

PSYOP personnel often rely on the planning and technical expertise of US Army personnel.

■ US commanders and staff officers should realize that any military action may have psychological implications - - may influence the attitudes and behavior of target audiences. During the planning of IDAD activities of US forces, the PSYOP staff officer should be included in all planning so he can advise the commander and other staff officers as to the psychological effects of the operations and how PSYOP can be integrated to increase the effectiveness of the operations.

Civil Affairs. The applicability of CA doctrine, as expressed on page 75 for host country forces, to the IDAD operations of US Army forces depends on the extent of US participation in these activities. Host country military CA activities will normally be much broader in scope than those of US forces.

■ In IDAD situations there are three capabilities which US commanders must develop and maintain: a favorable relationship between the individual soldiers and all civilians, an efficient CA staff element to supervise command CA, and the capability of subordinate units to carry out the commander's responsibilities in regard to civilians.

■ In IDAD situations, US civil-military operations staff officers are required at all levels from battalion upward. The CMO or G5/S5 staff officer is charged with coordinating all CA and PSYOP activities. If a commander is not provided with specialist CA elements, he must discharge his responsibilities with the resources available.

■ Normally, CA operations at the US tactical command level will, by operational necessity, be interim and minimal in nature to meet only the commander's moral and legal responsibilities to civilians. More permanent type activities should be undertaken by host country organizations or by US CA units outside the US tactical command. In determining his CA functional requirements, the US tactical commander must weigh his operational mission against his responsibilities to the civilians.

■ Military civic action projects sponsored by US Army units should support national and subnational development programs and objectives and assist in gaining active support of the population for host country and US military operations. All US-sponsored civic action projects should be coordinated with the area coordination centers of the political subdivision in which the projects will be carried out.

■ US forces' participation in civic action should emphasize that the host country government is mainly responsible for the projects. This is done by assisting and working through host country organizations. This approach also improves the government's capabilities to plan and carry out these activities.