

LOCAL GOVERNMENT AND RURAL DEVELOPMENT: interministerial mobile inspection teams

Republic of Viet Nam

Saigon, January 18, 1967

CENTRAL REVOLUTIONARY DEVELOPMENT
COUNCIL

No. 0400 XD/342

Secretary General

MINISTER OF REVOLUTIONARY DEVELOPMENT,
concurrently Secretary General of the
C.R.D.C.

To : - All the provincial and municipal
R.D.C. throughout the country.
- Commander-in-chief of the Allied Forces
- All division and corps commanders

Subject : Coordination of the control and encouragement of,
RD programs (technical part) in 1967.

To give more efficiency to the implementation of the RD programs of 1967, we have noticed that beside the efforts deployed by the regional authorities, the positive cooperation of all the ministries and agencies needs to be coordinated. For this purpose, the Central RD Council held a restricted meeting on the 16th of Jan 1967 at An Giang and the following decisions were taken :

- The RD programs in various provinces and the An Giang Development Program established by the province chiefs coordinated with their technical services, and in conformity with the needs and the implementing abilities of each region, have already been funded by the Ministry of RD according to the same RD budget procedure as before. The Ministry of RD will control the implementation of programs in the respect of security and of use of funds.
- The ministries and agencies will control, encourage and follow up the implementation of programs in the technical field (techniques, specialists and training).
- To carry out the above decisions, the CRDC will organize 6 joint mobile inspection teams, including the Ministry of RD (team chief), all the ministries and agencies in connection with the RD programs, the General Staff Headquarters, OCO/NLDD and MACV to which the composition, duties, periods and field of activities will be communicated later.

A serious execution of the contents of this letter will be much appreciated./.

Major-General Nguyen duc Thang

LOCAL GOVERNMENT AND RURAL DEVELOPMENT: how to evaluate military activities intended to aid development:

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Republic of Vietnam

Ministry of Defense

General Staff

Office of Assistant for
Territory and Pacification

Inspection Bloc

INSPECTION GUIDANCE OF
MILITARY ACTIVITIES IN
SUPPORT OF REVOLUTIONARY DEVELOPMENT

I. In 1967, all military plans made provisions for:

1. Direct or indirect support to objectives set forth in the Provincial Revolutionary Development Plan.

2. Inclusion of coordination, assignment, utilization of the participating forces according to the following 2 phases:

a. Phase of Mopping up, Pacification and RD: undertaken by the Main Force, Regional Force, National Police (and when necessary, the US/Free World Military Assistance Force in the assigned tactical region)

b. Phase of Pacification and Revolutionary Development undertaken by RD and Popular Force.

II. To insure the correct implementation of the above concept and policy defined in the basic documents of the Central, the inspection of military activities in support of the RD consists of the following works:

1. General control of Provincial RD Plan:

a. Hamlet building program (lowland, highland) aimed at winning over the masses from the enemy and expanding the nationalist controlled areas.

b. RD cadre groups in charge of RD areas aimed at implementing

sincerely democracy and social equality at the infrastructures to build up among the rural populace a strong belief in the ultimate victory of the nationalist cause and the success of the RD program.

c. Rural New Life Development Program aimed at raising the family income of the hamleteers, and changing their dim life into a progressive one.

- d. Direct and indirect military support forces:
- Main Force, Regional Force, Popular Force (and US/Free World Military assistance Force, if any)
 - Other support units if any: Engineers, Artillery, Medical Corps, Marine etc.....
 - Reserve reaction units
 - Armed People Force.
 - Support in military equipment (defense works, arms, trans-receiver radio)

2. Inspection, supervision of military support to RD.

a. Control of all orders that the Sector Command issued on the coordination and use of the forces are conform with the substance of basic documents of the Central. These orders should be adequate, precise and within the availability of manpower, materials and fund.

b. Contact and control of actual work in hamlet building area.
(1) Main purpose:

a. Evaluate the understanding of participant servicemen of all ranks in the hamlet building area about the concept and policy of military activities for RD.

b. Evaluate the efficiency of military efforts in support of RD.

c. Guide, supervise and work in collective on the spot with the military support forces to RD and other participant elements particularly the RD cadre groups.

d. Draw experiences to communicate to other areas.

(2) Implementation
Principle

- a. Hold direct discussions with military commanders of all ranks.
- b. Survey on the spot the coordinated units (down to the squads and out on the frontline, resource check points etc..if any)

c. Ask several questions and cross check with
1) the received orders
2) Other coordinated activities of all segments: people, cadres, officials partaking the RD.

d. If there is no obstruction the inspection team should stay overnight in the hamlet building area and hold night activities.

(3) Outline of the inspection team activities

a. Always conceive that the inspection, supervision are chances to have direct discussion in brotherly, friendly and permissive way.

b. Be conscious of one's responsibility, diligent in developing initiatives and avoid making troubles for the local authorities.

c. Always consult the opinion of every inspection team and strive to solve any problem on the spot.

d. Always check about the inspection team members:

(1) their attendance.

(2) permanent and even work distribution

(3) Common decision taken on:

a. The mapping out of an activity program upon arriving to the locality:

1. Half a day reserved for the Staffing works.

2. All the remaining time reserved for visits to the Revolutionary Development area.

3. Before leaving a Military Sector for another, agreement must be made within each team for some problems to be immediately settled with the R.D. Council of the Province-Capital. The remnant will be submitted to the D.T.A./ Military District/Special Sector, the C.T.Z., or the Central level for consideration according to the service requirements.

b. The consideration of the activity program in every part: Military support, Army Engineer, Hamlet construction program, New Life Development, ect.

c. Constant outcome-check: in the morning, afternoon, evening, and night. Discussion on problems for experiences got for the amendment to models and the activity program.

(4) Attention be paid to the choice of R.D. areas to visit:

a. Avoidance of demonstrations

b. Selection of areas having characteristics, for instances:

1. As far as the military support is concerned, following are included: Main forces, Regional Forces, Popular Forces, National Police + U.S. Armed Forces/Free World's Military Support + other supporting Units, if any, such as: Army Engineer, Artillery, Political Warfare/Psywar, Medical Corps, etc. or Returnees.

2. Dealing with the Revolutionary Development:

- Areas having much population (or Refugees)
- Having outstanding or inaccurate R.D. cadre groups (inadequate numerical strengths, not yet coming to the locality, etc.)
- Having many NLD Projects.

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(details of suggested inspection forms omitted.

--the editor)

LOCAL GOVERNMENT AND RURAL DEVELOPMENT: village and hamlet officials' salaries:

Republic of VN
Special Commission
for Administration

Eng. Trans.
ADPA:2/13/67
Unofficial Trans.

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No. 48 - DUHC/NSKT/15

The Special Commissioner for Administration,

- Considering Provisional Convention of June 19, 1965, amended by Decision No. 6-QLVNCH/QD of June 6, 1966 of the Congress of Armed Forces of the Republic of Vietnam;
- Considering Decree No. 001/a/CT/LDQG/SL of June 19, 1965 and subsequent texts fixing the composition of the Central Executive Committee;
- Considering Decree No. 136-SL/DUHC of July 26, 1966, determining the functions of the Special Commissioner for Administration and organizing the Special Commission for Administration;
- Considering Ordinance No. 57/a of October 24, 1956 organizing the administrative structure of the Nation;
- Considering Decree No. 198-SL/DUHC of December 24, 1966 reorganizing the administration of the villages and hamlets;
- Considering Decree No. 199-SL/DUHC of December 24, 1966 fixing the voting procedures for election of members of Villages' People Councils and of Hamlets Chiefs, Deputies Hamlets Chiefs ;
- Considering Arretes No. 435-BNV/HC/ND of August 8, 1958 and No. 1248-BNV/HC/ND of September 16, 1960 determining the rates of allowances for Village Councils in South Vietnam;
- Considering Arrete No. 1062-BNV/HC/ND of August 29, 1964 determining the rates of minimum monthly allowances for Villages and Hamlets Officials in the period of pacification;
- Considering Arrete No. 549-BNV/HC of April 28, 1965 extending the measure of pay increase of 10% of the base salary to the allowances for villages and hamlets officials;
- Considering Decree No. 106-SL/KTTC of June 18, 1966 establishing a temporary pay increase on the total of compensation and allowances of civil servants, military men and cadres;

- Considering Memorandum No. 2704-DUHC/NSKT/15 of December 24, 1966 of the Special Commission for Administration and Memorandum No. 74-HP/QT of January 9, 1967 of the Office of the Chairman, Central Executive Committee recommending and approving the rates of monthly allowances and compensation paid to Villages and Hamlets Officials;
- Considering the Government's service requirements;

ARRETES:

Decreases the following:

Article 1.- This is to fix allowances and remunerations to be paid monthly to village and hamlet officials as follows:

1. Village Council:

- | | |
|---------------------|------------|
| - Chairman | VN\$ 3,100 |
| - Vice-chairman | 2,000 |
| - Secretary General | 1,700 |

2. Village Administrative Committee:

- | | |
|-----------------------|------------|
| - Chairman | VN\$ 3,100 |
| - Vice-chairman | 2,800 |
| - Member | 2,500 |
| - Secretary | 2,500 |
| - Assistant Secretary | 2,300 |

3. Hamlet Executive Board:

- | | |
|-----------------------|------------|
| - Hamlet Chief | VN\$ 2,500 |
| - Deputy Hamlet-chief | 2,300 |
| - Assistant | 2,300 |

Article 2.- Beside the above-mentioned allowances or remunerations (article 1), all village and hamlet officials are also entitled to a provisional increase of 30% over their allowances or remunerations in accordance with Decree no. 106/SL/KTTC dated June 18, 1966.

Article 3.- Members of Village Council are entitled to an allowance of one hundred piasters (VN\$100) per day for meeting and this allowance will be computed as of the starting date of the meeting, and for the full day.

Article 4.- Allowances or remunerations fixed by this Arrete will be applied to every village as of the date the Members of Village Council and the officials of Village Administrative Committee or Hamlet Executive Board actually assume their duties, whether they are elected or nominated in accordance with Decrees nos. 198 and 199/SL/DUHC dated Dec. 24, 1966.

Article 5.- All provisions contrary to this Arrete are hereby abrogated.

Article 6.- Assistants at SGA and all Province Chiefs will carry out this Arrete as far as their duties are concerned.

Saigon, Jan. 24, 1967

S/Nguyen Van Tuong
Special Commissioner
for Administration

No. 13/UBHP/NSNV/CT
Concurred
Saigon, Jan. 24, 1967

S/s Luu Van Tinh

copy

Chief of Cabinet
S/Capt. Le Vinh Hoa

Authentic copy

Saigon, Jan. 24, 1967
Chief of Budget & Accounting Service

S/s Le Minh Quoi

LABOR UNIONS: The Confederation of Vietnamese Workers establishes clinics and welfare centers:

TO : Regional Directors, Attn: Chief Health Officers
THRU : OCO

FROM : Asst. Director for Public Health, USAID

SUBJECT : Assistance to CVT Clinics and Social Welfare Centers

1. The (CVT) Confederation of Vietnamese Workers has established clinics and social welfare centers in a number of cities and towns throughout the country and has requested the assistance of medical and health elements associated with USAID in furthering its program.

2. It is requested that you inform all teams and individuals that their professional services may be offered to these health activities if so requested by CVT officials. Participation in this worthwhile activity is encouraged, but must not be at the expense of the primary mission and does not include the issuing of commodities, except as may be authorized by the appropriate official of the Ministry of Health of the Government of Vietnam.

REFUGEES: who is eligible for resettlement allowances:

SPECIAL COMMISSARIAT FOR REFUGEES

SCR MESSAGE No. 1606-TNCS-CT-DC-1

Date: December 23, 1966

To: . All Chiefs of Province and Mayors
. All Refugee Chiefs

Information: . All Regional RCCs
. All TZ, SZ and PZ RCCs
. Special Committee for Cooperation Project

From: Dr. Nguyen Phuc Que
Special Commissioner for Refugees

Reference: SCR Communique No. 3087-TNCS-GT-DC-1 dated October 6,
1966 - Increased Rate of Resettlement Allowances for Refugees *

1. Beginning with 1967, only refugees resettled in Refugee Hamlets, Refugee Sub-Hamlets and Special Resettlement Centers will be eligible for resettlement payments. **
2. Therefore, if the construction of resettlement centers in FY 1967 is deemed necessary, an early selection of suitable resettlement sites is advisable.
3. The SCR would like to make it clear that in 1967 any case of resettlement outside Refugee Resettlement Centers will not be taken into consideration for allotment of refugee relief assistance.
4. All Refugee Services and Bureaus are required to acknowledge receipt and comprehension of this Message via a cable to SCR not later than December 27, 1966.

* the refugee resettlement allowance for 1967 is 5,000VN\$ plus a six-month supply of rice (or the monetary equivalent)

** this excludes refugees who return to their village of origin

(data from Bulletin No. 40,
Refugee Division, Office of
Civil Operations,
American Embassy, Saigon, dated
Jan. 19, 1967)

REFUGEES: mobile relief teams:

SPECIAL COMMISSARIAT FOR REFUGEES

MEMORANDUM No. 1161-TNCS-KH

Date: February 24, 1967

Subject: Refugee Relief Mobile Team - Organization and Operation

Reference: Refugee Relief Mobile Team Program - Project Agreement
No. 430-11-820-307 dated October 8, 1966

I. Objectives:

Refugee Relief Mobile Teams (RRMT) are formed to accomplish the following:

- a. Assist Refugee Services and Bureaus in reception of and providing emergency relief assistance to newly generated refugees.
- b. Improve the sanitation-health-education conditions of Refugee Centers.
- c. Encourage and channel refugees towards a democratic way of life and self-management of Refugee Centers.
- d. Prepare refugees for eventual return to home village or resettlement in refugee hamlets.
- e. Recruit qualified refugee candidates for Vocational Training Centers, and help organize local vocational training courses to provide the refugee manpower with more placement opportunities.
- f. Support agriculture and cottage industry development to help refugees attain early self-sufficiency.

II. Organization:

A RRMT is assigned to each Tactical Region. It is placed under the direction of a Team Leader and made up of three Multi-Purpose Groups (MPG). The number of MPGs may be boosted up as required by the needs of each Region. Several MPGs may be concentrated for work at a specific location, or a single MPG assigned to a certain location.

Composition of a MPG is prescribed as follows:

- a. 1 Group Leader
- b. 9 Specialized Workers divided into 3 cells whose activities are focused on 3 main objectives: Social Welfare, Politics and Economy.

. Social Welfare:

- (1) Community welfare Worker
- (1) Health and Sanitation specialist

. Politics:

- (1) Administration and Community Development Worker
- (1) Information and Recreation specialist

. Economy: 5 Vocational Training Instructors

- (1) Housing construction instructor
- (1) Electricity-mechanic instructor
- (1) Handicraft instructor
- (1) Agriculture-Animal Husbandry specialist
- (1) Child Care-Home Economics specialist

III. Operation:

. Team Leader:

The Team Leader receives instructions directly from the SCR Directorate of Planning in:

- . Determination of duty station and operation duration for the various MPGs.
- . Set-up of an action plan for each MPG.

He is required to maintain a close relation with local administrative authorities, Regional SCR Inspectors, Refugee Chiefs and RR Female Supervisors so that the activities of his team meet with local conditions.

To avoid duplication of effort, on arrival at a new post of assignment, the Team Leader should coordinate his programs or collaborate with existing GVN cadre teams.

. Group Leader:

The Group Leader is directly responsible to the Team Leader.

On an independent mission in a province, the Group Leader must coordinate his work with the local Refugee Chief, RR Female Supervisor and Female Camp Workers.

. Worker:

Within the purview of his own specialized activities, each worker will operate

under the control and supervision of his Group Leader. However, as dictated by local needs, he may do non-specialized works in support of his team-mates.

IV. Support:

The SCR Directorate of Planning is vested with the management of RRMTs. Salaries, equipment and operation costs for RRMTs are financed by the RRMT Special Fund.

On field mission, if need be, Team Leaders and Group Leaders may request the local administration, Regional SCR Inspector, OCO Refugee Officers for supplemental assistance.

V. Control and Supervision:

Apart from the control and supervision of the Team Leader and Group Leader, the activity of RR Mobile Workers will be subject to unexpected checking by the National Government through sporadic inquisitional visits of SCR-Saigon Inspectors, Regional SCR Inspectors and Registration Workers acting on instruction from the Special Commissioner for Refugees.

VI. Duties:

. Team Leader:

- . Assume general leadership of his RRMT
- . Plan a program of action for his RRMT
- . Assign work and responsibility for MPGs and RRMWs
- . Supervise and control the activity of MPGs and RRMWs
- . Maintain contacts with local governments at the Region, Tactical Zone, Province or Autonomous City, and District levels, and with friendly agencies for support or coordination of operations.
- . Receive, investigate and resolves within the province of his competency grievances and differences between:

- a. RRMWs
- b. RRMWs and the Government or ARVN
- c. The local population and RRMWs
- d. The Government or ARVN and RRMWs

. Follow-up the status of various refugee relief operations in his own Region:

- a. Refugee population
- b. Temporary camps and resettlement centers
- c. Refugee relief needs
- d. Vocational training courses

- . Keep track of Resettlement Centers development
- . Hold weekly RRMT-Refugee Service meetings to facilitate exchange of personal experiences and views, to find measures for work improvement and approaches to problems or handicaps for a more effective relief operation.
- . Submit to SCR-Saigon periodical reports of his RRMT's activities.

. Group Leader:

- . Be directly responsible to the Team Leader for the activity of his MPG.
- . Control and supervise the activity of his own RRMWs and provide constructive guidance for their deportment.
- . Report MPG activities to Team Leader on a daily basis when on a joint mission, or on a weekly basis if his group is on an independent work assignment.
- . Report promptly difficulties, impasses or unexpected development in operations to permit a timely intercession-- or solution if the matter in question comes within his jurisdiction -- by Team Leader.
- . Hold daily group meetings when the whole group works together, or confer on a weekly basis with each cell or each RRMW if they are on separate work assignment.
- . Recommend to and coordinate with Team Leader a plan of action for his own group or improvement to conduct of operations.
- . Achieve a firm grasp of emotional endowment, working potential and demeanor of each of his own workers.

. Refugee Relief Mobile Worker (RRMW)

- . Strictly carry out his own work assignment
- . Report in details development of operation after completion of an assignment.
- . Register daily activities and accomplishments in personal log.
- . Within the context of his work assignment, recommend specialized innovations to Group Leader and Team Leader.

. Mobile Group (MG or MPG):

- . Support regular activities of local Refugee Service
- . Check refugee registration
- . Coordinate the use of outside resources for camp construction and betterment.
- . Provide solace to refugee families
- . Carry out civic action operations
- . Distribute relief commodity
- . Survey, evaluate and classify refugees by occupation for vocational or handicraft training.
- . Teach the rudiments of and provide guidance in sanitation
- . Encourage and assist refugees in community development projects and economic self-sufficiency projects to help them acquire a sense of self-reliance and identification with the pace of community and national progress.

- . Initiate refugees in the democratic way of life of an independent nation.
- . Strengthen camp administration
- . Promote education and information through recreation programs.

VII. Privileges:

Team Leaders, Group Leaders and MRRWs are entitled to a contract salary to be prescribed by a Recruitment Resolution.

In addition to this contract salary, they are not eligible for any other allowance.

In matters of transportation, annual leave, medical care, maternity care, sick leave, maternity leave, indemnification for injuries suffered while on duty, death benefit, they will enjoy the benefits of the general status for cadres of all branches (Decree No. 1900-UBHP-TU dated November 3, 1963) as follows:

- . Team Leaders to be assimilated with Grade A civil-servants (Index 430)
- . Group Leaders to be assimilated with Grade B-1 civil-servants (Index 350)
- . Mobile Workers to be assimilated with Grade B-2 civil-servants (Index 250)

Reimbursement of transportation fares for RRMT cadres traveling on official business at their own expenses is governed by a separate procedural document.

As required by the nature of their particular work assignment, RRMT cadres will be issued individual equipment and vocational training tool kits as per the decision of the Special Commissioner for Refugees.

Upon recommendation of their immediate supervisor, the Special Commissioner for Refugees may award cadres who have accomplished some outstanding service with:

- . A Letter of Commendation and VN\$ 200 in cash
- . A Certificate of Merit and VN\$ 300 in cash
- . A Certificate of Distinguished Service and VN\$ 400 in cash
- . A Diploma of Honor and VN\$ 500 in cash

Deeds of particular importance achieved by a Group or a Team as a whole will be rewarded accordingly by the Special Commissioner for Refugees at his own discretion.

VIII. Discipline:

RRMT cadres should be absolutely loyal to the National cause and unreservedly and unselfishly devoted to service of refugees.

A cadre should be responsible for works assigned to him and keep in complete secrecy facts and information collected while on official business.

Offenders will be subject to disciplinary measures and, in severe cases, to the penal code.

Depending on the severity of the offense, a cadre may get either of the following punishments:

- . Individual warning
- . Blame in presence of team mates
- . Transfer for disciplinary reasons
- . Unconditional discharge

Decision for taking a punitive action against a RRMW will be proposed by his Group Leader to the Special Commissioner for Refugees through the Team Leader concerned.

Dr. Nguyen Phuc Que
Special Commissioner for Refugees

REFUGEES: women refugee workers, to work with women, children, and youth among refugees:

SPECIAL COMMISSARIAT FOR REFUGEES

SCR COMMUNIQUE No. 4652-TNCS-KH-TT

Date: December 17, 1966

To: All Provincial and Municipal Refugee Chiefs

From: Dr. Nguyen Phuc Que
Special Commissioner for Refugees

Subject: Responsibility and Competency of Female Supervisors
and Female Camp Workers

In order to beef up its field staff with refugee relief-specialized personnel and chiefly to enlarge the domain of Social Welfare activity for bettering the livelihood of children, youth and women at temporary refugee camps and refugee resettlement centers, beginning with 1967, the SCR will assign to the provinces a number of Female Supervisors and Female Camp Workers with the following duties and competency.

FEMALE SUPERVISORS:

Within the scope of their field of action, Female Supervisors will be placed under the direction of the SCR Regional Inspector. Yet, in the planning of their program of activity, they will be required to coordinate their effort with the Provincial or Municipal Refugee Chief concerned. A Female Supervisor may set up her office in a City or a Chief Town at the Refugee Relief Service or Bureau. However, the field of their activity is confined to local Temporary Camps and Resettlement Centers where Female Camp Workers will be on permanent duty.

A Female Supervisor will be responsible for:

1. Surveying the general health and sanitation status in each refugee camp in her province of assignment, the welfare conditions of refugee families in the camp, the health conditions of women, children and youth, the information and entertainment programs designed specifically for this refugee group.
2. Setting up a project for betterment of general camp welfare.
3. Surveying, supervising and regulating the technical aspect of Female Camp Worker activity.
4. Coordinating with the local Refugee Service or Bureau the apportionment of relief commodity to the various Temporary Camps and Resettlement Centers in the province.

5. Coordinating her effort with the Voluntary Agency (ies) which is (are) in operation in the province to help suitabilize its (their) activity.

6. Maintaining contact with the locally-stationed domestic and/or foreign voluntary agencies to seek technical assistance and commodity support for refugees.

. FEMALE CAMP WORKERS:

Administratively, FCWs will be responsible to the Refugee Chiefs. But, technically, they will be placed under the guidance of Female Supervisors.

FCWs will^{be}/on permanent duty at Temporary Camps and Resettlement Centers to:

1. Assist Refugee Relief Workers and/or the Refugee Service personnel with reception of new refugees, processing relief cards, distribution of relief commodities.
2. Coordinate with refugee camp leaders or Mobile Teams in implementation of social welfare and health programs.
3. Work as medical aides with visiting foreign or GVN medical teams.
4. Give special attention to health problems of refugee children and women.
5. Conduct orientation classes in child care, home economics.
6. Organize recreation programs for children and youth.
7. Take care of the camp medicine chest on unavailability of a teacher in charge of it.

*
* * *

On a monthly basis, FCW activity reports will be collected by Female Supervisors and condensed into a single report for the whole province. This final report will be forwarded to the SCR through the Regional Inspector concerned, with a copy each to the Provincial (or Municipal) Administration and Refugee Service (or Bureau).

OPEN ARMS POLICY AND RETURNEES: infiltration by the enemy:

March 9, 1967

TO : All Provincial Representatives
Attention: Chieu Hoi Advisors

FROM : Director, Region III, OCO

SUBJECT : False Returnees in Chieu Hoi Centers

1. Attention is invited to the fact that false returnees are being infiltrated into the Chieu Hoi Program by the VC.
2. The VC aims of infiltration are:
 - a. to spread dissention among the returnees and to undermine the Chieu Hoi Program in realizing its published objectives;
 - b. to carry out reconnaissance of the Center site and provide information on which to base future attacks.
3. The danger of such infiltration increases as the number of Hoi Chanh grows. It can be minimized in the following ways:
 - a. Advisors should keep the organization of their Centers under constant review to see that promises made under the Chieu Hoi Program are met.
 - b. As far as possible, effects of large influxes of Hoi Chanh should be anticipated and countermeasures prepared. Active measures should be taken to provide the Hoi Chanh with the opportunity for useful or pleasant activity when they are not required for formal re-indoctrination. Boredom in a Center will provide a pseudo-returnee with fertile ground for sewing dissention and dissatisfaction.
 - c. There should be an alertness to incipient dissention amongst returnees, and when it is observed active steps must be taken to meet it fairly. When large numbers of returnees are involved they should be organized into manageable groups to allow equitable distribution of resources, and see that each Hoi Chanh has a spokesman who can legitimately approach the Center Manager to voice problems etc. This will help avoid the situation where an ill-intentioned spokesman can sway and then claim to represent an amorphous returnee group.
4. Overall, the best positive counteraction to the influence of false returnees is to ensure that every effort is made to meet fully the promises given to potential returnees. If they can believe they are being offered a chance of security, stability and enduring emotional ties, they will not defect back to the VC.

cc: DTA SCA'S
Assistant Director for Chieu Hoi - OCO

OPEN ARMS POLICY AND RETURNEES: cash payment to returnees upon release;

Republic of VN
Ministry General of Information and
Chieu Hoi

SAIGON, March 11, 1967

No. 170/TBTTCH/CH/SQT/KD/DV

MESSAGE

TO: Capt. Nguyen Cong Luan
Manager of the National Chieu Hoi Center

SUBJECT: Allowance upon Release for the Hoi Chanh

REF.: Circular No. 111/TBTTCH/CH/SQT/KT/TT
dated February 23, 1967
- Your memorandum No 0142/TBTTCH/CH/PA/TT
dated February 22, 1967

The Central affirms that the rate of allowance upon release for the Hoi Chanh in 1967 is \$VN 1,000 to each family. In other words, each Hoi Chanh, single or married, without distinction as to the number of his family membership, will receive only \$VN 1,000 for allowance upon release.

By order of the Under-Secretary
Chief of Cabinet

Capt. Huynh Buu Son

PERSONNEL: changes in key personnel in central government:

Major General Cao Van Vien, in addition to present duties with the Army of Vietnam, is assigned the duties of Secretary of State for National Defense, replacing General Nguyen Huu Co.

(communique of the Central
Executive Committee, Jan. 27, 1967)

Mr. Luu Van Tinh, Director-General for the Budget and Foreign Aid, is assigned the additional duties of being Financial Advisor to the Office of the Prime Minister, with rank equal to a Commissioner.

(decree 53-SL/HP/VP, Office of the
Prime Minister, Mar. 22, 1967)

Mr. Nguyen Huu Hanh, Governor of the National Bank of Vietnam, in addition to those duties is appointed Commissioner-General for Economy and Finance, replacing Mr. Truong Thai Ton.

(decree, number unknown, Office of the
Prime Minister, Mar. 18, 1967)

Mr. Phan Kim Ngoc, former Director of Commercial Credit in Vietnam, is appointed Deputy Secretary of State of the General Commission for Economy and Finance

(decree, number unknown, Office of the
Prime Minister, Mar. 18, 1967)

Mr. La Thanh Nghe is appointed Commissioner for Handicrafts and Industry, replacing Mr. Truong Thai Ton.

(decree 022-CT/LDQG/SL, Office of
the Prime Minister, Jan. 23, 1967)

PERSONNEL: the Civilian/Military Council (Hoi Dong Dan Quan)

Established: Decree-Law No020/66 of 10 June 1966 of the Chairman,
National Leadership Committee (O.J.VN of 25 June 66,
page 2750)

Functions: To advise the Central Executive Committee in the fields
of Politics, Economy, Cultural and Social Affairs.

Composition: Maximum of 80 members - 20 military

60 civilians who represent the
various sectors of the society, of National tendency
and qualified to meet the requirements of the functions
listed above.

Members, as of 5 July, 1966:

Prof. Nguyen Ngoc An
Mrs. Le Thi An
Law. Nguyen Tuong Ba
Mr. Truong Son Ba alias Yaba
Law. Vuong Van Bac
Mr. Nguyen Van Bien
- Huynh Duc Buu
- Buu Cam
- Nguyen Van Chuyen alias
Van Phu
Pharm Doan Van Cuu
Dr. Pham Van Hat
Eng. Nguyen Gia Hien
Law. Tran Thanh Hiep
Mr. Le Tai Hoa
- Nguyen Van Hoi
Prof. Nguyen Luong Hung
- Nguyen Ngoc Huy
Mr. Nguyen Van Kiet
- Y Dun Ksor
- Nguyen Thanh Lap

Mr. Luu Van Le
Law. Tran Van Liem
Mr. Le Quang Liem
- Chau Long
- Nguyen Long alias Thanh Nam
Law. Nguyen Van Loc
Mr. Tran Van Loc
- Nguyen Huu Luc
- Nguyen Huu Luong
- Nguyen Hoa Minh
- Chau Van Mo
- Hoa Van Mui
- Huynh Kim Nen
Pharm La Thanh Nghe
Mr. Phan Nghi
- Huynh Thanh Nhon
- Nguyen Thien Nhon
- Son Thai Nguyen
- Nguyen Van Pho
- Pham Van Quang

Mr. Dinh Xuan Quang	Mr. Vu Ngoc Hoan
Prof. Ho Thoi Sang	- Nguyen Van Duc
Mr. Wong A Sang	LtCol. Lu Mong Chi
Law. Nguyen Lam Sanh	Mr. Tran Van Kinh
Mr. Thach Sung	Mr. Pham Ngoc Loi
- Le Quang Tan alias Truong	Major Nguyen Dang Chat
Prof. Tran Van Tan	Mr. Nguyen Dang Hai
Mr. Lam Ngoc Thach	- Tran Minh Tung
Prof. Nghiem Tham	- Duong Hong Mo
Mr. Trinh The	- Ho Van Phang
- Bui Van Thien	- Tran Van Tao
Prof. Vu Quoc Thuc	- Trinh Xuan Phong
Pharm Phan The Tran	Major Phung Ba Tu
Prof. Doan Van Truong	Capt. Nguyen Huu Khang
Dr. Tran Cong Truc	Mr. Cao Xuan An
Mr. Nguyen Anh Tuan	- Nghiem Xuan Huc
Eng. Tran Van Van	- Le Dinh Ky
Law. Nguyen Thi Vui	- Phan Ngo
Prof. Nguyen Cao Hach	- Nguyen Van Phong
Col. Bui Van Manh	

Executive Staff, as of 27 September 1966

Lawyer Nguyen Van Loc, new Chairman
Mr. Nguyen Luong Hung, 1st Secretary
Mr. Nguyen Thien Nhon, 2nd Secretary
Col. Nguyen Van Duc, Chairman/Political Committee
Col. Vu Ngoc Hoan, (physician): 1st Deputy Chairman/C.M. Council
Mr. Huynh Duc Buu, 2nd Deputy Chairman/C.M. Council
Lt.Col Pham Ngoc Loi, Secretary General
Major Tran Minh Tung, Chairman/Cultural Committee
Mr. Nguyen Anh Tuan, Chairman/Economy Committee
Mrs. Nguyen Thi Vui, (Lawyer), Chairman/Social Welfare Committee

PERSONNEL: changes in key personnel in provinces, districts, and cities, as of April 1, 1967: *

<u>PROVINCES AND DISTRICTS</u>	<u>NAME</u>	<u>TITLE</u>
AN GIANG		
The office of Deputy for Cambodian Affairs is eliminated		
AN XUYEN		
Dam Doi	Capt Nguyen van Xa	District Chief
BA XUYEN		
	Capt Thach Phen	Dep. Prov. Ch. (Cambodian Aff.)
BINH DINH		
	LtCol Tran dinh Vong	Prov. Ch.
BINH LONG		
Loc Ninh	Capt Tran minh Cong	District Chief
BINH THUAN		
Hoa Da	Capt Do quang Man	District Chief
Thien Giao	Capt Nguyen Hai	District Chief
BINH TUY		
	LtCol Tran quang Canh	Prov. Ch.
CHAU DOC		
	Maj Chau Sokan	Dep. Prov. Ch. (Cambodian Aff.)
DINH TUONG		
	Maj Dang ngoc Lan	Dep. Prov. Ch. (Security)

* the complete list is published in the Public Administration Bulletin every 3 months. It was last published in issue No. 35, dated Feb. 1, 1967.

<u>PROVINCES AND DISTRICTS</u>	<u>NAME</u>	<u>TITLE</u>
DARLAC		
Lac Thien	Capt Tran van Muon	District Chief
GO CONG		
Hoa Lac	Capt Huynh van Loc	District Chief
HAU NGHIA		
	LtCol Ma sanh Nhon Nguyen long Vinh	Prov. Ch. Dep. Prov. Ch. (Adm.)
KHANH HOA		
	Nguyen linh Kinh	Dep. Prov. Ch. (Adm.)
KIEN HOA		
	Maj Hua yen Len	Dep. Prov. Ch. (Security)
Binh Dai	Capt Bui tan Bui	District Chief
Ba Tri	Capt Le van Thanh	District Chief
Giong Trom	Capt Le chi Thien	District Chief
Mo Cay	Capt Nguyen van Dieu	District Chief
KIEN GIANG		
Kien Tan	Maj Pham van Chinh	District Chief
Kien Thanh	Capt Tran nhu Hung	District Chief
KIEN TUONG		
	Maj Loi nguyen Tan	Prov. Ch.
LAM DONG		
Di Linh	Vacant	District Chief

<u>PROVINCES AND DISTRICTS</u>	<u>NAME</u>	<u>TITLE</u>
LONG AN		
Rach Kien	Maj Pham van Dong	District Chief
NINH THUAN		
	LtCol Kha vang Huy	Prov. Ch.
	Nguyen trung Thoai	Dep. Prov. Ch. (Adm.)
	Maj Hoang cong Duan	Dep. Prov. Ch. (Security)
PHONG DINH		
	Vacant	Dep. Prov. Ch. (Adm.)
Chau Thanh	Maj Vo vang Tu	District Chief
PHUOC TUY		
	Pham van Kha	Dep. Prov. Ch. (Adm.)
PHUOC LONG		
	Deo van Ngay	Dep. Prov. Ch. (Adm.)
Duc Phong	Maj Tran ngoc Hue	District Chief
PLEIKU		
	LtCol Nay Lo	Prov. Chief
	Nguyen ngoc Thang	Dep. Prov. Ch. (Adm.)
QUANG DUC		
	Y-Yoi Kpor	Dep. Prov. Ch. (Highlanders Aff.)
	Maj Deo van Dung	Dep. Prov. Ch. (Security)
Duc Lap	Lt Nguyen ba Tuoc	District Chief

<u>PROVINCES AND DISTRICTS</u>	<u>NAME</u>	<u>TITLE</u>
QUANG NAM	LtCol Le tri Tin Vacant	Prov. Chief Dep. Prov. Ch. (Security)
Dai Loc	Capt Dang van Man	District Chief
Duc Duc	Maj Nguyen Ham	District Chief
Que Son	Capt Nguyen dinh Luong	District Chief
Thuong Duc	Capt Nguyen dinh Kham	District Chief
QUANG NGAI		
	Maj Nguyen Huan alias Sieu Viet	Dep. Prov. Ch. (Security)
Binh Son	Capt Nguyen minh Dang	District Chief
Duc Pho	Capt Ho van Luyen	District Chief
Mo Duc	Lt Le hanh Thong	District Chief
Tra Bong	Capt Nguyen huu Tuong	District Chief
Tu Nghia	1st Lt Tran huu Le	District Chief
QUANG TIN		
	Maj Hoang dinh Tho Lt Nguyen Duoc Capt Nguyen van Cu	Prov. Chief District Chief District Chief
QUANG TRI		
	Maj Huynh dinh Tung	Dep. Prov. Ch. (Security)
Cam Lo	Maj Vu ngoc Tung	District Chief
Gio Linh	Lt Nguyen chi Lang	District Chief
Trieu Phong	Capt Nguyen duc Nhim	District Chief
Trung Luong	Capt Tran huu Bao	District Chief
TAY NINH		
	Nguyen van Thiep	Dep. Prov. Ch. (Adm.)
THUA THIEN		
	Maj Nguyen huu De Capt Pham van Dinh	District Chief District Chief
VINH BINH		
	Deleted Deleted	
Tra On		
Vung Liem		

PROVINCES AND DISTRICTS

NAME

TITLE

VINH LONG

Minh Duc
Tra On
Vung Liem

Capt Phan van Tuoi
Capt Tran van Nghia
Capt Nghi thanh Chanh

AUTONOMOUS CITY

Incumbent

Title

HUE

Tran dinh Thuong

Deputy for Adm.

CAM RANH

Tran duoc Vu

Deputy for Adm.

PERSONNEL: changes in representatives for refugees in regions, provinces, districts, and cities: as of April 1, 1967: *

Region I	Inspector	Maj Nguyen dinh Thiep
Region III	Assistant Inspector	Mr. Pham huu Nhuan
	Assistant Inspector	Mr. Nguyen thuong Hien
Region IV	Assistant Inspector	Mr. Nguyen the Hiep
Khanh Hoa Prov.	Representative	Mr. Dang nhu Bich

* the complete list was published in issue No. 35, dated Feb. 1, 1967, of the Public Administration Bulletin.

ORGANIZATIONS AND ORGANIZATIONAL CHANGES: the Central Executive Committee:

Republic of VietNam

The Chairman,

National Leadership Committee

Office of the Chairman

National Leadership Committee,

Considering

No. 103-a/CT/LDQG/SL

Decrees:

Art. 1. The composition of the Central Executive Committee is hereby modified and amended to include:

- Commissioner General for Economy and Finance, concurrently Governor of the National Bank Mr. Nguyen Huu Hanh

- Commissioner Assistant for Economy ... Mr. Pham Kim Ngoc

The remaining part without change.

Art. 2. The Chairman, Central Executive Committee is charged with the execution of the present decree.

Saigon, 15 March 1967

Signed: Lt. Gen. Nguyen Van Thieu

ORGANIZATIONS AND ORGANIZATIONAL CHANGES: the Viet Cong and North Vietnam:

The National Liberation Front of South Vietnam (the Viet Cong) announced Dec. 7, 1966, that they have established a permanent delegation in Hanoi, North Vietnam.

The NLF had previously established representatives abroad as follows; in Algeria Feb. 3, 1963; in Cairo to the Afro-Asian Peoples' Solidarity Organization from May 1963 to Jan. 1964; in East Germany from Mar. 1964; in Indonesia in mid-1964; in Communist China since Sept. 1964; in the Soviet Union since April 1965; in Poland since Oct. 1965; and in Hungary since Dec. 1965.

(JUSPAO Special Memorandum No.7:
"Viet Cong Documentation",
JUSPAO Planning Office, Saigon,
Dec. 1966)

ORGANIZATIONS AND ORGANIZATIONAL CHANGES: the Civil-Military Council and ethnic minorities

The Civil-Military Council created a subcommittee to study ethnic problems in Vietnam, Mar. 11, 1967.

Members of the subcommittee are:

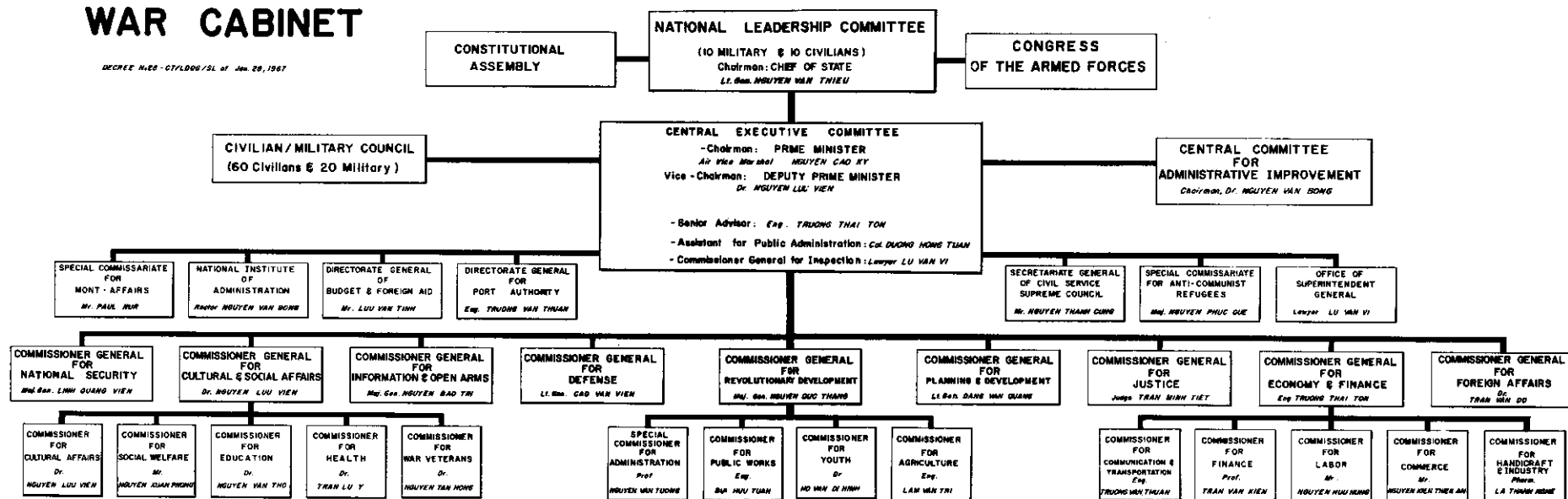
chairman: Professor Nghiem Tham

members: Mrs. Nguyen Thi Vui
Lt-Col. Truong Son Ba
Col. Bui Van Manh
Mr. Chau Van Mo
Mr. Y Dun Ksor
Mr. Son Thai Nguyen
Lt.-Col. Pham Ngoc Loi
Lt.-Col. Tran Van Kinh
Mr. Nguyen Van Chuyen
Mr. Bui Van Thien
Mr. Nguyen Luong Hung

(Vietnam Press, evening
edition, Mar. 14, 1967)

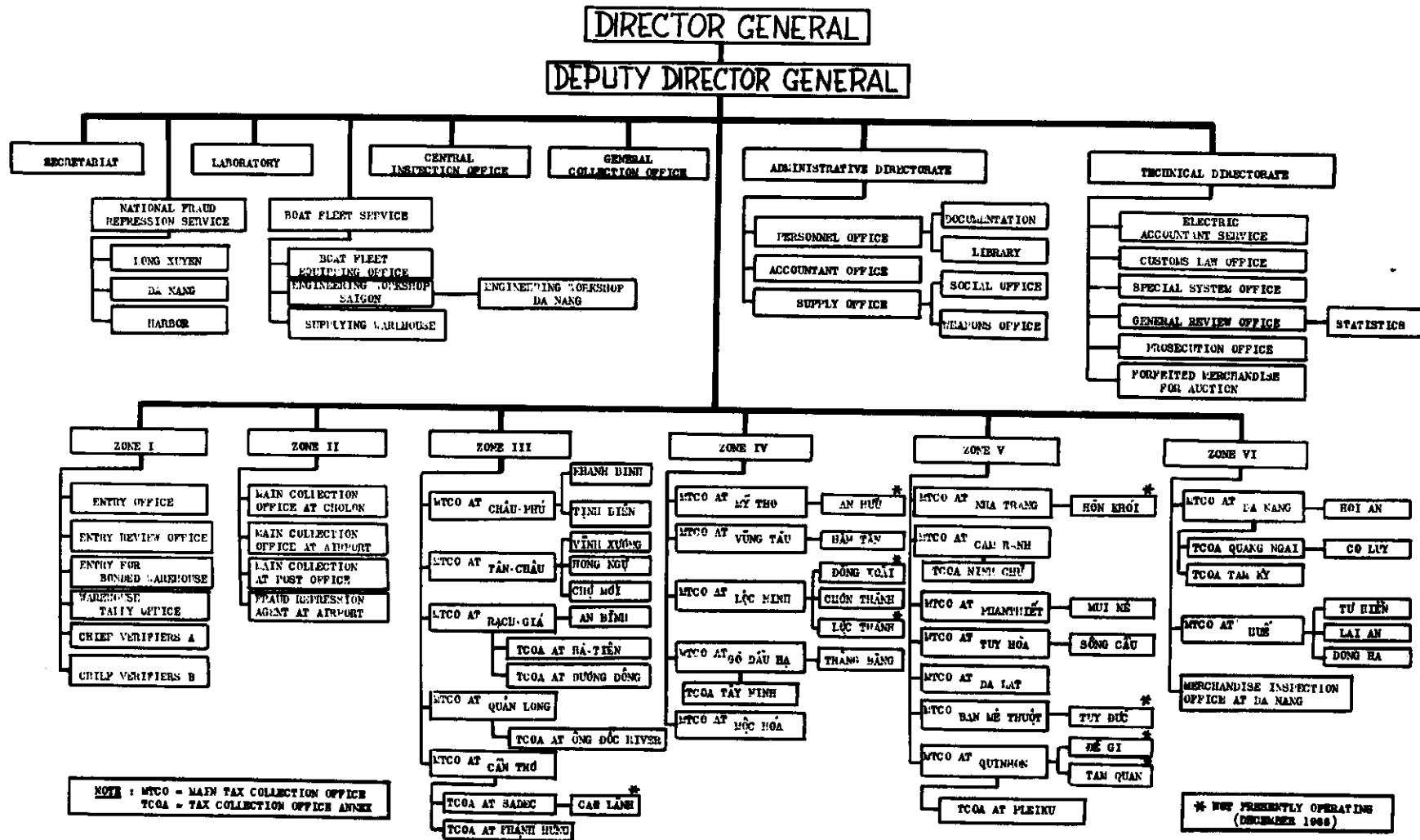
REPUBLIC OF VIETNAM WAR CABINET

DECREE N-85 - CT/LD/66/SL of Jan. 28, 1967



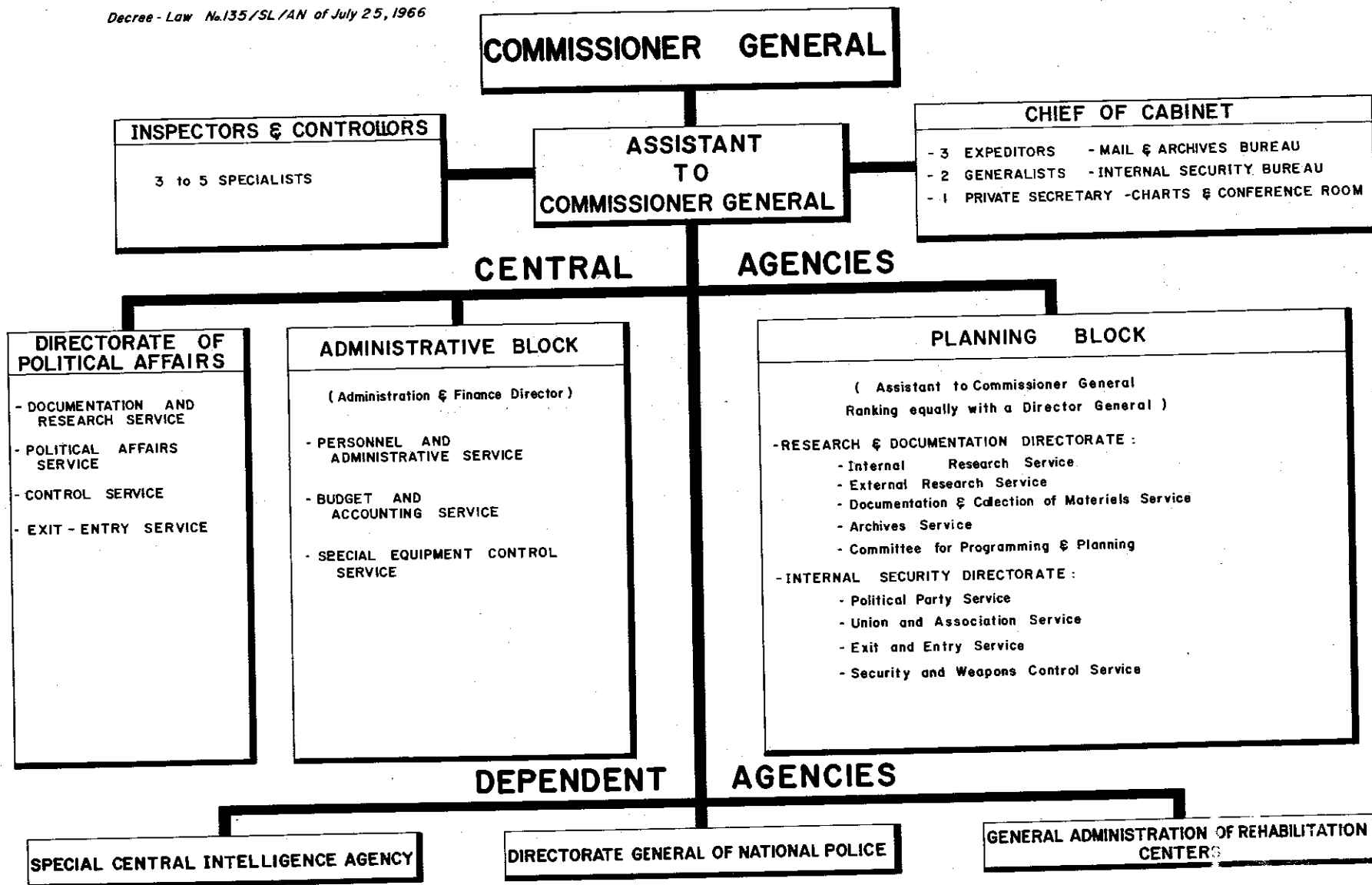
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CUSTOMS DIRECTORATE GENERAL ORGANIZATION CHART

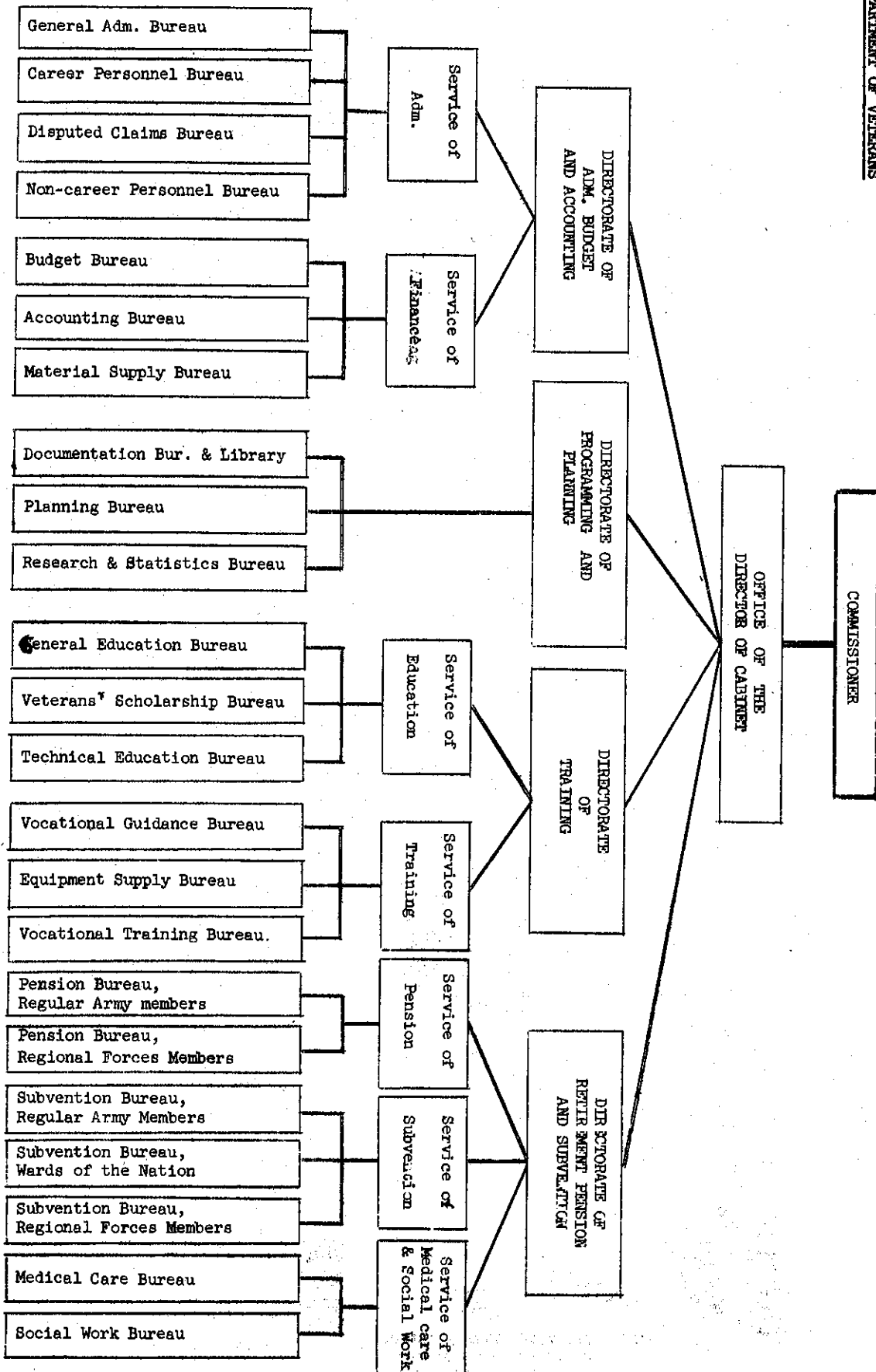


COMMISSION GENERAL FOR NATIONAL SECURITY

Decree - Law No.135/SL/AN of July 25, 1966



DEPARTMENT OF VETERANS



SOUTH VIETNAM **THE REFUGEE** **PROBLEM**

REGION I

	In Camp	Outside Camp	Total
Da Nang	8,747	0	8,747
Quang Nam	56,387	66,310	122,727
Quang Ngai	25,735	63,959	89,694
Quang Tin	16,457	32,583	49,040
Quang Tri	10,123	2,287	12,410
Thua Thien	5,054	445	5,499
Total	122,503	165,614	288,117

REGION III

	In Camp	Outside Camp	Total
Bien Hoa	17,979	4,519	22,498
Binh Duong	16,629	1,451	18,080
Binh Long	5,474	79	5,553
Binh Tuy	833	0	833
Gia Dinh	0	1,225	1,225
Hau Nghia	0	5,727	5,727
Long An	0	280	280
Long Khanh	362	212	574
Phuoc Long	602	4,042	4,644
Phuoc Tuy	0	2,788	2,788
Saigon	0	0	0
Tay Ninh	415	7,564	7,979
Vung Tau	0	240	240
Total	42,294	28,127	70,421

REGION II

	In Camp	Outside Camp	Total
Binh Dinh	74,995	115,717	190,712
Binh Thuan	208	223	431
Cam Ranh	0	0	0
Darlac	15,127	3,058	18,185
Khanh Hoa	323	23,680	24,003
Kontum	18,323	0	18,323
Lon Dong	3,184	0	3,184
Phu Bon	157	257	414
Phu Yen	5,712	75	5,787
Pleiku	2,923	82,265	85,188
Quang Duc	9,198	7,530	16,728
Tuyen Duc	6,783	3,571	10,354
	519	0	519
Total	137,452	236,376	373,828

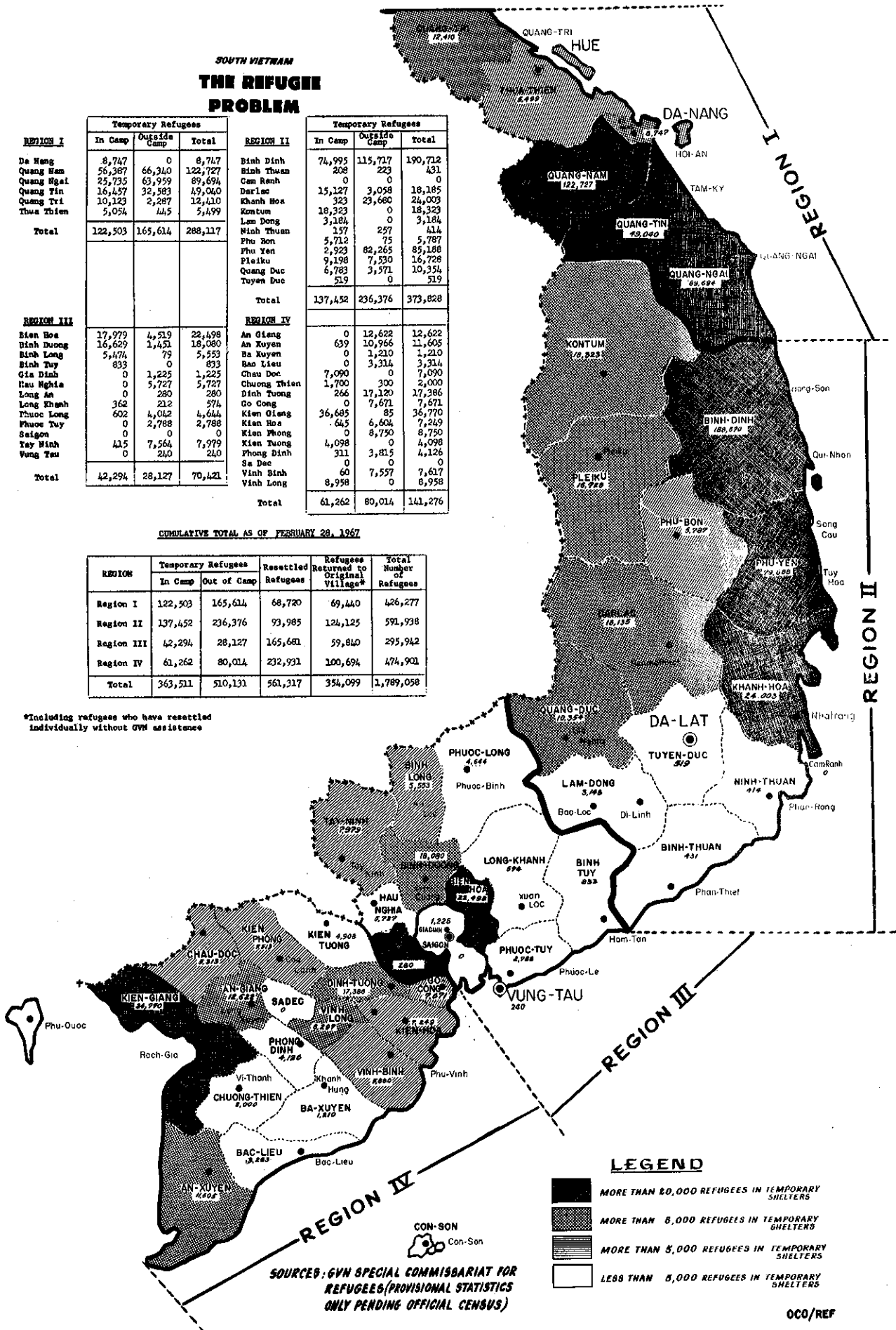
REGION IV

	In Camp	Outside Camp	Total
An Giang	0	12,622	12,622
An Xuyen	639	10,966	11,605
Ba Xuyen	0	1,210	1,210
Bao Lieu	0	3,314	3,314
Chau Doc	7,090	0	7,090
Chuong Thien	1,700	300	2,000
Dinh Tuong	266	17,120	17,386
Go Cong	0	7,671	7,671
Kien Giang	36,685	85	36,770
Kien Hoa	645	6,604	7,249
Kien Phong	0	8,750	8,750
Kien Tuong	4,098	0	4,098
Phong Dinh	311	3,815	4,126
Sa Dec	0	0	0
Vinh Binh	60	7,557	7,617
Vinh Long	8,958	0	8,958
Total	61,262	80,014	141,276

CUMULATIVE TOTAL AS OF FEBRUARY 28, 1967

REGION	Temporary Refugees		Resettled Refugees	Refugees Returned to Original Villages*	Total Number of Refugees
	In Camp	Out of Camp			
Region I	122,503	165,614	68,720	69,440	426,277
Region II	137,452	236,376	93,985	124,125	591,938
Region III	42,294	28,127	165,681	59,840	295,942
Region IV	61,262	80,014	232,931	100,694	474,901
Total	363,511	510,131	561,317	354,099	1,789,058

*Including refugees who have resettled individually without GVN assistance



LEGEND

[Dark Gray Box]	MORE THAN 80,000 REFUGEES IN TEMPORARY SHELTERS
[Medium Gray Box]	MORE THAN 8,000 REFUGEES IN TEMPORARY SHELTERS
[Light Gray Box]	MORE THAN 3,000 REFUGEES IN TEMPORARY SHELTERS
[White Box]	LESS THAN 3,000 REFUGEES IN TEMPORARY SHELTERS

SOURCES: GVN SPECIAL COMMISSARIAT FOR REFUGEES (PROVISIONAL STATISTICS ONLY PENDING OFFICIAL CENSUS)

OCO/REF

NOTES ON ADMINISTRATION IN VIETNAM: how to use interpreters:

Ideally, you and your interpreter should act as one person.

This ideal is seldom realized, but it should constantly be kept in mind. To achieve it, you have to establish rapport with your interpreter from the first. If you cannot do this - try and get another interpreter. If you are a screaming liberal and he is a shouting conservative, a political conversation with a Vietnamese official would leave the three of you thoroughly confused.

Try to win the friendship of your interpreter. Persuade him to guide you through the pitfalls of Vietnamese manners and mores before you start working. Allow him to offer suggestions. Try to put him at ease. Tell him that you yourself are sometimes at a loss for words, so he need not be embarrassed if he fumbles.

Even with a highly qualified interpreter you must have a clear understanding before each interview of what you want him to do, how you want him to do it, what topics you are going to cover and what angles you want to explore.

An interpreter is supposed to translate faithfully what you say in English into Vietnamese, but faithful translations are sometimes incomprehensible. You must discuss with him how best to rephrase characteristically American ideas and expressions into a form that will be intelligible to a Vietnamese.

By careful planning, you can avoid breaking the continuity of a conversation by having to stop and interpret to the interpreter what you mean. If you don't do this, there is a constant risk that he will invent something rather than lose face by having to ask you what you mean. If possible tell him before the conversation what points you will be trying to make and explain any technical terms you are likely to use.

Be especially painstaking with technical terminology. A city-bred translator who doesn't know the difference between a bull and an ox can convulse a farm audience, and one who can't distinguish between a colonel and a general can raise military hackles.

Accept your interpreter's suggestions and advice until you have proven him wrong. He presumably knows his native audience better than you do, but remember that many city dwellers are vastly ignorant about the countryside.

Talk directly to the person you are trying to reach and not to the interpreter - a tendency most people have when they first use interpreters. You can judge fairly accurately how well an interpreter is working from the reaction of the person to whom you are speaking and the kind of answers you get.

Give your interpreter a chance to interpret. A minute's conversation is about all the average interpreter can be expected to translate accurately at one time.

Keep your sentences short, present one idea at a time - and tailor your thoughts and vocabulary to your audience. It is easy to bewilder a farmer with an abstract idea, and it is just as easy to lose the respect of an intellectual by pretending to know something about Kim Van Kieu when all you really know is the title.

The fact that a word has a Vietnamese equivalent does not necessarily mean that it can easily be defined in Vietnamese; this is particularly true of abstract terms.

Humor is a double-edged sword, be careful in its use; don't make puns which are essentially a play on words and impossible to translate. Proverbs that wow them in Keokuk can be flat failures in Kontum.

An interpreter should not give his own answer to a question unless he has told you what the question is and has your permission to answer it in his own way.

No one likes to admit being wrong, especially before a group. Hence, avoid situations which are liable to embarrass or lose face for your interpreter. Unless the error is critical, reserve your comments until the interview is over.

* * * * *

The reverse of the coin, of course, is the time when you act as interpreter for VIPs. The suggestions here then must be reversed, and you must take the initiative in laying the ground rules and explaining how an interpreter works most efficiently. Your biggest problem will be in slowing down the speaker so you will have a chance to interpret - and, frequently, re-phrasing questions to avoid wounding local sensibilities.

(from JUSPAO Guidance
No. 27, Jan. 25, 1967
JUSPAO Planning Staff,
Saigon)

NOTES ON ADMINISTRATION IN VIETNAM: enemy propaganda:
know your image:

The dominant theme in enemy propaganda is villification of the U.S. and Americans. We are, they say, aggressors, imperialists, and colonialists. We live too high, we bother Vietnamese women, and we commit atrocities.

(from an analysis of enemy
propaganda throughout Vietnam
during the last quarter of 1966.
JUSPAO Planning Office, Saigon,
Mar. 1967.)

.....
NOTES ON ADMINISTRATION IN VIETNAM: the new withholding tax:

Since Jan. 1, 1967 the government of Vietnam has been collecting income taxes monthly from all salaried employees at source. The why and how of this are explained in Employer's Withholding Tax Guide: 1966, by the Commission for Finance's Directorate General of Taxation. It is available in English from the Office of Public Administration of USAID, Saigon.

.....
NOTES ON ADMINISTRATION IN VIETNAM: the troubles with revolutionary development:

The difficulties of administering revolutionary development are discussed (in English and in Vietnamese) in Improving the Administration of Revolutionary Development: a report dated Jan. 1967. It is available from the Office of Public Administration of USAID, Saigon.