



THE UNDER SECRETARY OF DEFENSE  
2000 DEFENSE PENTAGON  
WASHINGTON, DC 20301-2000

October 30, 2001

MEMORANDUM FOR SECRETARIES OF THE MILITARY DEPARTMENTS  
CHARIMAN OF THE JOINT CHIEFS OF STAFF  
UNDER SECRETARIES OF DEFENSE  
ASSISTANT SECRETARIES OF DEFENSE  
GENERAL COUNSEL OF THE DEPARTMENT OF  
DEFENSE  
DIRECTOR, ADMINISTRATION AND MANAGEMENT  
DIRECTOR, NET ASSESSMENT  
EXECUTIVE SECRETARY, DEPARTMENT OF DEFENSE

SUBJECT: LEAD FOR DOD'S INFORMATION STRATEGY

(S) Effective October 30, 2001, Brigadier General Simon P. Worden is designated the DoD focal point for all issues relating to the strategic influence and information campaign in support of the war on terrorism. The purpose of the information campaign is to develop a full spectrum strategic influence strategy that will result in foreign audience support of U.S. goals and repudiation of terrorists and their methods.

(U) Brigadier General Worden will represent DoD in interagency meetings. He is designated as the Director, Office of Strategic Influence, which will report directly to me through the Assistant Secretary of Defense (SO/LIC). General Worden will have a permanent staff of 12 with additional liaison officers as required. All policy matters relating to information strategy and operations will be routed through Brigadier General Worden's office for approval.

(U) Any questions regarding the information strategy can be directed to

(b)(6)

(b)(6)

Please ensure the widest distribution of this guidance.

Douglas J. Feith

~~SECRET~~

Classified By: USD(P)  
Reasons: 1.5(a0)  
Declassify On: Completion of Operations



Doc 1

~~SECRET~~



SPECIAL OPERATIONS/  
LOW-INTENSITY CONFLICT

THE ASSISTANT SECRETARY OF DEFENSE  
WASHINGTON, D.C. 20301-2500

In reply refer to:  
I: 01/014148-OSI

**ACTION MEMO**

November 20, 2001, 7:43 AM

**FOR: PRINCIPAL DEPUTY ASSISTANT SECRETARY OF DEFENSE FOR  
SPECIAL OPERATIONS AND LOW-INTENSITY CONFLICT**

**FROM: Director, Office of Strategic Influence (OSI), Brig Gen ~~Pete~~ Worden**

**SUBJECT: Oversight Procedures for Developing Plans in Support of the Strategic  
Military Influence Campaign (U)**

- (S) As our war efforts proceed, I believe that we need to establish oversight procedures within OSD for developing subordinate plans in support of our Strategic Military Influence Campaign (SMIC). I propose that the SecDef direct the implementation of the procedures outlined below.
- (S) Influence activities in support of military operations will follow these procedures:
  - The Office of Strategic Influence (OSI), through the Assistant Secretary of Defense for Special Operations and Low-Intensity Conflict and the Under Secretary of Defense for Policy [USD(P)], prepares SMIC plans for SecDef approval.
  - Based upon the SecDef-approved strategic campaign plan, the USD(P) forwards specific guidance for each supporting plan for SecDef approval. The USD(P) also ensures appropriate interagency coordination of each supporting plan.
  - A cost estimate will be included in the specific guidance for each supporting plan.
  - The DoD General Counsel reviews all proposed supporting plans.
  - Once approved, the SecDef directs the Chairman, Joint Chiefs of Staff to issue planning and execution orders to implement each supporting plan. The Director, OSI monitors the preparation and implementation of these detailed plans.
  - The SecDef reviews and approves supporting plans submitted by the designated geographic Commanders-in-Chief (CINCs) prior to their implementation.
  - The designated CINCs are responsible for implementing these supporting plans.
  - Upon completion of each operation the OSI, in concert with the Joint Staff, prepares a summary of the operation and an assessment of its effectiveness for SecDef review.

~~SECRET~~

Doc 2

~~SECRET~~

- (S) Approval authorities for special activities in support of other government agencies will follow the requirements described in Executive Order 12333 and DoD Directive 5210.36.
- (U) RECOMMENDATION: That you authorize coordination of these proposed procedures with the Deputy General Counsel for Intelligence, and the Joint Staff 's Deputy Director for Operations (Information Operations).

Robert A. Andrews JUL 20 2008  
Approve

Disapprove

Other

Classified by: Mr. Robert Andrews, Principal Deputy  
Assistant Secretary of Defense for SO/LIC  
Reason: 1.5(a)(d)  
Declassify on: November 20, 2011

Prepared by:  OASD (SO/LIC) OSI, 697-2136.

~~SECRET~~

Doc 2  
(cont)



OFFICE OF THE ASSISTANT SECRETARY OF DEFENSE  
WASHINGTON, D.C. 20301-2500

SPECIAL OPERATIONS/  
LOW-INTENSITY CONFLICT

INFO MEMO

DEC 19 2001  
01/015120

FOR: SECRETARY OF DEFENSE

FROM: Robert Andrews, Principal Deputy Assistant Secretary of Defense for Special  
Operations and Low Intensity Conflict *Robert Andrews*

SUBJECT: Strategic Influence Update: Media Advisers

We are providing media advisers to our embassies in Indonesia and five Middle Eastern countries to conduct polling and focus group activities. This will give us feedback on our strategic influence campaign.

Two advisers arrived in Indonesia December 17. Advisers are cleared to arrive in Pakistan, Saudi Arabia, and Yemen January 2. Egypt and Jordan to follow shortly.

These advisers are contractors from SAIC and the Rendon Group. They competed and were selected based upon their unique skills in specific countries. The average monthly cost for seven advisers, four security personnel, and operations is \$650,000.

COORDINATION: Tab

Prepared by: Brig Gen Worden, OASD(SO/LIC)OSI, 614-0661



OFFICE OF THE ASSISTANT SECRETARY OF DEFENSE

WASHINGTON, D.C. 20301-2500

INFO MEMO

SPECIAL OPERATIONS/  
LOW-INTENSITY CONFLICT

20/11  
8915 11/26  
Selytt 11/21/01 1745  
EF-0316

I-01/014316

11/21/01 2:31 PM

DEP. SEC. HAS SEEN  
13 DEC 2001

FOR: DEPUTY SECRETARY OF DEFENSE

FROM: PRINCIPAL DEPUTY ASSISTANT SECRETARY OF DEFENSE FOR  
SPECIAL OPERATIONS AND LOW-INTENSITY CONFLICT Robert Andrews

RA by [signature] 21 NOV 2001

SUBJECT: Commando Solo Broadcasts

- You asked for our assessment of recent Commando Solo broadcasts (Tab A).
- We believe that the broadcasts are adequate and convey the intended message. All scripts were vetted with State Department, OSD's offices of the General Counsel, Near East South Asia, Strategic Influence, and the Joint Staff before delegation of script approval to the CINC on November 7.
- USCENTCOM conducts a vigorous target audience analysis and uses area experts to develop the radio scripts. OSD's (b)(6) also reviewed the scripts.
- We are coordinating with the Joint Staff to modify current radio programming to include news updates on the military situation and peace initiatives in addition to the current format of PSYOP messages and music. Sven Kraemer indicated that the scripts were quite sophisticated and, perhaps, should be simplified in view of the intended audience.

COORDINATION (Tab B)

Attachment:

As stated

Prepared By: (b)(6) OASD(SO/LIC)OSI, 697-6026



OFFICE OF THE ASSISTANT SECRETARY OF DEFENSE  
WASHINGTON, D.C. 20301-2500

INFO MEMO

SPECIAL OPERATIONS/  
LOW-INTENSITY CONFLICT

11/5/01 9:13 AM

FOR: UNDER SECRETARY OF DEFENSE FOR POLICY

FROM: Robert Andrews, Principal Deputy Assistant Secretary of Defense for Special Operations and Low-Intensity Conflict

SUBJECT: USG International Broadcasting

You requested information on the USG international broadcasting apparatus and specifically the differences between VOA and Radio Free Europe/Radio Liberty (RFE/RL).

The International Broadcasting Act of 1994 created the Broadcasting Board of Governors

The Board of Governors supervises the operations of (1) its subordinate agency the International Broadcasting Bureau; (2) the three federally funded entities that operate under the IBB, including VOA; and (3) the two private, non-profit corporations that operate with congressionally appropriated funds: Radio Free Europe/Radio Liberty (RFE/RL) and Radio Free Asia (TAB A).

VOA broadcasts world news, programs of general interest, and American culture to foreign audiences. VOA does not tailor its programs to influence foreign audiences in favor of short-term U.S. foreign policy objectives. Unlike its cooperative policy during World War II and the early days of the Cold War, VOA does not provide the USG with an immediate, responsive means to inform, rebut, and influence foreign audiences. VOA broadcasts its own view of legitimate news, uninfluenced by USG objectives.

VOA has responded to criticism that it is the mouthpiece of the USG by becoming fiercely independent and casting itself as "another CNN." During the 1991 Gulf War, USG coalition partners lodged numerous complaints that VOA sounded like an Iraqi propaganda station.

Radio Free Europe/Radio Liberty, unlike VOA, is responsive to USG objectives. RFE/RL promotes democracy, human rights, and free markets while it focuses on local news – what is happening in the country/region. Like VOA, RFE/RL broadcasts legitimate news, but with the intent to influence foreign audiences in favor of short-term U.S. foreign policy objectives.

Tab A – BBG Wire Diagram  
Tab B – BBG Bio Sketches  
Tab C – Transmitter locations and Footprint

Prepared by: Brig Gen Pete Worden, Director, Office of Strategic Influence, 697-6489

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OFFICE OF THE ASSISTANT SECRETARY OF DEFENSE  
WASHINGTON, D.C. 20301-2500

November 2, 2001

SPECIAL OPERATIONS/  
LOW-INTENSITY CONFLICT

FOR: DIRECTOR, JOINT STAFF INFORMATION OPERATIONS TASK FORCE


FROM: Brig Gen Pete Worden, Director, ~~Office of Strategic Influence~~ *for Col. Roshan 2 Nov 01*

SUBJECT: Request for DoD Personnel

During my meeting yesterday with the Under Secretary of State for Public Diplomacy and Public Affairs, Ms. Beers made a compelling case for additional DoD personnel to support State Department's information effort in the war on terrorism. I concur with her request and respectfully solicit your support in filling State's urgent need for DoD expertise and liaison.

Ms. Beers requested two full-time DoD personnel to work with the International Public Information Operations' Center. In the coming weeks, I will endeavor to assign two full-time officers with the requisite skills. In the meantime, request your office immediately provide two part-time officers in the grade 04-05 with experience in media affairs and influence techniques.

As you know, the White House has initiated a program under Karen Hughes to place experienced media and regional personnel in Pakistan, London, and Washington to further our strategic influence objectives. Ms. Beers requested an officer in the grade of 04-06, a native Urdu speaker, with media experience to work with Amb Kenton Keith, who will be travelling to Pakistan in the near future.

I appreciate your support and personal attention to these important matters. My point of contact is  who may be reached at 697-6487.

(b)(6)

11/12/01 8:58 AM

SUBJECT: Brig Gen Guidance, 12 November 01

1. Gen Franks talked to DepSecDef. Gen Worden wants a memo from DepSecDef to Franks that says following our discussion, we are moving to streamline the leaflet approval process. Cite the TF Sword memo that Oks non-political leaflets. Note that our main concern is political leaflets and the fact that they may be misused in the media. Therefor, we reserve the right to review and approve political leaflets. I have delegated leaflet review to BG worden.
2. Prepare a memo from Worden to Gration, cc CENTCOM IO. As we continue to make progress, I would like to make sure that max graphical images are obtained such as documenting the positive people of liberated areas and where possible any atrocities. Please get back to me by Wednesday so I can respond to DoD leadership.
3. Prepare a memo by Monday next week (19 Nov) that shows progress by comparing baseline polling data - our actions - and new polling data. The USD(P) wants to see some results. Rendon and Furlong need to get results.

MAZAR-e-Sherif

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OFFICE OF THE ASSISTANT SECRETARY OF DEFENSE

WASHINGTON, D.C. 20301-2500

SPECIAL OPERATIONS/  
LOW-INTENSITY CONFLICT

ACTION MEMO

EF-0275 Slight  
FR 20 12/21/01  
EF-0275 0900  
I# 01/015390

FOR: SECRETARY OF DEFENSE

FROM: Robert Andrews, Principal Deputy Assistant Secretary of Defense for Special Operations and Low Intensity Conflict *Robert Andrews*

*8/12/23*

SUBJECT: Letter of Commendation for State Department's Brochure on Terrorism

Recommend you sign the attached letter (Tab A) complimenting the Secretary of State for the successful "Network of Terrorism" brochure.

- The brochure (Tab B) has been distributed worldwide through U.S. embassies, direct mail, and the Internet.
- Currently, 300K copies have been printed in 31 languages including Pastu, Urdu, and Dari. Embassies are using local assets to tailor and reprint the brochure. The brochure is now available online in 15 languages.
- Initial reports on its acceptance are positive. "...even security officials at Beirut airport are asking for them." Embassy Jakarta is printing 100K in response to the demand. The Newsweek Arabic edition and some Middle East newspapers are planning to reprint portions of the brochure in the coming weeks.

COORDINATION: Tab C

Attachments:  
As stated

*NO.*  
*D. Di Rita*  
Larry Di Rita  
12-26

(b)(6)

Prepared by [redacted] OASD(SO/LIC)OSI, 697-6026

*TO OSI*  
*via [unclear]*  
*(A)*

4SL  
PDASL  
DPM  
MA

*B/lat*



OFFICE OF THE ASSISTANT SECRETARY OF DEFENSE  
WASHINGTON, D.C. 20301-2500

SPECIAL OPERATIONS/  
LOW-INTENSITY CONFLICT

INFO MEMO

I-01/014638

FOR: SPECIAL ASSISTANT TO THE SECRETARY OF DEFENSE

FROM: Director, Office of Strategic Influence, Brig Gen Worden *29 Nov 01 1635*

SUBJECT: Muslim Audio tapes

- The SECDEF asked that someone listen to three audio tapes concerning Muslims to determine their value in our ongoing overseas influence offensive (attached).
- The tapes were reviewed by State Department's regional bureau and found to be of value for general background information. Since the tapes focus on Muslims in America, the tapes will be provided to OSD public affairs for possible follow up with domestic media.

Prepared by (b)(6) OASD(SO/LIC)OSI, 697-6026



# **Strategic Influence**

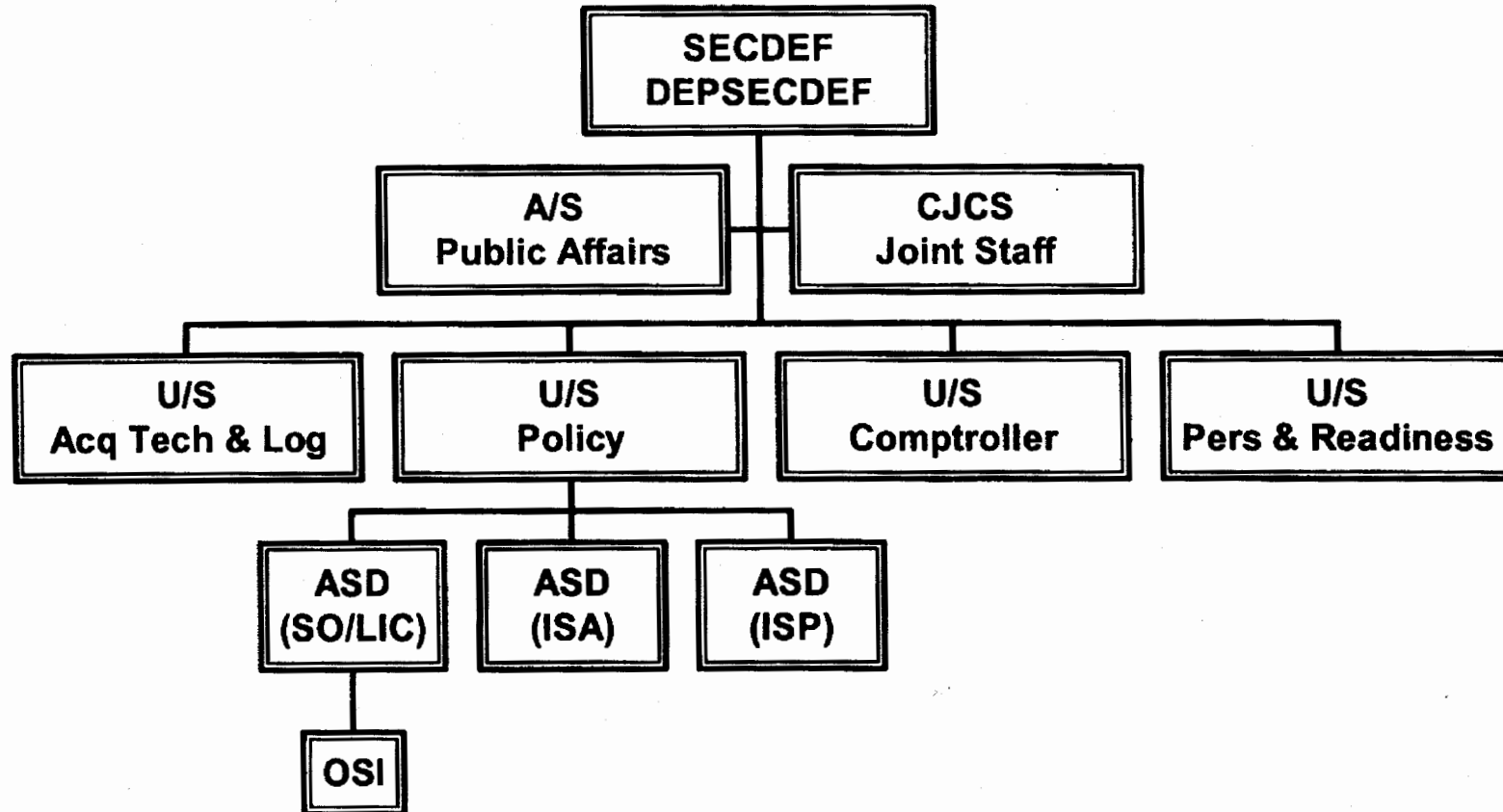
## **“An OSD Perspective”**

**Brig Gen Simon “Pete” Worden**  
**OASD (SO/LIC) OSI**

February 8, 2002



# Office of the Secretary of Defense (OSD)



2/1/2005

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(cont'd)



# Office of Strategic Influence (OSI)



IAW national security strategy and policy,  
OASD(SO/LIC)/OSI:

- provides policy and programmatic oversight of DoD influence programs and activities, and coordinates requirements & integrates implementation for the Under Secretary of Defense for Policy.

Influence activities include, but are not limited to military support to public diplomacy, psychological operations, technical information operations, and other operations.

2/1/2005

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# Influence Operations



Actions undertaken and messages disseminated with the objective of influencing foreign audiences.

The primary criterion to distinguish is the intent; if the objective is to influence, then the activity is an influence operation.

Other activities have influence impacts as a secondary effect and may be part of the overall influence campaign, but are not in themselves defined as influence operations.



# Measures of Effectiveness



By analogy with political campaigns, the most direct measures of effectiveness are based on tracking polls from a variety of sources:

- (1) open polls conducted by the State Department;
- (2) covert polls taken by intelligence agencies;
- (3) indigenous polling;
- (4) data provided by foreign governments; and
- (5) focus groups conducted by commercial agencies.

The effects of our actions on the intellectual elite – the opinion makers – can be measured by the ratio of positive or helpful stories to unhelpful ones in key newspapers and television media.

2/1/2005

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Smith