

THEMES AND SYMBOLS (Words PSYOPS)

I. Develop Themes and Symbols:

A theme is the line of persuasion used to convey the PSYOPS message to the target audience which will be persuade him to adopt a certain attitude or behavior.

Themes are based on the weaknesses and/or issue to be exploited.

The general types of themes are:

a. In group-out group - This themes creates a “we-they” situation wherein factions within the target audience are pitted against one another by emphasizing the differences between them.

b. Inevitability - Used to convince the rebels of a futility of the struggle that government forces will eventually win because of abundant manpower, weapons, resources, popular support, etc. This theme also exploits the defeats and losses of the enemy.

c. Legitimacy Morality - This theme emphasizes that the government and the military are on the legal and/or moral side of the issue and conversely that the rebel activities are illegal and immoral.

d. Nostalgia - Appealing to the personal feelings of the members of the target audience of his parents, relatives, friends, homes and the community. It shows how life used to be so peaceful and orderly before joining the rebel movement and how it can be peaceful and orderly again if he gives up the struggle.

e. Benefit – Harm - The advantages and disadvantages of the target audience action or inaction is emphasized.

f. Adversity - The hardship of rebel life are emphasized like hunger, fatigue, homesickness, danger of being killed, etc.

Symbol is the “selling line” of the product Symbols are means to convey themes. They can be signs or objects or they can be slogans, Symbols, recognized by the target audience, serve as reminders of theme of the PSYOPS product. As such, symbols should be meaningful and popular to the target audience to be effective.

II. Select Media:

Select the form by which the theme and symbols will be disseminated to the target audience.

Media fall into six categories:

- a. Face to face
- b. Printed
- c. Audio

- d. Audio - visual
 - e. Objects - Merchandise
 - f. Cyber Communication
- III. Development prototype/ draft.

A prototype is a sample of the product while draft is a preliminary product subject to correction.

IV. Conduct Pretest and Modify.

Pretesting is a very important step that must not be ignored or taken lightly. The process involves the evaluation of the prototype or draft of the PSYOPS product as to its possible effectiveness. By pre-testing, the pre-testing, the PSYOPS operator is able to reasonably predict the potential effect of the propaganda on the target audience. The three common methods of pretesting are:

- a. Survey Sampling
- b. Panel of Representatives
- c. Panel of Experts

The result of the pretest will determine if modifications will have to be made as to the target audience, themes, symbols, lay-out, illustrations, wording, script, melody, etc. After modifications are made, the materials undergo another of pretesting until there are no more criticism from the panel.

V. Make Delivery Plan:

The Delivery Plan outlines the method to be used in delivering the PSYOPS products to the target audience. The four methods of delivery are:

- a. Personal Delivery
- b. Airborne
- c. Ground based
- d. Waterborne

VI. Seek Commander's Approval

Demonstrate or show the various WORDS-PSYOPS products for approval to the commander for his approval.

VII. Mass Produce and Finalize.

After thorough pretesting, the prototype or draft will be mass-produced or finalized as appropriate.

END

CMO CONCEPT AND STRATEGY IN INTERNAL SECURITY OPERATIONS

1. References:

- a. GHQ CMO Guidance/Policy for CY 1998
- b. PA CMO Family Conference on 25 – 26 Feb 1998

2. General:

There are seven (7) thrusts of Civil Military Operations for CY 1998 as laid down by higher headquarters. Out of these three (3) are directly related to the Philippine Army's conduct of internal Operations as follows:

- a. Proper application of CMO tools.
- b. Refusing of CMO efforts to compliment security operation, and
- c. Strengthening of community based developments efforts.

Furthermore, it has been noted by this Command that the various CMO programs and concepts are being implemented by some commanders with lesser consideration of its direct contribution to our internal security operations.

The CMO implementors must,. Therefore, have a common understanding and appreciation of the implementation of the various concepts and programs according to the threat situation in a certain target area. They must also be knowledgeable on what CMO pillars shall be applied as tools to complement the TRIAD operations.

3. Purpose:

This directive sets forth the implementation of various CMO concepts and programs through the application of the different pillars of CMO tools in the conduct of internal security operation given a particular threat situation in a target area.

4. Objectives:

- a. Proper application of CMO tools
- b. To refocus CMO efforts to complement internal security operations
- c. To strengthen community-based development efforts.
- d. To provide a common understanding and appreciation of the various CMO and concepts and programs
- e. Establish further that CMO is the more potent weapon in the conduct of internal security operations.

5. Concept: The threat situation is the main consideration in the following CMO strategy:

A. For LCM Areas: (By Priority)

1. Priority: I Influence Barangay:

The complete TRIAD operation shall be conducted with emphasis on combat Operations and intelligence Operations. CMO shall support the operations through Psyops

(Words and Counter-Psyops) tools. The objective of these TRIAD operations is to destroy the LCM armed groups (NPA/militia) and conforms with the CLEARING PHASE of LAMBAT BITAG.

2. Priority: II Infiltrated Areas:

Once assessed that the area is cleared of the armed groups (by neutralization of the enemy left the area) or the category has been downgraded into an infiltrated barangay, the Modified SOT shall be employed to neutralize the LCM political Infrastructure. The MSOT however, shall be backed-up by sizeable strike force that is mutually supportive during immersion. CMO tools that will be applied are Psyops (Deeds, Words and Counter-Psyops) and Public information.

A CAFGU AA unit may replace this force depending on the intelligence assessment while the MSOT will continue to perform its tasks. These activities shall be complemented with intensive combat patrols and intelligence operations. This stage is related to the HOLDING PHASE of LAMBAT BITAG.

3. Priority III. Threatened and cleared areas:

After the enemy political infrastructure/personalities have been neutralized and the area is downgraded to a threatened area, the Army CARES shall be implemented with the objective of mobilizing the efforts of the government (LGAs, LGUs and other sectors (NGOs and POs for development).

The **CMO** tools that will be applied in the Army CARES implementation are Public info, **CIVAC**, **COMREL**, and Psyops. These activities shall be complemented by prophylactic patrols and intelligence operations and his stage addresses **CONSOLIDATION PHASE of LAMBAT BITAG**.

ACCORD Operations shall immediately follow the CARES program with the aim of protecting the gains of **MSOT/ISO** and address the medium and long term development components of the Army CARES program. The CMO tools that shall be applied are COMREL and Psyops.

While the ACCORD-established enemy counter-community organization is performing its functions and once the area is declared cleared, ALPS. Shall be conducted to support the ACCORD organization.

The ALPS and ACCORD operations are designed to address the DEVELOPMENT PHASE of LAMBAT BITAG and of the old SOT. These activities shall be complemented by visibility patrols and intelligence operations.

A. For SPSC Areas: (The term used for the target areas are influence/controlled cleared, and Targeted Areas)

a. Influence/Controlled are = a barangay where the armed components of the MILF, ASG and NICC/MILO are concentrated and exercise full control over the residents. The majority of the populace can be mobilized to support SPSG's activities.

b. Cleared = a barangay where the armed components of the MILF, ASG and NCC/MILO had previously occupied and residents may have been subjected to thorough brain washing to justify the SSPG's cause. Government troops are in the area.

c. Targeted area = a barangay where the MILF ASG and NCC/MILO members are perceived to have contacts such as relatives or a barangay that is neat to the SSPGs armed concentration. Government troops in the area.

CMO actions in SSPG areas particularly the MILF were formulated with the objectives of reducing the Muslim Populace's support to the MILF organization. It consists of two separate approaches.

1. Influence/Controlled Areas (Clearing)

a. MILF Areas:

1) Modified SOT: The objective of this concept is to induce defections from the MILF organization and encourage surrenders. A SPECIAL CORE GROUP which shall include Imans/Ulamas, regular Muslim soldiers with the same culture/tribe/ethnic group as in the target areas and the MILF integreees: shall be organized as implementors.

2) Operations Tool Combat opns shall be suspended due to the on-going peace process. Defensive combat and law enforcement operations are, however, unrestrained when the peace talks fall this become full-scale combat operations.

3) Intelligence Tool: Continuous intensive intelligence operation shall be conducted.

b. Outside of MILF Areas:

A sustained psychological operations (Words and count-Psyops) such as exploiting in the tri-meida the MILF identified vulnerabilities shall be conducted with the objectives of creating an atmosphere conducive to defections and encourage surrenders from the MILF organization. Some of the vulnerabilities/weaknesses that could be exploited are as follows:

- 1) Poor leadership
- 2) Poor discipline in the ranks and files
- 3) Family feud (Rido)
- 4) Insufficient logistical support
- 5) Internal struggle

2. Cleared/Targeted Areas:

a. Housing Phase

The objective of this phase is to induce defection of the masses to the government side and for the armed groups to surrender. This shall be done with the core group of Imans/Ulamas and Muslim regular soldiers with the same ethnic or cultural affiliation with the target audience.

CMO Tools to be used are Psyops and Public information. These activities shall be complemented with vigorous intelligence operations and limited defensive and law enforcement operations. Critical to this is the insertion of a sizeable PA force in the area.

b. Consolidation Phase:

The objective of this phase is for the populace to realize their need for the government services and win their support to the government side. The LGUs, and LGAs, NGOs together with the core group of Muslim religious and soldiers shall conduct information, community Relations and Psyops capped with a activity participated in by the government and private sectors.

These activities shall be complemented by the conduct of limited defensive patrol and law enforcement operations shall also be conducted.

c. Development Phase

This phase aims to pursue the gains of MSOT/ISO CARES by addressing the medium/long term development goals and secure the complete trust of the populace in the government, PA units still in place in the area shall coordinate with the LGUs LGAs, NGOs and POs to undertake ACCORD projects and specifically with the DECS for ALPs, CMO tolls to be use area Community Relations, CIVAC, Public Information, and Psyops. During this phase, troops in place shall continue to conduct visibility and preventive patrols as well as law enforcement functions intelligence operations shall continue. Troops may be reduced when necessary.

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SPECIAL OPERATIONS TEAM (SOT) CONCEPT (Summary Sheet)

SOT is a concept originated by CAPT ALEX B CONGMON on the Philippine Army designed to dismantle the CPP/NPA political structure in one enemy guerilla front. It was first successfully implemented by the 53rd Infantry Battalion under COL CESAR F ILANO in Misamis Oriental and later on, adapted and propagated by other units of the 4th Infantry division Commanded by BRIG GENERAL MARIANO P ADALEM.

The concept is based on the selected application of significant experiences of tactical units in the field. It is considered that in previous military undertaking against the communist insurgents, body counts serving as the cause for success. On the other hand the enemy political structure is not given due attention/ but these political structure in the barangays are what the enemy uses to mobilize the people in support of the insurgent cause as a result of which the insurgents are provided a rich source of manpower, supplies, shelter, food, communication guides, early warning and excellent combat intelligence.

It is a well-known, fact that guerillas are like in water unless we demolish their political structures in the barangay, military operations will only to be exercise in futility. To catch the fish, we must first drain the water from the fond. In like manner, in order to effectively defeat the armed elements, we must first demolish the enemy's political front.

The SOT concept outlines seven (7) Phases in the process of "Draining the Water" from the fond.

PHASE ORGANIZATION AND TRAINING

The recommended SOT organization is composed of PSYOPS, Security and Stay Behind Teams.

The PSYOPS team is composed of a Team Leader, Assistant Team Leader Propagandists, Interrogators, order of battle (OB) Specialist and a recorder/photographer. The team leader controls and supervises the team, assistant team leader takes charges of the administrative matters. The propagandists are responsible for disseminating propaganda. The interrogators determines the enemy political structures in the target barangays and the personalities involved. The recorder/.photographer records the events the number of the psyops team varies the more propagandists the better, Experience in the filed shows that among the most credible and effective propagandists are the converted returnees themselves.

The security team is composed of one (1) tactical squad leader assistant squad leader and the squad members. The security team is responsible in supporting the psyops team on security and other precautions. An additional squad may be attached to take care of guarding the perimeter and/or securing POW.

The stay-behind team, on the other hand, is a team trained similar to the psyops team but concentrated on the "Bantay Bayan" intelligence collection and social investigation in preparation for the development effort.

PHASE II – INTELLIGENCE

Intelligence plays a major role in SOT operations. It is must that the SOT should conduct a through social investigation in its target area of operation to familiarize itself with the enemy situation (enemy strength, disposition, leadership, political structure in the barangays and personalities involved potential intelligence assets in the barangay etc) the socio-economic and agro-industrial profile in the areas, the population profile weather and terrain.

PHASE III – PSYCHOLOGICAL OPERATIONS

The psyops phase involves the coordination of the SOT with tactical and friendly forces in the AOR tasking of PA PC/PNP and other units coordination with and involvement of local officials in the SOT psyops activities barangay to expose the personalities manning the enemy barangay political structure association women association, worth association, etc) Public exposure of each individuals in the barangay in effect approach the enemy barangay political structure.

PHASE IV -NEUTRALIZATION OF THE POPULACE

The neutralization phase involves the proper handling by the SOT of the surrenderees/returnees that may be coming in as a result of SOT activities in Phase III. The includes proper recording, photographs and interrogation of surrenderees/returnees. The latter are then requested to participant in a 3-days live-in seminar for purposes of re-orientation spiritual guidance and renewal.

PHASE V - MOBILIZATION OF THE POPULACE

The phase neutralization of the enemy political structure in the barangay, the SOT's next task is to mobilize the local government officials and the populace in forming the "Bantay Bayan" an organization patterned after the CPP/NPA's Barrio Revolutionary committees. The primary tasks of the Bantay Bayan" are intelligence and providing security for the barrio.

PHASE VI - VILLAGE DEFENSE PROGRAM

This phase involves the setting into places of a villages defense program patterned after security system of the "KIBBUTS" in Israel whereby all of the populace are committed to defend their own village in this phase village defense program is in the process of conceptualization and retirements.

PHASE VII- ECONOMIC DEVELOPMENT

The final phase is economic development. However, this task is already beyond the purview of SOT. It will now be the local government officials and the various agencies of the government that will shoulder the task of bringing basic services to the people and uprooting the basic causes of dissidence and discontent.

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ACCORD OVERVIEW

Introduction:

The Special Operations Team (SOT) concept formulated and subsequently implemented in the eighties and nineties could be said to be forerunner of the present army Concern on Community Organizing for Development (ACCORD) Program. The primary objective of the SOT was to isolate the enemy from the populace and dismantle the political machinery of the insurgent at the barangay level. The concept primarily implemented the first two stages of clearing and holding the AFP's counter insurgency effort. To preserve the gains of the coin campaign. A new program has to be conceptualized to enhance the last two stages, the consolidation and development phase. Thus the Army concern on Community Organizing for Development (ACCORD) concept was born. The ACCORD program primarily aims to develop the ability of people to organize and work together towards common goals in the communities.

Letter of instruction 42/94 "Unlad Bayan" envisioned of development roles of the AFP, through well-coordinated utilization of its resources into various community-based development projects. The Army men formulated plan called "Gintong Nayon" which sets forth the role of the Army in national Development. Essential to the success of IMPLAN: Gintong Nayon" is the implementation of the ACCORD Program that serves as the centerpiece of the Philippine army's participation in nation-building.

ACCORD Objective and Principle

The specific objectives of the ACCORD stratagem are as follows:

1. To develop an information and aware community
2. To encourage inter-government agency cooperation and coordination towards the attainment of community development projects
3. To assist the community in defining and identifying the community's respective ideas of development.
4. To discourage the "dole out" mentality and promote the culture of self-reliance in the communities.
5. To facilities socio-economic development in the community and delivery of basic service by providing complementary and support.
6. To uplift well-being of the people.

There are two important ACCORD principle which the Army ACCORD operator implementor must observe.

1) Goals should be based on conditions obtaining in a particular community that affect the lives of the people.

Development must have a local orientation that relief on the community members.

2) The community members shall be regarded as the main actors in all efforts and actions to be undertaken by the community.

The ACCORD operator only helps and facilitates the community organizing and development process. The people are the principlae actors in the process. The ACCORD community organizer serves only as a facilitator and trainer to operate the members of the community or as assume responsibility for the organizing and development activities.

FIVE PHASE OF A ACCORD PROGRAM:

PHASE I – Organization and Training

The basic organization of the ACCORD team is the squad mine men as follows:

- One (1) – Team Leader
- One (1) – Asst Team Leader
- Two (2) – Development Specialist
- Two (2) – Community analysis
- One (1) – Radio Operator
- Two (2) – Security Personnel

Although the ACCORD squad is the basic organization it can be reinforced or decreased basing on the size of the community and possible threat groups to the ACCORD operators.

The training for ACCORD is presented in three phases: The first phase-theoretical phase focuses on the basic them, knowing the Community “ the second phase – specialization phase discuss the ACCORD operations, roles of ACCORD units and the five phase of the program. The phase is the practicum phase where the students will undergo a five-day command Post Exercise (CPX).

PHASE II – IMMERSION

Under this phase the following activities are conducted:

1. Gather information about the community
2. Entry into the community
3. Conduct of community study
4. Communication and participation in community activities
 - a. informal & formal dialogue/pulong – pulong
 - b. participation in socializing activities
 - c. participation in community work activities
5. Education

During the research for the community study, the following factors should be considered:

1. Identification of established and political leaders.
2. Identification of issues.
3. Determining level of development of existing organization in the community.

There are levels of organizational development as follows:

1. level 1 – Unorganized. There are no basic community organization existing in the community.
2. Level 2 – Organized – Inactive Basic organization are present, but all are inactive.
3. Level 3 – Organized – Partially Active Basic organization are all present but only or two of the said organization are active in pursuing its objectives.
4. Level 4 – Organized – Active Basic Community organization are organized and active and is considered the highest level of organizational development.

PHASE III – MOBILIZATION AND EMPOWERMENT

The sub-phase for mobilization and empowerment are as follows:

1. Set up community organization

2. Identify development agenda
 - a. Identify development project
 - b. Determine resources available
 - c. Conduct project study
 - d. Prioritize project

PHASE IV – COMMUNITY DEVELOPMENT

The sub-phase are as follows:

1. Planning
2. Implementation
3. Update development agenda

The planning should positively reveal measurable outcomes of projects. The project should have information on what to do how and how well activities are performed, when the outputs are due and how much it costs to perform these activities.

The project Implementation should have the following:

1. Performance – quality and reliability of desired and actual performance outputs.
2. Specification – criteria and indicators on what activities should be done and the cost to perform the activities.
3. Project control – progress of the project, analysis of work done and cost to include manpower utilization.

PHASE V – MAINTENANCE

The maintenance phase is the responsibility only of the ACCORD operators. The ACCORD operators should maintain the goodwill established with the member of the community. A feedback mechanism will enable the ACCORD teams to monitor the success of community development.

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PERSUASIVE COMMUNICATION

Persuasive Communication: a special form of communication which is a process of stirring the feeling of other to arouse in them the willing to listen to us or their favorable disposition to see feel and embrace the truth of our appeal in connection with the proposition to them, so they may act according strategic communication.

Objectives:

1. to change or neutralize hostile opinions
2. to crystallize unformed or latent opinions
3. to conserve favorable opinions by reinforcing them

Types of Audience:

1. Hostile
2. Indifferent or apathetic
3. Friendly
4. Mixed

Forms:

1. COIN communication – to arrest the spread of an alien ideology, as well as demoralize rebel groups, before, during and after armed clashes.

2. Peace communication – to communicate peace initiatives to rebel groups, hoping they will come to a dialogue with the government to project a reconciliatory attitude toward subversive, to calm down a secessionist group.

3. Crisis communication to instruct

- a. people how to cope with disasters.
- b. To enable an agency to deal effectively with transportation and labor strike and other mass actions:
- c. To up set growing undergoing groups
- d. To denounce unscrupulous businessmen
- e. To rebuke foreign destabilizes
- f. To generate commitment to the constitution and to the institution.
- g. To foster popular respect for duty constituted authorities when unfounded change of error and wrongdoing are being hurled against by the political opposition.

Source – the first requirement of any communication; sender, speaker.

Source Credibility – the most important influence on the receiver's judgment of the speaker.

Dimensions: of Credibility:

1. Authoritativeness – expertness
2. Character – intention and trustworthiness
3. Dynamic – how forceful, active and intense the speaker is

Types of Credibility:

1. extrinsic – gained prior to the time the speaker delivers a message
2. intrinsic – created as a direct result of the speaker's speech
3. total – perceived by the audience before the speaker delivers his speech, plus the impression that he makes while speaking.

Message: the key to communication

Types of message Organization:

1. Topical – where the speaker moves from the topic to the next way that clearly demonstrates how the topic are related.
2. Chronological – where the speaker moves from a review of the past into a discussion of contemporary events, and if desirable, conclude with a projection into the future.
3. Spatial – where the speaker uses space or geographical position as an organization principle.
4. Problem solution – where the speaker describes what he believe to be an existing problem and then offers a plan that will resolve it.
5. Casual – where the speaker argues either from cause to effect or from effect to cause.

Materials of Support from of evidence that develops or strengthen each the points to be made.

1. example – most frequently used
2. statistics – numerical data
3. quotations
4. analogy – a comparison between two things or situation on the basis of their similarities.

Language and Style:

1. Use definite, specific, concrete language
2. Use high intensity words
3. Use transition which will allow a logical flow from one to another
4. Use a certain amount of redundancy
5. Economy of language

Techniques in Persuasive Communication:

1. Use of humor or satire
2. Use of different appeals to different people
(appeals to fear, reason, emotion – negative and positive)
3. Use confrontational tactics
4. One side or two sides

5. Climax order or anti-climax order
6. Stated or implied conclusions

Principles of Persuasive Communication:

1. Person with high credibility is thought of to possess a high level of competence, good character and goodwill towards his audience, and therefore will have more influence than one with low credibility.

2. The combined effects of organization and fluency will result into two important conclusions.

a. A persuasive message that is organized and fluency presented will produce significantly greater attitude change than one that is:

1. disorganized but fluency presented
2. organized but not fluency presented
3. disorganized and not fluency presented

b. Good organization and fluency enhance the speaker's credibility and the audience's attitude change and understanding.

3. A source perceived by the audience as having low or moderate credibility can increase his credibility and increase the amount of attitude change in the audience by using good evidence or support materials.

4. A dynamic emotional presentation by a speaker perceived as a high credibility source is going to be more effective than the same presentation by a speaker perceived as being low credibility.

5. A certain amount of repetition is necessary especially when the audience has little chance to ask a speaker for clarification.

6. The higher level of fear arousal, the less attitude change takes place. Because no one wants to feel vulnerable to persuasive "attacks" based on fear.

7. When the source has high credibility, a strong appeal to fear will be more persuasive than a mild appeal to fear.

8. To bring about maximum change, the speaker should advocate a position that falls within the listener's latitude of rejection. This is the rationale behind confrontation tactics.

9. When the audience is friendly, or when only one position will be presented or when immediate but temporary opinion change is wanted, it is more effective to give only one side of the argument.

10. When the audience disagrees, or when it is probable that it will hear the other side from another source, it is more effective to present both sides of the argument.

11. A speaker should make his choice about climax or anti-climax strategy on the basis of what he knows about the majority his listeners, knowing full well that one of the choice will be the wrong one for the remaining listeners.

12. There will probably be more opinion change in the desired direction if conclusions are explicitly stated than when the audience is left to draw its own conclusion.

13. When two equally attractive opposing views are presented one after another, the one presented last will probably be more effective.

14. The speakers message, credibility and delivery are likely to be more important than whether the speaker is first or last.

15. The most powerful message is the positive one.

16. There is more energy in a message that tells one what one should do rather than what he should not do

Audience Analysis: a determinant on how best to adapt a message to a give audience

Types of Audience Analysis:

1. demographic – consider the general characteristics of the audience
2. purpose-oriented – the speaker begins by determining what information about the audience is most important for the speaker’s purpose.
3. Audience persuasibility – the audience’s susceptibility to persuasion

Audience Analysis: Based on

Age

1. Maximum persuasibility is generally found in audience between the ages of eight and nine.
2. The older a person becomes, the greater the tendency to acquire more conservative attitude

Sex

1. Females tend to be more persuasible that males.
2. The greater persuasibility of females may be attributable to their tendency to conform more than males.
3. The higher the persuasibility of females may be due to the females greater facility to assimilate messages.

Intelligence

1. The higher the intelligence of the individual, the greater the tendency to be influence by messages relying on emotional appeals (False)

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2. The lower the intelligence of the individual, the greater the tendency to be influenced by messages relying on emotional appeals.

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EFFECTIVE WRITING

The objectives of this lesson is to familiarize the students with the different tools on effective writing, sentence construction, organization, paragraphing and writing exercises.

A. **Effective Writing** - means conveying facts, thought or information, through print media which are instantly comprehensive to a large number of people or to the target audience.

Writing – a system of human intercommunication by means or visible conventional markings.

B. Reasons Why People Communicate:

1. to inform
2. to educate
3. to persuade
4. to entertain

C. Sentence Elements (Basic)

1. Word – the basic unit of writing, functions as noun, verb of modifier.

Ex: Camp (noun)
Mr Cruz (noun)
Choose (verb)
Operate (verb)
Brilliant (adjective modifier)
Courageous (adjective modifier)
Gradually (adjective modifier)
Willingly (adjective modifier)

2. Phrase – group of two or more words forming a unit and maybe used as a single part of speech.

Ex:
At their worth
Looking south
May have learned

3. Clause – contains a subject and predicate that can either stand alone or cannot stand alone.

Ex: The plane's arrival was delayed – independent clause.
Because it refueled in Los Angeles – dependents clause.

Other examples of clause:

- a. If your want to go
- b. When imports rise
- c. Since we must import oil

D. Major Characteristics of Sentences:

1. **Correctness** – sentence must have sense and must be complete.
2. **Clearness** – sentence must be easily and distinctly understood, entirely logical that has no ambiguity or obscurity.
3. **Effectiveness** – the quality which enables a writer to produce results intended or expected.

E. Agreement of Subject and Verb

Rules:

1. The verb must agree with its subject in person and number.
 - a. Our basketball team plays twenty games each year.
 - b. He is now on the fourth year of his term
 - c. Trials usually lead us to success.
2. Nouns plural in form but singular in meaning require singular verb. The following are always used with singular verb.
3. Indefinite pronouns such anybody, anyone, anything, each, everybody, everything, nobody, someone, require verbs.
 - a. Nobody knows the truth about the murder.
 - b. Each has his own duty to perform
4. Compound subjects connected by AND require plural verb. When two subjects form a single thought or have closely related meaning, a singular verb is frequently used.
 - a. The president and the Vice President never fly together.
 - b. Assault and battery is a felony.
5. Singular subjects joined by EITHER – OR and NEITHER – NOR require singular verb. If the subjects differ in person and number, the verb agrees with the nearer subject.
 - a. Either the Mayor or the Vice Mayor knows the proposed plans and programs in town.
 - b. Neither they nor I am liable for damages.
6. The verb agrees with the positive subject and not with the negative subject.
 - a. The officer, not the enlisted personnel is responsible in holding a conference.
7. A verb should not agree with nouns that intervene between it and the subject.

a. The fabrication of interview with personalities is a rare phenomenon in journalism.

b. Any collection of books for use constitutes a library.

8. Measurements of weight, time, money, or distance that represent the single sum of individual unit require singular verbs.

a. Fifty million dollars is a large investment

b. Four-fifths of the area is under water

c. Sixty miles is along commute.

9. A singular verb is used when the subject is a title of the book, play, story, or musical composition.

Romeo and Juliet was written by Shakespeare.

F. Definition of paragraph

Paragraph – a sequence of related sentences, a logical unit developing one thought or a part of one thought. It is a group or bundle of sentences tied together for the convenience of readers.

G. Major Characteristics of Effective Paragraph

a. Central Idea and purpose – thesis or topic sentence states the point of the paragraph. It contains the heart of the idea that is developed in the other sentences of the paragraph.

b. Adequate Development – a good paragraph consists of an idea contain by pertinent detail.

c. Absence of any unrelated materials – a paragraph should contain only material directly related to the main thought.

d. Proper proportion and length – the proportion and length of paragraph in a composition should be determine by a writer's purpose and by the significance of paragraph ideas.

H. GUIDELINES OF clear and Effective Writing

1. Think First, then write.

Clear writing is the result of clear thinking. To write clearly, you must think beforehand. You must figure out what you want to say, and why you are writing in the first place. Know who your readers are, and write for them.

2. Get to the point. It is generally a good idea to tell the readers at the beginning what the message is all about. Come to the point quickly. Don't bore the readers with a long – winded introduction.

3. Use familiar words: Use words that will be easily understood by the readers. Avoid vocabulary full of polysyllables.
4. Omit verbal deadwood. Effective writing is concise. You can be concise by dropping unnecessary words from phrases or sentences.
5. Keep your sentence short. Today, the average number of words in a sentence is 17 words. This is the average material that reaches a large audience: newspaper, magazines, and best sellers. Reading tends to become hard when sentence exceeds 20 words.
6. Shorten your paragraphs. Short paragraphs are better for three reasons
 - a. Visually, they are easy on the eye.
 - b. Short paragraphs act as brake on the write who stings too many ideas or facts together.
 - c. Short paragraphs make for easy reference.
7. Use specific, concrete language. Always prefer the specific to the general, the definite to the vague, the concrete to the abstract.

Examples:

 - a. Legal action (suit for damages? criminal
 - b. Document (deed of sale, record, certificate)
 - c. Ceremony (wedding, mass, award)
8. Prefer the simple to the complex. If you want to write so that you can be easily understood, prefer the simple to the complex. Prefer the simple word to the complicated word. Prefer the simple paragraph to the involved one.
9. Be positive. State a fact or an idea directly, whenever possible. Make definite assertions. Avoid hesitating, round – about language.
10. Use the active voice. It gives snap and punch to your writing.
11. Write as you talk. A conversational lone makes for readable writing. It increases interest and helps understanding.
12. Use adjectives sparingly. Properly used, adjectives can be help you write good reports out too many adjectives result in rich, omit prose that is hard to digest and it sometimes nauseating.
13. Revise and sharpen. Revising is part of writing. Look for unnecessary sentences in your compositions. Lock for paragraphs that don't carry their own weight.
14. Write to express, not to impress. The biggest fault of most writings by young reporters or executives is they try to impress someone. When you are writing primarily to inform, use words generally familiar to your readers and keep your sentences reasonably short and simple.

THE MODIFIED SOT

BRIEF BACKGROUND

The Special Operations Team (SOT)

The Special Operations Team (SOT) concept was formulated by the Philippine Army sometime on 1985 based on the pilot test in the area of operation of the 4th Infantry Division. Philippine Army. This concept was adapted later by the Army in the AFP in the implementation of the Gradual Constriction Strategy of clear, hold, consolidate and develop as embodied in the AFP LOI 23/88 Campaign Plan “Lambat Bitag”. Basically, this “Lambat Bitag” which is also known as “Lambat Bitag I”, including the succeeding follow-ups as “Lambat Bitag II”, “Lambat Bitag III” and “Lambat Bitag IIIA” were formulated based from the SOT concept.

Though previous Army Unit Commanders had several conflicting views on the concept, yet they have arrived in one common understanding and analysis that the breakdown of CPP/NPA/NDF influence over 12,755 Barangays was attributed to the employment of SOT or the TRIAD concept. These successes were confirmed by the NPA commanders who have returned to the mainstream of the society.

The Modified SOT

As a result of the various versions and interpretations of implementing the previous SOT concept by some Army Unit commanders which were considered by HPA as “half-cooked” operations, succeeding commander had to re-implement the concept introducing some modifications. The changes include the exclusion of the application of “Magic box” and the conduct of “Live-in” seminar among others. The repeal of R.A 1700 (Anti-subversion Law) necessitates further the need for modification now commonly called as the MODIFIED SOT. This modified SOT, which started in 1993, was adopted as the main tool in addressing the remaining strongholds of the NPA as defined in AFP Campaign Plan “Kalinga”. Similar to the old SOT concept, the modified SOT’s mission is the destruction of the remaining Local communist Movement (LCM) group and its political apparatus. This has been proven to be applicable only in LCM-affected areas. It can address, however all the phases of the Old SOT and the phases of the LAMBAT BITAG concept.

The MSOT is capable to engage with small organs of the LCM like the SYP.

METHODOLOGY:

The MSOT activities are designed to counter the activities of the Sandatahang Yunit Pampropaganda (SYP) of the LCM. It has the following phases.

I – ORGANIZATION AND TRAINING PHASE

The MSOT is composed of a twelve-man team with a ration of 3:1 as compared with that of the SYP. This maybe increased or decreased depending on the prevailing situation. Member's are designed as follows:

- One (1) – Team Leader
- One (1) – Asst Team Leader
- Three (3) – PSYOPS Specialist
- Three (3) – Intelligence Specialist
- Three (3) – Security Elements
- One (1) – Radio Operator

The Training of re-orientation includes the dissemination and discussion of the latest Government Programs policies and guidelines such as the effects of the repeal of RA 7000 and Human Rights Law for a clearer and common understanding. It should also discuss the LCM programs such as the rectification program and other major thrusts and activities. In addition, compiled lessons learned on Army operations must be emphasized.

During this phase, the ACCORD concept and the Army CARES program are taught. As the immersion in the bgarangay takes place, MSOT members becomes the ACCORD operators in the later days. This phase may last up to three (3) days. On the other hand, military personnel deploy involved in the implementation of CARES Program shall come from other organized unit intended for the purpose.

II – SPECIALIZATION PHASE

Each element of the MSOT identifies their respective responsibilities, task, and roles. Emphasis is given to “What-to-do, Why it should be done, Who-will-do-it, and How-to-do-it” aspects. This phase may last from two (2) to three (3) days depending on the time available.

a. Team Leader:

- 1) He commands and controls the team.
- 2) Responsible in the planning of entry and exit points and movement sin a particular target barangay and the execution of day to day activities of the members.
- 3) He ensures that proper coordination's with the local officials (Barangay) on their purpose, objectives, activities or data acquisition are met.
- 4) He checks and ensures the needed equipment's for the operations by the individual members.
- 5) He prepares and submit reports as required.
- 6) He must know and capable to implement the concept of ACCORD.

b. Assistant Team Leader:

- 1) Assist the Team Leader

- 2) Provides the Team Leader timely information and recommendations.
- 3) Commands and control a sub-team when necessary.
- 4) Assumes the tasks, roles and responsibilities of the Team Leader in his absence.
- 5) He must know and capable to implement the concept of ACCORD.

c. PSYOPS Specialist:

- 1) Collects and gathers data and vital information about the LCM activities or atrocities in the target area. This maybe obtained from AFP Intelligence sources, from the Line Government Agencies (LGA's) in the locality, from interviews conducted with the victims of the LCM atrocities, and from available surrenderors.
- 2) Prepares, develops and distributes propaganda leaflets and poster during immersion.
- 3) Familiarizes himself on the languages and terminology's of an LCM members.
- 4) Identifies issues to be exploited and issues to be avoided.
- 5) Prepares a script or scenario that will be used during the face-to-face communication with the barangay residents. The aid of leaflets containing the topic and issues to discussed will be of great help to the Speaker Bureau.
- 6) Conducts rehearsals on the delivery of such script or scenario.
- 7) Prepares and sends "Persuasion" letters to the identified LCM members and sympathizers in accordance with the identified enemy political infrastructure.
- 8) They must know and capable of performing the task as Development Specialist of the ACCORD team.

d. Intelligence Specialist:

- 1) Collects and gathers Intelligence data.
- 2) Familiarizes himself on the OB personalities.
- 3) Prepares the Survey Questionnaires and necessary formats (combination of PERSIA, HGS-RESOPEC-HMPEO and SRA-MBN approach)
- 4) Familiarizes and develops skills on Barangay Map – sketching, including signs and symbols to be used for marking/identification. Map sketches must be related to the military map for easy orientation and appreciation.

5) Responsible in the updating on the Barangay Map identifying establishments, structures, and other prominent features that will be found existing during the immersion process.

6) Ensures the completeness of the data being filled-up by the respondents on Survey Questionnaires and Intelligence formats.

7) Ensures the acquisition of necessary materials (e.g pencils, ballpens, pentel pens, military maps, compass, etc)

8) Must thoroughly identify the enemy political infrastructure.

9) Must know and capable to perform the task as Community Analysis of the ACCORD team.

10) Recommends prospective members of the BINS.

e. Security Elements

1) Responsible for the security and safety of the team while other elements are performing their respective activities.

2) Procures and prepares food for the team.

3) Familiarizes themselves and develops skills on terrain analysis and appreciation based on the tenets of the acronym OCOKA/SALUTE.

4) Select and recommends to the team suitable rallying points and harbour areas.

5) During immersion, they must always clear and occupy advantage position for possible snipers.

6) Assist the Radio Operators

7) Must know and capable to perform the task as Security personnel of the ACCORD Team.

f. Radio Operator:

1) Ensures that radio contacts with adjacent lower and higher headquarters are established.

2) Prepares and reports DOR/DAR

3) Assist the security elements

4) Must have a knowledge on the ACCORD concept.

II - IMMERSION

After having completed the preceding phases, the team is ready to enter the target barangay. The entry point must be in accordance with the plan of the

team. In situations that permit the team for the organization of two (2) sub-teams, the Psyops Specialist and Intelligence specialist may form the sub-team under the Team Leader while the other sub-team will be composed of the Security Elements and Radio Operator under the Assistant Team Leader.

Immersion may last up to ten (10) days or more depending on the size of the barangay and its population. It must be understood by every member that the operations shall be house-to-house, sitio-to-sitio or purok-to-purok activities. Security shall always be the team's concern.

The following calendar of activities is suggested but may be adjusted depending on the availability of time.

1st day maybe devoted to coordination's with local officials, updating of the Brgy Map, and identification and clearing of the initial harbour area.

2nd to 4th day shall be the start of the activities to be performed by respective members of the team. The team must rest in the 2nd harbour area. While in the harbour area, members of the team confer each other and make adjustments on the plans and activates when necessary. Conference among the team members is very important especially so when developments crop up. This is one of the techniques of SYP.

The 5th to 8th day be the continuation of respective activities. The team shall again occupy another selected harbour area and must confer with each other for update.

The 9th day shall serve as the "finishing touches" which involve the collections of the duly accomplished formats, finalization of the Map sketches with emphasis on the suspected member of the armed group, animals and terrain that could hamper a small unit operations. This day shall be used also for the dissemination of a Grand Pulong-Pulong (GPP).

IV - CULMINATION PHASE

(Implementation of the "CARES" program)

The 10th day shall be the grand Pulong-pulong (GPP). This day could be considered as the last phase (CULMINATION PHASE) of MSOT but will be the start of the implementation of the Army "CARES" for which the designed activities for the GPP may be included in the initial day of the CARES" Program.

The "CARES" Program includes multi-sectoral and multi-agency activities. This program may last from two (2) to three (3) days.

V – IMPLEMENTATION OF THE ACCORD CONCEPT AND OTHER CMO-RELATED PROGRAMS

After the completion of the "CARES" program, the ACCORD concept shall, turn, be implemented. On the final day of the "CARES" implementation, however, activities of the ACCORD could be launched like benefit dance and to support fund-raising projects of Induction of Officers, of the ACCORD-established organization.

During the Immersion Phase of MSOT, certain activities of the ACCORD concept shall have been performed. Hence, the MSOT Operators become the ACCORD community workers.

It must be recalled that ACCORD operations has no time frame of completion. It is very dependent on the self-reliance capability of the established community organization and the selected developmental projects.

The Army Literacy Patrol System (ALPS) may also be conducted to further strengthen rapport with the populace and enhance their cooperation.

Differences between Old SOT and Modified SOT

Since SOT Concept originated from, and later was transformed into doctrinal concept by the Army, is noteworthy to base the comparative analysis from it. The differences between Old SOT and the Modified SOT may vary depending on the interpretation of the Army Unit Commander conducting the operations. In relation to the changing time, the team TRIAD Operations is already referred to as Internal Security Operations (ISO) and as such team “SOT” do not longer fits to the sense of hearing and taste of the local populace. In employing therefore MSOT, it is suggested to conceal it in another term or OPLAN (see page 58 for the detailed differences between the Old SOT and the Modified SOT).

Comparative Data of PA, CMO Concept/programs.

In order to have a clear appreciation of the four (4) major CMO Concepts/Programs by the CMO Operators, there is a need to carefully examine and study the different factors thereto. By so doing, the CMO Officers can arrive to a certain recommendation on what concept/program shall be implemented.

Considering several factors, the CMO Officers can well-planned CMO activity and can effectively implement it. The following factors must be considered:

- a. Differences between the Old SOT and Modified SOT (see page 58)
- b. Objectives (see page 62)
- c. Target areas (see page 63)
- d. Target Audiences/Beneficiaries (see page 64)
- e. Organization of Teams (see page 65)
- f. Area Survey (see page 66)
- g. Phase of Implementation (see page 67)

CMO OPERATIONAL TECHNIQUES

After a study, understanding of the different factors of a certain CMO concept, the CMO Operator can now apply his own technique on how to interplay them using the military resources in accordance with the unit’s capability.

As in other military plans, timing is essential so as not to have a negative effect from the other participating LGA, LGU, NGO GO, and PO.

The bottom line is such interplay is the maximum positive results of the activity with the least financial involvement from the military/hence, the “Lead Agency” concept.

Interplay will mean taking considerations on the different phase of implementation of the forecasted activities per certain CMO Program.

A simple logic of this, is when a soldier is cooking “bulalo”, he can wash his clothes while waiting for the beef and tendon to tenderize, and at the same time, listening to the radio broadcast for local issues.

A. Interplay of MSOT – Army “CARES” – ACCORD: (See Chart on page 68)

We have previously discussed that ACCORD is the continuation to SOT, hence, during the organization and training phase of these concepts, the operators should have both its common knowledge, However, ACCORD cannot be conducted unless the mission of MSOT is accomplished.

Prior to the immersion of MSOT operators, necessary data must be gathered and studied in coordination’s with the Intelligence section of the unit and other Local Government Agencies (LGS). This Intelligence data will serve as the initial picture of the target area and of the target audience/beneficiary.

Data gathering is guided by the acronym HGS-RESOPEC-HMPEO where PERSIA elements are already included, hence, the former shall be followed.

As the operators (ACCORD & MSOT) have been trained with the needed knowledge on :”what-to-do” and “how-to-do” aspect acquired during the specialization stage of the training, they will now enter the barangay (Immersion) ready to implement the four (4) “together” with the community such as “WORK-STUDY-EAT-SLEEP TOGETHER”.

The Initial data or initial community study obtained should now be confirmed and updated by the operators in accordance with their tasked. Members of the team designated as Intelligence specialists and psyops specialist of MSOT are also the Community analyst and Development Specialist of ACCORD respectively.

Normally, at the end of the MSOT immersion is a scheduled “Grand Pulong-Pulong” (GPP). It is conducted in a place which is considered as the center-most. Barangay from a cluster of barangays where MSOT/ACCORD are employed.

During this GPP, some Army Unit Commanders have their own designed special activity such as information caravan, government-on-wheels or presentation of Guerilla Theaters (Stage plays). We are expecting, therefore, attendees from the LGUs, NGOs, GCs, and the Barangay residents to include suspected NPA and sympathizers.

This conduct of one-day GPP will be extended to two (2) to three (3) days and shall be the implementation of the Army “CARES”. Hence, culmination day of the MSOT is the beginning of the Army “CARES” actual implementation.

Prior to the implementation of the “CARES” Program, certain phases must be followed by its implementors who shall be a separate personnel composition from the MSOT or ACCORD. The Planning, Coordination, and Organizing stage of the different committees must be initiated and carried out by the military personnel at the different tactical levels of Command who are tasked of the different respective roles. Ideally, a fourteen (14) man personnel shall compose the executive assistance and as the military representative of the different Technical committee that will be formed which is Multi-agency and multi-sectoral.

MSOT of ACCORD operators who are still immersed at the Barangays shall assist the CARES implementors through the needed information, security and other related activities coming from the barangay.

The first day of “CARES” activity shall include the conduct of the special activity designed for the culmination of the MSOT such as presentation of the stage play and/or response from and NPA Commander.

The 2nd day shall be the continuation of the information caravan/lectures of the different speakers and sportsfest as planned.

The 3rd and final day of the “CARES” shall include activities of the ACCORD-established organization. Such activities may include “Induction of Officer” or Launching of fund-raising project by the community organization”. There is a need, therefore, to plan carefully the activities during the three (3) or two (2) days CARES implementation. On this duration, immediate and short-term basic needs of the barangay folks may be addressed.

As soon as the final day of “CARES” activity has ended, the MSOT operators shall revert to its role as ACCORD operators. Take not that while the “CARES” implementors are busy in the performance of their task/roles, ACCORD/MSOT operators shall serve as the security personnel in their respective barangays and the venue of the “CARES” program.

After three (3) or two (2) days of “CARES” activities, the MSOT/ACCORD operators shall proceed to the developmental activities addressing the medium or even long-term needs of the community.

B. Interplay of ACCORD-Army “CARES” only. (see Chart on page 69)

The only difference on this operational technique from the interplay (MSOT-ARMY-CARES-ACCORD) is the target barangay. The target area must already be cleared from enemy influence so that ACCORD can be implemented.

Guided by the phases of ACCORD, its operators should have completed the setting-up of community organization before the actual implementation of the three (3) or two (2) days “CARES” activities.

This is so because an organized community is easy to control. The manpower services of the members of the ACCORD established organization are very good force multiplier for the military.

Other activities of the community organization such as induction of officers or launching of fund raising project can be included during the culmination day of the CARES activities.

Therefore, it is timely to implement the “CARES” when the ACCORD operators can now start the developmental project in accordance with the identified developmental agenda.

Thus, the succeeding phases after setting-up the community organization shall follow after the implementation of the Army “CARES”

Developmental projects must be tied up with the Barangay Development Plan in consonance with section 109 of the Local Government Code of 1991, to ensure the maximum participation of the counterparts and concerned LGUs, LGAs, Gos & NGOs.

ACCORD operators may leave the target barangay once the community organization had developed its self-reliance capability. Therefore, there is no exact time frame on how many days or months the immersion will last.

CMO Concept/Programs Matrix

This is simply a chronology of events/activities to be undertaken that will serve as a guide to the CMO operators in terms of supervision, implementation, and administration of its various activities.

Guided by the unit CMO operational matrix, the Army Unit Commander can monitor the activities of the his CMO personnel in the AOR.

Guidelines/Policies

The following guidelines/policies will aid CMO Operators to be more clarified and appreciate the conduct of various CMO Activities.

A. GUIDELINES:

1. Modified SOT members must be trained also with the ACCORD Concept and shall have information of the Army “CARES” Program.
2. Modified SOT members shall, in turn, become the ACCORD Operators.
3. Army “CARES” implementors shall be separate team (Technical Committee) from that of the MSOT/ACCOR Operators
4. Modified SOT members/ACCORD operators shall assist in the implementation of the Army “CARES” during the three (3) days activity.
5. Completion of Immersion in the barangay shall be dependent on the completion of the developmental projects/self reliance capability of the ACCORD-established community organization.

6. Activities of the ACCORD operators in Phase II – Immersion; III – Mobilization & Empowerment; and IV – Community Agenda Development shall be done during the immersion Phase of the Modified SOT.

7. Priority of Target Areas are the brgy reported to have regained by Dissident terrorist's influence.

8. Army "CARES" shall be conducted in the most populated area within the cluster of Brgys.

9. In areas where Modified SOT are not conducted/applicable, the Army "CARES" shall be complement the conduct of ACCORD operations or vice versa.

10. Always ensure Staff coordination's (S2 & S3) so as to have common understanding of the different stages/phases during the implementation of the CMO Program.

B. POLICIES:

1. Support in the conduct of MSOT shall come from the Area Command.

2. Support for the conduct of Army "CARES" and ACCORD shall be source from the Phil Army.

3. After activity/accomplishment reports of Army "CARES" shall be submitted to this Hqs (Attn: AC7, PA).

4. All pictorials shall be corresponding actions, soldiers must be identified in the picture (s).

5. Detailed information about the ACCORD and of the Army "CARES" are separately published in handbooks and Letter Directives/Brochures respectively. Also, a Letter Directive about the ALPS was published on 03 February 1998.

CONCLUSION:

It is expected that MSOT will be employed in area where the LCM has greater influence. Security aspects shall be seriously considered, particularly in the deployment of a Strike Force which should be mutually supportive to the MSOT operators.

The conduct of MSOT operators shall be complemented by the ACCORD operations. This will address the lapses of previous SOT operations and the LAMBAT BITAG.

The implementation of the Army "CARES" program is complementary to MSOT and ACCORD operations.

To ensure therefore that the will of enemy to fight is weakened. CMO Programs must be vigorously carried out.

Please be reminded that whatever good things done will not be appreciated by higher headquarters unless proper reports are submitted and people around us will no know the many positive result from beneficiaries when not exploited in the media.

- E N D -

NEGOTIATION TECHNIQUES

NEGOTIATION: is a peaceable procedure for reconciling and or compromising known differences.

- is to decide issues on their merits rather than through haggling process focused on what each side says it will and won't do.
- Is a basic of getting what you want from other.
- It is back and forth communication designed to reach an agreement when you and the other side have some interest that are shared and others that are opposed.

WHO SHOULD NEGOTIATE

(What type of an individual be entrusted with the task of heading a team to conduct actual negotiation)

1. Men of responsible intellect good habits and behavior;
2. A happy medium the extroverts;
3. A good plain spoken man who is also a gentleman;
4. A man who is not afraid to face an issue head on;
5. One who is capable of having and fighting for conviction
6. One who is capable of making a decision (assuming he has the authority to do so) and his decision must be right 95% of the time;
7. One who is able to assume additional and unexpected responsibility in stride
8. One who has much self-confidence.
9. One who has high sense of humor.
10. One who is more practical than theoretical and has the ability to make a policy fully operative.
11. One who combines the human traits discussed one who is mentally TOUCH and PRACTICAL.

GOOD FAITH

Definition

An honest desire to reach agreement on the differences which exist through compromise and a realization that the agreement thus reach should be **fair** and **reasonable** for both sides, if the agreement is to endure'.

TWO DISTINCT TYPES OF NEGOTIATION

-One or both sides know exactly what other side wants before going to be negotiation

-both sides have agreed on a general objectives but the actual position of each side is not known until the parties reach the table.

When I'm getting reach to reason with a man, I spend.
One – third of my time thinking about my self and
What I'm going to say and two third thinking about
Him and what he is going to say.

ABRAHAM LINCOLN

ATILLA ON 'THE ART OF NEGOTIATION'

- Always maintain the diplomatic initiative in all negotiation. Be on the offense always-never lose contact with your enemy.
- Always negotiate at the lowest level possible. This will serve to resolve small things before they grow out of proportion and make negotiating impossible.
- Never trust negotiations to luck Enter every session armed with knowledge of the enemy strengths; and weaknesses, knowing his secrets makes you strong and allows you to better deceive him as to your ultimate goals.

Keep negotiation secret

- time is your ally when you're negotiating. Never rush into negotiations
- Never arbitrate. Arbitration allows a third party to determine your destiny. It is a resort of the weak
- Never make negotiation difficult on immediate. Lesser points, at the cost greater outcome
- In negotiation you must take well-studies risk.
- Be aware of the temperament in your foe's camp
- Never overestimate your own adroitness. You may simply be negotiating with a weak opponent though formations; this will not always be the situation.
- Never intimidate;
- Honor all commitments you make during negotiations lest your enemy fail to trust your word in the future.
- Remember agreement in principle does not dictate agreement in practice.
- Be bold in facing the inevitable
- Be keenly aware of time

TWO ESSENTIAL ELEMENTS NEGOTIATION:

- Good faith
- Flexibility

THREE (3) WAYS TO NEGOTIATE

1. Soft
2. Hard
3. Both Hard and Soft principle

SOFT NEGOTIATOR

- Wants to avoid present conflict
- Makes concessions readily in order to reach agreement
- He wants amicable resolution: yet he often ends up exploited and feeling bitter.

HARD NEGOTIATOR

- Sees any situation as a contest of wills in which the side that taken the more extreme position and holds out longer better
- He wants to win

PRINCIPLE OF NEGOTIATOR

- Look for mutual gains wherever possible.
- Hard on the merits, soft on the people.

SOME COMMON TRICKY TACTICS (TECHNIQUES IN NEGOTIATION)

THREE (3) CATEGORIES:

1. DELIBERATE deception – misrepresentation about facts, authority, or intentions
 - a. PHONY FACTS – false statement
 - b. Ambiguous Authority
2. Psychological Warfare – designed to make you feel uncomfortable, so that you will have a sub-conscious desire to end the negotiation as soon as possible.

Example: Stressful situation: personal attack, threats, good guy/bad guy routine

3. Positional Pressure Tactics – designed to structure the situation so that only one side can effectively make concessions.

A. Refuse to Negotiate

Example: Iranian Hostage Crisis (1979)

Lawyer: 'I'll see you in court' statement.

COUNTER MEASURES:

1. Recognize the tactics as a possible negotiating play.
2. Talk about their refusal to negotiate. Communicate either directly or through 3rd parties.
3. Don't attack them.
4. Find out their interests in not negotiating.
5. Suggest some options (3rd parties letters, private individuals like press people)

B. Extremes demands – Goal is to lower expectations.

--- END ---

ANNEX D (E.O 309 as amended) to AFP Campaign Plan “LAMBAT BITAG”

EXECUTIVE ORDER NR 309

(As amended by Executive Order No/ 317 dated February 5, 1998
and Executive order Nor 320, dated March 11, 1988)

REORGANIZATION THE PEACE AND ORDER COUNCIL

WHEREAS, the threat to peace and order posed by criminality, insurgency and subversion requires the dedicated efforts of all government officials and citizens;

WHEREAS, it is the duty of local governments, the law enforcement agencies, the prosecution services, and similar institutions of government to assist the Chief Executive in the proper enforcement of the laws and the administration of justice;

WHEREAS, Governments efforts at peace and order need to be fully coordinated to effectively prevent and suppress criminality and to maintain public order and safety in the land;

WHEREAS, the participation of the citizenry in peace and order is of critical importance:

NOW, THEREFOR I, CORAZON C AQUINO, President of the Republic of the Philippines, by virtue of the power vested in me by the Constitution and the laws, do order and direct the following:

SECTION 1. Reorganization of the Peace and Order Council

a. The Peace and Order Council is hereby reorganized on the national. Regional, provincial, city and municipal levels of government to be constituted as follows:

- The Secretary of Local Government as Chairman;
- The Secretary of National Defense as Vice Chairman;
- The Secretary of Justice Development
- The Secretary of Social Welfare and Development
- The Secretary of Public Works and Highways;
- The Secretary of Trade and Industry
- The Press Secretary;
- The director of National Security Council;
- The Chairman of the National Peace Commitment
- The Director of the National Bureau of Investigation
- The Chairman of the National Police Commission;
- The Chairman of the Commission on Human Rights
- The Executive Director of the Dangerous Drugs Board
- The AFP Chief of Staff]
- The Chief PNP
- Eight (8) representatives from the private sector who shall be appointed by

the Chairman, representing the academic, civic, religious, youth labor, legal business, and legal organization. As amended by Executive Order No. 317.

- b. A special action Committee shall be organized within the NPOC, composed of the Secretary of Local Government, Secretary of National Defense, Secretary of Social Welfare and Development, Secretary of Justice and the AFP Chief of Staff to take decisive action in emergency situations. (as amended by Executive Order No. 320)
- c. The regional Peace and Order Council (RPOC) shall be composed of the regional counterparts of the departments, offices and agencies enumerated in paragraph (a) wherever applicable to be appointed by their respective agency heads. The RPOC Chairman and Vice Chairman shall be appointed by the Chairman of the NPOC.
- d. The provincial Peace and Order Council (PPOC) shall be composed of the provincial counterparts of the departments, offices and agencies as enumerated in paragraph (a) wherever applicable to be appointed by their respective agency heads, with the provincial Governor as Chairman and the Provincial Vice-Governor as Vice Chairman. In addition, there shall be one representative of the Sanggunang Panlalawigan to be chosen by it from among its members. The Chairman of the Provincial Peace and Order Council shall appoint at least three (3) representatives of the private sector as enumerated under paragraph (a) upon consultation with the members of the council at his level (PROC) Departments, offices and agencies with no regional and/or field offices may deputize the representatives on the provincial level. (As amended by the Executive Order No. 317).
- e. The City or Municipality Peace and Order Council shall be composed of the city or municipal counterparts of the departments, offices agencies as enumerated in paragraph (a) wherever applicable, to be appointed by their respective agency heads with the city municipality Mayor as Chairman and the respective Vice-Mayor as Vice Chairman. In addition there shall be one representative of the Sangguniang Panglungsod or Sangguniang Pangbayan from among its members. The Chairman of the CPOC or MPOC shall appoint the representative from the veterans group of the locality and at least (3) representative of the private sector as enumerated under paragraph (a) upon consultation with the members of the Council at this level (CPOC or MPOC).

Departments, offices and agencies with no city/municipal and/or field offices may deputized their representatives on the city or municipal levels. (as amended by Executive Order No. 317).

SECTION 2. Responsibility of the National Peace and Order Council. The Peace and Order Council at the national level shall be responsible for the following functions:

- a. To prepare and recommend for the approval of the president, proposal, measures, thrust and strategies that would effectively respond to peace and order problems.
- b. To coordinate and monitor peace and order plans, projects and the operations of Civilian Volunteer Self Defense Organizations and such other counter-insurgency programs and activities.
- c. To perform such other duties and functions as the president may direct.

The government agencies which are members of the NPOC shall create and organized a Task Force for Peace and Order in their own departments. (as amended by Executive Order No. 320).

SECTION 3. Implementing rules and Regulations – The National Peace and Order Council shall issue appropriate implementing rule and regulations to carry out the objectives of this Order. (as amended by Executive Order No. 320).

The Chairman of the Peace and Order Council upon the direction of the president of the Philippines may be authorized to issue directives and guidelines to insure an effective implementation of the Rules and Regulations. (as amended by Executive Order No. 320)

SECTION 4. Repealing Clause - All prior issuance on the organization and functions of the Peace and Order Council inconsistent herewith shall be deemed superseded by this Order.

SECTION 5. The reorganization of the Peace and Order Council as herein provided shall take effect immediately and be completed with thirty (30) days thereafter.

- E N D -

EXECUTIVE ORDER NR 03

DEFINING POLICY AND ADMINISTRATIVE STRUCTURE FOR GOVERNMENT'S COMPREHENSIVE PEACE EFFORTS

WHEREAS, a primary objective of the government is the attainment of a just, comprehensive and enduring peace under the rule of law and in accordance with constitutional processes, which is the basic foundation for sustainable economic and human development and national prosperity;

WHEREAS, as just comprehensive and enduring peace requires not merely the end of internal armed conflicts, but just as importantly the resolution of root causes of the armed conflicts and social unrest, transformation of Philippine society to one characterized by justice, equity, tolerance, harmonious pluralism, and full respect for human rights:

WHEREAS, the nationwide public consultations of the National Unification Commission recommended a comprehensive, integrated and peace process comprising "Three Principles and Six Paths to Peace" "Necessary for the attainment of a just and enduring peace; WHEREAS, this comprehensive integrated and holistic peace process was adopted as government policy under Executive Order No. 125, s. 1993, which created the Office of Presidential Adviser on the Peace Process;

WHEREAS, there is a desire to reaffirm the government's continuing commitment to this comprehensive peace process and to consolidate its gains;

WHEREAS, in line with the administration's policy to reconstruct the peace process, there is a need to strengthen and processes and rationalize structures towards an effective and integrated approach to the pursuit of peace, responsive to the changing situation in the country and lessons learned from the past implementing;

WHEREAS, there is a need to further enhance the contribution of civil society to the comprehensive peace process by institutionalizing the people's participation's;

HOW, THEREFORE, I GLORIA MACAPAGAL ARROYO, President of the Republic of the Philippines, by virtue of the powers vested in me by law, do hereby order;

Section 1. Scope. The government's policy framework for peace, including the systematic approach and the administrative structure for carrying out the comprehensive peace process. Shall be governed by this Executive Order.

Section 2. The Systematic Approach to Peace. The government shall continue to pursue a comprehensive, integrated and holistic approach to peace that is guided by the principles and processes laid down in this Executive Order. These shall provide the framework for the implementation, coordination, monitoring and integration of all government peace initiatives, and guided its partnership with civil society in the pursuit of a just and enduring peace.

Section 3. The three Principles of the comprehensive Peace Process. The comprehensive peace process shall continue to be governed by the following underlying principle;

a. A comprehensive peace process should be community-based, reflecting the sentiments, values and principle important to all Filipinos. Thus, it shall be defined not by the government alone, nor by the different contending groups only, but by all Filipino as one community.

b. A comprehensive peace process aims to forge a new social compact for a just, equitable, human and pluralistic society. It seeks to establish a genuinely pluralistic society, where all individuals and groups are free to engage in peaceful competition for predominance of their political programs without fear, through the exercise of rights liberties guaranteed by the Constitution, and where they may compose for political power through an electoral system that is free, fair and honest.

c. A comprehensive peace process seeks a principled and peaceful resolution to the internal armed conflicts, with neither blame nor surrender, but with dignity for all concerned.

Section 4. The six paths to Peace the component of the comprehensive peace process comprise the processes known as the “Paths to Peace’ These component process are interrelated and not mutually exclusive, and must therefore be pursued simultaneously in a coordinated and integrated fashion. They shall include but may not be limited to, the following:

a. PURSUIT OF SOCIAL, ECONOMIC AND POLITICAL REFORMS.

This component involves the vigorous implementation of various policies, reforms, programs and projects aimed at addressing the root causes of internal armed conflicts and social unrest. This may require administrative action, new legislation, or even constitutional amendments.

b. CONSENSUS BUILDING AND EMPOWERMENT FOR PEACE

This component includes continuing consultations on both national and local levels to build consensus for a peace agenda and process, and the mobilization and facilitation of people’s participation in the peace process.

c. PEACEFUL NEGOTIATED SETTLEMENT WITH THE DIFFERENT REBEL GROUPS. This component involves the conduct of face-to-face negotiations to reach peaceful settlement with the different rebel groups. It also involves the effective implementation of peace agreements.

d. PROGRAMS FOR RECONCILIATION, REINTEGRATION INTO MAINSTREAM SOCIETY AND REHABILITATION. This component includes programs to the legal status and security of former rebels, as well as community-based assistance programs to address the economic, social and psychological rehabilitation needs of former rebels, demobilized combatants and civilian victims of the internal armed conflicts.

e. ADDRESSING CONCERNS ARISING FROM CONTINUING ARMED HOSTILITIES. This component involves the strict implementation of laws and

policy guidelines and institutions of programs to ensure the protection of non combatants and reduce the impact of the armed conflict on communities found in conflict areas.

f. BUILDING AND NURTURING A CLIMATE CONDUCTIVE TO PEACE.

This component includes peace advocacy and peace education programs, and the implementation of various confidence building measures.

SECTION 5, Administrative Structure for carrying out the comprehensive peace process shall be as follows:

a. **THE PRESIDENCY.** The president shall exercise active and focused leadership that is essential for the effective pursuit of the comprehensive peace process.

b. **PRESIDENTIAL ADVISER ON THE PEACE PROCESS.** The Presidential adviser on the peace Process (PAPP) shall be charged with the management and supervision of the comprehensive peace process. The PAPP shall be appointed by the President and shall have the rank and remuneration of a Cabinet Member: He shall have authority to coordinate and, in behalf of the supervision and control over the specific structures and programs designed for the implementation of the comprehensive peace process. He shall have the following and responsibilities.

1. Advice and assist the President in the management, direction and supervision of the comprehensive peace process;

2. Recommend to the President policies, programs and action to implement the comprehensive peace process.

3. Report to the President on the progress of implementation of the comprehensive peace process;

4. Supervise the government agencies and instrumentalities to include their programs and activities, purposely created for the implementation of various component of the comprehensive peace process, such as the Government Peace Negotiating Panels and the National Program for Unification and development;

5. Coordinate with other government agencies involved in the implementation of the comprehensive peace process, including the National Amnesty and the National Anti-Poverty commission as well as the various department and instrumentalities which should participate or provide support to the over all effort;

6. Conduct regular dialogues with the National Peace Forum and other peace partner to seek relevant information, comments and recommendations as well to render appropriate and timely reports of the comprehensive peace process.

7. Perform such other functions as directed by the President.

c. **GOVERNMENT PEACE NEGOTIATIONS PANELS.** There shall be establish Government Peace Negotiating Panels (GPNPs) for negotiations with different rebel groups, to be composed of a Chairman and four (4) members who shall appointed by the president as her official emissaries to

conduct negotiations with rebel groups. They shall reports to the President, through the PAPP, on the conduct and process of their negotiations.

The GPNPs shall each be provided technical support by a Panel Secretariat under the direct control and supervision of the respective Panel Chairmen. They shall be authorized to hire consultants and organize their own Technical Committees to assist in the technical requirements for the negotiations.

Upon conclusion of a final peace agreement with any of the rebel groups, the concerned GPNP shall be dissolved. Its Panel Secretariat shall be retained in the office of the Presidential Adviser on the peace process (OPAPP) for the purpose of providing support for the monitoring of the implementation of the peace agreement.

d. PANEL OF ADVISERS. There shall be a Panel of adviser for each of the GPNPs, composed of representative from the senate. House of Representatives, members of the Cabinet and representatives of civil society and other adviser as may be designated by the President upon recommendation of the PAPP, which shall function as an advisory body to their respective GPNPs on their negotiations.

Section 6. National Program for Unification and Development Council. The National Program for Unification and Development Council (NPUDC) shall be charged with the implementation of programs for the reconciliation and into mainstream society of former rebels, through area-based projects and activities to address their economic, social and psychological rehabilitation needs.

Section 7. the National Amnesty Commission. The National Amnesty Commission (NAC) shall take charge of the government's amnesty program to address the legal status and security of former combatants. The PAPP shall be in active coordination with the (NAC) is ensuring the appropriate response of government to the needs of former combatants.

Section 8. The National Peace Forum;. To crystallize the partnership between the government and civil society in the pursuit of a just and enduring peace, there shall be a National Peace forum (NPF) which shall function as an advisory body to the PAPP. It shall be the principal forum for the PAPP to consult with and seek advise from the peace advocates peace partners and concerned sectors of society on both national and local levels on the implementation of the comprehensive peace process, as well as for government-civil society dialogue and consensus-building on peace agenda and initiative.

Section 9. The Office of the President Adviser on the Peace Process. The Office of the President Adviser on the Peace Process (OPAPP) shall provide technical and administrative support to the PAPP in the discharge of his functions for the coordination and implementation of all components of the comprehensive peace process.

The secretariat of the National Peace Forum (NPF) established under EO 115,s, 1999 shall be integrated into and function as a component unit of the OPAPP.

Administrative support service for the GPNPs shall be provided by the OPAPP.

Section 10. Implementing Rules and Regulations subject to the approval of the Office of the President, the PAPP shall promulgate the necessary implementing rules and regulations to carry out the provisions of this Executive Order.

Section 11. Funding the approved budgets of the OPAPP, the National Program for Unification and Development council and the National Peace Forum for the current year shall be the source of funds for the implementation of the comprehensive peace process for the year 2001. Appropriation for succeeding years shall be incorporated in the budget of the OPAPP and other agencies concerned.

Section 12. Repealing clause. All executive Order, rules and regulation and other issuance's, or parts thereof, which are inconsistent with this Executive Order are hereby repealed or modified according.

Section 13. Effectively. This Executive Order shall take effect immediately.

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7 PHASES OF SOT

The SOT operation is a part of the unit campaign plan. The Sot main element strategy is the gradual constriction of a guerilla front by mobile battalions of a task unit in liberating the enemy ...”affected and non-affected” barangays one after another.

The primary objectives are the dismantling of the CPP/NPA/NDF barangay political inlets, and intensifying the organization of village Security Defense through CAFGU/CAA. These organizing activities are complemented with conscious effort to seek a decisive engagement against the enemy at every opportune time.

Organizing the “affected” barangay in reverse is to dismantle guerrilla front involving the application of the SOT’s seven phases of operation namely. Organization and Training, Intelligence or Psycho-social Investigation, Psychological Operation, Neutralization Organization and Mobilization, Village Defense and Economic/Barangay development.

Phase I. Organization and Training.

Proper organization and training is encouraged to prepare the prospective operations to proper use of the TRIAD (Intel, Psyops and Security).

1. Organization.

a. The minimum size of SOT is nine-man team. This is organized Into Team Leader, Asst Team Leader, two Psyops Specialists/Medics, two Intelligence specialists, a radio operator, two security elements who have triad capabilities.

b. For a platoon, the SOT follows the Tactical Platoon organization with a Platoon Hqs (Pltn leader, Pltn Sgt, Radio Optr) and three Rifle Squads (SOTs). However, if the Psyops and Security Squad Each squad is trained to perform the function of the other squads. The intelligence team is composed of intel Sgt, Interrogator/investigator/and Order of Battle Specialists. The PSYOPS team is composed of a team leader, asst leader and propagandists/speakers bureau. The Security team is composed of a team leader, asst team leader and riflemen which take care of providing security to the other teams.

c. Based on ENEMY’s territorial organization of a SECTION Committee (SECOM), a company size SOT operation is needed. This is organized from the rifle companies of an Infantry Battalion. This is composed of a company Hqs, one Special Operations Pltn, one Stay-behind Pltn and one Strike Pltn.

The SOT Pltn, organized as previously mentioned, is tasked to neutralize the ENEMY’s political infrastructure in the barangays.

The Stay-behind Pltn whose task is to organize and mobilize the populace for Village Defense is organized similar to SOT Pltn.

While the Strike Pltn is organized similar to SOT Pltn, its primary mission however, is to fix and annihilate the armed components of the ENEMY.

1. Training.

a. Objective and concept

This area of instruction examines the conduct of SOT training the Operations not only to Inf Bn and line companies but also the other combat support and combat Service Support Units in the Philippine Army. The course covers a two-week indoor training (Theoretical) and one month field training (Practicum) to be conducted in priority target areas set by the Brigade or Inf Bde. The theoretical phase will focus on the knowing ourselves and knowing the enemy and how it will be conceptualized thru SOT operation. In the Field training Exercise (FTX) or the Practicum, Phase, the students will actually execute the techniques and tactics of SOT of SOT operations to appreciate more the theories they have learned in the classrooms.

b. Recruitment

Special qualifications are considered for those would be operations. Leadership, perseverance, good altitude, mission oriented and determination are needed. Boasting, drunkenness, womanizing, liberty, usurpation of authority and other malpractice are deterrents and counter productive to the mission.

c. Development of the Training Program

1. Responsibility

The Special Operations Team Training Program is divided into the echelons of responsibility, that which is held by the initiating headquarters and those responsibilities sanctioned by the training director of the program.

a) Responsibilities of the initiating headquarters.

(1) Selection of the training headquarters.

(1) Determining the concepts of training to be conducted.

(2) Establishing effective training dates and designating individuals or units to undergo training.

(3) Outlining support and requesting procedures to include approximate availability of troops equipment.

b. Responsibility of the training director.

The training director is responsible for the detailed planning to include requirement and overall conduct of the program considering guidance from the initiating headquarters.

and equipment.

- (1) Select and request training areas, facilities
- (2) Request civilian and military instructors.
- (3) Prepare civilian and military instructors.
- (4) Rehearse and train instructors.
- (5) Effect all coordination necessary prior to

and during the training phase.

2. Selection of Personnel

The training director of the Program must be carefully selected since his initiative and supervision determine to the great extent the success of the mission. It is highly desirable that he has undergone training and is qualified to conduct special operation team strategy in counterinsurgency. All other military instructors involved in the program must have the same qualifications.

3. Personnel Requirements

The training staff is composed of the following:

a) Training Director – The training director is responsible for the preparation and implementation of both administrative and operational for the training. He prepares the weekly training program.

b) Assistant Training Director – the assistant training director assists the training director on all matters pertaining to the training.

c) Instructors – Officer and Enlisted Personnel instructors must be SOT trained and qualified to conduct practicum. A minimum of one officer instructor per platoon and one cadre per squad is a requirement.

d) Tactical Officer – The primary function of the tactical officer is to supervise, maintain records, conduct counseling, inspect and evaluate the overall performance of the students.

e) Tactical NCO – the tactical NCO assists the tactical officer in his function.

f) Class Organization

a. Individual Training – The class is organized into one company composed of SOT platoons under the company commander executive and intelligence and the CMO Officer.

b. Unit training – The Integrity of the unit must be maintained.

PHASE II. PSYCHO-SOCIO INVESTIGATION

1. Intelligence should be the bases of all activities stipulated in the SOT Stratagem Determination of Combat and counter Intelligence are known for general information prior to entry.

2. The key word to Combat Intel is PWET, P stands for people, W for weather, E is for enemy and T is for terrain.

a. People – (PERSIA)

1) Population and Political Profiles

- (a) Number of barangays in the target area.
- (b) Number of male/female.
- (c) Lists of local/line agencies.
- (d) Party affiliation of local leaders.

2) Economic Profile

- (a) Statistics of income per capita per family.
- (b) Number/percentage of unemployed/employed.
- (c) Government program/assistance in the area if any.

3) Religion

- (a) Percentage of Roman Catholic.
- (b) Percentage of Non-Catholic
- (c) Percentage of Iglesia ni Cristo
- (d) Percentage of Fanatics
- (e) Religious organizations and leaders

4) Social Profile

- (a) Social organization, if any
- (b) Government Services;

(1) Education

- (a) Number of Private/Govt Schools
- (b) Percentage of drop-outs/out-of-school youth.
- (c) Existing teachers and students
- (d) Percentage of literates/illiterates

(2) Health

- (a) Status of Govt Health Services in the
- (b) Number of Privated/Public Hospitals

(3) Justice Services

Community

- non insurgency.
 - (a) Status of criminal cases, insurgency and
 - (b) Charges filed, if any.
- (4) Housing
- (5) Techno-Scientific
 - a) Transportation
 - (1) Road and inland river
 - (2) Coastal
 - (3) Rail
 - b) Energy Sources
- (6) Industry
 - (a) Commercial Establishments
 - (b) Cottage industries
 - (c) Industrial Firms
 - (d) Labor/Workers Organization
 - (e) Worker's Compensation
 - (f) Multi-National Management
- (7) Agriculture
 - (a) Main Crop
 - (b) Animal Husbandry
 - (c) Fishing
 - (d) Pattern of land ownership
 - (e) Income Distribution
 - (f) Organization
- b. Weather
 - (1) Dry season
 - (2) Rainy Season
- c. Enemy
 - (1) Ideological Weapons
 - (a) Manism
 - (b) Leninism
 - (c) Thoughts of Mao Tse Tung
 - (2) Propaganda
 - (a) Imperialism
 - (b) Feudalism

- (c) Bureaucrat-Capitalism
- (d) Local issues

(3) Organization

- (a) Communist Party of the Philippines (CPP) – Party Build-up.
- (b) New People’s Army (NPA) – armed build-up.
- (c) National Democratic front (NDF) – United Front build-up.

(3) Mobilization

(a) Political

- (1) March/Rally/Demonstration
- (2) Strikes
- (3) Symposia, etc.

(b) Armed

- (1) Raids
- (2) Ambuscades
- (3) Harassments
- (4) Liquidation/Assassinations
- (5) Kidnapping
- (6) Extortions

c) Terrain

- (1) Cover/Concealment
- (2) Observations and fields of fire
- (3) Critical terrain feature
- (4) Obstacle
- (5) Avenues
- (6) Others

(a) Political Maps

(b) Military Maps

(d) The barangay Module and its Categorization.

According to Mao, “A journey to a thousand miles will start on the first step”. The barangay organization and mobilization are the enemy’s first step in countryside works to surround the city. The SOT operators, therefore must understand how these enemy activities are being carried out in order to categorize the barangays and planned for neutralization.

- (1) The barangay Module has four steps namely:

- (a) Infiltration of the Barangay or the creation of Barangay Liaison Group (BLG).
- (b) Preparatory orgn or creation of Organizing Grp (OG).
- (c) Consolidation or creation of Organizing Committee (OC).

(d) Total CPP influence (control of the barrio or the association where Party Branch is set to be controlled by the Party Group (PG) for mobilization.

(1) Infiltration

The infiltration of barangay is carried out by semi-legal team (SLT) or armed propaganda unit (APU) usually numbering from 3-5 members. Preliminary Social investigation and Class Analysis (PSICA) is conducted by the SLT and contact building is done. The contacts are organized into the barangay liaison group (BLG) to help the SLT complete the social, investigation, spotting recruit and organize the barangay. The requisites of infiltrating the barangay are the following:

- (a) Initial link of CPP in the barangay.
- (b) Gather information.
- (c) Identify probable recruits.

(2) Preparatory Organization. When the PSICA is completed and probable recruits are contacted and checked for acceptability, the BLG is then dissolved. Secret and cellular organizing inevitably destroy the unity of the family. This is done intentionally to eliminate a major component of the party for loyalty and dedication. The requisites of the OGs are the following:

- (a) Secret sectoral core organization;
- (b) Members come from farm categorized as:
 - (1) Lower peasant – no personal land to till.
 - (2) Lower middle peasant – have a small piece of land but the product of which is just enough to support the family with austerity.
- (c) Seven to ten members.

Consolidation. The leaders of the sectoral organizing groups are organized into Organizing Committees (CGs) during the consolidation phase to supervise the OGs. The requisites of the formation of the OGs are:

- (a) Second steps in solid organizing.
- (b) Prepares members for leadership.
- (c) Control three to ten sectoral OGs.
- (d) Organize after five to eight months.

Consolidation is carried out in two steps. The first is the ideological Development where indoctrination to develop commitment is made. The second step is the functional step where groups are created to undertake activities which are designed to prepare the barangay as an organ of political power (OPP).

(d) Organize after five to eight months.

(4) Total CPP influence of the Barangay. On the last phase of consolidation, the different sectoral organizing committee elect their respective representatives to the Barangays Association (BA). The barangay where an invisible government is created which takes over and support the duly constituted authority.

When the SLT supervising the barangay deems that the BA leadership is adequate and potential leaders have emerged, the SLT initiates the formation of the Barangay Party Branch. Selected members are sworn in as members of the party and they are termed as Party Group (PG).

2) **Barangay Categorization.** The team should be aware on the category of the target barangay. Barangays are classified either as threatened, infiltrated or influenced.

a) TREATENED. A barangay is classified as threatened when there are attempts by insurgent cadres to establish one. Armed propaganda team visits the barangay occasionally. Indicators of insurgents activities are as follows:

- (1) appearance of new forces in the barangay;
- (2) Continuous barking of dogs during night time;
- (3) Unusual gathering of political, social and economic data; and
- (4) Contact building

(b) INFILTRATED. A barangay where several organizing group exists, youth, peasants and women. People are sympathetic and provide support to the insurgents and a significant number of the residents can be mobilized for a mass or group actions. Indicators are as follows:

- (1) **Anti-government slogans printed on walls.**
- (2) **Unusual gathering of barangay populace.**
- (3) **Emergence of dubious association by sectoral groups.**
- (4) **Neutralization of known notorious characters/personalities.**
- (5) **Sighting of suspicious vehicles.**
- (6) **Liquidation of local officials and prominent persons.**
- (7) **Threat Letters.**
- (8) **Kidnapping.**

- (9) Proliferation of subversive materials.
- (10) Staging of cultural show or play with political undertones.
- (11) Unusual or unexplained gatherings (teach-ins, meetings, group studies, etc)
- (12) Increased travel to remote and isolated area.
- (13) Vandalism/travel to remote and isolated area.
- (14) Verbal attacks to embarrass or ridicule local officials and military.
- (15) Disruption of normal life patterns.
- (16) Decrease of enrollment at elementary level.
- (17) Sightings of armed men in immediate vicinity.

c) **INFLUNED.** A stage where there exist organizing committee and an association handled by the party group of the party branch. Majoring of the residents are sympathetic and supportive, thus mass action can be organized and directed against the duly constituted government. Militias are also created. Indicators are as follows:

- (1) Presence of armed guerrilla
- (2) Indifferent attitude towards the local officials and the military
- (3) Absence of dogs
- (4) Refusal to pay government tax
- (5) Refusal by tenants to payment to the landlords
- (6) Unusual cocking at night time
- (7) Unexplained disappearance of youth and able bodied residents
- (8) Rejection on the establishments of military detachments or check-points.
- (9) Refusal of the populace to accept the assistance during barangay activities
- (10) Refusal of teachers to go to barangay schools
- (11) Semblance of curfew in the barangay
- (12) Unusual decrease or increase of farm animals
- (13) Presence of communal type of farming
- (14) Singing of revolutionary songs
- (15) Participation of barangay populace in anti-government rally and demonstration
- (16) Denouncing military abuses through demonstrations and mass actions
- (17) Tuning of radios to anti-government commentators and radio programs and
- (18) Progressive taxation

3) Counter Intelligence. The SOT Operators must know how CI works in order to secure the operations.

- a) Personnel Security

(1) Personnel background of the operator, his moral discipline, commitment and sincerity must be checked.

(2) Loyalty to service

b) Physical Security

(1) Perimeter defense

(2) Guarding Systems

(3) Passwords/Countersigns

c) Commo/Info Security

(1) Classification of commo

(2) Control of commo

d) Operation Security

(1) Classification of commo

(2) Dental/Deception

PHASE III. PSYCHOLOGICAL OPERATIONS

1. The complete knowledge of the area and the enemy will lead to an effective Psyops. It is thru this activity that the ultimate goal of the SOT to neutralize the barangay political Infrastructure is being carried out. Presenting a credible issue will definitely influence the minds, emotions, attitudes and behavior of the target audience. The battlefield is the heart and mind of the people.

2. Psychological operations are specific activities designed to use persuasion as a means in achieving an objective. It covers the entire communicative spectrum from face-to-face communication to the use of mass media. Persuasion becomes propaganda when any information, ideas, doctrines or special appeals are disseminated to influence directly or indirectly the opinions, emotions, attitudes or behavior of any specific group. While propaganda is the main activity of psyops, there are numerous other types of action that can be used by psyops operators. These Psychological actions involved, printed, and audio-visual media, face-to-face communication and activities such as civic action (CIVAC) programs, civil assistance, barangay immersions, rallies and demonstrations. Psychological operations are not substitute for military strength but used as a force multiplier. When properly integrated and utilized, it can contribute directly to the success of the military force. Psyops serves as a catalyst, which can make the differences between success and failure in military operations.

a. SOT PSYOPS ACTIVITIES

The following are guidelines and procedures to carry out the psyops phase of the SOT stratagem

1) Coordination

Cooperation, coordination and involvement of the following groups are needed:

(a) Friendly Forces.

The Control and Command Group coordinate with the friendly units operating in the area. They are informed the SOT activities and are encouraged to be involved by performing special task related to their respective inherent mission. Commanders of friendly forces are given due recognition and given a distinct role in the aspect of security and limited operations.

The Control and Command Group coordinate with the friendly units operating in the area. They are informed of the SOT activities and are encouraged to be involved by performing special task related to their respective inherent mission. Commanders of friendly forces are given due recognition and given a distinct role in the aspect of security and limited operations. Coordinated efforts could be as follows:

(1) PA troops. Assist the SOT contingent in target areas. See to it that plans are coordinated in this campaign plan on gradual constriction. Prepare to act as stay-behind group.

(2) PC/INP. As a territorial force to help, assist and facilitate the filing of charges to concerned individuals.

(3) CAA. Limited tactical operation with the AFP unit. They are operationally under control.

(b) Local Government

(1) Provincial Level. The Brigade Commander and/or Battalion Commander or his authorized representative in the area should lead the SOT group in paying a courtesy call to the Provincial governor. During the call, the governor should be appraised in the following:

(a) The extent of the Communist threat in the province.

(b) The existing government programs relative to insurgency problems which involves local agencies of the government.

(c) The SOT campaign to the implementation of the government program of reconciliation and development. Motivates the provincial governor to support the SOT activities. Emphasizing on long range benefits that will be derived but of the successful campaign in terms of peace and order, stability and economic development.

(2) Municipal Level. The Battalion Commander or his duly designated representative should lead a courtesy call with the municipal mayor. The mayor is also appraised of the prevailing insurgency threats, the programs of the government related to counter-insurgency and the intent and objects of the SOT.

The SOT leader should influence and motivate the mayor to call for a meeting to be attended by the municipal council, association of Barangay Captain, representatives of the local government agency, religious and business sector and the local civic

organization to be held preferably in the Municipal Hall. Should an immediate meeting be not possible, a schedule meeting would be set.

Key speakers should be arranged with emphasis on the following topics:

- (a) Existing threat of the communist within the geographical area of the municipality.
- (b) Actions to be done to counter the threat and the repercussions if no counter action is done about the threat.
- (c) Evils of Communism
- (d) Government programs related to counter-insurgency involving the local government.
- (e) The SOT as a bridge for dissemination of EO # 103 and the Amnesty.
- (f) Persuasion for the local government, religious and business sectors and local civic organization to be involved in the SOT effort particularly in the requirements for the reorientation of the returnees in the live-in-seminar.

2) Barangay Level. The unit commander with SOT platoon leader influence and motivate the Barangay Captain to hold an assembly must be scheduled at the earliest possible day. Topics must be emphasized during the assembly are as follows:

- a) Existing of the communist in the barangays,
- b) Actions to be done to counter the threat and the repercussions if no counter action is done about the threat,
- c) Executive Order # 103, emphasizing on the roles of the Barangay Officer in the reconciliation process and the EP # 300, AMNESTY PROGRAM; and
- d) The SOT as a tool for reconciliation and development.

The motive of the operations is then announced. The SOT leader will disseminate information about the operation on “You Know Everything” about the CPP/NPA movement. Specific date of the entry into the target barangays will not be made known for security reasons. They will only be informed that any time after the assembly, the entry into the barangay will commence simultaneously with the SOT teams to enhance psychological impact.

3) Entry

Entry into the barangays should be planned thoroughly to ensure a secured and unmolested SOT program of activities.

The strike group will spearhead this activity with direction and guidelines from a SOT Company. This preliminary operation should be commanded by the SOT company Commander to accomplish the following mission:

- (a) Strike and neutralize present enemy concentration.
- (b) Clear and secure the objective (target barangays) and meet the enemy armed elements head on.
- (c) Establish rapport with local barangay forces and assure them of their safety.
- (d) Strategically establish security mobile bases on the most probable enemy avenues of approaches.

4) This activity is carried out by the SOT platoons to implements the “Four together” that is living, eating, working and studying with the populace. For this purpose, the barangay maybe divided into sectors and assigned to the corresponding SOT squad. Activities during the Barangay immersion are as follows:

- a) Area Assessment through Population Census carried out to confirm and update data reflected in the area study. The SOT operators will account members of the families and a schematic or sketches or residences as reflected in the area study.
- b) Confirmation of information made available in the social investigation to personally identify key communicators, opinion makers and other key personalities in the barangay.
- c) Confirm and identify personalities in the Order of Battle (OB), their whereabouts and recent activities.
- d) Information drive to precondition the minds of the target audience thru informal face-to-face communication, distribution of propaganda leaflets, other psyops materials and if available, video showing of documentary film tapes with psyops themes.

PHASE IV. NEUTRALIZATION

1. this phase of the SOT stratagem gives a follow through to the gains of the offensive dialogue. While the offensive dialogue initiates the uprooting of the insurgent’s political structure in the barangay, neutralization gives the required exposure, curing and rehabilitation for a more desirable propagation of a political structure supportive to the duly constituted government.

2. After the SOT offensive dialogue, influx of returnees is expected. The SOT operatives via the SOT intelligence personnel must be prepared to conduct tactical interrogation to the returnees. The SOT safehouse must have an extra room where tactical interrogation can be conducted. Camera, information sheets and other related information paraphernalia must be made available. The returnee must be properly documented before the interrogation proper.

- a. Interrogation

The purpose of the interrogation is to expose and identify the CPP/NPA/NDF political structure in the barangay. The interrogation of the returnees must be in accordance with the standard interrogation procedure. For the best and result, interrogation must be conducted by accredited tactical interrogator who possesses resource/fullness initiative and a working knowledge of the prevailing situation and the enemy. Appropriate recording, reporting and development of the Order of Battle (OB) should be undertaken on this stage. Techniques of interrogation, and questioning techniques are well provided for in Phase II (Intelligence) of this manual.

PHASE V. ORGANIZATION AND MOBILIZATION

1. this phase is preparatory for Village Defense system. This step, however does not only limit to areas categorized as non-affected but also to affected areas in particular. The primary objective of which is to deny enemy's probable entry to non-affected barangays and recently to de-influenced barangays.

2. Organization and Mobilization should be properly planned by the peace and Order Council with the Military Commander and the Stay Behind force as the initiator/motivator of the activity.

3. The Planning should be based on the extent of enemy activities and its categorizations to suit the right mixes or approaches towards this Phase.

a. Organization

Before the organization of the populace in the locality is done, massive indoctrination by both the Civil and Military sectors in the area should be undertaken. The need to organize the populace is the main effort of information. The target audiences to be organized are the Support Group, the Barangay Intel Networks and the Security elements.

(1) The support group is the civilian Volunteer Organization or "Bantay Bayan", the unearned elements who will support the village Defense System in terms of personnel, logistics, overt intel and other activities.

The Bantay Bayan is organized according to sectors with the POC as the overall action agency. It is not only for counter-insurgency aspects but also to monitor governmental programs.

(2) Barangay Intel Networks (BIN)

These are covert information recruited and organized by either the intel specialists of a tactical, Stay Behind Force units operating in the area or from counter-insurgency aspects but also to monitor government programs.

The BIN should be properly motivate and politicized in order to establish reliability of sources and accuracy of information.

(3) Security Elements

a) As the “Bantay Bayan” is organized, the Security elements will also be recruited and organized by the people itself.

The manner of recruitment and organization of CAFGU/CAA will be according to priorities as needed.

(b) Definition

(1) Citizen Armed forces Geographical Units/Active Auxiliaries (CAFGU/CAA) is a body of armed men developed, operationally in the locality by the special forces Group (Airborne) and the Army Unit in the area or PC respectively.

(2) Aim – to secure and protect the barangay/municipality against any armed threat by or against hostile elements, maintain peace and order, and deliver public safety services in respective jurisdiction.

(3) Functions

(a) To defeat infiltrations and other suspicious characters coming into the area.

(b) To man guard post within a specific sector.

(c) To report all violations of barangay ordinances to proper authority.

(d) To report to nearest military/PNP/CAA units regarding the presence of armed stranger.

(e) To report and monitor the existing of the newly organized association in the barangay.

(f) To check and report visitors and transient relatives of barangay residents.

(g) To assist in the public information drive and all development activities in the barangay.

(h) To assist the Barangay Captain on all matters regarding security.

(i) To be alert and detect NPA disguised as military personnel either to capture or attack and kill them.

b. Training and Mobilization

1) Training

(a) Batay Bayan/Support elements

(1) The training of “BB” shall be directed on the leaders of different sectoral organization and the venue of training shall be at their respective and appropriate training area as prescribed by the POG.

(2) Objectives:

(a) to politicize the populace;

- supervision;
- (b) to strengthen leadership, control and
- (c) To prepare the populace for collective economic rehabilitation the area;
- (d) Strengthen organization; and
- (e) Involvement

(b) Proposed POI

(1) The training of would-be-resident agents are dependent on the style of the agent handlers. It could be through one-on-one and personal meetings.

(2) Proposed POI

(c) CAFGU/CAA

(1) Training of CAFGU/CAA can be done within the barangay or any appropriate area conducted by the control teams either from the Special Forces group (Airborne) or the Stay Behind forces.

(2) Proposed POI

PHASE VI. VILLAGE DEFENSE SYSTEM

1. After the organization, training and mobilization of the populace, the plan for coordination civil-military village defense will be executed.
 2. The objectives are:
 - a. Deny entry and reentry of insurgents in the area;
 - b. Involvement of every citizen
 - c. Brotherhood
 - d. Strengthen Nationalism and Patriotism
 3. Planning should emanate from the POC with the assistance and guidance of the Stay Behind or the Military Commander in the area.
 4. Sectoral defense is suggested for ease of control and supervision.
 5. Task Forces are suggested with POG as the Security Center.
 6. PC/INP – for control in urban places
 7. PA for countrysides
- c. Operational Testing:
- (1) When the overall plan of village defense use already been set-up, system works.
 - (2) Objective is to test the reliability of the program how the whole security system works.

(3) The POG as the center issue orders/scenarios for mobilization using the entire organizations for action whether it be an armed threat or natural disasters.

PHASE VII. ECONOMIC REHABILITATION

1. As Security is strengthened, development will be safeguarded and enhanced.
2. Development is a process or system that involves the gradual or abrupt change through growth or progress.
3. Progress is characterized comparatively with equal degree or expansion.
4. The main force in development is the strong participation and determined cooperation of the barangay residents and local officials who must be mobilized to rally the long process of change.

5. Although limited in capability, the commander must insure credible development program responsive to the basic necessities of the barangay, utilizing the Stay Behind force to the Maximum to sustain the gains in the earlier phases of the stratagem.

a. Considerations

- 1) Maintain the psychological atmosphere conducive to development.
- 2) Maximum coordination and representation with the Peace and Order Council (POC) and the Development Council (DC).
- 3) Continuous intelligence effort

b. Strategies and Tactics

1) A strong people movement lead by organized cadres or change-agents, and supported by all kinds of direct and representative agencies is the key for development.

2) In the meantime, that counterpart from the civil sector is not established, the Stay-Behind Force through Department Commander, Platoon Leader, Company Commander and even the Brigade Commander may act as a change-agent in his respective area of operations. Such added capacity will continue and cease only upon attaining a degree of normal and that civil counterparts shall have been ready to assume.

3) The Filipino is never wanting of traditions of self-reliance, “bayanihan” spirit is deeply fixed in their mind so that the development along this concept is reflective of recognition and acceptance. Through the chance-agents, the following projects can be forged.

a) Basic Literacy Education - It is a fact that the insurgents always select and advance to a spot where resistance is weaker. So that the objective here is to help educate those brgy residents deprived of the opportunity. It includes dropouts and out of school youth. The curricular can be handled by college students, exceptional high graduates, and/or through the Army Literacy Patrol System (ALPS). Teachings will focus on the Acquisition of basic skills in reading, writing, and arithmetic practically and functionally linked with

related life skills. Of equal emphasis is on citizenship, value formation and developments of attitude congruent to Filipino perceived direction. Education is also directed to local leaders and would be or potential leaders in practical management, leadership and political awareness to prepare them as future extension workers, since the stay behind force is transitory in nature. The project is characterized by continuous liaisoning with DECS, DLGCD, and other related agencies.

b) Environmental Change Project – to provide a community an air of charge, impact projects at the level of military can be accomplished as follows:

- (1) Road widening and/or rehabilitation through Army Engineer units.
- (2) Sanitation campaign (water shield, toilet or pit type).
- (3) Fencing with the use of local materials.
- (4) Deep-well/artesian well.
- (5) Continuous information drive (CIVIC units)
- (6) Construction of basic facilities like chapel, school, hall, reading center, clinic and market. All these are made out of indigenous materials characterized by improvisation.
- (7) Civic action on medical and dental services/treatment.
- (8) Others that suit target barangays.

c) Depending on the Potentials of the Community, the following income generating projects can be established:

- (1) Swine dispersal
- (2) Goat and cow raising
- (3) Coconut care home industry
- (4) Backyard poultry
- (5) Intensified rice, corn and related agri-based crops.
- (6) Orchard (Fruit trees projects)
- (7) Inland/Coastal aqua culture (Tilapia, shrimp, bangus, etc)
- (8) Furniture and woodcraft including rattan
- (9) Pottery
- (10) Food preserves

d) Establishing of Credit Bank

The change-agent extends his expertise to assist in the pursuance of the project. Financial resources can be generated from the barangay residence and supported by other financial institution for the purposes of providing loan to poor farmers and laborers to increase their income.

e) Establishment of Cooperative

The change-agent assist in pursuance of the project. The maybe in the form of consumer, credit procedures of marketing. This can be funded, derived from capital contribution of members, savings deposits and substantially, loans from government lending institutions. Marketing will help farmers realize a fair price of their products.

- f) Other imaginative income generating enterprise.

- END -

THE ARMY COMMUNITY ASSISTANCE AND RURAL EMPOWERMENT THROUGH SOCIAL SERVICES (CARES)

Brief Background:

While the Army continuously performs various CMO programs projects such as intensified civic-action sustained community relation activities, updated internal drive on military values, and several income generating projects for the military and their dependents yet, these activities are still wanting to project to the Filipino people that the Army organization is one government sub-agency tasked to be the peoples partner in progress and in nation-building.

In an effort to tie up the Army's participation in nation-building anchored on the National government's strategy of Social Reform Agenda (SRA), the command formulated the Army's Community Assistance and Rural Empowerment through Social Services ("Army Cares").

It is a one-stop shop CMO collectively encompassing the Public Information, Civic Action, Community Relations and Psychological Operations.

This concept was lately formulated based on the successful conduct of intensified Civic Action project by the 5th Infantry Division in its AOR. The activities under this concept serve as the initial actions of the Army under the AFP Campaign Plan "Kaisaganaan".

The conduct of CMO Family conference and Workshop last 25 – 26 June 1997 at HPA by the different CMO Officer of PA major units resulted to a common understanding that the ACCORD CONCEPT is effective in all areas throughout the country. However, to make it more responsive to the ISO campaign of the Army, the following gray areas in the implementation of the ACCORD need to be addressed to:

- a. Lack of commitment of/or limited participation by some LGUs/LGAs.
- b. Lack of appreciation by some field commanders.
- c. Limited resources on the part of the participating units/agencies.

In the light of the resurgence of the CPP/NPA/NDF threat and knowing fully well the importance of popular support and multi-sectoral involvement in our ISO, the need to strengthen further our cooperation with the LGUs, LGAs, NGOs and other Pos is imperative.

Hence, G7, PA with the guidance of CG, PA, came out with a new concept called "THE ARMY CARES PROGRAM" or "THE ARMY COMMUNITY ASSISTANCE AND RURAL EMPOWERMENT THROUGH SOCIAL SERVICES PROGRAMS", an Army initiated multi-sectoral and multi-agency "one-stop shop CMO" characterized by the delivery of basic goods and services to selected target areas as audiences in one complete package.

This program, which is based on 5ID's recent experience in the conduct of its civic activities, is carried out with the Infantry Divisions coordinating a synchronized, integrated and sustained community assistance and developmental efforts with all LGUs, LGAs NGOs and other POs in order to help create a condition favorable for a long term delivery of basic goods and services by the government focusing on selected priority areas.

With the direct correlation of this program with President Fidel V Ramos Social Reform Agenda (SRA) which the LGUs and LGAs are mandated to carry out the desired maximum impact on a target area could be attained more easily with a deeper commitment among the implementors and a better integration of all social services and developmental efforts of different entities. In effect, this program will provide a common vehicle for the SRA and our ISO in addressing the minimum basic needs of a target area by promoting the values of empowerment, sustainability, indigenization and equity.

To make the program work, the Philippine Army has entered into a Memorandum of Agreement with the three agencies tasked to oversee the attainment of the objectives of the SRA-Minimum Basic Needs the Social Reform Council under the Secretary Ernesto D Garilao, the Presidential Commission to Fight Poverty represented by Undersecretary Marietta Primicias - Goco, and the Basic Sector Counterpart Council under the Chairman Juan Blenn I. Huelgas. The mutual covenant binds the parties to the following provisions:

1. Formal recognition of the PA's Army CARES Program as one of the avenues for disseminating information on SRA-MBN and facilitating convergence of SRA projects at local levels.
2. Participation by SRA Regional, Provincial and Municipal Technical Working Group (TWG) members in all Army CARES activities.
3. Sharing of resources, the SRC, PCFP and BSCC may provide technical and/or logistical support to Army CARES projects.
4. Sharing of information on SRA implementation. The SRC, PCFP and BSCC secretariats shall provide the PA regular updates on the implementation of flagship programs. The PA shall provide the secretariats with feedback on actual services delivered and issues raised (resolved) during the conduct of Army CARES activities.

During the signing of the MOA on 10 December 1997 at the DAR office, Sec Garilao expressed his appreciation for the efforts of the Philippine Army in implementing the SRA and promised full support for the Army CARES Programs.

METHODOLOGY

Some unit commander's say that they have been performing already the activities stipulated in the army CARES concept. Nevertheless, records show that as of 31 January 1998, out of 71 CARES operations benefiting about 120,000 community residents, the Army commanders concluded that the Army efforts on this concept were very effective and efficient as it least to one direction-giving the selected target audience a feeling of government presence in the area.

The Army CARES Programs has the following objectives:

- a. To coordinate, integrate and synchronize all efforts of the government (LGUs, LGAs and PA) and people's organizations into one complete package for delivery to the priority areas through the SRA Minimum Basic Needs (MBN) Approach.
- b. To inform and educate the people on the various functions and programs of the government which are specially designed to alleviate poverty.
- c. To strengthen the barangay as a foundation of our democratic system by anchoring the special Reform Agenda at the grassroots of the society.
- d. To address some immediate and short term needs of the populace prior to the implementation of medium to long-term government program and projects in selected target areas.
- e. To enhance further the government's confidence-building measures in the ongoing peace negotiations with various dissidents groups.

Concept of Implementation.

- a. Components of the Program:
 - 1) **The specific components of the program shall be based on the actual needs of the people in the target locality as determined through social investigation and a review of the SRA in that area. This could be gathered by coordinating with the SRA Technical Working Group at provincial and municipal levels.**
 - 2.) **The centerpiece of the whole program shall be based on the public information which should be able to address the minimum basic information of the people. This is designed to educate them on the functions and programs of the government related to poverty alleviation and to provide them knowledge on how to avail of these government services. However, efforts should also be geared towards the minimum basic needs of the people in the terms of health, limited infrastructures, livelihood, agriculture, spiritual services, community relations, sports, entertainment and things that are peculiar to the target area.**

- b. Selection of Target Areas/Audiences

1) The basic sector is the primary target audience of the program. As defined in the SRA, the basic sector is composed of the following: farmers/peasants, fisherfolks, urban poor, workers in the informal sector, indigenous cultural communities, children, youths, students, persons with disabilities, the elderly, and refugees from calamity-stricken areas with priorities on the club “20” Provinces and/or 5th and 6th municipalities.

2) Target areas and audiences shall be selected based on their significance to our internal security operations as well as on the SRA survey results.

3) The program should have specific activities that will involve or target the different sectors to wit: children, youth/students, barangay leaders, farmers, fishermen or laborers, women etc in a given target area.

c. Sequence and Duration of Activities

1) Each CARES program proper shall be conducted preferably on weekend for a period of two (2) to three (3) days depending on the component activities that are applicable to the target area. However, this should not be misconstrued that at the end of three days, the program has likewise ended, On the contrary medium to long term projects will be given priority after that. Hence, the ACCORD operators will come in. The establishment of cooperatives and implementation of other SRA-funded projects will be the next focus of attention of cognizant LGUs and LGAs until these are accomplished and already serving the needs of the prospective beneficiaries.

2) The component activities shall be arranged in a manner that will maximize the participation of the target audience and organizations involved at any given time. A formal opening or culmination activity of the MSOT and closing ceremony or the start of the implementation of the ACCORD development projects with the

presence of local government and line agency official will help boost the governments/effort to make its presence felt especially in far-flung and depressed barangays. The people are provided entertainment and other forms of socialization in the evenings while religious services are scheduled on the last day.

b. Implementation and their Responsibilities

1) The Army CARES Program is anchored on the commitment and participation of the heads of LGUs and LGAs from the regional down to the municipal level. Hence, these must be secured at all levels of the bureaucracy which the Army forces will play a vital role to ensure its success. The Inf Divisions shall work on the heads of the LGAs at the regional level and if need be the provincial governors and provincial heads LGAs. With this, the Inf Bn will coordinate with the municipal mayors and municipal heads of LGAs for the specifics of the program.

2) It is hereby emphasized that the lead role in the implementation of the program belongs to the LGUs. The governors and mayors shall implement this through their respective SRA technical working group which is composed of representatives from the different LGA. And it is within the technical working groups which now includes

the military that a lot of coordinative activities will have to be done in planning, organizing, directing, controlling and supervising the execution of this program.

3) The participation LGA shall be responsible for the execution of their component activity in the target area during the implementation of this program. The PA unit shall support in the implementation of the program in terms of providing security, transportation, communication, audio-visual entertainment and other facilities. Likewise, military doctors, dentist, nurses and technicians shall be utilized to augment DOH personnel on MEDCAP activities. Other services shall also be rendered within the limit of the units' capability and resources.

4) The number one essential for this program are medicines for the medical and dental services. The type of medicines for the medicines shall be determined based on a prior survey on the health condition of the people in the target area. The DOH shall be primary source of medicines. The LGUs may also contribute Health workers from the military and civilian sectors may be utilized to assist DOH personnel in providing the health services.

5) On the information drive portion, the participating LGUs and LGAs shall provide competent and knowledgeable speakers who will form part of multi-agency speakers bureau.

6) The participating LGUs and LGAs shall contribute personnel to the technical, special and support committees to be organize to oversee the different aspects of the program from the planning to the monitoring of evaluation stages.

7) The participation of NGOs, civic associations and business community on a voluntary basis shall be allowed as long as the objectives of the program shall not be jeopardized.

Organization:

To ensure the smooth implementation and sustainability of the program and to emphasize the partnership. Cooperation and sharing of resources and talents. All the participating implementors will be organized into a multi-level, multi-sectoral and inter-agency organization. The organization will be composed of the Management, Technical and Task Groups.

The Management Group is organize as follows: a) Executive Board is composed of the provincial governors, Div Comdrs and Bde Comdrs, Regional Directors of the Regional Development Councils (RDCs) and Chairman of Regional Peace and Order Councils (RPOCs); b) Advisory Board which is composed of the Inf Div G-Staff and Regional Directors of LGAs concerned with SRA, and ; c) Head Executive Assistants which is composed of the Inf Div G-7, Comdr of the Civil

Relations Group/Public Affairs Service in the area and representatives of the regional LGAs.

The Technical Group is composed of the mayors, provincial and municipal SRA technical working groups, Inf Bn Comdrs and their respective staffs. The mayors and Bn Comdrs are co-project directors.

The Task Group is composed of the municipal SRA technical working group , the Company Comdrs and their respective staffs and platoon leaders. The Task Group is further organized into the Technical Support and Special Committees which are directly involved in the execution of the specific activities and projects under this program.

This is where the participation of individual soldiers are mobilized. They are organized into 14-man team and is called the Army CARES Team. The organization however is unique because they will be working together as a team that is composed mostly of military personnel.

This fourteen-man team will be the contribution of the Army units with the other participating LGAs, LGUs and POs which will be form the different committees such as Transportation Committee, Sports and Entertainment Committee, Security Committee, Programs and Invitation Committee, Food Committee and other committees that may be formed in relation to the 2-3 day CARES activities.

By so doing, all representatives (CARES Team) of the Army units shall abide by the decisions of the Committee Leaders. The CARES Team must be supportive to the Task Group in order to influence active participation of their civilian counterpart. Otherwise, it may have a negative impact to them (civilians).

The activities where the individual soldiers will participate in the CARES implementation are not new to them as they have been participating already in previous similar occasion.

c. Phases of Implementation:

1) Planning - involves the determination and gathering of data about the target area and organizations to be involved, and assessment of all factors related to the conduct of the activity.

2) Coordination - requires face to face interaction with the leaders of the target area and organizations involved. It should be a continuing process throughout the planning activity proper and post-activity stages to ensure harmony and success of the activity.

3) Organizing - is a very critical portion of the activity as it determines the quality of its execution. Hence, a firm understanding of the

respective roles of the organizations and persons involved is very important.

4) Execution - involves putting into actions all planned activities. Lessons learned should be noted as the activity progresses .

5) Feedback gathering - involves the collection of information impressions or sentiments from the target audience and persons involved as to the conduct of activity.

6) Evaluation and documentation - measures the success of the activity by assessing its effectiveness in attaining the objectives. A factual account of the activity should be made as basis for research and reporting.

CONCLUSION:

An examination of the areas being frequented by the NPAs where they assert their influence over the barangay residents are areas that belong to the club "20" of the SRA or within the municipalities classified as 5th and 6th class in terms of income and development. (Club "20" priority provinces)

These areas were the same places mostly the targets of CPP/NPA/NDF's implementation of "White Paper Theory" of indoctrinating the community residents that they (CPP/NPA/NDF) and no other government entity could deliver basic services needed by the people.

This is the very reason why the Army "CARES" is very effective in countering the black propaganda of the LCM by through deeds and by words psyops.

END

THE ARMY LITERACY PATROL SYSTEM (ALPS)

BRIEF HISTORY

ALPS is an acronym for Army Literacy Patrol System that was coined by the Philippine Army Civil Relations Information Service (PACRIS) in 1979. A younger version of the program was called the Barefoot Soldiers Program.

The program traced its beginning in Central Luzon during the mid 1970's, when insurgency was at its peak. Considering therefore that insurgency can never be eradicated with guns and bullets, the Philippine Army focused its attention not only on the safety of the people but also on the socio-economic development of the area.

Director Mama S. Macoming, Chief of Non-Formal Education of the Department of Education, Culture and Sports of Region XII claimed that one of the main reasons of the trouble in Muslim Mindanao areas is the lack of education. They (some Muslim residents) could hardly adjust and cope-up with the latest skills and techniques in farming, business and other income generating projects because they lack the basic foundation of literacy.

Our soldier through the Army Literacy Patrol System (ALPS) teach a new technique to fight a war to the common farmers, cultural minorities, and out of school youth (OSY) who failed to attend classes by reason of poverty and distance. They climb and cross rivers to reach the least and most disadvantage citizenry in the hinterland barangays hoping to liberate them from the bondage of poverty and ignorance.

As an improvement of the conduct of ALPS, the clientele shall undergo the Philippine Educational Placement Test (PEPT) to be administered by the National Educational Testing and Research Center (NETRC) of the Department of Education Culture and Sports in order that graduates can be accredited through certificate of literacy that will be issued by the DECS Secretary. This could be used to pursue the formal Philippine Educational System.

The conduct of ALPS following the detailed methodology has been proven to be very effective during the conduct of same training to Moro National Liberation Front (MNLF) candidate Soldiers who were integrated in the Armed Forces following the signing of the Peace Accord between the Government and the MNLF.

GOALS

The Army Literacy Patrol System (ALPS) aims to provide basic literacy skills and continuing education to people in areas most likely

threatened by insurgents as well as those out of reach by the formal education system.

OBJECTIVES

1. Reduce literacy rate in the Army's area of operations;
2. Provide the clientele with the basic tolls of reading, arithmetic and writing (RAW)
3. Generate or augments the income of the clientele to lessen poverty and dependence from government aid:
4. Train selected soldiers as teachers/literacy facilitators;
5. Disseminate government objectives, its activities and its goal to the people;
6. Develop clientele interest in self reliance and productive endeavor;
7. Integrate qualified ALPS graduates to the formal education system.

and

METHODOLOGY

A team undertakes a community study to full understand the environmental factor existing in the barangay. These factors include among others, the geography, climate, political, economic, and social factors that include literacy mapping to determine the prospective beneficiaries and security situation prevailing in the area. Subsequently, the team also meets with barangay officials for a pulong-pulong or face to face communication to advocate the importance of literacy training. They also recruit learners based on the literacy mapping survey and decide on the time and venue of the classes to be held. The team also establishes linkages with local government organizations and other sectors to assist them in addressing the problems identified as a result of the study.

I - A simple opening of an ALPS class is conducted in a designated date, time and venue. A guest of honor is invited to grace the occasion to be attended by political leaders in the area including representatives from the bureau of Non-Formal Education of the Department of Education, Culture and Sports, Local Government Agencies and Non-Government Organizations. Subsequently, an orientation with the clienteles about the conduct of the class is disseminated and discussed to address problems that may crop up during the progress of the course.

II - A pretest is administered as soon as the class is organized to determine the initial literacy level of the clienteles. Representatives of BNFE-DECS in the area shall administer the pre-test which shall be further guided by the following procedures and instructions:

- q. Packaging/Turning Over of test materials/Answer sheets

q.1 After the test has been checked and scored, the following shall be turned over to the Chief Examiner/Testing Coordinator.

- Answer sheets
- Test booklets
- Manual of Instructors
- Instruction on Scoring

q2 No part of the Test shall be reproduced without permission from the NFE-DECS Regional Office.

III - The textbooks and references to be used by the clientele during the conduct of classes are provided by the Bureau of Non-Formal Education (BNFE) like "MAG-ARAL AT MAGSANAY", "TATAK PILIPINO", "BUHAY PILIPINO", "MAGBASA KITA" or existing locally made materials based on the needs of the community. Writing materials such as pencils and papers are also provided to the clientele.

IV - Classes are conducted on Saturdays and Sundays or some other days when the clientele are free from their daily chores using existing day care centers or school buildings in the localities as classrooms. Each literacy class consists an average of 25 learners mostly of middle age farmers, mothers, out of school youths, cultural minorities and their dependents.

V - The instructors teach the clientele the basic techniques of Reading,

Arithmetic and Writing (RAW), citizenship training, moral and spiritual upliftment, government livelihood programs and other vocational skills to augment their meager income. The course content and topics taught are those of immediate use to the clientele. They could be taken from the proposed curriculum grid of the region or from the needs and problems of the community. A minimum of 200 contact hours are required to complete the course. However, extra instructions are conducted to absentees and to slow learners when necessary.

VI - The clientele (students) shall undergo at least ten (10) consecutive contact days that will be devoted purely to their review for the Philippine Educational Placement Test (PEPT). Subjects for review aside from the Reading, Arithmetic and Writing (RAW) includes Araling Panlipunan, Science and Pilipino. During this period, the clientele (students) should familiarize themselves with the specific instructions embodied in the test such as blackening and filling up information. Review facilitators shall come from the regular teachers of High School and/or Elementary Schools in the area.

VII - The Philippine Education Placement Test (PEPT) could be conducted during the regular schedules of the National Educational Testing and Research Center (NETRC) of the Department of Education Culture and Sports.

Coordination's will be made through a formal letter addressed to the Director, National Educational Testing and Research Center, Department of Education, Culture and Sports, ULTRA complex, Meralco Avenue, Pasig City.

In case of a bigger number of examinees, a special PEPT maybe requested for the purpose.

VIII - The simple closing ceremonies of ALPS training can be conducted after the PEPT or after attaining the desired 200 contact hours. Certificate of Appreciation maybe given to deserving personnel of the Bureau of Non-formal Education, DECS who have in one way or another helped in the successful completion of training. However, for the clientele (students) and beneficiaries of the ALPS training, the Certificate of Literacy from NETRC, DECS may serve as their diploma/certificates of completion.

Profile of a typical Soldier/Educator/Facilitator

Every ALPS class is handed by at least two (2) facilitators. These soldiers are selected from the best in their unit. They should finished at least 2-years in college, instructor potential based on their academic evaluation report from the Philippine Army Training and Doctrine Command and has a good example to their peers and subordinates.

Once selected, they undergo a facilitator training for five (5) days conducted by the Bureau of Non-Formal Education of the Department of Education, Culture and Sports. They should learn the principles of adult learning, teaching methods and strategy, advocacy and social mobilization, project divine (Dynamic integration of values in non-formal education) and other knowledge and skills necessary in equipping them to become effective and efficient Army Instructors or Facilitators.

Kinds of Tests

The portfolio contain both standardized and informal tests:

Standardized Tests - are those which underwent series of tests for validity and reliability. This includes a pre-test and post test developed by the UP-ERP, a project of the Literacy Coordinating Council.

It will be used to asses levels of functional literacy to match levels of thinking that will enable literacy teachers, para teachers/facilitators to determine the cognitive potential of OSY and adults who pass through the FELP program. Should these OSY and adults decide to enter the formal

education system, the equivalent levels at which they can be integrated can be determined this test which measures the adults; potential

or capacity for various levels of thinking. This must be distinguished from tests given in the formal system which are essentially test off achievement.

Informal Tests - are those which need no validating nor reliability test. The Literacy Division, BNFE developed sample test for adoption/adaptation to suit oral examination/structured interview on one's personal and family background for information.

A person being tested will be given a primer, newspaper or any available reading materials at the time of the visit and asked to read the texts. Afterwards, he will be asked some questions related to the topic, or he maybe asked to print out some words beginning with a, b or s in the reading materials.

Documents Literacy Test that require respondent to locate and use information like signs/labels or those contained in documents, such as job applications, memos, payroll forms bank deposit and withdrawal forms, maps, bus/ship/plane schedule, bus tickets, tables, advertisement and indexes, bills and invoices.

To test writing abilities, a person would be asked to write a word, name the letter he know, write simple sentences or short letters so as to determine the level of writing skills, or he may be given basic forms to fill out blank form of Community Tax Certificate, etc.

Testing of speed is not practical and so it may not be necessary. Thus, it will be an oral testing.

Performance Test on How-to-Do focused on livelihood skills such as making handicrafts and other income-generating projects like food preparation and conservation, poultry raising, solution, etc

NOTE: Coordinate with the Regional Director, Bureau of Non-Formal Education, DECS for the availability of Answer Sheets, Test Booklets, and Manual of Instructions to be used in the conduct of Pre-tests.

END

INTELLIGENCE FOR PSYOPS

At the heart of every Psychological Operations activity is Intelligence,. Without Intel information, the PSYOPS operator is like the captain of a ship without a navigator and does not see where he is headed. Without the right intel, the PSYOPS campaign is either “ a shot in the dark” or a “shotgun approach” which can sometime be effective but obviously, grossly inefficient. Likewise, a PSYOPS mission can be jeopardized or rendered ineffective if there is inadequate or incorrect information.

The Intelligence requirements of PSYOPS go beyond the order of battle (OB) and intel requirements of a conventional units. Concern center on demographic and psychographic information about the area of operations. Demographic refers to the profile of the population like age, income, livelihoods, etc. while psychographic refers to the psychological profile of the people in terms of attitudes, values, lifestyles, customs and tradition, etc. the word “profile” when refer in to persons and organizations implies both demographics and psychographics. PSYOPS inter requirements are geared towards the gathering and analysis of the following.

- a. Probable target audience – the profile of the different target audience, bot demographics (population, statistics and psychographics –0 thinking and attitudes)
- b. Probable weaknesses and issues that can be exploited.
- c. Probable WORDS-PSYOPS that can be used, specifically the media or means how to deliver get PSYOPS messages to the target audience.
- d. Probable DEEDS-PSYOPS that can be conducted.
- e. Probable COUNTER-PSYOPS activities in response to enemy propaganda.

The PSYOPS operator uses the PSYOPS AREA STUDY (PAS) as the source of PSYOPS related information and corresponding analysis. Information can be gathered using with overt and covert means. Overt sources are government agencies which have representatives in all municipalities. They can provide statistics and relevant data about the communities where PSYOPS is to be conducted. He may also need to conduct interviews with the people who are familiar with the area and the people like government representatives and soldiers who regularly patrol the area and deal with the people. There are also instance where he might want to do a survey or interview of the target audience themselves to get accurate and reliable data.

The Intel requirements for PSYOPS are contained in the acronym HGS-RESPEC-HMO outlined in the PAS, Analysis of the data contained in the HGS-RESPEC-HMO factors must be both individual and systematic. In order words, each factor must be analyzed in isolation and relation to the others as well. Obviously, there will be overlap but this better than overlooking the important factors that may lead to failure. The PSYOPS operator should be able to see how the different factors affect one another; how the economic situation affect education; how the culture affects the political set-up; how the religious factors affects the social make-up of the community and so on.

- Note: “Profile” refers to demographic (population statistics) and psychographic information (attitudinal and behavior)

1. HISTORY

a. Legend – the romanticized popular story of how the area and the people came about as handed from generation to generation can later be useful in identifying themes and symbols. Note the prominent characters and events of the community legend.

b. Actual – the actual and verified story of how the community came about up to the present day. This can be derived from official government records or from interview with knowledgeable people. Note the prominent characters and events as these will perhaps lead to reasons why the community is as it is today.

2. GEOGRAPHY

a. Topography – The physical features of the area to include:

1. Features – location, shape, size of area.
2. Physical layout – residential, commercial, industrial areas.
3. Relief’s – mountains, lowlands, valley.
4. Drainage’s – rivers, lakes, swamps
5. Vegetation – forested area, barren and agricultural land.
6. Coast and Beaches
7. Soil

b. Weather – seasons, temperature, ranges, rainfall, etc.

3. SECURITY AND LAW ENFORCEMENT SITUATION:

a. Military Forces

1. Location and disposition of troops
2. Size of force
3. Profile of commanders, staff and troops
4. Type of unit (PA, PAF, PN)
5. Areas of responsibility
6. Activities/mission of units
7. Discipline and morale of troops
8. Weapons and equipment
9. Strengths and weaknesses

b. Enemy Forces

1. Location and disposition
2. Profile of commanders, staff and troops
3. Areas of responsibility
4. Type of unit
5. Tactical and propaganda activities

6. Activities/mission of units
7. Source on financial and material support
8. Weapons and equipment
9. Strengths and weaknesses

c. Law Enforcement and justice

1. Location and disposition of police units
2. Profile of police commanders, staff and policemen
3. Tanod bayan groups
4. Police activities/programs
5. Crime situation
 - a. illegal drug/drug addiction.
 - b. Terrorism
 - c. Kidnapping
 - d. Other crimes
 - e. Gangs and groups
6. Profile of judicial personalities
 - a. Judges
 - b. Lawyers
 - c. Prosecutors
 - d. Clerks
7. Local Courts
8. Prisons
9. Law enforcement strengths and weaknesses
10. Problems concerning justice/judicial system.

4. RELIGIOUS FACTORS

- a. different religious in the areas
- b. religious organizations
- c. profile of people in each religion /organization
- d. beliefs and differences among religions
- e. churches and houses of worship
- f. religious leaders (pastor, parish priest, etc)
- g. schedule of worship/masses.
- h. Political affiliation of religious groups
- i. Religious personalities (priest, nuns, lay people)
- j. Projects and activities of religious groups
- k. Religion-related problems

5. ECONOMIC FACTORS

- a. Income level of the people
- b. Forms of livelihood in the area
- c. Factors and industrial plants
 1. Management Staff
 2. Products and process

- 3. Size of labor force/profile
- 4. Location

- d. Investment (local and foreign)
- e. Labor force (employed, unemployed, underemployed)
- f. Effects of natural calamities
- g. Logging concessions
- h. Mining groups
- i. Department stores
- j. Labor unions
- k. Progressive taxation on people
- l. Government agencies
- m. Infrastructure (roads and bridges)
- n. Real state
- o. Water sources
- p. Electricity
- q. Transpiration (land, water, air)
- r. Economic problems
- s. Banks and source of loans
- t. Cooperative
- u. Land ownership (public, private, titled, mortgaged)
- v. Rice, corn, sugar, mills to include scheduled and fees

6. SOCIAL FACTORS

- a. Population
- b. Caste system or social stratification (according to origin of birth, economic status family background, etc)

- c. Family relations.
 - 1. Influential families
 - 2. Relationship among family members
 - 3. Family feuds/affiliations

- d. Household ownership and management (patriarchal or matriarchal)
- e. Places of origin of people
- f. Ethnic origin and diversities
- g. Languages/dialects spoken

- h. Organizations (Parents-Teachers Association, parent homeroom samahan ng mga magsasaka, lupon ng mga kababaihan, kabataang baragay and others.)
 - 1. Purpose /objectives of the organization
 - 2. Leadership/management staff and profile
 - 3. Membership/composition
 - 4. Fees and dues
 - 5. Projects/programs/activities
 - 6. Sources of support (financial /material)
 - 7. Attitude towards government/AFP
 - 8. Relations between groups

- i. Places of gathering (public, parks, sari-sari stores, beer houses nightclubs, restaurants, etc)
- j. Hotels and Inns
- k. Forms of entertainment (drinking, gambling, cockfighting)

7. POLITICAL FACTORS

- a. Profile of local leaders
 - 1. Personal data (names, family, educational background, occupation, etc)
 - 2. Political affiliation
 - 3. Projects/activities
 - 4. Membership in political and non-political organization
- b. Profile of political leaders
 - 1. Leadership
 - 2. Membership
 - 3. Dues and fees
 - 4. Political ideology/beliefs
 - 5. Plans and programs/activities
- c. Number of votes profile (number of youth, male or female voter, etc)
- d. Attitude Opinion of the populace towards the political parties and local leaders.
- e. Government and non-government agencies.
 - 1. Leadership/staff profile
 - 2. Past ongoing and future projects
 - 3. Sources of support
- f. Land reform and related programs.

8. EDUCATIONAL FACTORS

- 1. School in the area
 - a. Levels of education
 - b. Ownership and management
 - c. Campus location
 - d. Educational standards
 - e. Facilities
- 2. Organizations in the school (student council, student catholic ACTION, Science club, etc)
 - a. Leadership and management profile
 - b. Membership profile

- c. Source of support
 - d. Plans and programs
 - e. Political affiliation
- 3. Teacher and school personnel
 - a. Personal data
 - b. Political affiliation
 - c. Educational attainment
 - 4. Educational facilities (Community library, reading rooms)

9. CULTURE/LIFESTYLE FACTORS

- a. Daily routine in various occupations
 - 1. Walking working and sleeping hours
 - 2. Meal/cooking times
 - 3. Recreation
 - 4. Washing clothes
 - 5. House cleaning
- b. Custom and tradition
- c. Cuisine
- d. Fiestas and celebrations
- e. Peculiar gesture/practices
- f. Etiquette (forms of address, table manners, hospitality, salutations,
etc)
- g. Marriage practices
- h. Courtship
- i. Sexual mores
- j. Local heroes
- k. Arts
- l. Music
- m. Death and mourning rites

10. HEALTH AND SANITATION

- a. Preventive diseases
- b. Sanitation facilities (toilet, canals, bathing area, water, pumps)
- c. Health center/hospital
 - 1. Location
 - 2. Services rendered
 - 3. Ownership and management
- d. Doctors/nurses/midwives
 - 1. Profile
 - 2. Qualification
- e. Birth rate/death rate

- f. Availability of medicines
- g. Pregnancy and child birth
- h. Local health practices
- i. Family planning
- j. Health and sanitation problems

11. MEDIA AND COMMUNICATION FACTORS

Information regarding mass communication facilities and materials in the area to include the following:

- a. Printed materials (newspapers, comics, magazines, etc)
 - 1. Number of circulation
 - 2. Publisher/owner/editorial staff
 - 3. Languages/dialect used
 - 4. Prices/subscription
 - 5. Readers profile
 - 6. Location of selling areas
- b. Television and radio
 - 1. Number of circulation
 - 2. Area service or broadcast reach
 - 3. Ownership/management profile (including political affiliation)
 - 4. Format of programs
 - 5. Operating hours
 - 6. Language/dialect used
 - 7. Location studio and transmitters
 - 8. Listeners or viewers
 - 9. Market share of broadcast
 - 10. Broadcast personalities (newscaster and commentators)
 - 11. Commercial and rates for advertising
- c. Movie houses
- d. Telephone
- e. Telegraph
- f. Postal system
- g. Fax facilities
- h. Video and photo services
- i. Printing presses

12. OTHERS

Other important information needed to understand the peculiar nature of target audience and issues in the area. They can however be incorporated under one of the previous 11 headings.