

Art. 4 - The Secretariat General, headed by a Secretary General, has the following functions:

- to render decisions on administrative, accounting, personnel, and legislative matters;
- to coordinate the administrative viewpoints of all Directorates and Services depending on the Commission for Handicraft & Industry;
- the Secretary General directly heads the Directorate of Administration and Legislation. This Directorate is charged with the above matters.

Art. 5 - The Committee on National Enterprises, presided over by the Commissioner for Handicraft & Industry, is charged with the functions of coordinating and controlling the following national enterprises and mixed enterprises:

A. National Enterprises

- Anhoa-Nongson Industrial Plant
- Bien Hoa Industrial Plant
- Thu Duc Industrial Plant
- Vietnam Sugar Company
- Binh Duong Sugar Company
- Nong-Son Coal Mines
- Tan Mai Wood Mill Plant
- Ha Tien Cement Plant
- Long Tho Hydraulic Lime Plant

B. Mixed Enterprises

- Vietnam Cotton Industry Company
- Vietnam Paper Company
- Dong Nai Paper and Chemical Products Company (COGIDO)
- Vietnam Oil Refinery Company
- Vietnam Glass Company
- Vinh Hao Company

The Committee on National Enterprises has a Permanent Secretariat headed by a Secretary General of the Committee. The Secretary General of the Committee is entitled to the compensation and rights of a Secretary General of a Commission.

The organization of the Committee of National Enterprises shall be determined by an Arrete of the Commissioner for Handicraft & Industry.

Art. 6 - The Inter-Ministerial Committee on Investment, presided

over by the Commissioner for Handicraft & Industry, is charged with the functions of reviewing and approving all investment projects, in accordance with Decree-Law No. 2/3 of 14 February 1963 "Fixing Investment Regulations in Vietnam."

Art. 7 - The Institute of Standards is charged with the responsibility of establishing, diffusing, and applying the standards for all products of Vietnam.

The Institute of Standards is placed under the direction of a Director who has the rank of a Director of a Directorate, having several Services.

The organization of the Institute of Standards shall be determined by an Arrete of the Commissioner for Handicraft & Industry.

Art. 8 - The organizations of the Industrial Development Center and the Handicraft Development Center remain unchanged.

Art. 9 - All provisions contrary to the present Decree are abolished.

Art. 10 - The Commissioner General for Economy & Finance, the Commissioner at the Prime Minister's Office and the Commissioner for Handicraft & Industry are charged, each to that which concerns him, with the execution of the present decree.

The present decree shall be published in the official Journal of the Republic of Vietnam.

Saigon, 30 March 1967

Signed: Vice Marshal Nguyen Cao Ky

CENTRAL GOVERNMENT: GVN salary ceilings raised for lower clerical ranks:

March 31, 1967, the Prime Minister promulgatee arrete No. 682/ND/DHCV establishing new higher salary ceiling indexes for personnel in the administrative branches from orderly to senior clerk. The new salary index ceilings are as follows:

- Senior clerk, principal, super class, after 3 years in seniority, salary index 710; after 6 years, salary index 750.
- Clerk, principal, super class, after three years, salary index 510; after 6 years, salary index 540.
- Clerk typist, principal, super class, after 3 years, salary index 490; after 6 years, salary index 520.
- Orderly, principal, super class, after three years, salary index 290; after 6 years, salary index 310.

(Vietnam Press,
Apr. 1, 1967.
evening edition)

LOCAL GOVERNMENT AND RURAL DEVELOPMENT: returnees
may run for local office:

Saigon April 7, 1967

NR : 1171 PPP 071610H
FM : Under Secretary for Open Arms, Saigon
TO : Open Arms Chiefs Throughout the Country
INFO : Province Chiefs and Mayors Throughout the
Country. No. # 581/TBTCH/PH

In conformity with directive # 522/DUHC/NC/6 of February 14, 1967 issued by Special Commissioner for Administration to all province chiefs on improvement of village/hamlet administration, Open Arms returnees can offer themselves as candidates of village/hamlet officials for Rural Pacification if their data are quite legal and especially their conduct is certified quite good by official agencies. Please follow-up the matter and keep this office notified of the results.

LOCAL GOVERNMENT AND RURAL DEVELOPMENT: money for
phase 2: how much for each city and province:

REPUBLIC OF VIETNAM
CENTRAL EXECUTIVE COMMITTEE
CHAIRMAN'S OFFICE

-*-*-

No. 86-UBHP/NSNV/NG.V.

CHAIRMAN OF THE CENTRAL
EXECUTION COMMITTEE

Considering the Constitution of RVN issued on April 1, 1967;

Considering the Decision No. 3-QLVNCH/QD of June 14, 1965 by the Armed Forces Council of Republic of Vietnam bearing on the constitution of the National leadership Committee;

Considering the Decree No. 001-a/CT/LDQG/SL dated June 19, 1966 fixing the composition of the Central Executive Committee;

Considering the Decree No. 203-TC dated May 30, 1965 modifying the financial regulations to be applied to the implementation of the National Budget;

Considering the Decree No. 23-TTP dated January 23, 1965 appointing Authorizing Officers for Payments and Receipts for the National Budget;

Considering the Decree-Law No. 001/67 dated January 1, 1967 promulgating the National Budget for FY'67;

Considering the Decree No. 158-XDNT dated July 30, 1965 establishing the Central Rural Construction Council;

Considering the Decision No. 662-TTNT dated April 24, 1965 modified by the Decision No. 138-ND/XDNT dated January 26, 1966 establishing the Provincial Rural Construction Council;

Considering the resolutions of the Central Rural Construction Council;

DECIDES THE FOLLOWING

Article 1. There is hereby granted in the second phase to the Rural Construction Budgets of the Municipalities and Provinces a fund of FOUR HUNDRED AND EIGHTY NINE MILLION PIASTERS ONLY (489,000,000\$VN) intended for implementation of the Rural Construction Program for 1967 as follows:

I. MUNICIPALITIES

- Da Nang	:	VN\$ 3,000,000.00
- Vung Tau	:	5,000,000.00
- Cam Ranh	:	2,000,000.00
- Da Lat	:	2,000,000.00

II. PROVINCES

a. South Vietnam

- An Giang	:	VN\$ 43,000,000.00
- An Xuyen	:	8,000,000.00
- Ba Xuyen	:	11,000,000.00
- Bac Lieu	:	10,000,000.00
- Bien Hoa	:	12,000,000.00
- Binh Duong	:	12,000,000.00
- Binh Long	:	5,000,000.00
- Binh Tuy	:	6,000,000.00
- Chau Doc	:	12,000,000.00
- Chuong Thien	:	10,000,000.00
- Dinh Tuong	:	12,000,000.00
- Gia Dinh	:	20,000,000.00
- Go Cong	:	10,000,000.00
- Hau Nghia	:	7,000,000.00
- Kien Giang	:	12,000,000.00
- Kien Hoa	:	12,000,000.00
- Kien Phong	:	9,000,000.00
- Kien Tuong	:	6,000,000.00
- Long An	:	16,000,000.00
- Long Khanh	:	6,000,000.00
- Phong Dinh	:	12,000,000.00
- Phuoc Long	:	5,000,000.00
- Phuoc Tuy	:	7,000,000.00
- Tay Ninh	:	14,000,000.00
- Vinh Binh	:	9,000,000.00
- Vinh Long	:	12,000,000.00
- Sa Dec	:	7,000,000.00

b. Central VN Plateau

- Binh Dinh	:	16,000,000.00
- Binh Thuan	:	9,000,000.00
- Khanh Hoa	:	13,000,000.00
- Ninh Thuan	:	9,000,000.00
- Phu Yen	:	13,000,000.00
- Quang Nam	:	15,000,000.00
- Quang Ngai	:	16,000,000.00
- Quang Tin	:	13,000,000.00
- Quang Tri	:	15,000,000.00
- Thua Thien	:	15,000,000.00

c. Central VN High Plateau

- Darlac	:	7,000,000.00
- Kontum	:	5,000,000.00
- Lam Dong	:	4,000,000.00
- Phu Bon	:	3,000,000.00

- Pleiku	: VN\$ 7,000,000.00
- Quang Duc	: 4,000,000.00
- Tuyen Duc	: 8,000,000.00

489,000,000.00

Article 2. This cost is charged to the National Budget, Item 31, Chapter 902, FY'67.

Article 3. The Director General of National Budget and Foreign Aid, the Director of Treasury and the Province Chiefs and Mayors are charged, each as to what concerns him, with the execution of the present Decision.

Saigon, April 13, 1967

By order of the Chairman of the
Central Executive Committee
Director General of Budget and
Foreign Aid

S/s LUU VAN TINH

Controller of Obligated expenses
April 11, 1967

Signature: NGUYEN NGOC THO

OPEN ARMS: the policy of national reconciliation:

Today on Hung Vuong day when the entire nation is reminded of its origins, the Government solemnly announces its course of action and its policy concerning the National Reconciliation Program to be put into effect throughout the country.

With the Constitution as a base, the National Reconciliation Program is a part of a campaign for the attainment of our national objective. This objective is to accomplish reforms within the framework of historical continuity to liberate the nation and to free the people. The three guiding principles of the National Reconciliation Program are National Community, National Concord and National Progress.

* The principle of National Community is based on the fact that our ties of blood demand us to have tolerance rather than hatred. This principle aims at bringing together all the Vietnamese spiritual heritage bequeathed on us by our forefathers, and at the same time to strive and keep us with the rate of progress of mankind in this second half of the twentieth century. This principle requires that we reject the communist proposed divorce with our traditions. For indeed this denial of the past will bring the nation and the individual into the pit of extermination and slavery.

The principle of National Concord, which aims at restoring the life of harmony that had been worked out by our ancestors after so much hardship, will establish the foundation of our democratic regime. In an atmosphere of peace and harmony, all disagreements and differences will be expressed, not through the use of steel and not at the cost of bloodshed, but rather through democratic procedures.

The principle of National Progress will guide our people to move forward in freedom and with greater expectations. Based on this principle, the social revolution which is being carried out by the Republic will bring about progress and social justice.

All citizens without discrimination will have equal opportunity to develop their capabilities and to enjoy the fruit of the progress the achievement of which everyone will have a chance to contribute his share.

The three principles of National Community, National Concord and National Progress will strengthen our unity of purpose and action within the national community and thus will create the essential conditions for the Vietnamese people to be the masters of their own destiny.

In recent days, the Government of the Republic of Vietnam has many times set forth proposals for the restoration of peace and has stated its readiness to meet North Vietnamese authorities either at the demilitarized zone or at any other place. Such initiatives on the part of the Government have no other purpose than to safeguard the supreme interests of the Vietnamese race.

In the field of Chieu Hoi Open Arms action, these three principles provide the Government and the people three ways to implement the National Reconciliation Program.

First, all those who decide to leave the ranks of the communists and reintegrate in the national community will be warmly welcomed as citizens with full rights of citizenship. All returnees will be protected by the Government which will also provide them facilities to build a new life. In other words, every citizen who abandons the communist ranks will enjoy the rights set forth in the Constitution, including the right to have the law protect his freedom, his life, his property and his honor, the right to vote and to run for office, the right to go back and live within one's family, the right to choose his place of residence and the right to enjoy the national assistance on the pursuit of his profession.

Second, the citizens who rally to the national cause will be employed in accordance with their ability so that every Vietnamese, without distinction, will have the opportunity to contribute positively to the reconstruction and development of the country.

Third, the citizens who rally to the national cause, but who have violated the law under communist coercion or deception, whether they have been convicted or not, will enjoy all the guarantees set forth in the Constitution. The country will be tolerant to the utmost so they have the opportunity to put their ability and determination to serve and redeem themselves.

The Government hereby orders all cadres at all levels, civilian, military and administrative, and calls on the entire people to disseminate and carry out the National Reconciliation policy and program.

The realization of this policy will help shorten this destructive war initiated by the communists and will soon bring about the day which has been yearned for by the entire people for more than twenty years: the day of a lasting and genuine peace.

(promulgated Apr. 19, 1967, by the Prime Minister,
on Hung Vuong Day.)

OPEN ARMS: the 1967 program: procedures for cadre and requirements and rewards for returnees:

REPUBLIC OF VIETNAM
MINISTRY GENERAL OF INFORMATION & OPEN ARMS

No. 111/TDTTCH/CH/SQT/KT/TT

COMMUNIQUE
To

Open Arms Chiefs throughout the Country

Subject : Procedural Operation of Foreign Aid Program for
1967 Open Arms Activity.

Reference: Open Arms Communique No. 403/PTT/PDUCH/HC dated
August 11, 1964.
- No. 982/BCH/HC/19 dated June 15, 1965.
- No. 306/BTTCH/KCH/SQT dated May 3, 1966.
- Official letter No. 980-UBHP/NSNV/Ngv dated
January 23, 1967 from DGBFA.
- Resolution No. 023-TBTTCH/CH/SQT/KT dated
January 21, 1967 from Central Open Arms
Organization.

This communique aims at fixing and giving explanations to Open-Arms Chiefs so that they can have a thorough knowledge of the procedural working-out of foreign aid for open arms activity in 1967.

A. Expenditure procedure

1/ General characteristics of 1967 Open Arms Budget

The Open Arms Budget for 1967 is listed on article 13, chapter 212, code 84. It is put under the direct management of the central open arms organization, and expended in accordance with the National Budget regulations as follows:

- Expenditures can be depending on needs and circumstances, cleared at central or local Open Arms by administrative cash vouchers to be charged to funds released to the provinces.

- Provinces can not establish an imprest fund to be charged on expenditure release (the establishment of imprest fund for local use concerning emergency activity will be dealt with below).

- Expenditures should be charged on the article fixed in the budgeting project (the transfer of expenditure from one article to

another should be approved by the Open Arms central office.

- Clearance and justification of expenditures for personnel and materials should be made according to National Budget regulations in force;

- Expenditure rate relating to the supply of materials and carrying out of activities is fixed as follows:

- Up to 20,000\$00 - Exempted from competitive pricing is obligated expenditure control procedures but purchase orders should be signed by the authorizing officer before the procurement of commodities.
- From 20,001\$00 to 200,000\$00 - Competitive pricing is mandatory, purchasing regardless of price (bon de command) should be controlled and approved before the receiving of commodities.
- From 200,001\$00 to 1,000,000\$00 - Should obtain competitive bids or make a contract agreement after ample pricing.
- Over 1,000,000\$00 - Bidding is mandatory.

2/ Budgeting Project of 1967 Open Arms Program

The aforementioned budgeting Project is composed of 4 categories of expenditures classified according to fixed articles of the National Budget:

Article 1. - Payment of Salary and allowances.

- Salary and Per Diem for Open Arms Armed Propaganda cadres (no longer borne by the National Budget as it was in 1966).
- Salary and Per Diem for instructors.

Article 3. - Operational expenditures

- Feeding of returnees
- Tailoring and clothing
- Pocket money
- Transportation
- Rewards
- Propaganda campaign
- Political training
- Vocational training
- Per Diem for returnees
- Equipment for Open Arms Armed Propaganda cadres

Article 5. - Miscellaneous allowances

- Special allowance for high-ranking returnees
- Domestic-use allowance for returnee families resettled in Chieu Hoi villages.
- Return-home allowance
- Allowance for dead members of returnee families.
- 12 month-salary allowance for Open Arms Armed Propaganda cadres killed in the course of their duties.

Article 7. - New activities

- Open Arms Center construction, repair and equipment.
- Establishment of Open Arms villages

3/ Expenditures

In principle, all expenditures concerning article 3 should be paid by central or local administrative cash vouchers (to be charged to fund released to the provinces).

However, in order to meet the necessary requirements of Open Arms activities requiring cash, ref. official letter No. 980-UEHP/NSNV/ Ngv dated January 21, 1967, the Directorate General of Budget and Foreign Aid has agreed to allow the Open Arms organization set up an imprest fund in central (Saigon) and distribute money to provinces through the use of money-orders. The money sent to the province will be deposited at the treasury service concerned (or the nearest treasury service, if the province concerned has no treasury service) or a non-profit account in the name of the Province Chief or Mayor. In case the contact between the province and the treasury service is beset with difficulties, due to the security situation, the province headquarters can hold such fund at its province under the responsibility of the Mayor or Province Chief.

Mayors and Province Chiefs are deputy authorizing officers of the fund who will designate a liquidator and examine and sign on correct vouchers.

The Open Arms Chief acts as Cashier (and enjoys no allowance). Funds will be gradually advanced to Open Arms Services by the Province headquarters concerned for expense according to needs.

The following categories of expenditures are paid by the imprest fund:

- The nine types of expenditures recorded in article 3 (except expenditure for Open Arms Armed Propaganda cadres' equipment which is to be cleared by the central (Saigon). A money order will be

sent to provinces indicating clearance):

- Food, clothing, pocket money, transportation, weapons and exploitation rewards, propaganda campaign, political training vocational training and per-diem.

Two types of expenditures recorded in article 5: return-home allowance and allowance for members of returnee families who are killed.

In order to facilitate the vouchering and expenditure control, two imprest funds have been established, and money-orders will be issued separately:

- Imprest fund No..... covering expenditures recorded in article 3.
- Imprest fund No..... covering expenditures recorded in article 5.

B. Allowances and Vouchering Procedures of Activities

Allowances of Permanent Open Arms Activities

a) Feeding.

The feeding price provided for a returnee in the 1967 National Budgeting Project is 30\$00 per day.

However, the new rate can only be applied after getting the approval of the Central Executive Chairman's Office. Pending approval, returnees will be fed according to the old tariff, e.g., during the 60 days of refuge in Open Arms Centers, the feeding fees per day for

- 1 returnee.....24\$00
- His wife or child over 15.....24\$00
- His children under 15.....12\$00

Feeding fees should be given to the returnee representative committee daily for marketing cooking.

The provincial Open Arms Center is considered as a temporary shelter for returnees when they return to GVN territory. The center takes charge of the making of ID cards, classification and political training. The maximum dwelling period for carrying out of the aforementioned activities is fixed at 2 months. Beyond that deadline, the returnee who wishes to stay longer at the center, due to special reasons, should have the approval of the Central (Saigon).

b) Clothing

In principle clothing fee for a returnee who just returns to the GVN is 1,000\$00 for the purchase of one pajama suit, one trousers and one shirt.

In reality, the returnee can request cash for clothing according to his liking. However, it would be advisable to maintain close control so as to avoid the case where they use the money for another expense in lieu of clothing. In cases where the returnee has a family, he can apply a part of this allowance for clothing for the family. He must have a pajama suit made for himself. Clothes are provided on a permanent basis and the returnee need not return them upon leaving the center.

c) Pocket money

During 60 days in the Open Arms Center, the monthly pocket-money to be given to:

- 1 returnee is 200\$00
- His wife and Children is 100\$00 each.

If the one-month period has not expired when a returnee is transferred to another Open Arms Center, he then has no right to get additional pocket-money.

After his return home, any returnee who is requested to come over to the center for training or for other reasons is allowed 100\$00 of pocket-money even though his dwelling period in the Center is only for a few days.

d) Return-home

Return home allowance for a returnee family is 1,000\$00. The center must issue a return-home certificate's and is responsible for the granting of allowance. It is advisable to inform the province that received the concerned returnee in order to avoid duplication, as return-home allowance is granted only once.

e) Per Diem

The returnee who participates in activities which are useful to Open Arms Program, such as intelligence, Open Arms propaganda campaigns, whether he works independently or in coordination with friendly agencies, is to get 80\$00 per diem, but the feeding fees should be taken off his per diem if the concerned works at the center (re Resolution No. 10/PTT/PDUGH/18/QD dated January 2, 1965).

Per diem is granted during the period of field duty (no maximum amount of per-diem is fixed) recorded in the mission order

delivered by the Provincial Open Arms Service, and approved and signed by the Province headquarters authorities.

f) Transportation

Returnees home travel authorization to carry out activities or move from one place to another is authorized to enjoy transportation means or get cash for bus fare or air-ticket, if need be.

Transportation fees are to be borne by the province from which the returnee has departed.

g) Campaign

Permanent propaganda campaigns include the printing of leaflets, posters, slogans, mottos, movie slides, the exploitation and organization of cultural performances.

The local Open Arms Chief has authority to spend up to 5,000\$00 per month for forecited propaganda activities without having requested approval from the central (Saigon) beforehand.

In case it is necessary to organize a special propaganda campaign having a wider scope central (Saigon) approval is mandatory. The projected program should be submitted to the central as well as the estimated cost list and drafts of leaflets, slogans, etc., for examination beforehand (so that they can be approved in due time).

The Directorate for Operations will issue a guided communique dealing with propaganda matters.

h) Political Training

The political training for returnees is carried out at three levels: provincial, Regional and Central levels depending on the returnee elements (temporarily, the Communique No. 10-QP/PUBCH/KH/K dated February 20, 1964 is still applicable).

The political training method should be flexible and practical, and avoid idle theory. Therefore:

- It would be advisable to introduce visitations to cultural, social, economical and military structures into the political training program so that returnees can see with their own eyes all the progress achieved by the government concerning the betterment of government machinery and people's living conditions.

- It would be advisable to audio-visualize all materials and focuss attention on the organization of seminars (conversation , debate, comparison).

On an average, the political training cost is 500\$00 for each returnee, including:

- Production of materials (including audio-visual materials)
- Office supplies for students
- Organizing observation visits (tours)
- Taking pictures of returnees to complete their training dossier, individual file, application form "7", return-home certificate, etc....
- Rewards granted to outstanding students, closing ceremony and party.
- Organizing annual Returnee Nation-wide Assemblies so as to give them refresher motivational training (expenditures concerning feeding, transportation, pocket-money, etc...granted to congress returnee participants are to be charged to other articles).

1) Trade Training

1/ Organize breeding and cultivation demonstration pilot centers at or near the center in order to teach returnees improved agricultural methods along with the political learning during a maximum period of 2-month dwelling at the Open Arms centers. This should be technically supported by local technical services.

2/ Organize trade training classes at the Open Arms center for returnees or those who have completed their political training course and who request to stay for vocational training.

3/ Allow returnees cited in item 2 to be trained at government trade schools, private trade schools and local firms.

Vocational training for returnees is also carried out during the same period at three levels: province, region and central. Special adherence should be paid to the following points:

- Only common trades which can help returnees gain employment easily and whose training period is short (one month at maximum) are taught at the provincial level. For example: carpentry, masonry, brick making, bamboo weaving, haircutting etc..

- Longer training courses (2 months at maximum) can be organized at regional level but should not overlap with those being organized at the provincial and central levels.

Expenditures for vocational training recorded in items 1,2, 3 above-mentioned, depending on circumstances, include:

- Organizing cost: renting of land for demonstration pilot center, if need be, remuneration for trade teachers (this remuneration should be approved by the central).

- Tuition paid to private trade schools: according to the agreement concluded with the schools.

- Office supplies for students: 60\$00.

- Feeding fees:

- If taking meals at the Open Arms Center, the tariff of feeding fees is fixed at 24\$00 per day as it was applied for returnee dwellers at the center.

- In case the center has no available room for students, they must board outside the center and the feeding fees is fixed according to the local living standard, but meal should be similar (and reasonable) to that served at the center.

- Pocket money: as fixed at the concerned item.

Regional service chiefs and inspectors should draw up a trade-training project for 1967 and submit it to the central (Saigon) for study and fixing fund release for each place. However, it is feasible to rely (base) on the aforecited principles so as to open trade-training courses immediately, if required.

k) Rewards

Reward for special activities

As for returnees who achieve meritorious and special deeds, including the bringing back of enemy's documents or supply of reliable and valuable information from the enemy, service chiefs can propose to the Mayor, Province Chief (Open Arms Committee Chairman) to fix appropriate rewards up to 10,000\$00, depending on the case.

Reward which are over 10,000\$00 must be submitted to central Open Arms for approval.

Public servants and cadres who achieve meritorious activities are only allowed to get administrative rewards (reward certificate, encouragement certificate, proposal for promotion, etc., but no cash-reward).

A third-person who is not a meritorious public servant or serviceman can receive a cash reward to be charged on the National Budget through the central Open Arms organization's resolution.

Weapons reward

Returnees bringing weapons with him will be rewarded in accordance with the tariff fixed by Decree No. 0144-HC/18/ND dated September 18, 1964 as follows:

- Pistol	800\$00
- Foreign rifle, Mas 36, British and Japanese rifle, etc.	1,000\$00
- Garant MI rifle	1,200\$00
- US and French carbine, german Mat 49	1,200\$00
- Thompson machine pistol	2,000\$00
- B.A.R. 24/29	3,500\$00
- Machine gun 30	5,000\$00
- Machine gun 12.7 - 13.2	6,300\$00
- Mortar 60	8,000\$00
- Mortar 81	10,000\$00
- Bazooka	12,000\$00
- Rocket, SKZ 57 (recoilless rifle)	15,000\$00
- SKZ 75 (recoilless rifle)	20,000\$00

Vouchers should includes the resolution of the Province Chief, chairman of Open Arms Committee, and a weapons receipt issued by ARVN and GVN agencies which received weapons from returnees reported at national bases.

As for returnees who reported to allied Forces Units (US, Korean, New Zealand) there were some cases that trespassed on returnees' rights because allied units have kept weapons as trophies and refused to issue receipts to the concerned. In order to protect the returnees' rights, Open Arms centers must (are requested to) give explanations to friendly units to issue proper weapons receipts so as to clear cash reward for the concerned as a means of warding off difficult-to-solve complaints.

Usually when the returnee brought weapons to any province rewards should be made by the province concerned. However, if for special reasons the returnee is dispatched to another place, say the central Open Arms center, reward procedures and payment

can be made at the latter place, Dossier is composed of:

- Legal weapons-receipt issued by the agency receiving weapons.
- Certificate delivered by the concerned province certifying that the concerned returnee has not received cash reward.

The central Open Arms center must inform the provincial Open Arms center concerned immediately after completing the weapons reward clearance.

Imprest Fund Vouching Procedures

The manager of the imprest fund should keep three accounting books:

- Cash-book
- Receipt-book
- Voucher-book

The aforecited books are supplied by printing shops to the government at the official price.

Open Arms services can request province H.Q. to supply them with these books (which are subject to payment) or request Central Open Arms to supply them directly.

a) Cash-book (Appendix 1)

The province chief or local representative, the Deputy Commissioner for Open Arms or central representative initial the first and last page of the book to certify the number of sheets (a 100-page copy book can be used provided that it is made out in accordance with the appendix 1).

The manager (book-keeper) is to record on the left page the date and amount of money (recorded on money-orders) received.

On the right page, he has to record expenditures and money released (day, month, year) and date of submitting vouchers to the central. Each expense item has an order number.

b) Receipt-book (Appendix 2)

This E3-Form book has 100 duplicating numbering sheets.

In each payment, the book-keeper has the money-receiver sign on the receipt E3-form.

If many persons get pay on the same activity, a collective description list with the signature of each individual should be attached.

If the receiver submits an individual invoice or receipt, the book-keeper will make a receipt E3-Form (the invoice requires a fiscal stamp).

E3-forms are prepared and signed below by the book-keeper and the province headquarters (chief?) will approve and sign as deputy authorizing officer.

c) Voucher-book (Appendix 3)

This E2-form book has 100 quadruplicating numbering sheets for recording the following details of E3-form receipts bearing the signature of creditors: date, receipt Number, money receiver, expense item, amount of money, code, expenditure.

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

Temporary Refugees			Temporary Refugees				
REGION I	In Camp	Outside Camp	REGION II	In Camp	Outside Camp		
Da Nang	8,160	0	8,160	Binh Dinh	74,995	138,845	213,840
Quang Nam	66,591	72,846	139,440	Binh Thuan	208	223	431
Quang Ngai	32,945	65,949	98,894	Cam Ranh	154	0	154
Quang Tin	16,457	37,256	53,713	Darlac	15,476	3,058	18,534
Quang Tri	10,123	2,287	12,410	Khanh Hoa	323	23,680	24,003
Thua Thien	8,892	0	8,892	Kontum	15,320	0	15,320
Total	143,171	178,338	321,509	Lam Dong	1,830	0	1,830
				Ninh Thuan	25	307	332
				Phu Bon	6,294	75	6,369
				Phu Yen	1,911	86,630	88,541
				Fleiku	9,806	0	9,806
				Quang Duc	6,783	3,571	10,354
				Tuyen Duc	519	0	519
				Total	133,644	256,389	390,033
REGION III			REGION IV				
Bien Hoa	17,979	4,573	22,552	An Giang	0	12,622	12,622
Binh Duong	11,561	22,658	34,219	An Xuyen	264	5,617	5,881
Binh Long	5,628	79	5,707	Ba Xuyen	0	1,664	1,664
Binh Tuy	41	893	934	Bac Lieu	0	3,408	3,408
Gia Dinh	0	1,225	1,225	Chau Doc	823	954	1,777
Kien Nghia	100	7,321	7,421	Chuong Thien	282	3,782	4,064
Long An	0	87	87	Dinh Tuong	85	1,476	1,561
Long Khanh	362	212	574	Go Cong	84	14,753	14,837
Phuoc Long	512	450	962	Kien Giang	36,685	85	36,770
Phuoc Tuy	0	2,642	2,642	Kien Hoa	645	6,604	7,249
Saigon	0	0	0	Kien Phong	0	8,750	8,750
Tay Ninh	415	7,564	7,979	Kien Tuong	0	5,997	5,997
Vung Tau	0	240	240	Phong Dinh	312	3,815	4,126
				Sa Dec	**	**	**
Total	36,598	47,944	84,542	Vinh Binh	48	7,718	7,766
				Vinh Long	0	9,250	9,250
				Total	39,227	86,495	125,722

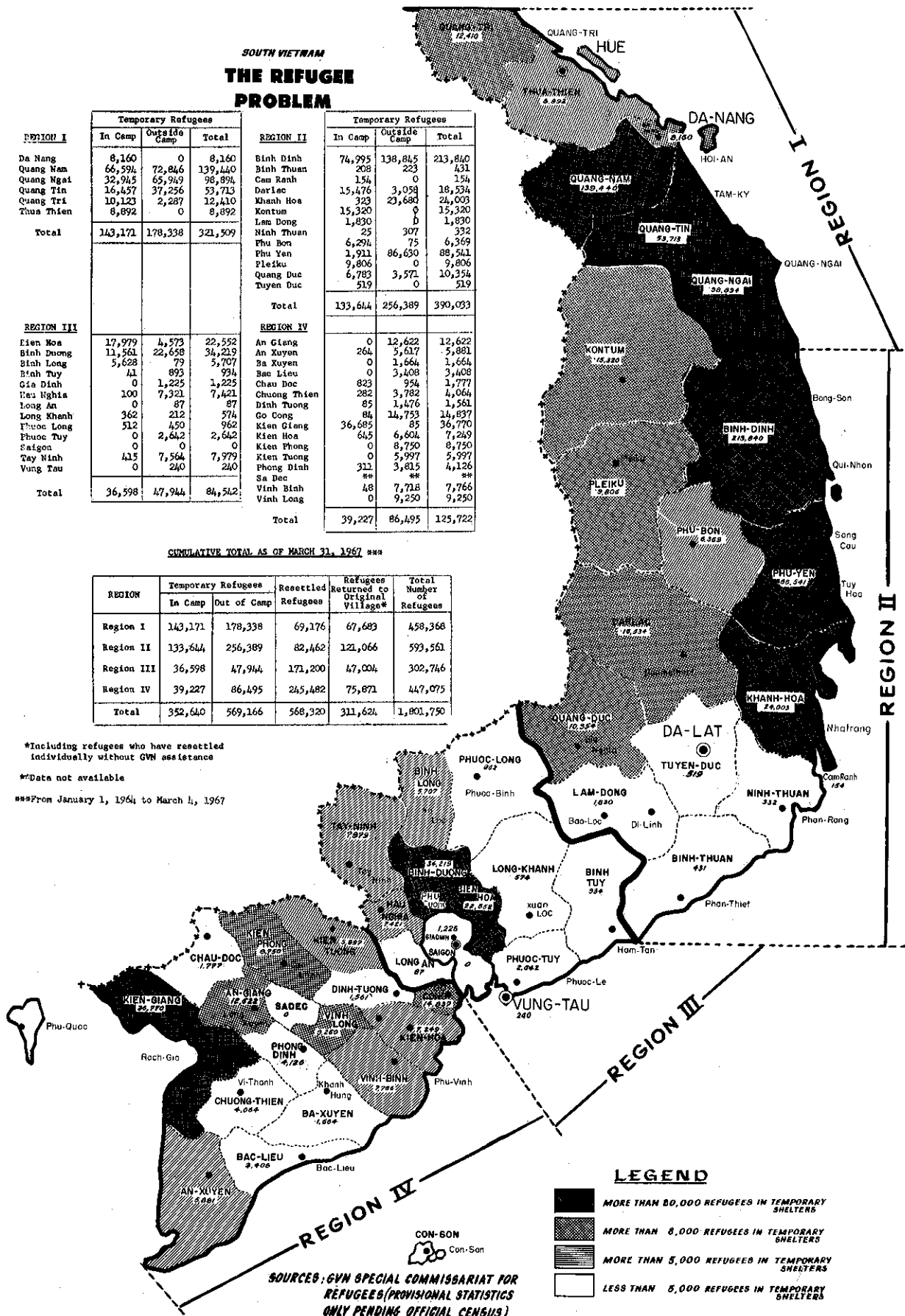
CUMULATIVE TOTAL AS OF MARCH 31, 1967 ***

REGION	Temporary Refugees		Resettled Refugees	Refugees Returned to Original Village*	Total Number of Refugees
	In Camp	Out of Camp			
Region I	143,171	178,338	69,176	67,683	458,368
Region II	133,644	256,389	82,462	121,066	593,561
Region III	36,598	47,944	171,200	47,004	302,746
Region IV	39,227	86,495	245,482	75,871	447,075
Total	352,640	569,166	568,320	311,624	1,803,790

*Including refugees who have resettled individually without GVN assistance

**Data not available

***From January 1, 1964 to March 31, 1967



PERSONNEL AND MINOR ORGANIZATIONAL CHANGES: the National Assembly:

The name of the Constituent Assembly has been changed to the National Assembly. It will continue in office until after the national election in September, 1967

Executive staff:

The National Assembly elected the following executive body Apr. 14, 1967:

Mr. Phan Khac Suu	Chairman
Mr. Nguyen Huu Thong	First Deputy Chairman
Mr. Nguyen Van Dinh	Second Deputy Chairman
Mr. Ngo Thanh Tung	Secretary General
Mr. Nguyen Huu Luong	First Deputy Secretary General
Mr. Le Thanh Chau	Second Deputy Secretary General
Mr. Nguyen Van Sang	Third Deputy Secretary General

Committees:

The National Assembly will have six principal committees:

- for the electoral laws
- for the statute governing the press
- for statutes governing political parties and opposition
- for judicial and legal matters
- for foreign affairs and information
- for the budget and accounting

Members and jurisdictions which they represent:

Prefecture of Saigon (Precinct I)

Mr. Phan Khac Suu	Agricultural Engineer
Mr. Dang Van Sung	Physician
Mr. Tran Van Van	Industrial (Assassinated on 7 Dec. 1966 & replaced by Huynh Hoa Lac, Journalist)
Mr. Pham Ngoc Hop	Secretary General, Prefectural Council
Mr. Giap Van Thap	Provincial Councillor

Prefecture of Saigon (Precinct II)

Mr. La Thanh Nghe	Pharmacist, Chairman of the Prefectural Council, 1965-1966 term (now Commissioner for Industry and Handicraft)
Mr. Trieu Sen Hoach	Prefectural Councillor
Mr. Van Cong Dinh	Prefectural Councillor
Mr. Ly Qui Chung alias Nguyen Ly	Newsman
Mr. Trinh Quang Vinh	Physician
Mr. Nguyen Van Sam	Professor

Prefecture of Saigon (Precinct III)

Mr. Diep Van Hung	Prefectural Councillor
Mr. Tran The Minh	Tradesman
Mr. Dinh Thanh Chau	Lawyer, Saigon Supreme Court
Mr. Tang Cui	Tradesman
Mr. Nguyen Van Dinh	Teacher

Province of Gia Dinh (Precinct IV)

Mr. Nguyen Qui A	Major
Mr. Nguyen Huu Thong	Lawyer
Mr. Nguyen Thanh Duc	Engineer
Mr. Truong Van Thong	Civil Servant
Mr. Dinh Xuan Quang	Civilian/Military Councillor

Province of Gia Dinh (Precinct V)

Mr. Phan Quang Dan	Physician
Mr. Nguyen Van Phat	Captain
Mr. Vu Ban	Physician
Mr. Nguyen Van Than	Provincial Councillor
Mrs. Tran Thi Xa	Professor

First Tactical Zone

City of Hue

Mr. Vo Huu Thu	Lieutenant-Colonel, ex-Province Chief
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City of Danang

Mr. Do Ai	Professor of Private Schools
Mr. Bui Van Gia	Professor of Private Secondary Schools

Province of Quang Nam

Mr. Le Nguyen Long	Civil Servant
Mr. Khuc Thua Van	Farmer

Province of Quang Ngai

Mr. Tran Hoang	Professor
Mr. Vo Bao	Teacher
Mr. Nguyen Van Chuyen	Serviceman
Mr. Tran Van Phien	Civil Servant

Province of Quang Tin

Mr. Phan Nhu Toan	Civil Servant
Mr. Ton That Uan	Serviceman
Mr. Vo Ngoc Trac	Farmer

Province of Quang Tri

Mr. Hoang Xuan Tuu	Civil Servant
Mr. Nguyen Thanh Vinh	Professor

Province of Thua Thien

Mr. Nguyen Van Ngai	Professor of Private Schools
Mr. Tran Tan Viet	Lawyer
Mr. Tran Dien	Professor of Public Schools

Second Tactical Zone

City of Cam Ranh

Mr. Nguyen Huu To	Naval Lieutenant
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City of Dalat

Mr. Le Thanh Chau

Professor

Province of Binh Dinh

Mr. Luong Thuong Hai

Civil Servant

Mr. Phan Chau Tuan

Tradesman

Mr. Ngo Van ~~Nham~~

Physician

Province of Binh Thuan

Mr. Nguyen Huu Duc

Civil Servant

~~Mr.~~ Nguyen Duy Cung

Captain Physician

Province of Darlac

Mr. Nguyen Huu Xao

Chairman, Administrative
Committee, Village of Lac Giao

Province of Kontum

Mr. Le Huu Lam

Captain Physician

Province of Khanh Hoa

Mr. Hoang Ngoc Can

Doctor Professor

Mr. Pham Ke Teai

Captain Physician

Mr. Vu Dinh Long

Professor of University

Province of Lam Dong

Mr. Nguyen Huu Tri

Chairman, Provincial Council

Province of Ninh Thuan

Mr. Van Kinh

Retired Civil Servant

Province of Phu Bon

Mr. Nguyen Huu Chung	Forestry Engineer
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Province of Phu Yen

Mr. Vo Thuong Kinh	Land Proprietor
Mr. Ly Van Hiep	Lawyer

Province of Pleiku

Mr. Ngo Thanh Tung	Serviceman
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Province of Quang Duc

Mr. Nguyen Tinh Thuat	Civil Servant
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Province of Tuyen Duc

Mr. Nguyen Huu Hiep	Professor
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Third Tactical Zone

City of Vung Tau, Administrative Unit of Con Son

Mr. Huynh Van Yen, alias Huynh Binh Yen	Provincial Councillor
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Province of Bien Hoa

Mr. Do Huu Quan	Retired Civil Servant
Mr. Truong Tien Dat	Judge
Mr. Vu Minh Chau	Industrial

Province of Binh Duong

Mr. Pham Dinh Hung	Judge
Mr. Nguyen Dinh Quat	Industrial and Craftman

Province of Binh Long

Mr. Ly Trong Le Major

Province of Binh Tuy

Mr. Nguyen Van Hung Civil Servant

Province of Hau Nghia

Mr. Nguyen Van Tien Land Proprietor

Province of Long Khanh

Mr. Nguyen Minh Dang Professor

Province of Long An

Mr. Le Tai Hoa Provincial Councillor

Province of Phuoc Long

Mr. Nguyen Ba Luong Chairman, Provincial Council

Province of Phuoc Tuy

Mr. Nguyen Huu Hieu Lawyer

Province of Tay Ninh

Mr. Nguyen Huu Luong Professor
Mr. Nguyen Cao Kien Major, Armed Forces Public
of Vietnam

Fourth Tactical Zone

Province of An Giang

Mr. Le Quang Liem Ex-Serviceman

Mr. Le Phuoc Sang
Mr. Nguyen Van Hoanh
Mr. Nguyen Van Hoan

Judge
Tradesman
Tradesman

Province of An Xuyen

Mr. Truong Minh Chieu

ex-Major Allied Cao Dai
Religious Forces

Province of Ba Xuyen

Mr. Nguyen Dat Dan
- Mr. Son Thi

Serviceman
(Representative of Vietnamese
of Cambodian Origin): Elementary
Schools Inspector

Province of Bac Lieu

Mr. Nguyen Van Bo

Serviceman

Province of Chau Doc

Mr. Ho Van Lang
Mr. Huynh Van Lau
Mr. Thach Sung

Farmer
Tradesman
(Representative of Vietnamese of
Cambodian Origin), Tradesman

Province of Chuong Thien

Mr. Dang Van Cong

Tradesman

Province of Dinh Tuong

Mr. Le Thien Dien
Mr. Trieu Van Tuc (Tuat)

Captain Physician
Deputy Chairman, Provincial
Council

Province of Go Cong

Mr. Banh Ngoc Quy

Professor

Province of Kien Giang

Mr. Ly Thanh Le
Mr. Danh Thu

Professor Secondary Schools
(Representative of Vietnamese
of Cambodian Origin), Serviceman

Province of Kien Hoa

Mr. Le Quang Hoa
Mr. Nguyen Quy Ninh

Provincial Councillor
Retired Inspector of
Elementary Schools

Province of Kien Phong

Mr. Nguyen Van Tho
Mr. Bui Van Kieu

Chief, Canton of Phong Thanh
Vice-Chairman, Provincial
Council

Province of Kien Tuong

Mr. Mai Duc Thiep

Civil Servant

Province of Phong Dinh

Mr. Nguyen Van Giac
Mr. Nguyen Van Hoi

Provincial Councillor
Economy Inspector

Province of Vinh Binh

Mr. Nguyen Van Loc
Mr. Tieu Hy Sang

Provincial Councillor
(Representative of Vietnamese
of Cambodian Origin), Teacher

Province of Vinh Long

Mr. Nguyen Long Giao
Mr. Nguyen Van Vi
Mr. Lam Phi Diem
Mr. Nguyen Van Sang

Farmer
Chairman, Provincial Council
Professor
Teacher

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Province of Darlac (Highlander's Precinct)

Mr. Y Wick Buon Ya ex-Civil Servant

Province of Pleiku (Highlander's Precinct)

Mr. Nay Blim Civil Servant

Province of Kontum (Highlander's Precinct)

Mr. Nguyen Van Phien
alias Peang Serviceman

Province of Tuyen Duc (Highlander's Precinct)

Mr. Pang Ting K. Te Farmer

(North Vietnam Highlander's Immigrated Precinct)

Mr. Dam Van Quy Serviceman

Province of Phu Bon (Highlander's Precinct)

Mr. Ksor Rot Civil Servant

Province of Quang Ngai (Highlander's Precinct)

Mr. Dinh Van Roi Farmer

Binh Thuan (North Vietnam Highlanders who have Immigrated:
Precinct)

Mr. Vong A Sang Retired Colonel

Ninh Thuan - Binh Thuan (Cham Precinct)

Mr. Thanh Giac Civil Servant

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PERSONNEL: The Congress of the Armed Forces: Members:

50 Members:

- The General Officers of the Armed Forces of the Republic of Vietnam
- The Commanders of the Corps Areas

- The Commander of the Capital Special Military Zone
- The Division Commanders

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PERSONNEL: The Committee for National Leadership: Members:

10 Military:

- Chairman Lt. Gen. NGUYEN VAN THIEU
- Secretary General: Lt. Gen. PHAM XUAN CHIEU
- Commissioner for the Executive: Air Vice-Marshal
NGUYEN CAO KY
- 7 other Commissioners:
 - The Commissioner General for Defense in the Central Executive Committee: Gen. CAO VAN VIEN
 - The Chief of the Joint Gen. Staff of the Armed Forces: Gen. CAO VAN VIEN
 - The Commander of the First Corps (Tactical Zone I): Maj. HOANG XUAN LAM
 - The Commander of the Second Corps (Tactical Zone II): Lt. Gen. VINH LOC
 - The Commander of the Third Corps (Tactical Zone III): Lt. Gen. LE NGUYEN KHANG
 - The Commander of the Fourth Corps (Tactical Zone IV): Maj. Gen. NGUYEN VAN MANH
 - The Commander of the Capital Special Military Zone: Lt. Gen. LE NGUYEN KHANG

10 Civilians:

- Mr. TRAN VAN AN Newsman
- Lt. Gen. VAN THANH CAO Retired, Cao Dai Religious leader
- Dr. PHAM HUU CHUONG Physician
- Dr. TRAN VAN DO Physician
- Mr. NGUYEN VAN HUYEN Lawyer, Catholic leader

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|-----------------------|--|
| - Mr. PHAN KHOANG | Professor; Nation's
People Party leader |
| - Mr. QUAN HUU KIM | Engineer |
| - Mr. HUYNH VAN NHIEM | Hoa Hao Religious leader |
| - Mr. VU NGOC TRAN | Judge, Catholic leader |
| - Dr. NGUYEN LUU VIEN | Physician, Dai Viet Party
leader |

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PERSONNEL: the Central Committee for Administrative Improvement: members:

Agencies

Representatives

Prime Minister's Office
 Directorate Gl. of Budget &
 Foreign Aid
 Special Commission for
 Administration
 Directorate of Telecommunication

 Civil Service Supreme Council

 Special Commission for Mont.
 Affairs
 Commission for War Veterans
 Commission for Agriculture
 Commission for Agriculture

 Commission Gl. for Cultural &
 Social Affairs
 Commission Gl. for Information &
 Open Arms
 Commission for Communication &
 Transportation
 Commission for Labor
 Commission for Health

Mr. Nguyen Dang Can, Specialist
 Mr. Nguyen Van Thong, Chief,
 Service of Study
 Mr. Do Van Ro, Director for
 Management
 Lt. Col. Khong Van Tuyen, Director
 of Telecommunications
 Mr. Nguyen Thanh Qui, Chief Service
 of Research & Study
 Mr. Ngo Duc Trach, Chief
 Administrative Block
 Mr. Tang Minh Chau, Chief of Cabinet
 Mr. Dang Van Vy, Chief of Cabinet
 Mr. Pham Huy Dung, Chief Service
 of Planning & Techniques
 Mr. Bui Quang Uyen

 Mr. Luu Ba Cham

 Mr. Luu Van Phong, Chief, Service
 of General Administration
 Mr. Pham Van Xam
 Mr. Le Van Nham, Chief, Service of
 Legislation
 Mr. Nguyen Van Chan, Director of
 Personnel & Finance
 Mr. Phan Van Ba, Chief of Administra-
 tive Service
 Mrs. Le Thi Don, Chief of Service
 of Legislation
 Mr. Truong Kinh Chau, Chief of
 Bureau of Legislation
 Mr. Tran Ngoc Diep

Commission for Public Works

 Commission for Education

 Commission for Social Welfare

 Commission General for Defense

Commission General for Security	Mr. Tran Van Kinh, Field Administrator
Commission General for Justice	Mr. Doan Van Thieng
Commission General for Revolutionary Development	Mr. Ha Ngoc Nghinh, Chief, Service of Personnel
Commission General for Foreign Affairs	Mr. Phan Trong Nhiem, Director of Cultural Affairs and Legal Matters
Commission for Commerce	Mr. Ngo Van The, Chief of Service
Commission for Finance	Mr. Nguyen Tang Hong
Commission for Youth	Mr. Duong Thanh Long

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PERSONNEL: Recent changes in central government agencies:

1. Mr. Buu Vien was named Director-General of Planning, replacing Mr. Nguyen Anh Thuan, Mar. 29, 1967.
2. Mr. Le Thien Ngo was appointed Secretary General of the Committee for National Enterprises, Apr. 4, 1967. The Committee for National Enterprises was created by decree No. 70-SL/CKN dated Mar. 30, 1967 and its chairman is the Secretary of State for Handicrafts and Industry.
3. The Committee for Economy and Finance is changed to consist of the following:

- The Commissioner General for Economy & Finance	Chairman
- The Commissioner, Assistant for Economy	Member
- The Commissioner for Finance	Member
- The Commissioner for Agriculture	Member
- The Commissioner for Public Works	Member
- The Commissioner for Handicraft & Industry	Member
- The Commissioner for Commerce	Member
- The Commissioner for Labor	Member
- The Commissioner for Communication & Transportation	Member
- The Governor of the National Bank	Member
- The Director General for Budget and Foreign Aid	Member

(Decree No. 64-SL/KTTC,
Office of the Prime Minister,
dated Mar. 24, 1967)

PERSONNEL: recent changes in key personnel in provinces, districts, and cities: as of May 1, 1967

<u>PROVINCES</u>	<u>NAME</u>	<u>OFFICE</u>
BINH LONG	Mr. Nguyen Trong Can	Deputy Prov. Chief for Administration
DARLAC	Mr. Binh Van Thang	Deputy Prov. Chief for Admin.
KIEN TUONG	Mr. Le Duy Lai	Deputy Prov. Chief for Admin.
PHONG DINH	Mr. Nguyen Van Khanh	Deputy Prov. Chief for Admin.
QUANG NAM	Mr. Nguyen Tao	Deputy Prov. Chief for Admin.

There were no changes since April 1 in key personnel of District or cities.

NOTES AND TRENDS IN VIETNAMESE ADMINISTRATION: returnees:
the trend is up:

Between Jan. 1 and Mar. 18, 1966, the number of returnees to GVN authority was 4,698.

Between Jan. 1 and Mar. 18, 1967, the number of returnees to GVN authority was 8,559.

breakdown by regions

	<u>REGION I</u>	<u>REGION II</u>	<u>REGION III</u>	<u>REGION IV</u>	<u>TOTALS</u>
1-7 Jan.	43	253	78	63	437
8-14 Jan.	61	74	112	173	420
15-21 Jan.	35	291	208	58	592
22-28 Jan.	65	225	315	218	523
29 Jan.-4 Feb	41	216	177	147	581
5-11 Feb.	64	200	181	167	612
12-18 Feb.	24	71	413	108	616
19-25 Feb.	105	293	325	385	1,108
26 Feb.-4 Mar.	107	531	353	177	1,168
5 Mar.-11 Mar.	76	212	160	750	1,198
12 Mar.-18 Mar.	73	269	287	375	1,004
TOTALS	694	2,635	2,609	2,621	8,559

(from Chieu Hoi Newsletter,
No. 6, Mar. 22, 1967)

NOTES AND TRENDS: returnees: why they leave the Viet Cong:

Nostalgia is the primary motive. They long to be home with their families in their ancestral place. They fear our guns and planes. They are disillusioned by Viet Cong methods.

The enemy's worse problems are: lack of food, lack medicine, lack of clothing, fear of death away from home, resentment at having to serve in the Viet Cong forces without end,

failure of the VC to notify their families of deaths,
doubts that the Viet Cong will ever win, and fear of
U.S. guns and planes.

(findings of a study
of returnees, by
Simulmatics Corporation.)

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NOTES AND TRENDS: U.S. policy re jobs for returnees:

CHIEU HOI DIVISION, OFFICE OF CIVIL OPERATIONS, OPERATIONAL MEMORANDUM NO. 33-67

April 13, 1967

TO : Regional Directors and Provincial Representatives, OCO
FROM : Assistant Director *for Chieu Hoi*, OCO, Saigon
SUBJECT : Organized Employment Program for Hoi Chanh and Ex-Hoi Chanh

1. The time has arrived when an organized, sustained effort must be made on a nation-wide basis to find jobs for Hoi Chanh and ex-Hoi Chanh needing employment. The problem of employment has been intensified by the influx of returnees into many Chieu Hoi Centers during recent weeks. Failure to place returnees in jobs where they can earn a decent living for themselves and their families already has had a seriously adverse effect on the Chieu Hoi Program; i.e., it has been determined through many interviews with Hoi Chanh that many other Viet Cong who wish to come in to the GVN hesitate to do so because they have heard that they would experience extreme difficulty in finding a means of earning a living. If jobs are not found for the large numbers now coming in, this adverse effect will be magnified many times.

2. OCO Regional Directors and Provincial Representatives are requested at this time to attempt to establish an organized employment program or system for placing Hoi Chanh and ex-Hoi Chanh in contact with prospective employers. At the same time, this program should generate interest on the part of potential employers in the Hoi Chanh as prospective employees. The following procedures are suggested. These may of course be modified, expanded refined or altered at the discretion of Regions and Province authorities.

a. Organize a small working group, possibly consisting of:

- (1) A high-ranking representative of the Province Chief
- (2) The Chief of the Chieu Hoi Service
- (3) The chief of whatever GVN employment service may exist in the province.
- (4) A representative of the National Police
- (5) A representative of the local branch of the Military Security Service

- (6) Representatives, as necessary, of the OCO ProvRep, including the Chieu Hoi Advisor.

b. Convene a meeting or series of meetings with representatives of:

- (1) Major U.S./FWMAF/GVN military commands.
- (2) Representatives of American contracting firms, such as RMK-BRJ and the Pacific Architects and Engineers.

(3) Representatives of major Vietnamese employers in the area. The purpose of this meeting or those meetings should be to solicit the cooperation of the participating organizations. It would be useful if the meetings were called by the Province Chief.

c. Examine the feasibility of developing a method whereby potential employers can register their requirements for employees. Where no GVN employment service exists, it may be that the recipient of employer requests should be the Chief of the Chieu Hoi Service.

d. Arrange a regular system whereby the Chieu Hoi Center notifies potential employers (or the GVN employment service, where it is functioning) of the availability of Hoi Chanh and ex-Hoi Chanh with specific qualifications.

e. In the meantime, assure that the initial identification interview at the Chieu Hoi Center include questions as to whether the returnee wishes a job and what kind, and questions designed to determine his qualifications. Develop a special form or card for recording this information, pending possible development of a standard form at the national level.

3. a. Information available to Chieu Hoi Division, OCO Saigon indicates that the prospects of obtaining an MSS clearance or a contractor pass for an ex-VC in a non-sensitive position as an employee of a United States Government contractor are favorable in so far as announced GVN policy is concerned. Local MSS practice may be entirely different, however. Issuance of such clearance or pass may be contingent upon the possession of a valid GVN ID card and an up-to-date (not more than three-month-old) Residence Certificate. The attitude of local branches of the Military Security Service concerning the issuance of MSS clearances or contractor passes should be determined, and any problems which cannot be resolved at the local level should be referred to the Chieu Hoi Division, OCO, Saigon.

b. Efforts to reduce the time required for issuance of the permanent I.D. Card should continue.

4. Chieu Hoi Advisors are requested to monitor the employment program closely, and Regional Directors and Provincial Representatives are asked to provide strong support. This is not to be construed as a one-time effort; there will be need for an employment program for Hoi Chanh and ex-Hoi Chanh so long as the Chieu Hoi Program exists.

5. A special report is requested from each Province and Region on actions taken in pursuance of this Memorandum, the results achieved, and problems still remaining. The report should reach Chieu Hoi Division, Saigon, not later than 15 May 1967. Any developments thereafter should be included in the regular monthly reports.

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NOTES AND TRENDS: changes in village and hamlet government:

To explain the recent changes in village and hamlet government, changes now being put into effect, the Special Commission for Administration has published a booklet, CAI TO HANH CHANH XA AP: Suu Tap Cac Van Kien Can Ban (Reform of Village and Hamlet Administration: Basic Documents.) 10,000 copies are being distributed to provinces, districts, and villages. 20,000 more copies are being printed and will be distributed to schools and other organizations and groups. Copies in Vietnamese may be had from the Special Commission for Administration, Saigon.

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NOTES AND TRENDS: constitutions and politics:

Dr. Nguyen Van Bong, Rector of the National Institute of Administration and Chairman of the Central Committee on Administrative Improvement, has just published LUAT HIEN PHAP VA CHINH TRI HOC (Constitutions and Politics). It is available from Thu Lam An Thu Quan, 231 Pham Ngu Lao, Saigon, or from bookstores in Saigon.

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NOTES AND TRENDS: Vietnamese and American values and preferences in administration:

There are cultural differences between the Vietnamese type of administration and that practiced in the United States which may very well prohibit any real long-term success in the United States Vietnamese advisory effort. These differences are primarily a part of the societies from which the two administrative systems evolved. The Vietnamese system stems from the Chinese, with French overtones, and may be characterized as mandarinal, authoritarian, and oriented in terms of personal harmony. The American system is hierarchic, impersonal, legalistic, and oriented to achieve action. Vietnamese and Americans have cooperated very well in short-term projects based on technical facts, hardware, and short-term technical instruction. An interchange of mere skills of this sort is easy to achieve..... However, when one reaches that point of development where there has to be an interchange of attitudes and skills involving attitudes, one suspects the Vietnamese are loath to give up their culture-based harmony-oriented system for the more direct action-oriented result-oriented European-American system..... ... there are attitudinal differences which...are a hindrance to Vietnamese progress...particularly in administration and government.

The Vietnamese system evolved from the old Chinese Empire and is largely unchanged in its mores. The Emperor left administration to a group of officials called mandarins. These were chosen on the basis of being men of virtue, selected by examination, and generally falling into three ranks. Surprisingly, these ranks, in a later matching of counterparts and personnel ladders of rank and prestige, fell into the European system equivalent to the Bachelor's, the Master's, and the Doctor's degrees. Lesser mandarins were generally relegated to the District. As they advanced in prestige and experience and survived further examinations they could become province mandarins or serve at the Imperial Court. This system is reflected today in the..."line structure" of the Government of Vietnam. One outstanding characteristic of this system was control in communication downward, and another was veneration or extreme respect for the superior by the inferior. Afterglow from these cultural and moral habits continue today in the government of Vietnam.

Aside from the above discussion of mores in administration, but necessary to understand the present GVN pressures, was the old Vietnamese habit and tradition contained in the saying "The Emperor's law stops at the village hedge". Traditional law and

custom practiced in the village, adjudicated and applied by the village council of elders, let the people express themselves and articulate their aspirations to the lowest level of mandarins, and provided a very real measure of self government and self expression in villages and hamlets. This was lost in 1956 when the Diem government abolished village elected councils. Happily this self government and self expression is being restored by the Ky government in 1967.

Since the mandarin was prepared and schooled for his responsibilities as a ruler by the study of Confucian ethics and the emphasis was upon right-thinking, upon harmony, upon the natural balance of things, there was little administration as it is understood today. Little was done. All was morally (ideologically) guided.

In addition to this strong "line" function, there evolved a system of inspectors-general who represented the Emperor. This function or office has a direct descendant and image in today's GVN "government delegate" in serving to discover inequities and to bring them to the attention of the central government.

Also, Buddhism came to Vietnam, with its concept of "the middle way." This added to traditions of Confucianist harmony, the avoidance of extremes, moderation, inactivity, and above all, "harmony" between persons involved. The outstanding feature of Vietnamese administration even today is this orientation toward compromise for harmony between persons involved.

The main innovation by the French was to add to this system a series of ministries and other special-purpose central agencies to achieve certain things technologically: in public works, agriculture, etc. Were one to graph or draw these special-purpose agency additions, one would find them added to the national government as a series of independent or nearly independent fiefdoms, each with its own staff lines and control running out to the Provinces. Even today the province chiefs have little control over these central-ministry field units or offices and can do little more than "coordinate" them within the chief's provincial domain. The government seems like a weeping willow tree, its roots based in the villages and provinces, its trunk line from Saigon (the top of the tree) running via the office of the Prime Minister and the Special Commission for Administration (the former Ministry of Interior) but hundreds of other ministries' dangling branches running from other parts of the top of the tree afloat over, in, but not rooted in, the base (the Provinces and the villages.)

A recent innovation, born in the pressure of war to survive, is revolutionary development. This system recruits local persons, trains them in special government tasks, returns them to their home areas (provinces, or districts, or even villages), and there they supposedly know the people because they come from there and also supposedly know and render the national government service because they learned it in cadre training. Thus counter insurgency is supposedly achieved, locally, by locals, trained by national specialists. Although there is some thought that revolutionary development will continue in the postwar government and become permanently institutionalized, one cannot but note that the "regular" government dislikes this "upstart" effort and regards it as ad hoc, to be abolished when peace is achieved.

Other characteristics of GVN officialdom frequently observed by Americans pose problems of understanding too. It is sometimes incomprehensible to Americans that many GVN officials sit at their desks in mandarin dignity and let problems come to them rather than getting out of the office and going "where the action is", in the American manner. It bothers Americans that Vietnamese use the technique of delay and let time solve the problem rather than making a more or less immediate decision .

Another point is that the government of Vietnam has a tradition of strong personal financial responsibility. The last person to put his signature or seal on a piece of financial paper is personally responsible. As a consequence fiscal paper (without which there can be no action) moves slowly

Still another cause for wonderment by Americans is the absence of suggestions by inferiors to superiors, the absence of other than laudatory approving responses in "seminars", the absence of questions which are genuinely questions after instruction. In terms of Vietnamese ethics to question means to criticize the boss, to break the rules of harmony between individuals and to embarrass the elder, the authority. To Vietnamese, government relations between officials are personal, such as those between colleagues and friends, such as those between elder brother and younger brother, such as those between sponsor and protege. This enormously inhibits explanation and understanding, especially of anything new. This inhibits communication through official channels, and it is an interesting hypothesis that this inhibiting of official channels probably accounts for the enormous interest of Vietnamese officials and individuals (from clerks to top men) in unofficial details about their superiors and inferiors---to a degree which, to Americans, includes much irrelevant and even noseey gossip. The Vietnamese (so runs the hunch, the hypothesis) find it so difficult to ask their superiors or to inform their inferiors through official channels that they must pick (and nitpick) information, relevant or irrelevant, whence and where

they can. They too, seek to understand. Successful American advisors are frequently those who supply communication, vertically and horizontally, through talks and more talks via extra unofficial channels. Sometimes the American's main function is that he is an extra channel of communication.

Still another matter few Americans understand is the absence of sanctions against personnel in administration. One does not break another's rice bowl. The Asian will rarely diminish even slightly the ability of another person to make a living. Thus customs stations that have not received an international traveler for 20 years continue manned. Thus useless reports continue to be made and certified and filed. Thus one provides continuing employment---a habit irritating in this present post-1964 era of full employment in Vietnam and a habit incomprehensible to Americans who have had full employment since 1940. This is in a sense a reflection of village culture where modern comprehensive welfare programs are unknown but where all villagers feel responsible for any one of the village members (but not responsible for any one not a member of the village). This inhibits what we know as "o & m" as "work simplification", as "management analysis", as "cost reduction". Americans accept paying high wages to government workers, but insist that for more money they become more productive (thus training, systems overhaul, mechanization). Asians accept joyously any prospect of a raise in salaries but do not really expect it; but the idea of rendering higher paid workers more useful by upgrading, by training, by mechanical aids, thus not raising total costs on an input: output basis, is more than novel; it is counter-mores.

On the meaning of "face": some insist this is much over-rated as an Asian phenomenon or problem. Some say, too, that it is just as much as a problem in America as in Vietnam or the next Asian country. The application, however, is different by Americans and by Vietnamese. To Vietnamese and by Vietnamese it means one assumes courtesy, politeness. Whether the politeness is sincere or merely formal is irrelevant. Americans respect human dignity profoundly, but tolerate, even prefer, personal relations which, to Vietnamese are often brusque, wounding, confusing; which run a range from hearty joking and embarrassing overfamiliarity (to the Vietnamese) to brusque commands and official impersonality which Vietnamese mistake for rudeness and indifference. Thus the way the Vietnamese interprets American official personal relations is a social problem for the American.

Still another problem in Vietnam is the fact that after the Geneva Accords of 1954 many Vietnamese people were qualified to elect French citizenship and leave the country, and did. In terms of skills much was lost. Beyond this, with the loss of a portion of the educated leadership, the Armed Forces rose in importance as

a major unimpaired institutional source of managerial skills to reinforce an already overburdened civil service. This was a social upheaval. The soldier, who didn't even make the four-level social scale of Confucian values, was important. This was counter-mores. It worked. But our point is that it is still counter-mores to many that the soldier and officer replaces the mandarin scholar type. It is still believed profoundly by many Vietnamese to have been an expedient to be ended as soon as possible. Hence demonstrations and endless demands for return to a "civilian" government. Hence friction between civil and military officials on many levels. To Americans the question is without meaning; we have long civilianized our military and accustomed our civilians, since 1940, to semi-militarization of government.

Another aspect of Vietnamese social, political, and economic organizations which few Americans note, because of their own cultural bias for direct open action, is the covert nature of political and intergovernmental organizations. When an American stumbles on this he is frequently repelled. Douglas Pike (in his book VIET CONG: The Organization and Techniques of the National Liberation Front of South Vietnam, pages 9 and 10) notes how clandestine cliquing operates within formal organizations:

The winner, if he does not take all, takes most and the stakes are high. The world of organizational infighting is fluid and dynamic, in constant flux. One must keep running simply to hold his own. Daily activity involves negotiation and bargaining, sincere and otherwise, partially or completely in secret, and usually through third parties. The world should never know where one stands.... No position is ever irretrievable, no commitment ever final.... The rule is: be flexible, be changeable, adapt.... Loyalty may be a virtue, but consistency is not. (Primary kin group loyalty is an exception) Members assemble around individual leaders rather than around an ideology or a political platform. The best leader is paternalistic, sly, skilled at intrigue, master of the deceptive move, possessor of untold layers of duplicity, highly effective in the world in which he moves. Sagacity in the follower consists of knowing who to join and when, for timing is all important. It is no accident that the Vietnamese hold the professional magician in particular awe.....

It is part of acceptable mores, folk lore, in Vietnamese social relations, official and unofficial, that the sly man is more respected than the strong, and that the wise and sly man frequently wins. It is part of acceptable mores, folk lore, in American social relations, official and unofficial, that the sly man is not more respected than the strong, that the sly man

does not win, and that the truly wise man is above being sly.

It is evident that cultural and attitudinal bridges are needed. Vietnamese administrators have as much difficulty communicating concepts and ideas to Americans as Americans have communicating them to Vietnamese. Indeed in cases of good rapport between advisors and advised one wonders which is which, which is learning and which is teaching. The answer probably is that both are, and that both American advisor and Vietnamese advisee are advisor and advisee and that each is becoming somewhat like the other in attitudes, in values and preferences concerning the project, the program, the things to be done.

It is also evident that given the cultural and attitudinal gaps, in the cases of successful rapport, the Vietnamese (given his basic orientation toward "harmony") will do the greater part of the accomodation. This might--as any social psychologist would conjecture---produce a slight feeling of uneasiness and perhaps guilt. He may sense that somehow he is being unVietnamese. He may develop occasional withdrawal systems. Or he may delay, to think it over again. His administrative decisions are therefore frequently slow and faltering, unnecessarily delayed----to the American waiting on them.

One of the benefits of Western civilization, particularly a benefit coming from the United States, is the point of view, the mores and attitude, that one can work in the realm of the possible, that it is today that counts, that it is the knowledge of the engineer rather than that of the philosopher or theoretician that counts; that in applying basic knowledge to more and more phenomena and problems one can achieve multiple increases in benefits in goods, gifts, services, work done, and troubles removed. There have not been any great scientific managers in Asian countries. Put another way, classical Chinese civilization inhibited the industrial revolution and produced a good deal more in the way of chrysanthemum painting than in machine-made textiles. The American basic idea is action. Abraham Hirsch says that we get quite moral about "doing something":

The American bureaucrat....structures his workday as a series of aggressive actions to be taken in the course of his working hours. As he walks to work in the morning, he is thinking: "At eight o'clock....I will call Joe and give him hell....at eight thirty I will go to that meeting--and I will fight hard for my view of the problem....The door to door salesman, too, structures his day in a like manner: a series of actions, of good fights. To the American and to other action-oriented people, life is a series of "Armageddons", major and minor, daily to be waged in an unending sequence of actions designed to make good triumph--to assure the success of whatever we have selected as being our "good".

"Daily to be waged": Another illustration, from play:
An audience of Texans was watching a ball game. Their favorite committed an error, dropped the ball, and let a run score. They booed him mercilessly. Someone observed that just the day before, in another game, they had cheered him wildly when he hit a home run. A Texan replied: "They were right to boo him. It's today that counts".

Americans by and large tend to leave the discovery of the true right way of life, of the philosophic great earth-shaking ideas, to Europeans (and historically to Asians). But they go on, on, on, making tens of thousands of useful, delightful applications of accepted established ideas ! The result, in American factories, armed units, government offices, everywhere, is action, results. This does things. It changes things. It upsets equilibria. It disturbs traditions, it dissolves the "cake of custom" everywhere it reaches, and it reaches almost everywhere. And it is hard on a people whose central organizing idea is to preserve and search for "natural harmony".....

(Excerpts from "Games We Play", a think piece by ADPA, USAID)

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NOTES AND TRENDS: warehousing:

USAID is recruiting 60 warehouse specialists, to work in regions, provinces, and cities, to assist GVN in warehousing, stock control and materials accounting.