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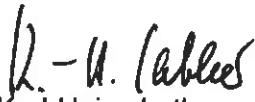
REFERENCES: A. 5010/SHOOI/JF/09 - 207567, Development of Bi-SC Info Ops Handbook, dated 21 Aug 09
B. AJP 3.10, Allied Joint Doctrine for Information Operations, dated 23 Nov 09

1. During the NATO Information Operations (Info Ops) Harmonization Conference in May 08, representatives from ACO, ACT and NATO Force Structures decided unanimously to develop an Info Ops handbook. This handbook, which is now called the Bi-SC NATO Information Operations Reference Book (Enclosure 1), will be used as a reference for Info Ops practitioners.
2. The main aim of the Bi-SC NATO Info Ops Reference Book is to provide the additional information needed by Info Ops practitioners to better understand and implement the advising and coordinating function of Info Ops in the staffs, throughout all levels of command and mission areas. It should also mitigate the lack of training of deployed Info Ops personnel.
3. Info Ops Subject Matter Experts from SHAPE (using Reference A), together with the principal contributors JFC Brunssum, JFC Naples, JFC Lisbon, SHAPE and JWC¹ (supported by the Multinational Info Ops Experiment) have now combined to promulgate the Info Ops Reference Book within 6 months of ratification of Ref B.
4. Should there be any follow-up or questions, the points of contact are: LTC Hans-Joachim OTTO, SHAPE OPI OPS JOP, at NCN 254-4730; and LTC Christian BELL, SACT TS C4 ND, at NCN 555-4246.

¹ Joint Warfare Centre was only able to contribute to the development of the handbook at the beginning of the process due to manning difficulties.

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ENCLOSURE:

1. Bi-SC NATO Information Operations Reference Book

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NATO Bi-SC Information Operations Reference Book

Version 1

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Page 1 of 115

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Foreword

REFERENCES:

- A. MC 422/3 (Final), NATO Military Policy on Information Operations, 08 Jul 08.
- B. AJP 3.10, Allied Joint Doctrine for Information Operations, 23 Nov 09.
- C. AD 95-2, ACO Strategic Communications, 13 Nov 09
- D. PO (2009) 0141 NATO Strategic Communications Policy, 29 Sep 09
- E. JWC Information Operations Handbook, Version 1, 11 Jul 08.
- F. MC 457/1 (Military Decision) NATO Military Policy on Public Affairs, 19 Sep 07
- G. Bi-SC Pre-Doctrinal Handbook (Effects Based Approach to Operations), 04 Dec 07.
- H. Multi-National Information Operations Experiment (MNIOE) - Concept of Operations – Development and Implementation of the Coalition Information Strategy – Nov 07.
- I. AAP-6, NATO Glossary of Terms and Definitions, 09.
- J. AD 80-70, Campaign Synchronization and Targeting in ACO, 12 Jan 09.
- K. Comprehensive Operations Planning Directive, (Draft Sep 2009)

AIM OF REFERENCE BOOK

The aim of this reference book is to provide the additional information needed by Information Operations (Info Ops) practitioners to better understand and implement the advising and coordinating function of Info Ops in the staffs throughout all levels of command. The reference book covers the experiences and lessons learned on principles, procedures, and techniques in current operations as well as some basic understanding on how to best integrate the Info Ops function in the new evolving structures (new Peacetime Establishment) and procedures within NATO with respect to effects based thinking and the new Comprehensive Operations Planning Directive.

This reference book must be viewed purely as a living document for informing Info Ops practitioners on the current understanding of how Info Ops can best support NATO missions and operations. Thus said, this reference book will have to be reviewed on a

yearly basis. First revision should be shortly after COPD, KD and Assessment Handbooks approval.

DEVELOPMENT OF THE REFERENCE BOOK

This reference book has been developed to elaborate on details to further explain and operationalise references A-K by developing Info Ops related Tactics, Techniques and Procedures (TTP) and providing examples, checklists, formats/templates and other tools, as appropriate. This reference book is intended to inform, share awareness and maintain cohesion across ACO and ACT. It represents the collaborative efforts of the NATO Info Ops Reference Book Development working group with participants from throughout ACO and ACT. The JWC Info Ops Handbook (reference D) has been used to an utmost extent and was a very useful start point for the development of this product, which focuses on operational issues.

USE OF REFERENCE BOOK

This reference book should not pre-empt or substitute Standing Operating Procedures (SOP) development, which is necessary to incorporate HQ and mission specific requirements. In order to understand the application of the Info Ops function in current staff procedures, this reference book should be read in conjunction with the Operational Staff Handbook and the ACO Comprehensive Operations Planning Directive (COPD). The knowledge of the content of references A-C is supposed and respective links are given, wherever appropriate or necessary. Due to classification aspects and frequent changes in the operational environments, templates and examples are to be found on the Wise Page of the SHAPE J3 Subject Matter Expert (SME) Info Ops. Respective links will be found later in the document.

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1 Introduction to Information Operations (Info Ops)

In the information age, the strategic, operational and tactical levels are more interrelated than in the past, which demands a different quality of co-ordination and command & control across the levels of engagement. Today's military operations to counter the complex challenges of the global security environment require consideration and integration of the information factor throughout all processes – analysis, planning, execution and assessment. This integration demands that all decision-makers at all times appropriately understand the (possible) effects of their actions in the information environment; it is not just about deliberate activity using information through means of communication, it is the combination of words and deeds that delivers the ultimate effect. A respective systemic understanding of the information environment should result in a consistent and coherent orchestration of all available means, comparable to the military concept of 'combined arms combat' or the philosophy of 'jointness' in operational art. This is a new mind-set, which requires comprehensive education and training rather than restructuring military organisations.

Information Operations (Info Ops) is a military function to provide advice and co-ordination of military information activities in order to create desired effects on the will, understanding and capability of adversaries, potential adversaries and other NAC approved parties in support of Alliance mission objectives.

The Info Ops function is understood as an integrating process rather than a capability in its own right. It provides advice to the commander and his¹ staff on effects and possible information activities, and proposes solutions from a generalist's perspective, based on a comprehensive and systemic understanding of the information environment, including cross-cultural communication. This includes the preparation, integration, monitoring and assessment of capability contributions, and the co-ordination of actions to create synchronised effects considering their relationships and interdependencies and associated resources as a function of time and space.

The Information Environment is the virtual and physical space in which information is received, processed and conveyed. It consists of the information itself and information systems.

The Info Ops understanding of 'socio-technical information systems' differs from the traditional, technical understanding of 'information systems'. The term is used in a broader context of Systems Theory (where 'systems' basically consist of actors, processes, structures and supporting technology/tools) in order to introduce the human factor into communication within modern information societies.

An actor's effectiveness is a function of will, understanding and capability. In other words, actors must have the will to act, an understanding of the situation to act, and

¹ Throughout the document, pronouns are to be understood gender-neutral; they should neither reveal nor imply the gender or sex of a person.

possess the capability to act. If any one of these elements is not in place, their ability to act as they desire will be affected. Generally conflict-focused, military campaigns have, in the past, aimed primarily at affecting an adversary's capability, with the secondary aim of affecting his will. Activities advised by, and coordinated through, Info Ops addressed all three dimensions, i.e., influencing will, affecting understanding, and targeting those capabilities that promote understanding or the application of will – ultimately in order to change behaviour.

Information Activities are actions designed to affect information and/or information systems. They can be performed by any actor and include protection measures.

Effects in the information environment can be created by a variety of military activities, the close co-ordination of which will contribute to the achievement of Information Objectives. Info Ops advice and co-ordination will integrate military activities to: exploit information and information systems; protect own information and information systems; and counter adverse information activities.

'Targets' for kinetic information activities could be within the information infrastructure, and/or the IT and information-based processes of (potential) adversaries. In addition, Info Ops will contribute to maintaining the functionality of, and exploiting, own and friendly information systems. Ultimately, humans may become kinetic targets, if non-kinetic action is ineffective.

'Audiences' for non-kinetic information activities could be (potential) adversary decision-makers, supporting opinion leaders and opinion formers, and their followers. However, to be able to support the full spectrum of possible operations/missions, information activities may be conducted to reinforce behaviour of friendly audiences and/or to consolidate and modify behaviour of neutrals – to prevent them from becoming adversary or hostile.

Communication is a process for the exchange of information between individuals to convey meaning through a common system of signs (natural, universal), symbols (by human convention), or behaviour. It may occur verbally and/or non-verbally, consciously or unconsciously, with the potential to affect change. Messages can be conveyed by a variety of means, not just by the media; actions and behaviour are capable of delivering messages as well as the spoken or written word. The observable behaviour of troops may send an important message to the local populace: e.g., are soldiers perceived as an occupation force or as humanitarian/ security assistance?

NATO's approach to Info Ops applies a *'process management philosophy'* and stipulates cooperative arrangements – instead of command relationships and a fixed allocation of capabilities to Info Ops – with the aim of full scope co-ordination and integration of options, and better flexibility and adaptability to mission and situation requirements.

Info Ops is neither a continuation of, nor a replacement for Command and Control Warfare (C2W). A variety of information activities may contribute to C2W. The Info Ops function is concerned with advice and co-ordination of effects in the information environment in its broadest sense. These effects may also result from C2W activities. As

information activities do not equal Info Ops, C2W must not be confused with Info Ops: C2W is a specific type of operation – Info Ops is a staff function.

As the Strategic Communication (StratCom) function is currently in an evolving process, it is only mentioned in this reference book when the same practices are shared in the various headquarters. The more detailed relationship of Info Ops to StratCom will be included once agreed and explained in policy, doctrine or similar documents.

According to the NATO Strategic Communications Policy the definition of the NATO Strategic Communications is: “ the coordinated and appropriate use of NATO communications activities and capabilities – Public Affairs (PA), Military Public Affairs, Information Operations (InfoOps) and Psychological Operations (PsyOps), as appropriate – in support of Alliance policies, operations and activities, and in order to advance NATO’s aims.”

2 Analysis of the Information Environment

2.1 Scope

Situation Awareness and Knowledge Development normally begins with a review of the situation including potential risks and threats to NATO's security interests and designation of strategic areas of interest. It includes: the development of information and knowledge requirements; the collection and fusion of information and intelligence from all available sources; and the analysis, sharing, monitoring and continuous assessment of the implications of changes in strategic and operational conditions. Knowledge development is intensified as required to support strategic assessments, operational planning and execution as well as campaign assessments. The analysis of the information environment, which is very much dependent on Knowledge Development and Intelligence products, is essential for the implementation of the key factor information (additional to time, space and forces) to all planning and execution of operations. In return, the analysis products will be used to feed and enrich the Knowledge Development.

It has to be understood, that Info Ops personnel are not responsible for the analysis process itself, but will use all kinds of products and documents, developed by Intelligence, Knowledge Development, Psychological Operations (e.g. Target Audience Analysis), CIMIC (e.g. situation reports of International Organisations (IOs) and Non-Governmental Organisations (NGOs)), open sources etc. in order to determine the information environment aspects needed in the development of Info Ops contributions and products.

2.2 Analysis activities for a systems perspective of the designated area / crisis region

The main activities in the development of a systems perspective of the designated area / crisis region are described in the following paragraphs. This work must be done as a common effort of the entire staff with contribution from all available sources to understand the crisis from a comprehensive point of view, and subsequently provide the basis for all stages planning process at each military level. The working bodies to do this work will be the Strategic Operations Planning Group (SOPG) at SHAPE level, the Joint Operations Planning Group (JOPG) at the operational or theatre level, and respective bodies at the Component / tactical level. Info Ops personnel should be included in all of these planning groups to contribute their special perspective and to identify requirements for additional information. Once the systems perspective has been developed, the Info Ops staff officer will use it for their own process of a more detailed analysis of the information environment (see process under 2.3). The same activities apply to Info Ops personnel, when newly arrived in their job, and will facilitate immediate understanding of the situation and assist them in focusing on the crisis / current operation.

2.2.1 Gather basic encyclopaedic information about systems in the area

Basic encyclopaedic information about the countries, the region or designated area and other non-state actors in the area available from the Intelligence Fusion Centre, Intelligence / Knowledge Development, Geo Support, PsyOps, open sources and others should allow the Info Ops staff officer to gain an awareness of the crisis area information environment, including:

2.2.1.1 Political Systems

any grouping of primarily civil actors, organisations and institutions, both formal and informal, that exercises authority or rule within a specific geographic boundary or organization through the application of various forms of political power and influence.

2.2.1.2 Security Systems

the armed forces and other security organisations, and supporting infrastructure, acquired, trained, developed and sustained to accomplish and protect national, organizational and private security objectives.

2.2.1.3 Economic Systems

composed of the sum total of production, distribution and consumption of all goods and services for a country or organisation.

2.2.1.4 Social Systems

the interdependent network of social institutions that support, enable and acculturate individuals and provide participatory opportunities to achieve personal expectations and life-goals within hereditary and non-hereditary groups, in either stable or unstable environments.

2.2.1.5 Infrastructure Systems

the basic facilities, services, and installations needed for the functioning of a community, organisation, or society.

2.2.1.6 Information environment aspects

including national intelligence, mass communications and media, information activities by different actors and social groups, perception management and opinion building aspects as well as their receptivity, susceptibility and vulnerability to messages, communication and information systems (CIS), command and control systems (C2S).

The Knowledge Development element or Intelligence, with participation from joint operational planners including Info Ops, conducts an initial analysis of these systems to understand the current situation, identify the key actors and determine the main influencing factors in the operational environment. This systems perspective should help define the significance, scale and scope of regional security issues as well as any critical gaps in available information and knowledge at this stage. Based on this initial understanding of the entire area of a crisis or a possible area of operations, the Info Ops

staff officer, as a customer will be in a position to start the cooperation with other staff elements to build up the framework for the analysis of the information environment. This is a time-consuming process and in case of a time-limited preparation it might be insufficient and require the use of assumptions or rough data. The Knowledge Development process is depicted in figure 1.

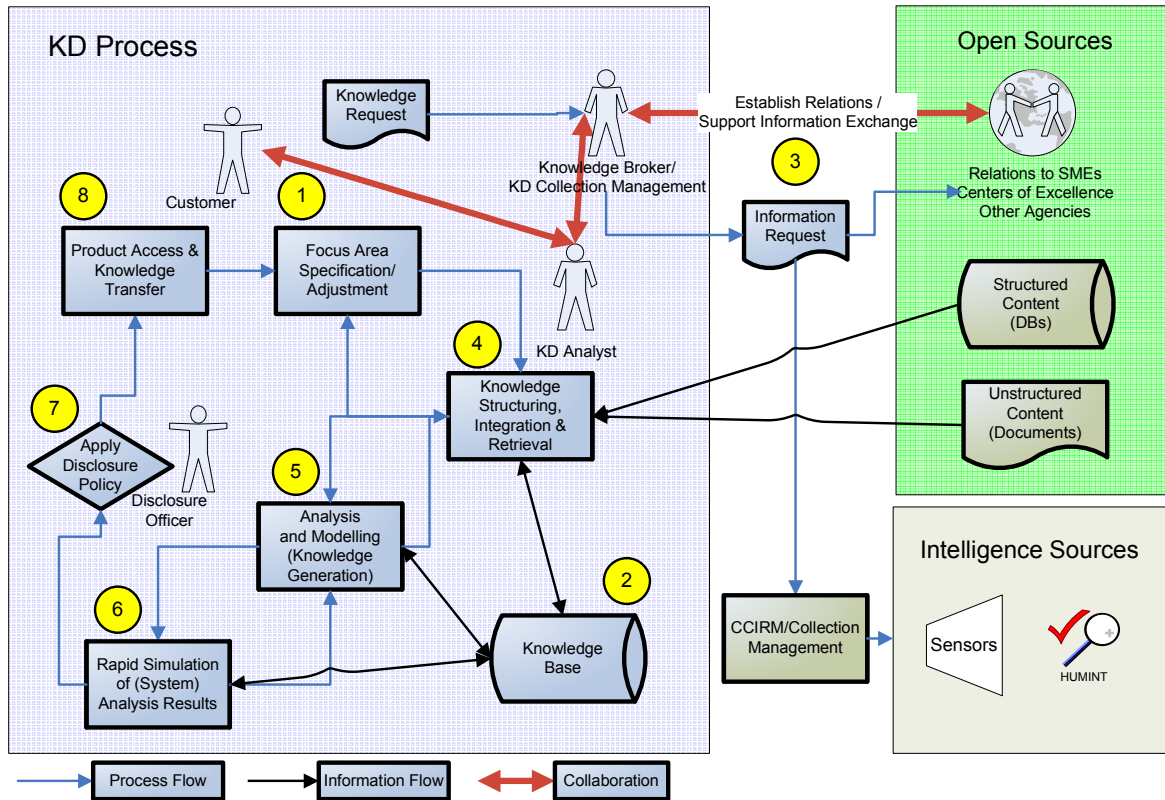


Figure 1: Knowledge Development Process

Explanation of numbers in yellow circles:

- Step 1- Customer (e.g. Info Ops) provides a Knowledge Request
- Step 2- KD Analyst identifies if knowledge already exists in Knowledge Base
- Step 3- if not, Knowledge Broker initiates knowledge collection with Request for Information (RFI) / Critical Commander's Information Requirement Management (CCIRM) / Collection Management
- Step 4 to 7 – process of development of knowledge
- Step 8- customer receives access to knowledge product

2.2.2 Establish information requirements about international engagement.

It is highly likely that international, governmental and non-governmental organisations are already engaged in the area of interest. These organisations represent a vast potential source of information and knowledge about different aspects of the area including the Information Environment. Info Ops personnel should contact CIMIC in order to gain situational awareness and to gain answers to queries that can be answered by these organisations using for example the CIMIC chain of contacts.

2.2.3 Appreciate the information given in Higher Headquarters products

It is important that the Knowledge Development element coordinate its collection requirements with Higher Headquarters (HHQ) in order to avoid redundant efforts and to make the best use of available means in NATO. The same applies to Info Ops. All applicable relevant documents such as Strategic Assessments (including contribution from the operational level), Planning Directions, Concept of Operations (CONOPS) and OPLANS from HHQ and the respective Info Ops annexes should be analysed in detail and used for further consideration.

2.2.4 Determine knowledge requirement (KR)

See Annex 2-A and Appendix 2-A-1, which provide the general taxonomy and some guiding questions to better understand the information environment. All kinds of sources (see overview) should be used to collect the necessary data and intelligence / analysis documents in order to answer these and additional questions. The NATO Intel staffs provide staff functions related to collection, co-ordination and management of intelligence requirements and assets, as well as limited analysis and production capability. The collection efforts and Requests For Information (RFI) in the Political Military Economic Social Infrastructure Information (PMESII) domains need to be centrally co-ordinated in an organisation to avoid unintended multiple approaches on the same source or same subject. This process is guided by the Information Acquisition Element (where existing) and facilitated by the Commanders Critical Information Requirement Management (CCIRM) process. This has to be understood as a continuous, iterative process between the Knowledge Development process or Intelligence as described and Info Ops as a customer at all times during the mission planning and execution phase.

2.3 Info Ops analysis of the information environment

Having the knowledge and intelligence products available provided by all the different disciplines of a staff organisation, the Info Ops staff officer will use them together with Intel and KD analysts to develop the Info Ops analysis of the information environment. This analysis includes the identification of potential audiences, main actors, aspects of

perception management, specific information systems and media. It provides the basis for the Info Ops support in the development of Centre of Gravity (CoG), Critical Vulnerabilities (CV), Critical Requirements (CR) of actors, and the determination of requirements for all kinds of military information activities. In addition, this analysis will support the best use of resources to deliver relevant information to local populations in the crisis region. Finally it will be the basis for generating the assessment of status of own and adversary information activities and possible effects in the information environment to support the Alliance's efforts. It has to be understood, that the analysis of the information environment is a continual, ongoing process from the beginning of a crisis through NATO deployment to the return to stability / re-deployment of NATO troops. The process will be the same on each and every level of military hierarchy and only differ in the scope and level of detail.

2.3.1 Review the media and public opinion.

Media attitudes may reflect, or influence, public opinion and ultimately could influence popular and political support of NATO activities and eventual mission success. An Info Ops staff officer should collaborate with Public Affairs and POLAD in developing an understanding of the level of media interest amongst different audiences. For the analysis of the information environment, it is essential to understand how different audiences are interacting and to what level they are interdependent, disregarding the fact that some audiences may not be targets of influence or counter command activities. Audiences can be divided into three main categories, which can be interrelated and overlapping in some instances:

- **Alliance audiences** - Alliance internal and domestic audiences, as well as troop contributing partner nations. The analysis has to identify the possible impact of activities in the crisis area and their possible effects on the Alliance audiences, to include possible activities of a Diasporas population from the crisis region inside Alliance audiences that could be able and willing to affect public opinion / perception.
- **International community audiences** - include other countries and individual actors, in particular from neighbouring countries, local influential countries and non-NATO entities involved in the region, with which the Alliances messages should be coordinated. The selection of international audiences will have to be determined based on a sound analysis of their roles and stance related to the situation and mission (e.g., 'favourable', 'neutral', 'opponent' or 'sources of instability').
- **Local audiences** - covers the wider population, local media, formal and informal authorities, including the local government(s) and affiliated opinion leaders and opinion formers, and other actors in the joint operations area (JOA). Due to Info Ops policy and doctrine, the analysis of the information

environment must be specifically focussed and detailed regarding these audiences.

2.3.2 Analyse Human Factors

The information environment consists of both information and information systems. The latter is further sub-divided into social and technical systems, of which the Info Ops staff officer has to take into consideration both. The social/human systems include psychological, cultural, and human behavioural attributes that influence decision-making. The flow of information and the interpretation of information by individuals or groups at any level must be understood as a system to find who, what and where the main actors are and how they are interconnected. An analysis to determine the linkages between individual actors and their level of interdependency is critical for the planning process of military information activities and has to be as accurate and detailed as possible. Therefore, the Info Ops staff officer may require the support of cultural advisors, psychologists, anthropologists, analysts, personnel of organisations already operating in the crisis region, and even marketing and media experts, to enable the human factors analysis. As a result, Info Ops personnel have to identify the various processes of opinion building in the crisis region, and the main ways of communication, to gain an understanding of perception management in the JOA, which is a prerequisite for successful military information activities.

2.3.3 Analyse prevailing attitudes and issues in the region.

The analysis of media content, Internet blogging, reporting of organisations already operating in the crisis region or other available material helps to understand prevailing attitudes and key issues. This provides further insight into the different aspects of the crisis, as well as potential support and opposition to a possible or existing NATO operation. Furthermore, the analysis has to identify how the Alliance is perceived as a whole, and also how the individual NATO member or partner nations are seen by the local population. This might include aspects deriving from history (e.g. colonial times or former conflict involvement). In order to determine attitudes in the potential area of operations, it may also be necessary to undertake surveys and or polls. This could require support by providers of already available information or contractors, which has to be determined at a very early stage and coordinated with budget / finance requirements. These surveys / polls should be included in the development of measurement of effectiveness (MoE) / measurement of performance (MoP) when it comes to the initiation of the planning phase (see chapter 3).

2.3.4 Analysis of the main actors in the crisis area.

Most of the work on the analysis of the main actors in the crisis area will be done in cooperation with all staff elements, because an understanding of the actors will be essential to all staff products. Most probably, as a result of this work, the main actors will

be commonly determined and classified as supportive, neutral or an opponent to NATO, with an accompanying assessment as to their role in the crisis. The Info Ops staff officer will direct special attention and analytical work towards determining how much the actors understand and actively attempt to effect the information environment in the local, regional and strategic arenas. Most emphasis should be given to predict whether the actors are able and/or willing to challenge NATO in the information environment. If able, it must be determined to what extent and how they can affect NATO. Following this understanding, the second step of this analysis will identify the social networks of the main actors, and their interrelationship, if not done already in 2.2.1.4.

2.3.5 Analysis of information activities in the crisis area.

Another important component of the analysis of the information environment will be the identification of all ongoing information activities in the crisis area. The emphasis of this analysis will not duplicate 2.2.1.6, but will analyse all available data on information activities such as the intimidation of population in the crisis region, computer network operations (CNO), and activities / capabilities to undermine or endanger NATO's Operations Security (OPSEC) etc.

2.3.6 Analysis of specific information systems.

Communication and Information Systems (CIS) and Command and Control Systems (C2S) have to be analysed if they are deemed to have an influence on the crisis or if could / should be used for the Alliance's purposes. In most instances, this includes telephone communication, and the level of access to the Internet and satellite systems. The analysis should focus on details that aid influencing the will and understanding of specific actors (includes aspects of Electronic Warfare) and protecting the Alliance's freedom of manoeuvre in the information environment (includes aspects of OPSEC and Information Security).

2.3.7 Analysis of media infrastructure, including production assets.

This analysis examines the availability, affiliation and reach of assets² as well as the credibility of contents. Understanding the various media outlets is essential to any assessment of their potential impact and their ability to efficiently disseminate/ distribute/ broadcast information. Freedom of expression and the level of attribution of media to main actors have to be determined. The analysis has to provide an understanding of the coverage of areas and target population (especially when it comes to minorities) by the various information systems and has to identify coverage gaps. The analysis of credibility of the media outlets' products will be used in planning and execution as an

² **Assets** can be official and unofficial, open and covert; used or employed by actors for indirect communication, information, entertainment, and other related purposes, including traditional communication, new and emerging media (see Annex A Generic Taxonomy of the Information Environment).

indicator of whether these media agencies could be used to gain an understanding and support for NATO's operations.

2.3.8 Analysis of the use of New Media related to the crisis area

To fully understand all kinds of communication, command and control aspects of adversaries, neutral and friendly actors in the information environment, it is necessary to analyse the use of New Media³ by these actors. This will include the use of the Internet such as e-mail, the blogosphere, chat-rooms (including dark rooms), websites, social networks (e.g. Facebook, etc.) and tools like 'You-Tube', 'Wikipedia' etc. With respect to the blogosphere in particular, it will be necessary to receive linguistic support to translate the special language used in these forums in order to understand the messages created by the actors. Due to the amount of data and the required special understanding of the processes and Internet procedures, this analysis may require support by specialists from Computer Network Operations or specialized contractors. In the New Media environment, users can be both a reader and an author of messages; consequently, it will be necessary to monitor and engage in these activities to ensure success in this special environment.

2.4 Info Ops analysis contribution to staff work

When all the analysis has been done, the Info Ops staff officer element has to produce documents or contributions to all planning and execution processes. These will be different at the various military levels, but must be based on a cross-functional and cross-level understanding of the information environment. The Info Ops staff officer attending the boards and working groups and contributing to the development of respective documents has to be aware of all the details of the analysis of the information environment, which has to be updated on a continuous basis. Chapter 3 (Planning) and 4 (Execution) will provide more details, focussed on these staff activities. In this chapter Strategic Assessment, Operational Assessment and the contribution to the Mission Analysis Briefing (MAB) are described. Templates and examples will be found on the SHAPE J3 JOS INFO OPS Wise Page.

Especially for the contribution to the staff work, the Info Ops staff officer has to identify the main critical aspects of the crisis from an information environment perspective and has to provide these for the Commander's understanding of the key factor information.

This could include:

- Critical challenges to NATO or individual NATO member / partner nations in the information environment (e.g. propaganda campaigns, asymmetric

³ New Media (i.e. social media networking tools, internet-based technologies, etc)

threats with strategic outreach, public opinion against NATO or member/partner nation employment etc.)

- Main information on public opinion, perception and ways of communication in the crisis area
- Main information on information systems and media in the crisis area
- Own deficits with severe impact on the planning and execution of the mission

Within the planning process (chapter 3), measurements of effectiveness (MoE) and of performance (MoP) will be developed and conducted in the execution phase. The analysis of the information environment will benefit from the respective findings resulting from these measurements. For more details, see chapter 5, campaign assessment.

In order to have the best profit from all efforts towards the analysis of the information environment, it is proposed to develop a database in which all the results are integrated with the respective dates of analysis and links to the documents used for the analysis. This will enable the Info Ops staff officer to: always have a clear view of the current status of the analysis; to identify developments in the information environment; and to facilitate the lessons identified process, in case of gaps in the analysis process or results.

3 Info Ops contribution to the planning process

The NATO Crisis Response Planning Process⁴ has three levels: NATO HQ/Political; SHAPE/Strategic; and JFC/Operational.

At the political level, the NAC Initiating Directive as well as mission-specific, strategic and political guidance for Alliance information activities is developed.

At the strategic level, political guidance is translated into strategic direction provided through the Strategic Commander's campaign plan, including the acknowledgement and adaptation of Information Objectives from a military perspective.

At the operational level, strategic direction is translated into operations plans, and effects are developed to support the achievement of Information Objectives.

The overall planning activities at the political, strategic and operational levels are divided into several stages as depicted below (following the draft Comprehensive Operations Planning Directive (COPD) :

⁴ Possibly term will change in the new MC 133

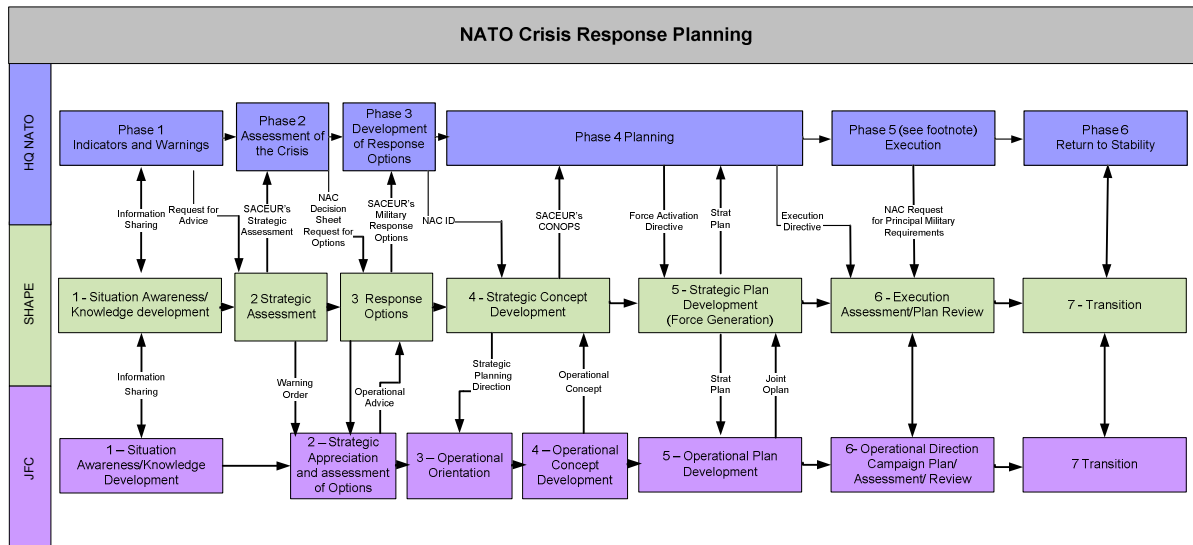


Figure 2: NATO Crisis Response Planning Process (draft COPD Sep09)

3.1 Mission-Specific Strategic and Political Guidance

Ideally, the Information Strategy Working Group (ISWG), established by NATO's Assistant Secretary General for Operations (ASG OPS) to assist the Crisis Management Task Force (CMTF), develops a dedicated Information Strategy, providing the basis for further Public Diplomacy and other (civil and military) information activities at an early stage of a crisis.⁵ The Military Committee (MC) will provide respective military advice, *inter alia* based on recommendations of the International Military Staff (IMS), Operations Division / Info Ops, and the Strategic Commanders.

The Info Ops staff officer can expect NAC approved, mission-specific strategic and political guidance for information activities, e.g., in the format of an Alliance Information Strategy or a Strategic Communication Plan.

This guidance may include the following:

- Strategic assessment of the information environment (see Chapter 2)
- Information Objectives (see Annex 3-A)
- Themes and Master Messages (see Annex 3-B)
- Approved audiences and targets
- Potential actors for conducting information activities
- Co-ordination requirements

Information Objectives⁶ describe the desired system states in the information environment relevant to the end state and overall mission objectives – as *required*

⁵ May change due to the new NATO Strategic Communications policy and their responsibility of coordination

⁶ See Chapter 8 for definition

conditions for achieving Strategic Objectives. This description should be based on a generic taxonomy of the information environment⁷ used for focused Systems Analysis.

Because Information Objectives provide the centrepiece of strategic guidance for effects in the information environment, the *links to the supported Strategic Objectives* must be well-defined and clearly stated. The updated assessment of the information environment provides the basis for reviewing and recommending changes to Information Objectives, integrated with the review of the Strategic Objectives during subsequent planning.

Information Objectives should help to *define the purpose of activity in the information environment.* Because of the pervasive character of the information factor, they should demonstrate the relevance of related actions and effects to most (if not all) actors involved in mission accomplishment instead of being perceived as singular guidance for some indefinite 'information actors'.

Examples for Information Objectives are given at Annex 3-A.

The Information Strategy also provides Themes and Master Messages for guiding NATO information activities. Themes are selected topics from the analysis of the information environment identified at an early stage during the strategic assessment process. Themes are usually applied to indicate broad lines of persuasion (i.e., rational or cognitive vs. irrational or emotional modes; type of appeal, etc.). They are also used to express general permissive or prohibitive guidance (such as taboos). Themes are the framework for the development of Master Messages.

Master Messages are derived from the assessment of the information environment and Information Objectives. In order to meet specific in-theatre requirements, Master Messages will need to be reviewed, adjusted and amended throughout the campaign/mission. Some Master Messages may be tailored for specific requirements.

Themes and Master Messages contribute to the operationalisation of Information Objectives. They provide substantive guidance on the informational effect of all activity or behaviour, which needs to be considered throughout. In particular they provide guidance on information activities, focused on human audiences, and the desired perception/understanding to be created. Themes and Master Messages listed in the Information Strategy (or: Strategic Communication Plan) must not be changed at subordinate levels; they are not subject to any modification without strategic-political approval. The Information Strategy will provide limitations (restraints and constraints) for information activities concerning Themes to stress (emphasize) and Themes to avoid (taboos), as appropriate. Themes and Master Messages are associated with audiences and, in certain circumstances, targets. Their further refinement into messages allocated to specific audiences is subject to operational planning.

The Info Ops staff officers at the various levels will be involved in developing messages together with Info Ops Coordination Board (IOCB), Information Strategy Meeting (ISM),

⁷ See Annex 2-A.

or Strategic Communications Working Group (SCWG) participants to provide guidance for Alliance information activities, i.e., what information content should be conveyed to audiences or how they are to be influenced in order to achieve Information Objectives, and thus support mission accomplishment. Info Ops will not draft messages for the purpose of designing products (e.g., text for print media or speeches); this is a responsibility of the capability/functional experts conducting information activities.

Examples for Themes, Master Messages and messages are given at Annex 3-B.

3.2 Operational Level Planning

The key organisational element at the operational level will be the Joint Operations Planning Group (JOPG), which leads the operational planning process to develop the campaign design and operational plans. The JOPG will essentially focus on military planning aspects; nevertheless, it plans in close coordination with cooperating non-military and non-NATO organisations. It includes planners representing all functional areas and disciplines as required – including an Info Ops planner - depending on the type and level of operation being conducted taking into account political, economic, civil and military domains. It is responsible for the coordination and production of contingency planning throughout a given operation to include the continued development of CONOPS, OPLAN, SUPLANs, Branches and Sequels.

During the planning phase, the Joint Effects Management Branch (JEMB) will be included, and during the execution phase they will be responsible to ensure that military effects are consistent with the political, economic and civil efforts within a comprehensive approach. The JEMB provides a focal for co-ordination of efforts of cooperating military and non-military organisations as well as Strategic Communication.

Below is an overview of planning activities and products involving Info Ops contributions:

| STAGE (GOP 2005) | STAGE (COPD) | PROCESSES & PRODUCTS | INFO OPS PLANNING ACTIVITIES | INFO OPS PLANNING PRODUCTS |
|---------------------|---|---|--|----------------------------------|
| 1 – Initiation | 1 – Situation Awareness / Knowledge Development | <ul style="list-style-type: none"> • Develop a systems perspective • Determine information and knowledge requirements • Develop/maintain information and knowledge • Analyse systems and monitor changes • Establish/maintain situation awareness • Assess indications and warnings (I&W) <hr style="border-top: 1px dashed black;"/> <ul style="list-style-type: none"> ➤ RFIs ➤ Theatre reference information ➤ Key judgements ➤ Conditions, trends and tendencies ➤ Assessment of I&W | <ol style="list-style-type: none"> 1. Integrate the distributed Info Ops staff officer 2. Activate IOCB 3. Guide analysis of the information environment 4. Initiate RFIs 5. Contribute to the staff estimate process/JIPB 6. Focus and refine the Info Ops staff officer's understanding of the information environment | A. Info Ops Estimate |

| STAGE (GOP 2005) | STAGE (COPD) | PROCESSES & PRODUCTS | INFO OPS PLANNING ACTIVITIES | INFO OPS PLANNING PRODUCTS |
|---------------------|--|--|---|---|
| | 2 – Strategic Appreciation / Operational Assessment | <ul style="list-style-type: none"> • Initiate operational assessment • Develop strategic appreciation • Appreciate level and scope of engagement • Analyse end state and Strategic Objectives • Analyse, evaluate and compare strategic response options • Assess operational aspects • Provide operational advice <hr style="border-top: 1px dashed black;"/> <ul style="list-style-type: none"> • Operational Commander's advice | <p>7. Analyse mission-specific strategic and political guidance for information activities</p> <p>8. Develop a common understanding of the information environment</p> <p>9. Integrate Info Ops staff officer in the planning teams</p> | A. Info Ops Estimate |
| 2 – Orientation | 3 – Operational Orientation | <ul style="list-style-type: none"> • Initiate operational orientation • Appreciate the situation • Analyse the mission • Determine key factors | <p>10. Conduct focused mission analysis related to the information environment</p> <p>11. Integrate Info Ops staff</p> | <p>A. Info Ops Estimate</p> <p>B. Info Ops input to the Cdr's Planning Guidance</p> |

⁸ SACEUR will have authority to declare pre-authorized CRMs at the beginning of stage 2 of the strategic level planning.

| STAGE (GOP 2005) | STAGE (COPD) | PROCESSES & PRODUCTS | INFO OPS PLANNING ACTIVITIES | INFO OPS PLANNING PRODUCTS |
|---------------------|-----------------|---|---|----------------------------------|
| | | <ul style="list-style-type: none"> • Analyse COG and develop operational design • Develop requirements • Conduct risk assessment • Develop CCIR • Validate results from mission analysis • Issue Cdr's planning guidance <hr style="border-top: 1px dashed black;"/> <ul style="list-style-type: none"> ➤ Operational design ➤ Cdr's Planning Guidance ➤ CCIR ➤ Request for the implementation of CRM⁸ | <p>officer in the OLRT⁹</p> <p>12. Appreciate Information Objectives, Themes and Master Messages</p> <p>13. Contribute to the development of the operational design</p> <p>14. Review and adapt Information Objectives</p> <p>15. Contribute to the development of the Cdr's Planning Guidance</p> | |

⁹ Consider pre-deployment of Info Ops staff officer as enabling force or member of OLRT

| STAGE (GOP 2005) | STAGE (COPD) | PROCESSES & PRODUCTS | INFO OPS PLANNING ACTIVITIES | INFO OPS PLANNING PRODUCTS |
|-------------------------|--|---|---|---|
| 3 – Concept Development | 4 – Operational Concept Development | <ul style="list-style-type: none"> • Prepare operational concept development • Analyse opposing forces COAs • Develop own COAs • Analyse and select COA • Develop effects and MOE • Develop CONOPS • Develop force/capability requirements <hr style="border-top: 1px dashed black;"/> <ul style="list-style-type: none"> ➤ CONOPS ➤ Illustrative target sets ➤ ROE request ➤ Provisional CJSOR ➤ Provisional TCSOR | 16. Contribute to the development of effects (incl. MOE) 17. Contribute to the development of COAs 18. Contribute to the development of force/capability requirements 19. Contribute to the Cdr's decision brief 20. Contribute to CONOPS development | A. Info Ops Estimate C. Info Ops input to the illustrative target sets D. Info Ops input to the Cdr's decision brief E. Concept for implementing the Information Strategy F. Info Ops input to the Synchronisation Matrix G. Info Ops input to the ROE request H. Info Ops input to the CJSOR |
| 4 – Plan Development | 5 – Operational Plan Development Force Generation | <ul style="list-style-type: none"> • Develop and coordinate OPLAN • OPLAN/COP • Contribution to estimate for pre-deployment of enabling forces | 21. Develop Info Ops contributions to the OPLAN 22. Advise the development of capability annexes | I. Info Ops contributions to OPLAN main body J. Info Ops Annex O |
| | 6 – Operational Direction | | | |

| STAGE (GOP 2005) | STAGE (COPD) | PROCESSES & PRODUCTS | INFO OPS PLANNING ACTIVITIES | INFO OPS PLANNING PRODUCTS |
|---------------------|---|--|---|----------------------------------|
| 5 – Plan Review | 6 – Campaign Assessment / Plan Review | <ul style="list-style-type: none"> • Conduct campaign assessment • Review and update plans | 23. Contribute to campaign assessment 24. Update Info Ops parts of the OPLAN | A. Info Ops Estimate |
| | 7 – Transition | | | |

Detailed description of Info Ops planning activities:

1. Integrate the distributed Info Ops staff officer (see Chapter 7)
 - Review the HQ SOP
 - Establish business rules
 - Build the 'Info Ops team'
 - Acknowledge/confirm roles and responsibilities
 - Assign tasks
2. Activate IOCB (see Chapter 4 & 7)
 - Review HQ SOP and TOR
 - Adjust/refine standing IOCB agenda, if required
 - Issue warning order to all IOCB participants
3. Guide analysis of the information environment (see Chapter 2)
 - Establish liaison with the INTEL/KD/ PsyOps staff
 - Review analysis capabilities and identify support requirements
 - Review the list of guiding questions (App 2-A-1) and adapt/update, as required
4. Initiate RFIs
 - Identify information/knowledge gaps for developing the Info Ops Estimate
 - Identify possible sources (information providers)

- Coordinate RFIs concerning the information environment with IOCB participants
5. Contribute to the staff estimate process/JIPB
 - Integrate and coordinate analysis results and assessments concerning the information environment, and information on own and others' capabilities for conducting information activities with the INTEL/KD staff and IOCB participants
 6. Focus and refine the Info Ops staff officer's understanding of the information environment
 - Review INTEL/KD products and other materials (e.g., studies, reports)
 - Establish expert networks and reach-back organisation
 - Review capability/functional assessments
 - Refine/follow-on RFIs
 7. Analyse mission-specific strategic and political guidance for information activities
 - Review the NAC Initiating Directive, strategic-level direction and guidance, and the Alliance Information Strategy (or: Strategic Communication Plan)
 - Identify issues for clarification
 - Assess relevance and feasibility of HHQ provisions and propose possible feedback to be included in the Cdr's advice
 8. Develop a common understanding of the information environment
 - Analyse end state, Strategic Objectives and proposed strategic response options for possible implications concerning the information environment
 - Discuss issues related to the information environment with IOCB participants and inform the JOPG
 9. Integrate Info Ops staff officer in the planning teams
 - Review HQ SOP
 - Acknowledge/confirm roles and responsibilities
 - Assign tasks
 10. Conduct focused mission analysis related to the information environment
 - Identify main effort
 - Identify key assumptions and limitations
 - Contribute to the identification of COGs

- Contribute to the development of most likely and most dangerous COAs of opponents
 - Further refine the Info Ops Estimate
11. Integrate Info Ops staff officer in the Operational Liaison and Reconnaissance Team (OLRT)
- Review HQ SOP
 - Acknowledge/confirm roles and responsibilities
 - Assign tasks
 - Advise on and incorporate Info Ops requirements and assessments in the development of the operational picture
 - Advise on the functional composition of the OLRT or planning for pre-deployment of Info Ops staff officer as a part of enabling forces
 - In cooperation with the Cultural Advisor, advise on appropriate 'rules of behaviour' in support of the OLRT mission
12. Appreciate Information Objectives, Themes and Master Messages
- Review the Alliance Information Strategy (or: Strategic Communication Plan)
 - Identify requirements for adaptation of the Information Objectives
 - Develop initial messages to further detail/refine Master Messages (see Annex 3-B)
 - In case of missing strategic/political guidance: seek Cdr's guidance, and develop and coordinate Information Objectives, Themes and Master Messages for HHQ
13. Contribute to the development of the operational design
- Ensure that Info Ops is considered as integral part of all Lines of Operation (There is neither a separate 'Info Ops Line of Operation' nor an 'Info Ops Campaign'!)
 - Contribute to the development of Decisive Conditions (i.e., states in the *information* environment required for the achievement of an [*Information*] objective or a COG to retain its freedom of action or power)
 - Review the identified possible effects in support of Information Objectives and arrange them along Decisive Conditions for incorporation in Lines of Operation
14. Review and adapt Information Objectives (see Annex 3-A)

- Detail and specify Information Objectives, as required, to meet criteria of feasibility and translation into effects (without changing the substance of strategic and political guidance!)
 - Reconfirm adjusted Information Objectives with HHQ Info Ops / Strategic Communication
15. Contribute to the development of the Cdr's Planning Guidance
- Propose (adapted and confirmed) Information Objectives
 - Propose input to the Commander's intent statement to emphasise the importance of the information factor throughout the campaign
 - Propose input to guidance for COA development to ensure that the information factor is considered within every option
16. Contribute to the development of effects (incl. MOE)
- Analyse all objectives (Cdr's objectives and Information Objectives) and Decisive Conditions
 - Identify and formulate desired effects in the information environment, and identify possible undesirable consequential effects
 - Develop MOE for each effect
 - Coordinate effects and MOE with IOCB participants and submit through Engagement Working Group (EWG) for incorporation in the Commander Approved Effects List (CAEL) finally to JOPG for incorporation in the coherent set of effects
 - Identify budgetary and financial implications of MOE and consider external support (e.g. other organisations or contractors)
 - Further refine initial messages
 - Coordinate messages with IOCB participants
17. Contribute to the development of COAs
- Advise on actions/activities for creating effects in the information environment, coordinated with IOCB participants
 - Advise on the information impact of actions proposed by functional/capability experts and the planning team (advantages and disadvantages concerning the achievement of Information Objectives)
 - Map Information Objectives and Cdr's objectives with proposed desired effects to ensure that the effects in the information environment support objectives' achievement (i.e. initiate the Info Ops Matrix)

- Provide the Info Ops view (own, neutral, adversary) to war gaming (see Annex 3-C)
18. Contribute to the development of force/capability requirements
- Refine Info Ops Estimate
 - Identify available own capabilities for conducting information activities
 - Assess the current state of readiness of capabilities (incl. involvement in current operations)
 - Analyse principle limitations of capabilities (incl. ROE and national caveats)
 - Coordinate assessments with IOCB participants and submit to JOPG
19. Contribute to the COM's decision brief
- Identify Aspects of Key factor Information
 - Advise on undesired effects and possible mitigation
20. Contribute to CONOPS development
- Contribute to development of Courses of Action
 - Contribute to war-gaming
 - Contribute to phasing with identifying pre-deployment requirements
21. Develop Info Ops contributions to the OPLAN
- Develop Info Ops part of the main body
 - Contribute to define the COM's intent
 - Contribute to branch-plan
 - Provide Annex O
 - Provide input to Strategic Communication Annex
22. Advise on the development of capability annexes
- Identify troops to task
 - Identify information related capabilities
 - Identify size of contribution and restrictions
 - Identify equipment
 - Identify funding/budget
 - Identify time of deployment and reach back

- Contribute to Info Ops affiliated capability Annexes (PsyOps/PAO/Force protection, CIMIC, etc...)

23. Contribute to Campaign Assessment (see Chapter 5)

3.3 Detailed description of Info Ops planning products

The list below provides an overview of Info Ops-related formats, templates and examples. They will be included on the SHAPE SME Info Ops Wise Page.

- A. Info Ops Estimate
- B. Info Ops input to the COM's Planning Guidance
- C. Info Ops input to the illustrative target sets
- D. Info Ops input to the COM's decision brief
- E. Concept for implementing the Information Strategy
- F. Info Ops input to the campaign synchronization matrix
- G. Info Ops input to the ROE request
- H. Info Ops input to the CJSOR
- I. Info Ops contribution to OPLAN main body
- J. Info Ops Annex O with Appendixes
- K. Tactical Directive on own Forces behaviour

| Activity/Time | | | | | | | |
|-------------------------|--|--|--|--|--|--|--|
| Political Events | | | | | | | |
| Oposing Actions | | | | | | | |
| Indications & Warnings | | | | | | | |
| Host Nation(s) Actions | | | | | | | |
| Operational Phase | | | | | | | |
| Mission Essential Tasks | | | | | | | |
| Target Priorities | | | | | | | |
| MCC | | | | | | | |
| ACC | | | | | | | |
| LCC | | | | | | | |
| SOTF | | | | | | | |
| Reserves | | | | | | | |
| PSYOPS | | | | | | | |
| CIMIC | | | | | | | |
| Service and Support | | | | | | | |
| Cdr's Decision Points | | | | | | | |
| CEIR/PIR/EEFI | | | | | | | |
| Risks | | | | | | | |
| ROE Requests | | | | | | | |
| Notes | | | | | | | |

Figure 4: Synchronisation Matrix (GOP 2005)

4 Info Ops contribution to execution

4.1 Scope

This chapter¹⁰ highlights the Execution Phase for Information Operations (Info Ops) practitioners¹¹, i.e. to describe “how to conduct Information Operations” once the OPLAN has been approved.

In other words, how to coordinate military information activities, how to control the execution, how to assess the effectiveness of activities that have been carried-out, and how to report through the chain of command.

Figure 5 is a schematic representation of the operational decision cycle, which includes the Execution Phase.

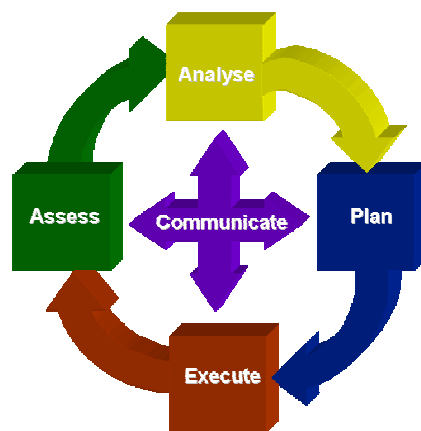


Figure 5. Operational Decision Cycle

In this chapter, the following aspects of the Execution Phase will be described in detail:

- a. Coordination, through the Information Operations Coordination Board (IOCB);

¹⁰ To facilitate the understanding of “who is doing what”, the new peacetime establishment (PE) is the basis for this chapter.

¹¹ The concept of “train as you fight - fight as you train” must not be forgotten when conducting military information activities, and the need to utilize the same products both in garrison and operational environments is essential to organizational efficiency and effectiveness. Unforeseen circumstances may necessitate deviating from doctrine and/or TTP’s; however, the Info Ops practitioner is discouraged from routinely doing so, to ensure uniformity and facilitate understanding at all levels (strategic, operational, and tactical).

- b. Contribution to the Campaign Synchronization (mainly through the JOC Crisis Action Teams – for the short-term – and Joint Coordination Board Working Group – JCBWG – for the mid-term);
- c. Contribution to the targeting process (mainly through the Joint Targeting Coordination Board - JTCB) and to the TST process;
- d. Integration of the Commander's guidance and activities (mainly through the Information Strategy Meeting - ISM);
- e. Support Key Leader Engagement (KLE);
- f. Assessment of military information activities, primarily through the Military Information Campaign Assessment Working Group (MICAWG);
- g. Contribution to the Operational and Campaign Assessments.
- h. Contribution to the Situational Awareness (mainly through the Situational Awareness Brief).

4.2 Actors

In the execution of military information activities, the key-actors at joint level and below are as follows:

- a. Operational Commander/Commander-in-Chief/CINC: Decision-maker.
- b. JEMB Chief (Double-hatted as StratCom Advisor. Also IOCB Chairman): Responsible for all military information activities.
- c. Chief Public Affairs: responsible to the commander for media, internal and community relations; spokesperson for the commander.
- d. JOPG Leader: Responsible for the integration of military information activities in the long-term synchronization.
- e. JCBWG Leader: Responsible for the integration of military information activities in the mid-term synchronization.
- f. JOC Chief/Director: Responsible for the integration of military information activities in the short-term synchronization.
- g. All members of the Special Staff (especially the POLAD, LEGAD, MEDAD, CIMIC Advisor) and all Senior SMEs and/or Leaders of Working Groups/Boards, as well as Flag Officers and National Senior Representatives have the responsibility to bring their respective concerns to the table, so that the coordination is as comprehensive and effective as possible. This demands that these Staff elements are fully involved, from the beginning, in such Working Groups/Boards.
- h. Last, but not least, all Info Ops SMEs in the Deployable Joint Staff Element (DJSE) and Main Element (JPB, JEMB, JSEB and JAB), in the Main Subordinate Units (Component Commands, Task Forces, etc.) and their attached Subordinate Units.

The NATO HQ International Military Staff (IMS) Info Ops SME and the SHAPE Info Ops SME are responsible for “translating” the decisions made by the NAC/SACEUR in terms

of “military information activities” and for integrating the operational-level military information concerns in the SHAPE StratCom Working Group.

4.3 Endorsing the Plan

As a significant contributor to the overall execution of the OPLAN the Info Ops practitioner must understand the commander’s intent and objectives, to be successful in assessing the situation and providing the necessary products that will support the commander. To meet this requirement, the best solution is close involvement in the planning process. That’s why the Info Ops SMEs JEMB, JAB and JSEB (Main)¹² have to actively support the JPB Info Ops SME (Main), and participate in cross-functional/brainstorming sessions that will serve as “think tanks” for plan development.

4.4 Information Operations Coordination Board (IOCB)

4.4.1 Aim

To ensure NRF/CJTF awareness of the information environment is coherent and synchronized, and military information activities are planned and coordinated in accordance with the Commander’s guidance.

4.4.2 Objectives

To generate and/or coordinate the following activities:

- a. Assessment of Adversary’s Information Campaign;
- b. Info Ops Assessment of Military Information Campaign;
- c. Inputs to Information Strategy Meeting (ISM);
- d. Info Ops inputs to JCBWG/JCB;
- e. Info Ops inputs to Joint Coordination Order (JCO) and Annex;
- f. Info Ops related FRAGOs, and contribution to other FRAGOs; and
- g. Info Ops contribution to JTCB.

4.4.3 Membership

Note, membership of the IOCB is described in accordance with the new PE. The Joint Effects Management Branch (JEMB) Chief chairs the IOCB. In addition, he is double-hatted as the StratCom Advisor and is also chairman of the ISM. Note: the JEMB Chief is the coordinator of all military information activities at the operational level.

The composition of the IOCB is depicted in Figure 6. Representation from JHQ Main includes all JEMB sections (Info Ops, PsyOps, and CIMIC), JSEB, JPB, JAB, OPOLAD,

¹² JCC Info Ops SME (DJSE) input is also required, when deployed

PAO, LEGAD, EW, CULAD, Knowledge Development (KD), Targeting, FP, Resources Directorate (CIS, LOG, FIN, ENG), and Component Command LNOs. Through VTC, attendees from JHQ FE (TEC and JCC) and Component Command Info Ops Chiefs also participate. Make-up of the IOCB is flexible, but its effectiveness is directly proportional to the level of engagement of the SMEs who are involved in military information activities (influence, counter-command, and information protection), from JHQ Main, JHQ FE and CCs. At the CC level it might be beneficial to have additional expertise, such as civilian contractors, and NCAGS Rep.

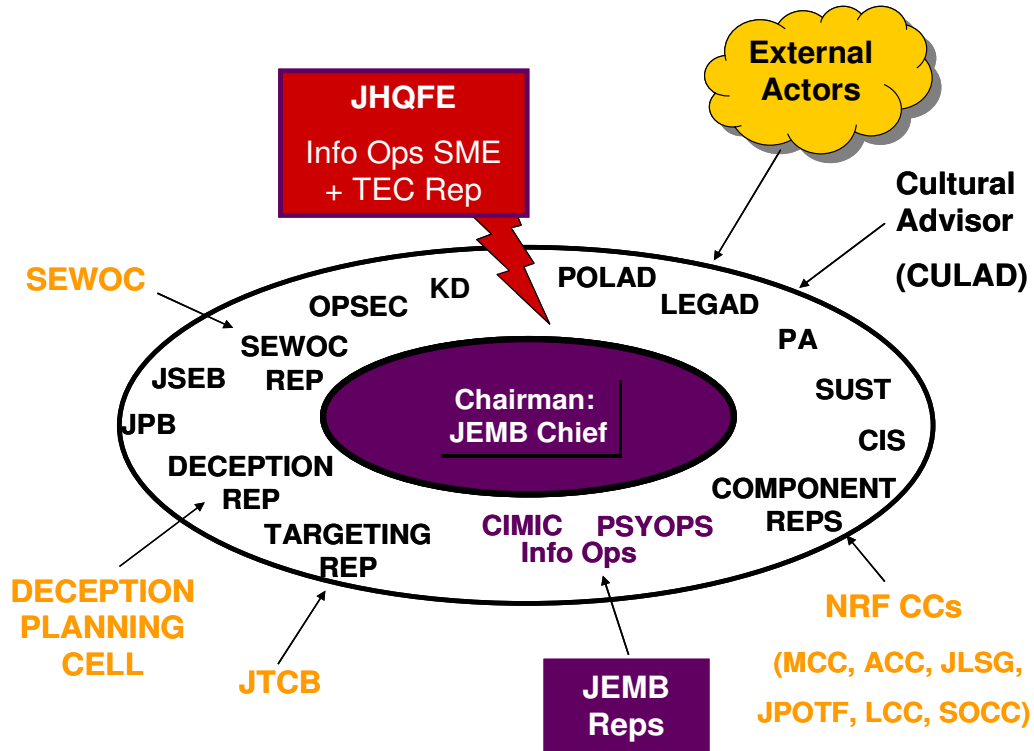


Figure 6. Composition of the IOCB

4.4.4 Function

The IOCB¹³ is the primary mechanism for coordinating all military information activities, to facilitate the accomplishment of operational mission objectives. In time-sensitive situations, coordination of information activities can be done through smaller and less formal ways such as e-mail, phone, JCHAT, etc.

The IOCB Chairman provides the necessary leadership to assess, progress and/or initiate information activities related to the operation under discussion. IOCB members should voluntarily provide inputs regarding their field of expertise, and highlight any impact these activities may have on the information environment.

¹³ Reference AJP-3.10 and ACO Directive (AD) 80-70 Part I

Example:

a. *CIMIC Team carries-out a Quick Impact Project (QIP).*

Report to IOCB what impression the local population has regarding this project?

b. *PsyOps Task Force distributes media fliers describing the role of NATO forces in country.*

Report to IOCB how the local leaders and population react when NATO forces enter the village.

The resulting “effects” of these activities are discussed during the IOCB, and the IOCB Chairman should be able to refine, adjust or take new initiatives with respect to the information environment.

At minimum, the following products can be expected as inputs to the IOCB:

- Activities planned by the board members
- Contribution to arising tasks
- Target nominations
- Assessments from the board members of the information campaign from their respective specialties
- Relevant tactics or topics, that may affect current and future information activities
- Adversary information campaign objective (figure 8)

The following products/information can be expected as outputs from the IOCB:

- Guidance from the IOCB Chairman / Strategic Communication Advisor
- Overall assessment of current information campaign activities, including influence and counter-command activities, and activities to protect the Alliance freedom of manoeuvre in the information environment
- Proposals for information activities that can enhance or improve current operational plans / Update on current campaign plans
- Better understanding of other staff/component activities as to how they relate to the information campaign
- Target recommendations for the JTCB
- Key Leader Engagement (KLE) recommendations for the Information Strategy Meeting (ISM)
- Coordination and liaison requirements with IO / NGO / PVO¹⁴ / Host Nation institutions through respective channels
- Contribution to the Synchronization Matrix

¹⁴ Private Voluntary Organisation

The following Agenda slide, Figure 7, as well as the Cross Functional / Component Commands slide, Figure 9, is an example of what can be done to raise Situational Awareness and share specific needs for coordination.

IOCB AGENDA

- 1. Direction and Guidance/ Tasks (5 min)**
- 2. Cross Functional Staff reports (2 min each)**
- 3. Component reports (2 min each)**
- 4. Long-term planning update (2 min)**
- 5. Mid-term update (2 min)**
- 6. J2 Threat Update (5 min)**
- 7. Current Ops update (2 min)**
- 8. Assessment of Military Info Campaign (3 min)**
- 9. Target nominations (5 min)**
- 10. Tasks Update (3 min)**
- 11. Review of Tasks (5 min)**

All cells are requested to brief their respective slide focusing on coordination issues and coordination of future activities

Figure 7. IOCB Agenda Slide from EX STEADFAST JOINER 08

J2 Assessment G+55

| ADVERSARY INFO CAMPAIGN OBJECTIVE | | G+55 | Trend |
|-----------------------------------|--|------|-------|
| 1 | De-legitimize and discredit the NIMFOR mission and DJTF force presence | Y | ↗ |
| 2 | Deny NIMFOR cooperation from local populace | A | ↗ |
| 3 | Sustain the will to fight among KAMON forces | Y | ↘ |
| 4 | Sustain STE forces' resolve against Western intruders | G | → |
| 5 | Deny STE/KAM/ELK Essential Elements of Friendly Information (EEFI) from NIMFOR IOT achieve maintain information superiority. | Y | ↘ |
| 6 | Influence TYT population in GONDOR & TP to support EL-KAIM operations and objectives. | A | → |
| 7 | De-legitimize and discredit TYT Govt and authority in disputed areas. | Y | ↗ |
| 8 | Influence NATO troop-contributing nations to diminish or delay deployment of CJTF forces to TYT. | R | → |

Figure 8. Adversary Info Ops Assessment from EX STEADFAST JOINER 08

This slide, Figure 8, is an assessment in order:

- a. To describe what is assessed as the adversary information campaign
- b. To assess the effectiveness of this campaign.

Note 1. In a holistic approach, all activities must be taken into account, including those carried-out by adversary (RED), neutral (GREEN), and friendly (BLUE) forces.

Note 2. The IOCB Chairman may ask the IOCB INTEL/KD Rep to request assets from the Daily Assets Reconnaissance Board (DARB) so that IOCB concerns and requirements are taken into consideration and met.

| PAO G + 52 | |
|---|--|
| <p><u>Current Ops</u></p> <ul style="list-style-type: none"> • Daily news conference at HQ UNMIKT • Establishing Media Response Lines (MRLs) to prepare for anticipated media queries. • Drafting News Releases to highlight progress being made and to communicate significant events. | <p><u>Future Ops (72 – 120 HRS)</u></p> <ul style="list-style-type: none"> • Continuous monitoring of media • Developing MRLs as appropriate • Exploit media opportunities • Developing PA plans to support the planned operational missions |
| <p><u>Assessment</u></p> <ul style="list-style-type: none"> • NATO master messages have been implemented and reflected up the international media • International and local media (TYTAN and LAKUTA) coverage • Local (KAMON, STELLARIA and PETRACEROS) media's climate regarding NATO operations | <p><u>Co-ordination</u></p> <ul style="list-style-type: none"> • Continue coordination of activities in support of MIC objectives • Continue coordination with DJTF PAO and CCs • Qs & As for COM in response to negative media reports • Letter from COM to CCs to ensure re-briefing of troops with reference to acceptable behaviour |

Figure 9. Cross-Functional Slide from an IOCB during EX ST JOINER 08

4.5 Info Ops meetings

Especially for Info Ops officers distributed throughout all branches following the new PE structures, it is necessary to convene Info Ops functional meetings at least once a week. These meetings should be chaired by the Chief Info Ops and should aim to achieve a common understanding of the information environment with respect to the different missions. Following that, it should be assured that the Info Ops officers throughout the headquarters are sharing the same knowledge and experiences and are thus able to provide coherent advice and coordination.

4.6 Info Ops VTC

Experience has shown, that it is of benefit to conduct a cross military level Info Ops VTC at least once a month. This VTC should be organised by the Info Ops staff officer of the operational level headquarters and should include Info Ops staff officer from HQ NATO,

SHAPE, the attached mission headquarters, component commands and, if deemed useful, NATO High Readiness Corps and NATO School. The aim of this VTC should be to share situational awareness, to coordinate necessary activities and mutual support and to develop an Info Ops cross level network. If deemed necessary or useful, other staff members (e.g. Intel, PsyOps, PA, EW, CIMIC, POLAD etc.) could be included to share the views with them and discuss specific issues receiving their advice or expertise.

4.7 Military Information Campaign

In order to achieve the information objectives, Military Information Campaigns (MIC) will be conducted, coordinating all kinds of military information activities including Presence, Posture and Profile (PPP), reporting and assessment. The MIC must be developed and coordinated throughout all military levels. There is a need to ensure that military information activities are proactive so that whenever a major foreseeable incident occurs, there will be coordinated military information activities immediately available to mitigate negative consequences or exploit positive opportunities. Following Info Ops policy and doctrine, these plans have to consist of information activities, focussed and synchronised to:

- Influence key decision makers and approved audiences,
- Protect NATO freedom of manoeuvre in the information environment, including aspects of operation security, information security and counter-propaganda,
- Counter command activities of every adversary to NATO operations, if appropriate.

Audiences and population of those countries connected to the joint operations area have to be identified and respective NAC approval has to be requested, if not existing. As part of the MIC, requests for Rules of Engagement (RoE Req) for information activities have to be identified and approved by the SACEUR/NAC in order to receive the additional authorisation, if required. Appropriate manning and funding will be a prerequisite for the successful conduct of the MIC, as well as the determination of effects to be supported by the MIC and respective measurement of effectiveness. The latter might require support by other organizations or contractors.

4.8 Military Information Campaign Assessment Working Group (MICAWG)

The assessment of military information activities is identified in AJP-3.10 paragraph 0213 without any particular guidance on how to manage the process, even though this process is of critical importance, especially with regards to the Targeting concerns (Battle Damage Assessment – BDA, and Combat Assessment – CA that are described in ACO Directive 80-70) and to the overall Operational and Combat Assessment processes that are led by the Joint Assessment Branch (Main) based on the OPLAN Annex MM (also refer to ACO Directive (AD) 80-70 Part I, chapter 2, section II).

4.8.1 Aim

To synchronise the assessment of information activities based on a perception of current operations.

4.8.2 Objective

There are two main objectives:

- a. To assess military information activities versus desired effects, and how current operations are impacting the information environment
- b. How do passed events impact the information environment and is there a “so what” to be developed from this assessment.

4.8.3 Membership

MICAWG composition is similar to the IOCB.

4.8.4 Function

The MICAWG can be described as an IOCB-supporting working group. It must be underscored that the assessment conducted by the MICAWG fundamentally differs from the assessment conducted by the Joint Assessment Board (JAB); the JAB utilizes parametric criteria to generate their campaign assessment, while the MICAWG generates an assessment based on a perception of current operations. The daily Situational Awareness Brief (SAB) incorporates the results of the MICAWG into the Info Ops - SAB Slide.

| Military Information Campaign (G+55) | | |
|---|---------------|--|
| SITUATION | | CURRENT |
| MIC Current Effort | Status | <ul style="list-style-type: none"> Land Military Commission KLE: KAMON President |
| NIMFOR legitimacy | G | |
| Avoid emergence of New Front in GONDER | A | FUTURE |
| Contain ethnic-cleansing (ELKAIM-FIKA) | A ↓ | <ul style="list-style-type: none"> NSTR |
| Ensure CFA compliance | G | MAJOR POINTS |
| Deter external actors from intervention | G ↓ | <ul style="list-style-type: none"> Growing instability in TYTAN |
| Ensure appropriate PPP | G | |

Figure 10. Example of SAB Slide

4.9 Joint Coordination Board Working Group (JCBWG)

The JCBWG is described in ACO Directive (AD) 80-70 Part I, chapter 2, section III.

Military information activities are only a part of the activities that need coordination and synchronization at joint level; the IOCB Representative in the JCBWG has a critical role to play, in order to ensure that IOCB outputs are taken into consideration in the mid-term planning horizon.

4.9.1 Aim

To generate plans, orders and briefings for submission to/and approval by the JCB, which provides the necessary leadership and synchronization of component commands to fulfil operational mission objectives.

4.9.2 Objectives

The JCBWG has the following responsibilities:

- a. Provide a secretarial function for JCB;

- b. Provide short and mid-term planning, coordination and synchronization;
- c. Coordinate outputs of the Joint Assessment Branch (JAB);
- d. Generate JCOs; and
- e. Draft FRAGOs.

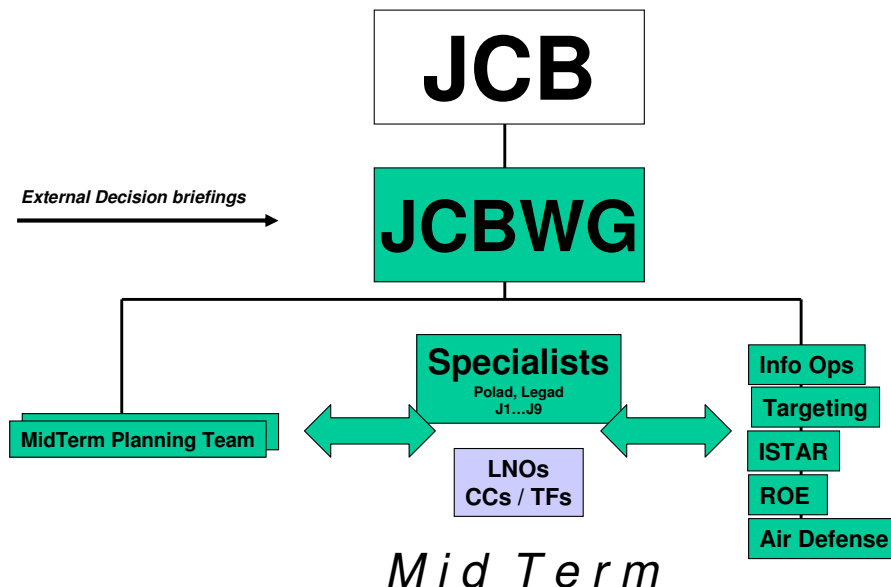


Figure 11. Joint Coordination Board Structure

4.9.3 Membership

Within the JCBWG, the following sub-groups are represented to provide collaborative inputs based on their specializations:

- Information Operation Coordination Board (IOCB) – Provides input outlining kinetic and non-kinetic effects on the information campaign and its relation to the campaign plan.
- Daily Assets Reconnaissance Board (DARB) – Details current status and availability of Intelligence, Surveillance and Reconnaissance (ISR) assets and how it can best support the plan.
- Joint Defended Assets Working Group (JDAWG) – Outlines status of high value friendly assets and requirements for security and protection.
- Joint Targeting Working Group (JTWG) – Provides a comprehensive view on current targeting priorities and proposed targets.
- Joint Operational Planning Group (JOPG) – Provides a snapshot of future and long-term planning issues to indicate the direction of the campaign.

The JCBWG has representation from all staff elements, including Knowledge Management, Operations, and Resources and the Special Staff of the commander. This ensures all aspects of the operational/campaign plan are understood and all activities are synchronised to effectively implement the plan. The various sub-groups also send their own representatives to the working group.

4.9.4 Function

As a member of the JCBWG, the Info Ops staff officer should provide inputs on the following topics:

- Status of Military Information Campaign
- Propose information activities that can enhance or improve current operational plans
- Highlight intended KLE
- Advise on possible desired / undesired effects of military actions in the information environment and for the latter, draft risk analysis, mitigation plans and to-do-lists for information activities in the event that undesired effects are appearing.

From the JCBWG, the Info Ops staff officer can expect the following outputs for use:

- Updated commander's guidance
- Consolidated staff directives
- Cross-functional staff synchronisation and de-confliction of current plans and activities.

4.10 Joint Targeting Coordination Board (JTCB)

The JTCB is described in Directive (AD) 80-70 Part I, chapter 2, section V.

Many military information activities are – directly or indirectly – targeting geographic areas, objects, capabilities, persons, or organizations. That's why there must be a constant cooperation with Targeteers, before, during and after the formal JTCB meetings.

4.10.1 Aim

To synchronize and manage both kinetic and non-kinetic joint targeting efforts during an operation or exercise.

4.10.2 Objectives

The JTCB has the following responsibilities:

- a. Obtain from SHAPE, the integrated database (IDB) containing a list of potential targets within the JOA;
- b. Select candidate targets from the list that may contribute to mission accomplishment, using direction and guidance contained in the SHAPE and JFC OPLANs, and subordinate HQ SUPLANs;
- c. Mark those targets that are Restricted and Prohibited, in accordance with guidance from Higher HQ;
- d. Make the Joint Targeting List (JTL) available through the Integrated Command and Control – Joint Targeting System (ICC-JTS);
- e. For each phase of the operation obtain the Target Nomination Lists (TNL) from the subordinate commands or other nominating agencies;
- f. Compile the nominations on ICC, scrutinized by LEGAD and prioritised into a JPTL;
- g. Forward the Draft JPTL to the JCB, for consideration by the COM;
- h. Produce and maintain a Draft Time Sensitive Targeting TST;
- i. Forward recommendations for additional target sets to the JCB requiring NAC approval;
- j. Provide consolidated battle damage assessment (BDA) for the JCB;
- k. Seek JFC/JCB guidance on unsolved targeting conflicts;
- l. Participate in IOCB.

4.10.3 Membership

The Targeting and Operations Specialist Section (TOSS) Chief chairs the JTCB. The TOSS is attributed to the Joint Synchronization and Execution Branch (JSEB). Within the JTCB, the following sub-groups are represented: IOCB, DARB, LEGAD, POLAD, Joint Intelligence Cell, CC LNOs, Target Support Cell (TSC) Chief

4.10.4 Function

As a member of the JTCB, the Info Ops SME is an integral participant in the targeting process. CC representatives, in-conjunction with the IOCB, nominate targets for inclusion in the Draft JPTL via the CC TNL. The IOCB will de-conflict and harmonise the theatre Info Ops plan before nomination to the JTCB.

4.10.5 Actions

As the IOCB Rep in the Targeting process, the Info Ops SME has to:

- a. Participate in the identification of possible targets, through active coordination with the KD experts,

- b. Propose those targets to the IOCB Members
- c. Take into consideration the targets that are proposed by the other IOCB Members
- d. Develop Target Folders for the pre-selected targets, through active cooperation with the Target Support Cell
- e. Develop and brief Target Nomination Files/Slides for presentation to the IOCB Members
- f. Brief the IOCB Members about possible conflicts generated by nominations external to the IOCB and desired effects in the information environment
- g. Bring the IOCB-pre-nominated targets to the JTCB for elevation to the draft JPTL
- h. Brief the JTCB about the possible conflicts generated by nomination from various agencies WRT the Campaign's desired effects, and about the solutions (for mitigation) and/or recommendations provided by the IOCB.
- i. Back-brief the IOCB Members about the elevation of the pre-nominated targets to the draft JPTL and about the way IOCB solutions/recommendations have been received
- j. Inform the IOCB Members about the servicing of IOCB-pre-nominated targets and related Battle Damage Assessment (in case of kinetic servicing). Advise on possible undesired effects as a consequence of kinetic servicing.
- k. Inform the JTCB Members about the servicing of IOCB-pre-nominated targets and related "effects-on-target" (in case of non-kinetic servicing)
- l. Propose updates to the IOCB-pre-nominated targets (in particular for changes of priority, servicing agency and desired effect)
- m. Keep track of serviced targets and related achieved effects.

Subsequently, the JTCB with particular emphasis on the IOCB Rep will ensure a synergy is achieved between lethal and non-lethal targeting, for inclusion in the Draft JPTL, to achieve the desired effects within the information environment.

The IOCB Rep will also represent all IOCB Members in the JTCB.

4.11 Time Sensitive Targeting (TST)

The TST process is described in ACO Directive (AD) 80-70 Part II, chapter 1, sections I and V.

With Dynamic Targeting (same reference, section IV), the TST requires a particular involvement of IOCB Members, since the servicing of targets "who pose (or will soon pose) a danger to friendly operations or are highly lucrative, fleeting targets of opportunity" definitely impacts – directly or indirectly - the information environment.

That's why the IOCB Chairman must be represented in the JTST Cell and the JHQ Forward Element Group that deals with TST, in order to analyse the situation and provide sound recommendations for the Decision-Maker (TEA: Target Engagement

Authority) through the TCE (TST Coordination Element) in full consultation with the other Experts (principally with POLAD, PA, LEGAD and PsyOps).

4.12 Information Strategy Meeting (ISM)

Although the ISM is not formalized anywhere (such as AJP-3.10), it has been proven – in exercises and real operations – to be a useful forum to increase the Joint Commander’s situational awareness and for the staff to receive direct guidance from the Joint Commander concerning military information activities/campaign.

4.12.1 Aim

To ensure a common understanding of information activities at the highest level of the operational chain of command and to further coordinate all information activities with respect to mission accomplishment.

4.12.2 Objectives

The ISM has the following objectives:

- a. Provide the Commander with an updated assessment of both the adversary’s and own military information campaign, while referring to both SACEUR’s Strategic Communication Guidance and JFC Commander’s plans;
- b. Propose the main and supporting efforts for information activities; and
- c. Receive Commander’s guidance and direction on the military information campaign.

4.12.3 Membership

The following officers are required at the ISM:

- COM
- StratCom Advisor (JEMB Chief)
- POLAD
- PA
- LEGAD
- JCC Info Ops SME
- PsyOps
- Other Advisors and SMEs, such as MEDAD, CIMIC, KD, etc.

Membership for the ISM should be limited to key decision makers for the information campaign. The necessity of the ISM is predicated on the commander’s awareness of the information campaign and how it is affecting (good or bad) the overall operations in the

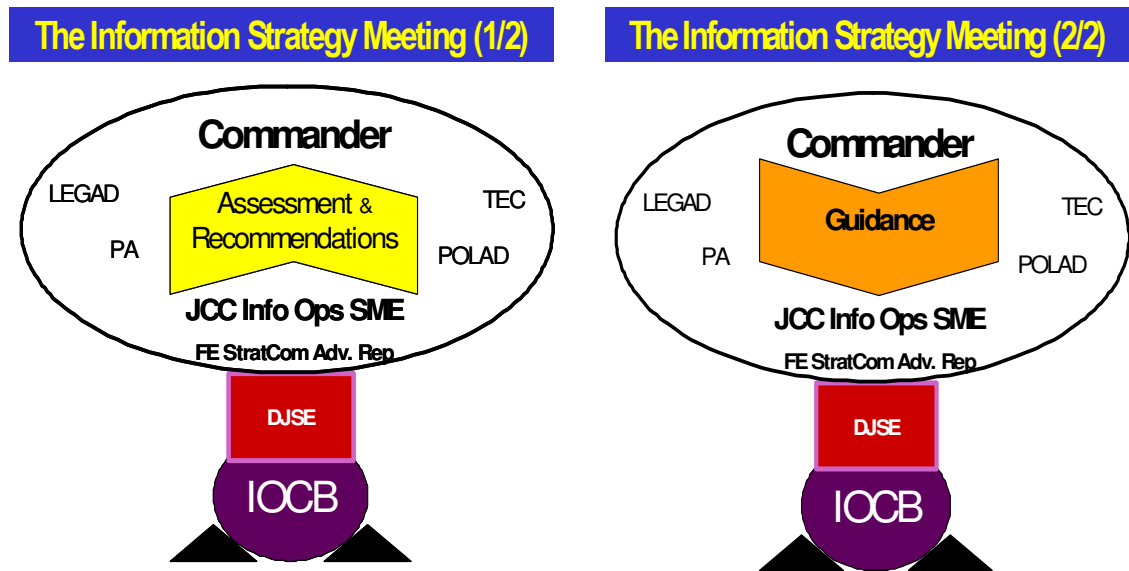


Figure 13. A way to support the ISM when the Commander is forward (DJSE)

4.13 Key Leader Engagement (KLE)

Key Leaders Engagement¹⁶ activities include:

- a. Bilateral talks (BILAT) of senior leaders with military and civilian counterparts at their level of influence;
- b. Speeches held at various occasions in the presence of the media and/or key decision makers;
- c. Featured interviews to selected media with wide influence; and
- d. Conferences arranged to discuss specific items of interest with influential characters.

As such, commanders and leaders at all levels are encouraged to conduct “engagements” with decision makers at their respective levels (strategic, operational, tactical) and create an influence that will be beneficial for the NATO goals and objectives

4.13.1 Planning of KLE

At minimum, the Info Ops staff officer should understand the various leadership capacities and extent of influence of decision makers. The Knowledge Development section will be critical in developing a comprehensive analysis of this decision-making

¹⁶ See Chapter 1 for definition of KLE

matrix and its links to possible courses of action by the adversary. The Info Ops practitioner will use this matrix as a basis for developing Annex O in the OPLAN as well as creating the KLE Matrix (KLEM) that will map a summary of engagements to be conducted.

4.13.2 Analysis tool

The analysis of the Key Stakeholders in the AOR (to be placed in the tool dependent on the level of their assessed influence in the AOR and NATO’s level of interest to engage with this stakeholder) is an iterative tool to keep an updated overview of the most important players and targets; to specify the priority of the different stakeholders the following tool can be used by the KLE planner:

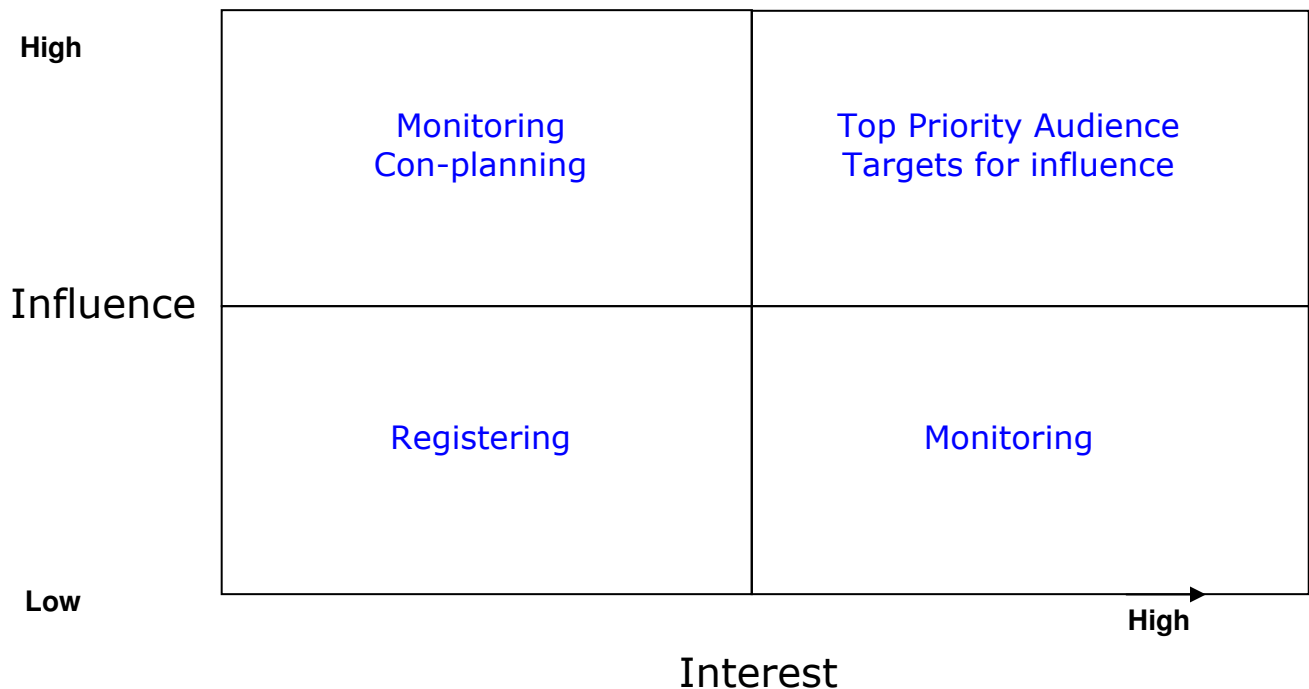


Figure 14 – Key Stakeholder Analysis Tool

The outcome of the analysis above indicates current priority of the stakeholder at any given time and indicates what monitoring means those have to be used:

- a. High Interest – High Influence in the AOR => top priority audiences/targets for influence
- b. High Influence – Low Interest => must be monitored and assessed. Contingency planning for influence
- c. High Interest – Low Influence => monitored
- d. Low Interest – Low Influence => registration and tracking must be conducted

4.13.3 Key Leader Engagement Matrix (KLEM)

The matrix is a visual representation of upcoming KLEs at the respective level of command. See Figure 15. At a minimum, the matrix should include who should conduct the engagement and the level of engagement, and how this engagement should be conducted (face to face, via telephone, VTC, etc.). It is also recommended that the engagement activities planned/conducted by other levels of command be included in order to provide a comprehensive view of the Key Leader Engagement activities at all levels.

ENGAGEMENT (KLE) → TEC

| Who \ D+ | 54 Mon | 55 Tue | 56 Wed | 57 Thu | 58 Wed |
|-----------------------------|--------------------------|-----------------------------------|--------------------|------------------------------------|-------------------|
| Higher | | SEGEN statement? | | | |
| NATO Sen Rep. COM NIMFOR | UNSRSG TYT PM | KAM Psdt UNSRSG | AU Rep POC Amb. | EU Rep | TYT Psdt |
| NIMFOR Cd Group | TYT Min. of Transport | TYT/STE Kaminist Gt Priest? | STE MoD & Mol | US Amb.? Minister of Health | Minister of Labor |
| ACC | STE AF | TYT AF | | ACC1 | |
| LCC | KAM & TYT Div | LMC1 | | | |
| MCC | STE CNO | | MCC1 | | |
| SOCC | BLA | BLA | BLA | BLA | BLA |
| JLSG | ? STE Embassy | Trade-union OSMAN harb. | | | |

recommended invitation Yes! COM MFOR Agreed by counterpart Coordinated → go!

Figure 15. Key Leader Engagement Matrix from EX STEADFAST JOINER 08

4.13.4 Influence Briefing Package (IBP)

The IBP is a summary of all the necessary information that the commander will require to achieve the desired influence over the key decision maker. The IBP is developed by the Info Ops staff officer and provides three (3) essential elements: messages for influence; assessment considerations; and background information on the key decision maker. All three elements combine to give the commander the essential elements of how the “influencing” activities are tied to the ongoing operations and the desired effects.

Example for KLE Briefing Package see Annex 4 A

4.13.5 Debriefing

A debriefing has to follow every KLE. In the ideal world, the NATO Key-Leader, or his/her “note-taker” (most likely the POLAD or Military Assistant), will personally share the information. A downgraded mode is the sharing of written minutes.

Because of the sensitivity of some pieces of information, and because of the personal tone that is often used in such meetings, the dissemination of the information should be considered on a “need to know” basis.

The “note-taker” should mainly get his/her inspiration in the “Influence Briefing Package” (IBP) that is used for the KLE preparatory session. However, he/she is free to bring back any piece of information that is deemed useful.

At the operational level, the StratCom Advisor or the Chief Info Ops are the best suited to attend the debriefing and/or read the minutes, from which he/she will extract the feedback that can be shared within the Staff.

A debrief should include inter alia the following items:

- Experiences in behaviour / cultural background with the KLE subject
- Preferences in talking points of the KLE subject
- Outcome of the KLE or promises given by the KLE subject
- Promises given by own representative at KLE or denials to requests of the KLE subject
- Personnel background on the KLE subject necessary to know for following KLE
- Organization of the meeting, ornamentation of the office, behaviour of the back-sitters, etc

All this information (the list is not exclusive and should be added case by case) must be stored and correlated with other information (e.g. from Intel regarding HUMINT or SIGINT / EW information on behaviour of the KLE subject after the KLE) in order to be included / exploited in the following IBP in case of continuing KLE with this KLE subject. This will help to avoid doing the same mistakes (e.g. in behaviour), to keep promises given by predecessors, to be aware of former conversation content (statements and denials etc.), and thus to have a continued, unbroken KLE process after change of own personnel.

Respective databases must be created and continuously filled with information from all staff divisions useful to support successful KLE.

Feedback of KLE with political Very Important Persons (VIP) has to be provided to Intelligence Fusion Centre (IFC) via SHAPE Intel answering the questions provided at SHAPE Wise page.

4.13.6 Fragmentary Order (FRAGO)

A FRAGO is generated when it is necessary to augment the Joint Coordination Order (JCO) for a specific tasking. An example of a FRAGO is provided in Annex 4 B.

4.14 Contribution to Assessment

There are, at least, two ways to conduct assessments at the operational level:

- a. The IOCB-led MICAWG, as described earlier, generates an assessment based on a perception of current operations.
- b. The Joint Assessment Working Group conducts a more rigorous process for Operational (mid-term) and Campaign (long-term) Assessments. Info Ops SMEs contribute to this process by identifying MoP and MoE parameters for effects in the information environment, and contributing to the staff estimate process following the assessment. It must be underlined that this assessment is based on regularity and consistency (by the same SME) in order to reflect reality. The Info Ops contribution to campaign assessment is explained in Chapter 5.

4.15 Contribution to Planning

At the joint level, there are THREE horizons for planning:

- a. Long-term¹⁷, under the responsibility of the JPB-manned JOPG
- b. Mid-term, under the responsibility of the JSEB-manned JCBWG
- c. Short-term, under the responsibility of the JOC.

Additional Info Ops SMEs can be requested to participate, especially from the JEMB and the Joint Assessment Branch (JAB), to support the development of the following products:

- a. Plan's Main Body and Annex O (OPLAN, CONPLAN, SUPLAN, Sequel Plans, Branch Plans, etc.)
- b. JCO Main Body and Annex C,
- c. FRAGOs.

For situational awareness and contribution purposes (especially WRT allocation of resources), Info Ops SMEs shall report to the IOCB about their ongoing planning tasks (that's the rationale behind the slides that are presented to the IOCB).

Thanks to those reports, the IOCB Rep to the JCBWG will be able to report about the consistency between COM's defined priorities and current/planned military information activities (with related allocation of resources). A good practice is to create sum-up slides for the IOCB.

4.16 Presence Posture Profile (PPP)

An important aspect of information activities is the Presence Posture Profile of own forces in the JOA. Success in accomplishing mission objectives will be greatly facilitated by the correct PPP of own forces. Info Ops will advise on the effect of own forces

¹⁷ Defined in Chapter 3

behaviour, and will contribute to FRAGOs or Tactical Directives relating to own forces behaviour.

Personnel participating in a mission, who have regular contact with the local population, must be trained to perform as both Effectors and Collectors. As an Effector, one must be able to effectively communicate with the local population, including the delivery of approved messages and themes. As a Collector, one must be able to interact with the local population, including in the conduct of standardized interviews, and to receive feedback, which can then be used for MoE/MoP. This can include the identification of personal problems that have the potential to escalate into group concerns, major apprehensions of the population, rising tensions, change of opinion/perception, appreciation of NATO products and change of NATO image. All of these observations/feedback must be included in standardized reporting, such as Patrol Commander Reports, HUMINT, CIMIC, and Liaison Monitoring Team Reports, which will be reviewed by an Info Ops staff officer.

In support of the requirement for personnel to act as Effectors, Info Ops will coordinate the development of Soldier Cards to highlight the culture, current issues, themes and messages that will support PPP and mission objectives.

To ensure personnel have a level of competence as an Effector and Collector, relevant training should be provided during the pre-deployment phase or upon arrival in-theatre. This training must also impart a cultural awareness of the JOA, as a first step in mitigating counterproductive actions by own forces that may occur if personnel are ignorant of the cultural nuances in the JOA

5 Info Ops Contribution to Campaign Assessment¹⁸ and Plan Review

5.1 Overview

As of today, there is no approved doctrine for Assessment in NATO, only "best practice" within each Headquarters but not shared between them. The following chapter provides an example in order to support the Info Ops staff officer in understanding aspects of the process and to identify his role within this process. This chapter does not substitute or supersede any NATO or Headquarters internal directive or guideline for the assessment process and will be reviewed once NATO has standardized procedures.

The purpose of assessment is to provide an evaluation of actions and any resulting progress toward creating effects, achieving objectives and ultimately the NATO end-state. The assessment of the engagement space encompasses strategic political, military strategic, operational and tactical assessment. Each of these levels supports the assessment of the next level. In order to attain the assessment as described the following activities must be conducted:

- a. The assessment plan, including the MoE data collection and reporting plan and the MoP criteria must be defined during the planning process.
- b. At different levels of command, purpose-driven assessment cycles that match the required timeline and level of the operation are conducted. Through these cycles, the accomplishment of actions, creation of effects, and progress toward the attainment of objective(s) and NATO end-state is assessed.
- c. Assessment results are reviewed by Planning and Execution Staff to determine if plan adaptations are required. Respective recommendations will be decided-on by the Commander.
- d. Collaboration or close cooperation with non-Military actors to gain a better understanding of the engagement space should be considered.

There are two basic criteria used for assessment of the engagement space:
MoP – “***are we doing things right***”, and MoE – “***are we doing the right things***”

5.2 Measure of Effectiveness (MoE)

Measures of Effectiveness¹⁹ are predicted benchmark changes in physical, cybernetic or moral conditions or effects that indicate progress towards accomplishment of the objective.

¹⁸ Should be reviewed based on the new COPD and the Assessment Handbook

¹⁹ Full definition in chapter 8, part 1

MoE is a criterion used to evaluate how system behaviour or capabilities have been affected by actions. Essentially, MoE are indicators of system state, used to help answer the question “Was the intended new system state—the desired effect—created?” Multiple MoE may be required to fully capture the changes in system states. The MoE should be written during the development of military objective and effects.

Collection methods must be a key consideration during MoE development to ensure that the desired metric can be measured:

MoE must:

- a. Describe a system element/relationship of interest;
- b. Describe how that element or relationship is expected to change — the desired trend(s);
- c. Be observable;
- d. Be as specific as possible (ensure you are measuring only and exactly what you want);
- e. Reducible to a quantity (number, percentage, etc.);
- f. Objective in nature.

Each MoE must also include threshold(s) of change for a system element or relationship that indicates effect status, with one key point: The threshold value, whether used as a boundary for failure, success, or simply indication of status, is not the MoE, and may be changed during different phases of an operation without changing the MoE.

5.3 Measure of Performance (MoP)

A MoP is defined as the criteria used to evaluate the execution of (own) actions. Each level (operational and subordinate levels) will normally develop MoP for the actions they will execute.

Each MoP must:

- a. Align to one or more own-force actions;
- b. Describe the element that must be observed to measure the progress of status of the action;
- c. Have a known deterministic relationship to the action.

The threshold of change to system elements and/or relationships that indicates completion of the related action must be included, but is not the MoP itself. The threshold may be changed throughout the operation.

5.4 Assessment Planning

During the initial stages of planning for an operation, an analysis of the NATO end-state must be conducted. The goal or end result of this analysis must include refinement of the objective(s).

Prior to commencement of the operation, all levels of command must start the assessment process. Since the operational environment is a changing, dynamic system, even before own forces arrive in the region, a continuous assessment process must monitor for changes in the system prior to execution. It is possible the situation will change between plan initiation and plan execution; the assessment process should identify those changes to highlight any necessary plan revisions. This monitoring process will continue until the operation starts. The last evaluation of system status prior to any attempt by own forces to modify the system becomes the “baseline”, a reference for assessment during the operation.

Planning for the assessment process must occur at the following levels during Operational Planning:

- a. The NAC should decide on MoE to measure strategic political level effects retained at the NAC level and thus progress toward achieving the NATO end-state;
- b. SACEUR, after crafting military objectives, must develop MoE to measure achievement of the military objectives, and any effects retained at the military strategic level;
- c. At the operational level, MoP are written in concert with action development, and are used to evaluate performance of actions. MoE are crafted by the planning and assessment staff during effects development, and after approval by the Commander, will be used to measure achievement of effects;
- d. At the tactical level, MoP are written and related to the tasks based on the actions given by the operational level. They are used to evaluate task accomplishment.

Sharing the assessments of MoP/MoE across all levels of command may improve situational awareness. In appropriate cases, the data required to assess high-level MoE may be incorporated into the OPLAN data collection plan. If not, a separate data collection plan must be drafted to ensure appropriate information is available. In some circumstances, actions whose sole purpose is data collection may be required.

There will be multiple related assessment cycles during execution of the plan, varied both in command level and assessment cycle time. In all cases, the assessment cycle time must depend on the tempo of operations and the required time scale of the effect. Figure 17 depicts these cycles.

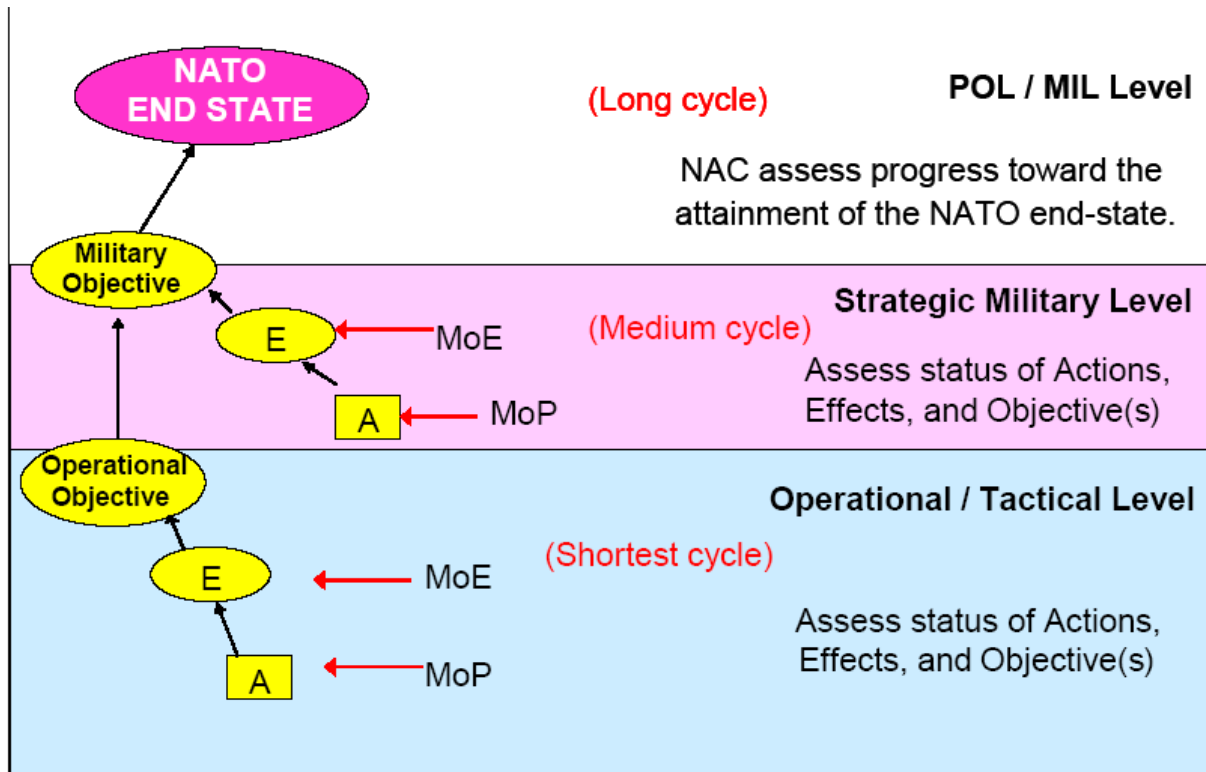


Figure 17 Assessment Cycles

5.5 Periodic Mission Review

The Periodic Mission Review (PMR) is the initiating political process, which tasks the NATO Military Authorities to conduct the military Campaign Assessment process as a basis for the PMR, which finally could lead to political direction to implement changes on mission conduct or mission accomplishment. In principle this is organized as depicted in figure 18.

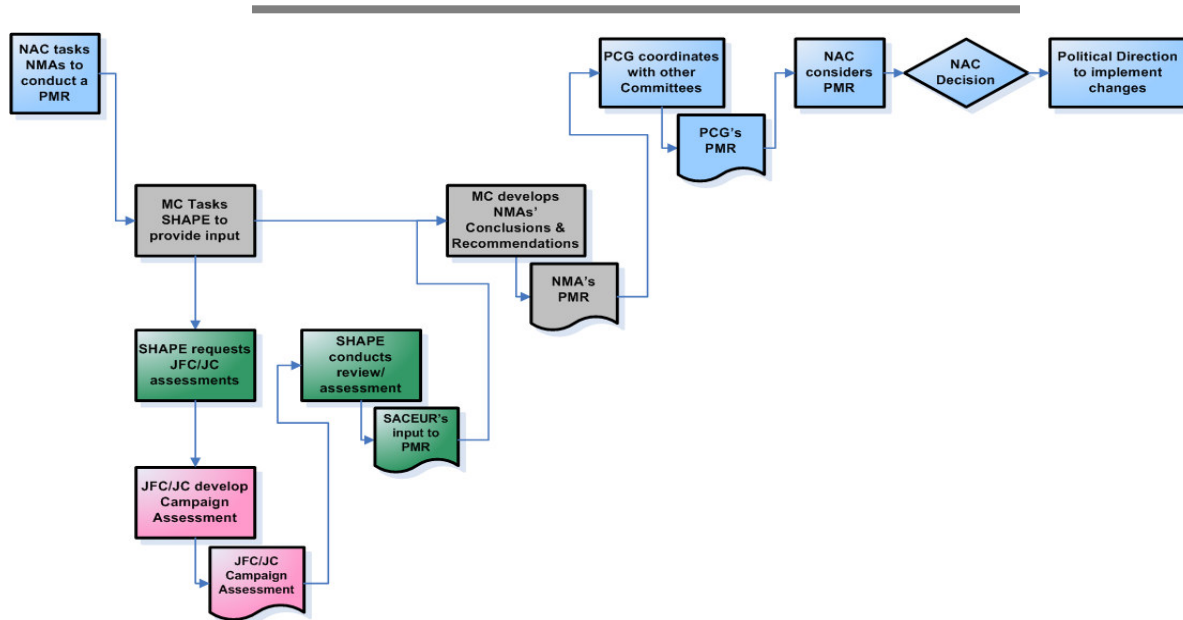


Figure 18 Periodic Mission Review – Campaign Assessment process

5.6 Campaign Assessment

5.6.1 Purpose

To provide a strategic campaign assessment of progress in achieving strategic objectives and contributions to desired end-state conditions as a basis for MC endorsement and NAC decisions regarding the future direction of the campaign, including any changes in the strategic framework (ends, ways and means) and operations in the theatre. The procedures in principle are following the same framework as described but now are related to the current situation with NATO deployed and mission ongoing.

5.6.2 Sequence

The Strategic Campaign Assessment

- Begins with SACEUR's direction for the development of a campaign assessment;
- Includes the initiation of the assessment process, review of the assessment plan, use of continuous assessments, updating strategic estimates and the preparation of strategic campaign assessments for periodic mission reviews;
- Ends with determination of required changes to current operations and plans and coordinated NATO Military Authorities' advice to a NAC directed periodic mission review (PMR);
- Supports NATO Crisis Management Process (NCMP) Phase 4 - Planning and Execution and contributes to Phase 5 - Return to Stability.

5.6.3 SACEUR Measures of Effectiveness

SACEUR MoE objectively describe progress or lack of progress in achieving objectives and essential end-state conditions in the theatre from a strategic perspective, as well as successes or failures by actors opposing NATO. They identify adjustments required in the strategic approach, conduct of operations or capabilities in order to sustain or improve operational effectiveness. In close cooperation with the Strategic Communications Office and PAO, SHAPE Info Ops will provide advice on strategic MoE from the information environment perspective. These will mainly be based on international implications or international outreach of the respective operation.

5.6.4 Preconditions

SHAPE will provide an approved plan for assessment including criteria for success, MoE and requirements for collection and reporting. This plan will determine the procedures for the conduct of the strategic campaign assessment and operational campaign assessments. The entire PMR / Campaign Assessment process will rely on continuous strategic data collection and reports.

5.6.5 Main Activities

SHAPE SOPG or responsible lead divisions will initiate the entire assessment process following political guidance. This process will be based on the conduct of continuous Campaign Assessments. Objective of this process is the update of strategic estimates, which will provide guidance for campaign synchronization or changes in the strategic framework. Finally this process will contribute to NAC periodic mission review.

5.6.6 Products

SACEUR's strategic Campaign Assessment of progress in achieving strategic objectives and contributions to desired end-state conditions and recommended changes in the strategic framework (ends, ways and means), planning and conduct operations in the theatre.

SHAPE Info Ops will be a member of and contribute to the Strategic Assessment Working Group on ongoing operations in close cooperation with Strategic Communications Office and Public Affairs, and will provide respective contributions and recommendations to the Strategic Campaign Assessment.

5.7 Campaign Assessment

5.7.1 Purpose

At the operational level, the Operational Commander has his own Campaign Assessment processes. The Campaign Assessment assesses the operational effectiveness in achieving military objectives (MoE) and progress towards the military end-state. Consequently it determines future direction and guidance on new planning process / changes in operational framework or adjusts campaign synchronization. As progress towards the military end-state is achieved, the Campaign Assessment will provide advice and recommendations on the transition process towards a return to stability and therewith decreasing of troop numbers and redeployment.

5.7.2 Preconditions

Collection and Reporting requirements have been implemented into the Collection Plan. MoE have been implemented and are executed to fulfil the requirements, to assess the situation from a comprehensive perspective. Info Ops, in close cooperation with PA, has contributed with appropriate MoE from an information perspective. Criteria for Success²⁰ have been determined in order to provide indicators to which degree the situation is deteriorating / ameliorating towards the end-state.

5.7.3 Conduct of Campaign Assessment

There will be three related cycles concerning the Campaign Assessment: action MoP assessment, effect MoE assessment and objective MoE assessment. The assessment staff will use MoE to measure status of the system, and thus achievement of the desired effects. The operational commander's assessment report to superior headquarters should include his assessment of effects and data related to MoE for the military objective.

Commanders and staff must remember that assessment may require the creation of teams/groups within the staff to facilitate assessment, perhaps requiring the formation of an Assessment Working Group (AWG). Along these same lines, the battle rhythm may also need to be adjusted or new ones created to accommodate daily, weekly, or monthly effects assessments. The ever-changing situation and the type of actions and effects being employed will ultimately determine the frequency of assessments required by the staff. Care must be taken when creating the assessment plan to focus the staff on the relevant information for assessing an effect against becoming overloaded with useless information.

²⁰ **Criteria for Success**

- Essential physical, cybernetic or moral conditions or effects that must be achieved
- Any conditions or effects that cannot exist
- Must be measurable or observable

In order to fulfil all these requirements, the current development of the assessment process has identified the necessity of two different working bodies to ensure the implementation of all assessment contributions required.

5.7.3.1 The Campaign Assessment Working Group

The Campaign Assessment Working Group reviews Decisive Points on Lines of Operation (Decisive Conditions) and provides assessment details in order to identify areas for improvement or change, including the following:

- Progress in creating conditions (effects) based on MoE;
- Component actions in creating conditions (effects);
- Impact of Opposing Forces and other elements of environment;
- Progress toward achieving Objectives against Criteria for Success;

5.7.3.2 The Command Assessment Board

The Command Assessment Board reviews the Campaign Assessment WG's assessments & recommendations and will agree on requirements for:

- Adjustments to current operations;
- Coordination and synchronization;
- Planning Branches and Sequels;
- Issues for SACEUR.

In both, the Campaign Assessment Working Group and the Command Assessment Board, Info Ops staff officer officers will be included and provide their contributions from the information environment's perspective. These contributions will be based on results from the IOCB regarding campaign and component assessment issues and will be an outcome of the MoE.

The composition of the Campaign Assessment Working Group is depicted on figure 19.

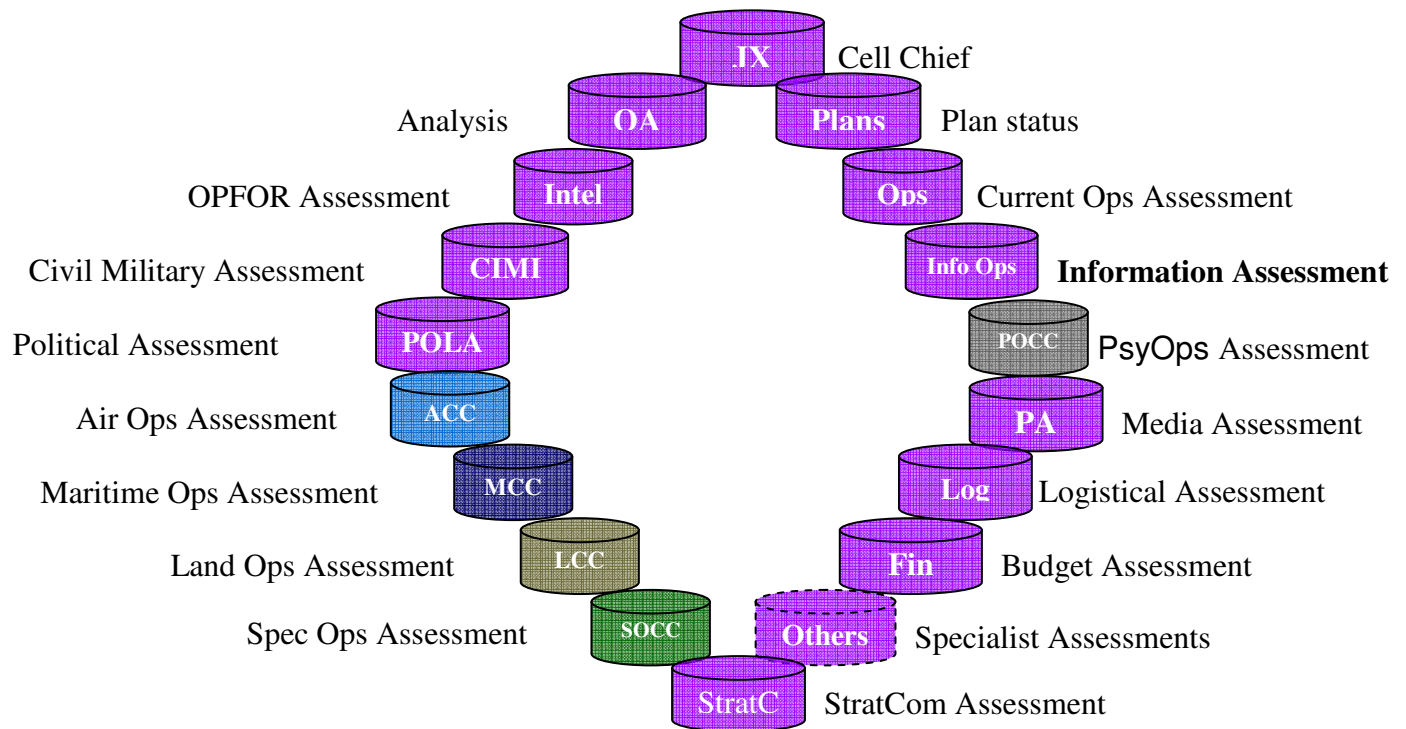


Figure 19 Composition of a Campaign Assessment Working Group

The assessment of effects through MoE provides feedback to the planning staff. Again, this feedback can be positive – the plan is achieving the desired effects and thus should continue, negative – the plan is not achieving the desired effects and revisions must be considered, or neutral – the situation is remaining static. A consideration for negative feedback may include two other aspects: the expected timeline was incorrect – the plan is working, just slower than anticipated, or the threshold in use is incorrect. Neutral feedback may mean lack of progress, if change was desired, or it could mean success if the MoE is measuring a node where change is not desired or intended.

The assessment of the military objective through MoE will provide both insight to the overall plan accomplishment and valuable input to superior headquarters. The Info Ops staff officer will contribute with the MoE developed and coordinated in the IOCB.

5.7.4 Products of Campaign Assessment

The Campaign Assessment format will follow the Operational Commanders’ rules and formats or strategic direction and guidance. The Info Ops contribution will be included in this document and, in principle, will cover the same aspects as already described in the Strategic Assessment.

To be relevant, the Info Ops part of the assessment needs time and appropriate effort: the analysts have to consider all aspects of the assessment and thoroughly understand

the target system. While the conventional battle damage indicators are obvious, those of Info Ops may not be. They can range from the complete destruction of the target to subtle changes in normal operating status or behaviour. Therefore analysts should make assessments of change, functional damage and the target system to determine the effectiveness of the weapons and tactics employed to achieve the stated objective. Recognition of change is based on the observed or interpreted battle damage indicators at selected monitoring points. Post action intelligence must be analysed to identify and assess changes associated with the target based upon a systemic understanding of that target system. It may be necessary to measure effects on linked systems to justify the assessment made on the target (i.e. System of Systems Analysis). Moreover the analysis must deal with desired and undesired effects.

The Info Ops staff officer must conduct a regular review of the information objectives laid out in the OPLAN. This must reflect the progress made towards each of the objectives and recording this progress over time should show trends in this progress as well as the status of each objective. One method to capture the progress is a traffic light system for the overall status and an up/neutral/down arrow for the trend.

5.8 Component Assessment

The Component Assessment is owned and performed by Component Commanders. It assesses the accomplishment of tasks and objectives given by the operational level, and provides MoP, which are criteria used to evaluate results of 'Blue' actions, to feed the Campaign Assessment. The MoP from an information environment perspective, which will be included in the Component Assessment, are explained under 5.3.

Assessment of actions through the MoP provides feedback to the planning and execution staff. This feedback can be positive – planned actions are being accomplished; or negative – planned actions are not being accomplished and must be evaluated for changes in the plan or execution. Similar consideration to negative or neutral feedback as for the MoE assessment must be used with MoP assessment. Additionally, the MoP provides both a measure of action performance and a means to monitor for developing problems.

5.9 Reporting

The Info Ops practitioner must understand that reporting and information collection from all sources, as depicted in Figure 20, is essential for the Info Ops contribution to the different level assessments. Additionally to those items depicted, the reporting of patrol commanders, CIMIC, Liaison Monitoring Teams (LMT) or Liaison Observation Teams (LOT) and other NATO Liaison Elements to host nation organisations are essential contributors and have to be included in the Info Ops assessment. In order to receive useful and valid results, it will be necessary to provide guiding questions from the Info Ops perspective to these reporting elements and into the CCIRM / Knowledge

Requirement process. Only in that way will it be possible for Info Ops personnel to reliably determine changes in behaviour / opinion and contribute to MoE.

Collection

(process view)

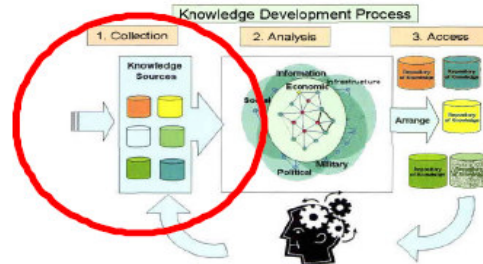


Figure 1: Knowledge Development Process

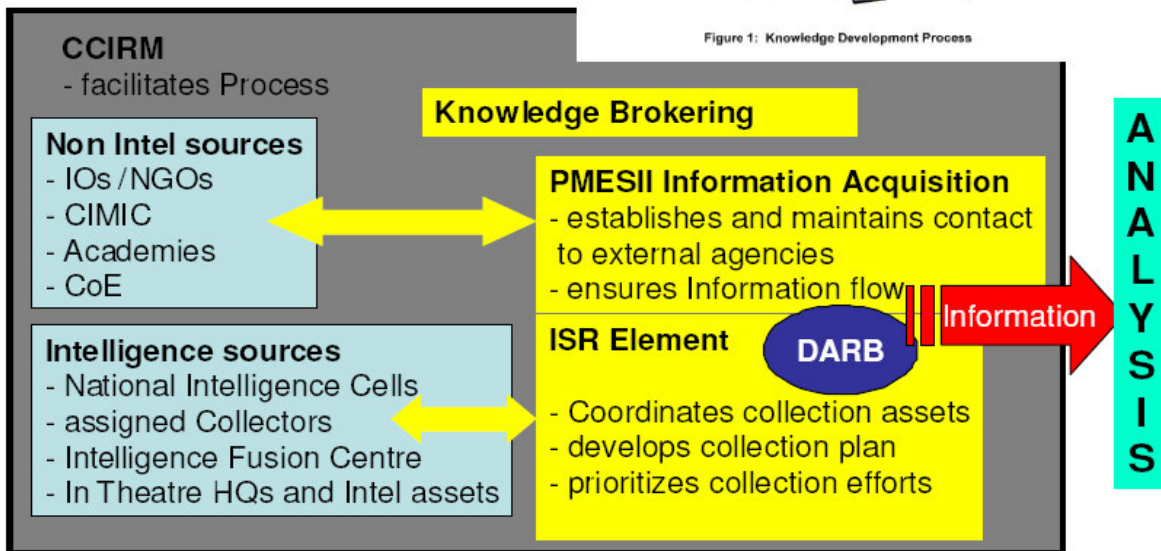


Figure 20: Collection process

6 Roles and responsibilities

Roles of the Info Ops staff officer at the Strategic, Operational and Tactical Level (advice and co-ordination function).

Info Ops roles and responsibilities in NATO do not change at the different levels of command, whether strategic, operational or tactical level. The Info Ops role remains to provide advice and coordination of military information activities. The distinction between activities conducted by forces at the different military levels is clear, but the effects of political, strategic, operational and tactical levels will seldom remain only at one level. Therefore, it is essential that information activities are coordinated from strategic to tactical level and that each level is aware of the other's roles and restrictions.

6.1 Info Ops at Strategic Level.

The Info Ops staff officer at the strategic level establishes the strategic information objectives and ensures regular military coordination with the higher-level political and media aspects of the operation. The strategic level of command has important and highly effective means of influencing the adversary's decision makers and decision-making processes at the highest levels, and is best situated to affect the situation inside and outside the theatre through diplomatic, media and military means. For that reason, Info Ops at this level should seek to focus on adversary or potential adversary leadership to deter crisis or end hostilities.

6.1.1 Information Strategy Working Group (ISWG).

An ISWG may be established by NATO's Assistant Secretary General for Operations (ASG, OPS) to assist the Crisis Management Task Force (CMTF) at HQ NATO level with the development of a dedicated Information Strategy, which provides the basis for further Public Diplomacy and military information activities at an early stage in a crisis. The SHAPE Info Ops staff officer may be required to participate in this WG.

6.1.2 HQ NATO Crisis Management Task Force (CMTF)

A CMTF, composed of designated representatives from the IS and the IMS, may be activated by the Secretary General at the start of a crisis in accordance with HQ NATO own crisis management procedures. It provides an executive level forum for cross-functional coordination. HQ NATO IMS/Ops SME Info Ops may be a participant in the CMTF.

6.1.3 StratCom Working Group (SCWG).

A decision-making body that meets fortnightly at the working level, chaired by SHAPE Chief Strategic Communications (CSC) to oversee, agree and implement StratCom policy. The SHAPE Info Ops staff officer is a permanent member of this SCWG. The results/products of the SCWG will provide guidance for all ACO StratCom activities. At the operational level an SCWG might be established as well to coordinate strategic and operational level activities.

6.1.4 SHAPE Strategic Operations Planning Group (SOPG)

The SOPG is cross-functional staff organisation within SHAPE and HQ NATO responsible for all aspects of crisis response and advance planning. It is activated, organised and directed by J5²¹ and includes membership from across the SHAPE staff, J1 through J9, LEGAD, POLAD, StratCom, Info Ops and PAO, as well as the various divisions at HQ NATO. It is augmented as required by liaison and planning elements

²¹ Review of the Reference Book in 2010 according to the new PE structure, e.g. DCOS Cap., Pl. & Pol

from a designated JFC, the NATO CIS Support Agency (NCSA) and the Civil Emergency Planning Directorate (CEPD) as well as other organisations as required and authorised. It may be a standing or on-call organisation activated in response to a specific planning requirement.

6.2 Info Ops at the operational level.

At the operational level, Info Ops staff officers in the Joint Planning Branch (JPB) identify and establish the operational level information objectives necessary to achieve the strategic objectives. They establish Info Ops priorities and provide guidance for allocating forces and resources to tactical level commanders in order to accomplish specific operational information objectives. Info Ops staff officers at this level also contribute to Campaign assessments and provide advice to the strategic level.

6.2.1 Joint Operations Planning Group (JOPG)

Info Ops planners are key members of the JOPG and participate in the OPP from the very beginning to include drafting of the main OP Plan body or specific annexes. For more detail, refer to Chapter 3. The Info Ops staff officer in the JPB will be a permanent member of the JOPG and will be supported by other branches when required.

6.2.2 Information Strategy Meeting (ISM)

See Chapter 4

6.2.3 StratCom / Engagement Working Groups at Operational Level

These two WGs support the ISM, and only differ in titular nomenclature. The Engagement Working Group (EWG) is a coordinating function to prepare recommendations regarding information activities for COM approval. Note the EWG is a precursor to the ISM at JFCNP. The role of StratCom Advisor to the Commander is currently evolving and is regarded differently in the various headquarters. This role will be addressed in the next revision of this document.

6.2.4 Info Ops Coordination Board (IOCB)

See Chapter 4 (new PE) and 7 (old PE).

6.2.5 Info Ops contribution to JOC

Following staff procedures there should be either a permanent Info Ops SO assigned to the JOC or an on-call Info Ops SO to support the JOC. In conjunction, Info Ops provides

a daily contribution to the JOC for the Situational Awareness Brief. Details are provided in Chapter 4.

6.2.6 Campaign Assessment Working Group

See Chapter 5.

6.2.7 Command Assessment Board

See Chapter 5.

6.3 Info Ops at the tactical level.

Info Ops at the tactical level contributes to achieving strategic and operational information objectives. At this level, the Info Ops staff officer focuses their effort on creating an effect on key local decision-makers and groups to affect their will, decision-making and capabilities. Info Ops targets an adversary's use of information and information systems, as well as protecting their own. It is vital that information activities conducted at the tactical level are synchronized and integrated with adjacent units and/or agencies and higher headquarters.

6.4 Roles of the Info Ops staff officer in coordinating military and civilian information activities, and the relationship with CIMIC/J9 and LNOs

6.4.1 Civil-Military Cooperation (CIMIC)

CIMIC develops working relations with civil organisations which can be used to achieve information objectives. It is the coordination and cooperation between military and civil actors, including national population and local authorities, as well as international, national and non-governmental organizations and agencies. CIMIC is important as an effector and collector of information that involves interfacing with essential organizations and individuals within the JOA and with NGOs such as the International Committee of the Red Cross. It supports and assists the Info Ops function by enhancing the relationship between the overall force and the civilian populace. However, due care must be taken to ensure that CIMIC activities are not perceived as intelligence gathering. A CIMIC database is established for each mission, which comprises cultural and other information related to the JOA. This is an excellent source of information for cultural awareness and detailed knowledge of social networks.

6.4.2 Restriction and opportunities in the relationship with non-military organizations

During a mission, the Info Ops staff officer may have to cooperate with different organizations to achieve common goals. In the JOA, Info Ops officers may need to work with NGO, UN, EU representatives, local government, police and security organizations, tribal leaders, etc.

Different organization may have different capabilities in different areas at different times. Therefore, it is important that Info Ops officers try to track and be aware of different organizations capabilities. This will aid a better understanding of their restrictions and their potential opportunities.

Info Ops staff officer must understand that most non-military organizations do not have an operational level structure. Most non-military organizations only have tactical and strategic levels. Consequently, Info Ops officers must be very careful when working with them.

Non-military organisations may occasionally try to avoid being perceived as having a close affiliation with military elements, in order to get more support from local population. Info Ops practitioners must take this into consideration.

When dealing with NGOs and non-military organisations, Info Ops practitioners must be aware of the classification and releasability of own information whilst cooperating with these actors.

6.5 Relationship of the Info Ops staff officer with functional capability staffs

See AJP 3.10 for the relationship of Info Ops with functional capability staffs. Added to these, here you can find those not listed in AJP 3.10.

6.5.1 Knowledge Development (KD)

The KD element directly supports the SOPG/JOPG in understanding the nature of the crisis as well as the actions, capabilities and behaviour of the main actors/systems and influencing factors that account for the current situation and its development. Info Ops practitioners from all branches must liaise closely with KD staff to ensure a detailed understanding of the PMESII analysis of the JOA.

6.5.2 Information Acquisition Element

The Information Acquisition Element directs and co-ordinates the PMESII Information/Intelligence Collection and Collation. It is responsible for:

- Directing and coordinating the PMESII Information/Intelligence Collection and Collation, including developing contacts and interfaces with CIMIC, International

Organisations (IOs), NGOs, PVOs, universities, Centre of Excellence as well as government and embassy staffs as required, based on COM's guidance.

- Managing the Request for Information (RFI) process within the JFC Area of Intelligence Interest (AOII)
- Reviewing, validating, de-conflicting and prioritising all theatre-wide Intelligence Surveillance Reconnaissance (ISR) collection requirements and assigned assets, and chairing the DARB.
- Coordinating with National Intelligence Cells to acquire collection support and Intel products from nations.
- Identifying and suggesting new potential sources of Information
- Ensuring, in co-ordination with the Knowledge Development Section, that the quality of the developed knowledge meets the requirements, and oversees the dissemination of developed products.

Info Ops staff officer will work closely together with this element, once established. This element will provide all necessary data to conduct the analysis of the information environment and will fulfil all requirements for daily contribution to situational awareness, and support the various Info Ops activities.

7 STAFF ORGANISATION

This chapter deals with headquarters and commands that do not currently employ an effects based organisation. Detailed information regarding organisational set-up of the Info Ops staff officer within the J-structure is available in AJP 3.10, and this chapter will highlight modifications and recommendations for improvement of the current structure.

7.1 HQ Info Ops Organisation

The commander's personal involvement drives Info Ops, and exercises control over all Info Ops activity within a framework of timely decision-making and consultation up and down the chain of command; AJP 3.10 shows 3 possible scenarios for the placement of Info Ops within the C2 structure.

Practice, in KFOR, ISAF and a multitude of NATO exercises, has shown that Chief Info Ops should have direct access to the Chief of Staff (COS), as Info Ops will, in today's war fighting environment, be a significant part of the campaign.

On the other hand, a core Info Ops cell is essential for coordinating all information related activities throughout all military levels.

Although it is essential to have a dedicated Info Ops Cell, it is also important to have Info Ops representation in the cross-functional staffs, including J2, J3, J5 and Targeting. This will provide Info Ops staff officer access to all information available to ensure maintenance of awareness and currency in all issues and disciplines.

7.2 Generic Manpower Requirement

The structure, number and rank of Info Ops staff officers will depend on the size, type and complexity of the operation being undertaken. However, identifying Info Ops manning requirements should be based on experience gained from ongoing operations. See the list below for an example taken from a recent operation. Be aware that you might not get any additional manpower support!

- Chief (StratCom Adv) and deputy 2
- Plans (JOPG) 2
- Plans (info activities in Sync and execution) 1
- Plans (info activities in different media) 1
- KLE (plan and analyst) 2
- Targeting 2
- Analyst (info activities) 2
- Analyst (reporting) 1
- Analyst (social networks, nodal) 1
- Intel (CCIRM, RFI, KR/KD) 2
- Liaison (current ops / JOC) 2
- Protective measures (OPSEC etc) 1
- Assessment (Campaign, MIC, LI/LL, MoE/MoP) 2
- COMBAT Camera / footage / images 1
- Info Management 1
- Admin 1

If dedicated personnel do not fill any of the above positions, then the duties associated with unfilled positions must be assigned to other staff personnel in the organization as secondary duties. If the above duties are not assigned to anyone then there will be a risk that all information activities will not be achieved.

7.3 Job and Duty Descriptions

Examples to be found on NATO WISE Page, follow the link <http://nww.shape.nato.int/WISE/CISDivisio/OPS/OJX/Informatio/INFORMATIO>

7.4 Generic Info Ops SOP

Info Ops SOP

BACKGROUND

1. Introduction.

Short introduction paragraph

Example:

This SOP describes the role and functions of Information Operations (Info Ops) within the JHQ. It is consistent with, and amplifies the direction provided in, AJP-3.10, Allied Joint Doctrine for Military Information Operations, and current established procedures with regards to the Information Operations Coordination Board (IOCB). It prescribes the default setting and is subject to change pending mission specific solutions identified during OPLAN development.

CONCEPT AND FUNCTIONS

1. Concept

Explain concept of HQ's way of conducting Info Ops

Example:

Planning of the various military information activities and functions will be accomplished through operational planning in the HQ, and the Info Ops SME is a standing part of the OPLAN development and synchronisation of the operation.

All military information activities will be coordinated and conducted through the various IOCB board members based on the campaign plan and objectives. This is further integrated in the whole campaign through the JCBWG/JCB process. Coordination for meetings with all the board members will be conducted by the JHQ Main in very close coordination with the Forward Element (FE), especially with the JCC Info Ops SME and the Theatre Engagement Centre (TEC) within the JHQ FE.

2. Functions of Info Ops

Explain the role of Info Ops in HQ.

Example:

The role of Info Ops is to advise and coordinate all military information activities, internal and external to the JOA. Following COM's D&G.

3. Outputs

The example below may be adjusted according to HQ needs

Example:

a. Contribution to the development of OPLAN and ANNEXES, specifically Annex O and Branch Plans/Sequels.

b. Coordination of Info OPS activities during execution:

(1) Short-term: FRAGOs.

(2) Long-term: adjustment of OPLAN and ANNEXES. JCO.

(3) Mid-term: adjustment of OPLAN and ANNEXES.

c. Assessment of the information environment in close coordination with tactical, operational and campaign assessments:

d. Providing direction and guidance as events develop or are tasked.

Conduct IOCB

e. In coordination with POLAD, PAO, PsyOps and Knowledge Development (KD), plan, synchronise and prepare Individual Briefing Packages (IBP) for Operational Key Leader Engagements.

ORGANISATION of Info Ops

- Explain the authority of Chief Info Ops for the distributed Info Ops staff officers and IOCB members
- Explain the Location of the distributed Info Ops staff officers and their roles and coordination needs.
- A summary of the Info Ops organisation

WORKING PRACTICES/BATTLE RYTHM

- Explain the preparation of IOCB
- Explain KLE process and role of Info Ops

- Explain the working practices between the Chief Info Ops and distributed Info Ops staff officers
- Explain BR

7.5 Info Ops Coordination Board Generic TOR

The Information Operations Coordination Board TOR

General. The IOCB is the forum for the implementation of Info Ops collective coordination and advice, chaired by the Chief Info Ops²². It will convene as necessary in the HQ decision cycle and as required during non-operational activities.

Membership. The IOCB should involve expertise from all staff elements, determined by mission and situation requirements. A possible composition of the IOCB is described in para 4.4. This composition is not fixed and the Chief Info Ops will invite other parties, which may include other agencies and departments, as required, to contribute to the mission and the role of Info Ops in accomplishing the commander's objectives. IOCB member responsibilities are outlined later in this paragraph.

AIM. To ensure that activities in the information environment are coherent and synchronized in accordance with Commander's guidance.

OBJECTIVES. To agree upon/coordinate:

- Planning of Military Information campaign during planning phase(JOPG)
- Assessment of Adversary Information Campaign (ensured by the KD Rep to the IOCB)
- Info Ops Analysis of the Military Information Campaign
- The Info Ops inputs for the JCBWG/JCB
- The Info Ops Annex and inputs to the Joint Coordination Order (JCO)
- The Info Ops inputs to FRAGOs
- Provide Info Ops Targeting guidance (Target Nomination) for the Info Ops Rep to the JTCB.

AGENDA. A typical agenda for an IOCB could be:

- a. Roll Call
- b. Opening remarks

²² This can be the Chief Info Ops of the J-structure or the Branch Head JEMB with the 'double-hat' functions StratCom Advisor and Chief Info Ops

- c. Review of previous minutes
- d. Review of outstanding action items
- e. Review of Comd's:
 - (i) Mission
 - (ii) End State
 - (iii) CCIRs
- f. Review of Info Ops Synchronization Matrix
 - (i) Status of measures of effectiveness
 - (ii) Current theme(s) / Focus
- g. Adversary Assessment (Significant Events / Information since last meeting)
- h. Updates as required (POLAD, PA, PsyOps, CIMIC, LCC, ACC, MCC, J6 and other IOCB members)
- i. Specific requests for Target nominations / deletions
- j. Review of tasks
 - (i) Accomplished since last meeting
 - (ii) Lessons Learned
 - (iii) Co-ordination required
 - (iv) Support Requirements
- k. Outlook
 - (i) Short (48-72 hours)
 - (ii) Medium (7-10 Days)
 - (iii) Long (10 + Days)
- l. Review of action items developed during meeting
- m. Any Other Business

Note: A seating plan is strongly advised to set a degree of organization to the meeting and allow location of individuals when required.

DURATION. 60-120 minutes.

OBSERVATIONS. The IOCB requires the full participation from the SMEs relevant to the current mission who are involved in military information activities (influence, counter-command, information protection) from all levels.

The IOCB is the only staff officer level meeting where overall issues about the Military Information Campaign are discussed and coordinated. To keep it as short as possible and manageable, all IOCB members have to send their inputs in advance with the issues necessary to be incorporated into the agenda. The IOCB nucleus uses these inputs as source information to prepare and coordinate staff products to present during the IOCB, last adjustment will be done during IOCB any emerging new issues will be discussed in a small relevant IOWG after IOCB and be prepared as a topic for next IOCB.

Responsibilities of the IOCB. The responsibilities of the IOCB are:

- a. development, revision and assessment of the plans and information activities based on approved Information Objectives;
- b. provision of Info Ops guidance based on commander's guidance and direction;
- c. consideration of activities affecting the information environment;
- d. identification of necessary and available resources and requirements;
- e. recommendations for tasking, co-ordination and staff action;
- f. review of Info Ops inputs to the main body and annexes to various plans;
- g. development of target nominations;
- h. recommendation for approval of the Info Ops annex to plans;
- i. co-ordination with outside agencies in consultation with other staff areas, as required.

General Responsibility of IOCB Representatives.

Representatives on the IOCB must have the authority to speak for and make decisions on behalf of their command functional area. Representatives provide information on their future intentions and advise on the employment of their assets. Through the IOCB, activities are de-conflicted and intentions amended to ensure coherence before submitting inputs to the planning and targeting processes and, ultimately, the commander for approval. Representatives from the subordinate or component commands, usually Info Ops officers, will provide expertise and act as liaison for Info Ops matters between the higher and subordinate commands.

Contribution of Specialist Staff to the IOCB.

To maximise the effectiveness of Info Ops, an integrated approach to operations that considers desired effects on the will, capability and understanding of adversaries and

other approved parties must be considered. This requires a coordinated approach to Info Ops across the staff, led by the command group, to achieve a common understanding of the nature of the Info Ops function. Specific responsibilities for roles, functional areas and other staffs include:

- a. Political Adviser. The POLAD advises on policy implications of proposed information activities and, when required, coordinates the political aspects of information activities with higher HQ counterparts. The POLAD guides public diplomacy activities in accordance with the Information Strategy.
- b. Legal Adviser. The Legal Adviser (LEGAD) advises on legal implications and considerations, including ROE, of proposed information activities.
- c. Cultural Adviser. The Cultural Adviser (CULAD) advises on cultural implications of proposed information activities, including ethnological, religious and social aspects. He also contributes to the assessment of information activities from the cultural perspective.
- d. Gender Adviser. The Gender Adviser (GENAD) advises on general gender issues that may affect information activities. In particular, the GENAD can provide advice regarding gender equality and women empowerment, based on a high degree of cultural sensitivity.
- e. Systems Analyst. Using scientific methods, the Systems Analyst provides significant input to all operational and campaign analyses and assessments in relation to the information environment. He is closely associated with Info Ops, advising on and analysing measures of success, and informing campaign assessments. His advice and output will be applied throughout the iterative planning, execution and review cycle.
- f. Chief Public Affairs Officer. The CPAO is responsible to the commander for all media relations, internal communication and community relations plans and activity. He participates in the Info Ops co-ordination process to ensure that PA activities and other military information activities are mutually consistent.
- g. Chaplain. The Chaplain is responsible for the spiritual ministry and pastoral support to soldiers and their families in a range of challenging environments. He may contribute religious and cultural assessments to the Info Ops function.
- h. Manpower Management Representative. He participates when personnel and troop information matters are relevant to the conduct of information activities. He identifies personnel requirements and shortfalls, and provides advice on troop information programs.
- i. Intelligence or Knowledge Development Representative. He coordinates INTEL collection requirements and provides analytical support for Info Ops in close co-ordination with the KD support staff. INTEL will provide the initial Systems Analysis, to include a description of the political/military decision-making process and decision-makers, nodal analysis, human/cultural factors and an analysis of other entities' capabilities to affect the information environment. He assists in the assessment of activities and the resulting effects and advises on the capability of all-source INTEL support to Info Ops to include targeting.

- j. Operations Management Representative. He advises on the integration of effects and activities in the information environment into the HQ's deliberate short and mid-term planning process as well as on the integration of information activities in the context of current operations.
- k. Logistics Representative. He considers the effects of information activity on logistics and support, including any related capability requirements.
- l. Plans & Policy Representative. He integrates Info Ops planning into the long-term planning process (advance and crisis response planning).
- m. Communications and Information Systems / Command & Control Support Representative. He identifies Communications and Information Systems (CIS) vulnerabilities and develops procedures and capabilities to protect friendly battle management and Consultation, Command, Control, Communications and Information (C4I) systems. He develops INFOSEC plans and supports the development of OPSEC plans. He also assesses the impact of adversary information activities on own systems.
- n. Training and Exercises Representative. He contributes lessons learned and mission rehearsal aspects to Info Ops.
- o. Financial Management Representative. He advises on budgetary issues of projects having an impact on the information environment.
- p. Civil-Military Co-operation Representative. He advises on CIMIC capabilities and assessments that support Information Objectives.
- q. Psychological Operations Representative. The PsyOps representative advises on PsyOps capabilities and assessments that support Information Objectives.
- r. Special Operations Forces Representative. The SOF representative provides advice on SOF capabilities and force utilisation in support of information activities.
- s. Liaison Officers. LOs provide critical linkages between their parent organisation and the supported HQ, ensuring the activities of both are mutually supportive. There needs to be a good understanding by LOs of plans and capabilities for information activities of their command. At the operational level, Component Commands should not rely on their standing, general-purpose liaison staff for representation at the IOCB rather they should consider involving flexible expertise appropriate to the subject issues to be discussed.
- t. Electronic Warfare Officer. The EW Officer provides advice on EW support to Information Objectives and feedback on its effectiveness.
- u. Targeting Officer. The Targeting Officer ensures integration of Info Ops in the targeting process. He also assists in target de-confliction and assessment of effects of information activities.
- v. Computer Network Operations Officer. The CNO Officer advises on CNO capabilities and assessments that support Information Objectives.
- w. Chief Engineer (J-ENG). The role of engineers is particularly significant in relation to Info Ops because of the particular visibility of engineers' achievements and their special capacity of contributing to host nation reconstruction. The Chief Engineer advises on capabilities and assessments that support Information Objectives.

- x. Chief Medical / Theatre Surgeon (J-MED). Medical support and assistance may have an enormous psychological impact on local/regional audiences. The Chief Medical advises on capabilities and assessments that support Information Objectives.

Implementing procedures

The IOCB convenes during the Initiation Phase of the Operational Planning Process (OPP) and continues to meet throughout planning and execution. During the initial phase of an operation, or during a compressed planning cycle, meetings may be required daily or on alternating days. During an ongoing operation, the IOCB is normally a weekly meeting.

In a HQ generic BR for a particular Operation, the following order of meetings could be used to increase effectiveness: Assessment Board Working Group (ABWG), Assessment Board (AB), **IOCB**, Targeting Board, DARB, CICOM, JCBWG, JCB.

To have the Commander's guidance and to incorporate the outputs from the IOCB into the targeting list, JCO and FRAGOS, the IOCB should meet after the AB, and before the Targeting Board and JCBWG.

8 Lexicon

8.1 Lexicon Part 1: Terms and Definitions²³

Audience

Audiences (for information activities) can be individuals, groups, or populations.

A specified group or persons to whom NATO public affairs efforts are directed. (MC 457/1 – Military Decision, 19 Sep 07)

Campaign

A set of military operations planned and conducted to achieve a strategic objective within a given time and geographical area, which normally involve maritime, land and air forces. (AAP-6(2009))

Capability

A combination of ways and means to perform tasks or create an effect under specified conditions. (USJFCOM-Joint Experimentation Directorate/EBO Prototyping Team: Effects-Based Approach to Multinational Operations, CONOPS Version 0.90, 19 December 2005)

Military capabilities provide the ability to create a desired effect in a specific operational environment. Capabilities can be people, assets, means and methods, as well as structures, systems and specific characteristics of these.

Chief Info Ops

The Chief Info Ops position in the new NATO effects-based Peacetime Establishment structure is no longer a functional position. Currently it is agreed that the Branch Head Joint Effects Management Branch (JEMB) has double functions as the Strategic Communication Advisor to the Commander and as the Chief Info Ops. This might be changed dependent on respective experience and will be considered in further revisions of this document.

Command and Control Warfare

The integrated use of all military capabilities including operations security (OPSEC), deception, psychological operations (PsyOps), electronic warfare (EW) and physical destruction, supported by all source intelligence and Communication and Information Systems (CIS), to deny information to, influence, degrade or destroy an adversary's C2 capabilities while protecting friendly C2 capabilities against similar actions. Also called C2W. (MC 348 – Final, 12 Oct 95; AAP-6(2009))

Communication

An information transfer according to agreed conventions. (AAP-31(A), Nov 01)

²³ Terms and Definitions have to be reviewed yearly according to official documents.

Communications

The science and practice of the conveyance of information of any kind from one person or place to another except by direct unassisted conversation or correspondence. (AAP-31(A), Nov 01; AComP-01 Ed. 3 (2005))

Communication Systems

An assembly of equipment, methods and procedures, and if necessary personnel, organized to accomplish information transfer functions. [Notes: 1. A communication system provides communication between its users and may embrace transmission systems, switching systems and user systems. 2. A communication system may also include storage or processing functions in support of information transfer.] (AAP-31(A), Nov 01; AAP-6(2009))

Communication and Information Systems

A collective term for communication systems and information systems. (AAP-31(A), Nov 01; AAP-6(2009))

Community Relations

One of the three pillars of NATO military PA. Refers to the relationship between military and civilian communities in proximity to NATO installations in the Alliance's member nations, including the general public, business, service organisations, and other non-media entities. (MC 457/1 – Military Decision, 19 Sep 07)

Coordinating Authority

The assigned responsibility for coordinating specific capabilities, functions or activities involving two or more agencies (organisations or commands). The individual with assigned Coordinating Authority has the authority to require consultation between the agencies involved or their representatives, but does not have the authority to compel agreement. In case of disagreement between the agencies involved, he/she should attempt to obtain essential agreement by discussion. In the event he/she is unable to obtain essential agreement he/she shall refer the matter to the appropriate authority. (Based on: AAP-6(2009))

Co-ordination

Consultation in order to forge common action or harmonisation in a concerted manner. Co-ordination activities can involve both subordinates as well as those organisations over which the commander has no authority. Co-ordination results in carefully planned and executed activity in which the various elements involved in an operation – military and civil – are harmonised in such a manner as to provide the greatest advantage to the overall mission. Co-ordination does not require command relationships (subordination) but active participation of all involved. The co-ordination process usually is organised by the assignment of Coordinating Authority.

Counter-Propaganda

Activities designed to nullify propaganda or mitigate its effects.

Cyberspace

A digital world, generated by computers and computer networks, in which people and computers coexist and which includes all aspects of online activity. (AC/322(SC/2-NC3TS)L(2007)0002, Cyberwar Related Definitions, 11 Apr 07; MC 571 – NATO Cyber Defence Concept. 21 Feb 08)

The notional environment in which digitized information is communicated over computer networks. (USA JP1-02 – DoD Dictionary of Military and Associated Terms. 09 Nov 06)

Cyber War(fare)

Actions taken to achieve a goal by influencing and controlling the information, computer processes and information systems of an adversary, while protecting one's own information, computer processes and information systems. (AC/322(SC/2-NC3TS)L(2007)0002, Cyberwar Related Definitions, 11 Apr 07; MC 571 – NATO Cyber Defence Concept. 21 Feb 08)

Cyber warfare (also known as cybernetic war, or cyberwar) is the use of computers and the Internet in conducting warfare in cyberspace. (http://en.wikipedia.org/wiki/Cyber_warfare)

Effect

The cumulative consequence of one or more actions across the engagement space that leads to a change in the situation in one or more domains. Aggregation of desired effects leads to the achievement of objectives. (MCM0052-2006, 06 Jun 06.)

A change in the behavioural or physical state of a system (or system elements), that results from one or more actions, or other causes. (COPD, Draft Sep 09)

Influence

The act or power of producing an effect without apparent exertion of force or direct exercise of command. The power or capacity of causing an effect in intangible or indirect ways. (<http://www.merriam-webster.com/dictionary/influence>)

The capacity to have an effect on the character or behaviour of someone or something, or the effect itself. (Concise Oxford English Dictionary)

Influence Activity

Influence Activities affect the character or behaviour of an individual, group or organisation; they realise cognitive effects. Whilst activities in the physical domain will undoubtedly have such effects (through expressive Fires, for example), the focus of Influence Activity is in the information domain. ... Influence Activities alter understanding either of a situation by manipulating the information ahead of receipt or perceptions of that information once received. A lack or diminution of accurate situational

understanding impacts upon the effective use of an actor's capability, and together these may affect his will to act. (GBR JDN 1/07 – Joint Action. Feb 07)

Influence Operations

The term 'Influence Operations' is not used in NATO policy or doctrine, but it is used by some nations.

Influence operations are focused on affecting the perceptions and behaviours of leaders, groups, or entire populations. Influence operations employ capabilities to affect behaviours, protect operations, communicate commander's intent, and project accurate information to achieve desired effects across the cognitive domain. These effects should result in differing behaviour or a change in the adversary's decision cycle, which aligns with the commander's objectives. The military capabilities of influence operations are Psychological Operations (PSYOP), Military Deception (MILDEC), Operations Security (OPSEC), Counter-Intelligence (CI) operations, counterpropaganda operations and Public Affairs (PA) operations. Public Affairs, while a component of influence operations, is predicated on its ability to project truthful information to a variety of audiences. These activities of influence operations allow the commander to prepare and shape the operational battlespace by conveying selected information and indicators to target audiences, shaping the perceptions of decision-makers, securing critical friendly information, defending against sabotage, protecting against espionage, gathering intelligence, and communicating selected information about military activities to the global audience. (USA AFDD 2-5 – Information Operations, 11 Jan 05)

Influence operations are operations focused on affecting the perceptions and behaviours of leaders, groups, or entire populations by protecting operations, communicating military perspective, and projecting information to achieve desired effects across the cognitive domain. These effects should result in modified behaviour or a change in an adversary's decision cycles that will align with the commander's objectives. Public affairs operations are an important and necessary military capability of influence operations. (USA AFDD 2-5.3 – Public Affairs Operations, 24 Jun 05)

Information

The intelligence or knowledge capable of being represented in forms suitable for communication, storage or processing. [Notes: 1. Information may be represented for example by signs, symbols, pictures or sounds (AComP-1/IEC-701). 2. In the context of the IEC definition 'intelligence' should be taken in the broader meaning of the word. 3. Information may exist in the human mind, in document form and in electronic form.] (AAP-31(A), Nov 01)

In information processing: *The knowledge concerning objects, such as facts, events, things, processes or ideas including concepts, that within a certain context has a particular meaning. (ADatP-2/ISO-01)*

Unprocessed data of every description which may be used in the production of intelligence. (AAP-6(2009))

Information Activities

Actions designed to affect information and/or information systems, performed by any actor. (MC 457/1 – Military Decision, 19 Sep 07)

Actions designed to affect information and/or information systems. They can be performed by any actor and include protection measures. (AJP-3.10, Final, 23 Nov 09)

Information Campaign²⁴

A series of coordinated, combined and synchronised information activities conducted by different interagency actors, scheduled for a given period of time and related by common Information Objectives. ... An Information Campaign should constitute the overall, large-scale implementation of an Information Strategy. Ideally, each succeeding element in the campaign adds to the cumulative impact and centres on a theme featuring the major benefit of the respective information activity.

Information Environment

The virtual and physical space, in which information is received, processed and conveyed. It consists of the information itself and information systems. (MC 422/3 – Final, 08 Jul 08)

Information Factor

The actuality of information pervading societies, such that actors and audiences have become increasingly indistinguishable: 'to observe is to be part'. Every action sends a message, intended or not: 'one cannot not communicate'. In the military, information is meanwhile recognised as a decisive factor per se that will increasingly affect the operational factors force, space and time.

Information Management

The means through which an organization maximizes the efficiency with which it plans, collects, organizes, controls, disseminates, uses and disposes of its information, and through which it ensures that the actual value and the potential value of that information is identified and exploited to the fullest extent. (AAP-31(A), Nov 01)

Information Objective

A desired condition to be created in the information environment. Information Objectives should be measurable to enable analysis, planning, execution/ management and assessment/evaluation of related actions and/or effects.

Information Objectives provide statements of measurable response that reflect the aspired conditions in the information environment as a result of information activities.

²⁴ The term 'information campaign' is not mentioned in NATO policy and doctrine for Info Ops. However, it is considered useful to present to the commander a comprehensive view on information activities performed by his organisation and co-ordinated by his Info Ops staff officer.

They enable analysis, planning, execution/management and assessment/evaluation of related actions and/or effects. (AJP-3.10, Final, 23 Nov 09)

Information Operations

A military function to provide advice and co-ordination of military information activities in order to create desired effects on the will, understanding and capability of adversaries, potential adversaries and other NAC approved parties in support of Alliance mission objectives. (MC 422/3 – Final, 08 Jul 08)

Information Operations Co-ordination Board

The forum for the implementation of Info Ops collective coordination and advice. This board, chaired by Chief Info Ops, meets as a subset of the Joint Coordination Board (JCB). It will convene as necessary in the HQ decision cycle and as required during non-operational activities. (AJP-3.10, Final, 23 Nov 09)

Information Operations Staff Officer

The Info Ops staff officer's (comprising a Chief Info Ops and sufficient supporting staff relative to the HQ size and function) primary role is to assist the commander in planning, coordinating and directing the implementation of information activities to support the achievement of campaign objectives. The focus and responsibilities of the Info Ops staff officer will be determined by the command level and assigned mission. At the operational level, (independent from structure, be it J-structure or effects-based) there will be a need for a comprehensive staff to enable planning, operations, INTEL support and specialists to determine targeting and campaign assessment. At the tactical level, the need will focus more on specialists to deliver capability against specified targets. (AJP-3.10, Final, 23 Nov 09)

(NATO Military) Information Operations Working Group

The MC exercises its responsibility for NATO Info Ops through the IMS, Operations Division. To assist in this responsibility, the MC has authorised the formation of a NATO Info Ops Working Group [] to provide advice on NATO Info Ops policy and doctrine matters. ... The aim of the NATO Mil Info Ops WG is to ensure the Alliance maintains an effective Info Ops function by developing and examining all Alliance Info Ops issues; reviewing and confirming NATO military policy on Info Ops; coordinating NATO Info Ops doctrine; examining Info Ops requirements for both operations and exercises/training; applying lessons learned from operations to policy and doctrine documents. (MC 422/3 – Final, 08 Jul 08)

Information Society

A society in which the creation, distribution, diffusion, use, and manipulation of information is a significant economic, political, and cultural activity.

Information Strategy

Statement of the interagency and multinational approach across all levers of power to crisis/conflict prevention and resolution in the information environment. An Information

Strategy provides mission-specific strategic and political guidance for civil and military information activities in support of mission objectives.

Mission-specific strategic and political guidance as agreed by the North Atlantic Council (NAC), is required to maximise the effects of all information-related aspects of NATO's operations and activities. ... Info Ops co-ordination requires strategic direction as this forms the basis for coordinating military information activities. An outline of Info Ops objectives should be developed to be included as part of a mission-specific guidance to the Strategic Commands (SCs). It should be issued at the earliest opportunity and should include mission objectives and desired end state related to the information environment. ... Military information activities must be consistent with the mission specific NATO guidance. (MC 422/3 – Final, 08 Jul 08)

[] the NAC will provide overall guidance and direction for NATO public diplomacy efforts, as well as mission-specific strategic and political guidance for NATO military information activities. (AJP-3.10, Final, 23 Nov 09)

Information Superiority

The state of a relative superior ability of an actor to collect, process, and disseminate information compared to competitors in the same arena and to draw an operational advantage from it.

Information System

A socio-technical system for the collection, processing and dissemination of information. It comprises personnel, technical components, organisational structures, and processes that create, collect, perceive, analyse, assess, structure, manipulate, store, retrieve, display, share, transmit and disseminate information.

Information systems are socio-technical systems for the collection, processing and dissemination of information. They comprise personnel, technical components, organisational structures and processes that create, collect, perceive, analyse, assess, structure, manipulate, store, retrieve, display, share, transmit and disseminate information. (AJP-3.10, Final, 23 Nov 09)

An assembly of equipment, methods and procedures and if necessary personnel, organized to accomplish information processing functions. [Notes: 1. Examples of information system are: command and control information system, management information system, office automation system. 2. An information system may also transfer information in support of the processing functions, for example, over a local area network interconnecting a number of computers, which are part of the information system.] (AAP-31(A), Nov 01; ADatP-2-01; AAP-6(2007))

Information Technology

All forms of technology used to create, store, exchange, and use information in its various forms (business data, voice conversations, still images, motion pictures, multimedia presentations, and other forms, including those not yet conceived). It is a

convenient term for including both electronic communications and computer technology in the same word.

Art and applied sciences that deal with operations on data and information. [Note: Fields of expertise include information theory, arithmetic and logic operations, data organization, representation, transfer, interchange and processing, operating techniques, equipment technology, system development and maintainability, security and interoperability, open systems interconnection, office automation, artificial intelligence, multimedia and hypermedia.] (AAP-31(A), Nov 01)

Information Warfare

Information warfare is the use and management of information in pursuit of a competitive advantage over an opponent. Information warfare may involve collection of tactical information, assurance(s) that one's own information is valid, spreading of propaganda or disinformation to demoralize the enemy and the public, undermining the quality of opposing force information and denial of information-collection opportunities to opposing forces. (http://en.wikipedia.org/wiki/Information_Warfare)

Internal Information

One of the three pillars of NATO PA. Organisational communication with NATO members, civilian employees and family members of those serving with or affiliated to NATO. It does not include activities of officers or managers for the purpose of informing their staffs of unit or section developments or communications that provide administrative direction. Also referred to as Command Information. (MC 457/1 – Military Decision, 19 Sep 07)

Key Leaders Engagement

The planned and coordinated use of the senior leadership of the friendly force to influence key decision-makers / opinion shapers / influencers / leaders in the assigned area of operations in support of the commander's objectives.

Knowledge Development

Knowledge Development (KD) is a continuous, adaptive and networked activity carried out at strategic, operational and tactical levels of command. It provides commanders and their staff with a comprehensive understanding of complex environments, including the relationships and interactions between systems and actors within the engagement space. (COPD, Draft Sep 09)

Knowledge Development is a process that collects and analyses information, integrates isolated data into a useable body of information, and makes it available so it can be shared. (NATO Bi-SC Knowledge Development Concept, 31 July 2008)

Master Media Messages

Overarching, key 3-5 points developed by a higher political or military authority and incorporated into the products and activities of subordinate organisations. Ultimately,

reduces even the most complex of issues into a manageable number of remarks of soundbite-length. (MC 457/1 – Military Decision, 19 Sep 07)

Measures of Effectiveness

A Measure of Effectiveness is defined as a metric used to measure a current system state. The MOE will help answer the question “Are we on track to achieve the intended new system state within the planned timescale?” This may require multiple MOE per intended system state to fully capture the changes. MOE must be repeatedly measured across time to determine changes in system states. It is important to note that MOE will be drafted to measure the creation of Effects, the achievement of Objectives, and the attainment of the End State. (COPD, Draft Sep 09)

MOE typically describe predicted benchmark changes in physical, cybernetic or moral conditions or effects that indicate progress toward accomplishment of the objective. MOE should allow the commander to evaluate whether the operation is achieving desired conditions and effects, as well as any undesired consequences that might jeopardise accomplishment of his objective or mission. MOE are critical because their use in evaluating progress may influence decisions regarding the conduct of operations and the allocation of resources. (NATO ACO – Guidelines for Operational Planning (GOP) Rev 1. 18 July 2005)

Measures of Performance

The MOP are focused on task/action accomplishment: "Was the action performed as the commander intended?" "Regardless of effect, did the assigned force produce the fires, manoeuvre, or information as required by the specified task?" These MOP are what the commander uses to assess whether his directives are understood by subordinate units and/or the units are capable of consummating the specified action. Typical measures would include delivery of ordnance on a target, the occupation of a town, the distribution of PsyOps pamphlets on enemy positions, etc. (W. McDaniel: White Paper Ver 2.0 – Effects-Based Operations (EBO), 11 February 2003)

The Measures of Performance (MOP) are directly tied to the Action – not to the other elements of the plan. An MOP is defined as the criteria used to evaluate the accomplishment of own force actions. The MOP enables a more rigorous execution analysis, intending to answer “Are the actions being executed as planned?” If, during execution, progress towards the achievement of desired effects is not made as expected, one possibility is that actions are not being carried out as planned. (COPD, Draft Sep 09)

Media

Those organisations or persons who gather and disseminate news; also refers to the mediums by which news is transmitted (newspapers, TV, radio, Internet, etc). (MC 457/1 – Military Decision, 19 Sep 07)

Media Lines

Also called Talking Points and/or Messages. Organizationally approved responses to an issue for use by spokespersons when dealing with media. (MC 457/1 – Military Decision, 19 Sep 07)

Media Operations

All activities pertaining to managing the interaction with the news media; can refer to the function responsible for such activities, such as the 'media operations section'. (MC 457/1 – Military Decision, 19 Sep 07)

Message

Any thought or idea expressed briefly in a plain, coded, or secret language, prepared in a form suitable for transmission by any means of communication. (AAP-6(2009))

Also called Talking Points and/or Media Lines. Organizationally approved responses to an issue for use by spokespersons when dealing with media. (MC 457/1 – Military Decision, 19 Sep 07)

Objective

A clearly defined and attainable goal for a military operation, for example seizing a terrain feature, neutralizing an adversary's force or capability or achieving some other desired outcome that is essential to a commander's plan and towards which the operation is directed. (AAP-6(2009))

A clearly defined and attainable goal to be achieved by a campaign or operation that will contribute decisively to strategic outcome (Proposed definition/ COPD, Draft Sep 09)

Propaganda

Information, ideas, doctrines, or special appeals disseminated to influence the opinion, emotions, attitudes, or behaviour of any specified group in order to benefit the sponsor either directly or indirectly. [Black: purports to originate from a source other than the true one. Grey: does not specifically identify any source. White: disseminated and acknowledged by the sponsor or by an accredited agency thereof.] (MC 457/1 – Military Decision, 19 Sep 07; AAP-6(2009))

Propaganda is the deliberate, systematic attempt to shape perceptions, manipulate cognitions, and direct behaviour to achieve a response that furthers the desired intent of the propagandist. [] As opposed to impartially providing information, propaganda in its most basic sense presents information in order to influence its audience. Propaganda often presents facts selectively (thus lying by omission) to encourage a particular synthesis, or gives loaded messages in order to produce an emotional rather than rational response to the information presented. The desired result is a change of the cognitive narrative of the subject in the [] audience to further a political agenda. (Based on: Jowett, Garth / O'Donnell, Victoria: Propaganda and Persuasion. SAGE Publications, Inc., 1999)

Psychological Operations

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 402/1 – Final, 17 Apr 03)

Military Public Affairs

NATO military PA 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 media relations, internal communications, and community relations. (MC 457/1 – Military Decision, 19 Sep 07)

Military Public Affairs: is the function responsible for promoting 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 media relations, internal communications, and community relations. Military Public Affairs at each level of command directly supports the commander and may therefore not be further delegated or subordinated to other staff functions.

(PO(2009)0141 NATO Strategic Communications Policy)

Public Affairs

Public Affairs is the NATO civilian engagement through the media to inform the public of NATO policies, operations and activities in a timely, accurate, responsive, and proactive manner. (PO(2009)0141 NATO Strategic Communications Policy)

Public Affairs Guidance

Addresses emerging public affairs issues or issues likely not covered by existing plans or guidance, and issued as required by Chief Public Affairs Officers. At a minimum, the Public Affairs Guidance will summarize the issue, identify lead organisation(s), name spokespersons, list messages, and provide coordinating instructions. (MC 457/1 – Military Decision, 19 Sep 07)

Public Affairs Plan

Details relating to the planning and conduct of a PA-related activity; in effect the 'execution' paragraph detailing what will be done, where, when, how and by whom. Can be an annex to an operations or contingency plan, or stand on its own. (MC 457/1 – Military Decision, 19 Sep 07)

Public Affairs Strategy

A document that provides a broader public affairs approach that sets overall themes and goals for an organisation or initiative. Should include master messages. Action-oriented PA plans derive their guidance from PA strategies approved by higher authorities. (MC 457/1 – Military Decision, 19 Sep 07)

Public Diplomacy

The totality of measures and means to inform, communicate and cooperate with a broad range of target audiences world-wide, with the aim to raise the level of awareness and understanding about NATO, promoting its policies and activities, thereby fostering support for the Alliance and developing trust and confidence in it. (SG(2003)0876(INV), quoted in MC 457/1 – Military Decision, 19 Sep 07)

NATO civilian communication[] activities responsible for promoting awareness, understanding and support for NATO's policies, operations and activities, in complementarity with the national efforts of Allies. (SG(2008)0802 – NATO Strategic Communication[] Policy, Draft, 24 Oct 08)

Strategic Communication

NATO Strategic Communications: the coordinated and appropriate use of NATO communications activities and capabilities – Public Diplomacy, Public Affairs (PA), Military Public Affairs, Information Operations (InfoOps) and Psychological Operations (PsyOps), as appropriate – in support of Alliance policies, operations and activities, and in order to advance NATO's aims. (PO(2009)O141 NATO Strategic Communications Policy, dated 29 Sep 09, ACO Directive 95-2, 13 Nov 09)

ACO [Strategic Communication] draft sub-definition: [Strategic Communication] as generally understood takes in all components of the information campaign, but Public Diplomacy and political guidance is the responsibility of NATO HQ. The following takes account of this in guiding ACO actions: In concert with other military actions and following NATO political guidance, to advance ACO's aims and operations through the co-ordinated, appropriate use of Public Affairs and Information Operations [Footnote: In line with AJP-3.10 (Pre-Ratification Draft), for our purposes, "NATO policy indicates that PsyOps falls within the larger construct of Info Ops"], in co-operation with the Public Diplomacy Division. (ACO Directive 95-2, 13 Nov 08)

Target

Targets (for information activities) are usually technical components of information systems.

The object of a particular action, for example a geographic area, a complex, an installation, a force, equipment, an individual, a group or a system, planned for capture, exploitation, neutralization or destruction by military forces. (AAP-6(2009))

Target Audience

An individual or group selected for influence or, attack²⁵ by means of psychological operations. (MC 402/1 – Final, 17 Apr 03; AAP-6(2009))

Theme

The unifying subject or idea of a message or set of messages.

²⁵ This terminology only applies to legitimate military targets.

Psychological Theme - An idea or topic on which a psychological operation is based.
(MC 402/1 – Final, 17 Apr 03; AAP-6(2009))

Understanding

The act or action of grasping with the intellect. (<http://www.merriam-webster.com/dictionary/comprehension>)

'Understanding' includes an actor's perceptions of a given situation and an actor's situational awareness of that situation.

Will

Mental powers manifested as wishing, choosing, desiring, or intending. ([http://www.merriam-webster.com/dictionary/will\[2\]](http://www.merriam-webster.com/dictionary/will[2]))

'Will' includes factors such as motivation, intent, attitude, beliefs and values

Annex 2-A: Generic Taxonomy of the Information Environment

This annex provides a generic organization or classification scheme of ingredients considered important system elements or sub-systems of the information environment in general. The existence, status and behaviour of these elements substantially constitute the status and development of the situation in the information environment. It should help to get a basic grasp of the application area of information activities.

1. Actors

a. **Individuals** (e.g., decision-makers, leaders; opinion leaders, opinion formers, and spin doctors; journalists, editors, media publishers; and common people).

b. **Groups** (population as a whole or parts of it; e.g., by region, ethnicity, religion, activity; groups of the above individuals).

c. **Organisations** (government agencies & governmental organisations; IOs, NGOs, PVOs; regional and international enterprises; organisations of the above individuals and groups).

d. Relevant characteristics of actors include their:

(1) personalities and cultural specifics (comprising factors such as: psychological profiles/traits and personal history; culture, motives, interests, values, beliefs, attitudes, and stances; risk aversion, and sensitivities);

(2) diverse roles – official and unofficial;

(3) perceptions, images, and opinions (How do actors see themselves and other actors? How do actors want to be seen? To what extent do actors trust the International Community, Coalition, Coalition partners, other actors?);

(4) information flow and opinion-forming processes, main sources of information and trust in those;

(5) intent and capabilities for conducting information activities/protecting the information environment against activities;

(6) balance of power, including military, economical, socio-cultural, and religious aspects; in particular, control over media, communication/information processes and/or related means and infrastructure;

(7) security situation and its stability, robustness, and sustainability;

(8) supporters, and followers, and their respective subsistence levels; support-networks; relationships to other actors with regard to politics, security, economy, and psychology;

(9) possible political, strategic, operational, and tactical short-, mid-, and long-term objectives, as well as their hierarchical schemes and prioritisation of objectives (What do the actors want to achieve? How will they act in the information environment?);

(10) interrelationships and interdependencies between and among actors;

(11) receptivity, addressing the psychological and technical/physical ability/capability of an actor to perceive/receive messages in any format (e.g., literacy, availability of radio/TV sets); this also includes aspects of external control such as censorship;

(12) susceptibility, addressing those issues that attract the actors' attention, regardless of the possible resulting effects when consuming; also: "areas of interest" for the actors (e.g., things they would read in a newspaper or programs they would tune in on a radio station); these are often related to attitudes and values;

(13) vulnerability, addressing those issues that directly affect cognition and emotion of the actors and can be exploited by own actions to create desired effects; assessment is based on results of present social research and refers to anxieties/fears and needs rather than to attitudes.

2. Topics

Topics are subjects, which characterise the crisis and are of concern to relevant actors, e.g., regarding the causes and the consequences of the situation:

- a. Issues of main concern for relevant actors.
- b. Actors' perceptions of / opinions on these issues.
- c. Level of information / depth of knowledge about these issues.

3. Specific Information Systems

In general, two particular types of information systems can be identified as playing an important role in both the military and the civil world:

- a. **Communication and Information Systems (CIS)**: equipment, methods and procedures and, if necessary, personnel, organised to accomplish information processing and transfer functions.
- b. **Command and Control Systems (C2S)**: equipment, methods and procedures – including planning and decision-making tools –, and personnel that enable leaders/commanders and their staffs to exercise command and control.
- c. Relevant characteristics and components of CIS/C2S include:
 - (1) personnel (including actors in the above sense);
 - (2) command and control philosophy, in terms of decision-making processes, organisation, and communication and information flow patterns (including aspects such as censorship and freedom of opinion);
 - (3) technical equipment, techniques, platforms, and organisations used, established, and required to receive, process, and transmit data and information, including their functionality, detailed features, capacity, and level of interoperability, robustness, redundancy, and reliability; this includes system elements and components from (human and technical) sensors throughout the loop to shooters (e.g., IT in weapons systems);
 - (4) infrastructure (official and unofficial), including commercial facilities and installations related to telecommunication companies and networks, postal and courier services, broadcast or media dissemination facilities such as fixed and mobile radio stations, platforms;
 - (5) supply dependencies, such as related to energy, water, transportation, and maintenance.

4. Media

- a. **Personnel** (e.g., management, owners, financiers, stakeholders, publishers, editors, journalists, employees).
- b. **Assets** (official and unofficial, open and covert; used or employed by actors for indirect communication, information, entertainment, and other related purposes, including traditional communication, new and emerging media:

(1) contents (themes and messages);

(2) reach/area of influence;

(3) affiliation;

(4) credibility;

(5) availability.

c. **Infrastructure** (including related industries and media production facilities, e.g., studios and printing shops).

Appendix 2-A-1: Assessment of the Information Environment (Template)

This appendix provides a set of questions as guidance for assessing the information environment based on a systemic understanding.

BACKGROUND

Did comparable crisis situations appear in the same region previously?

What were the origins of these crisis situations? Who were the main actors relevant to the information environment then? Do there still exist main actors relevant to the information environment, which may be used as point of contact/ "door openers"?

What lessons were identified/learned regarding the role and relevance of the information environment in previous conflicts with respect to the situation, its assessment, solutions, and results?

Was any possible coalition partner involved in a previous crisis in the region of concern? Could this involvement still have an (positive or negative) impact on the current crisis?

What are the major changes since previous conflicts with regard to the information environment?

ACTORS

How do the actors see themselves and other actors? How do the actors want to be seen?

How do actors see the International Community and the Coalition and its (potential) engagement?

How do actors see themselves being perceived by the international community and other actors?

Who are the actors that are affecting/exploiting the information environment to shape the situation?

What are the actors' intent, means and capabilities to affect/exploit the information environment?

What activities conducted by what actors are currently affecting the information environment?

Which attitudes, opinions and motivations are linked to certain actors? On the other hand, which attitudes, opinions and motivations are common sense?

RELEVANT TOPICS / ISSUES

What are topics/issues of main concern for relevant actors? Which topics/issues "touch" the actors?

To what extent are the actors informed about these issues? Why?
What are the local perceptions on the situation? How do the actors perceive these issues? What are the actors' opinions on these issues? Why do the actors have these opinions?
What are the consequences related to the actors' perceptions/opinions on these issues?
What is the relevance of these consequences to the situation?
What are topics/issues to be avoided (taboos)? Why?
Are there topics/issues, which are linked to certain media?
To what extent are rumours relevant to public opinion?

ACCESS TO INFORMATION

Is access to information limited to relevant actors? Are there media that can only reach certain actors or groups of actors?
What are the consequences relevant to the crisis?
What role does access to information play in this scenario?
Which media are continuously accessible? Are there temporal, infrastructural, cultural or other kinds of limitations or regulations?

MEDIA LANDSCAPE / INFORMATION / COMMUNICATION

What is the role of the media? Are there public and private media? To what degree are the media free/restricted/censored?
What are the main sources of information for the actors?
What are the actors' main ways, means/assets to access information?
What are the actors' main ways, means/assets to communicate?
To what degree do actors trust which source of information?
What kind of media/assets is used in the society? Which are the main ones and which are rarely or not used at all?
Which media are used for which reasons?
Who are the relevant actors in the media landscape?
To what degree do the several actors trust what media? Why?
What are the contents broadcasted/distributed? What is the granularity and focus of the media representation of local, regional and international actors, topics and related situations? Are there topics/issues that are limited to certain regions?
Do official authorities give public statements? On what issues? What is the purpose?

To what extent are international media able to penetrate cultural and religious information? Are international media able to overcome cultural/religious boundaries?

How robust/redundant are the means, capabilities to access information and communicate? How to influence/deter the communication means?

What kind of information / communication infrastructure is in place?

What is the infrastructure (including supply) critical to the media, information and communication system?

What kind of command and control system is used by the actors? What is the philosophy behind this system? What are the (technical and human) means?

What kind of equipment is used? Examples: Commercial/military? From foreign countries/own development?

How is the electromagnetic spectrum used? By which means?

INFORMATION FLOW / OPINION-BUILDING / DECISION-MAKING PROCESSES

How do the opinion-building processes / decision-making processes of actors work?
How are these processes structured? What are their key actors and functions?
How and to what extent do the media reflect public opinion?

How do the information flow processes between and among actors work? On what information flow processes are the opinion-building processes / decision-making processes based?

How does the perception of actors by other actors influence their opinion-building processes / decision-making processes? Example: Is a positive image in the international media of importance for specific actors?

What kind of information activities have to be considered to influence the opinion-building processes / decision-making processes?

What activities / capabilities are in place to protect the information flow processes / opinion-building processes / decision-making processes? What are respective vulnerabilities?

What is the specific role of religion / culture in the region? What is the religious / cultural impact on the information flow processes / opinion-building processes / decision-making processes?

What are the main constraints and restraints regarding religious and cultural taboos?

What is the impact of rumours on information flow processes / opinion-building processes / decision-making processes? Which kind of rumours can easily be spread and which rumours can hardly be disseminated? To what extent can certain rumours influence, e.g., promote or halt, other rumours?

What are the main sources of rumours? What actors spread and use rumours? On what purpose?

What kind of information or news has the ability/chance to activate certain actors?
What reaction towards different types of rumour can one expect from certain actors?

Are there cultural/religious events and processes that enable certain information flows? What kind of knowledge is being transferred in traditional ways of education (e.g., initiation ceremony)?

What is the impact of regional or cultural connatural media on the information flow / opinion building / decision making processes?

FREEDOM OF EXPRESSION

To what extent is freedom of expression guaranteed by constitution?

To what extent and how is freedom of expression restricted in practice?

To what degree is actors' freedom of expression relevant to the crisis?

How does the cultural/religious background shape the understanding of the concept of freedom of expression?

ENVIRONMENTAL ISSUES

What languages and dialects are used in the region?

How are these languages/dialects distributed in the region

Is there a common language? Which local languages and dialects are reflected in media?

What is the level of literacy and education – define regional flavours?

What is the main method/tradition of communication (oral, text or visual) – are there regional variations?

What are the primary means of transport and distribution? What is the degree of mobility of the local population?

Are there any seasonal weather patterns that hamper communication?

Are there any geographical issues hampering communication?

Are there impenetrable areas (jungle/mountains etc)?

What is the normal basic diet and need for services?

What are the accessibility to children's care and education?

Is the population self-sufficient?

How are basic life-support measures provided?

Who is providing security to whom? What are the agendas of the various security providers? What is the local perception of the security situation?

Is there any potential of natural and/or technological hazard in the region?

AREAS OF COMPARABLE CONDITIONS IN THE INFORMATION ENVIRONMENT /
INTERRELATIONSHIPS OF AREAS

Within and attached to the crisis region what are areas with the same or comparable conditions in the information environment and what areas differ from other areas?

What are the main differences in these areas (actors, information systems, opinion-building / decision-making processes and media)?

What are the interrelationships between these areas (main actors / key communicators, information systems, grade/hierarchy of the interdependency, concurring and/or opposing positions to the respective crisis)?

What is the level of influence of the main actors / key communicators of these different areas to their respective area audiences?

What are the critical vulnerabilities and critical requirements of these main actors / key communicators concerning the information environment?

Annex 3-A

Wording of Information Objectives

Information Objectives should be phrased in a concise statement that identifies who or what is to be affected in what way, and conclude with a comprehensible justification.

To impart the explicit meaning, each Information Objective should:

- State the **subject focus**, i.e., clearly address the relevant system element or sub-system that should be affected, reference to the assessment of the information environment and the taxonomy proposed therein (Part 1);
- Indicate the **quality of change** of a system state, i.e. describe the direction and aspired modality towards which a relevant system element or sub-system of the information environment should be changed (Part 2);
- Provide a **conclusion** that details the rationale for changing a system state, linking the Information Objective to the Commander's objectives (Part 3).

In order to be measurable, Information Objectives should focus on observable systemic and attribute changes compared to an agreed baseline (i.e. the assessment of the information environment).

The level of detail to be applied is driven by the strategic perspective: Information Objectives should guide the development of effects/outputs rather than pre-empt results from functional implementation and activity planning.

Illustrative Examples

| CODE | Part 1 | Part 2 | Part 3 |
|------------|---|---|--|
| | SUBJECT FOCUS | QUALITY OF CHANGE | CONCLUSION |
| | SYSTEM ELEMENT, SUB-SYSTEM | DIRECTION AND MODALITY | RATIONALE |
| InfoObj XX | <i>All national and domestic actors...</i> | <i>...understand Alliance aims, objectives, and intent...</i> | <i>...in order to ensure the continued willingness for member partners to continue their participation and maintain Alliance cohesion.</i> |
| InfoObj XX | <i>Communications and information infrastructure in XYZ and the region...</i> | <i>...is functioning and reliable...</i> | <i>...to enable wide-ranging and reliable communication between all actors and the populations in the region.</i> |

| CODE | Part 1 | Part 2 | Part 3 |
|---------------|---|---|--|
| | SUBJECT FOCUS | QUALITY CHANGE | OF CONCLUSION |
| | SYSTEM ELEMENT, SUB-SYSTEM | DIRECTION AND MODALITY | RATIONALE |
| InfoObj XX | <i>Relevant actors in the region...</i> | <i>...are convinced to promote a positive vision of the future through dialogue, cooperation and education...</i> | <i>...in order to gain active participation and support for the stabilization and sustainable development of the region.</i> |
| InfoObj XX | <i>Telecommunication and C2 lines of communication of the L. M. Gang...</i> | <i>...are disrupted...</i> | <i>...in order to reduce their insurgent capability and contribute to local security in the ABC Region.</i> |

Annex 3-B

Themes, Master Messages and Messages

Themes

Themes provide the unifying subject or idea of a message or set of messages and information activities. Themes express the context for messages to be conveyed to audiences and activities to affect targets. Themes are not subject to any modification without strategic-political approval. They are phrased as 'headlines' that indicate the issue of concern for associated master messages. They may include qualitative elements if that can be done concisely within a phrase rather than a full sentence.

Master Messages and Messages

Messages express a thought or idea as the object of communication. Master Messages listed in the Information Strategy provide guidance for national initiatives and information activities at higher multinational levels. In order to meet specific requirements in theatre, Master Messages need to be transformed into messages that will be permanently reviewed, adjusted and amended throughout the campaign/mission. Based on the fact that every action or behaviour may bear informational content, messages guide (media) communication as well as conventional activity.

Master Messages will also be prepared to address contingencies. The Alliance will need to respond to undesirable and unavoidable events, which may be the consequence of human activity or natural developments outside human control. It will be important that the highest risk, highest impact situations – both related to the assessed vulnerability of the Alliance – are forecast and contingent messaging is pre-prepared to mitigate or counter the negative impact on NATO's mission, and to pre-empt exploitation of the situation by adversaries.

Messages at all levels supporting the Alliance mission must be culturally sensitive, in particular those adapted from Master Messages for distinct audiences. Detailed consideration of cultural factors will suggest references that should be avoided in messaging because of the likelihood of causing offence, the lack of resonance with the intended audience or inappropriate assumptions that local audiences aspire to foreign cultural values.

There is also a danger that messages in support of one Theme, Master Message or to one audience will be counter-productive when considered in the context of another Theme, or when coincidentally received and misinterpreted by another audience. Such contradictions should be sought out during the development process and appropriate guidance given in the Information Strategy to de-conflict or manage the contradiction.

All messages developed at subsequent levels need to be consistent with the Master Messages provided by the Information Strategy, and pass an appropriate approval process.

Examples for Themes and Messages

THEME: "Acceptance of the Multinational Force" (*Understanding of NATO aims is a prerequisite for achieving enhanced security and building an environment that is favourable for Alliance activity.*)

MASTER MESSAGES:

- *We support the XYZ government and people and will leave XYZ as soon as our mandate is complete.*

MESSAGES:

- *xx*
- *xx*
- *We are actively generating support within the International Community for the benefit of the XYZ people.*
- *The XYZ Government has requested us to support the development of the infrastructure, economy and social services.*

MESSAGES:

- *xx*
- *xx*
- *The Alliance will respond in an even handed manner to situations regardless of the affiliation of individuals or groups involved. (...)*

THEME: "Favourable Conditions for Development" (*There are certain conditions that have to be met as a prerequisite for effective Alliance activity. Most of these require collective effort.*)

MASTER MESSAGES:

- *The military component is in XYZ to provide security and logistics for the Alliance and humanitarian organisations to allow them to do their job.*
- *Violence is the wrong way to solve your problems and might lead to reduced international support.*
- *We will support the development of an open and accessible information environment, which will allow a constructive dialogue between all sides.*

MESSAGES:

- *xx*
- *xx*
- *We are encouraging the local communities to accept refugees/IDPs on a temporary basis. We will support their return as soon as the situation allows. (...)*

THEME: "Local Initiative, Involvement, Commitment & Self-confidence" (*The people of XYZ and the ABC Region should perceive their future being as achievable and within reach of own initiatives. NATO assistance must not be mistaken as dependence.*)

MASTER MESSAGES:

- *Substantial improvements in life conditions can only be achieved if the XYZ people mobilise and utilise their resources, capabilities, and abilities.*

MESSAGES:

- *xx*
- *xx*
- *The XYZ Government and people are capable to substantially contribute to overcoming present problems and creating better conditions. (...)*

THEME: "Local and Regional Dialogue and Cooperation" (The international mission should empower self-help. An important factor to enable this ambition is a sense of commonality and interdependence.)

MASTER MESSAGES:

- *All actors are called upon to cooperate with relevant institutions that comply with the XYZ constitution.*
- *We will support the development of an open and accessible information environment, which will allow a constructive dialogue between all sides.*

MESSAGES:

- *xx*
- *xx*
- *We encourage all sides of the conflict to start and continue a dialogue concerning the reconciliation process. (...)*

CONTINGENCY MASTER MESSAGES:

- *The coup is unconstitutional; the political situation must be legitimised through immediate elections.*
- *Actions to contain the epidemic are in place and are effective.*
- *The Security Forces have strict rules of engagement. Breaches will be investigated and action taken if necessary.*

REFERENCES TO BE AVOIDED:

- *Religious text.*
- *Religious or ethnic affiliation.*
- *Ethnic or religious innuendo.*
- *Judgements about the role of women.*
- *Any discord in the Alliance.*
- *Any sexual theme and picture.*
- *Inadvertently raising expectations (e.g., concerning the duration of the Alliance's commitment).*
- *Specialist vocabulary and acronyms (e.g., military).*
- *Internally-held information that might be exploited, if divulged, to the detriment of the safety of supportive actors.*

- *Appearing to favour one party or group.*
- *Provocative inter-cultural issues.*
- *(...)*

CONTRADICTIONS

By supporting the host government as the legitimate framework for change, the credibility of other messages reassuring the local population that the Alliance is actively seeking change and does not support corrupt or unconstitutional practices will be threatened. Both messages are necessary, but are potentially mutually destructive. Particular care will need to be taken in managing the use of these messages and monitoring their impact.

Annex 3-C

Info Ops Contribution to War Gaming

(Basics)

Visualization of the Flow of an Operation

Analytical attempt to foresee dynamics of friendly COA vs. enemy COA

- Action,
- Reaction, and
- Counteraction

War Gaming is the best method to:

- Synchronize the operation
- Ensure synergy
- Identify risks to the operation
- Determine decision points and criteria
- Analyze the adequacy of the force
- Program the required force flow
- Develop/refine operational timeline

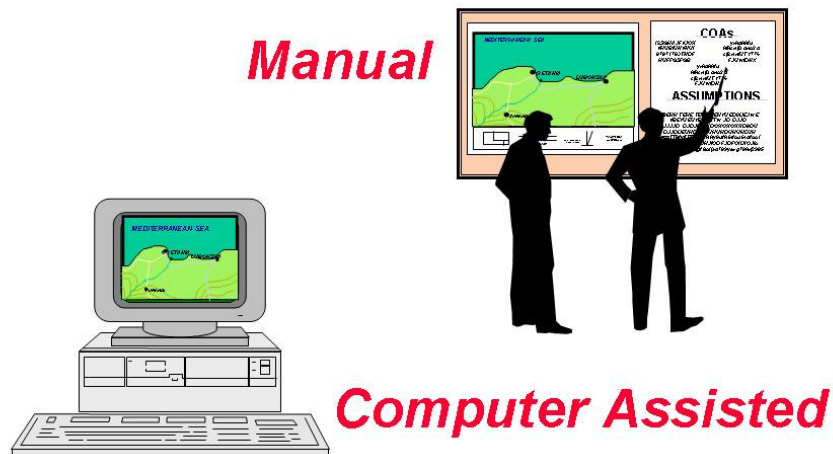


Figure: War Gaming Method

Why is it important?

- Develops shared vision of the operation
- Validates assumptions
- Determines conditions & resources required for success
- Identifies strengths & weaknesses of a COA
- Determines a COA's risk

- Identifies coordination requirements
- Validates and/or refines Centre of gravity
- Validates force allocation
- Validates & refines shaping, manoeuvre support, force protection concepts
- Refines/validates CCIRs
- Refines C2 measures & relationships
- Provides time estimates
- Identifies branches & sequels for further planning

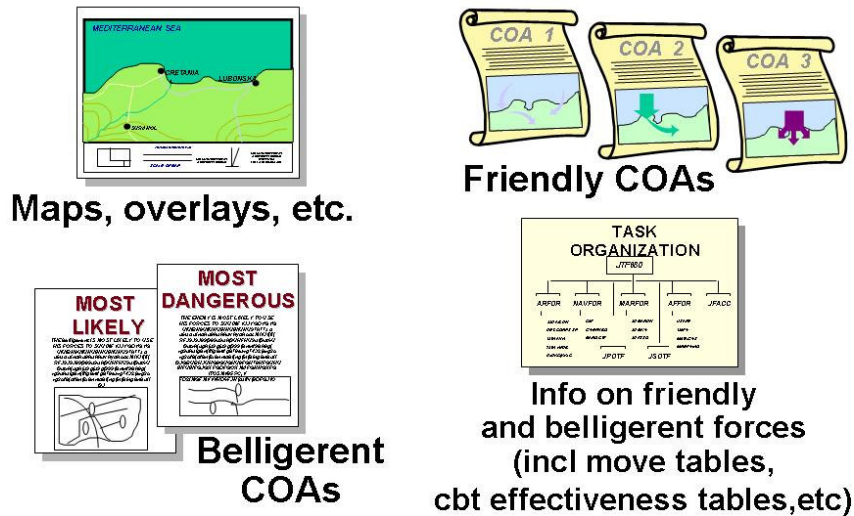


Figure: War Gaming Tools, Materials and Data

| | D | D+x | D+xx | | | | |
|----------------|---|-----|------|--|--|--|--|
| ENEMY | | | | | | | |
| JOINT FORCE | | | | | | | |
| LCC | | | | | | | |
| MCC | | | | | | | |
| ACC | | | | | | | |
| OP FIRES | | | | | | | |
| ETC | | | | | | | |
| RISK | | | | | | | |
| RISK REDUCTION | | | | | | | |

Figure: War Gaming Synchronisation Matrix

War Gaming Roles:

- Co-ordinator ensures proper set-up and conduct of wargame (preparation, support, time)
- Mover portrays actions on maps, provide “what’s available, when and where”

- Scribe (with help) records results and amends COAs as required
 - Synchronisation Matrix
 - Decision Support Template
 - High Pay-off Target List
- Component Sub-Groups ensure consistent application of own COAs (monitored by Co-ordinator)
- Opposing Force Control Group ensures consistent application of opposing force COAs
- Analysts adjudicate results
- Referee involved as required

(War Gaming²⁶)

War gaming is necessary to evaluate the potential of the COA to accomplish the mission against all types of opposition as well as to identify and correct deficiencies. It readily identifies advantages and disadvantages as well as key actions that must be synchronised if a COA is to successfully achieve the essential tasks and purpose of the mission. The war game should also help identify potential risks and opportunities as well as decision points for the commander to take action to counter or exploit such situations. A Branch Plan may be required to deal with the situation within the parameters of the basic operational design. As a minimum, each own-force COA should be war-gamed against the 'most likely' and 'most dangerous' opposing COAs. However, when time permits, additional potential opposing COAs should be war-gamed.

Broadly speaking, there are three possibilities for war gaming:

- to war-game the phases (play out critical joint tasks by phase against the objectives of each phase),
- to war-game Decisive Points (play out critical joint tasks at Decisive Points), and
- to war-game segments of the battle space (play out critical joint actions of specific areas of the battle space).

(1) Preparing War Games. This involves:

- a. Determining the desired outcomes.
- b. Deciding on the method and scope.
- c. Acquiring the tools for manual or computer assisted simulation and analysis.
- d. Preparing a suitable venue.
- e. Organising friendly and opposing players including subordinate commands, if possible.
- f. Organising referees, expert arbitrators and recorders.
- g. Establishing rules.

²⁶ GOP/COPD

- h. Preparing the operational situation.
- (2) Conducting War Games. The conduct of the war game is determined largely by the desired outcomes, selected method and the scope. Typically, war games will include:
- a. Setting Conditions. An introduction to set the strategic and operational conditions effecting the operation, including political considerations, threat conditions, environmental conditions, civil conditions, information and media conditions etc.
 - b. Game Turns. A series of “game turns” considering the action - reaction - counter-action of opponents, starting with the opponent deemed to have the initiative.
 - c. Assessment. An assessment of probable results and outcomes typically follows each game turn and is used to set conditions for the succeeding game turns.
- (3) Recording Results. Observations and conclusions drawn from the war game should be recorded in line with the purpose. Typically, these include:
- a. Advantages and disadvantages.

| | | OPFOR COA I | | OPFOR COA II | |
|---------|---|---|---|---|---|
| | | ADVANTAGES | DISADVANTAGES | ADVANTAGES | DISADVANTAGES |
| OWN COA | 1 | <ul style="list-style-type: none"> • XXX • XXX • XXX | <ul style="list-style-type: none"> • XXX • XXX • XXX | <ul style="list-style-type: none"> • XXX • XXX • XXX | <ul style="list-style-type: none"> • XXX • XXX • XXX |
| | 2 | <ul style="list-style-type: none"> • XXX • XXX • XXX | <ul style="list-style-type: none"> • XXX • XXX • XXX | <ul style="list-style-type: none"> • XXX • XXX • XXX | <ul style="list-style-type: none"> • XXX • XXX • XXX |

Figure: Opposing COA Comparison Matrix

| Criteria | Weight | COA 1 | COA 2 | COA 3 | Remarks |
|---------------|--------|-----------|-----------|-----------|---------|
| xxx | 3 | 2 6 | 3 9 | 2 6 | |
| xxxx | 3 | 2 6 | 3 9 | 1 3 | |
| xxx | 2 | 2 4 | 3 6 | 2 4 | |
| xxx | 1 | 2 2 | 1 1 | 3 3 | |
| xxx | 1 | 3 3 | 3 3 | 3 3 | |
| xxxx | 2 | 2 4 | 3 6 | 1 2 | |
| Totals | | 25 | 34 | 21 | |

Figure: Own COA Comparison Matrix with weighted criteria

- b. Deficiencies to be corrected.
- c. Additional force/capability requirements.
- d. Synchronisation requirements.
- e. Significant risks and opportunities encountered against (most likely and most dangerous) opposing COAs.
- f. Decision points and supporting Commander's Essential Information Requirements (CEIR).
- g. Branch Plan requirements.

(Effects Thinking)

Compare BLUE actions against RED effects and actions and GREEN potential impacts

Purpose: To go through several iterations of an action-reaction-counteraction cycle to inform the Commander's selection of a preferred option.

Input:

- Understanding of additional risks and hazards in the operational environment
- Several options (COAs)
- Potential RED effects and actions
- Potential GREEN impacts on the operation

Procedures:

- Review input from previous steps
- Determine criteria to evaluate options (COAs)
- Follow an 'action-reaction-counteraction' cycle
 - Engage appropriate representatives from other government organisations, either directly or through a coordination function, to understand any non military (including host nation, NO, IO and NGOs) concerns about potential military actions
 - The staff may have to go through several iterations of this cycle before agreeing to coherent options for presentation to the Commander
- Commander selects preferred option (COA) for amendment and/or further development

Output: Commander's preferred option (COA). This may require modification of output from effects development. To development of the Synchronisation Matrix.

Staff Participation:

- Planning staff
- RED team representatives
- GREEN team representatives
- Knowledge Development staff representatives
- Subordinate organisation representatives

Annex 4 A

Include some instructions on what an Info Ops officer should direct his attention when attending a Key Leader Engagement event (additional KLE report)

TALKING POINTS FOR COM JFC-NP MEETING WITH

| |
|--------------------------------|
| OVERALL DESIRED EFFECT: |
|--------------------------------|

1. Proposed Messages:

Message #1:

Rationale / Effects desired:

Message #2:

Rationale / Effects desired:

2. Possible controversial issues.

- a. Topics to be avoided
- b.
- c.

3. Assessment Points.

Message #1:

Message #2 :

4. Outcome of Former Engagements with same Leader

Observations on leader's behaviour and cultural/religious inclination;
Themes and messages used in previous engagements, and results achieved
Continue to generate personal profile including social network of leader

5. Information to Pick-up

- a.
- b.
- c.

6. Requested feedback

- a. Messages that COM actually managed to put across.
- b. Target's plans, comments, viewpoints and opinions.

Annex 4 B

Example for a FRAGO

FRAGO No. 003

Reference: A.

1. SITUATION

i.

2. MISSION

3. EXECUTION

Intent:

a. Concept of Operations

i.

b. Tasks

i.

c. Coordinating Instructions

Following measures to be taken:

i.

4. ADMINISTRATION/LOGISTICS

5. COMMAND AND SIGNAL

ACKNOWLEDGE:

JFCNP Chief Of Staff