great number of the containers will never reach the target audience. Access to reliable hydrographic data is necessary to plot projected courses.

Section VI. RADIO BROADCASTING

5-25. General

Radio broadcasting is a medium for propaganda dissemination which combines broad coverage and speed. These two characteristics make radio broadcasts useful for the full range of psychological operations from strategic to targets of opportunity. Because radio broadcasts can be transmitted across national boundaries, behind enemy lines, and to local audiences, the potential for influencing the attitudes and behavior of neutral, friendly, and enemy audiences is vast.

a. Capabilities.

(1) **Speed.** Radio programs can normally be prepared for broadcast in a very short period of time. Thus, these programs can be kept timely and accurate. This production speed becomes extremely valuable when attempting to capitalize on targets of opportunity.

(2) **Wide coverage.** This characteristic gives radio the ability to reach large and varied audiences, in many places, simultaneously.

(3) **Ease of perception.** Radio-listening requires little or no effort. Illiteracy does not prevent the listener from forming his own individual image as he listens.

(4) **Versatility.** Radio is versatile. It is easily adaptable to drama, music, news, and other types of programs, and can covertly transmit messages.

(5) **Familiarity.** Listening to radio is a habit where possession of radio receivers is common. The possession of radio receivers has greatly increased with the invention of transistor.

(6) **Emotional power.** Radio has the ability to elicit many emotions. A skilled radio announcer can exert tremendous influence on the emotions of the listener simply by pitch, resonance, inflection, or timing.

b. Limitations.

(1) **Jamming.** Jamming may prevent the target group from receiving radio broadcasts (see FM 32-15 for a detailed discussion of broadcast countermeasures and electronic warfare).

(2) **Enemy restrictions.** The target group may be subjected to severe antilisting laws thereby reducing effectiveness of radio broadcasts. Some countries use central receivers hooked up to home-installed loudspeakers in order to control listening.

(3) **Technical.** Radio signals may be rendered inaudible by fading or static due to un...
favorable atmospheric conditions. Buildings and mountainous or mineral-laden terrain often limit the range of the transmitter.

(4) Lack of receivers. In some areas, so few receivers are available that radio is not an effective medium. In addition, in strategic operations the target group may not possess receivers capable of receiving foreign broadcasts.

(5) Power shortage. Bombing or other military action may destroy power plants, rendering inoperative all receivers depending upon an external power source.

(6) Fleeting impression. Oral media do not possess the permanency of written media. The oral message may be forgotten or distorted with the passage of time.

5-26. Strategic Radio

a. The content and purpose of a radio broadcast determines the type: strategic or tactical. Strategic radio broadcasts are designed to effect long-range objectives. They are normally directed at a mass target audience and call for a gradual change in the attitudes of many and varied targets. Close coordination is required to insure that broadcasts are agreeable to the differing thoughts and tastes of the target audience.

b. The primary mission of strategic radio broadcasting is to support national, long-range policies of the friendly country or countries sponsoring or originating the broadcasts. This may be accomplished in many ways, such as sustaining morale of resistance elements and undermining the confidence of target groups in the enemy government.

c. Another mission may be to support underground elements by transmitting instructions and information to agents in enemy-held territory. The information may be overt or coded. Overt messages can be designed to confuse or mislead enemy forces; coded messages are more reliable for actual underground operations. This mission may become tactical if in a combat situation.

5-27. Tactical Radio

a. Tactical radio stations are usually located in the forward area within reach of enemy receivers and are used in conjunction with combat operations by mobile units of a radio broadcasting organization. It is advisable to coordinate tactical broadcasting with loudspeaker, leaflet, and other psychological operations.

b. Tactical radio stations normally are mobile and may be deployed where they are most needed. They can be moved as the friendly forces move—forward or rear—and they can be used in connection with tactical intelligence information. Tactical stations can react with speed to any situation, and tactical broadcasts can cater to the tastes of provincial audiences.

c. Long-range, fixed stations may also be considered tactical if they are used in direct conjunction with combat operations. Definitions of strategic and tactical radio are not based upon distance from the enemy, but mainly on the purpose of the broadcast.

5-28. Programing

a. Definition. Radio programing consists of planning the schedule, content, and production of radio programs during a given period.

b. Objectives. The objective of radio programing in psychological operations is to gain and hold the audience whom the propagandist wishes to influence. Truthful, credible, and accurate news reporting is one of the better ways to gain and hold this audience.

c. Content. Words, music, and sound effects are put together in various ways to produce programs of several kinds. Some of the different types of radio programing are—

(1) Straight news reporting (without commentary).

(2) Selective news reporting.

(3) Commentary (an analysis of the news in which opinions are expressed).

(4) Music programs (instrumental or song).

(5) Dramatic programs.

(6) Speeches and talks.

(7) Discussions and roundtables.

(8) Sports (reports or play-by-play).

(9) Interviews.

(10) Special events (i.e., on-the-spot coverage of an election or arrival of an important visitor).

(11) Religious programs.

(12) Variety programs (a combination including music, dramatic skits, comedy, etc.).

(13) Announcements.

d. Principles.

(1) Regularity. The radio propagandist must create habitual listening patterns in order to build a regular audience. Thus, regularity is an essential element of programing. The broadcast day, once established, remains relatively unchanged. Specific programs are transmitted at the same hour each day. Content, style, and format of programs should follow an established pattern.

(2) Repetition. Repetition is essential for oral learning. Hence, key themes, phrases, or slogans must be repeated to insure that a large segment of a target audience has the opportunity to receive them on many occasions.
(3) **Suitability for target audience.** The radio propagandist prepares programs to suit the tastes and needs of his intended audience. Program content and style of presentation should follow the patterns to which the intended audience is accustomed. Programs must be better than those offered by the enemy if a large audience is to be won.

(4) **Credibility.** Factual, credible, and accurate material is presented.

(5) **Exploitation of censorship.** Discussion or presentation of banned books, plays, music, and political topics often finds a ready reception by the target audience; the same holds true of news withheld by censors.

e. **The voice.** Selection and training of announcers with proper voice qualities is essential to successful PSYOP radio.

(1) The emotional tone conveyed by the voice often influences the listener more than the logic of arguments presented.

(2) Announcers whose accents are similar to those of unpopular groups within the target audience should not be used.

(3) Female voices are used in propaganda to exploit nostalgia, sex frustration, or to attract female audiences. In many parts of the world, women's voices may be resented because of the peculiar status of women in these societies.

5–29. **Program Classification**

Radio programs may be classified by three different methods:

a. **Content.** The most common and useful method of program classification is content. News reporting, commentaries, announcements, educational or informative documentaries, music, interviews, discussions, religious programs, drama, and women's programs are examples of content classification.

b. **Intent.** Classification by this method is useful for the propagandist in planning the response he wishes to obtain in his broadcasting. Programs are produced to induce such emotional reactions as hope, hate, fear, nostalgia, and frustration.

c. **Origin.** Classification by this method pertains to the source of the broadcast: official, unofficial, authoritative, etc.

5–30. **Basic Principles of Radio Scriptwriting**

Some basic factors that must be considered when writing radio scripts are—

a. **Conversational Style.** News should be written in a popular, informal, relaxed style, but without superficiality. The listener should not be conscious of the fact that the news is being read to him.

b. **Simplicity.** Use simple sentence structure and words commonly used by the target audience. To avoid a sing-song effect, sentence length should be varied.

c. **Initial Attention.** The listener may be running the risk of severe punishment for listening to a forbidden broadcast, so the announcer must gain instant attention. The initial part of the script must convince the listener that the program will be of interest to him. The essential facts must be contained in the first few sentences to gain initial interest and to insure that if the script is cut, nothing of major importance will be lost from the content.

d. **Speech Speed.** The normal rate of speech will vary among different announcers. The scriptwriter should time the rate of speech of each announcer in the language used and tailor the script for him to gain maximum impact in the time allotted.

e. **Tongue Twisters and Alliteration.** Avoid words that successively begin with the same sounds such as: “In providing proper provisional procedures . . .” Also avoid as much as possible the words ending in ch, sh, th. Depending on the speaker's ability, these sounds, coming at the end of words, often produce a hissing noise through the microphone. All of this will depend on the language used.

f. **Numbers.** Round numbers are substitutes for exact figures unless the precise number is important. For example, “20 thousand” may be used in place of “20,158.” Large numbers may be written in the manner easiest to read, such as “1,200,050,000.”

g. **Unfamiliar Names.** Avoid beginning a news item with an unfamiliar name. Do not say, “John Jones announced this morning that . . .” Rather, introduce the names as “The Australian Minister of Education, John Jones announced this morning that . . .”

h. **Quotation Marks.** The listener cannot see quotation marks. By voice inflection the announcer can make it clear when a quotation begins and ends. Other methods may be used to indicate a quotation:

(1) In Smith's own words . . . The council is sure to reject the proposal.

(2) To quote Smith . . . The council is sure to reject the proposal.

(3) As Smith states . . . The council is sure to reject the proposal.

i. **Punctuation Marks.** Ordinary marks of punctuation are ignored in scriptwriting. They may be used, however, as a guide for the announcer. For example, parentheses( ) may be used to set off a phrase. Key words may be
capitalized for emphasis. Phonetic spelling may be used to help the announcer with the pronunciation of difficult words.

j. Profanity and Horror. The propagandist speaking as a representative of his government, and in keeping with the image of the serious, sincere spokesman, will not use profanity in his broadcasts; nor will he use horrible descriptions of battles, bombings, ship sinkings, and human suffering, although objective reports on these subjects have a legitimate place in radio and loudspeaker operations.

k. Abbreviations. Conventional abbreviations are seldom used. For example, "Mister" is used in place of "Mr." and "Doctor" in place of "Dr." in scripting. "CIA" and "FBI" are familiar to American audiences, but have little or no meaning elsewhere. UN has meaning for many people, but is must not be assumed that it is understood by everyone.

5-31. Radio Program Format

A fundamental principle in writing scripts for psychological operations broadcasting is to standardize as much as possible without losing the desired flexibility. Format refers to the content of a program. Through a familiar manner of presentation, the originating station tries to establish the identity of its programs in the minds of its listeners with the aim of building a regular audience. The format for a series of programs is usually established before the first program is broadcast. Radio station personnel, when establishing the format for a series of programs, should bear in mind that they must adhere to the highest standards of radio scripting if they are to be successful. Of great importance is the uniformity of the script. Just as uniformity in a military organization makes things easier for everybody concerned, uniformity in radio scripting makes the job easier for radio broadcasting personnel.

5-32. Radio Scriptwriting Techniques

The following techniques may be used to gain and hold the attention of the audience:

a. The Aural Sense. The special character of radio stems from the fact that it is entirely an aural medium. Since radio depends entirely on the ear, it must work completely on the listener's image inspired by the sound waves coming from the loudspeaker. The sound of a man's voice in a radio presentation raises a particular image in the listener's mind of what he says. Radio writing must make the scene, idea, or thought clear to the listener as soon as it is heard.

b. The Rapid Getaway. Radio programs must capture an audience within the first few moments of presentation or they will lose them. Programs must present a challenge, a promise, or conflict to arouse attention within the first few moments of their start. Valuable time cannot be wasted on elaborate introductions.

c. Power of Suggestion. A vast storehouse of scenery is in the listener's mind. The radio writer, through use of speech, sounds, or music suggests to the audience what the scene should be enabling the listeners to use their imaginations to visualize each scene.

d. Pacing and Timing. The radio writer controls pacing in the program. This is the change in quality, emotion, thought, or feeling written into the program. Timing is controlled by the director and is represented by a shift of speed in delivery.

e. Freedom of Movement. The radio writer can change scenes as frequently as desired. He can take his listeners from one point on earth to another or even into outer space with words, sound effects, or appropriate music.

f. Conflict. Conflict is the backbone of interest in a radio script. It is used to gain the attention and increase the interest of the radio audience. Conflict is the ageless formula of hero against villain, good versus evil, the fight for survival, and the solution of difficult problems.

g. Techniques. The imaginative application of technique is the radio writer's key to success. The radio writer must be constantly alert for new ideas and techniques, and should be willing to experiment with variations on old "established" techniques.

5-33. Radio Program Building

When the radio scriptwriter is familiar with the principles, mechanics, elements, and techniques already discussed, he must then turn his attention the essential steps for constructing a program.

a. Purpose. The first concern of the writer is purpose—what he is trying to do. Careful thought in the statement of purpose will help listeners recognize the value of the program and, perhaps, induce them to listen again.

b. Research. Informational material may frequently be uncovered only through research. Hidden color and details are often revealed through research. In order to round out a subject or a personality, the research must be comprehensive. Thorough research gives a note of authority to the voice which the listener hears.

c. Writing Technique. Writing technique can be learned. It must be practiced. The script is not complete when the last page is written. It
must, temporarily, be put aside, then read again. This step cannot be omitted. Finally, it must be read aloud. The test of a radio script is how it sounds—not how it looks.

5-34. Monitoring

Radio monitoring is done to intercept enemy, friendly, and neutral radio broadcasting and radio teletype news service transmissions which, when analyzed, provide valuable PSYOP information. Primary responsibility for monitoring in foreign areas is assigned to Foreign Broadcasting Information Service (FBIS). Monitoring has three specific aims:

a. To provide information on the enemy’s domestic or foreign propaganda programs and the propaganda line directed to his own military forces in the field and to our military forces, so we may react with active counterpropaganda (chap 9).

b. To provide information for evaluating the effectiveness of United States and Allied psychological operations.

c. To augment regular news sources.

5-35. Monitoring Operations

a. Strategic and tactical monitoring facilities are not sufficient for monitoring all enemy, friendly, and neutral radio broadcasts. Therefore, selective monitoring is done on a planned basis.

b. Ideally, broadcasts should be recorded as they are being monitored. This insures accuracy and allows maximum use of available personnel. Recorded broadcasts must be edited by personnel capable of recognizing material of propaganda import.

c. The dial is also scanned for other broadcasts of significant interest to United States and Allied forces.

d. Operational rules require monitoring personnel to—

   (1) Be objective when giving their monitoring reports.

   (2) Be familiar with names of persons and places likely to appear in monitoring broadcasts.

   (3) Monitor only the station to which assigned, unless specifically directed to scan for other broadcasts.

   (4) Record the identity of the monitored station, the date and hour, and other relevant information pertaining to the monitoring broadcasts.

   (5) Notify superior of significant monitoring information.

   (6) Write phonetically when doubtful of the spelling of strange names.

Section VII. TELEVISION

5-36. General

Television is the most significant medium in mass communications. An important fact to be considered by the military communicator is that television is almost universal, having taken its place throughout the world with unrelenting impact. Television, applied within the military to accomplish a number of diverse and important missions, has brought about significant changes. Mobile television is an important means of battlefield surveillance. The Armed Forces Radio and Television Service operates television stations abroad, whetting the desires of the local populations for more. Close circuit television is being used by many military installations and service schools for instructional purposes. With this communication medium available for use by military PSYOP units and other government and nongovernment agencies, television’s characteristics, effectiveness, and limitations should be considered and understood.

5-37. Characteristics

a. Television is the most intimate mass medium. Like radio, television makes use of the sense of hearing to convey an idea. Like printed media, television also makes use of the sense of sight, adding the element of sight-motion. Like the motion picture, television combines sight, sound, and motion. In addition, it adds a sense of immediacy. Television can effectively create that quality of “happening now,” at a distant point, placing the viewer in two places at the same time. He is able to “extend” his image from the security of his own home to a projected point in time and distance where the televised event is happening.

b. Since television is capable of reaching thousands or even millions of people with these combined elements of sight, sound, motion, and immediacy, it becomes not only an effective mass communications medium, but also a personalized form of communicating. Television, frequently watched by people in small groups amid various interest groups, is a powerful PSYOP communications weapon.

5-38. Capabilities

a. Speed. Like radio, television can produce programs capable of reaching large segments of the target very rapidly.
b. Illiteracy Barrier. Television leaps the barrier of illiteracy. Television bypasses an audience’s unfamiliarity with a written language.

c. Unifier. Television brings people closer together in many separated locations by making them familiar with the same ideas and concepts.

d. Aural-Visual Appeal. It appeals to two senses, each reinforcing the other, to give the viewer a sense of involvement. Color adds to the realism of television.

5-39. Limitations

a. Range. The very high and ultra-high frequencies of television limit its range. Rough terrain, uneven atmospheric elements and geography affect the range and strength of television signals. The signals must be boosted with relay stations, airborne transmitters, or relay satellites in order to travel long distances.

b. Reception. The distribution of television sets, though widespread, is unevenly scattered throughout the world.

c. Power Source. Most television receivers require an outside source of electrical power. Many areas of the world lack such power, although transistorized sets with built-in power sources will help overcome this limitation.

d. Program Requirements. A television station, even operating on a limited schedule creates a tremendous demand for program material. Each day's operation requires a large amount of film, videotape, and live programming to sustain a program schedule.

e. Vulnerability. Television equipment and parts are delicate and extremely vulnerable to damage, either accidental or intended. Television stations are easily identified and make excellent military targets. At the receiving level, television sets are difficult to hide, particularly if an antenna is required. They are fragile and easily destroyed or put out of action.

f. Expensive. Television is expensive. Stations are expensive to construct, operate, and maintain.

g. Personnel. Television is a complicated communications medium and requires specialized personnel with a wider range of skills than those required to operate a radio station.

h. Hostile Target Groups. Although television is excellent in influencing personnel in friendly or neutral accessible areas, it will not reach target audiences in hostile areas unless a means is found to enter television sets in these areas. Incompatibility of receivers, the extreme distortions caused by co-channeling (two transmitters on the same wavelength), jamming, and censorship limit the use of television broadcasts to hostile areas.

5-40. Employment of Television

In developing nations, television receivers may have to be provided for community viewing. A proven technique is to place these receivers in regional capitals, and gradually extend them to rural areas as people develop an interest in and understanding of the medium. Community viewing provides the opportunity for host governments to present television programs which help the population to more closely identify with the established regime. In addition, distributions of printed material and face-to-face communication may be made to reinforce central programs and further government objectives. In order to extend the range of a central television transmitter, airborne relays in the form of multiengine aircraft, mounting antenna relay domes, may be used until such time as additional ground transmitters and relays are constructed.
CHAPTER 6

PROPAGANDA ANALYSIS

Section I. INTRODUCTION

6-1. General

a. The psychological operator continually needs intelligence relevant to the area of operations and current and potential targets. Propaganda analysis, which is the examination of the source, content, audience, media, and effects of the message directed at enemy, neutral and friendly audiences, and the evaluation of the effects of our own propaganda, supplements the more conventional forms of intelligence. The propaganda analyst requires complementing data from agencies gathering strategic and combat intelligence, and intelligence for PSYOP purposes. The results of propaganda analysis must be checked against information obtained from other intelligence sources.

b. Propaganda analysis is valuable because it may reveal attitudes and conditions which provide psychological opportunities for PSYOP exploitation. The psychological operator uses the technique of propaganda analysis to enhance the effectiveness of his propaganda effort, to determine the effects of propaganda on target audiences, and to gain information on the sources of enemy propaganda, so as to assist in propaganda efforts.

6-2. The SCAME Formula

a. The method used to analyze propaganda is known as the SCAME formula. Full understanding of the attitudes and beliefs of the target audience is essential for effective use of the SCAME formula. This requires close coordination with, and possibly aid from indigenous allies. The SCAME formula involves the analysis of the source, content, audience, media, and effects of propaganda. Although it is applied primarily to propaganda emanating from sources other than our own, it may profitably be used to analyze our output.

(1) Source analysis examines the individual or agency sponsoring the propaganda. Sources are usually categorized as organizations or as individual propagandists. Sources may also be categorized by media; e.g., Radio Hanoi.

(2) Content analysis, which used quantitative and qualitative methods of analysis, is the study of the content (obvious and concealed) of propaganda, through classification and evaluation of key words, phrases, symbols, and themes, in order to ascertain their meaning and probable effects.

(3) By hypothesizing the attitudes and conditions of the target audience as viewed by the propaganda source, the audience analyst determines the target of the message and examines its characteristics. Audience analysis determines the reasons why a particular audience was selected, and the rationale for a particular line of persuasion.

(4) Media analysis determines why specific media were or are used to disseminate propaganda.

(5) As the success of a propaganda campaign can be judged only by its effects, major emphasis is placed upon effects analysis, which assesses the total impact (effects achieved) of a message or campaign.

b. It is necessary to examine all the elements of the SCAME formula (source, content, audience, media, and effects), as the results of analysis of less than all the elements will be incomplete, misleading, and ineffectual.

Section II. SOURCE ANALYSIS

6-3. Definition

Source analysis identifies and analyzes the structure and relative power status of the originating propaganda agency and its dominant personnel. It provides the information needed to determine the degree of credibility of the source and its propaganda. It determines the authoritative basis for the propaganda.

6-4. Value of Source Analysis

a. Source Authority. It evaluates the author-
Authenticity and Credibility. By clarifying the relationship between the source, the government, the message content, and the audience, authenticity and credibility are revealed.

c. **Counterpropaganda Efforts.** It assists counterpropaganda efforts by offering insights into the propaganda theories and operational techniques of the propaganda source.

### 6-5. Source Analysis Classification

Based upon the source, propaganda is classified under the following terms.

#### Section III. CONTENT ANALYSIS

### 6-6. Purpose

Content analysis reveals the meaning of propaganda messages, whether oral, written or conveyed by drawings or other symbols. It covers the systematic examination of propaganda messages to ascertain their meaning and impact, and the factors responsible for their dissemination. Content analysis may be either quantitative or qualitative.

a. **Quantitative** content analysis is a systematic objective analysis of the content of propaganda made over a period of time by means of classification systems and statistical tabulations.

b. **Qualitative** content analysis, a systematic analysis of the substance of a communication or communications, primarily subjective, depends upon the judgment and knowledge of the analyst.

c. A combined use of both methods is recommended in order to interpret the full meaning, intent, and evident and potential effects of messages.

### 6-7. Techniques Used in Propaganda Messages

a. A number of techniques used by the source can be identified by content analysis. These overlapping and difficult to isolate techniques are discussed in chapter 2. Identification of the techniques used will enhance the analysis effort.

b. In identifying these techniques the analyst can gain information of value to the overall analysis. For example, identification of a technique or combination of techniques can assist the analyst in making recommendations concerning the development of counterpropaganda, which is discussed in chapter 9. If it is determined that the source is “card-stacking,” it may be possible to present alternative information to the target audience which would diminish the credibility of the source. Again, if it is discovered that the source is using the technique of simplification, it may be possible to present situations not covered in the source’s propaganda, thereby diminishing credibility. The analyst must realize that the source may have adopted a particular technique because it felt the audience would most readily accept the message if presented in a certain manner. This information can assist in developing friendly propaganda messages to be disseminated to the same target audience.

### 6-8. Applications of Content Analysis

a. **Analyzing Morale.** The level of morale in a nation may be determined through analysis of its domestic propaganda. For instance, domestic propaganda quietly and unemotionally delivered may reflect high morale, while silence, bluster, or strident propaganda may suggest low morale. A defiant attitude, evidenced by an unwillingness to abide by international agreements or to resolve differences at the conference table, may result from a need to divert attention from serious domestic difficulties.

b. **Analyzing Involuntary Information.** Propaganda may contain news, opinions, and entertainment as a means of attracting an audience. Valuable intelligence information can be obtained from a careful analysis of this material.

(1) If the source uses grammar or idioms incorrectly, this suggests that the source suffers from a lack of qualified language specialists.

(2) Supply shortages may be indicated by poor grades of ink or paper being used in the source’s printed propaganda.

(3) Weak radio signals, interrupted programs, poor program production, or a lack of operating stations are suggestive of a lack of...
signal materiel and equipment, and trained radio personnel.

c. Biographic Information. Propaganda may provide biographical information on particular personalities. For example, the space or time devoted to a government's leaders, in its own propaganda, is often an accurate measure of the relative power of individuals within the hierarchy. The presence of a new personality at a publicized ceremony may indicate a shift in the power position of that official and his supporters.

d. Economic Data. Economic information may be derived from statistics reported in propaganda, even if the statistics are falsified or slanted. Comparison with previous data will often give valuable information about industrial or agricultural output, shifts in manpower or other economic conditions of PSYOP interest.

e. Propaganda Inconsistencies. Any inconsistency in propaganda may provide insights into the political, military, economic, sociological, and psychological conditions in the source's homeland or among his government's combat forces.

f. Determination of Intentions. Propaganda may be used by a source to conceal the real intentions of a government. Typical examples are attempts to convey the impression that any future outbreak of hostilities between that nation and another are the responsibility of the other party in the dispute.

6-9. Methodology

a. The Hypothesis. Whether a quantitative or a qualitative approach is taken to a particular content analysis problem, the first step is always the formulation of a hypothesis to be proved or disproved by the analysis.

(1) The hypothesis, which gives a precise definition to the problem to be solved, is a statement or theory, stated as a problem to be proved or disproved. It may be stated by the analyst, based on his familiarity with the content of the source's propaganda, or on an inspection of samples or propaganda.

(2) As the analysis develops, it may be necessary to modify the hypothesis. This change does not present too many difficulties in the case of qualitative content analysis. However, it may be necessary to repeat the entire process if the hypothesis is changed.

b. Choice of Approach. After the hypothesis has been developed, the analyst must decide whether to use the quantitative, qualitative, or a combination of the two approaches in the analysis. The course of action to be followed is dependent upon the hypothesis and the following factors:

(1) The quantitative approach is preferable if the material to be screened is voluminous and encompasses as extended period. If only a few items of propaganda are available, and the time period is short, the qualitative approach is appropriate.

(2) The type of product desired is another major factor. If a statistical product is desired, the quantitative approach should be used. On the other hand, if an impressionistic product is required, the qualitative approach is appropriate.

(3) A combination of the two approaches should be used for a complete analysis of propaganda.

c. Sampling. Regardless of the course of action, the analyst must decide which specific items of propaganda he will examine in proving or disproving his hypothesis. As he rarely will have access to all the propaganda produced by a particular source, he must take samples of the source's propaganda. The sample, however, must be large enough to provide an accurate picture of the situation. If the sample is too small, accidental errors will be given too much weight. Furthermore, the sample should be representative, exhibiting the characteristics of the whole. The sample should be proportioned to the whole in its display of the characteristics of the propaganda. In content analysis, sampling may take place on three levels.

(1) Titles. Of the entire range of propaganda produced by a source, a decision must be made regarding which items of propaganda are to be examined. For example, of 10 newspapers sponsored by the source, which ones are to be analyzed?

(2) Issues. After the specific titles to be examined have been chosen, specific issues must be selected. For example, if it were decided to study a particular newspaper, it is necessary to decide which day's output will be used: Every day? Every third day? The nature of the hypothesis will determine which choice to make.

(3) Choice. After the question of titles and issues has been resolved, it may be necessary to decide which part of the issue will be studied. For example, the analyst may concentrate only on newspaper editorials. Or, he may deal with the front page of the newspaper. Again, the hypothesis will determine the choice to make.

d. Content Categories. Content categories are the units of classification of the material under analysis. In a given content analysis problem, the specification of categories is based on the hypothesis under investigation. Both quantita-
tive and qualitative content analysis make use of content categories. New categories can be added as needed during the period of the analysis. Also, the definition of old categories can be modified according to the requirements of the context. The following are general content categories. The hypothesis determines which category will be used.

1. **Subject matter.** This category is the most general in nature and answers the most elementary question, “What is the subject of the communication?” This category would be used to determine the relative emphasis given to different topics in a sample of propaganda.

2. **Direction.** This category determines the “slant” of the propaganda by finding the ratio of favorable to unfavorable, or pro to con. Using this category, the attitude of a source toward a given topic can be determined.

3. **Values.** This category is concerned with the aims or desires of people. It includes such things as money, love, social position, career advancement, health, education, etc. From these categories, comparative attitudes or moral questions can be determined.

4. **Method.** This category is concerned with the techniques or “tricks of the trade” used by the source. These are discussed in paragraph 6–7, above.

5. **Value categories.** This category is concerned with the aims or desires of people. It includes such things as money, love, social position, career advancement, health, education, etc. From these categories, comparative attitudes or moral questions can be determined.

6. **Method.** This category is concerned with the techniques or “tricks of the trade” used by the source. These are discussed in paragraph 6–7, above.

7. **Value categories.** This category is concerned with the aims or desires of people. It includes such things as money, love, social position, career advancement, health, education, etc. From these categories, comparative attitudes or moral questions can be determined.

8. **Method.** This category is concerned with the techniques or “tricks of the trade” used by the source. These are discussed in paragraph 6–7, above.

9. **Value categories.** This category is concerned with the aims or desires of people. It includes such things as money, love, social position, career advancement, health, education, etc. From these categories, comparative attitudes or moral questions can be determined.

10. **Method.** This category is concerned with the techniques or “tricks of the trade” used by the source. These are discussed in paragraph 6–7, above.

11. **Value categories.** This category is concerned with the aims or desires of people. It includes such things as money, love, social position, career advancement, health, education, etc. From these categories, comparative attitudes or moral questions can be determined.

12. **Method.** This category is concerned with the techniques or “tricks of the trade” used by the source. These are discussed in paragraph 6–7, above.

13. **Value categories.** This category is concerned with the aims or desires of people. It includes such things as money, love, social position, career advancement, health, education, etc. From these categories, comparative attitudes or moral questions can be determined.

14. **Method.** This category is concerned with the techniques or “tricks of the trade” used by the source. These are discussed in paragraph 6–7, above.

15. **Value categories.** This category is concerned with the aims or desires of people. It includes such things as money, love, social position, career advancement, health, education, etc. From these categories, comparative attitudes or moral questions can be determined.

16. **Method.** This category is concerned with the techniques or “tricks of the trade” used by the source. These are discussed in paragraph 6–7, above.

17. **Value categories.** This category is concerned with the aims or desires of people. It includes such things as money, love, social position, career advancement, health, education, etc. From these categories, comparative attitudes or moral questions can be determined.

18. **Method.** This category is concerned with the techniques or “tricks of the trade” used by the source. These are discussed in paragraph 6–7, above.

19. **Value categories.** This category is concerned with the aims or desires of people. It includes such things as money, love, social position, career advancement, health, education, etc. From these categories, comparative attitudes or moral questions can be determined.

20. **Method.** This category is concerned with the techniques or “tricks of the trade” used by the source. These are discussed in paragraph 6–7, above.

21. **Value categories.** This category is concerned with the aims or desires of people. It includes such things as money, love, social position, career advancement, health, education, etc. From these categories, comparative attitudes or moral questions can be determined.

22. **Method.** This category is concerned with the techniques or “tricks of the trade” used by the source. These are discussed in paragraph 6–7, above.

23. **Value categories.** This category is concerned with the aims or desires of people. It includes such things as money, love, social position, career advancement, health, education, etc. From these categories, comparative attitudes or moral questions can be determined.

24. **Method.** This category is concerned with the techniques or “tricks of the trade” used by the source. These are discussed in paragraph 6–7, above.

25. **Value categories.** This category is concerned with the aims or desires of people. It includes such things as money, love, social position, career advancement, health, education, etc. From these categories, comparative attitudes or moral questions can be determined.

26. **Method.** This category is concerned with the techniques or “tricks of the trade” used by the source. These are discussed in paragraph 6–7, above.

27. **Value categories.** This category is concerned with the aims or desires of people. It includes such things as money, love, social position, career advancement, health, education, etc. From these categories, comparative attitudes or moral questions can be determined.

28. **Method.** This category is concerned with the techniques or “tricks of the trade” used by the source. These are discussed in paragraph 6–7, above.

29. **Value categories.** This category is concerned with the aims or desires of people. It includes such things as money, love, social position, career advancement, health, education, etc. From these categories, comparative attitudes or moral questions can be determined.

30. **Method.** This category is concerned with the techniques or “tricks of the trade” used by the source. These are discussed in paragraph 6–7, above.

31. **Value categories.** This category is concerned with the aims or desires of people. It includes such things as money, love, social position, career advancement, health, education, etc. From these categories, comparative attitudes or moral questions can be determined.

32. **Method.** This category is concerned with the techniques or “tricks of the trade” used by the source. These are discussed in paragraph 6–7, above.

33. **Value categories.** This category is concerned with the aims or desires of people. It includes such things as money, love, social position, career advancement, health, education, etc. From these categories, comparative attitudes or moral questions can be determined.

34. **Method.** This category is concerned with the techniques or “tricks of the trade” used by the source. These are discussed in paragraph 6–7, above.
analyst could determine trends in a time series and relative emphasis in comparative studies, depending on the hypothesis. A similar procedure would be followed in a qualitative content analysis.

i. Final Inferences. The final step, based on the proof or lack of proof of the hypothesis, is drawing inferences which can be used by the analyst to reach meaningful conclusions on such matters as comparative attitudes or predictions of future action based on the conclusions reached.

Section IV. AUDIENCE ANALYSIS

6-10. Definition
Audience analysis is the study of the total audience that the propaganda message reaches or seeks to reach. It may include persons who were not the intended target but who have come in contact with the message. Audiences may range from very general to specific categories. They may be defined as specific groups; i.e., in terms of income, geography, ideology, ethnic, political, religious; or social groups or classes. Audience tables may be built from the statistics gathered.

6-11. Purpose
The main purpose of audience analysis is to determine—

a. The conditions and attitudes affecting the audience.

b. The strategy used by the propaganda source.

c. The particular target group on which the source is concentrating.

d. Vulnerabilities which might be exploited.

e. Propaganda objectives of the source.

6-12. Types of Audiences
An essential element of audience analysis is identification of the source’s targets. Four basic types of audiences that can be identified by audience analysis are—

a. Apparent Audience. The group which seems to be the source’s target based upon the propaganda message. It may or may not be the real, intended, final target of the propaganda message.

b. Ultimate Audience. The group which is the real, intended, final target of the propaganda message.

c. Intermediate Audience. A group used by the source to transmit his propaganda message to the ultimate audience. The intermediate audience may or may not be part of the ultimate audience.

d. Unintended Audience. An audience which the source had no desire to reach but one which received a propaganda message directed at another group.

6-13. Procedure

a. Identify Audiences. The analyst should identify as many types of audiences as possible. He should determine why and how each target audience is being used.

b. Geography. The geographic location of the target may reveal significant intelligence on the reasons for utilizing certain audiences or media. The analyst must understand and use geographic factors. For example, frequently, specific ethnic, tribal, religious, elitist, or political groups inhabit specifically defined geographic areas.

c. Ultimate Audience. Upon completion of the above considerations, the analyst must positively determine his ultimate audience and justify his conclusion. His deduction must be based on all available intelligence.

d. Isolate Audience Conditions and Attitudes. The analyst should enumerate the conditions and attitudes of each audience involved in the communication process.

Section V. MEDIA ANALYSIS

6-14. Purpose
All propaganda being disseminated must be analyzed to determine what type of material is being communicated by each medium and how it is presented to the target audience. Media analysis considers the means by which propaganda is transmitted. It poses and answers the question, “Why are specific media used?” Media analysis is closely linked to audience analysis.

6-15. Media Analyzed

a. Media analysis includes determination of all the characteristics of the media; e.g., methods of reproduction, range, periodicity, format, distribution patterns, etc.

b. The internal propagandist is the expert on the communication habits of his domestic target. He knows what media should be used, and under what circumstances, to reach a particular audience. He is aware of the listening, reading, viewing, conversational, and general communication habits of his target. Therefore, each medium must be analyzed to determine what means of communication is being used by
the internal propagandist to transmit messages and the reason.

c. To avoid confusing transient themes with those which are basic and continuing, the analyst must guard against collection of too little information over an insufficient operating period.

Section VI. EFFECTS ANALYSIS

6-16. Purpose

Effects analysis determines the impact of a propaganda effort on an audience. It assesses the relative success of propaganda and the reasons why a particular effect was achieved.

6-17. Procedures

The procedures used to determine the effect of a propaganda message on an audience are the same as those used to pretest and posttest our own propaganda messages. Those procedures are outlined in paragraphs 4-20 through 4-24. The types of evidence used will be determined by the situation and accessibility of the target audience.

6-18. Analyzing Morale

The level of enemy morale may often be found through analysis of the enemy's domestic propaganda. For example, domestic propaganda delivered quietly and unemotionally, based on logic rather than emotionalism, is generally a manifestation of high morale. Silence, bluster, or strident propaganda may be covers for low morale.

6-19. Evaluating Enemy Techniques

An analysis of enemy propaganda may reveal propaganda techniques which, because of their effectiveness may be profitably adopted by the United States, in whole or part, if they do not violate policy.
CHAPTER 7
PSYCHOLOGICAL OPERATIONS UNITS

7-1. General
Psychological operations units support the basic types of military operations, to include strategic, tactical, and consolidation operations.

a. Strategic PSYOP units are employed in areas outside the immediate combat zones, to further long-range or broad national objectives.

b. Tactical PSYOP units using mobile equipment, are designed to achieve short-term PSYOP objectives in combat areas.

c. Consolidation PSYOP units assist in the reorientation and education of the civilian population in civil affairs operations.

d. Doctrinal aspects of PSYOP, organization, and employment are discussed in FM 33-1.

7-2. Considerations in Psychological Operations Task Organization

a. The Cellular Concept. PSYOP units, organized under TOE 33-500 series, are composed of cellular teams. The use of a cellular TOE permits the construction of balanced units economically tailored to accomplish the varied missions and functions they may receive at the various levels of command. Using the cellular concept of organization effects savings in men and equipment; if the mission of the unit changes slightly, cellular teams can either be added or deleted without radically affecting the overall organization of the unit.

b. Structuring the Force. Basically, three elements are required to structure a force:
(1) Command and control headquarters.
(2) Supply and maintenance teams.
(3) Operational teams.

c. Command and Control. The number and composition of command and control elements depends upon the overall mission, the desires of the unified commander, the geographic area, and the number and composition of operational teams provided as subordinate elements. There are three command and control elements:
(1) The smallest, the Team AA (company), supports a combat division, separate brigade, or other similar command. It may also be assigned or attached, in an advisory role, to a Military Advisory Group or Mission (MAAG/MISSION), United States Information Service (USIS) or Task Force.
(2) The next size command and control element, Team AB (battalion), can support an army component of a unified command, corps, prisoner or war command, or a civil affairs command.
(3) The largest command and control element, Team AC (group), is designed to provide PSYOP support to a theater army or an army component of a unified command.
   (a) Team AC can plan, manage, and supervise a strategic PSYOP program.
   (b) Team AC can provide administrative command for all the Army PSYOP organizations allocated to a theater of operations.
   (c) One or more AC teams may be used to form the nucleus of a joint headquarters for all theater PSYOP organizations being structured.

d. The supply and maintenance element is composed of supply and maintenance teams from TOE 33-500 series and other TOE. These teams can provide certain supply and maintenance functions not provided by the command and control elements.

e. In structuring a given force, consideration must be given to the numbers and types of operational teams essential to complete the PSYOP unit.

(1) There are, in TOE 33-500, five major series of operational teams: the FA through FE teams, GA through GF, HA through HC, IA through IE, and the KA through KE teams. The F series teams develop, and produce propaganda, process intelligence, and maintain the PSYOP Area Study (workbook). This series of teams is supervised by Team FA which has the capability of controlling two to eight teams FB, FC, FD, or FE. The GA-GE teams provide light, medium, and heavy printing support. Team GF, Ideographic Composing Machine, composes Chinese, Korean, and Japanese ideographic characters by electronic photostatic methods. Team HA, Platoon Headquarters (Audiovisual), supervises two to eight Teams GA, (Light Print-
ing); HB, (Loudspeaker); and HC (Audiovisual), or K series teams. It is also capable of operating independently as a liaison detachment. The I series teams provide mobile radio operations. The K series teams are capable of operating existing fixed, television, radio, motion picture, and printing facilities. These teams are designed primarily for support of civil affairs commands.

(2) In selecting the specific numbers of operational teams of each category, the planner must consider the mission and the capabilities of available units. Generally speaking, propaganda efforts being conducted against specific ethnic groups will require one FA team for each ethnic group involved in order to develop the specialized propaganda required by psychological operations directives. For example, if a major force being supported is confronted with hostile forces speaking three languages, three FA teams, each containing area and language oriented propagandists, will be required in the force. In addition, as support for the intelligence, research and analysis, audio, and graphic efforts, the force planner must consider representation from other teams of the F series such as FB (Audio and Television Production), FC (Current Intelligence), FD (Research and Analysis), and FE (Graphic Production).

(3) In determining the operational teams required for printing, for radio, television, or loudspeaker operations, the planner must be aware of the mass communications media appropriate for use in a specific area of operations. For example, in an underdeveloped area where the illiteracy rate is extremely high, the propagandist is forced to use other than printed media to promote his propaganda message. Therefore, face-to-face communication, mobile radio broadcasts, mobile loudspeakers, or other audio and visual means may be the principal media for communicating with the target group. In more sophisticated environments, the requirement for printing presses may outweigh requirements for radio broadcast and reception capabilities. In such areas, the light (GA) and medium (GB/GC) printing teams should be used to support a corps and its subordinate components. Teams GD and GE, heavy printing, are designed to support the Army component of a theater or unified command. Availability of local printing capabilities in a theater of operations should also be considered in plans to incorporate printed media into PSYOP.

(4) Some of the more specialized PSYOP support forces that will require the planner’s attention are those designed to support unconventional warfare, IDAD, and consolidation operations in rear areas under the civil affairs command. Depending upon the activity to be supported, teams may be required to be airborne-qualified (TOE 33–500). Examples are units designated to support conventional airborne corps, divisions, joint unconventional warfare task forces, and US or local national IDAD forces with air assault mission. The H series teams and Team GA are designed to support counterinsurgency operations, but they may also be employed in other operations. They provide not only propaganda teams, but the necessary loudspeaker, printing and processing, and audiovisual teams necessary in counterinsurgency. Psychological operations teams for wartime consolidation operations are designed to assist as advisory and supervisory elements available to the civil affairs command to assist in civilian control, and in the management of civilian internees.

(5) The planner must also examine any specialized supply and maintenance requirements and, if necessary, provide one or more BA teams as required. Finally, he should analyze the geographic area of operations and the span of control that has been imposed upon the command and control elements. There may be requirements to augment the PSYOP organization with cellular teams from other Tables of Organization and Equipment for administration, mess, maintenance, signal, and medical services.

f. Relationship to Supported Unit.

(1) Psychological operations units provide both direct and general support to US Army commands. The command will generally exercise operational control over the supporting PSYOP unit. Logistical support of the PSYOP unit for common issue items may be provided by the command retaining operational control. Logistical items unique to psychological operations will be procured through normal PSYOP support channels.

(2) The mission, terrain, size of target city, and number of language and ethnic groups primarily determine the configuration of supporting psychological operations units.

7–3. Roles and Missions of Psychological Operations Teams (TOE 33–500H)


(1) The team AA (Company) is capable of exercising command and control of from one to seven platoons or teams. It can operate independently as a liaison detachment. The team leader is expected to keep advised of the status of supply, to perform normal personnel adminis-
trative functions, and to act as the point of contact between the supported unit and the operational teams he commands or supervises. Although he is limited in his ability to provide logistical support, maintenance, or mess for his subordinate elements, he can, and should, insure that his subordinate elements are properly supported. He accomplishes this function, by close daily contact with the PSYOP and other officers on the staff of the supported unit.

(2) Team AB (Battalion) is capable of exercising command and control over two to five PSYOP companies. It has the capability of supervising supply and personnel administration for itself and the subordinate AA teams. It has the capability for liaison with supported units, and a limited capability to function in an advisory role to the PSYOP staff section of the supported unit. Team AB is responsible for its own supply and administration, and that of its subordinate AA teams. It has a limited messing and maintenance capability. The team has access to the Army Area Communications System.

(3) Team AC (Group), the largest command and control team, primarily designed as a theater army component PSYOP organization, has the capacity of providing centralized operational command over the US Army PSYOP elements allocated to a theater of operations. It has organic capabilities for administration, mess, supply, planning, and training, for all assigned or attached teams, and provides liaison to the unified or Army component commander, to assist him in planning and conducting strategic, tactical, consolidation, and special psychological operations. It can also be deployed within the theater to provide direct control of committed psychological operations units. Its strongest capability, however, lies in handling administration and support for all deployed PSYOP organizations.

b. Team BA (Supply and Maintenance). This team has the principal function of planning and coordinating logistical requirements for PSYOP units and teams. It has a minimum vehicle capability. This team can provide supply and maintenance support for deployed PSYOP elements not having this capability. This is particularly important for units having nonstandard equipment requiring maintenance and spare parts. An example would be local national presses and transmitters used by elements of the PSYOP organization deployed over a wide geographical area. The offshore procurement and stockage of newprint and inks and their subsequent distribution within a theater of operations may require that this team be augmented for short periods of time with truck transportation and local national labor units. Additionally, the team must be attached for unit administration, messing, maintenance, and supply to the unit being supported.

c. Operational Teams. There are several functional series. These in turn are divided into 24 operational teams. Accordingly, the force planner should first study the capabilities and basis of allocation of both functional series and individual teams as reflected in TOE 33-500H. Each mix of operational teams requires a command and control element to provide administration and support. Teams from a given functional series may or may not require the services of all other teams in the same series. The exception to this rule are the I series teams which require all other I teams for radio operations.

1) Team FA, Propaganda. This team is able to function alone or supervise and work with selective mixes of Teams FB, FC, FD, or FE and indigenous personnel. Normally, the Team FA will be oriented toward one particular geographic area and have assigned one foreign language propagandist qualified in the language of that area. This team makes an excellent survey team and is appropriate for supporting an advance party in an area threatened with insurgency. It is well suited to work with other services and agencies of the United States Government and can assist planning staffs in developing propaganda programs. In order to exercise its full capabilities, it may require attachment of FB, FC, FD, and FE teams and augmentation with selected local national personnel. This team is designed to supervise the production of, or develop, propaganda. One area-qualified Team FA will be required for every ethnic group that can be considered to be a principle target audience. The team may be employed in support of airborne units.

2) Team FB, Audio and Television Production. This team is capable of preparing audio and television propaganda in the form of sound tapes, scripts, news, commentary, and entertainment programs for dissemination to target audiences by radio, television, and loudspeakers. Team FB researches, locates, procures, and records indigenous music and sound effects. This team requires augmentation by indigenous linguists. It must be employed with Team ID, Mobile Radio Production, when not operating in a fixed facility.

3) Teams FC, Current Intelligence. This team keeps the FA team informed about intelligence obtained through the intelligence sections of the supported units. It can extract from intelligence that information important to PSYOP. To accomplish the above, the Team FC
has a foreign language propaganda officer and intelligence personnel whose specialties include interrogation and translation of documents in designated languages. The intelligence editor extracts intelligence for use by the FA team. Selected prisoners of war, ralliers, civilian internees, and other knowledgeable persons are made available through intelligence channels for interrogation by members of the team. From this intelligence the team develops exploitable PSYOP tasks and themes. It has been found that, because of their training and knowledge of PSYOP information needs, PSYOP interrogators obtain more useful information than combat intelligence interrogators who have been trained primarily to collect information to meet tactical needs. The effectiveness of the FA team is enhanced by addition of Team FC. The FC team may be designated airborne. Team FC supplements rather than duplicates combat intelligence efforts. In order for Team FC to develop adequate intelligence for PSYOP it must work closely with the intelligence elements of the supported unit.

(4) Team FD, Research and Analysis. There may be circumstances when planning and implementing a PSYOP program requires research and analysis beyond the capability of the FA team. Team FD is capable of producing detailed background studies of target audiences through research, the collation of intelligence provided by the FC team, and an analysis of enemy propaganda. The team is primarily designed for use in the planning phase, when liaison with other services and agencies is essential. The function of the FD team should not be confused with that of the FC team which is that of producing psychological operations intelligence. The FD team is used for intensive and detailed research, using current intelligence as well as basic intelligence on the area and peoples concerned.

(5) Team FE, Graphic and Production. This team has the writers and illustrators who can take a propaganda theme and prepare copy and illustrations for propaganda leaflets, news-sheets, proclamations, and posters in final form. The relationship between the Team FE and the Team FA is such that with the support of a graphic team, the psychological objectives and themes produced by the FA team are assured of reproduction in appropriate form. At least one Team FE is necessary to support a FA team. To realize its maximum capability, Team FE should be augmented, when possible, by selected local national personnel skilled in the preparation of copy and illustrations common to the target area and its people.

(6) Team GA, Light Printing. This team provides a mobile printing and processing capability for the production of leaflets and news-sheets. It is also capable of reproducing scripts for use by tactical loudspeaker teams. Team GA may be parachute qualified when supporting an airborne unit. The team is capable of supporting IDAD, unconventional, limited or general war operations. The team can produce limited quantities of finished propaganda.

(7) Team GB, Medium Printing (Operations, Camera, and Plate). This team plans, controls, and supervises all medium printing operations. It can supervise one to four Teams GC operating at a single location. It provides electrical equipment maintenance and supply support for itself and attached Teams GC. It is capable of multishift operations.

(8) Team GC, Medium Printing (Press and Processing). This team prints by photolithographic process up to 1,200,000 production units per day. It provides direct and general support maintenance for organic presses when supported by Teams BA and GB and when welding and machinist support is available from an outside source.

(9) Team GD, Heavy Printing (Operations, Camera, and Plate). This team plans, controls, and supervises all heavy printing operations. It is capable of supervising one to four Teams GE operating at a single location. The combined GD/GE teams comprise a semipermanent installation. They must be provided suitable, covered, working area; temperature and humidity control; proper electrical power; water supply; and sufficient space to store large quantities of newsprint.

(10) Team GE, Heavy Printing (Press and Processing). This team is capable of printing up to 5 million production units per day. It trims, cuts, folds, stitches, packages, and distributes reproduced materials for dissemination.

(11) Team GF, Ideographic Composing Machine. This composing machine has a storage capacity of 10,000 Chinese, Korean, or Japanese ideographic characters. The machine scans the 10,000-word matrix and isolates the selected word(s). It then places the selected word on a closed-circuit TV viewer, so the linguist operator may verify the selection. Upon verification, the operator depresses the reproduce button, which causes the machine to expose the selected character to photographic film. The film used is 5 inches wide and up to 32 feet in length. This film is the same as that used in aerial photo reconnaissance. The composing machine is housed in a temperature controlled electrical shelter similar to that which houses
the light printing equipment. It is capable of four sizes of print for headlining, subheadlining, and standard text.

(12) **Team HA, Platoon Headquarters (Audio and Visual).** This basis of allocation of this team is one or more per PSYOP group, battalion, or company as required. It operates independently as a liaison detachment.

(13) **Team HB, Loudspeaker.** This team is capable of providing man-portable; airborne, or vehicular-mounted tactical loudspeaker operations in support of combat units. It can disseminate live or taped audio propaganda messages to enemy troops. It also has a limited reproduction capability using the organic hand stamp stencil duplicating kit. Aside from being used for face-to-face communications, the HB team may be used to gather intelligence.

(14) **Team HC, Audiovisual.** This team exhibits motion pictures, film strips, and photographic slides; conducts loudspeaker broadcasts; produces a limited quantity of leaflets or handbills, and distributes them. It conducts face-to-face communication. It also conducts surveys to secure PSYOP intelligence.

(15) **Team IA, Mobile Radio Operations.** This team is designed to supervise the other teams in the I series. The Team IA can control or supervise the efforts of one or more IB, IC, ID, and IE teams. It has the capability of supervising teams which may not be collocated, although the capability decreases sharply if great distances are involved. To conduct a radio propaganda operation, the planner must provide at least one IA, IB, IC, and ID team. The principal capability is to conduct medium- and short-wave radio broadcasting operations when properly equipped. These teams have a technical capability for setting up the radio transmitter, receivers, and antennas for broadcasting propaganda.

(16) **Team IB, Mobile Radio Monitoring.** This team provides a capability for monitoring hostile and friendly radio and teletype sources for psychological operations intelligence purposes and assists in analyzing the effects of our own propaganda.

(17) **Team IC, Mobile Radio Engineer.** This team provides technical and audio specialists, as well as the actual equipment to broadcast propaganda programs over medium- and short-wave bands. The I series teams provide skill levels necessary to operate currently authorized radio stations. At least one IC team is needed to erect, operate, and maintain one transmitter. When larger and more sophisticated transmitters are available, additional IC teams may be necessary to carry out the increased operational and maintenance tasks. It is feasible for one IA mobile radio operations team to control two, three, or even as many as five IC teams. It is capable of multishift operations.

(18) **Team ID, Mobile Radio Production.** This team provides a limited capability for producing original radio programs in support of psychological operations or broadcasting programs that have been taped. It requires augmentation by indigenous announcers and support by Team FB.

(19) **Team IE, Mobile Radio Relay.** This team provides a quality radio link between Team ID and IC when operating separately and when the Defense Communications System cannot meet requirements.

(20) **Team KA, Fixed Motion Picture.** This team is primarily designed to use local national personnel and existing material resources. It is capable of operating one motion picture theater or of supervising the operation of up to three theaters operated by indigenous personnel. The team might be employed in liberated or occupied areas to assist in reconstituting mass media capabilities.

(21) **Team KB, Fixed Printing.** This team provides operational control or advisory assistance for an indigenous newspaper or similar type publications plant. It has no organic printing equipment. It does have a limited repair capability.

(22) **Team KC, Fixed Radio.** This team is capable of operating a single, fixed, indigenous radio broadcast station. The team has the capability of making repairs and supervising repair and installation of antenna systems, transmitters, receivers, and power sources. The team is not capable of restoring a heavily damaged station.

(23) **Team KD, Display.** Team KD supervises the preparation of copy and illustrations and provides advisory assistance. For effective operations it must be augmented by indigenous interpreters, writers, and illustrators.

(24) **Team KE, Fixed Television.** This team can provide the operational supervision of an indigenous TV station. It is also capable of operating an indigenous TV station.

### 7–4. Field Team Augmentation

a. A possible solution to the field team problem of communicating with a foreign target audience is the use of local national military personnel able to convert US-developed tasks and themes to local conditions. The host country military forces may be an excellent source for such personnel. These individuals, who may function across the entire range of PSYOP
skills, can be more readily deployed than civilians. Authorization for utilization of local national military personnel is proscribed in US/HC agreements, and in theater of operations directives issued by the unified commander or his authorized representatives.

b. Locally Available Material Resources. Consistent with procurement policies, PSYOP organizations, functioning in an overseas theater, should make use of material resources available in the area. These resources can range from operating radio stations and printing facilities to newsprint, inks, spare parts peculiar to foreign equipment, and materials for posters and simple graphic displays. Logistics problems are eased by taking advantage of locally available materials. Materials common to the area tend to lend credibility to the propaganda. This is particularly true of papers and inks. It is important to determine where locally available material and equipment may be located and the amounts that are normally stocked. This survey should include newsprint, the location of transmitter stations, printing plants, TV stations, and other facilities and supplies related to PSYOP. Civil affairs civil information teams, if available, will normally conduct such surveys.

7-5. Training of Psychological Operations Units

Psychological operations require specialized, well-trained individuals. This specialization extends from a variety of mechanical techniques to sophisticated area studies, where a background in journalism, anthropology, sociology, science, history, psychology, law, international relations, or economics is essential. Background and prior training should be important determinants in the selection of personnel for work in PSYOP. Training phases and training tests, as defined in AR 350–1, apply to PSYOP units.
CHAPTER 8

FIELD OPERATIONS

Section I. INTRODUCTION

8-1. General

a. Orientation. Effective PSYOP require timely responsiveness to local conditions and situations. PSYOP conducted by personnel in the field provide the most personal and immediate response to local situations. Within a PSYOP unit, the HA team, Platoon Headquarters (audio and visual); the HB team (louderpeaker) and the HC team (audiovisual) are commonly referred to as field teams. These field teams are normally placed in direct support of tactical units, advisory teams and other separate organizations in order to provide quick-reaction PSYOP support. These teams are capable of participating in aerial assault and airborne operations.

b. Communications Equipment. The effectiveness of PSYOP depends considerably upon adequate and timely communications. Communications requirements will be supported by organic equipment authorized in TOE 33-500* and supplemented by TOE 11-500* when required.

8-2. Purpose

This chapter is a general statement of the principles related to the employment of PSYOP field teams and the conduct of PSYOP in the field by tactical units using organic resources. The specific techniques used will depend on the mission assigned, the circumstances influencing the situation, the experience of the individuals involved and common sense.

8-3. Mission

a. The HA team, Platoon Headquarters (Audio and Visual), provides command, operational supervision, administrative support, and limited logistical support to all organic field teams. In addition, the HA team advises and provides technical and planning assistance to the supported unit and provides liaison between the supported unit and the parent PSYOP unit. The HA team can serve as a liaison detachment or supervise the K series teams.

b. The HA team itself has a limited capability to conduct psychological operations on its own. Through the use of its organic field teams it can—

(1) Plan and conduct psychological operations in the field.

(2) Assisting the supported unit in preparing the PSYOP annex to the unit's operational plan.

(3) Insuring that field team members are trained and cross-trained to provide continuous and effective PSYOP support.

(4) Conducting evaluations of PSYOP campaigns and materials using the techniques described in chapter 4.

(5) Conduct surveys of local opinions and attitudes.

(6) Conduct face-to-face communications with local audiences.

c. Specifically, the responsibilities of the HA team leader include, but are not limited to—

(1) Planning and conducting psychological operations in the field.

(2) Assisting the supported unit in preparing the PSYOP annex to the unit's operational plan.

(3) Insuring that field team members are trained and cross-trained to provide continuous and effective PSYOP support.

(4) Conducting evaluations of PSYOP campaigns and materials using the techniques described in chapter 4.

(5) Analyzing propaganda according to the techniques described in chapter 6.

(6) Debriefing of field team members after operations, and soliciting and preparing reports.
on any special techniques developed, lessons learned, and any information which would be useful in the analysis, evaluation, and development of propaganda.

8-4. Operations

a. The primary function of the HA team is planning and coordinating the employment of PSYOP field teams. The HA team leader, who assists the supported unit in preparing the PSYOP annex to the supported unit's operational plan, should be intimately involved in all planning for the unit which his team supports. In order to provide effective advice, he must have a thorough knowledge of the area of operations, to include but not be limited to—

(1) The national PSYOP goals, guidelines, thematic approaches, and techniques.

(2) The enemy situation, to include, enemy units operating in the area of operations, basic order of battle information, enemy morale indicators, and the themes and techniques used by the enemy to indoctrinate their troops.

(3) The enemy propaganda effort directed towards the civilians under enemy control in contested and friendly areas.

(4) Friendly forces, including friendly combat forces and other PSYOP agencies operating in the area.

(5) The sociological, cultural, political, and economic background of civilians in enemy and friendly controlled areas, including their attitudes, susceptibilities, and other conditions affecting them.

(6) Prospectively effective themes.

(7) The various sociological, political, economic, and psychological activities of all allied military and government agencies in the area of operations.

(8) The capability of the parent PSYOP unit to provide support.

b. During planning for an operation, the HA team leader should—

(1) Make use of all available sources such as the parent PSYOP unit, supported unit, other military and civilian agencies, paramilitary organizations, civilians in the area of operations, ralliers, refugees, prisoners of war, internees, detainees, and defectors to obtain necessary intelligence to formulate an effective plan.

(2) Identify target audiences and the themes to be used and those to be avoided. Once target audiences have been selected and themes decided upon, the HA team leader should consult the media catalogs produced by the parent PSYOP unit and other PSYOP agencies to determine whether appropriate tapes, leaflets, etc., have already been developed and stocked for use.

(3) Depending on the SOP of the supported unit, plan, request, and target PSYOP support aircraft for aerial loudspeaker and leaflet dissemination missions using aircraft supplied by the Air Force or organic to the supported unit.

(a) The use of helicopter gunships for leaflet dissemination is an effective PSYOP technique.

(b) The HA team leader should consider the use of alternate targets as general broadcast targets for use when weather conditions, friendly tactical air strikes, or artillery strikes prohibit aircraft from reaching the primary target.

(4) Inform the supported unit of the capabilities of the field teams and backup PSYOP support available and advise on their most effective employment.

(5) Plan and request necessary PSYOP support from the parent PSYOP unit.

(6) Assess the psychological impact of the supported unit's operations on the civilian population in the area of operations and advise on measures to be taken to minimize any adverse effects, to include periodic classes to unit personnel on the rules of land warfare, US political goals in the war, and the need to take and protect as many prisoners of war as possible, and to avoid causing needless civilian hardships.

(7) Keep at least one field team in reserve, if possible, to replace an inoperative team, to give another field team a rest, or to be on-call to respond to a quick reaction situation.

c. When planning has been completed, the HA team leader should insure that participating field teams are properly briefed and equipped for the operation. He should make provisions for security, rations, and logistical support of the teams during the operation. The parent PSYOP unit should be informed of the beginning of the operation, the PSYOP themes, techniques, and target audiences for the operation; and the types of support that may be needed.

d. During the conduct of the operation, the HA team leader monitors the activities of the field teams by reports, radio communications, and visits. He forwards requests for PSYOP support to the parent PSYOP unit and follows up on requests to insure that necessary support is forthcoming. He insures that supplies, personnel actions, finance, and mail are taken care of for field team individuals on the operation.

e. Upon completion of the operation, the HA team leader debriefs his field teams and prepares after-action reports for forwarding to the
supported unit and parent PSYOP unit as required.

8-5. Administration and Logistics

a. Administration. The HA team is under the operational control of Team AA, Command and Control (Company). The team is usually located with the G5/S5 staff section of the supported unit.

(1) The normal administrative actions of the team members are performed by the parent PSYOP unit.

(2) The HA team submits reports to the parent PSYOP unit and the supported unit on a weekly, monthly, or quarterly basis and after significant operations, as required. As a minimum, these reports should include—

(a) Significant operations and results achieved.

(b) Special techniques used.

(c) Lessons learned and intelligence gathered.

(d) Special projects undertaken.

(e) Type and adequacy of PSYOP support used.

(f) Adequacy of logistical support provided by supported unit and parent PSYOP unit.

b. Logistics.

(1) The HA team requests PSYOP items of equipment from the parent PSYOP unit.

(2) The team coordinates with the supported unit for rations, billeting, and other logistical support not directly connected with PSYOP.

Section III. HB TEAM—LOUDSPEAKER

8-6. Mission

The HB team, Loudspeaker, provides loudspeaker support to units engaged in tactical operations. It can conduct loudspeaker operations from friendly troop positions, tactical vehicles, boats, and aircraft. It responds to targets of psychological opportunity and broadcasts to enemy and civilian audiences. It can distribute printed material.

8-7. Operations

The HB team is equipped with a man-portable loudspeaker system which can be adapted to vehicles, boats, and aircraft.

a. Planning. Upon receipt of an operation order, the HB team chief formulates a PSYOP support plan in coordination with the HA team leader and the supported unit’s commander and PSYOP officer.

(1) Intelligence on the audiences within the area of operations is crucial. Maximum use of all intelligence sources is necessary. The full cooperation, on a priority basis, is required of the unit’s intelligence section, the parent PSYOP unit, the HA team, civilian agencies, and paramilitary organizations in providing timely and relevant information, as well as timely access to POW’s, refugees, defectors, and civilians in the area of operation.

(2) Anticipated PSYOP support is requested through the HA team from the parent PSYOP unit.

(3) Provisions are made for the rapid development of quick-reaction messages to targets of opportunity generated by the operation.

(4) Coordination must be effected for the use of host country personnel for broadcasting, to increase the credibility and effectiveness of the PSYOP message. Interpreters, ralliers, civilians from the area of operations, and host country armed services personnel may be used to broadcast messages.

(5) Requirements for supplies, such as rations, are coordinated with the supported unit and the HA team.

(6) As PSYOP personnel are vulnerable to enemy fire while conducting their operations, their security needs are coordinated with the supported unit.

b. Types of Employment.

(1) Man-portable. Broadcasts can be made from friendly troop positions, observation posts, and other fixed locations.

(2) Vehicular-mounted. The HB team can increase their ground mobility by employing the loudspeaker system in a vehicular-mounted configuration. The use of tactical vehicles while patrolling roads in the area of operations is limited to situations in which the risk of enemy fire is at a minimum. The use of armored vehicles provides protection during enemy contact, and the shock effect of an armored attack helps to undermine the enemy’s morale, thereby making him more vulnerable to psychological appeals. Details of mounting loudspeakers on vehicles are contained in operator's manual POMM 11-5830-241-15 and TM 11-5830-240-15.

(3) Waterborne. The HB team can increase the range of their operations by using boats to reach areas that are inaccessible by other
The team can conduct operations along coastlines, rivers, and inland bodies of water. Requests for naval craft are forwarded to the HA team. The use of civilian craft should also be considered.

(4) Aerial loudspeaker operations. The use of aircraft for broadcasting can increase the mobility and reaction time of the HB team. The team can also disseminate leaflets simultaneously with aerial broadcasts. Requests for PSYOP support aircraft should be forwarded through the HA team to the parent PSYOP unit and should include—

(a) Identification of requestor.
(b) Identification of supported unit.
(c) Date and time aircraft is required.
(d) Location to which aircraft is to report (coordinates).
(e) Approximate time required over target.
(f) Call sign and radio frequency of supported unit or PSYOP unit frequency.
(g) Brief description of situation requiring support.
(h) Number of leaflets required.
(i) Identification of prestocked leaflets and tapes to be utilized.

c. Types of Operations.

(1) In order to create dissension, disobedience, desertions, etc., the HB team may use aircraft to broadcast to, and drop leaflets upon enemy units in known fixed locations.

(2) The HB team can support troops in contact with the enemy by broadcasting surrender and rally appeals and instructions. When broadcasting, the use of remote control devices or long, lead wires from amplifiers to loudspeakers is necessary, as loudspeakers become primary targets of enemy fire. The use of noise devices, such as a siren curdler, are effective in drawing enemy fire.

(3) The HB team assists in the cordon and search of a village, town, or other inhabited locale by broadcasting information to the inhabitants on the purpose of the operation, instructions on what to do and where to go, and appeals for information and assistance. It can also distribute printed material.

(4) The commander of the supported unit can use the loudspeaker in aerial broadcast to help reunite separated friendly elements, issue instructions when radio communications are absent or have failed, and to help locate lost personnel.

d. Consolidation. The HB team is ideally suited for taking part in consolidation operations. It can provide loudspeaker support to issue instructions to the populace, broadcast current news, organize the populace, and control traffic.

(1) The HB team supports civic action projects such as medical aid and village improvement by providing a loudspeaker capability. They can broadcast information concerning the project and issue instructions. They can also distribute printed material.

(2) The HB team can disseminate current information and news to locations lacking sophisticated communications media. By using vehicles, boats or aircraft, the HB team can reach inaccessible areas bringing current news and information to the inhabitants.

(3) When supporting consolidation operations, US personnel should remain in the background. Local nationals should be used to the maximum extent to promote the supported government and reduce the US role to a minimum. Additionally, they should be familiar with PSYOP policy guidance and command directives to insure that materials and programs developed do not violate established directives.

8-8. Administration and Logistics

a. Administration.

(1) Flexibility is the key word, and the HB team can be assigned a support role at any level of command depending on the situation.

(2) The HB team depends on the HA team for all administrative support to include personnel actions, financial affairs, etc.

(3) The HB team chief submits reports to the HA team and the supported unit on a
weekly, monthly, or quarterly basis and after significant operations as required. These reports should include information as outlined in 8–5a(2) above.

8–9. Mission
The HC team, Audiovisual, is designed to provide an audiovisual capability to the supported unit. The team has the capability of showing movies and slides; broadcasting taped propaganda and entertainment; disseminating messages; printing a limited number of handbills for quick-reaction situations; conducting face-to-face communications; gathering intelligence; conducting surveys and opinion polls; and reporting on local attitudes and opinions.

8–10. Operations
The HC team possesses a wide variety of equipment for conducting audiovisual operations in the field.

a. Planning. The HC team leader begins planning upon receipt of an operations order. He coordinates with the HA team and the supported unit commander and PSYOP officer. He considers the same areas as the HB team chief outlined in 8–7a above. Additionally, the HC team leader considers the following:

1. Movies and slide shows should be current and suitable for the particular audience. The HC team leader must be aware of, and take account of the audience's language and dialects, literacy level, and education; their cultural patterns, customs, and taboos; and their recent experiences, exposure, and responses to previous propaganda.

2. If operating during daylight hours, a suitable place for showing movies and slides must be located unless a daylight viewing screen is available. The use of auditoriums, school buildings, and other structures should be considered, as should the use of large field tents. As a last resort, field expedient shadow boxes, projection of slides and movies into the rear of a covered cargo vehicle, and reverse projection from the rear of a covered cargo vehicle may be used for daylight showing.

Figure 8–4. Variety of equipment and vehicle used by the HC team to conduct audiovisual operations in the field.
(3) As a part of continuous planning, the HC team leader should be constantly aware of the reactions of the audience to his program. Direct observations of audience reaction, requests for their opinions, and encouragement of voluntary involvement enhance the effectiveness of field operations.

(4) When planning a rally or public gathering, there are certain considerations which need to be taken into account by the HC team leader:

(a) Rallies should have a theme. The theme may be developed at higher levels or at the region or area level. Themes must fit the purpose for which the rally is staged. For example, in agricultural regions, rallies sometimes are organized to display farm produce or new farming techniques.

(b) The objective of the rally must be determined in advance. The objective should be to fulfill a need of the people which cannot be as effectively met through other means. In every rally, "public relations" should be enhanced, people’s attitudes should be improved, and loyalties should be strengthened. These are part of the underlying purpose of all such gatherings.

(c) Any large-scale gathering must be controlled. Preplanned, appropriate measures must be used. Use of excessive control can result in damaging backlash. Control must be adequate to remove, with use of minimal force, those who cause trouble or irritate and agitate the majority.

(d) Rallies should have a number of interest factors which apply to different subgroups within the audience. For example, the older generation should have something which appeals to them. The same should be true for youth, farmers, women’s groups, merchants, etc. However, caution must be exercised to avoid any appearance of the "hard sell" technique. People usually will not respond if they believe that they are being used. A person’s interest can be maintained where he can see his interests, and those of his associates, being advanced.

(e) Advertising for the rally should be based on fact. Any display of false or misleading information will hamper or negate the effects of any rally. Advertising must not begin so far in advance that prospective attendees grow weary or begin to doubt if the rally will ever come off. On the other hand, the media must be distributed in sufficient time to enable potential attendees to plan their attendance.

(f) When organizing a rally, the promoter should insure that sufficient assets are committed to enable complete control and direction of the affair. Ideally, the organization will provide some way of measuring feedback and overall effectiveness. Control must reach down to the lowest practical level while retaining enough centralized direction to insure flexibility. This is vital if a certain activity should turn out to be less interesting than anticipated. Organizations should permit redistribution of energy and resources to tune out the ineffective activity, but at the same time maintain momentum by opening up new areas of interest. Use of opinion samplers should be considered.

(b) Types of Operations.

(1) Tactical operations. The HC team possesses the same loudspeaker capability as the HB team and can support tactical units during operations. Normally, however, the HC team will not support tactical units in contact with the enemy, due to the vulnerability of the audiovisual van to enemy fire, and the inability of the van to travel over rough terrain.

(a) During the cordon and search of a village, town, or other inhabited locale, the HC team can support tactical units by providing entertainment to segments of the populace while interrogations and searches are being conducted.

(b) The HC team can conduct surveys of local opinions and attitudes toward the supported unit’s operations. It can then advise the commander on measures to be taken to avoid adverse reactions, which would include troop indoctrination in the moral and pragmatic justification of the rules of land warfare.

(c) During tactical operations, the populace of inhabited locales may have to be relocated. The HC team may be used to broadcast the reasons for relocation and the location of the resettlement area. Once in the resettlement area, the HC team can provide entertainment to various segments of the population, while others are being processed.

(2) Internal development (IDEV) operations. The HC team is ideally suited for supporting IDEV projects. The variety of equipment enables the team to participate in information, education, and entertainment programs.

(a) Operations should be planned far enough in advance to assure that appropriate movies, slides, and printed material are available.

(b) While conducting internal development (IDEV) operations, it is important that US personnel remain in the background. The equipment should be operated by host country personnel. If they are not adequately trained on the equipment, a brief training program should be established. They should also be familiarized.
with PSYOP policy guidance and command directives to insure that materials and programs developed do not violate established directives.

(c) The HC team can support civic action projects, such as medical aid, by announcing the time and location of projects to the local populace and providing entertainment.

(d) Members of the HC team can increase their rapport with the local populace by conducting educational programs for children. Classes in language, mathematics, and other subjects can aid in gaining the acceptance of the populace. Showing entertaining movies while supporting local festivals and holidays can also increase rapport.

(e) In remote areas, current news is often unavailable to the inhabitants. The HC team can record radio news broadcasts from the radio, television, or host country newspapers. The news can then be broadcast to the inhabitants. If the language used in the original news broadcast is unpopular with the target, the news should be rebroadcast in a language or dialect acceptable to the target.

(f) When conducting operations involving civilian audiences, the field team leader should be constantly aware of the conduct of his team. In some cultures, acts and conduct acceptable in United States society, may be immoral or otherwise taboo. Thus, team members should be conscious of conduct acceptable and unacceptable to the audience, and act accordingly. Inappropriate actions, such as boisterous conduct, disrespect to civilians, and often, public displays of affection, such as holding hands with members of the opposite sex, will negate any favorable PSYOP impact. Misconduct should be reported immediately to correct the action and prevent reoccurrence.

(3) Consolidation and PW operations. The HC team is also ideally suited for supporting consolidation operations in rear areas during hostilities. It can assist in reorganizing the populace after the cessation of hostilities.

(a) The HC team can assist in organizing refugees by broadcasting the locations of processing points and camps. It can provide information and entertainment to refugees and assist in the distribution of supplies.

(b) Means of disseminating information, news, and entertainment to the general populace can be provided when normal communications facilities fail or as an augmentation to existing facilities.

(c) It can provide equipment to assist prisoner of war commands to conduct reorientation, education, and entertainment programs.

(4) Information gathering. The HC team, because of the nature of its operations, is ideal for gathering information concerning civilian target audiences in the area of operations. It can conduct surveys and opinion polls and prepare reports for submission to the parent PSYOP unit. Often, the HC team will be tasked to survey the area of operations and to report intelligence which will be of value to PSYOP planning. At all times, the HC team leader must be aware of the conditions in his area of interest and continually keep the HA team and parent PSYOP unit informed.

(5) IDAD operations. During IDAD operations, the HC team can be assigned to a military advisory team to support pacification operations. In this role the HC team provides training, transportation, communications, and material for distribution to indigenous PSYOP organizations. Often the host country will have organized both military and civilian PSYOP institutions reaching down to the lowest levels. These structures usually have severe problems with coordination, obtaining materials for dissemination, and a lack of transportation and expendable supplies. An HC team can help overcome those problems and inject great quantities of printed material into these channels for hand distribution to a wide audience. This method of dissemination is more effective than having the target pick the message off the ground. Not only are more messages read, but the difference in process can also be an effective communicator.

8-11. Administration and Logistics

a. Administration.

(1) The HC team receives administrative support from the HA team to include personnel and finance actions; etc., or directly from the parent unit.

(2) The HC team submits reports to the HA team/parent PSYOP unit and supported unit on a weekly, monthly, or quarterly basis and after significant operations, as required. Information that should be included is outlined in 8–5a(2) above.

b. Logistics.

(1) The HC team requests PSYOP items of equipment through the HA team or directly to the parent PSYOP unit.

(2) The HC team coordinates with the HA team and the supported unit for rations, billeting, and other logistical support not connected with PSYOP.
8-12. General

The commander has the responsibility for PSYOP conducted in his area of operations. At separate brigade level and higher, he must insure that a PSYOP annex is prepared for each of the unit's operational plans. The preparation of this annex is the responsibility of the G5/S5, civil military operations officer, assigned to the unit. In cases where the unit is not supported by PSYOP field teams, the commander has the responsibility for conducting PSYOP in his area of operations using his organic assets.

8-13. Operations

Within his unit, the commander has resources available to conduct effective PSYOP.

a. Planning. The commander and the PSYOP staff officer prepare the PSYOP annex following the procedures outlined in chapter 3.

(1) Care must be taken to insure that any campaigns and messages developed are consistent with existing PSYOP policy guidance and command directives.

(2) Coordination with PSYOP units, civil affairs units, civilian agencies, and various intelligence sources can provide the necessary background information concerning target audiences within the unit's area of operations.

(3) Requests for printing of developed materials, preparation of loudspeaker tapes, and other support should be forwarded to the supporting PSYOP unit by the PSYOP staff officer. Requests should be submitted far enough in advance to insure timely return of developed materials.

(4) The use of PSYOP support aircraft can be requested through the supporting PSYOP unit. The use of organic aircraft for leaflet dissemination and loudspeaker broadcast is another consideration.

b. Equipment. There are items of equipment, within a tactical unit, which can be used to conduct PSYOP.

(1) The use of mimeograph machines, copying machines, stencils, and various field expedient printing procedures, will permit the production of limited quantities of printed material for dissemination.

(2) Loudspeakers, bullhorns, megaphones, and public address sets can be used to address rallies, meetings, and other public gatherings.

(3) Movie projectors and slide projectors, normally used to present briefings, training, and entertainment, can be used to present PSYOP programs to civilian target audiences. Care must be taken to insure that movies and slide shows are suitable to the audience and content is consistent with criteria established in PSYOP guidance and directives.

(4) Engineer support can be used to conduct combined civic action/PSYOP programs. The improvement of roads, bridges, irrigation facilities, and other projects can be supported by dissemination of printed material, audio appeals, and movies and slide shows.

c. Types of Operations.

(1) The unit's medical personnel can conduct medical aid projects supported by printed material on health care.

(2) The commander of a tactical unit conducting operations in inhabited areas must consider the effect of his unit's operations on the inhabitants. By using printed material and audio broadcasts, the populace can be informed of the purpose of the operation, told what is required of them, and given assurances of safety and well-being, and of the protection of their property. This can reduce the adverse effect of an operation.

(3) The tactical unit can increase rapport with civilians in the area of operations by lending support to educational activities. The unit can also lend support to festivals, holiday and religious celebrations, and to other public gatherings.

(4) When in contact with enemy troops, the tactical unit will make use of various audio media to transmit surrender and rally appeals and instructions to enemy units. Again, care must be taken to insure that PSYOP policy guidance and directives are not violated. The PSYOP staff officer of the unit can provide the necessary information regarding guidance and directives.

8-14. Special Requirements for PSYOP Equipment

a. General. Due to the mission and configuration of PSYOP units, the supply and maintenance requirements differ from those of most other units.

b. Density of Equipment. Frequently, a PSYOP unit is organized into small detachments or teams. These detachments or teams often are dependent upon the units they are attached to for maintenance and supply support, or they may have to be self-supporting. Because of the limited amount of equipment, the number of personnel authorized will be small. These personnel must be extremely cap-
able as they will have fewer personnel to call upon for expertise.

c. Misuse of Equipment. Commanders and operating personnel must be constantly alert for misuse of equipment. Such items as cameras, recorders, projectors, lenses, projection light bulbs, etc., that are easily converted to private use, and misused, must be constantly controlled and secured when not being officially used by authorized personnel. Proper care and maintenance of the comparatively fragile PSYOP equipment must be demanded.

d. Support Maintenance of Equipment. Because of anticipated supply and maintenance problems caused by low density and nonstandard equipment, commanders must keep their support unit constantly aware of the status of their equipment. Immediate action must be taken to train and cross train personnel to operate and maintain this equipment. Prescribed load lists (PLL) must be established immediately, and the information fed to the support unit to update their authorized stockage list (ASL).
CHAPTER 9  
• COUNTERPROPAGANDA

9-1. General

Counterpropaganda is propaganda directed at the enemy or other foreign groups, designed to counteract or capitalize on enemy or other foreign propaganda campaigns. Through the use of counterpropaganda, enemy campaigns can be either neutralized or minimized. While counterpropaganda is basically a defensive measure taken to limit the effectiveness of enemy propaganda, it is not defensive in a negative sense. Utilizing imagination, a psychological operator can initiate a well-planned, aggressive counterpropaganda offensive.

9-2. Employment of Counterpropaganda

In determining when to employ counterpropaganda, the criterion must always be the ultimate effect on the target audience and its contribution to the success of the overall PSYOP campaign. The decision must be based on intelligence in support of PSYOP and propaganda analysis. The decision must come only after a thorough consideration of the actual or potential impact of the original enemy propaganda, and the probability for success of the counter effort. Counterpropaganda should be used only when it will clearly enhance the overall PSYOP campaign. The danger of becoming so involved in defensive measures that the initiative is lost must always be considered. Simply ignoring the enemy propaganda campaign may be the proper alternative if counterpropaganda operations seem dangerous or their effects uncertain.

9-3. Techniques Used to Counter Enemy Propaganda

There are numerous techniques which can be used when countering enemy propaganda. The technique selected will depend on the current situation and the total effect desired.

a. Forestalling. Forestalling is the process of counteracting or capitalizing on a subject potentially exploitable by enemy propaganda, before the enemy seizes on it and uses it for his own purpose. In order to effectively utilize this technique, a psychological operator must know how the enemy propagandist will react when he becomes aware of the situation. Additionally, he must insure that the counter is timely. It must be presented early enough to reach the target audience before the enemy propagandist has been able to exploit the situation.

b. Direct Refutation. Direct refutation involves a point-for-point rebuttal of enemy propaganda charges. Care must be taken to counter the enemy charge so completely and effectively that the charge itself is not reinforced by the subsequent publicity. A potential disadvantage in direct refutation is that of giving added publicity, strength, and possible credibility to enemy propaganda by repeating it. In order for this technique to be effective, adequate information must be available on the topic, to clearly prove that the enemy is in error. The refutation must also be credible to the target audience and circulated as widely and as quickly as possible. This is necessary in order to get the true information to the target audience before they accept as true, the information contained in the enemy propaganda campaign.

c. Indirect Refutation. Indirect refutation involves the introduction of a new set of relevant themes which serve to refute the original enemy contention by implication or insinuation. By using this technique, the psychological operator is not likely to reinforce or spread enemy messages as may be done in direct refutation.

d. Diversionary Technique. Diversionary counterpropaganda is an attempt at diverting the attention of the target audience from the original subject of enemy propaganda by the use of a new theme or by intensified use of themes which have proved effective.

e. Silence. In the event that the enemy theme does not lend itself to successful exploitation, or if the subject is not important enough to warrant rebuttal, it may be best to ignore it and remain silent. Before employing this technique the psychological operator must be aware of the effect that his silence will have upon the target audience.
f. Immunization. The immunization technique of counterpropaganda involves the use of education and information programs to condition the target audience and thereby reduce their susceptibility to enemy propaganda campaigns. This technique is also known as inoculation.

g. Restrictive Measures. Use of restrictive measures to deny the target audience access to the enemy propaganda is another way to counter enemy propaganda. However, the use of this technique inadvertently calls attention to enemy output and may encourage the target audience to covertly read or listen to this propaganda. This technique is ineffective unless adequate force is unavailable to compel complete compliance. The technique is frequently detrimental because it conflicts with PSYOP designed to gain the support and cooperation of the target audience.

h. Minimizing the Subject. Another technique designed to lessen the impact of enemy propaganda is to minimize the subject. This can be done in one of three ways:

1. Emphasize the favorable aspects of the propaganda.
2. Insinuate that the whole story cannot be told at this time, suggesting that the full facts will prove the enemy propaganda false or at least inaccurate.
3. Briefly mention the enemy charge to maintain credibility, then drop the subject.

i. Imitative Deception. Imitative deception techniques may be used to refute or decrease the credibility of enemy propaganda. By slight alteration or changing of enemy propaganda it is possible to change the end effect of such propaganda (FM 32-15 and FM 32-20).
CHAPTER 10
PRISONER OF WAR-PSYOP AND CIVILIAN INTERNEE PROGRAMS

10-1. General

a. Introduction. Care and custody of prisoners of war (PW) and civilian internees in accordance with US policy and international law is a command responsibility. The Staff Judge Advocate has the responsibility to provide guidance and staff assistance concerning the application of treaties and the law of war in this program. The Provost Marshal at each level of command, in turn, is responsible for the development of plans, policies, and procedures in carrying out this mission.

b. Objectives. The general objectives of PSYOP in support of PW and civilian internee programs include the following:

(1) Condition individuals to accept camp authority and regulations during internment. The resultant smooth operation of the camp:

(a) Supports the basic custodial mission of the camp.

(b) Minimizes diversion of combat troops for guard duty and minimizes disruption of operations by activist pro-enemy prisoners.

(c) Provides a useful basis for surrender appeals to enemy troops.

(d) Denies the enemy opportunity for unfavorable propaganda claiming US mistreatment of prisoners and internees arising out of incidents of suppression of disturbances.

(e) Supports US policy of encouraging the enemy to treat US prisoners well.

(2) Persuade individual PW or internees to understand and accept US goals. Achievement of this result may, in turn, lead the PW or internee to—

(a) Aid PSYOP in the camp in accordance with US policy and international law.

(b) Aid in PSYOP aimed at other populations.

(c) Contribute to the maintenance of order and discipline within the camp and nullify hostile activity by pro-enemy activitists.

(d) Become a supportive element of US objectives after repatriation.

c. PSYOP Personnel With Interrogation Teams. PSYOP personnel should work with interrogation teams. Timely intelligence for PSYOP use should be procured as soon as possible after capture of PW.

d. Use of PW and Internes. PW and internees may be used as samples of broader target populations as sources of intelligence for PSYOP, for target research and analysis, and to pretest PSYOP material.

e. Definition of Prisoners of War. The characteristics of the target population are influenced by the fact that the status of prisoners of war (PW) is a matter of international law. The category of PW does not include all hostile personnel detained by US forces, but the category does include many kinds of personnel other than members of the regular armed forces. A detailed definition is given in AR 633-50.

f. Treatment of Prisoners of War. Treatment of PW is governed by the Geneva Convention Relative to the Treatment of Prisoners of War of August 12, 1949 (GPW). The GPW is a matter of international law. It is a treaty to which the US is a party, and as such, it is a part of US law binding on the US Armed Forces. Certain provisions of the GPW directly affect PSYOP operations by setting limits for permissible treatment. Pertinent articles of GPW are quoted below:

(1) Article 7: “Prisoners of war may in no circumstances renounce in part or entirety the rights secured to them by the present Convention ...”

(2) Article 13: “Prisoners of war must at all times be humanely treated. . . . Likewise, prisoners of war must at all times be protected, particularly against acts of violence or intimidation and against insults and public curiosity.”

(3) Article 14: “Prisoners of war are entitled, in all circumstances, to respect for their persons and their honor.”

(4) Article 38: “The detaining power shall encourage the practice of intellectual, educational, and recreational pursuits.” (This article supports the PW Information and Education Program which will be discussed in 10-3 below.)

(5) Besides observing the prohibitions of GPW, PSYOP should exploit compliance with...
prescriptions of GPW for specific kinds of treatment, including, but not limited to—

(a) Healthful living quarters (Art 25, 29).
(b) Clean messes and adequate rations (Art 26).
(c) PW clothing suitable to the climate; that is, clean and in good repair (Art 27).
(d) Camp canteens where PW may procure foodstuffs, soap, tobacco, and ordinary articles of daily use (Art 28).
(e) Medical facilities and medical care (Art 30, 31).
(f) Freedom of religious observance (Art 34).
(g) Gainful employment of PW in suitable working environments at work having no military character or purpose (Art 50, 51).
(h) Pay for work performed (Art 54, 62).

10-2. Planning Considerations

a. Guidance.

(1) Specific policy guidance governing the establishment, objectives, and conduct of PW and internee PSYOP programs is contained in Department of the Army directives published during the outbreak of hostilities. Appropriate guidance is forwarded through command channels to the PSYOP unit committed to the program and to the camp commander for implementation.

(2) Procedures or programs which have been generally successful, may have unexpected and unwanted results if applied without appropriate adjustment to special circumstances and individual target audiences. Guidance at all levels of command to implement adjustments should be clear enough so that consistency is maintained and there is no misunderstanding at subordinate levels. At the same time, guidance should be flexible enough so that subordinate operators are not overly restricted in adapting command guidance to the characteristics of the particular target population.

b. Scope. Any act or lack of action with respect to prisoners and internees may have important psychological consequences. As far as possible, all camp plans should be considered for probable psychological effects. In many cases consideration of psychological factors will not govern decisions. Other considerations such as the custodial mission or friendly troop security may take priority. In such cases, an adopted course of action may have significant undesirable psychological side effects. PSYOP planning should therefore include efforts to foresee such contingencies and to provide the best possible remedies.

c. Appropriateness and Flexibility. To succeed, PSYOP programs with PW and internees must be carefully tailored to the characteristics and circumstances of the target population. Operations and procedures must be responsive to changes in the situation, to new information about the population, and to lessons learned from PSYOP experience. Therefore, guidance, planning, and advice should be as flexible as possible to allow subordinates and operators the needed capacity to adapt.

d. Limitations. Strict attention must be given in the planning process to limitations, explicit and implicit, in national policy and international law pertaining to the treatment of PW. US policy is to place a broad interpretation on the Geneva Convention (GPW) and to establish protections for PW in excess of the minimum demanded by a narrow view of GPW. PW will not be used, even voluntarily, to contribute directly to PSYOP in such ways as preparing signed statements or tape recordings. Nor will individual, identifiable photographs implying active contribution to propaganda be used.

10-3. Programs

Subject to security considerations and camp discipline, PW and internees are encouraged to participate in educational and recreational activities. Programs include formal and informal instruction in basic educational subjects and vocational training.

a. Informational Programs. Informational programs are a sound basis from which to initiate other types of programs. Straight news reports alone may be the best first step in a phased operation aimed at pro-enemy and activist PW and internees. Reports of enemy failures or enemy statements should be broadcast or published. Where possible, enemy news sources should be used. No commentary should be added. The PW should be permitted to draw their own conclusions.

b. Educational Programs.

(1) From a PSYOP standpoint, appropriate courses for a PW and internee information and education program include—

(a) A history of the war to include its causes.
(b) A comparison of the origins and development of a democracy as opposed to a totalitarianism.
(c) Life in the free world.
(d) Reconstruction plans, to include the way they affect PW.
(e) Leadership, development and skills in group action.
(2) Vocational training, including agricultural, is an important part of the education program. The training may assist the PW or internee in preparing for repatriation. This fact may motivate him to perform well and give him more favorable attitudes toward the US. At the same time, the program may supplement the camp food supplies, contribute to camp construction and maintenance, and reduce the costs of internment to the US. Some nationalities or groups resent or resist many types of vocational training and, to insure success, programs must be based upon adequate target analysis.

c. Informal Programs. The informal program reaches into all phases of everyday life in the compound. Subject to the limitations discussed earlier in this chapter, an intensive PSYOP program is aimed at PW and internees. The program should be carefully designed and conducted to achieve the objectives discussed at the beginning of the chapter. Informal programs are continuous throughout the internment. The general manner in which the PW and internee is treated and almost everything that happens to him, can be included in the informal psychological operation with careful target analysis and planning.

d. Control of Disturbances. The PSYOP officer participates in contingency planning for control of disturbances in camp compounds. Designated PSYOP units are tasked for the mission and participate in rehearsals. For such operations, the employment of loudspeakers is particularly suitable.

10-4. Implementation

a. PSYOP Participation. The vocational training section of the military police camp headquarters and headquarters company directs and coordinates educational and vocational training programs and recreational activities. PSYOP personnel assist the camp commander in implementation of PW education and information programs. In general war, a PSYOP tactical battalion (prisoner of war support) may be in support of the theater military police prisoner of war command. The battalion advises and assists PW camp commanders in planning, implementing, and supervising the PW education program. It also assists in the interrogation of PW for information essential and peculiar to PSYOP, in pretesting PSYOP material for probable effect before dissemination, and in determining the effectiveness of selected PSYOP programs. Organization of a type PSYOP battalion (prisoner of war support) is illustrated in FM 83-1.

b. Use of Civilian, Foreign National, and PW Personnel.

(1) Where languages other than English are spoken, language-qualified teachers from Allied countries normally are employed. At times this is unfeasible, as when such people are unavailable or when the available nationality is particularly resented by the target population. Carefully selected, qualified PW and civilian internees may be used as instructors as long as they are under the supervision of US camp authorities and in accordance with US policy and international law.

(2) Psychologically, it is an excellent procedure to involve personnel from the target population, as far as possible, in the planning and execution of programs. This strengthens the motivation of the individuals and increases the effectiveness of the program. Such involvement may not always be possible or may be limited by nonpsychological reasons such as security considerations or the lack of capacity to supervise participants adequately.

(a) Anti-enemy organizations. In inclosures classified as “political defector,” “probable anti-enemy,” or even “nonpolitical,” the formation of anti-enemy groups should be encouraged, but their activities controlled. The existence of such groups as part of the decentralized social-political structure makes it easier to channel the energies of the PW or internee to US purposes. The presence of such groups also tends to counter the activities of pro-enemy groups and agitators.

(b) Use of anti-enemy in neutral and pro-enemy inclosures. Anti-enemy PW and internees can be used as advisors in the administration, education, and exploitation of neutral and pro-enemy PW and internees. Organization in the pro-enemy inclosures must be kept rudimentary and largely overt to utilize internees and PW effectively.

(3) Supervision.

(a) The training and performance of instructors and other operators must be adequately supervised. This is especially important, for PW or internee instructors must be monitored to insure that proper information is disseminated and that hostile elements in the group are not using the training sessions or facilities for purposes harmful to US interests and camp discipline.

(b) Active pro-enemy PW may deliberately destroy equipment, waste supplies, sabotage projects, subvert camp authority, and undermine US influence and control. Educational and PSYOP equipment and facilities, such as classrooms, meeting rooms, and reproduction
and sound equipment must be secured to assure that they are not being used for anti-US activity. Sports and vocational training equipment should be controlled so that they cannot be converted to weapons.
CHAPTER 11
PSYCHOLOGICAL OPERATIONS IN SUPPORT
OF INTERNAL DEFENSE AND DEVELOPMENT OPERATIONS

Section I. General

11-1. Scope
This chapter is concerned with basic techniques of US Army PSYOP forces in support of internal defense and development (IDAD) operations, which may be conducted to assist allied nations in preventing or combating insurgency.

11-2. Internal Defense and Development Operations and PSYOP
Although PSYOP can be effectively integrated with other military actions in limited and general war, they are essential to success in insurgency situations. An insurgency occurs only where an environment of discontent can be utilized by subversive agencies to foment active revolt. It is apparent that not only must appropriate and effective governmental actions be taken to identify and eliminate sources of discontent but also PSYOP must be coordinated with the overall efforts of the host government, in conformance with US policy and guidance. These PSYOP programs must be designed to deny the insurgent his base of popular support, to give the nation a sense of unity of purpose, and to justify necessary restrictive measures.

Section II. INSURGENT PROPAGANDA OBJECTIVES AND ORGANIZATION

11-3. General
In an insurgency the enemy is difficult to identify and locate, and engages in covert as well as open activities. However, empirical studies of past insurgent movements reveal some consistencies, which, once recognized, enable the propagandist to better combat the threat. The insurgency is likely to have recognizable objectives, methods, and organizations which make its appeals and false blandishments readily accepted and difficult to eliminate.

11-4. Insurgent Psychological Objectives
a. One psychological objective of the insurgent is to convince the local populace that its goals and aspirations are identical to those of the insurgent. Typical themes which have enabled insurgents to achieve the image of popular heroes are anticolonialism, nationalism, and land reform. By aligning themselves with popular aspirations, the insurgents gain approval of their activities.

b. The insurgent attempts to convince significant portions of the population that their interests are not served by the government.

c. Government corruption, nepotism, scandal, and a number of other corruptive factors, enable the insurgents to convince the population that the government is unworthy of their confidence—unworthy of leading them. The insurgent propaganda will then provide governmental scapegoats on which the people can vent their feelings. Even natural disasters, such as drought, floods, earthquakes, etc., which create frustrations, will be used by the insurgents to "reveal" the government's incompetence, and to heighten antigovernment feelings.

d. The insurgents attempt to destroy or prevent the development of confidence in the government. They gnaw away at the governmental structure. Incidents and terroristic activities destroy the fabric of security, and of law and order under the legal government. It becomes extremely difficult for the legally constituted government to retain or regain the confidence of the populace, primarily because of the established insurgent infrastructure and widespread selective terror. Indications of cooperation with the government often bring severe punishment, even death. Through selective terror, the guerrilla
rillas create an environment of fear, showing that the government is unable to offer security or to properly administer the area. By placing their own shadow government in every village and hamlet, they take over the administrative functions of government. In some countries, national morale or a sense of nation-state is virtually nonexistent. It is then relatively easy for the insurgents to convince certain minority groups that support of the insurgency is tantamount to supporting their own interests. The insurgent encourages the government to create an image of ruthlessness by forcing it to take suppressive or combat measures which are, or publicly appear to be, excessive. These measures may adversely affect noncombatant, innocent (or apparently innocent) villagers in hamlets that have, or supposedly have, supported the insurgents. These actions may take the form of excessively suppressive police actions, such as rigid curfews, that do not permit the villagers to properly attend to their crops or livestock. They may also include indiscriminate artillery fire and aircraft bombings, or any of the many other uses of force to destroy the insurgents and their bases. Insurgents, for psychological objectives, attempt to cause the government to overreact.

e. Another psychological objective of the insurgent is to convince the world and the local population that motives of nations assisting the threatened government are grossly evil. Through national and international media, the insurgent will attempt to malign the motives of those nations who have offered assistance to the local government. Economic exploitation, neocolonialism, genocide, and capitalism seeking raw materials and markets are some of the numerous themes used to elicit sympathy and support.

f. Another objective of the insurgent is to convince the people that the insurgent will win the political struggle. Both the insurgent and the government will attempt to convince the people of the inevitability of their own success. If the result of the contest is in doubt, open support will be difficult to obtain by either antagonist. However, the side with the best organizational ability and leadership will have a decided advantage. Insurgents have vertical and horizontal organizations which provide administrative control. Their horizontal control organizations provide participation and propaganda. Although threatened governments have organizations which could generate a voluntary sense of belonging to the nation, often they do not recognize the perceived needs of the populace. Thus, many governments use traditional devices which keep the feelings of frustration alive among the population and reduce or slow down the rate of modernization, giving the insurgents a big opening with disaffected elements of the population. In addition, the insurgent is also able to lean upon the ideological theories of Marx, Lenin and Mao Tse-tung, to illustrate the inevitability of victory. By selectively exploiting surprise, ambushes and traps, the insurgent leaders can tell their target audiences of "great victories." Since they stringently control their own media, they can minimize the effects of defeat. They emphasize their accomplishments and either avoid or "interpret" negative issues.

g. Insurgent leaders attempt to make everyone a propagandist. However, the real energy and force of the insurgency comes from the cadre training programs where hard core cadre are developed. When trained, these cadre go out to establish and organize their local regions. Through the selective use of terror and the threat of violence, plus the use of propaganda and indoctrination, the nonbeliever is forced into compliance with insurgent aims and objectives. This latter group must be differentiated from the insurgent cadre.

11-5. Insurgent Propaganda Organization

a. Targets. Subversive insurgents act on the premise that the most effective propaganda is aimed at an audience which is already partially committed to their cause. Therefore, the greatest effort is expended against those over whom the insurgents have control (either total or partial).

b. Controls. The system of controls, both physical and psychological, blends positive appeals (such as promises of an actual redistribution of land in a village) and negative sanctions for nonconformity. Insurgent leaders insist on strict organizational discipline among their cadre. Once this discipline is established, they demand complete compliance within the target group. This vertical, shadow, political organization, which is one key to effective control and dissemination of propaganda, takes months or even years to establish. At the same time, horizontal organizations act as propaganda transmission belts. These two basic organizations respond to a unified, central political command at any given level of administration (village, district, region, etc.).

c. Vertical Organization. The primary function of the vertical, political organization is to administer both the command system and the training of new administrative cadres. In an insurgent-controlled, "liberated" area, the or-
organizational structure at the village level would be headed by the village party secretary. Responsible to him would be various committees (economic and finance, security, education, culture, etc.). Cadre would fill these political posts. They would listen to radio broadcasts from an approved Communist source and adapt the topics discussed directly to local issues. In this way, the local insurgent jumps on the bandwagon and benefits from national or international propaganda, as well as from locally generated issues and propaganda.

d. Horizontal Organizations. The horizontal organizations, designed to satisfy the human need to participate, are organized and controlled by the subversive insurgent cadre. Occasionally a recognized local leader will be designated titular head of these front organizations to provide an image of popular support and participation. The mass associations are designed to encompass everyone in the community and are given names which imply broad participation, such as Liberation Women, Liberation Youth, Liberation Farmers, and Liberation Workers. In a controlled area, initially, everyone must belong to and participate in the activities of at least one such organization. The cadre “encourages” each individual to extend his affiliations with other “liberation” groups, thereby increasing his responsibilities to the point of total absorption of his time in the cause of insurgency. The individual is closely supervised and criticized. Gradually, these organizations take over all social, political, economic, cultural, and military controls. Personal identification with previous organizations is replaced by immersion in the new ones.

e. Purpose of the Organization. The individual is encouraged to participate by skilled agitation and propaganda cadres. Such participation is the real meaning of “people’s democracy” in a “liberated area.” Once established, the vertical and horizontal organizations provide control and incessant subversive propaganda. The vertical organization replaces the legally constituted government. The horizontal organizations give the necessary facade of democracy, for these mass propaganda organizations permit the people “to express and discuss their problems,” even “solve their problems,” so long as there is not conflict with the insurgent, the vertical organizations, and the party cadre. Therefore, these intertwined control organizations must be understood and dismantled before PSYOP personnel can effectively reach susceptible target audiences within “liberated areas.” The best solution is to understand the political nature of the problem.

Section III. INTERNAL DEFENSE AND DEVELOPMENT OPERATIONS—ROLE OF PSYCHOLOGICAL OPERATIONS

11-6. General

a. US Army PSYOP participation in IDAD operations is initiated on request of the host government. US Army PSYOP units may be deployed as a Mobile Training Team (MTT), as part of a Security Assistance Force, or in support of US troop units. PSYOP personnel may also be attached directly to a MAAG or JUSMAAG to assist in forestalling the insurgent threat.

b. In IDAD operations, where the military has not been assigned command responsibility, the US Ambassador, as chief of the country team, is the key US individual in the host state. This individual and the director of the United States Information Service (USIS) are charged with formulating policy guidance for US PSYOP. Policy matters relating to PSYOP are coordinated at the national level to prevent the dissemination of conflicting themes and to insure that military PSYOP adheres to US Government policy. The importance of this PSYOP concept is that the basic PSYOP planning and policy guidance emanates from the national level. This insures maximum coordination of effort and a minimum of conflicting themes. However, the effective execution of PSYOP at the lower levels of government requires some latitude in the implementation of themes or programs approved at the national level.

c. The public affairs officer (PAO), director of the in country USIS and a member of the ambassador’s staff, is responsible for the coordination of US PSYOP in IDAD operations, and the conduct of the US Information Program in the host country. US Army PSYOP resources may be called upon to support USIS programs, but are primarily used to advise, train, and assist the host country’s armed forces.

d. If a separate PSYOP policy agency is established, this agency will formulate US PSYOP efforts. It will normally include representatives from other US agencies on the country team and usually be chaired by the USIS director. The plan, in consonance with that of the host country, emphasizes the necessity for US and host country unity of effort. The compatibility of
the two plans depends on US policy as well as on restrictions of the host country.

11-7. Objectives

PSYOP are designed to support US national objectives and host country programs. Within the context of an insurgency, PSYOP programs essentially have five objectives. They seek to—

a. Assist the host country government in gaining the support of the people. This includes solidifying the allegiance of government employees and military forces.

b. Assist the host country in exploiting PSYOP susceptibilities of the insurgent elements, with the objective of dividing and subverting the guerrilla, his auxiliary, and underground and psychologically isolating the insurgents from the populace.

c. Assist the host government in providing a psychological basis for rehabilitating returnees from the insurgent movement.

d. Establish and maintain a favorable US image in the host country.

e. Influence neutral groups and the world community.

11-8. Target Audience Considerations

a. Diversity of Target Audiences. One of the major difficulties in employing PSYOP in an insurgency environment is the diverse nature of target audiences. Programs must be designed to influence a variety of different target groups. Access to the audience, physically and psychologically may be simple, but the definition of target audiences and the formulation of relevant objectives is difficult.

b. Political Constraints. Another problem is the political constraints within which PSYOP must be conducted. Campaign themes must be designed not only to support United States national objectives but also host country programs.

c. Generalizations. Some generalizations can be drawn from five broad target audiences with which PSYOP must deal. Two of these target groups are external and three are internal to the host country.

(1) The two external target audiences are those nations that support the insurgent and other nations. Other nations include neutrals. It is toward these target audiences that PSYOP, on a strategic level, is directed.

(2) The three internal target audiences are the host country government personnel, civilian population, and the insurgent. While the majority of these groups may be reached by mass media, face-to-face communications by host country personnel and skillfully exploited civic action programs are usually more effective.

d. The Government Structure. The first of the internal target groups is the host country government personnel. This group includes civilian government agencies and the armed forces. The military, paramilitary, civil services, and other elements of the government make excellent target audiences for the following reasons:

(1) They have a vested interest in having the government remain in control.

(2) The chain-of-command or organizational structure is already established, making communications easier.

(3) These government representatives, collectively and individually, give the government its image. What they do or fail to do reflects the policy of the government.

e. The PSYOP Mission. The PSYOP mission in dealing with this target group is to develop government attitudes and policies toward the populace that will result in—

(1) Realizing the importance of the people and the necessity for popular support.

(2) Promoting the public welfare and justice, and taking other actions to eliminate the basic causes of the insurgency.

f. The Civilian Population. Since popular support of the people is essential to victory, the population is one of the major psychological targets of the insurgent and the government. The people are the source of intelligence, personnel, and logistical support for the insurgency. The populace must then also be a key target of the host country PSYOP program. This target audience is most accessible during the latent-incipient stages of insurgency and before the complete loss of government control of an area.

(1) This group can be subdivided into three subgroups: those that support the insurgent, government supporters, and the uncommitted. The third subgroup, the uncommitted, is of primary interest. It is normally the majority of the population. If its members can be influenced to support the government, they may tip the scales of the struggle to the government side.

(2) The PSYOP mission in dealing with the people is to build national morale, unity, and confidence in the government, its leaders, and programs. There should also be an effort to win popular acceptance of the presence of US Armed Forces and to convince the people that—

(a) The government programs are conducted to serve the people’s interests.
(b) The forces of the government are there to protect the people from the insurgent.

d. The government will defeat the insurgent. This need to stress ultimate victory is paramount, for once the insurgency has entered the second stage, the immediate concern of the people will be survival, and they will support the apparent victor.

(d) The insurgent is being misled by the false promises and intentions of a foreign power.

g. *The Insurgent.* The insurgency includes the guerrilla, his supporting elements, the auxiliary, and underground. The insurgent has normally a natural advantage over the government, for the insurgency’s infrastructure is invisible. Any damage done to the government is highly visible and has an immediate effect. Since a determined insurgency gathers momentum in direct proportion to its effectiveness and the attractiveness of its ideology, the cadre and highly motivated members may not be vulnerable to propaganda. Below them, however, there are usually a number of vulnerable individuals and groups. These, even though tightly controlled, can be propagandized effectively—the most important direction of attack being against insurgent unit morale. Insurgent morale is, historically, very high but vulnerable. Programs which might be successful would include divisive themes, working on differences between cadre, recruits, supporters, and the local population; lack of support, isolation, homesickness, or hardships. When known antagonisms exist among individual insurgents or groups, these difficulties can be exploited. In addition, successful actions by friendly forces (successful combat operations, specific civic action projects, and insurgent defections) normally should be publicized. Amnesty themes may also be effective. The insurgent must be destroyed physically and psychologically. This psychological destruction is most important because, without it, the insurgent force will simply disappear into the underground only to surface at a more opportune time. This means that the guerrilla leader or “revolutionary hero” must be completely discredited and the vertical and horizontal insurgent organizational structures dismantled. The PSYOP mission is to strike at the insurgent’s weaknesses, hit at his vulnerabilities, and break his morale by convincing him of the complete hopelessness of the situation and that:

1. He should cease resistance and lay down his arms.
2. His continued activity is futile and will eventually be fatal to him.
3. And further, that he is justified in surrendering or defecting and that there is an honorable alternative open to him—the government’s amnesty program.

11-9. *Host Country PSYOP Efforts*

The primary responsibility for preventing or defeating an insurgency within a foreign nation rests with the incumbent government—not with the United States. Not only must PSYOP be directed toward the population and insurgent, but also toward government personnel. Specific PSYOP are conducted by the government toward its bureaucratic structures to bring about planned changes. These operations are blended into current political, economic, and military operations to maximize the likelihood of success.

a. Recognize that the Insurgency Exists. As a first step, the government must recognize that an insurgency exists and understand its political nature.

b. *Internal Development Programs.* Once the government has recognized the cause of the insurgency, it must correct the legitimate grievances of the people. One of the major reasons for the failure of past insurgencies has been the implementation of superior government solutions. The major way to deal with an insurgency, particularly in its early stages, is through an internal development program. Internal development is a positive method of removing the causes of insurgency. The psychological impact is achieved only when the government can point to positive accomplishments in institution building. Unless the interest of the government in its people is concretely demonstrated, propaganda and promises will fail. The people must be convinced that the government is worth supporting.

c. Communicate. The government must communicate and sell its program by word and deed to the populace. A key psychological objective in an insurgency is to keep the public informed of government programs and national plans for internal development. This interest in keeping the people informed will generate faith and respect, as well as contribute to the sense of belonging. Specific programs should be designed to motivate the people to support the government against a politically motivated, externally controlled, subversive insurgent threat. National unity programs should be implemented, and popular support encouraged. National unity should be stressed to all youth groups (from preschool through university), in order to foster a sense of national pride and responsibility. All other organizations and groups should be encouraged to demonstrate their voluntary sup-
port, and a reward system implemented to reinforce desirable, cooperative behavior.

d. The Individual Soldier. Host country armed forces are most effective in IDAD operations when they are highly motivated by a clear understanding of what they are fighting for. PSYOP takes place when this motivation is communicated to the local population, through, for example, troop-community relations programs. The individual soldier has an important psychological role in countering insurgency. His individual actions toward the civilian population may spell the difference between success and failure—success, if he is fair, helpful, and considerate. The soldier, by his actions, can be a major key in building support for the government’s programs.

11-10. Operations

The organization, missions, and functions of PSYOP will depend on the requirements of the particular situation. All six roles of the Army in IDAD operations may be conducted simultaneously and in varying degrees. PSYOP, with its potential for application in all phases of insurgency, can provide support for the other five IDAD operations activities (tactical operations, populace and resources control, intelligence, civil affairs, advisory assistance), which assist the government in winning the support of the people.

a. Civil Affairs. Psychological operations staffs and units should be used to advise and assist civil affairs administrators and functional specialists in gaining the willing support of the population in the execution of essential programs. Thematic emphasis should be placed on positive civil affairs accomplishments and goals for security, peace and political stability, economic viability, participation of the population in the governing process, and nonturbulent institution building.

b. Intelligence Operations. The psychological objective in support of intelligence operations is to convince the civilian populace that providing information to the government and military is in their best interest. The commander in an insurgency environment must have a great deal of information regarding the insurgent. The intelligence collection effort must be complete. A detailed study of the local condition, history of the insurgency, reasons for the revolt, guerrilla vulnerabilities and weaknesses must be made. PSYOP personnel, through face-to-face persuasion operations, can contribute to the overall intelligence collection effort.

c. Populace and Resources Control (P&RC). Populace and resources control measures are used to maintain or reestablish a state of law and order. The guerrilla must be separated from his source of support with the local populace. Control measures imposed in IDAD operations curtail legitimate as well as subversive activities so P&RC measures are often very unpopular. PSYOP explains the need for such controls and emphasizes the benefits that will ultimately be derived. The responsibility for the inconvenience imposed by the controls should be placed on the insurgent.

d. Tactical Operations. The principal objectives of PSYOP in support of tactical operations are to induce the insurgent to cease resistance and to persuade the populace to support the government and IDAD forces. PSYOP also attempts to prevent civilian interference with military operations. Of prime importance in IDAD operations is the understanding on the part of all tactical commanders that the environment is not totally hostile and care must be exercised. The military commander must be aware of the psychological impact of tactical combat actions upon the population, his own troops, and on the insurgents in each military operation. Ultimate success in defeating the insurgency will depend in part upon the leader’s awareness of the perceptions of both the combatants and the noncombatants. Experience has shown that many commanders give too little emphasis to the psychological aspects of military operations. Too often, long-range political objectives have been sacrificed for temporary tactical gains. Policy statements and command guidance, where properly implemented, would significantly aid in eliminating this problem.

11-11. US PSYOP Training, Advisory, and Assistance Roles and Missions

The major role of US military PSYOP personnel may be to train, advise, and assist a host country (HC) threatened with an insurgency. Fulfillment of this role encompasses a number of factors.

a. The Mission. The mission may require PSYOP personnel to train, advise, and assist—
   (1) Host country armed forces.
   (2) Elements of the HC government.
   (3) The US military mission within the HC.

b. Organization. A TD organization should be structured to perform this unique, multiple mission. Minimally, it should contain the following elements:
   (1) A headquarters (company, battalion, group). A company command and control team should be sufficient in a small country.
(2) Training elements—detachments, teams, individuals.
(3) Supply and maintenance elements—detachments, teams, individuals.
(4) Local augmentation (at least)—
   (a) Professionals/technicians.
   (b) Interpreters/translators.
   (c) Secretarial/clerical personnel.
   (d) Service personnel.

c. Policy.
(1) US military PSYOP training, advisory, and assistance personnel do not conduct psychological operations in a host country.
(2) United States PSYOP activities should be directed, primarily, toward developing professionally skilled HC instructors. All training should be designed to achieve HC armed forces PSYOP self-sufficiency, with the need for US training, advisory and other PSYOP assistance eliminated as soon as possible.
(3) The senior US military headquarters, and subordinate advisory units and activities, should give active advisory attention to PSYOP, and be held responsible to alert HC counterparts to the psychological impact upon the population of all military actions, and of individual acts of members of the HC armed forces.
(4) The planning and conduct of a US PSYOP training, advisory, and assistance program will be based upon US policy, US/HC agreements, guidance from higher headquarters, and orders and instructions from the local US mission.

d. Advisory Tasks. The United States training, advisory, and assistance unit may be called upon to provide PSYOP advice and liaison personnel to—
   (1) The HC armed forces.
   (2) Host country civilian offices, agencies, and personnel.
(3) The US host country mission, including US military service advisory groups, who may, in turn, advise their HC counterparts. The full range of PSYOP advice, training, and assistance may be required by, and given to, US military service advisory groups, if approved by appropriate headquarters.

e. Local Procedures. One specifically designated headquarters, preferably the commanding US HQ, should be authorized to approve all requests for PSYOP training, advice, or assistance. The following minimal information should be furnished:
   (1) The name and address of the requesting unit or agency.
   (2) The name, address, and telephone number of the project officer.
   (3) The name, rank, and telephone number of the commander or chief of the requesting unit or agency.
   (4) A precise description of the training, advice, or assistance required, with inclusive, and acceptable alternate dates.

f. United States Service Advisory Group Responsibilities. The chiefs of US military service advisory groups (USA, USN, USMC, USAF) should require that the field advisors of their respective services are familiar with US PSYOP policies, doctrine, tactics, techniques, and procedures applicable to the specific operation requiring their presence in the HC. Advisors should bring exploitable situations to the attention of their HC counterparts and to the PSYOP liaison officer supporting their service advisor group. A local SOP should designate the means for implementing these procedures.

g. Military Assistance. The following goals are recommended:
   (1) Advisory:
      (a) To assist HC command and staff personnel in better understanding the important role of PSYOP in countering latent or active insurgency.
      (b) To improve HC armed forces capabilities to plan and conduct PSYOP in counterinsurgency operations.
      (c) To obtain proper use of PSYOP units and staffs.
      (d) To indoctrinate appropriate military and civilian agencies with the importance of coordinating and integrating PSYOP into all military activities.
   (2) Military assistance objectives.
      (a) Assist HC armed forces in improving and upgrading PSYOP military equipment.
      (b) Assist HC armed forces in developing a cadre of fully qualified host country PSYOP instructors.

h. PSYOP Support Program.
   (1) In order for the US host country PSYOP training, advisory, and assistance program to receive the support needed to make it viable, it is recommended that the overall US command direct subordinate commands to develop and maintain continuing PSYOP support programs that will enhance the capability of HC to conduct PSYOP and, with the least possible delay, eliminate the need for US PSYOP support.
   (2) Each subordinate US HC command should develop, implement, and fund its own HC PSYOP support program as an integral part of a closely coordinated overall training, advisory, and assistance US in-country PSYOP effort. These programs should be formally reviewed, at least, annually. More frequent, informal reviews
views are desirable to measure the extent to which goals have been achieved.

i. Budget Restraints. Budgetary restraints will impose limits upon the extent of PSYOP training, number of persons receiving training, and training areas. Monetary restrictions will also determine the extent to which PSYOP equipment requirements are fulfilled, and sources of procurement; i.e., in-country, CONUS, offshore.

j. US In-Country Coordination. A general staff section of the US host country command headquarters should be designated to be the coordinating agency:

(1) To coordinate HC PSYOP equipment and training requirements submitted by each US service advisory group for its respective HC counterpart service. It is advisable, if possible, that 2-year (fiscal year) programs be submitted to coincide with the US Government budgetary year.

(2) To coordinate all PSYOP staff actions.

(3) To recommend US, in-country, PSYOP training, advisory, and assistance policy.

(4) To exercise operational control of the US in-country PSYOP training, advisory, and assistance unit.

k. Command. In order to centralize control, the commander of the US PSYOP unit within the host country may be designated as the US command PSYOP staff officer. The duties of this officer should include those of preparing annual FY PSYOP training, advisory, and assistance plans.

l. Funding Agency. Plans for funding of the US PSYOP HC program must be approved by the appropriate US supply, procurement, and funding agency which is responsible for providing fiscal, programing, and administrative guidance relative to the monetary aspects of the US in-country PSYOP support program. Performance of these duties requires realistic input of all US in-country service chiefs based upon guidelines furnished by higher headquarters, the mission and goals, accomplishments and shortfalls, and the objective of phasing out the requirement for US PSYOP assistance.

11-12. US PSYOP Training and Advisory HC Program

a. The US PSYOP training, advisory, and as-