

Australian Military Force Projection in the late 1980s and the  
1990s:  
What Happened and Why

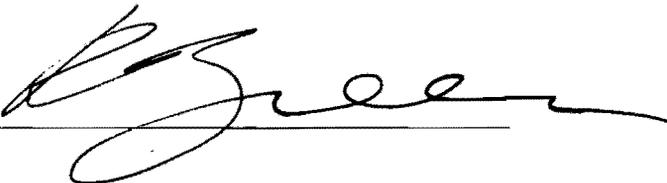
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at the Australian National University, 2006



I hereby declare that this submission is my own work and that, to the best of my knowledge and belief, it contains no material previously published or written by another person, or material which to a substantial extent has been accepted for the award of any other degree or diploma of a university or the institute of higher learning, except where due acknowledgement is made in the text of the thesis.

Signed: \_\_\_\_\_

A handwritten signature in black ink, appearing to read 'R. Breen', written over a horizontal line.

Robert John Breen

3<sup>rd</sup>  
May 2006

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## Abstract

The purpose of this thesis is to examine Australian's proficiency in military force projection in the late 1980s and the 1990s. It concentrates on the operational and tactical levels of command. It is a critique. The following table summarises ten enabling functions of force projection and their supporting elements:

<b>No</b>	<b>Function</b>	<b>Elements</b>
1.	Generic Preparation	Military capability that is made up of force structure, readiness, mobilisation and sustainability
2.	Command	Command, control, communications and computer systems
3.	Specific Preparation	Concentration of force elements in mounting or home bases, reconnaissance, reinforcement, training, administration and issue of weapons, equipment and stocks
4.	Deployment	Concentration of personnel and matériel, loading, movement of force elements to area of operations and, best effect arrival and pre-positioning
5.	Protection	Intelligence, surveillance, contingency rehearsal and rapid response
6.	Employment	Conduct of operations that may include maintaining deterrent presence, manoeuvre and application of lethal force
7.	Sustainment	Planning and carrying out the movement of supplies and maintenance of forces through a supply chain
8.	Rotation	Reinforcement, relief, resting, retraining, re-equipping and redeployment of force elements
9.	Redeployment	Protected movement to specified locations, normally home bases
10.	Reconstitution	Return to required level of military capability

Australia depended on allies from 1885 until 1985. When they were not in a position to help, Australia struggled with the enabling functions of force projection. These deficiencies increased risk at tactical tipping points in New Guinea in 1942 and in Vietnam in 1966. These were short periods when the outcomes of tactical contests had strategic consequences for Australia. Both times, Australian troops prevailed against the odds, saving Australia from political embarrassment.

After 1972, Australia's strategic emphasis moved towards self-reliant defence and joint operations. By this time, the media had begun broadcasting military operations to a worldwide audience for interpretation by scores of commentators. Media representatives and their images and stories created news from tactical setbacks

that would have gone unnoticed in earlier times. This magnification and analysis increased the political and strategic consequences if all did not go well at the frontline.

Australia did not learn from the contests of 1942 and 1966, or subsequently. In 1987, risks emerged during a force projection to the waters off Fiji. Deficiencies were again evident in 1989 during the planning and preparation of forces for service in Namibia as well as during Exercise *Kangaroo 89*. Operations in Somalia in 1993, Rwanda in 1994, Bougainville in 1994 and 1997, as well as in East Timor in 1999, exposed persistent problems with preparation and deployment as well as force command, protection and sustainment. The origins of some problems were in the conduct of Exercises *Kangaroo 92* in 1992 and *Kangaroo 95* in 1995. Incomplete rehearsal resulted in defective performance on operations.

Governments deemed all national, regional and international Australian force projections in the late 1980s and during the 1990s to have been successful. Several produced significant political and strategic dividends. However, there was room for improvement. Higher levels of command put the tactical level under unnecessary additional pressure that increased risk. These problems made the case for consolidating ADF command and control arrangements and matching the responsibilities of commanders with the authority and means to achieve their missions. These systemic problems also made the case for a permanent joint commander of ADF operations, supported by a joint operations headquarters. This officer would command a rapid response command comprised of high readiness ADF force elements, including the infrastructure and means for specific force preparation, deployment and force sustainment.

## ABBREVIATIONS

1 ATF	1 <sup>st</sup> Australian Task Force
1 RAR	1 <sup>st</sup> Battalion, the Royal Australian Regiment
II FFV	Second Field Force Vietnam (US)
1 GL Group	1 <sup>st</sup> Ground Liaison Group
2 RAR	2 <sup>nd</sup> Battalion, the Royal Australian Regiment
3 RAR	3 <sup>rd</sup> Battalion, the Royal Australian Regiment
4 RAR	4 <sup>th</sup> Battalion, the Royal Australian Regiment
2/4 RAR	2 <sup>nd</sup> /4 <sup>th</sup> Battalion, the Royal Australian Regiment
5 RAR	5 <sup>th</sup> Battalion, the Royal Australian Regiment
6 RAR	6 <sup>th</sup> Battalion, the Royal Australian Regiment
5/7 RAR	5 <sup>th</sup> /7 <sup>th</sup> Battalion, the Royal Australian Regiment
8 RAR	8 <sup>th</sup> Battalion, the Royal Australian Regiment
9 RAR	9 <sup>th</sup> Battalion, the Royal Australian Regiment
51 FNQR	51 <sup>st</sup> Far North Queensland Regiment
AAP	Australian Associated Press
AATTV	Australian Army Training team Vietnam
ABRI	<i>Angkatan Bersenjata Republik Indonesia</i> or Indonesian Armed Forces
ACMAT	Assistant Chief of the Defence Force – Matériel
ACPOL	Assistant Chief of the Defence Force – Policy
ACOPS	Assistant Chief of the Defence Force – Operations
ACLOG	Assistant Chief of the Defence Force – Logistics
AD	Australian Defence
ADFA	Australian Defence Force Academy
ADFCC	Australian Defence Command centre
ADFIG	Australian Defence Force Intelligence Centre
ADO	Australian Defence Organisation
ADF	Australian Defence Force
ADFIG	Australian Defence Force Intelligence Centre
ADHQ	Australian Defence Headquarters
AFP	Australian Foreign Press
AFP	Australian Federal Police
AFPO	Australian Forces Post Office
AFS	Australian Force Somalia
AGPS	Australian Government Publishing Service
AIF	Australian Imperial Force
AJSP	Australian Joint Service Publication
ALCC	Air Load Coordination Centre
ALG	Air Lift Group
ALSF	Australian Logistic Support Force
ALSG	Australian Logistic Support Group
AME	Aero Medical Evacuation
AMF	Australian Military Forces
AN and MEF.	Australian Naval and Military Expeditionary Force
ANU	Australian National University
ANZAC	Australian and New Zealand Army Corps
ANZUS	Australia New Zealand and United States

AO	Area of Operations
APC	Armoured Personnel Carrier
APS	Australian Public Service
AQIS	Australian Quarantine Inspection Service
ARA	Australian Regular Army
AS	Australia or Australian
ASC	Australian Service Contingent
ASC	Australian Service Commander
ASLAV	Australian Light Armoured Vehicles
ASRP-A	Assistant Secretary Resource Program - Army
AST	Australian Theatre
ASTJIC	Australian Theatre Joint Intelligence Centre
ATOM	Anti Terrorist Operations in Malaya
AUSCOM	Australian High Commission
AUSMIPS	Australian Standard Materiel Issue and Movement Priority System
AWM	Australian War Memorial
AD76.	Department of Defence, <i>Australian Defence</i> , White paper presented to Parliament by the Minister of Defence the Hon D.J. Killen, November 1976, Australian Government Publishing Service, Canberra, 1976
AD2000.	Department of Defence, <i>Australian Defence</i> , White paper presented to Parliament by the Minister of Defence the Hon John Moore, late 2000, Australian Government Publishing Service, Canberra, 1976.
ARMY21.	Australian Army, <i>An Australian Army for the 21st Century</i> , Directorate of Army Public Affairs, October 1996.
ASP90.	Commonwealth of Australia, <i>Australia's Strategic Planning in the 1990s</i> , Australian Government Publishing Service, 1989
ASP97.	Department of Defence, <i>Australia's Strategic Policy</i> , Department of Defence, Canberra, 1997
BCOF	British Commonwealth Occupation Force
BCFESR	British Commonwealth Far East Strategic Reserve
BRA	Bougainville Revolutionary Army
BSG	Battalion Support Group
BASB	Brigade Administrative Support Battalion
BCAT	Bougainville Crisis Action Team
BIG	Bougainville Interim Government
BRG	Bougainville Reconciliation Government
CAFS	Commander Australian Force Somalia
CAS	Chief of the Air Staff
CDF	Chief of the Defence Force
CDFS	Chief of the Defence Force Staff
CF	Combined Force
CFC	Combined Force Commander
CGS	Chief of the General Staff
CINC	Commander in Chief (US)
CINCPAC	Commander in Chief Pacific (US)
CIS	Computer Information Systems

CJCS	Chairman of the Joint Chiefs of Staff (US)
CJFA	Commander Joint Forces Australia
CJLOG	Commander Joint <i>Logistics</i>
CMF	Commonwealth Military Forces Also Citizen Military Forces
CMOC	Civil Military Operations Centre
CNN	Cable News Network
CNS	Chief of the Naval Staff
CO	Commanding Officer
COLLOG	<i>colonel logistics</i>
COMAST	Commander Australian Theatre
COMNORCOM	Commander Northern Command
COMSPTAS	Commander Support Command Australia
COMD DJFHQ	Commander Deployable Joint Force Headquarters
COMD PMG	Commander Peace Monitoring Group
CONUS	Continental United States
COSC	Chiefs of Staff Committee
COSC	Chiefs of Service Committee
CPX	Command Post Exercise
DAHS	Defence Administrative Health Services
DCG	Director Communications Group
DER.	Department of Defence, <i>Future Directions for the Management of Australia's Defence, Report of the Defence Efficiency Review</i> , Secretariat Papers, Department of Defence, Canberra, 1997
DFAT	Department of Foreign Affairs and Trade
DGJCE	Director General Joint Communication and Electronic
DISCON	Defence Integrated Secure <i>Communications</i> Network
DIO	Defence Intelligence Organisation
DJFHQ	Deployable Joint Force Headquarters
DA94.	Department of Defence, <i>Defending Australia</i> , Defence White Paper 1994, Australian Government Publishing Service, Canberra, 1994
DFSU	Deployed Forces Support Unit
DGDFLS	Director General Defence Force Legal Services
DGJMOV'T	Director General Joint <i>Movements</i>
DJOPS	Director Joint <i>Operations</i>
DJLOPS	Director Joint Logistic <i>Operations</i>
DMCA	Defence Movement Control Agency
DNSDC	Defence National Supply and Distribution Centre
DOA87.	Department of Defence <i>The Defence of Australia 1987</i> , presented to the Parliament by the Minister for Defence, the Honourable Kim. C. Beazley, MP, Australian Government Publishing Service, Canberra, 1987
DPP-A	Director Personnel Plans - Army
DPR	Defence Public Relations
DPS&C-A	Directorate of Personnel Service and Conditions - Army
EATS	Empire Air Training Scheme
EW	Electronic Warfare
FAA	Fleet Air Arm

FCU	Force Communications Unit
FDA	Force Development and Analysis
FPDA	Five Power Defence Agreement
FSR	Force Structure Review
FSCC	Fire Support Control Centre
FSB	Fire Support Base
FSB	Force Support Battalion
FTX	Field Training Exercise
GPS	Global positioning System
HMCS	Her Majesty's Canadian Ship Also Her Majesty's Colonial Ship
HMS	Her Majesty's Ship
HMAS	Her Majesty's Australian Ship
HQ	Headquarters
HQ ADF	Headquarters Australian Defence Force
HQNORCOM	Headquarters Northern Command
HQJFA	Headquarters Joint Force Australia
HQMC	Headquarters Movement Control
HQ SPPKF	Headquarters South Pacific Peace Keeping Force
HF	High Frequency
HQ AST	Headquarters Australian Theatre
HQ FLSG	Headquarters Force Logistics Support group
HQ LSF	Headquarters Logistic Support Force
HQ TMG	Headquarters Truce Monitoring Group
HRS	Humanitarian Relief Sector
HSCD	Head of Strategic Command Division
HIP	Head International Policy
HMNZS	Her Majesty's New Zealand Ship
IAW	In Accordance With
IDC	Inter Departmental Committee
IPG	Intermediate Planning Group
INMARSAT	International Satellite
intsum	<i>intelligence summary</i>
IT	Information Technology
JCE	Joint Communications and Electronics
JCPG	Joint Communications Planning Group
JEPS	Joint Exercise Planning Staff
JFSU	Joint Force Support Unit
JIO	Joint Intelligence Organisation
JLU	Joint Logistic Unit
JMOVGP	Joint Movement Group
JTC	Jungle Training Centre
JTF	Joint Task Force
JTFHQ	Joint Task Force Headquarters
LCAUST	Land Commander Australia
LCN	Land Component - North
LCM8	Landing Craft Medium Type 8
LCH	Landing Craft Heavy
LHQ	Land Headquarters
LNIDS	Logistic National Interim Demand System

log	<i>logistics</i>
LOGCC	<i>Logistics Component Commander</i>
LSF	<i>Logistic Support Force</i>
LSH	<i>Landing Ship Heavy</i>
LWSC	<i>Land Warfare Studies Centre</i>
MC	<i>Movement Control. Also Military Cross</i>
MCP	<i>Malayan Communist party</i>
MCU	<i>Movement Control Unit</i>
med	<i>medical</i>
MFAT	<i>Ministry for Foreign Affairs (NZ)</i>
MHQ	<i>Maritime Headquarters</i>
MLG	<i>Moorebank Logistics Group</i>
MP	<i>Military Police</i>
MSF	<i>Medical Support Force</i>
MSF	<i>Medicins Sans Frontiere</i>
MUP	<i>Melbourne University Press</i>
NAA	<i>National Australian Archives</i>
NCA	<i>National Command Authority (US)</i>
NCO	<i>Non Commissioned Officer</i>
NGO	<i>Non Government Organisation</i>
NGVR	<i>New Guinea Volunteer Rifles</i>
NOCCC	<i>Navy Office Contingency Co-ordination Centre</i>
NORCOM	<i>Northern Command</i>
NSCTS	<i>National Service Compulsory Training Scheme</i>
NVG	<i>Night Vision Goggles</i>
NSC	<i>National Security Committee</i>
NZDF	<i>New Zealand Defence Force</i>
NZPA	<i>New Zealand Press Association</i>
OC	<i>Officer Commanding</i>
OMC	<i>Owen Machine Carbine (AS)</i>
ONA	<i>Office of National Assessments</i>
OUP	<i>Oxford University Press</i>
pers	<i>personnel</i>
PNG	<i>Papua New Guinea</i>
PNGDF	<i>Papua New Guinea Defence Force</i>
PACOM	<i>Pacific Command</i>
POL	<i>Petrol, Oil and Lubricants</i>
POLMIL	<i>Political Military</i>
POR	<i>Post Operation Report</i>
PMG	<i>Peace Monitoring Group</i>
PM&C	<i>Prime Minister and Cabinet</i>
PXR	<i>Post Exercise Report</i>
Qantas	<i>Qantas Airlines</i>
RAA	<i>Royal Australian Artillery</i>
RAN	<i>Royal Australian Navy</i>
RANR	<i>Royal Australian Navy Reserve</i>
RN	<i>Royal Navy</i>

RAAF	Royal Australian Air Force
RAP	Regimental Aid Post
RAR	Royal Australian Regiment
RFMF	Royal Fijian Armed Forces
RFMF	Republic of Fiji Armed Forces
RIMPAC	
RISTA	Reconnaissance, Intelligence, Surveillance, Target Acquisition
ROE	Rules of Engagement
RHB	Reinforcement Holding Branch
RHC	Reinforcement Holding Company
RPF	Rwandan People's Front
RNZAF	Royal New Zealand Air Force
RNZN	Royal New Zealand Navy
RSPS	Research School of Pacific Studies
RSPAS	Research School of Pacific and Asian Studies
SATCOM	Satellite Communications
SAS	Special Air Service
SASR	Special Air Service Regiment
SCA	Support Command Australia
SCD	Strategic Command Division
SDSC	Strategic and Defence Studies Centre
SDSS	Standard Distribution Supply System
SEATO	South East Asia Treaty Organisation
sitrep	<i>situation report</i>
SGADF	Surgeon General Australian Defence Force
SPPKF	South Pacific Peace Keeping Force
SO1	Staff Officer Grade 1
SO2	Staff Officer Grade 2
SO3	Staff Officer Grade 3
SOFA	Status of Forces Agreement
Spt	<i>support</i>
SPTCOMDAS	<i>Support Command - Australia</i>
SR93.	Department of Defence, <i>Strategic Review 1993</i> , Defence Publications, Canberra, 1993
TAPG	Theatre Administrative Planning Group
TCOMD	Theatre <i>Command</i>
TMG	Truce Monitoring Group
TMO	Truce Monitoring Organisation
TNI	( <i>Tentara Nasional Indonesia</i> or Indonesian National Soldiers)
UD	Unauthorised Discharge
UK	United Kingdom
UN	United Nations
UNAMIC	United Nations Assistance Mission in Cambodia
UNITAF	<i>Unified Task Force</i>
UNOSOM	United Nations Operations Somalia
UNSW	University of New South Wales
UNTAC	United Nations Transitional Authority - Cambodia
UNTAET	United Nations Transitional Administration - East Timor
UOW	University of Wollongong
US	United States
USSR	United Soviet Socialist Republics

VCDF  
VHF

Vice Chief of the Defence Force  
Very High Frequency

## GLOSSARY

administrative control	This term covers the non-operational administrative responsibility, such as personnel management, including individual training.
aiguillettes	an ornamental tagged cord or braid, typically gold in colour, worn on a uniform around the shoulder and armpit with a cord extension attached to a middle button of a shirt or jacket.
area of direct military interest	According to DOA87, Australia's area of direct military interest included Australia, its territories and proximate ocean areas, Indonesia, Papua New Guinea, New Zealand and other nearby countries in the South-West Pacific. It stretches over 7 000 kilometres from the Cocos Islands to New Zealand and the islands of the South-West Pacific and 5 000 kilometres south to 'the Southern Ocean'.
Bahasa	Official language of the Republic of Indonesia.
capability	Combination of force structure and its preparedness, encompasses equipment, trained personnel to operate equipment, and total support required to operate efficiently and effectively.
chain of command	The succession of commanding officers from a superior to a subordinate through which command is exercised. Also called command channel. (DOD, NATO)
combined	Between two or more forces or agencies of two or more allies. (DOD)
command and control	The exercise of authority and direction by a properly designated commander over assigned and attached forces in the accomplishment of the mission. Command and control functions are performed through an arrangement of personnel, equipment, communications, facilities, and procedures employed by a commander in planning, directing, coordinating, and controlling forces and operations in the accomplishment of the mission. Also called C2. (DOD)
command, control, communications and computer systems	Integrated systems of doctrine, procedures, organizational structures, personnel, equipment, facilities, and communications designed to support a commander's exercise of command and control across the range of military operations. Also called C4 systems. (DOD).
command relationships	The interrelated responsibilities between commanders, as well as the operational authority exercised by commanders in the chain of command; defined further as combatant command (command authority), operational control, tactical control, or support. See

	also chain of command; combatant command (command authority); command; operational control; support; tactical control. (DOD)
Concept of Operations	A verbal or graphic statement, in broad outline, of a commander's assumptions or intent in regard to an operation or series of operations. The concept of operations frequently is embodied in campaign plans and operation plans; in the latter case, particularly when the plans cover a series of connected operations to be carried out simultaneously or in succession. The concept is designed to give an overall picture of the operation. It is included primarily for additional clarity of purpose. Also called commander's concept or CONOPS. (DOD)
Concept of Intelligence Operations	A verbal or graphic statement, in broad outline, of an intelligence directorate's assumptions or intent in regard to intelligence support of an operation or series of operations. The concept of intelligence operations, which complements the commander's concept of operations, is contained in the intelligence annex of operation plans. The concept of intelligence operations is designed to give an overall picture of intelligence support for joint operations. It is included primarily for additional clarity of purpose. See also concept of operations. (DOD)
deployment	1. In naval usage, the change from a cruising approach or contact disposition to a disposition for battle. 2. The movement of forces within areas of operations. 3. The positioning of forces into a formation for battle. 4. The relocation of forces to desired areas of operations (NATO).
doctrine	A set of principles describing how the ADF will support the attainment of national objectives.
fire support coordination centre	A single location in which are centralized communications facilities and personnel incident to the coordination of all forms of fire support. Also called FSCC. See also fire; fire support; fire support coordination; support; supporting arms coordination center. (DOD)
force	An aggregation of military personnel, weapon systems, equipment, and necessary support, or combination thereof. (DOD)
forcible entry	Seizing and holding of a military lodgement in the face of armed opposition. See also lodgement. (DOD)
force activity designators	Numbers used in conjunction with urgency of need designators to establish a matrix of priorities used for supply requisitions. Defines the relative importance of the unit to accomplish the objectives of the Department of Defense. Also called FADs. (DOD)
force projection	The ability to project the military element of national power from the continental United States (CONUS) or another theater, in response to requirements for military operations. Force projection operations extend from mobilization and deployment of forces to redeployment to CONUS or home theater. (DOD)

	The projection of military power over extended lines of communication into a distant operational area to accomplish specific objectives (UK JWP 0-01)
force protection	Activities such as gathering, evaluating and communicating intelligence and employing counter-intelligence and protective agents and groups, such as Special Forces, to protect individuals, groups and force elements from hostile interference, including protection from the vicissitudes of operational environments, such as disease and harsh climates, through preventative health measures, clothing and equipment and conducive living conditions. (New definition)
force protection	a security program designed to protect designated information, materiel, personnel, operations, exercises, activities and installations from espionage, sabotage, subversion, terrorism and criminal activity through the integrated application of protective and operations security measures supported by counterintelligence and operations security processes (The Australian Defence Glossary).
force sustainment.	The science of planning and carrying out the movement and maintenance of deployed forces through a supply chain. In its most comprehensive sense, those aspects of military operations that deal with: a. design and development, acquisition, storage, movement, distribution, maintenance, evacuation, and disposition of materiel; b. movement, evacuation, and hospitalization of personnel; c. acquisition or construction, maintenance, operation, and disposition of facilities; and d. acquisition or furnishing of essential services. Also logistics. (DOD)
forward operations base	In special operations, a base usually located in friendly territory or afloat that is established to extend command and control or communications or to provide support for training and tactical operations. Facilities may be established for temporary or longer duration operations and may include an airfield or an unimproved airstrip, an anchorage, or a pier. A forward operations base may be the location of special operations component headquarters or a smaller unit that is controlled and/or supported by a main operations base. Also called FOB. See also advanced operations base; main operations base. (DOD)
joint	Connotes activities, operations, organisations and arrangements, in which elements of two or more services participate. (adapted from DOD).
land power	The ability to project military force by or from individuals and groups operating on land either on foot or from land, sea or aerial platforms, normally accompanied by application of direct and indirect fire support. Air Marshal M.J. Armitage and Air Commodore R.A. Mason, <i>Air Power in the Nuclear Age</i> , Urbana, New York, 1985
maritime power	The ability to project military force by or from a platform on or below water, normally the sea. <b>air power.</b> The ability to project military force by or from a platform in the third dimension above the surface of the earth. Air Marshal M.J. Armitage and Air Commodore R.A. Mason, <i>Air Power in the Nuclear Age</i> , Urbana, New York, 1985

littoral power	The ability to combine maritime, land and air power to project military force simultaneously on or below water, on land and in the air in a prescribed area. Air Marshal M.J. Armitage and Air Commodore R.A. Mason, <i>Air Power in the Nuclear Age</i> , Urbana, New York, 1985
operational level of war	The level of war at which campaigns and major operations are planned, conducted, and sustained to accomplish strategic objectives within theaters or other operational areas. Activities at this level link tactics and strategy by establishing operational objectives needed to accomplish the strategic objectives, sequencing events to achieve the operational objectives, initiating actions, and applying resources to bring about and sustain these events. These activities imply a broader dimension of time or space than do tactics; they ensure the logistic and administrative support of tactical forces, and provide the means by which tactical successes are exploited to achieve strategic objectives. See also strategic level of war; tactical level of war. (DOD)
posture.	Combination of capability and intent.
tactical level of war	The level of war at which battles and engagements are planned and executed to accomplish military objectives assigned to tactical units or task forces. Activities at this level focus on the ordered arrangement and maneuver of combat elements in relation to each other and to the enemy to achieve combat objectives. See also operational level of war; strategic level of war.
military capability	The ability to achieve specified strategic effects. It includes four major components: <b>force structure</b> . Numbers, size, and composition of the force elements that comprise the ADF; e.g, divisions, ships, air squadrons. <b>modernization</b> . Technical sophistication of forces, units, weapon systems, and equipments. <b>readiness</b> . The ability to provide capabilities required by the commanders to execute their assigned missions. This is derived from the ability of each unit to deliver the outputs for which it was designed. <b>sustainability</b> . The ability to maintain the necessary level and duration of operational activity to accomplish missions. Sustainability is a function of providing for and maintaining those levels of ready forces, materiel, facilities and consumables necessary to support military effort. (DOD)
operationally ready	1. A unit, ship, or weapon system capable of performing the missions or functions for which organized or designed. Incorporates both equipment readiness and personnel readiness, ie personnel available and qualified to perform assigned missions or functions. (DOD) See readiness

operation order	A directive issued by a commander to subordinate commanders for the purpose of effecting the coordinated execution of an operation. Also called OPORD. (DOD)
operation	1. A military action or the carrying out of a strategic, operational, tactical, service, training, or administrative military mission. 2. The process of carrying on combat, including movement, supply, attack, defence, and manoeuvres needed to gain the objectives of any battle or campaign. (DOD)
operational art	The employment of military forces to attain strategic and/or operational objectives through the design, organization, integration, and conduct of strategies, campaigns, major operations, and battles. Operational art translates the joint force commander's strategy into operational design and, ultimately, tactical action, by integrating the key activities at all levels of war.
operational level of war	The level of war at which campaigns and major operations are planned, conducted, and sustained to accomplish strategic objectives within theaters or other operational areas. Activities at this level link tactics and strategy by establishing operational objectives needed to accomplish the strategic objectives, sequencing events to achieve the operational objectives, initiating actions, and applying resources to bring about and sustain these events. These activities imply a broader dimension of time or space than do tactics; they ensure the logistic and administrative support of tactical forces, and provide the means by which tactical successes are exploited to achieve strategic objectives. See also strategic level of war; tactical level of war. (DOD)
pre-position	To place force elements, equipment, or supplies at or near the point of planned use or at a designated location to reduce reaction time, and to ensure timely support of specific force elements during initial phases of an operation. (DOD, NATO)
reconnaissance	A mission undertaken to obtain, by visual observation or other detection methods, information about the activities and resources of hostile forces and groups and influential stakeholders, or to secure data concerning the meteorological, hydrographic, or geographic characteristics of a particular area. (DOD, NATO)
Rules of Engagement.	Directives issued by competent military authority which specify the circumstances and limitations under which Australian forces will initiate and/or continue combat engagements with other forces encountered. Australian Defence Force Publication 101, Glossary, 1994
task group	The second highest level in a task organisation, a task group is a grouping of units under one commander subordinate to task force commander, formed for the purpose of carrying out specific functions. (DOD)

technical control	It also covers specialised and professional authority for the proper management of assets including technical standards and regulations for maintenance, repair and use of vehicles, weapons, equipment and other matériel
redeployment.	The relocation of forces to advantageous areas of operations and locations and return of forces to the homeland.
strategic level of war	The level of war at which a nation, often as a member of a group of nations, determines national or multinational (alliance or coalition) security objectives and guidance, and develops and uses national resources to accomplish these objectives. Activities at this level establish national and multinational military objectives; sequence initiatives; define limits and assess risks for the use of military and other instruments of national power; develop global plans or theater war plans to achieve these objectives; and provide military forces and other capabilities in accordance with strategic plans. See also operational level of war; tactical level of war. (DOD)
theatre	A designated geographic area for which an operational level joint or combined commander is appointed and in which a campaign or series of major operations is conducted. A theatre may contain one or more joint areas of operation.
terminal operations	Activities related to receiving, unloading, storing, preparing and then loading and dispatching matériel to an area of operations. These activities can involve sea, land and air transport.

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