

~~SECRET NOFORN~~

DOD Strategic Communication



**Briefing to
Under Secretary of State for Public Diplomacy and Public Affairs**

Ms. Hughes

~~(S) (REF ID: A66000)~~

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Objective

“...provide a complete picture of all of DOD’s overt ^{(b)(1)} information, psychological, and other public diplomacy operations (DOD, JCS, and the Combatant Commands)”

- “better understanding of (DOD) objectives”
- “needs (DOD is) trying to meet through wide ranging information, psychological, and other public diplomacy efforts”
- “flagging any problems (DOD has) encountered in the interagency coordination process”

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Overview

- ❑ **Strategic Communications Relationships**
 - Public Affairs
 - Information Operations (IO)
 - Defense Support to Public Diplomacy
- ❑ **Strategic Level Guidance**
- ❑ **Capability Inventory**
 - Joint Public Affairs Support Element (JPASE)
 - Information Operations Organizations
 - Joint PSYOP Support Element (JPSE)
 - Defense Visual Information
 - Analysis and Assessment
 - Supporting and Enabling Operations
- ❑ **Categories**
 - Forums
 - Programs
 - Military Information Support Team / PSYOP Support Elements
 - Worldwide Web and Print Media
 - Television and Radio
 - Outreach
 - Regional and Cultural Expertise

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(b)(1)

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(U) The overall classification of the briefing is SECRETNOFORN and does not contain compartmentalized classifications. Will provide illustrative examples and are not comprehensive of the full scope of operations. As you view the briefing, please advise if you desire additional information or details on specific issues

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Strategic Communication Relationships

DOD Strategic Communication Elements				
FUNCTION	Public Affairs	Diplomacy		Information Operations
	Military Public Affairs	Defense Support to Public Diplomacy	Military Diplomacy	Military Information Operations
AUDIENCE	US & Foreign Audiences	Foreign Audiences	Foreign Defense Officials	Approved Foreign Audiences
EXAMPLE	Media Affairs	Web Initiatives	Coalition Building	Leaflets Commando Solo Newspaper Websites

Coordination Across the Disciplines

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Take Away: ~~(FOUO)~~ DOD Strategic Communications Elements are distinct functions with particular target audiences, objectives, desired outcomes, media, and operational resources.

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Public Affairs

- The Public Affairs Officer is the Commander's principal spokesperson and senior advisor on public communication**
- Key Capabilities**
 - Providing trusted counsel on the impact of military activity in the global information environment in all phases of military operations
 - Enhancing morale and readiness within the military
 - Fostering public trust and support
 - Using global influence to shape adversary planning and deter potential enemies.
- PA is governed by DOD's principles of information**
 - Make information fully and readily available in keeping with national security restraints
 - Members of the Armed Forces and their dependents shall have a free flow of general and military information without censorship or propaganda
 - Information shall not be classified or otherwise withheld to protect the government from criticism or embarrassment
 - Information shall be withheld only when disclosure would adversely affect national security, safety, or privacy
 - Detailed coordination with other agencies may be required

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Information Operations

Information Operations (IO) are described as the integrated employment of:

- electronic warfare (EW),*
- computer network operations (CNO),*
- psychological operations (PSYOP),*
- military deception (MILDEC),*
- operations security (OPSEC),*

In concert with specified supporting and related capabilities, to influence, disrupt, corrupt, or usurp adversarial human and automated decision making while protecting our own.

Capabilities supporting IO include information assurance (IA) physical security, physical attack, counterintelligence, and combat camera. These are either directly or indirectly involved in the Information environment and contribute to effective IO.

There are three related military capabilities: public affairs (PA), civil military operations (CMO), and defense support to public diplomacy.

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Definition from final draft of JP 3-13 Oct 05

Planning and conducting Information Operations are dependent upon an understanding of the information environment and the ability to coordinate the activities of one more of the core, supporting, and related capabilities to achieve desired effects.



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.

Missions (force multiplier and effective nonlethal weapon available to the Global Combatant Commander):

- **Advising the supported commander** through the targeting process regarding targeting restrictions, psychological actions, and psychological enabling actions to be executed by military force.
- **Influencing foreign populations** by expressing information through selected conduits to influence attitudes and behavior and to obtain compliance or non-interference with friendly military operations.
- **Providing public information** to foreign populations to support humanitarian activities, ease suffering, and restore or maintain civil order.
- **Serving as the supported commander's voice** to foreign populations by conveying the Joint Force Commanders intent.
- **Countering adversary propaganda**, misinformation, disinformation, and opposing information to correctly portray friendly intent and actions, while denying others the ability to polarize public opinion and affect the political will of the United States and its multinational partners within an operation area.

PSYOP messages the truth



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Defense Support to Diplomacy

□ Defense Support to Public Diplomacy

- DOD is reviewing resources and capabilities that might best be brought to bear in its support of Department of State efforts to advance USG public diplomacy as well as U.S. Embassies' information programs and to support other agencies' public diplomacy that directly support DOD missions.
- DOD is committed to planning and conducting DOD activities to implement its Security Cooperation Guidance.
- DOD is working through the COCOMs to collaboratively shape the operational environment in support of USG information objectives through activities that may include, but are not limited to, Humanitarian Mine Action, Humanitarian Relief and Assistance, Counter Drug activities, and activities supporting global counter-terrorism.

□ Military Diplomacy

- The activities and measures U.S. military leaders take to engage military, defense and government officials of another country to communicate U.S. Government policies and messages and build defense and coalition relationships.

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Take Away: ~~(FOUO)~~ The purpose of DSPD and MD in support of the war on terrorism is to collaboratively shape the operational environment through activities that may include, but are not limited to, countering ideological support for terrorism, providing support for moderate Islamic voices, dissuading enablers and supporters of extremists, and deterring and disrupting terrorist acts. DSPD and MD activities will not mislead audiences regarding the content or intent of U.S. foreign policy.

DSPD supports the broader State Department led US Government public diplomacy efforts by engaging key foreign audiences to advance US interests. Activities include: representing DOD in interagency deliberations; monitoring and analysis of foreign media; development and dissemination of counter-propaganda themes and messages; hosting websites and preparing and disseminating written/electronic media in regional languages; providing Joint Information Support Teams to support US Embassies ;developing information programs in regional languages that complement and enhance mine awareness, HIV/AIDS prevention, and other activities directly supporting USG stability operations; promoting appropriate USG themes and messages through military-to-military contacts, including IMET and Regional Center programs.



Contingency planning guidance: phase zero operations



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CAPABILITY INVENTORY

- Joint Public Affairs Support Element (JPASE)**
- Psychological Operations Groups**
- Joint PSYOP Support Element (JPSE)**
- Defense Visual Information**
- Analysis and Assessment**
- Supporting and Enabling Operations**

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Joint Public Affairs Support Element (JPASE)

- Provides enabling function for Combatant Commands
- Enhances joint public affairs capability to ensure the Joint Force commander has an organization of PA professionals providing counsel, operational planning and tactical execution of communication strategies
- 48-member element that deploys in support of joint operations as a trained, equipped and ready joint public affairs force – focused on specific regional/COCOM requirements with four dedicated 8-member teams
- Deployed in support of:
 - Hurricanes Katrina and Rita
 - Earthquake relief in Pakistan
 - Joint Task Force training events and COCOM exercises
 - Joint professional development

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Take away: ~~(FOUO)~~ JPASE is a ready resource to the Combatant Commands.

(FOUO) JPASE provides enabling function for Combatant Commands.

(FOUO) Provides capability through training, doctrine development, and the establishment of joint standards and requirements to ensure the Joint Force commander has an organization of equipped, trained and ready PA professionals providing counsel, operational planning and tactical execution of communication strategies as a function of joint military operations in support of national objectives.

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Operation Life Line

- Communication Strategy
 - Message Integration
- Embassy Liaison
- Media Operations
- Media Summary and Analysis
- PA Command & Control
- Helicopter Imbed
- Visual Imagery Planning and Release

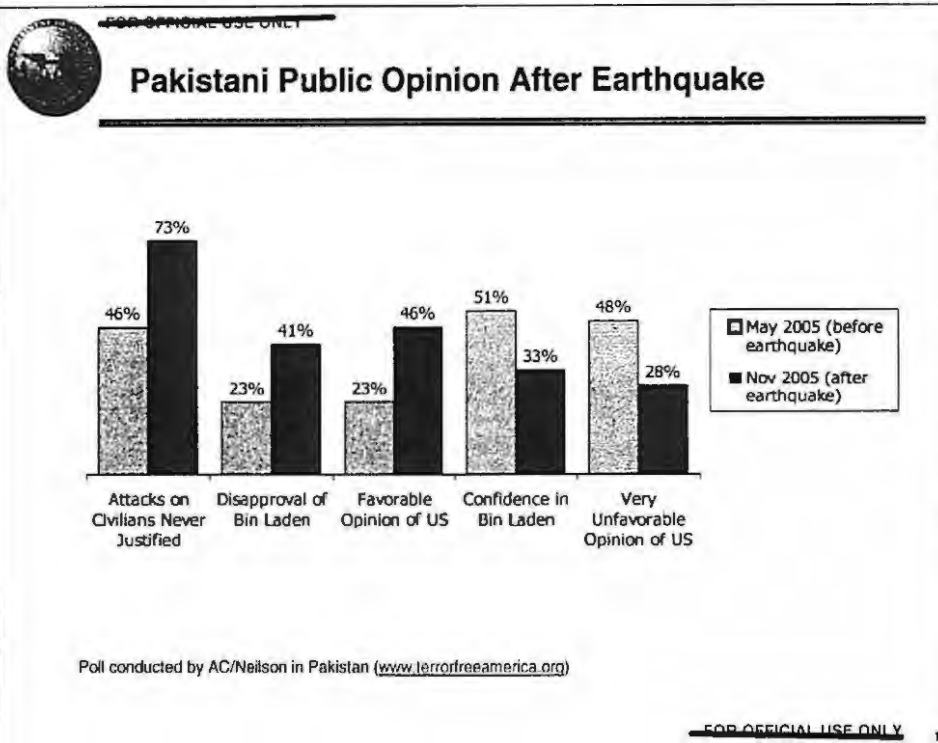


"It's simple. All we need to do is keep showing how we're helping people." – U.S. Ambassador Ryan Crocker

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Take away: ~~(FOUO)~~ US assistance in disaster relief provides opportunities for shaping foreign opinion of US.

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Take away: planned response to disaster relief creates opportunities for enhancing US perception abroad

~~(FOUO)~~ December 05 Polling data provided from analysis done by DC-based non-profit "Terror Free America". Poll conducted by AC/Neilson in Pakistan. Details can be seen on www.terrorfreeamerica.org

~~(FOUO)~~ Positive public opinion was even more dramatic in Indonesia after the tsunami.

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Psychological Operations Groups

- One Active Component PSYOP Group (approx. 1300 personnel with elements deployed globally)
- Two Reserve Component PSYOP Groups (approx. 2600 personnel with elements deployed in Iraq, Afghanistan and the Balkans)
- One Special Operations Wing (six aircraft and USG's sole capability to rapidly broadcast deeply into denied areas)

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Take away:

~~(FOUO)~~ DOD deployable capabilities include three PSYOP Groups, one Special Operations Wing, and PSYOP Military Information Support Teams principally from the 4th PSYOP Group:

~~(FOUO)~~ 4th PSYOP Group is the active component headquartered in Fort Bragg, North Carolina. Provides one regionally-aligned culturally and linguistically capable battalion in support of each of the Combatant Commands

~~(FOUO)~~ 2nd and 7th PSYOP Groups are the reserve component headquartered in Cleveland, Ohio and Moffett Field, California respectively, and principally provide tactical support to combatant commands and augment Joint Psychological Operations Task Forces

~~(FOUO)~~ 193d Special Operations Wing is headquartered in Harrisburg, Pennsylvania

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Joint PSYOP Support Element (JPSE)

- ❑ Provides enabling function for the Combatant Commands
- ❑ Provides PSYOP support to the trans-regional, Global War on Terrorism
- ❑ Functions include research & analysis, operations, plans and programs and NCR support
- ❑ Coordinates Combatant Command programs and products with the Joint Staff and OSD to ensure PSYOP integration with overall USG themes and messages
- ❑ Rapidly develops commercial-quality prototypes on behalf of the Combatant Commanders and OSD
- ❑ Contracts commercial sources for enhanced product development
- ❑ Approximately 50 people

PSYOP messages the truth

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Take away: the JPSE has significant enabling capabilities available to support the Combatant Commands

(C) Concentrated expertise lies with the JPSE. USSOCOM's JPSE, created in 2004, was envisioned in the 2003 Information Operations Roadmap to coordinate Combatant Command programs and products with the Joint Staff and OSD to ensure PSYOP integration with overall USG themes and messages. One of the specified tasks was to rapidly develop commercial-quality prototypes on behalf of the Combatant Commanders and the Secretary. In addition, the JPSE may contract for commercial sources for enhanced product development. The JPSE has filled 50 of its authorized 55 positions, and provides global/trans-regional target analysis and support in the Global War on Terrorism.

Research & Analysis	Operations	Plans & Programs	NCR SPT
<ul style="list-style-type: none"> - Conduct strategic R&A - Conduct global/ TA analysis (b)(1) - Coordinate R&A with Interagency, DOD and academia - Provide analytical SPT to OSD/GCCs - Monitor global/TR PSYOP environm't - Develop/monitor PSYOP intelligence collection req't's 	<ul style="list-style-type: none"> - Manage current operations - Interagency coordination - Manage contract support - Manage product development - Produce prototype PSYOP products - Manage global & TR product distribution and dissemination 	<ul style="list-style-type: none"> - Develop global/TR PSYOP Plans - Provide PSYOP planning assistance to GCC's - Monitor theater PSYOP activities - Synchronize global/TR PSYOP plans and OPS - Deconflict PSYOP plans and OPS between IA, OSD, and GCCs - Determine PSYOP program effectiveness - Determine PSYOP TAA requirements 	<ul style="list-style-type: none"> - OSD and JS coordination - Interagency coordination - Coordinate Intel requirements and support - Monitor IA PSYOP activities



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Defense Visual Information

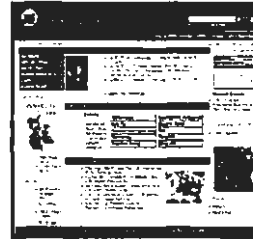


"Iraq Liberated"
PD flyer, Mar 03



USAID flyer
Apr 05

- Still and video images in support of Public Affairs, PSYOP and Strategic Communication efforts
- DefenseLINK photos received millions of hits during major disaster relief operations
- Daily "DoD Image Gallery" e-mail to more than 7,500 voluntary subscribers in the U.S. and 55 foreign nations
- State Department has same access for combat camera products as DoD
- DoS INFOCENTRAL strategic communications web site links directly to the DoD multimedia imagery web site



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Take Away:

~~(FOUO)~~ The U.S. Department of State's Office of Strategic Communications, Bureau of International Information Programs, shall have the same access to DoD Visual Information products as DoD organizations, in support of the U.S. Government's public diplomacy effort. DoDI 5040.2, 30 Aug 05

Combat Camera personnel are forward deployed; provided with directions on what still and video images to collect in order to support Joint Force Commander objectives.

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Assessment and Analysis

National focus: Policy/Senior Decision-maker Focused

- **OSD: Center for International Issues Research (Braddock Road)**
 - Track extremists' use of the internet
 - Automated Media Monitoring and Research System
 - Digital Website Tracking and Metrics Development
 - Capability for suggesting counters and conceptual product design
- **Defense Intelligence Agency: Foreign Strategic Communication Threat Team:** All-Source analysis focused on foreign propaganda related programs

Operational focus: all source Combatant Command support (examples)

- **US Strategic Command: Intelligence Support to Information Operations/Strategic Communication (global/operational)**
 - Global/trans-regional print media analysis...quantitative and qualitative (The Rendon Group)
 - Precision Influence targeting
- **4th PSYOP Group:** Strategic Studies Detachment organized for rapid analysis support. Military Information Support Teams serve as intelligent sensors
- **US Pacific Command: Virtual Information Center (VIC): (operational/tactical)**
 - Open Source Intelligence Analysis (4 Analysts): provide USPACOM situational awareness through timely and focused identification, retrieval and integration of open source information
 - Complements classified intelligence picture. Provides key data on dominant Asian press discourse including Asian reactions to domestic and world events

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Take away: Examples demonstrate that assessment and analysis are critical to DOD implementation of information programs

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(U) OSD (P) ISA- Center for international Issues Research: complements other USG agencies in the monitoring and analysis of open source materials. Over 30 contractors, most of whom are cultural specialists who monitor and report on the content of hostile websites and Arabic satellite TV networks.

(U) Tracking Extremists' Use of the Internet: Daily content summaries from foreign Arab broadcasting programs and hostile websites. ISA also works with U.S. NGOs (e.g., Middle East Media Research Institute, Site Institute) that monitor and analyze foreign media and hostile websites.

(U) Broadcast Media Monitoring Efforts: A third-generation recording, retrieval, and translation system capable of handling up to six TV broadcast channels, each with a different language if required.

(U) Multimedia Alert Processing System (MAPS): An analysis and planning tool for the Information Dissemination Concepts program; it automatically translates foreign media broadcast for analysis.

~~(FOUO)~~ **US Strategic Command: Analytical Support to Strategic Communications:** all source fusion of open source and intelligence to Combatant Command headquarters and warfighters to comprehend the combined impacts of audience, message and communications on the information environment.

~~(FOUO)~~ **Foreign Media Analysis (The Rendon Group):** produces tailored weekly open source media and statistical analyses for each geographic combatant command area of responsibility...more than 120 print media outlets in 37 countries. Also, provides early warning alert services, key communicator profiles, a calendar of significant events and up-to-date information on print, radio and TV media outlets in 77 countries.

~~(FOUO)~~ **Strategic Command Intelligence Support to Strategic Communications:** provides fused intelligence and open source products in support of Joint Functional Component Command (JFCC) mission areas. Products include Strategic Communications Environment Characterizations, weekly situational awareness briefings and monthly media analyses covering STRATCOM mission areas.

(U) Pacific Command Virtual Information Center (VIC): general news clippings from English language Asian media sources that have political, military, or environmental impact on Asia-Pacific relations and are pertinent to U.S. and PACOM interests.

(U) Products: Asia-Pacific, India-Pakistan, and Philippines Daily Press Highlights; Asia Pacific Daily News Summary with articles arranged by region and country; Primers on countries in PACOM's AOR and Transnational issues; Special Reports on special interest long term issues.

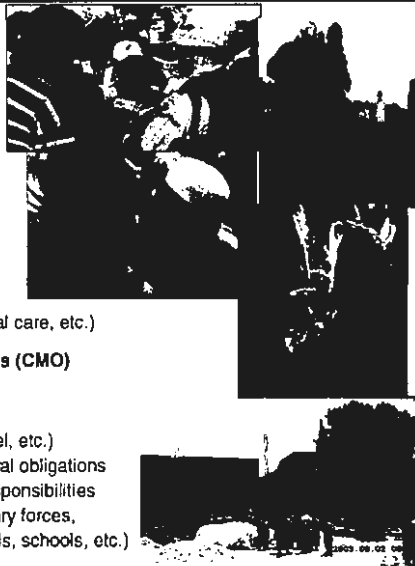
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Supporting and Enabling Operations

- ❑ **Humanitarian Assistance (HA)**
 - To relieve or reduce the results of natural or manmade disasters or other endemic disasters
- ❑ **Recent Examples of HA**
 - Tsunami Relief
 - Hurricane Katrina relief
 - Pakistan earthquake relief
 - Medical, dental, veterinary care
- ❑ **Humanitarian and Civic Assistance (HCA)**
 - Rudimentary construction (well drilling, school renovation, medical and dental care, etc.)
- ❑ **Civil Affairs Activities/Civil Military Operations (CMO)**
 - Maximizes support for military operations
 - Minimizes civilian interference on the battlefield
 - Obtains Host Nation Support (water, buildings, fuel, etc.)
 - Assists commander in meetings his legal and moral obligations
 - Helps commander to meet his legal and moral responsibilities
 - Facilitates conduct of HA and HCA between military forces, other USG agencies, and IOs (construction of wells, schools, etc.)



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Take Away:

~~(FOUO)~~ Humanitarian Assistance: Coordinated by the UN, coalition forces or done unilaterally. Direct coordination is undertaken with USAID, Non-governmental organizations, Inter-governmental organizations, etc.

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Soldiers "On-the-Ground"

□ Face to Face Communications

- Military personnel receive pre-deployment regional and cultural training.
- Speak directly to local population and key communicators and articulate approved themes and messages
- PSYOP, Special Forces, Civil Affairs, Public Affairs and all service members have an opportunity to represent the U.S. in face-to-face communications
- Respond to and dispel rumors (Mosquito)



"The last three feet"

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Take away:

~~(FOUO)~~ U.S. personnel 'on-the-ground' provide positive interaction with indigenous population and contribute to analysis, assessment, product distribution, respond to rumors, and talk to approved themes and messages. PSYOP, Special Forces, and Civil Affairs personnel have the linguistic and cultural capability to interact directly with foreign audiences.

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Categories

- Forums
- Programs
- Military Information Support Team / PSYOP Support Elements
- Worldwide Web / Print Media
- Radio and Television
- Outreach
- Regional and Cultural Expertise



What we are doing... *Forums*

- ❑ **Combatant Command Synchronization Groups**
- ❑ **Annual Worldwide Conferences**
- ❑ **Weekly Global (Secure Video Tele-Conferences)**
- ❑ **OSD/Joint Staff Integration Groups**
- ❑ **Combatant Command Sponsored International Symposiums**
- ❑ **National Defense University Foreign Liaison**
 - Counter-Terrorism Fellowships
- ❑ **DOD Centers for Regional Security Studies**
 - Five Centers support DOD Defense Strategy and Security Cooperation Guidance

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~~(FOUO)~~ Combatant Command Synchronization Groups

(U) EUCOM Strategic Effects and Communication Council (SECC): **Bi-monthly EUCOM senior leader council designed to orchestrate and synchronize information activities for maximum effectiveness.**

~~(FOUO)~~ PACOM Influence Working Group (PIWG): **Synchronizes strategic military communication with theater activities to operationalize influence operations within the PACOM AOR.**

~~(FOUO)~~ Annual Worldwide Conferences

(U) Worldwide Conferences: **Public Affairs, Information Operations and Psychological Operations**

(U) Sovereign Challenge – Foreign Militaries Attaché Conference (October 2005): **82 Foreign Representatives from 51 countries – majority Military Attachés, Senior National Representatives from CENTCOM coalition, foreign embassy officials, 20 flag officers, embassy ministers, & ambassador**

~~(FOUO)~~ Inter-agency Strategic Communication Planning Conference (February 2005): **SOCOM Sponsored; designed to develop a coordinated interagency approach using Strategic Communication mechanisms to support the prevention/disruption of another 9/11 type attack**

(U) Weekly Global Secure Video Teleconferences

(U) Worldwide Conferences: **Public Affairs, Information Operations and Psychological Operations**

(U) Battle Update Brief (weekly): **Joint Staff sponsored weekly Secure Video Teleconference for COCOM and other Joint Headquarters, Service, relevant agencies, and UK representatives to update community of related planners on planned and on-going operations, and relevant policy matters**

(U) US/UK Secure Video Teleconference (weekly): **COCOM, JS, DOS, OSD, UK coordination of Iraq IO activities**

(U) OSD/Joint Staff Integration Groups

(U) Joint Staff Strategic Communication Integration Group (bi-weekly): **Director Joint Staff led group provides oversight of Joint Staff actions and Inter-Agency coordination for information related activities**

(U) Combatant Command Sponsored International Symposiums

(U) Symposium on East Asia Security (SEAS) (April 2006): **PACOM Sponsored; supports PACOM objectives related to reinforcing multilateral theater security cooperation; builds support for GWOT within AOR.**

(U) DOD Centers for Regional Security Studies: **Centers support DOD Defense Strategy and DOD Security Cooperation Guidance with activities designed to enhance security, foster partnerships, improve national security, decision making, and strengthen civil-military relationships.**

Accomplished through education, exchanges, research, and information sharing. Centers: George C Marshall European Center for Security Studies / (Carnegie, ERG), African Center for Strategic



What we are doing... *Programs*

[Redacted]

- Rewards Information Program (RIP) (GWOT)
- Dubai Media Center
- Blogging
- Bloggers

~~(SECRET REL USA/AUS/GBR)~~ [Redacted]

~~(SECRET REL USA/AUS/GBR)~~ Rewards Information Program (RIP): **Designed to publicize, link and synchronize multiple USG Rewards Programs with effective integration of other IO functional capabilities (Such as PSYOP products and Civil Military Operations)** [Redacted]

~~(FOUO)~~ Dubai Media Center: **Conduct media engagement operations for the purpose of interacting with the pan Arab media and to provide immediate Central Command response to query and to facilitate general and flag level interviews; responds to disinformation and misinformation in Arab media**

~~(FOUO)~~ Blogging: **Reach out to internet media outlets and initiate contact with "blog" websites, with goal of posting CENTCOM stories to counter misinformation and disinformation, stimulate website discussions and encourage websites to post links to the CENTCOM public website**

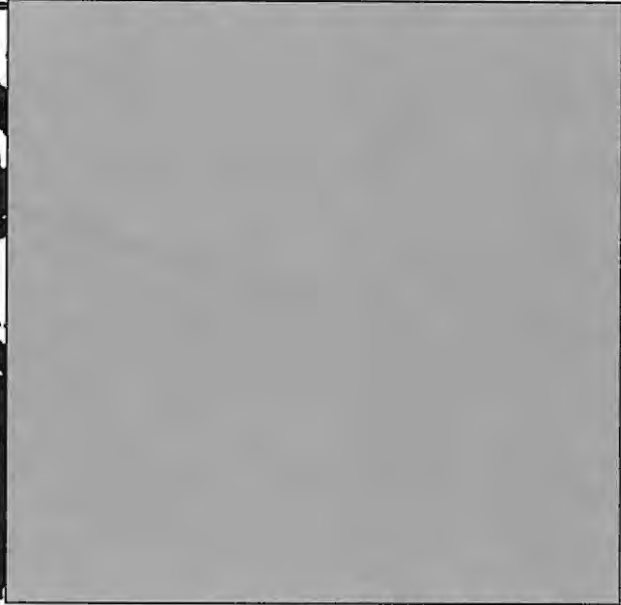
~~(FOUO)~~ Bloggers: **CENTCOM hosting Bloggers to Blog directly back from Iraq**



What we are doing...

Military Information Support Team

- Work for AMEMB; augments Public Diplomacy
 - Informs and persuades foreign audiences w/AMEMB oversight
 - Focus on Counter Terrorism, democracy and institution building, Human Rights, integration into international and regional structures and institutions, Rule of Law
- Cooperates with Host Nation
- Completely DoD funded
- Mass communication expertise
- Multi-Media Programming & Production
- Analyze local media capabilities
 - Uses local and organic media
- Look for creative ways to reach audiences
- Improves capability and quality of local media infrastructure



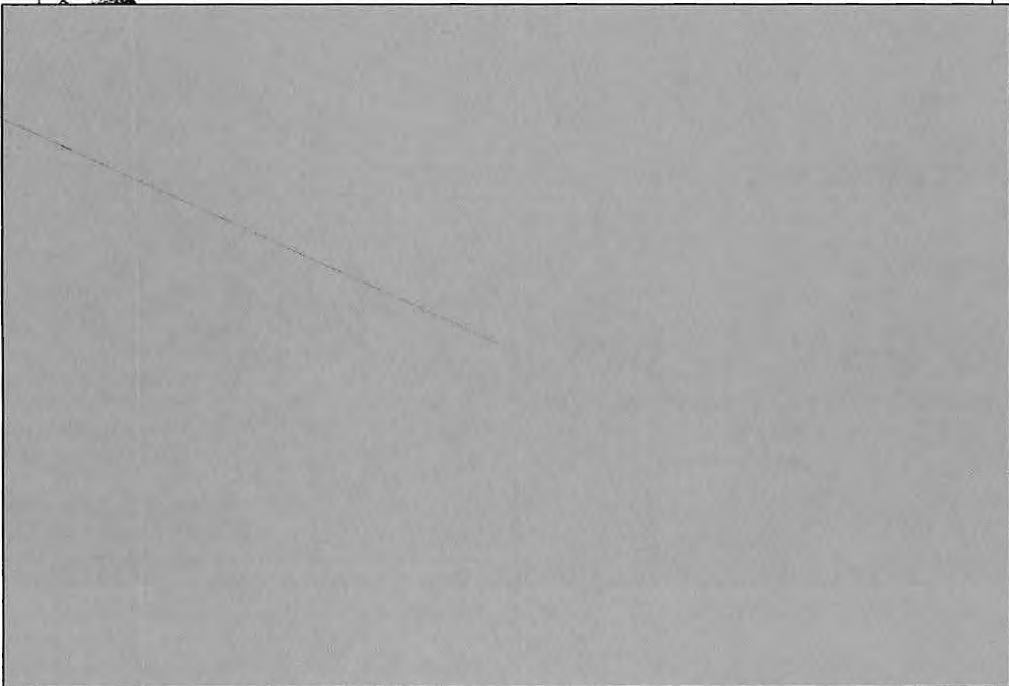
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Take away:

MISTS support nation partnership relationships, training, and building capacities.

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•(U) PRINT MEDIA

(U) *Asia-Pacific Defense FORUM* is a professional military journal published quarterly by the Commander of the United States Pacific Command to provide an international forum for military personnel of AOR

(U) Purposes:

- Promote foreign Understanding & Support for US Security & Policy
- Provide an Authoritative Source on US Armed Forces
- Promote Regional Defense Cooperation
- Provide a Medium for Professional Exchange for Asia-Pacific Security Issues

(U) *DIALOGO* is approved by ASD/SOLIC in the FY06 Overt Peacetime PSYOP Program.

(U) Purposes:

- Promote Support for Global War on Terrorism
- Promote Coalition building in SOUTHCOM AOR
- Promote USSOUTHCOM TSC
- Promote Awareness of Human Rights

(U) *African Defense Forum* is a quarterly mil-to-mil magazine for Senior African military and defense officials (FY06 initiative).

(U) Purposes:

- Promote professionalism
- Increase adherence to Human Rights and international norms
- Instill principles of civilian control
- Increase awareness of USEUCOM TSC activities/Enhance inter-African cooperation in CT

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What we are doing... Worldwide Web

DefenseLINK
U.S. DEPARTMENT OF DEFENSE



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•(U) WORLDWIDE WEB

(U) COCOM .mil Websites. Maintaining an open and freeflow of accurate and timely information via the internet, e.g., www.defenselink.mil, www.centcom.mil, etc.

•(U) EUCOM Southeast European Times. www.setimes.com Vehicle for EUCOM and NATO themes: allows AMEMB and SFOR/KFOR to focus attention where needed

• First DoD use of the internet for influence operations; Done in partnership with country teams and SFOR/KFOR

• Solicits content from 150 media outlets and over 50 indigenous writers

• Themes focus on regional stability, integration into regional and Euro-Atlantic structures, creating strong, accountable institutions, anti-crime and corruption and counter-extremism / counter-terrorism

•(U) Africa Web Initiative www.magharebia.com Internet information targeting audiences in North Africa: Vehicle for AMEMB and HN to request attention to a particular theme, event or issue

• Built upon the success and lessons learned from Southeast European Times.

• Seeks to capitalize on exponential increases in internet access and usage among target audiences in North Africa, "growing with the market".

• Done in partnership with DoS NEA, AF, and IIP Bureaus, as well as the country teams.

• A small start but one with potential to expand to cover more and more of Africa as resources come available.

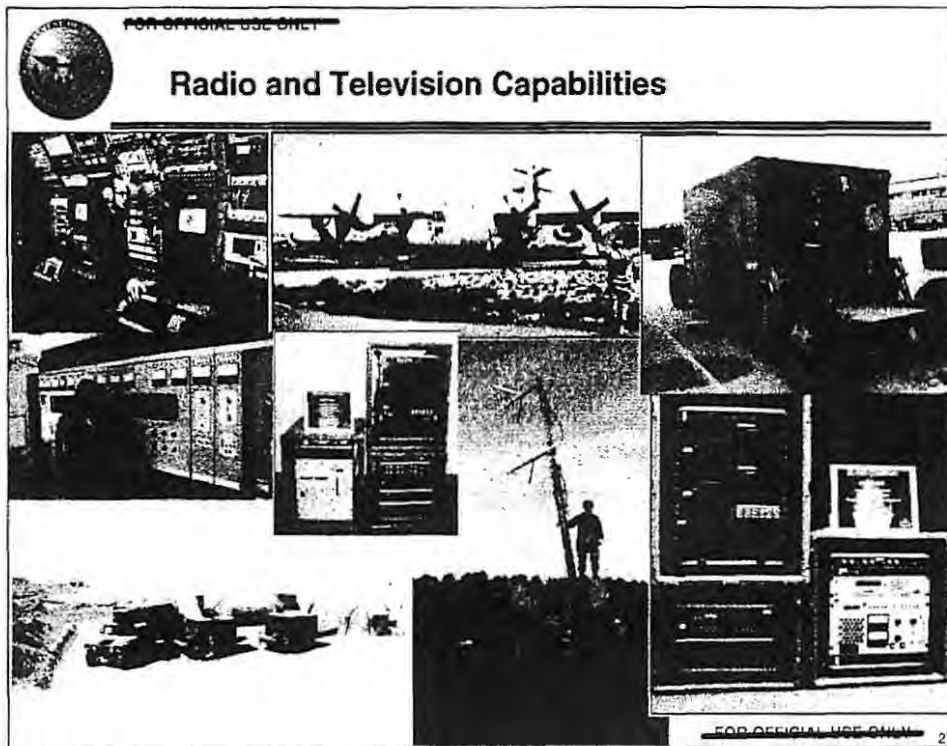
•(U) Takeaways:

• Allows direct messaging to vulnerable target audiences.

• Unobtrusive, using latest technology, simple to operate and maintain, and relatively inexpensive but providing a huge return in the long run.

• Provides USEUCOM, embassies, and HN key communicators another tool to use to put forth those messages favorable to the US and HN.

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Take away:

(FOUO) PSYOP has organic ability to produce audio and video products that can be disseminated by host nation radio and TV stations as well as its organic systems.

~~(FOUO)~~ These systems are PSYOP radio and television platforms. They are used to disseminate finished and approved PSYOP audio and audiovisual products to target audiences within an AOR or JOA:

- (U) EC-130, Commando Solo
- (U) Portable Amplitude Modulation (AM) Transmitter, 400 watt (PAMT-400).
- (U) Transportable AM Transmitter, 10 kilowatt (kW) (TAMT-10).
- (U) Transportable AM Transmitter, 50kW(AN/TRQ-44).
- (U) Portable Frequency Modulation (FM) Transmitter, 1,000 watt (PFMT-1000).
- (U) Portable FM Transmitter, 2,000 watt (PFMT-2000).
- (U) Transportable television (TV) transmitter, 5 kW (AN/TSQ-171).
- (U) Special Operations Media System-B (SOMS-B).

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What We are Doing... *Outreach*

What We Support

- DOS International Visitor Program:** results favorably impact COMCOMs
- Partner Nation Conferences, Ministerial Support, and Support to Ministries of Defense:** Enhance partner nation relationships and provide assistance
- International Military Education and Training (IMET):** DOS funded grants to foreign governments for training

What We Do

- Hosting of visits by regional distinguished visitors:** Establish Mil to Mil contacts; face to face diplomacy
- Combined exercises and operations:** Improve/strengthen Mil to Mil relationships; improve partner nation infrastructure; influence perceptions
- Overseas Force Basing:** Creates an environment for positive interaction and perception of U.S.
- Humanitarian Civic Assistance:** Improve partner nation infrastructure for emergency actions
- Multinational Planning Augmentation Team:** Rapidly establishes coalition task force headquarters

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~~(FOUO)~~ **DOS International Visitor Program: Provides DOS-funded International Visitor Program participants an opportunity to understand the role of a COCOM, its importance in the region, and its activities/programs supporting national security objectives.**

~~(FOUO)~~ **Partner Nation Conference, Ministerial Support, and Support to Ministries of Defense: Conferences focused on international concerns, such as Pandemic Influenza, permit the development and improvement of partner nation relationships. Our support to Colombia is one of the best examples of Ministerial Support and Support to MODs; we provide Public Information and awareness, information planning and Assist MOD website management; provide COLMIL media training and tactical media products to counter extremist propaganda; performed under contract (multiple contractors).**

(U) **The Multinational Planning Augmentation Team (MPAT) Program: Cooperative multinational effort to facilitate the rapid and effective establishment and / or augmentation of multinational coalition task force headquarters (CTF HQ). The MPAT provides responsive coalition/combined expertise in crisis action planning to a CTF HQ.**

(U) **Hosting of visits by regional distinguished visitors: Establish Mil to Mil contacts, facilitates face to face diplomacy**

(U) **Combined exercises and operations (e.g. New Horizons, Cobra Gold): Improve/strengthen Mil to Mil relationships; improve partner nation infrastructure; influence perceptions**

(U) **Overseas Force Basing: Creates an environment for positive interaction and perception of U.S.**

(U) **Humanitarian Civic Assistance: A good example of such assistance are the Medical Readiness Training Exercises which improve partner nation infrastructure for emergency actions, crisis response and civic assistance; diminish extremist influence; influence perceptions of key communicators and populace**

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What we are doing... *Regional/Cultural Expertise*

- Language qualified forces
- Regionally oriented units and teams
- Recurring cultural training, studies, and orientation
- Strategic Studies Detachments (SSD)
- Contracted US and local national (LN) linguists
- Established partner nation relationships fostered via routine, continuous programs (Joint Combined Exercises for Training, Medical Readiness Training Exercises, etc.)

Critical component that DOD forces bring to strategic communication

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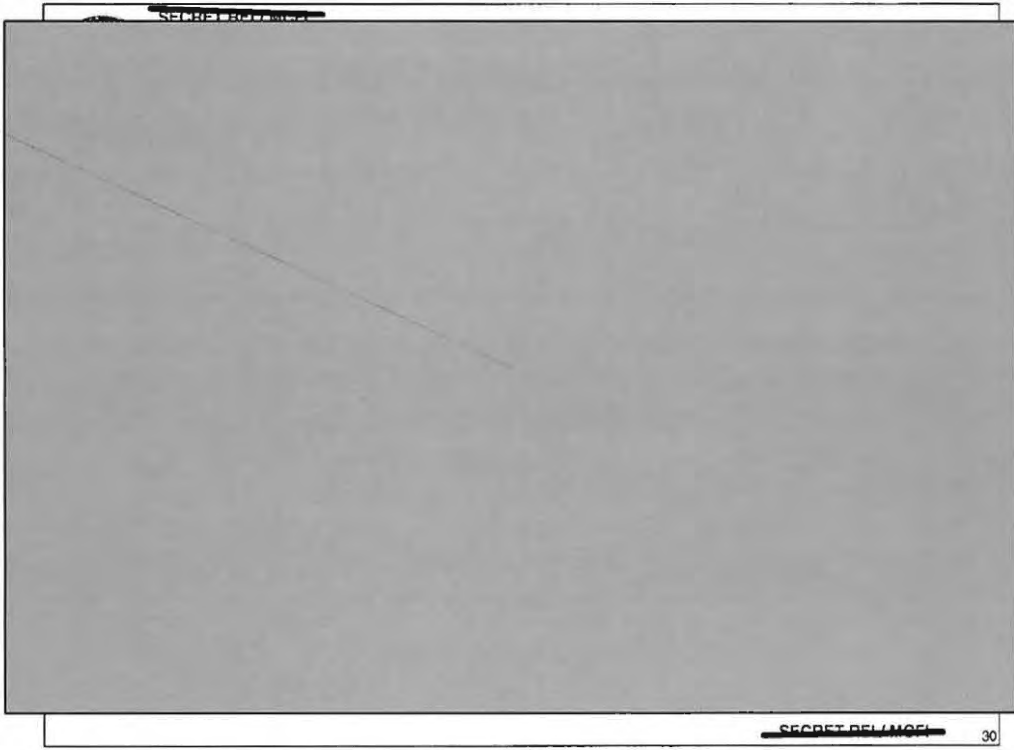
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Take away:

- ~~(FOUO)~~ Language, regional and cultural expertise lies principally with Special Forces, Psychological Operations, Civil Affairs and Foreign Area Officers within DoD.
- ~~(FOUO)~~ Major effort within DoD to expand these capabilities.
- ~~(FOUO)~~ Strategic Studies Detachment is a component of the 4th Psychological Operations Group comprised of approximately 50 Department of the Army civilian regional specialists who provide tailored PSYOP analysis.

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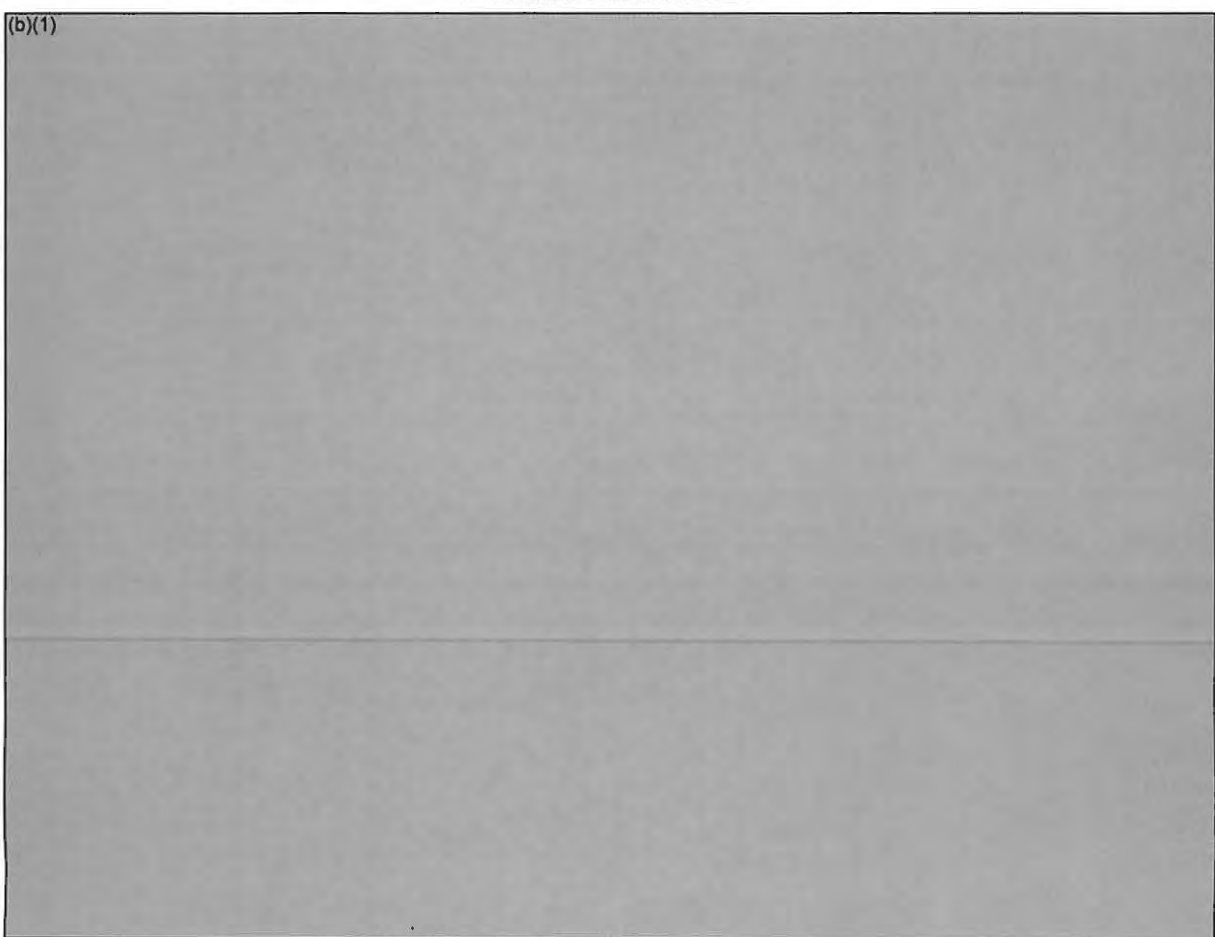
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Ready to collaborate...

- ❑ **DOD support to Strategic Communication (SC)**
 - Define, refine, develop SC missions and doctrine for public affairs, information operations, and defense support to public diplomacy
- ❑ **Horizontal integration of vertical responsibilities**
 - Clarification of roles and responsibilities within USG for communicating with foreign audiences
 - Coordination and deconfliction of programs and resource allocation
 - Establishment of streamlined USG approval process
- ❑ **Web-based information activity**
 - Supports Combatant Commander / Ambassador engagement strategy
 - Tied to Security Cooperation Guidance
- ❑ **Research, analysis and assessment**
 - Rudimentary capability to measure the effects of influence
 - Better capability to evaluate theirs than ours

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Take-aways...

- This brief is just the beginning of informing you and coordinating with your organization**
- DOD has a great amount of communication outreach capability**
- DOD is working to better synchronize our information capabilities**
- We want to better support and synchronize communication effects with DOS**

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