



# THAILAND

# PSYOP HANDBOOK

## ERRATA SHEET

ITEM NO.	PAGE	LINE	CORRECTION
1	2	3	Change period to comma after 'objective'.
2	2	4	Add 'THE' between 'in' and 'cred'.
3	2	10	Change comma to semicolon after 'impact'.
4	2	13	Change 'applies' to 'APPLIES'.
5	6	11	Add a comma between 'audience' and 'portions'.
6	6	18	Add a comma between 'entertainment' and 'are' and change 'ore techniques' to 'IS A TECHNIQUE'.
7	9	4	Change 'his' to 'HIS'.
8	9	13	Change 'limitation' to 'LIMITATIONS'.
9	10	17	Change 'media' to 'MEDIA'.
10	9	33	Change 'suseptability' to 'SUSCEPTIBILITY'.
11	11	29	Add 'A' between 'is' and 'very'.
12	15	22	Change 'inaccessable' to 'INACCESSIBLE'.
13	18	15	Change period after 'natural' to a colon.
14	21	12	Change 'meaningful' to 'MEANINGFUL'.
15	25	8	Change 'aurillary' to 'AUXILIARY'.
16	31	2	Add a comma between 'event' and 'normally'.
17	31	22	Change 'aggrdssors' to 'AGGRESSORS'.
18	32	21	Add 'A' between 'exists' and 'genuine'.
19	35	12	Delete 'church', add 'RELIGIOUS'.
20	35	17	Add 'AN' between 'be' and 'intense'.
21	42	12	Delete comma between 'them' and 'could'.
22	44	3	Change slash to dash in 'anti/US'.
23	60	10	Change 'vntims' to 'VICTIMS'.
24	64	29	Change 'disallusioned' to 'DISSILLUSIONED'.
25	64	30	Add parenthesis between 'education' and 'with'.
26	64	31	Change parenthesis after 'inducements' to a period.
27	64	34	Change 'analysis' to 'ANALYSES'.
28	66	10	Change 'determing' to 'DETERMINING'.
29	Fig 1f	37	Change 'facismile' to 'FACSIMILE'.



Gentlemen,

It is now obvious that the Communists intend to seize our nation by subversion and insurgency. Their method for conquest was clearly stated by the Red Chinese Chairman Mao-Tse-Tung when he expressed the thought, "Political power grows out of the barrel of a gun (and) the seizure of power by armed force...is the central task...."

Recent clashes in the North, Northeast and Southern sections of our nation between our forces and the Communist Terrorists clearly demonstrate the true meaning of the terrorists' plans for seizure of our nation by subversion and terrorism. Their goals and methods are a threat to the peace of our nation. These foreign-sponsored terrorists hope to drive a wedge separating the rural population and the local authorities by using terror, armed coercion, propaganda, and exploitation of local dissatisfaction or grievances. By these tactics and by placing fear in the hearts of our people the insurgents hope to make the people collaborate with them. Once the insurgents have successfully coerced the people to support them, they build a base of operation among the people, upon whom they depend for food, material, intelligence and sanctuary. Eventually they hope to create an environment among the people which will enable them to operate throughout ever-widening areas with relative security. They will be able to do this because local authorities can only function at great peril or if accompanied by great strength.

This is the challenge that faces our nation. It is our task to remove the conditions which allow Communist terrorism and propaganda to coerce our people. For once the Communists wins the cooperation of our people, they have in fact gained control of them and their villages. You, the psychological operator, have the formidable task of establishing strong rapport between our people and our government. This is the essence of the countermeasures that we must take to defeat the terrorists. Your efforts will be primarily concentrated in the fields of psychological operations and civic action, for the Communists must be defeated in their attempt to gain the hearts of our people. Without the people's support, the terrorists, as Chairman Mao admits, "will suffocate and die like fish without water."

You, the psychological operator, have a challenging and significant task. To accomplish this task will require an all-out effort using all the resources at our command.

Note: Efforts will be made to obtain a letter similar to this and to have it signed by the highest Thai government official possible.

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## THE PSYCHOLOGICAL OPERATOR

To be a successful psychological operator you must develop certain personal qualities which will aid you in the performance of your work. The most important of these are intelligence, compassion, dedication, and the ability to express ideas both verbally and in writing.

You must possess an appreciation for the intricate function of man's thought process. You should constantly strive to improve your knowledge of people so that you may master the art of influencing attitudes in such a way that those being influenced undergo an unfelt change and as a result will tend to act in a manner desired by the RTG.

You, the psychological operator, should possess the patience and willingness to project your own personality into the personality of another person in order to understand him better. You should practice this art with all people ranging in intelligence from the brilliant to the uneducated, and in social status from the elite to the less fortunate.

In addition, you must know both the theoretical and technical aspects of psychological operations well enough to convey the principles and techniques to the military commander, government officials, and selected representatives, particularly at the village level.

Finally, to fulfill your task as a psychological operator you must be dedicated to your work and understand that your mission is to communicate ideas to selected target audiences that will bring about the desired change in attitude and will result in actions beneficial to the RTG. As a representative of the RTG it is your job to sell your government to your target.

## THE ROLE OF THE ROYAL THAI ARMED FORCES IN COUNTERINSURGENCY

A primary objective of the Royal Thai Armed Forces, working with the other Royal Thai Government Agencies, is to win the support of the population for the Royal Thai Government. The actions taken by the Royal Thai Armed Forces and other government agencies in obtaining this objective, whether in area of security, welfare or environmental improvement for the people must be publicized by the psychological operators.

In those situations where the Military Forces of our nation come in contact with the people every man must constantly keep in mind that every action or lack of action on the part of government personnel has a psychological impact on the minds of the people. At all levels of command consideration must be given to the psychological implications of contemplated actions. This is not to say that necessary military operations will not be undertaken if they will have an adverse impact, it does mean, however, that prior to the operation, actions must be taken to minimize the adverse effect and wherever possible stress the positive aspects of the operation. Psychological operations should be conducted before, during and after every operation. This applies not only to combat operations but to everything that the military undertakes. Civic Action projects for example can be much more effective if they are based on a PSYOPS approach to the people and are properly publicized before the work starts, at all times during the project and upon its completion.

In a counterinsurgency situation such as our nation now faces, psychological operations are not limited to a few high level staff officers. Every soldier, sailor and airman must at all times remember that he is, in the minds of the people, a representative of the Royal Thai Government.

## SECTION I

### INTRODUCTION TO PSYCHOLOGICAL OPERATIONS

The purpose of this section is to assist personnel working with people in rural areas by explaining the techniques and procedures to follow to be successful in the conduct of psychological operations, to include civic action, selection and use of media, and other related techniques and procedures. Also included are several examples of the successful use of psychological operations.

The term psychological operations as it applies to our country encompasses those political, military, economic, and ideological actions planned and conducted to create in our own people the emotions, attitudes, or behavior favorable to the achievement of our national objectives and national development. In this context it is concerned with the planned use of propaganda and other psychological actions having the primary purpose of influencing the opinions, emotions, attitudes and behavior of the general population and dissident elements within our population.

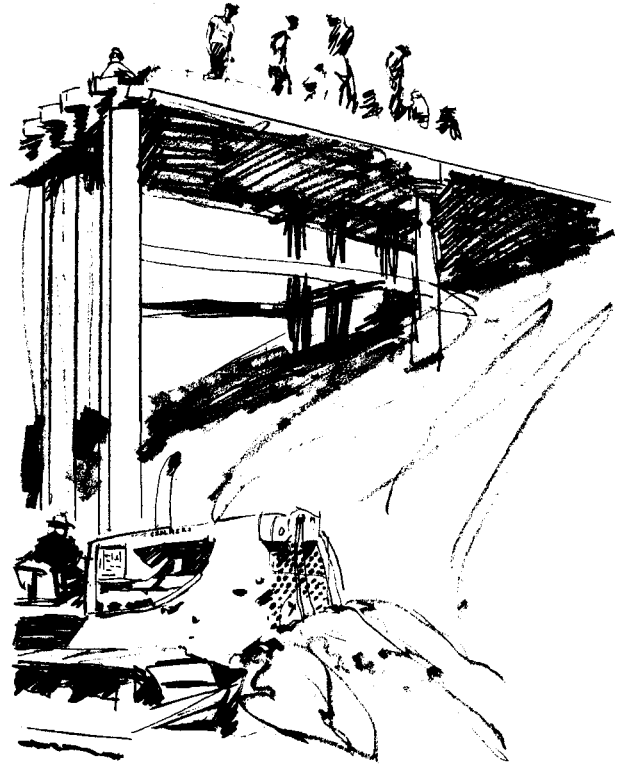
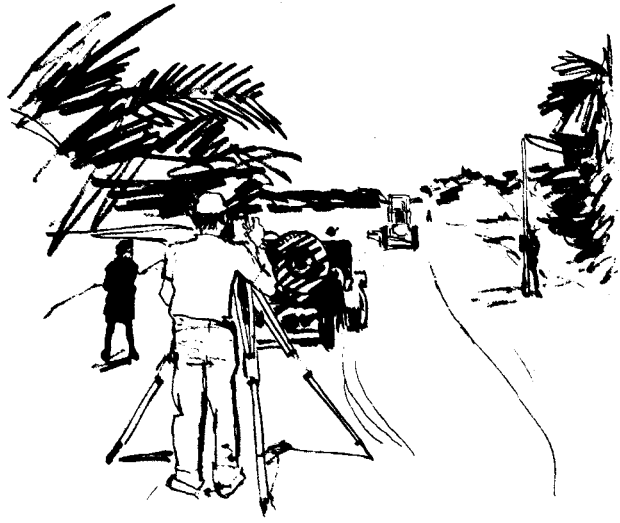
## CONDUCTING PSYOP/CIVIC ACTION

Your mission as a psychological operator is to inform and educate the people in your area of operation in order to increase their awareness of belonging to a free and independent Thailand. One of your primary tasks is to supplement other information activities of the Royal Thai Government. You must get the desired message to the rural people of our nation. Usually the most effective method for accomplishing this task is by face-to-face communications. To supplement your face-to-face communications and to produce a more effective and attractive PSYOP program, you should integrate other PSYOP tools such as the use of movies, radios, tape recorders, magazines, posters, news sheets, leaflets and give aways.

General guidance on themes and appeals to be used will be provided to you by your superiors. You must tailor this general guidance to fit the specific target and conditions affecting this target in your area of operations. Your success will depend upon your analysis of the attitudes, wants and needs of your targets and your ability to effectively exploit these factors. In order to obtain success you must diligently apply yourself to the task of understanding all aspects of the people in your area of operation. In addition, you must develop, within the guidelines provided by your superiors, an attractive and effective PSYOP program that will have the desired effect on your audience. This program will require the maximum amount of imagination and **ingenuity on your part**.

As you know there are several cultural differences within our country. Some are the result of the presence of non-Thai people in some areas of the country and others derive from the relative isolation of some sections of our nation. Most of these cultural differences will have some bearing on your work. The most significant cultural difference that you will have to deal with is language. Not only are there non-Thai speakers in some regions, but there are also many different Thai dialects throughout the country. These cultural differences should be kept uppermost in your mind and should become a major planning consideration when you are about to embark on an operation in an area where these differences exist.

Upon your arrival in your area of operations, you will have to make considerable effort to add to the store of knowledge you gained from prior background reading, orientations and briefings. You should make a continual effort to find out more about the people among whom you will work. For one thing, even though the society of the rural area appears quite static, things do change; they may change especially as a result of friendly or hostile psychological operations. For that reason, on every visit to a village to conduct PSYOP activities you should attempt to gain contact with more people in the community in order to gain added insight into the ways that they think and act. In the course of these conversations you may pick up information of value to others concerned with your area. For instance, you may obtain information about the success or failure of civic action or development projects; data on economic development; feed-back on friendly or hostile propaganda; etc. Though your primary assignment is not the reporting of information of this type, you will want to convey this important information through the appropriate channels. You will likely find that it is not until the villagers have come to know you and trust you that they will readily confide in you regarding many of their problems. They will do so because you represent an additional channel to higher governmental levels, a channel which they may prefer to use if they feel that their own local officials are unwilling or unable to solve their local problems. The villagers should recognize that this is an important and desirable facet of your presence in their area.



The methods of communication that you will use will probably be a combination of techniques. It is recommended that you think of your programs as "packages" which employ various techniques in a manner which will arouse interest in what you will be saying. These spoken messages should be reinforced by the use of movies, tapes, "local" entertainment and give-aways containing printed material and small inexpensive gifts. The nature of the "mix" for these programs cannot be defined with precision. The best "mix" is something that you will have to determine after you have acquired considerable knowledge and experience about the people of your area.

The "mix" emphasizes face-to-face communications, and supports it with other indirect techniques. The latter may be novel to the villagers---and this, quite apart from the message---will arouse interest. Your program package will include portions which are the core of the message you wish to convey to your audience portions used to reinforce the message by other techniques and portions which are largely or entirely entertainment. The core of the message will be in the form of a talk by you, a government official, or one of your team members. The talk should be short and to the point. Not only may your audience become bored and restive if the talk is long; but they may also be eagerly awaiting the end of the "commercial" and the beginning of the more entertaining part of the program.

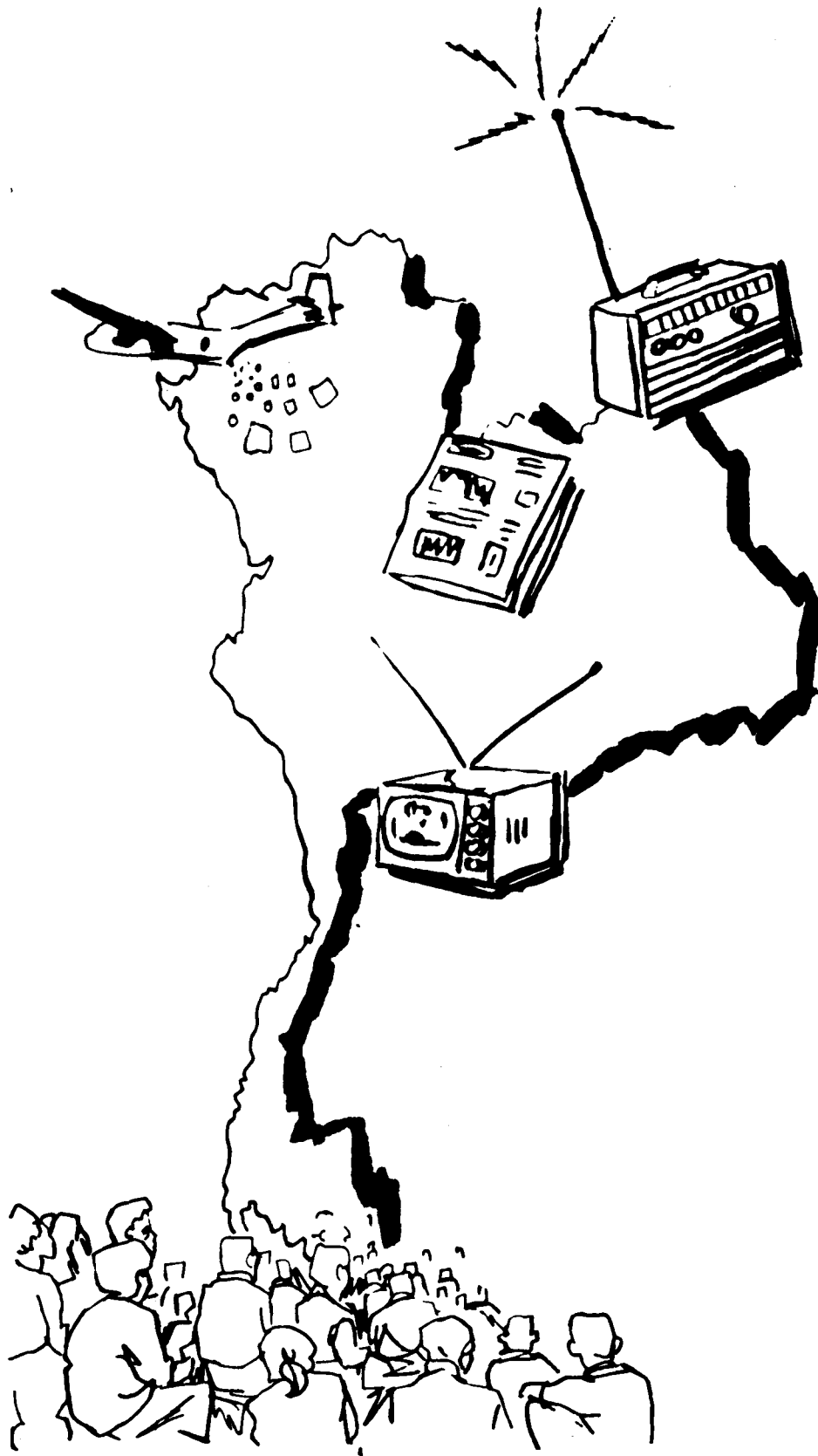
Finally, your "package" should be a blend of traditional and modern techniques of communication. Face-to-face communications, including talking to an audience and the traditional oral and visual forms of entertainment are techniques your audience knows. They will readily accept the technique and it will neither thrill, nor appear strange or novel to them. Movies and tape recordings will probably be new and novel to most of your audiences. These new techniques will undoubtedly intrigue, excite and hold their interest. Remember, the novelty of these techniques may be so exciting that some in the audience will fail to get the message. Nevertheless, the use of modern techniques as part of the package has a number of advantages. It thrills the audience. It is an attention getter. It makes possible greater diversification of the manner in which a message is presented. And, it acquaints them with modern communication media. Each time you visit that audience, a larger number of people will be able to understand what they see and hear through this modern media. You thus will be forging new communication links between the government and the villagers.

The oldest and still the most effective means of persuasion is the exchange conducted between two or more people conversing face-to-face. Any conversation, whether it involves you and one other person or you using a loudspeaker to address a large audience, is the process of face-to-face communication.

In this kind of communications, the communicator and his audience must establish a relationship as persons. They can watch each other's faces, gauge each other's mood and sincerity.

At the same time, face-to-face communications is more of a challenge to the communicator than the more modern methods of radio and movies. A script for a short radio program can be prepared many days in advance, the script redrafted several times, and reviewed by many persons. When engaging in face-to-face communications, you are a "live" show. Once you begin, you may be required by audience reaction to edit yourself or cut out segments of your planned remarks. While addressing your audience, you must always give the impression of talking freely and sincerely. A speaker who hems and haws, who contradicts himself or who back tracks, arouses the suspicion and probably the resentment of his audience.

For this reason, face-to-face communications require both skill and preparation. The skill involved will reflect the operator's poise and his ability to thrust at his audience an image of sincerity. Without careful preparation the ability to appear sincere before your audience will be difficult if not impossible. You need not memorize your speech, in fact, this is usually undesirable. You must, however, have carefully prepared your message and have rehearsed it thoroughly so that your presentation will be smooth and efficient. In other words, you should have formulated the sequence for the presentation of your ideas, facts and themes. You should strive to be brief and concise. You should plan your delivery so that you know when to emphasize a point or to instill emotion by raising and lowering your voice or by pausing at a critical point. You must plan for the use of gestures or other attention-getting devices to dramatize your talk.



MEDIA

## PSYCHOLOGICAL OPERATIONS MEDIA

Psychological Operations media can be defined as the physical means by which we disseminate our message to the target audience. There are many types of media and each has its own inherent capabilities and limitations. The psychological operator must consider these capabilities and limitations when he selects the media with which to get his message to the target audience. In many cases he will select a prime medium and supplement this with many other media to increase his total coverage of his target.

In order to determine many of the limitations for a particular medium, a detailed analysis of the target must be accomplished. This detailed analysis would include such items as area studies, target analysis, preparation of the Target Selection Worksheet and the Campaign Control Sheet. Information disclosed by this analysis might indicate for example that the target has few, if any, radios and therefore this medium would not be effective in getting our message to this audience.

To assist you in selecting the best medium with which to convey your message to the target audience the capabilities and limitation of the standard psychological operations media are listed below:

**Radio:** Radio is a primary PSYCP medium. It is used more often at the national and provincial level, although its use at the local level should not be overlooked.

### Capabilities:

a. **Speed.** It is one of the fastest media available. It is timely and capitalizes on the speed with which the latest information may be processed. One of the attractions of radio is the feeling of importance it gives an individual who can tell others something they do not know.

b. **Wide Coverage.** Radio can provide coverage of the geographic area in which the target audience resides. It is the mass medium that can most easily and effectively penetrate national boundaries.

c. **Easy to understand.** Radio listening requires little or no effort on the part of the audience. Illiteracy does not prevent the listener from forming his own individual image as he listens to the program.

d. **Versatility.** Radio is a versatile medium in that it is adaptable to news, drama, music and other types of programs. The propaganda message can be concealed in the story so that the listener receives your message without realizing it.

e. **Familiarity.** Listening to radio is a habit where possession of radio receivers is common.

f. **Emotional Power.** The human voice is capable of arousing more emotion than the printed word. A listener with aroused emotions tends to lay aside his critical faculties, and his susceptibility to persuasion increases.



RADIO COMMUNICATION

**Limitations:**

a. **Jamming.** Jamming may prevent the target audience from receiving radio broadcasts. Jamming is the transmission by the subversives of a loud annoying signal in the same frequency as the radio broadcast.

b. **Lack of Receivers.** In some of the remote areas of our country so few receivers are available that radio is not an effective medium.

c. **Fleeting Impression.** The spoken word does not possess the permanency of written media. Repetition must be used to overcome this defect. Care must be taken to prevent the repetition from becoming monotonous.

**Television:** Television is another mass medium that has great potential in the field of psychological operations in support of counter insurgency programs. Although television as a medium is relatively new in our country. It should be considered for use, especially at the national level.

**Capabilities:**

a. **Speed.** Like radio, television has the capability of describing events as they occur.

b. **Variety.** An imaginative programmer can transmit themes in an endless variety of ways.

c. **Double Impact.** The target audience is able to see as well as hear the message. Psychologically, it puts the viewer in two places at the same time.

**Limitations:**

a. **Expense.** It costs approximately four times as much to establish and operate a television studio and transmitter as it does to operate a similar radio broadcasting facility.

b. **Limited Range.** Television is a line of sight instrument and as such its range is much less than that of radio.

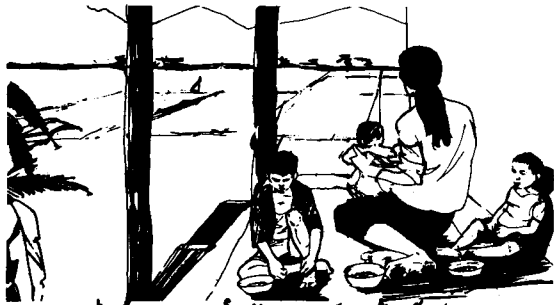
c. **Power.** An outside source of electrical power for the receiver is normally required.

d. **Programming.** Highly specialized personnel and equipment are required for program production. Although this is also true for radio the requirement for specialized personnel and equipment is much greater for television.

**Printed Matter:** Printed matter used in PSYOP includes leaflets, posters, newsheets, newspapers, magazines, books and novelties. Printed material is very good medium for use at the local level.

**Capabilities:**

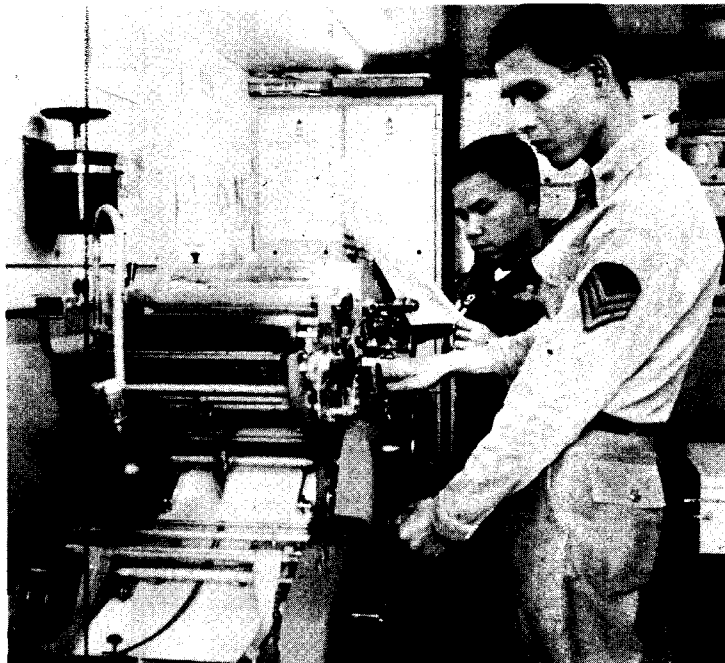
a. **Pictures.** Pictures and illustrations may be used to communicate with illiterates or semi-illiterates.



อพยพปากกกลาง จงกัคถึงอวทวรก เมิมอินคั มเวก



มัตระผ่านปรตุควมปลอตรกัยแลควมคั่มครอง  
 แลค่มัตระนี้ ตอจ้ำนหน้ที่ททาร ต่ารวท คว้ช น้ระช้การ รง  
 ฐิรฐนาค ท่นจะได้ร่นควมปลอตรกัย แลควมคั่มครองเปลอกร่น.



ผู้ก่อการร้ายขังเตลงาย..... สำมารถ  
 ให้ชีวิต เหม้ค่นกับค่นโทมคิด้วาระคิด้กริได้

บัตรผ่านปรตุควมปลอตรกัยแลควมคั่มครอง

ไอศยำนอิ

เราปรเก็นควมปลอตรกัยแลควมคั่มครองได้ท่บ

นี่ เป็นบัตรผ่านปรตุควมปลอตรกัย  
 แลควมคั่มครอง  
 ไม้รคแลค่มัตระนี้ ตอจ้ำนหน้ที่ ททาร ต่ารวท  
 หรอิ ช้ารช้การรของ ฐิรฐนาค ท่นจะมไ้การ  
 ด้ร่นชีวิตใหม่

บัตรผ่านปรตุควมปลอตรกัยแลควมคั่มครอง

ไอศยำนอิ

ชื่อเขาจวอมีมือปลอตมค  
 มาค้่าเข้าข้่ามคิ ฐิรฐนาค ช้ารวท ฐิรฐนาคการของ ฐิรฐนาค แลค่นค่นนี้  
 บักรอิ บอจ้ำนหน้. โทน น้ชื่อเขาจวอ

เราปรเก็นควมปลอตรกัยแลควมคั่มครองได้ท่บ

มัตระผ่านปรตุควมปลอตรกัยแลควมคั่มครอง

- b. Privacy. Printed material can be read in private.
- c. Permanency. A propaganda message printed on substantial material will be a relatively permanent document and can be retained indefinitely or passed on from person to person in its original, undistorted form.
- d. Detailed Explanation. Complex material can be treated in depth and length. For a well reasoned analysis of the situation, there is no substitute for printed material.
- e. Versatile. Usable items can be overprinted with suitable messages.
- f. Specific. Printed messages can be focused on specific segments of the target audience.
- g. Authority. The printed word tends to convey authority. People usually believe what they read.
- h. Color and Shape. By using selected colors and shapes that have a favorable meaning to our target audience, we can increase the impact and meaning of our printed propaganda.

Limitations:

- a. Logistical Problem. It takes large quantities of expendable supplies, i.e., paper ink, chemicals, etc. to sustain a printing operation. Many times the required supplies are not stocked by logistical support units and are very difficult to obtain. In addition, many of these supplies are bulky and create a storage problem.
- b. Delivery Problems. Printed matter is often difficult to deliver to target audiences due to prohibitive terrain and/or weather conditions.
- c. Illiteracy. A high rate of illiteracy reduces the value of the printed word. However, this can be overcome by the use of pictures or illustrations.
- d. Less Timely. Printing is a slow process when compared with the speed obtained by radio or television broadcasts.
- e. Permanency. The permanency of a printed message requires a high degree of consistency to insure that subsequent printed messages do not contradict what has previously been printed.

Motion Pictures: When their employment is feasible, this medium, along with television, is the most believable of all propaganda media because it visually confirms what is being said.

Capabilities:

- a. Credible. For most people, seeing is believing. Motion pictures share this capability with television,
- b. Dramatic. Motion pictures, like television, employ dramatic techniques. Themes can be indirectly presented in a variety of ways. The viewers tend to identify their personalities with those of the actors.



MAVU TEAM

- e. Illiterates. Motion pictures are more readily comprehended by illiterate audiences.

**Limitations:**

- a. Preparation. Much effort and time are required to produce an effective film.
- b. Audience Restriction. There may be restrictions placed on local population that prohibit them from gathering in sufficient number to make a showing worth while.
- c. Power. A source of power must many times be sent along with the motion picture projectors as fixed power sources are not always available.
- d. Content. The content of the film may not be applicable to the existing situation. Film content may become dated and untimely.

**Loudspeakers:** Loudspeaker broadcasts can be used to influence a variety of audiences. Loudspeakers may be man-carried or mounted in vehicles, aircraft and boats.

**Capabilities:**

- a. Personal. The loudspeaker, an effective medium of face-to-face persuasion, can deliver a highly personal message when accurate intelligence is available. For example, if a guerrilla band hears that members of their group have been captured or defected, individual members may react favorably to the loudspeaker message.
- b. Responsive. Loudspeaker operations are flexible and can respond quickly to changing situations.
- c. Augment Radio. Loudspeakers can be used to augment radio by establishing a community listening station in areas where radios are scarce.
- d. Mobility. Loudspeakers, particularly those mounted in aircraft or helicopters, can reach targets in areas that are practically inaccessible by any other means of communications.

**Limitations:**

- a. Range. The short range of loudspeakers limit their use to local operations.
- b. Inaudible. Weather conditions and terrain can adversely affect the use of loudspeakers.
- c. Vulnerability. Loudspeakers are attractive targets and frequently draw enemy fire.



LOUDSPEAKER COMMUNICATION

## TALKING TO THE PEOPLE

Face-to-face communications is one of the most effective means of getting a psychological operations message to a target audience in a counterinsurgency situation. The most important target in a counterinsurgency situation is the rural population. Winning the support of the people is the goal of both the insurgent and the government. Both are trying to win their target audience so that it will in turn support their goals and aspirations. The side that obtains the willing support of the population will in all probability be victorious. It is, therefore, essential that those of us working for our government become experts in the use of face-to-face communications. This next section will concentrate on the Art of Speaking. It will cover principles and techniques that are necessary to be a good speaker. You, who will be working with the people of our country, must study and master these principles and techniques in order to be able to win their support.

**The Art of Speaking:** Face-to-face communication, which is based on the art of speaking, is the most effective means of expressing the thoughts and actions of man. For you who will come in contact with the people of our country, this method of communication will prove to be the best way to transmit the meaning and ideals of our government's national development programs and of its fight to suppress communist terrorism. In addition, it is extremely effective in generating patriotism among the people, in exposing the false claims of the communist insurgents and in gaining the support of the people. Therefore, face-to-face communications as a means of mobilizing the masses in support of the government, is closely related with our daily struggle which is aimed at protecting the interests of our people against communist exploitation and enslavement.

**The Voice of the Government Speaks the Truth:** A spokesman for the government has the advantage of being able to speak the truth. His is the voice of the just cause. Our Communist adversaries on the other hand do not have this advantage. They must always mask or distort the truth and frequently they resort to outright lies in their attempts to gain the support of the people. We who are in a position as spokesmen for government must never go beyond the truth. Also, we should never hide the truth unless it be for security reasons. The truths that are available to us can also be called "evidence". The truths or "evidence" must be carefully considered and selected for our particular target audience. They should be used sparingly as bombardment of our audience with all the "evidence" available will often have a detrimental effect. Insure that the evidence that you select for a particular audience is appealing and emotionally significant to them.

**The Voice of the Government is Persuasive:** The Communist insurgent has no just cause, and as a result he must deviate from the truth in an attempt to win the support of the people. Frequently he is forced to resort to coercion to force the people to obey and carry out his orders. The voice of the government, on the other hand, is the voice of justice. You who speak for the government must convey your message so that it will be understood by the people and create an attitude of truth for the government. The best way to do this is to use the principal of persuasion. Persuasion is leading your audience in a favorable direction, or in other words, to move the audience to adopt the attitude and action you desire. You must create the feeling that your views are those of your audience. Persuasion is the soft sell, subtle, using soft, acceptable words that create a feeling of understanding and togetherness. Persuasion avoids direct attacks on the attitudes and actions of the audience. It does not force a decision, but guides the audience to the approach to be used. Persuasive appeals are emotion or emotionally weighted lines of reasoning. It is unlike the principle of argument which employs definite and clear cut statements of opposing views with the thought being expressed by the speaker that all he says is right and that everything said by the opposition is wrong. Arguments are persistent, straight forward, specific, often dogmatic and are usually based on supposed facts

and clearly defined problems. As a method to win the support of the people, the argument principle should be avoided as very few win an argument. Generally, the argument principle attacks the pride of the people and will tend to reinforce those beliefs we are trying to change.

Another important principle which has been alluded to, but not specifically mentioned is the principle of using an audience-centered approach. This principle supplements the principle of persuasion and must be used in conjunction with it at all times. Basically, it is these techniques that we employ to insure the people that the government and we who represent our government are truly interested in their problems, hopes and desires and that together we are taking positive action to solve the problems and to fulfill the hopes and desires of the people.

#### Techniques to be Considered in Persuasion:

**Speaking:** To be a successful persuasive speaker you should be able to employ the techniques listed below to assist you in obtaining your objective. Not all of these techniques will be required for a specific target, but based on your analysis of the target the ones that are appropriate should be obvious. All the techniques will, over a period of time, be useful to you in your work.

**Be Natural. Do Not Imitate Other People:** Each person has his own way of speaking according to his own temperament. To be persuasive you must be natural when speaking to your audience. To insure that you do speak in a natural manner you must avoid copying another person's mannerisms, no matter how good this speaker is considered to be. To copy another's mannerisms would preclude a natural presentation and would tend to bring embarrassment and ridicule upon you, the speaker. This should not prevent you from using opinions from experienced speakers, but you must develop your own talk and use their positions to strengthen your presentation.

**Attitude and Manner of the Speaker:** Mastery of your subject and using good speaking techniques are not enough in themselves. Your attitude will either generate a good or bad impression. You must develop a positive attitude to win the sympathy of the people. A poor or negative attitude will only provoke resentment among your audience and cause you to fail.

**Be Friendly and Amiable:** To gain an early identification with your audience you should be friendly and amiable. You should avoid appearances of dogmatism in words, beliefs or manners. Crude words and a harsh manner will only separate you from your audience. Stress areas of agreement with your audience, and keep away from those minor points where you may have disagreement. In other words do not lose sight of your goal and become involved in a discussion of petty differences. Use a gentle and lively manner for this will create an intimate atmosphere between you and the audience.

**Be Modest, Polite and Respectful Towards the People:** Modesty and politeness are essential characteristics of a good speaker. In your face-to-face communications with the people always be reasonable, courteous and consider the other's point of view. Avoid a bragging, patronizing or self-righteous attitude. By following this simple rule you will make the people feel you are talking with them and not to them. Be patient and gentle, but firm in speaking. Attempt to reach the hearts of the people by going directly to their needs and desires both material and spiritual. Avoid an authoritative attitude as this will not be a successful way to win the confidence of the people. Avoid use of expressions such as "you must," "you have the obligation," "it is very indispensable for you to do," as these make people feel the speaker places himself above them and is giving orders to them. The people are important, and we must avoid talking down to them or humiliating them.



FACE-TO-FACE COMMUNICATION

**Be Simple and Concise in Speaking:** Avoid complicated, difficult words or expressions. Use instead easy and popular words and phrases common to your audience. Avoid long, ambiguous and difficult sentences the people will not understand. Use short stories of interest to the audience to emphasize your key points. By doing this you will clearly indicate to the people that you understand them. Use realistic examples to aid you to explain your subject.

**Communicate with your Personality:** Inject your personality into your subject. Be enthusiastic. This will help to convince the people that you are sincere. A pleasing personality will help you to be a successful speaker.

**Use Appropriate Manner For Each Story:** The point here is to portray in speaking the sentiment you are telling about. For example, when speaking of hatred, use a hateful and angry tone. When talking about courage and enthusiasm, use encouraging and enthusiastic tones and gestures. However, be careful of overdoing this aspect. You are not an actor. Your voice must be a true expression of your feeling.

**How to be a Successful Public Speaker:** A successful speaker requires careful preparation. You must know your subject and your audience. You should never bluff. If points come up with which you are not familiar, ask the audience to explain. This will flatter them and establish rapport.

**Careful Research Work:** A detailed study of your subject and your audience is a must to insure a successful speech. You must understand the spiritual and material life of the target. You must know their grievances and aspirations so your talk will be interesting and meaningful to them. Through this careful research you will be able to use examples, comparisons and slogans that are familiar to the people. This should insure that they will be interested in what you have to say. You will also be able to start your talk on a point common to both you and the audience. By sharing these common characteristics and experiences you have gained the initial attention of the audience. Remember, you can persuade only as long as you can communicate by speech, gestures, terminology and viewpoint.

**Attitude:** Use words and actions that express your true feelings and respond to the particular character of the subject. Always remember, however, that you are a speaker and not an actor. When speaking don't stare at one segment of the audience. Instead, continually look around at the whole group. If your listeners become disorderly and are not paying attention, keep calm and handle the situation by changing your manner of speech to regain attention. If you realize that your audience has heard about all they desire to, cut your talk short and reach your conclusion earlier than planned. This is an example of the use of the third principle of good speaking methods. That is to use feedback to your advantage. In other words develop the ability to sense audience reaction and to adjust accordingly.

#### Conclusion:

Face-to-face communications or the art of speaking is the sharpest and most effective tool available to us who come in contact with the people in a counterinsurgency situation. It is the most effective way to win their support for the Government and to insure that they do not support the communist insurgent.

## OTHER GROUP PERSUASION TECHNIQUES

There are several techniques and procedures that can be used in conjunction with face-to-face communications and variations of face-to-face persuasion methods. Among these are rallies, the use of local entertainment and give-aways. To insure that these techniques and procedures are properly used as the situation requires, each will be discussed in detail.

**Rallies:** When large groups of people are gathered together to be educated, informed or entertained, they are susceptible to manipulation and may be influenced to support a particular cause. This technique of getting your message to the people is called the rally. Although the rally permits direct contact with your audience, it does not allow for the interaction of the face-to-face communication method. Nevertheless, a rally does provide a large audience and allows for public consumption and discussion of your message. It is, therefore, a favorable vehicle for exploiting human emotion. The fundamentals you should consider when using this medium are careful study and use of local idiom, the use of meaningful symbols, proper staging and timing all combined with the aim of achieving the desired results in the minds of the target audience.

As with any form of face-to-face persuasion, the length of the oral portion of your program should be held to the minimum time required to make your point to the audience. Remember, you want to inform and convince, not to bore. It is impossible to establish an optimum length for your talk, but as a general rule, anything worth saying can probably be said in seven minutes or less. This is especially true if the message will be reinforced by other techniques during your stay with the people. You can accomplish more by repetition than you can with a long drawn out speech.

There is another aspect of face-to-face communications that deserves mention, although it is not an integral part of the rally. During your stay in the village, you will be talking to people and these informal conversations with the people will prove to be an important part of your impact on the community. The people may remember these individual or small-group conversations with you much longer than they will your prepared talk given during the rallies. Your effectiveness as an informal speaker will be enhanced if you have gained sufficient understanding of your audience. You must be familiar with their hopes, desires and problems so you can talk within their frame of reference. In other words discuss their world, not yours.

Some of the people you talk with will be the "influentials" of the village, the officials, religious leaders, teachers and others. They will repeat much of what you tell them after you have left their village. Thus, you will have set in motion indirect communications to the village society through these "key communicators". Be certain that the ideas that you pass on to these "key communicators" reinforces the basic message that you gave to the villagers.

**Use of Local Forms of Entertainment:** Entertainment, particularly the local form, is a good vehicle to assist you in imparting your message to your audience. The various forms of local entertainment available are familiar to and liked by your audience. The use of these forms of entertainment is almost a sure way to gain attention. Use it to your advantage. If you carefully plan your program you can interweave your message within the framework of the local entertainment.

The use of prominent local place names and local individual names will tend to gain interest and involve your audience in the program. Examples of popular local forms of entertainment are: Mohlam,

The Sor, The Joey and the Khow. All these forms of entertainment can be readily used by you as a part of your psychological operations campaign. By selecting the form that is best liked by the local people you can diversify your program to make it more attractive and entertaining both before and after the message portion of your program. In addition, those forms of local entertainment that have verbal content can be tailored to impart your primary message or messages to the audience.

#### Giveaways:

Part of the overall program in your planned visit to a village may be the distribution of "giveaways" to selected members of the village. Giveaways are useful in that they are physical tokens given by you as a representative of the government. They denote the government's interest in the rural people. They are physical mementos left behind after you leave and will continue to remind the villagers of your visit and the government's interest in them. Many different items can be used as giveaways, and your ingenuity will be put to test when you must decide what items are most suitable for distribution in your area at any given time.

Giveaways can be an important part of a PSYOP campaign. Some giveaways also have a civic action aspect. The distribution of radios, tools, fertilizer, or other major items do have a significant PSYOP value. However, for your purposes this type of giveaway lies outside your frame of reference. If you have ideas concerning large giveaways, discuss them with appropriate civic action personnel.

#### Guidelines to Follow When Using Giveaways.

1. Giveaways must conform to government policies and objectives. For instance, if in your area efforts are being made by government agencies to deny subversive elements access to drugs and medicines, the distribution of pills and other medicines by you to the half-sick or non-sick would run the risk of breaking this government embargo. In addition, a special word of caution concerning medicines and drugs is appropriate. They are often suitable giveaways for persons who are sick enough to need them, but not so sick that only a doctor should prescribe the treatment. Unless you have unusual medical experience be very careful about assuming the role normally held by medical personnel. Give first aid, but do not try to heal. Many times providing transportation to the nearest hospital for the sick or injured is the most suitable giveaway service available to you.

2. Giveaways should leave explicit or implicit symbolic meaning that is readily recognized by the people. Giveaway pictures of the King have explicit meaning; the villagers keep them and usually display them in their homes. An example of an implicit act would be acceptance, for example, of cotton seeds, if the government is seeking to have villagers in the area raise their standard of living by diversifying crop production. To enhance the government's prestige, it is a good idea to affix a government symbol or slogan to the package. The Thai flag is an excellent government symbol for this purpose.

3. Giveaways should be useful in an aesthetic or practical sense. Do not give away things that are useless or meaningless to the villagers. What you give should be something that will be valued by them. A Thai flag has aesthetic value. A picture of a Buddha has religious value. A good luck charm with a picture of a Buddha on one side and an appropriate government slogan on the other has religious and patriotic value to your audience. Seeds, medicines, clothing, small household items, for instance, have practical value. Your gift should be something your recipient wants, will



THE PRINCESS MOTHER PRESENTING PENCILS  
AND WRITING PAPER TO SCHOOL CHILDREN

keep and will use. Nothing would be more counter-productive than to have the village street littered with your giveaways the morning after your departure.

4. Giveaways should be tokens of appreciation, not bribes. Therefore your giveaways should not be expensive. The villager should be made to feel that what you gave him is a token of your appreciation of the village's hospitality and cooperation during your visit and that the government's concern for the villager is demonstrated in the gift. The giveaway must not be the price you paid to obtain admittance to the village. The above considerations should help you to determine what items will make appropriate giveaways for your particular audience. An exception to the bribery rule is the giving of items as prizes to worthy school children. If during your visit to the village you hold a quiz about the government, Thailand, the names of key local, provincial and national figures and give prizes to the most deserving students, this will be in keeping with school practices and will not be considered as a bribe. It is normal for school children to receive prizes for good performances.

5. Be certain your giveaways are distributed in a fair manner. There are no explicit rules that can be stated, but your analysis of the village and the use of common sense should enable you to find the correct solution. Many times giving one item per household may be appropriate. Whatever formula you use, be certain it is equitable. You must avoid creating resentment on the part of those who feel left out or slighted.

## PSYOP CONSIDERATIONS RELATED TO TYPICAL EVENTS

This section explains situations that have and will continue to involve the Royal Thai Government in activities that have important psychological potential. Normally, these activities will be of such a nature that much planning and coordination of psychological exploitation should be possible. Careful preparation is the key factor to successful psychological operations in situations of this nature. In each example, a typical situation is portrayed and the psychological objective to fit each specific situation is defined. Tasks, which are things that must be accomplished in order to fulfill the objective, are developed. In addition, themes that are appropriate for exploitation of the situation are listed. Also, auxiliary actions, which are additional things to be accomplished to further enhance the overall psychological campaign, are listed. Finally, the considerations that are essential for PSYOP planning are developed in detail. All these factors are essential in order to develop and successfully conduct a psychological operations campaign. By study of these typical situations, you who will be developing or implementing similar campaigns will be better able to accompany your job.

### NATION BUILDING EFFORT (Civic Action)

1. Situation. A new primary school building was completed recently in an agricultural village, in the Northeast of Thailand. This village has never had a school house. The district was usually secure; however, the Communist Terrorists occasionally disturbed the peaceful community and the local police suspect that some support is still provided to the terrorists by sympathizers in the area. The school house was built by the villagers; while the Royal Thai Government gave the villagers money to buy the material.

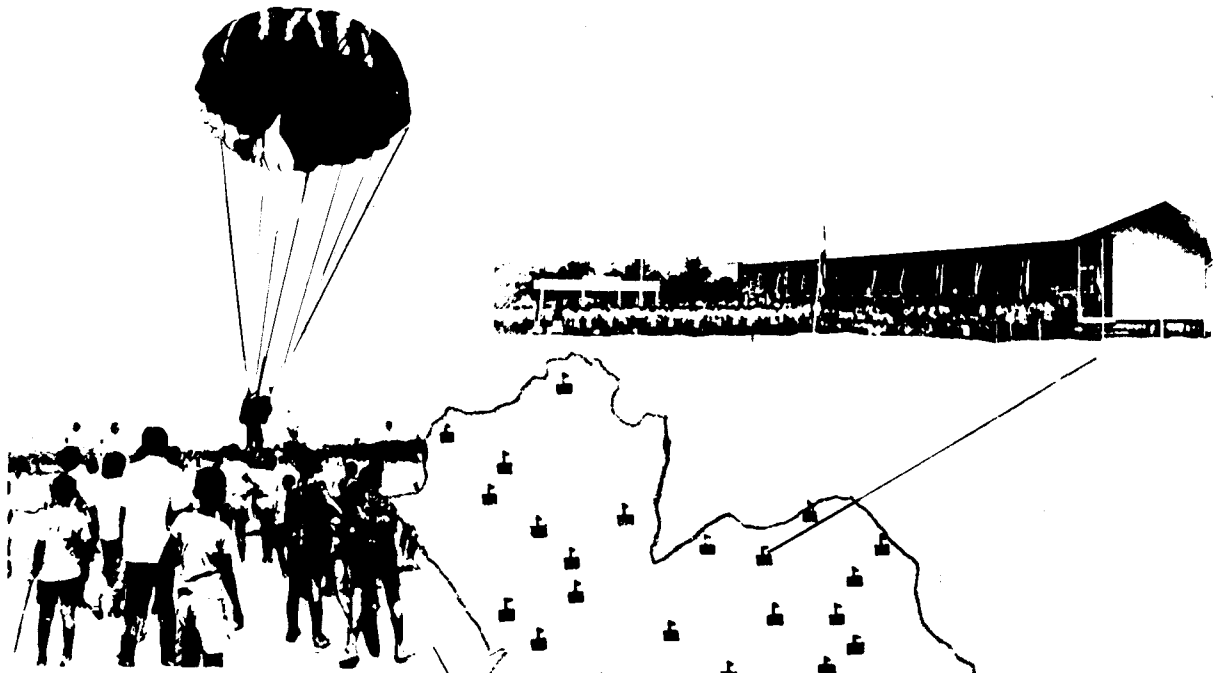
#### 2. PSYOP Actions and Considerations in Support of This Project.

##### (a) Objectives:

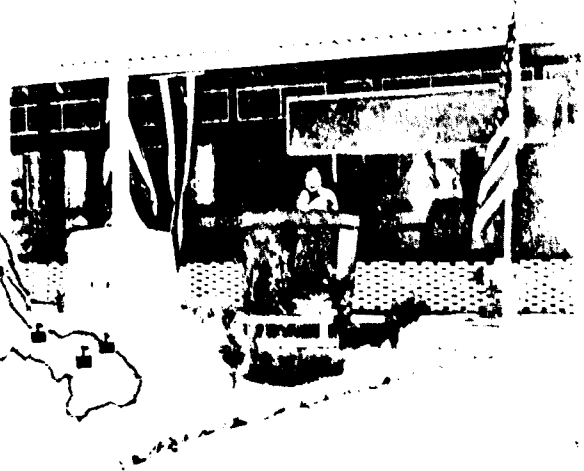
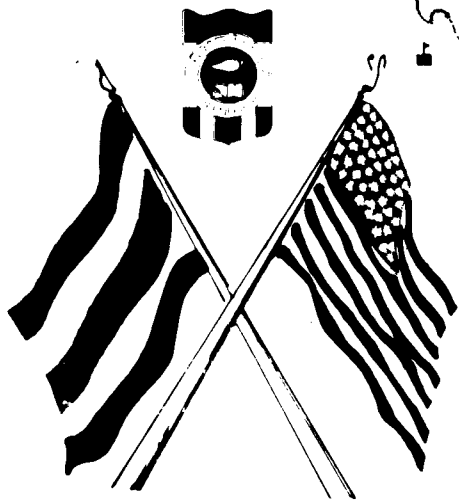
- (1) To reinforce the villagers' belief that the government is truly concerned with their welfare.
- (2) To convince those villagers that still support the terrorist that CT activities bring nothing but hardships to the villagers.

##### (b) Tasks:

- (1) Show the villagers how the new school is directly related to the immediate and future objectives of the national development plan.



มูลนิธิการศึกษามิตรภาพไทย-อเมริกัน  
 มีวัตถุประสงค์เพื่อช่วยการศึกษาในภาค  
 ไทย โดยจัดให้มีการแสดงการละคร -  
 "ชิงธงชูชา" และแข่งขันฟุตบอลในจังหวัด  
 ต่างๆ เพื่อเก็บเงินสร้างโรงเรียนในท้องถิ่น  
 ๓๕ จังหวัดในจังหวัดต่างๆทั่วประเทศไทย  
 เป็นรายการกตส ซึ่งแสดงถึงความร่วมมือ  
 ของประชาชน, คณะกรรมการจังหวัด และ  
 คณะกรรมการมูลนิธิ ขณะนี้ได้สร้างเสร็จ  
 ไปแล้ว 4๑ โรงเรียน



(2) Emphasize the contribution the villagers made toward completion of the school project.

(3) Show that the school was built as a result of a unified effort of the villagers and the government and that this unified effort was very beneficial to the villagers.

(4) Show that the unified effort which resulted in building the new school is similar to that effort which can defeat the Communist Terrorist and assure peace for the village.

(5) Show the contrast between the beneficial side of the government help to build the school and the destructive aspect of the CT actions.

(c) Themes:

(1) The children who are educated in this school may someday be the leaders of the community and the nation.

(2) The government helps the villagers who are willing to do their share in community type projects.

(3) Cooperation and unity of effort between the government and the people can accomplish tasks that would be impossible for an individual or a small community to do on its own.

(4) The benefits of education are now available because of joint efforts and sacrifices.

(5) The government helped you to have a school while the CT take your money and food.

(6) By sincere cooperation you have given your children an opportunity to have a good future.

(7) Determination and singleness of purpose have produced a new village school. This same kind of determination by the villagers and their government will destroy the Communist Terrorists.

(d) Possible Auxillary Actions:

(1) Prior to the completion of the school publicize the approaching event.

(2) Insure that the local police and military participate in the event.

(3) A village celebration upon completion of the school is a must. Attendance should include local, district and provincial officials.

- (4) Special certificates should be provided to all who participated in the project.
- (5) Publicize the project in all local media.
- (6) Airborne loudspeaker broadcasts must be conducted to stimulate the populace in the community and surrounding area prior to completion ceremony.
- (7) Issue invitations and provide military transportation to leaders and representatives from surrounding communities to attend "open-house" type events in connection with completion ceremony.

(e) Considerations:

- (1) Careful advance planning, phasing and exploitation of this situation should be possible. Advance preparation of appropriate materials should be feasible. Low key PSYOP should be initiated early or prior to beginning the school building project and can achieve effective results for a reasonable period after completion of the project.
- (2) Face-to-face persuasion efforts will be most essential in early stages of the project in order to stimulate as much widespread public participation as possible.
- (3) Care must be exercised throughout the project to insure proper balance of the psychological effort. Overselling of the project or a too blatant or long winded exploitation may result in lessening of the total favorable effect.
- (4) Along with this, a technique used by the Philippine Government during the Huk rebellion might be effective. When the government has the material to build the school, the idea of building a school is planted with the local populace by means of covert agents. When finally, the village requests the school, the government moves in immediately with the materials. The people are impressed with the speed of the government's reaction.
- (5) Show that unity of effort from local to national level is of maximum benefit to the citizens.
- (6) Show that the team effort associated with school building construction is similar to that effort which can defeat the CT and bring peace.
- (7) Contrast the positive nature of government-associated school building projects with the negative nature of CT actions.

## HOLIDAYS AND RELIGIOUS ACTIVITIES

1. General. Our country has many holidays, many of which are religious in nature. Some are old and based on traditional legends or national heroes. Some are new commemorating events that have shaped recent national history. But whatever the holiday or religious activity, old or new, they all possess one similarity. They are events which in some way have special meaning for a large segment of the people. They are times when many hearts and minds contain the same thoughts and feelings and in a large sense, whether it is recognized or not, are temporarily united. Every opportunity should be taken to exploit the moods and the feelings generated during these holidays. They should be exploited in such a manner as to make the people aware of and appreciate their common heritage.

### 2. PSYOP/CA Actions and Considerations:

a. Objective: To sustain a feeling of unity and solidarity among the government and the peoples.

b. Tasks:

- (1) Make the people aware of their common heritage.
- (2) Inform the people how the Thai have maintained peace in the past and present times.
- (3) Make the people aware of the RTG role in maintaining peace.
- (4) Educate the people concerning the advantages of a stable government.

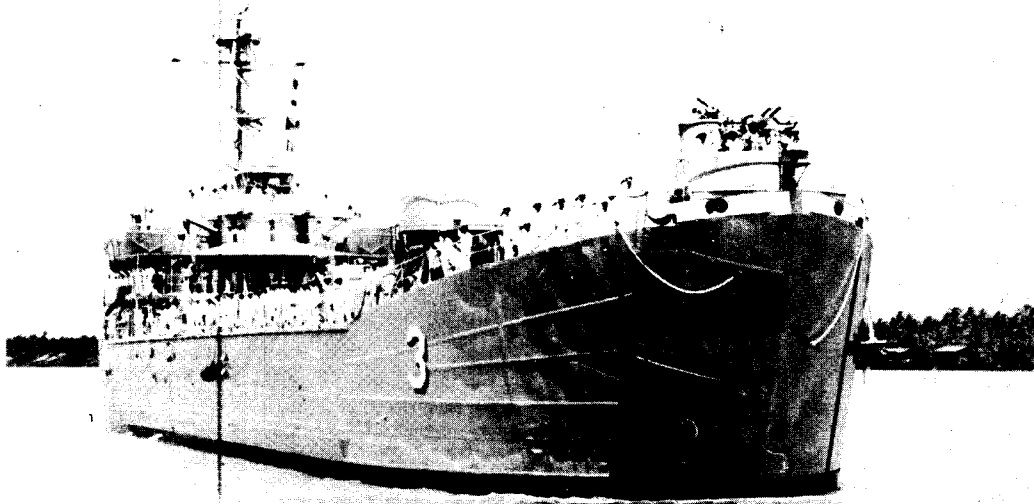
c. Themes: The applicable themes are numerous and varied depending upon the specific occasion. They must be geared to fit the event but tailored to foster the idea of common heritage, interests and hopes for the future.

- (1) The RTG represents the answer to peace and prosperity.
- (2) Thailand has a proud past and a promising future.
- (3) The CT should lay down their arms and rejoin their families in peace.

d. Auxiliary Actions: Whenever situations permit, RTG officials should use these events to address and meet the public.

## INTERNATIONAL EVENTS

1. In the realm of international events there will be occasional happenings of such psychological



ROYAL THAI NAVY VESSELS  
AND MEN IN REPUBLIC OF VIETNAM

magnitude as to generate a need for PSYOP action. The level at which such action should be initiated will depend upon the nature of the event but normally it will be exploited at the national level. Such action will then set the tone for whatever actions are initiated at lower levels. The nature of the audiences with whom you will be concerned will largely determine whether or not a specific international event should be exploited locally.

2. Situation: The Royal Thai Government announces that it will send two Royal Thai Navy ships to South Vietnam to assist that government in its struggle against Communist Insurgency.

3. PSYOP/CA Actions and Considerations:

a. Objectives:

(1) To convince the people in all areas that the Royal Thai government, by giving support to friendly Asian allies, is genuinely striving to help the people.

(2) To show insurgents in Thailand that the government will fight insurgency even in other areas of SEA.

(3) To show that to any ally, aid validates government's democratic, benevolent, and viable character.

b. Tasks:

(1) Show on a personal basis how foreign assistance being provided to RVN is helping to defeat the insurgency in SEA and how this is related to security of Thai people.

(2) Emphasize overwhelming support being provided to people in Vietnam by other free nations of the world, particularly Asian nations.

(3) Contrast massive overt free world support to RVN with meager and overt support being provided to VC by Hanoi and Peking aggressors.

c. Themes:

(1) Free Asian nations cooperate to defeat communists.

(2) Thai support to RVN prove determination of free Asians to resist and defeat communism.

(3) Thai sailors leave their homes and families to help their neighbors during their time of need.

(4) Many nations like Thailand are helping the people of Vietnam while the CT and their foreign masters do nothing but destroy.

(5) GVN is a stable democracy; therefore other democratic nations hasten to its aid.

d. Auxiliary Actions:

(1) Establish displays portraying successful Thai action against communist subversives in Thailand.

(2) Conduct a special educational and informational effort to familiarize local populace about similarities between Thailand and Vietnamese problems.

(3) Obtain continuing low key coverage in existing local media.

(4) Civilian and military officials extend best wishes at carefully planned and publicized departure ceremonies.

e. Considerations:

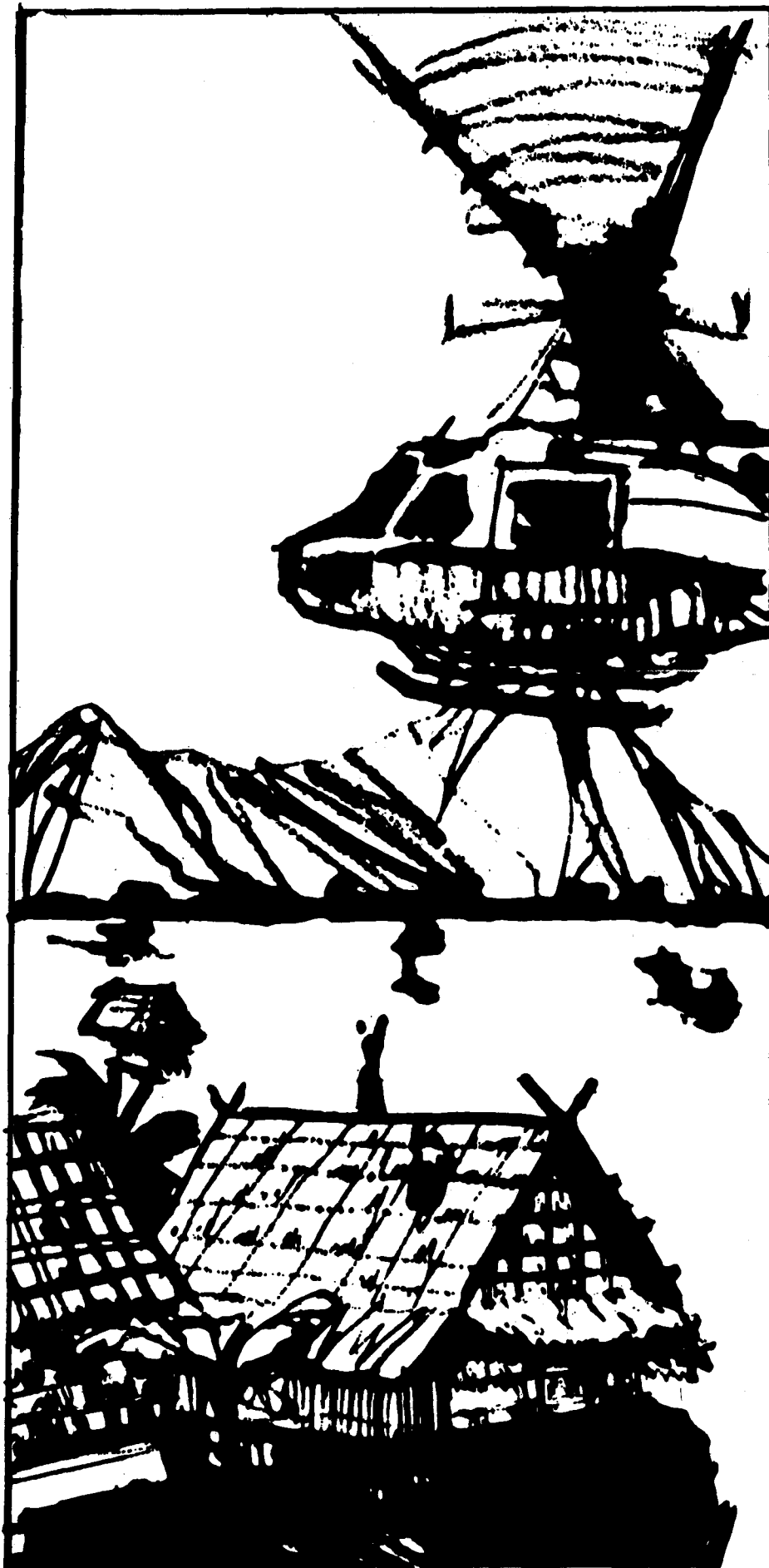
(1) Considerable national level exploitation could be expected in a situation like this. Such national level emphasis may not be apparent at local levels, and may or may not satisfy the need for locally initiated psychological actions. If apparent, the appeal will probably be of such a general nature that it will have relatively minimal potential psychological impact.

(2) In developing materials and planning actions for this type of situation, insure that proper balance exists between the effort directed toward the pro-government elements of the population and that effort directed toward the CT and its active and passive supporters. Since the same message will not be effective against both target audiences, messages must be tailored to meet the prevailing attitudes and conditions of the specific target.

## NATURAL DISASTERS

1. Natural disasters are fertile grounds for psychological operations when successful governmental relief actions have been undertaken. The concern of the government for the welfare of the people can be even more keenly demonstrated when there exists genuine lack of concern for the people by the Communist Terrorists. No opportunity should be lost to demonstrate the unity of effort on the part of the people and their government. Dissatisfaction and disenchantment with the CT and their supporters should be exploited. The following situation pertains only to one kind of natural disaster, a flood. With slight modifications the same psychological approach can be taken with other natural disasters, such as earthquakes, storms, fires, epidemics or drought.

2. Situation: A severe flood occurred in the northeast portion of Thailand. The devastated area is rural but includes several population areas. Although injuries and deaths were extremely light, property damage was high. Canal networks have been disrupted and homes have been heavily damaged. Rice field dikes have been ruptured and roadways and bridges have been damaged extensively. CT elements have sporadically tried to interfere with the relief efforts in the area.



EVACUATION OF FLOOD VICTIMS IN NORTHEAST THAILAND

3. PSYOP Considerations:

a. Objectives:

- (1) To bring about an appreciation on the part of the populace for government assistance being rendered.
- (2) To increase confidence in the government and improve the government's image.
- (3) To induce disaffection among CT and supporters.

b. Tasks:

- (1) Show all aspects of government help being provided to people in the devastated area.
- (2) Play up self-help with government assistance.
- (3) Show lack of CT help to people in time of need.
- (4) Publicize CT interference.

c. Themes:

- (1) Our government helps us to rebuild our lives.
- (2) Our countrymen from undamaged areas help us to overcome our present difficulties.
- (3) The RTA provide manpower and equipment to help the people in their fight to rebuild their lives.
- (4) By working together in cooperative efforts much more can be accomplished than if each individual works alone.
- (5) The CT do not help the people in their time of disaster.

d. Auxiliary Actions:

- (1) Governmental officials throughout the area visit people offering condolences and demonstrating sincere government concern for people's plight.
- (2) Work with responsible officials in improving and publicizing population and resources control measures.

(3) Military units engaged in maximum projects with civilians to clean up damage and make all repairs possible with materials at hand. Special attention is given school houses, hospitals, community transportation and communication facilities.

(4) Maximum publicity to show people government assistance being rendered

(5) Initiate special wall newspaper or information sheet explain the complete rehabilitation effort.

(6) Search out and publicize instances of minority groups working together harmoniously to rebuild.

(7) Prepare and deliver special messages aimed at active CT. Invite misled members to return to their homes to help their families in their hour of need. Deliver by leaflets or air-borne loudspeakers in known or suspected CT support areas.

(8) Give credit to civil organizations such as youth and church groups for their aid to the disaster victims. Emphasize that the spirit of unity between people from all parts of Thailand in times of disaster is indicative of the national cohesiveness necessary to restore peace to the country.

**e. Considerations:**

(1) Initially, there will be intense and rapid need for information to reassure the people of the stricken area. After rescue operations are underway, desired psychological themes can then be exploited.

(2) A positive psychological advantage can be achieved and should be sought in areas not directly affected by the disaster. Such an advantage will result from proper portrayal of the government effort to help their unfortunate countrymen.

## MEDICAL CIVIC ACTION

1. **Situation:** A newly-trained and equipped Thai mobile medical unit manned by civilians has been assigned to a southern province. The province is considered to be under government control; however, CT attacks and terrorist activities occasionally occur. Active and passive CT supporters are scattered throughout the province.

### 2. PSYWAR/CA Actions and Considerations:

#### a. Objectives:

- (1) To strengthen people/government unity.
- (2) To eliminate active and passive support being given the CT in the area.

#### b. Tasks:

- (1) Show medical team activities as one of many sincere government efforts to help improve the lives of the people.
- (2) Contrast constructive government activities with destructive CT acts.
- (3) Show specific lifesaving and health improvement actions of team.

#### c. Themes:

- (1) The new medical team is one more proof of your government's desire to help the people have a better life.
- (2) The medical team will help eliminate suffering.
- (3) RTG helps the people while the foreign-controlled CT cause suffering by the people.
- (4) The life of the people will be further improved when the CT have been completely destroyed and peace returns to the countryside.

#### d. Auxiliary Actions.

- (1) Local and province officials make periodic appearances at sites of the mobile medical unit.
- (2) Publicize by all available means personal testimonies showing how medical unit operations have helped the people.

(3) Make special efforts to provide medical team services to any local victims of CT terror or actions resulting in injuries.

(4) Direct special messages to CT to inform potential defectors of government efforts to help their fellow countrymen be means of medical teams.

(5) Take advantage of large crowds attracted by medical team presence to tell the pro-government story.

e. Considerations:

(1) Psychological effort associated with this situation must be vigorous but not glaring.

(2) Word-of-mouth communication can be expected to provide substantial publicity of this type of favorable-received government action. The operator should capitalize on this.

(3) The advance schedule of the planned medical team visits should be closely adhered to.

(4) The team must be organized to distribute medicine in an orderly, efficient manner and the crowds must be properly managed to prevent incidents in which control might be lost in distributing the medicine. By arranging for security with the village or hamlet chief, unfavorable incidents which might result in the harmful misuse of medicine can be avoided.

## MILITARY ATTACK ON CT BASE AREAS

1. **Situation:** Acting upon information provided by isolated villagers in a relatively remote portion of a northeast province, police forces launched a highly successful operation against a well concealed CT Base area. CT food stocks and several weapons were seized. Also a sizeable quantity of medicines was discovered and ten prisoners were captured. The population in the area is very sparse. Those who live there are CT supporters either by choice or necessity.

### 2. PSYOP Considerations:

#### a. Objectives:

- (1) To destroy the morale of CT fighting forces and supporters.
- (2) To develop consciousness of and confidence in government forces on the part of local inhabitants.

#### b. Tasks:

- (1) Show the hopelessness of CT situation due to continuous loss of men, equipment and food to government forces.
- (2) Portray government forces and personnel as the real friends and defenders of the people.
- (3) Inform the people of government efforts to help them improve their lives.
- (4) Show CT actions which have been contrary to the best interests of the people.

#### c. Themes:

- (1) The CT must hide like wild animals. Their families can never know peace, prosperity and companionship.
- (2) The people and their government are determined to continue the fight to destroy the CT so that peace can return to their village.
- (3) The government helps the people while the CT try to harm the people.
- (4) Why do the CT rob the people if they are trying to help improve the life of the people?

(5) Those brave young CT's who have been misled by foreign Communists should give themselves up before it is too late. If not, they may die and never see their families again.

(6) Destruction of CT base proves that CT are unable to protect themselves.

d. Auxiliary Actions:

(1) Show the people all evidence of their serious CT defeat.

(2) Military units exert special efforts to conduct limited civic action as time is available. Medical teams will provide means of making rapid and beneficial impact on people.

(3) Information teams carry the government story throughout area.

e. Considerations:

PSYOP operators at all levels must ensure that their audiences have been informed of this government victory. Defeat of a CT base justifies a large-scale campaign. Enlist aid of higher headquarters and USIS as early as possible.

## CAPTURED CT

1. Situation: A government operation has been successfully completed. Government forces captured several CT who were interrogated by members of the capturing unit to gain immediate tactical intelligence. Subsequently they were turned over to higher authorities.

### 2. PSYOP/CA Actions and Considerations:

#### a. Objectives:

- (1) To expose the true nature of the CT to the civilian population.
- (2) To induce disaffection among CT and supporters.
- (3) To build confidence between government forces and the people.
- (4) To determine CT vulnerabilities by interrogation.

#### b. Tasks:

- (1) Publicize government successes and CT defeats.
- (2) Convince non-professional CT supporters that they have been misled by hard-core members.
- (3) Persuade captured CT to appeal to other CT in the area to surrender.
- (4) Publicize government strength and CT weaknesses.

#### c. Themes:

- (1) CT were captured by government forces which are growing stronger.
- (2) The government is determined to protect the people.
- (3) Captured CT are treated fairly and humanely by government forces.
- (4) The CT will be defeated. They are not wanted by the people.
- (5) Government forces are better equipped and better trained than CT.
- (6) Cooperation between the people and government forces will result in defeat of the CT.

d. Auxiliary Actions:

(1) Captured CT should be carefully interrogated for PSYOP intelligence. The idea here is to "get inside his skin", to find not only what he thinks and feels but why.

(2) If captured CT are willing to cooperate they may be used to broadcast loud-speaker appeals to fellow CT using various themes such as "come home to your families," "dupped by cadre," "good government treatment" and "rewards for returning to government". Where possible, the appeals should take the form of "self-criticism" as practiced by communists.

(3) Cooperative CT may be used to make public talks to the people denouncing the CT and showing what their real objectives are.

(4) Have local officials praise troops and leaders for successful actions.

e. Considerations:

All successful military operations must be aggressively exploited, locally. In this type situation where CT have been captured, the favorable psychological impact is considerable, if properly executed.

## NON-COMBATANT CASUALTIES

1. Situation: In a northeastern province the CT attempted to raid a rice storage warehouse in one of the larger district towns during daylight hours. Their tactics involved forcing peasants to act as demonstrators so that CT who were mixed with them, could get close enough to the warehouse for a successful assault. The ruse was discovered and in the resultant exchange of fire between security forces and the CT a number of innocent peasants were killed and wounded along with several of the CT.

### 2. PSYOP/CA Actions and Considerations:

#### a. Objectives:

- (1) To reveal the true nature of the CT to the people.
- (2) To induce disaffection among CT and supporters.
- (3) To build a favorable government image in the minds of the people.

#### b. Tasks:

- (1) Push for earliest possible indemnification to families of innocent casualties.
- (2) Show CT action as being completely without any regard for welfare of the people.
- (3) Review CT brutality toward the people.
- (4) Solicit return to the government of those who have been misled by CT lies.
- (5) Explain why government forces had to take the action they did.
- (6) Demonstrate concern for victims by providing immediate medical treatment.

#### c. Themes:

- (1) The CT sacrifice innocent lives to gain their own selfish ends.
- (2) The government stands by the innocent CT victims and pays indemnification to the families concerned without delay.
- (3) The CT has no real concern for the welfare of the people.
- (4) The CT are bandits and robbers.

d. Auxiliary Actions:

- (1) Local military provide immediate medical aid.
- (2) Local and province officials visit survivors, extend condolences and reassure those due compensation.
- (3) Conduct special airborne loudspeaker appeals and leaflet drops in suspected VC hiding areas. Play up the cowardice of hiding among innocent people.

e. Conderations:

Speed will be the most essential element of this psychological effort in order to exploit the emotional aspects and prevent misinformation.

## PROPAGANDA

1. Situation: In a village of approximately fifteen hundred people located near a provincial capital in the Northeast, a large number of "Liberation Front" leaflets and several banners with anti/US slogans were discovered along the main road early one morning. The themes were varied but included, "Down with the US-Thai clique," "The Thai People will always resist U.S. Imperialism," and "Rise up Against the American Invaders." The area is considered to be pacified and under firm government control.

### 2. PSYOP/Actions and Considerations:

#### a. Objective:

To minimize susceptibility of the populace to CT propaganda of all types.

#### b. Tasks:

(1) Show "half-truths" and "falsehoods" contained in the CT propaganda by publicizing RTG actions which have enhanced or will contribute to the welfare of the population.

(2) Show the people other specific techniques used by CT to spread their false or misleading propaganda.

#### c. Themes:

(1) The CT fear the truth and invent complete falsehoods to confuse and mislead the people.

(2) CT propaganda is used to hide the real aim of the CT which is to dominate the people of Thailand for their Hanoi and Chinese masters.

(3) CT lies are sometimes very cleverly disseminated by those who have been misled by them.

(4) CT propaganda is harmless when we understand it and are careful not to be deceived by it.

(5) Do not believe rumors which are often started by CT.

#### d. Auxiliary Actions:

(1) Select any aspect of the distributed propaganda materials which can be unquestionably refuted or is known to be false by the local people and emphasize this aspect as proving the complete falseness of the materials.

(2) Set up displays of those materials which can be most convincingly countered. Show how CT propaganda is either completely false or at best only partially true and therefore deceptive.

e. Considerations:

(1) A delicate balance must be achieved in this situation. The CT propaganda materials should not be the basis of a large psychological effort but neither should they be completely ignored.

(2) In any effort generated as a result of this incident, care must be exercised to avoid any suggestion of a "countering tone". A continual low key effort on this matter should be preferable to a one-time, strong effort.

(3) Contact USIS for guidance in the area of bolstering the US image. This is a responsibility of USIS, not of our Thai PSYOP agencies.

(4) District mobile information teams or PSYOP teams can make face-to-face contact with the people to find out the effects of the enemy propaganda. At the same time they can answer questions about the government's position and point out obvious fallacies of the enemy's position.

## CT CIVIC ACTION

1. Situation: In a small rural village in an area under complete CT control the CT have built a village school house and have established a mandatory attendance program to eliminate illiteracy. The program is known and talked about by the people throughout the CT controlled portions of the province. Many of the people in the adjacent government controlled areas are aware of this CT civic action effort.

### 2. PSYOP/Actions and Considerations:

#### a. Objective:

To minimize publicity favorable to the CT civic action project.

#### b. Tasks:

(1) To inform the people of true nature of CT and to explain the fact that they destroy more schools than they build.

(2) Show that CT schools are used to dominate the minds of the people rather than to educate them.

(3) Review and publicize all local achievements by Royal Thai Government to improve education system or facilities.

#### c. Themes:

(1) Every action of the CT is part of Peiking's plan to dominate the people of Thailand so that the Red Chinese can get rice for their own people.

(2) A CT school is another way to force CT lies and propaganda on the people.

(3) CT brutality and terrorism against the people prove they do not really care about the people's welfare.

(4) If the CT are really interested in education why do they kill school teachers and burn schools?

(5) What will become of children who learn only the lies or half truths taught by CT?

#### d. Auxiliary Actions:

(1) Seek and publicize statements from former CT that reflect disenchantment with the CT cause.

(2) Set up displays showing government efforts to improve educational opportunities for the people and compare the government efforts to the CT efforts.

e. Considerations:

This type CT activity will be confined to areas that are under complete CT control. The nature of the psychological effort will be dependent upon whether we are addressing the people living under CT domination or those living under government control.

## FOOD COLLECTION

**1. Situation:** Persistent indications revealed that three villages in an agricultural area near a district town in the Northeast have been periodically forced to donate rice and salt to CT food collectors. Threats and isolated terrorist acts have apparently contributed to CT success in food collection efforts. The general area is considered to be under government control; however, a number of the local people are believed to support the CT at least passively.

### 2. PSYOP/Actions and Considerations:

#### a. Objective:

To intensify the people's desire to support their government.

#### b. Tasks:

(1) Contrast constructive government acts locally with destructive CT actions on a personalized basis.

(2) Show the people that CT food collection efforts should be resisted.

#### c. Themes:

(1) Food for the CT enables them to continue their destructive acts against the people.

(2) CT food collection efforts can be successfully resisted if the people join together and support their government.

(3) Your neighbors and your government will help resist CT attempts to steal food.

(4) The results of your hard work should not be taken from you.

(5) The CT attempt to exploit the farmers.

(6) CT action in forcing donations shows they lack voluntary support.

#### d. Auxiliary Actions:

(1) Arrange visits and public testimonials by persons from other areas where CT food collection have been successfully resisted.

(2) Arrange visits and talks by ralliers who can tell why they no longer support the CT.

(3) Publicize information concerning the reporting of CT food collection efforts and provide for rapid reaction to reports so they can be captured.

(4) Have local officials travel throughout the area and talk to people for the purpose of reassuring them of the ways that authorities will help the people to resist CT intimidation.

e. Considerations:

(1) The psychological effort to solve this situation will require, as will most others, a relatively long-term effort. Maximum exploitation of incidents showing successful resistance should be made. A continual and aggressive effort will be essential to bring about any appreciable degree of success.

(2) The security of those who inform on the CT food collectors must be insured.

(3) Intelligence must be gathered about people who voluntarily provide food to the CT so that they can be caught and punished and their penalty publicized.

## RECRUITING

1. Situation: In a rural village in Northeast Thailand of approximately four hundred persons reports have been received by Thai authorities that seven youths from sixteen to twenty-one years of age are believed to have been recruited by the CT during the past three months. The village is located on the fringe of what is considered to be government controlled territory; however, government clashes with CT units do occasionally occur in the area and a considerable number of the local inhabitants are believed to be at least passive CT supporters.

### 2. PSYOP/Actions and Considerations:

#### a. Objectives:

CT.

- (1) To persuade potential CT recruits that they should not join or support the
- (2) To develop dissatisfaction toward the CT by their supporters in the area.
- (3) To strengthen people's support of their government.

#### b. Tasks:

- (1) Contrast destructive actions of the CT with the constructive actions of the government in their efforts to restore peace.
- (2) Show the difficult life and hopeless situation of the foreign-controlled CT.
- (3) Show how youth of the area can best help their families and their country by remaining loyal to RTG.
- (4) Tell why others have quit the CT after finding out their true character.

#### c. Themes:

- (1) Other patriotic Thai youth have been misled by the CT but upon discovering their mistake have returned to their families.
- (2) The CT fear the RTG soldiers who are the real defenders of the people.
- (3) CT agents make many promises which they do not keep.
- (4) Many brave Thai men who joined the CT movement have discovered the true CT character and they have returned to their families to help protect them from the CT.

(5) Your government needs the help of all patriotic Thai in order to destroy the CT and restore peace to the village.

(6) CT recruits are expendables who live under constant danger and privation.

d. Auxiliary Actions:

(1) Let ralliers give talks and hold meetings with youth of the village.

(2) Have RTA recruiting experts visit village and make enlistment appeals to youth and parents. Emphasize that service with RTA is better than interminable subjugation in the ranks of the CT.

(3) Publicize and periodically recapitulate CT atrocities which directly affect the people. Be careful not to instill fear into the people or the CT actions will only be reinforced.

(4) Teachers should be encouraged to extol the advantages of Democracy over Communism and the CT way of life, so that students will have a sense of responsibility toward their country and will want to support it rather than join the ranks of the CT. Teachers should stress Nationalism and praise the deeds of local and national heroes.

e. Considerations:

Face-to-face persuasive psychological efforts by those who have experienced disillusionment by the CT will have the greatest potential effectiveness. Such efforts should also be addressed directly to the CT by means of airborne loudspeaker appeals and periodic special leaflets.

## TAX COLLECTION

1. Situation: In a predominantly rural district in a Southern Province, government officials estimate that the CT tax collection efforts during the past six months have netted an average of approximately ten baht per man, woman and child. No intelligence on the subject is forthcoming from the people inasmuch as terrorist incidents, which are believed related to CT tax collection efforts, occur occasionally throughout the area.

### 2. PSYOP/Actions and Considerations:

#### a. Objectives:

- (1) To increase efforts to prevent CT from collecting taxes from people in area.
- (2) To expose the true nature of CT objectives and induce disaffection among the CT and supporters.

#### b. Tasks:

- (1) Publicize CT terrorist acts.
- (2) Convince people that by refusing to pay taxes and reporting all such demands to government authorities they can protect themselves from CT threats.

#### c. Themes:

- (1) Taxes paid to RTG are used for useful projects such as medical assistance, building schools, security, indemnification, and aid during natural disasters. Taxes paid to the CT are used to support their leaders and their terroristic actions while the people suffer and gain no benefits.
- (2) By refusing to pay taxes to the CT you will help bring about a peaceful life.
- (3) Report all CT tax demands to RTG authorities so that those making such demands may be punished.
- (4) By joining together for protection, the people can resist CT tax collections.

#### d. Auxiliary Actions:

- (1) Give maximum security to those reporting CT tax demands so that those informers can feel secure in reporting information to government authorities. Information must be quickly channeled to the right agencies so that CT tax collectors can be captured.

(2) Publicize testimonials of any persons who have successfully resisted CT intimidation.

(3) Publicize instances wherein CT tax collector agents have been captured through cooperation of people.

e. Considerations:

Security of those people who do inform on the CT tax collectors must be insured.

## AMBUSH

1. Situation: A six-vehicle RTA convoy carrying rations and military supplies was ambushed three miles from a district town in a southern province. The convoy was escorted by 21 RTA soldiers, three of whom were killed and four wounded. RTA forces lost one individual weapon, one jeep was destroyed, and the other vehicles were damaged. CT casualties were unknown.

2. PSYOP/Actions and Considerations:

a. Objective:

To secure more active support of the people for government forces.

b. Tasks:

(1) Show the people that the ambush has hurt them personally.

(2) Convince the people that by helping their government to defeat the CT they are helping to speed the return of peace to the countryside.

c. Themes:

(1) While government forces strive to protect the people, the CT tries to destroy the government.

(2) Every man, woman, and child can help defeat the CT by reporting information pertaining to them to government authorities.

(3) Taxes buy equipment for the government to provide security for you. When the CT destroys government property, they are destroying the people's property.

(4) Like these soldiers, your sons and relatives in the military service are willing to die to provide security for the people of Thailand. You must do your part to assist them in the fight against communist domination.

d. Auxiliary Actions:

(1) Publicize on a "personalized" basis the actions of convoy defenders and decorate those individuals who performed acts of heroism and bravery.

(2) Arrange for local civilian officials to praise the military defensive action.

(3) Insure that accounts of action are as favorable as possible. If necessary in order to combat rumors and misinformation, publish brief fact sheet embodying the essential facts and incorporating appropriate themes.

(4) Provide complete coverage of government assistance (i.e. indemnification) to dependents of casualties with a view towards improving the government image.

(5) Capitalize on any close associations of individual soldiers with the local populace.

(6) Military and civilian officials of the district and province should visit the survivors of the deceased soldiers to offer condolences and provide necessary assistance.

e. Considerations:

(1) In all matters associated with this situation strive for a positive approach. Emphasize that the CT ambush caused death and injury to your countrymen and deprived women and children of the support of their husbands and fathers.

(2) Do not assume that word of mouth will necessarily carry a complete and favorable version of the action to local residents.

## SABOTAGE

1. Situation: The CT mined a road and a bridge near a district town in a predominately agricultural province of northeast Thailand. One mine was detonated by a civilian bus and resulted in two deaths and three injuries. The bridge was not damaged since the mines attached were discovered and removed.

### 2. PSYOP/Actions and Considerations:

#### a. Objectives:

(1) To obtain support of the people for their government by identifying CT acts as being contrary to the best interests of the people.

(2) To induce or intensify disaffection and dissatisfaction among CT and supporters in the area.

#### b. Tasks:

(1) Show the economic disadvantages suffered by the people when the roads are closed.

(2) Emphasize the indiscriminate nature of CT acts such as killing innocent civilians on a bus.

(3) Recapitulate CT acts which show the CT as the true enemy of the people.

#### c. Themes:

(1) The CT indiscriminately kill innocent civilians.

(2) When the CT are eliminated, peace will return to your families.

(3) Help yourself by reporting information about the CT to your Province or District Chief or to local police officials.

(4) Those who have been misled by CT should return to their families and help protect them from such attacks by CT.

(5) RTA builds for the people; the CT only destroy.

#### d. Auxiliary Actions:

(1) Insure that medical treatment has been provided for the injured passengers.

(2) Insure that wanton nature of act is locally well publicized.

(3) Conduct airborne loudspeaker broadcasts to known or suspected CT sanctuary areas in vicinity announcing the incident and accusing them of needlessly killing innocent women and children.

(4) PSYOP teams should assist the village officials and community opinion formers in a rally to stimulate public denunciation of the CT crimes.

e. Considerations. While publicizing the wanton nature of incident, care must be exercised to avoid conveying an impression of CT strength or creating unwarranted fear of their terrorist acts. Whenever possible show not only results of CT action but at same time show positive government or civil populace effort to help victims. Further, try to enlist aid of populace in ferreting out the CT.

## KIDNAPPING

1. Situation. Twelve CT entered a small village in a predominately agricultural region of a southern province and abducted the village chief and two other village officials. The three were last seen being led away with their hands tied behind them. This was the second incident of this type in this region in the last four weeks.

### 2. PSYOP Actions and Considerations.

a. Objective: To strengthen determination of people to resist the CT and cooperate with and support their government.

#### b. Tasks:

(1) Show that while the government helps the people the CT attack the people directly by kidnapping their leaders and by committing other acts of cowardice.

(2) Publicize any successful instances showing how CT intimidation or terrorist acts have been defeated by the people and government forces working together.

#### c. Themes:

(1) The people and government working together can defeat the CT and restore peace.

(2) The CT have no regard for the people or the families of those kidnapped.

(3) Help defeat the CT by informing on them so that you can live without fear.

(4) Why do the CT attack the people directly if they are not trying to dominate them?

#### d. Auxiliary Actions:

(1) Conduct military and civilian operations as soon as possible in an attempt to recover or rescue persons kidnapped.

(2) Publicize public service or patriotic acts of the victims and, if they are later killed by CT, extol them as martyrs.

(3) Have province and district chiefs visit and console families of the victims and provide for indemnification if they are killed or injured later by the CT.

(4) Publicize family hardships caused by the kidnapping.

(5) Publicize governmental assistance to the victims.

#### e. Considerations:

(1) Care must be exercised not to imply or promise that the government will provide protection if, in fact, it cannot.

(2) The psychological opportunity here is to convince the people that meaningful security from future CT atrocities can be achieved if all the people band together in an effective village defense.

(3) If the village chief was held in high esteem, this act of kidnapping can be most successfully exploited.

## BLACKMAIL

1. Situation: Several suspected CT agents were apprehended in their hideout near a government-controlled rural village in Northeast Thailand during a surprise raid by government forces. Interrogation revealed that two of the suspects had been coerced into serving as couriers after the CT threatened to reveal questionable activities in which they had earlier been involved. The two blackmail victims stated that they know of other people working for the CT for similar reasons.

### 2. PSYOP Actions and Considerations.

a. Objective: To cause those people being blackmailed by the CT to stop working for them and to turn themselves in to the authorities.

#### b. Tasks.

(1) Convince blackmail victims and potential victims that assistance to CT for any reason will only cause greater suffering and trouble for themselves and others.

(2) Show that the government will forgive those who have been misled if they honestly recognize their mistakes and stop helping the CT.

#### c. Themes.

(1) The government will forgive you if you abandon the CT and return home to your families.

(2) It will be better for you to escape from the CT threats and blackmail before they force you to commit far more serious crimes.

(3) The first step toward escaping from CT blackmail is to make a new start by reporting the CT threats to the government authorities who are ready to treat you with kindness and forgiveness.

(4) Many other courageous Thais have started new lives by refusing to continue serving CT murderers and blackmailers.

(5) The CT can cause you and your family only harm if you serve their purpose.

#### d. Auxiliary Actions:

(1) Conduct periodic loudspeaker appeals aimed at blackmail victims, potential victims, and their families.

(2) Arrange for public appearances and printed testimonials by persons who have been threatened and resisted or who have served the CT in some minor way and were treated fairly and forgiven when they returned to the RTG ranks.

(3) Obtain and publicize statements from local, provincial and national leaders emphasizing willingness of government to forgive those involved.

e. Considerations.

(1) One of the most effective incentives for persuading blackmail victims or potential victims to resist threats will be the successful example of others who have returned to the RTG and received favorable and fair treatment from their government. In this situation the stories of the two confessed threat victims should receive maximum publicity and, depending on what punishment is to be given them, their return to support of government should be played up.

(2) Care must be exercised to substantiate the blackmail activities and subsequent CT affiliation to ensure credibility of these themes.

## FIELD EXPEDIENT PRINTING

In many instances, during your contact with the villagers, you will be confronted with situations that require immediate exploitation. The ideal media to exploit this situation may be printed matter, either leaflets or posters. There may not be time to request and obtain printed support through normal channels. The answer to solve your problem is 'field expedient printing.' Field expedient printing has the following five characteristics:

- a. **Portable.** The materials needed for a field expedient printing press are portable. They can be easily carried by one man and they are light and small in size.
- b. **Simple to Operate.** Very little training and practice is required to become a pressman. If any part of the press breaks, they are simple to repair.
- c. **Available.** Because it is so small and light it presents no problem in carrying it wherever you go. In addition, items normally used can be substituted by material commonly found throughout the country.
- d. **Material printed is neat and can be easily read.**
- e. **Inexpensive.** Both the press itself and the printing supplies required are inexpensive.

The following material is required to make and operate a field expedient printing press.

- a. **A silk screen.** This can be a piece of parachute, T-shirt, handkerchief, or any type of porous cloth. This cloth is stretched over a wooden frame that must be constructed by yourself (See figure A).
- b. **A stencil.** The purpose of the stencil is to allow the ink to pass through the screen and into the paper where it is wanted. Stencils are probably not obtainable in the field, so take an ample supply with you from your base of operations. The stencil can be either the cutout type or the standard printing stencil (See figure B).
- c. **Ink.** The ink used in silk screen printing should be thick and have an oil base. If this ink is not available, paint or the juice from berries or any type of stain producing substance can be used as a substitute.
- d. **A stylus.** This is the tool used to draw your picture or write your message on the stencil. For a substitute you can use a ball point pen, sharpened chopsticks or any piece of wood that is sharpened to a point (A stylus is shown in Figure B).
- e. **Paper.** You will need paper. The size is not important as long as the paper is not larger than the frame.

- f. **A squeegee.** A squeegee is a tool used to spread the ink evenly on the paper. If a squeegee is not available, any sturdy flat object can be used for this purpose (See Figure C).

Construction of the printing frame is a simple matter, but it is urgent that the cloth be secured as tightly as possible to the frame. The following eight steps must be accomplished for this purpose:

- a. Cut the piece of cloth so that it is several centimeters larger than the frame.
- b. Soak the cloth in water so it will shrink tightly over the frame when it dries.

- c. Place the cloth over the frame and tack it at each corner as shown in step one of figure D.
- d. Next place a row of tacks along one side of the frame as shown in step 2 of Figure D.
- e. Place a row of tacks along the opposite edge of the frame (See step 3 of Figure D). Pull the cloth tightly before driving each tack.
- f. Continue to drive tacks around the outside of the frame. Be sure to pull the cloth tightly before driving each tack.
- g. Add a second row of tacks around the inside as shown in step 4 of Figure D. This will give added strength to the screen.
- h. Last, trim the excess cloth from the frame.

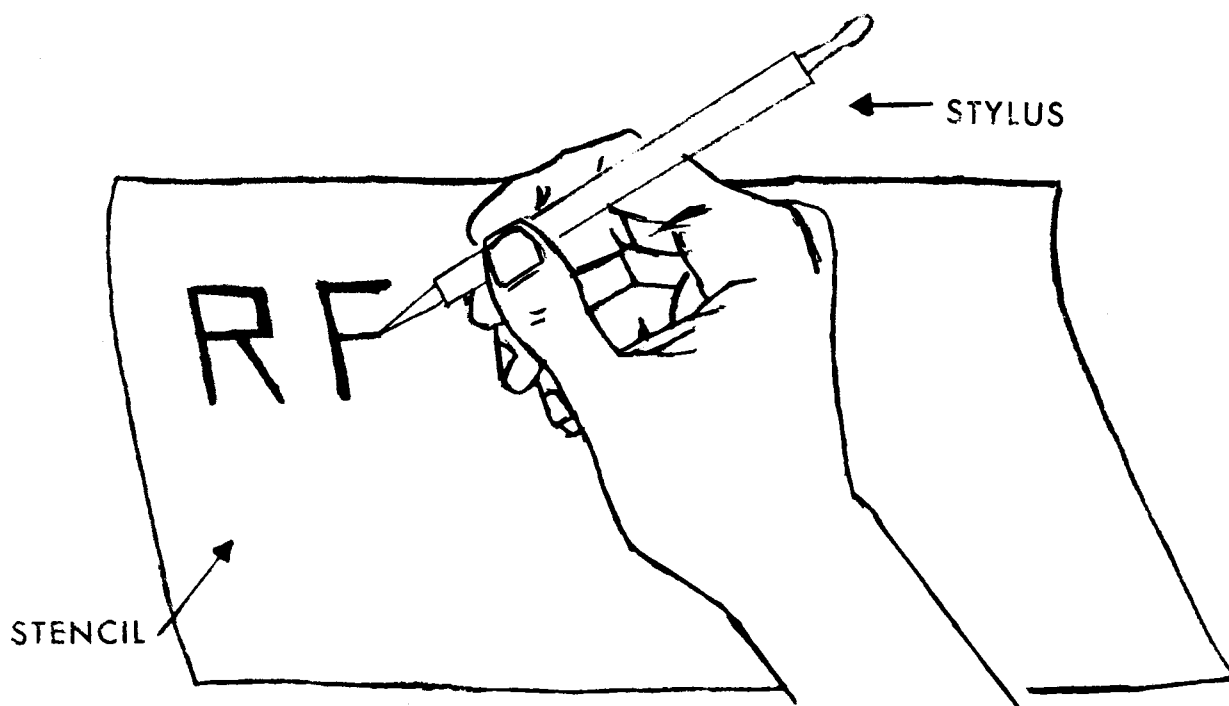
In order to print on your printing press, the following steps must be taken:

- a. First, place your art work and message on the stencil and tape or glue the stencil to the bottom of the frame.
- b. Place your ink or stain producing substance on one end of the cloth and spread the ink with the squeegee across the cloth.
- c. Now place the inside of the frame on top of your stack of paper.
- d. With the squeegee draw the ink across the cloth. Use a firm, easy stroke.
- e. Lift the frame and remove the printed copy. To print additional copies repeat the process.



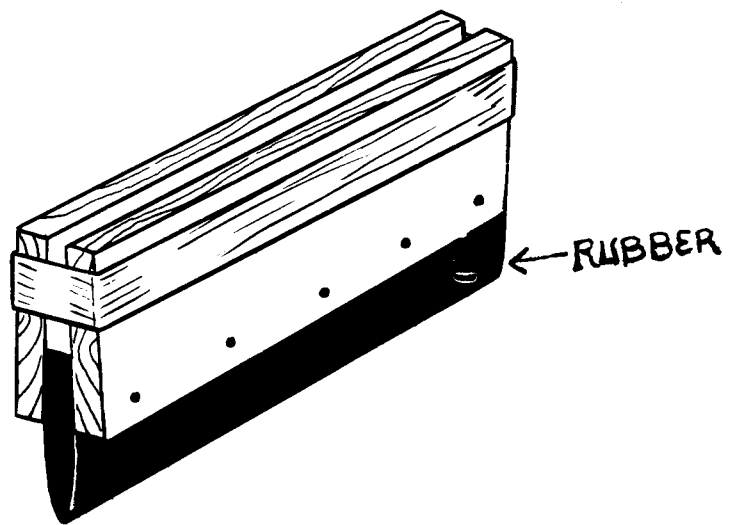
# CUT OUT stencil

## THE CUT OUT STENCIL



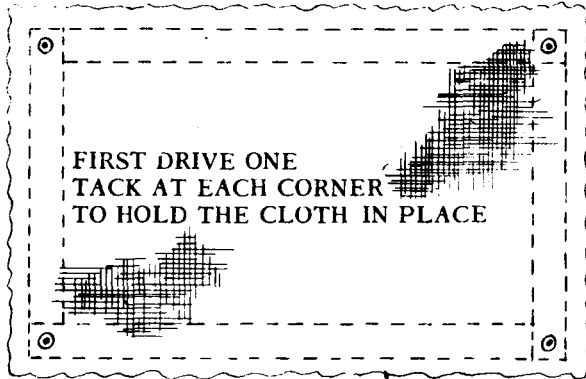
THE POINTED STYLUS IS USED TO SCRATCH THE WORDS OR PICTURES ON THE STENCIL.

FIGURE B

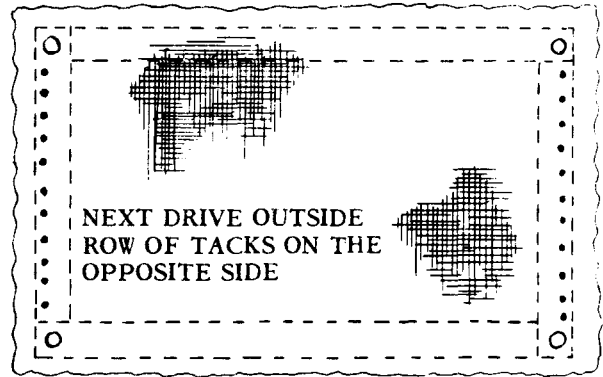


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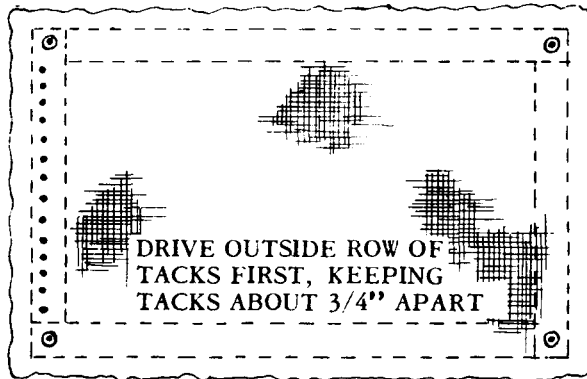
FIGURE C



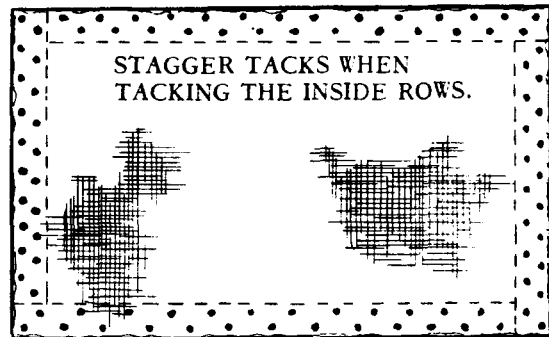
**STEP I**



**STEP II**



**STEP III**



**STEP IV**

**FIGURE D: TACKING THE CLOTH TO THE UNDERSIDE OF THE FRAME**

**FIGURE D**

## SECTION II

### PLANNING FOR PSYCHOLOGICAL OPERATIONS

#### General:

Planning for psychological operations is a continuous process. Audiences, target vulnerabilities, PSYOP objectives and themes change swiftly with shifts in situations and policies within our country. Conditions affecting psychological targets are also changing constantly; the successful PSYOP planner recognizes these changes and adjusts his psychological campaigns accordingly.

This section presents some of the ways an informed psychological operator keeps abreast of changes within his psychological target group. The PSYOP 'tools' shown in this section do not guarantee success in all situations, however, if used with imagination and ingenuity, the suggestions will offer the best chances for psychological success in any given situation.

#### Examples Included in This Section:

- a. Psychological Operations Annex to an Operation Order. Figure 1 through 1f
- b. Intelligence Collection Plan. Figure 2
- c. MAVU Informational Feedback Sheet. Figure 3 through 3c
- d. Village Sketch Map. Figure 3d
- e. Target Selection Worksheet. Figures 4 and 4a
- f. Campaign Control Sheet. Figures 5, 5a and 5b.

**PSYOP Annex to an Operations Order:** The basic planning elements of PSYOP are reflected in the PSYOP Annex to the Operations Order. It will include policies, intelligence, reference to the overall military operation and unit capabilities. This plan should delineate the responsibilities of subordinate commanders and yet not be so detailed so as to restrict locally responsive planning at the lower levels of operation (See Figure 1).

**Collection Plan:** This plan is not prepared in any prescribed format, however, figure 2 is a suggested example. The type and makeup of the collection plan will depend upon the size, mission of the unit, situation and personalities involved. The plan should contain the following:

a. EEI (Essential Elements of Information). (Column 1) EEI are those items of information a commander must know in order to develop a PSYOP Campaign, i.e., questions he must ask units, teams, personnel, etc. in order to develop themes and meaningful propaganda. As an example he may list (as is shown in the Column under EEI of Figure 2, paragraph 4) 'Are CT recruits permanently disillusioned when cadre fail to uphold recruitment promises, or do cadre successfully displace original promises of material benefits (money, better job, education with more politically sophisticated inducements?') After receiving the answer to this and other questions the commander can formulate his PSYOP theme such as listed in Column 7, paragraph 5c of Figure 5a (Campaign Control Sheet).

b. Indications pertinent to EEI. Indications are analysis of the EEI. (Column 2) Taking the example of the CT cadre not upholding recruitment promises, we find that in order to

answer the question, information must be gathered to either confirm or deny the fact that CT cadre keep their recruitment promises. In gathering the answer to this question the indications would be that rallyers have defected because they were not given money, were trained in 'Jungle soldier techniques' instead of given training in medicine as promised, and were not made leaders as they were promised.

c. Specific information sought in connection with each indication. (Basis for specific orders and requests--Column 3) Using the same example of the CT cadre not upholding their promises, information would be included of reports of statements of hard core and newly recruited CT including what they hoped to gain from joining the CT band. Determine whether the recruits still hoped for the fulfillment of promises after they had been with the band for a long period of time or if they no longer wished for money, higher position, higher education. Further, determine if the CT indoctrination and propaganda replaced the original desire for money, education, high position, etc.

d. Agencies to be used to obtain the required information. (Column 4) These are the units, teams, personnel that should be able to get the information (EEL) that the commander desires.

e. Place and time the information is to be reported and the method to be used to report the information, such as information will be carried by a courier to the commander as soon as it is obtained. (Column 5)

f. A column to indicate the progress of the overall collection effort and any notes or remarks needed for future action. This column can be integrated into the Place and Time to be Reported Column. (Column 5)

**MAVU Informational Feedback Sheet:** This is one example of a type report that can be used to receive specific information from teams operating in the field (See Figure 3). Similar 'feedback' sheets can be prepared and distributed to other resources, i.e., those listed in column 4 of the Target Selection Worksheet. In this way a continuous flow of information is available which is processed into current intelligence. Sketch maps of villages visited should be included with the MAVU Informational Feedback Sheet to show exact location of the village wat, schoolhouse, phuyaiban's house, area surrounding the village, i.e., rice fields, forest or other terrain. (See Figure 3d).

**The Target Selection Worksheet:** The target selection worksheet provides an aid that will assist the psychological operator in arriving at an exploitable target from various groups of potential targets operating in his area of operation. The specific psychological target can be determined by working through the target selection worksheet as follows:

Paragraph 1 - List Policy Guidance as received from higher headquarters.

Paragraph 2 - List the mission as directed from higher headquarters.

Column 3 - List any potential target located in your area of operations.

Column 4 - List the resources that you have at your disposal.

Column 5 - Accessibility of potential target. Can you reach the target with the resources listed in Column 4?

Column 6 - List the conditions affecting the potential target, i.e., economic, social, security, educational, any other condition that has a bearing upon the attitude of the potential target.

Column 7 - Current attitude of the potential target. Due to the conditions affecting the

potential target that are listed in Column 6, determine what the current attitude of the target is at this time.

Column 8 – Susceptibility of Potential Target. Is the potential target, due to conditions affecting him and his current attitudes, susceptible to psychological exploitation at this time?

Column 9 – Effectiveness of Potential Target. If the potential target can be exploited psychologically, how effective would he be in furthering our mission?

Column 10 – Specific Target. At this point you will arrive at either a workable target or a target that is not considered psychologically exploitable. If the target can be exploited, the mission/objective under column 11 can be determined.

Column 11 – Specific Mission/Objective. Upon determining a specific target in column 10, the specific mission/objective can be determined under column 11.

**Campaign Control Sheet:** The Campaign Control Sheet provides a planning aid that will assist in organizing a campaign after the PSYOP mission/objective and specific target has been selected by working through the Target Selection Worksheet.

Column 3a – List the objective that was determined by column 11 of the Target Selection Worksheet.

Column 4 – Primary Conditions/Attitudes of specific target extracted from columns 6 and 7 of the Target Selection Worksheet.

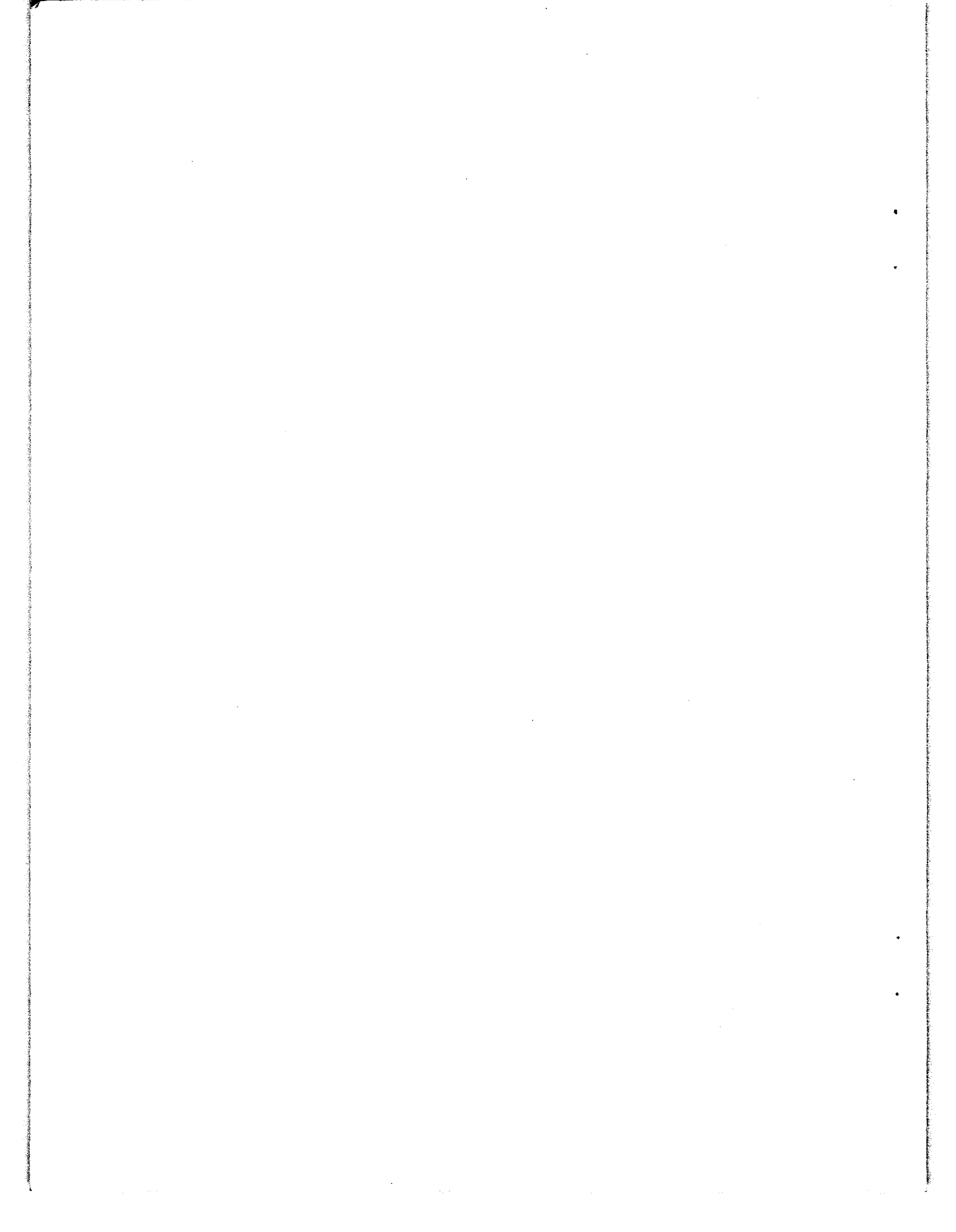
Column 5 – Changes needed to obtain objective listed in Column 3a of Campaign Control Sheet.

Column 6 – Related Environmental Improvement Programs. List here the programs such as Advanced Rural Development, Amnesty Program, Medical Programs, Agricultural Programs and/or capable of achieving the desired change in the target.

Column 7 – Themes to Affect Change in the Target.

Column 8 – Media, Intensity and Timing. What media do we use? (Radio, leaflets, loudspeakers, etc.)? How often do we use it? What time of day or night, season, holiday, etc. do we use it?

Column 9 – Implementations. When does the campaign start? Close coordination with the agencies/resources involved is essential to insure that the desired psychological impact is obtained at the specific time desired.



Classification

HEADQUARTERS  
Second Army  
Korat, Thailand  
271600 May 1968

ANNEX O (PSYCHOLOGICAL OPERATIONS) to Operations Order

REFERENCE: Map Changwat Sakon Nakorn, Series L509 NE 48-10.

1. Situation:

a. General: This annex provides guidance for the planning and implementation of psychological operations (PSYOP) in support of the OPORD.

b. Enemy Forces: See Appendix II

c. Friendly Forces:

(1) Communist Suppression Operations Command (CSOC).

(2) Volunteer Defense Corps Teams:

(a) Ban Na Tan

(b) Ban Phang-Kon

(c) Sawang Dang Din

(3) Peoples' Action Team

(a) Ban Yang Kham

(4) Census Aspiration Team (Sakon Nakorn)

(5) Mobile Information Team (USIS Sakon Nakorn)

(6) Accelerated Rural Development Team (USOM Sakon Nakorn)

(a) Ban Tahe Kon

(b) Ban Kham Neom

(c) Ban Kut Bak

(7) Station 909, Sakon Nakorn

(8) RTA PSYOP Company

d. Attachments and Detachments:

FIGURE 1

(1) SOC 211 and 212 to be detached from 7th and 8th RCT's and attached to Hq Second Army Forward effective (Date time group).

(2) MAVU Teams 1 and 2 to be detached from Hq Second Army and attached to Hq Second Army Forward effective (Date time group).

(3) Det V-C, 13th RTMC Bn to be detached from Hq Second Army and attached to Hq Second Army Forward effective (Date time group).

(4) RTA Special Forces Teams 1, 2 and 3 to be detached from Hq Second Army and attached to SOC's 211 and 212 effective (Date time group).

e. Assumptions:

(1) Basic OPOD.

(2) Appropriate assets RTA PSYOP Company (-) will be made available to support Second Army PSYOP operations. These assets include four loudspeaker teams.

(3) Appropriate assets RTAF will be made available to support Second Army PSYOP Operations. These assets include four loudspeaker teams.

(4) Appropriate assets CSOC will be made available to support Second Army PSYOP Operations. These assets include the printing and radio/loudspeaker media production capabilities of the RTA Propaganda Platoon and CPM Sakon Nakorn.

(5) Printing support from US resources out of country can be obtained if requested through MACTHAI.

2. Mission: Second Army will conduct those military, ideological, economic, social and political actions required to create in hostile, neutral or friendly groups the attitudes or behavior favorable to the elimination of the insurgency in Changwat Sakon Nakorn. This will include PSYOP to support counterinsurgency operations and civic action programs.

3. Execution:

a. Concept of Operations: Appendix 1 (Concept of Psychological Operations).

b. Subordinate Commands: Subject to policy directives issued by the RTG and this headquarters, will support PSYOP operations based on local situations and will, as requested, provide support to this Hq. There will be no psychological operations conducted in the Chinese language. Vietnamese ethnic groups are not a PSYOP target.

c. Other Commands: Will continue to support own operations and programs, and will, as requested, provide support to this Hq.

d. Coordinating Instructions:

(1) Coordination:

(a) In planning all operations, commanders will consider the psychological impact of contemplated actions on the civil population.

(b) Where possible, PSYOP will be conducted prior to operations, during the conduct of operations and will, upon completion of an operation, be utilized to exploit success or to offset any adverse psychological impact.

FIGURE 1a

(c) All levels of command will assist in the collection, evaluation and dissemination of intelligence materials suitable to PSYOP needs.

(d) All commanders will conduct counter measures to minimize the effect of enemy PSYOP within their commands.

(e) Commanders will effect close lateral coordination in planning PSYOP requirements to insure adequate and timely PSYOP support for military operations.

(f) All Government forces will treat rallyers with consideration and in a manner designed to promote credibility for the RTG amnesty and rehabilitation program. Amnesty programs implemented at local level and tailored to local conditions will conform to national policy.

(g) Requests for additional PSYOP support will be sent to this Hq, ATTN G-3, PSYOP. These requests include, but are not limited to, the following: Aerial leaflet and loudspeaker support from the RTAF, printed and audio media (radio/loudspeaker tapes) from CSOC; radio broadcast support from station 909; and loudspeaker support from the RTA PSYOP Company.

(h) As deemed appropriate by this Hq, requests for out of country US printing support will be submitted through channels to COMUSMACTHAI.

(2) The formulation of specific themes will be based on the existing situation, however, general themes to be stressed are:

- (a) The RTG offers you a better life.
- (b) Life with the RTG knows no Hunger.
- (c) You are safe with the RTG.
- (d) The RTG treats sickness.
- (e) The CT do not tell truths.

#### 4. Administration and Logistics:

a. The following reports will be submitted to this Hq as indicated by the suspense date listed on each report and/or directed by this Hq.

- (1) Psychological Operations Intelligence Collection Plan.
- (2) MAVU Informational Feedback Sheets.
- (3) Village Sketch Maps.
- (4) Unit Commanders' Campaign Control Sheets.

b. Hq, 2d RTA will direct that special reports such as After Action Reports and Report of Lessons Learned be forwarded after completion of various phases of the CI effort.

c. Disaffected enemy personnel or rallyers who volunteer their services may be used for PSYOP purposes with approval of this Hq.

#### 5. Command and Signal:

FIGURE 1b

- a. Signal: See current Signal Operation Instructions (SOI) in effect.
- b. Command: For location of command posts see basic operations order.

**Acknowledge:**

**Name and Grade of Commander**

**Appendixes:** 1-Enemy Forces  
2-Concept of PSYOP

**Distribution:** See attached distribution list.

**Authentication:**

**FIGURE 1c**

## APPENDIX 1 (Enemy Forces) to Annex O, Psychological Operations

Most CT in this changwat operate with loosely-structured, paramilitary guerrilla bands. Rank and file CT have little political indoctrination or military training. Hard core CT cadre are usually trained in Laos, North Vietnam or China. Morale and discipline fluctuates. Hard core cadre attempt to maintain high level of discipline and efficiency, but with little military or political training, CT recruits often remain unregimented and only half convinced of CT goals. CT recruits often chafe under cadre discipline.

If rank and file CT are not politically indoctrinated by hard core cadre, neither are they politically conscious of national events and history. CT recruits are generally unexposed to the nationalistic feelings that swept most of Southeast Asia in the first half of this century. CT recruits are politically naive; they know little about long-rang communist plans.

Most CT jungle soldiers joined the insurgency because they were dissatisfied with their previous life. They are ignorant of recent RTG programs. What political instruction they have received has been at the hands of their CT cadre.

CT bands in this changwat are usually in desperate straits for food and military supplies. Food is usually extorted from reluctant villagers. Medicines are seldom available. Seriously ill or disabled CT are usually helpless. Government forces have kept constant pressure on CT bands, denying them rest and permanent supply channels.

Several factors tend to lower morale of rank and file jungle soldiers, making them more susceptible to PSYOP.

CT Jungle Soldiers are aware of the population's animosity to them. Jungle soldiers realize that their lives were more comfortable and secure before joining the insurgency.

Most CT joined the insurgency because of cohesion or promises of a better life. When CT promises fail to materialize, rank and file CT soon realize they have been duped. This realization adds to their discontent, but by this time they believe it is too late to return to the Government. Most CT jungle soldiers are unaware of Government amnesty and rehabilitation programs or civic action projects.

FIGURE 1d

## APPENDIX 2: (Concept of Psychological Operations) to Annex O, Psychological Operations

### 1. General:

a. Headquarters Second Army will exercise overall direction of PSYOP in Changwat Sakon Nakhon in accordance with national policy and directives. However, local commanders will, within the framework of guidance from higher headquarters, orient their PSYOP campaign to the local situation. This will include the development and dissemination of quick reaction PSYOP material to exploit targets of opportunity. Copies of all propaganda items produced and disseminated will be forwarded to this Hq, ATTN G-3 PSYOP Officer, for analysis and evaluation.

b. Supplementary PSYOP policy and guidance will be promulgated as the situation develops.

### 2. PSYOP Objectives:

- a. To sustain the morale, loyalty and support of friendly civilian groups.
- b. To develop the good will, cooperation and support of neutral civilian groups.
- c. To destroy the confidence of Communist sympathizers and separate them from CT bands.
- d. To weaken the CT will to fight and lower the morale and efficiency of these forces.
- e. To cause maximum defections from CT forces.

### 3. Initial Task:

a. During the initial phase of operations the primary task will be to convince the target audiences that although the Communist Terrorist forces have established a foothold in Changwat Sakon Nakhon, RTG forces will be victorious and the CT threat will be eliminated.

- (1) A high degree of credibility and truthfulness.
- (2) No promises will be made that cannot be fulfilled.
- (3) Timeliness to insure maximum psychological impact.

b. Tasks and themes will be developed by operating forces after consideration of existing policy, the local situation, target audiences, media, timing, intelligence and other psychological factors.

### 5. PSYOP

a. Pre-planned PSYOP material.

- (1) Pre-planned propaganda will be developed and used to the maximum.
- (2) Material of this nature will be reviewed frequently to insure credibility.

b. Pre-planned PSYOP actions.

- (1) On D day, H hour, the RTAF will drop safe conduct passes over known and sus-

FIGURE 1e

pected CT locations. This will be followed two weeks later by an air drop of 'loneliness,' 'sickness,' and 'broken promise' leaflets.

(2) SOC teams 211 and 212 will on D day, H hour, distribute safe conduct leaflets in their areas of responsibility. Two weeks after this distribution, these teams will distribute 'loneliness,' 'sickness' and 'broken promises' leaflets. Each SOC MAVU team will conduct audio visual PSYOP activities in as many locations as the situation allows during this time. SOC teams will receive rallyers and treat them with consideration, in consonance with promises made under the RTG amnesty and rehabilitation program. SOC personnel will participate to the maximum in local civic action projects. To obtain quick reaction and high impact benefits, maximum utilization of SOC medical personnel in a civic action role will be stressed.

(3) MAVU teams 1 and 2 will emphasize medical treatment of villagers by team corpsmen. On D day, H hour, these teams will distribute safe conduct passes in areas designated by this Hq. This will be followed in two weeks by distribution of 'loneliness,' 'sickness' and 'broken promises' leaflets. MAVU teams will conduct audio/visual PSYOP in villages pinpointed by current intelligence and as directed by this Hq. These teams will support all civic action projects and propaganda of the deed with media at their disposal.

(4) Det V-C, 13th RTMC Bn, will emphasize receiving and good treatment of rallyers to the RTG amnesty and rehabilitation program. On H hour, D day, this detachment will assist in the distribution of safe conduct passes in their area of responsibility. Two weeks later the loneliness,' 'sickness' and 'broken promises' leaflets will be distributed. Detachment personnel will initiate and support civic action programs with stress being placed on medical assistance to the local population whenever possible.

(5) RTA Special Forces teams 1, 2 and 3 will support RTG PSYOP programs at all times. This support will include propaganda distribution, rallyer reception and civic action functions with stress on medical assistance. These teams will distribute safe conduct passes on D day, H hour. The 'loneliness,' 'sickness' and 'broken promises' leaflets will be distributed two weeks later.

#### 6. Principles and Limiting Factors:

##### a. Themes to be avoided.

(1) Ridicule or degradation of any target audience. Special permission to use themes of this nature may be obtained, if fully justified, by requesting permission from the Hq, ATTN G-3 PSYOP.

(2) Name calling and non-credible statements.

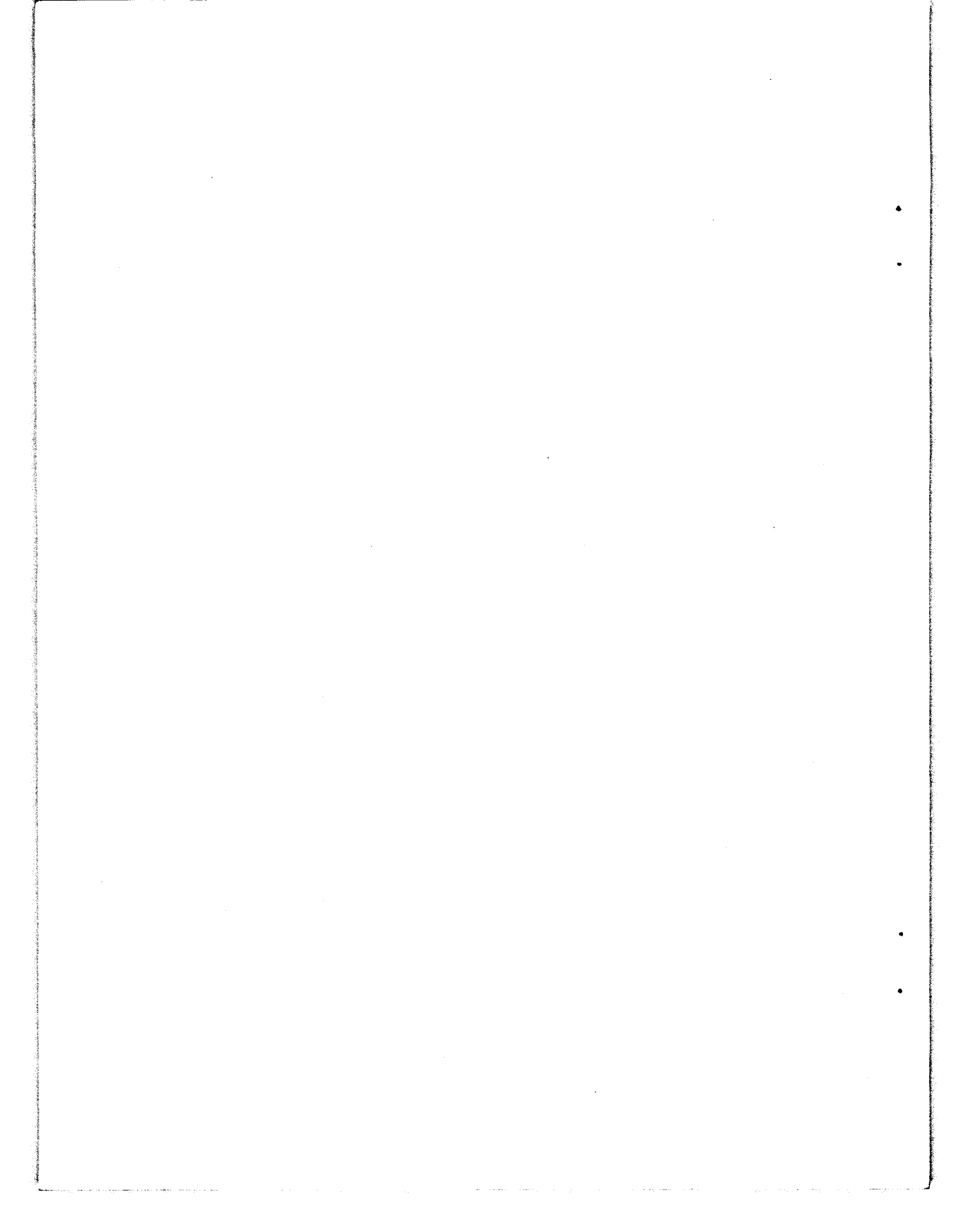
(3) Religion as an issue, except references to Communist atheism.

(4) Ultimatums, unless the means by which they can be carried out are available.

(5) Encouragement or persuasion to participate in assassination attempts.

##### b. When practical, all printed matter will bear a facsimile of the RTG crest.

NAME AND GRADE  
OF COMMANDER



Unit Psy Ops, G-3 Section, RTA

1 Essential Elements of Information	2 Analysis of Essential Elements of Information (Indications)	Basis
<p>1. Do hardships of jungle living (loneliness, sickness, hunger) make CT more susceptible to RTG PSYOP, or do these conditions stiffen CT determination and resolution?</p> <p>2. What is the attitude of newer CT recruits toward--</p> <p>a) RTA forces operating in area?</p> <p>b) RTG PSYOP amnesty and rehabilitation program?</p> <p>3. Does lack of popular support seriously lower CT morale and make CT recruits more susceptible to RTG PSYOP?</p> <p>4. Are CT recruits permanently disillusioned when cadre fail to uphold recruitment promises, or do cadre successfully displace original promises of material benefits (money, better job, education) with more politically sophisticated inducements?</p>	<p>1. CT defections and surrenders increase in proportion to pressures by RTA forces denying food, medicine and communications to CT.</p> <p>2. Behavior indicates--</p> <p>a) fear, distrust and refusal to rally to RTA.</p> <p>b) respect of superior RTA strength and refusal to attack groups of more than two or three RTA soldiers.</p> <p>c) ignorance of RTG amnesty and rehabilitation promises.</p> <p>d) distrust of amnesty and rehabilitation promises.</p> <p>3. Evidence that--</p> <p>a) politically naive, newer CT recruits are discouraged by social disapproval of their roles in the insurgency.</p> <p>b) after half a year or more away from home and native village, CT are not much affected by lack of popular support.</p> <p>c) RTG PSYOP is most effective before CT recruits come into close contact with CT cadre. Hard core CT cadre immunize recruits against RTG PSYOP.</p> <p>4. Indications that--</p> <p>a) CT recruits are disillusioned at first, but initial disappointments are mollified by politically oriented promises of People's Democracy, free Thailand, etc.</p>	<p>1. Include a short summary of the period of activity:</p> <p>a) injury to CT food and medicine</p> <p>b) hardening of CT</p> <p>2. Analyze statements:</p> <p>a) CT fear, confidence</p> <p>b) CT distrust, confidence in amnesty and rehabilitation</p> <p>3. Include summary of popular support. Determine whether popular support, i.e. support wanes, and</p> <p>4. Include reports of recruited CT, include involvement in the indoctrinations of CT recruits and CT indoctrination.</p>

PSYCHOLOGICAL OPERATIONS INTELLIGENCE COLLECTION PLAN

Period Covered: From \_\_\_\_\_ to \_\_\_\_\_

2 Sources of Information	3 Basis for Specific Orders and Requests	4 Collecting Agencies (Teams)				5 Place and Time to be Reported	
		MAVU	Derch V-C	CPM	RTA SF		
1. Increase in proportion of food, medicine and medical supplies. 2. Refusal to RTA. 3. Disrespect and refusal to RTA soldiers. 4. Lack of rehabilitation promises. 5. CT recruits are discouraged by lack of popular support. 6. Lack of home and native support. 7. Hard core CT before CT recruits. 8. Hard core CT PSYOP. 9. First, but initial ally oriented Thailand, etc.	1. Include a short summary of any change in attitude noted during the period giving details of specific actions indicating: <ul style="list-style-type: none"> <li>a) injury to CT morale as a consequence of lack of food and medicine and hardships of jungle living.</li> <li>b) hardening of CT resolution with increased hardships.</li> </ul>		V-C	5,6	1,2,3		
	2. Analyze statements of captured or rallied CT to determine:-- <ul style="list-style-type: none"> <li>a) CT fear, contempt or apathy for RTA forces in area.</li> <li>b) CT distrust, disbelief or apathy for RTG PSYOP amnesty and rehabilitation program.</li> </ul>		V-C	4,5	1,2,3		
	3. Include summary of extent of civilian support for CT. Determine whether CT rallying coincides with shifts in popular support, i.e. Do CT rallies increase as popular support wanes, and vice versa.	1,2,3			4,5	1,2,3	
	4. Include reports of statements of hard core and newly recruited CT, including what they hoped to gain from involvement in the insurgency. Determine whether expectations of CT recruits change with prolonged exposure to CT indoctrination.		V-C	4,5			

FIGURE

2

## MAVU Information Feedback Sheets

Command (Place of reporting)

Place

Date                      Time

Month and year

Psychological and people assistance operation report number

Time period: From (day/month/year) to (day/month/year)

Place(s): List all villages and areas visit in order of visit.

Map: Show area(s) visited with scales and series. (If map cannot be procured, draw a sketch of the areas and villages visited).

### 1. CT Situation:

a. Were there any incooperative individuals or groups (toward the MAVU Team, the Thai government, RTA or local Thai officials)?

b. How were groups and/or individuals incooperative? (State any actions taken by hostile groups and/or individuals).

c. Are there now or have there been any CT in the area or village? How were they dressed? Did they carry weapons? What kind?

d. Did the CT threaten the villagers? How did the CT threaten the villagers?

e. Did the CT hold meetings in the village? What did the CT say?

f. If CT were in the village, how many were there? What were their names? Where did they come from? (If information is available, show specific area on map or sketch).

g. Is anyone in the village suspected of helping the CT? What are their names? How do they help the CT?

### 2. Friendly Operations: (Questions to be asked).

a. Were or are there any government projects being conducted in the area or village? (By what agency, name specific projects and accomplishments of each; attitude of people toward each portion of the program?)

b. Name and describe programs conducted by the MAVU Teams? What films, slides or tapes were used? Which media did the villagers like the best? What was the reaction of the villagers toward each portion of the program?

c. How many persons attended?

d. How many people were in the village and could have attended but did not? Why didn't they attend the program?

Figure 3

- e. Specifically, where was the program held? Should it have been held elsewhere? If so, where should it have been held?
  - f. What was the composition of the audience?
    - (1) Males (age)
    - (2) Females (age)
    - (3) Children (age)
  - g. List any troubles you had with the equipment.
  - h. Did any problems arise in the presentation aside from equipment trouble?
  - i. What type of MAVU programs and propaganda themes should be stressed in the future?
  - j. What color(s) do the villagers seem to like best? State reason for color preference.
  - k. Was the corpsman of the MAVU team asked for medicine or medical aid? What type of medical aid was requested?
  - l. Were the villagers more interested in medical aid than in films, slides, etc?
  - m. How was rapport established upon initial contact with the villagers?
  - n. Any suggestions for future operations in the area?
3. Village Data (for each village visited):
- a. Number of houses in the village?
  - b. Number of people living in the village?
  - c. Are there any radios in the village? How many? Who owns them?
  - d. Do the villagers listen to RTG broadcasts? What radio programs do they listen to? Why do they like these programs?
  - e. What are the health and sanitation conditions in the village?
  - f. What is the main occupation in the village? If forestry is the occupation, what do the villagers feel about the government's conservation program?
  - g. Are there domestic animals in the village? Give number of each.
  - h. What diseases are the most common?
  - i. What are the basic crops?
  - j. What is the average income? Is it enough to live on?
  - k. Is there a wat in the village? How many priests are there?
  - l. Is there a schoolhouse in the village? How many grade levels does it have? How many students are there in each grade level? How many teachers are there?

Figure 3a

- m. What is the major language in the village? What is the major ethnic group?
- n. What percentage of the villagers can read and write?
- o. Is security in the village adequate? Can villagers protect themselves from the CT? Are there any government troops in the area?
- p. Were there any officials present at the presentation? What was the reaction of the villagers toward the officials?
- q. How many teen-agers are in the village? How many attended the show? What was their reaction to the show?

4. Result of the Operation: (Questions to be asked)

- a. What were the likes and dislikes of the villagers toward the show?
- b. Do the villagers have complaints against the government? If so, what are they?
- c. How can the government help the villagers?
- d. Does the area receive media through US agencies (USOM, USIS, etc)? What kind of media is received? How do the villagers react? Have there been any RTG teams in the area?
- e. What was the weather? How did it effect the operation?
- f. Should any changes, additions, or subtractions be introduced into the MAVU equipment and/or methods used by the MAVU teams?

Figure 3b

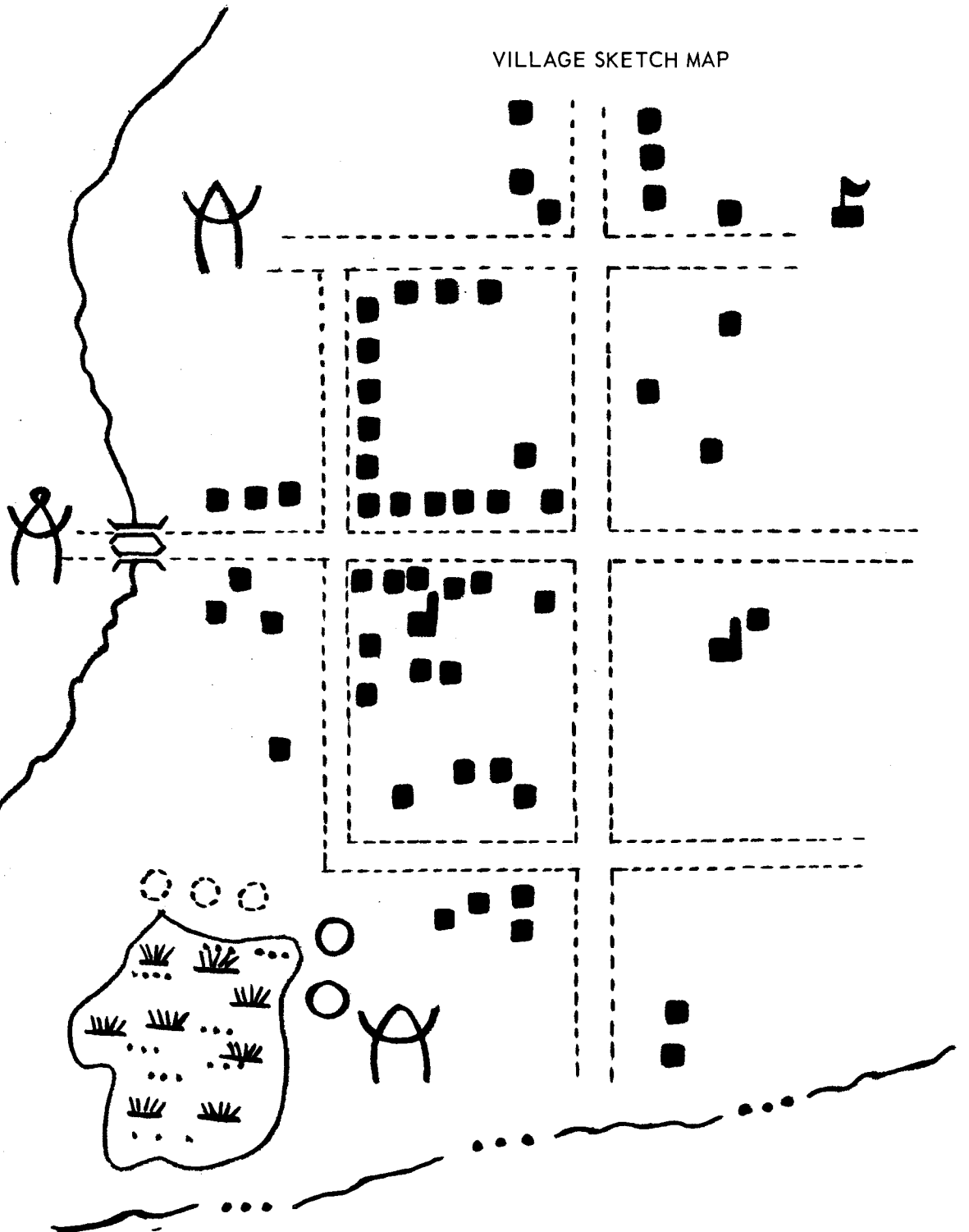
## DISTRIBUTION LIST












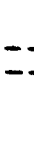
Unit	Number of Copies
10 cys	G3, RTA
10 cys	2d Army Fwd
10 cys	CPM Sakon Nakon
5 cys	CSOC
5 cys	RTASPAWARCEN
2 cys	RTA PSYOP ( - )
2 cys	Prop Plt, RTA PSYOP Co
1 cy	USIS, BKK
1 cy	USIS, Sakon Nakon
1 cy	ARD Team Ban Tane Kin
1 cy	ARD Team Ban Kham Neom
1 cy	ARD Team Ban Ban Kut Bak
1 cy	Station 909 Sakon Nakon
1 cy	SOC 211
1 cy	SOC 212
1 cy	VDC Team Ban Na Tan
1 cy	VDC Team Ban Phang-Kon
1 cy	VDC Team Sawang Dang Din
1 cy	Spec Force Team 1
1 cy	Spec Force Team 2
1 cy	Spec Force Team 3
1 cy	PAT Team Ban Yang Kham
1 cy	Cen Aspr Team Sakon Nakon
1 cy	Det V-C Sakon Nakon

FIGURE 3c

VILLAGE SKETCH MAP

LEGEND



-  House
-  Rice Mill
-  School
-  Rice Field
-  Bridge
-  Wat
-  Wat with Temple
-  Open Well
-  Sanitary Well
-  Stream
-  Stream in Rainy Season
-  Loose Surface Road

LOCATION DATA

VILLAGE  
 AMPHUR  
 CHANGWAT  
 Date-time group  
 Grid Coord:

FIGURE 3d

## TARGET SELECTION WORK

1. Policy Guidance: a) Local PSYOP will conform to national policy guides, but will be tailored to local conditions. b) Vietnamese are not a PSYOP target. c) There will be no PSYOP communications in the Chinese language. d) Amnesty programs implemented at local levels will conform to national policy.
2. Mission: a) To provide PSYOP support to Second Royal Thai Army counterinsurgency operations and civic action programs in Changwat Sakhon Nakhorn. b) To provide PSYOP support to RTG elements in their suppression operations and development programs, to include the Volunteer Health Service, Peoples Action Teams and Volunteer Defense Corps projects in Changwat Sakhon Nakhorn.

3 Potential Target	4 Resources	5 Accessibility of Potential Target	6 Conditions Affecting Potential Target	7 Current Attitude of Potential Target
<p>1. Rank and file CT jungle soldiers in Changwat Sakhon Nakhorn.</p> <p>NOTE: In this column any number of potential targets may be listed. However, each target must be followed up on a separate target selection worksheet. For this example both the jungle soldier and the hard core CT have been used. Other possible targets are:</p> <p>2. Recent CT recruits in Sakhon Nakhorn.</p> <p>3. Civilian elements actively supporting the insurgency.</p> <p>4. Civilians passively or unwillingly supporting the insurgency.</p> <p>5. CT officer corps.</p>	<p>1) Royal Thai Army</p> <p>a. CPM teams 4,5,6 MAVU teams 1,2,3</p> <p>b. SOC teams 211 212</p> <p>c. 13th RCT Bn-- Det V-C</p> <p>d. 50 KW (909) transmitter</p> <p>e. PSYOP Company HQ Propaganda Plt.</p> <p>f. RTA Special Forces teams (3in Changwat)</p> <p>2) Royal Thai Gvt.</p> <p>a. VDC--Volunteer Defense Corps</p> <p>b. PAT--Peoples' Action Teams</p> <p>c. Census Aspir- ation Teams</p> <p>3) Thai U.S. Agen- cies</p> <p>a. USIS MIT teams</p> <p>b. USOM ARD team</p>	<p>Although CT operate from mountainous and forest terrain, they are still accessible. Current intelligence must pinpoint location of CT bands. Most CT bands have access to at least one radio, however, listening is restricted. Nonetheless some CT listen to RTG broadcasts.</p> <p>In more remote areas CT may be reached with aerial and/or backpack loudspeakers. Loudspeaker missions depend on current intelligence to "pinpoint" CTs' exact location.</p> <p>In areas with roads vehicular borne loudspeakers can be used.</p> <p>Loudspeaker missions may be run on rivers and klongs by using speakers mounted on boats.</p> <p>CT may be reached by aerial leaflet drop.</p>	<p>Most CT jungle soldiers joined the insurgency because they were dissatisfied with their previous life. Although they may not have faith in the insurgency, their dissatisfaction with RTG programs has probably not lessened. Most CT jungle soldiers are ignorant of recent RTG programs.</p> <p>CT jungle soldiers are desperate for food and medical supplies. Food supplies are barely above subsistence level. Most food is extorted by force from villagers.</p> <p>Royal Thai forces maintain constant pressure on CT bands. CT jungle soldiers seldom rest and move constantly from place to place.</p> <p>Promises of money, farm implements, education and prestigious positions have not been kept. Many CT jungle soldiers realize they have been "dupped," but continue to desire goals for which they joined the insurgency. They still hope for a better life.</p> <p>Sick or disabled jungle soldiers get little care or medicine.</p>	<p>CT jungle soldiers know the population supports neither them nor the insurgency. Lack of popular support harms jungle soldiers' morale.</p> <p>No matter how hard his life before joining the insurgency, most jungle soldiers know it was better than his current life.</p> <p>CT jungle soldiers can't risk a lengthy stay with their families. They know this condition may last indefinitely.</p> <p>Recruitment promises have not been kept. Most CT jungle soldiers realize they have been "dupped", and believe they have no way out. Most CT jungle soldiers hope for better life.</p> <p>Many CT jungle soldiers distrust and fear their cadre.</p> <p>CT jungle soldiers fear sickness or disability, since they have very little medical supplies or personnel.</p> <p>Most villagers dislike CT jungle soldiers, and propaganda meetings must be forced upon them. Most jungle soldiers, recently recruited from a socially secure village life, are acutely aware of villagers' animosity.</p>

Figure 4

# TARGET SELECTION WORKSHEET

ational policy guides, but will be tailored to get. c) There will be no PSYOP communications implemented at local levels will conform

al Thai Army counterinsurgency operations n. b) To provide PSYOP support to RTG ment programs, to include the Volunteer Defense Corps projects in Changwat Sakhon

	7 Current Attitude of Potential Target	8 Susceptibility of Potential Target	9 Effectiveness of Potential Target	10 Specific Target	11 Specific Mission / Objective
<p>joined the y were dis- vious life. ave faith dissatis- ms has Most CT rant of re-</p> <p>desperate for s. Food sup- subsistence orted by force</p> <p>ain constant CT jungle sol- ove constantly</p> <p>n implements, l positions ny CT jungle ve been "dup- esire goals for urygency. They fe.</p> <p>soldiers get</p>	<p>CT jungle soldiers know the population supports neither them nor the insurgency. Lack of popular support harms jungle soldiers' morale.</p> <p>No matter how hard his life before joining the insurgency, most jungle soldiers know it was better than his current life.</p> <p>CT jungle soldiers can't risk a lengthy stay with their families. They know this condition may last indefinitely.</p> <p>Recruitment promises have not been kept. Most CT jungle soldiers realize they have been "dupped", and believe they have no way out. Most CT jungle soldiers hope for better life.</p> <p>Many CT jungle soldiers distrust and fear their cadre.</p> <p>CT jungle soldiers fear sickness or disability, since they have very little medical supplies or personnel.</p> <p>Most villagers dislike CT jungle soldiers, and propaganda meetings must be forced upon them. Most jungle soldiers, recently recruited from a socially secure village life, are acutely aware of villagers' animosity.</p>	<p>Because of harsh living conditions, fears and insecurities, loneliness, hunger and mistrust of his cadre, the CT jungle soldier is a highly susceptible psychological operations target.</p>	<p>Psychological exploitation of CT jungle soldiers would greatly hamper Thailand's insurgency.</p> <p>CT jungle soldiers usually have a friend or relative in the same band.</p> <p>70% of all CT are recruited and operate in the area of their birth. For this reason, anything happening to a CT jungle soldier will have direct impact upon his friends or relative in the same band.</p>	<p>CT jungle soldiers in Sakhon Nakhorn.</p> <p>(NOTE: At this time we arrive at either a workable target or a target that is not psychologically exploitable. If the target can be exploited, the mission/objective under column 11 can be determined.</p>	<p>To persuade rank and file CT jungle soldiers in Changwat Sakhon Nakhorn to return to the Royal Thai Government.</p>

Figure 4

## TARGET SELECTION WORKSH

1. Policy Guidance: a) Local PSYOP will conform to national policy guides, but will be tailored to local conditions. b) Vietnamese are not a PSYOP target. c) There will be no PSYOP communications in the Chinese language. d) Amnesty programs implemented at local levels will conform to national policy.
2. Mission: a) To provide PSYOP support to Second Royal Thai Army counterinsurgency operations and civic action programs in Changwat Sakhon Nakhorn. b) To provide PSYOP support to RTG elements in their suppression operations and development programs, to include the Volunteer Health Service, Peoples Action Teams and Volunteer Defense Corps projects in Changwat Sakhon Nakhorn.

3 Potential Target	4 Resources	5 Accessibility of Potential Target	6 Conditions Affecting Potential Target	7 Current Attitudes o Potential Target
<p>"Hard Core" CT leaders in Changwat Sakhon Nakhorn.</p>	<p>Same as for CT in general.</p>	<p>Same as for CT in general.</p>	<p>CT leaders endure the same hardships endured by rest of band.</p> <p>However, most CT leaders are not faced with the emotional insecurities of recruits.</p> <p>CT leaders probably control unit finances; they have ready access to money if desired.</p> <p>CT leaders desperately feel the lack of popular support.</p> <p>CT leaders are bothered by defections and rumors of defections in other bands.</p>	<p>Despite grave hardships, hard core CT cling to their ideological determination.</p> <p>They expect and are conditioned against the problems they face.</p> <p>In addition, they know they have a "way out" (flight to Cambodia, Laos, N. Viet Nam) if necessary.</p>

Figure 4a

**GET SELECTION WORKSHEET**

policy guides, but will be tailored to  
 c) There will be no PSYOP communi-  
 cated at local levels will conform

ai Army counterinsurgency operations  
 To provide PSYOP support to RTG  
 programs, to include the Volunteer  
 Corps projects in Changwat Sakon

	7 Current Attitudes of Potential Target	8 Susceptibility of Potential Target	9 Effectiveness of Potential Target	10 Specific Target	11 Specific Mission/Objective
ng  same est of  ders emo- e-  on- non-  y r  ad ers	Despite grave hardships, hard core CT cling to their ideolo- gical determination.  They expect and are condition- ed against the problems they face.  In addition, they know they have a "way out" (flight to Cambodia, Laos, N. Viet Nam) if necessary.	Because of ideological indoctrination and atti- tudes, this group is not susceptible at this time.	If conditions and atti- tudes of hard core CT become psychologi- cally exploitable, they could become a lucra- tive target.	This group is not considered psycho- logically exploi- table at this time.	None of this time.

Figure 4a

1. Policy Guidance: a) Local PSYOP will conform to national policy guides, but will be tailored to local conditions. b) Vietnamese are not a PSYOP target. c) There will be no PSYOP communications in the Chinese language. d) Amnesty programs implemented at local levels will conform to national policy.
2. Mission: a) To provide PSYOP support to Second Royal Thai Army counterinsurgency operations and civic action programs in Changwat Sakhon Nakhorn. b) To provide PSYOP support to RTG elements in their suppression operations and development programs, to include the Volunteer Health Service, Peoples Action Teams and Volunteer Defense Corps projects in Changwat Sakhon Nakhorn.
3. Specific Target: Jungle soldier CTs in Changwat Sakhon Nakhorn.

3a Objective	4 Primary Conditions Attitudes of Target	5 Changes in Target Needed To Obtain Objective	6 Related Environmental Improvement Programs	A Attitudes of Target
<p>To persuade the CT jungle soldier in Changwat Sakhon Nakhorn to return to the RTG.</p>	<ol style="list-style-type: none"> <li>1. Dissatisfaction--Many CT jungle soldiers joined the insurgency because of dissatisfaction with the RTG. At the time of their recruitment, they thought they could earn a better living and enjoy a more prosperous life through the insurgents programs.</li> <li>2. Hunger--CT in Sakhon Nakhorn often use force to secure food from the villagers. Sometimes they eat only what the jungle provides.</li> <li>3. Fear--Most CT fear the RTG. They believe they will be tortured or killed if they defect. In addition, many CT fear their cadre. Potential rallyers fear cadre reprisals against their families if they return to the RTG. CT jungle soldiers aren't aware of RTG rehabilitation programs and RTG efforts to build a peaceful, progressive nation.</li> </ol>	<ol style="list-style-type: none"> <li>1. Dissatisfaction--RTG propaganda should convince the CT jungle soldier that the RTG does care about him and his welfare. The jungle soldier should learn that the RTG has several programs to help him return to a peaceful, progressive society.</li> <li>2. Hunger--RTG propaganda should assure CT that they will receive plenty of food during and after return to the RTG. CT suffering from malnutrition will receive medical attention.</li> <li>3. Fear--CT should be convinced that the RTG welcomes all rallyers and will treat them well. CT should know that the RTG will protect them and their families from CT cadre reprisals.</li> <li>4. Loneliness-Isolation--Propaganda should convince CT that the RTG will reunite them with their families. Propaganda should remind CT that his place is at home with his family, not in the jungle.</li> </ol>	<ol style="list-style-type: none"> <li>1. Dissatisfaction--ARD teams tour area encouraging better agriculture through crop diversification and "second planting" rice. ARD shows people how to live better through improved agriculture and Government cooperation. PAT personnel tour area distributing hybrid rice and vegetable seeds. PAT veterinarians inoculate local cattle and livestock. TTC and other adult education programs teach new skills to villagers.</li> <li>2. Hunger--ARD and PAT personnel demonstrate new methods for increased agricultural yields. Livestock is inoculated against disease.</li> <li>3. Fear--CT must learn that the insurgency is not a deadend road for them. The RTG, which considers them misguided citizens instead of communist criminals, will welcome them back into a peaceful, progressive society. They are secure from CT reprisals.</li> <li>4. Loneliness-Isolation--Amnesty and Rehabilitation Centers allow the returnee to live with his wife and family. After rehabilitation, he will return to a peaceful village life.</li> </ol>	<ol style="list-style-type: none"> <li>1. Dissatisfaction             <ol style="list-style-type: none"> <li>a. Live better and enjoy a more prosperous life.</li> <li>b. Let the RTG care for them.</li> <li>c. The RTG will protect them and their families.</li> </ol> </li> <li>2. Hunger             <ol style="list-style-type: none"> <li>a. The RTG will care for those who return to government control.</li> <li>b. Return to a peaceful life and care for their families.</li> </ol> </li> <li>3. Fear             <ol style="list-style-type: none"> <li>a. Return to a peaceful life and care for their families.</li> <li>b. Return to a peaceful life and care for their families.</li> </ol> </li> <li>4. Loneliness-Isolation             <ol style="list-style-type: none"> <li>a. The RTG will reunite them with their families.</li> <li>b. Return to a peaceful life and care for their families.</li> </ol> </li> </ol>

Figure 5

## CAMPAIGN CONTROL SHEET

Will be tailored to  
SYOP communi-  
cations will conform

Agency operations  
support to RTG  
by the Volunteer  
Changwat Sak-

6	7	8	9
Related Environmental Improvement Programs	Themes to Affect Change	Campaign Media-Intensity-Timing	Implementation
<p>Dissatisfaction--ARD teams tour area urging better agriculture through diversification and "second plant-rice." ARD shows people how to live better through improved agriculture. Government cooperation. PAT personnel tour area distributing hybrid rice vegetable seeds. PAT veterinarians vaccinate local cattle and livestock. and other adult education programs teach new skills to villagers.</p> <p>Hunger--ARD and PAT personnel demonstrate new methods for increased agricultural yields. Livestock is vaccinated against disease.</p> <p>Fear--CT must learn that the insurgency is not a deadend road for them. RTG, which considers them misguided citizens instead of communist agents, will welcome them back into a peaceful, progressive society. They are secure from CT reprisals.</p> <p>Loneliness-Isolation--Amnesty and Rehabilitation Centers allow the rebel to live with his wife and family. After rehabilitation, he will return to a peaceful village life.</p>	<ol style="list-style-type: none"> <li>1. Dissatisfaction               <ol style="list-style-type: none"> <li>a. Live better in a peaceful, prosperous Thailand.</li> <li>b. Let the RTG show you how to live better.</li> <li>c. The RTG will show you how to live better.</li> </ol> </li> <li>2. Hunger               <ol style="list-style-type: none"> <li>a. The RTG promises food and care for those who return to the national government.</li> <li>b. Return to the RTG and receive food and care.</li> </ol> </li> <li>3. Fear               <ol style="list-style-type: none"> <li>a. Return to RTG and receive safe conduct and good treatment.</li> <li>b. Return to the RTG, where you are safe and unafraid.</li> </ol> </li> <li>4. Loneliness-Isolation               <ol style="list-style-type: none"> <li>a. The RTG will reunite you with family and friends.</li> <li>b. Return home to your families who need you.</li> </ol> </li> </ol>	<p>Leaflet (Safe Conduct Pass). Drop Safe Conduct Pass throughout Changwat, especially in areas of known CT concentration. Use themes 3a and 3b of column 7. One drop per area should be enough; intensify if you decide another drop is needed. Coordinate drop with RTAF, Don Muang, Bangkok. Leaflets to be produced by RTA Propaganda Plt., Bangkok. Personnel from this unit will be used during drop. The following resources listed in column 4, Target Selection Worksheet, can distribute Safe Conduct Passes in the Changwat. (Use column 4 of the Target Selection Worksheet). MAVU teams 1, 2, 3; CPM teams 4, 5, 6; units from Detachment V-C RTA; RTA Special Forces teams 1, 2, 3; SOC teams 211, 212.</p> <p>Leaflet (Loneliness and Isolation) Use themes 4a and 4b of Col. 7. Resources are same as those used for Safe Conduct Pass.</p>	<p>Safe Conduct Pass is first leaflet to be distributed. Distribute only after all resources listed in column 4, Target Selection Worksheet, have been notified of Amnesty/Rehabilitation Program.</p> <p>Distribute two weeks after Safe Conduct Pass.</p>

Figure 5

CAMPAIGN C

1. Policy Guidance: a) Local PSYOP will conform to national policy guides, but will be tailored to local conditions. b) Vietnamese are not a PSYOP target. c) There will be no PSYOP communications in the Chinese language. d) Amnesty programs implemented at local levels will conform to national policy.
2. Mission: a) To provide PSYOP support to Second Royal Thai Army counterinsurgency operations and civic action programs in Changwat Sakhon Nakhorn. b) To provide PSYOP support to RTG elements in their suppression operations and development programs, to include the Volunteer Health Service, Peoples Action Teams and Volunteer Defense Corps projects in Changwat Sakhon Nakhorn.
3. Specific Target: Jungle soldier CTs in Changwat Sakhon Nakhorn.

3a Objective	4 Primary Conditions/ Attitudes of Target	5 Changes in Target Needed To Obtain Objective	6 Related Environmental Improvement Programs	
<p>To persuade the CT jungle soldier in Changwat Sakhon Nakhorn to return to the RTG</p>	<p>4. Loneliness-Isolation--Most CT live in isolated areas away from their friends and families for long periods of time. They can never stay at their homes for more than a short time.</p> <p>5. Broken Promises--Promises made to CT at recruitment have not been kept. Many CT now realize they have been "dupped". Although recruitment promises have not been honored, CT still want a better life, as they did before joining the insurgency.</p> <p>6. Sickness--Because of lack of medicines and medical supplies, jungle soldiers know they are helpless in case of illness. If seriously ill, the jungle soldier knows he will probably be left to die.</p>	<p>5. Broken Promises--RTG propaganda should convince CT that the RTG will help them build a better life. Emphasize that CT recruiters have lied to recruits.</p> <p>6. Sickness--Propaganda has good chance of success if it can convince CT they will receive medicine and treatment upon their return to the RTG</p>	<p>5. Broken Promises--ARD teams teach new skills and trades to villagers and CT returnees. CT returnees are educated and trained to assume a responsible, secure and prosperous life in a peaceful, progressive society.</p> <p>6. Sickness--Mobile medical teams promote better health and demonstrate RTG's concern for the people.</p> <p>NOTE: Psychologically exploit above environmental improvement programs to convince population that RTG is concerned about their welfare.</p>	<p>5. Broken Promises--</p> <p>a. To return to</p> <p>b. Return to</p> <p>c. You can you</p> <p>6. Sickness--</p> <p>a. To return to</p>

Figure 5a

## CAMPAIGN CONTROL SHEET

ut will be tailored to  
no PSYOP communi-  
levels will conform

insurgency operations  
YOP support to RTG  
include the Volunteer  
s in Changwat Sak-

6	7	8	9
Related Environmental Improvement Programs	Themes to Affect Change	Campaign Media-Intensity-Timing	Implementation
<p>5. Broken Promises--ARD teams teach new skills and trades to villagers and CT returnees. CT returnees are educated and trained to assume a responsible, secure and prosperous life in a peaceful, progressive society.</p> <p>6. Sickness--Mobile medical teams promote better health and demonstrate RTG's concern for the people.</p> <p>NOTE: Psychologically exploit above environmental improvement programs to convince population that RTG is concerned about their welfare.</p>	<p>5. Broken Promises</p> <p>a. The RTG tells the truth--Return to a better life.</p> <p>b. Return to the RTG and learn new skills.</p> <p>c. Your CT leaders lied once, can you trust them now?</p> <p>6. Sickness</p> <p>a. The RTG will treat your sickness and restore your health.</p>	<p>Leaflet (Broken Promises) Use themes 5a, 5b, and 5c of column 7. Use same resources used for Safe Conduct Pass.</p> <p>Leaflet (Sickness) Use theme 6a of column 7. Use resources listed for Safe Conduct Pass.</p> <p>Radio News Broadcast: 50KW transmitter--Sakhol Nakhorn. Twice daily at 0600 and 1200 hours, to vary with seasonal time adjustment; rice planting, etc. Broadcast NE dialect. Present some news in Mahlam. Use themes 3a and 3b. Broadcast on Friday, Saturday, Sunday, Wednesday. News broadcast for 15 minutes each period. After news present 15 minutes of commentary.</p>	<p>Disseminate two weeks after Safe Conduct Pass.</p> <p>Disseminate two weeks after Safe Conduct Pass.</p> <p>Begin after Safe Conduct pass has been distributed. Use themes 5a, 5b, 5c, first week. Two weeks later integrate themes 1a, 1b, 1c, 4a, 4b, 6a.</p>

Figure 5a

1. Policy Guidance: a) Local PSYOP will conform to national policy guides, but will be tailored to local conditions. b) Vietnamese are not a PSYOP target. c) There will be no PSYOP communications in the Chinese language. d) Amnesty programs implemented at local levels will conform to national policy.
2. Mission: a) To provide PSYOP support to Second Royal Thai Army counterinsurgency operations and civic action programs in Changwat Sakhon Nakhorn. b) To provide PSYOP support to RTG elements in their suppression operations and development programs, to include the Volunteer Health Service, Peoples Action Teams and Volunteer Defense Corps projects in Changwat Sakhon Nakhorn.
3. Specific Target: Jungle soldier CTs in Changwat Sakhon Nakhorn.

3a Objective	4 Primary Conditions/ Attitudes of Target	5 Changes in Target Needed To Obtain Objective	6 Related Environmental Improvement Programs	T Aff

Figure 5b

## CAMPAIGN CONTROL SHEET

ut will be tailored to  
no PSYOP communi-  
l levels will conform

nsurgency operations  
YOP support to RTG  
clude the Volunteer  
ts in Chongwat Sak-

6  Related Environmental Improvement Programs	7  Themes to Affect Change	8  Campaign Media-Intensity-Timing	9  Implementation
		<p>Loudspeaker Missions: Run loudspeaker missions are in areas "pinpointed" by current intelligence. Use themes under column 7 that are applicable to the situation. If current intelligence indicates a CT band in a specific area is desperate for food, use themes 2a and 2b. Timeliness is very important. Run mission as soon as possible after vulnerability is determined. Use CPM teams 4, 5, 6, with attached MAVU teams 1, 2, 3, for vehicular, water craft and backpack borne speaker systems. If aerial loudspeaker mission is planned, coordinate with RTAF, Don Muang Airport, Bangkok. RTA PSYOP Company will furnish personnel for live speaker missions, or tapes and technical assistance for delayed programming.</p>	<p>Implement after Safe Conduct Pass has been disseminated. Continue missions as long as vulnerabilities can be exploited.</p>

Figure 5b