

NATO STANDARD

AJP-3.10.1

**ALLIED JOINT DOCTRINE FOR
PSYCHOLOGICAL OPERATIONS**

Edition B Version 1

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NORTH ATLANTIC TREATY ORGANIZATION

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NATO LETTER OF PROMULGATION

2 September 2014

1. The enclosed Allied Joint Publication AJP- 3.10.1, Edition B, Version 1, Allied Joint Doctrine for Psychological Operations, which has been approved by the nations in the [TA], is promulgated herewith. The agreement of nations to use this publication is recorded in STANAG 2514.
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Edvardas MAŽEIKIS
Major General, LTUAF
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RECORD OF RESERVATIONS

CHAPTER	RECORD OF RESERVATION BY NATIONS
General	NLD
<p>Note: The reservations listed on this page include only those that were recorded at time of promulgation and may not be complete. Refer to the NATO Standardization Document Database for the complete list of existing reservations.</p>	

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RECORD OF SPECIFIC RESERVATIONS

[nation]	[detail of reservation]
NLD	Within the national context NLD considers to change the name PSYOPS. The decision on a new designation will be taken 1st Q 2015
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PREFACE

01. Doctrine is a framework of principles, practices, and procedures, the understanding of which provides a common basis for action. It evolves as its political and strategic foundation changes, and in the light of new technology, the lessons of experience and the insights of operational analysis. The North Atlantic Treaty Organization (NATO) policy and doctrine forms the fundamental principles by which NATO military forces guide their actions in support of objectives. It is authoritative, but requires judgement in application.
02. Although primarily intended for NATO forces, this doctrine could be adapted (where necessary) and used by participating nations for operations mounted by the European Union (EU), or a coalition of NATO and non-NATO nations, if it is in NATO's interests. Interoperability between NATO nations is based upon NATO standardization agreements and publications. Many of the subjects covered in these may have to be reconsidered in the planning of psychological operations (PSYOPS) with non-NATO forces.
03. The purpose of Allied Joint Publication (AJP)-3.10.1 *Allied Joint Doctrine for Psychological Operations* is to outline NATO PSYOPS, focusing on its planning and execution when supporting NATO activities. It serves to highlight its role as a key element of a commander's campaign plan and wider information strategy.¹ AJP - 3.10.1 details PSYOPS relationship with other capabilities and functions, most particularly information operations (Info Ops). Info Ops is focused on affecting **will, understanding and capability** through military information activities. It must be noted that **PSYOPS has influence activity as its main purpose?** . By influencing approved target audiences directly, PSYOPS, has a direct effect on both understanding and will, together with an indirect effect on capability.
04. AJP-3.10.1 focuses primarily on the operational level, but may be used as a reference at all levels. It is intended principally for use by a joint force commander (JFC),² his chief of staff, and those of his staff with PSYOPS responsibilities.³ It also addresses the roles, responsibilities, links, and required products from the strategic, operational and tactical commands. It is deliberately broad and is designed to guide all PSYOPS forces supporting NATO operations and those participating in NATO-led operations. The guidance in this publication is

¹ The term information strategy (its concept and definition) is not yet endorsed through official NATO policy. Its use here, however, reflects current thinking on this subject and is coherent with current policy and doctrine initiatives in areas such as the effects-based approach, strategic communications and information operations.

² The term JFC is used throughout this document to indicate any appropriate designated (DJTFC/CJTF/JFC/JC) Joint Force Command or Commander.

³ The use of 'he' or 'his' refers to a person of unspecified gender throughout this publication.

authoritative, and as such will be followed in NATO-led operations except when, in the judgement of the commander, exceptional circumstances dictate otherwise.

05. AJP-3.10.1 constitutes one step towards developing NATO documents covering PSYOPS policy, doctrine as well as techniques, tactics and procedures. AJP-3.10.1 describes the principles of PSYOPS, and the organization and structure required to implement them effectively. It flows directly from MC 402/2, which lays down NATO military policy for PSYOPS and its application. It is supported by a PSYOPS Handbook which gives additional amplification, including details on tactics, techniques and procedures that would be inappropriate in an AJP. Additionally it is harmonised with AJP-3.10 *Allied Joint Doctrine for Information Operations*. This reflects NATO policy that PSYOPS is coordinated with other information activities through the Information Operations function informed by the NATO strategic communications framework.
06. PSYOPS training and education are not addressed in detail in AJP-3.10.1. For information concerning these two activities, refer to the relevant Allied Command Transformation (ACT) publications.

CHAPTER 1

AN OVERVIEW OF PSYCHOLOGICAL OPERATIONS

Section I – Introduction

0101. **Aim.** The aim of this document is to highlight NATO psychological operations' (PSYOPS), role as a key enabler in a commander's campaign plan and its use across the full spectrum of military operations. While this document focuses at the operational level and below, it describes actions that also apply to the strategic level.
0102. **NATO definition of PSYOPS.** Allied Administrative Publication (AAP)-06 defines psychological operations as: *planned activities using methods of communication and other means directed at approved audiences in order to influence perceptions, attitudes and behaviour, affecting the achievement of political and military objectives.*¹

Section II – The Information Environment

0103. Developments in technology, communication and demographics all shape and alter the character of conflict. Information flow is now so prevalent, potent and unavoidable that it forms as much a part of the operations environment as the terrain or weather.
0104. Events in the world are transmitted as information through networks before getting into people's minds; once there, the information is subject to pre-conception, interpretation, bias, agenda, adjustment and possibly re-transmission. This is the information environment which is defined as: *the information itself, the individuals, organizations and systems that receive process and convey the information, and the cognitive processes that people employ, including the virtual and physical space in which this occurs.*² This environment encompasses the full range of traditional, new and emerging media technologies, all of which provide new possibilities for dialogue including delivery of PSYOPS messages and persuasive content.
0105. **Range of impact.** It is highly likely that there will be a psychological impact resulting from almost all actions (or inactions) undertaken by NATO. This impact is likely to be felt not only in the immediate operational area but also, due to the sophistication of modern media communications, much further afield. It is incumbent upon commanders at all levels, therefore, to take into account both the

¹ The US uses the term military information support operations (MISO) in place of PSYOPS.

² MC 422/4 NATO policy for Information Operations.

actual and potential psychological effects (a measurable behaviour change in a target audience) that may arise from actions in their area of operations. These effects will arise both within, and outside, their operational area. Commanders are responsible for all PSYOPS and counter-propaganda activity in their operational area, and this, together with the requirement for coordination up and down, will inevitably require staff with PSYOPS responsibility at all levels of their commands.

Section III – PSYOPS within Strategic Communications and Information Operations

0106. Strategic Communications (StratCom) are the coordinated and appropriate use of NATO communications activities and capabilities – public diplomacy (PD), public affairs (PA), military public affairs (Military PA), information operations (Info Ops) and PSYOPS, as appropriate – in support of the Alliance policies, operations and activities, and in order to advance NATO's aims.³ Strategic communications provide direction and guidance, including the strategic narrative for the implementation of all information activities.
0107. Info Ops is a staff function that analyzes, plans, assesses and integrates information activities to create desired effects on the will, understanding and capability of adversaries, potential adversaries and North Atlantic Council (NAC) approved audiences in support of Alliance mission objectives. PSYOPS, along with other capabilities, will be coordinated through Info Ops processes guided by the information strategy and within NATO's StratCom approach.

Section IV – Principles of PSYOPS

0108. **General.** PSYOPS may be conducted in both the long and short term across the full spectrum of military operations. But, whatever the conditions the guiding principles will remain the same. In particular, successful PSYOPS will only result from a comprehensive understanding of the target audience. Without that, understanding PSYOPS is unlikely to be successful and may produce unexpected and potentially damaging second and third order effects.
0109. **Effects-based thinking.**⁴ The starting point for all PSYOPS planning is: 'what effect have I been asked to generate and what part does it play in the overall plan?' Target audience analysis (TAA) will advise the planning staff on the specific target audience to produce the desired effect, the conduit through which that effect will be stimulated; and, the type of intervention that should be used.

³ PO(2009)0141, *NATO Strategic Communications Policy*, 29 September 2009.

⁴ Effects based thinking is a planning philosophy as laid down in MCM-0041-2010 dated 20 Jul 2010 MC Position on use of effects in operations.

0110. **Understanding.** Understanding and empathy are key to PSYOPS; target audience analysis is the tool by which this is achieved. Effective analysis should provide a rich contextual understanding of the cultural, historic and social composition of the target audience, along with a deep awareness of emotive and credible themes and symbols, all of which can be used to affect short-term behavioural and long-term attitudinal change. Knowledge development (including all-source intelligence (ASINT)) is essential to effective understanding. PSYOPS should be empathetic to the target audience's existing behaviours and attitudes to recognise how they may be changed or reinforced. It is also likely to make us more aware of what may create a negative effect.
0111. **Assessment.** PSYOPS staff must continuously assess and evaluate the impact of PSYOPS activities to determine what effect (intended or unintended) has occurred in the target audience. Prior to any intervention, PSYOPS staff require baseline data on what represents normal and current perceptions, attitudes and behaviours of the target audience. This evaluation will inform any necessary adjustments to PSYOPS activities and feed into the overall campaign assessment process.
0112. **Early integration and coordination.** PSYOPS will be coordinated through Info Ops at the operational and tactical levels, to ensure they are integrated at the start of the planning process, support on-going military operations and are consistent with the overall information strategy and commander's end-state. Coordination is also required to ensure that other activities by the joint force do not undermine PSYOPS activities and vice versa. PSYOPS effects should be allocated through an integrated targeting process at the heart of operations planning. Staffs and commanders must recognise that effects created through PSYOPS are rarely instantaneous and it will take time to measure their effectiveness and determine if the desired result was obtained.
0113. **Timeliness.** PSYOPS products must be released at the appropriate time to generate the desired effect when it is required as part of the commander's plan. Rapid exploitation by PSYOPS teams is often critical – thus quick planning, pretesting and approval procedures must be developed to ensure fleeting opportunities can be exploited. Consequently, product approval and release authority must be delegated to the lowest level appropriate to allow this to happen.
0114. **Truthfulness.** PSYOPS must be based on true information. Using false information is counter-productive to the long-term credibility and success of PSYOPS.
0115. **Attribution.** To preserve Alliance and PSYOPS credibility, PSYOPS are generally attributable to NATO or a concurring partner nation or organization.

0116. **Credibility.** The success of PSYOPS depends on their credibility from the target audience's perspective. The use of indisputable facts helps to ensure that PSYOPS products survive the scrutiny of audiences. Conversely, the use of false information has the potential to undermine the credibility of subsequent PSYOPS (even if they are truthful), converting a possible short-term gain to long-term loss. Credibility will also depend on the Alliance's ability to deliver on its promises and meet any obligations made in PSYOPS products.
0117. **Consistency.** Although specific PSYOPS products may vary according to local cultural requirements, they must all be consistent both vertically and horizontally across the force and nested within the strategic narrative and the overall information strategy.

Support Requirements for PSYOPS

0118. **Intelligence and information.** In addition to its own collection, research and analysis capabilities which contribute to wider knowledge development, PSYOPS requires extensive intelligence and information on possible audiences. This includes their identity, location, vulnerabilities, susceptibilities, strengths and weaknesses as well as their political situation, military structures and capabilities, economic situation, social (and cultural) characteristics, infrastructure and information capabilities (PMESII). Collection should be from all available sources and agencies and be an integral part of the overall intelligence requirements management plan. Intelligence should also be used to aid and determine the effectiveness of all PSYOPS activities.
0119. **Command, control, communications, and computers communication information systems . Military command, control, communications, and computers (C4) and communication information systems (CIS) systems** facilitate the execution of command and control and its supporting functions. These systems are vital to planning, mounting, and sustaining successful combined, joint PSYOPS. C4CIS should, therefore, be designed to provide interoperable, rapid, reliable and secure exchange of information throughout the chain of command. CIS should provide access to classified databases, including intelligence databases, serve as a secure medium to pass products and support reachback and PSYOPS networks. It should also provide unclassified e-mail communications and internet access to include protected internet protocol (IP) addresses together with specific software requirements linked with social media and other emerging technologies. C4CIS planning staff must consider the need for broadcast frequencies for PSYOPS products which are coordinated and de-conflicted with other communications systems and networks.
0120. **Reachback.** Deployed PSYOPS planners should consider 'reachback' (with support from PSYOPS elements left back in home stations) to provide additional

support (for example, research and analysis, product development and production) to PSYOPS elements in theatre. This may require additional logistic support and/or increase requirements for supporting telecommunications architecture, especially electronic bandwidth.

0121. **Logistics.** The majority of PSYOPS sustainment requirements can be satisfied by standard service support systems including contracting and host-nation support. However, there are PSYOPS-specific requirements that raise logistic issues, such as:
- a. Supplies for printing and distribution.
 - b. Funding for specific mission requirements (for example, polling) together with appropriate staff support to administer funds and contracts.
 - c. Reachback to nation's capabilities.
 - d. Distributing products within the operational area.
 - e. Contracting for host-nation support (for example, printing, radio and so on).

Section V – Counter Propaganda

0122. **General.** Counter propaganda is a multi-disciplined effort led and coordinated by the Info Ops function to analyse an adversary's counter command and propaganda activities and to develop approaches and synchronise actions to counter these as appropriate. PSYOPS, together with other capabilities, analyses adversary propaganda activity and its effect on a range of selected audiences, including NATO forces. PSYOPS can make recommendations on counter propaganda actions to be executed by a range of capabilities or respond directly where appropriate to exploit fleeting opportunities. On occasion PSYOPS may recommend that there is no response to an adversary's propaganda.
0123. **Form.** Although counter-propaganda is a response to an adversary's propaganda activities, it can be offensive, as well as defensive, and must conform with the NATO information strategy.
- a. **Defensive counter-propaganda.** Defensive counter-propaganda is intended either to shield the target of that propaganda, or to lessen its impact.⁵

⁵ Outside of a military operation, public affairs PA will be responsible for countering messages that are hostile to NATO.

- b. **Offensive counter-propaganda.** Offensive counter-propaganda aggressively challenges an adversary's messages both by anticipating and pre-empting and exploiting any mistakes errors or demonstrably false claims. These might be simple errors of fact, or incorrect assessment of targets attitudes and vulnerabilities.

Section VI – PSYOPS Relationships with other Military Activities

0124. **Related strategies.** PSYOPS will only be effective if it is an integrated element of the campaign plan integral to the overall information strategy; and complementing other activities such as manoeuvre and fires.
0125. Commanders should ensure that themes and messages portrayed at all levels are coherent with the StratCom guidance including the strategic narrative and the supporting information strategy.
0126. **The relationship with Info Ops.** PSYOPS activities are coordinated through Info Ops as part of the overall information strategy. PSYOPS is one of the key capabilities that allows the force to communicate its themes and messages to approved audiences.
- a. An actor's decision-making process is a function of will, understanding and capability. In other words, a decision-maker must have the will to act, an understanding of the situation to act and possess the capability to act. If any one of these elements is not in place, the actor's ability to make decisions, communicate them and then act in the way he wants to will be affected. Info Ops seeks to create effects on the will, understanding, and capability of different actors through the coordinated application of a range of information activities.
 - b. In support of Info Ops, PSYOPS seeks to affect perceptions, attitudes and behaviour; it can affect a broad range of audiences from populations to decision-makers at all levels.
 - c. Info Ops planners will ensure that PSYOPS are closely coordinated with other military activities at all levels to ensure that the desired effect on a target is not compromised by any inconsistency in the commanders' campaign plan.
0127. **Force protection.** Force protection is defined in AJP-3.14, *Allied Joint Doctrine for Force Protection*, as: *all measures and means to minimize the vulnerability of personnel, facilities, materiel, operations and activities from threats and hazards in order to preserve freedom of action and operational effectiveness thereby contributing to mission success.* PSYOPS can enhance force protection, not only by modifying the behaviour of selected target audiences towards NATO (for

example, gaining and sustaining their willingness to cooperate, and deterring adversaries from adversary activities) but also by using counter-propaganda in support of NATO troops to prevent violent behaviour by people who have been targeted by propaganda.

0128. **Relationship with Civil Military Cooperation (CIMIC).** CIMIC is defined in AAP-06 as: *the co-ordination and co-operation, in support of the mission, between the NATO commander and civil actors, including national population and local authorities, as well as international, national and non-governmental organizations and agencies.* Although PSYOPS and CIMIC can be mutually supporting, PSYOPS staffs must be mindful of the sensibilities of certain organizations and never allow the impression that CIMIC is being used as a PSYOPS tool. However, CIMIC interaction with civil agencies and populations will aid wider headquarters knowledge development and assist with understanding the information environment and the audiences within it. PSYOPS campaigns may affect the attitudes of population groups and so help make an area more permissive for CIMIC. Similarly, the physical effects of CIMIC operations may improve audiences' attitudes to NATO and hence make them more receptive to PSYOPS messages. Each capability will be integrated into the overall plan during the planning process with coordination conducted by the Info Ops staff through the Information Activities Coordination Board (IACB). For more detail on CIMIC see AJP-3.4.9, *Allied Joint Doctrine for Civil-Military Co-operation.*
0129. **Military Public Affairs.** Military Public Affairs (Military PA) and PSYOPS are separate, but complementary, functions. They directly support military objectives, counter adversary propaganda and deter adversary actions. Although Military Public Affairs and PSYOPS will generally differ with respect to audience scope and intent, they will require coordinated planning and execution.

Related Processes, Capabilities, and Functions.

0130. **Strategic processes.** The NAC, nations and strategic commanders may consider a number of related processes and areas appropriate to coordinate so they can gain maximum operational effect, or protect the Alliance and military capabilities. PSYOPS, therefore, requires high-level political guidance, and should contribute to the development of the information strategy.
0131. **Intelligence.** Intelligence policy is given in MC 128 and articulated in doctrine at AJP-2 *Allied Joint Intelligence, Counter Intelligence and Security Doctrine.* PSYOPS staff will be both key customers of, and providers to, the intelligence process and products. They will be continually engaged with intelligence staffs, setting requirements, seeking analysis of complex situations, and requesting support for the analysis on the measures of effectiveness (MOEs) of PSYOPS activities.

0132. **Operations planning.** NATO operations planning policy is given in MC 133/4 – detailed guidance is laid out in AJP 5, *Allied Joint Doctrine for Operational-Level Planning* (operational level planning process] and the *Comprehensive Operations Planning Directive* (COPD). The integration of PSYOPS into operations planning from the earliest stage is essential to develop understanding and the subsequent operational design, plan or campaign.
0133. **Targeting.** The targeting process allocates capabilities (including PSYOPS) against targets and target audiences. PSYOPS analysis contributes as an integral part to the joint targeting cycle. It assists with identifying the most effective capability to be used against a target and provides an overall assessment of the psychological impact of any lethal or non-lethal actions. Further detail is contained in AJP 3.9, *Allied Joint Doctrine for Joint Targeting*.
0134. **Assessment.** PSYOPS will contribute to overall campaign assessment through information gained from target audience analysis and its own measures of effectiveness and assessment.
0135. **Consequence Management.** Consequence management is a process by which a headquarters plans for, and reacts to, the consequences of incidents and events which have a direct physical or psychological effect on people. In this instance, incidents refer to things that have come about as a result of what has been said, or done, by NATO (for example, a culturally insensitive PSYOPS product or collateral damage from an air/artillery strike). Events are things that happen which are outside the commander's control, but can have an effect on people within the operational area and lead to incidents that could impact on the mission. Consequence management is controlled by CJ3 but PSYOPS, alongside other information activities, may play a role in mitigating any damaging effects. Any responses must avoid conflict with on-going PSYOPS programmes, the information strategy and the strategic narrative.

CHAPTER 2

ORGANIZATIONAL RESPONSIBILITY FOR PSYCHOLOGICAL OPERATIONS

Section I – General

0201. The Military Committee (MC) is the authority for NATO psychological operations (PSYOPS) policy. It exercises its responsibility through the International Military Staff, Operations Division. To assist in this responsibility, providing advice on NATO policy and doctrine matters, the MC authorized the formation of a NATO PSYOPS working group (PSYOPS WG), whose terms of reference are in MC 402/2 Annex C. During crisis or war, the MC advises the NAC on PSYOPS matters. In turn, this provides the overall strategic direction for the operation, including PSYOPS and serves as the focal point where nations can harmonize their overall information strategies.

Section II – Responsibilities

0202. **Military Committee responsibilities.**

- a. Approve and maintain an effective PSYOPS policy, and ensure that PSYOPS aspects are included, where appropriate, in other MC policy documents.
- b. Provide guidance for conducting PSYOPS, on operations, exercises and during training.
- c. Develop and promulgate NATO PSYOPS doctrine through the Military Committee Joint Standardization Board (MCJSB).
- d. Encourage cooperation and coordination of all PSYOPS matters within NATO.
- e. Provide military advice to the NAC regarding PSYOPS effects, audiences and PSYOPS contributions to NATO StratCom.
- f. Coordinate, as appropriate, counter-propaganda among the NATO and troop contributing nations at the strategic level.

0203. **Strategic commanders' responsibilities.**

- a. Consider PSYOPS resource requirements, effects, contributions to StratCom, and audiences at the earliest possible time for MC and NAC

consideration and approval.

- b. Ensure subordinate commands have the doctrine, standing operating procedures and plans required to implement PSYOPS in accordance with the NATO Crisis Response System (NCRS).
- c. Develop, coordinate and update PSYOPS concepts, plans and procedures.
- d. Include PSYOPS in operations' plans and integrate it into all phases of the operation, as appropriate.
- e. Initiate requests for scientific research and development to improve PSYOPS techniques and means.
- f. Develop training standards and include PSYOPS in NATO training and exercises.
- g. Establish and maintain trained PSYOPS personnel within their own headquarters and subordinate commands.
- h. Review and develop PSYOPS related NCRS measures and/or options for MC approval.
- i. Develop PSYOPS force proposals, force standards and goals.

0204. Operational commanders' responsibilities.

- a. Maintain appropriately trained specific PSYOPS staff within their headquarters.
- b. Develop training standards and exercise PSYOPS during mission preparation.
- c. Integrate PSYOPS into all plans and orders to support all operations.
- d. Supervise and coordinate subordinate headquarters PSYOPS activities.
- e. Conduct PSYOPS analysis and planning within their operations area.
- f. Accept and support national PSYOPS forces to support their operations, when transfer of authority is effective.
- g. Exercise approval authority, or wherever feasible, delegate it to the lowest appropriate level for PSYOPS programmes and products developed by supporting PSYOPS forces.

- h. Ensure coherence of all PSYOPS activities in the joint operations area.

0205. **Nations' responsibilities.**

- a. Consider PSYOPS during the national planning process and implement PSYOPS into directives and planning documents.
- b. Develop national plans and programmes to support NATO PSYOPS policy and doctrine.
- c. Ensure that, within their capabilities and overall priorities, intelligence is provided to support NATO PSYOPS.
- d. Ensure that, within their capabilities and overall priorities, research and analysis is provided to support NATO PSYOPS.
- e. Consider interoperability when developing and procuring PSYOPS capabilities.
- f. Provide resources and trained personnel to support NATO PSYOPS peacetime crisis establishment and exercises.
- g. As appropriate, contribute with personnel and other means, to countering-propaganda conducted against NATO, individual states and troop contributing nations (TCN) at the strategic level.

0206. **NATO PSYOPS staffing process.** Figure 2.1 depicts the NATO PSYOPS staffing process.

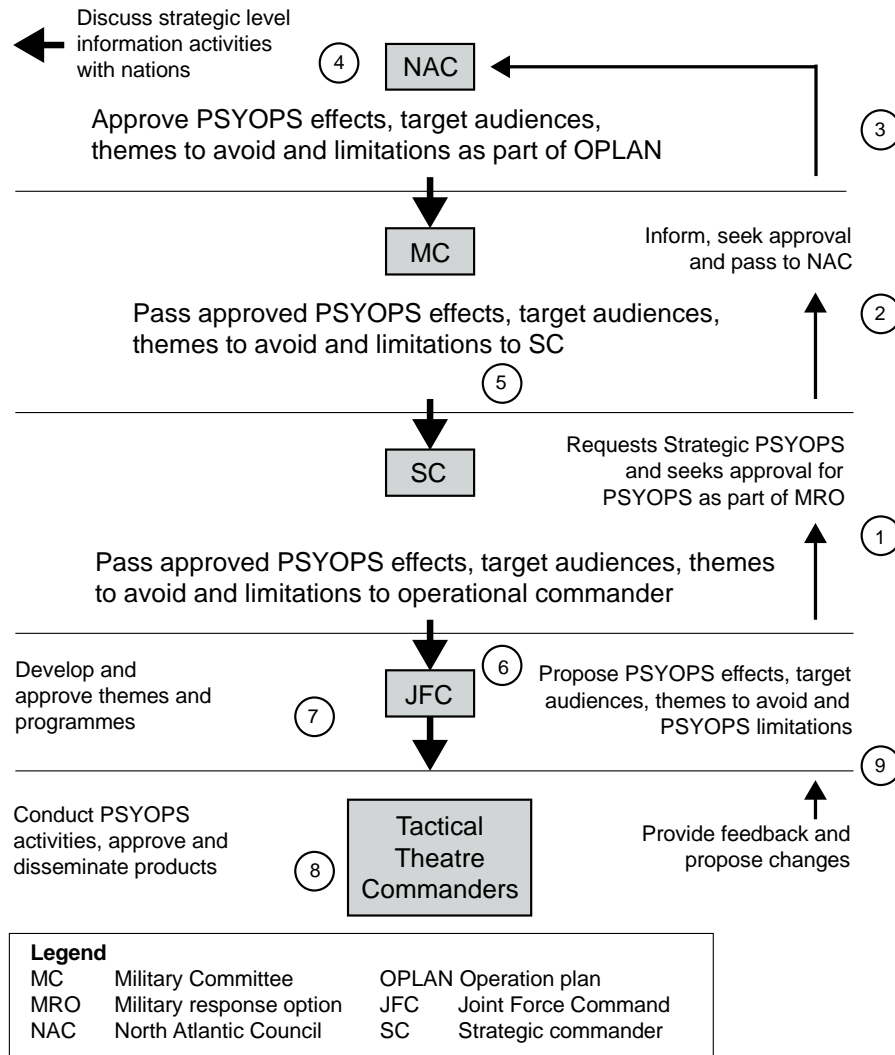


Figure 2.1 – NATO PSYOPS staffing process

CHAPTER 3

COMMAND AND CONTROL OF PSYCHOLOGICAL OPERATIONS

Section I – Organization of PSYOPS Forces

0301. **General.** NATO has no standing PSYOPS forces. The only permanent PSYOPS capability currently under NATO command is the presence of staff officers with PSYOPS responsibilities within the peacetime establishment at Strategic Commander, Joint Force Commander and Joint Force Command component levels. In times of crisis or war, NATO operational and tactical PSYOPS forces would be constituted from national contributions. These PSYOPS forces will be task-organized for specific missions, and their composition will be based upon mission, size of the joint operations area, the psychological situation, the communications infrastructure/media environment, composition and capability of adversary forces and indigenous populations and so on. Normally PSYOPS support will be provided by a Combined Joint Psychological Operations Task Force (CJPOTF) with a PSYOPS lead nation providing the nucleus around which the CJPOTF can be formed as a serial on the combined joint statement of requirements (CJSOR).

0302. **Combined Joint Psychological Operations Task Force.**

- a. **Purpose.** The primary purpose of the CJPOTF is to provide PSYOPS support to the commander. The CJPOTF structure is particularly appropriate when it has command and control of tactical PSYOPS formations. The CJPOTF is formed through the CJSOR/force generation process and is best fashioned around a nucleus contributed by a PSYOPS lead nation. It may lack some of the functional staff agencies or sections (CJ1 – CJ6) and will most likely depend upon the supported headquarters for the necessary administrative, logistical, and communications support.
- b. **Key responsibilities.** The key responsibilities of the CJPOTF are listed below.
 - (1) Provide advice to the Commander.
 - (2) Develop the PSYOPS support plan (SUPLAN).
 - (3) Execute the PSYOPS support plan.
 - (4) Conduct target audience analysis
 - (5) Gather data on PSYOPS measures of effectiveness.

- (6) Develop plans and programmes to create PSYOPS effects.
- (7) Control and coordinate developing, producing and disseminating products.
- (8) Coordinate reachback support and contracting of local assets.
- (9) Liaise and coordinate with supported civil organizations.
- (10) Coordinate tactical PSYOPS support.

c. Figure 3.1 shows a generic order of battle (ORBAT) for a CJPOTF

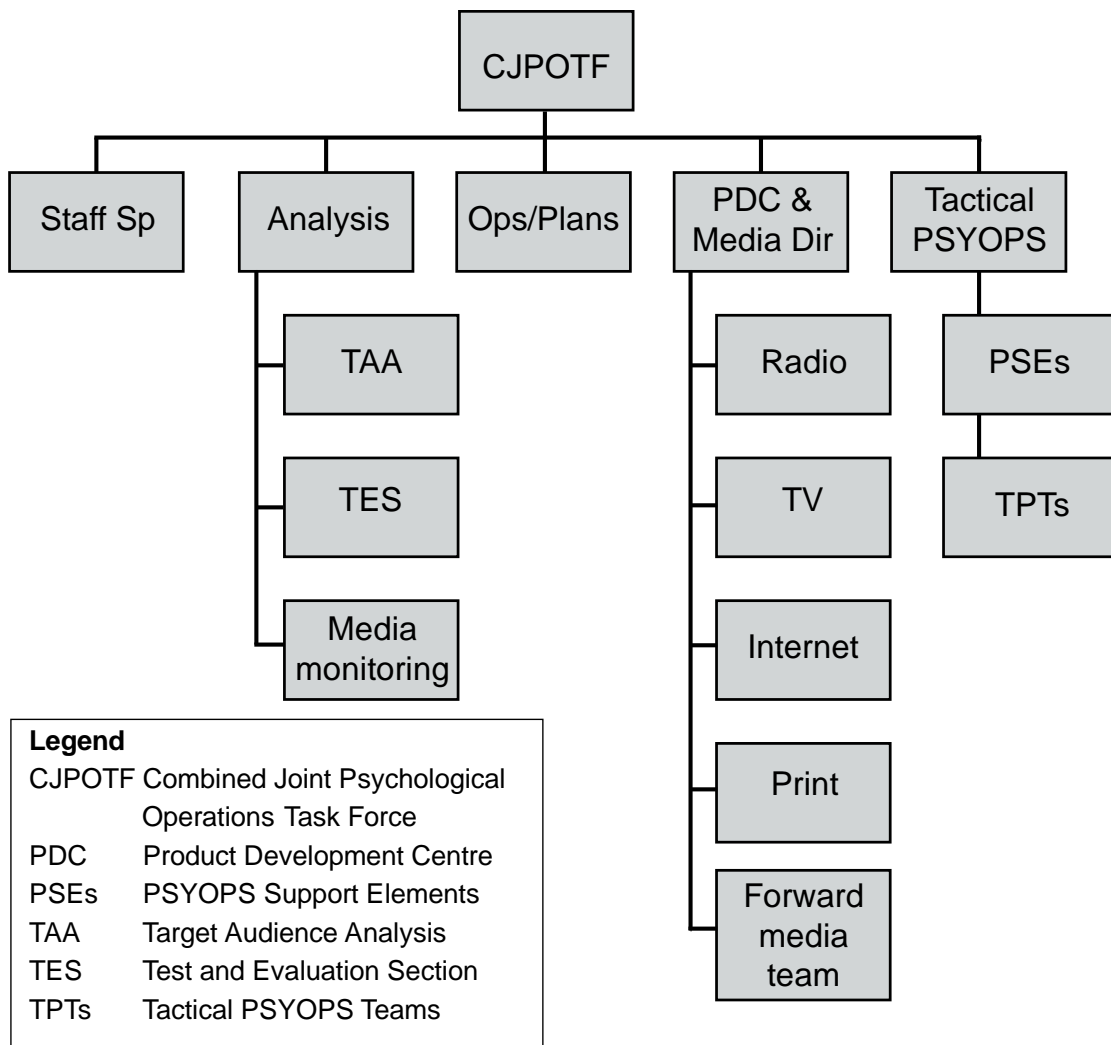


Figure 3.1 – Generic CJPOTF ORBAT

0303. PSYOPS support elements

- a. **Purpose.** The primary purpose of the PSYOPS Support Element (PSE) is to provide PSYOPS support, including, planning, analysis, production and dissemination at the tactical level. PSEs should be formed at corps, division, brigade or battalion level (or the equivalents in other components) dependent on the nature and size of an operation. The composition and tasks of these elements will vary depending upon the mission and the nations contributing to the formation. However, at a minimum they should have the capacity to provide PSYOPS subject matter input as part of the military planning process; conduct an analysis of the local target audiences; and prepare and disseminate PSYOPS products, through organic means, tactical units or contracted support. PSEs can also be formed to support elements of air, maritime and special operations. A PSE may also be integrated into the Joint Task Force (JTF)/Theatre-level supported headquarters as part of the crisis establishment (CE) when there is no PSYOPS lead nation, or other limitations and considerations prevent the formation of a CJPOTF. The PSE is a functional capability and not staff reinforcement. Ideally, the PSE is built around the command and staff of the supporting PSYOPS unit appropriate for the supported echelon.
- b. **Key tasks.** Key tasks of a PSE may include:
- (1) To advise the commander on all aspects of PSYOPS support to operations.
 - (2) To integrate PSYOPS into planning and conduct of operations.
 - (3) To analyse societies or communities (including target audiences, media, sociological, economical and political situation, impact of adversary propaganda, impact analysis of PSYOPS products) in the JOA to inform wider HQ understanding.
 - (4) To develop PSYOPS programmes and products (if assets available) and/or request production support.
 - (5) To measure the effectiveness of PSYOPS activities and contribute to the overall campaign assessment process.
 - (6) To coordinate product distribution and direct product dissemination.
 - (7) To coordinate and give technical guidance to the PSEs and tactical PSYOPS teams (TPTs) of subordinated units.
- c. Figure 3.2 shows a generic PSE ORBAT.

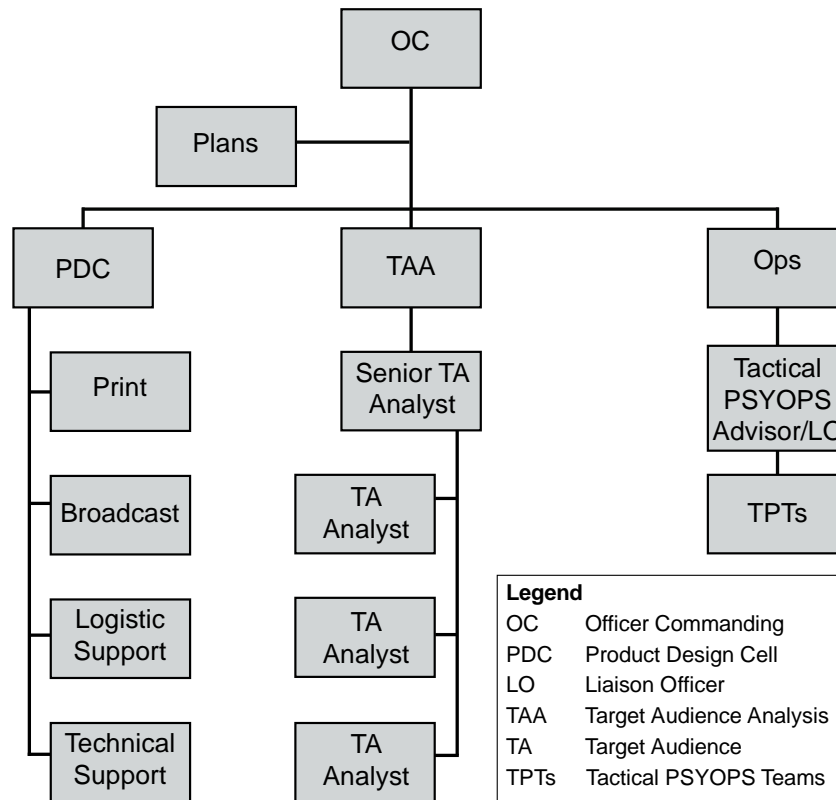


Figure 3.2 – Generic PSYOPS Support Elements ORBAT

0304. **Tactical PSYOPS Teams.** The primary purpose of the Tactical PSYOPS Teams (TPT) is to enable the tactical commander to communicate directly with target audiences within his operations area. TPTs can work for PSYOPS Support Elements or directly for unit commanders. When attached or operational control (OPCON) to a unit, without dedicated PSYOPS staff, the TPT chief acts as the PSYOPS advisor to the commander. The TPT employs themes, lines of persuasion and scripts to fit a specific local situation, but any modifications must remain within the guidelines provided by higher PSYOPS headquarters and the NAC approved military objectives for the operation. As well as to face-to-face communication, TPTs can conduct other types of PSYOPS. They can disseminate approved printed material, execute loudspeaker activities, gather and assess information on the target audience(s), and the effectiveness of friendly PSYOPS and adversary propaganda activities; or acquire other PSYOPS-relevant information from local sources, and contribute to the pre- and post-testing of PSYOPS products. While the TPT task is best performed by dedicated PSYOPS personnel, some aspects can be undertaken by appropriately selected, trained, equipped and led personnel from other specialities.
0305. **PSYOPS lead nation.** In any planned or proposed operation where PSYOPS is part of the CJSOR of the JTF/Theatre force, the strategic commander should

request one nation to act as the lead nation for the CJPOTF. The PSYOPS lead nation takes on the responsibility for providing the bulk of the PSYOPS personnel for the JTF/Theatre force (with any agreements for other nations to contribute to the PSYOPS element at this level being the responsibility of the lead nation); providing the PSYOPS communications, product development, production and dissemination assets; as well as responsibility for procuring and providing the necessary PSYOPS logistical support. Compensation and/or reimbursement will be subject to agreements between the parties involved. As with all NATO operations, nations participating in the operation are responsible for providing PSYOPS support to their manoeuvre units, and coordinating all their PSYOPS activities with the CJPOTF.

0306. **PSYOPS framework nation.** In any planned, or proposed, operation in which PSYOPS is part of the crisis establishment of the JTF/Theatre force headquarters, the strategic commander should request one nation to become the framework nation for PSYOPS. In this context, the term 'framework nation' is used to describe a nation that takes on responsibility for providing the commander and core staff of the, CJPOTF, or PSYOPS Support Element. However, because the PSYOPS activity is part of the JTF/Theatre force headquarters crisis establishment, funding for PSYOPS equipment, product production, dissemination and logistical support is a NATO responsibility. Staff procedures, although based on Alliance standards, will reflect those of the framework nation. In practice, however, once command and staff teams work together, procedures may incorporate the 'best ideas' of all the contributing nations. Nations participating in the operation are responsible for providing PSYOPS support to their manoeuvre units, and they will be asked to provide augmentees and/or PSYOPS capability. (for example, production support) to the CJPOTF or PSYOPS Support Element and to coordinate all their PSYOPS activity with them.
0307. **PSYOPS activities when no lead framework or lead nation has been Identified.** Where no framework or lead nation has been identified, the strategic commander may ask a number of nations to contribute to a PSYOPS Support Element crisis establishment, as part of the JTF/Theatre Headquarters crisis establishment, without one nation acting as the framework or lead nation. PSYOPS crisis establishment positions, along with the other JTF/Theatre headquarter requirements, will be discussed with possible troop contributing nations during the manning conference held by the strategic commander. In these cases, funding for PSYOPS equipment, product production, dissemination, communications and logistical support is a NATO responsibility.
0308. **Force generation.** Force generation is a process that parallels the operations planning process and is accomplished through a series of warning and activation messages. If listed on the statement of requirements, during the force generation process, PSYOPS forces for a particular operation are identified and nations are invited to contribute forces and capabilities.

Section II – Command Relationships

0309. To facilitate command and control (C2) of PSYOPS, the PSYOPS units should be under operational control of the JTF/Theatre commander. In the case of a JTF/Theatre-level PSYOPS Support Element, its relationship with the rest of the headquarters varies and is determined by the supported commander. However, it should be integrated into the main headquarters to enable it to play a full part in the operations planning and joint targeting processes. Tactical PSYOPS Support Elements and Tactical PSYOPS Teams normally operate under operational control of the unit or headquarters they support. Although they are coordinated through Information operations (Info Ops) to ensure coherence with the information strategy they have a functional relationship with higher level PSYOPS units. To facilitate this activity, there may be an exchange of liaison personnel to ensure close communication and coordination. Guidance will be issued as an annex to the operations plan (OPLAN) outlining PSYOPS effects, themes, target audiences, limitations, and so on, as part of the information strategy and set, within the context of various phases of the operation. The JTF/Theatre-level PSYOPS unit should also provide to the tactical-level PSYOPS Support Elements PSYOPS products created for theatre-wide dissemination, or may provide local PSYOPS production support within means and capabilities. Other assistance the JTF/Theatre-level PSYOPS unit can provide may be in the form of target audience analysis, insight into activities of other tactical PSYOPS Support Elements. Tactical PSYOPS Support Elements remain a national responsibility and must be prepared to conduct local target audience analysis, PSYOPS planning, and limited PSYOPS product development, production and dissemination.
0310. **Transfer of authority of national PSYOPS forces.** Ideally, national PSYOPS forces assigned to an operation should be transferred to NATO authority through a transfer of authority (TOA) message. However, some nations consider their military PSYOPS forces to be national forces whose operations are politically sensitive. Therefore, in some circumstances they may not agree to a transfer of authority for these forces, or they may apply restrictions on their use. These restrictions will be set out in the transfer of authority message as national caveats. Under exceptional circumstances nations may agree to provide PSYOPS support, without transfer of authority, to a commander's operation when the nation agrees with the PSYOPS effects and themes to be used. Regardless of the status of PSYOPS forces, transparency and coordination of their efforts within the supported headquarters remains imperative.
0311. **Approval authority and rules of engagement.** Approval authority for PSYOPS products rests with the commander at the appropriate level. Guidance on use of particular methods and communication mediums will be given in rules of engagement (ROE) and the annex to the operations plan.

CHAPTER 4

PSYCHOLOGICAL OPERATIONS AND THE RANGE OF MILITARY OPERATIONS

Section I – PSYOPS Support to Components

0401. Psychological operations (PSYOPS) and associated doctrine has traditionally focussed on the land environment. However, it has wider applicability across all environments and components.
0402. **PSYOPS in the maritime environment.** The attributes of maritime power and the capability to provide leverage for events ashore mean that Alliance maritime forces are now more likely to operate in littoral areas worldwide.¹ Consequently, the distance between Alliance forces and potential adversaries has reduced and populations have been introduced whose perceptions, attitudes and behaviour will need to be targeted. The maritime component will require mission-tailored PSYOPS capabilities both forward afloat and through reachback.
0403. **PSYOPS in the air environment.** The air component provides an effective and flexible medium for creating psychological effects. This can range from delivering messages from aerial broadcast and leaflet distribution, through to the presence, posture and profile of air assets. While such activities will often be supporting the land component, there may well be campaigns where a deployed ground force is neither required, nor politically acceptable. For this reason, providing a dedicated PSYOPS planning, production and dissemination capability to the air component should be considered during early planning phases.
0404. **PSYOPS in support of special operations.** Special operations are typically highly compartmentalised. PSYOPS can be used to shape the operational environment prior to the conduct of special operations, or a specific PSYOPS asset might be allocated directly to special operations units. When special operations are planned, PSYOPS should also be considered to address expected consequences, mitigate potential negative effects and exploit positive ones. Sometimes a special operations mission can be used to lay the ground work of a PSYOPS effort supporting either Crisis Response Operations (CRO) and/or Article 5 Operations efforts.

¹ Littoral is defined as: *a region lying along a shore*. Concise Oxford English Dictionary, 12th edition, 2011.

Section II– PSYOPS in Support of Operations

0405. **Purpose.** PSYOPS provide a critical supporting capability that a commander can use to help achieve his objectives across the full range of NATO operations, through the specific targeting of audiences. PSYOPS activities can create a supportive atmosphere and a willingness to cooperate by influencing target audience behaviour, attitudes and perceptions to support mission objectives.
0406. **PSYOPS effects.** Due to the broad range of operations, the PSYOPS effects must be tailored to the commander's objectives. These effects may include, but are not restricted to the following.
- a. Target audiences demonstrate acceptance of NATO policies, aims and objectives.
 - b. Target audiences demonstrate positive behaviour towards NATO.
 - c. Target audiences demonstrate popular belief in, and support for, NATO objectives within the defined area of operations.
 - d. Adversary powers or groups are deterred from initiating actions detrimental to the interests of NATO, its allies, or the conduct of friendly military operations.
 - e. Warring parties cease violence.
 - f. Adversary legitimacy and credibility are undermined.
 - g. Loyalty of adversary forces and their supporters is reduced.
 - h. Adversary leadership loses support.
 - i. Morale and combat efficiency of adversary combatants is degraded.
 - j. Psychological impact of NATO combat power is enhanced.
 - k. Effectiveness of military deception and operations security enhanced and maintained.
 - l. Effectiveness of adversary propaganda against NATO minimised.

PSYOPS Role in Specific Operations

0407. PSYOPS has utility across the full spectrum of military operations, but the following specifics merit consideration:

- a. **PSYOPS in Peacetime Military Engagement.** Peacetime Military Engagement (PME) encompasses all military activities that involve other nations and are intended to shape the security environment in peacetime. PSYOPS, possibly in co-operation with Public Affairs is likely to be engaged in providing training to partner forces or producing information products to support other alliance capacity building activities. As a background activity, PSYOPS will contribute to overall knowledge development analysing target audiences and contributing to growing situational awareness and subsequent understanding.
- b. **PSYOPS in peace support operations.** Peace support operations (PSO) involve military forces, diplomatic and humanitarian agencies. They are designed to achieve a long-term political settlement or other specified condition. PSO involve a spectrum of activities, which may include peace enforcement and peacekeeping as well as conflict prevention, peacemaking, peace building and humanitarian relief. PSYOPS can play an important role in facilitating co-operation between belligerent parties and PSO forces through using local information programmes, such as radio or television newscasts and leaflet distribution to ensure that Alliance objectives are fully understood.
- c. **PSYOPS in counter insurgency (COIN).** As the psychological dimension of an insurgency is as important as the physical and the support of the local population is critical; PSYOPS is a key tool for the commanders to influence the perceptions, attitudes and behaviours of selected individuals and groups particularly at the local level. It is critical that presentation of the PSYOPS message is shaped according to the local information environment. PSYOPS's target audience analysis capability allows the commander to develop a deep understanding of individuals and groups within his area of operations allowing him to identify the most appropriate method of reconciling, securing or isolating them from the general population.
- d. **PSYOPS in major combat operations.** PSYOPS in support of major combat operations (MCO) help the NATO commander to shape the battlespace and so establish the conditions that can lead to decisive operations. PSYOPS can achieve short-term goals in support of tactical actions. Properly planned and executed PSYOPS, coordinated with lethal capabilities, can reduce the length and severity of any confrontation and, therefore, reduce casualties on both sides.

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CHAPTER 5

PSYCHOLOGICAL OPERATIONS PLANNING

Section I – Introduction

0501. **General.** Planning for PSYOPS in NATO operations should be developed and executed in accordance with NATO's planning processes. This chapter is based on AJP-5, *Allied Joint Doctrine for Operational-level Planning*, and where possible, also reflects the *Comprehensive Operations Planning Directive (COPD)*. It outlines how the PSYOPS planner should integrate PSYOPS into formalized planning processes and procedures. This is mainly undertaken at the strategic and/or operational level, although it has an impact on PSYOPS planning at lower levels.
0502. **Political/military interface.** NATO's decision-making cycle depends on a close interaction between political and military factors. Crucially, PSYOPS must be represented at all bodies engaged in developing NATO's information strategy for operations. At the operational level, PSYOPS should be represented in all co-ordination and planning boards and groups.
0503. **Integration.** PSYOPS are an integral part of strategic, operational and tactical level operations. PSYOPS themes and messages will be perceived as expressions of NATO and nations' policies. Any inconsistency between themes and messages used by different agencies, or at different levels, may discredit the operation and damage the Alliance cause. To prevent this, careful coordination of PSYOPS is paramount. Info Ops planners will coordinate and synchronise PSYOPS and other information activities to create desired effects in accordance with the information strategy and the strategic narrative. The presence of media and the widespread use of social media in an area of operations mean that an overlap of information between audiences is inevitable; this overlap makes coordination and de-confliction crucial. Care must also be taken to minimise any negative anticipated or unanticipated impact of PSYOPS activities.

Section II – PSYOPS in the NATO Operations Planning Process

0504. **NATO crisis response planning process.** The key elements of NATO planning are split into the operations planning process which describes the actions taken at the strategic headquarters and the operational-level planning process conducted by a Joint Force Commander. Although each is described differently, the two are inextricably linked with the latter nesting in the former. Strategic planning begins with an in-depth study and analysis of any potential crisis and its root causes to develop as thorough an understanding as possible. An analysis of the various actors and systems at play within the potential crisis area, their motives, strengths and weaknesses, interactions and their inter-dependencies, will contribute to

identifying the best possible strategic approach. This process will provide planners with a range of options and alternatives to the crisis, one of which will serve as the basis for developing strategic planning direction and then, through a collaborative planning process, to developing a strategic concept and plan.

0505. The six phases of the NATO crisis response planning process at the strategic level are:

NATO crisis response planning process¹	
Planning phase	Title
1	Situation awareness
2	Strategic assessment
3	Develop military response options
4a	Strategic CONOPS development
4b	Strategic OPLAN development and force generation
5	Execution/OPLAN Review
6	Transition

PSYOPS planners will contribute at each phase, but the specific PSYOPS capability of TAA (which provides a rich contextual understanding of why populations behave in certain ways), will be particularly useful during phases 1 and 2. Also, early in the process, the Strategic Operations Planning Group (SOPG) will consider using pre-authorised or preventative crisis response measures which could include PSYOPS contributions.

0506. **Operational-level.** The operational-level headquarters continually generate situational awareness across their designated areas of interest. This complements the strategic assessment of the situation and any allocated mission to develop a clear appreciation of **what** must be accomplished, under what **conditions** and within what **limitations**. Based on this understanding, the operational-level headquarters then focuses on determining **how** activities should be arranged within an overall operations design. This provides the basis for subsequently developing the operational concept as well as the detailed plan. The process interfaces with both the tactical and strategic planning processes, both of which it draws from, and contributes to. It consists of eight steps.

¹ As stated in NATO's *Comprehensive Operations Planning Directive*.

NATO operational-level planning process	
Planning step	Title
1	Initiating the operational-level planning process
2	Problem and mission analysis
3	Course of action (COA) development
4	COA analysis
5	COA validation and comparison
6	Commander's COA decision
7	Operational concept of operations (CONOPS) and plan development
8	Campaign assessment and plan review/revision

0507. **General tasks.** PSYOPS planners act as the advisors to the planning group. Their tasks include:

- a. Initiating and conducting a PSYOPS estimate.
- b. Assisting in refining SACEUR's draft military response options.
- c. Identifying PSYOPS specific resources and budgets.
- d. Conducting mission analysis, including input to commander's critical information requirements (CCIRs) and planning guidance.
- e. Contributing to developing COAs.
- f. Contributing to the overall CONOPS.
- g. Making PSYOPS-related contributions to the operations plan.
- h. Reviewing other functional area requirements with respect to PSYOPS.
- i. Identifying force/capability requirements.
- j. Drafting FRAGOs to dedicated PSYOPS units.
- k. Reviewing PSYOPS plans including SUPLANS.

0508. **Planning skills.** To employ PSYOPS effectively, a PSYOPS planner should have the following attributes:

- a. A thorough knowledge of NATO planning tools, policies and doctrine relating

to information activities.

- b. Combined/joint operations planning skills with knowledge of PSYOPS policy, doctrine, tactics, techniques, procedures, force structure and capabilities.
- c. Access to information regarding the customs, ethics, values, and goals of the target audience.

0509. **PSYOPS effects, NAC-approved audiences, themes to avoid, and limitations.**

NATO operational and tactical PSYOPS plans and programmes must be based upon guidance from SACEUR and seek to generate specifically directed PSYOPS effects. Possible PSYOPS effects, audiences, themes to avoid, and limitations are developed by the operational-level planning (JFC) headquarters and passed to the SC for approval. The SC PSYOPS staff will contribute to developing the information strategy including the narrative. They will also review, approve and incorporate the effects, audiences, themes to avoid, and limitations into the strategic-level plan which is then forwarded to the NAC for approval as part of the SC OPLAN. Other portions of the PSYOPS planning process (including analysis of audiences, development of themes, master messages and messages) continue at the JFC level. Themes and messages must be culturally and socially attuned. They should, therefore, account for different issues such as gender concerns as well as considering emerging news and social media use among the target audiences.

0510. **Force generation.** Force generation will be initiated by SC CONOPS which states the mission and the size of the force and so determines the specific PSYOPS functions and capabilities required. These functions and capabilities will dictate the detailed composition of the PSYOPS force as well as its priority and position in the deployment plan. PSYOPS staff must ensure that PSYOPS force requirements are included in all plans.

0511. **Advice.** Any military activity can have great psychological significance. Therefore, it is necessary for the PSYOPS planner to advise the commander and his staff on the psychological and informational issues related to military activity. Since PSYOPS activities and psychological actions go well beyond the range of just creating products, and can involve actions by almost every part of the combined joint force, PSYOPS advice to the commander is crucial. This advice can be provided either directly from the Chief PSYOPS or through Chief Info Ops.

0512. **Flexibility.** Since PSYOPS outcomes cannot be predicted to 100% accuracy, the PSYOPS planner must remain flexible to respond to changes in the information environment as his understanding of audiences develops.

Relationship of PSYOPS Planning to the Operational-Level Planning Process

0513. The following is advice to the PSYOPS planner on the PSYOPS contribution to the operational-level planning process (described in AJP-5 *Allied Joint Doctrine for Operational Level Planning*). Planners must read and use AJP-5 and the COPD. Annex 5A illustrates the relationship between the strategic and operational processes.
0514. **General situation awareness.** JFCs will continually monitor their areas of interest to anticipate potential crises and assist the strategic level in understanding any situation. PSYOPS and its TAA capability can play a valuable role supporting the strategic level as it conducts phases 1 and 2 of its planning process through developing initial basic PSYOPS studies.
0515. **Step 1 – Initiation of the operational-level planning process.** Step 1 begins on receipt of a warning order from SACEUR. This enables the operational-level commander to understand the strategic situation and the nature of the problem as well as allowing him to offer operational level advice to SACEUR on his military response options. PSYOPS planners and analysts, along with all-sources intelligence analysts, develop and refine their understanding of the information environment and potential audiences across the designated areas. This helps develop the JFC's understanding. PSYOPS staff will also update existing basic PSYOPS studies, initiate new ones to meet emerging requirements and recommend which potential target audiences should be recommended for approval by SACEUR and the NAC.
0516. **Step 2 – problem and mission analysis.** Step 2 is initiated by the strategic planning directive. During this step a commander analyses the crisis in depth, determining the nature of the operational problem and the conditions he needs to create to resolve it. In turn, these conditions will allow him to identify the key operational factors that will lead to them being achieved and any constraints or limitations that may apply to his freedom of action. The output from the stage will be the JFC's operations design and an operational-level planning directive to initiate tactical planning.
- a. At the start of step 2, PSYOPS and other planning staff, refine their understanding (developed in Step 1) to provide a comprehensive preparation of the operations environment (CPOE).
 - b. The mission analysis stage will help determine the conditions to be established, the actors and systems to be influenced, together with the effects that need to be generated. Within the wider process, PSYOPS and its TAA capability will play a critical role in audience identification, segmentation and analysis.
 - c. In parallel, the continually refined PSYOPS estimate will begin as early as

possible to direct the staff's attention towards psychological considerations that may be important for further planning and force generation (a generic format for the PSYOPS estimate is at Annex 5B1). A key issue is developing detailed requests for information (RFI) to support further PSYOPS analysis. The topics from the estimate will feed the mission analysis brief, which will lead to the commander's planning directive. PSYOPS planners will contribute to the operational design (which may well be connected to the information environment).

- d. Within the area of operations assessment, background research on the area of future operations and possible target audiences will be assembled, and existing PSYOPS studies reviewed and updated. Should such studies not exist, then the PSYOPS planner must identify initial assumptions, information shortfalls, and submit intelligence requirements to J2 and other appropriate agencies. Additionally, the PSYOPS planner should consider other sources such as the Internet and social media, the support of polling by civilian companies in the area of interest, work by academic and special interest groups and so on.
- e. Provide further subject matter expert input to SHAPE's operations advice.
- f. Provide subject matter expert input into the operational planning Directive
- g. Be prepared to brief and/or join the Operational Liaison and Reconnaissance Team (OLRT) if established. Determine any specific PSYOPS related information requirements.

0517. **Step 3 – courses of action (COA) development.** Step 3 involves the developing and testing of tentative COAs. During this step, PSYOPS staff will contribute to all planning steps and refine the PSYOPS estimate. At this stage, the estimate summarises the considerations and contributions of the PSYOPS Staff to Step 2 and considers how PSYOPS can contribute to each of the COAs. It supports more detailed PSYOPS planning on force level, providing planning guidance for the supporting PSYOPS commander. The estimate is prepared by the Headquarters PSYOPS staff, supported by augmented PSYOPS experts. The proposed format serves as a mental checklist to ensure that all elements of the PSYOPS situation are considered.

0518. **Step 4- COA analysis.** During this step the tentative COAs are refined and analysed to develop a series of COAs that are derived from a logical cross-functional process. This step will deliver an outline CONOPS including missions and tasks, task organization and outline graphics and timelines. These will be analysed against a number of criteria including troops to task and logistic feasibility. This process could use wargaming.

- a. During COA analysis, PSYOPS provide staff analysis for incorporation into the COAs, including PSYOPS force requirements to support each COA. The process continues to refine the PSYOPS estimate. This includes comparing different COAs (both our own and our adversary's), how PSYOPS can support each of the operational COAs and recommending which COA is best from the PSYOPS point of view.
 - b. The aim is to ensure that the commander understands the PSYOPS considerations associated with each proposed COA. The final approved operational CONOPS will dictate which lines of operations for PSYOPS to develop and which capabilities/forces are required.
 - c. During this step, PSYOPS contributes to the main CONOPS, outlining the significance and priority of PSYOPS activities in aiding the supported commander's mission and objectives. This enables the development of the PSYOPS annex to the OPLAN.
 - d. This step may offer an opportunity for PSYOPS staff to consider an adversary's COAs to identify possible vectors for his propaganda.
0519. **Step 5 – COA validation and comparison.** Step 5 validates and compares those COAs analysed in Step 4. Evaluated criteria, wargame results and general assessment will allow the staff to generate a list of evaluated COAs, a recommended COA and the rationale supporting their recommendation. PSYOPS provides SME input to the COA decision brief and the CONOPS' development (including the PSYOPS annex to the OPLAN).
0520. **Step 6 – Commander's COA decision.** During Step 6, the commander will select a COA based on the information and recommendations derived from steps 1 to 5. Normally this will be the recommended COA but occasionally the commander's intuition and judgement may lead him to select an alternative. Once a COA has been selected, the staff work to refine the COA presenting a refined intent including an agreed purpose, main effort, how the entire campaign or major operation will achieve the operational-level objectives and contribute to the accomplishment of military strategic objectives (theory of change), and acceptance of risk. PSYOPS will contribute to the refinement process and use the refined intent to develop the PSYOPS SUPLAN.
0521. **Step 7 - Operational-level concept and plan development.** Step 7 produce's a coherent operational-level CONOPS and OPLAN. PSYOPS staff will write the Annex L and contribute as SMEs to the main body and other functional area requirements. A key consideration is to seek approval for PSYOPS effects and target audiences. The annex provides the basics necessary for the development of the PSYOPS SUPLAN. It must also include PSYOPS effects, associated MOEs,

themes to stress and avoid, audiences and limitations; all of which must be nested and coherent with the StratCom framework and coordinated through Info ops. It should also allocate PSYOPS tasks on the operational and tactical levels, and nominate the responsible approval authorities. Annex 5B gives a format for the PSYOPS Annex. The format should also be used to prepare respective annexes to plans of subordinate headquarters. Details may vary as required on different levels of command. The operational-level OPLAN will be submitted to the strategic headquarters which will then issue an activation order to allow operations to begin.

- a. The information and guidance contained in the Annex will be transformed into a more detailed PSYOPS SUPLAN by the supporting PSYOPS commander in close coordination with the headquarters and other PSYOPS staff. It describes the overall sequencing and execution of the various PSYOPS programmes, each designed to achieve a measurable response in specific audiences, and formulates requirements for assessment.
- b. PSYOPS, through Info Ops contributes to the main body of the OPLAN as follows:
 - (1) Para 1: Situation. A brief summary of the key features of the information environment.
 - (2) Para 2: Mission statement. The overall narrative followed by the mission.
 - (3) Para 3: Op Design. Commander's intent including the mission objectives and desired information effects.
 - (4) Para 4: Execution. Coordinating instructions will include the Information Strategy together with the role of PSYOPS. Considerations within the information strategy will play a critical role in ensuring any transition is successful. As Alliance troop numbers reduce, information activities assume an even more prominent position; PSYOPS will play a key role in this.

0522. **Step 8 – campaign assessment and plan review/revision.** During this phase, PSYOPS staff continually monitor the execution of PSYOPS activities and contribute to the assessment of operational progress. The results will be used to derive necessary amendments to the plan or make adjustments to PSYOPS programmes. Results from PSYOPS analysis may also supplement intelligence collection and contribute to the operations plan review.

0523. **Summary.** Each planning step of the OLPP involves a process, has an output and contributes to a purpose as shown in the following table

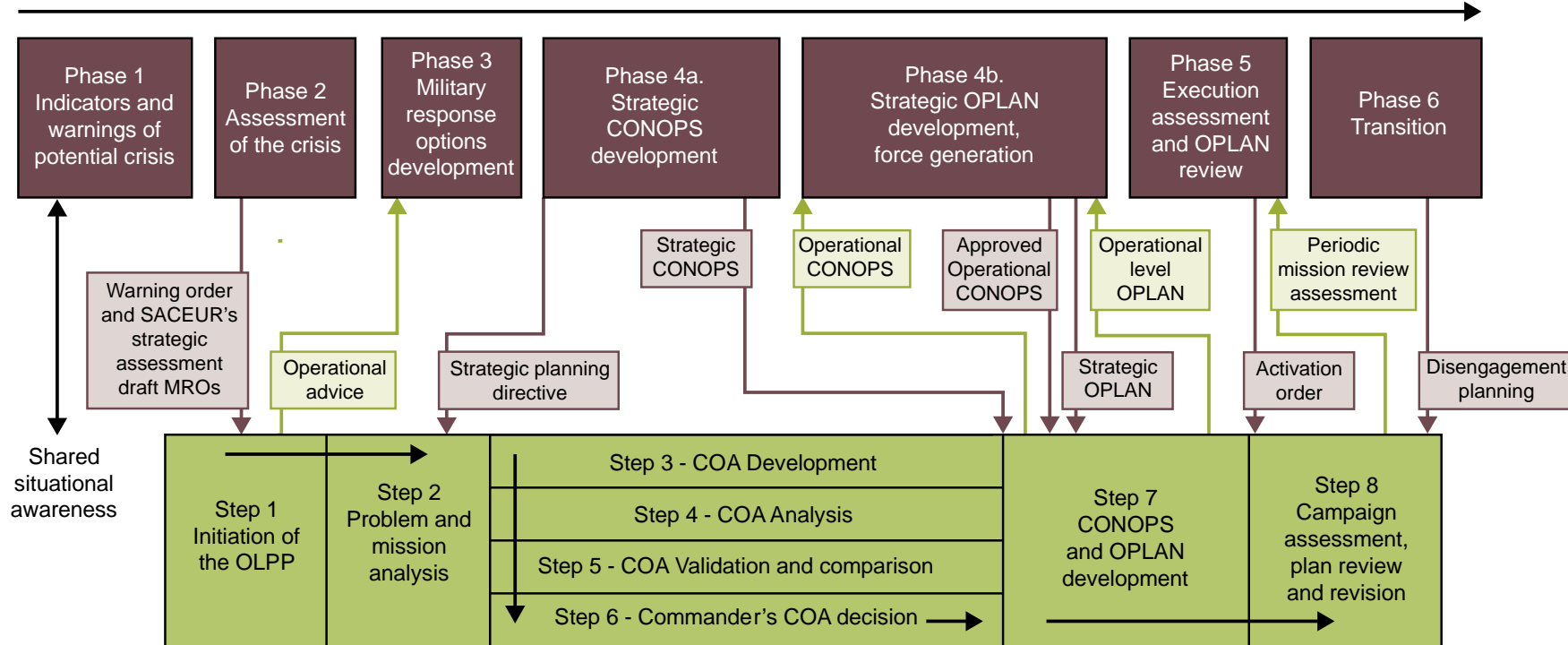
Step	Activity	Character	PSYOPS input	PSYOPS output
1	Start planning process	Theatre assessment and PMESII ¹ analysis	PSYOPS studies audience analysis	PSYOPS studies RFIs
2	Problem and mission analysis	Understanding the strategic environment: SSA/MROs/Warning Order JOPG, OLRT activation Identify audiences Mission analysis brief (approval) Develop CPOE document	PSYOPS systems analysis/input to MROs, OLRT participation/briefing Input to CPOE.	Begin drafting PSYOPS estimate/ identify psychological impact. Provide operational advice and SME input for the operational-level planning directive (
3	COA development	Commander's planning guidance Develop a range of COAs consisting of a main idea and the series of main and supporting actions required to create effects and decisive conditions.	Initial PSYOPS Effects and Force Estimate Draft mission statement Identify Potential audiences	Refine PSYOPS Estimate Contribute to OPD.
4	COA analysis	COA Analysis Initial CONOPS and CJSOR development	Mission Statement Initial TCSOR/CJSOR ROE requirements Annex O (Info Ops) Consider adversary COAs and possible propaganda opportunities.	Refine PSYOPS Estimate CONOPS (PSYOPS Annex) Wargame PSYOPS options within COAs
5	COA validation and comparison			
6	Commander's COA decision	Refine selected COA Purpose	Confirm CJSOR requirements	

¹ PMESII – political, military, social, economic, infrastructure, information.

		Theory of change Main Effort		
7	Operational-level CONOPS and plan development	Develop coordinate and approve OPLAN and annexes/allied disposition list	Coordination (CJPOTF/PSE), Capability requirements and other functional areas	PSYOPS Annex L SUPPLAN requirements
8	Execution/campaign assessment/OPLAN review	Promulgation of OPLAN/plan review/evaluation	PSYOPS Plan and Coordination	PSYOPS assessment and MoE/Updated plans

ANNEX 5A – NATO CRISIS RESPONSE PLANNING PROCESS

SHAPE Strategic Operations Planning



JFC Operational level planning process (OLPP)

Legend

COA - Course of Action	OPLAN - Operational Plan
CONOPS - Concept of Operation	MROs - Military Response Options
OLPP - Operational Level Planning Process	SACEUR,s - Supreme Allied Commander Europe

Figure 5A.1 – The relationship between the strategic operational-level planning processes

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ANNEX 5B – FORMATS FOR PSYOPS PLANNING OUTPUTS

5B1. A recommended format for the PSYOPS estimate is given below.

1. **Mission**

- a. Supported commander's mission and planning guidance
 - (1) Mission and narrative
 - (2) Initial intent
 - (3) End state and criteria for success
- b. PSYOPS mission (how the PSYOPS Commander intends to support the Commander's intent)
- c. Initial PSYOPS effects
- d. Planning limitations

2. **Situation and considerations**

- a. Political situation
- b. Areas of conflict/international disputes
- c. Adversary overall military key factors that impact on PSYOPS
 - (1) Strengths and dispositions
 - (2) Capabilities
 - (a) General.
 - (b) Information specific capabilities
 - (c) Adversary propaganda activities
- d. Non-belligerent third parties and other actors.
 - (1) Uncommitted countries or groups
 - (2) International/Non-governmental organizations
- e. Allies and friendly parties
 - (1) Strengths and dispositions
 - (2) Capabilities

- (a) General
 - (b) PSYOPS-specific capabilities
- f. Media situation (includes traditional and new including internet based media platforms)
 - (1) International media
 - (2) Local media
- g. Assumptions
- h. PSYOPS situation
 - (1) Psychological situation
 - (a) General: Historical, political, language, culture, religion, ethnicity¹
 - (b) Possible target audiences
 - (1) Conditions
 - (2) Attitudes, perceptions and behaviours
 - (3) Vulnerabilities
 - (4) Assessment (susceptibility)
 - (5) Themes and lines of persuasion (to be stressed or avoided)
 - (6) Symbols to use or avoid
 - (7) Susceptibility
 - (8) Accessibility
 - (c) Assessed potential psychological impact of future operations
 - (2) Communications environment
 - (a) Communications infrastructure
 - (b) Media usage
 - (c) Assessment (receptivity)
 - (3) PSYOPS organization

¹ See Glossary for detailed definition of psychological situation.

- (a) PSYOPS forces available for planning
- (b) Initial PSYOPS force requirements
- i. Additional operational limitations or environmental factors derived by PSYOPS analysis that will affect activities.

(The subsequent portions of the estimate occur in COPD Phase 4A)

3. Analysis of own COAs

- a. Impacts on the PSYOPS situation
- b. Advantages and disadvantages for conducting PSYOPS

4. Comparison of own COAs

- a. Advantages and disadvantages
- b. Methods of overcoming disadvantages

5. Conclusions

- a. Comparison of all COAs from the psychological perspective
- b. Identification of how PSYOPS can support each of the operational COAs
- c. Recommendation on which COA is best from the PSYOPS perspective

PSYOPS planning guidance (if required)

5B2. **The PSYOPS Annex.** A format for a PSYOPS Annex is given below.

References:

Task organization:

1. Situation

- a. General
- b. Specific
- c. Assumptions
 - (1) Political
 - (2) Military

2. **PSYOPS mission**
3. **Ops design**
4. **Execution**
 - a. Desired end state and what PSYOPS effects will help achieve it.²
 - b. PSYOPS effects
 - (1) **Initial effects.** (The effects formulated during stage 2 of the operational planning process (*Orientation*). Initial effects are not fixed and can be modified while the overall operational plan is in the drafting process.)
 - (2) **Final effects.** (The effects approved by the North Atlantic Council (NAC) as part of the overall approval of the strategic commander's operational plan for an assigned mission. Once approved, only the NAC can grant changes or modifications.)
 - c. PSYOPS concept of operations
 - (1) Outline
 - (2) Phasing
 - d. Tasks
 - (1) PSYOPS units/forces assigned
 - (a) CJTF/Theatre-Level (CJPOTF or PSE)
 - (b) Tactical level (PSE)
 - (2) PSYOPS staff and liaison elements
 - e. Coordination instructions
 - (1) Intelligence
 - (2) Indigenous assets
 - (3) Internal and external liaison
 - (4) Reachback

² A concise description of the emotional, attitudinal, and behavioural state the target audiences should be in at the conclusion of a mission or phase.

- f. Approval authority
 - (1) Operational level PSYOPS
 - (2) Tactical level PSYOPS

4. Service support

- a. Stocking and delivery
- b. PSYOPS-specific assets, supply and maintenance
- c. Controlling and maintaining indigenous assets
- d. Budget coordination
- e. Personnel matters (including indigenous personnel).

5. Command and signal

- a. Command
 - (1) Command relationships of PSYOPS forces
 - (2) PSYOPS internal command
- b. Signal
 - (1) PSYOPS broadcast requirements
 - (2) PSYOPS CIS systems and requirements
 - (3) PSYOPS reporting

Appendices:

- 1 – PSYOPS effects, target audiences, limitations, and themes to stress and to avoid
- 2 – Approval process (schematic and coordination agencies)
- 3 – Others as required

5B3. The PSYOPS supporting plan (PSYOPS SUPLAN)

References:

Task organization:

1. Situation

a. General

- (1) Background
- (2) Strategic conditions
- (3) Desired end state
- (4) Objectives (Higher Commander's)
 - (a) Military objectives
 - (b) Psychological effects
- (5) Planning limitations
 - (a) Constraints
 - (1) Military
 - (2) Target audiences
 - (3) Themes (if applicable)
 - (4) Others (in accordance with strategic OPLAN)
 - (b) Restraints (self-imposed limitations, if applicable)

b. **Opposing forces and other actors of PSYOPS interest.** (Overview, threat assessment including media, communication and information conditions, propaganda potential, etc.)

- (1) Capabilities
- (2) Psychological dimension
 - (a) Factors (political, military, economic, cultural, conditions [media, communication, information])
 - (b) Influence effects that other actors may be seeking to create.
 - (c) TAA of the opposing and other actors.
 - (d) Other actors' narratives.

- (e) Information COAs and tools.
 - (f) Assessment of opposing and other actors' effectiveness.
 - c. **Friendly forces.** (Higher, adjacent, and supporting commands and agencies which will impact friendly operations with regard to media, communication and information conditions, propaganda potential, etc)
 - d. **Attachments and detachments.** (External forces that may be committed to own command and forces provided by own command to other commands including reach-back support)
 - e. Given assumptions.
 - (1) Political assumptions
 - (2) Military assumptions
 - f. Tasks (mission essential only)
- 2. **Mission** (clear, concise statement of who, what, when, where, why)
- 3. **Execution**
 - a. **Commander's intent**
 - (1) The aim of the operation
 - (a) Military
 - (b) Information strategy/STRATCOM framework.
 - (c) Psychological
 - (2) PSYOPS effects (derived from military objectives and coordinated with other information activities through Info Ops)
 - (3) Desired psychological end-state (derived from military end-state)
 - b. **Commander's evaluation**
 - (1) Centres of gravity (adversary, friendly and own)
 - (a) Politico-military
 - (b) Psychological dimension (strengths, vulnerability, susceptibility, accessibility)
 - (2) Pre-conditions for success (conditions and measurement (MOE))

- (3) Risk assessment
 - (a) Military
 - (b) Psychological and propagandistic (adversary's capabilities and friendly vulnerabilities)
- c. **Concept of operation**
 - (1) General (synopsis of HHQ and para 3.c. (2) and (3))
 - (2) Operational phases
 - (3) PSYOPS programming
 - (a) Programme 1
 - (1) Narrative
 - (2) Effects to create
 - (3) MOE
 - (4) Target audience
 - (5) Themes and messages
 - (6) Products and actions
 - (i) Explanation of method
 - (ii) Phasing (if applicable)
 - (iii) Product design
 - (iv) Impact indicators for MOE
 - (7) Dissemination
 - (b) Programme 2, etc.
- d. **Tasks**
 - (1) Common
 - (2) Subordinates
- e. **Coordinating instructions**
 - (1) Approval authority
 - (2) Targeting

- (3) Reachback support
- (4) STRATCOM/Info Ops
- (5) Public affairs
- (6) Intelligence
 - (a) PSYOPS priority intelligence requirements
 - (b) Other
- (7) CIMIC
- (8) Reserves
- (9) Timings
- (10) Reporting
- (11) Product coding and documentation

4. **Service support**

- a. Logistics concept
- b. Logistic standards and requirements
- c. Movements
- d. Medical support
- e. Personnel
- f. Supply
- g. Host-nation support
- h. Funding and contracting support
 - (1) NATO common funding
 - (2) Areas of responsibility
 - (a) Military budget: CJTF HQ CJ8
 - (b) NSIP CIS and communications: CJTF HQ CJ6
 - (c) NSIP infrastructure: CJTF HQ CJ Eng

5. **Command and signal.** (Headquarters location, movements, liaison arrangements, recognition and identification instructions, general rules concerning use of communication and electronic equipment. This may require an information exchange annex for further,

detailed instruction. Include reference to Annex C, 'Task organization and command relationships').

- a. Command and control
- b. Communications

Signature block

Annexes:

- A - Concept of operations
- B - Order of battle
- C - Task organization and command relationships
- D - Command and control
- E - Others as required

LEXICON

PART I – ACRONYMS AND ABBREVIATIONS

A5O	Article 5 operations
ACT	Allied Command Transformation
AAP	Allied administrative publication
ACTORD	Activation order
ACTREQ	Activation request
ACTWARN	Activation warning
AJOD	Allied joint doctrine
AJP	Allied joint publication
AJF	Allied joint force
AOO	Area of operations
AOR	Area of responsibility
BDA	Battle damage assessment
BPA	Battlefield psychological activities
C2	Command and control
C4	Command, control, communication and computers
CA	Combat assessment
CCIR	Commander's critical information requirement
CE	Crisis establishment
CIMIC	Civil-military cooperation
CIS	Communications information systems
CJPOCC	Combined joint force psychological operations component command
CJPOTF	Combined joint psychological operations task force
CJSOR	Combined joint statement of requirements
CJTF	Combined joint task force
COA	Course of action
CONOPS	Concept of operations
CRO	Crisis response operations
CSA	Current situation assessment
DJTF	Deployable joint task force
EU	European Union

FORCEPREP	Force preparation
HN	Host nation
HQ	Headquarters
IMS	International Military Staff
Info Ops	Information operations
IO	International organization
IACB	Information activities coordination board
JFC	Joint force commander
JOA	Joint operations area
JSB	Joint Standardization Board
KTA	Key task accomplishment
MC	Military Committee
MCJSB	Military Committee Joint Standardization Board
MOE	Measure of effectiveness
NAC	North Atlantic Council
NATO	North Atlantic Treaty Organization
NCRS	NATO Crisis Response System
NGO	Nongovernmental organization
NMA	National military authority
OPCON	Operational control
OPLAN	Operation plan
OPP	Operations planning process
OPSEC	Operations security
PDC	Product development centre
PA	Public Affairs (Military Public Affairs)
PPP	Presence, posture, and profile
PRB	Product review board
PSE	Psychological operations support element
PSYOPS	Psychological operations

SC	Strategic commander
SOP	Standing operating procedures
SOR	Statement of requirements
SUPLAN	Supporting plan
TA	Target audience
TCN	Troop contributing nation
TOA	Transfer of authority
TPT	Tactical psychological operations team
TV	TELEVISION
WG	Working group

PART II – TERMS AND DEFINITIONS

area of operations (AOO)

A geographical area defined by the JFC commander within his area of responsibility in which a commander designated by him is delegated authority to conduct operations. (AJP-01)

audience

An individual or group that witnesses an event or information conveyed through social audiovisual or printed media. In communication terms these can be divided as follows:

- a. **Ultimate.** Those targeted, directly, or indirectly, by a product or activity. Those who the JFC wants to reach..
- b. **Intermediate.** Those reached but not directly addressed nor presumably targeted. Clearly used as conduit for the Ultimate target audience.
- c. **Unintended audience.** Those reached, but not addressed nor targeted by a product or activity. Such audiences (which could already be NAC approved) will not be apparent until after the action and subsequent MOE. If it is a non-approved audience NAC approval must be sought for any future actions or the JFC must modify his actions to avoid targeting it in the future. This is of particular use when analysing adversary propaganda. (AJP 3.10.1 (B))

basic intelligence

Intelligence, on any subject, which may be used as reference material for planning and as a basis for processing subsequent information or intelligence. (AAP-06)

civil military cooperation (CIMIC)

The co-ordination and cooperation, in support of the mission, between the NATO Commander and civil actors, including national population and local authorities, as well as international, national and non-governmental organizations and agencies. (AAP-06)

counter propaganda

Counter propaganda is a multidiscipline effort lead and coordinated by info Ops function to analyse an adversary's information activities, its source content, intended audience, media selection and effectiveness. (MC 402/2)

effectiveness (of target audience)

The ability of a target audience to effect the desired reaction or behaviour in themselves or others in response to a psychological activity or PSYOPS message. (MC 402/2)

force protection

All measures and means to minimize the vulnerability of personnel, facilities, materiel, operations and activities from threats and hazards in order to preserve freedom of action and operational effectiveness thereby contributing to mission success. (AJP 3.14)

framework nation

A nation accepting the primary responsibility for completing the tasks assigned to a multi-national headquarters groups and/or units. For PSYOPS, the term 'framework nation' is applicable when describing PSYOPS forces that are part of the crisis establishment (CE) of the CJTF/AOO-level headquarters. In this context, the term "framework nation" is used to describe a nation that takes on responsibility for providing the commander and core staff of the, CJPOTF, or PSE. However, because the PSYOPS activity is part of the CJTF/AOO-level HQ CE, funding for PSYOPS equipment, product production, dissemination, and logistical support is a NATO responsibility. (AJP 3.10.1)

information activities

An action designed to affect information and/or information systems. They can be performed by any actor and include protection measures. (MC 422/4)

information environment

The information environment is comprised of the information itself, the individuals, organizations and systems that receive, process and convey the information and the cognitive, virtual and physical space in which this occurs. (MC 422/4)

information operations (Info Ops)

Info Ops is a staff function to analyse, plan, assess and integrate information activities to create desired effects on the will, understanding and capability of adversaries, potential adversaries and NAC approved audiences in support of Alliance mission objectives. (MC 0422/4)

lead nation

A nation accepting the responsibility for planning and controlling the deployment, transportation for sustainment (re-supply) and redeployment as well as for obtaining transportation resources for multi-national headquarters groups and/or units. (MC 336)

For PSYOPS, in any planned or proposed operation in which PSYOPS is part of the statement of requirements (SOR) of the CJTF, the SC should request one nation to act as the PSYOPS Lead Nation for the or CJPOTF. The PSYOPS lead nation takes on the responsibility for providing the bulk of the PSYOPS personnel for the CJTF (with any agreements for other nations to contribute to the PSYOPS element at this level is the responsibility of the lead nation), providing the PSYOPS communications, product development, production and dissemination assets, as well as responsibility for procuring and providing the necessary PSYOPS logistical support. Compensation and/or reimbursement will be subject to agreements between the parties involved.

Limitations

Items specified by the commander that limit the scope of planning.

- a. Restraints: prohibited activities.
- b. Constraints: specific obligations that must be met.

(NATO BI-SC Guidelines for operations planning)

measure of effectiveness (MOE)

Measurements or indicators regarding how a PSYOPS objective is accomplished. These measurements or indicators are normally expressed as an increase or decrease in a specified activity of a target audience. MOEs help in describing and portraying the effectiveness of PSYOPS efforts. (MC 402/2)

military public affairs

NATO Military Public Affairs is the function responsible to promote NATO's military aims and objectives to audiences, in order to enhance awareness and understanding of military aspects of the Alliance. This includes planning and conducting external and internal communications, and community relations. Military PA at each level of command directly supports the commander and may not therefore further delegated or subordinated to other staff functions. (MC 457/2)

Narrative

The translation of an organization's mandate and vision into a fundamental persistent story of who the organization is, what its guiding principles are, and what it aspires to achieve. (AJP 3.10.1 Working definition)

public affairs (PA)

See Military Public Affairs

propaganda

Information, especially of a biased or misleading nature, used to promote a political cause or point of view. (AJP 3.10.1)

psychological media

The media, technical or non-technical, which establish any kind of communication with a target audience. (AAP-06)

psychological effect

A statement of a measurable response that reflects the desired attitude or behaviour change of a selected target audience as a result of psychological operations

- a. Initial PSYOPS effects: The effects formulated during phase 2 of the operations planning process (Assessment of the Crisis). Initial effects are not fixed and can be modified while the overall operations plan is in the drafting process.

- b. Final PSYOPS effects: The effects approved by the North Atlantic Council (NAC) as part of the overall approval of the strategic commander's operations plan for an assigned mission. Once these effects are approved, only the NAC can grant changes or modifications.
(AJP 3.10.1):

psychological operations (PSYOPS)

Planned psychological activities using methods of communications and other means directed to approved audiences in order to influence perceptions, attitudes and behaviour, affecting the achievement of political and military objectives. (MC 402/2)

psychological operations approach

The technique adopted to induce a desired reaction on the part of the target audience. (AAP-06)

psychological operations situation

That part of the overall operation situation in which PSYOPS taken at command and unit level, as well as the commitment of PSYOPS units, are planned and executed. (AAP-06)

psychological situation

The current emotional state, mental disposition or other behavioural motivation of a target audience, basically founded on its national, political, social, economic, and psychological peculiarities but also subject to the influence of circumstances and events. (AAP-06)

psychological theme

An idea or topic on which a psychological operation is based. (AAP-06)

receptivity

The vulnerability of a target audience to particular psychological operations media. (AAP-06)

reachback

Reachback is a mechanism where supplies and services held in the home base can be accessed and used by deployed forces. For PSYOPS, it often refers to electronic connectivity with PSYOPS elements left at in home stations that provide PSYOPS in the CJTF/AOO support with regard to research and analysis, product development and production. (AJP 3.10.1)

Susceptibility

The anticipated acceptance or rejection of a target audience to a particular psychological operations approach. (AAP-06)

strategic communications (StratCom)

The coordinated and appropriate use of NATO information activities and capabilities – public diplomacy, public affairs (PA), military public affairs, information operations (Info

Ops) and psychological operations (PSYOPS) as appropriate – in support of Alliance policies, operations and activities, and in order to advance NATO's aims.
(MCM-0164-2009)

target audience

An individual or group selected for influence or attack by means of psychological operations (see also audience). (AAP-06)

Vulnerability

An analysis of the weaknesses a particular target audience may have to psychological operations. Does not assume susceptibility to a particular psychological approach.
(AJP 3.10.1)

REFERENCE PUBLICATIONS

MC documents

MC 402/2	NATO Psychological Operations Policy
MC 422/4	NATO Information Operations Policy
MC 457/2	NATO Policy on Public Affairs
MC 0085	Military Concept for Strategic Communications (Revised) (Aug 2010)
MC 133/4	NATO's Operations Planning
MC 348	Command and Control Warfare

Allied publications

AAP-6	NATO Glossary of Terms and Definitions
AAP-15	NATO Glossary of Abbreviations
AJP-1	Allied Joint Doctrine
AJP-2	Allied Joint Intelligence, Counter-Intelligence and Security Doctrine
AJP-3	Allied Joint Operations
AJP-3.4	Allied Joint Doctrine for Non-Article 5 Crisis Response Operations
AJP-3.4.1	Peace Support Operations
AJP 3.4.4	Allied Joint Doctrine for Counter Insurgency operations (COIN)
AJP-3.10	Allied Joint Doctrine for Information Operations
AJP-5	Allied Joint Doctrine for Operational-Level Planning
AJP-3.4.9	Allied Joint Doctrine for Civil-Military Cooperation (CIMIC)

ACO Directives

Comprehensive Operations Planning Directive (Dec 2010)

AD 95-1 Public Affairs

AD 95-2 Strategic Communications

AD 95-3 Social Media

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