DEPARTMENT OF DEFENSE
WASHINGTON, D.C. 20318
4 March 2005

ANNEX F TO THE NATIONAL MILITARY STRATEGIC PLAN FOR THE WAR ON TERRORISM (U)

PUBLIC AFFAIRS (U)

(U) References:
a. DoD Directive 5230.9, Clearance of DoD Information for Public Release, 9 Apr 96 (U)
b. DoD Directive 5400.13, Joint Public Affairs Operations, 9 Jan 96 (U)
c. DoD Instruction 5400.14, Procedures for Joint Public Affairs Operations, 22 Jan 96 (U)
d. DoD Instruction 5405.3, Development of Proposed Public Affairs Guidance (PPAG), 5 Apr 91 (U)
e. Joint Pub 3-61, Doctrine for Public Affairs in Joint Operations, 14 May 97 (U)

1. (U) Public Affairs Objectives.

a. (U) Communicate to internal, national and international audiences the DoD and U.S. military role in defeating terrorism and protecting the U.S. homeland, personnel and interests abroad.

2. (U) Situation.

a. (U) General. This annex provides guidance, concept of operations, and coordinating instructions for comprehensive Public Affairs (PA) activities.

Per Joint Publication 3-61 "Doctrine for Public Affairs for Joint Operations," joint PA operations should not focus on directing or manipulating public actions or opinion. They are designed to provide a timely flow of accurate information to both external and internal publics.

b. (U) Enemy. Enemy forces and others hostile to U.S. and coalition interests will attempt to mold U.S. and foreign public opinion through propaganda, disinformation and fictionalized reporting to recruit terrorists, discredit the United States and its allies, and create opposition to GWOT operations.

c. (U) Friendly.

(1) (U) The Office of the Assistant Secretary of Defense for Public Affairs (OASD/PA).

(a) (U) Coordinates all military PA activities at the national level and at the seat of government, including deployment of the DoD National Media pool, if used.

(b) (U) Approves combatant commander's proposed public affairs guidance, coordinating with the Office of the Joint Chiefs of Staff/Public Affairs on all operational matters and other agencies as appropriate.

(c) (U) Provides release authority instructions in a timely manner to the supported combatant commander and other supporting commands.

(d) (U) Provides supported combatant commander and other participating commands with ongoing changes to approved public affairs guidance (PAG) as well as message feedback on operational coverage by major U.S. media.

(e) (U) When required, ensures PA matters originating outside the area of responsibility are coordinated with the supported combatant commander' s PA.

(f) (U) Ensures national and international media organizations are informed in advance of accreditation requirements such as dress, inoculations, and passport/visa requirements.

(2) (U) Assistant Secretary of State for Public Affairs provides overall diplomatic public affairs guidance; coordinates PA actions affecting other countries and international organizations involved in GWOT operations; is the seat of government agency for release of diplomatic information related to operations conducted under this plan and if needed, will provided assistance to the supported combatant commander to assist in interagency/host nation coordination of PA matters.

(3) (U) U.S. military PA actions will be done in collaboration with appropriate coalition PA programs to ensure common objectives are achieved.

d. (U) Assumptions.

(1) (U) The GWOT has no definitive end date, nor an easily defined battlefield. It will therefore persist intermittently across the spectrum of operations from low-intensity conflicts to specific engagement operations to humanitarian-oriented and HD-supported missions. Overarching messages must be broad to encompass the scope of the GWOT and flexible over time.

(2) (U) Because the GWOT includes all instruments of national power -- of which the military is only one -- other agency involvement in planning, intelligence sharing and execution should be expected. Similarly, those agencies may also call upon the military for assistance with operations in their realm such as HS.

(3) (U) Logistically, the military is often the first on-scene in locations around the world, not only for direct military operations but also for operations other than war. It is therefore imperative that military Public Affairs themes and messages reflect and support public diplomacy initiatives in the GWOT.

(4) (U) Public Affairs strategy should reinforce DoD legitimacy and commitment to the GWOT. This includes countering adversary disinformation and claims of unnecessary or intentional civilian casualties and collateral damage caused by the U.S. military. Such counters are messages that include, but are not limited to: 1) communicating DoD resolve, 2) emphasizing the right to self-defense, 3) DoD actions are legitimate, 4) the benefits of DoD actions, 5) DoD adherence to the Law of Armed Conflict, 6) the authority granted U.S. and coalition forces under UN Security Resolutions, and 7) the depredations the adversary effects.

(5) (U) Military actions taken by U.S. and coalition forces will attract major international media and public attention in proportion to their significance.

(6) (U) Commanders at all levels can expect that News Media Representatives (NMRs) will wish to have the opportunity to observe actual military operations as they happen.

(a) (U) In general, the objective is to treat reporters as members of participating units, allowing them to accompany and move with units as much as possible without recklessly exposing them to hostile fire. The personal safety of correspondents should not be a reason for excluding them from combat areas.

(b) (U) NMRs should be given access to operational combat missions, including mission preparation and debriefing, whenever possible to enhance their coverage and understanding of the operation. Embedding of media must be coordinated with the respective Combatant Command and should be the norm.

(c) (U) Public Affairs officers seeking to embed NMRs with certain units, such as Special Operations Forces, must ensure both the NMRs and the units

are appropriately briefed and that there may be more stringent and lengthy embargo rules and restrictions on release of information.

3. (U) Mission.

a. (U) Keep the U.S. and international public and internal audiences informed to the maximum extent possible, with operational security and troop safety, of the DoD and military role in defeating terrorism.

b. (U) Provide PA support to the commanders.

c. (U) Counter enemy propaganda efforts to discredit U.S. military efforts by providing the news media with appropriate access to unclassified, timely, factual and accurate accounts of the operation.

4. (U) Execution.

a. (U) Concept for Strategic Public Affairs. Strategic Public Affairs will support the execution of the global war on terrorism through integrated, coordinated, and synchronized applications that span the full spectrum of the public information environment. These applications will be in accordance with DoD Principles for News Media Coverage of Military Operations and dissemination of information to the American public. Commanders will provide maximum media access possible and disseminate the maximum amount of the most accurate information possible consistent with mission parameters.

b. (U) Public Affairs activities for specific operations within the GWOT will be carried out in coordination with OSD, OCJCS, DOS, coalition and host national representatives in the respective areas of operations. Public Affairs operations complement all operational stages and should be coordinated through OCJCS/PA to OSD (PA) for final approval.

c. (U) Commanders should:

(1) (U) Organize for and facilitate access of national and international media to U.S. forces, including those engaged in ground operations. The goal is to get the story right from the start and not days or weeks into the operation.

(2) (U) Plan to dedicate lift and logistical support to move PA and media personnel as well as media products to and from the battlefield.

(3) (U) Put mechanisms and processes in place for the rapid dissemination of weapons systems video, ISR footage, and operational combat camera footage

before coalition forces move. Authority for declassification and release of these products will be delegated to the lowest possible level. Commanders should approach these decisions with a "why not" rather than a "why?" question. Operational planning should incorporate and support these efforts and include a push/pull mechanism to make the products readily available to a wider DoD audience for eventual use in a variety of public communication activities. These plans should also support the expeditious movement of media products that tell the DoD story - both good news and bad - from the front lines. The goal for moving both media products and images should be minutes or hours, not days.

d. (U) The GWOT has found unique ways to use Special Operations Forces (SOF). Every effort should be made to incorporate these principles when planning special operations. Special PA guidance and systems should be put into place for special operations efforts prior to every operation.

(1) (U) Due to the "snatch and catch" nature of the GWOT, Public Affairs efforts must focus on exploiting individual successes to the greatest extent possible without endangering future operational security.

(2) (U) OASD/PA and OCJCS/PA will provide overall Public Affairs policy and guidance and operational planning assistance.

5. (U) Coordinating Instructions.

a. (U) Command Relationships. Public affairs offices and elements at all levels are authorized and encouraged to communicate directly with each other and share products. Such communication and complementary effort does not substitute for required coordination, and should not be used in any situation where it would interfere with the responsibility and authority of a commander or disrupt the chain of command.

b. (U) Coordination for Release of Information.

(1) (U) Operations that capture or kill senior al Qa'ida leadership will be critical to the importance of the war effort. Release of information regarding these operations may be made from the seat of government or by the host nation where capture occurred, or host nation if a coalition partner is the lead in the operation. PA plans must be fully coordinated with all agencies involved. Release of any related information will be coordinated and approved by OASD/PA.

(2) (U) Military commands will release information about operations in coordination with OASD/PA.

(3) (U) After initial announcement, OASD/PA will delegate release authority to relevant command level.

(4) (U) The rapid release of cleared information will complement kinetic operations and must not be hindered. Careful security at the source should be practiced to ensure a wide variety of operational products are available to help tell the story.

6. (U) Administration and Logistics (refer to Annex D).

7. (U) Command and Signal (refer to Annex J).

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