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REPORT BY THE DIRECTOR OF INFORMATION ON THE WORK AND
FUNCTIONS OF THE NATO INFORMATION SERVICE

(Item 4(a) of the Conference Agenda)

The work performed by the Information Service might be described as affecting two broad areas. - Looking inward, the duties of the Service comprise those undertaken for the benefit of the Organization within its headquarters here at the Palais de Chaillot and looking outward, those services performed primarily for the world outside these buildings.

In the first instance, our efforts are directed toward satisfying the demands of the Organization itself - duties arising from the activities of Secretariat and Delegations, duties devolving upon us as part of the International Staff here at headquarters.

Since the reorganization, this part of the work has increased enormously, and a very considerable proportion of our time is spent in the drafting of reports, in attending meetings, in the preparation of material for deliberation by officials and by committees, in obtaining clearances, and in carrying out what might broadly be termed our house-hold functions.

In addition, we have the usual public relations functions to perform for the Organization and its officials vis-a-vis press and public either resident in, or visiting, this beautiful city where we are privileged to be based. These public relations functions are sufficiently demanding; in the regular course of events, but before and during ministerial conferences, all our facilities are heavily taxed. In the past eighteen months, Ottawa, Rome, Lisbon and Paris have successively absorbed our energies both during weeks of preparation and during the conference itself, despite the unstinting co-operation of the various governments which have played host to these meetings.

As we turn our sights to the world outside these headquarters, we recognise another set of responsibilities, our fundamental responsibility to you, to the national information services, and to the information services of the military agencies of NATO - our essential role of co-operating with you as you in turn co-operate with us.

It is within such a frame of reference, in terms of demand both from within and without, that I should like to review the work of the NATO Information Service.

Since moving from London, organizational changes have placed us under the general supervision of the Assistant Secretary General Political with our offices on the fifth floor of this building. In them are conducted various services for the immediate benefit of Delegations and International Staff. They include, for instance, a small press-clipping service where thirty daily papers, Communist and non-communist, in English and French and from various member countries are inspected and clipped each morning. An average of about 300 clippings per day is gleaned on NATO or allied subjects, with the more significant items circulated for the daily information of top officials. These clippings are classified and filed under appropriate headings for subsequent reference and for specialized research. We also operate a small reference library of books, periodicals and printed documents not only for the use of the Information Service but for the Secretariat in general. A small photographic library of official and other NATO photographs is being established to supply prints of NATO subjects to press, periodicals, publishers, and, of course the national and military information services.

In addition to our own offices, our physical resources include a special registry of information documentation, and a press and information room located in a non-security section of the building. Here, press and public have access, and here general information enquiries about NATO are either answered, or the research necessary to answer them is initiated. This general enquiry service deals with queries from the amazing to the frivolous either by telephone, by correspondence, or in response to personal visit.

Press interviews, press briefings, and the daily conversation with press correspondents take place for the most part within this non-security section of the fifth floor of this building, to which access can be had from the Place du Trocadéro by a special press door. Our press officers are also assigned the regular task of seeking from other parts of the Organization what might seem to be releasable and newsworthy information, and if found, of starting it on its long journey to obtain civil or military clearance or both - an arduous assignment!

Supplementing our routine activities within the Palais de Chaillot, our work requires co-operation with various other national and international information services or outlets

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in the Paris area. We are on close terms with OEMC, with UNESCO, and above all with SHAPE. We have periodic meetings with the members of the staff of PID-SHAPE. We use each other's facilities, we keep each other informed, and occasionally issue joint press releases. We have profited constantly, both during ministerial conferences and for many other special events from SHAPE-PID's excellent photographic resources, facilities which we do not possess ourselves. Members of SHAPE-PID and STANDING GROUP regularly attend the meetings of the Information Policy Working Group. Since General Loham retired as Director of Information at SHAPE to take command of the 1st Division of the American Army in Germany, Colonel Lionel Cross has been Acting Director and his tact and skill have been employed in nourishing a liaison which grows closer every day.

As for information relations with the other military agencies, we have immediate access to Standing Group through the Liaison Officer at headquarters; we are in touch periodically with SACLANT although the Atlantic intervenes, and occasionally with Channel Command. Sometimes as in the September Minibrace operation, one of our men by invitation of the military, gives on-the-spot assistance and provides liaison with the civilian headquarters.

It is fairly obvious that the opportunities to achieve world-wide NATO publicity reach a peak during Ministerial Council meetings. Progressively, through the Brussels, Ottawa, Rome and Lisbon Council meetings, the NATO Information Service has explored techniques to attain maximum conference publicity and to facilitate all possible press, radio, television, film and picture coverage of these conferences. We conceived the idea of an opening meeting really staged for publicity purposes, and gained approval for such a session. We developed a formula for ministerial press conferences to be held directly under NATO auspices. We introduced the holding of press briefings at least twice daily during the Conference. We have stimulated official photographic coverage within the Council room and wide photographic coverage elsewhere, the holding of press receptions, the reproduction by our own service of all possible documentation for public use, the arrangement and coordination of radio, television, and newsreel interviews. We have had a large share in the difficult job of drafting the final communiques. Through the press officers of delegations, we attempt to coordinate conference policy on the release of public information. We strive to keep a news-hungry press happy without much news, and our general efforts at these meetings have paid large and continuing dividends.

The development of a Press Area at the Hotel de Crillon to accommodate such comprehensive operations became one of the major cares of the service shortly after its move to Paris and the planning and supervision of the area which you inspected

yesterday has taken much of the time of several members of the service. Once again, their efforts are employed in planning the Information Area of the future NATO headquarters outside Paris. Our present facilities were finished early in December along with all the installations, and won the approbation of the great press corps covering the December Ministerial Meeting.

At that time, accreditation was given to a corps of over 450 representatives coming from 23 different countries including Peru and Syria. West Germany sent 23 correspondents. The United States had 98. Agency radio and television lines had been installed direct from the Chaillot, and although space will not permit a detailed analysis of the coverage, its volume in spite of a scarcity of news was enormous.

Photographic coverage was extensive. Two photographic sets of still pictures were distributed to each national information service, and will be of continuing use in our photographic library. Some of our own newsreel material you saw last night, Ministerial newsreel interviews in nine languages were shipped to relevant countries for local use. In particular, radio and television coverage was excellent. The only North Atlantic Treaty country which did not receive radio coverage was Iceland. Of course, for such a complicated and expensive operation, we are forced to rely on assistance not only from commercial companies, but SHAPE, NSA, Radio Diffusion Française and others, and we are grateful not only for their generosity but for their unselfish readiness to work as a part of our harried team.

Looking farther to the horizon, our lines of operation extend to you as the national information services of NATO countries. Although we have not been able to visit all your capitals, we have travelled to most of them to discuss NATO publicity problems with you, and whether in person, by mail, by telephone, or by telegraph, the contacts between you and us, and between us and you, are continuous and considerable, though not as considerable as I should like to see them. This is one area of our work which remains still to be properly and systematically developed, when the stresses and strains of reorganization and current demand have subsided.

One of our main preoccupations for your benefit is the production of information material in our various series for your use. This material, as you know, is divided roughly into two categories - the one, such as Speech and Defence series, Periodical Survey and Press Releases, for general use; the other such as the Trends and Atlantic series, for distribution only to governments on a non-attribution basis.

The Research and Editorial section of the Service has, of course, other production duties. Many drafting activities and research studies, the preparation of material on NATO for reference books and encyclopedias, the editing of submitted articles on NATO, the actual writing of certain NATO articles for publication absorb much of the time of this section. In all, according to my figures, we have produced 190 specialized

documents during the past nine months, the period since we moved to Paris.

One of the major production jobs which, I am sure, has a special interest for you is the NATO handbook. After a long delay while the details of reorganization were being decided, the text of one chapter on the new structure was finally cleared early in December after submissions to many sources for checking and consequent redrafting. It was hurriedly produced as a brochure in two languages for the press and others at the Ministerial Conference. A few sample copies of this pamphlet were sent also to the National information services. This publication was merely a preliminary but necessary interim project, a holding operation until the full handbook could be published. I am happy to say that the revised handbook, in full - the second edition - is now in the process of checking and should be in your hands in the very near future. The details of its publication and circulation will be discussed when discussions of the Media item on the agenda take place.

As you know, because of budget restrictions and because of the nature of our mandate, we cannot become a large-scale production agency of material for mass distribution. Nevertheless, despite such restrictions, one of the aids which we can undertake is the provision of sample pamphlets on NATO on a very modest scale, the preparation of pilot models for you to shape to your own national ends and to reproduce in your own language, if you and your budget agree that such a thing is both possible and desirable. Accordingly, we are embarking on the drafting of certain sample pamphlets at different levels, an overall NATO pamphlet designed for mass production, a pamphlet directed at labour groups, scripts prepared for youth groups, for educational levels, in the hope that they may help you as the basic material for advertisement to NATO publicity purposes in your own country.

I should like to mention further at this time some of the special projects with which we have been concerned, other than those which will come up under the item of the Media dealing with Information Policy Working Group projects.

I feel that one of the most important of these from the standpoint of its effectiveness has been the Peace caravan. Dr. Zeno-Zencovitch of my staff will tell you some of the details of a project which seems to me to illustrate what can be done on a comprehensive scale in the field of visual display, and further, a good illustration of what can be done through cooperation with other organizations.

The Peace Caravan has been a joint project worked out between MSA, NATO and the governments concerned. By agreement, the NATO Information Service has contributed to the venture sponsorship, editorial supervision, the personal services of one of its staff for long periods, the conduct of negotiations and public relations activities. It was shown to 1,500,000 people in Italy in nine major cities; it was shown last Fall to 755,000 people in Greece in two major showings at Athens and Saloniки; it is now in Turkey. It will next tour France and has received an invitation to make its subsequent appearance in the United Kingdom. In each country, this elaborate mobile exhibit is remodelled to suit national linguistic and psychological needs, with the co-operation of the local government, and it is hoped that in the course of the next two years, should the remaining countries desire its appearance, it may complete its roster of showings in all fourteen NATO countries.

Projects like this, and other co-operative ventures, might be of great help for our cause, especially in those member countries which have especially difficult anti-NATO problems. What has been done in Italy, in Greece and in Turkey could probably be done by similar methods in other NATO countries, and, accordingly, is deserving of your serious consideration.

This sketchy outline of various phases of our facilities and operations will be treated in more detail under other items of the Agenda. But I feel that I must hurry on to put before you some of the problems with which we in the NATO Information Service feel that we are faced, and by stating them invite your discussion on the nature of our functions.

The problems of operation of a unique and uniquely restricted service such as ours are manifold, and I can do little more than raise some of them with you.

The budget problem we have always with us. Under the NATO system of international budgeting, one member of the budget committee can block the bill of the other thirteen, can refuse to vote funds for the carrying out of any specific information project or for the addition of a single man to our staff. The dimensions and nature of the job to be done for the whole organization are, therefore, considerably affected not only by what we think you may want, but by the attitude of any member government financially pressed. Even if thirteen other members of the club desire some individual undertaking it can be vetoed by the vote of the fourteenth.

Although the role of the Service is mainly that of a facilitating unit, we are straitened both in personnel and financial resources. The personnel of the information services of one member nation numbers some 9,000 people, operating on a budget of close on \$100,000,000. Another member country has at least half as many people employed in information activities and a budget of many millions of dollars. The United Nations

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Public Information Division has several hundred people on its list serving fourteen nations; we are permitted an establishment of 36 people including the lowest typist. In spite of the fact that we have managed to build up a versatile International Staff of 16 officers, it is obvious that the dimensions of the central effort are strongly affected by the dimensions of staff and budget. Are we then perhaps trying in the face of demand to do too much with too little, too many different kinds of things?

How can we improve our provision of information materials to you? We have difficulty in obtaining release of security information for public consumption. Even when certain information has already appeared in the public press we cannot disseminate it because the use of the official NATO label lends an authenticity which the press may not claim for what it has published.

Our London conference produced and adopted a number of resolutions calling for action by member countries in material support of NATO Information activities. Two of those resolutions framed agreement by the member countries that they should forward regularly to us various types of information which could then be reissued for the benefit of all. This was designed to make us a pool of certain types of information from which all other member information services could draw, but the pool has consistently lacked ample replenishment. In only three or four cases, have member countries honestly implemented those resolutions. Since we are heavily dependent on you for the contribution, and consequently the circulation, of such information, this scheme has had only moderate success, and neither in quality or quantity of output has it assumed the proportions originally envisaged.

In the distribution of our materials, circulation is made to the Secretariat, to delegations, to the National Information services, and to lists approved by National Information services. No distribution is made to non-NATO countries, unless through approved member government officials in those countries, although we receive many requests for such materials from countries like Switzerland, West Germany and Spain.

Can more NATO or NIC groups be formed in NATO capitals and evolve successful programmes? If so, to what extent can we at headquarters be of help to them? Although our NATO Information Service master plan for Atlantic Community activities was considered too ambitious, in what more acceptable ways can we advance the cause implicit in Article II of the Treaty?

These are only a few of the problems which affect the function of the NATO Information Service. Since we belong to you, these are problems for you as well. It must be remembered, of course, that as a part of the NATO Secretariat, the Information Service is now under the direction of the Secretary General and the Assistant Secretary General (Political). Our responsibility and loyalty are, therefore, in the first instance to Lord Ismay. We are soldiers in a civilian army which is attempting to serve your needs. Lord Ismay has reached a stage of the general reorganisation where he will soon undertake a survey of the functions of this service, and of the methods of its organization and operation. But discussion here of such problems as I have outlined by information specialists directly affected by them cannot be other than fruitful.

I have suggested some, but only some, of our problems. It remains, in conclusion, for me to suggest the various potentialities of such a service when the answers to these and other problems are found. First of all, it has a clear and important role as a part of the International Secretariat answering the daily demands made upon it at headquarters - in other words, performing its inevitable household duties. But it also is called upon to plan a much larger and more comprehensive role than that. It acts as a wholesaler to you, who are spread over large parts of two continents, you who might be described as the retailers of our inadequate goods.

In spite of its modest size and its limited mandate, the information activities of the Secretariat can become a valuable nerve centre for your own national NATO information activities. This applies particularly to the smaller nations who appreciate assistance in such matters. It can become a pooling agency whereby something valuable possessed and donated by one country can be turned to profit by thirteen other countries. With an international staff and an international viewpoint, with the constant co-operation of all its member information services, the NATO Information Service can be made into a NATO instrument not only of benefit to the Organization itself, but, in greater measure than is true at present, to the whole Atlantic community.

Palais de Chaillot,
Paris, XVIe.