

# **Public Administration Bulletin USAID - Vietnam**



June 1, 1968

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COVER PICTURE: Independence Palace as seen  
from Cong Ly and Thong Nhut Streets.

The Office of Public Administration of USAID Vietnam publishes the Public Administration Bulletin monthly (with occasional special issues and occasional lapses into two months intervals when more urgent business intervenes).

Your contributions and opinions are welcome.

To receive the Bulletin, write to the Editor, USAID, ADPA, APO San Francisco 96243, or telephone 93083 to 93090, extension 5091.

The Office of Public Administration is located on the sixth and seventh floors of the Lien Hoa Building, 275 Pham ngu Lao Street, Saigon.

Republic of Vietnam  
Presidency  
No. 234-TT/SL

The President of the Republic of Vietnam,

- In view of the Constitution of the Republic of Vietnam dated April, 1, 1967,
- In view of Decree No. 201-TT/SL of May 18, 1968 specifying changes in the whole composition of the Government, headed by Lawyer NGUYEN VAN LOC as Prime Minister,
- On the recommendation of the Prime Minister of the Government,

DECREES:

Art. 1 - Now is hereby fixed the composition of the government as follows:

- |                                                                            |                        |
|----------------------------------------------------------------------------|------------------------|
| - Prime Minister,<br>concurrently Minister of<br>Revolutionary Development | Mr. TRAN VAN HUONG     |
| - Minister of State,<br>concurrently Minister of<br>Open Arms              | Dr. PHAN QUANG DAN     |
| - Minister of State,<br>concurrently Head of the<br>Inspectorate Institute | Mr. MAI THO TRUYEN     |
| - Minister of State                                                        | Prof. VU QUOC THUC     |
| - Minister of Foreign Affairs                                              | Mr. TRAN CHANH THANH   |
| - Minister of Interior                                                     | Gen. TRAN THIEN KHIEM  |
| - Minister of Defense &<br>War Veterans                                    | Lt. Gen. NGUYEN VAN VY |
| - Minister of Justice                                                      | Lawyer LE VAN THU      |

- |                                                               |                      |
|---------------------------------------------------------------|----------------------|
| - Minister of Culture,<br>Education & Youth                   | Dr. NGUYEN VAN THO   |
| - Minister of Health, Social<br>Welfare & Relief              | Dr. TRAN LU Y        |
| - Minister of Economy                                         | Mr. AU NGOC HO       |
| - Minister of Finance                                         | Mr. LUU VAN TINH     |
| - Minister of Information                                     | Mr. TON THAT THIEN   |
| - Minister of Land Reform<br>& Agriculture                    | Eng. TRUONG THAI TON |
| - Minister of Public Works &<br>Communication, Transportation | Eng. LUONG THE SIEU  |
| - Minister of Labor                                           | Mr. DAM SI HIEN      |
| - Minister of Ethnic Development                              | Mr. PAUL NUR         |
| - Minister at the Prime<br>Minister's Office                  | Mr. HUYNH VAN DAO    |
| - Deputy Minister of<br>Revolutionary Development             | Col. HOANG VAN LAC   |

Art. 2 - The Prime Minister of the Government, Ministers of State, Ministers and Deputy Minister are charged, each as far as their duties are concerned, with the execution of the present decree.

Saigon, 25 May 1968

s/ Nguyen van Thieu

Republic of Vietnam  
Presidency

No. 109-a-TT/SL

The President of the Republic of Vietnam

- In view of the Constitution of April 1, 1967
- In view...

DECREES:

Art. 1 - Now is hereby established a Special Commission for Administrative Reforms, headed by a Special Commissioner under the direct jurisdiction of the President.

Art. 2 - The Special Commission for Administrative Reforms has responsibilities for:

- Liaison with the competent organizations for the purpose of collecting and studying all administrative reforms projects to be submitted to the Administrative Reforms Council for examination.
- Drafting and diffusion all administrative reforms measures to the interested agencies for application, according to the decisions of the Administrative Reforms Council.
- Following-up, controlling the outcome, and making periodical reports on the progress of the application of the measures already enacted.
- Supporting the Administrative Reforms Council at the viewpoint of functioning.

Art. 3 - The Office of Central Management of the Prime Minister's office shall be merged into the Special Commission for Administrative Reforms.



Art. 4 - The organization and functioning of the Special Commission for Administrative Reforms shall be determined by arrete of the President.

Art. 5 - The Prime Minister of the Government, the Secretary General at the Presidency, are charged, as far as their duties are concerned, with the execution of the present decree.

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

Saigon, 1 April 1968

s/ Nguyen van Thieu

Republic of Vietnam  
Presidency

No. 109-b-TT/SL

The President of the Republic of Vietnam

- In view of the Constitution of April 1, 1967
- In view...

DECREES:

Art. 1 - Now is hereby established, under the direct jurisdiction of the President, the Administrative Reforms Council, which responsibilities are as follows:

- To study and decide on all administrative reforms from Central to Local Government,
- To review the progress of the application of the current administrative reforms programs, and if necessary, to change the lines leading towards an effective and strong administrative system.

Art. 2 - The Administrative Reforms Council under the chairmanship of the President of the Republic of Vietnam, shall comprise:

- Five permanent members, appointed by the President,
- Secretary General: The Special Commissioner for Administrative Reforms.

The Council shall invite to attend its meetings, in capacity of advisors, the members of the Government, the notables having competency or experience in the administrative field.

Art. 3 - The organization and functioning of the Administrative Reforms Council shall be determined by arrete of the President.

Art. 4 - The Prime Minister of the Government, the Secretary General at Presidency, the Special Commissioner for Administrative Reforms are charged, each as to that which concerns him, of the execution of the present decree.

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

Saigon, April 1, 1968

s/ Nguyen van Thieu

Republic of Vietnam  
---  
Prime Minister's Office  
---  
No. 37-SL/NV

The Prime Minister,

Considering the Constitution of 1 April 1967,

.....

DECREES:

Art. 1 - Now are hereby abolished the positions of Deputy Prefect, Deputy Province Chiefs, and Deputy Mayors for Security at the Capital Prefecture, the Provinces and the autonomous Cities.

Art. 2 - Secretaries of State at the Prime Minister's Office, the Ministers of Interior, Defense, and the Capital Prefect, Province Chiefs and Mayors, are charged as to that which concerns him, of the execution of the present decree.

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

Saigon, 9 April, 1968

s/ Lawyer Nguyen Van Loc

ADDRESS OF THE PRESIDENT OF THE REPUBLIC OF VIETNAM  
TO THE NATION

March 21st, 1968

Dear Compatriots,

Today I would like, first of all, to speak to you about the progress in the relief work.

As of today, the number of refugees in the entire nation has been reduced to 405,000. In comparison with the figure of 700.000 last month, it has decreased by 300.000, because security has been gradually reestablished in the suburban areas and normal life gradually returns to the towns and Cities.

Up to now, the essential items distributed to the refugees include:

- 20.000 tons of rice
- 300.000 cans of condensed milk
- 280.000 cans of meat
- 140.000 cans of fish
- 37.000 tons of dried fish
- 80.000 blankets
- 19.000 mosquito nets.

In addition, there are other essential items distributed to the refugees such as sugar, fish sauce, and clothes.

The amount of money which the Government made available to the Provinces for relief is 274 million piasters.

In the Capital itself, the number of refugees which on March 1st was 160.000 in 78 centers has been now reduced to 78.000 in 54 centers. All the public schools utilized as refugees centers have now become free again. A limited

number of private schools which have not yet been returned to their former use, will be so before the end of this month, so that the students and pupils can resume their studies at the beginning of April.

As for the amount of relief supplies, I would like to recall that, for the time being, the Government maintains the preestablished criteria:

- In Hue, each family whose house has been damaged receives 10,000 piasters, 20 large iron sheets, and 10 bags of cement.
- In Saigon and in the town of Gia Dinh, each family whose house has damaged receives 10,000 piasters, 10 large iron sheets, and 10 bags of cement.
- In other areas in the nation each family whose house has been damaged receives 5,000 piasters, 10 large iron sheets and 10 bags of cement.

Those who still remain in the refugees' centers continue to receive their daily rice rations until they receive their allowances in money, iron sheets and cement to return to their former homes.

In some areas, the refugees receive additional food items such as milk, sugar, fish sauce etc..., aside from their rice rations which are indispensable in every case.

Those who have not yet received their allowances in money, iron sheets and cement, but who have already left the refugees' centers to live temporarily in the houses of their relatives, continue to receive their rice rations until further notice by the Government. After the results of the one month fund drive have been known, the Central Relief Committee will study the possibility of further help to the refugees.

I mention the various relief items to be distributed to the refugees in order for everybody to know what he is entitled to, and to avoid possible malpractices by members

of the organizations implementing this program. I shall severely punish all malversations relative to this relief program, because I consider them not only as inhuman acts but also as sabotage against a very important national undertaking, and as possible acts of connivance with the enemy.

Concerning the allowances of money, iron sheets and cement to the refugees, the Government will do its best to expedite their distributions, and I have already given instructions to local authorities to distribute these items immediately to the refugees as soon as they are received from the Central Government.

In Hue, the first distribution of relief supplies to 500 families has been done 3 days ago.

In Saigon, it has been done to 300 families in the 6th, 7th, and 8th Districts. In Cantho, distribution has been made to 200 families. From now on, the distribution will be made more rapidly, with the achievement of the census.

As for the authorization to rebuild the houses in the Provinces, I know that some provincial authorities are not expeditious. Therefore I reiterate the following precise instructions:

- First, those who want to rebuild or repair their houses by themselves, or who wish to leave the refugees centers to return to their former houses in order to rebuild them, whether or not they have received allowances in money, iron sheets and cement, should receive prompt authorization from the local authorities. The procedure for such authorizations should be achieved in one day or two, not in one week or 10 days, with undue difficulties as pretexts for requests of bribes.

- Second, in the Provinces, the problem of zoning and esthetic restauration should not be posed. To be realistic, authorization should be given to those who want to rebuild on the foundations of their former houses. In particular, the houses which remain intact should not be bulldozed away. In the areas inhabited by low income families, which lack elementary sanitary conditions, and

are exposed to dangers of accidental fires, some roads should be built or broadened just enough to ameliorate the health conditions and to assure protection against fire. The owners of the few houses which happen to be situated on the locations of these new roads should receive in compensation from the Government another piece of land, if possible near their former houses.

Finally, I would like to recall to the provincial authorities that, in the relief program, I pay special attention to the administration of the refugees' centers, and that severe punishments will be meted out in case of abuses. I have mentioned many times to the Province Chief that the administration of these centers should be well organized, and confided to trustworthy and honest senior officials with the help of local organizations. Next to it is the problem of honesty and integrity and also strict control of the honesty and integrity of the officials at the lower echelons. All those who commit abuses will be brought before the Courts, and they will receive an indulgence.

\*

\* \*

- After the problem of relief and assistance, I would like to address to you today on the two major problems in the nation:

- The efforts in our military struggle
- The efforts for reforms in some other areas.

The efforts in our struggle against the Communist aggression.

As I have said many times before, the Communists and their instrument the so-called NLF have been determined to win this year some important military victory in order to obtain some political advantages at the conference table. If they fail in this attempt they will try to return to the rural areas to take over manpower and resources, to continue their sabotage for some more time, even though they cannot win decisively. The Communists



are not stronger than before, but they will take risks in putting all their remaining forces in their last attempts this year.

So far the Communists have suffered very heavy losses, 53,537 casualties since their Tet offensive while our forces and Allied forces suffered only 6,700 casualties. In spite of this, the Communists surely will risk once again in an even bolder fashion. Therefore, we must be determined to put an end to their dreams of aggression. We are determined to wreck their plans.

We will not let the Communists win this year, or any other year.

- Our Army has fought bravely, and today, on every battle-field, has counter-attacked and regained initiative.

- The population has refused any cooperation with the Communists. In the Armed Forces, among the civil servants and cadres, no one betrayed the nation and defected to the enemies, and that is a bitter failure for the Communists and that has caused the Hanoi regime and its tools in the South to review their whole policy.

Our Allies have helped us greatly, they have also made considerable sacrifices, and inflicted heavy losses on the enemy.

Our Allies and other free nations will give us more military and economic assistance. But for our part, I think that we must make greater efforts and accept more sacrifices because, as I have said many times, this is our country, the existence of our nation is at stake, and this is mainly a Vietnamese responsibility. We must demonstrate that we deserve their support, and gain the respect of other nations.

- Therefore, the Government decides first of all to reinforce our combat readiness in every way to efficiently meet the situation, so that on the one hand we will be able to protect the provinces and districts, and on the other, to attack and destroy the enemy, to protect and rebuild the rural areas.

- I have decided to increase the Armed Forces by 135,000 men in the first phase. This measure must be carried out urgently. This requires the mobilization of more age groups, first of all the 19 and 18 years olds, and the recall of veterans under 33 years of age with less than 5 years of military service. The Department of Defense is implementing these measures.

So far the results are very encouraging:

- 38,000 youths of nineteen years of age have received their draft cards since February 14, and 3,282 youths have been inducted in the first phase.
- 40,000 youths of eighteen years of age will be drafted during May and June 1968.
- 11,525 reservists of all ranks have joined the Armed Forces and 8,000 additional reservists will join in the next phase.

The number of draftees during the last two and a half months are 26,588 persons, and the volunteers during the same period are 21,962.

In short, the number of youths who have enthusiastically joined the Armed Forces is greater than at any other time.

- To bolster the program for increase of our defense potential, we have also started accelerating the training of all the civil servants, students, and school-boys in the country. Up to now, 16,000 civil servants and students have received military training.

- Along with this, the organization of self-defense groups among the civilian population has made great progress:

As of today, there are 495 self-defense units consisting of 69,543 members, and the number of weapons issued amounted to nearly 10,000.

- Meanwhile, the Revolutionary Development program planned

for the year of 1968 is still being implemented, and the Government decides to press it forward because the rural areas should be considered essential. The regular army, regional forces, and RD cadres are coming back for a counter-offensive in the rural areas, to destroy the enemy who took advantage of the Tet events when our army and cadres devoted their efforts to the defense of the cities, to try to regain control in a number of hamlets.

I am completely confident that, with our increased military efforts, with the enthusiasm displayed by our youths in joining the Armed Forces to destroy the enemy, with the active support and cooperation given to our Armed Forces by the civilian population, and the completion of our self-defense organizations, we shall defeat the Communists in spite of their efforts and their audacity.

- The efforts for improvement in some other areas.

- In the normalization of daily activities.

During the recent Tet events, a number of industrial plants were destroyed by the Communists, and during the fights which occurred during the Communist attacks and occupation of these plants, in order to restore all the activities to the normal situation, the Government has decided to establish a "Production Rehabilitation Fund" and a "War Risk Re Insurance Fund" in order to help the industrialists to reconstruct their plants.

- The Government is also making efforts to protect the waterways and roads all over our nation so that, the national commercial and economic activities do not suffer from the events.

I have severely forbidden the construction of sumptuous houses in order to reserve labor and resources to relief requirements and to the reconstruction of the houses of war victims.

I have given strict instructions to all local authorities

to close definitively the dancing-bars and the disguised night clubs which are harmful to our good moral traditions and deprave our youths. The outdoors markets for smuggled and stolen good are also to be closed.

On the problem of corruption, I have considered it to be a shame for the whole nation.

Corruption is the major obstacle that hinders every improvement of the society and the progress of the nation. I know that the eradication of corruption is a very difficult task that requires much courage, many efforts and great perseverance, but I am determined to push vigorously the anti-corruption program, and I am sure that all the citizens of good will in the nation will help me in what can be considered the problem of the nation.

- I will not pass up any infraction, and in order to start in the right direction, I shall not treat with indulgence any clearly established case of corruption, especially the abuses committed in the relief program, in the present and in the future.

The 40 cases of corruption, bribes, embezzlement, which the Prime Minister has presented to you on March 14th, include military officers as well as civil servants. The punishments vary from death and prison sentences by the Courts to disciplinary measures such as suspension of functions and removal from offices. These punishments will be strictly carried out. The remaining cases will also be dealt with severely, in an exemplary manner.

I trust that these measures against corruption will be pursued in a continued fashion, and will not have a demagogic, spectacular and temporary character, and in particular they will be just and impartial.

Finally, to improve the efficiency of the governmental machinery, I have decided:

- to invite a number of experienced and respected personalities, who have had records of struggle for the national cause and who have political and technical capabilities, to participate in national affairs as my Advisors.

- to establish, under my personal direction, a "National Planning Council" to study, prepare, and supervise the implementation of national plans in all areas, in the present war time as well as for the after war period.

- To establish under my personal direction a "Council for Administrative Reforms" to study, make decisions, and implement all reforms relating to the entire governmental machinery from the central government to local administration. This Council will review entirely the responsibilities, organizations, functionings, procedures as well as the numerical sizes, capabilities, and statutes of civil servants. The purpose is to build an efficient, healthy and especially a honest and dedicated administration, worthy of serving the people. I have already mentioned this plan to you in my election platform and in the government program. I am determined to carry out this task.

I have started with some recent reforms to improve some basic criteria and ameliorate the quality of the personnel, but much remains to be done, and energetic, clear cut measures will be necessary.

In the last 4 months and a half, there have been already 69 officials in the provinces who have been replaced to improve the efficiency of the administration and to better serve the population.

- The training courses and improvement courses for Province Chiefs and District Chiefs have been organized, and will continue to be organized, in order to increase the efficiency of the administration already mentioned.

- I have just decided to transform the Directorate General of Information into a Ministry to push forward more vigorously our information programs in the country as well as overseas, to carry out more energetically psychological warfare to meet more effectively the challenge of Communist propaganda and political warfare, to explain more clearly our positions and the righteousness of our cause in the struggle to defend Freedom and Peace for mankind.

In the area of promoting political activities among the population to strengthen the spirit and the cohesion of the people against the Communist menace, I have always encouraged the formation and vigorous expansion of nationalist political groups leading to the unification and establishment of valid and strong nationalist Fronts against Communism.

Compatriots,

To defeat the Communist aggressors, to obtain in the near future a just peace which we all desire, we have to go through many ordeals in all areas. We have also to make greater efforts and accept greater sacrifices for the country.

We have to defeat the enemy coming from the exterior, as well as the enemy within our country. Much remains to be done. We have to display much courage and a great perseverance. I shall do my best, the Government will do its best. We count on the active cooperation of the entire population.

-----O-----

Republic of Vietnam  
The Ministry of Interior

No. 818/BNV/PVDS/HT

## Instruction on Civil-Defense Organization

### I. Function

Civil Defense will contribute greatly to authorities and armed-forces in:

1. Maintaining public order and security:

- Security guard
- Patrol
- Defense

2. Protecting the people's lives and property:

- Passive defense
- Fire preventing
- Fire fighting

3. Relief:

- Wounded aid
- Wounded movement
- Social relief

### II. Composition of Civil Defense

1. Obligated elements:

All male citizens aged from 17 to 45 and female aged from 18 to 25 and now not in the Armed Forces line.  
(Decree No. 011/65 dated August 31, 1965)

2. Voluntary elements:

All citizens who are out of the above mentioned age and volunteer to join the organization.

III. The Organizational System

In Central:

The Central Civil Defense Committee is under the chairmanship of the Interior Minister.

In Fields:

The prefect, province and city Civil Defense Committees are under the Chairmanship of the Prefecture, province chief and City Mayor.

Civil defense boards in districts, villages, hamlets, quarters, streets, public agencies and enterprises are under the Chairmanship of district chiefs, chairmen of village councils, hamlet chiefs, quarter chiefs, street chiefs, commanders of public agencies and heads of enterprises.

Each civil defense board consists of:

- 1 Chairman
- 1 Vice Chairman
- 1 Secretary General
- 4 Members (Security, Defense, Relief and Training and Psychological member)

All of them are appointed by the chairman.

IV. The Organizational Principle and Direction

- 1. Civil Defense is a long-lasting organization that operates during happening cases as well as peace time.
- 2. Civil Defense forces are formed and kept by the people themselves. The authorities only direct and support them.
- 3. Civil Defense Organization is armed with the idea of



"exterminating tyranny for the people" and the spirit of "constructing the hamlet and quarter".

4. The formation and development of civil defense organization is based on the principle:

a. Close cooperation between civil, military and government agencies.

b. To be practical and reasonable, to meet the local inhabitants' requirements, not to waste the people's vital force and try to avoid affecting the people's living activity.

c. To be fair: Civil Defense is an obligation that everybody in the fixed ages has to fulfill, so we must try to avoid abuse, partiality and unfairness.

#### V. Organization

Each civil defense unit is to be organized according to the population and the situation as well as the terrain of the locality.

There may be three main kinds of civil defense unit:

1. Administrative Civil Defense unit.

It consists of public servants of one or more neighboring public agencies.

2. Economic civil defense unit.

It consists of workers of one or more neighboring enterprises.

3. Mass civil defense unit.

It consists of population in a hamlet, quarter, or street including public servants and soldiers in case they are at home, for example in curfew time or out of working time.

Citizens are to be put into teams, groups and united groups according to their personal ability.

Each united group consists of three groups and commanded by a chief and a deputy chief of united group.

Each group consists of three teams and commanded by a chief and a deputy chief of group.

Each team consists of three persons and commanded by a team chief.

According to the requirements and its means the civil defense unit will form one or more united groups and groups to undertake the following works:

- Order and security
- Defense
- Relief

#### VI. Organizational Periods of a Civil Defense Units

##### A. Preparation:

1. Careful investigation and study of the situation in places where civil defense units will be organized.
2. Cadres and means preparation.
3. The people's idea and psychological preparation (to launch a positively join movement).
4. To find out the number and the composition of people joining the movement.

##### B. Organization:

- To put civil defense elements into teams, groups and united groups.
- Specialistic training of members and chiefs of united groups, groups and teams (wounded aid, fire fighting, fight and defense).
- Weapon equipment.

- Defense organizing.
- Separate practices of Security, Defense and Relief and united groups.
- Allied practice of the whole civil defense unit so that it can be in action in case of emergency.

C. Strengthening and keep the Unit:

- To review the performance and to note good points and drawbacks.
- Correction of drawbacks and development of good points.
- Strengthening of the organization.
- To develop the organization largely and to keep it stronger.

The above mentioned periods are general and worked out as a direction. It can be shortened in case people join in positively, and means and cadres are ready.

VII. Allowance, Award and Punishment

Beside valuable allowance and award measures of the locality and the unit such as priority of buying supplies, public land... Members of civil defense unit having good performance (to capture the enemy or weapon...) can also be awarded by fixed regulations, citizens of bad performance will be punished by Decree No. 137/SL/CT dated May 6, 1964.

Members and their families can also enjoy allowances in case of wounded or killed in accordance with the present regulations.

The above is the principle organization policy that the Ministry of Interior worked out for unifying direction of the organization of civil defense forces throughout the country.

Prefect, provinces and cities will lively form civil defense organizations according to the local situation and means to meet the requirements of the present situation so that civil defense forces can soonly assist the government and armed forces in maintaining public order and security as well as protecting and relieving the people.

Note: Article 3 of Decree 137/SL/CT dated May 6, 1964 is that:

Citizens who do not fulfill or prevent others from fulfilling the obligation of civil defense will be fined from 500\$ to 10,000\$ and kept prisoners from 15 days to 6 months or one of the two punishments.

Saigon, February 8, 1968

s/ Lt. Gen. Linh quang Vien  
Minister of Interior

Republic of Viet Nam  
Ministry of Interior  
Central Committee  
People's Self-Defense

-----  
No. 1403/BNV/NDTV/HT

STANDARD OPERATING PROCEDURES CONCERNING  
ORGANIZATION OF PEOPLE'S SELF-DEFENSE IN  
COMMUNITIES

1. OBJECTIVE

People's Self-Defense is aimed at joining together people of every social class, in a spirit of mutual affection and assistance, for the purpose of maintaining order and security and developing a happy and progressive life.

People's Self Defense also has the following goals:

- to strengthen the rear
- to support the front
- to preserve the national potential and build up society

2. MISSION

The mission of the People's Self Defense is to assist the government in:

- maintaining order and security
- protecting the lives and property of the people, aiding victims
- improving the people's standard of living

3. ORGANIZATION

1. The organization of People's Self-Defense will be

effected by the people themselves, with guidance and support from the government.

2. It will be permanent and continual.
3. The self-defense spirit will be regarded as primary, and armament secondary.

#### 4. COMPOSITION OF PEOPLE'S SELF DEFENSE

The organization will consist of all citizens, male and female, without discrimination with regard to age, social position, religious or political affiliations, who have realized the role and essential mission of people's self-defense.

All citizens who must fulfill the defense obligations (males from 17 to 45, and unmarried females from 18 to 25, not in the Armed Forces) established by decree-law (number indistinct - ed.) dated 8/31/65 will be automatically considered as key elements of People's Self-Defense.

#### 5. SYSTEM OF ORGANIZATION

##### A. People's Self-Defense Committees

1. Central level: The People's Self-Defense Control Committee, with the Minister of Interior as Chairman, will have the mission of providing guidance, supervision, and support to the People's Self-Defense organizations in cities all over the country.

The People's Self-Defense Directorate, which operates under the direct control of the Ministry of Interior, will be a permanent organ responsible for research and the issuance of directives, plans, and procedures necessary to provide guidance, supervision, and support to the People's Self-Defense (PSD) organization in compliance with the policy guidance of the PSD Central Committee.

2. Regional level: PSD committees in the capital, cities, towns, provinces, districts, and city wards (phuong) will be chaired respectively by the Mayor of Saigon, mayors, province chiefs, district chiefs, and city ward chiefs. These committees will have the responsibility to provide guidance, supervision, and support to PSD organizations in their regions.

Since the task of organizing PSD in cities, towns, and provinces is somewhat delicate, complex, and confusing, it is necessary to establish a steering committee to be permanently responsible for the activities initiated by the city, town, and province PSD committees. The steering committee will consist of:

Sub-Committee # 1, responsible for affairs pertaining to administration, management, supervision, discipline, etc...

Sub-Committee # 2, responsible for affairs pertaining to security, defense, intelligence, information, etc...

Sub-Committee # 3, responsible for affairs pertaining to organization and activity, etc...

Sub-Committee #4, responsible for affairs pertaining to support, logistics, facilities, etc...

Sub-Committee # 5, responsible for affairs pertaining to psychological warfare, initiation and fostering of the movement, indoctrination and training of members.

The number of sub-committees and their missions may be increased, decreased, or modified, depending on the requirements of the local situation.

3. Infra-structure of the cities: People's Self-Defense Committee (PSDC) will be established in each city borough or interhamlet or each heavily populated hamlet.

The Chairman of the above PSDCs will be selected by the city, province, and town PSDCs after consultation with the PSDCs of the districts and city wards concerned.

The city borough (interhamlets) or the large hamlet will be the basic PSD unit of the city infra-structure.

B. Composition of a People's Self-Defense Committee

Each PSDC will consist of:

- a Chairman
- two Vice-Chairmen
- a Secretary General
- 5 Commissioners (Commissioner for Propaganda and Training, Commissioner for Security, Commissioner for Protection, Commissioner for Aid and Health, and a Commissioner for Social Service and Economy).

Depending on the requirements and the personnel situation in the locality, the number of Vice-Chairman and Commissioners can be increased or decreased.

In establishing PSDCs, attention should be given to encouraging those public elected officials (members of City and Provincial Councils), notables, and civic groups cadre personnel who demonstrate an anti-Communist spirit and enjoy much prestige in the locality to assume key functions in the Committees. Only thus will the PSD organization be really popular.

Particularly in city boroughs, to facilitate coordination and mobilization of armed civic elements, the Chairman of city, town, and provincial PSDCs will appoint the personnel of the National Police to the positions of Commissioners for Security in the city borough PSDCs.

- The Chairman will have the mission to prepare, provide guidance, and general supervision to the organization of People's Self Defense.



- The Vice-Chairman will replace the Chairman in case of absence, and will assist him in the accomplishment of the above mission.
- The Secretary General will be responsible for coordinating all the activities of the Commissioners and conducting the operations of the Committee.
- The Commissioner for Security will be responsible for preparing and implementing security measures, including guard, defense, signal communication, liaison, alert, maintenance of order, population census, weeding out undesirable members, organization of mob intelligence, prevention against the fifth column, etc...
- The Commissioner for Protection will be responsible for preparing and implementing procedures to protect the lives and properties of the people, including passive defense, fire prevention, fire extinction, etc...
- The Commissioner for Aid and Health will be responsible for preparing and implementing measures pertaining to emergency assistance, first aid, relief, prevention of diseases, sanitation, medical service, etc...
- The Commissioner for Propaganda and Training will be responsible for preparing and implementing measures pertaining to morale motivation, training, and education of the masses to promote active participation in PSD activities.
- The Commissioner for Economy and Social Service will be responsible for preparing and implementing measures pertaining to organization of the supply of commodities, community development, improvement of the people's standard of living.

#### C. Advisory Board

Beside each PSDC there will be an advisory board consisting of personalities having prestige and experience in the locality, summoned by the PSDC to advise the Committee on matters pertaining to organization of People's Self-Defense,

or to encourage and motivate people of various walks of life to actively and enthusiastically join PSD units.

#### D. Types of PSD units

PSD units can be classified in three types:

1. Popular PSD units consisting of the population of the city borough or interhamlet.
2. Administrative PSD units consisting of the public servants of either an agency, a major autonomous establishment, or several agencies, several small autonomous establishments combined.
3. Economic PSD units consisting of the personnel and workers of major firms or several small firms combined.

To insure unity of command and to facilitate mobilization, the population will be organized as follows:

- 3 members into a cell (headed by a cell leader);
- 3 cells into a team consisting of 12 members (including 1 team leader, 1 assistant team leader, 1 liaison agent) \*
- 3 interteams into a group consisting of 125 members (including 1 group leader, 1 assistant group leader, and 3 liaison agents)
- 3 groups into an intergroup consisting of 380 members (including 1 intergroup leader, 1 assistant intergroup leader, and 3 liaison agents).

The number of members established for each team, interteam, group, intergroup, etc..., is only used here for guidance purposes. Each team will not necessarily consist of 12 members, nor each interteam 40 members.

Each PSD unit may be organized into several interteams, groups or intergroups, according to the size of the unit.

\* 3 teams into an interteam consisting of 40 members (including 1 interteam leader, 1 assistant interteam leader, and 3 liaison agents)

6. PHASES UNDER WHICH A UNIT OF PEOPLE'S SELF-DEFENSE IS ORGANIZED

A. Preparation

1. Careful examination of the situation of the organization or of the locality before proceeding to the organization of PSD groups.
2. Preparation of cadres and methods.
3. Preparation of the population psychologically (launch a self-defense movement in such a manner that the people are eager to participate in it).
4. Conduct a census and classify the composition and numbers of the people participating.

B. Organization

- Organize the participants into cells, teams, groups, etc... according to their capability, mission and residence.
- Provide military and technical training to members and leaders of cells, teams, groups, etc... (particularly first aid training, fire fighting, combat tactics and defense).
- Equip self-defense units with weapons and other necessary equipment.
- Organize sentry and defense groups in each unit.
- Provide practical training and private activities for security, defense, and relief teams, etc...
- Provide coordinated practical training for all PSD units in anticipation of real combat.
- Conduct the following general activities for PSD groups: seminars, welfare activities, community development, etc...

C. Consolidation of the Development of the People's Self Defense Movement

- Review accomplishments to detect shortcomings.
- Remedy shortcomings and develop strong points.
- Review military and technical knowledge regularly.
- Keep the groups active on a regular basis; assign them tasks which are beneficial to the general welfare of the community.
- Consolidate and develop the groups so that they become stronger and larger.

The above-mentioned phases are only an outline and guidance. In units where the people have a positive attitude and show eagerness toward participating in the movement, and where means and facilities and cadres are abundant, stages can be eliminated to save time.

Attention must be paid, when organizing groups, to studying urgent needs of the local people so that all activities may be concentrated on immediately organizing ways to meet these needs. For example, if a city borough is threatened by fire, it is necessary to immediately organize fire-fighting groups and build fire-watching towers and water tanks. In a city borough subjected to enemy mortar attacks, groups whose task consists of giving first aid to the wounded or evacuating them must be organized. If the city borough meets with difficulty in food supplies, supplying must be organized so that it becomes efficient. In this manner the people will see that they can get practical and real advantages from participating in the self-defense program and will actively do so.

7. SUPPORT

A. Armament

The equipping of People's Self Defense units with weapons is based on the following principles:

- Religious or political groups will not be provided with arms. Weapons will only be provided to people who have effectively organized themselves into self-defense groups to defend their city boroughs or offices.
- The people must arm themselves with rudimentary weapons such as spears, sticks, etc... The authorities will only provide a certain number of weapons to enable the people to fight against scattered VC elements, hooligans, or robbers.
- Weapons will be distributed to groups as a unit, not to individuals, and must be used in the area fixed for each city borough in order to help public security forces maintain security in the borough or establishment.

Self-defense groups who wish to receive arms from the government must meet the following requirements:

1. The organization of the group must have been completed, with a clear assignment of responsibilities for each member.
2. The group must have organized definite guard and sentry groups.
3. The members chosen to receive weapons must be actively anti-communist, and must have had military training.
4. The group must have a safe place for the storing of weapons.
5. The group must already have established close coordination with public security forces in its area.

#### B. Logistics System

1. The organization will provide for and distribute arms and ammunition to self-defense units. The Ministry of Interior, together with the Defense Ministry and the Joint General Staff, will examine the arms and ammunition

needs of each unit and draw up lists of arms and ammunition to be distributed by local logistic commands to local units.

2. Each self-defense organization administers the use of arms and ammunition it receives.

- In Saigon the mayor, who concurrently assumes the function of chairman of the People's Self Defense Committee of Saigon, represents the Interior Ministry (Central Committee of People's Self Defense) in receiving and administering arms and ammunition for self-defense units in the capital city.

- In provinces and municipalities, the province chiefs and mayors, who are also concurrently chairmen of the People's Self-Defense Committees, represent the Interior Ministry in receiving and administering arms and ammunition for self-defense units in municipalities, provinces and districts.

Accounting procedures to be applied are procedures now in effect in the armed forces of the Republic of Vietnam.

#### C. Aid and Assistance Provided to Members of Self-Defense Units Wounded or Killed

Civil servants and government cadre members of self-defense units who are wounded or killed while carrying out their self-defense unit obligations will receive aid and assistance in conformance with the procedures governing cases of civil servants and government cadres who are wounded or killed in the exercise of their civil or governmental duty.

The aid and assistance to be provided to the other kinds of members of self-defense units wounded or killed while carrying out self-defense unit obligations will be determined later.

## 8. DISCIPLINE IN SELF-DEFENSE UNITS

The discipline applied in self-defense units is a self-conscious discipline. Emphasis must be heavy on education and encouragement, and light on punishment.

### 1. Praise and Rewards

From the standpoint of the spirit, it is necessary to encourage, praise or reward those members who have served with distinction by giving them commendations, decorations, etc....

From the material standpoint, it is necessary to provide help and treat well those members who have served with distinction by giving them priority in food supply, donations, monetary rewards and employment in public service. Practical aid and assistance must be provided rapidly to wounded members of self-defense units and families of those killed.

### 2. Punishment

Disciplinary measures are composed of the following sanctions:

- Blame
- Criticism and warning before the group
- Withdrawal of priority rights enjoyed by all members of self-defense units.
- Administrative sanctions may be applied to civil servants or government cadres who are members of Administrative PSD units.

Furthermore, those members of People's Self-Defense organizations who are within the age limit requiring their participating in civil defense units but who refuse to join the latter or hinder the accomplishment of this duty, will be fined from VN\$ 500 to 10,000 and will be imprisoned

for from fifteen days to six months or will receive one of these two punishments. In case of repetition of the offense, the imprisonment punishment will be applied (Reference: Decree Law # 137-SL/CT of May 6, 1964).

9. ACTIVITIES TO FOSTER PEOPLE'S SELF DEFENSE GROUPS

The forms of activity of people's self defense groups include:

1. Seminar - Seminars aim at achieving the moral armament of all members of each People's Self Defense units by forging and fostering the ideal of annihilating violence and displaying an indomitable spirit in the face of the Communists' cruelty.

Seminars also help the members understand thoroughly the reasons for fighting Communism and improving society, and help members to understand thoroughly the conception, policy guidance, and manner of organizing People's Self Defense. Seminars will enable members to detect defects and good points in the fulfillment of their task, and will develop the members' confidence in the strength of the community based on mutual love and assistance.

2. Military and Technical Training

Organize emergency military and technical training courses.

3. Organize practice drills during which members of self-defense organizations can undergo practical training so that they will be able to react in time and effectively when faced with real emergency situations, such as fires, mortar and rocket attacks, enemy infiltration, etc...

4. Organize work sessions during which members of self-defense organizations can carry out some projects of general public value, such as building defensive installations, control stations, fire watch towers, or conducting public health projects.



5. To accomplish public health and social welfare projects such as fighting disease, inoculation, drug distribution, and organizing the supply of food.

6. To promote mutual affection, to encourage the people to help each other in law suits, weddings or when in mourning.

7. Cultural, artistic and athletic activities.

People's Self-Defense organizations also conduct cultural, artistic and athletic activities as healthy entertainment and to build up members' strength. In the field of cultural and artistic activity, attention should be paid to music and songs, plays, folk songs, choruses, campfires, etc...

In the athletic field, popular games should receive much attention, Judo, self-defense combat tactics, fencing, etc..., must be encouraged and supported.

In short, activity in People's Self-Defense organization must be organized so that it is entertaining and is useful. It is also necessary to call to the attention of organizers that this activity must be carried on in such a manner that it does not hinder the people's livelihood.

#### 10. UNIFORM, FLAG, SONG, ARM BADGE, INSIGNIA OF PEOPLE'S SELF DEFENSE ORGANIZATIONS

##### 1. Uniform

In order not to create financial difficulty to the people, a uniform is not compulsory for members of People's Self Defense organizations. However, their attire must be neat and suitable to the particular activity of their own group.

However, in those places where the people can afford it, members of People's Self Defense organizations are encouraged to wear uniforms, especially those who are armed (short-sleeved shirts, long trousers, made of long-wearing cloth, in khaki, for example.)

2. Chorus

It is advisable to have a number of songs with a martial air sung by People's Self Defense organizations during the period of collective activity within the groups.

3. Flag, song, insignia and arm-badge -- will be determined later.

The above-mentioned basic procedures and policy guidance for the organization of People's Self-Defense groups are presented by the Central Committee to local committees as a guide to permit the achievement of unity of action throughout the nation.

The task of organization can be carried out in accordance to the situation and means of each locality, but it must be done so that good results are obtained from the organization. The terms which have been established in this Instruction must be strictly applied and cannot be freely changed.

Upon receiving this Instruction, local People's Self-Defense Committees have to speed-up the movement in conformity with reasonable plans and programs, clear division of duties, and separation of functions. It is necessary to take the fullest advantages of the people's great enthusiasm in their anti-Communist drive at present, and to take precautions against the enemy's infiltration into our ranks, especially into the key positions of our organizations.

Further, it is necessary to establish close coordination between the military and civil administrations and religious, political or youth organizations in provinces and municipalities in order to secure a large participation of people in the movement and encourage them to join it.

All mayors and province chiefs, chairmen of People's Self Defense Committees are requested to report their own

organization plans and the development of their achievements together with ideas or proposals regarding the organization of People's Self-Defense groups in their respective locality, to the Interior Ministry (People's Self-Defense Service).

This Instruction annule Instruction # 818/BNV/PVDS/NT of February 8, 1968.

Saigon, March 17, 1968

The Minister of Interior  
Lt. General Linh quang Vien

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People's Self-Defense Service (Ministry of Interior)

Republic of Viet Nam  
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Office of the President  
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No. 001-a/PTT/VP

CIRCULAR NOTE

FROM

THE PRESIDENT OF THE REPUBLIC OF VIET NAM

TO

- The Prime Minister
- Members of the Cabinet
- Government Delegates
- Prefects
- Province Chiefs and Mayors

After the Revolution of 1963, because of political instability, and sometimes because of temporary necessities, the enforcement of the basic regulations and decrees establishing the competences and responsibilities, as well as the relationships between the administrative authorities in the localities and the Central Government has been too changing and too lax. As a consequence, there have been frequent conflicts of authority between various organs, damaging the effectiveness of the national administrative machinery.

On the other hand, the present organization of national institutions differs in many regards from the organization under the First Republic.

For these reasons, this Circular Note redefines the guiding principles destined to the amelioration of our

administrative system, and their modalities of application to be in force from March 1st, 1968.

I. Relationship between the Province Chiefs and the Central Government

The basic texts regulating the responsibilities and competences of the local administrative authorities are the Decree 57-a and the Circular of Application No. 115-a/TTP/VP, dated October 10, 1956, which are still in force.

The principal principles in these texts should be strictly applied.

Accordingly, the Province Chiefs are the Representatives in the Provinces of the Central Government, and not of any single Ministry.

Aside from their responsibilities on security, public order and the enforcement of law, Province Chiefs have also responsibilities on the general administration of all the Services in the Provinces, and their coordination for maximum efficiency.

In the application of these principles under our present system of Government, in their relations with the Central Government Province Chiefs are responsible to the President of the Republic, the Prime Minister, and the various Ministers in the Government.

- With regard to the President, Province Chiefs are responsible in their general capacity, especially concerning the enforcement of law and the upholding of national prestige in the Province.

- With regard to the Prime Minister, the Province Chiefs are directly responsible for the execution of national policy and the programs of the Government.

- With regard to the Ministry of Interior, the Province Chiefs are responsible for the general administration of the Provinces.

The administrative personnel of the Provinces and the Districts are under the jurisdiction of the Ministry of Interior.

- Preliminary drafts of the provincial budgets are submitted to the Ministry of Interior at the same time that they are submitted to the Directorate General of Budget and Foreign Aid. The Ministry of Interior, after examination, will communicate its views on the provincial budgets to the Directorate General of Budget and Foreign Aid.

In the examination of and deliberations on the provincial budgets, the Directorate General of Budget and Foreign Aid will give due consideration to the views of the Ministry of Interior.

- The drafts of the Provincial budgets, established after reviews, are sent directly to the Directorate General of Budget and Foreign Aid, with copies sent to the Ministry of Interior so that the Ministry of Interior can follow up this matter.

- The various plans and programs of action in the Provinces, including those which relate to the support and coordination of other Ministries, should also be submitted to the Ministry of the Interior for following up and general supervision.

In their relations with other Ministries, the Province Chiefs are responsible for the administration of the Services under the jurisdictions of these Ministries, and the coordination of these Services in the implementation of the national policy and of the various programs of the Government in the Provinces.

- The relationship between the Ministry of the Interior and other Ministries, concerning the administration of the Provinces, is as follows:

The Ministry of the Interior is responsible for taking actions with other Ministries to help the Provinces in finding solutions for their difficulties.

The other Ministries, when sending important directives to the Provinces on matters under their jurisdictions, should send copies of these directives to the Ministry of the Interior so that the Ministry of Interior can help them in following up and activating the implementation of these directives.

Province Chiefs submit periodical reports (every month) and special reports (on special occasions and in cases of urgency) to the President, the Prime Minister, the Minister of the Interior and other Ministers, in accordance with their respective jurisdictions. Except when the President gives specific instructions to the contrary, copies of the reports to the President are sent to the Prime Minister. Copies of all the reports of Province Chiefs to the Prime Minister and the Minister of Interior should be sent to the Office of the President. Copies of the reports to the other Ministers, if they relate to important matters, should be sent to the Office of the President and the Office of the Prime Minister.

- Each time that they leave their posts to go to the Capital, the Province Chiefs should have the prior permission of the President or of the Prime Minister, and should report to the Prime Minister and the Minister of the Interior to receive instructions.

Province Chiefs report to and receive instructions directly from the President if they are summoned by the President, or in cases of urgency.

The Ministries can give directives to Province Chiefs, but these directives should be signed by the Ministers, and copies should be sent to the Office of the President and the Office of the Prime Minister.

## II. Relationship between the Province Chiefs and the Specialized Services in the provinces

Also on the basis of the Texts mentioned above, the Province Chiefs have the responsibility of the general direction of the Specialized Services in the Provinces, and of their Coordination in order to implement

efficiently the national policy and the various programs of the Government in the Provinces.

However, their responsibility for general direction and coordination does not entitle them to intervene directly in the matters which are of purely technical character.

The Ministries maintain their entire administrative jurisdictions and their lines of command over the Specialized Services in the Provinces.

The authority of the Province Chiefs to coordinate and to control the Specialized Services is only the strict application of the principle according to which the Province Chiefs are the Representatives of the Central Government, that is the Representatives of all the Ministries, and not of a single Ministry.

As to the Ministry of the Interior, with its administrative jurisdiction over the local authorities, it is entitled to be informed about the activities of the Specialized Services in the Provinces through the reports of the Province Chiefs, but it can not directly intervene in the specialized activities which are within the jurisdictions of other Ministries.

To avoid uncertainties, here are some detailed applications of this principle of repartition of competences:

- The Specialized Services should report fully to the Province Chiefs on their activities and the situation in their areas of responsibility.
- All the programs, plans, and budgets of the Specialized Services should be submitted to the Province Chiefs, during their stage of preparation. The Province Chiefs examine these drafts and proposals, give their opinions on them, before transmitting them to the Ministries.
- All the general directives from the Directorates in



the Ministries to their Services in the Provinces should be sent through the Province Chiefs. The Specialized Services, in sending their communications to the Ministries, should do so through the Province Chiefs.

- The Province Chiefs have authority to convene every month a conference of the heads of Specialized Services to coordinate the activities and activate the implementation of various programs. In addition to these periodic conferences, special conferences can be convened by the Province Chiefs when necessary.

- When especially important or urgent circumstances require, such as the holdings of elections, or measures against natural disasters or epidemics, the Province Chiefs have authority to requisition the personnel of the Specialized Services, including the personnel of autonomous Services, but they should try to avoid serious interruptions of these Services.

- The Province Chiefs have the responsibility of controlling the conduct of the personnel of all the public Services in the Provinces, including the personnel of the Specialized Services, especially with regard to their political activities and corruption practices, and should propose the appropriate punitive measures to the respective Ministries.

- Before the decisions on the transfers of the heads of Specialized Services, the Ministries should request the opinion of the Province Chiefs, to avoid disruptions of public services, except in cases of routine transfers after the heads of the Specialized Services have been in the Provinces beyond their ordinary term of duty.

Concerning the appointments of the heads of Specialized Services to the Provinces, the Ministries need only to send their personal dossiers to the Province Chiefs after the appointments have been made, so that the Province Chiefs are fully informed on the backgrounds of the appointed functionaries. If the Province Chiefs have data to prove that the appointed functionary is unworthy, they will request the Ministries to review their decisions.

The personal evaluation notes relating to the heads of Specialized Services should be sent to the Province Chiefs, who will put down their views and submit them to the Ministries.

The Ministries should inform the Province Chiefs each time they summon the heads of the Specialized Services to the Ministries, or when they grant them leaves of absence.

As to the other personnel of the Specialized Services (different from the heads of these Services), they are completely at the disposition of the Ministries with regard to appointments, transfers, and personal evaluations for promotions.

### III. The Government Delegates

The role of the Government Delegates was clearly determined in Decree No. 57-a, and explained in Circular No. 115-a/TTP/VP dated October 24, 1956 according to which the Government Delegate's functions were restricted to:

- Inspection
- Administrative assistance
- Special investigations.

The Government Delegate is not responsible for the direction of local administration.

However, because the national institutions at the present time have changed, and in order to increase the administrative machinery's efficiency, tighten the expenditures of public funds, reduce Government personnel, achieve a healthy organization from the central level to local echelons, the problem of the Government Delegates is now being re-examined in view of a complete reform of the duties, competences, the organization and functioning of the Government Delegations. The reform is especially geared to the aspect of inspection and follow-up action, the improvement in the use of personnel and procedures at local administrative agencies.