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## E. INTERVIEWS

(1) Fourteen sources were cited in the study by number only. Names of these confidential sources have been supplied as privileged information to the dissertation committee.

(2) Interviews with persons cited in the dissertation follow. All references to USOM indicate USOM/Vietnam.

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## APPENDIX

MAY, 1964

APPENDIX A  
QUANG NAM PROVINCE

DISTRICTS	AREA	VILLAGES	HAMLETS	POPULATION	DISTRICT CHIEFS	STAFF
Hoa Vang	38,480 ha.	19	73	95,277	1st Lt. Nguyen Hong Son	138
Hieu Duc	75,800	6	31	16,636	1st Lt. Vuong Ba Thuan	
Dien Ban	26,878	23	105	136,369	1st Lt. Ngo Tan Cuc	
Dai Loc	30,800	9	77	56,311	Capt. Do Ngoc Thuong	
Thuong Duc	384,320	3	25	17,651	Capt. Phan Van Tri	
Duy Xuyen	23,960	16	61	73,565	Lt. Phan Kim Anh	
Que Son	41,720	18	76	66,001	Capt. Doan Thanh Van	
Duc Duc	24,560	11	49	50,041	Capt. Vo Van Chon	
Hieu Khon	18,110	9	40	59,890	Capt. Phan Trong Sinh	
Totals		114	537			

SECTION	TY	SECTION CHIEFS	NO.	BUDGET
30 Education	Tieu Hoc	Le Huy Huyen	504	
31 Medical	Y Te	Dr. Nguyen Van Quy	208	
32 Agricultural Hydraulics & Rural Works	Thuy Nong va Cong Tac Mong Thon	Buu Co	27	
33 Agriculture	Long Vu	Vu Van Hung	17	
34 Animal Husbandry	Muc Suc	Ho Duc Con	23	
35 Race	Hop Tac Ya & Nong Tin	Nguyen Duc Lam	42	
36 Forestry	Len Vu	Hoang Dinh Yen	13	
37 Fishing	Ngu Nghiep	Tran Thac Tin	3	
38 Public Works	Cong Chanh	Le Tung Mai	128	
39 Economics	Kinh Te	Hoang Giao		
40 Campaign & Propaganda	Lien Doan Tuyen Van	Nguyen Van Chan	77	
41 Information	Thong Tin	Nguyen Duc Lanh	48	
42 Construction	Kien Thiet	Le Tung Mai	12	
43 Land	Dien Dia	Le Chi Thanh	23	
44 Security	Noi An	Le Dinh Chieu		
45 Youth	Thanh Nien	Nguyen Bao	31	
46 Tax	Thue Vu	Nguyen Duy Han	18	
47 Post Office	Buu Dien	Nguyen Hoa Dao	6	
48 National Police	Canh Sat Quoc Gia	1st Lt. Phan Van Pho	258	
49 Treasury	Ngan Kho	Nguyen The Vien	13	

Province Chief	Major Nguyen Dinh Thiep	128	
Deputy Chief for Finance & Economy	Le Huu Chat		
" " for Administration	Nguyen Xuan Va		
" " for Security	Capt. Le Ngoc Uyen		
Chief of Cabinet	1st Lt. Phan Phung Anh		
Personal Section Chief	Duong Duc Tan		
Document Bureau Chief	Dinh Baon Don		
Administration Section Chief	Van Quy Dien		
Finance Section Chief	Tong Tu		
New Life Bureau (for Rural Affairs)	Bui Gia Le		
Political Bureau	Le Dinh Chieu		
Rural Restoration Bureau	2nd Lt. Le Xuan Kinh	41	
Highlander Bureau	Le Huu Chat		
Medical Education & Social Action Bureau	Le Van Thai		

<del>UNCLASSIFIED</del> <b>RELEASE</b> <b>AGREEMENT BETWEEN THE AGENCY</b> <b>FOR INTERNATIONAL DEVELOPMENT</b> <b>AND THE GOVERNMENT OF VIETNAM</b>	1. AGREEMENT NO. 27 (CY 64)	2. ORIGINAL <input checked="" type="checkbox"/>
	ANNEX	REVISION NO. SHEET 1 of 5

### I. Objectives of the Activity:

The purpose of this activity is to continue to assist the rehabilitation of the province of QUANG NAM primarily through the construction, consolidation and improvement of NRL hamlets for the rural population of that province for the period 1 May to December 1964.

This Release Agreement is only a partial CY 1964 funding and may be revised upward if necessary at a later time. Certain items still in the planning stage and under the jurisdiction of various GVN ministries have not been included in this Agreement. Upon promulgation and approval of these plans, this Release Agreement may be amended to include the additional items.

### II. Responsibilities

#### A. OF AID

1. USOM will furnish the amount of U.S. owned local currency as set forth in Table 1, technical advice in the establishment of the NRL hamlets and in the economic, cultural and social development of the population of these hamlets. USOM will also furnish assistance in kind in support of this project, types and quantities to be determined at a later date.
2. The USOM Provincial Representative will be a member of the Province Coordinating Committee with joint responsibilities as set forth in para II B.3 below.

#### B. Of the Government of Vietnam

1. To designate the Province Chief of QUANG NAM Province as Activity Manager for this operation. The Activity Manager will be responsible for the development and implementation of this activity.
2. The Activity Manager will submit to the Central Pacification Committee (one copy to USOM Rural Affairs Program Office) monthly reports of the status of the activities herein listed in accordance with a standard procedure to be established.
3. A Province Coordinating Committee composed of the Province Chief, the USOM Provincial Representative and MAC/V Sector Advisor shall be responsible for commitment of funds for the purposes herein listed and for certifying expenditures as reasonable and proper and in accord with the release agreement.



<del>AGREEMENT NO.</del> <b>RELEASE</b> <b>AGREEMENT BETWEEN THE AGENCY</b> <b>FOR INTERNATIONAL DEVELOPMENT</b> <b>AND THE GOVERNMENT OF VIETNAM</b>	1. AGREEMENT NO. <b>27</b>	2. ORIGINAL <input checked="" type="checkbox"/>
	(CY 64)	REVISION NO.
ANNEX	SHEET <b>2</b> OF <b>5</b>	SHEET

### III. Local Currency Budget

**TABLE 1**

**ESTIMATED EXPENDITURES OF LOCAL CURRENCY**

(Control of obligations will be maintained in terms of the items listed in this table. Variations of up to 20% of the budgeted amounts for each item except Unforeseen Expenses are authorized by the Provincial Committee without amendment to this Agreement so long as the total budget is not exceeded. Increases in individual items must be compensated for by equivalent decreases in other items.)

Item Number and Description	Action Plan	Plaster Financing (VN\$)	
		GVN	U.S.
01. <u>Relocation</u> . . . . . 4,116 families estimated moved in 1963 but not paid x 2,000VN\$ average allowance per family. 3,000 families estimated for relocation in 1964 x 2,000VN\$ average allowance per family	A-A-4A	14,232,000  8,232,000 6,000,000	
02. <u>Highlander Resettlement</u> . . . . . 400 families to be resettled and to be provided subsistence, housing materials, tools, PL 480 foodstuff (bulgur, corn and oil) and essential government services as needed and available.	A-A-4B	1,976,710	
03. <u>Mobile Cadre</u> . . . . .  Salaries for cadres computed as follows: a. 22 Team leaders x 2,000VN\$ x 8 mos. b. 198 Team members x 1,500VN\$ x 8 mos.  In the event that the Provincial Committee can recruit competent cadres for less than the maximum authorized salaries, it may use the remaining funds to hire additional cadres. The function of the Mobile Cadre is as defined in the Pacification Plan.	A-A-1	2,728,000  352,000 2,376,000	

<b>AGREEMENT BETWEEN THE AGENCY FOR INTERNATIONAL DEVELOPMENT AND THE GOVERNMENT OF VIETNAM</b>	1. AGREEMENT NO. 27 (CY 64)	2. ORIGINAL <input checked="" type="checkbox"/>
	ANNEX	REVISION NO. SHEET 3 OF 5

### III. Local Currency Budget (cont'd)

Item Number and Description	Action Plan	Piaster Financing (V\$)	
		GVN	U.S.
04. <u>Armed Combat Youth Training</u> . . . . .	A-A-3B	649,300	
a. 1,231 Youths x 20V\$ x 15 days training		369,300	
b. Retraining: 2,000 Youths x 20V\$ x 7 days.		280,000	
05. <u>Self-Help Projects</u> . . . . .	A-A-6		2,000,000
Projects for 300 MRL Hamlets x 30,000V\$ average per project. Projects for individual hamlets may be greater or less than 30,000V\$ providing that at least 300 projects are completed.			
06. <u>Supplementary Provincial Development Program</u> . . . . .	A-A-8	1,000,000	
First installment. Budget may be revised upward at a later date. The purpose of this budget item is to permit the Provincial Committee to finance development projects which the Province is capable of planning and executing without technical assistance from any Agency of the National Government.			
07. <u>Unforeseen Expenses</u> . . . . .	A-A-15		1,000,000
First installment. Budget may be revised upward at a later date.			
Unforeseen Expenses funds (formerly called "Miscellaneous") are intended to provide the Provincial Committee sufficient flexibility to meet important situations which may arise. The only limitations on the use of the funds are:			

<b>EXHIBIT RELEASE</b> <b>AGREEMENT BETWEEN THE AGENCY</b> <b>FOR INTERNATIONAL DEVELOPMENT</b> <b>AND THE GOVERNMENT OF VIETNAM</b>	1. AGREEMENT NO. <b>27</b>	2. ORIGINAL <b>28</b>
	(CY 64)	SECTION NO.
ANNEX	SHEET <b>4</b>	SHEET <b>5</b>

### III. Local Currency Budget (cont'd)

Item Number and Description	Action Plan	Plaster Financing (VND)	
		GVN	U.S.
07. <u>Unforeseen Expenses</u> (cont'd)			
(1) that it be used only for official purposes and consistent with the over-all aims of the program.			
(2) that the Provincial Committee exercise due diligence and judgment in the administering of the fund.			
(3) that if Unforeseen Expenses funds are used for purposes already covered by another budget item, such use must be stated, in writing, to be on a loan basis and must be reimbursed when the proper budget funds become available.			
08. <u>Operations Support - POL</u> . . . . .	A-A-18	1,225,882	
These funds to be used for all expenses incidental to transportation of USOM and MAP materials including the purchase of POL and labor costs. Funds for warehouse rental or construction, if necessary, will be available from this budget category.			
09. <u>Hamlet Schools</u> . . . . .	A-A-7	(a)	
(to be provided later)			
10. <u>Rural Health</u> (Salaries of Health Workers)	A-G-1	(a)	
(to be provided later)			
<b>T O T A L :</b>		21,811,892	10,500,000
(a) Amounts to be provided will be included in a subsequent amendment.			

<del>CONFIDENTIAL</del> RELEASE	1. AGREEMENT NO. 27	2. ORIGINAL <input checked="" type="checkbox"/>
AGREEMENT BETWEEN THE AGENCY FOR INTERNATIONAL DEVELOPMENT AND THE GOVERNMENT OF VIETNAM	(CY 64)	REVISED NO.
	ANNEX	SHEET 5 OF 5

#### IV. Special Provisions

1. The unit cost estimates set forth in this agreement are considered to be estimates only and are not intended to restrict the Provincial Committee from approving for payment whatever it determines to be a reasonable cost. The Provincial Committee will have to buy material and food at local prices at the time of purchase.
2. A piaster imprest fund (caisse d'avance) will be established under the jurisdiction of the Province Chief for which he will be accountable to the Central Pacification Committee (CPC) for both GVN and U.S. local currency. He will be relieved of accountability upon (1) presentation to CPC of vouchers for expenditures initially authorized by the Provincial Committee, and (2) refunding to CPC any balance in the revolving fund after the purpose for which such fund was established has been accomplished. One copy of each voucher for U.S. local currency items (Self-Help and Unforeseen Expenses) will also be submitted to USOM Controller.
3. For detailed guidance on using both GVN and US funds and accounting procedures, refer to instructions issued by the GVN in Memorandum No. 3005/LB/ACL/TV/BCTC dated 10/7/63.
4. The Province Committee will provide a monthly report of status of funds to the CPC, USFA and to the USOM Controller through the Rural Affairs Program Office. This report will be submitted no later than 7 days after the end of the reporting month. Reports will be prepared in the format agreed to jointly by CPC and USOM.
5. U.S. owned local currency in this agreement will be funded from Provincial Agreement No. 46 and does not represent an additional commitment of U.S. owned funds.

CONCURRED IN BY:

Province Chief, Quang Nam

*June 20, 1964*  
Date

*W. G. Highswonger*  
USOM

## APPENDIX C

Republic of Viet Nam  
CENTRAL RURAL CONSTRUCTION  
COUNCIL

Secretary General

Saigon, December 20, 1965

## POSTAL MESSAGE

From : Central R.C. Council  
To : R.C. Council of Quang Nam Province  
Info : - R.C.C. of T.A. 1  
- Staff Headquarters of Quang Nam Special Zone

Message No. 4198 XDNT/342/BD

We have the pleasure of informing you as follows :

1. With reference to the meeting held on Dec 11, 1965 at the Corps I Staff Headquarters, we have noticed that your pacification plan consists of :

- The general planning for 541 hamlets
- The pacification planning in 1966 :
  - . to strengthen 71 hamlets
  - . to construct 82 new hamlets

2. In support of the following programs, the Central has approved for your council a fund of forty nine thousand eight hundred twenty thousand piastres (49,820,000\$).

ITEMS	PROGRAMS	FUNDS
01 HAMLET CONSTRUCTION	<b>CADRES :</b>	2,088,000\$
	Salaries for 104 Mobile Administrative Cadres + 12 Rural Political Cadres x (16,000\$ x 3months)	
	2,088,000\$	
	<b>RESETTLEMENT :</b>	
	Housing support 3,500\$ x 2,156 families of lowlanders	7,546,000\$
	Rice support (6 months x 50 Kg x 10\$) x 2,156 families	6,468,000\$
	Housing support 3,500\$ x 10 families of highlanders	35,000\$
	Rice support (6 months x 50 Kg x 10\$) x 10 families	30,000\$
	Support 20Kg/Salt x 5\$ x 10 families	1,000\$
	<b>BUILDING TO CONSTRUCT HAMLET RESIDENTIAL ZONES :</b>	280,000\$
	Clearing 10,000 sq.meters x 4,500	45,000\$
	Labor for hand bulldozing 5,000m <sup>3</sup> x 4,497	22,497\$
	Ground levelling of residential zones 48,000 m <sup>2</sup> x 4,000	192,000\$
	<b>SELF-HELP HAMLET DEVELOPMENT :</b>	5,000,000\$
	50,000\$ x 100 hamlets	
		... /2

2.

	<u>TRANSPORTATION</u> : 7 International		1,655,000\$
	Salaries for 7 drivers x (2,500\$ x 12 months)		
	210,000\$		
	Salaries for warehouse keepers, secretaries and book-keepers	108,000\$	
	Office supplies (Quang Nam Special Zone)	192,000\$	
	POL	525,000\$	
	Maintenance of vehicles	140,000\$	
	Laborers	480,000\$	
	<u>WAREHOUSES</u> :		1,000,000\$
	3 district warehouses :		
	(1 warehouse x 500,000\$00)		
	(2 " x 250,000\$00)		
02 RURAL EDUC	Construction and furnishing of 60 classrooms x 70,000\$	4,200,000\$	7,559,000\$
	Salaries for 60 hamlet teachers in 1966 x (2,500\$ x 9 months)	1,350,000\$	
	Salaries for 55 hamlet teachers in 1965 x (2,500\$ x 12 months)	1,650,000\$	
	Transportation for 60 hamlet teachers moving to training centers x 200\$	12,000\$	
	Training of hamlet teachers 800\$ x 60 teachers x 3 months of training, and lecturing and training allowances + allowances for 1 secretary + 1 laborer	183,000\$	
	School supplies for trainees, office supplies, school equipment	134,000\$	
	School materials provided to 60 teachers		
	1 set for ea. x 500\$	30,000\$	
03 PUBLIC WORKS	<u>ROADS</u> :		9,430,000\$
	- Village Road 14 (Hoa Lan - Micu Fong Duyen Sen)	1,960,000\$	
	- Thai-Leng Hoi-An (BT 071 + 701 to BT 142 + 570)	3,000,000\$	
	- Repair of a railroad to make it a road (AT 988 + 669 to AT 993 + 667)	840,000\$	
	Village Road 2 (km 6 to km 10 + 500)	450,000\$	
	- From hillside to rivermouth (BT 190 + 594 to 206 + 572,000)	1,180,000\$	
	<u>BRIDGES AND SECTES</u> :		
	Khai Dong Bridge (BT 071 + 701) - Economic Development Program. FY 1965 takes in charge of 600,000\$, a sum of 200,000\$ is requested in order to have 800,000\$	200,000\$	
	Phuoc Trach Bridge TL2 (BT 182 + 588)	400,000\$	
	An Trach Bridge (AT 964 + 664)	600,000\$	
	<u>Ferry boat</u> :		
	Man Quang Ferry Boat (BT 030 + 680)	200,000\$	
	Market : Ha Tan (repair)	100,000\$	
	Hoa Khanh	500,000\$	

... /3

04 CHIEF HOI	: 250 returnees	:	1,490,000\$
05 AGRICULTURE			
	<u>AGRICULTURE IRRIGATION :</u>		2,460,000\$
	- Vinh Da Dam - Hoa Giang (156m)	1,500,000\$	
	- Cay Dua Dam (67m70)	900,000\$	
	Pumps : 20 (Taiwan model)	60,000\$	
	<u>ANIMAL HUSBANDRY :</u>		792,000\$
	Salary for 1 staff specialist x		
	(7,000\$ x 12 months)	84,000\$	
	Salaries for 12 cadres x (4,000\$ x		
	12 months)	480,000\$	
	Training of 400 farmers x (4 days x		
	30\$)	48,000\$	
	9 drug stations x 10,000\$	90,000\$	
	Anti-plague	10,000\$	
	Demonstrations at 10 pilot-centers x		
	2,000\$	20,000\$	
	Distribution of live-stock :		
	400 chickens	60,000\$	
	<u>AGRICULTURE PROMOTING :</u>		852,000\$
	Salaries for 2 staff specialists x		
	(7,000\$ x 12 months)	168,000\$	
	Salaries for 13 cadres x (4,000\$ x 12		
	months)	624,000\$	
	Training of 500 farmers x (4 days x 30\$)	60,000\$	
	<u>AGRICULTURAL AFFAIRS :</u>		490,000\$
	Paddy	90,000\$	
	Secondary crops	350,000\$	
	Breeding plants	50,000\$	
	<u>FISHERIES :</u>		1,664,000\$
	Salary for 1 staff specialist x (6,000\$ x		
	12 months)	72,000\$	
	Salaries for 10 cadres x (4,000\$ x 12		
	months)	480,000\$	
	Training of 100 river fishermen (4 days x		
	50\$)	12,000\$	
	20 fish ponds	100,000\$	
	Fishing tackle : nets	1,000,000\$	
UNFORESEEN EXPENSES			1,000,000\$
	Total :		49,830,000\$

3. The above fund is taken in charge by the Viet Nam National Budget.

4. The province chief is designated as administrator of all these programs.-

BRIGADIER GENERAL NGUYEN DUC THANG, CO-DEPUTY OF R.C.  
ACTING SECRETARY GENERAL OF THE CENTRAL R.C. COUNCIL,

Brigadier General Nguyen duc Thang

Schedule of Economic Cadres' Training Program  
From May 11 through May 20, 1964.

<u>Date</u>	<u>Time</u>	<u>Training Subjects</u>	<u>Speaker</u>
May 11	08:00-10:00	-Assembling of trainees.	Board of directors
	10:00-12:00	-Organization of groups, and publication of program and regulations.	" "
	14:00-15:30	-Purpose of rural restoration program.	Rural Restoration Bureau
	15:30- 17:30	-Organization of Farmers Association.	Naco
May 12	08:00-10:00	-Cooperative Policy.	Naco
	10:00-12:00	-Agricultural Credit Policy-	Naco
	14:00-17:30	-Extra Crops- Fertiliser Manure compost.	Agric. Section
May 13	08:00-17:30	-Observation of method of fertilizing fertilizer and making manure compost at demonstration pilot spots Vinh Xuan and Ky Ngoc.	Agriculture Section
May 14	08:00-10:00	-Fruit tree planting- Nursery	Agric. Sec.
	10:00-12:00	-Crop protection-Organization of h-T	<del>h-T</del>
	14:00-16:00	-Rural construction	Public Works
	16:00-17:30	-Construction of light materials	Const. Sect.
May 15	08:00-09:00	-Self Help School	Edue. Sec.
	09:30-12:00	-Morality and manners of a cadre	VIS
	14:00-16:00	-The way of activity (new life)	Huynh
	16:00-17:30	-How to report	Huynh
	20:00-22:00	-One's work review	Team leader
May 16	08:00-12:00	-Practice of crop protection at Vinh Tho pilot spot	Agric. Sec.
	14:00-17:30	-Cattle raising, chicken raising & inoculation	An Hus
May 17	08:00-12:00	-Practice of fruit tree planting at Hoi An Nursery.	Agric. Sect.
	14:00-17:30	-Pig raising- Pig corn program- How to use a syringe	An Hus
May 18	08:00-17:30	-Observation of raising method and pig inoculation at Hoa Vang pilot spot	An Hus
May 19	08:00-12:00	-The way of ATS construction and consolidation	ATS Bureau
	14:00-17:30	-Preliminary conception of secondary road building.	Public Works
	20:00-22:00	-Group meeting- One's work review	Team leader
May 20	08:00-10:00	-The way of propagating and campaigning-	Propaganda & Campaign Section
	10:00-12:00	-How to make a self help project-	Huynh
	14:00-16:00	-Summary	Board of directors
	16:00-17:30	-Visit and directive of province chief.	

~~SECRET~~



-TRAINING OF VILLAGE COUNCILS & HAMLET COMMITTEES-

Presently, Quang Nam has 115 villages and 537 hamlets. 4 councillors needed to be trained for each village and 3 committee-men needed to be trained for each hamlet.

Villages: 4 people x 115 villages = 460 people.

Hamlets: 3 people x 537 hamlets = 1,611 people.

Time and courses needed for the training purpose:

Village councillors: 3 courses. 150 people in a course, and each course lasts for 15 days.

Hamlet committee-men: 8 courses will be opened for these people. Each course will receive 200 people and will last for 10 days. Each man will get 20\$ a day during training time. Management expenditures for village councillors is 8,000\$ and 5,000\$ for hamlet committee-men.

Following here are expenditures of training courses in details:

Village councils:

Food for students: 20\$ x 460 people x 15 days = ~~141,000\$~~

138,000\$

Printing stuff for 3 courses: 8,000\$ x 3 courses =

24,000\$

Total: 162,000\$

Hamlet committees:

Food for students: 20\$ x 1,611 people x 10 days =

322,000\$

Printing stuff for 8 courses: 5,000\$ x 8 =

40,000\$

Total: 362,000\$

162,000\$ + 362,200 = 524,200\$

Program of councillors training: (15 days per 7.30 hours each- Total: 112.30 hours)

Politics- (2 days)

- Policy of the Military Revolutionary Council and GVN
- Preponderance of the Republic of Vietnam in comparison with VC
- Problems of the unity of people
- Neutralization problem of South Vietnam  
(to be prepared and taught by VIS)
- VC sabotage plot (to be prepared ~~by~~ and taught by National police)
- Chieu Hoi policy (to be prepared ~~by~~ and taught by the Political Section)
- Activities of civic campaign
- Manners and morality of village councillors. (to be prepared and taught by Civic Action.

Administration- (3 days)

- General idea of administration organization
- Limit of powers and duty of village council (to be prepared and taught by Administration Section)
- Program of Rural Restoration project (to be prepared and taught by Rural Restoration Bureau)

over please.....

Finance & Tax: (2 days)

- Village finance: village budget (estimates and management)
- Village income
- Procedure and method of establishing and keeping books (to be prepared and taught by Finance Section)
- Village taxes: Different kinds of taxes
  - How to operate and collect taxes
  - Violation of taxes
  - Duty of village council toward taxes (to be prepared and taught by Tax Section)

Economics- 2½ days

- GVN economic improvement and program of economic development
- Violation of economics
- Control of commodities, and eradication of speculation
- Duty of village council concerning about the establishment of handicraft and industrial agencies (to be prepared by economic section)

Agriculture: Production increasing, how to use fertilizer (to be prepared by Agriculture section.

Land: Establishment and administration of land

Maintenance of land documents (prepared by Land Section)

Cattle raising; and animal protection etc... (prepared by An Hus Section)

Fishing: (prepared and taught by Fishery Section)

Social works: 1½ days

- Public sanitation, disease prevention, and disease curing etc...
- First aid giving (prepared and taught by Public ~~HEALTH~~ Health Section)
- Primary education, and popular education
- School organization, and procedure of asking permission to open a school (prepared and taught by Education Section)
- Physical education & sport movement
- Youth organizations (prepared and taught by Youth Section)

Justice: 1 day

- Outline of separation of judiciary, legislative, and executive powers
- Courts of laws in Vietnam
- Prosecution
- Judiciary police
- Procedure of arresting people and controlling houses
- Duty of a civil status member
- General rules and regulations of civil status documents
- Birth, marriage, and death certificate. (prepared and taught by the Justice ~~MIN~~ of the Peace Court, Hoi An)

Military works and intelligence: 3 days-

Military affairs: (will be taken charge by SDC Training Center) - Consisting of methods of using of weapons (theory and practicing) especially with the various kinds of weapons such as sub-machine guns, rifles, pistols, and handgrenades etc....

over please....

**Intelligence:**

- Definition of intelligence
- Purpose of news
- News of origin
- Organization of intelligence net
- The use of news

Program of hamlet committee-men training: (10 days per 7.30 hours each-  
total: 73 hours)

1st day: Opening ceremony- Publicity of program and its content (by the  
Board of Directors)

2nd day: Program and purpose of Rural Restoration works (by Administration  
Section)

- Manners and morality & procedure of working of a cadre (by VIS)

3rd day: Chieu Hoi policy (fundamental theory- Campaign technic- classification,  
and liberation- organization and management)  
(by Youth Section)

4th day: Organization of people intelligence  
Inspection of property, filtration of ranks, and classification of  
people composition (guidance of establishment of family census paper)  
(prepared by National Police)

5th day: To organize and strengthen the system of hamlet defense  
To organize and strengthen the hamlet armed force  
Special activity group - Intelligence group  
Intelligence method

To organize liaison signal system (prepared by Strat. Ham. Bureau)  
6th day: Guidance and division of works to hamlet compositions during peaceful  
time as well as emergency cases (alarm, guerrilla & counter-guerrilla  
tactics, fighting practicing etc...)  
Duties of Hamlet Committee, Special Activity Group (prepared by  
Strat. Ham. Bureau or Civic Action Section)

7th day: To organize and strengthen body communities  
Method of people campaign  
People intelligence (by Civic Action Section)  
Way of establishing and strengthening of New Activity Hamlet  
(by Strat. Ham. Bureau)

8th day: Extra crop plantation, how to fertilize chemical fertilizer, how to  
make manure sheds, program of fruit tree planting, and program of  
crop protection.

Practicing at experimental points. (by Agric. Section)

9th day: Methods of raising cattle, pigs, poultry, and ducks

Pig-corn program

How to raise pig, and how to vaccinate (by An. Hus. Section)

10th day: NACO policy

Organization of Farmers Associations

Program of ACL economic development

Questionnaire solving

Works reviewing- (by NACO section of New Activity Bureau)

**TỈNH QUẢNG - NAM**

Bản chính của Tỉnh giữ

**GIẤY PHÉP VẬN PHÒNG ÁP CHIẾN LƯỢC****ACL AUTHORIZATION FORM**Giấy phép ACL số.....  
ACL Auth. No

Ngày tháng :

Date :

Chương trình được chấp thuận :

Program Authority :

Mục đích :

Purpose :

Loại phẩm vật :

Type of commodity :

Số lượng

Amount :

Trọng lượng

Weight :

Color-coded copies for:

Province

District

Hamlet

Warehouseman

Truck driver

Người nhận :

Recipient :

Nơi đến :

Destination :

Tại kho :

Warehouse location :

Nhân viên phụ trách :

Man in charge :

Phương tiện chuyên vận :

Transportation :

Số lượng xăng yêu cầu :

Gas required :

Chức vụ :

Title :

Tên tài xế :

Name of driver :

Khoảng cách hành trình :

Kilometers :

Chấp thuận phẩm vật :

For commodities :

Approved :

TỈNH-TRƯỞNG,

Chấp thuận phiếu lưu hành xe và công  
vụ lệnh.

For trip ticket and travel authority :

Approved :

Hội An, ngày tháng năm 196

Hội An, ngày tháng năm 196

Thực phẩm hoặc vật liệu do tài xế lãnh :

Commodities or materials received by driver :

Chữ ký :

Signature :

Tên và chức vụ : (bằng chữ in)

Name and title : (print)

Ngày, tháng

Date

Nhận cho

Received for

Để phân phát

For distribution

Tên (chữ in)

chữ ký

Ngày tháng :

Date

Quận

District

Nhận :

Received :

Cho

Ấp

For

Hamlet

Trưởng ban trị sự ấp hay nhân viên

Chief or committeeman

Tên (chữ in) và chữ ký

Name (print) and signature

Nhân viên ban trị sự ấp thứ nhì

2nd committeeman

Tên (chữ in) và chữ ký

Name (print) and signature

Ngày tháng

Date

## APPENDIX G

Bản mẫu : HỆ THỐNG PHÂN LOẠI NHÀ KHO

Sample : WAREHOUSE CLASSIFICATION SYSTEM

A, B, C, v.v....: Chỉ rõ từng loại và thứ của các mục

A, B, C, etc....: Designates general area or type of item.

Số theo sau chữ chỉ rõ từng loại riêng biệt A1 Gạo mè, B2 tôn, v.v...

Number following letter is specific item A1 Bulgur, B2 Roofing, etc...

Code Qui tắc	English	Vietnamese	Code Qui tắc	English	Vietnamese
A.	Foodstuffs	Thực phẩm	D.	Clothing & Fabrics	Vải vóc và những vật tương tự
A1	Bulgur	Gạo mè	D1	Shirts *	Sơ mi
A2	Corn	Bắp	D2	Pants	Quần
A3	Cooking oil	Dầu ăn	E.	Automobile parts and supplies	Dụng-cụ xe hơi và vật-dùng
A4	Shortening	Mỡ	F.	Earth & masonry tools	Dụng-cụ nề và đào đất
A5	Canned food	Đồ hộp	G.	Woodwork Tools	Dụng-cụ làm đồ gỗ
B.	Construction materials	Vật dụng xây cất	H.	Metalwork tools	Dụng-cụ làm đồ sắt
B1	Cement	Xi-măng	I.	Mechanics tools	Dụng-cụ thợ máy
B2	Roofing	Tôn lợp	J.	Fertilizer	Phân bón
B3	Iron rod, size 8	Sắt 8	K.to I.	Reserved for use as needed	Để làm những việc khác
B4	Iron rod, size 6	Sắt 6	Z.	Miscellaneous	Linh tinh
B5	Iron rod, size 4	Sắt 4	Z1	Bicycles *	Xe đạp
B6	Iron rod, size 3.8	Sắt 3.8	Z2	Brief cases* etc	Cặp da, v.v...
C.	Petroleum	Dầu hỏa	* These items checked out on loan basis to cadres. Những mục này cấp cho cán-bộ mượn dùng.		
C1	Gasoline	Xăng			
C2	Diesel	Dầu cặn			
C3	Motor oil	Dầu máy			

APPENDIX H  
Warehouse Inventory Card. Quang Nam.

[illegible]

## WORK PLAN

(Dự án công việc)

Ty Bảo lãnh  
(Sponsoring section)

Chương (Program)  
trình

Sô (Number)

Don-vi (Unit)

Tiên (Plasters)

### Phẩm vật (Commodities)

Ngày khởi công  
(Start Date)

Ngày hoàn tất  
(Finish date)

JAN.(Thg Giêng)	: FEB.(Thg Hai)	:MAR.(Thg Ba)
:	:	:
:	:	:
:	:	:
:	:	:
:	:	:
:	:	:
APR.(Thg Tư)	: MAY(Thg Năm)	: JUNE(Thg Sáu)
:	:	:
:	:	:
:	:	:
:	:	:
:	:	:
:	:	:
JUL.(thg Bảy)	: AUG.(thg Tám)	: SEPT.(thg chín)
:	:	:
:	:	:
:	:	:
:	:	:
:	:	:
:	:	:
:	:	:
OCT.(thg Mười)	: NOV.(thg mười một)	: DEC.(thg Chạp)
:	:	:
:	:	:
:	:	:
:	:	:
:	:	:

APPENDIX J

Số lộ-trình  
(Daily Transportation Log)

Ngày :      tháng      năm  
Day :     

Loại xe Vehicle	Giấy phép (Authori- zat)	Chương- trình (Progr)	Hàng hóa (Cargo)	Số lượng (Amount)	Nơi đến (Destina- tion)	Giờ đi (Hour out)	Giờ về (Hour in)	Chữ ký tài-xe (Driver's signature)
DODGE	:	:	:	:	:	:	:	:
1002	:	:	:	:	:	:	:	:
1004	:	:	:	:	:	:	:	:
1006	:	:	:	:	:	:	:	:
1011	:	:	:	:	:	:	:	:



Selections, Vinh Binh Province  
Self-help Chart

## **BẦU CỬ BAN TRỊ SỰ ẤP**



### **6. DÂN CHÚNG BẦU BAN TRỊ-SỰ ẤP VÀ LẬP HƯƠNG-ƯỚC. 8**

The people elect their hamlet council.



**MỖI NGƯỜI DÂN TRONG ẤP PHẢI NGHIÊN-CỨU  
DỰ-ÁN TỰ-TÚC MÀ HỌ MUỐN XÂY-CẤT VÀ XỬ DỤNG.**

9

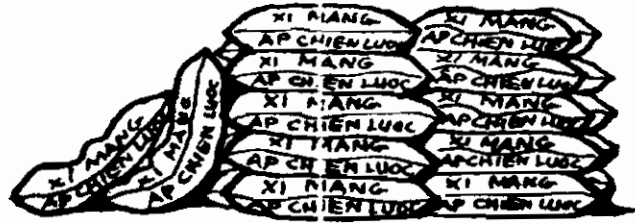
Each person in the hamlet must study what he wants for  
a self-help project.



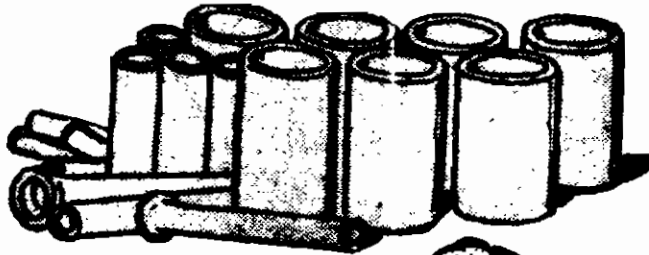
**TOÀN THỂ DÂN ẤP QUYẾT-ĐỊNH VỀ DỰ-ÁN  
XÂY CẤT TRONG ẤP THEO Ý-NGUYỆN CỦA HỌ.**

All the people decide on the construction  
project according to their own ideas.

XI-MĂNG



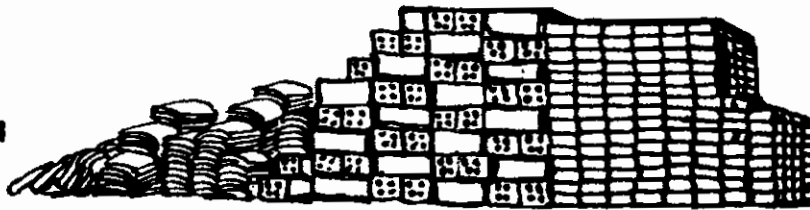
CỔNG



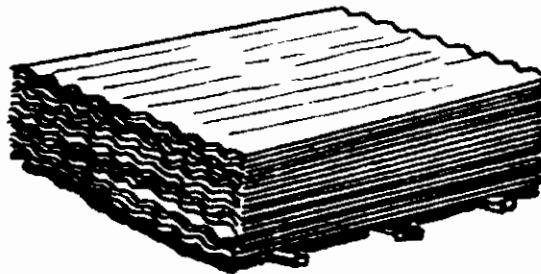
CÁT SỎI



GẠCH NGÓI



TÔN



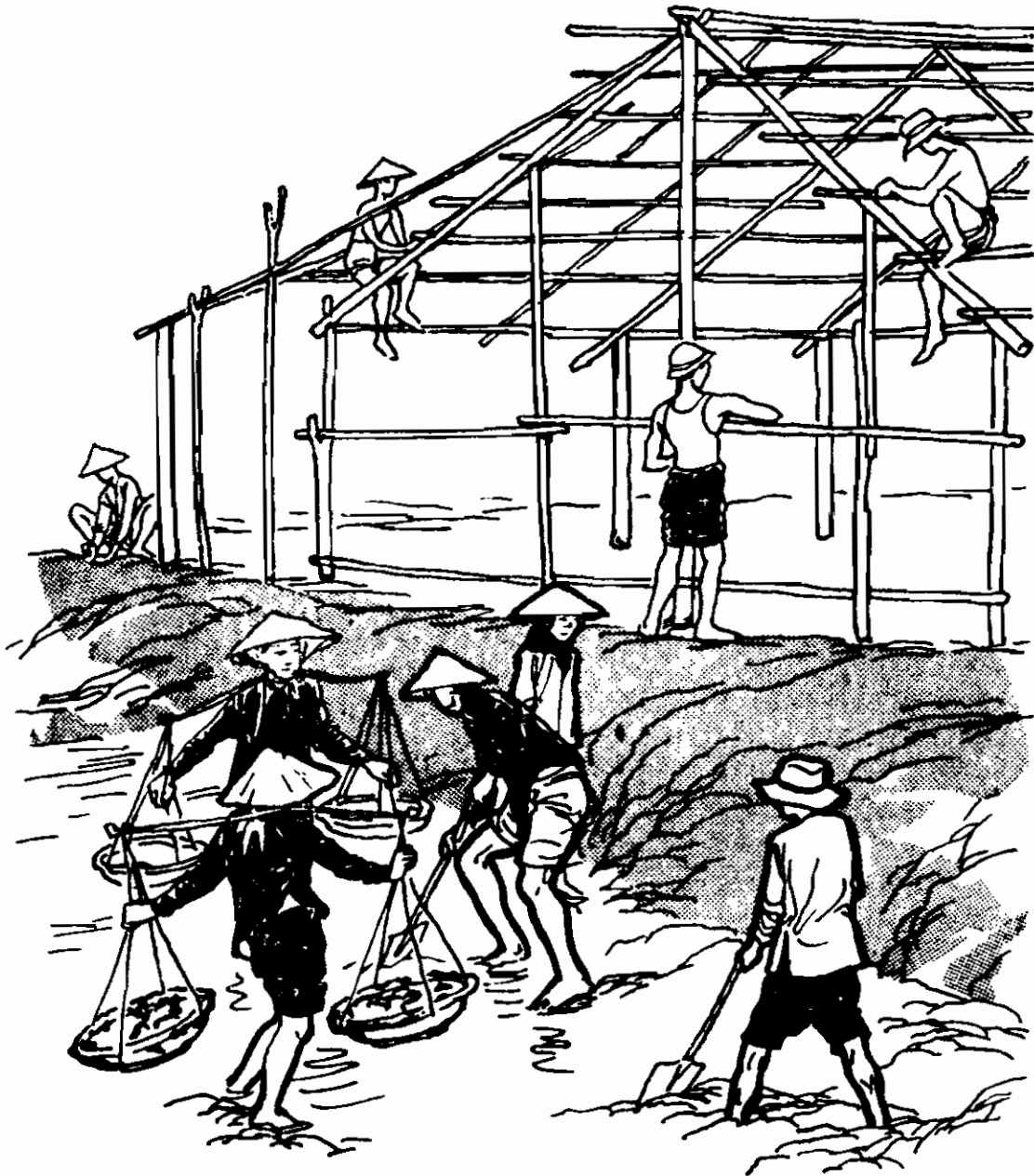
GỖ VÁN



**BAN TRỊ-SỰ ẤP PHẢI ƯỚC-ĐỊNH SỐ LƯỢNG  
VẬT-LIỆU VÀ KINH-PHÍ CẦN-THIỆT CHO DỰ-ÁN.**

12

The hamlet committee must decide the total amount of  
material and money needed for the project.



**DÂN CHÚNG TỰ Ý GÓP SỨC ĐỂ HOÀN-TẤT DỰ-ÁN. 17**

Each person voluntarily contributes as he is able in order to complete the project.

USOM  
VIETNAM  
June 1965

## APPENDIX L

## SUMMARY OF COUNTER-INSURGENCY PROJECTS

Hamlet Plans (Province Administered)

A-A-1 Strategic Hamlet Construction Teams - - provides per diem and equipment for eight-man construction/civic action teams who direct initial establishment of strategic hamlets, VN\$ 1,000 per man month.

A-A-3 Hamlet Militia Training - - pays per diem to militia during two-week training period, VN\$ 280 per man x 10 to 20 per hamlet.

A-A-4 Resettlement - - furnishes cash resettlement allowances, surplus foods, and commodities such as blankets, clothing, tools (generally excess property) to families relocated as part of strategic hamlet establishment.

A-A-5 Hamlet Council Training - - builds and equips provincial training centers, develops training course and trains instructors, and pays per diem and travel course of trainees and instructors, to give all newly elected hamlet officers a two-week course on hamlet administration.

A-A-6 Self-Help - - furnishes VN\$ 15,000 to 45,000 per hamlet plus commodities, mainly cement, roofing, rod and wire, hand tools and small generators and machines, for hamlet community improvement projects to which villagers contribute labor. Funds supervision of seven rural self-help specialists.

A-A-7 Hamlet Schools - - builds 500 to 1200 classrooms a year at a cost of VN\$ 20,000 to 50,000 per classroom (depending on amount of labor contributed by the hamlet), plus cement and roofing (from self-help project), teaching aids, school supplies, and two textbooks per child. Gives teachers for the new schools a two-month training course, paying instructor and trainee per diem plus supplies and expenses of the provincial courses, and pays the first year salary of VN\$ 600 per month, for each new teacher.

A-A-8 Provincial Development Works - - provides funds and commodities - - largely cement, reinforcing bars and pipe, and small hydraulic equipment - - plus the services of a well drilling advisor, for small scale economic development projects servicing several hamlets. Projects are to be selected and managed by provincial and district authorities.

A-A-11 Viet-Cong Rehabilitation - - provides funds for per diem and retraining of Viet-Cong returnees, plus commodities for establishment of new hamlets for those who cannot return to their own villages.

A-A-13 Para-Military Dependents Support - - provides surplus foods rations for families of CG and SDC troops, about 30 kgs. of bulgar wheat plus 2 gallons of cooking oil per dependent per quarter.

A-A-15 Miscellaneous & Contingency - - provides cash allowances, surplus foods, and blankets and other emergency supplies for victims of VC attacks and other disasters. Also provides a reserve fund of plasters and PL 480 foods for targets of opportunity.

- 2 -

Hamlet Plans (Central Government Administered)

A-C-1 Rural Wells - - provides requirements for drilling about 400 wells a year, including 3 technicians, well components and rig maintenance parts, and funds for drilling crews and local services.

A-C-2 Hamlet Commedia - - provides personal radios for villagers, and tri-wheel audio-visual units and mimeographs for district information offices, plus apparatus for provincial photo labs, plus local currency for operation of district offices.

A-C-3 Special Livestock Development - - provides low cost improved hogs and surplus feed grain, to be sold to poorer farmers on special NACO loans, plus grants of cement for pigsties, plus some poultry. USOM livestock, extension, credit and veterinary advisors give technical direction.

A-C-4 Fertilizer -- furnishes fertilizer for 350,000 to 400,000 hectares in the lower Delta, through special commercial channels at subsidized prices on no-interest loans, and furnishes fertilizer for 250,000 to 300,000 hectares in the Central Lowlands, to be distributed through government agencies and coops at a fraction of the landed cost.

A-C-5 Plant Protection - - distributes insecticides gratis through the provincial agricultural services in priority areas and sells insecticides at half price through coops in other provinces, proceeds being used by the Plant Protection Service to buy additional pesticides.

A-C-6 Village/Hamlet Radio - - installs transceivers in villages and hamlets, as part of the national police network.

A-D-1 Military Civic Action - - provides medicines for joint US/ARVN medical civic action teams, which make rounds of strategic hamlets treating the population.

Agricultural Production Support

A-E-1 Agricultural Production Services - - provides replacement equipment and parts for experiment stations, extension, crop reporting and other agricultural technical services, plus cement, seed, and fertilizer for further testing and trials. Local currency pays salaries of employees in these operations, plus some new construction of facilities, plus a JCRR team.

A-E-2 Rural Credit and Cooperatives - - provides fertilizer for distribution by coops, proceeds being used to expand coop capital, plus construction of 25 new NACO offices and 10 new district coop offices.

A-E-3 Land Settlement & Agricultural Equipment Maintenance - - provides spare parts and expendable supplies for land clearing equipment.

- 3 -

A-E-4 Irrigation - - provides equipment and funds for construction of about 50 small irrigation projects a year, plus a JCRR irrigation team, to direct planning and construction.

A-E-5 Fishing Facilities - - provides equipment for fish landing facilities, hatcheries, and hamlet fish ponds, plus local currency for construction of such facilities.

A-F-1 Rural Trade & Agriculture Schools - - provides funds and equipment for new two-year schools in three provinces and expansion and renovation of six others.

#### Health

A-G-1 Rural Health - - provides salaries and training per diem for rural health workers, plus medicines for hamlet dispensaries. Provides three surgical teams at regional hospitals, advisors to the rural health program.

A-H-1 Malaria Eradication - - provides US advisors, training of Vietnamese personnel at the Malaria Eradication Training Center in Manila, insecticides, vehicles, and supplies and replacement parts. The operation conducts intensive spraying of all hypocendemic and mesoendemic areas under government control - - generally in the Highlands - - surveillance and initial spraying of new settlements in other areas. (Funded by Development Grants as part of the world-wide Malaria Eradication program)

A-J-1 Improvement of Local Government - - provides US advisors and participant training to assist GVN in local government, financial management, and rural credit reorganization.

#### Operations Support

A-I-1 Support of Rural Affairs - - funds the province representatives and the staff of the Office of Rural Affairs, and provides equipment and handling and transportation costs for movement of Counter-insurgency commodities.

A-I-2 Support of Agriculture - - provides US advisors and training in the US for key personnel of various Vietnam agricultural services, particularly the services and operations of the AE series action plans.

A-I-3 Support of Public Works - - provides technical personnel and training abroad for all Public Works projects.



- 4 -

A-I-4 Support of Public Health - - provides US advisors and participant training for public Health projects.

A-I-5 Support of Communications Media - - provides US advisors and participant training for the Ministry of Information.

A-I-7 Support of IVS - - provides 70 IVS technicians, working in agriculture, education, and malaria eradication.

## APPENDIX M

ACTIVITY PROGRAM OF THE RURAL CONSTRUCTION MINISTRY  
DURING 19661. GENERAL.

- a. On 1 Dec 1965, the Prime Minister and concurrently Chairman, Central Rural Construction Board, signed a directive prescribing rural construction policies.

This directive explained that :

" The eventual objective of our people and Armed Forces is a unified, democratic and powerful Fatherland of Vietnam.

Our practical, essential, short-range objectives are Security, Freedom, Democracy and Happiness for the people of South Vietnam".

To attain these objectives, the National Leadership Committee and the Central Executive Committee have outlined the following three main lines of action : military offensive to defeat the VC, rural construction and building of democracy".

The directive also defined : "Construction of an area is to restore public security and to carry out the policies of the Government in order to improve the living conditions of the inhabitants in that area in political, economic and social fields etc..." and the following three fundamentals are established :

(1) Fundamental 1 :

The Rural Construction can only be achieved through the unity of military, administrative and civic personnel.

The important and deciding element for the success of rural construction is the People. Military and administrative personnel only have the responsibility to assist, provide guidance and motivate the people so that the people will recognize the necessity and importance and carry out rural construction by themselves as their initiated work.

(2) Fundamental 2 :

The Government must formulate a well-defined and practical new life development policy in rural areas and publicize this policy to the people. When carrying out this policy in rural areas, cadres must know the sincere aspirations of the people so that their work not only fit the policy of the Government, but they also meet the legitimate aspirations of the people.

(3) Fundamental 3.

The rural construction will only obtain everlasting results, if the enemy's infrastructures are destroyed and constantly followed up and our infrastructures, that is our regional administrative agencies and people's defense groups created and supported by the people must be constantly protected and controlled. The follow up of our infrastructures and the infrastructures of the enemy must be indefinitely carried out. In other words, the rural construction will only produce ever-lasting results, if VC underground cadres and cruel rural officials are eliminated and democratic, uncorrupted and effective administrative agencies are activated.

The Directive also prescribed : "The construction of an area consists of two phases : Peace restoration phase and new life development phase".

The peace restoration phase will be carried out through two periods : clearing period and securing period.

The clearing period will aim at annihilating or driving VC regional and main forces from the areas to be constructed.

The purposes of the securing period will be to destroy VC military political infrastructures and consolidate or construct our infrastructures, that is to liberate the people from VC control, and instill a sense of responsibility among the people to maintain the restored security by themselves.

During the new life development phase, the policy of the Government will be carried out to meet the sincere and legitimate requirements and aspirations of most people residing in peace restored areas in political, economic and social fields etc...".

The Ministry of National Defense will be responsible for carrying out clearing phases. The Ministry of the Interior and the Rural Construction will carry out securing phases. New Life development phases require the efforts of all ministries. The Central Rural Construction Board will closely coordinate the activities of these ministries. Similar Rural Construction Boards have been activated in CTZ's, DTA's provinces and districts.

The Central Rural Construction Board has :

- Published Directive No 1535/UBHP/CT/M dated 11 Dec 65 prescribing the initial concepts on Rural Construction.
- Published Directive No 1382/UBHP/CT/M dated 6 Nov 65 prescribing the Rural Construction control system from central to district levels.
- Published Order No 2164/XDNT dated 10 Dec 65 prescribing the regulations for Rural Construction Cadres.
- Outlined criteria to direct all provinces in the preparation of 1966 Rural Construction Plans, and approved these 46 plans and provided an appropriation of 1,561,208,000.

The Central Rural Construction Board has reminded all provinces to prepare practical plans, that is, these plans must be based on actual capabilities of low level cadres, capabilities of the enemy, military support capabilities of DTA's, and sincere and legitimate aspirations of the people. The policy of the Central Rural Construction Board is that work must be slowly carried out, but they must be successful. Once an area is pacified, it must be able to defend itself. Pacifications must be gradually and continuously carried out from secure areas to insecure areas, from densely populated developed areas to thinly populated underdeveloped areas. Security in an area must be restored before work will be carried out at another area.

The plan of the province must be practical in order that at least 75% of the mission be expected to realize at the end of the year.

Below is the capitulation list of the vital missions of the Rural Reconstruction Ministry in 1966.

2. VITAL MISSIONS TO BE CARRIED OUT IN 1966.

PURPOSE	M I S S I O N
1. Have a uniform and appropriate conception on rural reconstruction.	<p>It is requested to coordinate with the ministries concerned to :</p> <ul style="list-style-type: none"> <li>a. Publish the initial and sketchy conception of the Central Rural Construction Board, concerning the reconstruction of rural areas, to the people, the cadres, the government and the armed forces in order that they all have a thorough knowledge on it.</li> <li>b. Organize 4 seminars for the military and civil cadres to discuss and exchange their views, experiences on rural construction.</li> <li>c. Submit to the Central Rural Construction Board a digest of the suggestions from the people and the experiences of cadres, with a view to amend the initial and sketchy conception, and to meet the actual situation of rural areas.</li> </ul>
2. Have an effective group of "rural construction cadres"	<p>It is requested to :</p> <ul style="list-style-type: none"> <li>a. Urge the provincial rural construction boards to recruit about 200 "rural construction cadres", including : <ul style="list-style-type: none"> <li>(1) voluntary, local and new cadres.</li> <li>(2) a variety of non specialized, voluntary and qualified cadres.</li> </ul> </li> <li>b. Build and consolidate the three Rural Construction Training Centers at Giadinh, Vung-tau and Pleiku.</li> <li>c. Train and re-train about 130 rural construction cadres.</li> <li>d. Exploit the experiences of cadres, improve continuously the techniques from the rural construction training centers, concerning the construction of rural areas.</li> <li>e. Publish a monthly magazine, using it as an agency for technical development, and as means of communication between the cadres of the nation. Radio broadcasting and television can be used for the same purpose.</li> </ul>

3. Have an effective system of directing the rural construction.
- It is requested to coordinate with the ministries concerned of the government to :
- Assume the missions as General Section, Central Rural Construction Board. Guide, promote and support the activities of the provincial rural construction boards.
  - Provide additional activity facilities to general sections, CTZ rural construction boards, DTA rural construction boards, provincial rural construction boards, and district rural construction boards, specially in areas to be pacified in priority.
  - Make a digest of and submit to the Central Rural Construction Board, the recommendations of the provinces relating to the reorganization of the administrative and people elected agencies at rural areas, in order that appropriate actions can be taken to direct, support and promote the pacification missions.
  - Set up an effective and numerous rural construction inspection team at the Central Rural Construction Board and in each CTZ.

4. Have a short range, but practical program.
- It is requested to coordinate with the ministries of the government concerned to :
- Promote and support the execution of the provincial rural construction programs in 1966. These programs are to be prepared by the provinces in compliance with the standards from the Central Rural Construction Board and the CTZ's, and based on the actual situation of the area concerned.

The CTZ's, the DTA's and the provinces have engaged to the Government to realize 75% of the Rural Construction program prior to 1 January 1967, if not in obligatory case.

- (1) They will pacify 969 hamlets with 1,005,081 inhabitants who have just been concentrated there (7% of the population of the nation).

They will consolidate 1,083 hamlets with 1,152,388 inhabitants (8% of the population of the nation) by setting up self-defense civilian groups, the hamlet executive board through election, the village administrative council, and by organizing the new life.

They will continue to develop the construction of 3,620 newly pacified hamlets and the town areas with 7,842,000 inhabitants (61% of the population of the nation)

- (2) They will resettle 41,000 families who have left VC controlled areas.
- (3) They will realize 2,779 hamlet self-help programs.
- (4) They will construct 2,251 class-rooms, recruit 2,604 teachers for hamlets.
- (5) They will construct roads, 913 km long,  
They will construct 19 bridges, ferries and markets with the expenses of over 1,000,000%  
They will construct 129 bridges, ferries and markets, with the expenses of under 1,000,000%
- (6) They will construct 14 dams and dikes with the expenses of over 1,000,000%  
They will construct 43 dams and dikes with the expenses of under 1,000,000%  
They will dredge or excavate canals, 119 km long.
- (7) They will train 3,700 farmers on modern techniques of agriculture, animal husbandry and fishery.  
They will issue good seeds, subordinate cereal and plants with the expenses of 13,000,000%  
They will issue 61,000 chicken and ducks and 16,000 pigs.  
They will construct 759 markets and fish ponds.  
They will issue fishing implements with the expenses of 16,000,000%
- b. They will promote the establishment of 20 power plants at areas to be pacified in priority.
- c. They will particularly support the areas to be pacified in priority in every aspect, specially in manpower and military matters.

### 3. RURAL CONSTRUCTION FUNDS TO BE ALLOCATED TO THE PROVINCES IN 1966.

The estimated obligation for rural construction is 2 billions.

In the first phase, after studying and considering the plans from the provinces at the CTZ headquarters, the General Sections, Central Rural Construction Board has allocated to the 43 provinces and 3 towns a total fund of 1,561,208,000% distributed as follows :

## a. Classified by Provinces.

Serial Nr	Provinces	Funds allocated (VN \$)	Proportion	Classes	Highways in Km	Bridges Ferries and markets	Dams Dikes	Canals in Km
1	An giang	84,433,000.	5.40	212	36.6	28	0	16.5
2	An xuyen	28,659,000.	1.84	47	13.0	0	1	0
3	Ba xuyen	36,146,000.	2.31	45	16.4	0	8	7.1
4	Bac lieu	33,273,000.	2.13	40	13.1	1	0	0
5	Bien hoa	36,266,000.	2.32	58	14.5	0	1	2.0
6	Binh duong	35,853,000.	2.30	40	14.7	5	0	0
7	Binh dinh	40,951,000.	2.62	56	22.0	17	2	4.2
8	Binh long	14,659,000.	0.94	12	13.0	11	0	0
9	Binh tuy	17,135,000.	1.10	27	8.4	0	0	0
10	Binh thuan	28,448,000.	1.82	40	5.1	4	1	0
11	Cam ranh	15,917,000.	1.02	10	3.0	5	0	0
12	Chau doc	49,325,000.	3.16	75	69.0	0	0	26.7
13	Chuong thien	21,465,000.	1.38	30	4.0	1	0	0
14	Darlac	36,297,000.	2.32	42	22.0	0	0	0
15	Da nang	24,115,000.	1.54	28	4.1	0	0	0
16	Dinh tuong	40,930,000.	2.62	50	33.6	0	1	5.3
17	Go cong	28,587,000.	1.83	38	19.5	0	0	0
18	Gia dinh	65,796,000.	4.21	288	18.1	3	0	0
19	Hau nghia	32,643,000.	2.10	50	27.8	0	0	0.8
20	Kien giang	43,160,000.	2.77	33	21.6	0	1	3.0
21	Kien hoa	40,347,000.	2.59	56	6.5	1	0	7.5
22	Kien phong	35,708,000.	2.29	30	20.8	4	0	8.0
23	Kien tuong	19,983,000.	1.28	24	20.5	2	0	0
24	Kontum	25,479,000.	1.63	24	14.0	2	2	7.2
25	Khanh hoa	23,421,000.	1.50	41	4.0	1	0	0



26	Lam dong	22,257,000.	1.43	15	9.7	0	0	0
27	Long an	50,155,000.	3.21	60	43.5	5	0	0
28	Long khanh	15,125,000.	0.97	12	6.8	2	3	0
29	Ninh thuan	26,079,000.	1.67	40	18.5	1	4	10.0
30	Phong dinh	35,270,000.	2.26	50	26.1	12	3	0.3
31	Phu bon	11,803,000.	0.75	15	10.5	0	0	0
32	Phu yen	26,535,000.	1.70	33	8.0	1	0	0
33	Phuoc long	16,706,000.	1.07	15	11.5	4	0	0
34	Phuoc tuy	23,822,000.	1.52	30	8.8	0	0	0
35	Pleiku	21,734,000.	1.39	10	23.0	4	1	3.0
36	Quang duc	18,641,000.	1.20	0	18.5	5	3	0
37	Quang nam	50,692,000.	3.25	60	48.3	6	2	0
38	Quang ngai	50,494,000.	3.23	57	33.0	5	2	1.0
39	Quang tin	48,427,000.	3.10	82	5.1	0	3	2.5
40	Quang tri	60,600,000.	3.88	75	39.8	2	11	0
41	Tay niem	38,486,000.	2.47	64	7.7	1	0	8.6
42	Tuyen duc	36,969,000.	2.37	50	55.0	10	1	3.0
43	Thua thien	49,218,000.	3.15	50	43.7	3	7	0
44	Vinh binh	41,269,000.	2.64	70	11.3	2	0	2.4
45	Vinh long	44,581,000.	2.86	45	31.8	0	0	0
46	Vung tau	13,349,000.	0.86	22	7.0	0	0	0
TOTAL		1561,208,000.	100.00	2,251	12.9	148	57	119.1

## b. Classified by items.

Serial Nr	Programs	Funds allocated (VN\$)	Proportion
1	Settlement	264,125,000.	16.92
2	Rural Reconstruction cadres	38,994,000.	2.50
3	Development of self-sufficient hamlets	138,550,000.	8.87
4	Rural Education	295,470,000.	18.92
5	Hydraulics	76,477,000.	4.90
6	Agriculture and animal husbandry in the Highlands	59,725,000.	3.82
7	Cattle	56,251,000.	3.60
8	Pisciculture	46,394,000.	2.98
9	Bridges and Roads	330,568,000.	21.17
10	"Open arm" operation	104,747,000.	6.70
11	Earth work	9,579,000.	0.62
12	Transportation	68,144,000.	4.37
13	Warehouses	26,184,000.	1.68
14	Unexpected expenses	46,000,000.	2.95
TOTAL :		1,561,208,000.	100.00

Summary Explanations of the above programs

The above funds of 2 billions belong to the Central Rural Reconstruction Board to provide financial support to nationwide rural reconstruction programs which have been considered and approved by the Board. The rural reconstruction commissioner, the Secretary General to the Central Rural Reconstruction Board are responsible for the planning and use of these funds.

The own budget of the Rural Reconstruction Ministry for the fiscal year 1966 is only 33 millions, used to bear all expenses on personnel salary and internal operation.

(1) Settlement

The settlement program aims at providing assistance to the communist refugees to resettle in the areas of security. The settlement assistance funds for one family are 3,500\$ for housing and 3,000\$ for rice as a maximum. A mountaineer family will receive additional 100 piasters for salt.

(2) Rural Reconstruction Cadres

The funds on rural reconstruction cadres as stated above are only for supporting the salary of cadres during the transition period.

Later, another funds will continue to provide financial support to this program.

(3) Development of Self-sufficient Hamlets

The program of self-sufficient development aims at coordinate the money supported by the Government with the labor of people in order to achieve works of a common interest at the hamlets, based on the sincere and legitimate aspirations of the local people. On an average, each self-sufficient project is 50,000\$.

(4) Rural Education

The Rural Education Program aims at providing to children in the hamlets with adequate means for learning, and progressively reaching the compulsory elementary education in order to raise the intellectual life of people in the entire country. Each hamlet receives 3 class-rooms as a maximum, each class-room can accommodate 60 students. Each class-room is worth 70,000\$, not including tin and cement.

(5) Hydraulics

Help the countrymen in digging canals, dredging gutters, building locks, reconstructing or repairing dikes and dams to hold the salt water, bringing water into the rice fields, or keeping the water level for farmers to till their grounds.

(6) Agriculture and Animal Husbandry in the Highlands

Help the farmers in protecting their crops, and increasing their productions : train farmers, issue farm implements, good seeds, insecticides, lend water-pumps to them...

Especially at provinces of the Central Highlands, there are 10 Mountaineer Agriculture and Husbandry Centers in order to train the mountaineer people to understand the new methods of husbandry and cultivation.

(7) Cattle

Help the farmers in developing husbandry : provide training, issue domestic animals, preventive and curing medicine...

(8) Pisciculture

Help the fishermen in fishing and fish-breeding : issue fishing implements, build fish markets, dig ponds to rear fish...

(9) Bridges and Roads

The Bridges and Roads Program aims at developing the communication system at hamlets, villages, districts, for farmers to easily travelling and for easy development of rural economy. Bridge and Road Projects of a pattern or purely strategical nature, such as provincial roads, National Highways... are all assumed by the Public Works Ministry or the Defense Ministry.

(10) Chieu hoi (Open arms) Operation

The funds are used in support of the Chieu hoi Operations at provinces. In addition, a funds of 21,082,000\$ has been reserved for the Chieu hoi Division/Paywar Ministry for use in the operation of central programs.

(11) Earth working

Support the settlement program (foundations)

(12) Transportation

Transport equipment and supplies under the Rural Reconstruction Program, from Provinces to Villages, Hamlets.

(13) Warehouses

Build warehouses at provincial and district towns in order to storage equipment under the Rural Reconstruction Program.

(14) Unexpected Expenses

Provide additional financial support to the above programs in case funds reserved for these programs are inadequate; use funds on emergency tasks which had not been planned.

## (15) In addition to the above programs, the Central Rural Reconstruction Board still plans funds to achieve the following tasks :

- (a) The program of providing electricity to villages, with a total funds of 40,000,000\$ in order to establish 20 generator stations at the priority areas after the Rural Reconstruction Program here has attained a satisfactory level.
  - (b) Establish inspection teams at the Central Hqs and at CTZ. Inspection personnel will permanently come to provinces in order to provide guidance to, and control the execution of rural reconstruction programs.
- (16) For other programs performed at villages such as the Rural Medical Program, the development of small industry, Agricultural Credit Cooperative..., see the programs of ministries concerned.

# FIVE OATHS

*taken by*

## THE RURAL CONSTRUCTION CADRES

Standing before the Altar of our Fatherland and the National Flag we, in the capacity of rural construction cadres, take the oath :

**FIRST** : To remain faithful to the country of Viet Nam until the last breath, to fight for the anti-communist struggle and the future of the people, in order to attain our short-range objectives which are security, freedom, democracy and happiness to the people of South Viet Nam, and to serve our eventual objective which is a unified, democratic, prosperous and powerful Viet Nam.

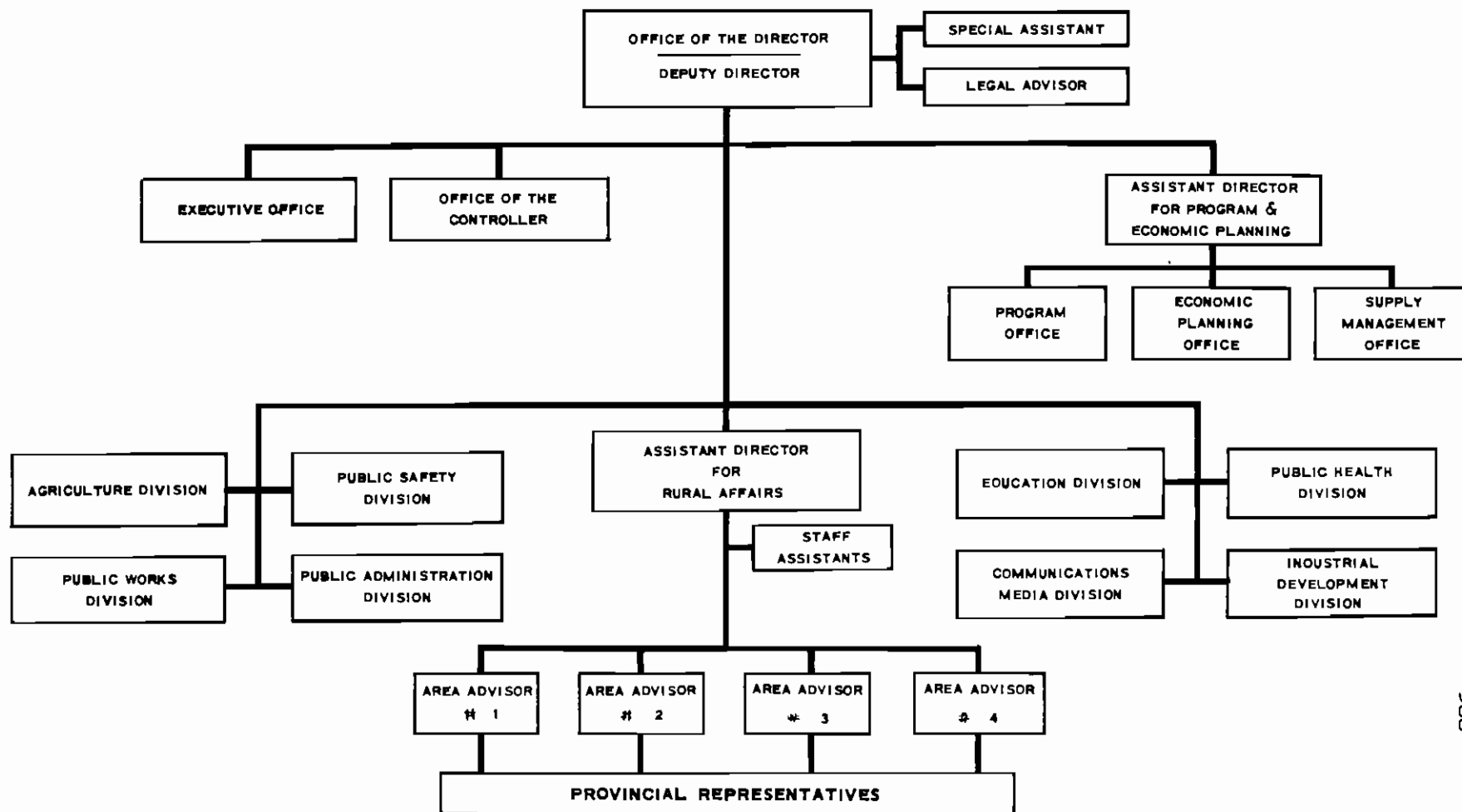
**SECOND** : To firmly believe in the success of the Rural Construction policies and decide to carry out seriously all assignments despite their hardships and dangers.

**THIRD** : To keep constantly in our mind the belief that cadres are created by the people; to fight courageously because of the people; to serve wholeheartedly the people, to decidedly get rid of the command spirit; to act in such a way to have the full confidence of the people, their sympathy, their love when we live with them, and their good memories when we leave them.

**FOURTH** : To mingle with the people; to unite our efforts with those of the people in the annihilation of underground Communist cadres and of village bullies; to bring the people social facilities fit to their sincere and legal aspirations so that they will trust the government policy, will carry out rural construction and village management by themselves, with a view to develop a new life in liberty, democracy and happiness.

**FIFTH** : To make constant efforts in study in order to progress in behavior, education and technics. To become, through a self-training, standard rural construction cadres, deserving to be the vanguard soldiers fighting against Communism for the sake of the people.

**AGENCY FOR INTERNATIONAL DEVELOPMENT  
UNITED STATES OPERATIONS MISSION TO VIETNAM**

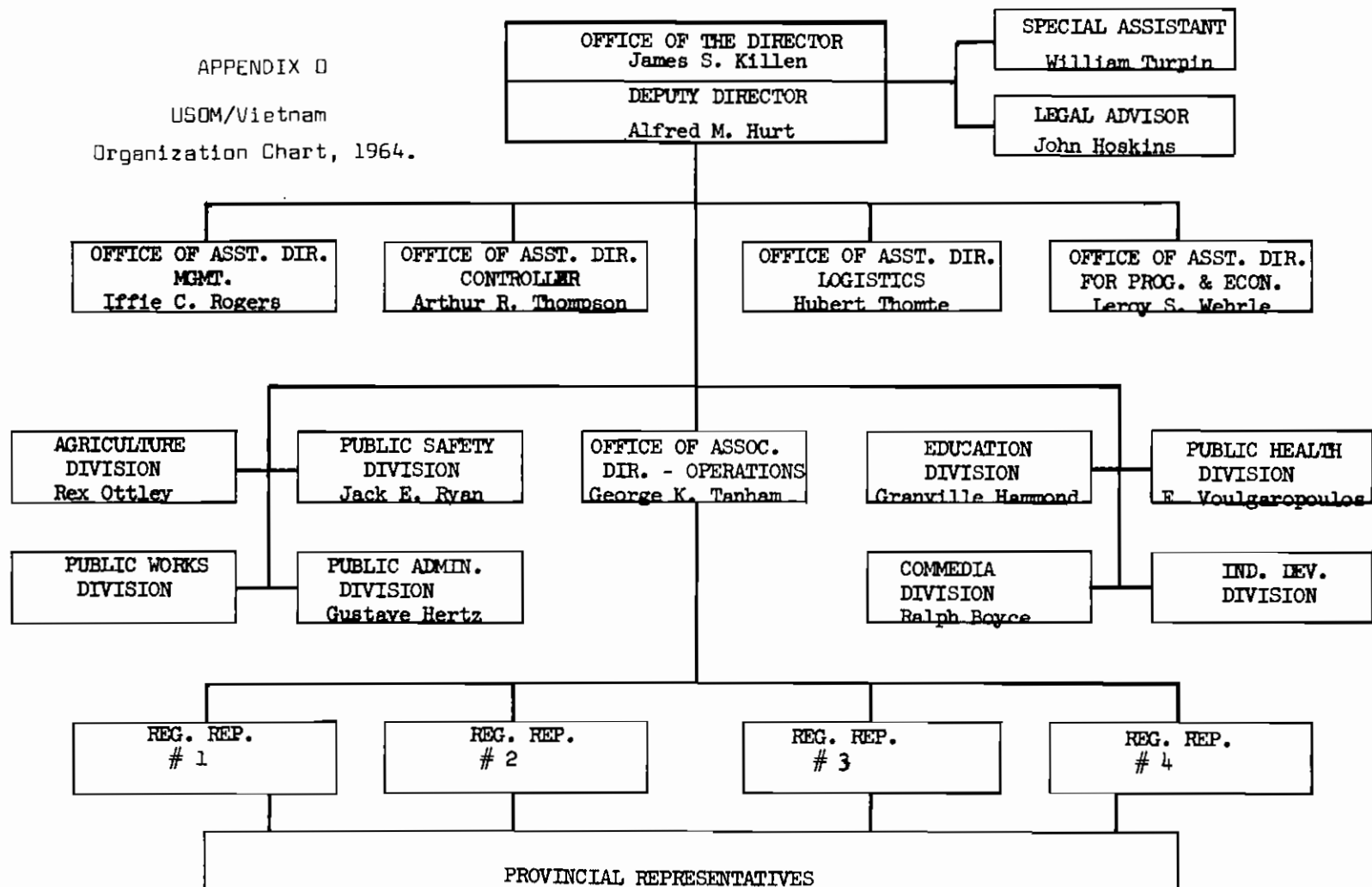


APPENDIX N  
USOM/Vietnam Organization Chart, 1963.

AGENCY FOR INTERNATIONAL DEVELOPMENT

UNITED STATES OPERATIONS MISSION TO VIETNAM

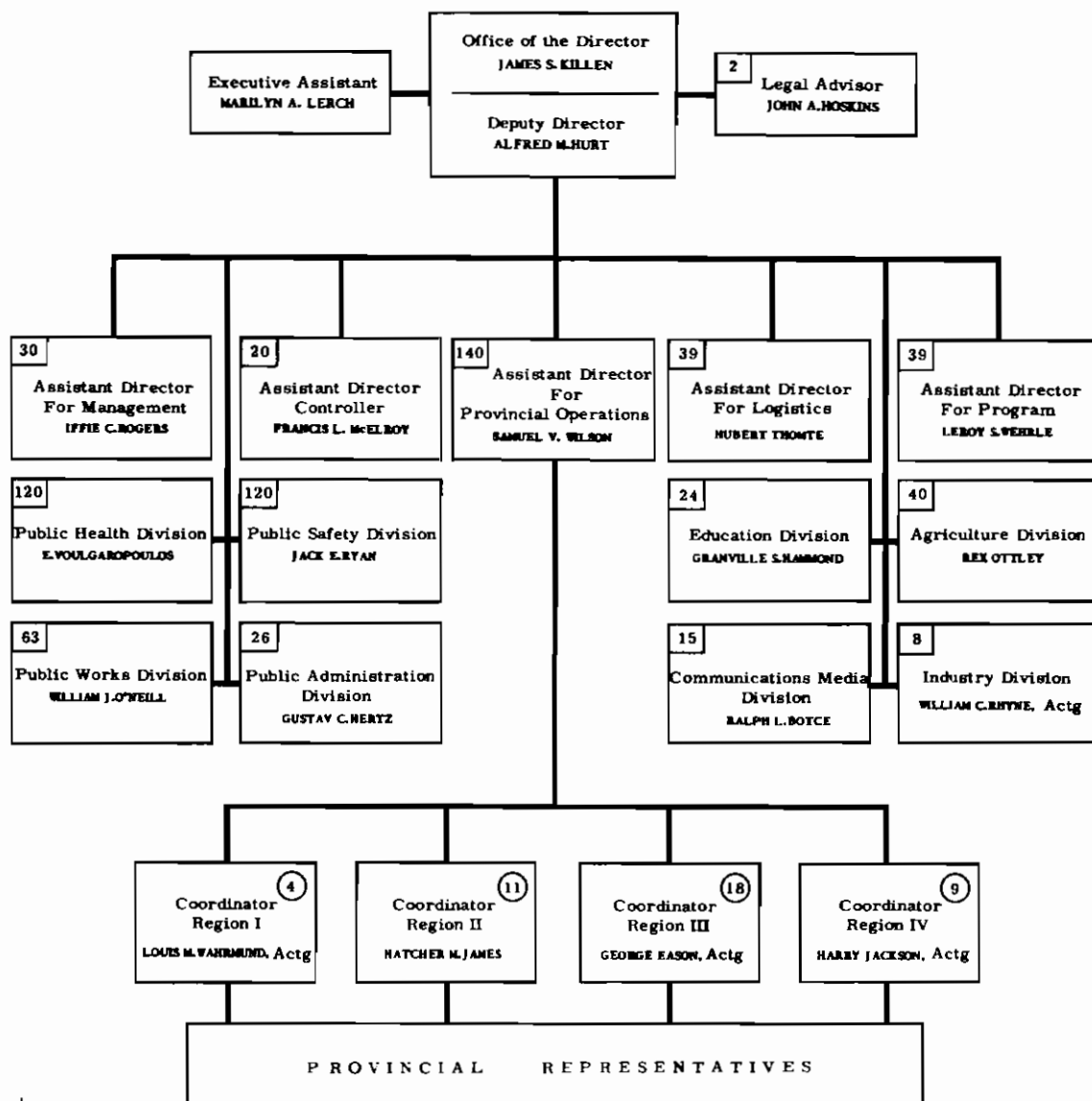
APPENDIX D  
USOM/Vietnam  
Organization Chart, 1964.

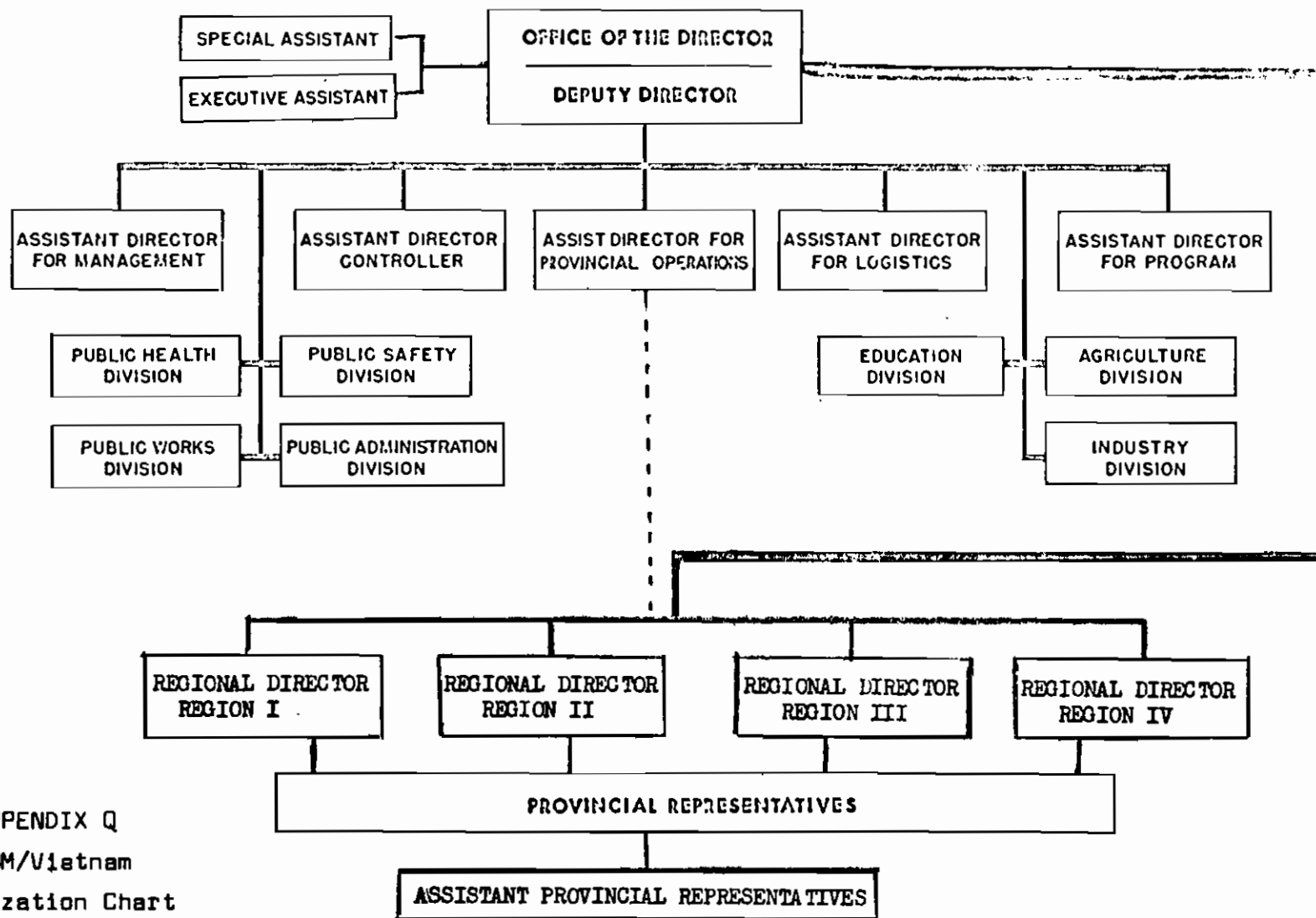




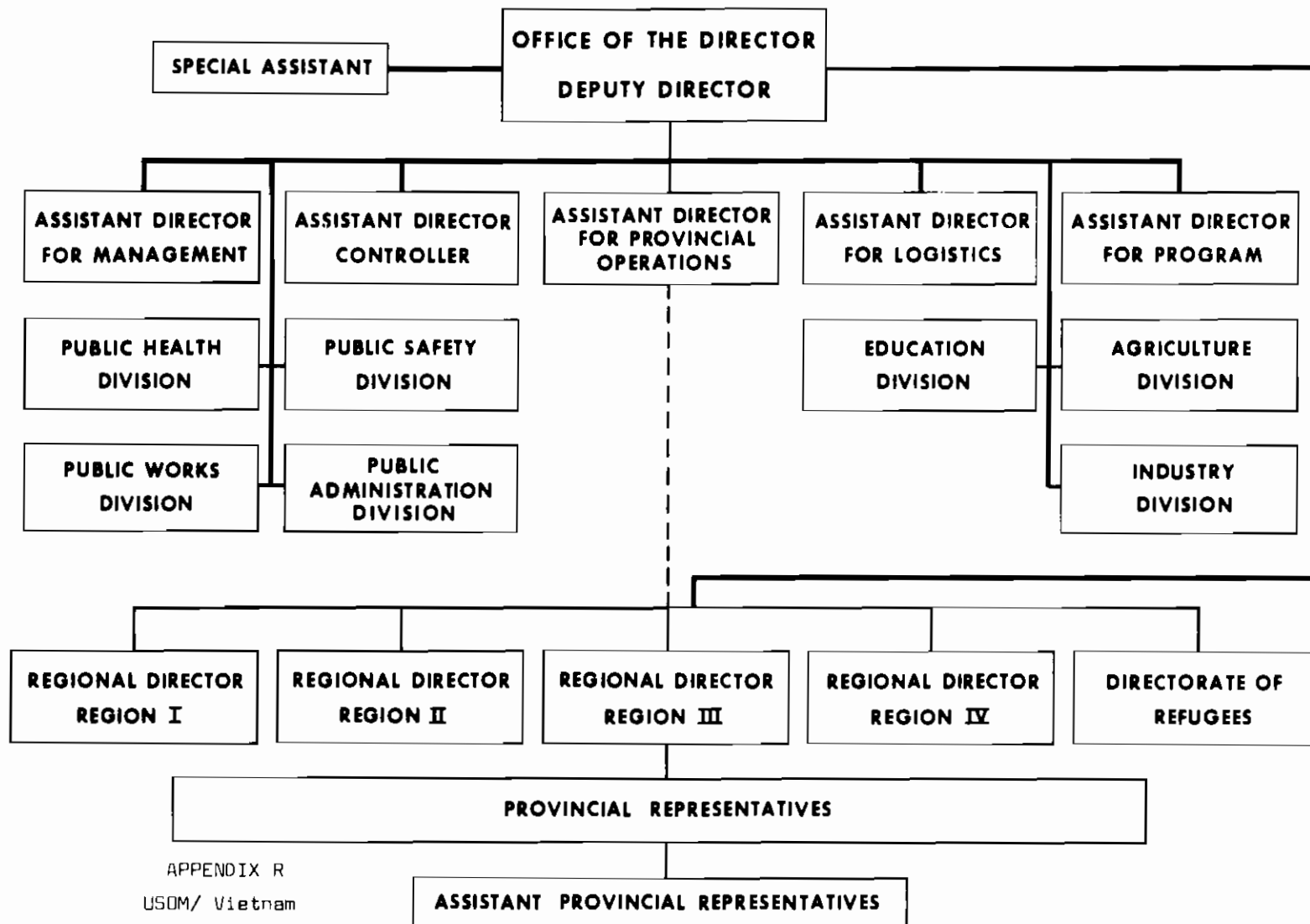
APPENDIX **P****USOM ORGANIZATION CHART**

19 January 1965

AGENCY FOR INTERNATIONAL DEVELOPMENT  
UNITED STATES OPERATIONS MISSION TO VIETNAM

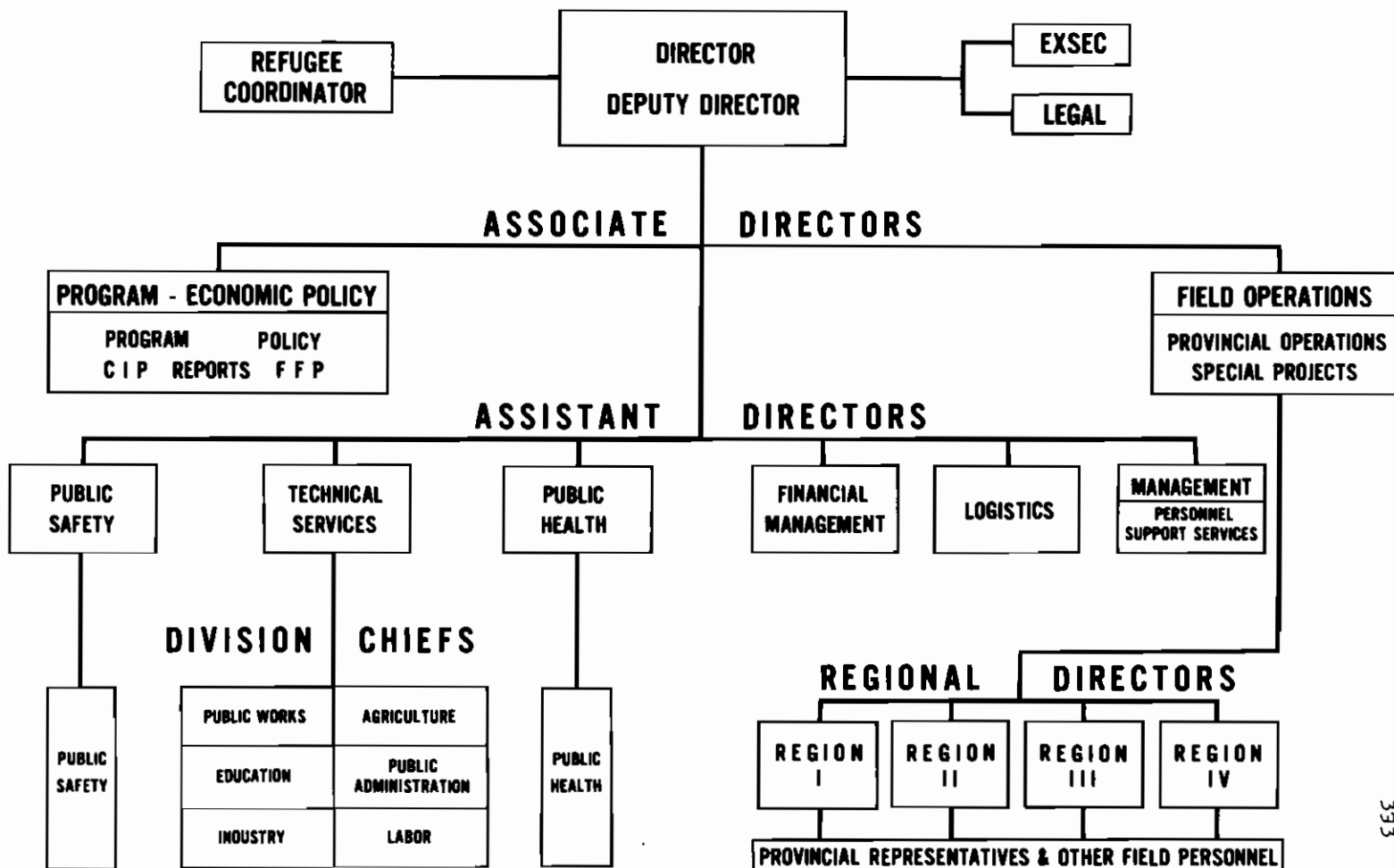


APPENDIX Q  
USOM/Vietnam  
Organization Chart  
May, 1965



APPENDIX R  
USOM/ Vietnam  
Organization Chart  
December, 1965

# USAID VIETNAM



**NATIONAL PROGRAMS**

APPENDIX S

**REGIONAL & PROVINCIAL PROGRAMS**

USOM/Vietnam Organization Chart, February, 1966.

## GLOSSARY

- AID - Agency for International Development. Also USAID.
- ARVN - Universal American acronym for the Army of Vietnam.
- CIDG - Civilian Irregular Defense Groups. A project of Special Forces.
- Combat Youth - Volunteer hamlet militiamen under the Strategic and New Life Hamlet campaigns.
- GAMO - Groupe Administrative Mobile Organisation. French directed village administrative cadres prior to 1954. Also the regular designation of Mobile Administrative Cadres initiated in 1964.
- hectare - Vietnamese Government official unit of land measure. 2.471 acres, or 10,000 square meters.
- IVS - International Voluntary Services.
- JUSPAO - Joint United States Public Affairs Office. Includes United States Information Service, USOM Communications, Media Division, and MACV Psywar elements.
- MAAG - Military Advisory Assistance Group. Subsumed under MACV in 1962 and merged in 1964.
- MACV - Military Assistance Command, Vietnam.
- MAF - Marine (U.S.) Amphibious Force.
- Military Assistance Command, Vietnam - American military command which includes all American combat, support, and advisory units.
- Mobile Action Cadre - The New Life pacification cadre who replaced the Strategic Hamlet Construction cadres in 1964.
- NACO - National Agricultural Credit Organization.
- piaster - Vietnamese basic currency unit. Official exchange rate: 73 VN\$ to \$1.00 U.S. Black market values run 150-200 VN\$ or more per U.S. dollar.
- PERT - Program evaluation and review technique.
- Popular Forces - Full time village-level armed forces, formerly known as Self-Defense Corps (Dan Ve).
- Regional Forces - Provincial armed forces known previously as the Civil Guard (Bao An).
- Regular Forces - The Army, Navy, and Air Force of Vietnam.
- release agreement - Vietnamese-American agreements funding province-level rehabilitation programs.
- Revolutionary Development Cadres - The name given by the American Mission to what the Vietnamese call Rural Construction cadre. Also referred to as Rural Reconstruction Cadre.
- Rural Construction Cadres - A fusion of all rural pacification cadre systems in late 1965. Often called Rural Reconstruction Cadres, Political Action Teams (PAT), and Revolutionary Development Cadres.
- USIS - United States Information Service. The overseas missions of the United States Information Agency.
- USOM - United States Operations Mission. The designation in Vietnam of the local mission of the Agency for International Development universally abbreviated to USOM in Vietnam.
- VIS - Vietnamese Information Service.