



United States Joint Forces Command

Commander's Handbook for Strategic Communication

Presenter: David Spangler

Title: Senior Military Analyst

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*"Face the fact that **communication superiority is a prerequisite for success in irregular warfare**, just as air superiority is a prerequisite for victory in conventional war. To date we have been ineffective in the strategic communication campaign to strengthen the will of our own people, to weaken the will of our enemies, and gain the support of people around the world. **In the current battle of wills, strategic communication is the center of gravity.** This conflict is not to be won through economic, diplomatic, and military means."*

**Cross and Crescent
Sam Holliday**



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Purpose

- ✓ Familiarize attendees with the USJFCOM Joint Warfighting Center *Commander's Handbook for Strategic Communication*
- ✓ Invite comment





Development

- ✓ We have developed this pre-doctrinal handbook **to help joint force commanders and their staffs** understand alternative perspectives, techniques, procedures, “best practices,” and organizational options associated with strategic communications.
- ✓ Input from Combatant Commands, MNF-I, DASD(JC), Joint Staff, NPS, TRADOC, JPASE, and GEN Luck
- ✓ Development based on field observations; joint, multinational, multi-Service, and Service doctrine; CAPSTONE, KEYSTONE, and PINNACLE senior executive education programs; joint exercise observations; experimentation results; related joint concepts; related DOD and Joint Staff (JS) directives; Service and joint lessons learned databases; various articles and publications.





Content

- ✓ **Outlines current joint doctrine (JP 3-0, 5-0, 3-13, 3-61)**
- ✓ **Recognizes some best practices**
- ✓ **Offers some techniques and procedures currently used in the field**
- ✓ **Identifies implications for further development of SC-related joint doctrine, organizations, training, materiel, leadership and education, personnel, and facilities**
- ✓ **A hypothetical vignette progresses through the document to assist in understanding the material**





Challenges

- ✓ **Varied organizational approaches**
- ✓ **Synchronization of words, actions, and images**
- ✓ **Support of the joint planning process**
- ✓ **SC down to Combatant Command level and “Communications Strategy” below**





Implications

- ✓ **Publish DODD 3050.00, *Strategic Communication***
- ✓ **Expedite Annex Y processing above Combatant Command**
- ✓ **Expand joint doctrine**
- ✓ **Improve network mapping**
- ✓ **Develop rapid assessment means**
- ✓ **Consider SC Center of Excellence**
- ✓ **Enhance Education and Training**
- ✓ **Develop regional and country experts**





War on (Buzz) Words By Kate Bateman

- ✓ “Bad writing isn't just poor form, it's a national security issue.”
- ✓ Used the official definition of "Strategic Communication" as the example
- ✓ “To be clear, **my aim is not to skewer the idea**, but to challenge how it is expressed. First, note that as a definition of a noun, the above is not a complete sentence, but an exceedingly long noun phrase. It contains seven verbs (focus, understand, engage, create, strengthen, preserve, advance) and two adjectives derived from verbs (coordinated and synchronized). More than a few of these words are favorites in the Pentagon, surely familiar to a DOD audience. Even so, most readers probably need three reads to begin to understand what "Strategic Communication" means. Most are probably left wondering which verbs take priority. Shall we go forth to focus, to engage, to strengthen, or to synchronize? How do "processes" differ from "efforts"? And **why specify "conditions favorable to advance national interests and objectives?" Is there any time when the United States does not seek such conditions?"**
- ✓ “The definition is a victim of its authors' collective thoroughness, a common pitfall in any large bureaucracy. **In their attempt to include every angle and every aspect, to describe each possibly related component, to leave no stone unturned, the authors garbled the real meaning almost beyond recognition."**





Questions

- ✓ **Comments are very welcome (good and bad)**
- ✓ **POC Information:**
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Back Up Slides



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MNF-I Best Practices

- ✓ **Command involved and routinely provides SC intent**
- ✓ **Two 0-6 LNOs integrate Comms Div w/ Intel and SOTF**
- ✓ **ORSA expertise in planning and assessment**
- ✓ **Media Operations Center real time monitoring, translation and connection to operating forces**
- ✓ **Engagement of GOI spokespersons at Ministry of Defense, Interior, Prime Minister**
- ✓ **Proactive US media engagement with ASD(PA)**
- ✓ **Rapid release of VI**





MNF-I Best Practices (cont)

- ✓ **US Ambassador and MNF-I Commander closely connected**
- ✓ **Corps-level IO Task Force share robust products w/ MNF-I and GOI**
- ✓ **Combined press info center w/ integrated media support**
- ✓ **Proactive Iraqi media engagement**
- ✓ **SC planning w/ US Mission Iraq and subordinates**
- ✓ **Commander emphasis on KLE**





Strategic Communication

- ✓ SC Roadmap definition: **The ability to focus USG processes and efforts to understand and engage key audiences to create, strengthen, or preserve conditions favorable to advance national interests and objectives through the use of coordinated information, themes, plans, programs, and actions synchronized with other elements of national power.**
- ✓ Joint Doctrine definition: **Focused United States Government efforts to understand and engage key audiences to create, strengthen, or preserve conditions favorable for the advancement of United States Government interests, policies, and objectives through the use of coordinated programs, plans, themes, messages, and products synchronized with the actions of all instruments of national power.**



Wars of Ideas & *The War of Ideas*

Dr Antulio J. Echevarria II
USAWC Director of Research

The views expressed herein are solely the author's and do not necessarily reflect those of the U.S. Government.

Some Fundamental Questions

- Phrase “war of ideas” is frequently used, but rarely defined.
- What exactly are “wars of ideas”?
- Are they truly wars?
- If so, what types are there?
- How do they typically end: what should we expect?
- How should we approach The War of Ideas?

Some Definitions

- A war of ideas is “a clash of visions, concepts, and images, and—especially—their interpretation.”
- They are genuine wars: they are about power and influence; serve political, socio-cultural, or economic purposes; involve hostile intentions or hostile acts.
- Often an integral component of armed conflict, but can be independent.
- Stakes can run very high.

Basic Categories

- Intellectual debates – arguments between opposing views, e.g., Pro-Life v. Pro-Choice.
- Wars over religious dogma – disputes over interpretations of sacred beliefs or texts, e.g., heresies, Reformation, Sunni-Shiite split.
- Ideological wars – conflicts between established doctrines, e.g., Cold War.
- Advertising campaigns - contests between producers or vendors for market share, e.g., Cola Wars.

Some Conclusions

- Inconclusive outcomes are typical; debates can be endless.
- Wars of ideas are rarely settled on merits of the ideas themselves.
- Physical events—neutralization, systemic collapse—can be decisive.
- Wars of ideas can fade away, lose significance.

The War of Ideas

- DoS: The WoI is a public diplomacy matter; need to change America's image.
- DoD: The WoI is a "real" war; need to neutralize vectors.
- Both have merit, but are too narrow:
 - Change in image may not reduce terrorism
 - Neutralizing vectors is not enough and too much
- Need to manage expectations.
- Need more research into wars of ideas.
- Need to revise info ops doctrine (JP 3-13).



Socio-Cultural Expertise and Strategic Communication

Pauline Kusiak, Ph.D.

Words and Deeds: Strategic
Communication in Complex Operations

14-15 Oct, 2008

Agenda

- ✦ Disclaimers
- ✦ Strategic Communication and socio-cultural expertise
 - ◆ Ethnography's value added
 - ◆ Moving beyond the controversy
- ✦ Reorganizing DoD socio-cultural expertise for Strategic Communication

Disclaimers

✦ Not about HTS

◆ Nor about “anthropologizing the military”

✦ From perspective of my position as Socio-Cultural Analyst and Research Specialist at 4th PSYOP Group

◆ But does not represent the views of the Army, the 4POG, or OSD(P)

4th PSYOP Group



- ✦ Only active duty Army PSYOP unit
- ✦ Part of US Army Special Operations Command (USASOC)
- ✦ Strategic Studies Detachment (SSD)
 - ◆ About 40 total analysts; Most have PhDs or are ABDs
 - ◆ Majority are historians, though some anthropologists, political scientists; all have extensive experience in regions they cover
- ✦ Also MCIA, DIA Human Factors group
- ✦ Current Challenge: Balance between operational support to analytic production





Strategic Communication: What do we need to know?

— ■ — ■ — ■ — ■ — ■ — ■ — ■ — ■ — ■ — ■ — ■ —

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What kind of socio-cultural knowledge do you need to influence someone else?

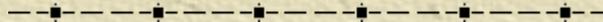
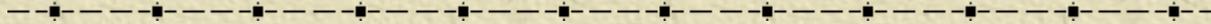
✦ States or state actors:

- ✦ History, international relations, psychology, political economy
- ✦ Well-developed capability

✦ Non-state or sub-state actors:

- ✦ Social sciences such as sociology (demographics, polling), anthropology, area studies
- ✦ **Problem:** Very mixed capability

Ethnography's Value Added



What is ethnography?

What a typical ethnographer does:

- ✦ Learns the local language
- ✦ Works to build rapport with key members of the local community and gains “entry” into that community
- ✦ Spends multiple hours per day for months or even years observing how people go about their everyday business and recording these observations
- ✦ Transcribes and codes these observations into field journals to be used as primary source material
- ✦ Analyzes this data to assess patterns of behavior
- ✦ Conducts formal and informal interviews with key informants, focus groups or target populations to cross-reference different interpretations and learn underlying meaning

These practices enable the ethnographer to develop an understanding of underlying meanings, shared world view, and ultimately a tacit understanding of “ what makes that group of people tick.”

Rapport and entry often depend on establishment of some degree of trust.



Ethnography's Value-Added

✦ “Ethnographic Intel:” ability to discern social structures and human networks

✦ Ethnography's unique contribution:
MEANING

- ◆ **1) The ability to recognize somebody else's “everyday”**
- ◆ **2) An understanding of the role of identity in fueling conflict**
- ◆ **3) Fluency in alternative explanatory frameworks and narratives**

Ethnographic Insight: Role of identity in fueling conflict

✦ Race in Sahel, for example

- ✦ Tubaab?

- ✦ Arab?

- ✦ Tuareg?

✦ Who people are is often part of what being fought over in COIN

- ✦ StratComm can be one means among many to help a TA decide on an answer

✦ But to do that, have to “speak the language”

Ethnographic Insight: Fluency in “Native terms”

- *This is not just about “language fluency.” It is also ability to use and understand the local lexicon of **meaning***
 - “Militar-ese”
 - ◆ Dialects thereof, e.g., Pentagonese, each Service, etc

“Non-Native” terms: Translating what we mean by “terrorism”

Cover terms	Sub-parts	Possible observables	Native terms
Violence	Attacks (on what?)	Purchases?	“suicide” or “martyrdom”?
Crime	Smuggling (Weapons? People?)	e.g. Price of cigarettes	“illegal immigrants” or “ <i>candidates</i> ”?
	Money laundering	How would R know?	“corruption” or a “juicy post”?
Radicalization	“Extremism”	Friday prayer? On radio? Graffiti?	“Support jihad” Or “Defend Islam”

Ethnographic Insight: Alternative Narrative Frameworks

✦ 9/11 as an “attempted coup d’etat”



In conflicts of a narrative nature, translating words and deeds between explanatory frameworks is an invaluable skill.

Moving Beyond the Controversy

✦ Key Concerns

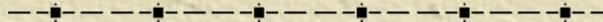
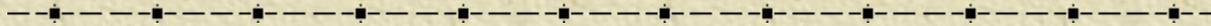
- ◆ Voluntary participation
- ◆ Lack of academic oversight

✦ But there are gray areas

- ◆ Inherent duplicity
- ◆ “Do no harm”
- ◆ IRBs



Reorganizing DoD Socio- Cultural Expertise for Strategic Communication



Some Suggested Internal Solutions

- ✦ Encourage military members to pursue advanced study in social and cultural studies fields, including scholarships and study-abroad
 - ◆ E.g., Build FAO program; Modify training for PSYOP, CA, etc
- ✦ Add faculty positions for social scientists and cultural studies specialists at war colleges, military universities and academies

But you still need civilian involvement
because:

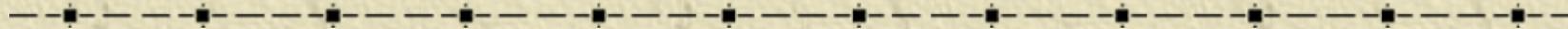
-
- ✦ Would require too much time and \$\$ to do all in-house
 - ✦ Scholars can be evaluated on the quality of their research and analysis
 - ✦ Future conflicts likely to require translations between civilian-ese and militar-ese

Suggestions: Re-organize Existing Socio-Cultural Capability for StratComm

- ✦ Use current socio-cultural organizations as distributed reach-back support for forward deployed elements
 - ◆ E.g., DIA support for MISTs, SSD support for HTTs
- ✦ Continue to support shift in intellectual base of socio-cultural expertise from primarily “history” to “social science”
 - ◆ Including shift in area of operations from “archive” to “the field”
 - ◆ Institutionalize components of military social science community of practice (e.g., DoD IRBs, peer review pubs, etc.)

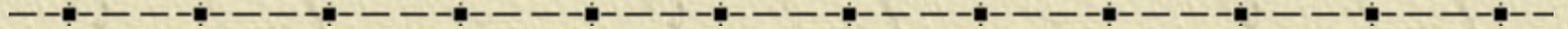
In sum

-
- ✦ For “Influence” in complex environments, do need ethnographic insights
 - ✦ In particular, ethnography can be used to **translate words and deeds between alternative explanatory frameworks** .
 - ✦ Doesn't need to be anthropology, but best current option is mix of civilian social science and uniformed military.



Questions?

Back Up Slides



Right Tools for the Job

Level	Academic Discipline	Provides	Example
Macro	History Political Science	Context	Trend analysis; comparative analysis
Meso	Sociology Social Psych	Group behavior	Opinion polling
Micro	Anthropology (Cultural, Social)	Meaning	Participant observation; conversation analysis

Voluntary Participation

✦ Concern is with coercion

- ◆ If carrying a gun or wearing a uniform interferes with rapport building, then would be problem
- ◆ But well-trained researchers should be doggedly self-reflective and rigorous in qualifying all of their analyses

✦ Critique imagines too pure of an ethnographic environment to begin with

- ◆ Tim Burke on “CIA” = best real answer

Lack of Academic oversight

- ✦ Worry is that secret research will lead to nefarious and unregulated activities
- ✦ Real problem is mismatch between structures of knowledge production and lack of quality control:
 - ◆ Hierarchy vs. Distributed network
 - ◆ To count as “academics” and for their research to be validated, socio-cultural scholars by almost by definition need to be able to plug back in to their own communities

Some of the initiatives the Department working on right now will go a long way toward fixing this by building bridges across these communities of practice

Psychological Operations Task Force 10 - Iraq



LTC Wayne Tasler
Commander
February 2007 – February 2008



Background



“USACAPOC(A)” : United States Army Civil Affairs and Psychological Operations Command (Airborne)

- Army Reserve two-star command with approximately 75% of all Civil Affairs and Psychological Operations Soldiers
- Remaining 20-25% of CA and PSYOP Soldiers are Active Component (AC) Soldiers under the control of the U.S. Army Special Operations Command (USASOC).
- USACAPOC(A) comprises 5% of all Army Reserve Soldiers, yet consistently represents 20% of all deployed Army Reserves Soldiers
- PSYOP Task Force in Iraq is composed of primarily Reserve Component Soldiers, some on their 3rd rotations

Overview



- Overview of PSYOP Mission ISO of OIF
- Support to MNC-I



A U.S. helicopter drops reward leaflets over Owesat Village, Iraq. The leaflets and announcements made over loudspeakers are aimed at encouraging local residents to come forward with information about the whereabouts of three soldiers missing since a weekend attack.

(Associated Press: updated 7:30 p.m. ET, Wed., May. 16, 2007)



POTF 10 – Iraq

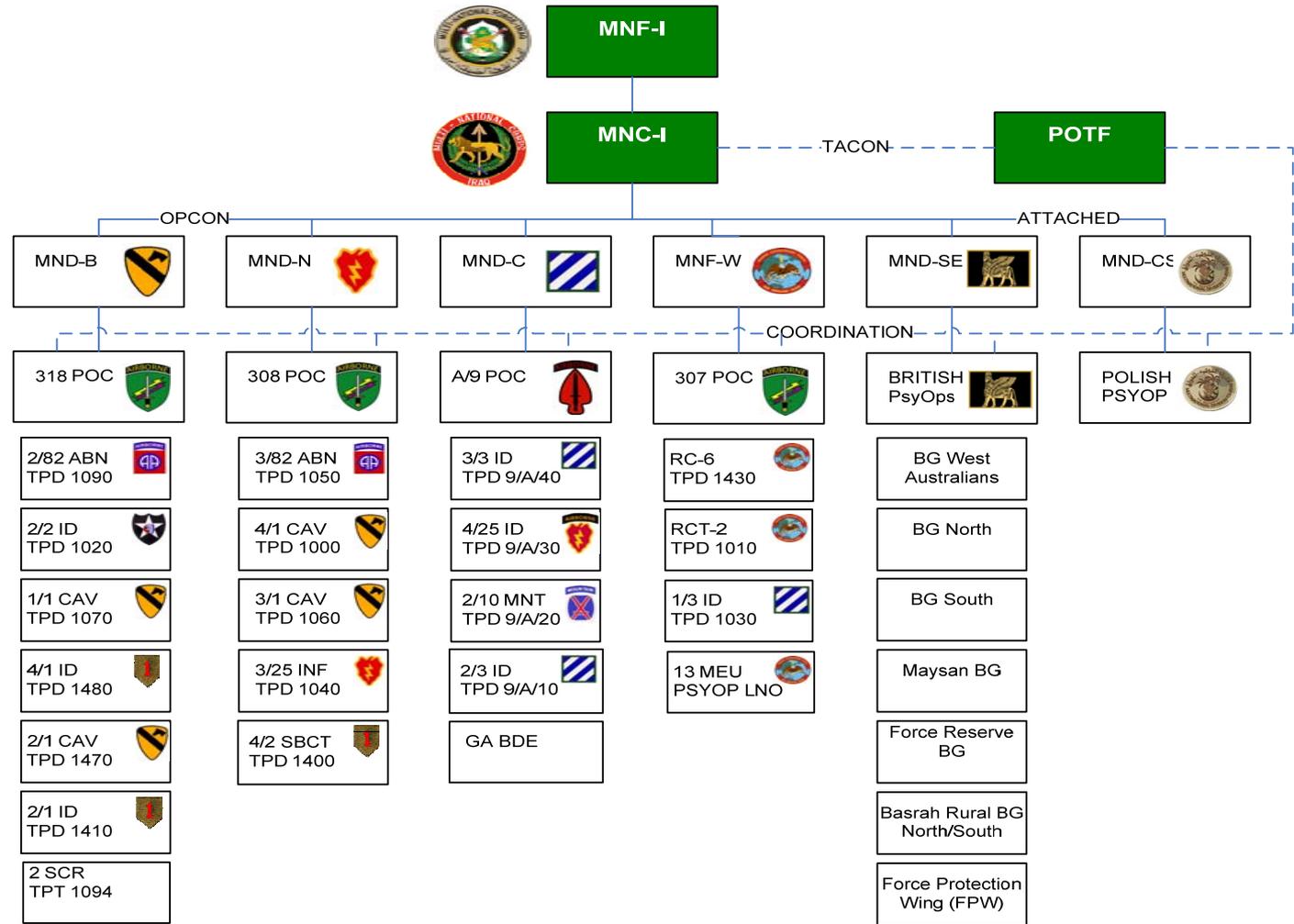
Mission Statement

“Provide command and control of MNC-I Psychological Operations forces, to include: operational level PSYOP planning; administrative and logistical support; and intelligence collection and analysis. Develops and maintains an overarching PSYOP Campaign Plan that synchronizes and deconflicts all tactical and operational PSYOP messages within Iraq.”



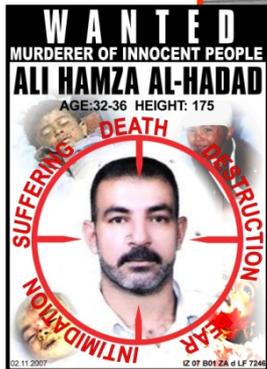


POTF 10 Support to Operation Iraqi Freedom



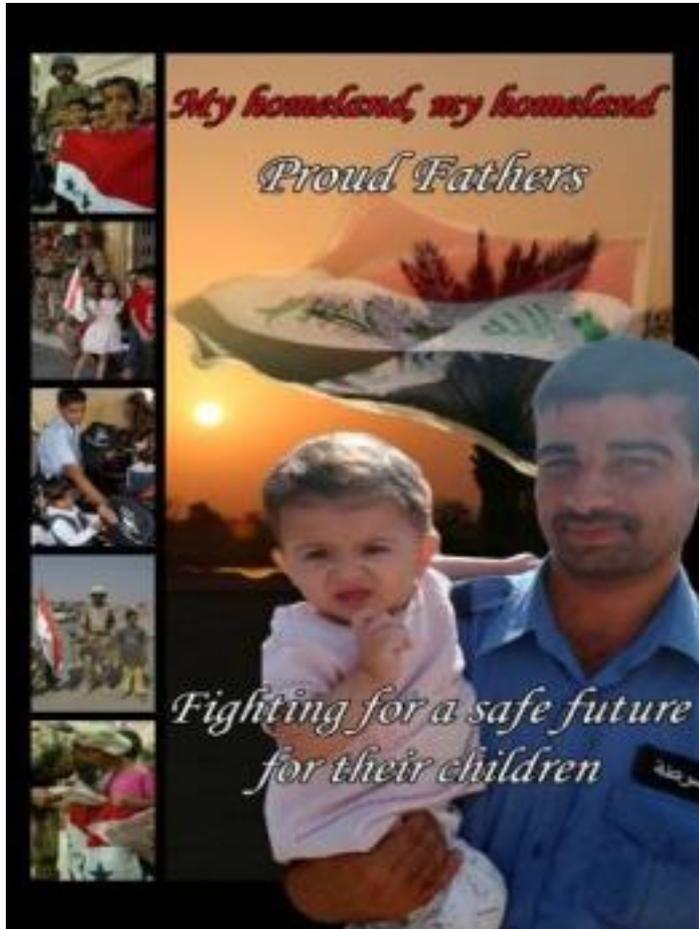
“Multi-National, Multi-Component Psychological Operations Task Force”

Multi-Coalition Partner - Poland



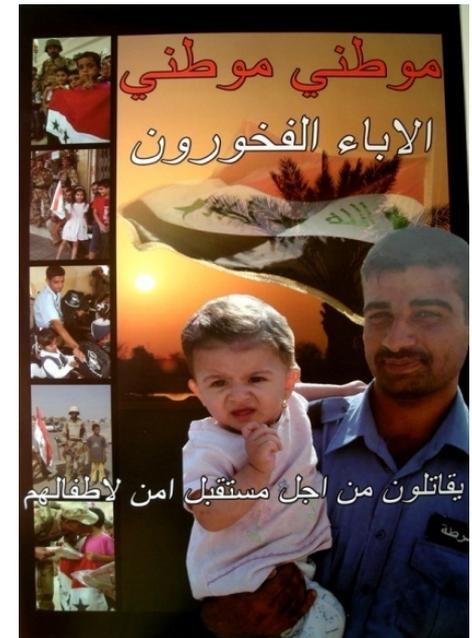


Support to Iraqi Security Forces



IRAQI SECURITY FORCES

Support to Iraqi Security Forces



Support to JPRC and Rewards Program



USD 200,000 Reward

Reward for the recovery of Keith "Matt" Maupin or any other American Soldier. If you have any information contact the proper authorities or any American Soldier.

Keith "Matt" Maupin
Missing: April 9, 2004
Height: 188cm
Weight: 100K
Hair: Light Brown
Eyes: Hazel

Call: 07901655361
Email: aljundi.alfmafquod@yahoo.com



18/12/2007

ABDUCTED

 Paul C. Ruben Age: 40 Height: 193 cm Weight: 119 kg Eyes: Brown Hair: Black	 Joshua M. Munne Age: 24 Height: 190 Weight: 91 kg Eyes: Blue Hair: Brown
 John R. Young Age: 44 Height: 172 cm Weight: 77 kg Eyes: Blue Hair: Blonde	 Jonathan M. Cole Age: 24 Height: 180 cm Weight: 86 kg Eyes: Blue Hair: Brown
 Ronald J. Withrow Age: 39 Height: Approx 172 cm Weight: Approx 127 kg Eyes: Brown Hair: Brown	 Bert Nussbaumer Age: 25 Height: 170 cm Weight: 79 kg Eyes: Green Hair: Brown

Responsibility never goes home and never will.
If you have any information leading to the return of these six men please report it to the nearest Security Forces.

Rewards are being offered. **Tip's Hotline**
 Metro Baghdad: 199
 Orange Baghdad: 1120
 Basra Mobile: 680.199
 Email: rahfawad@ndp.gov.com

Support to JPRC and Rewards Program



CAPTURED

ON SUSPICION FOR CRIMES
AGAINST THE IRAQI PEOPLE



JASSIM MOHAMMED ALI
MOHAMMAD ESSA AL JABOURI

WAS CAPTURED ON SUSPICION OF ACTS COMMITTED AGAINST
THE IRAQI PEOPLE INCLUDING MURDER USING TERRORIST
ACTS SUCH AS VBIEDs AND VICIOUS ATTACKS
AGAINST IRAQI SECURITY FORCES.

القي القبض عليه

متهم بأعمال ارهابية ضد أبناء الشعب العراقي



جاسم محمد علي محمد عيسى الجبوري

تم ألقاء القبض عليه لاشتباهه في القيام بأعمال إجرامية
ضد أبناء الشعب العراقي والتي من ضمنها أعمال قتل
بطرق ارهابية مثل السيارات المفخخة بالمتفجرات و
هجومات شديدة العنف ضد قوات الأمن العراقية

Support to JPRC and Rewards Program



Most Wanted Commercial.wmv

Missing Personnel Commercial.wmv

"Baghdad Now" Newspaper



A member of the Iraqi National Police Force at a checkpoint in East Rashid, Baghdad, shows a copy of the Baghdad Now newspaper to a Soldier that proclaims the victory of the Iraqi national soccer team in the Asia Cup, Aug. 6. The newspaper is put together by the U.S. Army's Detachment 1080, 318th Psychological Operations Company. (Photo by Petty Officer 3rd Class David Quillen)



"U.S. Army Soldiers with Detachment 1080, 318th Psychological Operations Company distribute Baghdad Now in the East Rashid region of Baghdad, Iraq on July 11, 2007. Baghdad Now is a periodical produced by the 318th. (U.S. Navy photo By Mass Communication Specialist David Quillen) (Released) 070711-N-6031Q-001"

Other Products



Spc. Austin Davenport, from the 318th Psychological Operations Company, passes out Iraqi flags to children in the East Rashid section of Baghdad, Aug. 11. (Photo by Petty Officer 3rd Class David Quillen)



Novelties consisting of Soccer Balls, Stickers, Decals, T-Shirts, Iraqi Flags, Back Packs, Matches, Pencils, School Supplies, Key Chains, Radios, Flashlights, Wristbands



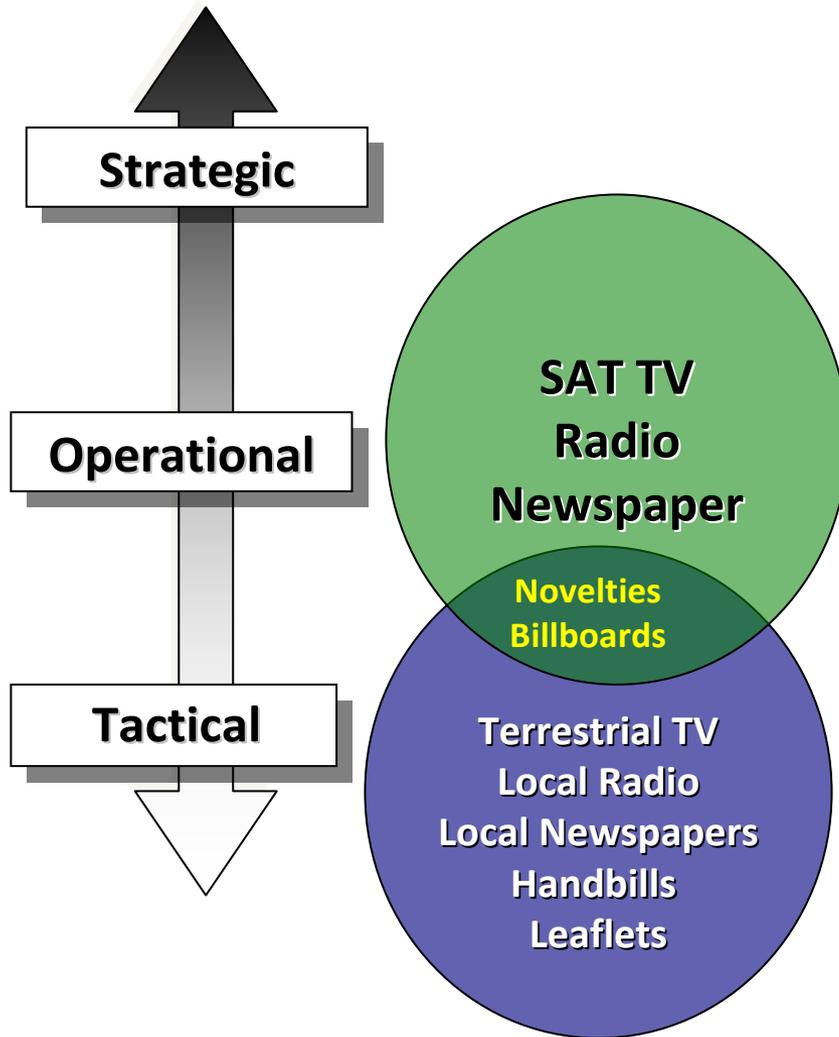
Junior Hero program – modeled after our DARE program.



Iraqi Police and Iraqi Army Dissemination



Monthly Dissemination (Typical)



Tactical Dissemination

5,662 - Loudspeaker Minutes
900,000 Copies "Baghdad Now"
20,000 Copies "Baqubah Hope"
1,823 Copies "The Prairie"
368,957 - Handbills
1,549,400 - Leaflets
25,018 - Posters
20,187 - Business Cards
36 - Billboards
96 - River Crossing Signs
62,569 - Novelties

?? - Face to Face Encounters



Personnel Observations

- Information Operations=Psychological Operations
- Psychological Operations=Information Operations
- Senior Leaders don't like to use the term "Psychological Operations" or PSYOP
- Upcoming generation of tactical BGs understand PSYOP and its application in COIN
- "Operational planning and oversight" of a tactical COIN environment being fought at the BCT level
- Not enough of us at the tactical, face to face level
- Measures of Effectiveness



Questions?



The Operational Application of Culture and Ethnicity

Dr. Christopher Varhola, U. of Maryland



Agenda

- How to integrate culture...it is a concept that defies a single definition
- Ethnicity as a method
- Cases Studies
 - Sudan
 - Tanzania

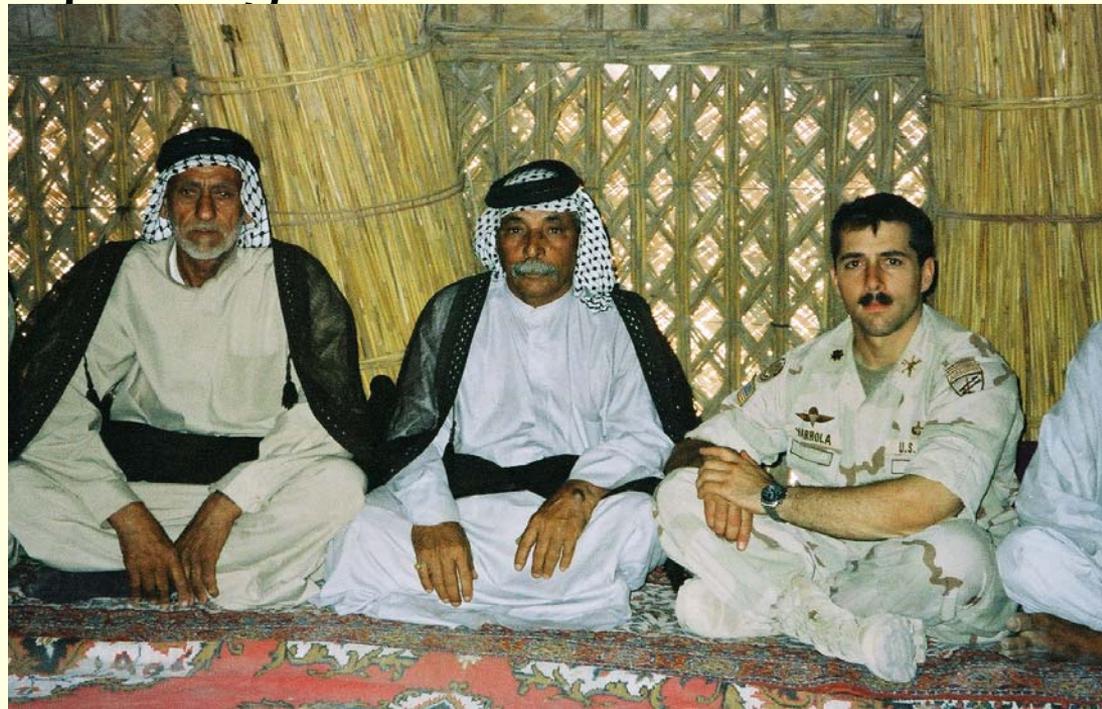


Why?

- Lend insight into how to understand and integrate 'culture' into military and interagency operations...Provide the 'HOW' to the military's FM 3-0 'What'
- 'Culture' cannot become just another buzzword....it is the window to larger understandings that are critical to success
- Military elements responsible for the study and application of 'culture' include FAO, CA, PSYOP, and SF.....these must be integrated.
- Everybody needs to have a familiarity with its importance...FM 3-0 mentions 'culture' or 'cultural' 37 times...mostly the importance of 'cultural awareness'

Integrating Culture.....

- Some approaches are too general....Porter
- Some Approaches are too detailed...Rappaport
- This approach is just right.....



“Culture”

- Often so general that it has limited application...unit of analysis becomes a key point
- Ideational culture includes values and ideologies
- Material Culture includes ecological factors and the relationship to subsistence
- Mutually transforming
- Culture is but one element.....do not over-focus on culture to the exclusion of other analytical factors: integrative approach that can be partially addressed through ethnicity.
- Regional specificity v. General knowledge of ‘Culture’....we’ve broken the code on Iraq but how about the rest of the world....

FM 3-0....Culture and Society

■ **Social**

- 1-31. The social variable describes societies within an operational environment. A society is a population whose members are subject to the same political authority, occupy a common territory, **have a common culture**, and share a sense of identity. Societies are not monolithic. They include diverse social structures.
- Social structure refers to the relations among groups of persons within a system of groups. It includes institutions, organizations, networks, and similar groups. (FM 3-24 discusses socio-cultural factors analysis and social network analysis.)
- 1-32. Culture comprises shared beliefs, values, customs, behaviors, and artifacts that society members use to cope with their world and with one another. Societies usually have a dominant culture but may have many secondary cultures.

Ethnicity

- The concept: A flexible bundle of related attributes that is subject to change and influences identity differently in different times and settings.
- E.G. Religion, Mode of Livelihood, Kinship, Language, Locality, History (Real or Fictive), Nationality....some factors become more or less important based on circumstances....conflict can have dramatic impact
- Self-Defined and Ascribed(Imposed)
- Links Ideational and Material Culture
- 'Race' becomes socially constructed



Human Terrain.....

Sheikh Hilal described what can best be thought of as a 'moral geography' of Darfur. It resembled a chequerboard, with the red squares representing farms, and the white the pastures his herds could graze.

(From Dewaal, 2007)



THE NUBA MOUNTAINS OF SUDAN



BACKGROUND: Nuba Mountains

- 2002 Ceasefire Agreement between Government of Sudan and Sudan People's Liberation Army.
- Not a polarized situation
- Success and security both dependent on understanding variables that could undermine ceasefire (socioeconomic conditions and attitudes).

Identities

- Traditional African (syncretic Christian and Muslim), African Muslim, Arab Muslim, Arab Christian (Copts...identify with government)...new Arabs and old Arabs
- Baggara
 - Cultural category (ethnicity) that transcends identity
 - Muslim
 - Cows
 - Government affiliation (and weapons)
 - “Arabs” despite appearance and intermarriage

Changing Ethnicity

- This was a tool for survival amongst “African” tribes in the Nuba Mountains
- “How to convert a traditional African tribe to being Baggara”
- Protection against Baggara and Government attacks (Functional ethnicity) for Nuban groups located in valleys.....
- MMTTs

Changing Ethnicity.....

- Religion.....Traditional or Christian to Muslim
- Mode of Livelihood...still farming, but also COWS
- Political alignment with GoS....Sudanese
- Lineage
 - Adopt a new history linking them historically to the Arabian Peninsula
 - Adopt new tribal identity

Changing Ethnicity

- Language: from Nuban to Arab
- Taboos...
 - Incest
 - Alcohol
 - Pork

Why it Matters....

- Gives insight into 'Arabness' and 'Islam' and how they can change
- Lends understanding to how this is not a polarized conflict between Muslims and Christians....shows functional component of religions (two brothers)
- Planting cycles and migration routes become more important than order of battle (material culture)

Tanzania: The Swahili Coast



Swahili Identity

- Transcends tribes...the same tribal grouping may contain Swahili and non-Swahili
- Not to be confused with Swahili language, which is a nationalistic tool
- Islam
- Geography....coast and inland slave routes
- Past instrumental incentives.....indirect rule and slavery
- Mode of Livelihood
- “Lazy People”is an insult elsewhere in TZ

Syncretic Religion

- Christianity and Islam under an umbrella of traditional religious beliefs and practices
 - Sacrifices
 - Ancestor propitiation and spirit mediums
 - Amulets
 - Spells
- Conversion and intermarriage between the two is common
- Extreme views and extremists are not welcome.... “evil Arab spirits”

\$10k for a vet to inspect this.....



CONCLUSION

