1	1	1	1	1
D	ST8.5.3		<u>structure</u>		1						
D	ST8.5.3D	CS	<u>Participate in diplomatic cooperation structure to coordinate political-military activities</u>	1							
D	ST8.5.3E	CS	<u>Participate in infrastructure and economic development sector cooperation structure</u>							1	
D	ST8.5.3H	CS	<u>Participate in humanitarian assistance sector cooperation structure</u>			1					
D	ST8.5.3I	CS	<u>Participate in public diplomacy and education sector cooperation structure</u>						1		
D	ST8.5.3L	CS	<u>Participate in civil law and order/public security sector cooperation structure</u>					1			
D	ST8.5.3P	CS	<u>Participate in internal politics sector cooperation structure</u>				1				
D	ST8.5.3R	CS	<u>Participate in human rights and social development sector cooperation structure</u>								1
D	ST8.5.4		<u>Perform theater consequence management</u>		1						
D	ST8.5.4D1	CS	<u>Assist with political-military aspects of diplomatic needs assessment</u>	1							
D	ST8.5.4D2	CS	<u>aspects of the plan for achieving diplomatic needs</u>	1							
D	ST8.5.4E1	CS	<u>Assist with infrastructure and economic restoration needs assessment</u>							1	
D	ST8.5.4E2	CS	<u>Assist with planning for infrastructure and economic restoration</u>							1	
D	ST8.5.4H1	CS	<u>Assist with humanitarian assistance needs assessment</u>			1					
D	ST8.5.4H2	CS	<u>Assist with developing the plan for providing humanitarian needs</u>			1					
D	ST8.5.4I1	CS	<u>Assist with needs assessment for public diplomacy and education institutions</u>						1		
D	ST8.5.4I2	CS	<u>Assist with planning for restoration of public diplomacy and educational institutions</u>						1		

Table D-1. Military Task Summary for Smaller Scale Contingencies (Continued)

A	Task			Frequency by Sector							
B	Number	Code	Military Task	1	2	3	4	5	6	7	8
D	ST8.5.4L1	CS	<u>Assist with needs assessment for civil law and order/public security sector</u>					1			
D	ST8.5.4L2	CS	<u>Assist with planning to restore civil law and order and public security institutions</u>					1			
D	ST8.5.4M	CS	<u>Conduct humanitarian assistance needs assessment</u>		1						
D	ST8.5.4P1	CS	<u>Assist with needs assessment of host nation's political-military process</u>				1				
D	ST8.5.4P2	CS	<u>Assist with planning to restore political-military process</u>				1				
D	ST8.5.4R1	CS	<u>Assist with human rights and social development needs assessment</u>								1
D	ST8.5.4R2	CS	<u>Assist with planning to restore achieve human rights and social development objectives</u>								1
E	OP1.1		<u>Conduct operational movement</u>		2						
E	OP1.1M1	CO	<u>Conduct preventive deployment to impose forces between belligerents</u>		1						
E	OP1.1M2	CO	<u>Conduct preventive deployment to impose forces between potential belligerents</u>		1						
E	OP1.1.1H	CO	<u>Transport prepositioned humanitarian relief supplies to JOA</u>				1				
E	OP1.1.3		<u>Conduct JOA reception, staging, onward movement and integration</u>		1	1					
E	OP1.2		<u>Conduct operational maneuver</u>		2						
E	OP1.2R	CO	<u>Guarantee freedom of movement within the host nation</u>								1
E	OP1.2M1	CO	<u>Forcibly separate belligerents</u>		1						
E	OP1.2M2	CO	<u>Conduct preventative diplomacy operations</u>		1						
E	OP1.2M3	CO	<u>Conduct peacemaking operations</u>		1						
E	OP1.2M4	CO	<u>Intercept unauthorized personnel and materiel, and alien migrants</u>		1						
E	OP1.2M5	CO	<u>sanctions</u>		1						
E	OP1.2M6	CO	<u>Guarantee movement of authorized personnel and materiel through zone</u>		1						
E	OP1.2M7	CO	<u>Conduct freedom of navigation and overflight operations</u>		1						
E	OP1.2M8	CO	<u>Exercise maritime movements</u>		1						
E	OP1.2M9	CO	<u>Exercise air movements</u>		1						
E	OP1.2M10	CO	<u>Support regular combat forces during serious civil disorders employing special crowd control skills and non-lethal measures</u>		1						
E	OP1.2M11	CO	<u>Conduct protection of shipping and aircraft operations</u>		1						
E	OP1.2M12	CO	<u>Conduct protection of shipping operations</u>		1						
E	OP1.2M13	CO	<u>Conduct protection of aircraft operations</u>		1						
E	OP1.2.4.1		<u>Plan and execute show of force</u>		1						
E	OP1.2.4.2		<u>Plan and execute demonstration</u>		1						
E	OP1.2.4.3		<u>Conduct forcible entry</u>		1						
E	OP1.2.4.5		<u>Conduct raids in JOA</u>		1						
E	OP1.2.4.7		<u>Conduct direct action in JOA</u>		1						
E	OP1.3		<u>Provide operational mobility</u>		1						
E	OP1.3H	CO	<u>Assist with landmine clearance operations</u>				1				
E	OP1.3.1		<u>Overcome operationally significant barriers, obstacles, and mines</u>		2						
E	OP1.3.2M	CO	<u>Enhance freedom of movement of affected population</u>		1						
E	OP1.4		<u>Provide operational countermobility</u>		2						
E	OP1.4M1	CO	<u>Deny movement of unauthorized personnel and materiel through zone</u>		1						

Table D-1. Military Task Summary for Smaller Scale Contingencies (Continued)

A	Task	Code	Military Task	Frequency by Sector							
				1	2	3	4	5	6	7	8
E	OP1.4M2	CO	<u>Conduct border patrol operations</u>	1							
E	OP1.4.1		Employ operational system of obstacles	3							
E	OP1.4.2		Plan and execute sanctions/embargo	1							
E	OP1.4.3		Plan and execute blockade	1							
E	OP1.4.4		Plan and execute maritime interception	1							
E	OP1.5		area	4							
E	OP1.5D	CO	<u>Enforce partition of territory</u>	1							
E	OP1.5M	CO	Control or dominate operationally significant <u>demilitarized zone or region</u>	1							
E	OP1.5.4M	CO	<u>armaments</u>	1							
E	OP1.5.5		control	1	3	1		1			
E	OP2.1		activities	1							
E	OP2.1.1		Determine and prioritize operational priority intelligence requirements	1		1	1	1	1	1	1
E	OP2.2		Collect operational information	1							
E	OP2.2D	CO	Collect operational information <u>during fact finding missions</u>	1							
E	OP2.2.1		Collect information on operational situation	1		1	1	1	1	1	1
E	OP2.2.1H	CO	<u>team</u>			1					
E	OP2.2.1M	CO	<u>Conduct surveillance over established zones or regions</u>		2						
E	OP2.2.1P1	CO	<u>Monitor and report on corruption by host nation military personnel</u>				1				
E	OP2.2.1P2	CO	<u>Monitor host nation military power-sharing arrangements</u>				1				
E	OP2.3		Process and exploit collected operational information	1							
E	OP2.3R1	CO	<u>Collect and report human rights violations within host nation military forces</u>								1
E	OP2.3R2	CO	<u>host nation military forces with civilian population</u>								1
E	OP2.4		Produce operational intelligence and prepare intelligence products	1							
E	OP2.4.1		Provide indications and warning for JOA	1							
E	OP2.4.1H	CO	<u>Assist with assessment of landmine problem</u>			1					
E	OP2.4.2.1		Provide indications and warning for JOA	1		1	1	1	1	1	1
E	OP2.4.2.4H	CO	<u>Provide remote sensing data and other information to assist with civilian operations</u>			1					
E	OP2.5		intelligence	1	1	1	1	1	1	1	1
E	OP3.1		Conduct joint force targeting	1							
E	OP3.1M1	CO	<u>Conduct joint force targeting of systems that threaten shipping operations</u>	1							
E	OP3.1M2	CO	<u>Conduct joint force targeting of systems that threaten aircraft operations</u>	1							
E	OP3.2		Attack operational targets	1							
E	OP3.2.2.1		Employ PSYOP in theater of operations/JOA	1					1		
E	OP3.2.2.1R	CO	<u>Employ PSYOP to implement human rights education campaign</u>								1
E	OP3.1.3i	CO	<u>Identify sources of "hate radio/TV" broadcasts</u>						1		
E	OP3.2.2i	CO	<u>radio/TV"</u>						1		
E	OP4.2		Synchronize supply of fuel in JOA							1	
E	OP4.4		Coordinate support for forces in JOA	1							
E	OP4.4.1		Coordinate field services requirements	2							
E	OP4.4.1H	CO	<u>Assist with establishing and operating temporary shelters for affected population</u>			1					
E	OP4.4.1.2		Manage mortuary affairs in JOA			1					1
E	OP4.4.1.2H	CO	<u>capacity</u>			1					
E	OP4.4.1.2M	CO	<u>Assist with processing remains of belligerents killed in action</u>	1							

Table D-1. Military Task Summary for Smaller Scale Contingencies (Continued)

A	Task	Code	Military Task	Frequency by Sector							
				1	2	3	4	5	6	7	8
E	OP4.4.2		Provide for personnel services					1			
E	OP4.4.2P	CO	<u>Develop and implement host nation military pay program</u>				1				
E	OP4.4.3H1	CO	<u>Assist with providing emergency first aid to affected population and relief workers</u>			1					
E	OP4.4.3H2	CO	<u>Assist with integrating military medical structure into national capacity</u>			1					
E	OP4.4.3P	CO	<u>Restore military emergency evacuation and treatment capacity</u>				1				
E	OP4.4.4M	CO	<u>Professionalize/restructure host nation and/or coalition military forces</u>		1						
E	OP4.4.4P1	CO	<u>Professionalize/restructure host nation ministry of defense</u>				1				
E	OP4.4.4P2	CO	<u>Professionalize/restructure host nation military forces</u>				1				
E	OP4.4.5		Train host nation military forces		3						
E	OP4.4.5E	CO	<u>Assist with job training for discharged military personnel</u>							1	
E	OP4.4.5I1	CO	<u>Develop education system for host nation military forces</u>						1		
E	OP4.4.5I2	CO	<u>journalists</u>						1		
E	OP4.4.5L	CO	<u>Perform law enforcement training for host nation military police</u>					1			
E	OP4.4.5M1	CO	<u>Train joint forces and personnel to accomplish specific tasks in accordance with assigned mandate and conditions in the JOA</u>		1						
E	OP4.4.5M2	CO	<u>forces</u>		1						
E	OP4.4.5M3	CO	<u>Train host nation civilian police forces</u>		1						
E	OP4.4.5R	CO	<u>Implement human rights training program within host nation military forces</u>								1
E	OP4.4.6R	CO	<u>Restore religious institutions within host nation military forces</u>								1
E	OP4.5		Manage logistics support in JOA		2						
E	OP4.5.1		Provide for movement services in JOA		2	1					
E	OP4.5.1H1	CO	<u>Provide movement services for wholesale distribution of food supplies</u>			1					
E	OP4.5.1H2	CO	<u>supplies</u>			1					
E	OP4.5.1H3	CO	<u>Assist with wholesale distribution of emergency relief items</u>			1					
E	OP4.5.2H	CO	<u>Supply target population</u>			1					
E	OP4.5.2I	CO	<u>Supply mapping, charting, and geodesy products to all sector participants as required</u>						1		
E	OP4.5.3		Recommend evacuation policy and procedures for JOA	1	2						
E	OP4.6		Build and maintain sustinment bases		1						
E	OP4.6H	CO	<u>Build and maintain transient centers and camps for refugees and displaced persons</u>			1					
E	OP4.6.5		Provide for real estate management							1	
E	OP4.6.1M	CO	<u>centers for emergency items (medical, food, water, etc.)</u>		1						
E	OP4.6.2		Provide civil-military engineering		1	1				3	
E	OP4.6.4		Provide law enforcement and prisoner control		2			2			1
E	OP4.6.4L		criminals					1			
E	OP4.6.4M	CO	<u>Regulate conduct of public security apparatus</u>		1						
E	OP4.6.6		Manage contracts and contract personnel		1	1				1	
E	OP4.7		Provide politico-military support to other nations, groups, and government agencies		1						
E	OP4.7M1	CO	<u>Assess, train, and equip host nation and/or coalition military forces</u>		1						

Table D-1. Military Task Summary for Smaller Scale Contingencies (Continued)

A	Task	Code	Military Task	Frequency by Sector							
				1	2	3	4	5	6	7	8
E	OP4.7M2	CO	<u>Establish military-to-military programs with the host nation and/or coalition military forces</u>	3							
E	OP4.7M3	CO	<u>Conduct exchange visits with the host nation and/or coalition military forces</u>	3							
E	OP4.7M4	CO	<u>Conduct combined and joint training with the host nation and/or coalition military forces</u>	3							
E	OP4.7M5	CO	<u>a dispute or resolve issues among belligerents</u>	1							
E	OP4.7M6	CO	<u>Secure agreement with belligerent forces</u>	1							
E	OP4.7.1		<u>Provide security assistance in JOA</u>	3							
E	OP4.7.1H	CO	<u>Provide mine awareness training</u>		1						
E	OP4.7.1M1	CO	<u>Provide defense-related services to host nation and/or coalition military forces</u>	3							
E	OP4.7.1M2	CO	<u>Provide defense articles to host nation and/or coalition military forces</u>	3							
E	OP4.7.1M3	CO	<u>Provide IMET to host nation and/or coalition military forces</u>	3							
E	OP4.7.1M4	CO	<u>Rehabilitate capacity of local civilian police</u>	1							
E	OP4.7.2		<u>Conduct Civil Military Operations in JOA</u>	1	1						
E	OP4.7.2H	CO	<u>Establish CMOC and integrate it with humanitarian operation center</u>		1						
E	OP4.7.2P	CO	<u>coordination with interim or transition government</u>			1					
E	OP4.7.3		<u>Provide support to DoD and other government agencies</u>		1	1					
E	OP4.7.3H1	CO	<u>Assist with processing refugees and displaced persons</u>			1					
E	OP4.7.3H2	CO	<u>Provide support to NGOs and PVOs participating in contingency</u>			1					
E	OP4.7.3P1	CO	<u>Provide support for host nation elections</u>				1				
E	OP4.7.3P2	CO	<u>Support preparations for elections</u>				1				
E	OP4.7.3P3	CO	<u>Provide post election support</u>				1				
E	OP4.7.3P4	CO	<u>defense</u>				1				
E	OP4.7.4		<u>Plan and transition to civil administration</u>	1	1	1	1	1	1	1	1
E	OP4.7.4M	CO	<u>Shape political consent to comply with peace agreement or treaty requirements</u>		1						
E	OP4.7.4P1	CO	<u>Assist with establishing an effective interim or transition host nation government</u>				1				
E	OP4.7.4P2	CO	<u>Assist with temporary administration of civil functions</u>				1				
E	OP4.7.5		<u>Coordinate politico-military support</u>		1						
E	OP4.7.5D1	CO	<u>sector</u>	1							
E	OP4.7.5D2	CO	<u>Collaborate with military authorities of UN and regional organizations</u>	1							
E	OP4.7.5D3	CO	<u>Consult with host nation and allied military authorities</u>	1							
E	OP4.7.5D4	CO	<u>Consult with military authorities or regional powers and neighboring states</u>	1							
E	OP4.7.5D5	CO	<u>Consult with authorities of supporting international organizations</u>	1							
E	OP4.7.5D6	CO	<u>Collaborate with military authorities of troop contributing nations</u>	1							
E	OP4.7.5D7	CO	<u>Consult with NGOs</u>	1							
E	OP4.7.5D8	CO	<u>Assist in mediating and negotiating with conflict parties</u>	1							
E	OP4.7.5D9	CO	<u>Participate in negotiations between warring factions</u>	1							
E	OP4.7.5D10	CO	<u>Consult with authorities on sanctions and arms embargo decisions</u>	1							

Table D-1. Military Task Summary for Smaller Scale Contingencies (Continued)

A B	Task Number	Code	Military Task	Frequency by Sector							
				1	2	3	4	5	6	7	8
E	OP4.7.5D11	CO	<u>Consult with authorities on peace accord milestones and conditions</u>	1							
E	OP4.7.5D12	CO	<u>Coordinate SOFA requirements</u>	1							
E	OP4.7.5D13	CO	<u>Coordinate transit agreement requirements</u>	1							
E	OP4.7.5H	CO	<u>sector</u>			1					
E	OP4.7.5I	CO	<u>sector</u>						1		
E	OP4.7.5L	CO	<u>sector</u>					1			
E	OP4.7.5P	CO	<u>sector</u>				1				
E	OP4.7.5E	CO	<u>sector</u>							1	
E	OP4.7.5R1	CO	<u>sector</u>								1
E	OP4.7.5R2	CO	<u>Assist authorities with war crimes investigations and related matters</u>								1
E	OP4.7.6		Coordinate civil affairs in JOA		1	1					
E	OP5.1		Acquire, analyze, communicate information and maintain status	1	1	1	1	1	1	1	1
E	OP5.1.1		Communicate operational information		1						
E	OP5.1.2		Manage means of communicating operational information		1	1					
E	OP5.1.2H	CO	<u>complement other humanitarian assistance providers</u>			1					
E	OP5.1.2I	CO	<u>Provider C4 support to enable parties to communicate</u>			1			1		
E	OP5.1.3		Determine commander's critical information requirements		1						
E	OP5.1.4		status		1						
E	OP5.1.5		Monitor strategic situation	1	1	1	1	1	1	1	1
E	OP5.1.6		Preserve historical documentation for joint operation		1						
E	OP5.1.7		Coordinate combat camera activities		1						
E	OP5.2		Assess operational situation	1	1	1	1	1	1	1	1
E	OP5.2.1		Review current situation		1						
E	OP5.2.1R	CO	<u>Monitor human rights within the host nation military forces</u>								1
E	OP5.2.2		Formulate crisis assessment	1	1	1	1	1	1	1	1
E	OP5.2.3		operations		1						
E	OP5.3		Prepare plans and orders		1						
E	OP5.3D	CO	<u>Plan for noncombatant evacuation</u>	1							
E	OP5.3.1		Conduct operational mission analysis		1						
E	OP5.3.3		Determine operational end state		1						
E	OP5.3.3H1	CO	<u>Conduct joint humanitarian needs assessment with civilian organizations to determine humanitarian assistance requirements and operational end state</u>			1					
E	OP5.3.3H2	CO	<u>Assist with joint humanitarian assistance needs assessment</u>			1					
E	OP5.3.3H3	CO	<u>Determine demining operational end state</u>			1					
E	OP5.3.9H1	CO	<u>Prepare and implement plans to relieve or reduce suffering of affected population</u>			1					
E	OP5.3.9H2	CO	<u>Assist with planning support to provide emergency food supplies to target population</u>			1					
E	OP5.3.9H3	CO	<u>plan</u>			1					
E	OP5.3.9M	CO	<u>Develop and implement plan to provide humanitarian assistance</u>		1						
E	OP5.3.9P	CO	<u>Assist with planning for elections</u>				1				
E	OP5.4		Command subordinate operational forces		1						
E	OP5.4.3		Provide rules of engagement		1						
E	OP5.4.3D	CO	<u>contingency</u>	1							
E	OP5.5		Organize a joint force headquarters		1						

Table D-1. Military Task Summary for Smaller Scale Contingencies (Continued)

A	Task	Code	Military Task	Frequency by Sector							
				1	2	3	4	5	6	7	8
E	OP5.5.1		Develop a joint force command and control structure		1						
E	OP5.5.2D	CO	<u>Establish liaison with key organizations within sector</u>	1							
E	OP5.5.2E	CO	<u>Establish liaison with key organizations within sector</u>							1	
E	OP5.5.2H1	CO	<u>Establish liaison with key organizations within sector</u>			1					
E	OP5.5.2H2	CO	<u>Assist with establishing landmine clearance authority</u>			1					
E	OP5.5.2I	CO	<u>Establish liaison with key organizations within sector</u>							1	
E	OP5.5.2L	CO	<u>Establish liaison with key organizations within sector</u>					1			
E	OP5.5.2M1	CO	<u>Establish liaison with key allied organizations within sector</u>		1						
E	OP5.5.2M2	CO	<u>Establish and participate in the Joint Military Commission</u>		1						
E	OP5.5.2M3	CO	<u>Establish a military observer mission</u>		2						
E	OP5.5.2P	CO	<u>Establish liaison with key organizations within sector</u>				1				
E	OP5.5.2R	CO	<u>Establish liaison with key organizations within sector</u>								1
E	OP5.5.5		Establish command transition criteria and procedures		1						
E	OP5.7		Coordinate and integrate joint/multinational and interagency support		2						
E	OP5.7.1		Ascertain national or agency agenda	1	1	1	1	1	1	1	1
E	OP5.7.2		Determine national/agency capabilities and limitations	1	1	1	1	1	1	1	1
E	OP5.7.3		Develop multinational intelligence/information sharing structure	1	1	1	1	1	1	1	1
E	OP5.7.4		Coordinate plans with non-DoD organizations	1	1	1	1	1	1	1	1
E	OP5.7.5		Coordinate host nation support	1	1	1	1	1	1	1	1
E	OP5.7.6		Coordinate coalition support	2	1	1	1	1	1	1	1
E	OP5.7.7		Coordinate civil administration operations	1	1	1	1	1	1	1	1
E	OP5.8		Provide public affairs in JOA		1				1		
E	OP5.8.1		Manage press relations in JOA		1						
E	OP5.8.1M1	CO	<u>Establish and operate a military information support task force (MISTF)</u>		1				1		
E	OP5.8.1M2	CO	<u>Establish and operate a joint visitors bureau</u>		1						
E	OP5.8.2		Coordinate command/internal information programs		1						
E	OP5.8.3		programs		1				1		
E	OP5.8.3I	CO	<u>host nation military forces and civilian community</u>						1		
E	OP6.1		Provide operational aerospace and missile defense		1						
E	OP6.1.3		Provide airspace control		1						
E	OP6.1.3.1		Employ positive control measures		1						
E	OP6.1.3.2		Employ procedural control measures		1						
E	OP6.2		Provide protection for operational forces, means, and noncombatants		2						
E	OP6.2M	CO	<u>Establish and maintain quick reaction forces</u>		1						
E	OP6.2.2		Remove operationally significant hazards		2						
E	OP6.2.4H1	CO	<u>Assist with identification and separation of combatants from civilian population</u>		1	1					
E	OP6.2.4H2	CO	<u>Assist with identifying victims in accordance with international procedures</u>			1					

Table D-1. Military Task Summary for Smaller Scale Contingencies (Continued)

A	Task	Code	Military Task	Frequency by Sector							
				1	2	3	4	5	6	7	8
G	AFT4.2		Provide counterland capabilities	1							
G	AFT4.2.3.1		Perform interdiction functions	2							
G	AFT4.2.3.2		Perform close air support functions	1							
G	AFT4.3		Provide countersea capabilities	3							
G	AFT4.3.3		Perform countersea functions	1							
G	AFT4.4.3		functions	1							
G	AFT4.5.3		Perform airborne operations functions	1							
G	AFT4.6.3		Perform amphibious operations functions	1							
G	AFT5.1		Provide airlift capabilities	2	2						
G	AFT5.1.3		Perform airlift	2							
G	AFT5.2.3		Perform air refueling	1							
G	AFT6.2.1		operations	1							
G	AFT6.8		Protect the force capabilities	1							
G	AFT6.8.3.1		Manage enemy prisoners of war	1							
G	AFT6.9		Provide logistic support capabilities	1							
G	AFT6.9.3		Perform logistic support	1							
G	AFT6.10.3		Perform civil engineering support	2	1					1	
G	AFT6.12.3		Perform air mobility support	1						1	
G	AFT6.19		countries	2							
G	AFT6.19.3		Support foreign countries (training and equipping military forces)	1							
G	AFT6.20.3		Perform services support	1							
G	AFT6.21.3		functions	2							
G	AFT6.22.3		Perform medical support functions	1	1						
H	ART1.1		Conduct tactical movement	2							
H	ART1.2		Conduct tactical maneuver	2							
H	ART1.2M1	CT	Perform interdiction functions	1							
H	ART1.2M2	CT	sanctions	1							
H	ART1.2.2.2		Conduct forcible entry	1							
H	ART1.2.2.3.5		Conduct raid	1							
H	ART1.2.2.3.6		Conduct feint	1							
H	ART1.2.2.3.7		Conduct demonstration	1							
H	ART1.2.4		Conduct security	1							
H	ART1.2.4.4.3		Provide convoy security	1	1						
H	ART1.2.4.4.4		Secure area for MOOTW	1							
H	ART1.2.5		Perform enabling operations	1							
H	ART1.2.5.1		Conduct patrols	3							
H	ART1.3.1		Overcome barriers, obstacles, and mines	2							
H	ART1.3.1H	CT	Supervise/conduct demining operations		1						
H	ART1.3.2		Enhance movement	3							
H	ART1.3.2.3		Facilitate movement on routes	2							
H	ART1.3.2.3.1		Control tactical movement	2							
H	ART1.3.2.3.2		Control tactical airspace	2							
H	ART1.3.2.3.3		Provide refugee and straggler control	1				1			
H	ART1.4.1		Secure/select location of barriers, obstacles, and mines	3							
H	ART1.4.2		Emplace barriers, obstacles, and mines	3							
H	ART1.4.3		Mark barriers, obstacles, and mines	3							
H	ART2.1		Develop tactical intelligence requirements	1							
H	ART2.2		Collect information	1							
H	ART2.2.1		Collect information on situation	1							
H	ART2.2.1.3		Collect information on social/political/economic environment	1							
H	ART2.2.2		Perform tactical reconnaissance	4							
H	ART2.2.2.1		Perform a zone reconnaissance	1							
H	ART2.2.2.2		Perform area reconnaissance	1							
H	ART2.2.2.3		Perform reconnaissance in force	1							
H	ART2.2.2.4		Perform route reconnaissance	1							
H	ART2.2.2.5		Perform tactical surveillance	1							

Table D-1. Military Task Summary for Smaller Scale Contingencies (Continued)

A	Task			Frequency by Sector							
B	Number	Code	Military Task	1	2	3	4	5	6	7	8
F	M036	NO	<u>Report violations of treaty or agreements</u>		3						
F	M037	NO	<u>Supervise battlefield stabilization</u>		1						
F	M038	NO	<u>Report early warning of potential conflict</u>		1						
F	M039	NO	<u>Monitor elections</u>		1						
F	M0310	NO	<u>Monitor prisoner exchanges</u>		1						1
F	M0311	NO	<u>Monitor local law enforcement organizations</u>		1						
F	M041	NO	<u>Act as intermediary between belligerents</u>		1						
F	M042	NO	<u>Supervise force withdrawal</u>		1						
F	M043	NO	<u>Supervise separation of combat forces</u>		1						
F	M044	NO	<u>Establish and enforce buffer zones and/or control zones</u>		1						
F	M201	NO	<u>Inspect production facilities and weapons storage sites</u>		1						
F	E18	NO	<u>Identify and eliminate corruption in host nation military forces</u>							1	
F	R07	NO	<u>Identify and remove corrupt and lawless host nation military officials</u>								1
F	R09	NO	<u>host nation military forces and report violations</u>								1
F	R09C	NO	<u>Assist with locating, protecting, and storing of forensic evidence</u>								1
F	R10B	NO	<u>Develop human rights program for host nation military forces</u>								1
F	R10B	NO	<u>Assist with promoting human rights within host nation military forces</u>								1
F	R11C	NO	<u>Assist with development and implementation of amnesty program for ex-combatants</u>								1
F	R13	NO	<u>Engage host nation military forces with enhancing national social institutions</u>								1
F	R14	NO	<u>Strengthen accountability within host nation military forces</u>								1
G	AFT1.1		Provide counterair capabilities		3						
G	AFT1.1M	CT	<u>Exercise overflight</u>		1						
G	AFT1.3		capabilities		2						
G	AFT1.3.3		Perform combat search and rescue		2						
G	AFT2		Provide precision engagement		1						
G	AFT2.1		capabilities		2						
G	AFT2.2		Provide nonlethal precision engagement capabilities		1						
G	AFT2.3		Provide navigation and positioning capabilities		1						
G	AFT3.1		Provide command and control capabilities		1						
G	AFT3.1.3.1		Operate the JAOC/AOC		1						
G	AFT3.1.3.6		Operate the airborne battlefield command and control center		1						
G	AFT3.1.3.8		system		1						
G	AFT3.1.3.9		Operate the joint surveillance target attack radar system		1						
G	AFT3.1.3.11		Operate the tanker airlift control element		1						
G	AFT3.1.3.13		Operate the joint SAR center		2	1					
G	AFT3.10		Provide capability for total asset and personnel visibility		2						
G	AFT3.2.3		Perform intelligence functions		1						
G	AFT3.3		Provide surveillance capabilities		1						
G	AFT3.3.3		Perform (aerial) surveillance function		1						
G	AFT3.4		Provide reconnaissance capabilities		1						
G	AFT3.5.3		Perform counterinformation functions		1				1		
G	AFT3.6.3		Furnish aerial imagery		1						
G	AFT3.7		Provide weather service capabilities		1						
G	AFT3.8.3		Perform psychological operations functions		1				1		

Table D-1. Military Task Summary for Smaller Scale Contingencies (Continued)

A	Task	Code	Military Task	Frequency by Sector							
				1	2	3	4	5	6	7	8
G	AFT4.2		Provide counterland capabilities	1							
G	AFT4.2.3.1		Perform interdiction functions	2							
G	AFT4.2.3.2		Perform close air support functions	1							
G	AFT4.3		Provide countersea capabilities	3							
G	AFT4.3.3		Perform countersea functions	1							
G	AFT4.4.3		functions	1							
G	AFT4.5.3		Perform airborne operations functions	1							
G	AFT4.6.3		Perform amphibious operations functions	1							
G	AFT5.1		Provide airlift capabilities	2	2						
G	AFT5.1.3		Perform airlift	2							
G	AFT5.2.3		Perform air refueling	1							
G	AFT6.2.1		operations	1							
G	AFT6.8		Protect the force capabilities	1							
G	AFT6.8.3.1		Manage enemy prisoners of war	1							
G	AFT6.9		Provide logistic support capabilities	1							
G	AFT6.9.3		Perform logistic support	1							
G	AFT6.10.3		Perform civil engineering support	2	1					1	
G	AFT6.12.3		Perform air mobility support	1						1	
G	AFT6.19		countries	2							
G	AFT6.19.3		Support foreign countries (training and equipping military forces)	1							
G	AFT6.20.3		Perform services support	1							
G	AFT6.21.3		functions	2							
G	AFT6.22.3		Perform medical support functions	1	1						
H	ART1.1		Conduct tactical movement	2							
H	ART1.2		Conduct tactical maneuver	2							
H	ART1.2M1	CT	Perform interdiction functions	1							
H	ART1.2M2	CT	sanctions	1							
H	ART1.2.2.2		Conduct forcible entry	1							
H	ART1.2.2.3.5		Conduct raid	1							
H	ART1.2.2.3.6		Conduct feint	1							
H	ART1.2.2.3.7		Conduct demonstration	1							
H	ART1.2.4		Conduct security	1							
H	ART1.2.4.4.3		Provide convoy security	1	1						
H	ART1.2.4.4.4		Secure area for MOOTW	1							
H	ART1.2.5		Perform enabling operations	1							
H	ART1.2.5.1		Conduct patrols	3							
H	ART1.3.1		Overcome barriers, obstacles, and mines	2							
H	ART1.3.1H	CT	Supervise/conduct demining operations		1						
H	ART1.3.2		Enhance movement	3							
H	ART1.3.2.3		Facilitate movement on routes	2							
H	ART1.3.2.3.1		Control tactical movement	2							
H	ART1.3.2.3.2		Control tactical airspace	2							
H	ART1.3.2.3.3		Provide refugee and straggler control	1				1			
H	ART1.4.1		Secure/select location of barriers, obstacles, and mines	3							
H	ART1.4.2		Emplace barriers, obstacles, and mines	3							
H	ART1.4.3		Mark barriers, obstacles, and mines	3							
H	ART2.1		Develop tactical intelligence requirements	1							
H	ART2.2		Collect information	1							
H	ART2.2.1		Collect information on situation	1							
H	ART2.2.1.3		Collect information on social/political/economic environment	1							
H	ART2.2.2		Perform tactical reconnaissance	4							
H	ART2.2.2.1		Perform a zone reconnaissance	1							
H	ART2.2.2.2		Perform area reconnaissance	1							
H	ART2.2.2.3		Perform reconnaissance in force	1							
H	ART2.2.2.4		Perform route reconnaissance	1							
H	ART2.2.2.5		Perform tactical surveillance	1							

Table D-1. Military Task Summary for Smaller Scale Contingencies (Continued)

A	Task			Frequency by Sector							
B	Number	Code	Military Task	1	2	3	4	5	6	7	8
H	ART2.3		Process information	1							
H	ART2.3.3		Evaluate social/political/economic/health environment	1							
H	ART2.4		Prepare and disseminate intelligence reports	1							
H	ART2.5		Develop relevant information and intelligence	1							
H	ART3		Employ firepower	1							
H	ART3.1		Process tactical surface targets	1							
H	ART3.2		Conduct direct fire	1							
H	ART3.2.1		Conduct lethal direct fire on surface targets	1							
H	ART3.3		Conduct fire support	1							
H	ART3.3.2.1		Conduct battlefield PSYOPS activities	1					1		
H	ART3.4		Conduct suppression of enemy air defenses	1							
H	ART4		Perform logistics and combat service support	1							
H	ART4.2		Provide fuel	1						1	
H	ART4.4M	CT	<u>Support organized resettlement efforts</u>	1							
H	ART4.4.2.5.2L	CT	<u>Rebuild host nation military courts</u>					1			
H	ART4.4.2.5.4L	CT	<u>Establish a legitimate legal system for host nation military forces</u>					1			
H	ART4.4.2.5.4L	CT	<u>Assist with host nation military judicial reform and local dispute resolution</u>					1			
H	ART4.4.2.5.4L	CT	<u>administration</u>					1			
H	ART4.4.2.5.4L	CT	<u>Rebuild host nation military appeals and review processes, and issuance of pardons</u>					1			
H	ART4.5.1		Conduct clothing exchange	1							
H	ART4.5.2		Conduct mortuary affairs	1	2						
H	ART4.5.3		Conduct laundry and renovation services	1							
H	ART4.5.4		Conduct aerial delivery	1							
H	ART4.5.5		Perform food preparation	1							
H	ART4.5.6		Purify water	1	1						
H	ART4.6.1		Provide area medical support	1	1						
H	ART4.6.2		Provide medical evacuation	1	1						
H	ART4.6.3		Provide hospitalization	1	1						
H	ART4.6.4		Provide combat health logistics and blood management	1	1						
H	ART4.6.5		Provide preventative medicine services	1	1						
H	ART4.6.6		Provide dental services	1	1						
H	ART4.6.7		Provide veterinary services	1	1						
H	ART4.6.8		Provide laboratory services	1	1						
H	ART4.7		Provide movement services		2						
H	ART4.7.1		Provide movement control	2	1					1	
H	ART4.7.2		Conduct terminal operations	1	1						
H	ART4.7.3		personnel	1	1					1	
H	ART4.7.3.1		Move by surface	1							
H	ART4.7.3.2		Move by air	1							
H	ART4.8.1		Provide general supply support	1	1						
H	ART4.8.1.1		Provide subsistence	1	1						
H	ART4.8.1.2		Provide clothing, individual equipment, tools	1	1						
H	ART4.8.1.3		Provide water	1	2						
H	ART4.8.1.4		Provide barrier and construction materials	1							
H	ART4.8.2		Provide supply management	2							
H	ART4.8.3		Salvage equipment and materials	1							
H	ART4.9.1		Perform rear area restoration	1	1					1	
H	ART4.9.2		Perform LOC sustainment	1						1	
H	ART4.9.2.1		Construct and maintain roads and highways	1						1	
H	ART4.9.2.2		facilities	1							
H	ART4.9.2.3		Construct and maintain ports	1						1	
H	ART4.9.2.4		Construct and maintain railroad facilities	1						1	
H	ART4.9.2.5		Repair and expand existing airfield facilities	1						1	
H	ART4.9.3		Provide engineer construction support	1						1	

Table D-1. Military Task Summary for Smaller Scale Contingencies (Continued)

A	Task	Code	Military Task	Frequency by Sector							
				1	2	3	4	5	6	7	8
H	ART4.9.4		Provide engineer construction materials	1						1	
H	ART4.9.5		Supply mobile electric power	1						1	
H	ART4.10		Conduct civil affairs in area			1					
H	ART4.10.1		Provide interface between US military force and local authorities	1							
H	ART4.10.2		JOA	2				1			
H	ART4.10.3		Acquire local resources, facilities, and support	1							
H	ART4.10.4		Establish temporary civil administration	1							
H	ART4.11.1M	CT	<u>Reorganize host nation and/or coalition military units</u>	1							
H	ART5.1		Acquire and manage information and maintain situation awareness	1							
H	ART5.2		Assess situation and determine actions	1							
H	ART5.3		Direct and lead subordinate forces	1							
H	ART5.4		Conduct tactical information operations	1							
H	ART5.5		Conduct public affairs support	1					1		
H	ART5.5.4		Conduct public affairs training						1		
H	ART6.1		zone	1							
H	ART6.1M1	CT	<u>Suppress enemy air defenses that threaten aircraft exercising freedom of overflight</u>	1							
H	ART6.1M2	CT	zone	1							
H	ART6.10.1		Evacuate noncombatants for area	2							
H	ART6.10.2		Conduct combat search and rescue	2							
H	ART6.10.3		Conduct search and rescue	2	1						
H	ART6.2		Protect against hazards in JOA	1							
H	ART6.3		Employ operations security	1							
H	ART6.5		Conduct local security	1	1						
H	ART6.5.5		Combat terrorism within area of operations	1							
H	ART6.6		Maintain law and order	2							
H	ART6.6.1		Perform law enforcement	1				1			
H	ART6.6.1L1	CT	<u>Provide advisors to host nation military police organizations</u>					1			
H	ART6.6.1L2	CT	<u>Develop host nation military police management and administration capacity</u>					1			
H	ART6.6.1L3	CT	<u>Perform law enforcement training for host nation military police</u>					1			
H	ART6.6.1L4	CT	<u>Implement programs to eradicate corruption within the host nation military</u>					1			
H	ART6.6.2		Conduct criminal investigation	1							
H	ART6.6.2L	CT	<u>Develop host nation military police investigations capacity</u>					1			
H	ART6.6.3		Provide physical security guidance	1				2			
H	ART6.6.4		Provide customs inspection	1							
H	ART6.6.4L	CT	<u>Provide customs inspection training to host nation military police</u>					1			
H	ART6.7		Conduct populace and resource control	3				1			
H	ART6.8		Resettle refugees (and displaced persons)	1				1			
H	ART6.9.1		Perform EPW/civilian internment	1				1			
I	NTA1.1		Deploy naval tactical forces	3							
I	NTA1.1.2.2		shipping	2							
I	NTA1.1.2.2M	CT	<u>Conduct maritime escort of civilian shipping</u>	1							
I	NTA1.2		Navigate and close forces	3							
I	NTA1.2.1.2		Establish airspace control	1							
I	NTA1.2.8		surveillance	1							
I	NTA1.3.1		Perform mine countermeasures	2							
I	NTA1.3.2		Conduct breaching of minefields, barriers, and obstacles	2							
I	NTA1.3.3		Enhance movement	2							
I	NTA1.3.4		Conduct icebreaking	1							

Table D-1. Military Task Summary for Smaller Scale Contingencies (Continued)

A B	Task Number	Code	Military Task	Frequency by Sector							
				1	2	3	4	5	6	7	8
I	NTA1.4		Conduct countermobility	3							
I	NTA1.4.1		Conduct mining	2							
I	NTA1.4.2		Manage barriers and obstacles	2							
I	NTA1.4.3		Detonate mines/explosives	3							
I	NTA1.4.4		Conduct blockade	1							
I	NTA1.4.5		Conduct maritime interception	1							
I	NTA1.4.6		operations	2							
I	NTA1.4.7		Conduct maritime counter-drug operations	1							
I	NTA1.4.8		Enforce exclusion zones	2							
I	NTA1.5		Dominate the combat area	2							
I	NTA1.5.2M	CT	<u>Conduct coastal sea control operations</u>	1							
I	NTA1.5.6.2		Conduct amphibious assault	1							
I	NTA1.5.6.3		Conduct amphibious demonstration	1							
I	NTA1.5.6.4		Conduct amphibious raid	1							
I	NTA1.5.7		Conduct sustained operations ashore	1							
I	NTA2.1		Plan and direct intelligence operations	1							
I	NTA2.2		Collect information	1							
I	NTA2.2.2		Collect tactical intelligence on situation	1							
I	NTA2.2.3		Perform reconnaissance and surveillance	4							
I	NTA2.3		Process and exploit collected information	1							
I	NTA2.4		Produce intelligence	1							
I	NTA2.5		Disseminate and integrate intelligence	1							
I	NTA3.1		Process targets	1							
I	NTA3.2		Attack targets	2							
I	NTA3.2M	CT	Attack targets <u>that threaten shipping</u>	1							
I	NTA3.2.4M1	CT	Suppress enemy air defenses <u>that threaten aircraft exercising freedom of overflight</u>	1							
I	NTA3.2.4M2	CT	<u>zone</u>	2							
I	NTA3.2.6		Interdict enemy operational/forces targets	1							
I	NTA3.2.7		Intercept, engage, and neutralize enemy aircraft and missile targets	1							
I	NTA3.3		Integrate tactical fires	1							
I	NTA3.4		Organize fire support assets	1							
I	NTA3.5		Conduct coordinated special weapons attack	1							
I	NTA4		Perform logistics and combat service support	1							
I	NTA4.1.3		Conduct recovery and salvage	1							
I	NTA4.2		Fuel	1							
I	NTA4.2.2		Move bulk fuel	1						1	
I	NTA4.4.1.4		affairs	1	2						
I	NTA4.4.2		Perform fleet/field services	1							
I	NTA4.4.2.1		Provide billeting/berthing and related services	1	1						
I	NTA4.4.2.2		Provide food services	1	1						
I	NTA4.5.1		Load/offload, transport, and store material	1							
I	NTA4.5.2		Provide or contract for shipping	2							
I	NTA4.5.3		Provide position reports for in transit visibility	2							
I	NTA4.5.4		Transport personnel	1							
I	NTA4.5.5		Provide materials handling equipment	1							
I	NTA4.5.6		Construct, maintain, and operate logistics-over-the-shore	1							
I	NTA4.6		Supply the force	1							
I	NTA4.6.2		Manage supplies	1							
I	NTA4.7.1		Perform construction engineer services	1	1					1	
I	NTA4.7.10		Provide environmental remediation (hazardous waste cleanup)	1						1	
I	NTA4.7.10E	CT	<u>Develop plan for environmental remediation (hazardous waste cleanup) and prevention</u>							1	
I	NTA4.7.2		material	1						1	
I	NTA4.7.3		Perform rear area restoration	1						1	
I	NTA4.7.4		Conduct port operations	1							

Table D-1. Military Task Summary for Smaller Scale Contingencies (Continued)

A	Task	Code	Military Task	Frequency by Sector							
				1	2	3	4	5	6	7	8
I	NTA4.7.5		Perform lines of communication sustainment	1							
I	NTA4.7.6		Supply electric power	1						1	
I	NTA4.7.7		Provide water	1	1						
I	NTA4.7.8		of local facilities and distribution for relief supplies)	1							
I	NTA4.7.9		Provide environmental disaster relief support	1							
I	NTA4.8		Conduct civil affairs in area	1							
I	NTA4.8.1		Support peace operations (logistics, medical, and other support for HA/DR)	2							
I	NTA4.9.2		Provide/execute training for US and other nation units and individuals	3							
I	NTA4.9.3		Provide mobile training teams	3							
I	NTA4.10.2		Manage contracts and contract personnel	1						1	
I	NTA4.12.1		Perform triage	1							
I	NTA4.12.2		Provide ambulatory health care	1							
I	NTA4.12.3		Provide surgical and inpatient care	1	1						
I	NTA4.12.4		Provide dental care	1							
I	NTA4.12.5		Coordinate patient movement	1							
I	NTA4.12.6		Provide industrial and environmental health services	1							
I	NTA4.12.7		Maintain records	1							
I	NTA4.12.8		Obtain and analyze medical information	1							
I	NTA4.12.9		Train medical and non-medical personnel	3							
I	NTA4.12.10		Support peace operations (health services for HA/DR)	1	1						
I	NTA4.12.11		Provide medical staff support	1	1						
I	NTA4.12.12		Perform level II/III medical support	1							
I	NTA5.1		Acquire, analyze, communicate information and maintain status	1							
I	NTA5.2		Assess operational situation	1							
I	NTA5.3		Determine and plan actions and operations	1							
I	NTA5.4		Direct, lead, and synchronize forces	1							
I	NTA5.5.5		Perform psychological operations	1					1		
I	NTA5.9		Provide public affairs services	1					1		
I	NTA6.1		Enhance survivability	1							
I	NTA6.1.2		Conduct maritime environmental defense operations	1							
I	NTA6.1.5		Combat terrorism	1							
I	NTA6.11.2		Remove battlespace hazards	1							
I	NTA6.2.1		Evacuate noncombatants from area	2							
I	NTA6.2.2		Perform combat search and rescue	2							
I	NTA6.2.3		Perform search and rescue	2	1						
I	NTA6.2.4		personnel	2	1						
I	NTA6.3		means	1							
I	NTA6.3.1		Protect and secure air, land, and sea lanes of communications in JOA	1							
I	NTA6.3.1.3		Provide harbor defense and port security	1							
I	NTA6.3.2		Conduct military law enforcement support	3				1			
I	NTA6.3.2.1		Manage enemy prisoners of war	1							
I	NTA6.3.2.2		Maintain law and order	1							
I	NTA6.3.2.3		Manage refugees and refugee camps	2				1			
I	NTA6.4		Provide disaster relief	1	1						
J	L072	NT	<u>Disarm police forces and account for weapons, ammunition, and equipment</u>					1			
J	L073	NT	<u>Secure confiscated police weapons and equipment and account for them</u>					1			
J	M01A	NT	<u>Provide training for host nation military forces in Law of Land Warfare</u>	1							
J	M02B3	NT	<u>Disarm belligerent forces</u>	1							

Table D-1. Military Task Summary for Smaller Scale Contingencies (Continued)

A	Task			Frequency by Sector							
B	Number	Code	Military Task	1	2	3	4	5	6	7	8
J	M02B4	NT	<u>Secure confiscated weapons and equipment</u>	1							
J	M02B7	NT	<u>Conduct joint inspections of belligerent forces and facilities</u>	1							
J	M031	NT	<u>Establish and operate observation posts</u>	3							
J	M032	NT	<u>Establish and operate checkpoints</u>	3							
J	M033	NT	<u>sites</u>	3							
J	M19GH1	NT	<u>Produce, store and distribute potable water</u>	1	1						
J	M19GH2	NT	<u>Provide hydrogeological survey</u>	1	1						
J	M19GH3	NT	<u>Provide borehole drilling support</u>	1	1						
J	M19GH4	NT	<u>Provide assessment of surface water sources</u>	1	1						
J	M19GH5	NT	<u>Provide treatment of water</u>	1	1						
J	M19GH6	NT	<u>Collect and store treated water</u>	1	1						
J	M19GH7	NT	<u>facilities</u>	1	1						
J	M19GH8	NT	<u>Assist with collection and processing of waste water</u>	1	1						
J	M19GK1	NT	<u>Conduct site surveys</u>	1	1						
J	M19GK2	NT	<u>Provide technical engineering advise</u>	1	1						
J	M19GK3	NT	<u>Assist with surveys for refugee/displaced persons camp sites</u>	1	1						
J	M19GK4	NT	<u>Clear rubble and debris</u>	1	1						
J	M19GK5	NT	<u>projects</u>	1	1						
J	M19GK6	NT	<u>Assist with emergency horizontal construction projects</u>	1	1						
J	M19GK7	NT	<u>Assist with construction of temporary (< 6 mos) camps</u>	1	1						
J	P09L	NT	<u>Develop military fire prevention programs</u>			1					
J	P09N	NT	<u>Restore military fire fighting capacity</u>			1					
J	R10G	NT	<u>Monitor prisoner exchanges</u>								1
Z			Totals	48	697	128	42	54	41	54	44

APPENDIX E

**WHITE PAPER – CLINTON ADMINISTRATION'S POLICY ON
MANAGING COMPLEX CONTINGENCY OPERATIONS:
PRESIDENTIAL DECISION DIRECTIVE - 56**

WHITE PAPER

The Clinton Administration's Policy on
Managing Complex Contingency Operations:
Presidential Decision Directive - 56

May 1997

WHITE PAPER
The Clinton Administration's Policy
on Managing Complex Contingency Operations:
Presidential Decision Directive - 56
May 1997

Purpose

This White Paper explains key elements of PDD-56, the Clinton Administration's policy on managing complex contingency operations. This unclassified document is promulgated for use by government officials as a handy reference for interagency planning of future complex contingency operations. Also, it is intended for use in U.S. Government professional education institutions, such as the National Defense University and the National Foreign Affairs Training Center, for coursework and exercises on interagency practices and procedures. Regarding this paper's utility as representation of PDD-56, it contains all the key elements of the original PDD that are needed for effective implementation by agency officials. Therefore, wide dissemination of this unclassified White Paper on PDD-56 is encouraged by all agencies of the U.S. Government. Note that while this White Paper explains PDD-56, it does not override the official PDD.

Background

In the wake of the Cold War, attention has focused on a rising number of territorial disputes, armed ethnic conflicts, and civil wars that pose threats to regional and international peace and may be accompanied by natural or manmade disasters which precipitate massive human suffering. We have learned that effective responses to these situations may require multi-dimensional operations composed of such components as political/diplomatic, humanitarian, intelligence, economic development, and security: hence the term complex contingency operations.

PPD-56 defines "complex contingency operations" as peace operations such as the peace accord implementation operation conducted by NATO in Bosnia (1995-present) and the humanitarian intervention in northern Iraq called Operation Provide Comfort (1991); and foreign humanitarian assistance operations, such as Operation Support Hope in central Africa (1994) and Operation Sea Angel in Bangladesh (1991). Unless otherwise directed, PDD-56 does not apply to domestic disaster relief or to relatively routine or small-scale operations, nor to military operations conducted in defense of U.S. citizens, territory, or property, including counter-terrorism and hostage-rescue operations and international armed conflict.

In recent situations as diverse as Haiti, Somalia, Northern Iraq, and the former Yugoslavia, the United States has engaged in complex contingency operations in coalition, either under the auspices of an international or regional organization or in ad hoc, temporary coalitions of like-minded states. While never relinquishing the capability to respond unilaterally, PDD-56 assumes that the U.S. will continue to conduct future operations in coalition whenever possible.

We must also be prepared to manage the humanitarian, economic and political consequences of a technological crisis where chemical, biological, and/or radiological hazards may be present. The occurrence of any one of these dimensions could significantly increase the sensitivity and complexity of a U.S. response to a technological crisis.

In many complex emergencies the appropriate U.S. Government response will incur the involvement of only non-military assets. In some situations, we have learned that military forces can quickly affect the dynamics of the situation and may create the conditions necessary to make significant progress in mitigating or resolving underlying conflict or dispute. However, we have also learned that many aspects of complex emergencies may not be best addressed through military measures. Furthermore, given the level of U.S. interests at stake in most of these situations, we recognize that U.S. forces should not be deployed in an operation indefinitely.

It is essential that the necessary resources be provided to ensure that we are prepared to respond in a robust, effective manner. To foster a durable peace or stability in these situations and to maximize the effect of judicious military deployments, the civilian components of an operation must be integrated closely with the military components.

While agencies of government have developed independent capacities to respond to complex emergencies, military and civilian agencies should operate in a synchronized manner through effective interagency management and the use of special mechanisms to coordinate agency efforts. Integrated planning and effective management of agency operations early on in an operation can avoid delays, reduce pressure on the military to expand its involvement in unplanned ways, and create unity of effort within an operation that is essential for success of the mission.

Intent of PDD-56

The need for complex contingency operations is likely to recur in future years, demanding varying degrees of U.S.

involvement. PDD-56 calls for all U.S. Government agencies to institutionalize what we have learned from our recent experiences and to continue the process of improving the planning and management of complex contingency operations. PDD-56 is designed to ensure that the lessons learned -- including proven planning processes and implementation mechanisms -- will be incorporated into the interagency process on a regular basis. The PDD's intent is to establish these management practices to achieve unity of effort among U.S. Government agencies and international organizations engaged in complex contingency operations. Dedicated mechanisms and integrated planning processes are needed. From our recent experiences, we have learned that these can help to:

- identify appropriate missions and tasks, if any, for U.S. Government agencies in a U.S. Government response;
- develop strategies for early resolution of crises, thereby minimizing the loss of life and establishing the basis for reconciliation and reconstruction;
- accelerate planning and implementation of the civilian aspects of the operation;
- intensify action on critical funding and personnel requirements early on;
- integrate all components of a U.S. response (civilian, military, police, etc.) at the policy level and facilitate the creation of coordination mechanisms at the operational level; and
- rapidly identify issues for senior policy makers and ensure expeditious implementation of decisions.

PDD-56 requires all agencies to review their legislative and budget authorities for supporting complex contingency operations and, where such authorities are inadequate to fund an agency's mission and operations in complex contingencies, propose legislative and budgetary solutions.

Executive Committee

PDD-56 calls upon the Deputies Committee to establish appropriate interagency working groups to assist in policy development, planning, and execution of complex contingency operations. Normally, the Deputies Committee will form an Executive Committee (ExCom) with appropriate membership to supervise the day-to-day management of U.S. participation in a complex contingency operation. The ExCom will bring together representatives of all agencies that might participate in the operation, including those not normally part of the NSC

structure. When this is the case, both the Deputies Committee and the ExCom will normally be augmented by participating agency representatives. In addition, the chair of the ExCom will normally designate an agency to lead a legal and fiscal advisory sub-group, whose role is to consult with the ExCom to ensure that tasks assigned by the ExCom can be performed by the assigned agencies consistent with legal and fiscal authorities. This ExCom approach has proved useful in clarifying agency responsibilities, strengthening agency accountability, ensuring interagency coordination, and developing policy options for consideration by senior policy makers.

The guiding principle behind the ExCom approach to interagency management is the personal accountability of presidential appointees. Members of the ExCom effectively serve as functional managers for specific elements of the U.S. Government response (e.g., refugees, demobilization, elections, economic assistance, police reform, public information, etc.). They implement the strategies agreed to by senior policy makers in the interagency and report to the ExCom and Deputies Committee on any problems or issues that need to be resolved.

In future complex contingency operations to which the United States contributes substantial resources, PDD-56 calls upon the Deputies Committee to establish organizational arrangements akin to those of the ExCom approach.

The Political-Military Implementation Plan

PDD-56 requires that a political-military implementation plan (or "pol-mil plan") be developed as an integrated planning tool for coordinating U.S. government actions in a complex contingency operation. The pol-mil plan will include a comprehensive situation assessment, mission statement, agency objectives, and desired endstate. It will outline an integrated concept of operations to synchronize agency efforts. The plan will identify the primary preparatory issues and tasks for conducting an operation (e.g., congressional consultations, diplomatic efforts, troop recruitment, legal authorities, funding requirements and sources, media coordination, etc.). It will also address major functional tasks (e.g., political mediation/reconciliation, military support, demobilization, humanitarian assistance, police reform, basic public services, economic restoration, human rights monitoring, social development, public information, etc.). (Annex A contains an illustrative outline of a pol-mil plan.)

With the use of the pol-mil plan, the interagency can implement effective management practices, namely, to centralize planning and decentralize execution during the operation. The desired unity of effort among the various agencies that is

created through the use of the pol-mil plan contributes to the overall success of these complex operations.

When a complex contingency operation is contemplated in which the U.S. Government will play a substantial role, PDD-56 calls upon the Deputies Committee to task the development of a pol-mil plan and assign specific responsibilities to the appropriate ExCom officials.

Each ExCom official will be required to develop their respective part of the plan, which will be fully coordinated among all relevant agencies. This development process will be transparent and analytical, resulting in issues being posed to senior policy makers for resolution. Based on the resulting decisions, the plan will be finalized and widely distributed among relevant agencies.

The PDD also requires that the pol-mil plan include demonstrable milestones and measures of success including detailed planning for the transition of the operation to activities which might be performed by a follow-on operation or by the host government. According to the PDD, the pol-mil plan should be updated as the mission progresses to reflect milestones that are (or are not) met and to incorporate changes in the situation on the ground.

Interagency Pol-Mil Plan Rehearsal

A critical aspect of the planning process will be the interagency rehearsal/review of the pol-mil plan. As outlined in the PDD, this activity involves a rehearsal of the plan's main elements, with the appropriate ExCom official presenting the elements for which he or she is responsible. By simultaneously rehearsing/reviewing all elements of the plan, differences over mission objectives, agency responsibilities, timing/synchronization, and resource allocation can be identified and resolved early, preferably before the operation begins. The interagency rehearsal/review also underscores the accountability of each program manager in implementing their assigned area of responsibility. During execution, regular reviews of the plan ensure that milestones are met and that appropriate adjustments are made.

PDD-56 calls upon the Deputies Committee to conduct the interagency rehearsal/review of the pol-mil plan. Supporting agency plans are to be presented by ExCom officials before a complex contingency operation is launched (or as early as possible once the operation begins), before a subsequent critical phase during the operation, as major changes in the mission occur, and prior to an operation's termination.

After-Action Review

After the conclusion of each operation in which this planning process is employed, PDD-56 directs the ExCom to charter an after-action review involving both those who participated in the operation and Government experts who monitored its execution. This comprehensive assessment of interagency performance will include a review of interagency planning and coordination, (both in Washington and in the field), legal and budgetary difficulties encountered, problems in agency execution, as well as proposed solutions, in order to capture lessons learned and to ensure their dissemination to relevant agencies.

Training

The U.S. Government requires the capacity to prepare agency officials for the responsibilities they will be expected to take on in a planning and managing agency efforts in a complex contingency operation. Creating a cadre of professionals familiar with this integrated planning process will improve the USG's ability to manage future operations.

In the interest of advancing the expertise of government officials, agencies are encouraged to disseminate the *Handbook for Interagency Management of Complex Contingency Operations* published by OASD(S&R) Strategy at (703) 614-0421.

With the support of the State and Defense Departments, the PDD requires the NSC to work with the appropriate U.S. Government educational institutions--including the National Defense University, the National Foreign Affairs Training Center and the Army War College--to develop and conduct an interagency training program. This program, which should be held at least annually, will train mid-level managers (Deputy Assistant Secretary level) in the development and implementation of pol-mil plans for complex contingency operations. Those participating should have an opportunity to interact with expert officials from previous operations to learn what has worked in the past. Also, the PDD calls upon appropriate U.S. government educational institutions to explore the appropriate way to incorporate the pol-mil planning process into their curricula.

Agency Review and Implementation

Finally, PDD-56 directs each agency to review the adequacy of their agency's structure, legal authorities, budget levels, personnel system, training, and crisis management procedures to insure that we, as a government, are learning from our experiences with complex contingency operations and institutionalizing the lessons learned.

Annex A: Illustrative Components of a Political-Military Plan for a Complex Contingency Operation

- Situation Assessment. A comprehensive assessment of the situation to clarify essential information that, in the aggregate, provides a multi-dimensional picture of the crisis.
- U.S. Interests. A statement of U.S. interests at stake in the crisis and the requirement to secure those interests.
- Mission Statement. A clear statement of the USG's strategic purpose for the operation and the pol-mil mission.
- Objectives. The key civil-military objectives to be accomplished during the operation.
- Desired Pol-Mil End State. The conditions the operation is intended to create before the operation transitions to a follow-on operation and/or terminates.
- Concept of the Operation. A conceptual description of how the various instruments of USG policy will be integrated to get the job done throughout all phases of the operation.
- Lead Agency Responsibilities. An assignment of responsibilities for participating agencies.
- Transition/Exit Strategy. A strategy that is linked to the realization of the end state described above, requiring the integrated efforts of diplomats, military leaders, and relief officials of the USG and the international community.
- Organizational Concept. A schematic of the various organizational structures of the operation, in Washington and in theater, including a description of the chain of authority and associated reporting channels.
- Preparatory Tasks. A layout of specific tasks to be undertaken before the operation begins (congressional consultations, diplomatic efforts, troop recruitment, legal authorities, funding requirements and sources, media coordination, etc.).
- Functional Tasks / Agency Plans. Key operational and support plans written by USG agencies that pertain to critical parts of the operation (e.g., political mediation/reconciliation, military support, demobilization, humanitarian assistance, police reform, basic public services, economic restoration, human rights monitoring, social development, public information, etc.).

APPENDIX F

**GENERIC POL-MIL PLAN –
AUGUST 1997 AND JUNE 1998**

GENERIC POL-MIL PLAN

August 5, 1997

INTRODUCTION

Overview

This section provides a brief overview on the Pol-Mil Plan:

- why the plan is being written
- what it pertains to
- when it goes into effect
- how the plan is structured
- office with responsibility for authorship

Background on the Complex Contingency

This section introduces the reader to the complex contingency by providing a short summary of the crisis and our strategic purpose in responding to the situation.

1.0 SITUATION ASSESSMENT

This section describes the interagency's assessment of the crisis situation. It identifies essential elements of information that, in the aggregate, constitute a comprehensive assessment of the situation. Its aim is to provide participating agencies with a clear picture of the operating environment. Key sub-paragraphs for the situation assessment include:

1.1 General Situation

Describe the general the nature of the conflict, its origin and history, major participants, causes, issues at stake, forces used and relative power, scope of the conflict, activities of outside actors both friendly and hostile and their interests in the crisis. This paragraph provides a "big picture" perspective of the conflict.

1.2 Military Situation

Discuss the military, para-military, and militia forces operating in the region, size of forces, type of equipment and its capabilities, degree of military discipline and cohesion within each warring faction, military balance, operational military objectives of the factions, types of forces and tactics employed, scope of violence and destruction, degree of political control over military organizations, and extent of arms flows—sources, type and quantity of weapons supplied.

1.3 Humanitarian Situation

Describe recent population movements, location and numbers of refugees and displaced persons, requirements for water, food, sanitation, shelter, medical services, heating supplies, household kits, farm tools, or other humanitarian needs. Assess the potential for outbreaks of disease. Identify threats of ethnic violence and genocide. Discuss current and projected activities of the international relief community in the region. Specify transportation requirements for emergency relief efforts. Identify quick-impact education and training requirements.

1.4 Political Situation

Discuss the nation's internal political situation, nature of the host government, key centers of power, ruling party, opposition parties, points of internal political conflict (wealth, territory, resources, power, ethnic identity, religion, or ideology), intensity of grievances, level of political mobilization and polarization, nature of local government (e.g. clans, tribes, or community groups), status of democratization, degree of ethnic integration and accommodation, level of corruption, and government responsiveness to recent reform initiatives.

1.5 Public Security / Law and Order Situation

Discuss the types of police forces, scale of law and order, degree of political control of police forces, cultural aspects of the legal system, amount of corruption, nature and scope of police violence, nature of criminal activity, quality of the legal system, and nature of human rights practices and treatment of citizens.

1.6 Economic Situation

Discuss the state of the economy, unemployment, distribution of wealth, types of natural resources, principal agricultural commodities, level and nature of production and trade, effect of sanctions (if appropriate), availability of electrical power, quality of the workforce, level of international investment, degree of financial market activity, degree of privatization, support of government bureaucracy to private businesses, effectiveness of the government's domestic business law and judicial system, extent of government graft and corruption in licensing, and quality and effectiveness of government economic policy.

1.7 Socio-Cultural Situation

Discuss the country's culture, traditions, and social institutions that bear on the success of the operation. Highlight religious prohibitions or ethnic dietary restrictions which could affect humanitarian assistance operations. Identify cultural institutions and practices that could be leveraged to facilitate support to the mission—focus on structures of authority in ethnic groups and related institutions. Identify key opinion leaders and their willingness to support operations. Identify broad-based groups of residents at the village, community, and regional level that should be consulted concerning proposed activities.

1.8 Infrastructure and Physical Environment

Describe the potential effects of climate and terrain on the operation. Assess the condition of power generation and transmission systems. Outline the condition of the country's available infrastructure such as airports, roads, communications, utilities etc. For each sea, air, rail, and river port, determine the size and type of vessels to be received and the port's capacity for storage and its related support systems. Specify requirements for additional assets or facilities to conduct anticipated operations.

1.9 Landmine Situation

Determine the extent and nature of the landmine problem in the country. Locate mined areas in the vicinity of key installations and cities. Determine current level of demining capacity. Suggest mine clearance priorities.

1.10 Support of the Host Government

Discuss the level of cooperation by the host government with anticipated operations. Verify that we have negotiated a SOFA for the force. Assess the host government's administrative capacity to provide support the operation. Assess what it would take to gain host nation support and cooperation.

1.11 Support from Neighboring States

Identify the neighboring states and assess each one's willingness to help with ensuring the success of the operation. Determine if they are actively committed to reinforcing the mission including its specified tasks that could include arms control, refugee return, demobilization, elections, sanctions, etc. Verify which neighboring states will (and those that will not) take constructive measures to support the operation.

1.12 Support from Regional and International Organizations

Outline the key regional actors, major powers, international actors, and other participants and their interests. Identify regional alignments with the factions, if any. Assess the unity of purpose among regional states regarding the operation, and consensus within the Security Council.

1.13 Situation on the Current International Presence

State what UN peacekeeping forces, relief operations, or other organizations are operating in the region. Discuss also the activities of private business interests in the area and how those business interests affect the key players in the conflict.

1.14 Suitability of the Framework for Peace/ Agreement/ Settlement

Outline the political framework/ agreement that governs the mission, if one exists. This framework for peace will normally result in a UN Security Council resolution that governs the operation. Such a framework/ agreement/ settlement provides the context in which international mission will operate.

Key factors within the agreement include provisions for an interim system of government, incentives to insure compliance by the parties, mechanisms to resolve disputes, procedures for peaceful change, authority of the UN SRSG or the force commander to take action to interpret and facilitate implementation, and key areas not included in the agreement (economic development, etc).

Assess whether the provisions of the agreement and proposed courses of action reflect (or least do not go against) the history, traditions, culture, and values of the peoples involved.

1.15 Situation on the Consent of the Parties

Identify the parties to the conflict and the degree of consent for supporting the operations of the international force and related civilian activities. Explain why the consent of any one party may be problematic and identify vulnerabilities that could be exploited to ensure its consent is maintained. Assess the perspectives of each of the "warlords" involved in the conflict to identify how they will likely support (or hinder) implementation of key elements of the settlement.

1.16 Summary of the Situation—Immediate Entry Conditions

- Security situation—Stage of fighting, military balance, threats to operations
- Humanitarian situation—population movements, relief requirements and capacity to respond under current threat conditions
- Host nation support, neighboring state support and cooperation among regional actors
- Political intentions of the relevant parties
- Nature of the framework for peace, if appropriate, and consent of the parties

2.0 U.S. INTERESTS, STRATEGIC PURPOSE AND MISSION

This section states the U.S. interests at stake, the overall USG strategic purpose in conducting the intervention, and the pol-mil mission statement for the operation. Since these constitute the foundation of the pol-mil plan, all parts of the plan must be consistent with this section and be judged against it. Therefore, the NSC should obtain interagency consensus on the USG strategic purpose and mission before tasking out other parts of the pol-mil plan.

2.1 U.S. Interests at Stake

State the U.S. interests at stake in the crisis.

2.2 U.S. Strategic Purpose

Identify the U.S. strategic purpose or intent of the anticipated operation—what we hope to accomplish in conducting the operation. The USG's purpose may include any of the following:

- Deter aggression
- Contain the spread of conflict
- Avert or mitigate a humanitarian disaster
- Deter violence and mitigate human suffering
- Assist a government in establishing civil order and justice
- Support and implement a peace settlement
- Restore democratic government

2.3 Mission Statement

Present a clear and concise statement of what type of operation the USG will seek to accomplish and by whom. The mission statement should include:

- Who is conducting the operation
- What type of operation will be conducted
- When mission transition is expected to occur / follow-on activities

2.4 Pol-Mil Objectives and Specified Tasks

List the key objectives to be accomplished by the mission / intervention—these objectives are usually outlined in the Security Council mandate, if one exists. Then, list the specified tasks that the entire mission—both civilian and military components—is expected to accomplish over the duration of the operation. If necessary, state what tasks the operation will not attempt to accomplish.

2.5 Desired Pol-Mil End State

Describe the conditions that mission is supposed to create before the operation transitions to a follow-on operation (e.g., perhaps one led by the UN). These conditions integrate military and civilian dimensions in a manner that describes mission success. In addition, these conditions of the end state should be clear and realistic—for example: "Establish a suitable security environment that permits routine relief operations to be conducted by ..."

Overall, depending on the mandate, the scope of the desired end state could involve several areas—for example, it could include such areas as agreement compliance, territorial unification, military security, civil order and justice, democratization, humanitarian relief, refugee resettlement, demobilization, political cooperation, or economic recovery.

2.6 Transition / Exit Strategy

Describe the transition / exit strategy that is linked to the realization of the conditions for the desired end state described above. Obviously, this strategy is multi-dimensional in character, focusing on tasks needed to be completed for a hand-off of responsibilities

CLASSIFICATION

A transition/ exit strategy requires the integrated efforts of both civilian and military officials within the USG and the international community. An example of the essential components of a transition / exit strategy for the hand-off from and MNF to a follow-on UN mission is outlined below:

Illustrative Components of a Transition Strategy

- **Military Component:** A fast-track force generation effort is required to establish a follow-on peacekeeping force, most likely operating under the authorization of the UN, to maintain security in the region for continued relief operations as outlined above. OSD must identify, in collaboration with DPKO, potential troop contributors for the follow-on mission. State must then work in concert with USUN to recruit troop contributors as soon as possible to allow deployment of a UN Force Headquarters within three months of the MNF's exit—this overlap will enable a period for train-up with MNF command structures. Troop contingents would then arrive on the ground just before the transition target date and begin to assume responsibilities from the MNF. Any pre-deployment training of the follow-on force must be completed during this period.
- **Humanitarian Component:** A concerted diplomatic effort by State, in support of relief operations, is required in the region to ensure security and guarantees for relief organizations to conduct operations freely in the region. Further refugee repatriation will be strongly pursued during the duration of the MNF deployment, and it will continue with even greater emphasis during the six-month or twelve-month period after the employment of the UN follow-on force.
- **Political / Diplomatic Component:** A robust diplomatic effort by State is required to capitalize on initial political agreements by obtaining a long-term, durable political settlement that addresses the underlying causes of the conflict. Efforts to negotiate a long-term settlement should begin during the intervention, but their success is not a necessary condition for redeployment of the MNF operation. State must exploit the momentum generated by international community's humanitarian intervention in order to make progress toward a long-term political resolution that will enhance regional stability.

Management of this transition / exit strategy is an interagency effort. It should be coordinated by an interagency working group, which would advise the Deputies on the status of exit strategy planning and coordination within the USG and at the UN. The interagency working group would be composed of appropriate USG officials having political, humanitarian, military, regional, and UN expertise regarding operations in the region.

3.0 CONCEPT OF OPERATIONS, ORGANIZATION, AND AUTHORITY

This section describes conceptually how the mission will be accomplished--how the various components of USG policy (political, military, humanitarian, etc.) will be integrated to get the job done. Structurally, the concept of operations is a time-phased description of how the operation will unfold. For each phase of the operation, task priorities are identified by component of USG policy. In this way, various U.S. agencies and non-government organizations can understand how their activities merge with other agency activities to accomplish the mission.

3.1 Pol-Mil Concept of Operations

Mission accomplishment usually calls for the timely integration of five dimensions of activity: political/diplomatic activities, military/security activities, humanitarian/refugee & displaced person activities, economic development activities, and information/public affairs activities. The pol-mil concept of operations for the mission typically has six phases, each of which will involve all five dimensions of activity.

- Phase I (Interagency Assessment and Preparation): The initial phase calls for a comprehensive interagency assessment, including deployment of assessment teams to gather information from all sources on the situation. Key agencies prepare appropriate organizations and forces for deployment to the crisis area. Critical task priorities for Phase I are stated by component:
 - Diplomatic Priorities:
 - Military Priorities:
 - Humanitarian Assistance Priorities:
 - Internal Political Priorities:
 - Civil Law and Order / Public Security Priorities:
 - Information/Public Affairs Priorities:
 - Infrastructure and Economic Restoration Priorities:
 - Human Rights and Social Development Priorities:
- Phase II (Rehearsal, Movement, and Force Build-up): This phase calls for multi-agency planning and rehearsals, strategic movement of assets and forces, and the establishment of local security, communications, airheads, logistic bases, and transportation systems in-country and/or in neighboring states. Critical task priorities for Phase II should be stated as was done in Phase I above.
- Phase III (Initial Entry Operations (NEO/ Initial Entry/ Security/ Emergency Relief): This phase may be executed nearly simultaneously with Phase II above, depending on the mission. Include critical task priorities for Phase III as noted in Phase I above.
- Phase IV (Stability and Restoration Operations): This phase constitutes the longest part of the operation. Include critical task priorities for Phase IV as noted in Phase I above.
- Phase V (Mission Transition, Hand-off & Force Drawdown): This phase calls for the transition and hand-off of security responsibilities to a follow-on force or the host government, and then the drawdown of military forces. The hand-off of security responsibilities is event-driven, based on exit criteria for military forces. Include critical task priorities for Phase V as noted in Phase I above.

CLASSIFICATION

- **Phase VI (Post-Conflict Development and End State Sustainment):** This final phase calls for sustaining the end state via activities consistent with long-term US policy in the region. Include critical task priorities for Phase VI as noted in Phase I above.

3.2 Pol-Mil Synchronization Matrix

Summarize in matrix form the key task priorities of each component (as described in Phase I above) and synchronize each component's priorities with the another components' priorities.

3.3 Lead Agency Responsibilities

Define the areas of responsibility to different USG agencies and international organizations based on the concept of operations. These responsibilities are determined through interagency discussions. In some cases, clarify assigned tasks or functions that fall outside an agency's normal area of responsibility.

- 3.3.1 State
- 3.3.2 Defense
- 3.3.3 Justice
- 3.3.4 AID
- 3.3.5 USIA
- 3.3.6 OMB
- 3.3.7 CIA
- 3.3.8 USUN

3.4 Pol-Mil Organizational Concept

Portray the U.S. organization for various components in Washington, DC, and in theater.

3.4.1 Washington Interagency Policy Elements

Executive Committee (ExComm)
Interagency Working Group (IWG)

3.4.2 U.S. Organization in Theater

Senior Steering Group
US Ambassador and the Embassy Staff
CJTF Command and Staff
Coordinating Staff--CMOC

3.5 UN Organization in Theater (if appropriate)

SRSG
Force Commander
CIVPOL Coordinator
Civil Affairs Office
Other key offices, including UNHCR

3.5.1 Military Organization in Theater

3.5.2 Humanitarian Relief Organization in Theater

3.5.3 Economic Development Organization in Theater

3.5.4 Information / Public Affairs Organization in Theater

3.5.5 Coordination Plan (among all components)

3.6 Chain of Authority

Describe the chain of authority and associated reporting channels for the operation.

- 3.4.1 U.S. Chain of Authority
- 3.4.2 United Nations Chain of Authority
- 3.4.3 Authorities of the UN Special Representative of the Secretary-General.

CLASSIFICATION

4.0 PREPARATORY TASKS

This section lays out specific preparatory tasks to be undertaken by the interagency before the operation begins—these include such tasks as advance diplomatic consultations, troop recruitment, verification of legal authorities, funding for the operation, congressional consultations, and U.S. media relations. For each task noted below, there should be a discussion of the facts bearing on successful accomplishment of the task, requirements for action, agency responsibilities, and milestones for implementation. Each sub-section below (4.1, 4.2, etc.) is usually drafted by one agency and coordinated with all other interested agencies.

4.1 Advance Diplomatic Consultations (State)

Outline our strategy for UN consultations, consultations with key regional powers, major powers, and the host government, consultations with regional organizations and supporting international organizations (OSCE, UNHCR, etc.)

4.2 Coalition Leadership (JCS, OSD, USUN and State)

Determine the lead nation for the coalition. Prepare a charter for the Steering Group to provide policy control over coalition operations. Make provisions for both military and civil command and control. Establish coalition planning staffs for both military and civilian activities.

4.3 Troop Recruitment (OSD, State, and USUN)

Determine the coalition force structure and identify force requirements. Identify potential troop contributors. Clarify progress in on-going recruitment efforts. Specify our plan for soliciting participation.

4.4 Legal Authority (All Agencies)

Specify the overall authority for conducting the operation, the key provisions of the mandate, requirements of the peace accord, if appropriate, the U.S. legal authority for providing support to the operation, and the status of SOFA arrangements.

4.5 Funding Requirements and Sources (OMB, State, and OSD):

Discuss the estimated USG cost of the operation, potential USG sources and adequacy of funding, interagency burden sharing—which USG agencies will pay for what, relevant funding authorities, and Congressional actions required for the expenditure of USG funds.

4.6 Financial Donors (State, AID and Treasury):

Determine overall financial requirements and identify potential donors. Establish a fund to receive contributions. Prepare appeals in consultation with relevant parties. Organize donor conferences. Collaborate with UN agencies, Bretton Woods institutions, development banks, NGO's and bilateral donors.

4.7 Congressional Consultations (All Agencies):

Outline the strategy for gaining Congressional support for operation, the requirements for consultation/reporting to Congress, plan for dealing with key Members.

4.8 U.S. Public Relations and Media Affairs (State):

Describe the overall strategy for telling the story, the rules of road for media once operations begin, key themes and critical events, and key media outlets/people.

4.X Other preparatory tasks may be added as appropriate

5.0 MAJOR FUNCTIONAL COMPONENT TASKS

This section provides an inventory of the major functional tasks that could be undertaken as part of the complex contingency operation. Although the content of this section will vary significantly from operation to operation, there are many component tasks which are usually addressed (or are consciously dismissed as not relevant) to an operation. Each sub-section below (5.1, 5.2, etc.) will be tasked to a specific agency for completion in coordination with other interested agencies in the USG.

Functional tasks for a complex contingency operation are designed to address immediate problems that, left unresolved, could lead to the return of fighting. As such, these tasks are distinct from normal development tasks. The overriding criterion for the establishment of priorities is political-military—the establishment and maintenance of peace and security. The set of tasks undertaken for any given situation will vary from operation to operation. This inventory presents a list of tasks that may be undertaken—not all tasks will be applicable to every complex contingency operation. Further aspects of this inventory are highlighted below:

- The selection of tasks to undertake for a particular operation will have to account for the mandate of the mission, the cooperation of the host government and the parties involved, and the resources available.
- This inventory of functional tasks is illustrative rather than comprehensive. The inventory only lists tasks that are usually undertaken as part of a complex contingency operation.
- Effort has been made to list the tasks within each component in some chronological sequence of execution, however, this sequence should not be interpreted rigidly.
- The inventory does not specify which entities within the USG, the United Nations, or other organizations will undertake the task. This needs to be developed as part of the overall pol-mil strategy.

In writing this portion of the Pol-Mil Plan, agencies should follow the general outline below:

- Current situation, operational objectives, and task priorities
- Concept of operations and key milestones
- Authorities/mandates that may apply
- Supporting US agencies involved, their roles/responsibilities
- Local institutions involved and their state of play
- Other international organizations involved and their level of effort
- Unresolved issues, anticipated challenges/difficulties

5.1 Diplomatic Tasks (State, USUN)

- Collaborate with the UN and regional organizations
- Consult with the host nation, other governments, and Friends Groups
- Consult with supporting international organizations
- Mediate and negotiate with the parties of the conflict
- Develop a strategy for dealing with warlords
- Impose or lift sanctions / arms embargo
- Maintain compliance with the Peace Accord milestones and conditions
- Appoint a Special Envoy
- Gain diplomatic recognition of a government

5.2 Military Tasks (OSD, Joint Staff, CIA)

- Assess, train and equip coalition forces
- Conduct military operations to accomplish the mandate
- Provide intelligence support to the operation
- Establish a military observer mission
- Implement a weapons control regime
- Disarm, demobilize, or reduce military units
- Demilitarize a zone or region
- Re-integrate ex-combatants
- Conduct constabulary operations
- Implement confidence-building and security measures
- Professionalize / restructure military forces
- Establish mil-to-mil programs
- Coordinate NATO support to the operation
- Provide security assistance to the host nation
- Conduct transition planning, hand-off, and military drawdown

5.3 Humanitarian Assistance Tasks (State)

- Avoid generation of population movements from home towns
- Provide emergency humanitarian relief—water, food, shelter, medical supplies
- Coordinate non-government and private organization activities
- Organize humanitarian assistance zones or relief areas
- Provide basic training and education in preventive measures
- Restore damaged potable water sources, storage facilities, and distribution systems
- Repair sanitary latrines and capabilities for sewage disposal
- Rehabilitate damaged food production capacities
- Assist in restoring local health delivery services
- Provide special assistance to vulnerable groups
- Repatriate or resettle refugees and displaced persons
- Provide housing and public services for returning people
- Assist in capacity-building for humanitarian assistance
- Organize food-for-work efforts (demining, road repair, security, etc.)
- Pre-position humanitarian relief stocks
- Initiate landmine clearance operations
 - Assess the landmine clearance problem
 - Solicit financial support for landmine operations
 - Create a landmine clearance authority
 - Establish priorities and conduct operations

5.4 Internal Political Tasks (State)

- Establish an effective interim or transition government
- Staff and fund the interim or transition government
- Create consensus-building mechanisms—national commissions, etc.
- Rebuild the government's administrative apparatus
- Establish a mechanism for constitutional reform
- Rebuild the government's civil service
- Restore the government's treasury, banking, and monetary system
- Restore the government's legal framework
- Conduct nation-wide elections
- Train newly-elected political leaders
- Provide advisors to government officials
- Monitor and report on corruption by government officials
- Transfer control of administrative functions to host nation officials
- Monitor government power-sharing arrangements

5.5 Civil Law and Order / Public Security Tasks (State, Justice)

- Reform or disband existing police forces
- Establish a new police force
- Provide equipment and conduct police training for police forces
- Establish a CIVPOL monitor activity
- Recruit qualified civilian police monitors
- Provide advisors to police and criminal justice organizations
- Support the establishment of local police operations
- Provide capabilities to deal with civil disturbances
- Rebuild the criminal justice system
- Assist in establishing humane prison system
- Assist in establishing a legitimate legal system
- Eradicate police corruption
- Support judicial reform and local dispute resolution
- Safeguard government institutions and key leaders

5.6 Public Information and Education Tasks (State, USIA, OSD, Joint Staff)

- Conduct public information (e.g. PSYOPS) operations
- Promote civic education
- Provide unbiased historical information on the conflict
- Sponsor journalist training and professional standards

5.7 Infrastructure and Economic Restoration Tasks (State, AID, Treasury)

- Restore basic public services
- Target emergency assistance such to power generation and transportation systems
- Provide job training and employment for discharged military personnel
- Control further environmental damage
- Reform government energy, farm, and economic policy
- Assist in economic integration and cooperation
- Streamline government administration and licensing
- Eliminate corruption
- Initiate privatization under market economy
- Manage natural resources
- Seek investment capital

5.8 Human Rights and Social Development Tasks (State)

- Remove corrupt and lawless military, police and judicial officials
- Establish a truth commission or international tribunal
- Deploy a human rights monitoring mission
- Initiate an education campaign
- Seek legislation for amnesty of ex-combatants
- Collect information on human rights abuses
- Provide human rights training to military, police and judicial officials
- Monitor human rights practices
- Promote human rights standards
- Conduct war crimes investigations, tribunals, etc.
- Consolidate freedom of expression
- Establish civil affairs operations in local areas
- Assist in capacity-building for social institutions
- Strengthen mechanisms to ensure government accountability

5.X Other functional component areas may be added as appropriate

6.0 AGENCY PLANS

This section contains key operational and support plans written by USG or UN agencies that pertain to critical parts of the operation. For each major activity of the operation, USG agencies will be tasked to write an operational or support plan—note below some of the common operational and support plans required for a complex contingency. NSC will determine, in consultation with an interagency working group, which operational and support plans will be written for the complex contingency operation.

The format for these plans should follow a standard pattern for consistency. Agency plans should at least discuss:

- Purpose of the plan
- Background on how the plan supports the overall operation
- Planning assumptions
- Current situation
- Mission, strategic and operational objectives
- Desired end state and measures of success
- Concept of operations—how the operation will unfold and milestones
- Organizational framework for operations and chain of command
- Responsible US agencies involved and their roles/responsibilities
- Local institutions involved and their roles/responsibilities
- Other international actors/organizations involved
- Specific operational and support coordinating instructions
- Unresolved issues and anticipated challenges/difficulties

The interagency will review or rehearse each of these plans and rehearse execution to identify areas of interdependence between agencies (e.g., AID cannot do x until DoD does y), areas of disagreement (e.g., two agencies each think the other should pay for x), and the degree of consistency between agency plans and the overall pol-mil plan. The interagency review or rehearsal will normally take place off-site at NDU or Carlisle and will include Director-level participation. In addition, a Deputies Committee review of the Pol-Mil plan and supporting agency plans will normally take place prior to commencement of operations.

Depending on mission requirements, here are some common areas that will require an agency plan for a complex contingency operation:

- 6.1 Plan for Military Operations (Joint Staff)
- 6.2 Plan for Humanitarian Relief Operations (AID)
- 6.3 Plan for Demobilization of Forces (OTI)
- 6.4 Plan for Civilian Police Equip and Train (Justice)
- 6.5 Plan for Election Support Activities (State)
- 6.6 Plan for Demining Operations (OSD, State, AID)
- 6.7 Plan for Infrastructure Restoration (AID)
- 6.8 Plan for Refugee Return (State)
- 6.9 Plan for Equipping, Training and Professionalizing (State, OSD, Joint Staff)
- 6.10 Plan for Human Rights (State)
- 6.11 Plan for Information Dissemination (State)

CLASSIFICATION

GENERIC POL-MIL PLAN JUNE 5, 1998

INTRODUCTION

Overview

This section provides a brief overview on the Pol-Mil Plan:

- why the plan is being written
- what it pertains to
- when it goes into effect
- how the plan is structured
- office with responsibility for authorship

Background on the Complex Contingency

This section introduces the reader to the complex contingency by providing a short summary of the crisis, U.S. equities at risk and our strategic purpose in responding to the situation, and the extent and nature of multilateral involvement in the operation.

1.0 SITUATION ASSESSMENT

This section describes the interagency's assessment of the crisis situation. It identifies essential elements of information that, in the aggregate, constitute a comprehensive assessment of the situation. Its aim is to provide participating agencies with a clear picture of the operating environment. Key sub-paragraphs for the situation assessment include:

1.1 General Situation

Present a short history of the conflict--its origin, major participants, causes, issues at stake, forces used and relative power, scope of violence, activities of outside actors both friendly and hostile. Identify regional hegemony, if any, and their participation. Outline U.S. equities at risk. Discuss the extent and nature of current multilateral involvement in the crisis. This paragraph provides a "big picture" perspective of the conflict.

1.2 Political Situation

Discuss the nation's internal political situation, nature of the host government, key centers of power, ruling party, opposition parties, points of internal political conflict (wealth, territory, resources, power, ethnic identity, religion, or ideology), intensity of grievances, level of political mobilization and polarization, nature of local government (e.g. clans, tribes, or community groups), status of democratization, degree of ethnic integration and accommodation, level of corruption, and government responsiveness to recent reform initiatives.

1.3 Military Situation

Discuss the military, para-military, and militia forces operating in the region, size of forces, type of equipment and its capabilities, degree of military discipline and cohesion within each warring faction, military balance, operational military objectives of the factions, types of forces and tactics employed, scope of violence and destruction, degree of political control over military organizations, and extent of arms flows—sources, type and quantity of weapons supplied. Characterize the support of the population's support for the military.

CLASSIFICATION

1.4 Weapons of Mass Destruction Situation

Discuss the types, numbers, and locations of weapons of mass destruction. Assess measures to safeguard their security. Describe recent and expected movements of WMD systems. Determine requirements for neutralizing WMD and their related platforms. Assess the potential for use of WMD during the operation. Outline possible consequences. Identify planning requirements (contamination, humanitarian toll, etc.) for consequent management.

1.5 Humanitarian Situation

Describe recent population movements, location and numbers of refugees and displaced persons. Discuss the level and nature of humanitarian suffering. Explain the distribution of the suffering by region, by class, or by groups. Identify requirements for water, food, sanitation, shelter, medical services, heating supplies, household kits, farm tools, or other humanitarian needs. Assess the potential for outbreaks of disease. Identify the most threatening diseases and the capacity to treat them. Assess stockpiles of urgently needed relief supplies in the region and the capability to get them to affected populations. Discuss current and projected activities of the international relief community in the region. Outline support provided by neighboring states to the operation. Specify transportation requirements for emergency relief efforts. Identify threats of ethnic violence and genocide. Outline any religious or ethnic restrictions or requirements which could affect relief operations. Identify quick-impact education and training requirements.

1.6 Landmine Situation

Determine the extent and nature of the landmine problem in the country. Locate mined areas in the vicinity of key installations and cities. Assess whether mine awareness training is needed. Determine current level of demining capacity. Suggest mine clearance priorities.

1.7 Public Security / Law and Order Situation

State the level of crime, banditry and lawlessness within the country. Assess the threat of bandits and criminal gangs against international operations. Discuss the types of police forces, scale of law and order, degree of political control of police forces, cultural aspects of the legal system, amount of corruption, nature and scope of police violence, effectiveness of courts and administration of justice mechanisms, and nature of human rights practices and treatment of citizens.

1.8 Infrastructure and Physical Environment

Describe the potential effects of climate and terrain on the operation. Discuss the impact of the conflict / natural disaster on the country's physical environment. Assess the condition of power generation and transmission systems. Outline the condition of the country's available infrastructure such as railway systems, airports, roads, bridges, communications, utilities etc. For each sea, air, rail, and river port, determine the size and type of vessels (including containerized cargo) to be received and the port's capacity for storage and its related support systems. Specify requirements for additional assets or facilities to conduct anticipated operations.

1.9 Economic Situation

Discuss the state of the economy, unemployment, distribution of wealth, types of natural resources, principal agricultural commodities, level and nature of production and trade, effect of sanctions (if appropriate), availability of electrical power, quality of the workforce, level of international investment, degree of financial market activity, degree of privatization, support of government bureaucracy to private businesses, effectiveness of the government's domestic business law and judicial system, extent of government graft and corruption in licensing, and quality and effectiveness of government economic policy.

CLASSIFICATION

1.10 Public Information / Communications Situation

Describe the public communications assets within the host country—television, radio, newspapers, etc. Determine who—which faction—controls each of the public information systems. Define the ownership/political orientation of local media and the content of its broadcasts or publication. Judge the impact of on-going media efforts by friendly nations or organizations. Assess the impact of “hate radio” broadcasts. Identify storylines and key points that have impact on the population regarding the operation.

1.11 Socio-Cultural Situation

Discuss the country's culture, traditions, and social institutions that bear on the success of the operation. Highlight religious prohibitions or ethnic dietary restrictions which could affect humanitarian assistance operations. Identify available coping mechanisms used by the population to cope with the crisis environment—extended family, corruption, tribal support & security, migration, etc. Identify cultural institutions and practices that could be leveraged to facilitate support to the mission—focus on structures of authority in ethnic groups and related institutions. Identify key opinion leaders and their willingness to support operations. Identify broad-based groups of residents at the village, community, and regional level that should be consulted concerning proposed activities.

1.12 Support of the Host Government

Discuss the level of cooperation by the host government with anticipated operations. Specify the host government's intent in supporting the operation. Outline what is needed to achieve and maintain host government support. Assess the level of planning and operational capability to deal with both the military and civilian aspects of the operation. Verify that we have negotiated a SOFA for the force. Assess the host government's administrative capacity to provide support the operation. Assess what it would take to gain host nation support and cooperation.

1.13 Support from Neighboring States

Describe neighboring state involvement with the host country. Assess each one's willingness to help with ensuring the success of the operation. Determine if they are actively committed to reinforcing the mission including its specified tasks that could include arms control, refugee return, demobilization, elections, sanctions, basing rights, logistic support, control of hate radio broadcasts, etc. Verify which neighboring states will (and those that will not) take constructive measures to support the operation.

1.14 Support from Regional and International Organizations

Outline the key regional actors, major powers, international actors, and other participants and their interests. Identify regional alignments with the factions, if any. Assess the unity of purpose among regional states regarding the operation, and consensus within the Security Council.

1.15 State of the Current International Presence

List what UN peacekeeping forces, relief operations, or other NGO/PVO activities are operating in the region. Discuss the activities of private international business interests in the area and how those business interests affect the key players in the conflict.

1.16 Situation on the Consent of the Parties

Assess the ripeness of the conflict for resolution. Identify the parties to the conflict and the degree of consent for supporting the operations of the international force and related civilian activities. Explain why the consent of any one party may be problematic and identify vulnerabilities that could be exploited to ensure its consent is maintained. Assess the perspectives of each of the “warlords” involved in the conflict to identify how they will likely support (or hinder) implementation of key elements of the settlement.

CLASSIFICATION

1.17 Suitability of the Framework for Peace/ Agreement/ Settlement

Outline the political framework/ agreement that governs the mission, if one exists. This framework for peace will normally result in a UN Security Council resolution that governs the operation. Such a framework/ agreement/ settlement provides the context in which international mission will operate.

Key factors within the agreement include provisions for an interim system of government, incentives to insure compliance by the parties, mechanisms to resolve disputes, procedures for peaceful change, authority of the UN SRSG or the force commander to take action to interpret and facilitate implementation, and key areas not included in the agreement (economic development, etc).

Assess whether the provisions of the agreement and proposed courses of action reflect (or least do not go against) the history, traditions, culture, and values of the peoples involved.

1.18 Summary of the Situation—Immediate Entry Conditions

- General situation — a short history of the conflict—its origin, major participants, causes, and issues at stake
- Political situation — key leaders, political goals and nature of influence
- Military situation — stage of fighting, military balance, threats to operations
- Humanitarian situation — population movements, relief requirements and capacity to respond under current threat conditions
- Host nation support — extent of political support for the operation and existing capabilities
- Regional support — support by neighboring states, regional hegemony, and regional actors
- Agreement — provisions of the settlement, if appropriate, and consent of the parties

CLASSIFICATION

2.0 U.S. INTERESTS, STRATEGIC PURPOSE AND MISSION

This section states the U.S. interests at stake, the overall USG strategic purpose in conducting the operation, and the pol-mil mission statement. Since these constitute the foundation of the pol-mil plan, all parts of the plan must be consistent with this section and be judged against it. Paragraphs 2.1 through 2.6 are intrinsically linked and must be tightly defined. There should be a top-to-bottom rationale that ties interests, purposes, objectives, and endstate. This rationale calls for continuity among these paragraphs. The NSC should obtain interagency consensus, and at times resolve disagreements, on these issues before tasking out other parts of the pol-mil plan.

2.1 U.S. Interests at Stake

State the U.S. interests at stake (or U.S. equities at risk) in the crisis—regional stability, protection of American citizens, facilities, or other rights, WMD proliferation, criminal activities or terrorism, threats to democratization, trade and market access, access to strategic materials, the human condition and human rights, and/or advancement of American values.

2.2 U.S. Strategic Purpose

Identify the U.S. strategic purpose or intent of the anticipated operation—what we hope to accomplish in conducting the operation. The USG's purpose may include any of the following:

- Deter aggression
- Contain the spread of conflict
- Avert or mitigate a humanitarian disaster
- Deter violence and mitigate human suffering
- Assist a government in establishing civil order and justice
- Support and implement a peace settlement
- Restore democratic government

2.3 Mission Statement

Present a clear and concise statement of what type of operation the USG will seek to accomplish and by whom. The mission statement should include:

- Who is conducting the operation (U.S., UN, NATO, OSCE, or Ad hoc Coalition, etc.)
- What type of operation will be conducted (Relief, Peace Implementation, Deterrence, Enforcement, Post-conflict Peace-building, etc.)
- When mission transition is expected to occur / follow-on activities

2.4 Pol-Mil Objectives and Specified Tasks

List the key objectives to be accomplished by the mission / intervention—these objectives are usually outlined in the Security Council mandate, if one exists. Then, list the specified tasks that the entire mission—both civilian and military components—is expected to accomplish over the duration of the operation. If necessary, state what tasks the operation will not attempt to accomplish.

2.5 Desired Pol-Mil End State

Describe the conditions that mission is supposed to create before the operation transitions to a follow-on operation (e.g., perhaps one led by the UN or an OSCE monitoring mission). These conditions integrate military and civilian dimensions in a manner that describes mission success. In addition, these conditions of the end state should be clear and realistic—for example:

"Establish a suitable security environment that permits relief operations to be conducted by ..."

CLASSIFICATION

The final political arrangement that the parties agree to implement is the key end state. This endstate drives all other conditions, and early attention should be placed on determining the acceptable political arrangement. The central task in many complex contingencies in divided societies is to find an acceptable political framework that will mitigate conflict among ethnic groups / warring factions. The desired political framework, accepted by the parties, should establish institutions and practices that create incentives for warring factions to mediate their differences through legitimate institutions of a democratic state. Or, structure a political system that provides incentives and reward political leaders who moderate divisive ethnic themes and persuade citizens to support moderation, bargaining, and reciprocity among ethnic groups.

Other end state conditions should be stated as specifically as possible. One should be clear as to whether one desires a change in conditions on the ground (e.g. newly elected officials gain control in all provinces) or simply the completion of a task (e.g. complete elections in all the provinces). Either end state condition may be appropriate, depending on how ambitious we want to be in establishing the objectives for the operation.

Overall, depending on the mandate, the scope of the desired end state could involve several areas—for example, it could include such areas as political framework, agreement compliance, territorial unification, military security, civilian police reform, civil order and justice, humanitarian relief, refugee resettlement, demobilization, or economic recovery.

2.6 Transition / Exit Strategy

Describe the transition / exit strategy that is linked to the realization of the conditions for the desired end state described above. Obviously, this strategy is multi-dimensional in character, focusing on tasks needed to be completed for a hand-off of responsibilities. A transition/ exit strategy requires the integrated efforts of both civilian and military officials within the USG and the international community.

Management of a transition / exit strategy is an interagency effort. It should be coordinated by an interagency working group, which would advise the ExComm on the status of exit strategy planning and coordination within the USG and at the UN. The interagency working group would be composed of appropriate USG officials having political, humanitarian, military, regional, and UN expertise regarding operations in the region.

CLASSIFICATION

3.0 CONCEPT OF OPERATIONS, ORGANIZATION, AND AUTHORITY

This section describes conceptually how the mission will be accomplished--how the various components of USG policy (political, military, humanitarian, etc.) will be integrated to get the job done. Structurally, the concept of operations is a time-phased description of how the complex contingency operation will unfold. For each phase of the operation, task priorities are identified by functional component of the operation. In this way, various U.S. agencies and non-government organizations can understand how their priorities merge with those of other agencies to accomplish the mission.

3.1 Pol-Mil Concept of Operations

Mission accomplishment usually calls for the timely integration of several functional dimensions of activity: diplomatic engagement, military security, humanitarian assistance, political reform, and economic transition, among others. The pol-mil concept of operations for the mission typically has several phases, each of which will require priority efforts within many of the functional dimensions as noted below:

- Phase I (Interagency Assessment and Preparation): The initial phase calls for a comprehensive interagency assessment, including deployment of assessment teams to gather information from all sources on the situation. Key agencies prepare appropriate organizations and forces for deployment to the crisis area. Critical functional task priorities for Phase I are stated by mission area (see listing of mission areas in para 5.0):

- Diplomatic Engagement Priorities:
- Military Security and Regional Stability Priorities:
- Humanitarian Assistance Priorities:
- Internal Political Transition Priorities:
- Civil Law and Order / Public Security Priorities:
- Public Diplomacy and Education Priorities:
- Infrastructure Restoration Priorities:
- Economic Restoration and Transformation Priorities:
- Human Rights and Social Reconciliation Priorities:

- Phase II (Rehearsal, Movement, Civilian and Military Activity Build-up): This phase calls for multi-agency planning and rehearsals, strategic movement of assets, forces and civilian activities, and the establishment of local security, communications, airheads, logistic bases, and transportation systems in-country and/or in neighboring states. Critical task priorities for Phase II should be stated as was done in Phase I above.
- Phase III (Initial Civil-Military Entry Operations (NEO/ Initial Entry/ Emergency Relief): This phase may be executed nearly simultaneously with Phase II above, depending on the mission. Include critical task priorities for Phase III as noted in Phase I above.
- Phase IV (Stability, Political Transition, and Restoration Operations): This phase constitutes the longest part of the operation, requiring unity of effort among civilian and military organizations. Include critical task priorities for Phase IV as noted in Phase I above.
- Phase V (Post-conflict Peace-building, Transition & Military Force Drawdown): This phase calls for the continued evolution of the mission's priorities toward civilian implementation, transition and hand-off of security responsibilities to a follow-on force or the host government, and then the drawdown of military forces. The hand-off of security responsibilities is event-driven, based on exit criteria for military forces. Civilian operations continue to function and flourish. Include critical task priorities for Phase V.

CLASSIFICATION

- **Phase VI (End State Sustainment):** This final phase calls for sustaining the end state via activities consistent with long-term U.S. policy in the region. Include critical task priorities for Phase VI as noted in Phase I above.

3.2 Pol-Mil Synchronization Matrix

Summarize in matrix form the key task priorities of each component (as described in Phase I above) and synchronize each component's priorities with the another components' priorities.

3.3 Lead Agency Responsibilities

Define the areas of responsibility to different USG agencies and international organizations based on the concept of operations. These responsibilities are determined though interagency discussions. In some cases, clarify assigned tasks or functions that fall outside an agency's normal area of responsibility.

- 3.3.1 State
- 3.3.2 USUN
- 3.3.3 Defense
- 3.3.4 Joint Staff
- 3.3.5 USAID
- 3.3.6 Justice
- 3.3.7 USIA
- 3.3.8 Treasury
- 3.3.9 CIA
- 3.3.10 OMB

3.4 Pol-Mil Organizational Concept: Portray the U.S. organization for various components in Washington, DC, and in theater.

- 3.4.1 **Washington Interagency Policy Elements**
 - Executive Committee (ExComm)
 - Interagency Working Group (IWG)

- 3.4.2 **U.S. Organization in Theater**
 - Senior Steering Group
 - US Ambassador and the Embassy Staff
 - CJTF Command and Staff
 - Coordinating Staff—CMOC

3.5 UN (or NATO, OSCE, Coalition MNF, etc.) Organization in Theater (if appropriate)

- SRSG
- Force Commander
- CIVPOL Coordinator
- Civil Affairs Office
- Other key offices, including UNHCR
- 3.5.1 **Military Organization in Theater**
- 3.5.2 **Humanitarian Relief Organization in Theater**
- 3.5.3 **Economic Development Organization in Theater**
- 3.5.4 **Information / Public Affairs Organization in Theater**
- 3.5.5 **Coordination Plan (among all components)**

3.6 Chain of Authority

Describe the chain of authority and associated reporting channels for the operation.

- 3.6.1 **U.S. Chain of Authority**
- 3.6.2 **UN (or NATO, OSCE, Coalition MNF, etc.) Chain of Authority**
- 3.6.3 **Authorities of the UN Special Representative of the Secretary-General.**

CLASSIFICATION

4.0 PREPARATORY TASKS

This section lays out specific preparatory tasks to be undertaken by the interagency before the operation begins--these include such tasks as advance diplomatic consultations, troop recruitment, verification of legal authorities, funding for the operation, congressional consultations, and U.S. media relations. For each task noted below, there should be a discussion of the facts bearing on successful accomplishment of the task, requirements for action, agency responsibilities, and milestones for implementation. Each sub-section below (4.1, 4.2, etc.) is usually drafted by one agency and coordinated with all other interested agencies.

4.1 Advance Diplomatic Consultations (State)

Outline our strategy for UN consultations, consultations with key regional powers, major powers, and the host government, consultations with regional organizations and supporting international organizations (OSCE, UNHCR, etc.)

4.2 Coalition Leadership (JCS, OSD, USUN and State)

Determine the lead nation for the coalition. Prepare a charter for the Steering Group to provide policy control over coalition operations. Make provisions for both military and civil command and control. Establish coalition planning staffs for both military and civilian activities.

4.3 Troop Recruitment (OSD, State, and USUN)

Determine the coalition force structure and identify force requirements. Identify potential troop contributors. Clarify progress in on-going recruitment efforts. Specify our plan for soliciting participation.

4.4 Legal Authority (All Agencies)

Specify the overall authority for conducting the operation, the key provisions of the mandate, requirements of the peace accord, if appropriate, the U.S. legal authority for providing support to the operation, and the status of SOFA arrangements.

4.5 Funding Requirements and Sources (OMB, State, and OSD):

Discuss the estimated USG cost of the operation, potential USG sources and adequacy of funding, interagency burden sharing--which USG agencies will pay for what, relevant funding authorities, and Congressional actions required for the expenditure of USG funds.

4.6 Financial Donors (State, AID and Treasury):

Determine overall financial requirements and identify potential donors. Establish a fund to receive contributions. Prepare appeals in consultation with relevant parties. Organize donor conferences. Collaborate with UN agencies, international financial institutions (IMF, World Bank, etc.), development banks, NGO's and bilateral donors.

4.7 Congressional Consultations (All Agencies):

Outline the strategy for gaining Congressional support for operation, the requirements for consultation/reporting to Congress, plan for dealing with key Members.

4.8 U.S. Public Relations and Media Affairs (State):

Describe the overall strategy for telling the story, the rules of road for media once operations begin, key themes and critical events, and key media outlets/people.

4.X Other preparatory tasks may be added as appropriate

CLASSIFICATION

5.0 MAJOR MISSION AREA TASKS

This section provides an inventory of the major mission area tasks that could be undertaken as part of the complex contingency operation. Although the content of this section will vary significantly from operation to operation, there are many mission area tasks which are usually addressed (or are consciously dismissed as not relevant) to an operation. Each sub-section below (5.1, 5.2, etc.) will be tasked to a specific agency for completion in coordination with other interested agencies in the USG.

Mission area tasks for a complex contingency operation are designed to address immediate problems that, left unresolved, could lead to the return of fighting. As such, mission area tasks are distinct from normal, long-term development tasks. The overriding criterion for the establishment of task priorities is political-military, consistent with the USG strategic purpose and mission as outlined in paragraph 2.0 above. This criterion offers a useful way of deciding whether, for example, an admirable humanitarian project fits in with the USG purpose and mission of the operation.

The set of mission area tasks undertaken for any given situation will vary from operation to operation. This inventory presents a list of tasks that may be undertaken—not all tasks will be applicable to every complex contingency operation. Further aspects of this inventory are highlighted below:

- The selection of mission area tasks undertaken for a particular operation will have to account for the USG strategic purpose and mission, cooperation of the host government and the parties involved, and the resources available.
- This inventory of mission area tasks is illustrative rather than comprehensive. The inventory only lists tasks that are usually undertaken as part of a complex contingency operation. Accordingly, it can be used as a menu of potential tasks, based on lesson learned, to spur agency planners to consider the range of likely tasks appropriate for a given operation.
- Effort has been made to list sub-tasks within each mission area in some chronological sequence of execution, however, this sequence should not be interpreted rigidly.
- The inventory does not specify which entities within the USG, the United Nations, NATO, OSCE, or OAU, ASEAN, or other organizations will undertake the task. This needs to be developed as part of the overall pol-mil strategy.

In writing this portion of the Pol-Mil Plan, agencies should follow the general outline below:

- Current situation, operational objectives, and task priorities
- Concept of operations and key milestones
- Authorities/mandates that may apply
- Supporting US agencies involved, their roles/responsibilities
- Local institutions involved and their state of play
- Other international organizations involved and their level of effort
- Unresolved issues, anticipated challenges/difficulties

Note that each sub-task listed below under the various major mission areas does not identify the entity that will organize and implement the action, but rather only identifies the sub-task using an action verb. The agency planner must assess the situation and make a determination of the entity which is best able to perform the task, such as the USG, the UN, an NGO, the host nation, or a regional organization, among others.

CLASSIFICATION

5.1 Diplomatic Engagement Tasks (State, USUN, OSD)

- Consult with the host nation and Friends Groups
- Consult with regional powers and neighboring states
- Collaborate with the UN and regional organizations (OAU, EU, ASEAN, etc.)
- Consult with supporting international organizations (UNHCR, Red Cross)
- Appoint a special envoy
- Support mediation efforts / negotiations with the parties of the conflict
- Develop a strategy for dealing with strongmen or de facto leaders
- Formulate resolutions for collective action
- Collaborate with troop contributing nations
- Impose or lift sanctions / arms embargo
- Maintain compliance with the Peace Accord milestones and conditions
- Gain diplomatic recognition of a government

5.2 Military Security and Regional Stability Tasks (OSD, Joint Staff, CIA)

- Deter hostilities and armed attacks
- Assess, train and equip coalition forces
- Conduct military operations to accomplish the mandate
- Provide intelligence support to the operation
- Establish a military observer mission
- Implement a weapons control regime
- Disarm, demobilize, or reduce military units
- Demilitarize a zone or region
- Re-integrate ex-combatants
- Conduct constabulary operations
- Implement confidence-building and security measures
- Professionalize / restructure military forces
- Establish mil-to-mil programs
- Coordinate NATO support to the operation
- Provide security assistance to the host nation
- Conduct transition planning, hand-off, and military drawdown
- Develop U.S. position on compensation / payments for collateral damage
- Establish a foundation for post-conflict regional stability

5.3 WMD Control / Consequence Management (OSD, Joint Staff, State, DSWA)

- Prevent the sale, transfer, or migration of WMD systems and technical knowledge
- Control / neutralize / remove WMD threat and capabilities
- Safeguard / secure / dismantle WMD research personnel, records, facilities, etc
- Conduct consequence management contingencies

5.4 Humanitarian Assistance Tasks (State, AID, OFDA, OSD)

Humanitarian Relief

- Pre-position humanitarian relief stocks
- Provide emergency humanitarian relief—water, food, shelter, medical supplies
- Organize humanitarian assistance zones or relief areas
- Coordinate non-government and private organization activities
- Restore damaged potable water sources, storage facilities, and distribution systems
- Repair sanitary latrines and capabilities for sewage disposal
- Assist in restoring local health delivery services
- Rehabilitate damaged food production capacities
- Provide special assistance to vulnerable groups
- Provide basic training and education in preventive measures

CLASSIFICATION

Refugees

- Avoid generation of population movements from home towns
- Repatriate or resettle refugees and displaced persons
- Provide housing and public services for returning people
- Organize food-for-work efforts (demining, road repair, security, etc.)

Demining Operations

- Assess landmine clearance problem
- Assess the landmine clearance problem
- Solicit financial support for landmine operations
- Create a landmine clearance authority and conduct operations
- Organize mine awareness training

5.5 Internal Political Transition Tasks (State)

- Conceptualize a workable political framework for the peace process
- Encourage adoption of effective power-sharing arrangements
- Release and assist political prisoners
- Create confidence-building measures among warring factions
- Foster the establishment of an effective interim or transition government
- Develop staffing and funding for the interim or transition government
- Create consensus-building mechanisms—national commissions, etc.
- Assist in restoring the government's administrative apparatus
- Develop a political action plan for collaboration on functions for civil administration
- Assist in the conduct nation-wide free and fair elections
- Assist in informing and educating newly-elected political leaders
- Offer advisory assistance to government officials
- Monitor and report on corruption by government officials
- Transfer control of administrative functions from UN to host nation officials

5.6 Civil Law and Order / Public Security Tasks (State, Justice)

- Reform or disband existing police forces
- Establish a new police force
- Provide equipment and conduct police training for police forces
- Establish a CIVPOL monitor activity
- Recruit qualified civilian police monitors
- Provide advisors to police and criminal justice organizations
- Support the establishment of local police operations
- Provide capabilities to deal with civil disturbances
- Rebuild the criminal justice system
- Assist in establishing humane prison system
- Assist in establishing a legitimate legal system
- Eradicate police corruption
- Support judicial reform and local dispute resolution
- Combat organized international crime activity and corruption
- Safeguard government institutions and key leaders

5.7 Infrastructure Restoration Tasks (State, USAID)

- Reconstitute energy supplies and restore basic services
- Rehabilitate agricultural capacity
- Restore facilities for power generation and transmission. Fuse power grids
- Repair transportation facilities and systems
- Restore communications systems
- Advise on planning for mineral and industrial production revitalization
- Advise on natural resource management
- Monitor environmental damage controls

CLASSIFICATION

5.8 Economic Restoration / Transformation Tasks (State, AID, Treasury)

- Restore opportunities for employment and private home ownership
- Provide job training and employment for discharged military personnel
- Assist in economic integration and cooperation
- Streamline government administration and licensing
- Eliminate corruption
- Initiate privatization under market economy
- Monitor natural resource management
- Mobilize domestic and foreign investment capital

5.9 Public Diplomacy and Education Tasks (State, USIA, OSD, Joint Staff)

- Conduct public diplomacy (e.g. PSYOPS) operations
- Conduct public opinion research
- Assist in establishing open broadcast networks
- Discourage "hate radio" broadcasts
- Promote understanding of civic values, rule of law, and citizen responsibilities
- Provide unbiased historical information on the conflict
- Sponsor journalist training and professional standards
- Conduct public education and media training programs

5.10 Human Rights and Social Reconciliation Tasks (State)

- Establish civil affairs operations in local areas
- Assist in capacity-building for social institutions
- Arrange for travel and reunion of families
- Seek removal of corrupt and lawless military, police and judicial officials
- Consult on appointing a UN Special Reporter to advise on human rights matters
- Assist in establishing a truth commission or international tribunal
- Seek the deployment of a human rights monitoring mission
- Collect information on human rights abuses
- Provide human rights training to military, police and judicial officials
- Monitor human rights practices and promote human rights standards
- Conduct war crimes investigations, tribunals, etc.
- Seek legislation for amnesty of ex-combatants
- Search for evidence of missing persons
- Consolidate freedom of expression
- Strengthen mechanisms to ensure government accountability

5.X Other functional component areas may be added as appropriate

CLASSIFICATION

6.0 AGENCY PLANS

This section contains key agency plans written by USG or UN agencies that pertain to critical parts of the operation. For each critical sub-task of the operation, the ExComm will task USG agencies to write an agency operational or support plan for implementation—note below some of the common operational and support plans required for a complex contingency. The ExComm determine, in consultation with NSC staff, which agency plans will be written for the complex contingency operation.

The format for these plans should follow a standard pattern for consistency. Agency plans should at least discuss:

- Purpose of the plan
- Background on how the plan supports the overall operation
- Planning assumptions
- Current situation
- Mission, strategic and operational objectives
- Desired end state and measures of success
- Concept of operations—how the operation will unfold and milestones
- Organizational framework for operations and chain of command
- Responsible US agencies involved and their roles/responsibilities
- Local institutions involved and their roles/responsibilities
- Other international actors/organizations involved
- Specific operational and support coordinating instructions
- Unresolved issues and anticipated challenges/difficulties

The interagency (usually the ExComm) will review or rehearse each of these plans to identify areas of interdependence between agencies (e.g., AID cannot do x until DoD does y), areas of disagreement (e.g., two agencies each think the other should pay for x), and the degree of consistency between agency plans and the overall pol-mil plan. The interagency review or rehearsal will normally take place off-site at NDU or Carlisle and will include Director-level participation or higher. In addition, the Deputies Committee will review the Pol-Mil plan and supporting agency plans prior to commencement of operations.

Depending on mission requirements, here are some common major mission areas that will require an agency plan for a complex contingency operation:

- 6.1 Plan for Military Operations (Joint Staff)
- 6.2 Plan for Humanitarian Relief Operations (AID)
- 6.3 Plan for Demobilization of Forces (OTT)
- 6.4 Plan for Civilian Police Equip and Train (State, Justice)
- 6.5 Plan for Election Support Activities (State)
- 6.6 Plan for Demining Operations (OSD, State, AID)
- 6.7 Plan for Infrastructure Restoration (AID)
- 6.8 Plan for Refugee Return (State)
- 6.9 Plan for Professionalizing Armed Forces (Joint Staff)
- 6.10 Plan for Human Rights (State)
- 6.11 Plan for Public Diplomacy (USIA)

APPENDIX G

PRELIMINARY ASSESSMENT OF THE CIVIL DIMENSION (DRAFT)

PRELIMINARY ASSESSMENT OF THE CIVIL DIMENSION

DRAFT

August 29, 1997 Version

PRELIMINARY ASSESSMENT OF THE CIVIL DIMENSION

DRAFT

CONTENTS

1. INTRODUCTION	1-1
2. HOW TO USE CHECKLIST	2-1
2.1 Steps in Using the Interagency Checklist of Essential Services	2-1
2.2 Interagency Checklist of Essential Services Item Explanation Summary	2-1
3. INTERAGENCY CHECKLIST OF ESSENTIAL SERVICES	3-1
3.1 Overall Summary	3-1
3.2 Summary Status Of Services	3-2
3.3 Checklist By Functional Area/Systems	3-4
APPENDIX A: Notional Local Government Agencies/Organizations	A-1
APPENDIX B: United Nations (UN) Organizations	B-1
APPENDIX C: International Organizations (IO)	C-1
APPENDIX D: U.S. Government (USG) Organizations	D-1
APPENDIX E: Other Participating Countries	F-1
APPENDIX F: Private Sector	II-1

Prepared by the

Changes and comments should be forwarded to:

DRAFT

DRAFT

2. USE OF THE INTERAGENCY CHECKLIST OF ESSENTIAL SERVICES

A critical lesson learned in a number of post conflict transitions, including Operation JUST CAUSE, is that there is an absolute requirement to articulate political-military strategic objectives in terms of clearly defined end states. Additionally, until U. S. government civilian agencies develop the ability to conceive strategy in terms of ends, ways and means, U.S. military forces will take America's strategic lead. U. S. unity of effort in civil military operations is only attained if civilian agencies are included in contingency planning and actively participate in the operational and even tactical aspects of the effort.¹ Also, CMO success will be limited if key organizations are composed solely of military personnel and there is an absence of an effective U. S. State Department-led interagency task force. A further disclaimer is that any preliminary assessment of the civil dimension needed to bring about the desired end-states of self-dependency and reconstruction of a nation after a military conflict or disaster could not be effectively accomplished without completion of the political-military objectives.

It is assumed that the Interagency Checklist that follows would be used as a tool to assist in post conflict planning with U.S. military and civilian governments, international or non-governmental, United Nations and/or private sector organizations. The checklist

¹ LTC John T. Finkel, USAR, "The Fog of Peace: Planning and Executing the Restoration of Panama" (Carlisle Barracks: United States Army Strategic Studies Institute), 1992, pp. vii-ix.

is best used by knowledgeable people from the civilian and military communities in a collaborative effort. It should not be considered the end planning product, merely an initial or intermediate tool to help both the military and civilian people grasp the scope of what lays ahead

Use the checklist to provide an early assessment of where attention and priorities should lie for immediate, medium-term and long-term solutions. The order of the "Service/Systems" within the Checklist do not necessarily represent an order of priority or of which service/systems needs to be performed first. The assessment process steps, as described below in Section 2.1, should provide the user this information.

Use the checklist to establish military to civilian authority turnover criteria for each service/system.

DRAFT

2.1 Steps in Using the Interagency Checklist of Essential Services

1. Review "Service/Systems" within each functional category in the Checklist of Essential Services that begins on Page 3-3. This is not necessarily a complete list, nor should it be considered applicable in all instances. The objective of this review is to be sure that nothing obvious is missing, particularly for a particular transition scenario. Add service/systems as necessary.
2. Make an assessment of the service/systems status, whether it be Functional, Marginal, Non-functional or Unknown. If status is expected to be degraded on entry of U.S. or UN forces or on transition to host nation administration, then also indicate expected status (e.g., "Functional/Non-functional")
3. In the "ESSENTIAL" column, make an assessment of whether the service/systems are essential for military operations (M), Essential to meet military objectives (MO), essential to sustain military force (MS), or essential for humanitarian purposes (H), essential for the governing of the country (G), or (D), essential for the developing country. Enter all appropriate code letters.
4. Assess the MINIMUM STANDARDS by entering a brief description of the minimum conditions necessary to be achieved for the service to be considered *adequate*. This step is particularly important for the success of the assessment process.
5. The next assessment columns to be completed are the USG LEAD and MIL, AST, since in post conflict planning

- these groups are usually the first groups that would logically want to pass off services and systems after political objectives/end states have been defined and a measure of security has been or will be established. If the Checklist is being initially worked by some other groups such as IO, then these columns would be completed.
6. IIN would be completed for the host nation ministry or agency responsible for providing or regulating the service/systems. In this case, it is assumed that post conflict transition services and systems are being planned or affected to a nation that shares these objectives, hence the IIN moniker.
 7. NGOs interested in restoring the service/systems would be noted here. Where possible, abbreviations such as those listed in Appendices C and E should be used.
 8. Completion of the SUMMARY STATUS BY SERVICE in Section 3.2 provides an overview of progress. SATisfactory, MARGINAL, or UNSATisfactory assessment would be subjective, based on service/system reaching desired end-state.
 9. Completion of the OVERALL SUMMARY in Section 3.1 is optional but can be useful for high-level tracking of progress.

DRAFT

DRAFT

PRELIMINARY ASSESSMENT OF THE CIVIL DIMENSION

2.2 Interagency Checklist Essential Services Item Explanation Summary

Checklist Item	Explanation
STATUS:	Indicate current status as Functional, Marginal, Non-functional or Unknown. If status is expected to be degraded on entry of U.S. or UN forces or on transition to host nation administration, then also indicate expected status (e.g., "Functional/Non-functional")
ESSENTIAL:	M = Essential for military operations MO = Essential to meet military objectives MS = Essential to sustain military force H = Essential for humanitarian purposes G = Essential for the governing of the country D = Essential for developmental purposes Enter all appropriate code letters
MINIMUM STANDARDS:	Enter brief description of the minimum conditions necessary to be achieved for the service to be considered adequate.
IIN:	The host nation Ministry or agency responsible for providing or regulating the service or system
UN/IO:	The UN organization or International Organization that is responsible for restoring the service. If more than one organization is involved, list all with the lead organization listed first.
NGO:	NGOs interested in restoring the service or system
USG LEAD:	The U.S. Government agency with functional lead oversight for the service or system.
MIL ASST:	Indicate if military assistance is required.

DRAFT

DRAFT

3. INTERAGENCY CHECKLIST OF ESSENTIAL SERVICES

3.1 OVERALL SUMMARY

TOTAL SERVICES IDENTIFIED:

--

Considered Essential² Requiring Restoration³

Services Essential For Military Operations:

Services Essential For Humanitarian Purposes:

Services Essential For Governance:

Services Essential For Development Purposes:

TOTAL ESSENTIAL SERVICES:

² Some services are essential for more than one purpose. Total eliminates duplication.
³ Requires further review by originating agency and Interagency before determining if service requires restoration.

3.2 SUMMARY STATUS BY SERVICE

FUNCTIONAL AREA	STATUS			PARTICIPANTS				
	SAT	MARGINAL	UNSAT	HN	IO	USG LEAD	NGO	MIL. ASSIST
1. GOVERNANCE: Public Administration								
2. GOVERNANCE: Political Processes & Institutions								
3. GOVERNANCE: Elections								
4. SOCIAL, CULTURAL & INFORMATION INSTITUTIONS: Information Institutions								
5. SOCIAL, CULTURAL & INFORMATION INSTITUTIONS: Cultural Institutions								
6. SECURITY: Public Safety								
7. SECURITY: Demobilization & Reconstitution of Security Forces								
8. SECURITY: Legal								
9. SECURITY: Emergency Management								
10. SECURITY: Property Control								
11. HUMANITARIAN: Public Health								
12. HUMANITARIAN: Public Welfare								
13. ECONOMIC: Production & Marketing								
14. ECONOMIC: Economics & Commerce								
15. ECONOMIC: Labor								
16. GOVERNANCE: Public Finance								

DRAFT

PRELIMINARY ASSESSMENT OF THE CIVIL DIMENSION

DRAFT

3.2 SUMMARY STATUS BY SERVICE						
FUNCTIONAL AREA	STATUS			PARTICIPANTS		
	SAT	MARGINAL	UNSAT	IIN	IO	USG LEAD
17. INFRASTRUCTURE: Public Utilities						
18. INFRASTRUCTURE: Public works						
19. INFRASTRUCTURE: Transportation						
20. SOCIAL, CULTURAL & INFORMATION: Public/Private Education						
21. INFRASTRUCTURE: Telecommunications/Public communications						
22. (spare)						

OVERALL STATUS:

☐ Satisfactory
 ☐ Marginal
 ☐ Unsatisfactory

DRAFT

DRAFT

3.3 INTERAGENCY CHECKLIST OF ESSENTIAL SERVICES

1. GOVERNANCE: Public Administration							
SERVICE/SYSTEM	STATUS	ESSENTIAL	MINIMUM STANDARD	HN	IO	USG LEAD	MIL ASST
National executive branch system							
National legislative branch system							
Ministries							
Regional and local government systems							
Legislative and local government elections planning							
Legislative and local government elections preparation							
Legislative and local government elections conduction assistance							
Legislative and local government elections post election support							

OVERALL STATUS: ☐ Satisfactory ☐ Marginal ☐ Unsatisfactory

DRAFT

PRELIMINARY ASSESSMENT OF THE CIVIL DIMENSION

DRAFT

2. GOVERNANCE: Political Processes & Institutions								
SERVICE/SYSTEM	STATUS	ESSENTIAL	MINIMUM STANDARD	HN	IO	USG LEAD	NGO	MIL ASST
Political party development								
Interest group development systems								

OVERALL STATUS: ☐ Satisfactory ☐ Marginal ☐ Unsatisfactory

DRAFT

PRELIMINARY ASSESSMENT OF THE CIVIL DIMENSION

DRAFT

3. GOVERNANCE: Elections									
SERVICE/SYSTEM	STATUS	ESSENTIAL	MINIMUM STANDARD	HN	IO	USG LEAD	NGO	MIL ASST	
Legislative and local government elections planning									
Legislative and local government elections preparation									
Legislative and local government elections conduct assistance									
Legislative and local government elections post election support									

OVERALL STATUS: ☐ Satisfactory ☐ Marginal ☐ Unsatisfactory

DRAFT

PRELIMINARY ASSESSMENT OF THE CIVIL DIMENSION

DRAFT

4. SOCIAL, CULTURAL AND INFORMATION INSTITUTIONS: Information Institutions							
SERVICE/SYSTEM	STATUS	ESSENTIAL	MINIMUM STANDARD	HN	IO	USG LEAD	MIL. ASST
Counter disinformation systems							
USC/IIIN information coordination							
Newspapers and other print media							
IIIN radio systems							
NII television systems							
NII government information system							
Censorship and libel laws							
Cable systems							
Internet systems							
Private broadcasting systems							

OVERALL STATUS: ☐ Satisfactory ☐ Marginal ☐ Unsatisfactory

DRAFT

DRAFT

5. SOCIAL, CULTURAL AND INFORMATION INSTITUTIONS: Cultural Institutions								
SERVICE/SYSTEM	STATUS	ESSENTIAL	MINIMUM STANDARD	HN	IO	USG LEAD	NGO	MIL ASST
Recreational systems (Soccer teams & fields)								
Art and cultural institutions								
Religious institutions								

OVERALL STATUS:

☐ Satisfactory ☐ Marginal ☐ Unsatisfactory

DRAFT

PRELIMINARY ASSESSMENT OF THE CIVIL DIMENSION

DRAFT

6. SECURITY: Public Safety								
SERVICE/SYSTEM	STATUS	ESSENTIAL	MINIMUM STANDARD	IIN	IO	USG LEAD	NGO	MIL ASST
Police management and administration systems (recruiting, ongoing training, identification, communications and maintenance, police reform)								
Police enforcement (criminal, civil, disorder, disaster control, riot control)								
Police protection (patrols, traffic control, foreign residents, human rights)								
Police investigative systems								
Border control systems								
Immigration systems								
Customs systems								
Protection of critical facilities (food distribution points, power plants)								
Penal holding systems (prisons and jails)								
Penal transition systems (work camps, half-way, parole)								
Penal movement systems (prisoner transportation, fugitive retrieval)								
Fire prevention systems (administration, recruiting, training)								
Fire code standards system (management and administration, risk								

DRAFT

DRAFT

PRELIMINARY ASSESSMENT OF THE CIVIL DIMENSION

6. SECURITY: Public Safety							
SERVICE/SYSTEM	STATUS	ESSENTIAL	MINIMUM STANDARD	HN	IO	USG LEAD	NGO MIL ASST
assessment/inspections, enforcement)							
Fire fighting systems (communications equipment maintenance, riot control and disaster assistance)							
Arson and other investigations							
Explosive Ordnance Disposal (EOD) & demining							
Protection of foreign residents							
Protection of human rights							

OVERALL STATUS: ☐ Satisfactory ☐ Marginal ☐ Unsatisfactory

DRAFT

PRELIMINARY ASSESSMENT OF THE CIVIL DIMENSION

DRAFT

7. SECURITY: Demobilization & Reconstitution of Security Forces								
SERVICE/SYSTEM	STATUS	ESSENTIAL	MINIMUM STANDARD	HN	ID	USG LEAD	NGO	MIL. ASST
Demobilization of IIN military members and paramilitary groups (to include weapons control and retraining systems)								
Reconstitution of military forces								
Training of new police forces								
Establishing Police Monitor Training Facility								
Reintegration of demobilized personnel into civil sector (to include local armed forces)								

OVERALL STATUS: ☐ Satisfactory ☐ Marginal ☐ Unsatisfactory

DRAFT

PRELIMINARY ASSESSMENT OF THE CIVIL DIMENSION

DRAFT

8. SECURITY: Legal							
SERVICE/SYSTEM	STATUS	ESSENTIAL	MINIMUM STANDARD	HN	IO	USG LEAD	MIL. ASST
Criminal court system							
Civil court system							
System for implementing and publicizing laws and ordinances							
Judicial administrative system							
Appeals review system/issuance of pardons							

OVERALL STATUS: ☐ Satisfactory ☐ Marginal ☐ Unsatisfactory

DRAFT

PRELIMINARY ASSESSMENT OF THE CIVIL DIMENSION

DRAFT

9. SECURITY: Emergency Management								
SERVICE/SYSTEM	STATUS	ESSENTIAL	MINIMUM STANDARD	IIN	IO	USG LEAD	NGO	MIL. ASST
Emergency warning and rapid reaction systems								
Emergency evacuation and treatment								
Post-disaster recovery System								
Pre-disaster planning Systems								
Emergency management structure including evacuation routes and shelters								
Coordination with public safety								
Coordination with FOD								

OVERALL STATUS: ☐ Satisfactory ☐ Marginal ☐ Unsatisfactory

DRAFT

PRELIMINARY ASSESSMENT OF THE CIVIL DIMENSION

DRAFT

10. SECURITY: Property Control									
SERVICE/SYSTEM	STATUS	ESSENTIAL	MINIMUM STANDARD	HN	IO	USC LEAD	NGO	MIL ASST	
Ownership system for real property									
Ownership system for personal property									
Systems for expropriation of real/personal property									
Privatization policy development									
Historic symbols and artifacts protection system (archives)									
Public records and protection systems									

OVERALL STATUS: ☐ Satisfactory ☐ Marginal ☐ Unsatisfactory

DRAFT

PRELIMINARY ASSESSMENT OF THE CIVIL DIMENSION

DRAFT

11. HUMANITARIAN: Public Health									
SERVICE/SYSTEM	STATUS	ESSENTIAL	MINIMUM STANDARD	HN	IO	USG LEAD	NGO	MIL ASST	
Public health policy reform systems									
Emergency medical systems									
Integration of local military medical structure									
Hospitals									
Graves registration and morgue systems									
Doctors and other health professionals									
Drug supplies and distribution systems									
Non-drug medical supplies and distribution systems									
Medical waste disposal									
Vector control systems									
Carrage disposal system									
Sanitation system									
Veterinarian systems									

OVERALL STATUS: ☐ Satisfactory ☐ Marginal ☐ Unsatisfactory

DRAFT

DRAFT

PRELIMINARY ASSESSMENT OF THE CIVIL DIMENSION

12. HUMANITARIAN: Public Welfare									
SERVICE/SYSTEM	STATUS	ESSENTIAL	MINIMUM STANDARD	HN	IO	USG LEAD	NGO	MIL ASST	
Assistance to the poor									
Emergency relief system									
Orphanages									
Care for the aged and handicapped									
Psychological assistance									
Care & relocation of refugees									
Care & relocation of displaced persons									
Management and distribution of relief supplies									

OVERALL STATUS: ☐ Satisfactory ☐ Marginal ☐ Unsatisfactory

DRAFT

DRAFT

13. ECONOMICS: Production and Marketing							
SERVICE/SYSTEM	STATUS	ESSENTIAL	MINIMUM STANDARD	HN	IO	USG LEAD	NGO
Production systems							
Storage and processing systems							
Distribution systems							
Acquisition systems							
Production excesses and shortages systems							
Retail sales systems							
Inspection systems (animal and agricultural)							

OVERALL STATUS: ☐ Satisfactory ☐ Marginal ☐ Unsatisfactory

14. ECONOMICS: Economics And Commerce							
SERVICE/SYSTEM	STATUS	ESSENTIAL	MINIMUM STANDARD	HN	ID	USD LEAD	MIL ASST
Commercial sector							
Industrial sector							
Micro-economic development/village-level systems							
Counter inflation systems							
Rationing systems							
Foreign trade system							

OVERALL STATUS: ☐ Satisfactory ☐ Marginal ☐ Unsatisfactory

DRAFT

15. ECONOMICS: Labor							
SERVICE/SYSTEM	STATUS	ESSENTIAL	MINIMUM STANDARD	HN	ID	USG LEAD	MIL ASST
Employment systems							
Unemployment systems							
Employee services benefits, social insurance							
Management-labor dispute resolution systems							
Wage and business standards system							
Worker safety programs							

OVERALL STATUS: ☐ Satisfactory ☐ Marginal ☐ Unsatisfactory

PRELIMINARY ASSESSMENT OF THE CIVIL DIMENSION

DRAFT

16. GOVERNANCE: Public Finance							
SERVICE/SYSTEM	STATUS	ESSENTIAL	MINIMUM STANDARD	HN	IO	USD LEAD	MIL ASST
Monetary system							
Currency system							
Government taxes and revenue collection							
Government Budget							
Private financial institutions							
Foreign currency exchanges							
Pay of IIN civil employees and military forces							

OVERALL STATUS: ☐ Satisfactory ☐ Marginal ☐ Unsatisfactory

DRAFT

PRELIMINARY ASSESSMENT OF THE CIVIL DIMENSION

DRAFT

17. INFRASTRUCTURE: Public Utilities								
SERVICE/SYSTEM	STATUS	ESSENTIAL	MINIMUM STANDARD	HN	IO	USC LEAD	NGO	MIL ASST
Power systems (to include rural systems and portable generators)								
Water systems								
Gas systems								
Heating systems (to include geo-thermal)								
Sewage systems								
Storm drainage systems								

OVERALL STATUS: ☐ Satisfactory ☐ Marginal ☐ Unsatisfactory

DRAFT

DRAFT

18. INFRASTRUCTURE/ Public Works									
SERVICE/SYSTEM	STATUS	ESSENTIAL	MINIMUM STANDARD	HN	ID	USG LEAD	NGO	MIL ASST	
Roads and streets									
Bridges									
Port facilities									
Airport terminals									
Railroad terminals									
Dams									
Mass housing									

OVERALL STATUS: ☐ Satisfactory ☐ Marginal ☐ Unsatisfactory

DRAFT

PRELIMINARY ASSESSMENT OF THE CIVIL DIMENSION

DRAFT

19. INFRASTRUCTURE: Transportation									
SERVICE/SYSTEM	STATUS	ESSENTIAL	MINIMUM STANDARD	HN	IO	USG LEAD	NGO	MIL ASST	
Ports and water transportation									
Rails systems									
Inter-city road network									
Bus systems									
Municipal road network									
Air systems									
Pipelines									
Travel support systems									
Intermodal transfer systems									

OVERALL STATUS: ☐ Satisfactory ☐ Marginal ☐ Unsatisfactory

DRAFT

DRAFT

20. SOCIAL, CULTURAL AND INFORMATION INSTITUTIONS: Public/Private Education									
SERVICE/SYSTEM	STATUS	ESSENTIAL	MINIMUM STANDARD	HN	IO	USG LEAD	NGO	MIL ASST	
Education reform systems									
Public school system									
Private school system									
Adult education system									
Training program systems (including VOTEC, professional)									
Foreign exchange student programs									
University-level education systems									

OVERALL STATUS: ☐ Satisfactory ☐ Marginal ☐ Unsatisfactory

DRAFT

PRELIMINARY ASSESSMENT OF THE CIVIL DIMENSION

DRAFT

21. INFRASTRUCTURE: Telecommunications/Public Communications									
SERVICE/SYSTEM	STATUS	ESSENTIAL	MINIMUM STANDARD	HN	IO	USC LEAD	NGO	MIL ASST	
Telephone systems (point to point and cellular)									
Telegraph system									
Telecommunication system									
Broadcasting system									
Postal system									
Agency/laws governing communications systems (including rights to private access)									

OVERALL STATUS: ☐ Satisfactory ☐ Marginal ☐ Unsatisfactory

DRAFT

DRAFT

[illegible]

OVERALL STATUS: ☐ Satisfactory ☐ Marginal ☐ Unsatisfactory

APPENDIX H

**GUIDELINES FOR THE MOBILIZATION, DEPLOYMENT, AND
EMPLOYMENT OF U.S. GOVERNMENT AGENCIES IN
RESPONSE TO A COMPLEX CONTINGENCY OPERATION IN
ACCORDANCE WITH PRESIDENTIAL DECISION DIRECTIVE 56**

**GUIDELINES FOR THE MOBILIZATION, DEPLOYMENT,
AND EMPLOYMENT OF U.S. GOVERNMENT AGENCIES
IN RESPONSE TO A COMPLEX CONTINGENCY OPERATION IN
ACCORDANCE WITH PRESIDENTIAL DECISION DIRECTIVE 56**

(SHORT TITLE: "PDD-56 GUIDELINES")

I. Policy Guidance

A. These guidelines are formulated to facilitate operational level, interagency coordination, planning, and execution of complex contingency operations. They are meant to assist the on-scene coordinator/leader (OSC/L) integrate all components of a US response. The following guidelines serve as coordinating measures within the framework of Presidential Decision Directive 56, Managing Complex Contingency Operations, and are designed to enhance the capability of the U.S. Government (USG) to effectively address and respond to potential or actual complex contingency operations which occur beyond the territory of the United States.

II. Crisis Management Role of the U.S. Government in Complex Contingency Operations

A. When recommended by the Executive Committee (ExCom) and as directed by the Deputies Committee, a Multi-Agency Support Team (MAST) will deploy in response to a complex contingency. The MAST is a task organized inter-USG team designed to assist the designated OSC/L by conducting liaison, providing expert advice, and any other tasks as directed by the OSC/L during the coordination, planning, and execution phases of a complex contingency operation. Each agency element of the MAST will be responsible for that organization's portion of the Politico-Military Plan (policy perspective). The MAST will provide expertise in the capabilities of supporting agencies and coordination to ensure follow-on response of assets. The MAST will reflect the composition of the ExCom and its agency representation. The US OSC/L shall request additional specific agency personnel and support as determined by his assessment of the resources required to accomplish his mission. When appropriate, the MAST shall include modules for specific types of incidents, such as refugee control, humanitarian relief, disaster relief, evacuation, and the presence of chemical, biological and/or radiological hazards.

B. Organizations supporting the MAST (as specified herein) shall be responsible for identifying and training personnel to serve on the MAST, for acquiring interoperable equipment necessary to support the agency's personnel

DRAFT

01/27/98

when working on the MAST, and for establishing communications, command, and control procedures necessary to ensure that agency personnel supporting the MAST will be able to be contacted and report to a designated location within four hours of a call-up once the ExCom formally directs the MAST to be constituted. Each agency supporting the MAST shall be responsible for funding its individual MAST-related personnel and operating costs, including equipment, travel and per diem expenses, for both actual operations and training exercises.

C. The MAST Team Leader will coordinate with MAST agencies the requirements for airlift of basic and follow-on MAST resources and, as necessary, will request airlift support through the appropriate crisis lead agency/department.

D. Crisis management entails the process of identifying, acquiring, and planning the use of resources needed to anticipate, prevent, and/or resolve a crisis. The U.S. Government's crisis management response to a complex contingency operation incorporates and emphasizes prevention, crisis mitigation efforts, and actual response to crisis when deemed appropriate. The procedures laid out in PDD-56 shall be followed.

III. Procedures for Deployment of Federal Resources to a Complex Contingency Operation

A. The US OSC/L will conduct and coordinate the USG response to a complex contingency operation. When the OSC/L believes it necessary to request MAST assistance, the request shall be made through the agency chain-of-command of the OSC/L to activate the MAST. Additionally, the Deputies Committee (DC) of the National Security Council can activate the MAST through the ExCom. The final decision to activate the MAST shall be made by the DC.

B. After receiving approval to deploy the MAST, the Chairman of the ExCom will then advise the Executive Secretary of the NSC to notify (orally and in writing) the Executive Secretary of each affected agency of the requirement to support the MAST pursuant to PDD-56. DOD will follow established deployment order procedures and DOD chain of command for activating DOD personnel assigned to the MAST. The ExCom will establish a time to mobilize after coordination with the US OSC/L.

C. In the event the ExCom or the US OSC/L determines there is a need for the deployment of additional MAST resources following the initial deployment, the Chairman of the ExCom shall request the Deputies Committee for approval to notify each affected agency.

DRAFT

IV. Role and Response Capability of the MAST

A. The primary organizations participating in the MAST will usually include the Department of State, Department of Defense, Department of Transportation, Department of Justice, , Director of Central Intelligence, Department of Agriculture, Department of Health and Human Services, Department of Commerce, Department of Energy, Environmental Protection Agency, Federal Emergency Management Agency (FEMA) and others as required.

B. The MAST, upon arrival in the crisis area, will report to the OSC/L for direction. The OSC/L will determine how and to what extent the MAST will be incorporated into the existing on-scene crisis management structure. If the OSC/L designation shifts from one agency to another during the course of the operation, the MAST will report to the new OSC/L.

C. The President will determine which agency shall be the lead agency. The lead agency will provide the OSC/L. The leader of the MAST should normally be from the organization identified as lead agent for a given complex contingency. The ExCom will nominate, and the DC will approve the MAST leader.

D. The MAST will be staffed and organized to provide the designated OSC/L with expert advice in interagency crisis management assistance. The MAST's primary charter is to provide connectivity to other government agencies for further assistance and expertise.

V. Responsibility of the MAST Team Leader

A. The MAST Team Leader (MTL) is designated by ExCom after approval by the Deputies Committee. The MTL is primarily responsible for providing the OSC/L advice concerning USG capabilities in resolving complex contingency operations.

B. Upon arrival at a crisis location, the MAST, in coordination with and as approved by the OSC/L, conducts an initial situation assessment, develops appropriate courses of action, makes predictions, and provides the on-scene commander with recommendations. The MTL coordinates this process and thereafter facilitates the implementation of the OSC/L selected courses of action through specific taskings, using his team's connectivity with the larger interagency. The MTL ensures a collaborative effort among the MAST components in a manner consistent with the OSC/L intent and guidance.

C. The MTL supervises the timely analysis and evaluation of the changing situation. The MTL ensures that information is disseminated appropriately and that decision makers receive critical information on a timely

basis. He also resolves issues within the MAST and ensures effective communications and coordination with the OSC/L. The MTL implements required changes within the MAST to achieve the most efficient and effective team possible.

VI. Expertise of the MAST for Complex Contingency Operations

A. Each agency noted below will provide experts as required by the ExCom with the Deputies Committee approval. The MAST may be very small (3-5 individuals) or very large (30-50) depending on the size of the crisis, the needs in theater, and the direction of the Deputies Committee and the ExCom. The designated MTL may modify, add, or delete the responsibilities of individual team members as required.

B. Department of State.

1. Country expertise/Linguistic support
2. Diplomatic Clearance
3. Evacuation Priorities
4. International Coordination
5. Negotiations
6. US Agency for International Development
7. Office of US Foreign Disaster Assistance/Disaster Assistance Response Teams
8. Refugee processing

C. Department of Defense.

1. Intelligence Support
2. Information Management

D. Department of Transportation.

1. Maritime safety
2. Rescue at sea

E. Department of Justice

1. Migrant processing
2. Immigration
3. Criminal activity

F. Director for Central Intelligence

1. Intelligence support
2. Information management

G. Department of Agriculture

1. Emergency Food Supplies

H. Department of Health and Human Services

1. Disease Control
2. Medical and Nutritional Support

I. Department of Energy

1. Energy issues
2. Nuclear concerns

K. Department of Commerce

1. Business and Trade issues

L. Department of the Treasury

1. Customs
2. VIP Protection

M. FEMA

1. Disaster Relief

DRAFT

01/27/98

VII. International Organizations (IOs), Non-Governmental Organizations (NGOs) and Private Voluntary Organizations (PVOs)

A. At the request of the OSC/L, the MTL, or the Deputies Committee, International Organizations (e.g. UN High Commission on Refugees), individual NGOs (e.g. International Organization for Migration, Doctors without Borders) and PVOs (e.g. International Red Cross, Catholic Relief Services) can be invited to participate at their own expense in the MAST.

B. Their participation may be volunteered or may be solicited, depending on the point in the crisis when it becomes apparent there is a significant role for their organization to play.

VIII. MAST Training and Exercise Program

A. The Department of Defense and the Department of State will be responsible for coordinating MAST training in association with the primary participating MAST agencies.

B. The MAST will be included in on-going USG crisis management training exercises.

C. Specific training needs can be identified by any agency involved in the MAST, and forwarded concurrently to the Department of Defense and Department of State as co-lead for training and exercise of the MAST for incorporation in the MAST training cycle.

DRAFT

REPORT DOCUMENTATION PAGE			Form Approved OMB No. 0704-0188	
Public reporting burden for this collection of information is estimated to average 1 hour per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Send comments regarding this burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden, to Washington Headquarters Services, Directorate for Information Operations and Reports, 1215 Jefferson Davis Highway, Suite 1204, Arlington, VA 22202-4302, and to the Office of Management and Budget, Paperwork Reduction Project (0704-0188), Washington, DC 20503.				
1. AGENCY USE ONLY (Leave blank)		2. REPORT DATE August 1999	3. REPORT TYPE AND DATES COVERED Final; Jan. - Aug. 1998	
4. TITLE AND SUBTITLE The United States' Military Role in Smaller-Scale Contingencies			5. FUNDING NUMBERS DASW01-98-C-0067, OUSD(A) Task no. BA-9-1567	
6. AUTHOR(S) A. Martin Lidy, Samuel H. Packer				
7. PERFORMING ORGANIZATION NAME(S) AND ADDRESS(ES) Institute for Defense Analyses 1801 N. Beauregard St. Alexandria, VA 22311-1772			8. PERFORMING ORGANIZATION REPORT NUMBER IDA Document D-2166	
9. SPONSORING/MONITORING AGENCY NAME(S) AND ADDRESS(ES) Mr. Milton Tulkoff, Director, Regional Assessments and Modeling Division Office of the Secretary of Defense (PA&E) The Pentagon, Room 2C270 Washington, D.C. 20310			10. SPONSORING/MONITORING AGENCY REPORT NUMBER	
11. SUPPLEMENTARY NOTES				
12a. DISTRIBUTION/AVAILABILITY STATEMENT Approved for public release; distribution unlimited. Directorate for Freedom of Information and Security Review, 10 February 1999.			12b. DISTRIBUTION CODE	
13. ABSTRACT (Maximum 200 words) This paper establishes a comprehensive framework of civilian and military tasks that must be performed during smaller-scale contingencies. The framework is based on the sectors and agency responsibilities established in Presidential Decision Directive 56 (PDD-56) for complex contingencies. The framework, however, is more inclusive and accommodates the full range of missions envisioned in current doctrine for military operations other than war. It also identifies the military tasks in support of the non-military sectors which civilian interagency participants (U.S. government and other allies) typically lead in smaller-scale contingencies. The paper recommends review of the sector tasks by the U.S. Government agencies assigned responsibilities by PDD-56 and the large number of other PDDs that address several of the smaller-scale contingencies as stovepipes. The paper also recommends review of the changes and additions to military and appropriate adjustments to the universal task list and Service task list.				
14. SUBJECT TERMS Smaller-Scale Contingencies, Military Operations Other Than War, Universal Joint Task List, Interagency Operations, Joint and Combined Operations, Presidential Decision Directive 56, Military Tasks			15. NUMBER OF PAGES 312	
			16. PRICE CODE	
17. SECURITY CLASSIFICATION OF REPORT Unclassified	18. SECURITY CLASSIFICATION OF THIS PAGE Unclassified	19. SECURITY CLASSIFICATION OF ABSTRACT Unclassified	20. LIMITATION OF ABSTRACT Unlimited	