HEADQUARTERS INTEGRATED DEFENCE STAFF

JOINT DOCTRINE FOR PERCEPTION MANAGEMENT AND PSYCHOLOGICAL OPERATIONS
Conflict is a struggle of wills, which takes place in peoples’ minds as well as on the battlefield. Conflict is also a struggle for power, the power may be political (ideological), military or economical (material). There is hardly a more merciless conflict as that based on ideology. The attitudes and behaviour of people (friend, foe and the undecided or uncommitted) may ultimately determine the outcome of conflict. Therefore it is necessary to understand the motivation of their leaders, forces and populations in order to shape their perceptions, affect their will to continue the conflict and
to persuade them to accept the desired outcome. Historically, the application of Psychological Operation (Psy Ops) in one form or another has proven to be almost as essential to the successful waging of war as the use of manpower and weaponry. However, in spite of its long history of successful usage, the potential of using the power of persuasion through Psy Ops, as a force multiplier, to achieve national objectives with a minimum destruction, has been recognised by very few armed forces.

Military Psy Ops constitute a planned process of conveying message to selected groups, known as target audiences, to promote particular themes that result in desired attitudes and behaviour which affect the achievement of political and military objectives. Given the potential benefit of Psy Ops as an effective force multiplier, commanders at all levels should always consider its use in support of their military aims and objectives. This joint doctrine on Perception Management and Psychological Operations has been prepared to guide the defence services in conduct of Military Psy Ops. The aim and function of this document is to highlight the role of Psy Ops as a force multiplier in support of the commanders' missions across the spectrum of conflict and to describe its place in supporting the achievement of defence services goals and objectives. This publication provides military guidance for use by the three Services in preparing their appropriate plans.

JaiHind!

(Deepak Kapoor)
General

25 March 2010 Chairman Chiefs of Staff Committee
# Contents

<table>
<thead>
<tr>
<th>Chapter</th>
<th>Subject</th>
<th>Page No</th>
</tr>
</thead>
<tbody>
<tr>
<td>Title</td>
<td>I-II</td>
<td></td>
</tr>
<tr>
<td>Foreword</td>
<td>III-IV</td>
<td></td>
</tr>
<tr>
<td>Record of Amendments / Insertions</td>
<td>V</td>
<td></td>
</tr>
<tr>
<td>Contents</td>
<td>VII-IX</td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>Perception Management</td>
<td>1-8</td>
</tr>
<tr>
<td>• Introduction</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>• Perception and Management</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>• Components of Perception Management</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>• Perception Management in Our Environment</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>• Perception Management through Psychological Operations</td>
<td>7</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Psychological Operations- An Overview</td>
<td>9-16</td>
</tr>
<tr>
<td>• Introduction</td>
<td>9</td>
<td></td>
</tr>
<tr>
<td>• Psychological Operations in Military Operations</td>
<td>10</td>
<td></td>
</tr>
<tr>
<td>• Categories of Psychological Operations</td>
<td>10</td>
<td></td>
</tr>
<tr>
<td>• Principles of Psychological Operations</td>
<td>12</td>
<td></td>
</tr>
<tr>
<td>• Psychological Operations Relationships with Other Military Operations</td>
<td>14</td>
<td></td>
</tr>
</tbody>
</table>
### Chapter 3: Objectives of Psychological Operations in Military Operations

- **General**: 17
- **During War**: 17
- **Military Operations Other than War (MOOTW)**: 19
- **Civil-Military Cooperation**: 21
- **During Peacetime**: 22

### Chapter 4: Psychological Operations Planning

- **General**: 23
- **Psychological Operations Plans**: 23
- **Psychological Operations Concepts**: 24
- **Guidance for Psychological Operations Plan Development**: 25
- **Coordination with Government Agencies**: 27
- **Psychological Operations Plan and Product Approvals**: 27

### Chapter 5: Conduct of Psychological Operations

- **General**: 31
- **Operational Area Evaluation**: 31
- **Target Area Analysis**: 32
- **Psychological Operations Themes**: 34
- **Support for Psychological Operations**: 42
- **Evaluation of Product Effectiveness**: 46
- **Dissemination of Psychological Operations Product**: 47

### Chapter 6: Training

- **Introduction**: 61
- **Training of Psychological Operations Specialists**: 61

### Appendix

- **Appendix**: 64-69
- **Glossary**: 70-72
- **Notes**: 73-75
Psychological Operations require specialised training total dedication and sustained efforts at all times by the three Services and various intelligence agencies. When holistically implemented, its overall results can be most fruitful and far reaching.

Chapter 1

Perception Management

“Do not reveal what you have thought upon doing, but by wise council keep it secret being determined to carry it into execution.

— Chanakya

Introduction

1. The need to influence behaviour, opinion, outlook and attitudes of other nations to bring them in conformity with own policies, interpretation of geopolitical events and strategic thought has existed ever since mankind evolved the concept of nation states, national interests, power projection and superiority in economic activities. The ability to mould the minds of people, intelligentsia, military force and decision makers has been described in a variety of terms in the past - like propaganda, covert operations, Psychological Operations (Psy Ops), Information Operations etc. However, till recently, there was a definable separation between the civilian and military methodologies to undertake these activities. The advents of Information Technology (IT), information explosion and rapid involvement of media in all information activities have enabled fusion of civilian activities with military activities and evolution of a consolidated methodology called Perception Management.

Perception Management

2. Perception Management is relatively a new term (about two decades old) coined to combine all civilian and military activities that are undertaken by a nation to influence other nations and obtain favourable attitude for its
policies, interpretation of geopolitical situations, international relations and strategic values. It embodies all actions to shape the behaviour of foreign audiences and obtain favourable reaction towards our own intentions by influencing attitudes, motives and objective reasoning of people at all echelons of decision making and intelligence systems by disseminating (convey and / or deny) selected information and indicators. The characteristics of Perception Management are as follows:

(a) Continuous management of behavioural change.
(b) Create envelope of own approach and blockade opposing ideas (dry out & buy out).
(c) Long gestation period and slow blooming of result.
(d) Close integration of military objectives such as power projection, non-military efforts such as diplomacy, persuasive conflict management and economic image building.
(e) Gradual reduction of violence, increase in awareness and compatibility with own ideas.

Components of Perception Management

3. The activities of Perception Management are closely linked with media (Print, Electronic and Networks). These comprise the following operations:-

(a) Public Diplomacy.
(b) Public Information.
(c) Information Operations.
(d) PsyOps.

4. Public Diplomacy. Public diplomacy works in the realms of official foreign relations generally overseen by diplomatic services and external affairs departments of the government. Subtle consolidation of the image is undertaken by dovetailing media operations with diplomatic thrusts. This operation is at times culmination of all efforts towards image projection in comity of nations.

5. Public Information (PI). PI management involves management of all information required to be brought to the notice of everyone in its true form. While depicting the true information, the ingredients that are untrue are brought out in a manner so as to nullify element of doubt that has been knowingly / unknowingly crept into the information. At the end of this operation, the public is influenced to believe own sources only.

6. Information Operations (IO). Information operations are a combination of military and non-military actions that result in own information superiority. This is partly achieved by technological means and has to be complemented by strategic intelligence, political and economic means. The information operations are the foundation on which the perceptions are managed by reducing the legitimacy, trust and credibility of the adversary.

7. Psy Ops. The Psy Ops are mission based operations (Ops) generally planned and executed by the military. Most of the methodologies of Perception Management are utilised to provide themes for Psy Ops. The Psy Ops themes complement the overall military operations. The process of Psy Ops involves the following broad operations:-

(a) Operational area evaluation.
(b) Target audience analysis.
(c) Selection of Plan/Themes.
(d) Media selection for dissemination of themes.
(e) Evaluation of product effectiveness and feedback for data bank.
Perception Management in Our Environment

8. Perception Management is basically undertaken against foreign audience. However, its potential in swaying the opinion of internal audience and also lifting the image of our armed forces has been recognised recently. Some of the broad areas of perception management are as follows:

(a) **External Audience.**
   (i) Influence the opinion of International community in recognising our country as a powerful stabilising factor in the region.
   
   (ii) Power projection in terms of economic, technological, human resources, military and speed of execution (especially in case of natural calamity/disasters).

(b) **Internal Audience.**
   (i) Developmental activities during Military Operations Other Than War (MOOTW) like Counter Insurgency (CI) and Internal Security (IS) need to kept in right perspective to influence perceptions of internal populace. These activities have tremendous potential to reinforce the humane image of the Armed Forces. Some benefits have accrued out of these operations. However, a focused national thrust is required by evolving a national policy and increasing the national level integration of all agencies involved in these operations.
   
   (ii) Bring paradigm shift in knowledge of the core issues using PI operations. This will bring awareness and immunity from mis-information to the population. Media has to be used judiciously and in complete coordination during the planning, implementation and feedback stages.
   
   (iii) Aim for overall prosperity of the target population instead of providing relief case by case. The various welfare activities initiated by Army in areas where it is undertaking CI Ops should not be only an effort to win over people to
defeat terrorism. It should also be showcased as an activity for benefit of local people irrespective of militancy.

(iv) The image of Armed Forces for the internal audience is required to be subtly projected as a tough, focused force, offering swift and firm action not only to the enemies of the nation but also for care and protection of our countrymen when no other system can provide succour.

(v) Highlight the involvement of Armed Forces during natural calamities and assistance to civil authorities.

(vi) Bring more transparency while conducting Cl Ops by involving respectable locals and media modules (for real time projection).

(vii) Preparation and screening of documentaries made by reputed film makers on case studies based on successful themes prior to cultural events, documentary festivals, screening of movies in cinema halls etc, to showcase various activities of Armed Forces and other events and to enhance the image of our forces. The campaign should lead to a feeling of trust amongst countrymen that Armed Forces are part of them and are there to help them.

(viii) Coverage of various activities on regular basis on 24 X 7 news channels. Presently they hardly cover activities of Armed Forces.

Perception Management through Psy Ops

9. Psy Ops are conducted against friendly forces and civil population as well as adversary's forces and hostile population. Psy Ops are public

Providing timely relief and succor to locals in distress enhances image of the Armed Forces

Well planned landmark events, like opening of borders, are important to influence both internal and external target audience
presentation of the truth (not mis-information or propaganda) in a content and format that achieves perception objectives defined in a perception plan. The messages of Psy Ops are conveyed by actions as per missions carefully planned for this purpose. The objective of Psy Ops for target audience comprising of friendly forces, friendly population, foreign audience and hostile forces is to provide a consistent presentation of accurate, balanced and credible information that achieves confidence in own forces and operations. This is best achieved by a focused and joint Psy Ops Doctrine for the Armed Forces.

Chapter 2

Psy Ops - An Overview

"True economy of force is using the indirect approach to effect a psychological defeat without engaging in actual combat.

-Liddell Hart

"Physical manoeuverability facilitates speedy action; but if judiciously combined with mental agility, the two can have a devastating effect on the psyche of opposing forces.

-Lina Yerohs

Introduction

1. Psy Ops encompass the use of information against the human mind. Psy Ops can be defined as actions carried out during peace, crisis or wartime situations, so as to influence attitudes and behaviour of the enemy, friendly or the neutral audiences, towards fulfilment of political and military objectives. These are planned operations to convey selected information to the target audiences (single / group of nations, organisations or individuals) to influence their emotions, motives, objective reasoning and ultimately the behaviour of the target audiences. The main purpose of Psy Ops is to induce or reinforce attitudes and behaviour of target audiences favourable to the originator's objectives. When properly employed, Psy Ops can save lives of friendly and / or adversary forces by reducing adversary's will to fight. By lowering adversary's morale and reducing their efficiency, Psy Ops can also discourage aggressive actions and create dissidence and disaffection within their ranks.
Psy Ops in Military Operations

2. Psy Ops can be used throughout the entire spectrum of military operations. They are an integral part of military operations and, as such, are inherent responsibility of all military commanders. Military Psy Ops constitute a planned process of conveying messages to selected target audiences to promote particular themes that result in desired attitude and behaviour which help in the achievement of political and military objectives. Modern Psy Ops have been enhanced by the improvement in mass communications capabilities and have become a force multiplier in nation's defence. Given the potential benefit of Psy Ops as an effective force multiplier, commanders at all levels should always consider its use in support of their military aims and objectives. The three basic aims of military Psy Ops are to:-

(a) Weaken the will of the enemy or adversary by lowering morale and reducing the efficiency of his force through creation of doubt, dissidence and disaffection within the ranks.
(b) Reinforce the feelings of friendly target audiences.
(c) Gain the support and co-operation of uncommitted or undecided audiences.

Categories of Psy Ops

3. Psy Ops are broadly classified into three categories; Strategic, Operational and Tactical. These three categories have been established primarily to indicate the level at which Psy Ops are planned and executed. In practice, there is much essential overlap between the three categories.

(a) Strategic Psy Ops. Strategic Psy Ops are high level (that is, national government level) activities directed towards supportive, hostile, potentially hostile or neutral audiences. Normally the objectives of Strategic Psy Ops are long term and political in nature. They aim to undermine an adversary's or a potential adversary's readiness for conflict, will to fight and reduce his war-making capability while gaining the support and cooperation of neutral and friendly audience. These programmes are conducted pre-dominantly outside the military arena but utilise all national assets including military.

(b) Operational Psy Ops. Operational Psy Ops are conducted across the range of military operations, including during peacetime, in a defined geographic area to promote the effectiveness of the commander's campaigns and strategies (eg. Iraq war). They are designed to strengthen overall capabilities to conduct military operations in the operational area and accomplish particular missions across the range of military operations. Psy Ops may be either used independently or as an integral part of other operations throughout the operational area. Area commanders can have a joint task force comprising of civil and military agencies and should utilise all assets.

(c) Tactical Psy Ops. Tactical Psy Ops are conducted in the area assigned to a tactical commander across the range of military operations to support the tactical mission against opposing forces. These operations could be a part of national strategy or to meet the short term requirements at a tactical level.
4. **Counter Psy Ops.** Counter Psy Ops is another category of Psy Ops which aims to safeguard audiences from hostile messages or lessen their impact. Counter Psy Ops use assets to analyse an adversary's psychological activity and its effect on friendly populations and friendly forces. Themes are identified and techniques are employed to counter the effect of his psychological activities. Themes selected for this purpose aim to reduce the adversary's real or potential prestige, counter the effects of adversary's psychological activities and inform about the own forces intentions and measures.

**Principles of Psy Ops**

5. The principles of developing Psy Ops apply across the range of military operations. Although the complexity of the methodology will vary with the target audiences, basic considerations for development of all Psy Ops actions are the same. The following are essential for conduct of successful Psy Ops: -

(a) The most important principle is that the Psy Ops mission must be clearly defined.
(b) Psy Ops approval chain must be short, streamlined and clarified in the initial planning stage and modified as required to facilitate the conduct.
(c) Early planning and employment of Psy Ops are critical for maximising impact on the target audience.
(d) Psy Ops themes, activities and symbols should be based on a thorough analysis of targets, including friendly and adversary Psy Ops capabilities, strengths and weaknesses.
(e) The Psy Ops activities must be integrated and coordinated with the overall military operations to ensure that they support the Commander's mission and contribute to a positive perception of the military forces.
(f) Rapid and timely exploitation of Psy Ops themes are critical for its success. Thus Psy Ops planning, pre-testing and approval must be completed quickly.
(g) The medium or media selected for transmission / dissemination should be relevant, reliable and readily accessible by the intended Target Audience (TAs). Further, the credibility of the source and message is equally important for success of Psy Ops missions.
(h) The impact of Psy Ops should be evaluated continuously for relevance and effectiveness to the mission, with adjustments made to Psy Ops activities when necessary. A systematic means of assessing and reporting the impact of Psy Ops programme must be put in place.
Psy Ops Relationship with other Military Activities

6. The effectiveness of Psy Ops may be enhanced if they support and are supported by other similar activities like IO and Public Information (PI). The relationship of Psy Ops with IO and PI are discussed below:

(a) IO. IO include all active and passive actions / operations wherein information, whether correct or manipulated, is used to own advantage by taking assistance of IT and its tools, and at the same time deny / interfere with adversary’s attempts to gain similar advantage. IO exploits the opportunities and vulnerabilities inherent in dependence on information supporting military activities. In peacetime, IO supports national objectives primarily by influencing foreign perceptions and decision making. In crisis and hostilities, IO can be used as a flexible deterrent option to communicate national interest and demonstrate resolve. In conflict, IO can be applied to achieve physical and psychological results in support of military objectives. IO contributes by taking advantage of information technology, exploiting the growing worldwide dependence upon automated information systems and near real time global dissemination of information, to affect the decision cycles of the adversary with the goal of achieving information superiority. Psy Ops must be integrated with the IO capabilities so as to provide mutual benefits to both these operations. The integration of IO with Psy Ops plays an important role in attacking adversary's legitimacy and credibility thereby promoting shifting of loyalty of the concerned people. It is also useful in promoting cessation of hostilities by undermining adversary's confidence besides persuading it to surrender during conflicts. This will also be useful in reorienting or educating the selected TAs in liberated or occupied territory by providing information either directly or through friendly countries.

(b) PI. PI is a simple exercise of providing accurate and timely information to the environment at national and international levels to clearly enunciate national views / policies and enthuse confidence in friendly / supportive TA. PI differs from Psy Ops in that PI convey their messages through uncontrolled public media whereas Psy Ops uses media controlled by own forces and agencies. PI provides accurate and timely information without attempting to influence or sway the audience. PI channels can be used to provide facts that will counter foreign propaganda, including disinformation directed towards Indian Armed Forces / India. PI will always be the Commanders' primary contact with the media. PI and Psy Ops products should provide a timely flow of information to external and internal audience. PI and Psy Ops must be separate and distinct
even though they reinforce each other and involve close cooperation and coordination. Although PI and Psy Ops generated information may be different, they must not contradict one another or their credibility will be lost. Commanders at all levels should ensure that messages and themes portrayed by PI and Psy Ops are coherent with each other.

Chapter 3

Objectives of Psy Ops in Military Operations

“Supreme excellence in war is to subdue the armies of your enemy without even having to fight them.”

-Sun Tzu

General

1. Psy Ops support conventional and special operations across the spectrum of conflict and continuum of operations. The roles and capabilities of Psy Ops vary depending on the level of operational activity or environment. This chapter describes the applicability of Psy Ops across the range of military operations, however, it should be noted that it is difficult to determine precisely as to where each area in the continuum begins and ends. This is especially true in operations with an asymmetric threat. Based on the strategic and operational environment, the commander will define the mission and objectives of the Psy Ops campaign in order to meet the mission requirements.

During War

2. In a war-fighting scenario, Psy Ops may enhance the success of operations at the strategic, operational and tactical level. The main objectives of Psy Ops during war are:-
   (a) Arouse foreign public opinion or political pressure for or against a military operation.
Influence the development of adversary strategy and tactics.
Amplify economic and other non-violent forms of sanction against an adversary.
Undermine confidence in the adversary leadership.
Lower the morale and combat efficiency of adversary soldiers.
Increase the psychological impact of own combat power.
Support military deception and security operations.
Counter Psy Ops efforts of the adversary.

MOOTW

3. The role of Psy Ops in MOOTW varies depending on the level of operational activity or environment. Typical MOOTW that can be supported by Psy Ops include IS duties, Counter-Terrorism (CT) operations and UN peacekeeping operations. Psy Ops are also capable of supporting other MOOTW, which include strikes and raids, enforcement of sanctions, maritime intercept operations, peace enforcement operations, noncombatant evacuation operations and other flexible deterrent options as directed. These military activities provide training and in-theatre access to facilitate use of Psy Ops during the transition stage to war. The broad objectives of Psy Ops in these circumstances are as given below:

(a) Modify the perception of target audiences regarding our capabilities.
(b) Support the goals of own forces and operations.
(c) When in support of other nations, promote the ability of the friendly nation to defend itself against internal and external insurgencies and terrorism by fostering reliable military forces and encouraging empathy between friendly nation's armed forces, former warring factions and the civilian populace.
(d) Avoid the employment of additional combat forces.
(e) Reduce the period of confrontation.
(f) Increase the awareness of civilian population and refugees.
(g) Enhance the political, military, economic and informational elements of national power.

4. CT/CI. Terrorism / insurgency and the need for force protection have been pushed to the forefront in the recent years. Terrorists / insurgents have proven that they have the capability to co-ordinate and strike anywhere on the globe. Therefore, it is important to understand the specific objectives of Psy Ops in support of CT / CL In order to effectively
employ Psy Ops in CT / Cl, Psy Ops must integrate with other security operations to target the forces employing terrorism. The aim is to place the terrorist forces on the psychological defensive. To do so, Psy Ops personnel analyse the terrorists’ goals and use Psy Ops programmes to frustrate those goals. Psy Ops supports CT / Cl by the following means
(a) Countering the adverse effects of a terrorist act.
(b) Winning the Hearts and Minds (WHAM) of local population thereby lessening popular support for the terrorist cause.

Persuading the terrorists at the futility of their goals against own military might and that they are at personal risk.

Civil-Military Cooperation

5. It is well established that the role played by the Armed Forces while involved in co-operation with civil authorities, during national disasters or national emergencies, plays a key role in providing publicity and enhancing the credibility of Armed Forces. These activities can contribute significantly to the overall success of Psy Ops by demonstrating deeds rather than just words. Psy Ops can provide support in the following areas:-
(a) Develop information bank concerning the location, state of mind, health of civilians and the physical characteristics of the operational area.
(b) Disseminate information to TA concerning the safety and welfare of the indigenous civilian population vis-a-vis the TA.
(c) Influence a target population’s attitude towards own policy and prepare it for involvement in post-conflict activities.
(d) During humanitarian assistance and disaster-relief operations, take active part in relief operations and also provide support to PI cells in coordinating publicity for own forces’ efforts.

Meaningful WHAM projects leave a lasting impression and thereby undermines the terrorist cause

(c) Publicising incentives to the local people for giving information on the terrorist groups and their activities.
(d)
Conduct assessments before and after the operation to determine the most effective application of effort and document the results.

During Peacetime

6. Based on governmental directives, Psy Ops should be employed routinely to shape the operational environment during peacetime. It includes projection/showcasing of the growing might of Indian Armed Forces and its efficacy as a war machine. This would facilitate training of personnel, judging of plans, product development etc. However, these plans have to be approved by the appropriate authority.

Chapter 4

Psy Ops Planning

“Situation analysis, prioritization and action are the watchwords of sound military planning and strength of military character. They must come into evidence immediately at the outbreak of any conflict.”

-Lina Yerohs

General

1. Psy Ops is an integral component of military operation and is integrated with the political consultation process, decision-making apparatus and combined political-military operations. Accordingly, Military Psy Ops may affect not only military targets but political, economic or social structures within the target area. It is vitally important, therefore, for the Psy Ops planner to get involved at the earliest stage of planning for the operation. Planners must start analysis and planning at the earliest moment, stay actively involved during the whole planning process and provide continuous assessment throughout the planning phases. Psy Ops planner should integrate his efforts into the overall operational plan mainly at the strategic or operational level, although it has some applicability at lower levels also.

Psy Ops Plans

2. To employ Psy Ops effectively, Psy Ops planner should have a thorough knowledge of Psy Ops related national and military policies /
objectives and should possess combined / joint operations planning skills with knowledge of Psy Ops doctrine, tactics, techniques, procedures and capabilities. Planners should also have a thorough understanding of the customs, ethics, values and goals of the target audience. The three documents need to be developed as part of Psy Ops plans are as follows:-

(a) Military Psy Ops plans and orders that synchronise with the activities of military units / formations.
(b) Develop operations for persuasion that cause selected TAs to behave in ways that support the commander's objectives.
(c) A plan to propagate desired information so that it synchronises with Military Psy Ops and national information programmes, besides leveraging national resources to facilitate the actions envisaged to support the commander.

3. Planners should consider into their plans the type of operations like peacetime, wartime, covert or overt operations etc. Peacetime programmes are planned in consonance with the respective national plan for particular target groups / countries and support national objectives and policy. Plans for MOOTW and wartime, though supported by national objectives and policy generally have a different focus for Psy Ops than peace time programme. The following need to be considered at the planning stage:

(a) Analysis of the existing military and political situation.
(b) Delineation of the target and its accessibility.
(c) Realistic objectives that can be achieved within policy limitation.
(d) Sources of information.
(e) Themes to be used / avoided to achieve Psy Ops objectives.
(f) Media to be employed.

Psy Ops Concepts

4. The more effective the use of Psy Ops, greater the potential for operational success. The planner must keep the following aspects in mind while developing Psy Ops plans:-

(a) Persuasive Communications. All communications should systematically convey information with the intent of affecting the perception and behaviour of the selected TA.
(b) Command Disruption. If properly planned and executed, Psy Ops not only directly interfere with the capabilities of an adversary to succeed in combat but also can have serious impact upon his decision-making cycle and his morale, cohesion, discipline and public support essential for efficient command and control.
(c) Information Denial. Competing parties can systematically deny opponents information they require to formulate decisions.
(d) Intelligence Shaping. It is possible to systematically convey or deny data to opposing intelligence systems with the objective of causing them to derive the judgments desired by us.

Guidance for Psy Ops Plan Development

5. The following guidance is provided for planners involved in the development of Psy Ops plans and orders:-

(a) The first step in planning Psy Ops is thorough research of the target audience and collection of requisite data required for the plan. The data must be analysed to determine possible strategies and Psy Ops supportability to achieve these goals.
(b) The perceptions, knowledge and factors that influence particular targets must be evaluated. Both the sources upon which particular targets rely and own ability to influence those sources must be determined.
(c) Themes and actions to be stressed or avoided must be developed to support the attainment of specific psychological objectives. Success or failure of Psy Ops can hinge on analysis of
culturally sensitive themes or actions that may be viewed as offensive to the selected TA.

(d) Execution means and methods to convey or deny information and indicators should be selected. A plan for a general phasing of those means should also be developed.

(e) Planners should identify the assets necessary to execute the plan and list them in the plan. The movement of assets also needs to be indicated in the plan.

(f) Consider the effect of weather, terrain and a nuclear, biological and chemical (NBC) environment on Psy Ops assets and planned method of dissemination of Psy Ops products.

(g) The plan must consider actions to counter the effects of adversary’s Psy Ops efforts before, during and after own combat operations.

(h) Consider and plan early conduct of Psy Ops. A dissemination Psy Ops activity timeline must also be developed and listed in the plan for approval.

(i) The dissemination plan must take into account the type of Psy Ops product (e.g. leaflets, radio broadcasts, TV broadcasts, and internet-based product) and the means to deliver them. A joint communications plan should be prepared to ensure that communication systems are compatible and adequate. Regardless of the means used to disseminate Psy Ops products, the messages and actions must be carefully evaluated for intent and impact.

(k) Integrate Psy Ops into the overall operational plan.

(l) Establish a Psy Ops reporting system to provide relevant information about

- Adversary Psy Ops activities.
- The apparent impact of friendly Psy Ops activities.
- Any anticipated changes to ongoing activities.

Coordination with Government Agencies

6. Military Psy Ops is an integral component of the overall national Psy Ops campaign and should be integrated with the political consultation process, decision making apparatus and combined politico-military operations. Accordingly, Military Psy Ops may affect not only military targets, but also political, economic, or social structures within the target area. Coordination of Psy Ops with other Governmental agencies ensures that policies and plans supporting Psy Ops objectives are in consonance with the Government of India (GoI) approved themes and policies. The interaction may not be limited only to MHA, MEA, MoD but includes other Intelligence agencies in deriving themes, policies and objectives.

Psy Ops Plan and Product Approval

7. The approval chain for Psy Ops should be as short and streamlined as possible to facilitate timely review, approval, production and dissemination of information. Since, Psy Ops campaigns are initiated and conducted under strict guidelines of MHA, the scope and objectives of Psy
Ops to be conducted by the Services will have to be drawn in consultation with the Governmental agencies.

8. **Plan Approval.** NTF formulates an annual Psy Ops Action Plan, which is disseminated to the three services by DG DIA / HQ IDS for requisite action. The three Services are required to draw their internal plans in consonance with the national plan. In addition, based on the requirements of an operational area, the three Services may formulate their own Psy Ops operations and tactical level plans. Where coordination with external agencies is required, Service HQ are to submit their proposed plans to NTF for approval through DG DIA. The plan has to be drawn based on the broad policy as promulgated by the NTF and needs to be approved by Inter Services Sub-Committee on Psy Ops and Perception Management prior to taking up with NTF.

9. **Format.** A generic format for Psy Op plan at operational level is given at Appendix. Such plan will be evolved within the framework of the Psy Ops Action Plan formulated by NTF. The plan will be evolved by the relevant Services HQ in coordination with HQ IDS (DIA).

10. **Product Approval.** Themes generation for CI and IS Operations is the responsibility of CT Division / DIA, HQ IDS. All activities in connection with various themes are coordinated by CT Division. The themes are based on inputs and directions received from the MAGs, which has members from MHA, MoD, Intelligence Bureau (IB) etc. The themes are also generated based on the requests from the Service HQ, the media reports and inputs from lower formations. The selected themes along with their objectives are discussed by the sub-committee and disseminated to the three Services for implementation. Themes requiring aid from external agencies for implementation are forwarded to the NTF for approval. The means to be used for dissemination of the product themes will require a separate approval. The Commanders-in- Chief will exercise operational control of Psy Ops in their respective area of operations and may generate and implement operational and tactical level themes. Regardless of the particular situation and the delegation of approval authority, all Psy Ops actions and messages must comply with, complement and stay within the bounds of the approved Psy Ops objectives and themes. Changes to the original approved objectives and themes have to be cleared by the competent authority. Psy Ops objectives and themes must support national policies as promulgated by the competent authority from time to time.
Chapter 5

Conduct of Psy Ops

"The wise man should restrain his senses like the crane and accomplish his purpose with due knowledge of his place, time and ability."

-Chanakya

"Success often comes to those who dare and act. It seldom goes to the timid"

-Pandit Nehru

General

1. Like all other military actions, Psy Ops is focused to achieve the commander's intent through a disciplined decision-making process. Once the commander's intents are identified, a detailed plan is made and Psy Ops are conducted in accordance with the plan. The systematic conduct of Psy Ops is essential for the accomplishment of Psy Ops mission. The conduct of Psy Ops is a cyclic process of analysis, evaluation and reporting system. The personnel conducting Psy Ops use this systematic and continuous process to attain the desired aims of the Commanders. The various steps involved in conduct of Psy Ops are discussed in this chapter.

Operational Area Evaluation

2. The first step in the conduct of Psy Ops is to define the operational area in which Psy Ops need to be conducted and carryout an evaluation of the Area of Operations (AO). The study of AO serves as an immediate reference for the planning and conduct of Psy Ops campaign. It normally covers the following
TA Analysis

3. The TA analysis is necessary in the planning and conduct of Psy Ops. Such information includes the designated TA’s identity, location, vulnerabilities, susceptibilities and effectiveness. The definition of the TA depends on a number of internal and external conditions, as well as historical events and norms that have developed over time. For example, TAs may be defined based on languages, social studies, religious beliefs, location, occupation, race, military and political affiliation and education levels. Understanding these conditions is critical to Psy Ops product development. Intelligence assists in this process by describing and assessing the beliefs, attitudes and perceptions of different TA and how they perceive their environment. The more specific the information about the TA, the more successful the Psy Ops product or programme will be. Much of this intelligence can be derived from intelligence databases and open source documents that include information about historical and current events, including news services that are relevant to the particular TA. To understand anticipated TAs, nations or regions, Psy Ops and intelligence personnel must study the historical as well as the current perspective of the TA. Study may include, but is not limited to:-

(a) Identification of indigenous peoples, including the various ethnic groups that exist in the AO, how, when, from where and under what conditions they came to that AO.
(b) Outline of how indigenous peoples and ethnic groups of AO were treated by colonizers or invaders over time.
(c) Descriptions of the interrelationship among the distinct groups and their attitudes towards the existing political, economic and social leaders and systems.
(d) Description of how each distinct group lives, and its customs and traditions.
(e) Indication of which customs and traditions are common to all groups and which are unique to specific groups.
(f) Identification of existing and dormant bonds and the controversies among distinct groups in the AO, including sense of nationhood, tribal and group loyalties.
(g) Identification of formal and informal leaders with the authority to influence group actions.
(h) Description of what is known about personal goals, personal characteristics and motivation of the leaders.
(j) Identification of fanaticism and extremism, personal values and beliefs.
(k) Description of the AO’s economy, identification of strengths and weaknesses in the economy and its dependence on other countries/groups.
(l) Identification of concentrations of wealth and poverty by groups, in particular, class, tribe and race barriers on obtaining wealth and whether those barriers are restrictive or flexible.
(m) Status of the AO’s world debt and any programmes placed upon it by world banking organisations.

(n) Identification of companies in AO that participate in international trade fairs, import-export companies and companies with overseas affiliates.

(p) Description of ideological credos held by various groups in the AO.

(q) Description of how tolerant or intolerant each group is and its ability to affect national policies (internal and external).

(r) Identification of international movements in which the groups participate, international gatherings they sponsor or in which they participate to promote ideology, and the means used to propagate particular beliefs and cause.

(s) Identification of groups favoured or treated harshly by the target groups and issues of contention with other groups.

(t) Description of internal media capabilities of AO and what sources media personnel use to prepare materials.

(u) Description of the status of the various armed forces in the AO.

(v) Description of the interaction between the military services, with emphasis on the differences of outlook, favouritism, harsh treatment, lack of trust and other such factors.

(w) Identification of civil-military relationships.

(x) Description of the particular agreements, how well they are adhered to, the value placed upon them and disagreements among and between the parties concerned.

Psy Ops Themes

4. A theme is a subject, topic, or line of persuasion used to achieve a psychological objective. Themes are used to persuade TAs to follow a particular course of action or to adopt a specific behaviour. An example of a theme commonly used during military conflicts is the theme "You will be safe" when surrender of enemy troops is the desired objective. This theme, printed on safe conduct passes, makes soldiers possessing the pass feel secure in surrendering. Psy Ops personnel use this theme to exploit the doubts of the opposing forces about their safety. The fact that a soldier has doubts, is his vulnerability. Psy Ops personnel can get this information from testimonies of captured prisoners. Prisoners of War (POWs) interrogations, for example, might reveal that safe conduct passes would have been used had they been accessible to the prisoners. The concept of a Psy Ops theme is similar to the concept of commercial advertising. In advertising, for instance, a TV commercial for soft drinks is directed not only to those who are presently thirsty but also to those who may be thirsty in the future. Commercial advertisers do not stop at attacking obvious vulnerabilities. They also help create perceived needs and therefore, more vulnerabilities. Once a vulnerability is known, the advertiser can play upon it, but only if the TA is susceptible to influence. The same reasoning applies to Psy Ops efforts. Psy Ops personnel should not attack a vulnerability unless the TAs is susceptible. A TA may not be susceptible for a number of reasons. The persuasive message may have no credibility with that audience. For example, children who do not know Santa Claus will not be susceptible to a man in a red suit telling them to behave. A thorough TA analysis and complete use of the product development process are, therefore, important in Psy Ops.

5. Theme Categories. Psy Ops themes fall into three basic categories:

(a) In-Out Group Themes. These themes emphasize differences within or between target groups. Psy Ops personnel use these themes when the group can be broken down into two or more factions. By pitting one group against another, Psy Ops personnel
can emphasize their differences and create a rift between the groups. As a result, the groups develop a "we-they" situation. Loss of group cohesion weakens the resolve of the TA.

(b) Inevitability Themes. These themes stress that the opponent will inevitably lose and the friendly side will inevitably win. They capitalise on the successful programs or military actions of friendly forces. They also exploit the failures and defeats of the enemy. Psy Ops personnel use the inevitability theme to convince the TA that it is futile to support the enemy but advantageous to support friendly programs and policies. This type of theme is particularly useful when a victory by the friendly forces is inevitable.

(c) Legitimacy Themes. These themes advocate the legitimacy of the friendly cause. They use law, tradition, historical continuity or support of the people as a precedent to induce the TA to recognize that friendly programs and actions are justified and desired by the TA.

6. Factors Effecting Theme Selection
A theme that enhances the Psy Ops message is critical to the success of the Psy Ops mission. Some of the salient factors to be considered for theme selection are as given below:

(a) Theme selection is based on TA analysis, policy, timeliness, consistency, credibility, and simplicity. A thorough TA analysis ensures that selected themes are appropriate for vulnerabilities of the TA.

(b) Each theme should deal with only one subject. The theme should not be complicated by trying to achieve several objectives. Separate theme should be used for each objective.

(c) Themes should be selected to persuade the TA to adopt the course of action wanted by the psychological operator. The audience is motivated by telling them what action is desired, why it is desirable to them, and then showing how it fulfills their needs.

(d) Negative themes should not be used to achieve positive action, as they tend to be counter-productive.

Inevitability Themes prove to be very effective in mission areas, particularly when friendly forces gain superiority in the battle field

Negative themes prove to be counter-productive
(e) Themes capitalising on actions or words must be disseminated quickly to take advantage of varying vulnerabilities of the TA. For example, themes and persuasive messages centering on a recent natural disaster lose their appeal, as people become less susceptible. The horror of the event wears off and people forget their initial impressions.

(f) Themes must be consistent throughout the Psy Ops program. Consistency prevents dissemination of contradictory messages.

(g) Maintaining credibility is of paramount importance. TAs will believe themes that relate to their needs and aspirations. They will also believe themes that are within their frames of reference and that originate from credible sources. Loss of credibility amounts to a loss of trust that may never be restored.

(h) Psy Ops themes should be as simple as possible. Unknowingly, Psy Ops personnel may inaccurately portray complex themes, thereby misrepresenting the Psy Ops message. Misrepresentation may also occur when dealing with foreign languages.

3. **Types of Themes.** The type of theme to be used for conduct of Psy Ops would depend upon whether it is aimed to resolve a problem of internal security / terrorism or meant for an adversary country against the TA of that country. The commonly used Psy Ops themes are:-

(a) Media blitzkrieg in AO depicting adverse elements as the enemies of peace through documentary films, TV programmes and print media.

(b) Extensive projection of positive results of Confidence Building Measures (CBMs) to TA, viz families being united, release of prisoners, easier trans-border movement, cultural exposure, increased trade and transit facilities.

(c) Literary campaigns in AO, viz opening and running of schools, computer centers, skills teaching institutes.

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**At times translated words tend to misrepresent facts**

**Literary campaigns prove to be force multipliers in the longer run.**
(d) Extensive development programmes within AO including road construction, primary health centers, telecommunications and projects for provision of shelter, power and water.

(e) Promoting visits of leaders / cultural troupes / sports persons / school children from the disturbed area to other parts of country or people to people contact between two countries.

(f) Sponsoring commercial movies with themes related to the troubled states including films on lives of important achievers, heroes and personalities belonging to the area.

(g) Covert support to the dissenting individuals and organisations in disturbed areas or adversary nation.

(h) Offensive employment of electronic and print media to expose instances of human rights abuse by the insurgents or the adversary nation.

(j) Extensive projection of good work done by own agencies in the trouble-tom states through WHAM related activities.

(k) Surrender / defector appeals on safe-conduct passes. Insure that the leaflets on which the appeals are made state that they are safe conduct passes. Stress that surrender may be made to any unit and inform all units of the surrender / defection policy, so that those enemy elements, who try to surrender or defect, are not shot in the attempt.

(l) Defection and desertion appeals are used to encourage individuals or groups among enemy forces to place personal considerations above group interests. Desertion / defection appeals should give absolute, specific assurance of good treatment and cite honourable and worthy reasons for desertion or defection. When appropriate, use defectors to criticize their own government and military forces. Their messages are personal and would have a greater effect than that of outsiders.

(m) Family appeals are very effective, but should be disseminated in the enemy area only.

(n) When involved in UN missions, explaining the presence of foreign troops in the country is a major task. Items prepared to

WHAM related activities like medical camps in trouble tom states are well appreciated by the locals and have a positive psychological impact on them

Humanitarian projects in UN missions overseas should be meaningful and wholesome, preferably in consultation with the local elders and UN authorities
explain this presence should be pre-tested extensively to ensure they cannot be misinterpreted as boasting. Similarities of culture and national goals with the host country should be stressed.

Support for Psy Ops

4. The Psy Ops personnel require support of various other agencies and infrastructure for successful conduct of Psy Ops. The various support requirements for the conduct of Psy Ops are discussed here.

5. Intelligence. In order for Psy Ops to be effective, it must be linked to the intelligence cycle. From the intelligence cycle Psy Ops staff can gain situational awareness, initiate TA development and receive feedback on the effectiveness of the Psy Ops campaign. Intelligence is also critical to the Psy Ops staff for the timing of programmes, selection of dissemination methods for Psy Ops products and measuring Psy Ops effectiveness. Intelligence is conducted at the strategic, operational and tactical levels. The intelligence disciplines can provide the following support to Psy Ops units:

(a) SIGINT collection assets are largely static and permanent. They are usually tasked at the strategic level and targeted against high level political and leadership targets; however, in the increasingly complex communications world they may often have access to operational and tactical level intelligence.

(b) EW assets are under command of the deployed commander and are primarily tasked for force protection, counter command and control and operational and tactical intelligence. Planners should be aware that warships may have additional capabilities that could prove useful. A number of these assets have a SIGINT capability and, if made available, may be tasked against operational or strategic targets.

(c) IMINT collection assets that have utility at the operational level include the output of overhead reconnaissance platforms, while tactical assets include tactical air reconnaissance and UAVs.

(d) Strategic HUMINT collection assets include the resources of national agencies and armed forces. At the operational and tactical levels, interrogators, special forces, specialist debriefers and agent handlers, military observers, liaison officers, CI teams, special reconnaissance and armoured reconnaissance will be available.
Geographic Intelligence (GEOINT). GEO assets at the strategic level include worldwide library acquisition. At the operational level collection is conducted by deployed Military Survey assets.

6. Counter Intelligence. It consists of detecting, deterring, or neutralising foreign intelligence service which are targeting own Psy Ops plans, operations, personnel and equipment, both at the operational and tactical levels. Since Psy Ops convey information not only to intended TAs but also to foreign intelligence services and their customers, Psy Ops messages must be coordinated with counter-intelligence planners and operators. The coordination will also ensure that counter-intelligence operations are not compromised, and messages reinforce the desired outcome of counter-intelligence as well as Psy Ops plans.

7. Command, Control, Communication and Computer (C4) Systems. C4 systems are essential for planning, mounting and sustaining successful Joint Psy Ops. Rapid, reliable, redundant and secure communications between the Defence Services and the other intelligence services would be required for planning and conducting successful Psy Ops. A joint Psy Ops communications plan should be prepared to ensure that communication systems are compatible and adequate. Theater communications architecture must include plans for integrations of Psy Ops support requirements into secure, voice and data nets, satellite communication systems and a capability to communicate with various national and international agencies, as required. Control should favour centralised planning and direction, and decentralized execution. Psy Ops considerations may dictate that control be at national level but with a certain degree of flexibility. The various networks installed to link up various agencies for collation, dissemination and storage of data needs to be interoperable for effective Command and Control.

12. Logistics. There is a need to plan out logistics requirements depending upon the number of days the forces are likely to be deployed. Therefore, planners must ensure that Psy Ops support requirements are taken into account when planning logistic support. Emphasis must be placed on locating and using equipment and supplies already available in the area, i.e. printing press, radio, television broadcast transmitters etc. The plan needs to cater to consumable items like stationary, audio / video tapes, other printing material etc. The plan should be comprehensive and contain details of movement of spare parts, the type of terrains, the print (printing press) and electronic media (radio, TV) envisaged to be utilised. The details should also indicate the type of transmitters, vehicles including aircraft to be used for a particular campaign.
Evaluation of Product Effectiveness

13. The final step prior to conduct of full scale Psy Ops is to carry out an evaluation of the Psy Ops product for its effectiveness. Psy Ops personnel use intelligence from various sources in the TA process to evaluate the effectiveness of Psy Ops products and programmes. Ideally, the product is pre-tested on a limited audience. Before full-scale dissemination and use, the results of the pre-test are analysed to determine whether to modify the product or, if necessary, eliminate it completely. To assess the success of products and programmes, Psy Ops personnel use two types of indicators, direct and indirect:

(a) Direct Indicators. These are the desired results of Psy Ops product. For example, if the desired result of a product is the defection of several key people of adversary, the direct indicator is their actual defection.

(b) Indirect Indicators. These are used when the desired behaviour cannot be readily observed due to either terrain or the type of behaviour itself. The success of a Psy Ops programme to lower motivation and morale would be difficult to quantify. Psy Ops personnel can collect and use indirect indicators of motivation and morale, such as the success or failure of an adversary to attract recruits.

Dissemination of Psy Ops Product

14. Once the themes for the Psy Ops programme have been chosen, the next important task for commanders is dissemination of the Psy Ops product to the TA. Intelligence is used to determine the most effective way to reach the entire TA. Audiences vary greatly in their access to a particular...
medium, whether that medium is radio, television, newspaper, poster or leaflet. In addition, TA vary in their ability to understand the message because of language, cultural, or other barriers. Obviously, printed products directed at an illiterate target or written in the wrong language have little effect on the target. Using a symbol with a distinct meaning to an illiterate target may, however, have a significant effect. Various categories of media available for dissemination of Psy Ops products and their advantages and disadvantages are discussed in the paragraphs below. The commander must consider specific advantages and disadvantages of each medium before making a selection.

15. **Face-to-Face Communication.**

It is the conveyance of a message by the sender in the sight or presence of the receiver. Communication may be by one individual to another or one speaker addressing a large group. These individuals are known as agents of action. As a medium for Psy Ops, face-to-face communication includes rallies, rumor programmes, group discussions, lectures, demonstrations, theater, speeches and talks with individuals. Choosing the appropriate face-to-face communication technique depends entirely upon the opportunities Psy Ops personnel can discover and the amount of control they believe they would have in using messages in those situations. Sometimes the Psy Ops personnel must create a situation to use face-to-face communication, for example, organizing a rally. Since groups are usually drawn together by a common interest, messages may be directed at different socio-economic levels sharing that common interest. Fiestas, festivals and religious activities bring people together, giving Psy Ops personnel an excellent opportunity to appeal to them.

(a) **Advantages.** In general, face-to-face communication is the most effective medium. The communicator should never underestimate the effect a powerful speaker can have on a crowd (for example, Jawaharlal Nehru, Mahatma Gandhi, Subash Ghande Bose, Martin Luther King, Winston Churchill etc). Each of...

*Powerful speakers like Mahatma Gandhi have a tremendous impact on the audience*

these key communicators had an enormously significant impact on his audience. The main advantages of face-to-face communications are:

(i) Speaker and the audience can evaluate each other immediately through body language and vocal cues as well as the words of the message. The speaker can adjust his message accordingly.

(ii) Speaker can convey complex information by repeating and amplifying ideas.

(iii) Detailed audience selection.
(iv) Use in isolated areas not reached by mass media.
(v) Added credibility through source recognition.
(vi) Speed in disseminating the Psy Ops message.

(b) Disadvantages. The disadvantages of face-to-face communications are:
(i) Major disadvantage of face-to-face communication is the decentralized control, that is, each communicator must control his own situation.
(ii) Possibility of a speaker's actions and spoken words being misunderstood.
(iii) Psy Ops communicator has to often rely on indigenous personnel for translating the message and knowledge of local customs.
(iv) Limited geographical area reach.
(v) Skilled personnel requirements.
(vi) The time needed to develop rapport with the TA.
(vii) The chance of personal harm to the communicator.

16. Television. Television is flexible and immediate, can be broadcast live and present events such as news, sports, and entertainment or use prerecorded programs on videotapes. It is highly effective medium for persuasion. Credibility is further increased when the communicator is known and respected by the target audience.

(a) Advantages. The main advantages of television are:
(i) It can reach a vast audience.
(ii) It gives each viewer a sense of participating in a distant event without ever leaving home.
(iii) Television programmes can be edited and segments added or deleted to appeal to the special needs of the audience. Music in the background can contribute to the emotional impact of the message.

(b) Disadvantages. The disadvantages of television include:
(i) In many parts of the world, television sets are rare or unevenly distributed; however, a broad audience can be reached by television receivers set up in public places.
(ii) Most television receivers require an outside source of electrical power, which is not always available in some parts of the world.
(iii) Unlike radio, television waves do not travel far. Rough terrain, atmospheric elements and geography affect the range and strength of a television signal.

*TV is an effective medium for launching Psy Ops in areas within its reach*
(iv) Each day's operation requires a large amount of film, videotape, and live programming to sustain a program schedule. Developing a new program requires even more time and specialized personnel.
(v) The equipment required for television broadcast are delicate and extremely vulnerable to accidental or deliberate damage.
(vi) Television stations can be easily identified and targeted by an enemy. At the receiving level, television sets are difficult to hide, particularly if an antenna is required.

17. **Video.** This media takes the form of feature films, documentaries, cartoons and newssreels. They can include special effects such as slow motion and time lapse.

(a) Advantages. The advantages of recorded videos are:-
(a) These can be studied in private or in small groups and can be kept secret.
(ii) They are a powerful means of influencing people directly and indirectly. The direct influence is, of course, in the main theme. An indirect influence can also take place, for example, a secure life style being demonstrated by a video recording may have a significant effect on an insecure TA.
(iii) Videos have the advantage of bypassing audience illiteracy.
(iv) Videos also have an inherent quality of drama and the ability to elicit a high degree of recall.
(v) Videos may gain added credibility by including news events and local settings familiar to the TA.

(b) Disadvantages. The disadvantages of video include:-
(i) The time necessary to produce them.
(ii) The possible restrictions placed on local populations to prohibit viewing.
(iii) Susceptibility of video to damage from temperature changes.
(iv) Videos may be outdated by clothing, vehicles, or equipment shown.

A producer may rehearse scenes before filming and make the final performance seem highly realistic.
(vii) Movies may present a larger-than-life situation, which has great popular appeal. Background music can add to the emotional impact.
(viii) The theater presentation can create group cohesiveness and can be enhanced by discussions with the audience afterwards.

**Video is an another powerful media for launching selected Psy Ops**
18. **Slide Shows.** Slide shows are either photographic transparencies or computer generated slides for projection. They can be used when face-to-face comments are needed during the showing. Slide shows have the advantages of economy and ease of use. The drawback is the relative lack of interest in pictures that have no motion.

19. **Visual Media.** Visual media includes all items effective only by being seen. Newspapers and magazines are visual and so are leaflets, posters, pamphlets, books and graffiti. Visual media also include such art as drawing, painting and sculpture.

   **Newspapers form an important part of visual media**

   (a) Advantages. The advantages of visual media include:-
   (i) Visual media are good for transmitting complex and lengthy material.
   (ii) Generally, the printed word has greater credibility than the spoken word.
   (iii) Printed material can be kept and reread for reinforcement however; the opponent might punish anyone possessing it.
   (b) Disadvantages. The disadvantages of visual media are:-
   (i) Newspapers and leaflets require the audience's willingness and ability to read and study the material.
   (ii) The material must be physically delivered to the audience.
   (iii) Opponent action, inclement weather, or lack of delivery support could prevent delivery.
   (iv) Posters can be eye-catching but, like other forms of printed material, can easily be destroyed or overprinted by the opponent.
   (v) Books have the potential for a great influence on small intellectual groups, but they are expensive to produce.
   (vi) The facilities for the production of visual media may be limited and require long lead times for production and dissemination.

20. **Audio Media.** Audio media depend on sound alone for their effectiveness. Audio media are useful for brief, simple messages and they gain effectiveness through the personal qualities of the human voice. They require little or no effort on the part of the audience. Audio messages overcome the barrier of illiteracy more easily than most visual methods. The key to the success of audio media is repetition. The common audio media used in Psy Ops are radio and loudspeakers. Audio media have the advantage of both long range (radio) and mobility (loudspeaker). Since the message depends solely on the spoken word, Psy Ops personnel must ensure the message is easily understood and the actions they desire are evident to the listener.
(a) **Radio.** Radio can broadcast prerecorded and live drama, news programmes, sporting events and music. Radio can transmit information over great distances quickly, even while an event is happening. Improvements in transmission capabilities have increased the ability of Psy Ops units to capitalize on the effect of radio. However, the opponent and the weather can still interfere with transmission. Small transistor radios can be air-dropped into the target area, or an ally may provide a public listening place. Radio can influence listeners through the voice quality of the announcer as well as through the words themselves.

(b) **Loudspeakers.** Loudspeakers are a limited extension of face-to-face communication and are particularly appropriate for tactical operations because they can deliver messages on the spot in fast-moving situations. Loudspeakers can convey speeches, music and sound effects to the audience. They can also use records, tapes and compact disks to augment or replace live performers. Messages can be rehearsed and prerecorded. Loudspeakers can be placed on the ground or mounted on trucks or aircraft. Generally, messages must be short. A long message cannot be conveyed by moving loudspeakers. Even a speaker on the ground can be silenced by enemy fire after only a short broadcast time. A speaker can use loudspeakers to communicate with assembled groups. He can direct loudspeaker broadcasts at opponent forces that have been cut off, urging them to surrender or to cease resistance. The speaker can use loudspeakers to issue instructions to persons in towns and fortified locations holding up the advance of friendly forces. He can also use loudspeakers effectively during limited visibility for deception operations by broadcasting sounds of vehicles or other equipment. However, loudspeaker operations are limited by broadcast range, vulnerability to small arms fire and terrain and weather-induced acoustical effects. Another disadvantage of loudspeaker operations is that they may be perceived as obvious Psy Ops.

21. **Internet.** The internet is, of course, the dominant feature of the "new media". It is an important medium for reaching and influencing audience. However, since it is larger and highly decentralized, there are no definitive measures of its actual size or growth rate and the effect it may have on a particular TA. The various modes available through internet to reach the TA are:-
of Psy Ops content. A website could be created to project positive image about own forces and how own forces could help the TA to resolve their problems. Further, the website could have links to various other sites which could have a positive influence on the TA. In addition, the access to some web pages could be restricted to eliminate the influence of controversial or adversarial groups.

(b) E-mail. E-mail is probably the predominant means of communication for Internet consumers and could also be an excellent medium for Psy Ops. It would be rather easy to find a large number of e-mail addresses for user in a country, and then begin to send them email. This can be blocked, but such blocking is generally done by the receiving organization rather than by the service provider. Hence, one might expect a rather porous barrier to unsolicited email into a country. This e-mail could, of course, contain images and sounds in addition to text. If desired, each message could be tailored to an individual recipient, thus providing some rough form of geographic tailoring and helping to keep opposing authorities somewhat in the dark about what everyone is receiving.

(c) Chat Rooms and Messaging. Internet chat rooms may also have potential Psy Ops uses, in that “guided discussions” could perhaps be used to influence how citizens think about certain topics. Such chat rooms might be a way to allow citizens of a country to air their grievances. While the originating point of a chat message is not hard to discover, there are ways around such monitoring. However, a great many chat messages come from Internet cafes, and so cannot be traced back to specific people.

22. Criteria for Media Selection. To determine the most effective media for dissemination of Psy Ops message, the following factors need to be considered:

(a) Existing communication infrastructure in the AO.

(b) Media availability and its capability, for example: when using a radio or TV station, Psy Ops personnel need to know about the equipment’s reliability, compatibility, range and current programming.

(c) A complete target analysis will indicate how acceptable and credible a particular medium is to the TA.

(d) Language (to include dialects, slang usage, codes etc). For example, an insurgent group may develop certain shorthand to send messages over a crude system. By interviewing POWs or defectors, Psy Ops personnel can tap into this shorthand or slang. They can create appeals with much greater impact than a standard message.

(e) Production and dissemination lag for each medium must be considered. For example, a medium requiring a long production or dissemination time would not be suitable for a message exploiting a target of opportunity.

(f) The media selected should be mixed, one medium reinforcing the other, and delivered in sufficient volume to insure that the entire target is exposed to the message.

(g) Capability of media, for example: power of television transmitters, internet, etc need to be considered.

(h) Physical conditions (geography and climatology) also affect the methodology for dissemination. A certain geography or weather may eliminate or limit the use of a certain medium. For example, the TA may be located in a mountainous region with faulty television and radio reception. Strong winds may blow air-dropped leaflets into the wrong area.

(j) Opponent’s means to disrupt the media, for example: an airdrop of leaflets requires intelligence on air defence artillery and air interdiction capability. Radio and television broadcasts are subject to electronic countermeasures. Even leaflets can be disrupted if the opponent harshly punishes people who pick up leaflets.
The level of conflict also has a bearing on selection of media. Because of the proximity of the TA, tactical Psy Ops may be limited to face-to-face communication, loudspeakers, leaflets, posters, motion pictures, tapes, slide shows and performances. Strategic Psy Ops may use speeches, radio, television, books, magazines and newspapers because of the broader applicability of the message.

Chapter 6

Training

"The operations in the Eastern front were swift, in spite of heavy enemy resistance all along. For the overall success, however, comprehensive training discipline and dedication made the vital difference."

-Field Marshal SHFJ Manekshaw

Introduction

1. Military planers at all levels must understand the potential of Psy Ops and selected defence personnel should be qualified as specialists in the planning and application of Psy Ops. Since, information or intelligence gathering in support of domestic and international operations involving Psy Ops is conducted within the constraints of national laws and policy, it is essential that the Armed Forces have an understanding and an appropriate level of training of the national Psy Ops programme, objectives and current themes. To begin with, capsule on Psy Ops may be introduced at courses conducted by individual Services and also at tri-services institutes like Defence Service Staff College (DSSC), National Defence College (NDC) etc. Media management should form part of this capsule. The importance of Psy Ops also needs to be emphasised to all ranks at various training institutions to spread the general awareness of this aspect of military operations.

Training of Psy Specialists

2. The defence services also need to address the issue of their Service specific Psy Ops requirements for which they need to nominate and train
Psy Ops Specialists. A Psy Ops Specialist is an information and media specialist who can assess the information needs of a target population and develop and deliver the right message at the right time and place to create the intended result. It is important to understand the duties of Psy Ops Specialists for developing a training programme:

(a) Assisting in the formulation of planning efforts and coordination of Psy Ops activities with other services, agencies or organizations, both military and civilian.
(b) Identifying accessibilities, vulnerabilities and susceptibilities of the intended target audience.
(c) Researching and analyzing of methods of influencing TA from a variety of information sources.
(d) Assisting in the determination of the appropriate mix of media and methods of disseminating information.
(e) Developing marketing and media products including handbills, trifolds, brochures, leaflets, posters, television commercials, web posting and/or radio scripts.
(f) Operating and maintaining Psy Ops equipment such as loudspeaker systems, state of the art computer, analog and digital recording and playback devices and communication systems.
(g) Disseminating products that include the development, production and broadcasting of relevant information via television, radio, internet and newspaper media.

3. Some of the skills required to be imparted to Psy Ops specialists by the defence services are:-

(a) Acquiring analytical skills and ability to conduct research using a variety of methods to include standard library research, use of web browsers and other search engines and services.
(b) Developing, producing and disseminating relevant messages and media products.
(c) Obtaining computer skills that include graphic design and innovative methods of information dissemination.
(d) Training with equipment to include vehicles, weapon systems and other Psy Ops unique systems.
(e) Preparing cultural studies and target analysis reports.

Training for Psy Ops is highly specialised. It requires sustained efforts and total dedication before it can reasonably be well mastered.
PSY OPS PLAN IN SUPPORT OF OP

2. Enemy

(a) Psy Ops in progress or likely to be initiated by the enemy in the relevant areas.

(b) TA for such Psy Ops.

(c) Perceived impact of such Psy Ops and remedial measures initiated, if any.

AIM

3. To .................................... (Indicate the terminal response expected from TA as a result of Psy Ops) eg “To limit local to ................. inAreaXYZ”

TA Loc (Indicate Geographical Area)

4. Theme A

5. TA. Indicate TA specific to Theme A.

6. Objectives. List out objectives of the Theme.

7. Sub-Themes. List out any Sub Themes, to be promoted for various sub groups of the TA.
8. **Responsibility.** Indicate the Fmn/Fmn Cdr responsible for launching, promoting and progressing the Theme and Sub-Themes.

9. **Sustenance of Theme.** List out likely Themes, with specific ref to Theme-A, which should not be worked upon i.e. which could prove counter productive.

10. **TA Analysis.** Highlight relevant cultural, social, religious and psychological aspects of TA, which could help commanders in interacting with the TA during conduct of operations. The prevailing political alignments within the TAre highlighted.

11. **Conduct of Mil Ops (Do’s & Don’ts).**
   (a) Lay down guidelines for conduct of mil ops to include actions and personnel behavior to promote the theme.
   (b) List out military ops, actions and military conduct by Security Forces which must be avoided in furthearance of the Psy Ops envisaged.

12. **Dissemination of Theme.** Indicate modes of dissemination and earmark specific Office/Branch/Department responsible for dissemination. The authority to approve the Psy Ops product to be launched through different media, be also indicated.

<table>
<thead>
<tr>
<th>Ser No</th>
<th>Means</th>
<th>Responsibility</th>
<th>To be approved by</th>
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<tbody>
<tr>
<td>(a)</td>
<td>Print Media - News Papers &amp; Journals</td>
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<tr>
<td>(b)</td>
<td>Electronic media (i) Media</td>
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<td>(ii) TV</td>
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<td>(c)</td>
<td>Internet</td>
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<td>(d)</td>
<td>Books, Leaflets</td>
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<td>(e)</td>
<td>Others (Specify)</td>
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**Theme B** (All details as per Theme Abe filled)

13. **TA**

14. **Objectives**

15. **Sub-Themes**

16. **Responsibility**

17. **Sustenance of Theme**

18. **TA Analysis.**

19. **Conduct of Mil Ops (Do's & Don'ts).**

20. **Dissemination of Theme.**

**Command and Control**


22. **Sub-ordinate Commanders.** Indicate Name / appointment of the Commander Responsible for controlling Psy Ops.

23. **Feed Back.** Indicate responsibility and periodicity of Feed Back on each of the Psy Ops Theme. Feed back should include an appreciation of the response of the TA (actions, attitudes, behaviors) with particular reference to deductions suggesting mid course corrections, if any.

24. Authority to Modify the Plan. Indicate the following in respect of each of the Themes.
Coordination

25. **Inter Agency Coordination.** List out aspects of coordination indicating the responsibility for coordination with the following agencies:

<table>
<thead>
<tr>
<th>Ser No</th>
<th>Agency</th>
<th>Responsibility</th>
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<tbody>
<tr>
<td>(a)</td>
<td>Adjacent Command</td>
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<td>(b)</td>
<td>Civil Administrative Authority</td>
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<td>(c)</td>
<td>Agencies involved in Civil Action</td>
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<tr>
<td>(i)</td>
<td>Armed Forces Agencies</td>
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<tr>
<td>(ii)</td>
<td>Civ Agencies</td>
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<td>(d)</td>
<td>Media</td>
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</tbody>
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26. **Timings.** Indicate the date for launching each of the Psy Ops Themes separately. Also indicate the projected date upto which the Op is to be continued.

<table>
<thead>
<tr>
<th>Theme</th>
<th>Date</th>
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<tbody>
<tr>
<td>(a)</td>
<td>Theme A</td>
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<td>(b)</td>
<td>Theme B</td>
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27. **Code Words.** Each Psy Ops Theme be given a Code Word.

<table>
<thead>
<tr>
<th>Theme</th>
<th>Code Word</th>
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Glossary of Abbreviations

A
ACAS  Assistant Chief of Air Staff
ACIDS  Assistant Chief of Integrated Defence
ACNS  Staff Assistant Chief of Naval Staff
ADG  Additional Director General Area of Operation
AO

C
C4  Command, Control, Communications and Computers - Counter Insurgency
Cl  Chiefs of Staff Committee Counter Terrorism
COSC
CT

D
DCIDC  Deputy Chief of Integrated Defence Staff
DG  Director General
DIA

E
EW  Electronic Warfare

G
GEOINT  Geographical Intelligence

H
HQ  Headquarters

I
IB  Information Bureau
IDS
IHQ  Integrated Defence Staff Integrated Hq
IMINT  Imagery Intelligence
IO
IS
ISI
IT

M
MAGs  Media Advisory Groups
MEA
MHA
Minofl&B
MO
MoD

N
NIB  National Information Board - National Security Advisor
NSA
NTF

O
OOTW  Operations Other Than War

PDNI  Principal Director of Naval Intelligence
<table>
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<tr>
<th>Abbreviation</th>
<th>FULL FORM</th>
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<tbody>
<tr>
<td>PI</td>
<td>Public Information</td>
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<tr>
<td>PM</td>
<td>Perception Management</td>
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<td>POW</td>
<td>Prisoner of War</td>
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<td>PsyOps</td>
<td>Psychological Operations</td>
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<td>S</td>
<td>SIGINT</td>
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