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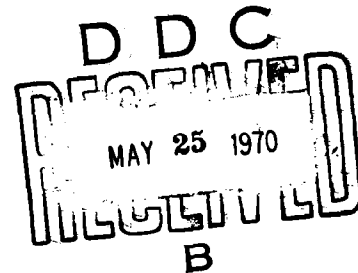
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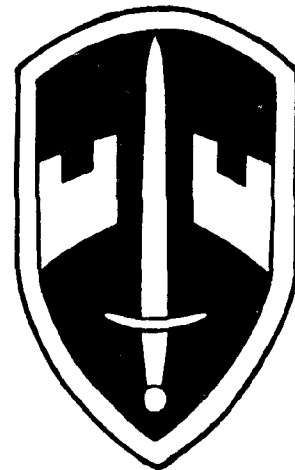
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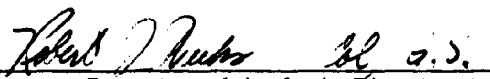
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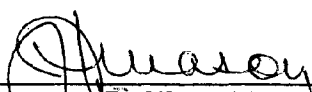
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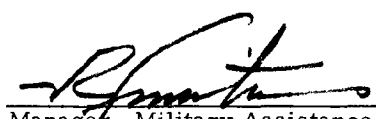
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ABSTRACT

The Viet Cong Infrastructure Neutralization System (VCINS) Command Manual is the master document governing utilization of the system. VCINS was developed to provide Military Assistance Command, Civil Operations and Rural Development Support-PHOENIX Directorate with an automated means of processing and reporting data on the location, identification, and neutralization of the Viet Cong Infrastructure. This data allows for the evaluation of the PHOENIX/PHUNG HOANG Program and its success as one aspect of the pacification program.

ACKNOWLEDGEMENTS

The Viet Cong Infrastructure Neutralization System (VCINS) Command Manual was prepared by the MACV Project Documentation Group, Control Data Corporation (Western Pacific Division), Military Assistance Command Vietnam Project, Systems Analysis and Documentation Section. The Programming Section of the Military Assistance Command Vietnam Project contributed to the content of the manual. The manual was prepared under Army Missile Command (AMICOM) Contract No. DAAH01-70-C-0009.

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VIET CONG INFRASTRUCTURE NEUTRALIZATION SYSTEM (VCINS)

1 GENERAL DESCRIPTION

This section includes a statement of the purpose of the Command Manual and presents discussions on the application, operation, configuration, performance, and organization of the Viet Cong Infrastructure Neutralization System (VCINS). A description of the data base and a general description of the system's inputs, processing, and outputs are also included.

1.1 Purpose of the Command Manual.

The VCINS Command Manual is designed to meet the requirements of Military Assistance Command, Civil Operations and Rural Development Support-PHOENIX Directorate staff personnel by describing VCINS data processing procedures. The material orients the reader and informs him of system functions, capabilities, and procedures necessary for effective use of the system.

A glossary of acronyms, abbreviations, and terms with special meanings used within the text is included as Appendix A of this manual.

1.2 System Application.

In support of the PHOENIX/PHUNG HOANG Program, MACCORDS-Reports and Analysis Directorate (RAD) was tasked with developing an Automatic Data Processing (ADP) system for processing and reporting PHOENIX Monthly Neutralization Report Worksheets. VCINS was designed and implemented in May 1969 to provide a rapid means of data retrieval and correlation through the use of ADP techniques. This Command Manual describes VCINS data processing procedures. Non-ADP information relevant to the PHOENIX/PHUNG HOANG Program is included in Appendix B to this manual.

The objectives of VCINS are to process the monthly worksheets, prepared by Province (PIOCC) Coordinators; maintain a VCINS Province Year-To-Date Totals File, updated monthly; and produce the monthly VCINS Activity Listing and VCINS PHOENIX Monthly Consolidated Progress Report. The VCINS listing and report are used by MACCORDS-PHOENIX personnel in the field and in Saigon, and by U.S. and GVN agencies for purposes of in-depth neutralization analysis and evaluation of the PHOENIX/PHUNG HOANG Program.

1.3 System Operation.

Figure 1-1 depicts the flow of source documents required by the system through the organizations responsible for the preparation and processing of the data. The flow chart illustrates the relationship between these organizations and briefly notes the activities of each. Source documents input to the system are the PHOENIX Monthly Neutralization Report Worksheets.* These worksheets are completed by each Province PHOENIX Coordinator,

*This worksheet is the second part of the monthly PHOENIX Consolidated Viet Cong Infrastructure Report, prepared in accordance with Annexes A and B (unclassified) of MACV Directive 381-43, 14 March 1969 (CONFIDENTIAL). Annex B to the Directive, which contains the current breakout of identified VCI executive and significant cadre, is included as Appendix B to this manual. No portion of the Directive itself has been used within the text of this manual. It should be noted that MACV Directive 381-43 is in the process of being revised, and that VCINS accordingly, will eventually be supplanted by the Vietnamese Communist Infrastructure Neutralization Information System (VCINS/IS).

working with his GVN PHUNG HOANG counterpart, based on reports submitted by District PHOENIX (DIOCC) Coordinators and various agencies in the field. Province PHOENIX Coordinators forward the data to the Corps PHOENIX Coordinator, who is responsible for transmission of the data to MACCORDS-PHOENIX Directorate in Saigon no later than the 7th of the succeeding month. PHOENIX-Directorate personnel audit the reports to verify the integrity of the information being introduced into the system and correct any invalid information. The source documents are delivered to MACCORDS-RAD, where a review monitor is assigned the task of logging in the documents as they arrive. MACCORDS-RAD prepares the documents for processing; and the documents are submitted to Military Assistance Command-Data Management Agency (DMA). Processing begins as soon as the documents are received. Cards are punched with data directly from the source documents, mechanically verified against the documents, logged, and returned to MACCORDS-RAD. MACCORDS-RAD checks the cards for errors in transcription, corrects any keypunch errors, and then routes the cards (keypunched VCINS activity) back to DMA for further processing and generation of output reports (refer to paragraph 1.6). Inputs to the system and outputs from VCINS are discussed in detail in Section 2 of this manual, paragraphs 2.4 through 2.9.

1.4 System Configuration.

VCINS is processed by DMA on a System 360 Model 50 Computer. Supporting equipment includes standard card punch and card verifier equipment, a card read punch, disk units, tape drives, and a line printer.

1.5 Performance.

VCINS consists of two computer procedures (three programs) which are discussed in general terms in paragraph 1.6 below and in detail in the VCINS Operations Manual and Program Maintenance Manuals.

1.6 System Organization.

The VCINS processing cycle consists of two computer procedures which edit VCINS data and produce VCINS reports. VCINS activity is edited for valid information and a VCINS Exception Report reflecting errors is produced for correction by MACCORDS-PHOENIX Directorate. When all errors are corrected, the VCINS Province Year-To-Date Totals File is updated with data for the current month, and the VCINS Activity Listing showing all activity with valid record codes, and the VCINS PHOENIX Monthly Consolidated Progress Report are produced. This latter report is checked against the year-to-date totals of the previous month's report and the current month's VCINS Activity Listing to be sure they balance.

1.7 Data Base.

The data base consists of the VCINS Province Year-To-Date Totals File, an historical file containing VCINS activity which has passed through the system during the year. Data is added to the file during each month's processing cycle.

1.8 General Description of Inputs, Processing, Outputs.

Source documents are input to VCINS for the purpose of automatic processing and reporting of VCINS information contained therein, thereby eliminating the need for time-consuming manual processing of information. In order to provide up-to-date report information detailing the status of VCINS information, source documents are input to the system on a monthly basis. This data is received in the form of VCINS PHOENIX Monthly Neutralization Report Worksheets. Content of the worksheets consists of the names of neutralized individuals; the VC name of the echelon in which he operated and the USID number of the location or nearest

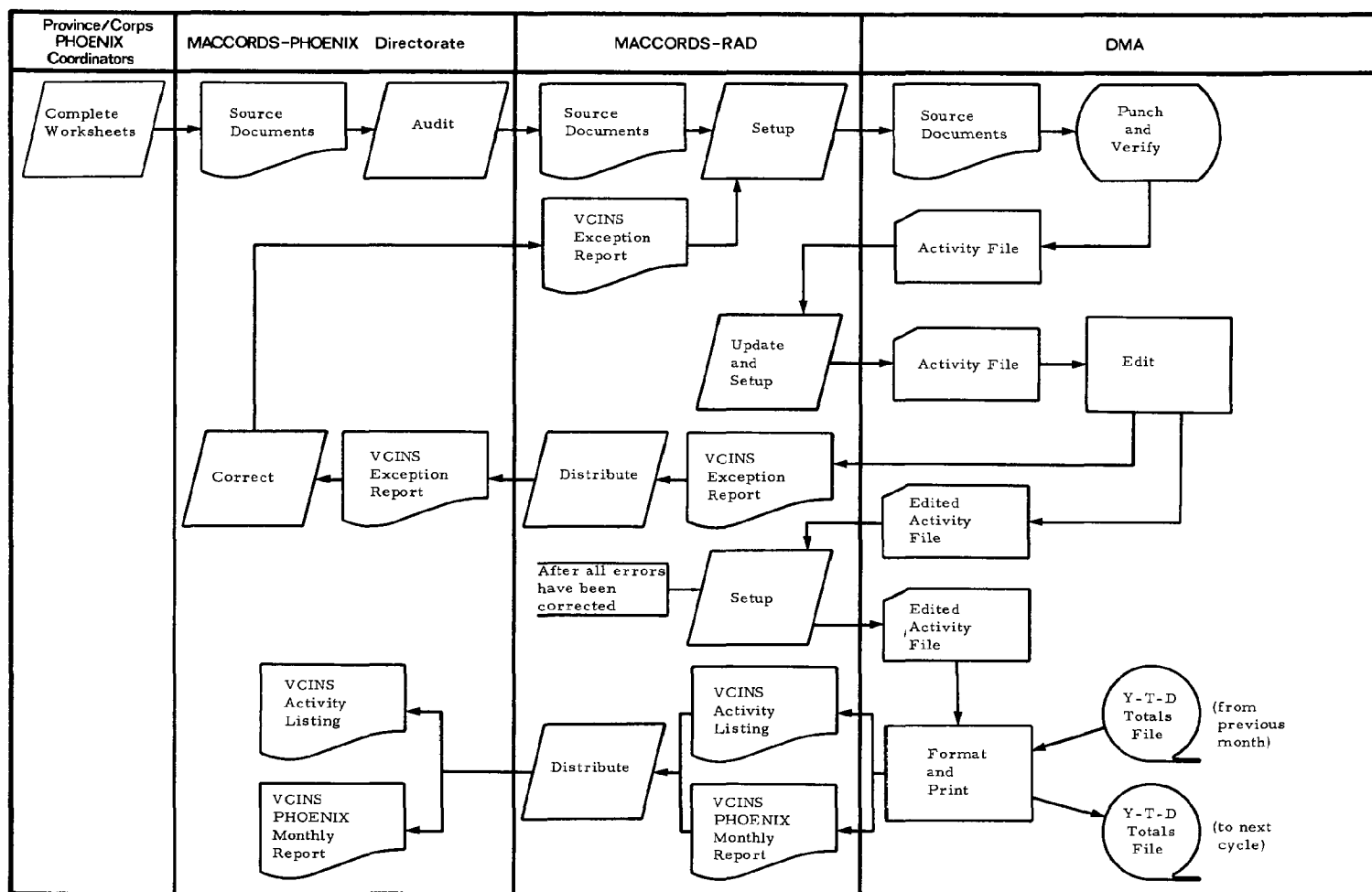


Figure 1-1

VCINS INFORMATION FLOW CHART

location of the individual's area of operation; levels/types of VCI organization; neutralization methods, types of operations and action forces utilized; disposition of neutralized individuals, and the source of intelligence in determining the individual's identification. In association with source document input, source data (activity) cards are keypunched by DMA from the source documents. Also, the VCINS Province Year-To-Date Totals File is required as input to VCINS for updating by the source data.

Output produced by VCINS as a consequence of the input consists of the VCINS Activity Listing and the VCINS PHOENIX Monthly Consolidated Progress Report, which reflect the data input from the submitted VCINS PHOENIX Monthly Neutralization Report Worksheets. Associated system output is the computer-printed VCINS Exception Report, which reflects invalid activity records, and the updated VCINS Province Year-To-Date Totals Files, which reflects previous and current month data and which is retained by DMA for use in the next processing cycle. The recipients of the system's output are described in paragraph 2.9.

The relationship of system input to output has been described previously in paragraph 1.3 and illustrated in Figure 1-1. Section 2 of this manual includes a detailed description and samples of the input to VCINS (paragraphs 2.4 and 2.5) and outputs of the system (paragraphs 2.7 through 2.9).

2 STAFF FUNCTIONS RELATED TO TECHNICAL OPERATIONS

This section includes information on all details necessary to prepare input to VCINS. Also included are detailed explanations of the characteristics and meaning of all system-produced outputs.

2.1 Staff Input Requirements.

The following paragraphs present requirements to be observed in preparing entries to the system. VCINS inputs include source documents (VCINS PHOENIX Monthly Neutralization Report Worksheets), source data cards and date control cards, and data base files (VCINS Province Year-To-Date Totals File).

All inputs are CONFIDENTIAL and are treated in accordance with classified handling procedures.

2.1.1 Source Documents. The VCINS PHOENIX Monthly Neutralization Report Worksheets (MACCORDS Form 31) are completed by Province PHOENIX Coordinators on a monthly basis. These reports, which are submitted through the Corps PHOENIX Coordinator to MACCORDS-PHOENIX Directorate, are used to record VCIN data for the current month. Detailed instructions for completing the worksheet are contained in paragraph 2.4.1, and the format of the worksheet is shown in Figure 2-1, paragraph 2.5.

2.1.2 Source Data Cards. MACCORDS-RAD submits the VCINS PHOENIX Monthly Neutralization Report Worksheets and a completed Punched Card Machine (PCM) Work Request form to DMA for keypunching. (The PCM Work Request form is explained and illustrated in the VCINS Operations Manual.) VCINS date control cards (punched by MACCORDS-RAD) and activity records (punched by DMA directly from the worksheet data) are prepared as described in paragraph 2.4.2 and 2.4.3. Each run produces the VCINS Exception Report, plus valid cards (see paragraph 2.4.4). Errors must be corrected and cards punched as input to the next run until no VCINS Exception Report is produced. Valid cards from each run are saved until the edit cycle is complete.

2.1.3 Data Base Files. The VCINS Province Year-To-Date Totals File contains an historical record of the VCINS activity processed by the system throughout the year. New totals are added to the file's contents with each monthly processing cycle. The detailed contents of this file are given in paragraph 2.4.5.

2.2 Composition Rules.

When preparing source documents, the following conventions should be observed to minimize keypunch errors:

- (a) All dates should be written in standard military format (e.g., 10 SEP 69; 17 JAN 69).
- (b) The numeric character "0" should be written as "Ø".
- (c) The alphabetic character "O" should be written as "O".
- (d) The numeric character "1" should be written as "1".
- (e) The alphabetic character "I" should be written as "I".
- (f) The numeric character "2" should be written as "2".
- (g) The alphabetic character "Z" should be written as "Z".

2.3 Vocabulary.

The data element parameters listed in paragraph 2.4.2 itemize each field of the VCINS source data (activity) cards.

2.4 Input Formats.

The contents of source documents, source data cards, and the VCINS Province Year-To-Date Totals Files are presented in the paragraphs below. Illustrations of VCINS input formats are contained in paragraph 2.5.

2.4.1 VCINS PHOENIX Monthly Neutralization Report Worksheet. This preprinted worksheet (MACCORDS Form 31) is used by Province PHOENIX Coordinators to record VCIN data. The District name and Province name are entered on the worksheet, and information is recorded under seven major headings:

- Individual's Name
- VC Name of Echelon
- USID Number
- VCI Organization
- Neutralization
- Disposition
- Source of Identification

Instructions for completing the worksheet are stated in Appendix 2 to Annex A (unclassified) of MACV Directive 381-43, 14 March 1969 (CONFIDENTIAL), which follows. The instructions are keyed to Figure 2-1, paragraph 2.5.

MACV Dir 381-43

PHOENIX MONTHLY NEUTRALIZATION REPORT

1. Introduction

A. The following instructions are provided to assist in completing the PHOENIX Monthly Neutralization Report Worksheet. The Worksheet is divided into 7 major headings:

- (1) Individual's Name
- (2) VC Name of Echelon
- (3) U.S. ID Number
- (4) VCI Organization
 - Sub-Heading: a. Organization (Major)
 - b. Echelon
 - c. Function Level
 - d. Section Category
 - e. Multiple Positions Held
- (5) Neutralization
 - Sub-Heading: a. Neutralization Method
 - b. Type of Operation
 - c. Level of Direction
 - d. Type of Action Force 1
 - e. Type of Action Force 2
 - f. Type of Action Force 3
- (6) Disposition
- (7) Source of Identification

B. Each part of the report is explained in the following instructions.

Appendix 2 to Annex A

MACV Dir 381-43

2. Instructions on How to Fill Out the Worksheet

Heading (1) Individual's Name

Enter the name of the neutralized individual. The entry must be in family name - middle name - first name sequence with a space between each and must begin in the first position of the field. If appropriate enter Also Known As (AKA) names of neutralized individual on the back of the worksheet by referencing the corresponding entry on front of the worksheet as follows: Line item # - Individual Name - AKA names. Use standard transliteration of Vietnamese diacritical marks into English.

Heading (2) VC Name of Echelon

Enter the VC name of the echelon (below COSVN) from which the individual operated, i.e., for the Section Chief of the Investigation Section of the VC KHU 7 district of Gia Lai province enter "KHU 7". The entry must begin in the first position of the field.

Heading (3) U.S. ID Number

Enter U.S. ID Number of CTZ, Province, District, Village and Hamlet from the Hamlet Evaluation System (HES) for the location or nearest location of the individuals area of operation.

Heading (4) VCI Operation

Sub-Heading: 1. Organization

- A. PRP
- B. NLF
- C. Organizations affiliated with the NFLSV (other than PRP)

Sub-Heading: 2. Echelon

Page 2 of Appendix 2 to Annex A

MACV Dir 381-43

Enter in Col 2 the appropriate letter from the following list corresponding to the echelon the individual operated from.

- A. COSVN
- B. Region
- C. Province/Sub-Region
- D. District
- E. Village
- F. Hamlet
- G. City (District Capitals, Province Capitals, Autonomous Cities)

Sub-Heading: 3. Functional Level

Enter in Col 3 the appropriate letter from the following list corresponding to the functional level the individual held.

- A. Party Secretary
- B. Deputy Party Secretary
- C. Section Chief
- D. Deputy Section Chief
- E. Sub-Section Chief
- F. Deputy Sub-Section Chief
- G. Cadre (Trained individuals capable of taking charge and training others. Holds equivalent rank of assistant squad leader and up.)
- H. Member

Sub-Heading: 4. Section Category

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Enter in Col 4 the appropriate letter from the following list corresponding to the section the individual was assigned to.

- A. Liberation/Autonomous/Revolutionary/Committee
- B. Peoples Revolutionary Party (Executive Committee)
- C. Current Affairs Committee
- D. Investigations Section
- E. Front Section
- F. Civilian Proselyting Section
- G. Military Proselyting Section
- H. Propaganda/Indoctrination Culture (Propaganda/Training) Section
- I. Finance & Economy Section
- J. Medical (Public Health) Section
- K. Security Section
- L. Organization Section
- M. Forward Supply Council (Forward Support & Reinforcement Section)
- N. City Affairs Section
- O. Administration (Party Office) Section
- P. Base Area (Work Site or Production) Section
- Q. Political Struggle Section

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- R. National Front for the Liberation of South Vietnam (NFLSV) Central Committee
- S. NFLSV Secretariat
- T. Liberation Youth Association Executive Committee
- U. Liberation Women's Association Executive Committee
- V. Liberation Peasants (Farmers) Association Executive Committee
- W. Liberation Workers Association Executive Committee
- X. South Vietnam Patriotic Buddhists Association Executive Committee
- Y. Western Highlands People's Autonomy Movement Executive Committee
- Z. Other Association Executive Committees

Sub-Heading: 5. Multiple Positions (Double Hatted)

Enter in Col 5 an (A) if the individual was assigned in more than one of the section categories listed in Col 4.

Heading (5) Neutralization

Sub-Heading: 1. Neutralization Method

Enter in Col 1 the appropriate letter from the following list corresponding to the method by which the individual was neutralized.

- A. Killed by reaction unit

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- B. Killed by air
- C. Killed by artillery
- D. Captured
- E. Rallied

Sub-Heading: 2. Type of Operation

Enter in Col 2 the appropriate letter from the following list corresponding to the type of operation which contributed to the neutralization of the individual.

- A. Specific target
- B. General target
- C. Cordon and Search
- D. Main Force Sweep
- E. Other (Explain on back of worksheet by referencing the corresponding line item number from front of sheet.

Sub-Heading: 3. Level of Direction

Enter in Col 3 the appropriate letter from the following list corresponding to the level which directed the type of operation indicated in Col 2.

- A. Corps
- B. Division Tactical Area (DTA)
- C. Sector/Province/PIOCC
- D. Sub-Sector/DIOCC

Sub-Heading: 4. Type of Action Force

Enter in Col 4 the appropriate letter from the

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following list corresponding to the type of action force used for describing the type of operation in Col 2.

- A. FWMAF Other than US
- B. US Forces
- C. ARVN Main Forces
- D. RF
- E. PF
- F. CIDG
- G. PRU
- H. RD Cadre
- I. Census Grievance
- J. APT
- K. Military Security Service
- L. NPFF
- M. NP
- N. SP
- O. Chicu Hoi Center
- P. Other

Sub-Heading: 5 & 6. Type of Action Force (cont'd)

If applicable, enter in Col 5 & 6 the appropriate letter(s) from the above list corresponding to the additional force(s) used for the type of operation in Col 2.

Heading (6) Disposition

Enter the appropriate letter from the following list corresponding to the disposition of the individual.

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- A. PIC Interrogation Center
- B. Province Detention Center
- C. Forwarded to a National Detention Center
- D. Chieu Hoi Center
- E. NP Detention Facilities
- F. Other (Explain on back of worksheet by referencing the corresponding line item number from the front of the sheet.
- G. Individual Killed

Heading (7) Source of Identification

Enter the appropriate letter from the following list corresponding to the source of intelligence used in identifying the individual.

- A. Static Census Grievance
- B. PHUNG HOANG Political O.B.
- C. Captured Document
- D. Confession
- E. Agent/Informant
- F. Other (Explain on back of worksheet by referencing line item number from the front of the sheet.

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2.4.2 VCINS Data File. This file, input to the edit program, consists of 80-column cards containing VCINS data. These cards are punched from data contained in the VCINS PHOENIX Monthly Neutralization Report Worksheet (see Figure 2-1, paragraph 2.5). Format of the card is shown in Figure 2-2, paragraph 2.5.

| <u>Card Column</u> | <u>Item</u> | <u>Data Element Parameter</u> |
|--------------------|-------------------------------------|---|
| 1-22 | Individual's Name | Alpha; left-justified |
| 23-34 | VC Name of Echelon | Alphanumeric; left-justified |
| 35-43 | USID Number | Nine digits. Note: final edit run will produce only a few errors. Cards are punched by hand and included with the rest of the valid cards. Cards changed manually must have positions 1-3 of USID (Columns 35-37) changed as follows: 329 (Gia Dinh) - 529 396 (Saigon) - 596 |
| 44-48 | VCI Organization | |
| 44 | Organization | One-character alpha; A, B, or C |
| 45 | Echelon | One-character alpha; A through G |
| 46 | Functional Level | One-character alpha; A through H |
| 47 | Section Category | One-character alpha; A through Z |
| 48 | Multiple Position | One-character alpha; A or blank |
| 49-54 | Neutralization | |
| 49 | Neutralization Method | One-character alpha; A through E |
| 50 | Type of Operation | One-character alpha; A through E |
| 51 | Level of Direction | One-character alpha; A through D |
| 52 | Type of Action Force | One-character alpha; A through P |
| 53-54 | Types of Additional Action Force(s) | One or two-character alpha; A through P or blanks |
| 55 | Disposition | One-character alpha; A through G |
| 56 | Source of Identification | One-character alpha; A through F |
| 57-80 | | Blank |

2.4.3 Date Control Card. This card, punched by MACCORDS-RAD, is input to the edit program as a separate file along with the VCINS Data File.

| <u>Card Column</u> | <u>Item</u> | <u>Data Element Parameter</u> |
|--------------------|-------------|--|
| 1 | Code | One-character alpha; constant 'C' |
| 2-3 | Year | Two digits |
| 4-5 | Month | Two digits; right justified, zero fill |
| 6-80 | | Blank |

2.4.4 VCINS Edited Data File. This file, input to programs that produce reports, consists of edited VCINS activity records (see Figure 2-3, paragraph 2.5). These records consist of the following:

| <u>Card Column</u> | <u>Item</u> | <u>Data Element Parameter</u> |
|--------------------|---------------------|--|
| 1-76 | Same as 2.4.3 above | |
| 77-78 | Year | Two digits |
| 79-80 | Month | Two digits; right justified; zero fill |

The first record in the file is a Date Control Record:

| <u>Card Column</u> | <u>Item</u> | <u>Data Element Parameter</u> |
|--------------------|----------------------|--|
| 1-2 | Last day of month | Two digits; right justified; zero fill |
| 3-5 | Month (abbreviation) | Three-character alpha |
| 6-7 | Year | Two digits |
| 8-80 | | Blank |

2.4.5 VCINS Province Year-To-Date Totals File. This file contains records of 30 characters with 50 records per block. Records contain the following data elements:

| <u>Field Description</u> | <u>Record Position</u> |
|--------------------------|------------------------|
| Corps/Province USID | 1-3 |
| Blanks | 4-25 |
| Year-To-Date Totals | 26-30 |

The file is input to the programs that produce VCINS reports, updated with current month totals, and used as input to the run for the following month. The layout of the file is shown in the VCINS Program Maintenance Manuals.

2.5 Sample Inputs.

Figures 2-1, 2-2, and 2-3 are samples (unclassified) of VCINS input. As previously indicated, these figures are keyed to the text of paragraphs 2.4.1, 2.4.2, and 2.4.3, respectively.

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**PHOENIX MONTHLY NEUTRALIZATION
REPORT WORKSHEET**

DISTRICT _____ PROVINCE _____

| ① | | | | | | | | | | | | | | | | | ② | | | | | | | | | | | | | | | | | ③ | | | | | | | | | | ④ | | | | | | | | | | ⑤ | | | | | | | | | | ⑥ | | ⑦ | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
|------------------|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--------------------|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--------------------------|--|--|----|--|--|--|--|--|--|-----------|--|--|--|--|--|--|--|--|--|-------------|--|--|----|--|--|--|--|--|--|---------|--|-----------|--|--|--|--|--|--|--|--|--|--|----|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|----|--|--|----|--|--|
| INDIVIDUALS NAME | | | | | | | | | | | | | | | | | VC NAME OF ECHELON | | | | | | | | | | | | | | | | | US I.D. NO | | | | | | | | | | VCI ORGAN | | | | | | | | | | NEUTRAL | | | | | | | | | | DEPOSIT | | SOURCE ID | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | C Dist VIII H M | | | | | | | | | | 1 2 3 4 5 | | | | | | | | | | 1 2 3 4 5 6 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 1 | | | | | | | | | | | | | | | | | 18 | | | | | | | | | | | | | | | | | | | | 35 | | | | | | | | | | | | | | | | | | | | 44 | | | | | | | | | | | | | | | | | | | | 49 | | | | | | | | | | | | | | | | | | | | 55 | | | 56 | | |
| 2 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 3 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 4 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 5 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 6 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 7 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 8 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 9 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 10 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 11 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 12 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 13 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

MACCORDS FORM 31 (TEST) 11 JAN 69

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Figure 2-1

PHOENIX MONTHLY NEUTRALIZATION REPORT WORKSHEET

Figure 2-2

VCINS DATA FILE

| Item | Card Column |
|--------------------------|-------------|
| Individual's Name | 1-22 |
| VC Name of Echelon | 23-34 |
| USID Number | 35-43 |
| VCI Organization | 44-48 |
| Neutralization | 49-54 |
| Disposition | 55 |
| Source of Identification | 56 |
| Blanks | 57-76 |
| Date (Year/Month) | 77-80 |

The diagram shows a sample of a VCINS Edited Data File card. The card is divided into several fields, each with a label and a corresponding card column range. The fields are: Individual's Name (1-22), VC Name of Echelon (23-34), USID Number (35-43), VCI Organization (44-48), Neutralization (49-54), Disposition (55), Source of Identification (56), Blanks (57-76), and Date (Year/Month) (77-80). The card itself is a grid of characters, with a large 'SAMPLE' watermark across the center. The card is labeled 'LE XUAN PHAN' and 'HAI LANG' at the top. The bottom of the card has a row of numbers and a row of letters (ONE, TWO, THREE, FOUR, FIVE, SIX, SEVEN, EIGHT). The card is also labeled 'GENERAL PURPOSE 8 FIELD' on the right side.

Figure 2-3

VCINS EDITED DATA FILE

2.6 Output Requirements.

All outputs are produced on a fixed monthly schedule within DMA during computer processing. VCINS outputs are classified CONFIDENTIAL and are treated in accordance with classified handling procedures.

2.7 Output Formats.

The contents of outputs from the system are discussed in the paragraphs that follow. For samples (unclassified) of reports produced by VCINS, refer to paragraph 2.8.

2.7.1 VCINS Province Year-To-Date Totals File. Data elements contained in the VCINS Province Year-To-Date Totals File, which is updated during each monthly processing cycle, are given in paragraph 2.4.5.

2.7.2 VCINS Exception Report. This report is a listing of activity cards that fail to pass the edit program, providing control totals for the edit. A report is produced following each edit run for correction by MACCORDS-PHOENIX Directorate. The next to the last page of the report gives the number of total cards in error, and the last page shows the number of type records (old input); number of VCINS records (cards)(new input to the edit); and number and type of activity cards output and totals for each. Type AA indicates the first date control card; Type KA indicates valid cards (those that passed the edit). The number of total cards in error plus the number of Type KA cards equals the number of new input cards. This report is classified CONFIDENTIAL because of data contained therein. A sample of the report containing only header information and preprinted data which is not classified is shown in Figure 2-4, paragraph 2.8

2.7.3 VCINS Activity Listing. This report, produced after all edit errors have been corrected, reflects valid VCINS information contained in the VCINS PHOENIX Monthly Neutralization Report Worksheets. This report is classified CONFIDENTIAL because of data contained therein. A sample listing containing only header information and preprinted data which is not classified is shown in Figure 2-5, paragraph 2.8.

2.7.4 VCINS PHOENIX Monthly Consolidated Progress Report. This report, sequenced by the four corps and provinces within the corps, shows -- for Hamlet, Village, City, District, Province, and Other -- the number of Killed (K), Captured (C), and Rallied (R) VCI for the current month; corps totals for each category; monthly totals; and year-to-date totals. Capital Military District (CMD)(Saigon and Gia Dinh) totals are also given. The last page of the report shows totals for the four corps and CMD as well as RVN totals. This report is classified CONFIDENTIAL because of data contained therein. A sample of the report containing only header information and preprinted data which is not classified is shown in Figure 2-6, paragraph 2.8.

2.8 Sample Outputs.

Figures 2-4 through 2-6 illustrate samples (unclassified) of VCINS output described in paragraphs 2.7.2 through 2.7.4, respectively.

2.9 Utilization of System Output.

Computer printout and multilith copies of the VCINS Activity Listing and VCINS PHOENIX Monthly Consolidated Progress Report are produced and distributed to MACCORDS-PHOENIX Directorate, Saigon; PHOENIX Coordinators in the field; other divisions and directorates within MACCORDS and Military Assistance Command Vietnam; and GVN and U.S. governmental agencies. The data is used for purposes of in-depth neutralization analysis and evaluation of the PHOENIX/PHUNG HOANG Program and its success as one aspect of the pacification program.

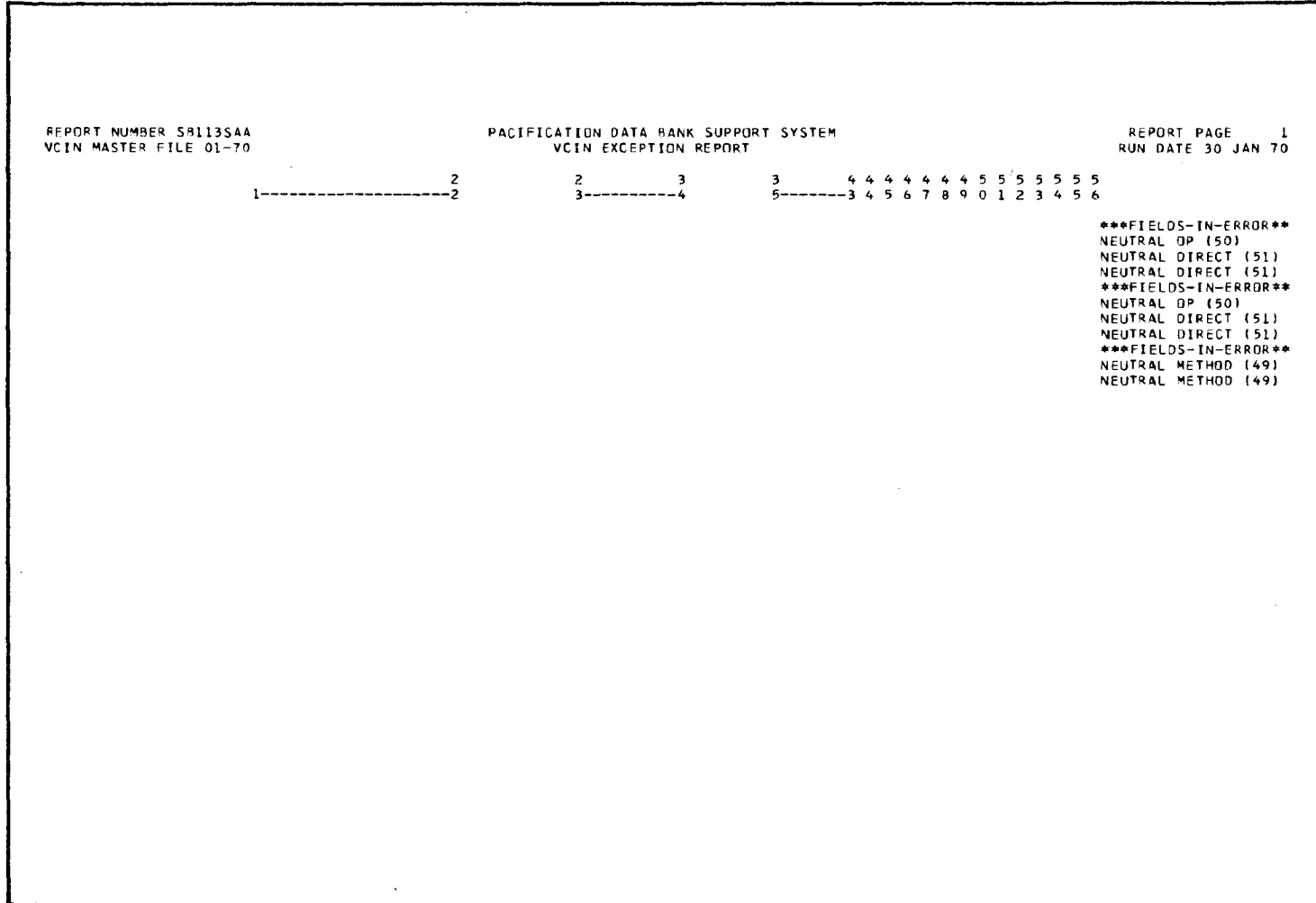


Figure 2-4

VCINS EXCEPTION REPORT (Page 1 of 3)

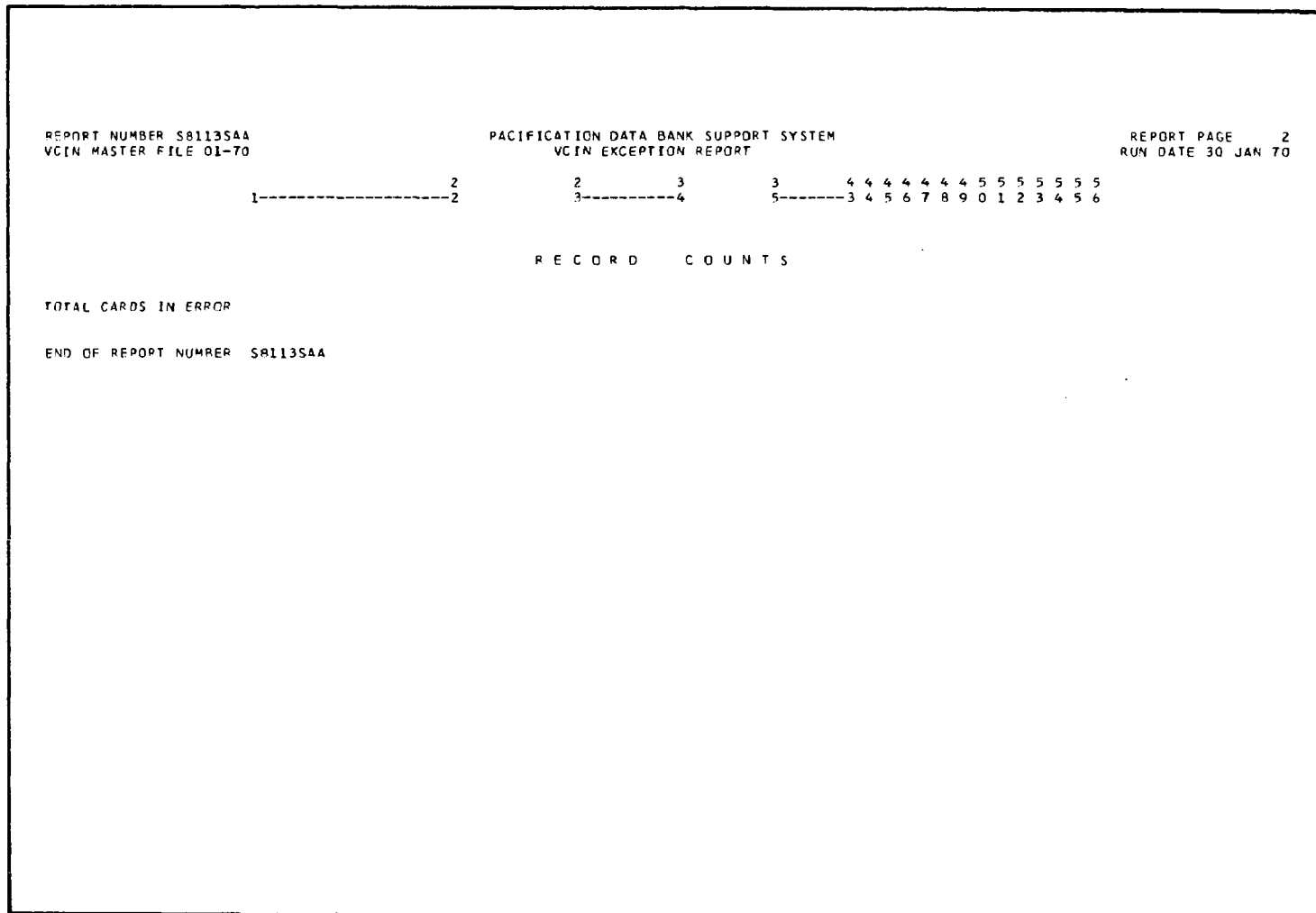


Figure 2-4

| | | |
|--|---|-------------------------------------|
| REPORT NUMBER S8113SAB VCIN MASTER FILE 01-70 | PACIFICATION DATA BANK SUPPORT SYSTEM VCIN ABSTRACT REPORT | REPORT PAGE 1 RUN DATE 30 JAN 70 |
| R E C O R D C O U N T S | | |
| ***OLD INPUT*** | | ***NEW INPUT*** |
| PREV KA RECORDS | | VCIN RECS (CARDS) |
| ***ACTIVITY OUT*** | | |
| TYPE AA | | |
| TYPE KA | | |
| TOTAL | | |
| END OF REPORT NUMBER S8113SAB | | |

Figure 2-4
VCINS EXCEPTION REPORT (Page 3 of 3)

| VCI PERSONNEL NEUTRALIZED | | | | | | | | | | | | | | | | | | | | | | | |
|--|--------|---|---|---------|---|---|------|---|---|----------|---|---|----------|---|---|-------|---|---|--------|---|---|--------------|-----------|
| PHOENIX CONSOLIDATED MONTHLY PROGRESS REPORT | | | | | | | | | | | | | | | | | | | | | | | |
| AS OF 30 SEP 1969 | | | | | | | | | | | | | | | | | | | | | | | |
| CMD CORPS | HAMLET | | | VILLAGE | | | CITY | | | DISTRICT | | | PROVINCE | | | OTHER | | | TOTALS | | | REPORT 1969 | |
| PROVINCE | K | C | R | K | C | R | K | C | R | K | C | R | K | C | R | K | C | R | K | C | R | MONTH. TOTAL | YTD TOTAL |
| GIA DINH | . | . | . | . | . | . | . | . | . | . | . | . | . | . | . | . | . | . | . | . | . | . | . |
| SAIGON | . | . | . | . | . | . | . | . | . | . | . | . | . | . | . | . | . | . | . | . | . | . | . |
| CORPS TOTALS | . | . | . | . | . | . | . | . | . | . | . | . | . | . | . | . | . | . | . | . | . | . | . |

EXPLANATORY NOTE - K=KILLED, C=CAPTURED, R=RALLIED

Figure 2-6

27

| VCI PERSONNEL NEUTRALIZED | | | | | | | | | | | | | | | | | | | | | | | | |
|--|--------|---|---|---------|---|---|------|---|---|----------|---|---|----------|---|---|-------|---|---|--------|---|---|-------------|-----------|--|
| PHOENIX CONSOLIDATED MONTHLY PROGRESS REPORT | | | | | | | | | | | | | | | | | | | | | | | | |
| AS OF 30 SEP 1969 | | | | | | | | | | | | | | | | | | | | | | | | |
| CORPS | HAMLET | | | VILLAGE | | | CITY | | | DISTRICT | | | PROVINCE | | | OTHER | | | TOTALS | | | REPORT 1969 | | |
| PROVINCE | K | C | R | K | C | R | K | C | R | K | C | R | K | C | R | K | C | R | K | C | R | MONTH TOTAL | YTD TOTAL | |
| I CORPS | . | . | . | . | . | . | . | . | . | . | . | . | . | . | . | . | . | . | . | . | . | . | . | |
| II CORPS | . | . | . | . | . | . | . | . | . | . | . | . | . | . | . | . | . | . | . | . | . | . | . | |
| III CORPS | . | . | . | . | . | . | . | . | . | . | . | . | . | . | . | . | . | . | . | . | . | . | . | |
| IV CORPS | . | . | . | . | . | . | . | . | . | . | . | . | . | . | . | . | . | . | . | . | . | . | . | |
| CMD | . | . | . | . | . | . | . | . | . | . | . | . | . | . | . | . | . | . | . | . | . | . | . | |
| RVN TOTALS | . | . | . | . | . | . | . | . | . | . | . | . | . | . | . | . | . | . | . | . | . | . | . | |

EXPLANATORY NOTE - K=KILLED, C=CAPTURED, R=RALLIED

EXPLANATORY NOTE - K=KILLED, C=CAPTURED, R=RALLIED

Figure 2-6
 VCINS PHOENIX MONTHLY CONSOLIDATED PROGRESS REPORT (Page 3 of 3)

APPENDIX A
GLOSSARY

GLOSSARY

This Glossary contains definition of terms, abbreviations, and acronyms used in this manual. Items defined in the Glossary are listed in alphabetical order.

| <u>Term</u> | <u>Definition</u> |
|--------------|---|
| ADP | Automatic Data Processing |
| CMD | Capital Military District (Saigon, Gia Dinh) |
| DIOCC | District Intelligence and Operations Coordinating Center |
| DMA | Data Management Agency |
| GVN | Government of Vietnam |
| HES | Hamlet Evaluation System |
| MACCORDS-RAD | Military Assistance Command, Civil Operations and Rural Development Support-Reports and Analysis Directorate |
| PCM | Punched Card Machine |
| PIOCC | Province Intelligence and Operations Coordinating Center |
| RVN | Republic of Vietnam |
| USID Number | United States Identification Number. Each component geopolitical level in RVN (hamlet, village, district, province, corps) has a unique U.S. -assigned identification number (USID or, commonly, ID). To afford complete identification of all levels, from corps (the highest reporting unit) to hamlet (the lowest reporting unit), a nine-digit USID number is used, as shown below: |

| | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| 4 | 3 | 0 | 0 | 1 | 0 | 4 | 0 | 1 |
|---|---|---|---|---|---|---|---|---|

| | | | | |
|-----------|-----------|-----------|-----------|-----------|
| 1st digit | 2nd & 3rd | 4th & 5th | 6th & 7th | 8th & 9th |
| denotes | digits | digits | digits | digits |
| corps | denote | denote | denote | denote |
| | province | district | village | hamlet |

In the example shown above, the corps ID number is 4; the province ID number is 430; the district ID number is 43001; the village ID number is 4300104; and the hamlet ID number is 43001401.

| | |
|-----|--|
| UTM | Universal Transverse Mercator. A standard grid system used to identify geographic points of areas. In HES, eight-position UTM Coordinates are used, providing location of geographic points accurate to within 100 meters. UTM coordinates are listed as eight positions. The first two are alphabetic and the last six are numeric. |
|-----|--|

GLOSSARY (Cont.)

| | |
|-------|---|
| VC | Viet Cong |
| VCI | Viet Cong Infrastructure. The administrative and political organization through which the Viet Cong control, or seek to control, the people of South Vietnam. The VCI embodies those organizations listed in Appendix B to this manual. |
| VCIN | Viet Cong Infrastructure Neutralization |
| VCINS | Viet Cong Infrastructure Neutralization System |

APPENDIX B

CURRENT BREAKOUT OF IDENTIFIED VCI
EXECUTIVE AND SIGNIFICANT CADRE
(Annex B of MACV Directive 381-43, 14 March 1969)

MACV Directive 381-43

ANNEX B

B-2

CONTENTS

Appendix 1

PEOPLE'S REVOLUTIONARY PARTY

Appendix 2

- A. NATIONAL FRONT FOR THE
LIBERATION OF SOUTH VIETNAM
- B. OTHER ORGANIZATIONS AFFILIATED
WITH THE NATIONAL FRONT FOR THE
LIBERATION OF SOUTH VIETNAM
(DIFFERENT FROM THE PEOPLE'S
REVOLUTIONARY PARTY)

Appendix 3

COMMUNIST AUTHORITY ORGANIZATIONS
ACTIVE IN SOUTH VIETNAM

X - probable existence

17 December 1968

MESSAGE

From: - The Minister of Interior, Chairman of Central PHUNG HOANG Committee

To: - Commanders of CTZs, Chairmen of PHUNG HOANG Committees (all over the country)

- Prefect Mayor, City Mayors, Province Chiefs, Chairmen of City and Province PHUNG HOANG Committees (all over the country)

- District Chiefs, Chiefs of DIOCCs (all over the country)

To: - Members of Central PHUNG HOANG Committee

- The Under Secretary of RD Ministry

- The Colonel, Defense Ministry Representative

- Open Arms Ministry Representative

- The Colonel, Military Security Service Chief

- The Colonel, Chief of J2/JGS

- The Colonel, Chief of J3/JGS

- The Director of Cadre Directorate/RD Ministry

- The Chief of PSB/NPDG

- The Chief of FP/NPDG

Support agencies:

- The Minister of Information

- The Lieutenant General, Chairman of National Coordinated Intelligence Committee

- The Major General, Chief of Staff/JGS

- The Major General, Chief of General Department/Polwar

- The Director of Political Directorate/Interior Ministry

Text # 0739/P4/K/KH/M

To easily classify VCI and discover targets for eliminating them, the Central PHUNG HOANG Committee has prepared a "Collation and classification list on the organization of VCI executive cadres and other significant cadres" for use as basic document. All echelons of PHUNG HOANG Committees' Chairmen and Center Chiefs all over the country are requested to use this document in case they need to define VCI composition.

General TRAN THIEN KHIEM
Signed and sealed

MACV Dir 381-43

PEOPLE'S REVOLUTIONARY PARTY

| Breakout of Identified VC Infrastructure Executive and Significant Cadre Functions | | EcheIon at Which Identified | | | | | |
|--|---------------------------------------|-----------------------------|-----|------|------|-----|-----|
| | | Cntl | Rgn | Prov | Dist | Vil | Ham |
| <u>I Peoples Revolution-</u> | | | | | | | |
| <u>ary Party</u> | | | | | | | |
| <u>A. Executive Com-</u> | | | | | | | |
| <u>mittee</u> | | | | | | | |
| 1 | Secretary | X | X | X | X | X | X |
| 2 | Assistant Secretary | X | X | X | X | X | X |
| 3 | Current Affairs Committee Member | X | X | X | X | X | X |
| 4 | Alternate (Party) Committee Member | X | | | | | |
| <u>B. Current Affairs</u> | | | | | | | |
| <u>Committee</u> | | | | | | | |
| 1 | Current Affairs Committee Member | X | X | X | X | X | X |
| 2 | Clerk | X | X | X | X | X | |
| <u>II Investigation</u> | | | | | | | |
| <u>Section</u> | | | | | | | |
| 1 | Section Chief | | X | X | X | X | X |
| 2 | Assistant Section Chief | | X | X | X | X | X |
| 3 | Member | | X | X | X | X | X |

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MACV Dir 381-43

| Functions | Cntl | Rgn | Prov | Dist | Vil | Ham |
|---|------|-----|------|------|-----|-----|
| III <u>Front Section</u> | | | | | | |
| 1 Section Chief | X | X | X | X | X | X |
| 2 Assistant Section Chief | X | X | X | X | X | X |
| 3 Member | X | X | X | X | X | |
| IV <u>Civilian Proselyting Section</u> | | | | | | |
| 1 Section Chief | X | X | X | X | X | X |
| 2 Assistant Section Chief | X | X | X | X | X | |
| A. <u>Correspondence Sub-Section</u> | | | | | | |
| 1 Sub-Section Chief | X | X | X | | | |
| 2 Assistant Sub- Section Chief | X | X | X | | | |
| 3 Personnel | X | X | X | | | |
| B. <u>Religion Sub- Section</u> | | | | | | |
| 1 Sub-Section Chief | X | X | X | X | | |
| 2 Assistant Sub-Section Chief | X | X | X | X | | |
| 3 Personnel | X | X | X | X | | |

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MACV Dir 381-43

| Functions | Cntl | Rgn | Prov | Dist | Vil | Ham |
|---|------|-----|------|------|-----|-----|
| <u>C. Worker Proselyt- ing Sub-Section</u> | | | | | | |
| 1 Sub-Section Chief | X | X | X | X | | |
| 2 Assistant Sub- Section Chief | X | X | X | X | | |
| 3 Personnel | X | X | X | X | | |
| <u>D. Chinese Proselyt- ing Sub-Section</u> | | | | | | |
| 1 Sub-Section Chief | X | X | X | | | |
| 2 Assistant Sub- Section Chief | X | X | X | | | |
| 3 Personnel | X | X | X | | | |
| <u>E. Women Proselyt- ing Sub-Section</u> | | | | | | |
| 1 Sub-Section Chief | X | X | X | X | X | |
| 2 Assistant Sub- Section Chief | X | X | X | X | | |
| 3 Personnel | X | X | X | X | X | |
| <u>F. Farmer Proselyt- ing Sub-Section</u> | | | | | | |
| 1 Sub-Section Chief | X | X | X | X | X | |
| 2 Assistant Sub- Section Chief | X | X | X | X | | |
| 3 Personnel | X | X | X | X | X | |

MACV Dir 381-43

| Functions | Cntl | Rgn | Prov | Dist | Vil | Ham |
|--|------|-----|------|------|-----|-----|
| G. <u>Youth Proselyt- ing Sub-Section</u> | | | | | | |
| 1 Sub-Section Chief | X | X | X | X | X | |
| 2 Assistant Sub- Section Chief | X | X | X | X | | |
| 3 Personnel | X | X | X | X | X | |
| H. <u>Montagnard Proselyting Sub-Section</u> | | | | | | |
| 1 Sub-Section Chief | X | X | X | X | | |
| 2 Assistant Sub- Section Chief | X | X | X | X | | |
| 3 Personnel | X | X | X | X | | |
| I. <u>Intellectual Proselyting Sub-Section</u> | | | | | | |
| 1 Sub-Section Chief | X | X | X | | | |
| 2 Assistant Sub- Section Chief | X | X | X | | | |
| 3 Personnel | X | X | X | | | |
| V <u>Troop Proselyting Section</u> | | | | | | |
| 1 Section Chief | X | X | X | X | X | X |
| 2 Assistant Section Chief | X | X | X | X | X | |

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MACV Dir 381-43

| Functions | | Cntl | Rgn | Prov | Dist | Vil | Ham |
|----------------------------------|-----------------------------|------|----------|----------|------|-----|-----|
| 3 | Section Member | X | X | X | X | X | |
| A. <u>Propaganda Sub-Section</u> | | | | | | | |
| 1 | Sub-Section Chief | X | <u>X</u> | <u>X</u> | | | |
| 2 | Assistant Sub-Section Chief | X | <u>X</u> | <u>X</u> | | | |
| a. Photograph Element | | | | | | | |
| (1) | Element Chief | X | <u>X</u> | <u>X</u> | | | |
| (2) | Assistant Element Chief | X | <u>X</u> | <u>X</u> | | | |
| (3) | Personnel | X | <u>X</u> | <u>X</u> | | | |
| b. Press Element | | | | | | | |
| (1) | Element Chief | X | <u>X</u> | <u>X</u> | | | |
| (2) | Assistant Element Chief | X | <u>X</u> | <u>X</u> | | | |
| (3) | Personnel | X | <u>X</u> | <u>X</u> | | | |
| c. Information Element | | | | | | | |
| (1) | Element Chief | X | <u>X</u> | <u>X</u> | | | |
| (2) | Assistant Element Chief | X | <u>X</u> | <u>X</u> | | | |

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MACV Dir 381-43

| Functions | Cntl | Rgn | Prov | Dist | Vil | Ham |
|---|------|----------|----------|------|-----|-----|
| (3) Personnel | X | <u>X</u> | <u>X</u> | | | |
| d. Leaflet Element | | | | | | |
| (1) Element Chief | X | <u>X</u> | <u>X</u> | | | |
| (2) Assistant Element Chief | X | <u>X</u> | <u>X</u> | | | |
| (3) Personnel | X | <u>X</u> | <u>X</u> | | | |
| e. Book and Periodical Element | | | | | | |
| (1) Element Chief | X | <u>X</u> | <u>X</u> | | | |
| (2) Assistant Element Chief | X | <u>X</u> | <u>X</u> | | | |
| (3) Personnel | X | <u>X</u> | <u>X</u> | | | |
| B. <u>Training Sub-</u> <u>Section</u> | | | | | | |
| 1 Element Chief | X | <u>X</u> | <u>X</u> | | | |
| 2 Assistant Element Chief | X | <u>X</u> | <u>X</u> | | | |
| a. Educational Institution Element | | | | | | |
| (1) Element Chief | X | <u>X</u> | <u>X</u> | | | |

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MACV Dir 381-43

| Functions | Cntl | Rgn | Prov | Dist | Vil | Ham |
|--------------------------------------|------|----------|----------|------|-----|-----|
| (2) Assistant Element Chief | X | <u>X</u> | <u>X</u> | | | |
| (3) Personnel | X | <u>X</u> | <u>X</u> | | | |
| b. Document Element | | | | | | |
| (1) Element Chief | X | <u>X</u> | <u>X</u> | | | |
| (2) Assistant Element Chief | X | <u>X</u> | <u>X</u> | | | |
| (3) Personnel | X | <u>X</u> | <u>X</u> | | | |
| c. Prisoner of War Sub-Section | | | | | | |
| (1) Sub-Section Chief | X | <u>X</u> | <u>X</u> | | | |
| (2) Assistant Sub-Section Chief | X | <u>X</u> | <u>X</u> | | | |
| C. <u>Administrative Sub-Section</u> | | | | | | |
| 1 Sub-Section Chief | X | <u>X</u> | <u>X</u> | | | |
| 2 Assistant Sub-Section Chief | X | <u>X</u> | <u>X</u> | | | |
| a. Administrative Office Element | | | | | | |
| (1) Element Chief | X | <u>X</u> | <u>X</u> | | | |
| (2) Assistant Element Chief | X | <u>X</u> | <u>X</u> | | | |

MACV Dir 381-43

| Functions | Cntl | Rgn | Prov | Dist | Vil | Ham |
|-----------------------------|------|----------|----------|------|-----|-----|
| (3) Personnel | X | <u>X</u> | <u>X</u> | | | |
| b. Finance Element | | | | | | |
| (1) Element Chief | X | <u>X</u> | <u>X</u> | | | |
| (2) Assistant Element Chief | X | <u>X</u> | <u>X</u> | | | |
| (3) Personnel | X | <u>X</u> | <u>X</u> | | | |
| c. Liaison Element | | | | | | |
| (1) Element Chief | X | <u>X</u> | <u>X</u> | | | |
| (2) Assistant Element Chief | X | <u>X</u> | <u>X</u> | | | |
| (3) Personnel | X | <u>X</u> | <u>X</u> | | | |
| d. Transportation Element | | | | | | |
| (1) Element Chief | X | <u>X</u> | <u>X</u> | | | |
| (2) Assistant Element Chief | X | <u>X</u> | <u>X</u> | | | |
| (3) Personnel | X | <u>X</u> | <u>X</u> | | | |
| e. Mess Personnel Element | | | | | | |
| (1) Element Chief | X | <u>X</u> | <u>X</u> | | | |

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MACV Dir 381-43

| Functions | Cntl | Rgn | Prov | Dist | Vil | Ham |
|---|------|----------|----------|------|-----|-----|
| (2) Assistant Element Chief | X | <u>X</u> | <u>X</u> | | | |
| (3) Personnel | X | <u>X</u> | <u>X</u> | | | |
| f. Base Protection Element | | | | | | |
| (1) Element Chief | X | <u>X</u> | <u>X</u> | | | |
| (2) Assistant Element Chief | X | <u>X</u> | <u>X</u> | | | |
| (3) Personnel | X | <u>X</u> | <u>X</u> | | | |
| g. Public Health Element | | | | | | |
| (1) Element Chief | X | <u>X</u> | <u>X</u> | | | |
| (2) Assistant Element Chief | X | <u>X</u> | <u>X</u> | | | |
| (3) Personnel | X | <u>X</u> | <u>X</u> | | | |
| h. Security Element | | | | | | |
| (1) Element Chief | X | <u>X</u> | <u>X</u> | | | |
| (2) Assistant Element Chief | X | <u>X</u> | <u>X</u> | | | |
| (3) Personnel | X | <u>X</u> | <u>X</u> | | | |
| D. <u>Fifth Columnist</u> <u>Sub-Section</u> | | | | | | |

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MACV Dir 381-43

| Functions | Cntl | Rgn | Prov | Dist | Vil | Ham |
|-------------------------------|------|----------|----------|------|-----|-----|
| 1 Sub-Section Chief | X | <u>X</u> | <u>X</u> | | | |
| 2 Assistant Sub-Section Chief | X | <u>X</u> | <u>X</u> | | | |
| a. Urban Area Element | | | | | | |
| (1) Element Chief | X | <u>X</u> | <u>X</u> | | | |
| (2) Assistant Element Chief | X | <u>X</u> | <u>X</u> | | | |
| (3) Personnel | X | <u>X</u> | <u>X</u> | | | |
| b. Rural Area Element | | | | | | |
| (1) Element Chief | X | <u>X</u> | <u>X</u> | | | |
| (2) Assistant Element Chief | X | <u>X</u> | <u>X</u> | | | |
| (3) Personnel | X | <u>X</u> | <u>X</u> | | | |
| c. Enemy Installation Element | | | | | | |
| (1) Element Chief | X | <u>X</u> | <u>X</u> | | | |
| (2) Assistant Element Chief | X | <u>X</u> | <u>X</u> | | | |
| (3) Personnel | X | <u>X</u> | <u>X</u> | | | |

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MACV Dir 381-43

| Functions | Cntl | Rgn | Prov | Dist | Vil | Ham |
|-------------------------------------|------|----------|----------|------|-----|-----|
| E. <u>Research Sub-Section</u> | | | | | | |
| 1 Sub-Section Chief | X | <u>X</u> | <u>X</u> | | | |
| 2 Assistant Sub-Section Chief | X | <u>X</u> | <u>X</u> | | | |
| a. Report and Analysis Element | | | | | | |
| (1) Element Chief | X | <u>X</u> | <u>X</u> | | | |
| (2) Assistant Element Chief | X | <u>X</u> | <u>X</u> | | | |
| (3) Personnel | X | <u>X</u> | <u>X</u> | | | |
| b. Enemy Installation Element | | | | | | |
| (1) Element Chief | X | <u>X</u> | <u>X</u> | | | |
| (2) Assistant Element Chief | X | <u>X</u> | <u>X</u> | | | |
| (3) Personnel | X | <u>X</u> | <u>X</u> | | | |
| c. Instruction and Drafting Element | | | | | | |
| (1) Element Chief | X | <u>X</u> | <u>X</u> | | | |
| (2) Assistant Element Chief | X | <u>X</u> | <u>X</u> | | | |

MACV Dir 381-43

| Functions | Cntl | Rgn | Prov | Dist | Vil | Ham |
|--|------|----------|----------|------|-----|-----|
| (3) Personnel | X | <u>X</u> | <u>X</u> | | | |
| F. <u>Organization</u> <u>Sub-Section</u> | | | | | | |
| 1 Sub-Section Chief | X | <u>X</u> | <u>X</u> | | | |
| 2 Assistant Sub- Section Chief | X | <u>X</u> | <u>X</u> | | | |
| 3 Personnel | X | <u>X</u> | <u>X</u> | | | |
| VI <u>Propaganda, Culture</u> <u>and Indoctrination</u> <u>Section</u> | | | | | | |
| 1 Section Chief | X | X | X | X | X | X |
| 2 Assistant Section Chief | X | X | X | X | X | |
| 3 Member | X | X | X | X | | |
| A. <u>Administrative</u> <u>Sub-Section</u> | | | | | | |
| 1 Sub-Section Chief | X | X | X | | | |
| 2 Assistant Sub- Section Chief | X | X | X | | | |
| 3 Personnel | X | X | X | | | |
| B. <u>Electric Power</u> <u>Element</u> | | | | | | |
| 1 Element Chief | X | | | | | |

MACV Dir 381-43

| Functions | Cntl | Rgn | Prov | Dist | Vil | Ham |
|---|------|-----|------|------|-----|-----|
| 2 Assistant Element Chief | X | | | | | |
| 3 Personnel | X | | | | | |
| C. <u>Public Health Sub-Section</u> | | | | | | |
| 1 Sub-Section Chief | X | X | X | | | |
| 2 Assistant Sub-Section Chief | X | X | X | | | |
| 3 Personnel | X | X | X | | | |
| D. <u>Security Squad</u> | | | | | | |
| 1 Squad Leader | X | X | X | | | |
| 2 Assistant Squad Leader | X | X | X | | | |
| 3 Member | X | X | X | | | |
| E. <u>Agricultural Production Sub-Section</u> | | | | | | |
| 1 Sub-Section Chief | X | X | X | | | |
| 2 Assistant Sub-Section Chief | X | X | X | | | |
| 3 Personnel | X | X | X | | | |
| F. <u>Signal Sub-Section</u> | | | | | | |
| 1 Sub-Section Chief | X | | | | | |

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MACV Dir 381-43

| Functions | Cntl | Rgn | Prov | Dist | Vil | Ham |
|---|------|-----|------|------|-----|-----|
| 2 Assistant Sub- Section Chief | X | | | | | |
| 3 Personnel | X | | | | | |
| G. <u>Liberation Broad- casting Station</u> | | | | | | |
| 1 Station Chief | X | | | | | |
| 2 Assistant Station Chief | X | | | | | |
| 3 Personnel | X | | | | | |
| H. <u>Propaganda Sub- Section (People/ Culture)</u> | | | | | | |
| 1 Sub-Section Chief | X | X | X | X | | |
| 2 Assistant Sub- Section Chief | X | X | X | X | | |
| 3 Personnel | X | X | X | X | | |
| I. <u>Diplomacy Sub- Section</u> | | | | | | |
| 1 Sub-Section Chief | X | | | | | |
| 2 Assistant Sub- Section Chief | X | | | | | |
| 3 Personnel | X | | | | | |
| J. <u>Psywar and Enter- tainment Sub-Section</u> | | | | | | |
| 1 Sub-Section Chief | X | X | X | X | | |

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MACV Dir 381-43

| Functions | Cntl | Rgn | Prov | Dist | Vil | Ham |
|---|------|-----|------|------|-----|-----|
| 2 Assistant Sub- Section Chief | X | X | X | X | | |
| 3 Personnel | X | X | X | X | | |
| K. <u>Indoctrination</u> <u>Sub-Section</u> <u>(Training)</u> | | | | | | |
| 1 Sub-Section Chief | X | X | X | X | | |
| 2 Assistant Sub- Section Chief | X | X | X | X | | |
| 3 Personnel | X | X | X | X | | |
| L. <u>Party Political</u> <u>School</u> | | | | | | |
| 1 Director | X | X | X | | | |
| 2 Deputy Director | X | X | X | | | |
| 3 Board of Teachers | X | X | X | | | |
| M. <u>Press Sub-</u> <u>Section</u> | | | | | | |
| 1 Sub-Section Chief | X | X | X | | | |
| 2 Assistant Sub- Section Chief | X | X | X | | | |
| 3 Personnel | X | X | X | | | |
| N. <u>Movie Sub-</u> <u>Section</u> | | | | | | |
| 1 Sub-Section Chief | X | | X | | | |

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MACV Dir 381-43

| Functions | Cntl | Rgn | Prov | Dist | Vil | Ham |
|---|------|-----|------|------|-----|-----|
| 2 Assistant Sub- Section Chief | X | | X | | | |
| 3 Personnel | X | | X | | | |
| O. <u>Press Section</u> <u>(Information)</u> | | | | | | |
| 1 Section Chief | X | | X | | | |
| 2 Assistant Sub- Section Chief | X | | X | | | |
| 3 Personnel | X | | X | | | |
| P. <u>Type-Setting</u> <u>Sub-Section</u> | | | | | | |
| 1 Sub-Section Chief | X | X | X | | | |
| 2 Assistant Sub- Section Chief | X | X | X | | | |
| 3 Personnel | X | X | X | | | |
| a. Printing Element | | | | | | |
| (1) Element Chief | X | | | | | |
| (2) Assistant Element Chief | X | | | | | |
| (3) Personnel | X | | | | | |
| b. Photography and Zincogra- phy Element | | | | | | |

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MACV Dir 381-43

| Functions | Cntl | Rgn | Prov | Dist | Vil | Ham |
|--------------------------------------|------|-----|------|------|-----|-----|
| (1) Element Chief | X | | | | | |
| (2) Assistant Element Chief | X | | | | | |
| (3) Personnel | X | | | | | |
| Q. <u>Indoctrination Sub-Section</u> | | | | | | |
| 1 Sub-Section Chief | X | X | X | X | | |
| 2 Assistant Sub-Section Chief | X | X | X | X | | |
| 3 Personnel | | X | X | X | | |
| VII <u>Finance-Economy Section</u> | | | | | | |
| 1 Section Chief | X | X | X | X | X | X |
| 2 Assistant Section Chief | X | X | X | X | X | |
| 3 Member | X | X | X | X | X | |
| A. <u>Administrative Sub-Section</u> | | | | | | |
| 1 Sub-Section Chief | X | X | X | | | |
| 2 Assistant Sub-Section Chief | X | X | X | | | |
| 3 Personnel | X | X | | | | |

MACV Dir 381-43

| Functions | Cntl | Rgn | Prov | Dist | Vil | Ham |
|--|------|-----|------|------|-----|-----|
| B. <u>Finance and Statistics Sub-Section</u> | | | | | | |
| 1 Sub-Section Chief | X | X | X | | | |
| 2 Assistant Sub-Section Chief | X | X | X | | | |
| 3 Personnel | X | X | X | | | |
| C. <u>Currency Sub-Section</u> | | | | | | |
| 1 Sub-Section Chief | X | | | | | |
| 2 Assistant Sub-Section Chief | X | | | | | |
| 3 Personnel | X | | | | | |
| D. <u>Supply and Food Storage Sub-Section</u> | | | | | | |
| 1 Sub-Section Chief | X | X | X | | | |
| 2 Assistant Sub-Section Chief | X | X | X | | | |
| 3 Personnel | X | X | X | | | |
| E. <u>Commerce Sub-Section</u> | | | | | | |
| 1 Sub-Section Chief | X | X | X | | | |
| 2 Assistant Sub-Section Chief | X | X | X | | | |

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MACV Dir 381-43

| Functions | Cntl | Rgn | Prov | Dist | Vil | Ham |
|--|------|-----|------|----------|----------|-----|
| 3 Personnel | X | X | X | | | |
| F. <u>Production Sub-Section</u> | | | | | | |
| 1 Sub-Section Chief | | X | X | X | X | |
| 2 Assistant Sub-Section Chief | | X | X | X | X | |
| 3 Personnel | | X | X | <u>X</u> | <u>X</u> | |
| G. <u>Transportation Sub-Section</u> | | | | | | |
| 1 Sub-Section Chief | | | X | | | |
| 2 Assistant Sub-Section Chief | | | X | | | |
| 3 Personnel | | | X | | | |
| H. <u>Hospital Sub-Section</u> | | | | | | |
| 1 Sub-Section Chief | | | X | | | |
| 2 Assistant Sub-Section Chief | | | X | | | |
| 3 Personnel | | | X | | | |
| VIII <u>Medical Section (Civil Health)</u> | | | | | | |
| 1 Section Chief | X | X | X | X | X | X |
| 2 Assistant Section Chief | X | X | X | X | X | |

MACV Dir 381-43

| Functions | Cntl | Rgn | Prov | Dist | Vil | Ham |
|---|------|-----|------|------|-----|-----|
| 3 Personnel | X | X | X | X | | |
| A. <u>Administrative Sub-Section</u> | | | | | | |
| 1 Sub-Section Chief | X | | X | | | |
| 2 Assistant Sub-Section Chief | X | | X | | | |
| 3 Personnel | X | | | | | |
| B. <u>Hospital and Dispensary Sub-Section</u> | | | | | | |
| 1 Director | X | | X | | | |
| 2 Deputy Director | X | | X | | | |
| 3 Personnel | | | X | | | |
| a. Element B1 | | | | | | |
| Doctor | X | | | | | |
| b. Element B2 | | | | | | |
| Doctor | X | | | | | |
| c. Element B3 | | | | | | |
| Doctor | X | | | | | |
| d. Element B4 | | | | | | |
| Doctor | X | | | | | |
| e. Element B5 | | | | | | |
| Pharmacist | X | | | | | |

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MACV Dir 381-42

| Functions | Cntl | Rgn | Prov | Dist | Vil | Ham |
|---|------|-----|------|------|-----|-----|
| <u>C. Pharmaceutical Products Sub-Section</u> | | | | | | |
| 1 Sub-Section Chief | X | | X | | | |
| 2 Assistant Sub-Section Chief | X | | X | | | |
| 3 Personnel | X | | X | | | |
| <u>D. Medical Training Sub-Section</u> | | | | | | |
| 1 Sub-Section Chief | X | | | | | |
| 2 Assistant Sub-Section Chief | X | | | | | |
| 3 Personnel | X | | | | | |
| <u>E. Military Medical Sub-Section</u> | | | | | | |
| 1 Sub-Section Chief | X | | X | | | |
| 2 Assistant Sub-Section Chief | X | | X | | | |
| 3 Personnel | X | | X | | | |
| <u>F. Civil Health Sub-Section</u> | | | | | | |
| 1 Sub-Section Chief | X | | X | | | |

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| Functions | Cntl | Rgn | Prov | Dist | Vil | Ham |
|--------------------------------------|------|-----|------|------|-----|-----|
| 2 Assistant Sub-Section Chief | X | | X | | | |
| 3 Personnel | X | | X | | | |
| G. <u>Type Setting Sub-Section</u> | | | | | | |
| 1 Sub-Section Chief | X | | | | | |
| 2 Assistant Sub-Section Chief | X | | | | | |
| 3 Personnel | X | | | | | |
| H. <u>Protection Sub-Section</u> | | | | | | |
| 1 Sub-Section Chief | X | | | | | |
| 2 Assistant Sub-Section Chief | X | | | | | |
| 3 Personnel | X | | | | | |
| IX <u>Security Section</u> | | | | | | |
| 1 Section Chief | X | X | X | X | X | X |
| 2 Assistant Section Chief | X | X | X | X | X | |
| 3 Personnel | X | X | X | X | X | |
| A. <u>Administrative Sub-Section</u> | | | | | | |

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| Functions | Cntl | Rgn | Prov | Dist | Vil | Ham |
|--|------|-----|------|------|-----|-----|
| 1 Sub-Section Chief | X | X | X | X | | |
| 2 Assistant Sub-Section Chief | X | X | X | X | | |
| 3 Personnel | X | X | X | X | | |
| B. <u>Internal Security Sub-Section (Political Protection)</u> | | | | | | |
| 1 Sub-Section Chief | X | X | X | X | | |
| 2 Assistant Sub-Section Chief | X | X | X | X | | |
| 3 Personnel | X | X | X | | | |
| a. <u>Reconnaissance Element</u> | | | | | | |
| (1) Element Chief | | | X | X | | |
| (2) Assistant Element Chief | | | X | X | | |
| (3) Personnel | | | X | X | | |
| b. <u>Juridical Element (The People's Court)</u> | | | | | | |
| (1) Element Chief | | X | X | X | | |

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| Functions | Cntl | Rgn | Prov | Dist | Vil | Ham |
|--|------|-----|------|------|-----|-----|
| (2) Assistant Element Chief | | X | X | X | | |
| (3) Personnel | | X | X | X | | |
| C. <u>Documentation</u> Element (Espion- age/Intelligence) | | | | | | |
| 1 Element Chief | X | X | X | X | | |
| 2 Assistant Element Chief | X | X | X | X | | |
| 3 Personnel | X | X | X | X | | |
| D. <u>Educational</u> <u>Institution</u> Sub-Section | | | | | | |
| 1 Sub-Section Chief | X | X | | | | |
| 2 Assistant Sub-Section Chief | X | X | | | | |
| 3 Personnel | X | X | | | | |
| E. <u>Commo-Liaison</u> Sub-Section | | | | | | |
| 1 Sub-Section Chief | X | X | X | X | X | |
| 2 Assistant Sub-Section Chief | X | X | X | X | X | |
| 3 Commo-Liaison (Agent) | X | X | X | X | | |

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| Functions | Cntl | Rgn | Prov | Dist | Vil | Ham |
|---|------|-----|------|------|-----|-----|
| F. <u>Interrogation/</u> <u>Detention Sub-</u> <u>Section (POW</u> <u>Camp/Detention</u> <u>Camp)</u> | | | | | | |
| 1 Sub-Section Chief | X | | X | | | |
| 2 Assistant Interrogation Sub-Section Chief | X | | X | | | |
| 3 Assistant Detention Sub-Section Chief | X | | X | | | |
| 4 Personnel | X | | X | | | |
| G. <u>Guard Unit</u> <u>(Public Security)</u> | | | | | | |
| 1 Unit Leader | X | | X | | | |
| 2 Assistant Unit Leader | X | | X | | | |
| 3 Unit Member | X | | X | | | |
| H. <u>Mobile Unit</u> <u>(Border Surveil-</u> <u>lance and Security</u> <u>Group)</u> | | | | | | |
| 1 Unit Leader | X | | | | | |
| 2 Assistant Unit Leader | X | | | | | |
| 3 Member | X | | | | | |

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| Functions | Cntl | Rgn | Prov | Dist | Vil | Ham |
|--------------------------------------|------|-----|------|------|-----|-----|
| I. <u>Logistical</u> | | | | | | |
| <u>Sub-Section</u> | | | | | | |
| 1 Sub-Section Chief | X | | | | | |
| 2 Assistant Sub-Section Chief | X | | | | | |
| 3 Personnel | X | | | | | |
| J. <u>Production</u> | | | | | | |
| <u>Sub-Section</u> | | | | | | |
| 1 Sub-Section Chief | X | | | | | |
| 2 Assistant Sub-Section Chief | X | | | | | |
| 3 Personnel | X | | | | | |
| X <u>Organization Section</u> | | | | | | |
| 1 Section Chief | X | X | X | X | X | |
| 2 Assistant Section Chief | X | X | X | X | X | |
| 3 Section Member | X | X | X | X | | |
| A. <u>Correspondence</u> | | | | | | |
| <u>Sub-Section</u> | | | | | | |
| 1 Sub-Section Chief | X | | | | | |
| 2 Assistant Sub-Section Chief | X | | | | | |
| 3 Personnel | X | | | | | |

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| Functions | Cntl | Rgn | Prov | Dist | Vil | Ham |
|---|------|-----|------|------|-----|-----|
| B. <u>Personnel</u> <u>Sub-Section</u> | | | | | | |
| 1 Sub-Section Chief | X | | | | | |
| 2 Assistant Sub-Section Chief | X | | | | | |
| 3 Personnel | X | | | | | |
| C. <u>Planning and</u> <u>Policy Sub-</u> <u>Section</u> | | | | | | |
| 1 Sub-Section Chief | X | | | | | |
| 2 Assistant Section Chief | X | | | | | |
| 3 Personnel | X | | | | | |
| D. <u>Party Development</u> <u>Sub-Section</u> | | | | | | |
| 1 Sub-Section Chief | X | | | | | |
| 2 Assistant Sub-Section Chief | X | | | | | |
| 3 Personnel | X | | | | | |
| E. <u>Cadre Management</u> <u>Sub-Section</u> | | | | | | |
| 1 Sub-Section Chief | X | | | | | |

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| Functions | Cntl | Rgn | Prov | Dist | Vil | Ham |
|--|------|-----|------|------|-----|-----|
| 2 Assistant Sub- Section Chief | X | | | | | |
| 3 Personnel | X | | | | | |
| XI Frontline Supply Council (Frontline Support and Rein- forcement Section) | | | | | | |
| 1 Sub-Section Chief | X | X | X | X | X | |
| 2 Assistant Sub- Section Chief | X | X | X | X | X | |
| 3 Member | X | X | X | X | X | |
| A. Vanguard Security Sub-Section | | | | | | |
| 1 Sub-Section Chief | X | | | | | |
| 2 Assistant Sub- Section Chief | X | | | | | |
| 3 Cadre | X | | | | | |
| B. Civilian Laborer Sub-Section | | | | | | |
| 1 Sub-Section Chief | X | | | | | |
| 2 Assistant Sub- Section Chief | X | | | | | |
| 3 Cadre | X | | | | | |

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| | Functions | Cntl | Rgn | Prov | Dist | Vil | Ham |
|------|---|------|-----|------|------|-----|-----|
| XII | (City Action) <u>Special Action</u> <u>Section</u> | | | | | | |
| | 1 Section Chief | X | | | | | |
| | 2 Assistant Section Chief | X | | | | | |
| | 3 Member | X | | | | | |
| XIII | <u>Administrative</u> <u>Section (Party</u> <u>Office)</u> | | | | | | |
| | 1 Section Chief | X | X | X | X | | |
| | 2 Assistant Section Chief | X | X | X | X | | |
| | 3 Member | X | X | X | X | | |
| | A. <u>Identity Card</u> <u>Sub-Section</u> | | | | | | |
| | 1 Sub-Section Chief | X | | | | | |
| | 2 Assistant Sub- Section Chief | X | | | | | |
| | 3 Member | X | | | | | |
| | B. <u>Correspondence</u> <u>and Radio-Commu-</u> <u>nication Sub-</u> <u>Section</u> | | | | | | |
| | 1 Sub-Section Chief | X | | | | | |

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| Functions | Cntl | Rgn | Prov | Dist | Vil | Ham |
|---------------------------------------|------|-----|------|------|-----|-----|
| 2 Assistant Sub-Section Chief | X | | | | | |
| 3 Personnel | X | | | | | |
| C. <u>Base Protection Element</u> | | | | | | |
| 1 Element Chief | X | | | | | |
| 2 Assistant Element Chief | X | | | | | |
| 3 Personnel (Assistant Element Chief) | X | | | | | |

XIV Section in Charge of the Base (Work-site or Production)

| | | | | | |
|---------------------------|---|---|---|---|---|
| 1 Section Chief | X | X | X | X | X |
| 2 Assistant Section Chief | X | X | X | X | X |
| 3 Member | X | X | X | | |

XV Political Struggle Section

| | | | | | |
|---------------------------|--|--|---|--|---|
| 1 Section Chief | | | X | | X |
| 2 Assistant Section Chief | | | X | | |
| 3 Member | | | X | | X |

The Political Struggle Sections on village level are probably merged with the Motivation Section.

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NATIONAL FRONT FOR THE LIBERATION OF SOUTH VIETNAM (NFLSV)

| Breakout of Identified VC Infrastructure Executive and Significant Cadre Functions | | Echelon at Which Identified | | | | | |
|---|--|-----------------------------|-----|------|------|-----|-----|
| | | Cntl | Rgn | Prov | Dist | Vil | Ham |
| I <u>NFLSV Central Committee</u> | | | | | | | |
| 1 | Chairman | X | X | X | X | X | X |
| 2 | Vice-Chairman | X | X | X | X | X | X |
| 3 | Members of the Presidium | X | X | X | | | |
| II <u>NFLSV Secretariat</u> | | | | | | | |
| 1 | Secretary or Secretary General | X | X | X | | | |
| 2 | Assistant Secretary or Assistant Secretary General | X | X | | | | |
| 3 | Other Members | X | | | | | |
| III <u>Specialized Sections</u> | | | | | | | |
| A. <u>Indoctrination- Correspondence- Information Section (or Sub- Section)</u> | | | | | | | |
| 1 | Section Chiefs or Sub-Section Chiefs | X | X | X | | | |

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| Functions | Cntl | Rgn | Prov | Dist | Vil | Ham |
|---|------|-----|------|------|-----|-----|
| 2 Assistant Section Chiefs or Assistant Sub-Section Chiefs | X | X | X | | | |
| 3 Standing Members (not for Sub- Sections) | X | X | X | | | |
| B. <u>Medical Section</u> <u>(or Sub-Section)</u> | | | | | | |
| 1 Section Chief (or Sub-Section Chief) | X | X | X | | | |
| 2 Assistant Section Chief (or Assistant Sub-Section Chief) | X | X | X | | | |
| 3 Standing Member (not for Sub-Section) | X | X | X | | | |
| 4 Member | X | X | X | | | |
| C. <u>Liaison and</u> <u>Foreign Affairs</u> <u>Section (or Sub-</u> <u>Section)</u> | | | | | | |
| 1 Section Chief (or Sub-Section Chief) | X | X | X | | | |
| 2 Assistant Section Chief or Assistant Sub-Section Chief) | X | X | X | | | |

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| Functions | Cntl | Rgn | Prov | Dist | Vil | Ham |
|---|------|-----|------|------|-----|-----|
| 3 Standing Member (not for Sub-Section) | X | X | X | | | |

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OTHER ORGANIZATIONS AFFILIATED WITH THE NATIONAL FRONT
FOR THE LIBERATION OF SOUTH VIETNAM (Different from the
People's Revolutionary Party)

| Breakout of Identified | | Echelon at Which Identified | | | | | |
|---|-----------------------------------|-----------------------------|-----|------|------|-----|-----|
| VC Infrastructure Executive and Significant Cadre Functions | | Cntl | Rgn | Prov | Dist | Vil | Ham |
| I <u>Liberation Youth Association Execu- tive Committee</u> | | | | | | | |
| Standing Section | | | | | | | |
| 1 | Chairman | X | X | X | X | X | X |
| 2 | Vice-Chairman | X | X | X | X | X | |
| 3 | Secretary | X | X | X | X | X | |
| II <u>Liberation Women's Association Execu- tive Committee</u> | | | | | | | |
| Standing Section | | | | | | | |
| 1 | Chairman | X | X | X | X | X | X |
| 2 | Vice-Chairman | X | X | X | X | X | |
| 3 | Secretary | X | X | X | X | X | |
| Members | | | | | | | |
| 1 | Propaganda and Training Member | X | X | X | X | | |
| 2 | Organization Member | X | X | X | X | | |

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MACV Dir 381-43

| Functions | Cntl | Rgn | Prov | Dist | Vil | Ham |
|---|------|-----|------|------|-----|-----|
| 3 Social Affairs Member | X | X | X | X | | |
| 4 Inspection Member | X | X | X | X | | |
| III <u>Liberation Farmers' Association Executive Committee</u> | | | | | | |
| 1 Chairman or President | X | X | X | X | X | X |
| 2 Vice Chairman or Vice President | X | X | X | X | X | |
| 3 Member | X | X | X | X | | |
| IV <u>Liberation Workers' Association Executive Committee</u> | | | | | | |
| 1 Chairman or President | X | X | X | X | X | X |
| 2 Vice Chairman or Vice President | X | X | X | X | X | |
| 3 Member | X | X | X | X | | |
| V <u>SVN Patriotic Buddhist Association Executive Committee</u> | | | | | | |
| 1 Chairman or President | X | X | X | X | X | X |
| 2 Vice Chairman or Vice President | X | X | X | X | X | |

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| Functions | Cntl | Rgn | Prov | Dist | Vil | Ham |
|--|------|-----|------|------|-----|-----|
| 3 Member | X | X | X | X | | |
| VI <u>Western Highlands Autonomous People's Movement Executive Committee</u> | | | | | | |
| 1 Chairman or President | X | X | X | X | X | X |
| 2 Vice Chairman or Vice President | X | X | X | X | X | |
| 3 Member | X | X | X | X | | |
| VII <u>Liberation Psywar and Entertainment Association Executive Committee</u> | | | | | | |
| 1 Chairman or President | X | X | X | X | X | X |
| 2 Vice Chairman or Vice President | X | X | X | X | X | |
| 3 Member | X | X | X | X | | |
| VIII <u>SVN Patriotic Teachers' Association Executive Committee</u> | | | | | | |
| 1 Chairman or President | X | X | X | X | X | X |
| 2 Vice Chairman or Vice President | X | X | X | X | X | |

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| Functions | Cntl | Rgn | Prov | Dist | Vil | Ham |
|---|------|-----|------|------|-----|-----|
| 3 Member | X | X | X | X | | |
| IX <u>Former Resistance</u> <u>Personnel's Association Executive</u> <u>Committee</u> | | | | | | |
| 1 Chairman or President | X | X | X | X | X | X |
| 2 Vice Chairman or Vice President | X | X | X | X | X | |
| 3 Member | X | X | X | X | | |
| X <u>Central Wounded and</u> <u>Dead Soldiers' Association Executive</u> <u>Committee</u> | | | | | | |
| 1 Chairman or President | X | X | X | X | X | X |
| 2 Vice Chairman or Vice President | X | X | X | X | X | |
| 3 Member | X | X | X | X | | |
| XI <u>United Asian and</u> <u>African Peoples' Association Executive</u> <u>Committee</u> | | | | | | |
| 1 Chairman or President | X | X | X | X | X | X |
| 2 Vice Chairman or Vice President | X | X | X | X | X | |
| 3 Member | X | X | X | X | | |

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| Functions | | Cntl | Rgn | Prov | Dist | Vil | Ham |
|-----------|---|------|-----|------|------|-----|-----|
| XII | <u>Liberation Labor</u> <u>Association Execu-</u> <u>tive Committee</u> | | | | | | |
| 1 | Chairman or President | X | X | X | X | X | X |
| 2 | Vice Chairman or Vice President | X | X | X | X | X | |
| 3 | Member | X | X | X | X | | |

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COMMUNIST AUTHORITY ORGANIZATIONS ACTIVE IN SOUTH VIETNAM

Breakout of Identified

VC Infrastructure

Executive and

Significant Cadre

Functions

Echelon at Which Identified

| | | Cntl | Rgn | Prov | Dist | Vil | Ham |
|----|--|------|-----|------|------|-----|-----|
| I | <u>Alliance of National, Democratic and Peace- ful Forces of Vietnam</u> <u>Confirmed Cadre</u> | | | | | | |
| | <u>Executive Committee</u> | | | | | | |
| | <u>Standing Committee</u> | | | | | | |
| | 1 Chairman | X | | | | | |
| | 2 Vice Chairman | X | | | | | |
| | 3 Secretary General | X | | | | | |
| | 4 Assistant Secretary General | X | | | | | |
| | 5 Standing Member | X | | | | | |
| II | <u>People's Council</u> <u>Confirmed Cadre</u> | | | | | | |
| | <u>Standing Committee</u> | | | | | | |
| | 1 Chairman | | | | | | X |
| | 2 Vice Chairman | | | | | | X |
| | 3 Member | | | | | | X |

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| Functions | Cntl | Rgn | Prov | Dist | Vil | Ham |
|--|------|-----|------|------|-----|-----|
| III <u>People's Liberation Committee</u> | | | | | | |
| <u>Standing Committee</u> | | | | | | |
| 1 Chairman | | | X | X | X | |
| 2 Vice Chairman | | | X | X | X | |
| 3 Secretary | | | X | X | X | |
| <u>Hamlet Liberation Section</u> | | | | | | |
| 1 Section Chief | | | | | | X |
| 2 Assistant Section Chief | | | | | | X |

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FOR: ADM SHARP, INFO GEN WHEELER, LTG ROSSON, LTG WEYAND, LTG
CUSHMAN, MGHOCKHARDT FROM AMB KOMER. SECTION I OF XIV.
SUBJ: PACIFICATION IN SOUTH VIETNAM DURING 1967 (U)
1. (U) THIS YEAR-END REPORT IS THE ELEVENTH IN A SERIES OF
ASSESSMENTS OF PACIFICATION. IT IS BASED UPON FIELD REPORTING AND
ANALYSIS DONE IN SAIGON.

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2. (C) SUMMARY: THE END OF 1967 LENDS ITSELF TO A BROADER
LOOK AT THE RESULTS OF OUR PACIFICATION EFFORTS. A QUICK READING
OF EVENTS INDICATES THAT MUCH HAS BEEN ACCOMPLISHED, THOUGH LESS
THAN WE WOULD HAVE HOPED. POPULATION IN SECURE AREAS INCREASED
FROM 62PCT TO 67PCT (APPROXIMATELY 1.3 MILLION PEOPLE); SECURE HAM-
LETS INCREASED BY 638 FROM 4702 AT THE BEGINNING OF THE YEAR TO 5340
AT

THE END OF DECEMBER; 27,178 HOI CHANH (INCLUDING 17,671 MILITARY
RETURNEES OR THE EQUIVALENT OF TWO ENEMY DIVISIONS) RALLIED TO
THE GVN, COMPARED TO 20,240 IN 1966; AS A RESULT OF THE MANILA
COMMITMENT (OCTOBER 1966), THE NUMBER OF ARVN BATTALIONS ASSIGNED
TO DIRECT SUPPORT OF RD WENT FROM ZERO TO 55 BATTALIONS BY THE END
OF THE YEAR; 93PCT OF ALL ARVN BATTALIONS AND 84PCT OF ALL RF COMP-
ANIES WERE GIVEN SPECIAL RD TRAINING BY MOBILE TRAINING TEAMS; SUCCESS-

FUL VILLAGE AND HAMLET ELECTIONS WERE HELD IN MORE THAN 5000 HAM-
LETS AND 1000 VILLAGES; POSITIVE ACTION BEGAN AGAINST CORRUPTION,
LEADING TO THE RELIEF OF AT LEAST SIX PROVINCE CHIEFS AND 13 POLICE
CHIEFS FOR MALFEASANCE OR INEFFICIENCY; THE CENTRAL REVOLUTIONARY
DEVELOPMENT COUNCIL (CROC) WAS REINSTITUTED AS THE TOP-LEVEL GVN

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 COORDINATION MECHANISM; AN INTEGRATED US ORGANIZATION FOR CIVIL
 OPERATIONS AND REVOLUTIONARY DEVELOPMENT SUPPORT REACHING FROM
 SAIGON TO DISTRICT LEVEL WAS SET UP UNDER COMUSMACV; COMBINED
 CAMPAIGN PLAN FOR 1968 (AB143); CONTAINING FULLY INTEGRATED
 TREATMENT OF PACIFICATION, WAS APPROVED ON 11 NOVEMBER 1967;
 COLLECTION AND USE OF LAND TAXES WAS RETURNED TO VILLAGE CONTROL
 BY DECREE 341/67, 18 9:59734; RF/PF WERE GIVEN PROPER RECOGNITION
 AS A RESULT OF THE FIRST STEP IN RVNF REORGANIZATION WHICH
 ESTABLISHED GENERAL THANG AS VICE CHIEF OF THE JGS IN CHARGE OF
 TERRITORIAL SECURITY; AND THE RICE PADDY PRICE TO THE FARMER WAS
 APPROXIMATELY DOUBLED, MARKING A SIGNIFICANT SHIFT IN TERMS OF
 TRADE IN FAVOR OF THE COUNTRY SIDE.
 ON THE OTHER HAND, THE SVN HAS YET TO INVEST ITSELF WITH THE
UNAGE OF SOCIAL REVOLUTION AND A DYNAMIC ALTERNATIVE TO THE NLF.
ALTHOUGH BADLY MAULED IN 1967, THE ENEMY RETAINED A CONSIDERABLE
CAPABILITY TO DISRUPT THE PACIFICATION EFFORT. ON A SECURITY RATING
BASIS ALONE, ONLY 268 ADDITIONAL HAMLETS WERE UPGRADED TO THE RELA-
TIVELY SECURE CATEGORY BETWEEN 31 JAN AND 31 DEC 67. SINCE MANY
MORE HAMLETS WORKED BY RD TEAMS WERE UPGRADED TO SECURE STATUS
DURING THE YEAR, IT APPEARS THERE WAS A REGRESSION OF SECURITY IN A

PAGE 5 RUMSMA 02238 C O N F I D E N T I A L NOFORN
CONSIDERABLE NUMBER OF PREVIOUSLY SECURE HAMLETS. WHILE ARVN SUP-
PORT OF PACIFICATION INCREASED GREATLY, ARVN BATTALIONS IN DIRECT
SUPPORT OF RD WERE EMPLOYED LARGELY IN STATIC DEFENSIVE ROLES WHICH
LIMITED THEIR EFFECTIVENESS. THE INFRASTRUCTURE, THOUGH CWEAKENED, RE-
MAINS INTACT AND EFFECTIVE IN LARGE AREAS. CORRUPTION, EXACERBATED BY
THE INFLATION AND POLITICAL TURMOIL OF RECENT YEARS, REMAINED A PER-
VASIVE AND CORROSIVE PROBLEM.
 SHORTLY AFTER CORDS WAS FORMED, IT MADE AN ASSESSMENT OF THE
 STATUS OF PACIFICATION IN VIETNAM AS OF 31 MAY 1967. EIGHT PRIORITY
 ACTION PROGRAMS WERE DEVELOPED TO GUIDE FUTURE PLANS AND ACTIVITIES:
 (1) IMPROVE 1968 PACIFICATION PLANNING
 (2) ACCELERATE THE CHIEU HOI PROGRAM
 (3) MOUNT AN ATTACK ON THE VC INFRASTRUCTURE

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- (4) EXPAND AND IMPROVE RVNAF SUPPORT TO PACIFICATION
 - (5) EXPAND AND SUPPLEMENT RD TEAM EFFORT
 - (6) INCREASE CAPABILITY TO HANDLE REFUGEES
 - (7) REVAMP POLICE AND PFFDO
 - (8) PRESS REHABILITATION AND EXPANSION OF DETENTION FACILITIES
- TO EXPEDITE ACTION, PROGRAM MANAGERS AND AN OVERALL PROJECT MANAGER WERE DESIGNATED WITHIN MACV. A SIMILAR ORGANIZATIONAL

PAGE 6 RUMSMA 0223B C O N F I D E N T I A L NOFORN
 ARRANGEMENT WAS ESTABLISHED AT EACH CORPS. THE TOTAL MANAGEMENT SYSTEM WAS CODE-NAMED PROJECT TAKEOFF. SUBPROGRAMS WITHIN EACH TAKEOFF PROGRAM SET FORTH DETAILED GOALS AND TASKS. TAKEOFF PRO-

GRAMS HAVE COMPRISED THE PRIMARY GUIDANCE FOR CORDS ACTIVITIES.

SINCE 1 JULY 1967.

IN SUM, MUCH HAS BEEN ACCOMPLISHED, BUT MUCH REMAINS TO BE DONE. NONETHELESS THE GREATER RESOURCES, GREATER EXPERIENCE AND IMPROVED ORGANIZATION GENERATED DURING 1967 PROVIDES A SOLID BASE FROM WHICH TO ACHIEVE GREATER RESULTS IN 1968.

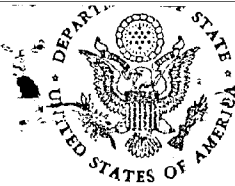
3. (C) IMPACT OF THE MAIN COMPONENTS OF THE PACIFICATION EFFORT:

A. ATTACK ON THE INFRASTRUCTURE: THIS ACTION PROGRAM ACCOMPLISHED ITS PRIMARY ORGANIZATIONAL OBJECTIVES, SET AN EXAMPLE FOR AND PROMOTED INVOLVEMENT OF GVN AGENCIES AT ALL LEVELS, AND, BUILDING ON EXISTING INTELLIGENCE AND ACTION PROGRAMS, MOVED GRADUALLY INTO ITS OPERATIONAL PHASE. LESS PROGRESS WAS MADE IN THE BROAD AREA OF ARREST, CONTROL, EXPLOITATION, JUDICIAL PROCESSING AND DETENTION OF VC CIVIL DETAINEES.

(1) CORPS AND PROVINCE ICX COORDINATORS HAVE BEEN DESIGNATED, AND ICX COMMITTEES FORMED AT BOTH LEVELS. MANY OF

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SI
ACTION

INFO AID 10, EA 06, SAL 01, SS 10, GPM 03, INR 07, MM 01, FILE 01, SR 01,
ORM 01, IO 13, IGA 02, P 03, 1059 W

R 030250Z FEB 68 ZFF 06 ZFG
FM COMUSMACV
TO CINCPAC
INFO CJCS
DOD
STATE AID
CIA
CG I FFORCEV SA II CTZ
CG II FFORCEV SA III CTZ
CG III MAF SA CTZ
SA IV CTZ

CONFIDENTIAL NOFORN 03518 FM: MACJ01R
FOR: ADM SHARP, INFO GEN WHEELER, LTG ROSSON, LTG WEYAND, LTG
CUSHMAN, MG ECKHARDT FROM AMB KOMER. SECTION II OF XIV.
THESE COMMITTEES ARE SUPPLEMENTED BY FUNCTIONAL SUB-COMMITTEES OR
WORKING GROUPS OR INDIVIDUALS WHO HAVE BEEN DESIGNATED TO ACCOM-
PLISH SPECIFIC ICES TASKS ON BEHALF OF THEIR COMMITTEES. THE
FULL AUTHORIZED COMPLEMENT OF 126 MACV MILITARY PERSONNEL,
62 OFFICERS AND 64 ENLISTED MEN, ARMY AND NAVY, HAS BEEN TRAINED

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AND DISPATCHED TO FULL TIME DUTIES AT CORPS, PROVINCE AND DIS-
TRICT.
121 WHILE THE US STRUCTURE WAS BEING ORGANIZED, CON-
SIDERABLE EFFORT WAS PUT INTO PERSUADING THE GVN TO ADOPT THE PRO-
GRAM. A MAJOR OBSTACLE WAS THE RELUCTANCE OF THE NATIONAL POLICE
TO ACCEPT THE DOICC (NOW DIOCC) PRINCIPLE.

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THROUGH A SERIES OF DISCUSSIONS WITH APPROPRIATE GVN OFFICIALS, THEIR FEARS WERE OVERCOME, AND IN DECEMBER THE PRIME MINISTER ASSIGNED THE NATIONAL POLICE THE MAJOR RESPONSIBILITY FOR ELIMINATION OF THE VC INFRASTRUCTURE. THIS INSTRUCTION ESTABLISHED GVN "PHOENIX" STRUCTURE OF COORDINATING COMMITTEES PARALLELING THE US ICEX STRUCTURE AT NATIONAL, CORPS, PROVINCE AND DISTRICT LEVELS.

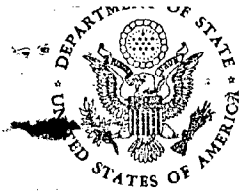
(3) AS A RESULT OF ICEX ACTIVITIES THERE HAS BEEN A SHARP REVIVAL OF THE PROVINCIAL INTELLIGENCE COORDINATING COMMITTEES, TOGETHER WITH THEIR PERMANENT OFFICES. SOME PROVINCES HAVE ORGANIZED PROVINCIAL INTELLIGENCE COORDINATING CENTERS (PIC) WHERE VC INFRASTRUCTURE INFORMATION IS COLLATED. THESE HAVE BECOME THE PROVINCIAL REPOSITORY FOR THIS INFORMATION. IN OTHER PROVINCES, WHERE THE PROVINCIAL INTERROGATION CENTER (IKPIC) IS

PAGE 3 RUMSMA 0224B C O N F I D E N T I A L NOFORN
FUNCTIONING EFFECTIVELY, THE PIC HAS BECOME THE REPOSITORY FOR INFRASTRUCTURE FILES.

(4) ALONG WITH THE GROWTH OF THE ICEX STRUCTURE THERE WAS A TANGIBLE INCREASE IN COORDINATED JOINT OR COMBINED OPERATIONS, AND A RISING WILLINGNESS FOR ONE AGENCY TO GENERATE ACTION ON INFORMATION OBTAINED FROM ANOTHER AGENCY. IN QUANG TRI, A JOINT FORCE OF US MARINES, US NAVY, ARVN, NATIONAL POLICE, MSS, AND PRU MOUNTED AN OPERATION THAT COMPLETELY ELIMINATED VC CONTROL OF A HAMLET. IN TUYEN DUC THE PSB, PFF, RF, AND PRU CONDUCTED A CORDON AND ARREST OPERATION OF A HAMLET THAT NETTED 11 OUT OF 17 VCI ON THEIR TARGET LIST. IN QUANG NAM 62 MEMBERS OF THE HOI AN CITY VC INFRASTRUCTURE WERE IMPRISONED AS A RESULT OF A COORDINATED OPERATION BY GVN FORCES AND US ADVISORS. THE SECRETARY-TREASURER OF THE FINANCE-ECONOMY SECTION OF THE CITY VC COMMITTEE WAS CAPTURED, IN ADDITION TO THE CHAIRMAN OF THE HOI AN NATIONAL LIBERATION FRONT.

(5) THE ICEX/SIDE STUDY GROUP DRAFTED AN EXECUTIVE DECREE SIGNED BY THE CHIEF OF STATE ENABLING THE CREATION OF FOUR NEW MILITARY FIELD COURTS. THIS DOUBLES THE NUMBER OF MILITARY FIELD COURTS. THE STAFF FOR THE FIRST OF THESE HAS BEEN DESIGNATED. OFFICE SPACE FOUND IN SAIGON. A PLAN TO CONSTRUCT 8000 DETAINEE/

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 PRISONER SPACES ON A CRASH BASIS BY 30 JUNE 1968 WAS APPROVED. THIS
 PLAN PROVIDES ESPECIALLY SUBJECT TO SECURITY AND SITE AVAILABILITY
 FOR NEW CONSTRUCTION AND EXPANSION OF EXISTING FACILITIES AS
 FOLLOWS:

TABLE ONE

| PRISON ADDITIONS | CAPACITY |
|-----------------------|----------|
| CON SON ISLAND | 2000 |
| TAN HIEP, III CORPS | 1500 |
| DETENTION FACILITIES | CAPACITY |
| HAU NGHIA, III CORPS | 500 |
| PHUOC TUY, III CORPS | 500 |
| BINH DUONG, III CORPS | 500 |
| PHONG DINH, IV CORPS | 1500 |
| KIEN HOA, IV CORPS | 500 |
| DINH TUONG, IV CORPS | 500 |
| VINH LONG, IV CORPS | 500 |
| TOTAL: | 8000 |

(6) DISTRICT INTELLIGENCE AND OPERATIONS COORDINATING
 CENTERS AND PROVINCIAL INTERROGATION CENTERS:

TABLE TWO

PAGE 5 RUMSMA 0224B C O N F I D E N T I A L NOFORN

DIOCCS:

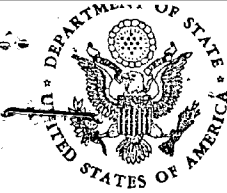
| | ACTIVATED | PROGRAMMED |
|-----------|-----------|------------|
| I CORPS | 20 | 20 |
| II CORPS | 19 | 20 |
| III CORPS | 47 | 53 |
| IV CORPS | 17 | 22 |
| TOTALS | 103 | 115 |

TABLE THREE

| | NUMBER OF PICS | CAPACITY (PERSONS) |
|-----------|----------------|--------------------|
| I CORPS | 6 | 156 |
| II CORPS | 9 | 200 |
| III CO4 S | 10 | 260 |
| IV CORPS | 13 | 298 |
| TOTAL | 38 | 914 |

B. EXPAND AND IMPROVE TERRITORIAL SECURITY. THE HAMLET
 EVALUATION SYSTEM (HES) WAS IMPLEMENTED IN JANUARY 1967 TO PROVIDE

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A RELIABLE, AUTOMATED FILE OF PACIFICATION STATISTICS. FOR THE 11 MONTHS ENDING 31 DEC 67, HES DATA INDICATES THAT THE PERCENTAGE OF RVN POPULATION LIVING IN RELATIVELY SECURE AREAS INCREASED BY 4.8 PERCENT TO A DECEMBER TOTAL OF 66.9 PERCENT OF THE OVERALL POPULA-

PAGE 6 RUMSMA 02248 C O N F I D E N T I A L NOFORN
TION. THIS PERCENTAGE IS ALSO THE HIGH FOR THE YEAR, WHICH MANI-
FESTS THE STEADILY IMPROVING TREND OF POPULATION LIVING IN SECURE
AREAS. THE PERCENTAGE OF POPULATION LIVING IN CONTESTED AREAS
DECLINED BY 2.0 PERCENT TO A YEAR-END TOTAL OF 16.5 PERCENT OF
OVERALL RVN POPULATION. THE PERCENTAGE OF POPULATION CONTROLLED
BY THE VC DECLINED BY 2.8 PERCENT TO A YEAR-END TOTAL OF 16.6 PER-
CENT OF OVERALL POPULATION. THE HES INDICATES THE YEAR-END TOTAL
POPULATION OF RVN IS 17.2 MILLION PEOPLE. THE REPORTING AGENTS
(US DISTRICT ADVISORS) HAVE ADDED 873 FORMERLY UNLISTED HAMLETS
TO THE SYSTEM. THESE ADDITIONS ACCOUNT FOR ABOUT 500,000 OF AN
OVERALL RVN POPULATION INCREASE OF 807,000 SINCE JANUARY, WITH
REFINEMENTS IN REPORTING ACCURACY ACCOUNTING FOR THE BALANCE.
EVEN THOUGH HALF OF THESE ADDED HAMLETS WERE VC-CONTROLLED, THE
OVERALL TOTAL OF VC HAMLETS DECREASED BY 341 (316,000 POPULATION)
DUE LARGELY TO ABDANDONMENT, AND TO UP-GRADING OF FORMER VC HAMLETS
IN BINH DINH, PHU YEN AND PLEIKU PROVINCES. BETWEEN JANUARY-DECEMBER
1967, 348 VC HAMLETS WERE ABANDONED, AND 145 HAMLETS FORMERLY RATED
AS GVN CONTROLLED WERE RE-EVALUATED AS VC.
(1) ALL FOUR CORPS AREAS SHOW AN INCREASE FOR THE
YEAR IN PERCENTAGE OF POPULIION LIVING IN THE RELATIVELY SECURE

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ACTION

INFO AID 10, EA 06, SAL 01, SS 10, GPM 03, INR 07, MM 01, FILE 01, SR 01,
ORM 01, IO 13, IGA 02, P 03, /059 W

P 030250Z FEB 68 ZFF6
FM COMUSMACV
TO CINCPAC
INFO CJCS
DOD
STATE AID
CIA
CG I FFORCEV SA II CTZ
CG II FFORCEV SA III CTZ
CG III MAF SA I CTZ
SA IV CTZ

C O N F I D E N T I A L NOFORN 03518 FM: MACJ01R
FOR: ADM SHARP, INFO GEN WHEELER, LTG ROSSON, LTG WEYAND, LTG
CUSHMAN, MG ECKHARDT FROM AMB KOMER, SECTION III OF XIV.
AREAS. THE LARGEST INCREASE WAS IN I CORPS WITH AN 8.1 PERCENT
GAIN, FOLLOWED BY II CORPS WITH A 6.8 PERCENT INCREASE, IV CORPS
WITH A GAIN OF 4.7 PERCENT, AND A III CORPS GAIN OF 3.2 PERCENT.
ALL FOUR CORPS SHOWED LARGE INCREASES IN THE B HAMLET CATEGORIES.
THE DECREASE IN POPULATION PERCENTAGE RATED AS VC-CONTROLLED WAS

PAGE 2 RUMSMA 02258 C O N F I D E N T I A L NOFORN
LARGEST IN II CORPS (DOWN 6.7 PERCENT), FOLLOWED BY I CORPS (DOWN
5.6 PERCENT), IV CORPS (DOWN 1.6 PERCENT) AND III CORPS (DOWN 1.2
PERCENT). SINCE II CORPS INCLUDES SAIGON, IT REMAINS THE MOST
SECURE, WITH 81.4 PERCENT OF ITS POPULATION LIVING IN SECURE AREAS.
OTHER SECURE TOTALS ARE II CORPS (74.8 PERCENT), I CORPS (56.6 PER-
CENT) AND IV CORPS (55.6 PERCENT). AN GIANG PROVINCE, IN IV CORPS,

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IS THE ONLY PROVINCE IN RVN HAVING 100 PERCENT OF ITS POPULATION LIVING IN SECURE AREAS. DURING THE YEAR AN GIANG SHOWED IMPROVEMENT BY UP-GRADING 166,000 CATEGORY C POPULATION TO A AND B CATEGORIES.

(2) THE FOLLOWING TABLES SHOW THE RESULTS OF THE HAMLET EVALUATION SYSTEM (HES) AS OF 31 DECEMBER 1967:

NOTE: CHANGES IN HAMLET STATUS FROM 31 JANUARY 1967 ARE SHOWN BY + OR- NUMBERS IN EACH CATEGORY.

TABLE FOUR
POPULATION STATUS (SECURITY AND DEVELOPMENT)
(THOUSANDS)

| SECURE | A | B | C | NONHAM. | SUBTOT. | PERCENT |
|---------|-------|--------|-------|---------|---------|---------|
| I CORPS | 76.6 | 628.6 | 664.2 | 484.1 | 1853.5 | 56.6 |
| | +48.4 | +360.1 | +30.0 | +104.9 | +8543.4 | |

PAGE 3 RUMSMA 02250 C O N F I D E N T I A L NOFORN

| | | | | | | |
|-----------|--------|---------|---------|---------|---------|---------|
| I CORPS | 217.9 | 703.0 | 903.9 | 305.5 | 2130.2 | 74.8 |
| | +48.5 | +111.2 | +166.9 | +120.6 | +109.0 | |
| II CORPS | 29.1 | 767.9 | 1293.8 | 2235.5 | 4326.3 | 81.4 |
| | +20.2 | +277.7 | +0.7 | +15.1 | +313.7 | |
| IV CORPS | 371.4 | 1381.9 | 1417.3 | 34.3 | 3204.8 | 55.6 |
| | +289.8 | +205.8 | +40.8 | +97.8 | +357.2 | |
| TOTAL RVN | 695.0 | 3481.3 | 4279.1 | 3059.4 | 11514.8 | 66.9 |
| | +310.0 | +954.9 | +156.8 | +98.3 | +1323.3 | |
| CONTESTED | D | E | OTHER | NONHAM. | SUBTOT. | PERCENT |
| I CORPS | 412.3 | 66.0 | 3.6 | 143.4 | 625.3 | 19.1 |
| | +1.3 | +34.8 | +3.6 | +71.6 | +41.6 | |
| II CORPS | 325.5 | 78.4 | 37.2 | 50.3 | 491.4 | 17.2 |
| | +34.8 | +19.6 | +37.2 | +3.7 | +20.9 | |
| III CORPS | 564.2 | 48.2 | 11.3 | 83.4 | 707.1 | 13.3 |
| | +26.5 | +25.1 | +11.3 | +38.8 | +79.2 | |
| IV CORPS | 855.7 | 126.0 | 16.3 | 10.7 | 1008.6 | 17.5 |
| | +45.0 | +105.0 | +16.3 | +8.4 | +142.1 | |
| TOTAL RVN | 2157.7 | 318.6 | 68.3 | 287.8 | 2832.4 | 16.5 |
| | +105.1 | +184.6 | +68.3 | +20.8 | +200.6 | |
| VC | HAMLET | NONHAM. | SUBTOT. | PERCENT | TOTAL | |

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PAGE 4 RUMSMA 0225B C O N F I D E N T I A L NOFORN

| | | | | | |
|-----------|--------|-------|--------|------|---------|
| I CORPS | 761.4 | 32.5 | 793.9 | 24.3 | 3272.7 |
| | -9.2 | -5.3 | -14.6 | | 8570.4 |
| II CORPS | 217.5 | 10.7 | 228.2 | 3.0 | 2849.8 |
| | -207.9 | -1.7 | -209.6 | | -121.5 |
| III CORPS | 245.7 | 37.6 | 283.2 | 5.3 | 5316.6 |
| | -2.3 | -45.5 | -47.7 | | -186.8 |
| IV CORPS | 1523.9 | 31.9 | 1555.8 | 27.0 | 5769.2 |
| | -43.3 | -1.0 | -44.3 | | -170.8 |
| TOTAL RVN | 2748.5 | 112.6 | 2861.1 | 16.6 | 17208.3 |
| | -262.7 | -53.4 | -316.2 | | -806.6 |

TABLE FIVE

HAMLET STATUS (SECURITY AND DEVELOPMENT)

| | A | B | C | SUBTOT | PERCENT |
|-----------|-----|------|------|--------|---------|
| I CORPS | 27 | 268 | 538 | 833 | 33.8 |
| | 89 | 8111 | 816 | 8136 | |
| II CORPS | 54 | 500 | 1022 | 1576 | 50.7 |
| | -40 | 845 | 8209 | 8214 | |
| III CORPS | 6 | 305 | 653 | 964 | 45.0 |
| | 82 | 851 | 829 | 882 | |
| IV CORPS | 144 | 736 | 1087 | 1967 | 39.3 |

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| | | | | |
|-----------|------|------|------|------|
| | 8104 | 878 | 824 | 8206 |
| TOTAL RVN | 231 | 1809 | 3300 | 5340 |
| | 875 | 8285 | 8278 | 8638 |

CONTESTED

VC

| | D | E | OTHER | SUBTOT | PCT | SUBTOT | PCT | TOTAL |
|-----------|------|------|-------|--------|------|--------|------|-------|
| I CORPS | 433 | 68 | 196 | 697 | 28.2 | 938 | 38.0 | 2468 |
| | -53 | -48 | 8196 | 895 | | 156 | | 875 |
| II CORPS | 544 | 140 | 350 | 1034 | 33.3 | 499 | 16.1 | 3109 |
| | -43 | -2 | 8350 | 8305 | | 350 | | 8169 |
| III CORPS | 444 | 74 | 199 | 717 | 33.5 | 461 | 21.5 | 2142 |
| | 833 | -17 | 8199 | 8215 | | 8101 | | 8398 |
| IV CORPS | 809 | 163 | 80 | 1052 | 21.0 | 1984 | 39.7 | 5003 |
| | -22 | -97 | 880 | -39 | | 864 | | 8231 |
| TOTAL RVN | 2230 | 445 | 825 | 3500 | 27.5 | 3882 | 30.5 | 12722 |
| | -85 | -164 | 8825 | 8576 | | 341 | | 8873 |

TABLE SIX

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POPULATION STATUS (SECURITY ONLY)
(THOUSANDS)

| SECURE | A | B | C | NONHAM | SUBTOT | PERCENT |
|---------|-------|-------|-------|--------|--------|---------|
| I CORPS | 334.4 | 511.8 | 591.2 | 484.1 | 1921.5 | 58.7 |

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| | | | | | | |
|-----------|--------|--------|--------|--------|---------|-------|
| I CORPS | 450.8 | 552.5 | 852.2 | 305.5 | 2161.0 | 75.8 |
| II CORPS | 291.8 | 951.0 | 1023.5 | 2235.5 | 4501.9 | 84.7 |
| III CORPS | 26.4 | 110.3 | 148.3 | 15.1 | 300.1 | |
| IV CORPS | 565.1 | 1191.6 | 1331.9 | 34.3 | 3122.9 | 54.94 |
| TOTAL RVN | 313.2 | 100.4 | 29.5 | 97.8 | 144.5 | |
| CONTESTED | 1642.1 | 3206.9 | 3798.8 | 3059.4 | 11707.3 | 68.0 |
| I CORPS | 357.7 | 52.7 | 3.6 | 143.4 | 557.3 | 17.0 |
| II CORPS | 39.9 | 22.3 | 3.6 | 71.6 | 90.8 | |
| III CORPS | 307.0 | 66.1 | 37.2 | 50.3 | 460.6 | 16.2 |
| IV CORPS | 39.1 | 11.2 | 37.2 | 3.7 | 83.8 | |
| TOTAL RVN | 395.0 | 41.8 | 11.3 | 83.4 | 531.5 | 10.0 |
| CONTESTED | 6.0 | 32.0 | 11.3 | 38.8 | 65.6 | |
| I CORPS | 935.4 | 128.1 | 16.3 | 10.7 | 1090.5 | 18.9 |
| II CORPS | 146.4 | 103.8 | 16.3 | 8.4 | 270.6 | |
| III CORPS | 1995.1 | 288.7 | 68.3 | 287.8 | 2640.0 | 15.3 |
| IV CORPS | 239.4 | 148.9 | 68.3 | 220.8 | 6179.6 | |

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ACTION

INFO AID 10, EA 06, SAL 01, SS 10, GPM 03, INR 07, MM 01, FILE 01, SR 01,
ORM 01, IO 13, IGA 02, P 03, /059 W

P 030250Z FEB 68 ZFF-6
FM COMUSMACV
TO CINCPAC
INFO CUCS
DOD
STATE AID
CIA
CG I FFORCEV SA II CTZ
CG II FFORCEV SA III CTZ
CG III MAF SA I CTZ
SA IV CTZ

CONFIDENTIAL NOFORN 03518 FM MACJ01R
FOR: ADM SHARP, INFO GEN WHEELER, LTG ROSSON, LTG WEYAND, LTG
CUSHMAN, MG ECKHARDT FROM AMB KOMER, SECTION IV OF XIV.

| VC | HAMLET | NONHAM | SUBTOT | PERCENT | TOTAL |
|----------|--------|--------|--------|---------|--------|
| I CORPS | 761.4 | 32.5 | 793.9 | 24.3 | 3272.7 |
| | -9.2 | -5.3 | -14.6 | .60 | GTUPMR |
| II CORPS | 217.5 | 10.7 | 228.2 | 8.0 | 2849.8 |
| | -207.9 | -1.7 | -209.6 | | -121.5 |

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| | | | | | |
|-----------|--------|-------|--------|------|---------|
| III CORPS | 245.7 | 37.6 | 283.2 | 5.3 | 5316.6 |
| | -2.3 | -45.5 | -47.7 | | 8186.8 |
| IV CORPS | 1523.9 | 31.9 | 1555.8 | 27.0 | 5769.2 |
| | -43.3 | -1.0 | -44.3 | | 8170.8 |
| TOTAL RVN | 2748.5 | 112.6 | 2861.1 | 16.6 | 17208.3 |
| | -262.7 | 8R | AEQYMW | | GIPYMY |

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TABLE SEVEN

HAMLET STATUS (SECURITY ONLY)

| SECURE | A | B | C | SUBTOT | PERCENT |
|-----------|------|------|------|--------|---------|
| I CORPS | 111 | 270 | 527 | 908 | 36.8 |
| | 856 | 825 | 82 | 879 | |
| II CORPS | 186 | 569 | 959 | 1704 | 54.8 |
| | 115 | 107 | 8307 | 885 | |
| III CORPS | 114 | 340 | 565 | 1019 | 47.6 |
| | 20 | 14 | 890 | 856 | |
| IV CORPS | 269 | 718 | 1028 | 2015 | 40.3 |
| | 8126 | 95 | 817 | 848 | |
| TOTAL RVN | 680 | 1897 | 3069 | 5646 | 44.4 |
| | 847 | 191 | 8412 | 8268 | |
| CONTESTED | | | VC | | |

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| | D | E | OTHER | SUBTOT | PCT | SUBTOT | PCT | TOTAL |
|-----------|------|-----|-------|--------|------|--------|------|-------|
| I CORPS | 369 | 57 | 196 | 622 | 25.2 | 938 | 38.0 | 2468 |
| | 15 | 29 | 8296 | 8152 | | 156 | | 875 |
| II CORPS | 441 | 115 | 350 | 906 | 29.1 | 499 | 16.1 | 3109 |
| | 848 | 836 | 8350 | 8434 | | 35 | | 8169 |
| IIICORPS | 410 | 53 | 199 | 662 | 30.9 | 461 | 21.5 | 2142 |
| | 874 | 32 | 8199 | 8241 | | 8101 | | 8398 |
| IV CORPS | 777 | 147 | 80 | 1004 | 20.1 | 1984 | 39.7 | 5003 |
| | 8118 | 79 | 880 | 8119 | | 864 | | 8231 |
| TOTAL RVN | 1997 | 372 | 825 | 3194 | 25.1 | 3882 | 30.5 | 12722 |
| | 8225 | 104 | 8825 | 8946 | | 341 | | 8873 |

TABLE EIGHT

SECURE, CONTESTED AND VC CONTROLLED POPULATION TOTAL RVN 31 DEC 67

| | SECURE | VC | CONTESTED |
|----------------------------|---------|--------|-----------|
| POPULATION (THOUSANDS) | | | |
| SECURITY ONLY | 11707.3 | 2861.1 | 2640.0 |
| SECURITY & DEVELOPMENT | 11514.8 | 2861.1 | 2832.4 |
| PERCENT OF TOTAL 31 DEC 67 | | | |
| SECURE | 68.0 | 16.6 | 15.3 |
| VC | | | |
| CONTESTED | | | |

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SECURITY & DEVELOPMENT 66.9 16.6 16.5

PERCENT OF TOTAL, 31 JAN 67

| | SECURE | VC | CONTESTED |
|------------------------|--------|------|-----------|
| SECURITY ONLY | 65.6 | 19.4 | 15.0 |
| SECURITY & DEVELOPMENT | 62.1 | 19.4 | 18.5 |

(3) THE TOTAL NUMBER OF INCIDENTS (LESS ANTI-AIRCRAFT INCIDENTS) IN 1967 WAS LESS THAN IN 1966, ALTHOUGH THEY INCREASED IN I CORPS. ON THE OTHER HAND, ASSASSINATIONS MORE THAN DOUBLED OVER THE PREVIOUS YEAR, AND ABDUCTIONS INCREASED BY MORE THAN 40PCT. THE INCREASE WAS GREATEST IN I CORPS. THIS KIND OF ACTIVITY CAUSES LITTLE LOSS TO THE ENEMY AND HAS FAR-REACHING PSYCHOLOGICAL REPRECUSIONS ON THE POPULATION.

THE LAST QUARTER OF 1967 WAS WITNESS TO A PARTICULARLY SIGNIFICANT INCREASE IN TERRORIST ACTIVITY, ESPECIALLY IN IV CORPS AND IN THE SAIGON/GIA DINH AREA. WE HERE ASSESS SECURITY BY CORPS:

(A) THROUGHOUT 1967, SECURITY REMAINED THE PRIMARY PROBLEM IN I CTZ. COMPARED TO A YEAR AGO, THE MILITARY SITUATION IMPROVED CONSIDERABLY, ESPECIALLY WITH THE INCREASE OF FREE WORLD FORCES. THE ENEMY'S EFFORTS TO ESTABLISH SECURE INFILTRATION ROUTES

PAGE 5 RUMSMA 0226B C O N F I D E N T I A L I N O F O R N

THROUGH THE DMZ WERE REPULSED WITH SUBSTANTIAL LOSSES IN BOTH MEN AND MATERIEL. IN THE LATE SPRING OF 1967, THE ENEMY ATTEMPTED TO CONDUCT OPERATIONS IN THE KHE SANH AREA OF QUANG TRI PROVINCE. REACTION ON THE PART OF FREE WORLD FORCES RESULTED IN THEIR DISPERSAL TO THE NORTH AND WEST, AND THEY HAVE FAILED TO INJECT MAJOR UNITS INTO THE AREA FOR THE REMAINDER OF THE YEAR. ALTHOUGH THE ENEMY HAS BEEN LESS ABLE TO CONDUCT LARGE SCALE OPERATIONS, THERE WERE TWICE AS MANY INCIDENTS IN 1967 AS IN 1966. THE ENEMY ACHIEVED ITS GREATEST PROPAGANDA SUCCESSES FROM THE FOLLOWING EVENTS: PENETRATION OF ALL PROVINCIAL CAPITALS; OVERRUNNING FOUR DISTRICT HEADQUARTERS AND THREE PROVINCIAL JAILS; ROCKET ATTACKS ON THE DANANG AIR BASE ON 27 FEBRUARY AND 15 JULY; AND STRATEGIC CONTROL OF THE A SHAU VALLEY. THE ENEMY HAS APPLIED STEADY PRESURE ON RD TEAMS AND ISOLATED OUTPOSTS THROUGH THE CORPS. SUCH ATTACKS HAVE BEEN MINIMIZED BY THE CONTINUOUS PRESENCE OF FRIENDLY GROUND FORCES AND THE AVAILABILITY OF SUPPORTING ARMS. IN ALL CASES THE ENEMY HAS BEEN

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UNABLE TO ESTABLISH HIMSELF IN STRENGTH WITHIN THE COASTAL AREAS AND HAS BEEN FORCED TO WITHDRAW INTO THE HIGHLANDS. VC/NVA FORCES HAVE BEEN SERIOUSLY HURT BY STEADY INTERDICTION OF THEIR SUPPLY ROUTES. AS A RESULT OF OUR 1967 EFFORT, THE ENEMY STARTS 1968 WITH LESS CON-

PAGE 6 RUMSMA 0226B C O N F I D E N T I A L NOFORN
 TROL OF THE SITUATION THAN ONE YEAR AGO. HE HAS INCREASED HIS USE OF TERRORISM TO MAKE HIS PRESENCE FELT. THE RESULT HAS BEEN A GENERALLY INCREASING TREND OF TERRORIST INCIDENTS. THE VC ASSASSINATED 1,127 CIVILIANS DURING 1967 AND ABDUCTED ANOTHER 1,794 PERSONS. THE MONTHLY AVERAGE FOR ASSASSINATIONS AND ABDUCTIONS RESPECTIVELY WAS 27.1 AND 97.3 FOR THE FIRST SIX MONTHS OF 1967, COMPARED TO 110.7 AND 184.5 THE SECOND SIX MONTHS. SIMILARLY, THE RATE OF ROAD MINING ROSE. THIS INCREASING USE OF SMALL SCALE TERRORISM PROBABLY CAN BE EXPECTED TO CONTINUE IN 1968 AS THE VC ARE LESS ABLE TO ACHIEVE THEIR GOALS BY CONVENTIONAL MILITARY MEANS. RD TEAMS AND HAMLET SECURITY CONTINUE TO BE A PROBLEM, BUT OF DIMINISHING MAGNITUDE. THE PRINCIPAL FACTORS WERE THE INCREASING AGGRESSIVENESS OF RD DIRECT SUPPORT ARVN BATTALIONS, ADDITIONAL FWMAF, GREATER EXPERIENCE OF RD TEAMS, AND BETTER UNDERSTANDING AND COORDINATION OF THE RD CAMPAIGN CONCEPT. ON THE OTHER HAND, VIGOROUS ENEMY ATTACKS AGAINST RD AREAS IN QUANG TRI AND THUA THIEN DURING THE EARLY PART OF THE YEAR AND IN QUANG NGAI MORE RECENTLY, RETARDED PROGRESS. THE RF/PF FORCES HAVE MADE EXCELLENT PROGRESS DURING 1967 IN SUPPORT OF RD. INCREASED PARTICIPATION BY RD COMPANIES AND PF PLATOONS HAS HELPED INSTILL GREATER CONFIDENCE IN THE POPULATION. NO ONLY HAVE THE NUMBER OF

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53
ACTIONINFO AID 10, EA 06, SAL 01, SS 10, GPM 03, INR 07, FILE 01, NM 01, SR 01,
ORM 01, IO 13, P 03, IGA 02, 059 W

P 030250Z FEB 68 ZFF-6
FM COMUSMACV
TO CINCPAC
INFO CJCS
DOD
STATE AID
CIA
CO I FFORCEV SA II CTZ
CG II FFORCEV SA IIII CTZ
CG III MAF SA I CTZ
SA IV CTZ

RF ↑ C O N F I D E N T I A L NOFORN 03518 FM: MAOJ01R
FOR: ADM SHARP, INFO GEN WHEELER, LTG ROSSON, LTG WEYAND, LTG
CUSHMAN, MG ECKHARDT FROM AMB KOMER. SECTION V OF XIV.
OPERATIONS INCREASED, BUT ALSO THEIR EFFICIENCY, AS ATTESTED TO BY
THE NUMBER OF ENEMY KILLED. RF/PF UNITS PLAYED A VITAL ROLE IN IN-
SURING THE SUCCESS OF THE NATIONAL ELECTIONS BY PROVIDING CLOSE SE-
CURITY FOR POLLING PLACES.

TABLE NINE

PAGE 2 RUMSMA 02278 C O N F I D E N T I A L NOFORN
I CORPS SECURITY RESUME

| | | |
|---|--------|-----------|
| | 1967 | 1966 |
| VC INCIDENTS (TOTAL LESS AA) | 9,017 | 9,432 |
| TERRORISM INCIDENTS | 9248 | NO RECORD |
| VC/NVA COMBAT STRENGTH | 38,195 | 31,150 |
| ASSASSINATIONS, ABDUCTIONS OF CIVILIANS | 3,648 | 1,045 |

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| | | |
|---|----------|---------------|
| VC INCIDENTS AGAINST RD: | 504 | NO RECORD |
| STATUS OF ROADS - GREEN (PCT) | 76.0 | 42.9 (JUL 67) |
| (SEE FOOTNOTE 1) AMBER (PCT) | 24.0 | 51.7 (JUL 77) |
| 43% (PCT) | 0 | 5.4 (JUL 67) |
| HES NUMBER OF HAMLETS IN SECURE (ABC) | 908 | 829 |
| CATEGORY (SECURITY ONLY) | | (JAN 67) |
| HES PERCENT OF POPULATION IN SECURE | 58.7 | 52.8 |
| CATEGORY (SECURITY ONLY) | | (JAN 67) |
| RF STRENGTH | 19,873&& | 18,166&&& |
| PF STRENGTH | 23,620&& | 24,119&&& |
| & FIGURES AVAILABLE FROM 1 MAY 1967 ONLY | | |
| && 30 NOVEMBER 1967 | | |
| &&& 31 JANUARY 1967 | | |
| (B) SECURITY IN III CORPS AT THE END OF DECEMBER PRE- | | |

PAGE 3 RUMSMA 0227B C O N F I D E N T I A L NOFORN
 SENTED THE SAME VARIED PICTURE IT HAS SHOWN ALL YEAR. SEVEN OF THE
 PROVINCES REPORTED THEIR SECURITY AS DECIDELY UNFAVORABLE, WHILE THE
 REMAINDER REPORTED A MIXED SITUATION OF ADEQUATE SECURITY BUT AN UN-
 USUAL AMOUNT OF ENEMY ACTIVITY. EVERY PROVINCE
 BUT ONE REPORTED AN
 EXCEPTIONALLY HIGH NUMBER OF INCIDENTS, ALTHOUGH INCIDENTS IN II
 CORPS REMAINED CONSIDERABLY BELOW THOSE OF THE OTHER THREE CORPS
 AREAS. ENEMY OBJECTIVE DURING THE YEAR WERE TO MAINTAIN AN EFFEC-
 TIVE PRESENCE IN THE POPULATED COASTAL PROVINCES, DRAW AS MANY US
 AND FREE WORLD FORCES AS POSSIBLE TO THE HIGHLANDS, AND WIN A SIGNI-
 FICANT VICTORY THERE IF POSSIBLE. IN THIS REGARD THEY INCREASED
 THEIR PRESSURE IN THE HIGHLANDS AND BUILT UP THEIR TROOP STRENGTH
 THERE. BUT SPOILING ATTACKS BY US AND ARVN FORCES KEPT THEM OFF
 GUARD UNTIL THE BATTLE AT DAK TO IN EARLY NOVEMBER, WHEN US AND ARVN
 FORCES INFLECTED HEAVY LOSSES ON FOUR NVA REGIMENTS. IN THE COASTAL
 PROVINCES ENEMY ACTIVITY REMAINED AT A LOW LEVEL FOR THE FIRST THREE
 QUARTERS OF THE YEAR, CONSISTING PRIMARILY OF HARASSMENT AND TERROR
 IST TYPE ACTIVITIES. IN THE FOURTH QUARTER A NUMBER OF LARGE-SCALE
 ATTACKS BEGAN WITH THE OBJECTIVE OF DISRUPTING RD, INTERDICTION LOC
 AND OBTAINING FOOD SUPPLIES. OVERALL ENEMY STRENGTH IN II CTZ AT
 THE END OF THE YEAR WAS ESTIMATED AT JUST SHORT OF 60,000 TROOPS.

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PAGE 4 RUMSMA 0227B C O N F I D E N T I A L NOFORN
 ABOUT 20,000 OF WHOM WERE NVA REGULARS. THERE WERE DEFINITE INDICA-
 TIONS DURING THE YEAR OF A DECREASE IN BOTH THEIR STRENGTH AND THEIR
 QUALITY. THE ESTIMATED RECRUITMENT OF THE VN DROPPED BY ALMOST ONE-
 HALF DURING THE YEAR. MOREOVER, ESTIMATED ENEMY LOSSES OF 29,000
 MEN KIA EXCEEDED THE ENEMY INFILTRATION (ESTIMATED AT ABOUT 24,000
 MEN. THESE FACTORS, COMBINED WITH HEAVY LOSSES OF ARMS AND SUPPLIES,
 HAVE WEAKENED THE ENEMY IN II CORPS. NEVERTHELESS, THE ENEMY'S 1968
 WINTER-SPRING CAMPAIGN OBJECTIVES ARE THE SAME AS IN 1967.

TABLE TEN
 II CORPS SECURITY RESUME

| | 1967 | 1966 |
|--|--------|---------------|
| VC INCIDENTS (TOTAL LESS AA) | 3,612 | 4,375 |
| TERRORISM INCIDENTS | 1,312 | NO RECORD |
| VC/NVA COMBAT STRENGTH | 28,484 | 38,607 |
| ASSASSINATIONS, ABDUCTION OF CIVILIANS | 2,265 | 1,999 |
| VC INCIDENTS AGAINST RDC | 335 | NO RECORD |
| STATUS OF RO-DS - GREEN (PCT) | 60.3 | 48.3 (JUL 67) |
| AMBER (PCT) | 39.0 | 48.0 (JUL 67) |
| RED (PCT) | 0.7 | 11.7 (JUL 67) |

HES NUMBER OF HAMLETS IN SECURE (ABC) CATEGORY 1,701,619

PAGE 5 RUMSMA 0227B C O N F I D E N T I A L NOFORN
 (SECURITY ONLY)

| | 75.8 | 72.6 |
|--|--------|----------|
| HES PERCENT OF POPULATION IN SECURE CATEGORY (SECURITY ONLY) | | (JAN 67) |
| F STRENGTH | 36,270 | 36,257 |
| PF STRENGTH | 35,434 | 36,423 |

& FIGURES AVAILABLE FROM 1 MAY 1967 ONLY

&& 30 NOVEMBER 1967

&&& 31 JANUARY 1967

(C) ALTHOUGH 1967 SAW A DECLINE IN VC ABILITY TO MOUNT
 LARGE SCALE ATTACKS AGAINST MILITARY TARGETS IN III CORPS, THERE HAS
 BEEN A CONCURRENT INCREASE IN SMALL UNIT ACTIONS AND TERRORISM. THE
 WERE 1598 VC INITIATED INCIDENTS (LESS ANTI-AIRCRAFT) IN THE LAST
 QUARTER OF 1967, A SLIGHT DECREASE FROM THE QUARTERLY AVERAGE OF 16

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TERRORIST INCIDENTS HOWEVER, ROSE SIGNIFICANTLY DURING THE LATTER PART OF THE YEAR, AND ASSASSINATIONS AND ABDUCTIONS WERE CONSIDERABLY THGHER THAN IN 1966. THE ADVERSE PSYCHOLOGICAL IMPACT UPON THE PEOPLE HAS BEEN OUT OF PROPORTION TO ACTUAL ENEMY CAPABILITIES AND HAS SPARKED WIDESPREAD CRITICISM OF GVN INABILITY TO MAINTAIN SECURITY. THE MOST SPECTACULAR EVENTS WERE IN DINH LONG AND PHUOC LONG PROVINCES, WHICH - WHILE VICTORIES FROM A MILITARY STANDPOINT - DEMON-

PAGE 6 RUMSMA 0227B C O N F I D E N T I A L NOFORN
STARTED VC/NVA ABILITY TO ATTACK IN MULTI-BATTALION STRENGTH AT POINTS OF THEIR CHOOSING. SECURITY OF RD AND TRUONG SON CADRE TEAMS IS ALSO A CONTINUING PROBLEM. THE SEVERITY OF ATTACKS AGAINST THESE TEAMS INCREASED THROUGHOUT THE YEAR, AND A PRIME OBJECTIVE OF THE 1968 CAMPAIGN PLAN IS TO IMPROVE RD TEAM SECURITY THROUGH COMBINED OPERATIONS. ON THE BRIGHTER SIDE THE END OF 1967 FINDS MANY MORE ROADS IN III CTZ OPEN FOR MILITARY OPERATIONS AND FR SUPPORT OF THE RESURGENCE OF ECONOMIC ACTIVITY. FOR EXAMPLE, HIGHWAY NB1 FROM XUAN LOC TO THE II CORPS BOUNDARY, AND HIGHWAY NB3 FROM BEN CAT TO HON QUAN, BINH LONG PROVINCE, HAVE BOTH BEEN OPENED DURING THE YEAR. OPEINING OF THESE ROUTES HAS CREATED A SHIFT ON THE PART OF THE POPU- LATION FROM PREOCCUPATION WITH THE MECHANIS OF SURVIVAL TO HOW TO TAKE ADVANTAGE OF NEW OPPORTUNITIES FOR TRADE AND TRAVEL.

TABLE ELEVEN

III CORPS SECURITY RESUME

| | | |
|---------------------------------------|--------|-----------|
| | 1967 | 1966 |
| VC INCISENTS (TOTAL LESS AA) | 6,546 | 7,915 |
| TERRORISM INCIDNTS | 7898 | NO RECORD |
| VC/NVA COMBAT STRENGTH | 30,282 | 38,823 |
| ASSASSINATION, ABDUCTION OF CIVILIANS | 1,237 | 606 |

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ACTION

INFO AID 10, EA 06, SAL 01, SS 10, GPM 03, INR 07, MM 01, FILE 01, SR 01,

ORM 01, IO 13, IGA 02, P 03, 7059-W

P 030250Z FEB 68 ZFF-6

FM COMUSMACV

TO CINCPAC

INFO CJCS

DOD

STATE AID

CIA

CG I FFORCEV SA II CTZ

CG II FFORCEV SA III CTZ

CG III MAF SA I CTZ

SA IV CTZ

C O N F I D E N T I A L NOFORN 03518 FM: MACJ01R
 FOR: ADM SHARP, INFO GEN WHEELER, LTG ROSSON, LTG WEYAND, LTG
 CUSHMAN, MG ECKHARDT FROM AMB KOMER, SECTION VI OF XIV.

VC INCIDENTS AGAINST RDC

STATUS OF ROADS - GREEN (PCT)

AMBER (PCT)

43% (PCT)

228

73.3

26.7

0

NO RECORD

60.6 (JUL 67)

28.4 (JUL 67)

11.0 (JUL 67)

(JUL 67)

PAGE 2 RUMSMA 0228B C O N F I D E N T I A L NOFORN

STATUS OF WATERWAYS - GREEN (PCT)

(SEE FOOTNOTE 1) AMBER (PCT)

43% (PCT)

61.3

34.3

4.4

31.1

60.0

8.9

HES NUMBER OF HAMLETS IN SECURE (ABC) CATEGORY 1,019,963

(SECURITY ONLY)

(JAN 67)

HES PERCENT OF POPULATION IN SECURE CATEGORY 84.7

81.9

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INCLUDED IN IDA

ICC # C-71-8575



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KSECURITY ONLY)

RF STRENGTH

38,278&&

(JAN 67)

38,365&&&

RF STRENGTH

26,373&&

27,841&&&

& FIGURES AVAILABLE FROM 1 MAY 67 ONLY

&& 30 NOVEMBER 1967

&&& 31 JANUARY 1967

SID) DURING THE FIRST QUARTER OF 1967, THE SECURITY SITUATION IN IV CORPS WAS UNRAMATIC.

PACIFICATION ELEMENTS OFTEN

MOVED INTO PHASE I HAMLETS IN THE WAKE OF DDPARTING VC GUERRILLAS WHO WIGHDREW WITHOUT A CONTEST, PROMISING TO RETURN WHEN THE "GVN MOVED ON AGAIN AS THEY ALWAYS DO". USUALLY TET IN THE DELTA IS ASSIDUOUSLY OBSERVED BY BOTH SIDES, AND 1967 WAS A CLASIC YEAR IN THIS REGRAD. ENEMY ACTIVITY SLOWED WHILE THE RATE OF HOI CHANH ACCESSIONS SOARED UNDER THE PRESSURE OF RD BATTALION OPERATIONS IN SUPPORT OF PHASE I

PAGE 3 RUMSMA 0228B C O N F I D E N T I A L NOFORN

PACIFICATION AND THE LONGING OF VC TO REJOIN THEIR FAMILIESM MODER-
-53-TO-LOW LEVEL HARASSMENT, TERRORISM, AND LOC INTERDICTION WERE
MAINTAINED BY THE ENEMY, BUT LITTLE OR NO COUNTER-PACIFICATIO EFFORT

S
WERE APPARENT. IT IS SIGNIFICANT THAT, FROM THE START OF THE YEAR, THE VC PERSISTENTLY PUT BLOCKS IN CERTAIN PARTS OF HIGHWAY 4 EVEN DURING THE SLOW TET PERIOD. EARLIER IN THE YEAR, BECAUSE THESE BLOCKS WERE CONSISTENTLY - USUALLY WEEK AFTER WEEK - PLACED IN THE SAME LO-
1-5890J, THEY WERE TREATED AS ROUTINE LOCAL HARASSMENT. AS THE YEAR WORE ON, HOWEVER, CONCERN OVER THIS ACTIVITY ROSE AS THE EXTENT OF THE PATTERN WAS SURFACED BY INTENSIFIED EFFORTS AT INTERDICTION. IN THE LATTER PART OF OCTOBER (THE INCEPTION OF THE VC "WINTER-SPRING CAMPAIGN"), THERE WAS A MARKED UPTURN IN VC ATTACKS ON TOWNS, RD HAM-
LETS, AND OUTPOSTS, PAALLELED BY A GREATLY INCREASED INTERDICTION OF NATIONAL HIGHWAYS AND KEY PROVINCIAL ROADS. THIS ACTIVITY GREW THROUGHOUT NOVEMBER AND WAS HIGHLIGHTED BY A SERIES OF WELL EXECUTED VC NIGHT ATTACKS. DESPITE THE MOOD OF UNCERTAINTY GENERATED BY THESE VC EFFORTS, THERE WAS AT NO TIME ANY QUUESTION OF THE ABILITY OF GVN FORCES TO MAINTAIN THER ASCENDANCY OVER THE LONG RUN IN AREAS UNDER GVN CONTROL. THE "WITNTER-SPRING CAMPAIGN" APPARENTLY WAS AIMED AT DEMONSTRATING VC STRENGTH, DESTROYING PACIFICATION MOMENTUM, NULLIFY-

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| | | |
|--|-------|-----------|
| ASSASSINATIONS, ABDUCTION OF CIVILIANS | 1,823 | 1,545 |
| VC INCIDENTS AGAINST RDC | 259 | NO RECO |
| RD | | |
| STATUS OF ROADS - GREEN (PCT) | 23.1 | 11.7 (JUL |
| 67) | | |
| 734 (PCT) | 76.9 | 88.3 (JUL |
| 67) | | |
| 43% (PCT) | 0 | 0 (JUL |
| 67) | | |
| STATUS OF WATERWAYS - GREEN (PCT) | 38.7 | 0.0 (JUL |
| 67) | | |
| AMBER (PCT) | 51.4 | 84.58 (JU |
| 67) | | |

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RED (PCT)

| | | |
|--|----------|----------|
| 67) | 9.9 | 15.5 (JU |
| HES NUMBER OF HAMLETS IN SECURE (ABC) CATEGORY | 2,015 | 1,967 |
| (SECURITY ONLY) | | (JAN 6 |
| 7) | | |
| HES PERCENT OF POPULATION IN SECURE CATEGORY | 54.1 | 53.2 |
| (SECURITY ONLY) | | (JAN 6 |
| 7) | | |
| RF STRENGTH | 1967 | 1966 |
| && | 53,675&& | 53,062& |
| RF STRENGTH | 60,690&& | 68,996& |
| && | | |

& FIGURES AVAILABLE FROM 1 MAY 1967 ONLY && 30 NOVEMBER 1967
&&& 31 JANUARY 1967

| FOOTNOTE 1 | JAN | DEC |
|--------------------|-------|---------------------|
| LOCS (NATION-WIDE) | | |
| ROADS A GREEN | 35PCT | 60.9PCT (1707.5 KM) |
| AMBR | 47PCT | 38.8PCT (1087.5 KM) |
| RED | 18PCT | 0.3PCT (10.0 KM) |
| | MAR | DEC |
| WATERWAYS - GREEN | 14PCT | 47.5PCT (275 KM) |
| AMBER | 62PCT | 44.7PCT (259 KM) |

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 ING GAINS GENERATED BY THE LOCAL ELECTIONS AND CONTROLLED ISOLATION
 OF THE LOWER DELTA. THE CAMPAIGN SERVES BOTH LOCAL PRAGMATIC AND
 SWEEPING POLITICAL ENDS. WITH THE RICE HARVEST UNDERWAY, CONTROLLED
 INTERDICTION OF NATIONAL AND PROVINCIAL ROADS CAN HOLD RICE IN THE
 DISTRICT AND PERMIT THE MOVEMENT OF MANUFACTURED GOODS (TAXABLE BY
 THE VC) FROM SAIGON INTO PROVINCIAL CAPITALS. HARASSMENT AND TERROR-
 ISM BOLDLY APPLIED REAWAKEN THE POPULATION TO THE RIGORS OF WAR.
 ANTI-US PROPAGANDA BY THE VC IS DESIGNED TO UNDERLINE THE COMMON
 FLIGHT OF ALL VIETNAMESE, AND, SNEERING AT THE "PUPPET GOVERNMENT",
 PURPORTS TO SHOW THE VIET CONG AS THE ONLY REAL FORCE REPRESENTATIVE
 OF THE PEOPLE, MORE PARTICULARLY OF THE RURAL PEOPLE. THE DELTA VC
 HAVE OBTAINED MANY NEW WEAPONS AND MUCH AMMUNITION - OF SOVIET AND
 CHINESE ORIGIN. THESE HAVE PROBABLY COME INTO THE DELTA FOR THE
 MOST PART VIA CAMBODIA AND THE SEA. IN DECEMBER, THE MOMENTUM GEN-
 ERATED BY THE VC FALTERED IN THE DELTA. THEIR PROPAGANDA IN IV CTZ
 STILL DEPICTS THEIR ROLE AS THE PEOPLE'S DEFENDER AND SLAPS AT THE
 AMERICANS. LATTERLY IN DECEMBER, SIGNS APPEARED OF A CONCERTED
 DRIVE ON AMERICAN ADVISORS. GVN AND US FORCES NOT IN THE DELTA ARE
 STRONG AND ABLE TO PREVENT ANY LASTING VC GAINS, PROBABLY EVEN IN
 POST-RD HAMLETS. THE MOST TROUBLING ASPECTS OF THE DELTA SITUATION

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 ARE THE SERIOUS CONDITION OF LAND ROUTES OF COMMUNICATIONS, THE NUMBE
 R
 OF GVN LOCAL FORCES TIED UP IN STATIC POSITIONS IN THE AFTERMATH OF
 HEIGHTENED VC ACTIVITY, AND THE IMPUNITY WITH WHICH VC CAN CONCEN-
 TRATE, MOVE OVER FAMILIAR ROUTES, AND STRIKE AND THEIR ACCUSTOMED
 TARGETS. RD CADRE AND RF/PF CONTINUED TO ACQUIT THEMSELVES WELL,
 WITH A FEW ISOLATED EXCEPTIONS IN ACTION AGAINST VC GUERRILLAS AND
 SMALL LOCAL FORCE UNITS.

TABLE TWELVE
 IV CORPS SECURITY RESUME

| | | |
|-----------------------------|---------------|---------------|
| VC INCIDENTS (LTAL LESS AA) | 1967 6,747 | 1966 7,788 |
| TERRORISM INCIDENTS | 1,215 & | NO RECO |
| RD | | |
| VC COMBAT STRENGTH | 18,195 | 20,08 |

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RED

24PCT

7.8PCT (45 KM)

DEC 66

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ACTION

INFO AID 10, EA 06, SAL 01, SS 10, GPM 03, INR 07, FILE 01, MM 01, SR 01,
ORM 01, IO 13, IGA 02, P 03, /059 W

P 030250Z FEB 68 ZFF-6
FM COMUSMACV
TO CINCPAC
INFO CJCS
DOD
STATE AID
CIA
CG I FFORCE SA II CTZ
CG II FFORCE SA III CTZ
CG III MAF SASI CTZ
SA IV CTZ

C O N F I D E N T I A L NOFORN 03518 FM: MACJ04R
FOR: ADM SHARP, INFO GEN WHEELER, LT 49JJ9, LTG WEYAND, LTG
CUSHMAN, MG ECKHARDT FROM AMB KOMER, SECTION VII OF XIV.
RAILS - GREEN 28PNT 31PCT (384.9 KM)

W BER 17PCT 6.5PCT JKIPMI KM)
43\$ 56PCT 62.5PCT (774.6KM)
C. EXPAND AND SUPPLEMENT RD GROUPS AND ASSOCIATED PROGRAMS:
(1) RD CADRE:

PAGE 1 & 47. J. - 0229B C O N F I D E N T I A L NOFORN
(A) FROM THE BEGINNING OF JANUARY TO THE END OF
THE YEAR THE RD CADRE GREW FROM 361 TO 555 RD TEAMS. BY DECEMBER,
THERE WERE 29,120 RD KADRE IN THE FIELD AND OVER 7,8413 IN TRAINING
AT VUNG TAU, THE GREATEST ADVANCE WAS IN QUALITY. CADRE ACTIVITIES
IN PHASE II HAMLETS WERE CHARACTERIZED BY A PROFESSIONALISM THAT

INCLUDED IN IDA

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WAS ABSENT DURING MTXT OF PHASE I. THE REASON FOR THE IMPROVED CADRE PERFORMANCE IS TO BE FOUND IN A COMPLEX OF FACTORS AT EACH LEVEL OF GVN AUTHORITY. GENERAL THANG'S FORCE, HONESTY AND COMMITMENT PROVED SHARP WEAPONS WHEN APPLIED TO NODES OF POWER IN COMMAND CHANNELS RUNNING RRM SAIGON TO RD HAMLET. HE CURRICULA AT VUNG TAU WERE HONED. FAILURES REGISTERED IN PHASE I GENERATED A GROWING FUND OF EXPERIENCE. THE CORDS ORGAIZATION BROUGHT AN INTEGRATED ADVISORY EFFORT TO BEAR ON RD TEAMS AND FOSTERED A MORE FINELY MESHED PROVINCIAL INTERSERVICE APPROACH TO RD. CIVIL-MILITARY INTERACTION IMPROVED AS A FUNCTION OF EXPERIENCE, MOUNTING VC PRESSURE, 4D MOBILE TRAINING FOR RVNAF UNITS, AND EXPANSION OF RD TEAM COMMUNICATIONS RESOURCES.

(B) CIVIL-MILITARY (C/M) TEAMS WERE LOOKED TO EARLY IN THE PERIOD AS AN EFFECTIVE MEDIUM FOR QUANTITATIVE AUGMENTATION OF THE RD TEAM EFFORT. THE STRENGTH OF THESE TEAMS ROSE TO

PAGE 3 RUMSMA 0229B K O N F I D E N T I A L NOFORN
THIRTY-FIVE AND THEN DECLINED AS 1967 TASKS WERE COMPLETED AND ATTENTION SHIFTED TO 1968. A NUMBER OF C/M TEAMS ARE PROGRAMMED INTO CORPS 1968 PACIFICATION PLANS. THE MOST ATTRACTIVE FEATURE OF THE C/M TEAMS IS THEIR INCORPORATION OF PROVINCIAL TECHNICAL SERVICE CADRE. THUS, PARTICIPATION IN HAMLET CONSTRUCTION COULD LEAVE A VALUABLE RESIDUM OF INTEREST AMONG CIVIL OFFICIALS, IN POST RD DEVELOPMENT. LIKE THE C/M TEAMS, THE QUARTER ZONE EXPERIMENT IN BINH THUAN IS NOT WIDELY EMULATED, ALTHOUGH IT REMAINS A MODEL OF THE KIND OF SELF-ENERGIZING PARTICIPATION IN DEVELOPMENT THAT COULD BE A SIGNIFICANT ANTIDOTE TO HAMLET REGRESSION.

(C) RD CADRE LEADERSHIP, NOTORIOUSLY WEAK AT THE OUTSET OF 1967, STRENGTHENED STEADILY AS THE YEAR UNROLLED. THE PRIME FACTORS IN THE DEVELOPMENT OF THIS NEW MUSCLE ARE EXPERIENCE, THE ATTRITION OF INCOMPETENTS, IMPROVED GUIDANCE AND ASSISTANCE FROM PROVINCIAL OFFICIALS, AND THE GROWTH IN AWARENESS OF PACIFICATION AS A COMPLEX OF CIVIL AND MILITARY ACTIVITIES IN INTIMATE RELATIONSHIP. THE NEW LEADERSHIP TRAINING COURSE AT THE NATIONAL TRAINING CENTER WHICH PRODUCED 784 GRADUATES IN DECEMBER WILL LEND IMPETUS TO THIS TREND. STRENGTHENING OF CADRE LEADERSHIP IS BASICALLY FIXED IN THE PATTERN OF DEVELOPMENT OF RD TEAM PERFORMANCE. THEREFORE, IT

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PAGE 4 RUMSMA 0229B C O N F I D E N T I A L NOFORN
 REMAINS AS IT ALWAYS HAS BEEN, CONTINGENT UPON INCREASED INTERACTION
 BETWEEN ALL PACIFICATION ELEMENTS. THE EFFORT TO STIMULATE INTEREST
 IN THE RD PROGRAM AMONG GVN OFFICIALS HAS FOSTERED A VASTLY WIDENED
 PUBLIC AWARENESS OF THE ROLE OF RD CADRE, OF THE NATIONAL TRAINING
 CENTER, AND OF THE FACT THAT PACIFICATION IS A TOTAL INVOLVEMENT
 RATHER THAN THE WORKING OF A SINGLE "MIRACLE ELEMENTS" SUPPORTED BY
 PERIPHERAL ACTIVITIES.

(D) THE PROJECTED COURSE FOR PROVINCE AND DISTRICT
 CHIEFS AND RD CADRE LEADERS, A KEY FACET OF THIS EFFORT TO INTENSIFY
 INTEREST, FAILED TO MATERIALIZE IN LATE DECEMBER AS HOPED. IT IS
 REASONABLE TO EXPECT THAT GENERAL THIEU WILL GIVE HIS APPROVAL TO
 THE UNDERTAKING, PROBABLY EARLY IN 1968. US OVERTURES TO SEEK RE-
 MOVAL OF CORRUPT OR INCAPABLE GVN OFFICIALS INVOLVED IN RD ELICITED
 LITTLE RESPONSE.

BUT THE LAST QUARTER OF 1967 SAW THE FIRST CLEAR EVIDENCE
 OF SERIOUS GVN RESPONSE TO US GESTURES OF THIS KIND.

(E) WIDESPREAD COMPLECENCY ABOUT HAMLET SELF-
 DEFENSE FORCES WAS TRANSFORMED RAPIDLY INTO ADVISORY CONCERN BY
 PROJECT TAKEOFF'S CLEARLY STATED EMPHASIS. THE FORMATION AND TRAIN-
 ING OF RDPG IN THE YEAR'S LATTER HALF WAS AN EXCELLENT EXAMPLE.

PAGE 5 RUMSMA 0229B C O N F I D E N T I A L NOFORN
 PARALLELED BY THE UPGRADING OF APT. OF THE CHANGE THAT CAN BE
 WROUGHT LOCALLY BY APPROPRIATE MANAGEMENT EMPHASIS. ARMING THE
 GROUPS REMAINED A NETTLESOME PROBLEM THROUGHOUT THE PERIOD ALTHOUGH
 A SURPRISING NUMBER WERE EQUIPPED FROM LOCAL RESOURCES. A JGS DI-
 RECTIVE OF 6 DECEMBER SET FORTH A WORKABLE METHODOLOGY FOR ARMS
 ISSUE AND THE NECESSARY DETAILED GUIDANCE IS CURRENTLY UNDER PREPAR-
 ATION. MORE IMPORTANTLY, THE CONCEPT WAS "BOUGHT" BY GENERAL THANG
 AFTER, AND BECAUSE THE GROUPS MATERIALIZED.

IN THE AP DOI MOI.

II

TABLE THIRTEEN
 NUMBER OF CADRE TEAMS

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| | IM | | PCT INCREASE |
|-----------|-----------|-----------|-----------------|
| | 31 DEC 67 | 31 DEC 66 | DEC 66 - DEC 65 |
| I CORPS | 129 | 97 | 33 |
| II CORPS | 169 | 01 | EU |
| III CORPS | 83 | 51 | -63 |
| IV CORPS | 181 | 95 | 91 |

IN ADDITION TO RD KADRE, THERE WERE 108 TSRD MONTAGNARD TEAMS AS OF 31 DECEMBER. THERE ARE ALSO 30 CIVIL-MILITARY TEAMS, 26 OF THEM IN II CORPS.

(2) RD CADRE DESERTIONS WERE A PRINCIPAL PROBLEM FOR

PAGE 6 RUMSMA 0229B C O N F I D E N T I A L NOFORN
THE PROGRAM DURING THE YEAR. THE DESERTIONS FOR 1967 WERE 166.8 PER THOUSAND. TOTAL CADRE LOSSES ARE SHOWN IN THE FOLLOWING TABLE:

TABLE FOURTEEN
RD CADRE LOSSES

| | 1967 | 1966 |
|------------------------|------|------|
| KI- | 720 | 593 |
| CAPTURED | 122 | 75 |
| RESIGNED | 1127 | 849 |
| DISCHARGED AND RETIRED | 1856 | 686 |
| DESERTED | 4020 | 8 |
| TOTAL | 7845 | 2203 |

& ACCURATE DESERTION FIGURES FOR 1966 ARE NOT AVAILABLE.

(3) THE STATIC CENSUS GRIEANCE PROGRAM WAS RELATIVELY TROUBLE-FREE DURING THE YEAR AND WAS PROBABLY THE MOST SUCCESSFUL OF

THE RD PROGRAMS. AT THE END OF THE YEAR THERE WERE 5,502 CENSUS GRIEANCE CADRES OF A CEILING OF 7917 SET FOR 1 JANUARY 1968. THE NUMBER OF HOI CHANH INDUCED TO RALLY BY RD AND CG ARE:

| | |
|-----------------|------|
| RD G TSRD | 923 |
| CENSUS GRIEANCE | 1681 |

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ACTION

INFO AID 10, EA 06, SAL 01, SS 10, GPM 03, INR 07, FILE 01, MM 01, SR 01,
ORM 01, IO 13, IGA 02, P 03, 059 W

P 030250Z FEB 68 ZFF-6
FM COMUSMACV
TO CINCPAC
INFO CJCS
DOD
STATE AID
CIA
CG I FFORCEV SA II CTZ
CG II FFORCEV SA III KTZ
CG III MAF SA I CTZ
SA IV CTZ

C O N F I D E N T I A L NOFORN 03518 FM: MAJ01R
FOR: ADM SHARP, INFO GEN WHEELER, LTG ROYSON, LTG WEYAND, LTG
CUSHMAN, MG ECKHARDT FROM AMB KOMER. SECTION XIII OF XIV.
PEOPLE RESULTED.

(2) IN 1967, 93 PERCENT OF ARVN BATTALIONS AND 84 PER-
CENT OF RF COMPANIES RECEIVED RD MOBILE TRAINING. FIFTY-SEVEN PER-
CENT OF PF PLATOONS RECEIVED "NEW" MIP TRAINING. THE HARDEST TASK
IN THE RVNAF ACTION PROGRAM PROVED TO BE DISPELLING THE LOGISTICAL

PAGE 2 RUMSMA 0235B C O N F I D E N T I A L NOFORN
APATHY OF RVNAF COMMANDERS AND THEIR STAFFS. GVN PLANNING AND EXE-
CUTION CONSISTENTLY SLIGHT THE DETAILS OF MATERIAL SUPPORT AND MORE
PARTICULARLY, OF TROOP AND DEPENDENT CARE. HOWEVER, FIRM PRESSURE
HAS ELICITED FORWARD MOVEMENT IN SOME AREAS. FREE OPERATIONAL RATIO-
NALS ARE NOW BEING ISSUED TO ARVN AND 57 PERCENT OF THE 1967 GOAL OF 2
UNIT MESSSES HAVE BEEN ESTABLISHED. THE VERY EXTENSIVE 1967 ENDEAVOR

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TO DEVELOP A WORTHWHILE RVNAF COMMISSARY SYSTEM HAS REGISTERED CONSIDERABLE SUCCESS, QUALIFIED BY RATHER LISTLESS DISTRIBUTION AND WAREHOUSING. SIXTEEN MILLION DOLLARS WORTH OF US FOOD ITEMS REQUISITIONED BEGAN ENTERING THE COUNTRY IN SEPTEMBER. ABOUT SIX MILLION DOLLARS WORTH HAD ARRIVED BY THE END OF DECEMBER, WITH SALES REACHING THE ONE MILLION MARK DURING THE SAME PERIOD. US FOOD IMPORTS ARE MEANT TO UPGRADE TROOP AND DEPENDENT DIETS AND PROVIDE A SUBSIDY TO COVER OPERATING COSTS AND LIMITED INVESTMENT IN NEW ASSETS FROM PROFITS GENERATED. IT APPEARS THAT THE ARVN WEAPONS MODERNIZATION PROGRAM MAY GENERATE A SPINOFF OF INTENSIFIED AGGRESSIVENESS, JUDGING BY THE PERFORMANCE OF 1ST DIVISION ELEMENTS ARMED WITH THE M-16 RIFLE. THE DCS LOG AUTOMATED EQUIPMENT STATUS REPORTING SYSTEM REMAINS PROJECTED FOR SPRING 1968.

(3) MUCH ATTENTION HAS BEEN FOCUSED ON THE SECURITY

0-43 3 RUMSMA 02358 C O N F I D E N T I A L NOFORN
 MAINTENANCE, AND UTILIZATION OF LOCS9 THE ATTITUDE OF GVN CIVIL AUTHORITIES AND RVNAF HAS SHIFTED FROM COMPLACENCY TO CONCERN IN VIEW OF PRESENT C EFFORTS AGAINST NATIONAL HIGHWAYS. THERE ARE 19 MOBILE ADVISORY TEAMS (MATS) DEPLOYED IN IV CTZ AND 24 IN III CTZ. IN II KTZ THERE ARE 12 COMBINED MILITARY IMPROVEMENT TEAMS AND 12 COMBINED MILITARY TRAINING TEAMS, BOTH LOCAL MEASURES AIMED AT UPGRADING RF/PF PERFORMANCE. FIELD REPORTS INDICATE THAT SOME PROBLEMS IN PROPER UTILIZATION, LOGISTICAL SUPPORT, AND MORALE ATTENDED THE INITIAL DEPLOYMENT OF MAT IN IV CTZ. THE CONCEPT IS PROVING ITSELF, HOWEVER. MOST OF THE PROBLEMS THAT AROSE WHEN THE TEAMS WERE FIELDIED GREW OUT OF THE TRANSITION FROM AMERICAN TROOP UNIT ASSIGNMENTS TO RELATIVELY UNSTRUCTURED ADVISORY ROLES.

(4) THE AVERAGE MONTHLY NUMBER OF NIGHT OPERATIONS DURING THE PERIOD JANUARY THROUGH DECEMBER 1967 WERE: ARVN, ABOUT 17,400 WITH 264 CONTACT (1.5 PERCENT); RF, ABOUT 20,600 WITH 282 CONTACTS (1.4 PERCENT); PF, ABOUT 36,700 WITH 433 CONTACTS (1.2 PERCENT). THE FIGURES INDICATE AN AVERAGE OF 10 NIGHT OPERATIONS PER PF PLATOON PER MONTH, WITH ONE CONTACT.

(5) THERE WAS SUBSTANTIAL PROGRESS IN EXPANSION OF PACIFICATION-SUPPORT COMMUNICATIONS DURING THE PERIOD JULY THROUGH

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PAGE 4 RUMSMA 02358 C O N F I D E N T I A L NOFORN
 DECEMBER. BASICALLY, MACCORDS NOW AN INTEGRATED
 CIVIL-MILITARY TELEPHONE AND TELETYPE NETWORK EXTENDING FROM SAIGON
 TO ALL CORPS HEADQUARTERS. WITH EXTENDED SERVICE INTEGRAL TO EACH
 CORPS HEADQUARTERS. THE NUMBER OF PROVINCES SERVED BY SECURE TELE-
 TYPE ROSE FROM 22 IN JULY TT 38 BY 31 DECEMBER. EXPANSION AND IM-
 PROVEMENT OF PACIFICATION-SUPPORT COMMUNICATIONS MADE EXCELLENT PRO-
 GRESS. PROCUREMENT OF MAP-FUNDED AUGMENTATION EQUIPMENT IS UNDERWAY.
 USAID EQUIPMENT AND O&M FUNDING WILL BE PHASED OUT OVER THE NEXT 18-
 24 MONTHS. PROBLEMS IN PROVINCE-LEVEL CORDS KOMMUNICATIONS CURRENTLY
 CENTER AROUND TESTS AND MODIFICATIONS BEING APPLIED TO THE AN/PRC-74
 RADIO.

J. IMPROVE PACIFICATION PLANNING:

(1) THIS PROGRAM, THROUGH NOT UNMARKED BY SERIOUS SET-
 BACKS, DEVELOPED ALONG THE LINES ENVISIONED IN PROJECT TAKEOFF.
 THAT IT SHOULD HAVE DONE SO THROUGH A PERIOD HIGHLIGHTED BY NATIONAL
 ELECTIONS AND EXTENSIVE GVN REORGANIZATION IS REMARKABLE. AB 143-
 THE COMBINED CAMPAIGN PLAN FOR 1968-CONTAINED THE FIRST FULLY INTE-
 GRATED TREATMENT OF PACIFICATION WITHIN THE FRAMEWORK OF A TOTAL
 CAMPAIGN. FROM THE TIME PLANNING BEGAN IN AUGUST, EFFORTS TO MAIN-
 TAIN A TOTALLY COORDINATED CONFIGURATION WERE REPEATEDLY FRUST-538

PAGE 5 RUMSMA 02358 C O N F I D E N T I A L NOFORN
 BY THE CHRONIC INABILITY OF THE MINISTRIES TO MAKE DECISIONS OR TO
 COORDINATE EVEN MINIMALLY WITH ONE ANOTHER. US PRESSURE RESULTED IN
 ESTABLISHMENT, IN NOVEMBER, OF A CENTRAL RD COUNCIL AND COUNCILS AT
 CORPS AND PROVINCE, BUT FEW OF THEM WERE FUNCTIONING SATISFACTORILY
 BY THE END OF THE YEAR.

(2) IN SEPTEMBER, MORD 1968 PLANNING GUIDELINES WERE
 PUBLISHED. CLOSE US-GVN COORDINATION PRIOR TO PUBLICATION KEPT THE
 GUIDELINES IN CONSONANCE WITH AB 143. KORPS DEPCORDS BEGAN WORK ON
 REGIONAL ANNEXES TO THE AID CAP (COUNTY ASSISTANCE PROGRAM (CAP))
 SECTOR PLANS. DURING OCTOBER, AB 143 WAS PUBLISHED AND A MAJOR
 MACCORDS EFFORT WENT INTO REVIEW AND REVISION OF THE AID CAP TO IN-
 SURE COMPATIBILITY WITH PACIFICATION PLANS. THERE WAS A MARKED LACK
 OF GVN RESPONSE TO MACCORDS PLANNING OVERTURES AT THIS TIME DUE TO
 PREOCCUPATION WITH FORMATION OF A NEW GOVERNMENT. NOVEMBER SAW AB
 143 SIGNED AND THE AID CAP RECONCILED AGAINST PACIFICATION PLANS.
 THE CULMINATION OF THE 1968 PLANNING EFFORT WAS THE PRODUCTION OF

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PROVINCE PACIFICATION PLANS WHICH ARE BEING REVIEWED AT THE PRESENT TIME. THESE PLANS ARE GENERALLY THE PRODUCT OF UNPRECEDENTED US-GVN COORDINATION AND ARE CHARACTERIZED BY AMBITIOUS BUT REALISTIC GOALS, A SYSTEM OF PACIFICATION PRIORITIES, COUPLED WITH

PAGE 6 RUMSMA 2308 CONFIDENTIAL UNIFORM
INCLUSION OF TIME-PHASED GOALS, ARE OTHER SIGNIFICANT FEATURES OF
1968 PACIFICATION AND CAMPAIGN PLANS. THE CONSENSUS OF FIELD COM-
MANDERS MARKS AB143 AS AN ENCOURAGING SUCCESS.
4. (C) STATUS OF PACIFICATION
RESOURCES:

TABLE TWENTY-NINE

| | 1967 | 1966 |
|--------------------------------|--------|--------|
| UNITS IN DIRECT SUPPORT: | | |
| ARVN BATTALIONS | 55 | |
| RE COMPANIES | 228 | |
| OF PLATOONS | 568 | |
| GROUPS: | | |
| RD KADRE (END OF 1967 INCLUDES | 555 | 361 |
| 38 20-MAN TEAMS IN AN GIANG) | | |
| TGUONG SON | 108 | 171 |
| CIVIL/ MILITARY | 30 | |
| QUARTER ZONE TEAM | 2 | |
| STATIC CENSUS GRIEVANCE CADRE | 5,500 | 5,131 |
| NATIONAL POLICE | 73,371 | 61,250 |

5. (C) INDICATOR TRENDS:

TABLE THIRTY

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SI
ACTIONINFO AID 10, EA 06, SAL 01, SS 10, GPM 03, INR 07, MM 01, FILE 01, SR 01,
ORM 01, IO 13, IGA 02, P 03, /059 W

P 030250Z FEB 68 ZFF-6
FM COMUSMACV
TO CINCPAC
INFO JCS
DOD
STATE AID
CIA
CG I FFORCEV SA II CTZ
CG II FFORCEV SA III CTZ
CG III MAF SA I CTZ
SA IV CTZ

C O N F I D E N T I A L NOFORN 03518 FM: MAOJUIR
FOR: ADM SHARP, INFO GEN WHELER, LTG ROSSON, LTG W
EYAND, LTG
CUSHMAN, MG ECKHARDT FROM AMB KOMER, SECTION VIII OF XIV.
TOTAL 2604

D: ACCELERATE THE CHIEU HOI PROGRAM;
11) ~~ALTHOUGH THE 1967 RETURNEE RATE EXCEEDED THAT FOR~~
1966, IT DID NOT COME UP TO EXPECTATIONS. GVN INACTION CONTRIBUTED
HEAVILY TO THE PROGRAM'S PERFORMANCE WITH NEARLY 11,000 RALLIERS

PAGE 2 RUMSMA 02308 C O N F I D E N T I A L NOFORN
AT THE END OF MARCH, CERTAIN NEW CHALLENGES WERE INJECTED INTO THE
SITUATION THAT SIMPLY COULD NOT BE MET DESPITE HEAVY ADVISORY
EFFORT.
CENTERS WERE NOT ONLY STRAINED BUT TAXED WILL BEYOND CAPACITY. NO
EFFECTIVE MEANS WERE FOUND TO GOAD THE GVN INTO HASTENING NEW CON.

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STRUCTION. VOCATIONAL REHABILITATION, RESETTLEMENT ID CARDS, AND SOCIAL REINTEGRATION BECAME PROBLEMS OF THE FIRST RANK, LARGELY IGNORED BY GVN AND GROWING BEYOND THE CAPABILITIES OF CHIEU HOI ADVISORS PREOCCUPIED WITH SIMPLE CARE AND FEEDING. NOT ONLY DID THE HEAVY INFUX OF THE FIRST THREE MONTHS GENERATE SEVERE INTERNAL STRAINS, BUT IT ELICITED STRONG VC COUNTERPRESSURES THAT WERE NEVER RELAXED FOR THE REMAINDER OF THE YEAR. DEFECTION BECAME, AND REMAINED, DIFFICULT. STRINGENT CONTROLS WERE APPLIED TO WEAPONS. HAD MICH AND THE PROVINCE CHIEFS SEEN FIT TO MAKE AGGRESSIVE USE OF PROGRAM RESOURCES, THE IMPETUS OF THE TET CAMPAIGN MIGHT HAVE BEEN SUSTAINED. THE MAJOR 1967 LESSON IS THAT TIME AND SUCCESS SHIFTED THE CENTRAL PROBLEM FROM RECEPTION TO REESTABLISHMENT WHERE GVN CAPABILITY WAS MOST DEFICIENT. (THE REFUGEE PROGRAM EXHIBITS A PARALLEL SHIFT.)

(2) NEW CONSTRUCTION NEVER MOVED APPRECIABLY UNTIL THE SECONDDHALF. BY THE END OF NOVEMBER, 16 OF 53 PROGRAMMED PROJECTS

PAGE 3 RUMSMA 02308 C O N F I D E N T I A L NOFORN

WERE COMPLETED, AND BY THE END OF DECEMBER, 20. DURING THE YEAR, ABOUT 5,450 HOI CHANH RECEIVED A COURSE OF VOCATIONAL TRAINING. THE EFFORT TO AMALGAMATE NEW CONSTRUCTION AND VOCATIONAL REHABILITATION IN A TRAINING PACKAGE AT CERTAIN CENTERS WITH EDUCATION CONSULTANT REPRESENTATIVES IN THE ROLE OF INSTRUCTORS/TECHNICAL SUPERVISORS, HELD PROMISE BUT DOGGED WON IN GVN INDIFFERENCE AND TEMPORIZING. ALTHOUGH THE EDUCATIONAL CONSULTANTS LTD. (EDCON) EMPLOYEES BROUGHT A VALUABLE FUND OF CONSTRUCTION SKILLS AND EXPERIENCE INTO THE PROGRAM, A SHORTAGE OF TOOLS HELD THE TRAINING TO AN EXTREMELY NARROW SPECTRUM AND HINDERED WORK PROGRESS. THE FIRST SHIPMENTS OF AMERICAN TOOLS WERE RECEIVED IN COUNTRY IN NOVEMBER.

(3) THE PROJECT TAKEOFF SUBPROGRAMS TARGETED ON UTILIZATION OF RALLIERS ENJOYED A NOTABLE SUCCESS IN SPITE OF A MULTITUDE OF NAGGING PROBLEMS. ABOUT 1100 HOI CHANH UNDERWENT RDC TRAINING AT VUNG TAU. THESE MEN WITH RARE EXCEPTIONS HAVE SHOWN THEMSELVES TO BE EAGER, COMPETENT RDC CADRE. IN NOVEMBER JCS AND MACV DIRECTIVES RELATIVE TO THE ARMING THE APT WENT TO THE FIELD. THE ISSUANCE OF ARMS UNDER THEIR PROVISIONS BEGAN DURING THE SAME MONTH. ARMED PROPAGANDA TEAM (APT) TRAINING ACHIEVED AN ACCEPTABLE LEVEL OF EFFECTIVENESS BY NOVEMBER, ALTHOUGH THERE WAS NO NATIONAL PROGRAM.

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PAGE 4 RUMSMA 0230B C O N F I D E N T I A L NOFORN
 THE EMPLOYMENT OF HOI CHANH AS KIT CARSON SCOUTS INCREASED SHARPLY
 DURING THE LATTER PART OF THE YEAR.
 THE USE OF AIK FUNDS TO PAY KIT CARSON
 SCOUTS DURING THE REMAINDER OF FY 68 WAS APPROVED FNEY MACV IN LATE
 DECEMBER.

LONG-RUN SUCCESS OF THIS PROMISING UNDERTAKING IS CON-
 TINGENT UPON DEVELOPMENT OF AN ADEQUATE SYSTEM OF ADMINISTRATION AND
 LOGISTICS, WHICH WILL BE DEALT WITH
 DURING THE FIRST HALF OF 1968. THE GVN CHIEU HOI FIELD STAFF FINISHED
 THE YEAR IN BETTER SHAPE THAN AT THE OUTSET, BUT STILL TOO WEAK TO
 EFFECT A GENERAL RESOLUTION OF THE PROGRAM'S PERSISTENT PROBLEMS
 EARLY IN 1968. ADVISORY PRESSURE
 AND MINISTERIAL INTEREST PROMISE

IMPROVEMENT, BUT THE PROCESS
 OF WEEDING OUT THE INEFFECTIVE AND
 GETTING CAPABLE MEN TO REPLACE THEM WILL PROBABLY BE A TIME-CONSUM-
 ING PROCESS.

(4) THE OVERALL INCREASE IN CHIEU HOI FIGURES IS
 ILLUSTRATED IN THE FOLLOWING TABLE:

TABLE FIFTEEN

| | 1967 | 1966 |
|---------|------|------|
| I CORPS | 2512 | 1734 |

PAGE 5 RUMSMA 02300 C O N F I D E N T I A L NOFORN

| | | |
|-----------|--------|--------|
| II CORPS | 7168 | 9068 |
| III CORPS | 8054 | 3713 |
| IV CORPS | 9444 | 5727 |
| TOTAL | 27,178 | 20,242 |

(5) IN SPITE OF THE DECLINE IN RETURNEE RATES, CHIEU
 HOI RESULTS IN 1967 EXCEEDED THOSE OF 1966. THE FOLLOWING TABLE
 SHOWS HOW:

TABLE SIXTEEN

| 1 JAN - 31 DEC | 1 JAN - 31 DEC | PERCENT |
|----------------|----------------|---------|
|----------------|----------------|---------|

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| | 1966 | 1967 | CHANGE |
|-----------|--------|--------|--------|
| I CORPS | 1,734 | 2,512 | 44.9 |
| II CORPS | 9,068 | 7,168 | (20.9) |
| III CORPS | 3,713 | 8,054 | 117.0 |
| IV CORPS | 5,727 | 9,444 | 64.9 |
| TOTAL | 20,242 | 27,178 | 34.2 |

(6) THE CAPACITY OF CHIEU HOI CENTERS GREW, BUT NOT AS MUCH AS WE WOULD HAVE LIKED.

TABLE SEVENTEEN

| | 31 DEC 67 | CAPACITY 1 JAN 67 | PERCENT INCREASE |
|---------|-----------|-------------------|------------------|
| I CORPS | 765 | 310 | 147 |

PAGE 6 RUMSMA 02308 C O N F I D E N T I A L NOFORN

| | 2,020 | 1,000 | 102 |
|-----------|-------|-------|-----|
| II CORPS | 1,945 | 785 | 148 |
| III CORPS | 1,880 | 1,010 | 86 |

TOTAL PROGRAMMED NEW CAPACITY WAS 7,505. ADDED CAPACITY TOTALED 6,610 REPRESENTING 87% OF PROGRAM COMPLETION.

(7) THE NUMBERS OF HOI CHANH IN APTS ARE SHOWN IN THE FOLLOWING TABLE:

TABLE EIGHTEEN

| | 1 JAN 67 | 31 DEC 67 | WEAPONS (AS OF 30 NOV) |
|------------------|----------|-----------|------------------------|
| I CORPS | 1,324 | 378 | 216 |
| (NATIONAL TOTAL) | | | |
| II CORPS | | 549 | 316 |
| III CORPS | | 707 | 299 |

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IV CORPS

173

36

SAIGON

857

530

TOTAL

1,324

2,664

1,397

3. IMPROVE THE REFUGEE EFFORT:

(1) THE REFUGEE PROGRAM AT THE END OF JUNE WAS FACED WITH A COMPLEX OF SERIOUS PROBLEMS. FIELD STAFF STRENGTH STOOD AT LESS

THAN HALF THE AUTHORIZED LEVEL; NEW RESETTLEMENT CONSTRUCTION

R. [Signature]

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ACTION

INFO AID 10, EA 06, SAL 01, SS 10, GPM 03, INP 07, MM 01, FILE 01, SR 01,

ORM 01, IO 03, IGA 02, P 03, /049 W

P 030250Z FEB 68 ZFF-6 ZFD

FM COMUSMACV

TO CINCPAC

INFO CJCS

DOD

STATE AID

CIA

CG I FFORCE SA II CTZ

CG II FFORCEV SA UMI CTZ

CG III MAF SA CTZ

SA IV CTZ

C O N F I D E N T I A L NOFORN 03518 FM: MACROIR
FOR: ADM SHARP, INFO GEN WHEELER, LTG ROSSON, LTG WEYAND, LTG

CUSHMAN, MG ECKHARDT FROM AMB KOMER. SECTION IX OF XIV.
LAGGED SERIOUSLY, AND TEMPORARY RESETTLEMENT CENTERS WERE OVERCROWDED
WHILE NEW REFUGEES WERE SUPPORTED IN AD-INTERIM CAMPS OR STRAGGLED

BACK TO THEIR HAMLETS OF ORIGIN. SECURE LAND FOR REFUGEE REESTABLISH-
MENT WAS NOT ALWAYS AVAILABLE, PARTICULARLY IN I CORPS, AND ADMINIS-
TRATIVE CONTROL OF TEMPORARILY RESETTLED REFUGEES DID NOT MEET THE

PAGE 2 RUMSMA 0231B C O N F I D E N T I A L NOFORN
STANDARDS ESTABLISHED BY THE COMMISSIONER FOR REFUGEES.
(2) THE FACTORS INVOLVED IN THE MID-YEAR REFUGEE SITU-
ATION WERE THE KCK OF PROGRAM PRIORITY, WEAK GVN REFUGEE FIELD

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ADMINISTRATORS, THE ABSENCE OF THE JOB OPPORTUNITIES, AND LACK OF SECUR

LAND FOR REESTABLISHMENT OF REFUGEES. PROJECT TAKEOFF TURNED MANAGEMENT ATTENTION TO THESE AREAS OF WEAKNESS AND ALMOST IMMEDIATELY WAS ABLE TO ESTABLISH A HIGHER PRIORITY FOR THE REFUGEE PROGRAM. INCREASED US AND GVN EMPHASIS ON THE PROGRAM MANIFESTED ITSELF IN IMPROVED PERFORMANCE BY FIELD STAFF, WITH SEVERAL GVN REFUGEE OFFICIALS REMOVED FOR INEFFECTIVENESS. CORDS INITIATIVES SPURRED AID/W TO EXPEDITE RECRUITMENT FOR REFUGEE ADVISORS, WITH A SPECIFIC EFFORT AIMED AT END-OF-TOUR PACE CORPS VOLUNTEERS.

(3) DURING THE SECOND HALF OF 1967, CORDS REFUGEE FIELD ADVISOR STRENGTH WAS DOUBLED. WORK WAS STARTED ON WRITING REFUGEE RELIEF AND RESETTLEMENT INTO AB 143, THE 1968 COMBINED CAMPAIGN PLAN.

THE LATTER REQUIRES BOTH GVN AND US/FWMAF TO PROVIDE IN THEIR OPERATIONAL PLANNING FOR THE SECURITY AND LOGISTICAL SUPPORT OF REFUGEES.

AN EXISTING COMMUNITY DEVELOPMENT FOUNDATION PROJECT WAS EXPANDED

TWOFOLD TO TRAIN 36 SCR MOBILE TEAMS OVER A YEAR'S PERIOD. BY THE END OF DECEMBER, 34 OF THE VERY EFFECTIVE GVN MOBILE TEAMS HAD BEEN

PAGE 3 RUMSMA 0231BC O N F I D E N T I A L NOFORN

FIELD. REORGANIZATION OF THE SPECIAL COMMISSARIAT FOR REFUGEES (SCRB) INTO THE MINISTRY OF SOCIAL WELFARE AND REFUGEES (MSWR) UNDER DR. QUE IN OCTOBER PROMISED LONG-RUN GAINS THROUGH IMPROVED PROGRAM IMPLEMENTATION.

(4) LITTLE PROGRESS WAS MADE IN INTEGRATING EFFECTIVE PSYCHOLOGICAL OPERATIONS INTO THE REFUGEE PROGRAM. WHILE JUSPAO FUNDING IS CITED AS A LIMITING FACTOR, THE MAJOR DETERRENT TO IMPORTANT GAINS WAS PREOCCUPATION WITH DISQUIETING OPERATIONAL PROBLEM.

IN FACT, THE REFUGEE PROGRAM AT THE INCEPTION OF TAKEOFF WAS SUCH THAT INTENSE MANAGEMENT INTEREST IN PRIORITY UNLOADING WAS THE ONLY APPROPRIATE COURSE. INDETERMINATE LOGISTICAL GAINS ARE ATTRIBUTED

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TO THE OCTOBER SCR-CENTRAL PROCUREMENT AND SUPPLY AUTHORITY (CPSA) AGREEMENT, AND IT IS EXPECTED THAT THE MSWR REORGANIZATION WILL, OVER THE NEXT QUARTER, IMPROVE PROGRAM PERFORMANCE. NONETHELESS, SECURE LAND AND EFFECTIVE PROVINCIAL PROVIDED THE CRITICAL INADEQUACIES DURING 1967.

(5) VC ATTACKS ON REFUGEE SETTLEMENTS HAVE SHARPENED THE SECURITY PROBLEM IN RECENT MONTHS. PROGRESS HAS BEEN MADE IN VOCATIONAL REHABILITATION AND COTTAGE INDUSTRIES. US/GVN INTERZONAL RESETTLEMENT PLANNING IS NOW IN PROCESS. VOLUNTARY AGENCY PARTICI-

PAGE 4 RUMSMA 02318 C O N F I D E N T I A L NOFORN
PATOLS GROWTH WAS STEADY - THREE AGENCIES AND ABOUT 100 PEOPLE - DURING THE LATTER SIX MONTHS. THE THREE US CIVIL AFFAIRS COMPANIES WERE OF CONSIDERABLE ASSISTANCE TO THE PROGRAM, PARTICULARLY IN I CORPS. OTHER US/FWMAF MILITARY UNITS WERE ALSO RESPONSIBLE FOR SIGNIFICANT CIVIC ACTION SUPPORT DURING THE YEAR.
(6) CONSIDERABLE PROGRESS WAS MADE IN REFUGEE REESTABLISHMENT, AND, IN FACT, MORE REFUGEES WERE RESETTLED THAN GENERATED, RESULTING IN A DECLINE IN THE TOTAL NUMBER OF REFUGEES REQUIRING CARE BY 16,000 DURING THE YEAR. THE INFLOW OF NEW REFUGEES WAS APPROXIMATELY HALVED IN 1967 OVER 1966.

TABLE NINETEEN
REFUGEE INFLOW AND RE-ESTABLISHMENT

| | 1966 | 1967 |
|---------------------------|---------|---------|
| REFUGEE INFLOW | 893,738 | 436,108 |
| REFUGEES RE-ESTABLISHED | 868,133 | 452,120 |
| TEMPORARY REFUGEES 31 DEC | 809,956 | 793,944 |

& 1 JAN 64 - 31 DEC 66

(7) REFUGEES NOT REESTABLISHED ARE CLASSIFIED AS TEM-

PORARY REFUGEES. THESE PEOPLE ARE THE OBJECT OF GVN PROGRAMS OF TEMPORARY CARE AND EVENTUAL RESETTLEMENT.

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SO: TABLE TWENTY

| TEMPORARY REFUGEES, 31 DEC 67 | | |
|-------------------------------|-------------|-------|
| IN CAMP | OUT OF CAMP | TOTAL |

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| | | | |
|--------------------------|---------|---------|---------|
| I CORPS | 199,263 | 203,679 | 402,942 |
| II CORPS | 75,524 | 115,640 | 191,164 |
| III CORPS | 13,820 | 68,231 | 82,051 |
| IV CORPS | 8,501 | 109,286 | 117,787 |
| TOTAL | 297,108 | 496,836 | 793,944 |
| 1. EXPAND POLICE EFFECT: | | | |

(1) EFFORTS TO UPGRADE THE NATIONAL POLICE MET WITH VARYING SUCCESS. NEW CONSTRUCTION AND EXPANSION OF EFIS-ING POLICE FACILITIES MADE A POOR SHOWING IN Q067, AS THEY HAVE DONE FAIRLY REGULARLY IN THE PAST DURING THE SECOND HALF OF THE YEAR 13. PROVINCIAL POLICE CHIEFS WERE REPLACED FOR INEFFICIENCY OR CORRUPT PRACTICES, OR BOTH. THE INTERNAL SECURITY BUREAU HAS BEEN EXPANDED FROM ASMEPAMEX SAIGON-BASED FORCE TO A NATIONWIDE NETWORK OF OVER 500 MEN. CERTAIN MOVES, SUCH AS THE ASSIGNMENT OF PUBLIC SAFETY ADVISORS AND THE PROVISION OF CERTAIN COMMODITY SUPPORT TO TRAINING CENTERS,

OMISE MEASURABLE RETURNS IN THE COMING YEAR.

(2) RESOURCES DENIAL POLICY AND ORGANIZATIONAL CHANGES,

PAGE 6 RUMSMA 02318 C O N F I D E N T I A L NOFORN
STILL IN PROCESS OF APPLICATION, PROMISE A MORE EFFECTIVE PROGRAM WITH A SUBSTANTIAL DIMINUTION OF THE DELETERIOUS ECONOMIC AND PSYCHOLOGICAL SIDE EFFECTS OF RESOURCES CONTROL. THE OLD BLOC HAS BEEN REDUCED TO A SERVICE WITHIN THE DIRECTORATE OF UNIFORMED POLICE AND, IN ACCORD WITH AB 143, MAJOR ATTENTION HAS SHIFTED FROM THE MOVEMENT OF FOODSTUFFS TO MOVEMENT OF WAR-RELATED MATERIALS AND EQUIPME. AN END TO THE ABUSES

PREPETRATED ON COMMERCIAL CARRIERS IN THE NAME OF RESOURCES CONTROL WILL LOOSEN CONSTRAINTS ON THE MOVEMENT OF LEGITIMATE CARGO AND HELP RAISE NATIONAL POLICE IN THE PUBLIC ESTEEM.

(3) THROUGH AUGUST AND SEPTEMBER NEW DETENTION FACILITIES CONSTRUCTION STALLED FOR LACK OF FUNDS. MONEY FOR CONSTRUCTION AND SALARY INCREASES FOR DETENTION STAFF WAS REFUSED BY THE DGBFA. NONETHELESS, PLANNING FOR EXPANSION OF THE NATIONAL DETENTION PLANT WAS UNDERTAKEN BY THE ICEx/SIDE STUDY GROUP.

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OCTOBER WAS MARKED BY THE ESTABLISHMENT OF FOUR ADDITIONAL FIELD COURTS BRINGING THE TOTAL TO EIGHT, OR TWO PER CTZ. IN NOVEMBER, US EFFORTS TO GET NEW CONSTRUCTION UNDERWAY BORE THEIR FIRST FRUIT WITH A FLURRY OF ACCEPTED BIDS AND NEW INVITATIONS.

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ACTION

INFO AID 10, EA 06, SAL 01, SS 10, GPM 03, INR 07, FILE 01, MM 01, SR 01,

ORM 01, IO 13, IGA 02, P 03, /059 W

P 030250Z FEB 68 ZFF6
FM COMUSMACV
TO CINCPAC
INFO CJCS
DOD
STAZE AID
CIA
CG I FFORCEV SA II CTZ
CG II FFORCEV SA III CTZ
CG III MAF SA I CTZ
SA IV CTZ

C O N F I D E N T I A L NOFORN 03518 FM: MACJ01R
FOR: ADM SHARP, INFO GEN WHEELER, LTG ROSSON, LTG WEYAND, LTG
CUSHMAN, MG ECKHARDT FROM AMB KOMER. SECTION X OF XIV.
WORK COMPLETED DURING DECEMBER INCREASED THE II CTZ PRISON CAPACITY
BY 2,500 SPACES. IN BINH DINH, ONE DETENTION CENTER WAS COMPLETED
AND ANOTHER IS UNDER CONSTRUCTION.
DURING 1967 THE INTERIGR MINISTRY FAILED TO JAR RECRUITMENT OF
DETENTION EMPLOYEES OUT OF PRESENT STATE OF NEAR-BALANCE WITH

PAGE 2 RUMSMA 0232B C O N F I D E N T I A L NOFORN
ATTRITION, ALTHOUGH MOVES TO INCLUDE DRAFT DEFERMENTS AND SALARY IN-
CREASES REPORTEDLY ARE BEING READIED NOW BY GVN. WE WILL PRESS TO
SEE THAT THESE MOVES MATERIALIZE.

(4) IN AUGUST, A NEW NPFF SPO REDIRECTING POLICE FIELD
FORCES INTO AN ANTI-INFRASTRUCTURE ROLE WAS PUBLISHED. THE ID CARD
PROGRAM STALLED WHEN THE CARDS WERE FOUND TO BE UNSUITABLE AND RE-

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EXCLUDED BY EDA

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MWINED MOTIONLESS "FOR WANT OF A NAIL" THROUGH THE REMAINDER OF THE YEAR. IN AUGUST IT WAS ASSUMED THAT THE NATIONAL POLICE YEAR END FORCE LEVAL GOAL OF 74,000 COULD NOT BE ATTAINED, WITH RECRUITMENT BARELY OFFSETTING ATTRITION. DURING OCTOBER, NATIONAL POLICE SALARIES AND EMOLUMENTS WERE INCREASED IN RESPONSE TO US INITIATIVES. WHILE THESE CONSERVATIVE RAISES WERE EXPECTED TO HAVE ONLY MINOR IMPACT, THEIR COINCIDENCE WITH THE NATIONAL MOBILIZATION DECREE INCREASED RECRUITMENT SHARPLY (ROUGHLY TENFOLD) IN NOVEMBER. BY THE END OF THE YEAR, NATIONAL POLICE STRENGTH STOOD AT 73,371 MZN, AN EXCELLENT SHOWING. DURING OCTOBER AND NOVEMBER, NPFF, WITH 69 COMPANIES OPERATIONAL, CONTINUED TO REDEPLOY AGAINST THE VC INFRASTRUCTURE. TARGETING OF POLICE FIELD FORCES ON VCI WAS STILL INCOMPLETE AT THE END OF THE YEAR, BUT THE REDIRECTION OF EFFORT, WHEN ACCOMPLISHED, PRODUCED ENCOURAGING RESULTS. COMPLETE SUCCESS IN THIS UNDERTAKING

PAGE 3 RUMSMA 0232B C O N F I D E N T I A L NOFORN

AWAITS A WELL-DEVELOPED GVN "PHOENIX" STRUCTURE THAT WILL ROUTINELY DRAW ON THE DATA BASE AND INPUT SPECIFIC OPERATIONAL OBJECTIVES THROUGH APPROPRIATE CHANNELS TO NPFF UNITS.

G. PUBLIC ADMINISTRATION, PUBLIC WORKS, VILLAGE DEVELOPMENTS, AGRICULTURE, SELF-HELP AND PSYOPS:

(1) GENERAL: DURING 1967 THE BULK OF NLD PROGRAMS GENERALLY WERE CARRIED OUT AS ENVISIONED DESPITE SEVERE LIMITATIONS, SUCH AS FREQUENTLY INADQUAE GVN PARTICIPATION AND SUPERVISION, NUMEROUS DIFFICULTIES IN BUDGET IMPLEMENTATION AND CONSTRUCTION, AND GVN PREOCCUPATION WITH THE ELECTIONS. DESPITE THESE HANDICAPS, THERE WERE SUBSTANTIAL SUCCESSES. IN I CORPS THE MAJOR PROGRESS WAS MADE IN THE SELF-HELP AREA. IN III CORPS 523 HECTARES OF IR-8 RICE WERE PLANTED IN THE VO DAT AREA BINH TUY PROVINCE. THIS WAS THE FIRST LARGE-SCALE EXPERIMENT WITH NEW SEED VARIETIES THAT MAY REVOLUTIONIZE VIETNAMESE AGRICULTURE. THE CROP IN VO DAT WILL BE HARVESTED IN MIDDLE FEBRUARY. TENTATIVE RESULTS OF PLOT PLOTS ELSEWHERE IN THE COUNTRY WERE REPORTED IN LAST MONTH'S AIRGRAM. IN IV CORPS A SHORTAGE OF CONSTRUCTION MATERIALS, SUCH AS GRAVEL AND ROCK, PRODUCED A CONCENTRATED EFFORT TO EXPAND THE OUTPUT OF NUI SAP QUARRY. ACQUISITION OF REAL ESTATE IS VIRTUALLY COMPLETE AND FULL SCALE PRODUCTION UNDER AN

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 RMK CONTRACT SHOULD COMMENCE ON 1 JUNE.

(2) STATISTICAL INDICATORS AND ASSESSMENTS BY FUNCTION-
 AL AREAS ARE AS FOLLOWS:

TABLE TWENTY-

NEW REVOLUTIONARY

DEVELOPMENT EUDGETS

AND EX

D EXPENDITURES BY CTZ

| | 1967 BUDGET \$VN | 31 NOV 67 | PCT EXPENDED 31 DEC 67=" | 31 DEC 66 |
|-------|------------------|-----------|-----------------------------|-----------|
| I | 341,465,000 | 71 | 79 | 72 |
| II | 489,229,000 | 64 | 73 | 71 |
| III | 540,369,000 | 67 | 77 | 78 |
| IV | 817,292,000 | 61 | 70 | 76 |
| TOTAL | 2,188,355,000 | 65 | 73 | 75 |

AS ESTIMATED

TABLE TWENTY-TWO

FINANCIAL STATUS BY ACTIVITY

| ACTIVITY | 1967 BUDGET \$VN | PCT EXPENDED 31 DEC 67=" | 5 | 311... |
|-------------------------------|---------------------|-----------------------------|---|--------|
| VILLAGE/HAMLET ADMINISTRATION | 31,933,000 | 56 | | NA |
| SELF-HELP HAMLET DEVELOPMENT | 244,288,000 | 87 | | 91 |

PAGE 5 RUMSMA 02328 C O N F I D E N T I A L NOFORN

| | | | |
|-------------------------|-------------|----|----|
| TRANSPORTATION | 189,599,000 | 46 | NA |
| WAREHOUSES | 53,714,000 | 48 | 45 |
| RURAL EDUCATION | 478,046,000 | 98 | 97 |
| RURAL HEALTH | 173,530,000 | 82 | 19 |
| ROADS AND BRIDGES | 457,830,000 | 65 | 63 |
| RURAL ELECTRIFICATION | 82,031,000 | 42 | 18 |
| AGRICULTURAL IRRIGATION | 51,601,000 | 91 | 87 |
| ANIMAL HUSBANDRY | 101,795,000 | 75 | 82 |
| AGRICULTURE AFFAIRS | | | |
| AND | | | |

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| | | | |
|----------------------------|-------------|----|--------------|
| EXTENSION | 105,641,000 | 79 | 77 |
| FISHERIES | 44,773,000 | 83 | 76 |
| HIGHLANDER AGRICULTURE AND | | | INCLUDED IN |
| ANIMAL HUSBANDRY | 15,124,000 | 73 | AGR AFF & EX |
| AS ESTIMATED | | | |

FUNDS OBLIGATED X 31 DECEMBER MAY BE "EXPENDED" DURING THE FIRST THREE MONTHS OF THE FOLLOWING CALENDAR YEAR. EXPENDITURES CUMULATIVE TO 31 DECEMBER (AS IN THE TABLES ABOVE), THEREFORE ARE NOT THE TOTAL EXPENDITURES FOR THE BUDGT YEAR, WHICH DOES NOT END UNTIL 31 MARCH.

(3) VILLAGE AND HAMLET ADMINISTRATION: THE GOAL

PAGE 6 RUMSMA 02328 C O N F I D E N T I A L NOFORN
ADOPTED BY THE PROVINCES WAS TO GIVE ORIENTATION TRAINING TO 22,900 NEWLY ELECTED OFFICIALS BY THE END OF 1967. AS OF 31 DECEMBER, 15,500 OFFICIALS HAD ACTUALLY RECEIVED THE TRAINING. IMPROVED TRAINING TECHNIQUES WERE OBSERVABLE IN A MAJORITY OF PROVINCES AS A RESULT OF INSTRUCTOR TRAINING, MATERIALS DEVELOPMENT, AND LEADERSHIP FROM GOV ADMINISTRATIVE ASSISTANTS TO THE FOUR GOVERNMENT DELEGATES. ALTHOUGH IT IS TOO EARLY TO REPORT CONCLUSIVELY, THE SIGNS OF THE TRAININGS' IMPACT ON LOCAL OPERATIONS APPEAR FAVORABLE.

(4) SELF-HELP HAMLET DEVELOPMENT:

TABLE TWENTY-THREE

| SELF-HELP PROJECTS: | PROGRAMMDD | COMPLETED | |
|---------------------|------------|-----------------|------|
| | | NO PROJECTS - " | |
| | 1967 | 1967 | 1966 |
| FUNDED: | 4783 | 4637 | 3578 |
| UNFUNDED | 5000 | 7280 | 2103 |
| TOTAL: | 9783 | 11,917 | 5681 |

PROVINCIAL REPORTS: SOURCE
THE INCREASE IN UNFUNDED SELF-HELP PROJECTS IS PARTICULARLY ENCOURAGING AS THESE PROJECTS HAVE NO PIASTER INPUT FROM THE GOVERNMENT AND HENCE REQUIRE GREATEST LOCAL INITIATIVE AND

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ACTION

INFO AID 100EA 060SAL 010SS 100GPM 030INR 070MM 010FILE 010SR 010

ORM 010IO 130IGA 020P 030/059W

P 030250Z FEB 68 ZFF-6 ZFG

FM COMUSMACV

TO CINCPAC

INFO CUCS

DDO

STATE AID

CIA

CG I FFORCEV SA II CTZ

CG II FFORCEV SA III CTZ

CG III MAF SA I CTZ

SA IV CTZ

C O N F I D E N T I A L NOFORN 03518 FM: MACJ0IR

FOR: ADM SHARP, INFO GEN WHEELER, LTG ROSSON, LTG WEYAND, LTG

CUSHMAN, MG ECKHARDT FROM AMB KOMER. SECTION XI OF VIX.

SUPPORT. THE PEOPLE'S CONTRIBUTION IN CASH, LABOR AND CONSTRUCTION MATERIALS INCREASED BY 150PCT INDICATING STRONG POPULAR SUPPORT.

151 TRANSPORTATION:

TABLE TWENTY-FOUR

MORD VEHICLE PROCUREMENT/SUPPORT

PAGE 2 RUMSMA 02338 C O N F I D E N T I A L NOFORN

| | PROGRAMMED | DUE IN | IN COUNTRY | DELIVERED |
|-----------|------------|--------|------------|-----------|
| PICKUP | 571FYBYL | 32 | 54 | 54 |
| 5-TON S&P | 100 (FY66) | - | 100 | 100 |
| PICKUP | 10 (FY67) | 1088 | 0 | 0 |
| 5-TON S&P | 68 (FY67) | 68 | 13 | 0 |
| 1/4 TON | 50 (FY 68) | 50888 | 0 | 0 |

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PICKUP 100 (FY68) 100 0 0
 5-TON S&P 100 (FY68) 100 0 0
 & 3 COVERED PICKUPS RECEIVED, BELONGED TO CPSA.
 && REMAINDER FY67 PROCUREMENT DUE IN JANUARY 1968.
 &&& FY68 PROCUREMENT DUE IN FIRST QUARTER 1968.
 AN INCREASE IN DRIVERS' SALARIES TO VN\$4500 PER MONTH
 EFFECTIVE 1 JANUARY 1968 WILL HELP EASE THE RECRUITMENT
 PROBLEM WHICH HAS PLAGUED THIS ACTIVITY DURING 1967.
 (6) WAREHOUSES:

TABLE TWENTY-FIVE
 1967 CONSTRUCTION PROGRAM

| | NUMBER PROGRAMMED | NUMBER STARTED | NUMBER COMPLETED | PERCENT COMPLETED |
|---------------------|----------------------|-------------------|---------------------|----------------------|
| DISTRICT WAREHOUSES | 72 | 71 | 71 | 98 |

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 PROVINCIAL WAREHOUSES 24 24 23 96
 EFFECTIVE 1 JANUARY 1968, THE SALARIES OF DISTRICT
 WAREHOUSE KEEPERS WERE INCREASED FROM \$VN 3200 TO \$VN 3500 AND
 SALARIES OF PROVINCIAL WAREHOUSE KEEPERS FROM \$VN 3500 TO \$VN 4000.

(7) RURAL EDUCATION:

(A) CLASSROOM CONSTRUCTION:

| | PROGRAMMED 1967 | CONSTRUCTED 1967& |
|----------------------|--------------------|----------------------|
| NUMBER OF CLASSROOMS | 2266 | 1571 |

& APPROXIMATELY 500 CLASSROOMS ARE UNDER CONSTRUCTION. MORD AND
 USAID/ED-SOURCE.

(B) TEACHER TRAINING:

| | PROGRAMMED 67 | TNG COMPLETED 67& |
|--|---------------|-------------------|
| | 2959 | 2968 |

& MORD-SOURCE.

FUNDS FOR CLASSROOM CONSTRUCTION HAD BEEN ALMOST
 COMPLETELY OBLIGATED BY 31 DECEMBER 1967, EVEN THOUGH ACTUAL CON-
 STRUCTION WILL CONTINUE WELL INTO CY 68. THE GOAL FOR TEACHER
 TRAINED HAD BEEN EXCEEDED BY 30 NOVEMBER 1967.

(8) RURAL HEALTH:

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0233B C O N F I D E N T I A L NOFORN

(A) MATERNITY/DISPENSARY (MD) CONSTRUCTION:

| | 1967 PROGRAMMED | 1967 COMPLETED | UNDER CONSTRUCTION & |
|----------------------------|--------------------|-------------------|-------------------------|
| NUMBER OF FACILITIES | 325 | 120 | 180 |
| & MORD AND USAID/PH-SOURCE | | | |

(B) THE 1967 RURAL HEALTH PROGRAM GOT OFF TO A SLOW START BUT IS MOVING AT LAST. ONLY ABOUT 20PCT OF THE COMPLETED MDS WERE IN OPERATION AT YEAR END. USAID/PH ADVISORS ANTICIPATE THAT 700 OF THE MDS UNDER CONSTRUCTION WILL BE FINISHED BY 31 MARCH 1968. AS THE PROGRAM WAS NEW IN CONCEPT, THERE ARE NO COMPARABLE 1966 DATA.

(9) PROVINCIAL ROADS AND BRIDGES:

TABLE TWENTY-SIX

| | 1967 & | 1966 & |
|---|--------|--------|
| BRIDGES PROGRAMMED FOR CONSTRUCTION/RENOVATION: | | |
| A. ABOVE VN\$ 1 MILLION | 33 | 6 |
| B. UNDER VN\$ 1 MILLION | 31 | 71 |
| BRIDGES UNDER CONSTRUCTION/RENOVATION COMPLETED: | | |
| A. UNDER VN\$ 1 MILLION | 30 | 51 |
| B. ABOVE VN\$ 1 MILLION | 15 | 3 |
| ROADS PROGRAMMED FOR CONSTRUCTION/ RENOVATION (KM): | | |

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A. REPAIR 566 519

| | | |
|---------------------|-----|-----|
| B. NEW CONSTRUCTION | 216 | 305 |
|---------------------|-----|-----|

ROADS COMPLETED

(CM) 8

| | | |
|-------------|-----|-----|
| As REPAIRED | 360 | 380 |
|-------------|-----|-----|

| | | |
|---------------------|-----|-----|
| B. NEW CONSTRUCTION | 138 | 192 |
|---------------------|-----|-----|

8. MORD=SOURCE.

THE ABOVE DATA SHOWING STATUS AS OF 31 DECEMBER

THE ABOVE DATA SHOWING THROUGH AND UP TO DECEMBER
1967 INCLUDE ESTIMATES FOR DECEMBER BASED ON FIRM INFORMATION FOR
THE PERIOD JANUARY THROUGH NOVEMBER 1967.

(10) RURAL ELECTRIFICATION: THE 1967 PROGRAM AIMED AT THE CONSTRUCTION OF GENERATOR SITES TO PROVIDE LIGHTING AND POWER TO 98 HAMLETS. AT YEAR END, ONE SITE WAS 100PCT OPERATIONAL AND GENERATORS WERE IN PLACE AT TWO OTHER SITES AND WERE 20PCT CONNECTED.

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POWERHOUSES HAD BEEN COMPLETED AT 23 SITES, WITH EIGHT MORE BEING 75P
CT
COMPLETE; AT 24 LOCATIONS ALL MATERIALS, INCLUDING GENERATORS AND
HARDWARE, WERE IN PLACE AND TWO ADDITIONAL SITES HAD 50PCT OF THIS
EQUIPMENT. THERE WERE SIX CONSTRUCTION CREWS WORKING IN THE FIELD
ON 13 SITES.

(11) RURAL AGRICULTURE:

TABLE TWENTY-SEVEN

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PROGRAMMED 1967

COMPLETED 1967&&

COMPLETED 1966

AGRICULTURAL IRRIGATION&

NO. DAMS:

ABOVE VN\$ 1 MIL.

12

10

14

UNDER VN\$ 1 MIL.

30

30

48

KM OF CANALS

ANIMAL HUSBANDRY&

PIGS DISTRIBUTED

15,534

10,600

11,735

POULTRY DISTRIBUTED

38,586

24,800

60,933

FARMERS TRAINED

31,010

28,000

13,703

AGRICULTURAL AFFAIRS&

FARMER TRAINING

SESSIONS

939

940

371

NO. FARMERS TRAINED

42,255

42,300

16,721

DEMONSTRATIONS HELD

928

1,020

NOT AVAIL

PLANTING MATERIAL DIS-

TRIBUTED VN\$

31,360,000

25,000,000

14,139,017

FISHERIES&

MARKETS/LANDING STAGES

19

13

31

FISHING EQUIPMENT AND

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ACTION

INFO AID 10, EA 06, SAL 01, SS 10, GPM 03, INR 07, FILE 01, MM 01, SR 01,

ORM 01, IO 13, IGA 02, P 03, /059 W

P 030250Z FEB 68 ZFF-6

FM COMUSMACV

TO CINCPAC

INFO CJCS

DOD

STATE AID

CIA

CG I FFORCEV SA II CTZ

CG II FFORCEV SA III CTZ

CG III MAF SA I CTZ

SA IV CTZ

Chul Steve

C O N F I D E N T I A L NOFORN 03518 FM: MACJ01R
 FOR: ADM SHARP, INFO GEN WHEELER, LTG ROSSON, LTG WEYAND, LTG
 CUSHMAN, MG ECKHARDT FROM AMB KOMER, FINAL SECTION OF XIV.

TABLE THIRTY

CHIEU HOI

REFUGEES:

GAINS

NOT RESETTLED (CUMULATIVE)

| 1967 | 1966 |
|--------|--------|
| 27,178 | 20,242 |

46,108 893,738

793,944 809,956

PAGE 2 RUMSMA 02368 C O N F I D E N T I A L NOFORN

RESETTLED (CUMULATIVE) IVE)

1,320,253

868,133

VC INCIDENTS (TOTAL LESS AA)

25,924 29,510

TERRORISM (INCLUDING RDC)

4,2408

CIVIL CASUALTIES (ASSASSINATIONS AND

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ABDUCTIONS) AS A RESULT OF TERRORISM 9,094 5,539
 & DOES NOT INCLUDE FIGURES PRIOR TO MAY 1967; FIGURES NOT AVAILABLE
 PRIOR TO THAT TIME.

6. (C) ENEMY REACTION TO THE PACIFICATION OFFENSIVE;

A. THE VC'S DOCTRINAL REACTION TO PACIFICATION IN 1967 CAN
 BE SUMMARIZED BY A QUOTE FROM COSVN'S GUIDELINE FOR DISRUPTION OF THE
 RVN PACIFICATION PROGRAM:

"IMPROVE LEADERSHIP, STRENGTHEN FORCES AND ASSIGN CADRE TO
 PACIFICATION AREAS. DISTRICTS AND PROVINCES SHOULD INVESTIGATE THE
 ACTIVITY OF VILLAGES AND HAMLETS IN ORDER TO PROVIDE THEM WITH TIMELY
 GUIDANCE. LEADERSHIP AND GUIDANCE SHOULD BE SUITED TO EACH KIND OF
 PACIFICATION AREA (THE GREATER PART OF PACIFICATION AREAS INCLUDE
 WEAK AREAS UNDER MIXED CONTROL. THE REST ARE TEMPORARILY OCCUPIED
 AREAS AND LIBERATED AREAS). TAKE PARTICULAR CARE OF LOWLAND AREAS
 IN THE COUNTRYSIDE BECAUSE THESE AREAS ARE MAIN OBJECTIVES FOR
 ENEMY PACIFICATION".

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B. VC PLANS FOR 1967-68 INCLUDE INFILTRATING FALSE RALLIERS
 INTO THE CHIEU HOI PROGRAMS, PREVENTING REFUGEES AND DESERTERS FROM
 LEAVING VC-DOMINATED AREAS, INCREASING ATTACKS AGAINST SVN REVOLU-
 TIONARY DEVELOPMENT PROGRAMS, USING THE SO-CALLED DEATH DEFYING OR
 SUICIDE GROUPS TO KIDNAP OR ASSASSINATE GVN CADRES, AND PENETRATING
 REFUGEE RESETTLEMENT AREAS. THE ULTIMATE OBJECTIVE FOR THESE PLANS
 APPEARS TO BE GENERAL UPRISING AGAINST GVN WHICH HAS BEEN MENTIONED
 IN MANY CAPTURED DOCUMENTS.

C. THROUGHOUT THE YEAR, THERE APPEARED TO BE SEVERAL KEY
 FACTORS CONTRIBUTING TO THE REDUCTION OF VC RANKS AND THE POPULATION
 BASE IN VC AREAS: MANY OF THE ENEMY SURRENDERED, RALLIED OR DESERTED
 TO ESCAPE ALLIED BOMBS, ARTILLERY, OR GROUND OPERATIONS; MANY OF THE
 REFUGEES AND HOI CHANH INDICATED THAT IT WAS NOT UNTIL THIS PERIOD
 OF THE INSURGENCY THAT THE OPPORTUNITY TO RALLY PRESENTED ITSELF.
 THIS WAS MADE POSSIBLE BY VC PREOCCUPATION WITH OPERATIONS AND SWEEPS
 CONDUCTED BY FRIENDLY FORCES. IN ADDITION, CIVILIANS LEFT VC AREAS
 IN ORDER TO AVOID HEAVY VC TAX LEVIES AND POSSIBLE RECRUITMENT INTO
 VC RANKS. IN-COUNTRY RECRUITMENT, HAMPERED BY A LOSS OF POPULATION
 CONTROL, WAS MAINTAINED AT ABOUT 3500 PER MONTH DURING 1967 ONLY
 THROUGH INCREASED USE OF FORCED CONSCRIPTION COUPLED WITH A RELAXA-

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TELEGRAM

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TION OF STANDARDS.

7. (C) ECONOMIC EFFECTS OF PACIFICATION: SINCE THE END OF THE DELTA RICE HARVEST SEASON IN LATE FEBRUARY AND EARLY MARCH OF 1967, IT HAS BECOME INCREASINGLY APPARENT THAT, IN THE DELTA AT LEAST, AGRICULTURAL REAL INCOME HAS BEGUN TO RISE. PADDY PRICES ROSE ALMOST 100PCT OVER 1966. A MARKED INCREASE IN COMMERCIAL CULTIVATION IS CONSTANTLY ENLARGING THE MARKET FOR OTHER FOOD CROPS WITH THE RESULT THAT FARMERS ARE GETTING HIGHER CASH PAYMENTS FOR PORK, FISH, AND POULTRY AS WELL AS RICE AND VEGETABLES. DURING 1967 SIGNIFICANT PROGRESS WAS MADE IN INTRODUCING IR-8 RICE SEED. THIS RICE VARIETY, WHICH HAS A YIELD OF POSSIBLY 5 TIMES THAT OF LOCAL VIETNAMESE VARIETIES, WILL BE PLANTED ON 100,000 HECTARES DURING 1968, IF PRESENT GVN PLANS ARE SUCCESSFUL. AT THE SAME TIME SUFFICIENT AMOUNTS OF HARD CONSUMER GOODS ARE AVAILABLE AND THE PRICES OF THESE COMMODITIES HAVE BEEN HELD AT A FAIRLY STABLE LEVEL. IN EFFECT, WHILE RURAL PURCHASING POWER HAS BEEN GOING UP, PRICES OF CITY SUPPLIED GOODS HAVE NOT. THUS WE ARE WITNESSING A GRADUAL SHIFT IN THE TERMS OF TRADE IN FAVOR OF THE COUNTRYSIDE. THIS IS AN EXTREMELY SIGNIFICANT AND BENEFICIAL DEVELOPMENT. HAPPILY, IT IS A CONSEQUENCE OF POLICIES AND MEASURES ADOPTED BY THE GVN (WITH US ENCOURAGEMENT) WHICH

PAGE 5 RUMSMA 0236B C O N F I D E N T I A L NOFORN
WERE DESIGNED TO PRODUCE THIS RESULT. ONE ASPECT WHICH COULD HAVE A PROFOUND EFFECT ON COUNTER-INSURGENCY OPERATIONS IS THE "FLESHING OUT" OR EXTENSION OF THE DISTRIBUTION SYSTEM FOR GOOD COMING FROM THE SAIGON METROPOLITAN AREA. THESE GOODS, SEEKING THE NEW CASH LIQUIDITY IN THE COUNTRYSIDE, ARE NOW SELLING IN MANY REMOTE LOCATIONS FOR THE FIRST TIME. WATER PUMPS, TEXTILES, FERTILIZER, TV SETS, TRANSISTOR RADIOS, LAMBRETTA TAXIS, AND MOTORRACKS ARE FILTERING OUT OF SAIGON TO DISTRICT TOWNS AND VILLAGES. RURAL VIETNAMESE APPEAR TO BE GETTING AN ACQUISITIVE URGE. LOOKED AT IN ANOTHER SENSE AN ECONOMIC REVIVAL IS TAKING PLACE WHERE ABLE PROVIDE A SOLID UNDERPINNING FOR THE PACIFICATION AND "NATION BUILDING" PROCESS.
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I M M E D I A T E

ADDRESSED DJAKARTA 284, REPEATED WASHINGTON 362.
FOR THE MINISTER.

FOLLOWING IS REPETITION OF TELEGRAM NO.030 DATED 5/2/68
FROM SAIGON.
BEGINS -

ENEMY TET OFFENSIVE.

PRELIMINARY ASSESSMENT.

IN THE WEEK BEGINNING

28TH JANUARY VIET CONG AND NVA FORCES HAVE DEMONSTRATED A GREATER MILITARY RESOURCEFULNESS AND DEDICATION TO THEIR CAUSE THAN MOST OBSERVERS HERE WOULD HAVE BELIEVED POSSIBLE. IT WILL BE SOME TIME BEFORE WE KNOW THE REAL OBJECTIVES OF THEIR OFFENSIVE AND WHETHER IT IS TO BE ULTIMATELY RECORDED AS A VICTORY OR A SEVERE DEFEAT. THERE WILL BE MUCH SPECULATION ABOUT ITS REPERCUSSIONS, BUT NO ONE WILL DENY THAT THE VIET CONG SUPPORTED AND DIRECTED BY HANOI AND ASSISTED BY THE NVA, PUT UP A DRAMATIC, SPECTACULAR AND MEMORABLE PERFORMANCE, AND HAVE SHOWN THEMSELVES CAPABLE NOT ONLY OF GREAT SKILL IN PLANNING AND COORDINATING THEIR STRATEGY AND TACTICS BUT ALSO OF GREAT COURAGE AND PANATISM IN EXECUTING THEIR PLANS.

2. THE MAJOR QUESTIONS ARE WHETHER THIS VIETCONG OFFENSIVE WAS A FINAL ALL-OUT DESPERATION EFFORT TO ACHIEVE MILITARY VICTORY WITH THE AID OF A GENERAL UPRISING, OR AN EXHIBITION OF THEIR STRENGTH TO EITHER TO OFFSET THE PROGRESS BEING MADE IN THE SOUTH OR TO PLACE THEMSELVES IN A FAVOURABLE POSITION PRIOR TO ACCEPTING NEGOTIATIONS AN ATTEMPT SIMPLY TO RELIEVE THE HEAVY PRESSURE BEING APPLIED ON THEM IN ALL FIELDS AND SO RESTORE SOME BALANCE IN THE PICTURE BEING PRESENTED OF RELATIVE POWER AND INFLUENCE. IT WILL

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ALSO BE ASKED WHETHER THE GVN AND THE ALLIES HAVE TENDED IN THE PAST TO UNDER-ESTIMATE THE STRENGTH, RESOURCEFULNESS AND DEVOTION OF THE COMMUNISTS, AND WHETHER THE ALLIED EFFORT HERE CAN MAKE A SPEEDY RECOVERY FROM WHAT MUST BE SEEN AS BEING A SETBACK TO OUR EFFORTS LOCALLY AND INTERNATIONALLY.

THE PLAN.

3. WHEN THE ANALYSTS HAVE COMPLETED THEIR RESEARCHES, IT WILL PROBABLY BE SEEN THAT THIS OFFENSIVE HAS FOLLOWED THE DOCTRINAL STEPS LAID DOWN BY GIAP AND THE LEADERSHIP IN HANOI. SUCH A CUNNINGLY CONCEIVED AND COORDINATED CAMPAIGN MUST HAVE TAKEN MONTHS OF PLANNING. THE FACT THAT IT WAS KEPT SECRET POINTS TO THE DEVOTION OF ALL THOSE WHO TOOK PART IN IT, NOT A WORD OF IT SEEMS TO HAVE LEAKED. IN II, III AND IV CORPS, ENEMY DISPOSITIONS DID NOT INDICATE THAT A MAJOR ATTACK ON A WIDESPREAD SCALE WAS IMMINENT, AND THE TIMING - FOR THE TET TRUCE WHICH THE ENEMY HAD SAID THEY WOULD OBSERVE FOR SEVEN DAYS - WAS PERFECT.

4. THE BASIC STRATEGY WAS TO BRING THE WAR SIMULTANEOUSLY INTO ALL THE MAJOR CENTRES OF POPULATION THROUGHOUT THE COUNTRY WHERE THERE WAS PLENTY OF COVER, WHERE SCHOOLS, PAGODAS AND HOSPITALS COULD BE USED AS COMMAND POSTS, AND WHERE THE COUNTER FIREPOWER AND STRIKING FORCE OF THE ALLIES COULD NOT BE EFFECTIVELY BROUGHT TO BEAR. THE OVERALL PATTERN IS NOT YET CLEAR BUT IT SEEMS THAT LOCAL FORCES AND GUERRILLA-TYPE SQUADS WERE THE SPEARHEAD OF THE ATTACK, FORCES MADE UP OF MEN WHO IN MANY CASES HAD LIVED OR WORKED IN OR NEAR THE TOWNS AND CITIES BY DAY AND DONNED THEIR UNIFORMS AT NIGHT OR WERE GUIDED TO THEIR GOALS BY LOCAL SUPPORTERS. TARGETS WERE CAREFULLY SELECTED, ACCESS AND ESCAPE ROUTES WERE MAPPED, AND IT WAS PROBABLY EXPECTED THAT THESE FORCES WERE

SUFFICIENTLY WELL-KNOWN TO GIVE THE LEADERSHIP REQUIRED TO INCITE THE LOCAL POPULATION TO JOIN IN A GENERAL UPRISING WHICH WOULD BOTH OVERTHROW THE GOVERNMENT AND PARALYSE THE ALLIED FORCES.

5. THE INFILTRATION OF LARGE NUMBERS OF TROOPS - PERHAPS RUNNING AS HIGH AS 3,000 IN SAIGON - COULD HAVE EASILY TAKEN PLACE IN THE PRE-TET DAYS WHEN THE TRADITIONAL LARGE SCALE MOVEMENT OF PEOPLE CARRYING BULKY PARCELS HAD BEGUN, AND THE POLICE COULD HAVE BEEN RELIED ON TO BE EVEN SLACKER THAN USUAL IN STOPPING VEHICLES AND TRAVELLERS AND EVEN MORE PURPOSEFUL IN FOREGOING INSPECTIONS AT THE OFFER OF A SUM OF MONEY OR A "TET GIFT". IN SOME CASES MAINFORCE UNITS WAITED OUTSIDE, PRESUMABLY TO BACK UP THE UNITS WORKING INSIDE THE POPULATED CENTRES OR TO COVER THEIR WITHDRAWALS IF NECESSARY, OR EVEN TO MOVE IN AND TAKE VITAL INSTALLATIONS SUCH AS AIRFIELDS, PORTS, RADIO STATIONS AND PROVINCIAL HEADQUARTERS IF THE ACTIVITIES OF THE GUERRILLAS BROUGHT THE LOCAL PEOPLE MASSING SPONTAN-

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HOUSLY AND VOCIFEROUSLY TO THEIR SIDE. WE NEED NOT BE SURPRISED ABOUT THE SUCCESS OF THE INFILTRATIONS, THE ENEMY HAD TIME AND CIRCUMSTANCES GOING FOR HIM, PARTICULARLY THE LAXITY AND CORRUPTION OF THE POLICE AND THE INEFFICIENCY OF THE GOVERNMENT'S INTELLIGENCE MACHINE.

THE EXECUTION.

6. WE DO NOT KNOW YET WHETHER AN OFFENSIVE IN THE DMZ AND I CORPS WAS TO COINCIDE WITH THE PLAN TO CARRY THE BATTLE INTO THE POPULATION CENTRES. THE BUILD-UP AND THREAT THERE MIGHT HAVE BEEN DESIGNED TO FACILITATE THE OFFENSIVE IN THE CITIES BY TYING UP ALLIED FORCES AND GENERALLY DIVERTING ATTENTION FROM THE CITIES. ON THE OTHER HAND AN ATTACK THERE MIGHT HAVE BEEN TEMPORARILY TAWARTED BY MASSIVE US BOMBARDMENTS AND BY THE FAILURE OF THE WEATHER TO PROVIDE THE REQUIRED CLOUD COVER.

7. WHATEVER THE CASE, THE FACT WAS THAT THE PENETRATION OF THE POPULATED AREAS WAS SUCCESSFUL, IT SEEMS, IN EVERY INSTANCE, AND DESIGNATED TARGETS WERE HIT. IN SOME PLACES THE DAMAGE WAS GREAT., AS IN FLEIKU, KONTUM, NHA TRANG, MY THO AND BEN TRE, IN OTHERS, AS IN SAIGON, BAHMETHUOT AND DANANG, IT WAS QUITE LIGHT. INSTALLATIONS WERE SOMETIMES OCCUPIED, MOST SEEM NOT TO HAVE BEEN. IN THE DELTA CITIES NO WITHDRAWAL PLANS SEEM TO EXIST, AND - ACCORDING TO WESTMORELAND - MOST OF THE AVAILABLE ENEMY FORCES SEEM TO HAVE BEEN COMMITTED. IN SAIGON THE ATTACKERS WERE TO BE RELIEVED, AFTER 48 HOURS, OF THE POSITIONS THEY WERE MEANT TO BE THEN HOLDING, AND, EVEN THOUGH THIS DID NOT OCCUR, THEY WERE BACKED BY MAINFORCE UNITS WAITING OUTSIDE. IN ALL, INCLUDING I CORPS AND THE DMZ SOME 60,000 TROOPS ARE BELIEVED BY MACV TO HAVE BEEN INVOLVED.

THE OBJECTIVES.

8. THE PATTERN OF EVENTS DOES NOT LEAD EASILY TO A CONCLUSION ABOUT OBJECTIVES. IT DOES SEEM AT THIS EARLY STAGE, HOWEVER, THAT THE GENERAL OFFENSIVE, WAS IN FACT LAUNCHED, DESIGNED TO BRING DOWN THE GOVERNMENT BOTH BY FORCE AND BY GENERATING A POPULAR UPRISING. THE LATTER WOULD BE BROUGHT ABOUT BY A SHOW OF CONSIDERABLE FORCE AND AUDACITY, BY INCITEMENT, BY EVIDENCE OF PHYSICAL OCCUPATION OF IMPORTANT INSTALLATIONS AND GOVERNMENT AND ADMINISTRATIVE CENTRES, AND BY THE EXPOSURE OF THE HELPLESSNESS OF THE U.S. TO BRING THEIR POWER TO BEAR WHEN THE BATTLE WAS TO BE FOUGHT IN THE VERY PLACES WHERE THE PEOPLE LIVED. THE FACT THAT THE MAIN DAMAGE IN THE TOWNS WAS THE RESULT OF THE FIGHTING ITSELF, NOT OF DELIBERATE SABOTAGE BY THE VIETCONG, SUGGESTS THAT THE VIET CONG WERE CONFIDENT THAT THEY WOULD NEED TO MAKE USE THEMSELVES OF THE MAINS INSTALLATIONS. THIS WERE IS EVIDENCE THAT THE

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ATTACKERS OF TAN SON NHUT AIRFIELD IN SAIGON WERE INSTRUCTED NOT TO DAMAGE IT IF POSSIBLE.

9. THE CONCEPTION AND THE PLANNING WERE BRILLIANT.

THE EXECUTION, IF THE ABOVE ANALYSIS IS CORRECT, WAS NOT SUCCESSFUL - AT LEAST IN OUR TERMS.

(FOR THE VIET CONG, PERHAPS IT WAS A GREAT VICTORY.)

FOR THE MOST PART THE INSTALLATIONS WERE NOT TAKEN AND HELD., THE PEOPLE ALTHOUGH FRIGHTENED - DID NOT RESPOND AND FO RISE UP., THE TET-DEPLETED VIETNAMESE ARMY AND POLICE FORCES FOUGHT BACK WELL., AND THE PHYSICAL AND MORAL SUPPORT OF THE U.S. AND THE OTHER ALLIES DID MAKE ITSELF FELT, NOT ONLY IN THE DEFENCE OF THEIR OWN INSTALLATIONS BUT ALSO IN THE AID GIVEN TO THE LOCAL FORCES IN GUNSHIPS, FLARES, AIRLIFTS, TACTICAL ADVICE, COMMUNICATIONS, AND IN THE MANY OTHER TRAPPINGS OF A HIGHLY MOBILE, MECHANISED FORCE.

10. IN LESS THAN ONE WEEK AFTER THE OFFENSIVE BEGAN THE VC/VA FORCES HELD NOT ONE OF THE TOWNS OR CITIES THEY HAD ATTACKED. (AT NO TIME DID THEY TAKE REAL CONTROL.) SMALL POCKETS OF RESISTANCE CONTINUED IN MANY PLACES, THERE WAS SOME FIGHTING IN THE OUTSKIRTS, AND IN ONE OR TWO CENTRES THERE WERE UNCOMMITTED MAIN FORCES STILL WAITING ON THE OUTSIDE. ENEMY CASUALTIES WERE PLACED AS HIGH AS 20,000 DEAD, BRINGING THEIR TOTAL TO OVER NINETY 30,000 SINCE THE BEGINNING OF THE WINTER-SPRING CAMPAIGN LAST NOVEMBER. THEIR FORCES SOME STILL DEFIANT, WERE ON THE RUN OR BEING PURSUED OUT., THEY HAD LOST THOUSANDS OF WEAPONS.

11. IF THE OBJECTIVE WAS TO DEMONSTRATE STRENGTH PER SE - IN AN ELECTION YEAR IN THE U.S. IT WAS SUCCESSFUL, BECAUSE THIS OFFENSIVE REVEALED MORE CLEARLY THAN EVER BEFORE THE NATURE AND EXTENT OF VIET CONG ORGANISATION, DISCIPLINE AND POWER. IT CONFIRMED WHAT HAS BEEN SAID MANY TIMES, THAT THE ULTIMATE SOLUTION OF THE VIETNAME PROBLEM MUST BE POLITICAL, NOT SIMPLY MILITARY. VIET CONG LOSSES WERE UNDOUBTEDLY HEAVY BUT, ACCORDING TO MACV, THEIR STRENGTH REMAINS FORMIDABLE, AND THE VIETNAMESE PEOPLE KNOW THIS.

THE EFFORT DOES NOT SEEM TO HAVE BEEN A DESPERATE, ALL-OUT ONE, ALTHOUGH THE VIET CONG HAVE UNDOUBTEDLY BEEN BADLY HURT.

12. IF THE DEMONSTRATION OF STRENGTH WAS TO BRING THE VIET CONG BACK INTO THE PICTURE, TO OFFSET THE GROWING POLITICAL AND MILITARY CONFIDENCE OF THE GVN AND THE WEIGHT OF THE US FORCES HERE, IT WAS AGAIN SUCCESSFUL. IF IT WAS DESIGNED TO OPEN THE WAY TO NEGOTIATIONS (I REMAIN SCEPTICAL ON THIS) THEY WILL PRESUMABLY NOW GIVE SOME SIGN. ON THE OTHER HAND, THEY COULD ALLOW EVENTS TO DO THEIR WORK, KNOWING THAT THEIR ACTIONS WILL GIVE RISE TO A FRESH WAVE OF DEMANDS OVERSEAS FOR NEGOTIATIONS

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AND OF PRESSURE ON THE U.S. TO NAT OR COMPLETELY STOP THE BOMBING OF THE NORTH. THEY WILL KNOW THAT THE VOICES FAVOURING A COALITION GOVERNMENT WILL BE STRENGTHENED, BECAUSE THE VIET CONG ARE DEMONSTRABLY A POLITICAL AND MILITARY FORCE WHICH CANNOT BE BELITTLED OR TURNED ASIDE.

13. HAVING SAID THIS, THE POSSIBILITY REMAINS THAT THIS OFFENSIVE WAS FORCED ON THE VIET CONG BY THE PROGRESS BEING MADE IN THE SOUTH. IF THEY WERE NOT TO REACT TO THE INCREASING PRESSURES UPON THEM THEY WERE IN DANGER OF GRADUALLY LOSING BY DEFAULT THEIR HOLD IN THE COUNTRYSIDE. TOO MANY PEOPLE WERE SAYING THAT THE TREND OF EVENTS WAS NO LONGER IN THEIR FAVOUR. IF THIS WAS THE OBJECTIVE, ITS SUCCESS IS QUESTIONABLE. HAVING BEEN REPULSED WITH GREAT LOSSES AND HAVING USED SUCH QUESTIONABLE TACTICS IN VIETNAMESE EYES, THE VIET CONG MIGHT FIND THAT THEIR CURRENCY WILL BE FURTHER DEBASED BY THIS EPISODE. THEY MIGHT TRY A SECOND WAVE, OR LAUNCH THEIR BIG MOVE IN I CORPS, BUT THEY WILL STILL RUN THE RISK OF HEAVY DEFEATS WHATEVER THE DAMAGE THEY CAUSE OF THE FEAR THEY INSPIRE. THERE IS NO DOUBT A LIMIT TO THEIR ABILITY TO KEEP UP SUCH OFFENSIVES.

VIET CONG STRENGTH.

14. HAS THE POWER OF THE VIET CONG BEEN UNDERESTIMATED? I AM INCLINED TO THINK NOT. IN REPORTING ON MY PROVINCIAL TOUR THREE WEEKS AGO I NOTED THAT THERE WAS A REALISTIC ACKNOWLEDGEMENT ALMOST EVERYWHERE OF THE CONTINUING STRENGTH OF THE ENEMY, DESPITE OUR OWN GAINS, AND OF THE PROTRACTED NATURE OF THE STRUGGLE AHEAD. THE CONFIDENCE OF THE ENEMY IN HIS OWN MILITARY POWER HAS BEEN FREQUENTLY POINTED OUT, ESPECIALLY IN RELATION TO THE DISCUSSIONS ON THE NEGOTIATIONS ISSUE. IT WAS ONLY LAST YEAR THAT WESTMORELAND MADE HIS PLEA FOR MORE TROOPS. THE DIFFICULTIES OF MAKING THE PACIFICATION PROGRAMME WORK HAVE ALWAYS BEEN EVIDENT. NOR HAS VIET CONG RESOURCEFULNESS EVER BEEN UNDERESTIMATED.

15. WHAT, THEN, WAS AT FAULT? NOT UNDERESTIMATION OF THE VIET CONG STRENGTH, I SUGGEST, BUT FAILURE TO INSIST THAT THE VIETNAMESE MAKE A GENUINE EFFORT TO PROTECT THEMSELVES AGAINST INSIDIOUS INFILTRATION, FOR ONLY THE VIETNAMESE CAN DO THIS WORK, AND UNDUE CONFIDENCE THAT THE VIET CONG WOULD NOT RUN THE RISKS OF CASUALTIES AND LOSS OF FACE WHICH UNSUCCESSFUL ATTACKS ON THE TOWNS WERE ALMOST SURE TO BRING. THE VIET CONG DID WHAT WE HOPED THEY COULD NOT DO, OR WOULD NOT DARE TO DO, ON SUCH A LARGE SCALE.

THE RESULTS.

16. THERE ARE NO EASY ANSWERS TO THESE QUESTIONS.

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BUT ALREADY THE NEXT IS UPON US. - WHERE DO WE GO FROM HERE?

THE GVN REACTED TO THE CRISIS LIKE A STUNNED MULLET.

IT DID NOT UTTER FOR TWO DAYS, AND THEN ONLY DID SO AT THE PROMPTING OF THE AMERICANS.

THE PRESS, WHICH HAD CLOSED DOWN FOR THE WEEK, WAS NOT BROUGHT BACK TO LIFE FOR THE EMERGENCY, BUT THE AMERICANS HAVE GOT THINGS MOVING.

THIEN HAS CALLED ON THE PEOPLE TO BACK THE GOVERNMENT, AND THE LOWER HOUSE HAS NOW MET AND GIVEN ITS SUPPORT.

THE ASSEMBLY ITSELF WILL NO DOUBT DO THE SAME, AND THE PRESS WILL, I THINK, FOLLOW SUIT.

ON THE MILITARY SIDE THE VIET CONG WILL BE PURSUED.

17. OUR BEST HOPE PERHAPS IS THAT THE GOVERNMENT, ASSISTED BY THE U.S. AND THE FRIENDS OF VIETNAM, WILL NOW TAKE THE OPPORTUNITY TO SHOW WHAT IT CAN DO FOR THE PEOPLE IN THE WAY OF RECONSTRUCTION.

THE ARVN FOUGHT WELL AND WILL CONTINUE TO IMPROVE.

NOW THE CIVILIANS MUST GET TO WORK ON THE PROBLEMS OF THE REFUGEES AND THE INJURED, AND ALL THE OTHER WORK INVOLVED IN RESTORING NORMAL/ECONOMIC AND SOCIAL LIFE, THE CHANCE IS OFFERED TO GAIN THE CONFIDENCE OF THE PEOPLE, THE VERY PEOPLE WHO PREFERRED NOT TO RISE WITH THE VIET CONG.

SURELY THIS MUST BE SOME STIMULUS TO THE GOVERNMENT TO DO MORE, SURELY IT MUST GIVE THE GOVERNMENT SOME CONFIDENCE IN ITSELF.

18. I TAKE SOME COMFORT PERSONALLY FROM THE FACT THAT THE VIETNAMESE CHARGED WITH RUNNING THE NEW RECONSTRUCTION TASK FORCE ARE KY AND GENERAL THANG BECAUSE, IN MY BOOK, THEY ARE AMONG THE FEW VIETNAMESE WHO HAVE THE DRIVE AND ABILITY AND SENSE OF DEDICATION AND NATIONAL SPIRIT TO MAKE A SUCCESS OF THIS VENTURE AND TO TRY TO BREAK DOWN THE PREVAILING INDIFFERENCE, CORRUPTION, AND RECKLESSNESS OF THE OFFICIALS WITH WHOM THEY WILL HAVE TO WORK.

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c/let
walker DEC '70

PHUNG HOANG REVIEW

Military Assistance
Command1. HISTORICAL REVIEW

July 1967 - Phoenix (originally ICEX - Intelligence Coordinations and Exploitation for attack on the VCI) established in 1967.

December 1967 - GVN Prime Minister issue letter of instruction on the attack on VCI but little activity in field.

July 1968 - GVN Presidential Decree and SOP 1 issued to field. Phung Hoang Committee begin to be established at all levels. Phung Hoang plan officially put into operation.

December 1968 - All Phung Hoang goals for 1968 surpassed

| <u>GOAL</u> | | <u>ACHIEVEMENT</u> |
|-------------|-----------|--------------------|
| Establish | 44 PIOC | 44 PIOC |
| Establish | 200 DIOC | 228 DIOC |
| Neutralize | 12000 VCI | 15,776 VCI |

1968 (General) Typified by establishment of physical plants at Province and District levels.

1969 (General) Typified by increased involvement of GVN President, Prime Minister and Minister of Interior

March 1969 - GVN issues Classification and Rehabilitation Guidelines to clarify procedures.

July 1969 - Management/Support of US Phoenix transferred from OSA to ACofS, CORDS. Funding difficulties follow due to reduced allocations.

October 1969 - GVN President initiates National Publicity Campaign for Phung Hoang, PAAS - Sep 70 showed 52.7% not aware, 27.6%

adequately informed and 19.1% vaguely aware.

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GROUP-4
DOWNGRADED AT THREE-YEAR
INTERVAL, DECLASSIFIED 12
YEARS AFTER DATE OF ORIGIN

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1970 (General) Phung Hoang firmly established in 1970 P&D Plan as major part of objective 2(of 8) Protection of the People from Terrorism. Accepted aim is not only elimination of VCI but also long lasting/ Peace time anti-subversion program.

Emphasis on Village/Hamlet levels Phung Hoang Committees and intelligence gathering/operational activities.

January 1970 - VCINIS (VCI Neutralization Information System) initiated.

Greenbook listing communist offender types to be considered VCI is issued by GVN.

February 1970 - SOP #3 issued to field.

July 1970 - Phung Hoang begins to be integrated into Directorate General for National Police at national level.

November 1970 - Supplemental 1970 (Nov 70 - Feb 71) maximum elimination of VCI as one of its two main tasks.

2. VIET CONG INFRASTRUCTURE RELATIVE STRENGTH OVER TIME (1967-Present)

a. VCI Relative Strength trend compared to other enemy forces (see Graph "A").

b. VCI Strength and the Future.

If the downward trend in VCI strength continues at the present (1970) rate (based on present neutralization rates and a VC replacement rate of 2 for every 3 VCI neutralized) the VCI should be roughly half its present strength at the end of 1973. At that point (1973) it is felt that the VC infrastructure will become seriously crippled. VCI cadre

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replacements will be relatively inexperienced^d which ^{will} compound⁵ this situation.

c. Concentrations of VCI Strength by Province - October 1970

| <u>By TOTAL VCI</u> | | <u>By VCI/1000 Population</u> | |
|---------------------|-------|-------------------------------|------|
| 1 Quang Nam | 5,861 | 1 Quang Tin | 12.9 |
| 2 Quang Tin | 4,886 | 2 Quang Nam | 10.0 |
| 3 Kinh Hoa* | 4,211 | 3 An Xuyen | 10.0 |
| 4 Binh Dinh | 3,911 | 4 Darlac | 8.4 |
| 5 Quang Ngai | 3,515 | 5 Kien Hoa | 7.0 |
| 6 Dinh Tuong | 3,035 | 6 Ch Uong Tin | 7.4 |
| 7 An Xuyen* | 2,415 | 7 Kien Tuong | 6.0 |
| 8 Thua Thien | 2,283 | 8 Phu Bow | 6.1 |
| 9 Vinh Long* | 2,108 | (See MAP "B") | |
| 10 Bien Hoa | 1,915 | | |
| 10 Dar Lac | 1,902 | | |

(See MAP "A")

*Provinces where Phung Hoang is neutralizing only 50% of VCI goal based^{on} their percentage of national total VCI strength.

3. VCI NEUTRALIZATIONS

a. Monthly Neutralizations 1968 to Present (See Graph "B")

b. Forms of Neutralizations

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| | <u>1968</u> | <u>1969</u> | <u>1970 to 25 Sep</u> |
|---------|--------------|--------------|-----------------------|
| CIA | 11,288 | 8,515 | 8,044 |
| KIA | 2,239 | 6,187 | 5,813 |
| RALLIED | <u>2,299</u> | <u>4,832</u> | 5,597 |
| TOTAL | 15,776 | 19,534 | <u>4,391</u> |
| | | | 15,603 TOTAL |

equals total
 killed
 sentenced

c. Specific Targeting vs General Targeting

(January-June 1970)

| (1) | <u>Specific Target</u> | <u>vs General Target</u> | <u>vs Rallies</u> |
|-----------------|------------------------|--------------------------|-------------------|
| Total VCI Neut. | 2,500 | 7,786 | 4,039 |
| % | 17.5% | 54.3% | 28.2% |

(2) Targeting by types of Forces.

| <u>Kills and Captures</u> | <u>Number</u> | <u>Percent</u> |
|---------------------------|---------------|----------------|
| By Phoenix Forces* | | |
| Specific Targeting | 1,603 | 11.2% |
| General Targeting | <u>1,495</u> | <u>10.4%</u> |
| TOTAL | 3,098 | 21.6% |
| By Military Forces** | | |
| Special Targeting | 897 | 6.3% |
| General Targeting | <u>6,291</u> | <u>43.9%</u> |
| TOTAL | 7,291 | 50.2% |
| Rallies | 4,039 | 28.2% |

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*Phoenix Forces include: NP, PRU, RDC, CG, APT, and MC.

*Military Forces include: ARVN, US, FWMAR, CIDG, NP/PF, and others.

d. Forces' Effectiveness Against VCI

(January-September 1970)

(1) Total VCI neutralized by Forces

| <u>RANK</u> | <u>FORCE</u> | <u>TOTAL NEUT.</u> | <u>% OF TOTAL</u> |
|-------------|--------------|--------------------|-------------------|
| 1 | RF | 4,820 | 25.0 |
| 2 | PF | 2,442 | 12.6 |
| 3 | NP | 1,549 | 8.0 |
| 4 | PRU | 1,328 | 6.8 |
| 5 | US | 1,240 | 6.4 |
| 6 | ARVN | 942 | 4.8 |
| 7 | SP | 884 | 4.5 |
| 8 | NPPF | 460 | 2.3 |
| 9 | FWMAR | 256 | 1.3 |
| 10 | MSS | 112 | .5 |
| 11 | CIDG | 93 | .4 |
| 12 | RDC | 72 | .3 |
| 13 | APT | 59 | .3 |
| 14 | PSDF | 39 | .2 |
| | Chieu Hoi | 4,121 | 21.0 |

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(2) Neutralizations per 1000 Strength

| <u>RANK</u> | <u>FORCE</u> | <u>NEUT/1000 Strength</u> |
|-------------|--------------|---------------------------|
| 1 | PRU | 422 |
| 2 | NP, NPFF, SP | 36 |
| 3 | RF/PF | 16 |
| 4 | APT | 10 |
| 5 | CIDG | 5 |
| 6 | FWMAF | 5 |
| 7 | US | 4 |
| 8 | ARVN | 3 |
| 9 | RDC | 2 |

(3) KIA/CIA Ratio by Force (rough)

| <u>FORCE</u> | <u>RATIO</u> |
|--------------|--------------|
| APT | 5/1 |
| PF | 4/3 |
| RF | 1/1 |
| US | 1/1 |
| ARVN | 3/5 |
| PRU | 1/2 |
| NPFF | 1/3 |
| SP | 1/20 |
| NP | 1/25 |

e. Province Security Council - *Sewten-Ging Sentencing*

Judicial processing of suspected VCI in custody has been a continual problem. In the past over 50% of those VCI sentenced were released

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in less than one year. Some VCI were being recaptured and sentenced for a second and third time. From January to June 1970 only 32% or (1,930) of the suspected VCI captured had been tried. One out of eight were released. A remainder of 4,181 were still awaiting trial. The high non-conviction ^{rate} note causes an obvious injustice to the innocent who are forced to long confinement due to the judicial ^obottleneck. Strong emphasis from Saigon has begun to ease the problem. Sentencing was up from 64 in January to 513 in June but total VCI captured and still unprocessed was still 2954. A stated GVN goal is to process all suspected VCI's in custody within 46 days of capture.

A break down of length of Sentence given in 1970 follows:

| | |
|--------------------|-----|
| Less than 6 months | 9% |
| 6 - 12 months | 14% |
| 1 - 2 years | 46% |
| 2 years or more | 31% |

4. VC REACTIONS

December 1968 - Liberation Radio - "Crush the venomous snake Phoenix"

December 1968 - VC documents describe plans and organization of Phoenix and their counterattack which was aimed at eliminating Phoenix members.

September 1969 - Deputy Secretary of COSVN says at 2nd Congress of PRP that Phung Hoang and the APC of the GVN are the greatest threats to future VC activities.

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April 1970 - Document captured outlines Phung Hoang SOP and aims at activities at village/hamlet level Phung Hoang by raids to get documents and disrupt activities. A possible interpretation is that GVN Phung Hoang Activities at the village^{level} are having greater effect than previously^{thought} supported.

Spring 1970 - In Dinh Tuong many village/hamlet level VCI were being neutralized and VC order^{cad} cadre to be armed at all times, operate under guerrilla protection and operate only at night. The VC Security Section was tasked with countering the Phung Hoang net.

5. REPORTS/SYSTEMS

- a. BIG MACK - Submitted from field by DIOCC to J2 MACV and contains information on VCI strength and organizations in particular areas. Data is put in machine and print out of aggregated data is produced. Unfortunately the print out was poorly programmed to meet the retrieval needs of J2 and the system is being reprogrammed to correct this which should be in effect in early 1970.
- b. VCIIS - VCI Information System collects field data on neutralization on a monthly basis. The print out gives detailed analysis of type of VCI neutralized, Friendly forces involved, and means of neutralization.
- c. VCINIS - VCI Neutralization Information System was initiated in January 1970 in order to provide a means of tracking each individual neutralized. Each VCI is given an ID number made up of his name, birth,

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time and place of capture. All future actions such as imprisonment release etc, is to be submitted to Saigon to be added to his record.

6. TRAINING

a. For GVN.

Corps level Phung Hoang training centers were established in I Corps (June 1969); II Corps (Oct 69); III Corps (Jan 69); and IV Corps (Oct 69). Supported by CORDS/MACV they trained District/Province level officials and personnel dealing with Phung Hoang. The classes were held bi-weekly with 40 students per class. Special courses such as IV Corps' Secrete Investigation Course for case officers were also held. Appreciation and enthusiasm of the trainees was quite low according to this writers personal experiences. This was reflected by the frustration of certain corps level officials (e.g., Wilbur Wilson) about the actual effectiveness of the training. IV Corps is closing its school in Dec 70 and it is assumed that other Corps have ^{or} and will do the same. A National Training School at Vung Tau will hopefully open in early 1971. Short refresher training for Province Chiefs are held at ^U Vieng Tau (1-2 day). A second course was held in February.

b. For U.S.

Training for Phung Hoang advisors and selected element of other U.S. forces has been regularly conducted (Phoenix Coordinator's Orientation Course). It began in November 1968 and schedules classes for 40 students are a bi-weekly basis.

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Training in CONUS began at Fort Bragg, NC on 4 Sep 70 with a class of 35 students in a 12 week course which includes 6 weeks of language training.

7. FUNDING

FY 1970 Dollars

CY 1970 Piastres

AID

/ DOD

US Counterpart Funds

GVN Regular Budget

0

667,600

51,700,000 \$VN

5,800,000 \$VN

In past 50% of funds were spent for construction of facilities and furnishings, and the rest for supplies and personnel. By 1970 this had stabilized at 33% for construction and 66% for personnel. ^{Supplies requested}

8. PROBLEM LIST FOR CONSIDERATION

- a. Command emphasis which possibly is being confused with command's poor understanding or disagreement with the "focus" of Phung Hoang.
- b. Coordination between contributing agencies at all levels and between levels. Involves personality and rank/official position, conflicts as well as physical relationship officers etc., of these agencies.
- c. Quality and length of duty of representatives sent by contributing agencies to staff the PIOCC/DIOCC. Lack of interest of the heads of these agencies.
- d. Unwarranted concern at some levels with the methods of operations according to preconceived ideas to the detriment of worrying about substance and necessary meaningful improvements at the lower levels irrespective of SOP's etc.

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- e. Method of specific targeting of high level VCI in relationship to the reality of their location in isolated base camps strongly protected by guerrillas/Local Forces which require large scale operations.
- f. Possible contradiction between emphasis to maximize neutralizations by capture and sentencing/lenient rehabilitation policy.
- g. Parallel intelligence nets at some province district levels, some of which are the personal domain of the Province/District chiefs and upon which he relies to the detriment of the Phung Hoang organization.
- h. Inspection System - more substance less form. "What does a 43% effective Phung Hoang office mean?"
- i. Awards (monetary) need to be reviewed with aim of quick response and awards to units and not just individuals such as VLP.
- j. Semantic problems in Vietnamese and between English and Vietnamese.
- k. Maximum utilization of sources e.g., Chien Hoi etc.

9. RECOMMENDATIONS FOR CONSIDERATIONS

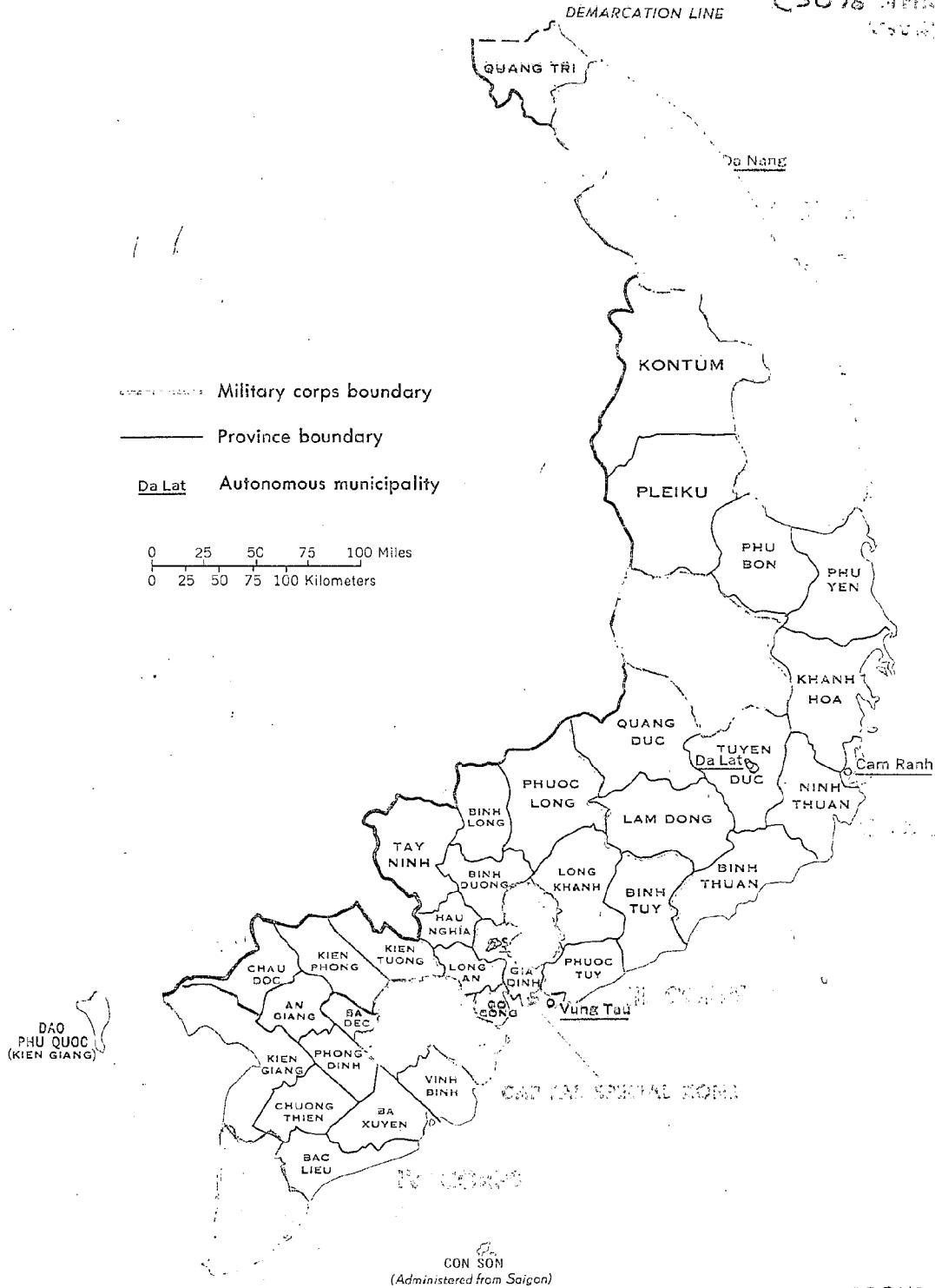
- a. Increase advisory quality by putting captains in DIOCC and majors in PLOCC and possibly making more use of personnel from Army Intelligence Service and CIC warrant officers with past experience. Put these advisors in civilian clothes.
- b. Reanalyze VCI - VC military relationship in terms of systems analysis as basis of refocusing Phung Hoang and other activities aimed at getting to the enemy in order to coordinate the Nationals and operations and to form basis of new SOP.
- c. _____
- d. _____
- etc
- etc

11
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SOUTH VIETNAM ADMINISTRATIVE DIVISIONS

Top 10 Provinces
Total VCI

(50% Admin. ...)



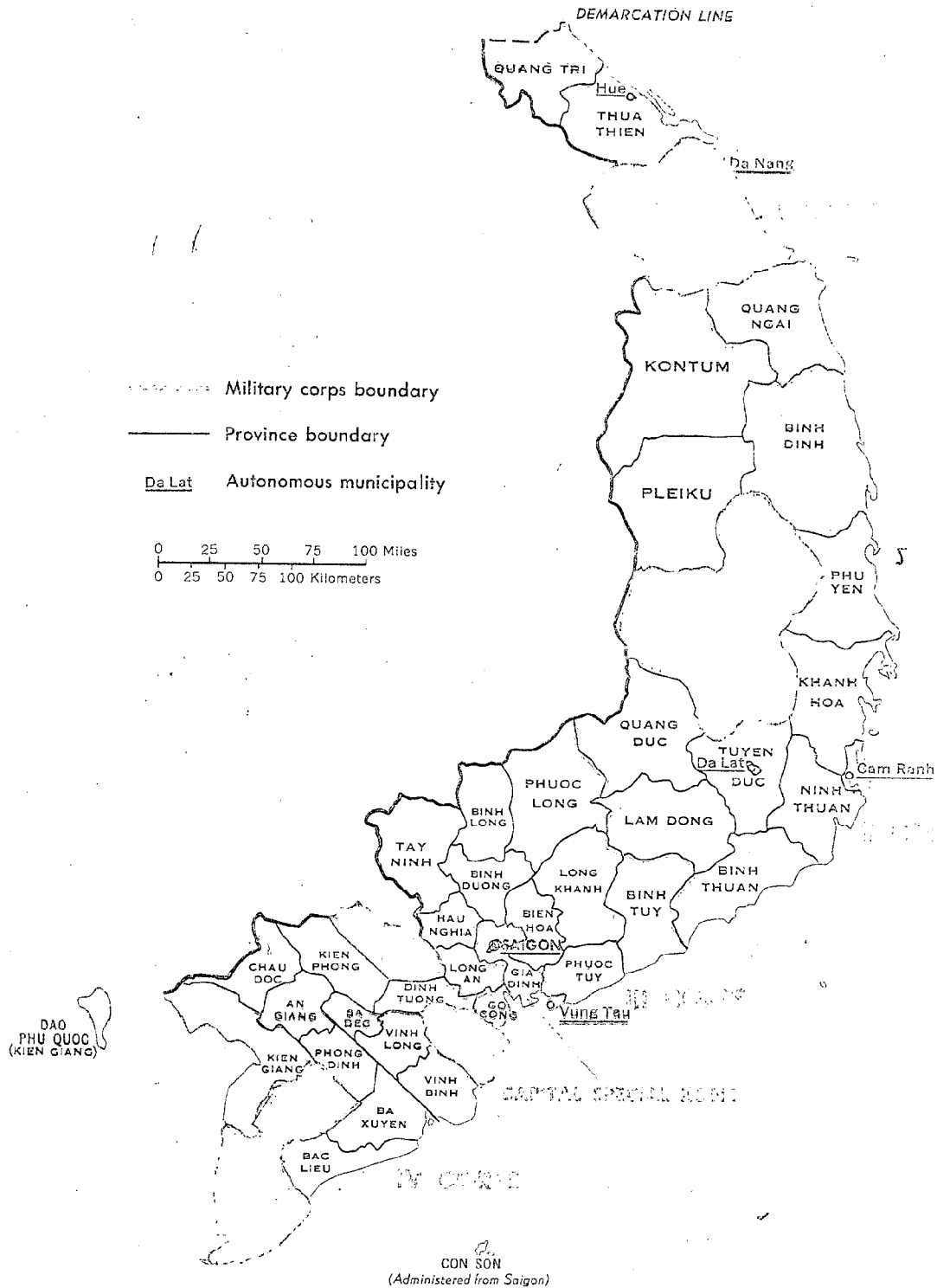
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GROUP-4
DOWNGRADED AT THREE-YEAR
INTERVALS. DECLASSIFIED 12
YEARS AFTER DATE OF ORIGIN

SOUTH VIETNAM ADMINISTRATIVE DIVISIONS

TOP 8 PROVINCES
VCE/100/100



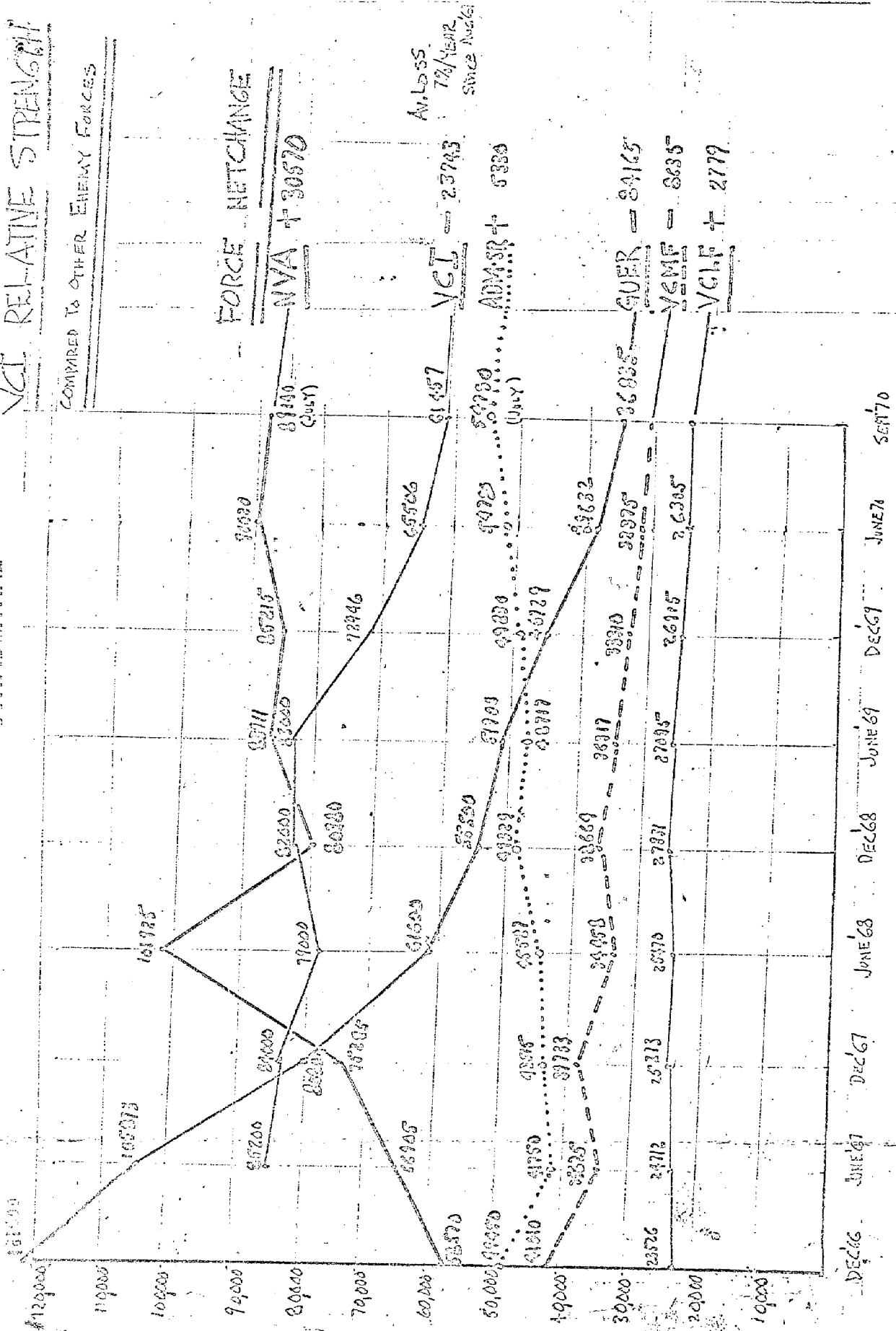
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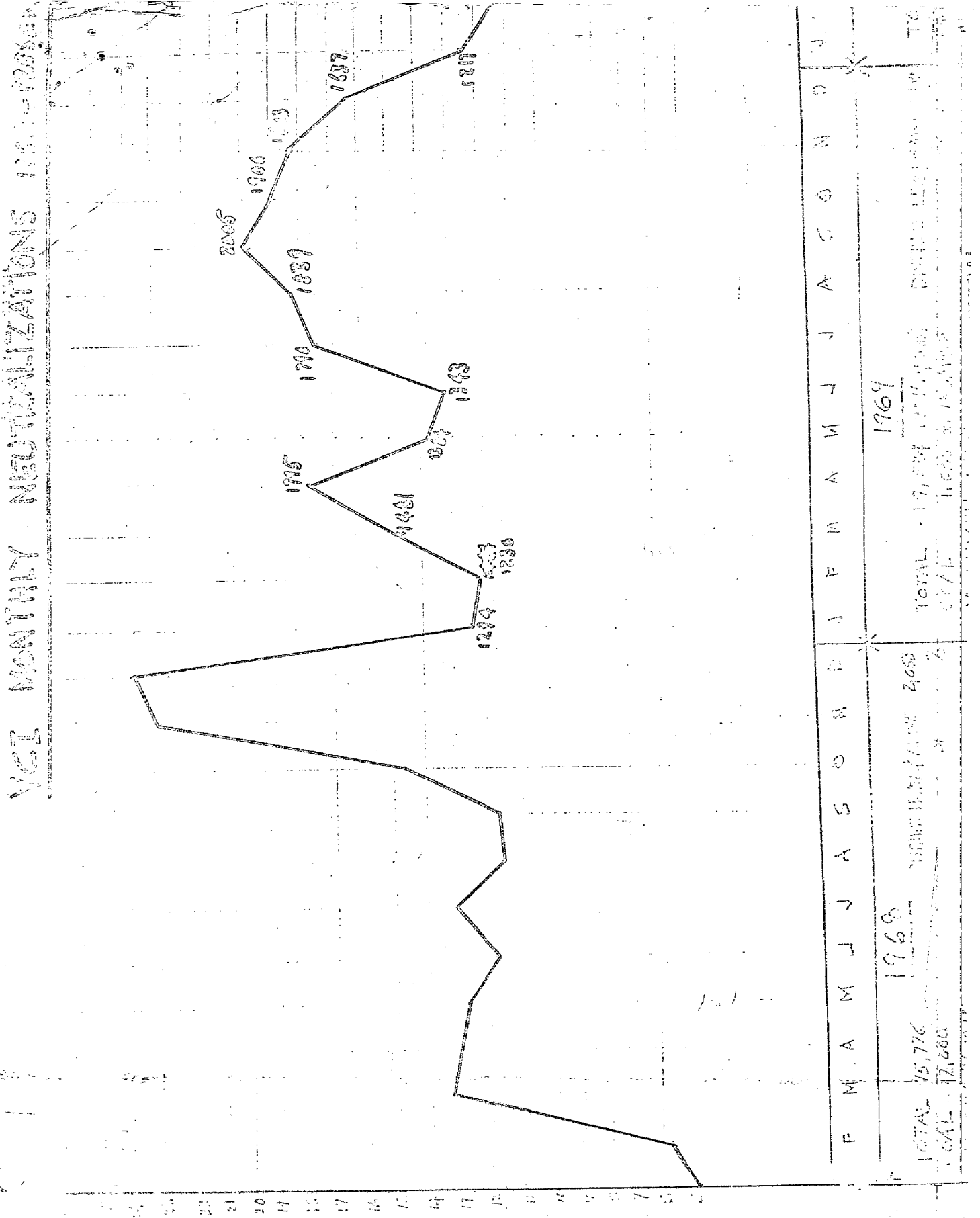
GRAPH A

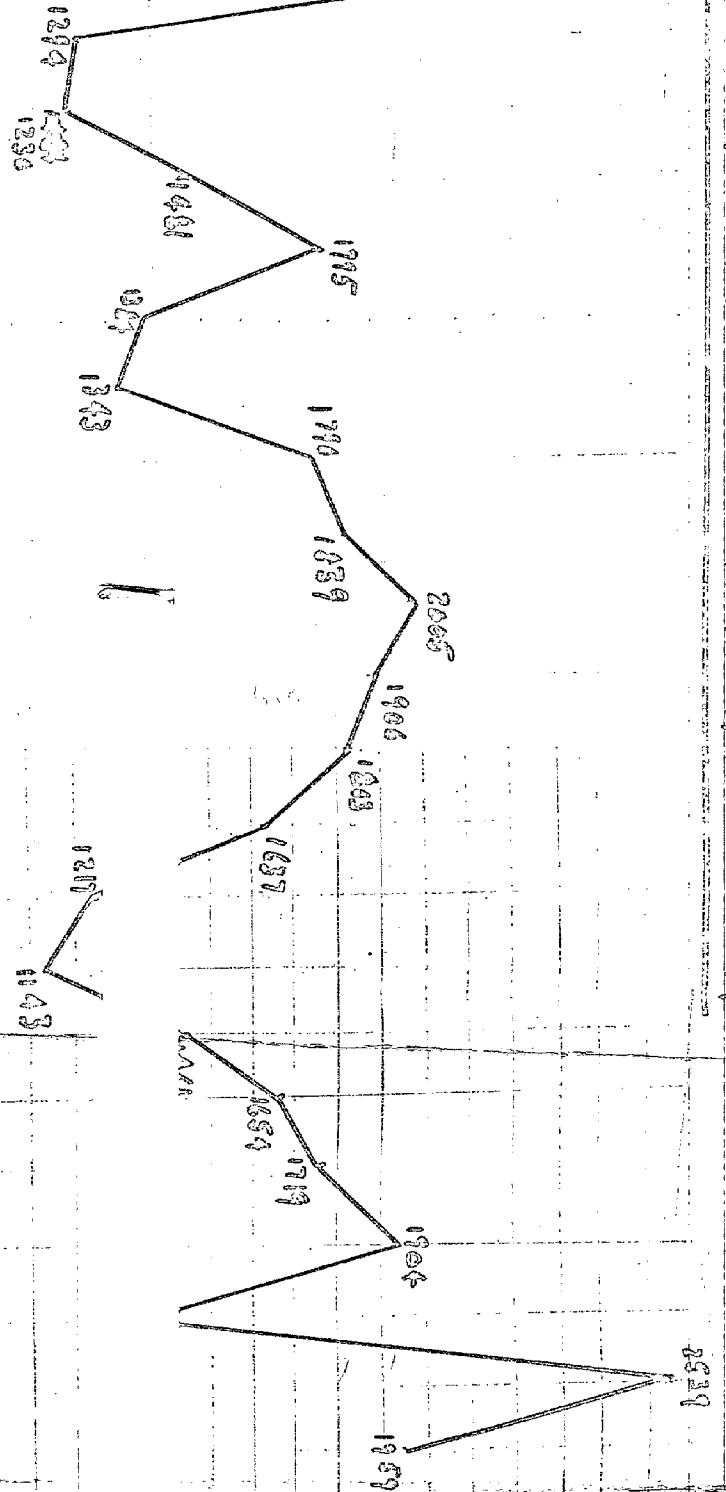
VCI RELATIVE STRENGTH

COMPARED TO OTHER ENERGY FORCES

FORCE NETCHANGE







GROUP 4
 DOWNGRADED AT THREE-YEAR
 INTERVALS, DECLASSIFIED 121
 YEARS AFTER DATE OF ORIGIN

1969

1970

TOTAL 149,507 (14,950.7)
 5041 71,603 (7,160.3)
 MONTHLY AN 1736

TOTAL 15,603 (1,560.3)
 5041 21,600 (2,160.0)
 MONTHLY AN 1736

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C1, MACV Dir 10-20

HEADQUARTERS
UNITED STATES MILITARY ASSISTANCE COMMAND, VIETNAM
// APO San Francisco 96222

CHANGE 1
DIRECTIVE
NUMBER 10-20

1 July 1969
(MACCORDS)

ORGANIZATION AND FUNCTIONS

ORGANIZATION, FUNCTIONS, AND RESPONSIBILITY
FOR SUPPORT TO THE ATTACK ON THE VC INFRASTRUCTURE (U)
SHORT TITLE: PHOENIX (U)

Directive Number 10-20, this headquarters, 23 May 1969, is changed as follows:

1. Insert Annex I, attached.
2. By pen and ink change, delete that portion on page 10 of the directive pertaining to Annex I, which reads "(To be published)."
3. This transmittal sheet is to be filed in front of the publication for reference purposes.

FOR THE COMMANDER:



ELIAS C. TOWNSEND
Major General, USA
Chief of Staff

T. B. MANCINELLI
LTC, USA
Adjutant General

DISTRIBUTION:
B
Plus:
500 - MACCORDS/PHOENIX
300 - MACAG-AP

REGRADED UNCLASSIFIED WHEN
SEPARATED FROM CLASSIFIED
DIRECTIVE

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*MACV-Dir 10-20

HEADQUARTERS
UNITED STATES MILITARY ASSISTANCE COMMAND, VIETNAM
APO San Francisco 96222

DIRECTIVE
NUMBER 10-20

23 May 1969
(MACCORDS)

ORGANIZATION AND FUNCTIONS

ORGANIZATION, FUNCTIONS, AND RESPONSIBILITY
FOR SUPPORT TO THE ATTACK ON THE VC INFRASTRUCTURE (U)
SHORT TITLE: PHOENIX-(U)

1. (U) PURPOSE. This directive prescribes policies, establishes responsibilities and command relationships, and outlines procedures for overt joint US civil/military actions to complement and support the GVN PHUNG HOANG program for elimination or neutralization of the Viet Cong political infrastructure.

2. (U) APPLICABILITY. This directive is applicable to all US and FWMA Forces and agencies engaged in or supporting programs and operations aimed at elimination or neutralization of the VCI.

3. (U) DEFINITION.

a. The Viet Cong Infrastructure (VCI) is defined as the political and administrative organization through which the Viet Cong control or seek control over the South Vietnamese people. It embodies the Party (Peoples Revolutionary Party (PRP)) control structure, which includes a command and administrative apparatus (Central Office for South Vietnam (COSVN)) at the national level, and the leadership and administration of a parallel front organization (the National Front for the Liberation of South Vietnam (NFLSVN)), both of which extend from the national through the hamlet level.

b. A more detailed definition of those VC organizational positions identified as VC infrastructure is contained in MACV Directive 381-43 (C) and Intelligence Collection Program - BIG MACK, references 11d and 11e, below.

c. The VCI does not include the NVA and VC military forces as defined in reference 11c, below.

GROUP 4
DOWNGRADED AT 3 YEAR INTERVALS;
DECLASSIFIED AFTER 12 YEARS

*This directive will become effective and supersede MACV Directive 381-41(C) on 1 July 1969. It may be used prior to that date as a reference for planning and programming.

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CONFIDENTIAL4. (C) OBJECTIVES. The objectives of this program are:

a. To coordinate and give impetus to GVN, US, and FWMAF civil and military intelligence collection, processing, and exploitation operations directed toward neutralization of the VCI.

b. To insure that overt programs and operations conducted by US components as they relate to identification, location, exploitation, and elimination of the VCI, are integrated, compatible, and coordinated with parallel GVN programs and operations.

c. To achieve, within established priorities, maximum effective utilization of resources available for the sustained, accelerated attack on the VCI.

5. (C) GENERAL.

a. Elimination or neutralization of the VCI:

(1) Is an integral part of the strategy to meet and defeat any VC armed threat, and to extend and maintain the momentum of pacification and development.

(2) Supports tactical military operations by depriving the VC/NVA forces of essential direction, assistance, and support.

(3) Is essential to the GVN's pacification and development programs, including self-defense and local government, in that it:

(a) Renders the VC incapable of coordinated political action, terrorism, and subversion.

(b) Is fundamental to the establishment and maintenance of public security, and law and order.

b. The attack on the VCI will be mounted and sustained in both urban and rural areas. Resources will be marshalled and concentrated to permit a selective rather than shotgun attack on the primary VCI target. Secondary, but also important targets will include associated VC political fronts, VC civil and military support elements, and VC guerrillas and sappers. National and local priorities will be set to guide and coordinate intelligence collection and collation, and operational targeting, for VCI neutralization or elimination.

c. Within capabilities and established procedures and priorities, optimum use will be made of Chieu Hoi and psychological operations resources and techniques. In the conduct of anti-VCI operations, particular care will be taken to avoid unnecessary harassment of the people. Special emphasis will be given to safeguarding

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life and property, to the earliest possible release of innocent persons temporarily detained during anti-VCI operations, and to observance of RVN judicial and legal due process. Civic and psychological actions must be conducted to secure public understanding, acceptance, and voluntary support of GVN and allied anti-VCI/VC efforts.

d. Neutralization or elimination of the VCI is a Vietnamese responsibility, employing essentially police as well as special operations techniques and resources. The President of the Republic of Vietnam decreed on 1 July 1968 a "National PHUNG HOANG Plan," designed "to direct, coordinate, and control all national efforts toward neutralizing the VC infrastructure." This decree stipulates that the National Police shall be the "principal operational element" of PHUNG HOANG. Success of the program requires that the military forces provide support to the National Police until the latter are capable of carrying out their basic internal security mission.

e. Within established procedures and capabilities, optimum use will be made of Regional Force and Popular Force units in collecting intelligence for VCI neutralization or elimination. These forces are indigenous to the area in which they fight and, therefore, have valuable knowledge of the local populace which should be exploited. In addition, they provide assistance to the National Police Forces in maintaining security.

f. Implementation of the National PHUNG HOANG Plan calls for the establishment of a countrywide system of PHUNG HOANG Committees, each supported by a permanent office or center. The operational, cutting edge of this system is at district--the District Intelligence and Operations Coordinating Center (DIOCC), and province--the Province PHUNG HOANG Permanent Center (or "PIOCC"). The DIOCC and PIOCC have a dual mission--to provide intelligence support to both military and anti-VCI operations, and to generate and coordinate intelligence exploitation actions against VCI and other VC targets in their areas.

g. As security and pacification are extended in villages and hamlets, the PIOCC and DIOCC will make a special effort to exploit the potential of "people's intelligence," e.g., information known and available among the local community pertaining to enemy personalities, organizations, and activities.

h. United States and FWMA Forces and agencies will perform basically an advisory, assistance, and support role in the attack on the VCI. This will include military operations against VC and VCI targets, in cooperation and coordination with GVN forces and intelligence and operations coordinating centers.

i. The English translation of Vietnamese "PHUNG HOANG" is "PHOENIX." This is the name given to the US program to support, assist, and advise the GVN in its attack on the VCI.

j. The US PHOENIX management and coordinating structure, to include PHOENIX committees and coordinators at each level of command, will serve as

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the vehicle for coordination of US plans, programs, and operations to support the PHUNG HOANG organization and the attack on the VCI. It will stimulate and coordinate US advisory support to the PHUNG HOANG organization and its member participants. It will aim at producing a self-sustaining GVN organization capable of accomplishing its mission with minimum US support.

k. Responsibility for field implementation of the US PHOENIX program is vested in the senior US commander/advisor at each level. In carrying out this responsibility, he will strike an equitable balance among tactical, security, and anti-VCI requirements for allocation of available assets and resources.

1. At all levels, PHOENIX advisory assistance will be directed toward:

(1) Development of a more extensive knowledge and understanding of VC organization and functioning.

(2) Improved and coordinated collection, collation, and dissemination of VCI intelligence for:

(a) Immediate or timely operational exploitation.

(b) Development of an intelligence data base, local and national, to support operational planning, and investigation and judicial processing of VC suspects.

(c) Preparation of intelligence studies and estimates to assist evaluation of the program, and to meet other intelligence needs of the command.

(3) More selective targeting, and timely and aggressive action operations against VCI and other selected, priority VC targets.

(4) More effective and sophisticated exploitation of intelligence leads (captured enemy documents and potential human resources) acquired through PHUNG HOANG, security, or tactical military operations.

(5) Coordination of PHUNG HOANG activities with those of other military and pacification operations and programs.

(6) To the above ends, improving the capabilities and performance of GVN PHUNG HOANG personnel and centers.

6. (C) US PHOENIX ORGANIZATION FOR SUPPORT OF THE GVN PHUNG HOANG PLAN. The US PHOENIX organization follows the US chain of command and parallels the GVN PHUNG HOANG structure.

a. National Level (see Annex A).

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(1) US PHOENIX Committee. The US program for support of the National PHUNG HOANG Plan will be guided by a US policy-coordinating and decision-making PHOENIX Committee having the following regular membership:

Deputy to COMUSMACV for CORDS - Chairman
 Assistant Deputy to COMUSMACV for CORDS
 Special Assistant to the Ambassador - Deputy Chairman
 Assistant Chief of Staff, J-2, MACV
 Assistant Chief of Staff, J-3, MACV
 Assistant Chief of Staff, CORDS, MACV
 Director, Territorial Security, CORDS
 Director, Public Safety, CORDS
 Director, Chieu Hoi, CORDS
 Chief, Pacification Security Division, CORDS
 Director, PHOENIX, CORDS - Secretary

This committee will meet at the discretion of the Chairman or on the initiative of any one of its members. The Chairman may form temporary or permanent subcommittees, as required.

(2) PHOENIX Directorate (See Annex B for details of organization and functions).

(a) A PHOENIX Directorate is established under the ACofS for CORDS. The Directorate will consist of a Director, Deputy Director, and three functional divisions: Plans and Operations, Training, and Program Administration. Director, PHOENIX will function as PHOENIX Coordinator at the national level.

(b) The Director, PHOENIX will:

1 Provide staff support to the Chairman, PHOENIX Committee and, based upon the guidance and decisions of the Committee, promulgate programs, plans, doctrine, and implementing instructions for corps, province, and district PHOENIX organizations and actions. Such instructions will take cognizance of existing directives and may be further amplified by the corps PHOENIX coordinators to reflect local conditions and operating experience.

2 Maintain close and continuous liaison and coordination with the GVN Central PHUNG HOANG Permanent Office (CPHPO). Assist and support the CPHPO in carrying out its prescribed functions.

3 Provide overall staff supervision, manage and arrange support for the PHOENIX program, to include program reporting and evaluation. The PHOENIX Directorate will, as required, conduct special surveys and reviews, and assist in the coordination and planning of other major programs as they pertain to the anti-VCI attack. However, it will not assume management responsibility for any program which is the responsibility of another MACV staff division or agency.

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b. Corps Level. The Corps Deputy for CORDS (DEPCORDS, CTZ) is responsible to the corps senior advisor for planning and implementation of the US PHOENIX program within the corps tactical zone. He is the US counterpart to the GVN Chairman, Corps PHUNG HOANG Committee. He will be assisted and supported in the performance of these responsibilities by a Corps PHOENIX Committee, a Corps PHOENIX Coordinator, and a PHOENIX civil/military staff element. (See Annex C.)

c. Province Level. The Province Senior Advisor (PSA) is responsible for planning and implementation of the PHOENIX program within his province. He is the US counterpart to the GVN Chairman, Province PHUNG HOANG Committee. He will be assisted and supported in the performance of these responsibilities by a Province PHOENIX Committee, a Province PHOENIX Coordinator, and a PHOENIX staff element. (See Annex D.)

d. District Level. The District Senior Advisor (DSA) is responsible for implementation of the PHOENIX program in his district. He is the designated District PHOENIX Coordinator and is the US counterpart to the GVN district chief, who is responsible for execution of the national PHUNG HOANG plan at the district level. The DSA will be assisted in the accomplishment of his PHOENIX responsibilities by one or more persons (military and/or civilian) assigned as coordinators to the GVN District Intelligence and Operations Coordinating Center (DIOCC). (See Annex E.)

e. Autonomous Cities. In a number of autonomous cities, the GVN have established PHUNG HOANG Committees and Permanent Centers ("CIOCC"). In each instance, the DEPCORDS/CTZ will establish a corresponding US PHOENIX Committee, US PHOENIX Coordinator, and PHOENIX staff element, with appropriate command relationships. (See Annex F.)

f. Capital Military District (CMD). The special PHOENIX structure and command relationships established for the CMD are described in Annex G.

7. (C) COORDINATING INSTRUCTIONS.

a. General.

(1) At each level of command, the designated PHOENIX Committee Chairmen, PHOENIX Coordinators, and PHOENIX staff elements are primarily responsible for coordination with corresponding GVN PHUNG HOANG officers and elements. (See Annexes A through G. See Annex H for GVN PHUNG HOANG organization.)

(2) Members of the US PHOENIX Committee (national level) will designate representatives of their respective organizations to serve as working-level contacts with the PHOENIX Directorate, CORDS.

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(3) Representatives of FWMAF units will be invited to participate in PHOENIX Committee activities at the discretion of the committee chairman. Presence of FWMAF liaison officers in PIOCC and DIOCC will be encouraged.

b. Assistant Chief of Staff, J-2, MACV. ACofS, J-2, MACV, has responsibility for military intelligence matters as they pertain to the VC infrastructure, guerrillas, and other elements of the enemy's forces. With respect to staff guidance and support to the PHUNG HOANG/PHOENIX program, ACofS, J-2, MACV, will:

(1) Provide staff supervision and guidance, as required, for intelligence collection and reporting to be accomplished through the PHOENIX mechanism at province and district level, in support of intelligence collection programs against the VCI, such as BIG MACK (reference 11e, below).

(2) Within capabilities, participate in intelligence training for PHOENIX coordinators and other selected US, FWMAF, and Vietnamese personnel.

(3) Participate in coordination of VCI intelligence matters with other intelligence producing or contributing agencies.

(4) Produce finished intelligence on the VCI as required by COMUSMACV. Intelligence production in support of PHUNG HOANG at lower echelons will generally be limited to non-perishable material more suitable to long-range planning or to add depth to the intelligence base. Subordinate echelons (and DIOCC and PIOCC) must develop their own capabilities for production of VCI intelligence suitable for targeting and operational exploitation.

(5) Provide guidance to assist subordinate echelons and GVN elements in the development of production capabilities.

(6) Insure that military intelligence units under his operational control support the PHUNG HOANG/PHOENIX effort.

c. Special Assistant to the Ambassador. The Special Assistant to the Ambassador is responsible for coordination of any US clandestine activities planned or conducted in support of PHUNG HOANG/PHOENIX objectives. In addition, the:

(1) Office of the Special Assistant to the Ambassador (OSA) activities will make maximum intelligence input to PHUNG HOANG, and guide and encourage GVN elements to make an optimum, cooperative effort to further PHUNG HOANG objectives.

(2) OSA will generate a special effort toward neutralization and/or exploitation of the hardcore VCI at district level and above, and to this end will be provided optimum cooperation and support from PHUNG HOANG/PHOENIX resources.

d. Assistant Chief of Staff, CORDS, MACV. The ACofS, CORDS, MACV, will provide appropriate MACV guidance to the respective corps and commands for coordination and support of PHUNG HOANG/PHOENIX activities.

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e. Major Commanders. Major subordinate commanders will be familiar with the objectives and coordinating procedures comprising the PHUNG HOANG/PHOENIX program. Consistent with operational priorities they will provide resource support, as available and appropriate, to insure accomplishment of the PHUNG HOANG/PHOENIX objectives.

f. Field Force Commanders/Corps Senior Advisors. Field force commanders/corps senior advisors will insure that all intelligence elements under their command or control cooperate, coordinate, and conduct exchange of VCI information with appropriate GVN elements at each echelon of command. Field force commanders or equivalent will take full responsibility for conducting US/FWMAF operations to reduce the effectiveness of the VCI. All appropriate province and district level advisory personnel must fully comprehend and support the PHUNG HOANG/PHOENIX concept.

g. Special Category Units. Commanders/chiefs of US special category investigative and intelligence units/activities, military and civilian, subject to US Mission control are enjoined to support the spirit and intent of the PHUNG HOANG/PHOENIX program through cooperation, coordination, and exchange of overt VCI and tactical intelligence information.

h. RF and PF Advisors. All echelons of advisory personnel concerned with Regional Forces and Popular Forces will, to the maximum extent possible, influence their GVN counterparts to insure active RF and PF participation in the coordination and exchange of VCI information and tactical information, and VCI elimination operations in support of the PHUNG HOANG program.

i. Tactical Units. Tactical unit commanders will support operations against the VCI in coordination with GVN PIOCC and DIOCC in their respective TAOR. Tactical units will coordinate anti-VCI activities with the appropriate DIOCC and/or PIOCC, through the PHOENIX Coordinator to the center for:

- (1) Exchange of intelligence and operational information (to include feedback).
- (2) Development, planning, and conduct of operations.
- (3) Use of GVN PIOCC and DIOCC, and associated, human resources.

(4) Proper handling and intelligence and operational exploitation of VC civil detainees and returnees, and those PW possessing information useful in the attack on the VCI. Where feasible, tactical units will attach permanent liaison officers or NCO to DIOCC and/or PIOCC in their TAOR.

8. (C) SECURITY.

a. The term PHUNG HOANG (PHOENIX) and the general concept of the GVN/US/FWMAF action program for elimination of the VCI are unclassified. However, sensitive details should not be discussed with unauthorized persons. The VC are aware of PHUNG HOANG/PHOENIX. This awareness and VC

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countermeasures are reflected in VC propaganda and captured enemy documents. The VC can be expected to react forcefully to any individual, organization, program, or action which appears to seriously threaten their essential command and control organization and its political front apparatus.

b. US national security laws, directives, and operating procedures will be observed for protection of intelligence sources and methods. Similarly, operations plans for intelligence exploitation will be afforded maximum possible security to avoid premature or unauthorized disclosure.

c. Briefings of members of the press will be in accordance with guidance provided by DEPCORDS/MACV. In all such briefings, it will be emphasized that PHUNG HOANG is a GVN program, that neutralization of the VCI is a Vietnamese responsibility, and that the US role is one of cooperation and support.

9. (U) ADMINISTRATION AND LOGISTICS. (See Annex I.)

a. Administrative, funding, logistic, and personnel support of the PHOENIX program is provided as directed by the appropriate MACV staff element and coordinated by CORDS. Support requirements are stated by the Director, PHOENIX/CORDS, programmed by the US military as directed by MACV, and satisfied under monitorship of the Director, PHOENIX/CORDS.

b. Administrative and housekeeping support for US PHOENIX requirements will be provided in accordance with the provisions of references 11a and 11f, as applicable.

c. Under no circumstances will personnel and material resources, including vehicles, assigned to PHUNG HOANG/PHOENIX be permanently diverted to other, non-PHUNG HOANG/PHOENIX use. Temporary diversions will be authorized by Director, PHOENIX, for emergencies.

d. Guidance for US support to the PHUNG HOANG centers is included in Annex I to this directive.

10. (U) REPORTS. This directive requires no report.

11. (C) REFERENCES.

- a. Joint MACV/USAID/JUSPAO/OSA Directive 1-68.
- b. MACV Directive 10-12.

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- c. MACV Directive 381-4.
- d. MACV Directive 381-43 (C).
- e. Intelligence Collection Program - BIG MACK, promulgated by letter, MACJ212-2, subject: Transmittal of Intelligence Collection Program BIG MACK (U), 28 November 1968.
- f. MACV Logistical Guide.

FOR THE COMMANDER:



ELIAS C. TOWNSEND
Major General, USA
Chief of Staff

T. B. MANCINELLI
LTC, USA
Adjutant General

Annexes

- A. PHOENIX Command and Coordination Chart (National)
- B. Organization, Functions, and Responsibilities, PHOENIX Directorate
- C. PHOENIX - Corps
- D. PHOENIX - Province
- E. PHOENIX - District
- F. PHOENIX - Autonomous Cities
- G. PHOENIX - Capital Military District
- H. GVN PHUNG HOANG Organization Chart
- I. PHOENIX Administration and Logistics Support (To be published)

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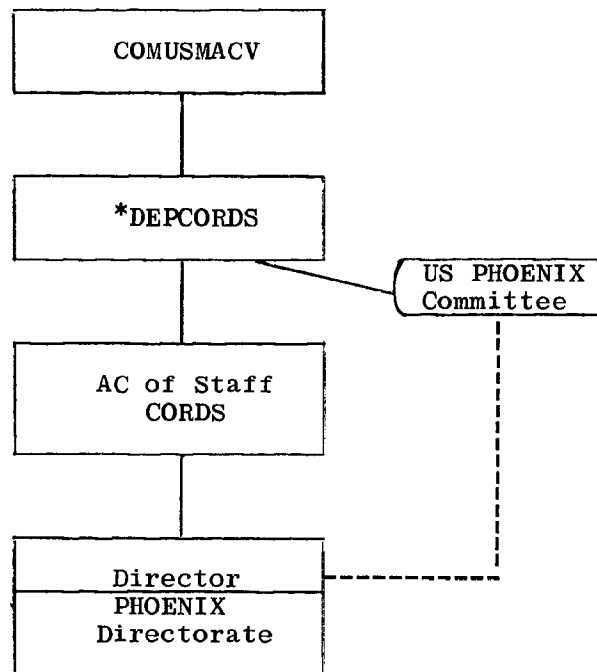
Plus:

- 500 - MACCORDS-PHOENIX
- 300 - MACAG-AOP
- 2 - MACAG-AOD

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PHOENIX COMMAND AND COORDINATIONNATIONAL

* DEPCORDS/MACV Chairman of US PHOENIX Committee

— Command, or direct supervision

---- Coordination and policy guidance

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Annex A

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ORGANIZATION, FUNCTIONS, AND RESPONSIBILITIESPHOENIX DIRECTORATE

1. (C) BACKGROUND. The PHOENIX Staff was established under the Deputy to COMUSMACV for CORDS, by MACV Directive 381-41 (C), 9 July 1967, revised 9 July 1968, and superseded by this directive. The PHOENIX Staff is herewith transferred and reconstituted as the PHOENIX Directorate, ACoS, CORDS, MACV. In the past, in order to facilitate the rapid implementation and development of a high priority but "unprogrammed program," PHOENIX has had to draw heavily upon the resources of existing programs. The basic mission and coordinating functions of PHOENIX are unchanged. Its repositioning as a CORDS directorate will enable it to program future requirements in a more orderly manner, and to insure coordination of program planning and support. At the same time, acting in accordance with the policies and guidelines set by the PHOENIX Committee, Director, PHOENIX will continue to provide timely, day-to-day staff direction, coordination, and support to field operations.
2. (C) MISSION. The mission of the PHOENIX Directorate is stated in paragraph 6a(2)(b) of the basic directive. It may be summarized as:
 - a. Provide operational guidance to field activities, in accordance with MACV and PHOENIX Committee directives and policies.
 - b. Provide program management, staff supervision and support, and central program administration for the PHOENIX program.
 - c. Conduct liaison with, and provide US coordination and support to, the CPHPO.
3. (U) ORGANIZATION. The PHOENIX Directorate shall consist of a Director (normally a senior civilian), Deputy Director (military), and three staff divisions: Program Administration, Plans and Operations, and Training. (See Appendix 1, this annex.)
4. (C) FUNCTIONS.
 - a. Program Administration.
 - (1) Ascertain, assemble, collate, and coordinate field requirements for logistics, transportation, funding, and other management support for US PHOENIX elements and activities not otherwise programmed and provided for by other participating or supporting programs or agencies.
 - (2) Program, supervise, and monitor monetary and logistic support to the GVN National PHUNG HOANG Plan. Operations division assists the CPHPO in formulation of PHUNG HOANG budget and support requirements.

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(3) Ascertain and coordinate US civilian and military, and local national personnel requirements for PHOENIX coordination, management, and advisory positions at all levels; recommend and monitor utilization of personnel resources.

(4) Maintain an office of record and documentation for the US PHOENIX Committee and PHOENIX Directorate.

(5) Provide centralized services of common concern for the Directorate, including but not restricted to:

(a) Mailroom/message center functions; dispatch of training and reference materials.

(b) Administrative, secretarial, and translation support.

(c) Personnel and document security, and security and contingency planning.

b. Plans.

(1) Prepare and coordinate PHOENIX action programs, implementing plans and sub-programs, PHOENIX (or PHUNG HOANG) annexes or appendixes to other plans and programs, and the like, as required.

(2) Study and review current PHUNG HOANG/PHOENIX activities, recommend and draft changes or revisions to plans and programs.

(3) Guide and assist the CPHPO in the preparation of GVN PHUNG HOANG plans and programs.

(4) Assist in the formulation and coordination of other programs and plans which relate to PHUNG HOANG/PHOENIX plans, operations, and support. These will include J-2, MACV intelligence collection plans (such as BIG MACK), which require action by PHOENIX field elements.

c. Operations.

(1) In accordance with MACV directives and PHOENIX Committee policy guidance, prepare, coordinate, and provide for issuance of implementing directives for operational guidance and aids and staff instructions.

(2) Maintain close and continuous liaison and coordination with the CPHPO, and assist and advise the CPHPO in the performance of its prescribed functions.

(3) Unilaterally, or in combination with the CPHPO, continually review PHUNG HOANG/PHOENIX program understanding, coordination, and performance

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at all levels; participate in joint US and combined US/GVN field inspections; and submit reports and recommend or initiate remedial or corrective actions, as appropriate.

(4) In cooperation with US and GVN intelligence and intelligence exploitation agencies, monitor intelligence on the VCI, and suggest or recommend for command/policy action, changes in the direction (thrust), emphasis, or techniques of the operational attack on the VCI.

d. Reports and Analysis.

(1) In close cooperation with J-2, CORDS/RAD, OSA, and/or other staffs and agencies as required, design, institute, and administer essential operational reporting systems which will:

(a) Meet command, including ACofS, CORDS, MACV, requirements.

(b) Contribute to J-2 evaluation of the effects of PHUNG HOANG (and other) operations on the VCI, and to the J-2 political (VCI) order of battle intelligence collection and analysis.

(c) Meet management requirements for analysis and evaluation of program progress and effectiveness.

(2) Conduct operations analysis studies to improve effectiveness of coordination and overall operational concepts and techniques. (This does not include reporting or analysis of clandestine or other sensitive intelligence or covert operational activities.)

(3) Coordinate and assist in the development of GVN PHUNG HOANG reporting systems.

(4) As required, develop or contribute to periodic or special analyses of the effectiveness or results of the attack on the VCI.

e. Legal.

(1) Initiate the development of and monitor a combined, comprehensive US/GVN action program to improve the screening of VC civil suspects and judicial processing of VC civil defendants.

(2) Assist Public Safety Directorate, CORDS, in the design and adoption by the GVN of an effective system for reporting and recording the disposition of VC civil detainees.

(3) Monitor legal activities of the GVN as they relate to neutralization of the VCI and VC support elements, to include legislation, declaration of amnesties,

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and other actions by the Executive, court decisions, operation of provincial security committees. Prepare or assist in the preparation of handbooks or other guidances, reports, and studies of GVN national security laws and procedures.

f. Special Studies.

(1) Scan professional literature and intelligence reports; maintain liaison with intelligence and research staffs and agencies; initiate or contract special studies to maintain a current knowledge of enemy organization, methods and techniques, as well as of the "state of the art" of counterinsurgency operations. Arrange for distribution of selected materials to GVN, US, and other Free World Forces and agencies participating in the attack on the VCI.

(2) Maintain working liaison with US, FWMAF, and GVN psychological operations and information services, and promote effective and timely psyops and propaganda exploitation of intelligence against the VCI. Brief members of the press, as required, in accordance with current policies and instructions.

g. Coordination and Training.

(1) Establish and maintain liaison with other US/FWMAF agencies and staff elements, particularly those having counterparts which are PHUNG HOANG member participants.

(2) Conduct regularly scheduled orientation courses, primarily for US PHOENIX Coordinators, with quotas to be allocated for other US and Free World Force personnel having a need-to-know to promote effective field cooperation, coordination, and support for PHUNG HOANG Plan.

(3) Conduct a briefing program, as required, to inform concerned agencies and personnel of PHUNG HOANG/PHOENIX program concepts, goals, plans, current developments, and achievements, including, as authorized, members of the press and other public information media.

(4) Establish procedures for systematic end-of-tour debriefing of US PHOENIX personnel.

(5) Maintain contact with appropriate out-of-country US and Free World Force military and civilian schools, as required, for exchange of current training material pertinent to the PHUNG HOANG/PHOENIX program.

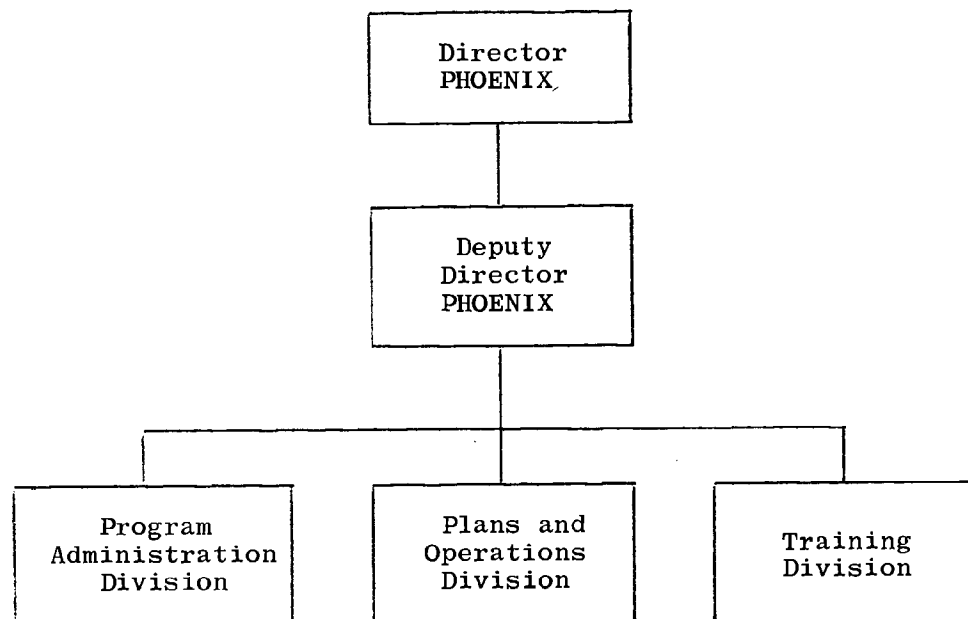
(6) Assist and support the CPHPO, in cooperation with Operations Division, in matters pertaining to training of GVN PHUNG HOANG personnel and elements.

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PHOENIX DIRECTORATE ORGANIZATION

Appendix 1 to Annex B

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PHOENIX - CORPS

1. (U) PURPOSE. This annex outlines the organization, functions, responsibilities, and relationships of the personnel and elements managing and supporting the PHOENIX Program at corps level. (See Appendix 1, this annex, and Appendix 1 to Annex D.)

2. (U) GENERAL.

a. The positions and elements at corps having management and support responsibilities for the conduct of the PHOENIX Program are:

- (1) DEPCORDS.
- (2) Assistant DEPCORDS.
- (3) PHOENIX Committee.
- (4) PHOENIX Coordinator.
- (5) PHOENIX Division.

b. To support the PHUNG HOANG Plan, the above corps PHOENIX activities will:

- (1) Develop policy and guidance for the implementation of the US PHOENIX Program within the corps based upon guidance from higher headquarters.
- (2) Develop specific plans and instructions for subordinate elements for the accomplishment of the PHOENIX mission and monitor the implementation of these instructions.
- (3) Manage and/or provide for the management of US PHOENIX resources allocated to the corps.

3. (C) CORPS DEPCORDS. The Deputy for CORDS is responsible to the Corps Senior Advisor (CSA) for overall conduct of the US PHOENIX Program within the corps. He will be the US counterpart to the chairman of the GVN PHUNG HOANG Committee, who will normally be the corps commander. He will form and chair a US PHOENIX Committee, the makeup and functions of which are described below. To effectively carry out his PHOENIX responsibilities, the DEPCORDS should:

a. Establish a routine working relationship with the GVN corps commander in his capacity as the Chairman, GVN Corps PHUNG HOANG Committee.

b. Convene a US PHOENIX Committee meeting at least monthly; more often if the situation dictates.

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c. Assure that all corps participants in the PHOENIX Program (organizations having membership on the PHOENIX Committee) fully support the program and give the PHOENIX coordinator maximum cooperation in the conduct of his responsibilities.

d. Use the PHOENIX coordinator and his staff as the primary tool for developing, implementing, and monitoring PHOENIX policies and programs within the corps, to include stimulating and participating in the planning of specific anti-VCI operations and/or operational campaigns.

e. Assure that all appropriate consideration is given to providing the resources, support, and emphasis necessary to maintain its momentum.

f. Keep the CSA continually advised of the progress and status of the PHUNG HOANG/PHOENIX program.

4. (U) ASSISTANT CORPS DEPCORDS. The Assistant Deputy for CORDS will, in addition to serving as a member of the corps US PHOENIX Committee, be responsible for personnel, administrative, funding, and materiel management and support of corps PHOENIX activities. Funding and materiel support will include that required by GVN PHUNG HOANG facilities, as required. The above will be accomplished in consonance with this and other pertinent directives.

5. (C) CORPS US PHOENIX COMMITTEE.

a. The corps US PHOENIX Committee will be formed and chaired by the DEPCORDS to assist him in his role of policy maker, programmer, and evaluator of the corps US PHOENIX Program. The Deputy Chairman of this committee will be the OSA Regional Officer in Charge (ROIC). Regular membership will normally include, but need not be limited to, the following:

- DEPCORDS/CTZ - Chairman
- OSA ROIC - Deputy Chairman
- Corps PHOENIX Coordinator - Secretary
- Assistant DEPCORDS
- Corps G-2 Advisor
- Corps G-3 Advisor
- Corps G-5 Advisor
- Territorial Security Advisor
- MSS Advisor
- US Field Force G-2 (or equivalent)
- US Field Force G-3 (or equivalent)
- Public Safety Advisor
- Chief, Chieu Hoi Division, CORDS
- Chief, Psychological Operations Division, CORDS
- Corps Returnee Liaison Officer

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This committee will meet at the discretion of the chairman or on the initiative of the deputy chairman, secretary, or any committee member. The chairman may form functional subcommittees or special working groups, as required.

b. The committee meetings will provide an opportunity for all members to be updated on developments in PHUNG HOANG/PHOENIX and the results thereof. It should be used as a forum for presentation, by any and all members, of the problems and/or accomplishments of their respective activities as they pertain to support to PHUNG HOANG/PHOENIX. The primary mission of the committee is the development of general policy, making of decisions as to proposed plans and actions, and proposal of recommendations for future plans and programs.

c. Joint meetings with the Regional GVN PHUNG HOANG Committee, in whole or in part, are encouraged. It would be appropriate for members to take the opportunity to invite their respective counterparts on the GVN PHUNG HOANG Committee to attend the US PHOENIX Committee meetings from time to time. Non-members should be invited to attend committee meetings when such will lead to the overall accomplishment of the mission.

d. To facilitate day-to-day PHOENIX coordination and operation, each committee member must designate an action officer as the element's PHOENIX liaison or action officer.

e. Mutual cooperation of all members of the PHOENIX Committee is essential to the success of the PHOENIX Program.

6. (C) CORPS PHOENIX COORDINATOR. The Chief, PHOENIX Division (see paragraph 7, below) is designated the Corps PHOENIX Coordinator. As such he is directly responsible for overseeing the day-to-day conduct of the PHUNG HOANG/PHOENIX Program within the corps. Specifically, he will:

a. Function as senior US coordinator to the Corps PHUNG HOANG Permanent Office (or Region Intelligence and Operations Coordinating Center), to energize and coordinate an aggressive attack on the VCI, and to foster Vietnamese interagency and GVN/US/FWMAF cooperation.

b. In accordance with national-level instructional guidelines and those set by the Corps PHOENIX Committee, coordinate US advisory efforts and overt intelligence collection, collation, and exploitation relating to PHUNG HOANG/PHOENIX objectives.

c. Disseminate PHUNG HOANG/PHOENIX doctrines and concepts for elimination or neutralization of the VCI, and, in particular, recommend, coordinate, and assist in the planning of specific anti-VCI operations or campaigns.

d. Perform duties as Secretary of the US PHOENIX Committee.

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7. (C) CORPS PHOENIX DIVISION. A PHOENIX Division will be established under the staff supervision of the Assistant DEPCORDS. It will function as the corps day-to-day action element for management and conduct of the PHOENIX Program. The senior officer in the PHOENIX Division will be the Corps PHOENIX Coordinator. (See paragraph 6, above.) Some specific functions and responsibilities of this division are:

a. Providing the day-to-day management of the US PHOENIX Program within the corps by:

(1) Recommending, developing, implementing, and monitoring actions undertaken to carry out the Corps PHOENIX Program.

(2) Assisting other corps level staff elements in planning, programming, and managing their support to the PHOENIX Program. This can be done by studying support requirements, recommending solutions, and monitoring their results.

b. Providing assistance, advice, and support to the conduct of the Corps PHUNG HOANG Plan by:

(1) Providing coordination support to the Corps PHUNG HOANG Center.

(2) Monitoring the US PHOENIX coordinator/advisory activities at province and district levels to:

(a) Insure an efficient PHOENIX coordination/advisory effort.

(b) Supervise placement and replacement of coordinator personnel.

(c) Insure a continued emphasis on the PHUNG HOANG/PHOENIX Program.

c. Promoting and/or providing coordination between GVN and US/FWMAF engaged in anti-VCI operations and activities.

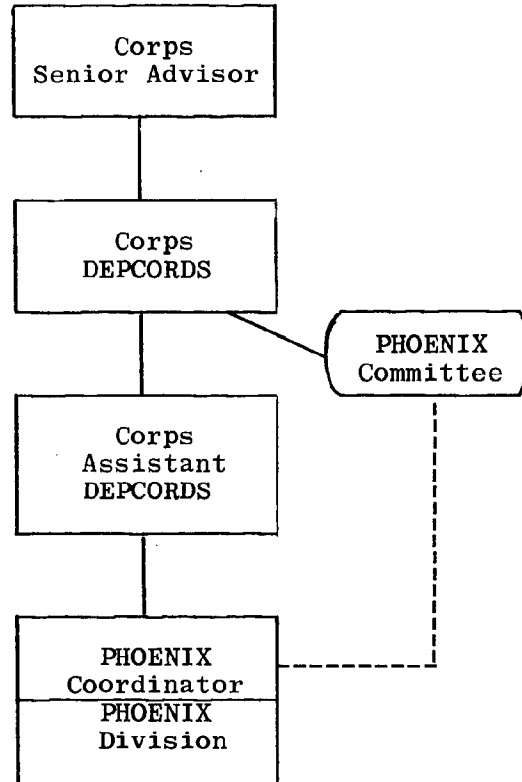
d. Maintaining a program to emphasize the need for a continued and vigorous attack on the VCI.

e. Keeping the PHOENIX Directorate/CORDS, HQ, MACV, informed of the PHUNG HOANG/PHOENIX actions within the corps and report problems for which no solution is locally available.

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CORPS PHOENIX ORGANIZATION

——— Command or direct supervision

----- Coordination and policy guidance

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Appendix 1 to Annex C

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PHOENIX - PROVINCE

1. (U) PURPOSE. This annex outlines the organization, functions, responsibilities, and relationships of personnel and elements involved with the PHOENIX Program at province level. (See Appendix 1, this annex)

2. (C) GENERAL.

a. The positions and elements at province having management and support responsibilities for the conduct of the PHOENIX Program are:

- (1) Province senior advisor.
- (2) US PHOENIX Committee.
- (3) US PHOENIX Coordinator and Staff.

b. It is the responsibility of those listed above to assist and support the GVN in their conduct of the PHUNG HOANG Plan within the province and to guide and support subordinate US/FWMA elements in their support of anti-VCI activities. Specific responsibilities are outlined below.

3. (C) PROVINCE SENIOR ADVISOR.

a. The Province Senior Advisor (PSA) is charged with primary responsibility for the implementation and conduct of the US PHOENIX Program within the province. He will chair the province US PHOENIX Committee and will be the counterpart/advisor to the Chairman, Province GVN PHUNG HOANG Committee (the province chief). He will be assisted in his PHOENIX responsibilities by a US PHOENIX Committee and by a small military/civil staff, the senior military member of which will be the US PHOENIX Coordinator.

b. To accomplish the above, the PSA must:

- (1) Call and conduct regular meetings of the province US PHOENIX Committee;
- (2) Maintain close and continuous contact with the Chairman, Province GVN PHUNG HOANG Committee concerning the conduct of the PHUNG HOANG Plan.
- (3) Assure that all US/FWMA elements involved in direct or indirect support to the PHUNG HOANG Plan are kept aware of the status of the plan, and that they maintain a sense of urgency of the sustained attack on the VCI. These will be essentially the members of the US PHOENIX Committee, but will also include representatives of US/FWMAF tactical or tactical support units whose TAOR includes any area of the province.

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(4) Insure that all elements of the US advisory effort at both province and district are cognizant of the PHUNG HOANG/PHOENIX Program and give it their maximum personal support.

(5) Insure the proper utilization of all available PHOENIX assets and resources. Particular attention should be given to prevention of diversion of PHUNG HOANG/PHOENIX personnel and equipment to other functions except on a temporary basis dictated by an emergency situation.

4. (C) PROVINCE US PHOENIX COMMITTEE.

a. To assist him in carrying out his PHOENIX responsibilities, the PSA will organize a province US PHOENIX Committee. The OSA Province Officer in Charge (POIC) and the province PHOENIX Coordinator will serve as Deputy Chairman and Secretary, respectively. Members will normally include, but are not limited to:

Province Senior Advisor - Chairman
 OSA Province Officer in Charge - Deputy Chairman
 PHOENIX Coordinator - Secretary
 Deputy Province Senior Advisor
 S-2 Advisor
 S-3 Advisor
 Senior Public Safety Advisor
 Special Police Advisor
 Chieu Hoi Advisor
 Psyops Advisor
 RF/PF Advisor

The committee will meet as required, but not less than monthly. Members will work in close conjunction with PHUNG HOANG counterparts to bring together an effective GVN/US/FWMAF team to optimize intelligence support to and coordination of an accelerated, concerted, and sustained effort against all VC political and armed elements, with special emphasis on elimination or neutralization of the VCI. The chairman may form functional subcommittees or working groups, as may be required.

b. This committee is primarily a policy and decision-making body as pertains to the conduct of the US PHOENIX Program within the province. However, to accomplish the PHUNG HOANG/PHOENIX mission, it should also look toward accomplishing the following:

(1) Advising and supporting the PHOENIX Coordinator in his work with Vietnamese counterparts.

(2) Coordinating advice and support on PHUNG HOANG matters to the members' respective Vietnamese counterparts in order to encourage cooperation, exchange of intelligence, and joint operations among Vietnamese agencies.

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(3) Insuring that all Vietnamese agencies are kept aware of the high priority and importance of the attack on the VCI and that US support to Vietnamese PHUNG HOANG efforts is properly coordinated so as to be most effective.

(4) Suggesting, and assisting in planning and supporting, US anti-VCI efforts.

5. (C) US PHOENIX COORDINATOR AND STAFF. A small staff of personnel will be assigned to the province for duty with PHOENIX. Their basic mission will be to implement the US PHOENIX Program within the province as directed by the PSA. The staff will act as the coordinators/advisors to the PIOCC. The chief of the province PHOENIX staff/advisory group is designated the Province PHOENIX Coordinator. He will have the status of special staff assistant to, and will be directly responsible to, the PSA for all matters pertaining to implementation of PHUNG HOANG/PHOENIX in the province. In accordance with MACV/PHOENIX directives and instructions, and within the guidelines set by the province US PHOENIX Committee and with the assistance of his staff, he will:

a. Assist and advise the province PHUNG HOANG Permanent Office in the execution of the PHUNG HOANG Plan.

(1) Emphasis must be placed on assisting in the development and operation of a truly effective anti-VCI operational plan and resulting anti-VCI operations.

(2) The need for full participation in the PIOCC by all participating elements must be stressed. Emphasis should be placed on furnishing qualified and enthusiastic representatives to the PIOCC.

(3) Priority must be given to controlled/directed neutralization of specific targets as opposed to exploitation of targets of opportunity and chance. This necessarily involves mission and target analysis in developing operational plans.

(4) Special efforts must be made to assist in development and conduct of a training program so as to insure the capability of PIOCC and DIOCC personnel (GVN).

(5) Recommendation and assistance in planning activities must be with the view toward implementation of province anti-VCI operations and campaigns employing the total anti-VCI resources available to the province in the most effective manner.

b. Perform coordination functions between GVN and US/FWMAF to assure an effective combined attack on the VCI.

c. Supervise the conduct of the US PHOENIX effort in the districts of the province. In this respect, he will:

(1) Assist the PSA and other province level support elements in the management of personnel, administrative, and logistic support to district level PHUNG HOANG/PHOENIX effort.

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(2) Provide technical assistance and guidance to the DIOCC Coordinator in the performance of his mission.

(3) Coordinate the provision of US/FWMA force units and resources to district level operations when such are outside the district requiring them, or they are for some other reason not available to the DIOCC Coordinator.

(4) Monitor the use of PHOENIX resources at district level and recommend corrective action where appropriate.

d. Submit reports of the status of the attack on the VCI as required by higher headquarters.

e. Accompany and assist the DIOCC inspection team in its inspection of DIOCC.

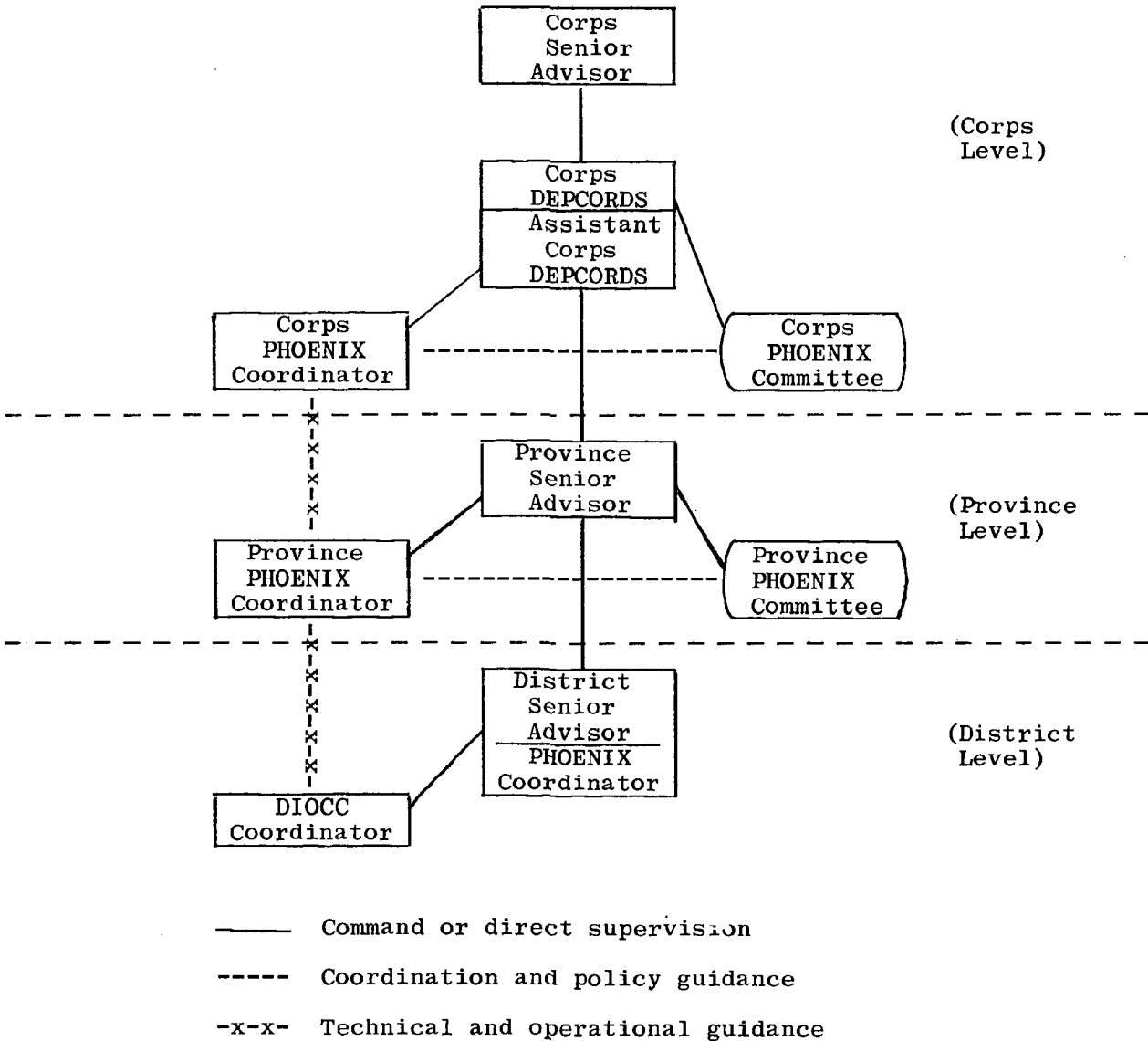
f. Within capabilities and as directed, submit intelligence reports in compliance with intelligence collection programs against the VCI, such as BIG MACK.

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CORPS, PROVINCE, DISTRICT
PHOENIX RELATIONSHIPS



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Appendix 1 to Annex D

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PHOENIX - DISTRICT

1. (U) PURPOSE. This annex outlines the functions, responsibilities, and relationships of the personnel involved in the US PHOENIX effort at district level. (See Appendix 1 to Annex D, for internal and external relationships.)

2. (C) GENERAL.

a. The positions at district having direct responsibilities for the conduct of the US PHOENIX Program are:

(1) District PHOENIX Coordinator (DSA).

(2) DIOCC Coordinator(s).

b. The above are responsible for the coordination and/or provision of US support to the GVN PHUNG HOANG Plan at district and for provision of guidance and assistance to the GVN in their execution of the PHUNG HOANG Plan.

c. District level is where the PHUNG HOANG Plan touches the people and will have its greatest effect. It behooves all involved in the PHUNG HOANG/PHOENIX Program at this level to give their utmost to its support.

3. (C) DISTRICT PHOENIX COORDINATOR.

a. The District Senior Advisor (DSA) will function concurrently as the district PHOENIX Coordinator, and is responsible for implementation of PHOENIX in his district. He is the US counterpart to the district chief, who is concurrently the Chief of the GVN District Intelligence and Operations Coordinating Center (DIOCC). (There is no PHUNG HOANG or PHOENIX Committee at the district.)

b. So that the PHUNG HOANG/PHOENIX program will be conducted effectively, the DSA must:

(1) Make every effort to insure that the district chief gives his complete and wholehearted support to the anti-VCI attack. This must include full support to the concepts and operations of the DIOCC.

(2) Monitor the activities of the DIOCC Coordinator to insure effective conduct of the advisory and support function for which the latter is responsible.

(3) Insure that all elements of the district advisory group, as applicable, give their full cooperation and support to the PHUNG HOANG/PHOENIX effort. These elements must be appraised of the priority of the attack on the VCI and the vital need for their full and continued cooperation and assistance.

4. (C) DIOCC COORDINATOR.

a. To assist the DSA in his PHOENIX responsibilities, a US military officer will normally be assigned for full-time duty as the US coordinator to the DIOCC.

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He may have an officer or enlisted assistant. His primary function is to assist and advise the district chief, or his representative in the DIOCC staff, in accomplishing the dual DIOCC missions as stated in paragraph 5f of the basic directive.

b. Within their capabilities, the DIOCC Coordinators will encourage optimum support of the DIOCC by all concerned GVN agencies in the districts. They will be directly responsible to the DSA, but will receive necessary staff and technical supervision, guidance, and support in PHUNG HOANG/PHOENIX matters from the corps and province PHOENIX Coordinators and staffs. They will specifically encourage development and exploitation of the intelligence potential of the RF and PF units; a potential which has been greatly overlooked in the past.

c. It is emphasized that the DIOCC Coordinator's primary function is advising/ coordinating for the DIOCC. His place of duty should be in the DIOCC. It is appropriate that he occasionally participate in anti-VCI operations in an observer/advisor capacity so as to gain first-hand knowledge concerning field operational procedures and techniques, and the capabilities of local resources. This should be held to a minimum, however, so as not to detract from the effective accomplishment of his primary mission of advising and coordinating DIOCC operations.

d. To effectively accomplish his mission, the DIOCC Coordinator should:

(1) Establish a mutual understanding and respect with his counterparts by working with them, not as their supervisor, but as an associate and consultant.

(2) Guide DIOCC activity in such a way as to cause the Vietnamese to develop the ideas and initiate the actions.

(3) Insure that the Vietnamese DIOCC supervisor is aware of and supports the PHUNG HOANG Plan and that all agencies provide personnel to man the center in accordance with guidelines from higher headquarters and in consonance with local conditions.

(4) Take action to insure that all agencies (GVN and US/FWMAF) in the district which should be participating in anti-VCI activities are aware of the importance of the anti-VCI attack and are, in fact, giving their utmost support to the program.

(5) Facilitate coordination between GVN and US/FWMA units or agencies planning or participating in combined or unilateral US/FWMAF anti-VCI operations. GVN personnel must be used for at least the screening and arresting functions if at all feasible in all US/FWMAF anti-VCI operations.

(6) Coordinate and arrange for the provision of supplies and equipment needed by the DIOCC but unavailable through GVN resources.

(7) Assist in or coordinate the provision of casual informant funds as required for local use when such are not available through GVN sources.

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(8) Submit reports as required to keep higher headquarters informed of the status of the attack on the VCI.

(9) Expeditiously report problems in the conduct of the PHUNG HOANG Plan within the district which cannot be solved locally.

(10) Submit current intelligence reports as required and as derived from DIOCC activities.

e. A major goal for a DIOCC Coordinator is eventually to work himself out of a job. He should strive to train the GVN personnel at district to accomplish the task without him. When he advances to the point where he need do nothing, and the attack on the VCI continues to function effectively, he will have accomplished his mission; until then he is only partially successful.

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PHOENIX - AUTONOMOUS CITIES

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1. (U) PURPOSE. This annex outlines the PHOENIX organization, functions, and responsibilities in autonomous cities.

2. (C) GENERAL. The organization and operation of PHUNG HOANG elements vary considerably among the six autonomous cities of South Vietnam. They range from a city, to include its police precincts, having the basic PHUNG HOANG/PHOENIX organization of a province with subordinate districts, to the city being merely part of the geographic area of a district. The specific GVN PHUNG HOANG operational status of the autonomous cities (except Saigon, which is subordinate to Capital Military District) will be discussed below. The US PHOENIX method to support PHUNG HOANG will be determined by the corps senior advisor, but should parallel the GVN PHUNG HOANG organization.

3. (C) AUTONOMOUS CITY PHOENIX ORGANIZATIONS.

a. Da Nang - The Da Nang City PHUNG HOANG organization is basically that of a province with subordinate districts, except for element designations. The US PHOENIX effort generally parallels that of the province and district PHOENIX organizations and responsibilities as stated in Annexes D and E. Annex D will be fully applicable to the Da Nang City PHUNG HOANG/PHOENIX organization when:

(1) The term "city" is substituted for province.

(2) The term "mayor" is substituted for province chief. The precincts of Da Nang are called districts for PHUNG HOANG/PHOENIX purposes and Annex E is directly applicable.

b. Cam Ranh and Vung Tau. The PHUNG HOANG/PHOENIX organization here is the same as for Da Nang City except that there are no precinct level organizations.

c. Others. All other autonomous cities in South Vietnam are included within the province and/or districts in which they are geographically located for PHUNG HOANG/PHOENIX purposes. The decision as to whether a city will be part of a district or will be covered separately by the province PHUNG HOANG element will be made by the province chief on an individual basis. The US PHOENIX effort will parallel that of PHUNG HOANG.

Annex F

GROUP 4
DOWNGRADED AT 3 YEAR INTERVALS
DECLASSIFIED AFTER 12 YEARS

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PHOENIX - CAPITAL MILITARY DISTRICT

MACV Dir 10-20

1. (C) PURPOSE AND SCOPE. This annex outlines the organization and relationships of the US PHOENIX elements of the Capital Military Assistance Command (CMAC) in its support of the GVN Capital Military District (CMD) PHUNG HOANG effort.

2. (C) GENERAL. The organizations and relationships of CMAC, Saigon Civil Assistance Group (SCAG) and Gia Dinh Province US PHOENIX elements basically parallel those of corps and province, respectively, as outlined in Annexes C and D. CMAC and SCAG PHOENIX elements will be discussed in detail in following paragraphs. Gia Dinh Province need not be discussed individually as its PHOENIX organization and activities follow those of other provinces as outlined in Annex D, except that its PHOENIX activities will be managed and supported by CMAC. (See Appendix 2, Chart A.)

3. (C) CMAC PHOENIX ACTIVITIES. The organization, functions, and responsibilities of elements at CMAC responsible for managing and supporting the PHOENIX effort generally parallel those outlined in Annex C for corps with the term CMAC substituted for corps (see Appendix 1). Exceptions and variances are:

a. All CMAC activities, to include PHOENIX, are subordinate to III Corps/II FFORCEV.

b. The CMD PHOENIX Coordinator and staff will receive technical and staff guidance through the III CTZ PHOENIX Coordinator.

c. Because of the differing DEPCORDS staff organization at CMAC, the responsibilities of the Assistant DEPCORDS, as stated in paragraph 4, Annex C, will be distributed within CMAC to appropriate elements of the staff.

d. Members of the CMAC PHOENIX Committee will consist of functional elements listed for the corps, as present in CMAC.

4. (C) SAIGON CIVIL ASSISTANCE GROUP (SCAG) PHOENIX ACTIVITIES. The organization, functions, and responsibilities of elements at SCAG for managing, supporting, and conducting the Saigon City PHOENIX effort generally parallel those for a province as outlined in Annex D, with the term "SCAG" substituted for "province". (See Appendix 2, Chart B.) Exceptions and variances are:

a. The SCAG PHOENIX element will receive technical and staff guidance from the CMD PHOENIX Coordinator.

b. The Director of SCAG is the Chairman of the Saigon US PHOENIX Committee and his counterpart is the Prefect of Saigon.

Annex G

GROUP 4
DOWNGRADED AT 3 YEAR INTERVALS
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c. The Saigon City PHUNG HOANG Permanent Office is called the City Intelligence and Operations Coordinating Center (CIOCC).

d. The US PHOENIX Committee is composed of representatives of the same elements as that of province, as present in the city.

e. The SCAG PHOENIX Coordinator is responsible for the direct supervision of the PHOENIX Coordinator at precinct level and of coordination and management of precinct PHOENIX functions.

5. (C) PRECINCT PHOENIX ACTIVITIES.

a. The GVN PHUNG HOANG Permanent Office at Saigon Precinct level is called the Combined Intelligence and Operations Center (CIOC). It operates under the direction of the precinct police chief.

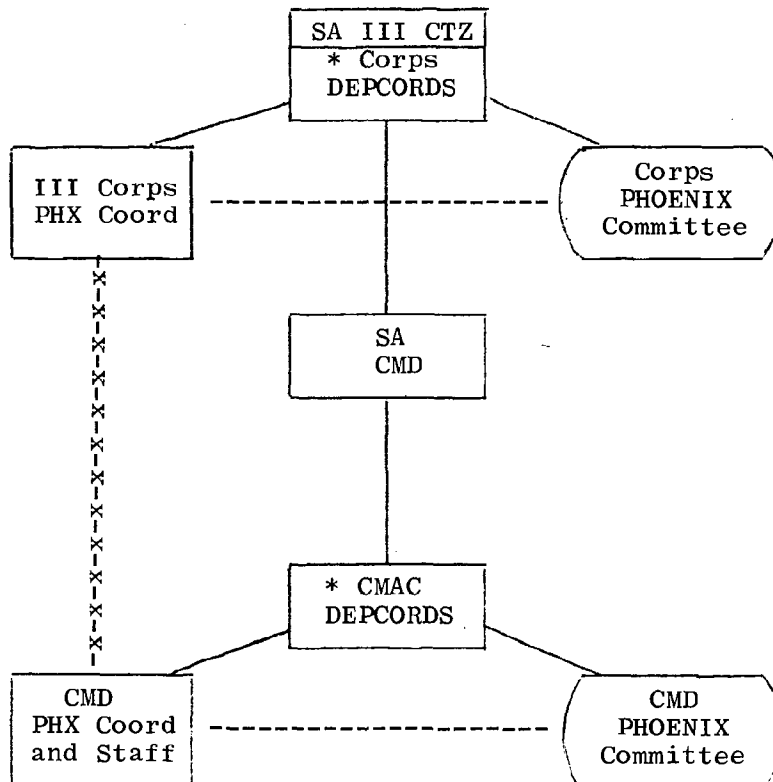
b. Due to the absence of a military advisor team at precinct, the precinct US PHOENIX Coordinator is responsible directly to the SCAG PHOENIX Coordinator (see Appendix 2, Chart B). As such, he is responsible for all PHOENIX functions at district as outlined in Annex E (PHOENIX - District) for both the district PHOENIX Coordinator (the DSA) and the DIOCC Coordinator, as pertain within the precinct.

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CMD PHOENIX ORGANIZATION

- * Chairman of the PHOENIX Committee
- Command or direct supervision
- - - - Coordination and policy guidance
- x-x- Technical advice and assistance

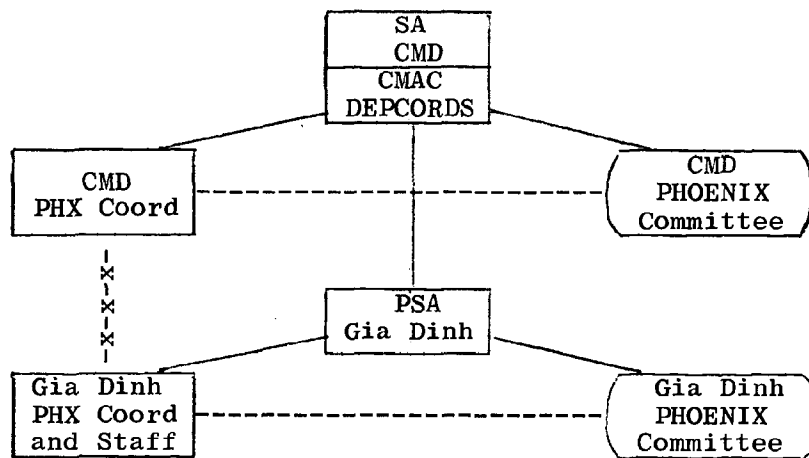
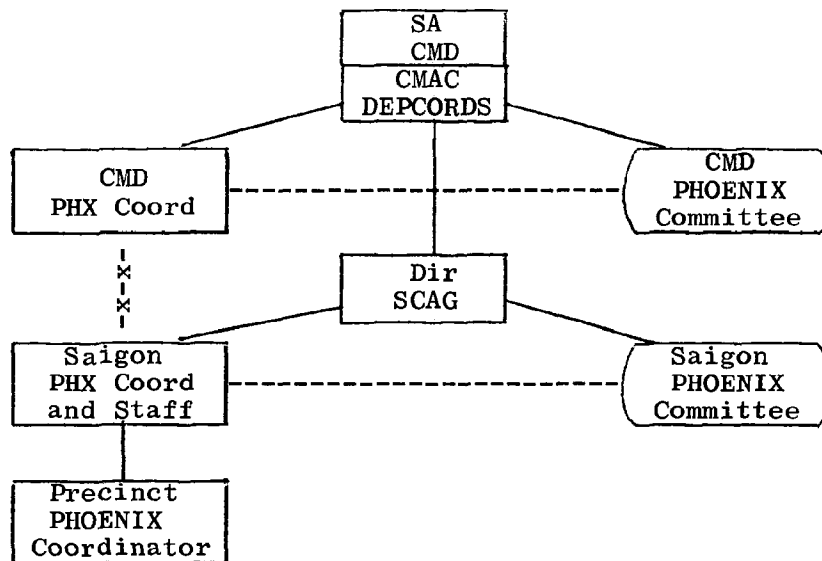
GROUP 4
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DECLASSIFIED AFTER 12 YEARS

Appendix 1 to Annex G

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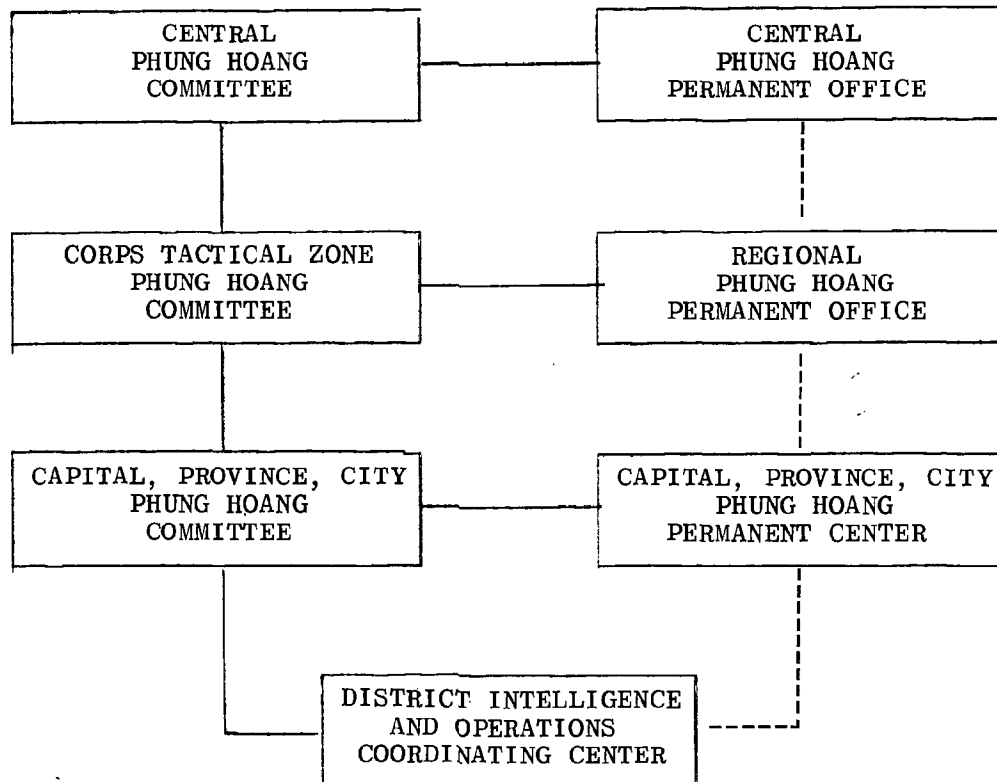
CHART A - GIA DINH PHOENIX ORGANIZATIONCHART B - SAIGON PHOENIX ORGANIZATION

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GVN ORGANIZATION FOR PHUNG HOANG

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Annex H

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PHOENIX ADMINISTRATION AND LOGISTICS SUPPORT

| | |
|-------------|---|
| Section I | Funding |
| Section II | Personnel and Force Structure |
| Section III | Supply and Equipment Maintenance |
| Section IV | Construction and Facilities Maintenance |
| Section V | Airlift Support (Passenger and Cargo) |
| Section VI | Communications Support |

This annex is both an index to and an outline summary of the procedures by which administrative and logistic support for the US PHOENIX and GVN PHUNG HOANG programs is obtained. This support is provided under arrangements made by COMUSMACV, who, as of 1 July 1969, is responsible for providing or arranging for such support. Any additional requirements for support coordination for PHOENIX/PHUNG HOANG as may arise under the provisions of this annex will be directed to the DEPCORDS at corps level by the corps PHOENIX coordinator, to the CORDS advisory team senior advisor at province level by the province PHOENIX coordinator, and, to the CORDS advisory team senior advisor at district level by the DIOCC Coordinator. This annex supersedes PHOENIX Memorandum Number 9, 15 June 1968, pertaining to PHOENIX Financial and Logistical Support.

SECTION I - FUNDING**1. REFERENCES.**

- a. AR 37-105.
- b. MACV Directive 35-1.
- c. MACV Directive 37-2.
- d. USARV Regulation 37-13.
- e. USMACV Letter, subject: Personnel Policy Manual for US Forces in Vietnam, 1 December 1968.

2. GENERAL.

- a. Concept. Funding support and procedures for the PHOENIX program will be provided in the same manner as provided MACCORDS headquarters and field elements. In brief, the PHOENIX program represents an added increment of support to be attached to the existing support structure.
- b. Types and Sources of Fund Support.

- (1) There are two sources of funds to support the PHOENIX program:

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- (a) Operations and Maintenance (O&M) Program Funds. This is the source of dollars for the purchase of materiel that cannot be acquired on the local economy, the pay of US civilian personnel authorized for the program, and the reimbursement of other US agencies for services and supplies provided. The budget covering O&M fund requirements is prepared and administered by the Comptroller, MACV.
- (b) Assistance-in-Kind (AIK) Funds. AIK funds (piastres) are funds provided by the Government of Vietnam for the support of MACV activities through the authority of Chapter 26, Government of Vietnam Defense Budget. AIK funds are authorized for procurement of goods and services available from sources within the RVN only. These funds are used for two major purposes:
 - (1) Direct administrative and logistic support for housekeeping, operations and maintenance, and construction needs.
 - (2) Administrative and logistic support of various other programs and missions principally related to support of pacification.
- (2) The CORDS Military Support of Pacification Fund (MACV Directive 37-2) will be used to support the PHOENIX program in support of the PHUNG HOANG program. At the present time, this fund is being administered by the Civic Action Division of the CORDS Community Development Directorate. Therefore, the AIK funds allocated by CORDS to the PHOENIX program will be administered by the CORDS Civic Action Division.
- (3) There are presently 52 Pacification Account Imprest Fund cashiers at the locations indicated in Annex E of MACV Directive 37-2. This includes cashiers at each of the 44 provinces, 4 autonomous cities, and 4 CTZ.
 - (a) The monthly ceilings for these 52 pacification accounts will be increased to provide support for the PHOENIX program. Close coordination will be required between PHOENIX advisors and the Pacification Account Imprest Fund cashiers.
 - (b) PHOENIX advisors to PHUNG HOANG centers are authorized to receive funds from the local Pacification Account Imprest Fund cashier. The senior advisor of the CORDS advisory team to which PHOENIX advisors are assigned will inform the local Pacification Account Imprest Fund cashier of the name(s) of the PHOENIX advisor(s) authorized to draw funds from the cashier.

3. FINANCIAL PROCEDURES - DOLLAR REQUIREMENTS.**a. Budget Responsibility.**

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- (1) The ACofS, CORDS, MACV, is responsible for:
 - (a) Identification of fund requirements.
 - (b) Submission of fund requirements to the Comptroller, MACV, on a timely and coordinated basis and in accordance with instructions issued by the Comptroller, MACV, on budget preparation, budget reviews, and program changes.
- (2) The Comptroller, MACV, is responsible for:
 - (a) Consolidation of PHOENIX program fund requirements into the HQ, MACV, O&M program.
 - (b) Administration of the O&M program in accordance with policies and procedures of HQ, MACV, and the funding agency.

b. Financial Procedures.

- (1) Pay of US Civilian Personnel. The following procedures do not apply to Department of State and AID personnel who are assigned to DOD-authorized US civil service positions on a reimbursable basis. Such people will continue to be serviced for pay in accordance with the instructions and procedures of their parent agency. Pay of US/DOD civilians is triggered by submission of the Time and Attendance (T&A) Report, OICC, RVN Form 7410/4, or equivalent.
 - (a) The T&A Report must be properly prepared and certified to be a valid document. Care must be taken in its preparation to preclude need for reaccomplishment and delays in processing and pay.
 - (b) To assist in identifying employee location, each individual's mailing address will be typed in the upper left corner of the T&A Report.
 - (c) Properly accomplished T&A Reports will be forwarded to the PHOENIX Directorate, CORDS, in time for the report to be hand-carried and delivered, not more than 48 hours from the end of the pay period, to:

Officer in Charge of Construction (OICC)
Naval Facilities Engineering Command
Contracts, RVN Box 101

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UNCLASSIFIED**Local Address:**

Officer in Charge of Construction (OICC)
176 Hai Ba Trung
Saigon, Vietnam

- (d) T&A Reports delivered late to OICC will result in the individual being paid normal pay for the period of the late report. Earned pay for the period of the late report will be paid in a subsequent pay period.
- (e) All pay checks for PHOENIX personnel will be picked up at OICC by a designated representative of the PHOENIX Directorate, CORDS. Distribution to payees will be effected by the most expeditious means.
- (2) Supplies and Equipment - Dollar Procurement. All MACV advisory teams have been funded and supported by USARV as of 1 July 1969. Requests for dollar funded supplies and equipment will be forwarded to the servicing property book officer.
- (3) Services/Materiel Provided by Other US Agencies. Payment of such obligations will be on the basis of billings received from the agency supplying materiel and for services in accordance with an appropriate Inter-Service or Inter-Agency Support Agreement (ISSA or IASA).

4. FINANCIAL PROCEDURES - PIASTRE REQUIREMENTS.**a. Budget Responsibility.**

- (1) ACoFS, CORDS, MACV, is responsible for:
 - (a) Identification of fund requirements.
 - (b) Submission of fund requirements to the Comptroller, MACV, on a timely and coordinated basis and in accordance with MACV Directive 35-1 and instructions issued by the Comptroller, MACV.
- (2) Comptroller, MACV, is responsible for consolidation of the PHOENIX program fund requirements into the total MACV AIK requirements.

b. Financial Procedures.

- (1) Pay of Local National (LN) civilian employees funded by AIK funds.
 - (a) Pay of LN civilians in the PHOENIX program is triggered by the submission of the Organizational Time and Attendance (T&A)

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Report (Form DD 594), by the PHOENIX advisor to the CORDS advisory team to which he is assigned. Organizational Time and Attendance Report (Short Form) (DD Form 594-1) may be used when there are six or fewer personnel employed.

- 1 The T&A Report must be properly prepared and certified to be a valid document. Care must be taken in its preparation to preclude need for reaccomplishment and delays in processing and pay. Paragraph 5 and Appendix I, USARV Regulation 37-13, contain instructions for completing T&A Reports in II, III, and IV CTZ. In I CTZ, COMNAVSUPPACT DNG INST. 7410.1 applies. Assistance will be provided by the CORDS advisory team in preparation of the T&A Report, as may be required.
 - 2 These T&A Reports will be submitted by the CORDS advisory team to the applicable servicing disbursing office, ATTN: Civilian Payroll Section. In II, III, and IV CTZ, T&A Reports are due not later than 0900 hours on the Tuesday following the end of the pay period. In I CTZ, T&A Reports are due not later than 1200 hours on the Monday following the end of the pay period. The pay period begins on Sunday of one week and extends through Saturday of the following week. The servicing disbursing office determines the beginning dates of bi-weekly pay periods in coordination with appropriate civilian personnel officers.
 - 3 A Signature Card (DD Form 577) for each supervisor authorized to certify T&A Reports will be submitted by the senior officer of the CORDS advisory team to the servicing disbursing office, ATTN: Civilian Payroll Section.
- (b) CORDS advisory teams already employing direct hire LN employees have selected officers to serve as Class A Agent officers for the purpose of paying these employees. In those areas where LN are not already being employed by the CORDS advisory team, the senior advisor of the team will establish a procedure in accordance with Appendix 1 of this annex.
- (c) The procedure to be followed by the PHOENIX Directorate to effect payment of the LN working for the Directorate in

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Saigon will essentially be the same as outlined above. T&A Reports are required. These reports will be submitted to 7th Finance (Civilian Payroll Section) in Saigon. The Directorate will take action to have a Class A Agent officer appointed on orders. This agent will pick up the money and effect payment to the LN

- (2) Supplies, equipment, services, and construction - Piastre (AIK). CORDS pacification revolving imprest funds will be used for piastre procurement of supplies, equipment, services, and for construction. The maximum amounts that can be purchased from one vendor at one time when payment is made from this fund is \$VN 30,000 at district level and \$VN 100,000 at province and regional level. Requirements for expenditures in excess of \$VN 100,000 for a single commodity, service, or construction project will be submitted to the PHOENIX Directorate in Saigon for review. All such requirements will contain full, complete justification. If determined appropriate, the PHOENIX Directorate will refer the requirement to the ACofS, CORDS, MACV, for approval and funding. CORDS pacification fund procurement procedures are contained in MACV Directive 37-2. Annex E of this directive lists the pacification fund accounts.

SECTION II - PERSONNEL AND FORCE STRUCTURE

1. CIVILIAN PERSONNEL.

a. References.

- (1) US Civil Service Commission Federal Personnel Manual.
- (2) Navy Civilian Personnel Instructions.
- (3) Personnel Policy Manual for US Forces in Vietnam.

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- (4) MACV Directive 380-8.
 - (5) MACV Directive 690-5.
 - (6) MACV Directive 690-6.
 - (7) MACV Directive 690-7.
 - (8) MACV Directive 690-9.
 - (9) MACV/USARV, Civilian Personnel Servicing Agreement, 1 July 1966.
 - (10) MACV/NAVSUPPACT Da Nang, Civilian Personnel Servicing Agreement, 29 April 1967.
- b. Agency Responsible for Providing Support.
- (1) Under an existing civilian personnel servicing agreement, the Commanding General, United States Army, Vietnam (CG, USARV), through the Civilian Personnel Director and his staff, provides service for all US citizen DOD employees assigned to MACV as well as all MACV Vietnamese employees, with the exception of those in I CTZ.
 - (2) In I CTZ, under a separate agreement, the Commander, US Naval Support Activity, Da Nang (COMNAVSUPPACT, Da Nang), through the Industrial Relations Officer, NAVSUPPACT, Da Nang, provides similar personnel servicing.
 - (3) US citizen AID and Department of State employees assigned to MACV are serviced by their parent agencies.
- c. Responsibilities.
- (1) The personnel officers servicing the particular areas provide operating officials, civilian personnel management advice and assistance, as required or requested in accordance with the references listed above and other applicable service regulations and policies.
 - (2) Commanders and operating officials are responsible for the effective management utilization of authorized manpower resources in accordance with the references listed above.
- d. JTD. US-employed civilian personnel supporting the PHOENIX program are included in the MACCORDS/JTD. Personnel to fill spaces authorized in that JTD are being obtained by both DOD direct employment and by reimbursable detail agreement with Department of State.

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UNCLASSIFIED**2. MILITARY PERSONNEL.****a. References.**

- (1) AR 614-30.
- (2) MACV Dir 614-1.
- (3) Memorandum, MACJOIR, PHOENIX Military Personnel, 29 September 1968.
- (4) Memorandum, MACJ02, PHOENIX Military Personnel, 18 February 1969.

Agency Responsible for Providing Support. PHOENIX Program Administration Division, in direct coordination with the ACofS, J-1, MACV, and the Adjutant General, MACV, provides military personnel service in support of the PHOENIX program.

c. Responsibilities. As with all CORDS programs, PHOENIX military personnel receive their basic personnel support from their parent agencies. With respect to assignment of personnel, PHOENIX Program Administration Division arranges with the Adjutant General, MACV, for the initial fill of spaces authorized in the MACCORDS JTD for support of the PHOENIX program and for the satisfaction of the continuing requirement for military personnel to replace normal DEROS losses. The following assignment policies pertaining to PHOENIX military personnel are established.

- (1) The Saigon PHOENIX Directorate will provide the Adjutant General, MACV, initial assignment instructions on newly arrived personnel.
- (2) Personnel will be transferred to PHOENIX duties within a corps, from one district to another in a province, or from one province to another, only at the request or with the concurrence of the corps PHOENIX coordinator.
- (3) Personnel will be transferred to non-PHOENIX duties only with the concurrence of the Director, Saigon PHOENIX Directorate.
- (4) Requests for MACV orders effecting reassignment of PHOENIX personnel will include instructions for provision of one copy of the order to the Saigon PHOENIX Directorate.

d. Joint Table of Distribution. US military personnel supporting the PHOENIX program are included in the MACCORDS JTD.

e. Procedures for Obtaining Such Support. Normal personnel procedures are used as indicated in the above references to fill spaces in the JTD and otherwise to manage these personnel.

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- f. **Pertinent Support Arrangements.** Pertinent arrangements regarding personnel support for the PHOENIX program provide that the PHOENIX program receives top priority of all MACV personnel resources. It is most important that there be correct assignment and utilization of PHOENIX military personnel as outlined in MACJOIR Memorandum, 29 September 1968.

SECTION III - SUPPLY AND EQUIPMENT MAINTENANCE**1. REFERENCES.**

- a. Joint MACV/USAID/JUSPAO/OSA Directive No 1-68, 5 January 1968.
- b. MACV Log Guide.
- c. MACV Directive 37-2.
- d. JTA 82-7.
- e. Pertinent Tables of Allowances:

| | |
|-------------|-----------------|
| TA 00100-01 | Province Type A |
| TA 00100-02 | Province Type B |
| TA 00100-03 | Province Type C |
| TA 00100-04 | Province Type D |
| TA 00200-01 | District Type A |
| TA 00200-02 | District Type B |
| TA 00200-03 | District Type C |

2. GENERAL.

- a. PHOENIX advisors will be provided support as part of CORDS advisory teams. Supply and maintenance support will be provided to PHOENIX advisory staffs in the same manner as it is provided to MACCORDS headquarters and CORDS field elements.
- b. GVN PHUNG HOANG centers will be provided adequate US support from both Assistance-in-Kind (AIK) piastre fund for pacification programs and US dollar, but without formal accountability below the national level.
- c. As of 1 July 1969, equipment (reference Appendix 2, this annex) provided PHOENIX regional, province, and autonomous city advisory staffs maintaining offices separate from PHUNG HOANG centers, will be accounted for as is all other property provided CORDS advisory teams. This pertains to equipment provided in accordance with procedures outlined in preceding paragraphs of this section.

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- d. Maintenance support for equipment (except for vehicles) utilized by PHOENIX advisors (at district, province, and autonomous city) will be provided for by the CORDS province team logistic support section located at province advisory team level, and by the support element of the Management Support Division (MSD) of CORDS at regional (CTZ) advisory team level for corps PHOENIX advisors.
- e. The PHOENIX Directorate in Saigon will receive complete logistic support (equipment, supplies, and equipment maintenance) in the same manner as do all other Directorates of MACCORDS. This support will be provided for by CORDS/MSD/Administration by submission of an informal request from the PHOENIX Directorate.
- f. The GVN Central PHUNG HOANG Permanent Office in Saigon will be provided complete logistic support (equipment, supplies, and equipment maintenance) by the GVN Director General of National Police (DGNP). Required equipment and supplies will normally be procured through local purchase.
- g. Equipment and supplies provided GVN PHUNG HOANG Centers (at district, province, autonomous city, and regional level) will be primarily obtained through AIK pacification fund local procurement. Required items which cannot be provided in this manner, due to non-availability locally, will be supplied by property book officer action outlined in paragraph 4 of this section.
- h. Equipment maintenance support will be provided to GVN PHUNG HOANG centers at all levels by the DGNP.
- i. The PHOENIX Coordinators' Orientation Course at Vung Tau will be provided complete logistic support (equipment, supplies, and maintenance) by the property book officer of the CORDS Advisory Team for Phuoc Tuy Province who is located at Vung Tau. The equipment authorized the course is shown at Appendix 2 of this annex.
- j. Replacement of equipment and supplies for PHOENIX offices and GVN PHUNG HOANG centers, at all levels, lost or destroyed due to combat will be expedited by radio or telephonic request to the appropriate property book officer with follow-up by informal written request annotated as "combat loss" and as indicated in succeeding paragraphs. Priority will be given to these replacements.
- k. Information regarding support for radios and vehicles is contained in paragraphs 5 and 6 of this section.

3. PHOENIX SUPPORT.

- a. Support of PHOENIX Personnel. PHOENIX advisors at all levels, as part of MACCORDS and CORDS advisory teams, will be supported in accordance with Joint Directive 1-68.

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b. Issue/Replacement of Equipment.

- (1) **US Equipment.** PHOENIX advisory staffs (at district, province, and autonomous city) will submit informal written requests for issue/replacement of US furnished equipment to the CORDS property book officer located at province advisory team level. The corps PHOENIX advisory staff will submit informal written requests to the CORDS property book officer located at regional (CTZ) advisory team level. The Property Book Officer (PBO) will submit formal requisitions, annotated "PHOENIX," against the appropriate USARV depot system. The PBO will request appropriate fund cite under current procedures utilizing teletype rather than by letter.
- (2) **Locally Procured Equipment.** PHOENIX advisory staffs will submit informal written requests for issue/replacement of locally procured equipment to the appropriate PBO, who will submit a formal request to the local AIK CORDS pacification imprest fund cashier for local purchase.

c. Expendable Supplies.

- (1) PHOENIX advisory staffs will submit informal written requests for expendable supplies to the appropriate PBO.
- (2) A 30-day stockage of expendable supplies is authorized at all levels to support PHOENIX advisory staffs.
- (3) The PBO is authorized to locally purchase with AIK funds, as provided by the CORDS pacification imprest fund cashier, those items which cannot be made available from normal supply source within 30 days.

d. Establishment of Equipment Accountability.

- (1) Since 1 July 1969, administrative control of equipment (except vehicles) in the hands of PHOENIX advisors, is the responsibility of the PBO, except for the PHOENIX Coordinators' Orientation Course at Vung Tau. Only non-expendable office equipment located in PHOENIX staff offices which are maintained separate and distinct from GVN PHUNG HOANG centers will be accounted for by the PBO in accordance with Found on Post (FOP) procedure.
- (2) Administrative control of equipment for the PHOENIX Coordinators' Orientation Course at Vung Tau will be exercised by the PBO of the CORDS Advisory Team for PHOUC Tuy Province.
- (3) Exception is granted to PHOENIX advisors in joint occupancy of PHUNG HOANG centers, in which case no formal accountability of this equipment will be maintained.

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e. Maintenance.

- (1) Equipment (other than vehicles) held by PHOENIX advisors will be provided maintenance support from US agencies currently supporting CORDS advisory teams.
- (2) Non-standard equipment will be maintained by local contract effected by the CORDS advisory team to which the PHOENIX advisor is assigned, utilizing AIK CORDS pacification funds.

4. SUPPORT OF PHUNG HOANG CENTERS.

- a. Support of PHUNG HOANG Personnel. PHUNG HOANG personnel at all levels are supported by the GVN agency sponsoring them. PHUNG HOANG personnel will not be US supported.
- b. Issue/Replacement of Equipment. Equipment authorized PHUNG HOANG centers (see Appendix 3, this annex) will not be issued/replaced automatically. All requirements for issue/replacement will be reviewed and approved by the center's PHOENIX advisor before he initiates action to obtain the equipment for the center. Requirements will be based on availability of funds and on the actual operational requirements of the particular center and not on the authorized quantities reflected in Appendix 3 to this annex. In no cases, will the quantities authorized in Appendix 3 be exceeded.
 - (1) Locally Procured Equipment.
 - (a) PHOENIX advisory staffs will submit informal written requests for issue/replacement of equipment for PHUNG HOANG centers at all levels (except for the Central PHUNG HOANG Permanent Office in Saigon) to his supporting PBO. The PBO will expeditiously submit a formal request to the AIK CORDS pacification imprest fund cashier and effect local purchase action.
 - (b) Upon procurement of the equipment thus requested, the PBO will make issue to the PHUNG HOANG center through the center's PHOENIX advisor. The latter will obtain Vietnamese signature and a date for the issue on the issue document provided by the PBO.
 - (c) The PHOENIX advisor will then return the completed issue document to the PBO who will file the issue document and originating informal request as a completed action. No property book will be maintained for this equipment.
 - (2) US Equipment.

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- (a) PHOENIX advisory staffs will submit informal written requests for issue/replacement of equipment at all levels (except for the Central PHUNG HOANG Permanent Office in Saigon) to the appropriate PBO.
- (b) The PBO will submit requisitions, annotated "PHUNG HOANG," to the appropriate supporting USARV depot system. The PBO will request appropriate fund cite under current procedures utilizing teletype rather than by letter.
- (c) Upon receipt of the equipment, the PBO will issue to the PHUNG HOANG center through the center's PHOENIX advisor. The latter will obtain Vietnamese signature and a date for the issue on the issue document provided by the PBO.
- (d) The PHOENIX advisor will then return the completed issue document to the PBO who will file the issue document and originating informal request as a completed action. No property book will be maintained for this equipment.

c. Expendable Supplies.

- (1) PHOENIX advisors will submit informal written requests for expendable supplies for PHUNG HOANG centers (except for the Central PHUNG HOANG Permanent Office in Saigon) to the appropriate PBO, who will submit a formal request to local AIK CORDS pacification imprest fund cashier for local purchase.
- (2) The PBO will take appropriate supply action to obtain those items which cannot be made available through local purchase or are peculiar to the US supply system.
- (3) Informal records will be kept by the PBO of all requests for and issues of expendable supplies to PHUNG HOANG centers.

d. Equipment Accountability.

- (1) On 1 July 1969, the majority of equipment listed in Appendix 3 to this annex is assumed to be on hand at PHUNG HOANG centers.
- (2) No accountability for equipment already on hand or issued subsequent to 1 July 1969 for PHUNG HOANG centers is required or will be established.

e. Maintenance.

- (1) Equipment in PHUNG HOANG centers will be provided maintenance support by the local National Police at district, province, autonomous city, region, and national level.

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- (2) Reimbursement from the local AIK CORDS pacification imprest fund cashier is authorized to pay for local civilian maintenance service on such equipment in those cases when local National Police maintenance support cannot be provided.

5. RADIOS. Radios and allied equipment for use at PHUNG HOANG centers are obtained from local National Police units through the GVN Ministry of Interior's Combined Telecommunications Directorate (CTD) and its services at regional level and radio stations at province level. Maintenance of this equipment is similarly provided by the CTD system.

6. VEHICLES.

- a. Vehicles in the PHOENIX program are issued to PHOENIX advisors and are used primarily by PHOENIX advisors and, at times, by GVN PHUNG HOANG personnel for operational purposes. Some of these are military jeeps (M-151) which were distributed through RVNAF supply channels and issued to PHOENIX advisors through the Vietnamese Administrative and Direct Support Logistics Company (A&DSL Co); others are National Police-type vehicles (green and white jeeps) which were programmed by CORDS/PSD into the GVN National Police supply system expressly for use by PHOENIX advisors. Both additional and replacement vehicles as necessary will be programmed into the respective distribution systems by action from CORDS in Saigon and will be sent to the PHOENIX advisory staffs where needed by distribution orders issued from Saigon. At present, no additional or replacement vehicles can be expected until early 1970. Requests or requisitions for these vehicles will be effected upon receipt of vehicles.
- b. Maintenance of these vehicles will be provided by the systems through which they were distributed; by the province A&DSL Co for military-type (M-151) jeeps and by the local National Police for police-type vehicles. Requests for maintenance will be made on the nearest A&DSL Co, and in the case of National Police vehicles, from the local National Police unit from which the vehicle was issued to the PHOENIX advisor.
- c. POL for these vehicles will be issued from resources available to the nearest A&DSL Co for military-type jeeps and the nearest National Police unit for police-type vehicles. Under GVN regulations, the National Police are authorized 300 litres of gasoline per month per vehicle. Therefore, the National Police will provide only 300 litres of gasoline per month for the police-type vehicle issued to PHOENIX advisors. The A&DSL Co will provide 190 litres of gasoline per month for the military-type vehicle issued to the PHOENIX advisor.
- d. The designated support representative of the CORDS advisory team to which the PHOENIX advisor is assigned will arrange for and coordinate

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the support which will be provided in accordance with 6b and 6c, above, with the respective US advisors to the A&DSL Co and to the National Police unit.

- e. Reimbursement from the local AIK CORDS pacification imprest fund cashier is authorized to support PHOENIX POL and maintenance requirements which cannot be provided by the National Police or A&DSL units.

SECTION IV - CONSTRUCTION AND FACILITIES MAINTENANCE

1. REFERENCES.

- a. Joint Directive 1-68.
- b. MACV Directive 37-2.
- c. MACV Directive 415-1.
- d. CORDS Administrative Instruction 16-68.

2. PHOENIX ADVISORS. Construction and maintenance of facilities in support of PHOENIX advisors will be requested, as necessary, and accomplished, as for all CORDS advisors, under the provisions of Joint Directive 1-68.

3. PHUNG HOANG CENTERS.

- a. General. Construction and maintenance of facilities in support of PHUNG HOANG centers will be provided under two arrangements:
 - (1) The application of the provisions of MACV Directive 37-2 at district, province, and regional levels for projects of value up to \$VN 100,000.
 - (2) Reference to PHOENIX Directorate, Saigon, for approval of projects of value over \$VN 100,000.
- b. Construction and Facilities Maintenance with CORDS AIK Funds.
 - (1) At the district level, the DIOCC coordinator will submit an informal written request to the district senior advisor for construction and/or facilities maintenance requirements for the PHUNG HOANG center at district. Upon approval by the district senior advisor, the approved request will be returned to the DIOCC coordinator who will then present it to the district imprest fund cashier who will provide the funds up to \$VN 30,000 for any one approved project. For projects in excess of \$VN 30,000 and up to \$VN 100,000, the district senior advisor will request approval of the province senior advisor.

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- (2) At province and autonomous city level, the PHOENIX coordinator will submit an informal written request to the province senior advisor for construction and/or facilities maintenance requirements for the PHUNG HOANG center at province or autonomous city. Upon approval by the province senior advisor, the approved request will be returned to the PHOENIX coordinator who will present it to province imprest fund cashier who will provide the funds up to \$VN 100,000 for any one approved project.
 - (3) At corps level, the corps PHOENIX coordinator will submit an informal written request to the CTZ DEPCORDS executive officer for construction and/or facilities maintenance requirements for PHUNG HOANG center at region. Upon approval by the CTZ DEPCORDS executive officer, the approved request will be returned to the PHOENIX coordinator who will present it to the regional imprest fund cashier who will provide the funds up to \$VN 100,000 for any one approved project.
 - (4) Since authorization for disbursement of funds in the field is limited to a total cost of \$VN 100,000 per project or transaction, requirements exceeding this limitation will be forwarded through PHOENIX coordinator's channels to the PHOENIX Directorate in Saigon. All such requirements will include full written justification, cost estimate, and job specifications prior to forwarding to the PHOENIX Directorate. The PHOENIX Directorate will review the request and if recommended approval is warranted, the Directorate will forward the request to the ACofS, CORDS, MACV, for approval of the Comptroller, MACV. Once approval is received from the Comptroller, MACV, the CORDS military support of pacification fund control officer issues a fund cite and forwards the required specifications to the appropriate contracting office.
 - (5) The CTZ DEPCORDS executive officer is the designated regional CORDS AIK contracting officer with contracting authority up to \$VN 2 million for approved projects.
 - (6) No formal contracts are required for construction, modification, or renovation/repair work costing \$VN 100,000 or less.
- c. Projects of Value in Excess of \$VN 2 Million. For projects exceeding \$VN 2 million, the contracting authority of the CORDS regional executive office, referral must be made through MACCORDS to other contracting agencies, e.g., OICC, US Army, USAID, etc. However, project actions of this magnitude are discouraged; in fact, they are currently not being approved.

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SECTION V - AIRLIFT SUPPORT (PASSENGER AND CARGO)**1. REFERENCES.**

- a. USAID Order 56.3, Utilization of USAID-Chartered Aircraft within South Vietnam.
- b. USAID Order 56.3.1, Group Travel on USAID-Chartered Aircraft within South Vietnam.
- c. USAID Order 56.3.2, Priorities Systems for Cargo Air Movement.
- d. MACV Directive 55-4.
- e. MACV Directive 59-1.
- f. MACV Directive 59-2.
- g. MACV Directive 59-3.
- h. 834th Air Division Airlift Schedule, South Vietnam.
- i. CORDS/MSD Administrative Instruction 19-68.

2. GENERAL.

- a. Air support for PHOENIX/PHUNG HOANG will be provided through the CORDS Air Operations System, which is managed by CORDS/MSD/Air Operations Branch. PHOENIX will be provided the same services as are all other elements of MACCORDS. The CORDS Air Operations System has access to air support from the following sources:
 - (1) Contract aircraft (Air America).
 - (2) Common Service Airlift System (CSAS).
 - (3) Dedicated Airlift System.
 - (4) Priority Air Transport (PAT).
 - (5) Helicopters provided by field commanders.
- b. Contract Aircraft (Air America). Air America aircraft are under the operational control of CORDS Air Operations and provide cargo and passenger service throughout RVN with a variety of fixed-wing aircraft

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ranging in size from STOL single-engine, light aircraft to large twin engine C-7A and C-46 aircraft. Air America also flies passengers in four 204-B type helicopters which are similar to military UH-1.

- c. **Common Service Airlift System (CSAS).** The CSAS is a cargo and passenger airlift system operated by the USAF for all authorized users in RVN including CORDS, GVN, and RVNAF. Passenger travel and air cargo movement in the CSAS are governed by MACV Directives 55-4 and 59-3. The CSAS supports both cargo and passenger airlift operations with C-130 and C-123 aircraft. The CSAS operates both scheduled and special missions.
- d. **Dedicated Airlift System.** The USAF operates a Dedicated Airlift System with C-7A aircraft for users specified by COMUSMACV. CORDS Air Operations has daily use of two flyable C-7A. These C-7A are primarily used to haul cargo and/or passenger groups into and out of short airstrips which are too small to be served by the CSAS aircraft.
- e. **Priority Air Transport (PAT).** The PAT system operates a limited number of U-21 fixed-wing, twin-engine aircraft and UH-1 helicopters for support of HQ, MACV, including CORDS.
- f. **Helicopters Provided by Field Commanders.** All of the military helicopters in RVN, excepting the few in PAT, are allocated to the field commanders. The field commander in each CTZ allocates his helicopters to support the military and pacification efforts in his region. The number of military helicopters allocated to CORDS, including PHOENIX, varies from one CTZ to another, depending on the number available and the current CTZ situation. Helicopter support is a critical asset in all regions. Although there are many helicopters flying in RVN daily, the demand for support far surpasses supply.

3. CORDS AIR OPERATIONS.

- a. **General.** Headquarters, CORDS Air Operations is a subordinate section of the CORDS Management Support Directorate (CORDS/MSD) and is located physically in USAID II. It consists of administrative offices and a passenger booking office. All passengers requiring movement out of Saigon are booked through this office. An Air Operations office is also located in the CORDS warehouse at the Air America Complex, Tan Son Nhut. This office receives Transportation Control and Movement Documents (TCMD), schedules cargo movements, and is responsible for the day-to-day surveillance of contractor activities. There are four Air Operations Offices located in the respective CTZ headquarters that function essentially the same as the headquarters office.

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b. Contract Aircraft (Air America).

- (1) **Individual Passengers.** Requests for travel from Saigon and the CTZ are submitted on Form VN-13 to the respective booking offices. These requests should be submitted by noon preceding the day of travel. Travel requests from provinces are submitted to the province senior advisor (reference USAID Order 56.3). Phone numbers of Air Operations Offices are as follows:

Saigon - Chief, Air Operations

PTT 93083,

Exts 5619/5638

Air Booking Office

Exts 5414/5428

I CTZ

Motley 174

II CTZ

Nha Trang 3307

III CTZ

Bien Hoa 3592

IV CTZ

Can Tho 2612/2376

- (2) **Passenger Groups.** Requests for air movement of passenger groups of nine or more will be submitted to CORDS Air Operations on Form VN-13D in accordance with USAID Order 56.3.1. CORDS Air Operations will determine the method of movement, e.g., CSAS or contract aircraft, and make the necessary arrangements.
- (3) **Cargo Movements.** Requests for cargo movement from Saigon will be submitted to CORDS Air Operations, Tan Son Nhut, on a TCMD (DD Form 1384). CORDS Air Operations will determine whether the cargo will be moved via CSAS or contract aircraft. The TCMD for cargo shipments originating in the region will be submitted to the regional CORDS Air Operations officer. Certain types of sensitive cargo, e.g., weapons, ammunition, etc., will not be stored in CORDS warehouses. Close coordination will be accomplished with the Chief, CORDS Air Operations (Saigon), concerning the scheduling of this sensitive type cargo for movement.
- (4) **CORDS Air Express (CAX) System.** The CAX system is an express system whereby small packages and certain small pieces of cargo can be moved via contractor aircraft on an expedited basis. The central receiving office for CAX parcels is located in USAID II. From there it is moved to the airport and placed on the first available aircraft. It is received at destination by the CAX officer and delivered to the addressee. CAX offices located in the respective CTZ headquarters will accept CAX items for shipment to Saigon as stated in CORDS/MSD Administrative Instruction 19-68.

c. Common Service Airlift System (CSAS) Operations.**UNCLASSIFIED**

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- (1) General. The CSAS is available for PHOENIX use, either directly or through the CORDS Air Operations system.
 - (2) Individual Passengers. Individual passenger bookings can be made in person or by telephone to the nearest TMA Air Traffic Coordinating Office (ATCO) up to 7 days prior to the day of travel. The ATCO passenger information phone numbers are listed on page 5, in the 834th Air Division Airlift Schedule, South Vietnam. One limitation of this service is that advance bookings must be made at each point of origin of any mission, (e. g., to book a round trip from Tan Son Nhut to Cam Ranh Bay, requires an advance booking at Tan Son Nhut for the first leg, and an advance booking at Cam Ranh Bay for the return leg). The CSAS passenger schedules are published monthly. Requests to be placed on distribution for these schedules, together with the number of copies required, should be addressed to:
834th Air Division (DOCTS)
ATTN: Chief of Scheduling
 - (3) CSAS Passenger Groups and Cargo Movements. CSAS passenger groups and cargo movements are governed by MACV Directives 55-4 and 59-3; however, PHOENIX requests should be submitted as stated in paragraph 3b(1), (2), (3), above. CORDS/MSD/Air Operations Office will determine which groups and cargo will move on CSAS.
 - (4) Orders. CSAS passengers must have valid orders signed by a competent authority as specified by MACV Directive 59-3. Vietnamese employees must have bilingual orders co-signed by their province, district, or section chief.
- d. Dedicated Airlift System. Two dedicated C-7A are centrally managed by the Chief, CORDS/MSD/Air Operations to supplement the contracted support from Air America. The Chief, CORDS/MSD/Air Operations, will apply the C-7A wherever their unique STOL capabilities can be utilized.
- e. Priority Air Transportation (PAT) System. MACV Directive 59-2 governs the request for, and the provision of, PAT. This system, with limited resources, supports HQ, MACV, and US governmental agencies within the Saigon area. The CORDS Air Booking Offices described in paragraph 3b(1), above, are central receiving offices for CORDS PAT requests. The CORDS air booking offices will submit requests to the ACofS, J-3, MACV, for PAT only when Air America assets cannot support PHOENIX requirements. Requests for PAT must be submitted by the CORDS air booking office prior to 1200 hours of the day prior to the day of requested travel. Confirmations or cancellations for PAT travel are telephoned to the CORDS air booking office not later than 1800 hours on the day prior to the day of requested travel.

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- f. **Helicopters Provided by Field Commanders.** Within each region, including the Saigon area, the helicopters provided in support of CORDS, including PHOENIX, are controlled by the CORDS air operations officers. Flight requests for helicopter support, and current information concerning the availability and restrictions on these helicopters, will be processed with the appropriate CORDS air operations officer at the phone numbers listed in paragraph 3b(1), above.

SECTION VI - COMMUNICATIONS SUPPORT**1. REFERENCES.**

- a. MACV Directive 65-6.
- b. MACV Directive 66-1.
- c. MACV Directive 105-1.
- d. MACV Directive 105-5.
- e. MACV Directive 105-7.
- f. MACV Directive 105-9.
- g. MACV Directive 105-11.
- h. MACV Staff Memorandum 105-10.
- i. MACV CofS Action Memorandum 69-31, PHOENIX.
- j. CORDS/MSD Administrative Instruction No. 17-68, 10 Aug 68, Message Traffic.
- k. CORDS/MSD Administrative Instruction No. 19-68, 2 Sep 68, CAX.
- l. CORDS/MSD Administrative Instruction No. 27-69, 4 Apr 69, COMAX.
- m. MACCORDS Notice Number 68-379, 26 Nov 68 (under revision), Telecommunications Procedures.

2. AGENCY RESPONSIBLE FOR PROVIDING SUPPORT.

- a. The ACofS, J-6, MACV, exercises joint staff supervision over command-wide communications and electronics (C-E) activities. He provides technical assistance and advice to the ACofS, CORDS, MACV, on all C-E matters requiring coordination and he assists operating CORDS elements with coordination of local C-E requirements with the military commander concerned.

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- b. USARV has established the common-user telecommunications system in support of CORDS advisory teams in the RVN.
- c. CORDS/Management Support Directorate (MSD) administers and operates the CORDS telecommunications system and operates the CORDS message centers throughout RVN.
- d. CORDS/Public Safety Directorate, Telecommunications Division (PSD/TELECOM) has arranged with the GVN Combined Telecommunications Directorate (CTD) to account for and provide logistic support for radios at Province and District Intelligence and Operations Coordinating Centers.

3. SUPPORT PROCEDURES.

- a. CORDS/PSD/TELECOM has arranged for logistic support as stated in paragraph 2d, above.
- b. PHOENIX advisors will use the communication systems available to the advisory team to which assigned. Advisory teams have available voice radios at all levels and telephone and teletype service at province, region, and Saigon level. PHOENIX advisors will coordinate with local CORDS/PSD advisors for logistic support provided by CTD, as and when required.

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CLASS A - AGENT OFFICERS

1. The CORDS advisory team senior advisor will select an officer to serve as Class A Agent officer for the purpose of paying LN employees. CORDS advisory teams which have the authority will issue appointing orders. Otherwise, they will submit a request for orders to higher authority.
2. Commissioned officers, warrant officers, or US civilian employees of officer equivalent rank may be appointed as agent officers.
3. Appointment orders of agent officers will include the proper classification of the agent officer and show the address of the servicing disbursing officer, such as "Finance Officer, 7th Finance Section (Disbursing), APO 96243."
4. Class A Agent officers will always be appointed as agents of the AIK Custodian. Under no circumstances will anyone be appointed as an agent of a Class A Agent officer.
5. Orders of Class A Agent officers must specify the type of payment to be made and that funds will not be entrusted to others for any purpose.
6. Each order appointing a Class A Agent officer will include the purpose and duration of the appointment. If the appointment is for an indefinite period of time, the order will so state and the Class A Agent officer will continue on such duty until relieved by the appointing authority.
7. Copies of the orders will be furnished to the applicable servicing disbursing office, ATTN: Civilian Payroll Section, and to HQ, MACV, ATTN: MACCO-F, APO 96222.
8. The CORDS advisory team senior advisor will make provisions to ascertain that all public funds in the possession of agent officers will be properly protected at all times, using a field safe that is properly secured to an immovable object and guarded by an armed guard to secure the funds when not in the hands of the agent officers.
9. Disbursing officers will furnish each Class A Agent officer with complete written instructions concerning the following each time funds are advanced:
 - a. Safeguarding of funds.
 - b. Identification of payees.
 - c. Signature of payees.

Appendix 1 to Annex I

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- d. Return of funds.
- e. Certification of payrolls.
- f. Penalty provisions for misuse of funds.
- g. Such other instructions as disbursing officers may deem necessary.
- h. Entrustment of funds to others.
- i. Manner of providing employees with payroll slips disclosing to payees data pertinent to their pay.
- j. Disposition instructions pertinent to the periodic notification of leave balance.
- k. Instructions prohibiting commingling of public funds with non-appropriated funds, quasi-public funds, or personal funds.

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PHOENIX ADVISORY STAFF EQUIPMENT

| NOMENCLATURE | DIR | REG | PROV/CITY | DIST | PHOENIX Coordinator Orientation Course | | |
|--|-----|-----|-----------|------|---|-------|-------------------|
| | | | | | ADM | CLASS | PER MDL DIOCC* |
| DESK, MTL, DBL PDL | 13 | | | | | | |
| DESK, MTL, SGL PDL | 4 | | | | 3 | 2 | 2 |
| DESK, MTL | | 7 | 3 | | | | |
| DESK, MTL, TW | 9 | | | | 2 | | |
| DESK, WOOD | | | 2 | | | | |
| CHAIR, CUSHIONED | 13 | | | | | | |
| CHAIR, ARM CUSHION- ED | 10 | | | | | | |
| CHAIR, MTL, ROT, W/ARMS | 10 | 7 | 3 | | 5 | 2 | |
| CHAIR, MTL, ROT, W/O ARMS | 8 | | | | | | |
| CHAIR, STU, W/ARM | | | | | | 60 | |
| CHAIR, LOUNGE | | | | | | 2 | |
| CHAIR, WOOD | | | 6 | | | | |
| CHAIR, FOLDING, MTL | | | | | | | 14 |
| SOFA & ARM CHAIR SETTEE | 3 | 1 | | | | | |
| CABINET, FILE, 4DR W/COMB LOCK | 10 | 3 | 2 | | 4 | | |
| CABINET, STOR, 2DR 36/10/78" W/LOCK | 3 | 2 | 1 | | 3 | | 1 |
| CABINET, FILE, 5DWR W/COMB | 2 | | | | | | |
| CABINET, FILE, 5DWR W/O KEY | 3 | 2 | | | | | |
| CABINET, FILE, W/BAR LOCK | | | | | | | 1 |
| TABLE, TW WOOD | | | 4 | | | | |
| TABLE, WORK, WOOD | | | | | | | 7 |
| TABLE, OFF, MTL | 3 | | | | | | |

Appendix 2 to Annex I

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PHOENIX Coordinator
Orientation Course

| NOMENCLATURE | DIR | REG | PROV/CITY | DIST | ADM | CLASS | PER MDI | |
|---------------------------|-----|-----|-----------|------|-----|-------|---------|---|
| | | | | | | | DIACC* | |
| TABLE, CONF, 8 MAN | 1 | | | | | | | |
| TABLE, PROJ, 35MM | | | | | | 1 | | |
| TABLE, COFFEE | 3 | 1 | | | | | | |
| STAND, TW | | 5 | | | | | | |
| STAND, TW, COLAP- LEAF | 5 | | | | | | | |
| STAND, TABLE, WOOD | 1 | | | | | | | |
| STAND, SMOKING | | | | | | 25 | | |
| SAFE, 4DWR | | | | | 1 | | | |
| SAFE, 2DWR | 1 | | | | | | | |
| BOOKCASE, WOOD 4SHV | 4 | | | | | | | |
| FAN, TABLE | | 2 | 1 | | | | | |
| FAN, FLOOR | 3 | 2 | 2 | | | | | |
| LAMP, DESK | 13 | 3 | 2 | | | | | |
| RACK, MTL. CLOTH, 12HK | 1 | | | | | | | |
| HOLDER, CHART, A-FRAME | | | | | | 2 | 1 | |
| TW, ENG, 14/16" NON E | 3 | 2 | 1 | | 1 | | | |
| TW, ENG, 10/21" NON E | | 1 | 1 | | 1 | | | |
| TW, VN, 13", NON E | | 1 | 1 | | | | | |
| TW, VN, 21", NON E | | 1 | 1 | | | | | |
| TW, 16", ELEC | 5 | | | | | | | |
| TW, 21", ELEC | 3 | | | | | | | |
| PROJECTOR, VU- GRAPH | 1 | | | | | | | 1 |
| PROJECTOR, OPAQUE | | | | | | | | 1 |
| PROJECTOR, 35MM CARO | 1 | | | | | | | 1 |
| PROJECTOR, MOVIE | | | | | | | | 1 |
| PROJECTOR, SCREEN | 1 | | | | | | | 1 |

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**PHOENIX Coordinator
Orientation Course**

| <u>NOMENCLATURE</u> | <u>DIR</u> | <u>REG</u> | <u>PROV/CITY</u> | <u>DIST</u> | <u>ADM</u> | <u>CLASS</u> | <u>PER MDL</u> <u>DIOCC*</u> |
|-----------------------|------------|------------|------------------|-------------|------------|--------------|---------------------------------|
| MACHINE, ADDING | 1 | 1 | 1 | | | | |
| MACHINE, DUPL ELEC | | 1 | 1 | | | | |
| MACHINE, Mimeo | | | | | 1 | | |
| MACHINE, PHOTOCOPY | | 1 | | | | | |
| MACHINE, XEROX 813 | | | | | | | |
| RENTAL | 1 | | | | | | |
| PA SET W/NECK MIKE | | | | | | | 1 |
| CAMERA, ASAHI PENTAX | 1 | | | | | | |
| CAMERA, POLARIOD | 1 | | | | | | |
| CUTTER, PAPER | | | | | 1 | | |
| SET, LETTERING | | | | | 1 | | |
| MACHINE, NUMBERING | | 1 | | | | | |
| CASH BOX, MTL | | 1 | 1 | | | | |
| CARD FILE, 5X8 | | | | | | | |
| BLACKBOARD, 3X3' | | | | | | | |
| BOARD, BRIEF, COLLAP | 1 | | | | | | |
| BOARD, BULLETIN, 4X8' | | | | | 1 | | |
| COOLER, WATER, DISP | | | | | | | |
| W/BOTTLE ELEC | | 1 | | | 1 | 1 | |
| REFRIGERATOR | 1 | 1 | 1 | | | | |
| COFFEE MAKER, ELEC | 1 | | | | 1 | | |
| GENERATOR, 5KW | | | 1 | | | | |
| GENERATOR, 30KW | | 1 | | | | | |
| AIR CONDITIONER | | | | | | | |
| 10,000BTU | | | | | 2 | | |
| AIR CONDITIONER | | | | | | | |
| 18,000BTU | | 3 | | | | | |
| SEDAN, COMPACT | 4 | | | | | | |
| JEEP, KAISER (NP) | 7 | 3 | 2 | | 3 | | |
| BRONCO, STATION- | | | | | | | |
| WAGON | 1 | | | | | | |
| JEEP, M151 | | 3 | 1 | | | | |
| BUS, 24PAX | | | | | 1 | | |
| JEEP, 1/4 TON | | | | 1 | | | |

*4 model DIOCC presently authorized

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NOTE: Equipment shown in this appendix is considered essential to the operation of the PHOENIX activities. All items on hand and obtained from PHOENIX funds will be retained. When these items are not now reflected in current CORDS TA, a request will be submitted by the appropriate supporting property book officer for inclusion of such items in the next TA change in accordance with paragraph 514 of the MACV Log Guide.

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PHUNG HOANG CENTER EQUIPMENT

| <u>NOMENCLATURE</u> | <u>CENTRAL PHUNG HOANG CENTER</u> | <u>PER REGIONAL PHUNG HOANG CENTER</u> | <u>PER PROV/CITY PHUNG HOANG CENTER</u> | <u>PER DISTRICT PHUNG HOANG CENTER</u> |
|---|---|--|---|--|
| DESK, MTL, DBL PDL | 20 | | | |
| DESK, MTL, SGL PDL | 20 | | | |
| DESK, OFF, WOOD | | 22 | 18 | 16 |
| CHAIR, ARM | 4 | | | |
| CHAIR, CSHN | 46 | | | |
| CHAIR, MTL, CSHN | 20 | | | |
| CHAIR, REV, MTL, EXEC | 20 | | | |
| CHAIR, OFF, WOOD | | 32 | 26 | 22 |
| SOFA & ARM CHAIR | | | | |
| SETTEE | | 1 | | |
| CABINET, FILE, 4DWR | 10 | | | |
| CABINET, FILE, 4DWR, W/COMB | 4 | 3 | 4 | 3 |
| CABINET, STOR, 36/18/ 78, 2DWR, W/LOCK | 2 | 3 | 3 | 1 |
| CABINET, FILE, 5DWR W/O KEY | | 4 | 3 | 3 |
| CABINET, FILE, W/BAR LOCK | | 4 | | |
| TABLE, TW, WOOD | | 6 | 6 | 4 |
| TABLE, WORK, WOOD | | 3 | | |
| TABLE, COFFEE | | 1 | | |
| BOOKCASE, WOOD, 4 SHELF | | 2 | 2 | 1 |
| FAN, FLOOR | 3 | 4 | 3 | 3 |
| FAN, TABLE | | 2 | 1 | |
| LAMP, DESK | 10 | 4 | 3 | 2 |
| TW, ENG, 14/16" NON E | 3 | 1 | 1 | 1 |
| TW, ENG, 18/21" NON E | 2 | 1 | 1 | 1 |

Appendix 3 to Annex I

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0 MACV Dir 10-20

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| <u>MENCLATURE</u> | <u>CENTRAL PHUNG HOANG CENTER</u> | <u>PER REGIONAL PHUNG HOANG CENTER</u> | <u>PER PROV/CITY PHUNG HOANG CENTER</u> | <u>PER DISTRICT PHUNG HOANG CENTER</u> |
|----------------------------|---|--|---|--|
| , VN, 13" NON E | 6 | 2 | 2 | 1 |
| , VN, 21" NON E | 4 | 2 | 2 | 1 |
| PROJECTOR, MOVIE | 1 | | | |
| CHINE, ADD, ELEC | 2 | 1 | 1 | |
| CHINE, DUPL, ELEC | 1 | 1 | 1 | 1 |
| CHINE, Mimeo | 1 | | | |
| CHINE, PHOTOCOPYING | | 1 | 1 | |
| CHINE, THERMO-FAX | 1 | | | |
| DR, TAPE, "NAT" | | | | |
| 501 | 1 | | | |
| DR, TAPE, "SONY" 530 | 1 | | | |
| AMERA, CANON | 2 | | | |
| AMERA, POLAROID | 2 | | | |
| CHINE, NUMBERING | | 2 | 2 | 1 |
| EST, METAL, 2DR | 2 | | | |
| OLER, WTR, DISP, BTL, E | | 1 | | |
| FRIGERATOR, ELEC | 1 | | | |
| FFEE MAKER, ELEC | 1 | | | |
| ERATOR, 5KW | | | 1 | 1 |
| ERATOR, 30KW | | 1 | | |
| MOTORBIKE, HONDA 50 | | | 3 | 2 |
| LE, M16 | 6 | | | |
| IO, FM 5 | | | 1 | 1 |
| IO, FM 1 | | | 1 | 1 |

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PHUNG HOANG CENTER EQUIPMENT

| <u>NOMENCLATURE</u> | <u>CENTRAL PHUNG HOANG CENTER</u> | <u>PER REGIONAL PHUNG HOANG CENTER</u> | <u>PER PROV/CITY PHUNG HOANG CENTER</u> | <u>PER DISTRICT PHUNG HOANG CENTER</u> |
|---|---|--|---|--|
| DESK, MTL, DBL PDL | 20 | | | |
| DESK, MTL, SGL PDL | 20 | | | |
| DESK, OFF, WOOD | | 22 | 18 | 16 |
| CHAIR, ARM | 4 | | | |
| CHAIR, CSHN | 46 | | | |
| CHAIR, MTL, CSHN | 20 | | | |
| CHAIR, REV, MTL, EXEC | 20 | | | |
| CHAIR, OFF, WOOD | | 32 | 26 | 22 |
| SOFA & ARM CHAIR | | | | |
| SETTEE | | 1 | | |
| CABINET, FILE, 4DWR | 10 | | | |
| CABINET, FILE, 4DWR, W/COMB | 4 | 3 | 4 | 3 |
| CABINET, STOR, 36/18/ 78, 2DWR, W/LOCK | 2 | 3 | 3 | 1 |
| CABINET, FILE, 5DWR W/O KEY | | 4 | 3 | 3 |
| CABINET, FILE, W/BAR LOCK | | 4 | | |
| TABLE, TW, WOOD | | 6 | 6 | 4 |
| TABLE, WORK, WOOD | | 3 | | |
| TABLE, COFFEE | | 1 | | |
| BOOKCASE, WOOD, 4 SHELF | | 2 | 2 | 1 |
| FAN, FLOOR | 3 | 4 | 3 | 3 |
| FAN, TABLE | | 2 | 1 | |
| LAMP, DESK | 10 | 4 | 3 | 2 |
| TW, ENG, 14/16" | | | | |
| NON E | 3 | 1 | 1 | 1 |
| TW, ENG, 18/21" | | | | |
| NON E | 2 | 1 | 1 | 1 |

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| <u>NOMENCLATURE</u> | <u>CENTRAL PHUNG HOANG CENTER</u> | <u>PER REGIONAL PHUNG HOANG CENTER</u> | <u>PER PROV/CITY PHUNG HOANG CENTER</u> | <u>PER DISTRICT PHUNG HOANG CENTER</u> |
|--------------------------------|---|--|---|--|
| TW, VN, 13" NON E | 6 | 2 | 2 | 1 |
| TW, VN, 21" NON E | 4 | 2 | 2 | 1 |
| PROJECTOR, MOVIE | 1 | | | |
| MACHINE, ADD, ELEC | 2 | 1 | 1 | |
| MACHINE, DUPL, ELEC | 1 | 1 | 1 | 1 |
| MACHINE, Mimeo | 1 | | | |
| MACHINE, PHOTOCOPYING | | 1 | 1 | |
| MACHINE, THERMO-FAX | 1 | | | |
| RCDR, TAPE, "NAT" | | | | |
| RQ501 | 1 | | | |
| RCDR, TAPE, "SONY" 530 | 1 | | | |
| CAMERA, CANON | 2 | | | |
| CAMERA, POLAROID | 2 | | | |
| MACHINE, NUMBERING | | 2 | 2 | 1 |
| CHEST, METAL, 2DR | 2 | | | |
| COOLER, WTR, DISP, W/BTL, E | | 1 | | |
| REFRIGERATOR, ELEC | 1 | | | |
| COFFEE MAKER, ELEC | 1 | | | |
| GENERATOR, 5KW | | | 1 | 1 |
| GENERATOR, 30KW | | 1 | | |
| MOTORBIKE, HONDA 50 | | | 3 | 2 |
| RIFLE, M16 | 6 | | | |
| RADIO, FM 5 | | | 1 | 1 |
| RADIO, FM 1 | | | 1 | 1 |

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RUEHC/STATE AID

RUEPIA/CIA

RUMNVE/CG I FFORCEV SA II CTZ

REF/CG II FFORCEV SA III CTZ

RUMWAA/CG III MAF SA I CTZ

RUMSMT/SA IV CTZ

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C O N F I D E N T I A L NOFORN 41514 FROM: MACJPQR

SECTION III OF X

| | | | | | |
|-----------|--------|---------|---------|--------|----------|
| III CORPS | 537.5 | 37.7 | 84. | 678.4 | 1.85 |
| IV CORPS | 833.6 | 148.3 | 35.5 | 1029.7 | 17.63 |
| RVN | 2103.2 | 331.6 | 253.1 | 2769.2 | 16.20 |
| VC | VC | NONHAM. | SUBTOT. | PCT | TOTAL |
| I CORPS | 773.5 | 27.7 | 801.2 | 25.77 | 31,090.1 |
| II CORPS | 226.2 | 10.0 | 236.2 | 8.25 | 2,863.2 |
| III CORPS | 264.0 | 37.8 | 301.8 | | |
| | 5.72 | | | | |
| IV CORPS | 1540.6 | 59.2 | 1599.8 | 27.40 | 5,838.1 |
| RVN | 2804.3 | 134.7 | 2939.0 | 17.20 | 17,087.0 |

TABLE THREE
 HAMLET STATUS (SECURITY ONLY)

| | SECURE | | | CONTESTED | | | VC | TOTAL |
|----------|--------|-----|-----|-----------|-------|-----|-----|-------|
| | A | B | D | E | OTHER | | | |
| I CORPS | 115 | 247 | 494 | 369 | 63 | 187 | 982 | 2457 |
| | 0 | 2 | 16 | -1 | -4 | 6 | -14 | 5 |
| II CORPS | 186 | 716 | 820 | 462 | 86 | 247 | 579 | 3,096 |
| | -23 | 1 | -7 | 39 | -4 | -10 | 7 | 3 |

INFO..CJCS-8 DJS-3 SJCS-1 J3-8 J5-2 SACSA-3 NMCC/DDO-1 S/DEF-7

ASD/ISA-9 ASD/PA-1 ASD/SA-3 DIA-15 W/H-10 CSA-1 CNO-2 CSAF-1

CMC-7 FILE-1(83)RBK/DC M-10

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| | | | | | | | | |
|-----------|-----|------|------|------|-----|-----|------|--------|
| III CORPS | 131 | 378 | 553 | 356 | 39 | 198 | 458 | 2,113 |
| | -2 | 0 | -10 | 9 | 3 | -1 | 14 | 2 |
| IV CORPS | 273 | 734 | 1036 | 733 | 168 | 70 | 1970 | 4,984 |
| | -15 | 14 | 16 | 12 | 1 | 4 | -5 | -1 |
| RVN | 705 | 2075 | 2903 | 1920 | 356 | 702 | 3989 | 12,650 |
| | -40 | -11 | 15 | 59 | 4 | -12 | 2 | 9 |

TABLE FOUR

POPULATION STATUS (SECURITY ONLY)
(IN THOUSANDS)

| SECURE | A | B | NONHAM | SUBTOT | PCT |
|-----------|--------|--------|--------|--------|----------|
| I CORPS | 303.0 | 457.5 | 536.3 | 479.4 | 1,776.2 |
| II CORPS | 449.9 | 731.7 | 683.1 | 360.6 | 2,225.3 |
| III CORPS | 309.6 | 1034.4 | 925.7 | 2235.5 | 4,505.2 |
| IV CORPS | 565.1 | 1213.9 | 1325.1 | 63.0 | 3,167.1 |
| RVN | 1627.6 | 3437.5 | 3470.2 | 3138.5 | 11,673.8 |
| CONTESTED | | | | | |
| I CORPS | 363.3 | 59.9 | 23.7 | 85.0 | 531.9 |
| II CORPS | 279.3 | 47.3 | 26.6 | 48.1 | 401.3 |
| III CORPS | 335.6 | 30.6 | 18.7 | 84.5 | 469.4 |
| IV CORPS | 873.5 | 149.9 | 12.3 | 35.5 | 1071.2 |
| 13.34 | | | | | |
| RVN | 1851.7 | 287.7 | 81.1 | 253.1 | 2473.8 |
| VC | | | | | |
| I CORPS | 773.5 | 27.7 | | 801.2 | 25.76 |
| II CORPS | 226.3 | 10.0 | | 236.3 | 8.25 |
| III CORPS | 264.0 | 37.8 | | 301.8 | 5.72 |
| IV CORPS | 1540.6 | 59.2 | | 1599.8 | 2.40 |
| VN | 2804.3 | 134.7 | | 2939.0 | 17.20 |
| | | | | | 17,086.6 |

(2) FOR COMPARISON, POPULATION TABLES DEPICTING
DATA FOR FEBRUARY 1967 ARE PRESENTED FOR SECURITY AND DEVELOPMENT
COMBINED AND FOR SECURITY ONLY;

TABLE FIVE

POPULATION (SECURITY & DEVELOPMENT) FEBRUARY 1967
(IN THOUSANDS)

| SECURE | A | B | NON HAM | SUBTOT | PCT |
|-----------|------|-------|---------|--------|---------|
| I CORPS | 31.9 | 299.9 | 635.5 | 469.8 | 1,437.2 |
| II CORPS | 26.4 | 598.2 | 813.5 | 342.1 | 2,020.2 |
| III CORPS | 0 | 504.6 | 1323.8 | 2231.2 | 4,059.6 |

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| | | | | | | |
|-------------|---------|-------------------------|--------|--------|----------|------|
| IV CORPS | 4.5 | 1224.7 | 1457.8 | 136.9 | 2,903.9 | 50.9 |
| RVN | 382.8 | 2627.3 | 4230.6 | 3180.1 | 10,421.9 | 72.7 |
| CONTESTED | D | E | NONHAM | SBUTOT | PCT | |
| CORPS | 491.8 | | | | | |
| 89.0 | 85.1 | 593.9 | 20.6 | | | |
| II CORPS | 358.9 | 107.0 | 18.3 | 484.1 | 16.7 | |
| II CORPS | 564.9 | 66.0 | 122.2 | 753.2 | 14.7 | |
| IV CORPS | 911.0 | 22.4 | 73.0 | 196.4 | #20.9 | |
| RVN | 2254.7 | 484.4 | 288.6 | 3027.6 | 18.2 | |
| VC | VC | NONHAM | SBUTOT | PCT | TOTAL | |
| I VRPS | 820.6 | 27.1 | 847.8 | 29. | 2,878.9 | |
| II CORPS | 377.0 | 13.1 | 390.1 | 13.5 | 2,894.4 | |
| PAG 5 RUMSA | 2286M | C O N F I D E N T I A L | NOFORN | | | |
| III CORPS | 228.7 | 83.0 | 311.7 | 6.1 | 5,125.5 | |
| IV CORPS | 1530.8 | 72.0 | 1602.8 | | | |
| 28.1 | 5,703.1 | | | | | |
| RVN | 2957.1 | 15.2 | 3152.3 | 19.0 | 16,601.8 | |

TABLE SIX
POPULATION (SECURITY ONLY) FEBRUARY 1967
(IN THOUSANDS)

| | A | B | NON HAM | SBUTOT | PCT |
|-----------|---------|--------|---------|--------|----------|
| I CORPS | 84.6 | 452.3 | 530.4 | 469.8 | 1,537.1 |
| II CORPS | 460.7 | 823.9 | 527.5 | 342.1 | 2,154.2 |
| III CORPS | 26.5 | 850.5 | 922.7 | 2231.2 | 4,260.9 |
| IV CORPS | 259.2 | 113.6 | 1343.2 | 136.9 | 3,052.7 |
| RVN | 1,061.0 | 3440.0 | 3323.9 | 3180.1 | 11,005.0 |
| CONTESTED | E | E | NONHAM | SBUTOT | PCT |
| I CORPS | 325. | 65.9 | 85.1 | 476.3 | 16 |
| II CORPS | 265.1 | 65.8 | 183. | 349.2 | 12 |
| III CORPS | 363.3 | 66.2 | 122.2 | 551.7 | 11 |
| IV CORPS | 758.8 | 277.3 | 63.0 | 1049.1 | 18 |
| RVN | 1712.5 | 425.2 | 288.6 | 2426.2 | 15 |
| VC | VC | NONHAM | SBUTOT | PCT | TOTAL |
| I CORPS | 820.1 | 27.1 | 847.3 | 30 | 2,860.7 |
| II CORPS | 379.0 | 13.1 | 392.1 | 14 | 2,895.5 |
| III CORPS | 228.7 | 83.0 | 311.7 | 6 | 5,125.3 |
| IV CORPS | 1524.9 | 72.0 | 1596.9 | 28 | 5,698.1 |
| RVN | 2952.8 | 195.2 | 3147.9 | 19 | 16,579.6 |

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(3) A COMPARISON OF SECURE AND VC CONTROLLED POPULATION FOR RVN AS A WHOLE IS SHOWN IN THE FOLLOWING TABLE, ON THE BASIS OF SECURITY ALONE - THE MOST CRITICAL FACTOR IN MEASURING THE PROGRESS OF PACIFICATION - 68 PCT OF THE POPULATION WAS IN THE SECURE CATEGORY ON 31 OCTOBER.

TABLE SEVEN
 SECURE, CONTESTED AND VC CONTROLLED POPULATION
 TOTAL RVN, 31 OCTOBER
 (IN THOUSANDS)

| | POPULATION (THOUSANDS) | | |
|-----------------------------|------------------------|--------|-----------|
| | SECURE | VC | CONTESTED |
| SECURITY ONLY | 11673.8 | 2939.0 | 2473.8 |
| SECURITY & DEVELOPMENT | 1178.8 | 239.0 | 2769.2 |
| PERCENT OF TOTAL 31 OCTOBER | | | |
| | SECURE | V | CONTESTED |

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TO RUHHQA/CINCPAC

INFO RUEPJS/CJCS

RUEPJS/DOD

RUEHC/STATE AID

RUEPIA/CIA

RUMNVF/CG I FFORCEV SA II CTZ

RUMSFF/CG II FFORCEV SA III CTZ

RUMWAA/CG III MAF SA I CTZ

RUMSMT/SA IV CTZ

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C O N F I D E N T I A L NOFORN 41514 FROM; MACJOR

SECTION IV OF XI

SECURITY ONLY

68.3

17.2

14.5

SECURITY & DEVELOPMENT

66.6

17.2

16.2

PERCENT OF TOTAL, 28 FEBRUARY

SECURE

VC

CONTESTED

SECURITY ONLY

66

19.0

15

SECURITY & DEVELOPMENT

6.7

19.0

18.2

(4) ON THE BASIS OF HES SECURITY RATINGS, TERRITORIAL SECURITY IMPROVED IN RVN DURING THE YEAR. THE POPULATION UNDER GVN CONTROL ROSE FROM 66 PCT IN FEBRUARY TO 68.32 AT THE END OF OCT. DURING THE SAME PERIOD, VC CONTROL FELL FROM 19 PCT TO 17.2 OF THE POPULATION.

(5) IN GENERAL, SECURITY IMPROVED IN I CORPS DURING

THE MONTH. THERE WAS A DECREASE IN TOTAL INCIDENTS AND A SHARP DECLINE IN THE ASSASSINATION AND ABDUCTION OF CIVILIANS. SECURITY IMPROVED IN QUANG TRI, PRINCIPALLY BECAUSE OF THE ARRIVAL OF THE 1ST USMC REGIMENT AT LA VANG AND MORE AGGRESSIVE ACTION BY ARVN. IN THUA THIEN, SECURITY REMAINS RELATIVELY GOOD, WITH THE 3RD ARVN

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REGIMENT'S BATTALIONS OPERATING IN AND AROUND THE THREE PACIFICATION AREAS. SECURITY IN QUANG NAM REMAINS UNDETERMINED EVEN THOUGH VC OPERATIONS AGAINST RD CADRE GROUPS DECREASED SHARPLY. THERE WAS A DECIDED IMPROVEMENT IN QUANG TIN, WHERE SECURITY DURING THE MONTH WAS THE BEST IT HAS BEEN ALL YEAR; THERE WERE ONLY TEN INCIDENTS, NONE OF ANY GREAT SIGNIFICANCE. ENEMY ACTIVITY DECREASED APPRECIABLY IN QUANG NGAI IN OCTOBER; SECURITY IMPROVED SLIGHTLY WITH INCREASED ACTIVITY ON THE PART OF ARVN AND THE RF/PF.

TABLE EIGHT
I CORPS SECURITY JUNE

| | | |
|--|--------|--------|
| | OCT | SEP |
| VC INCIDENTS | 1,446 | 1,658 |
| VC, NVA COMBAT STRENGTH | 37,410 | 37,410 |
| ASSASSINATIONS, ABDUCTION OF CIVILIANS | 255 | 1,013 |
| VC INCIDENTS AGAINST RDC | 54 | 42 |
| STATUS OF ROADS - GREEN (PCT) | 54.5 | 58.2 |
| (SEE FOOT NOTE 1) AMBER (PCT) | 45.5 | 40.7 |
| RED (PCT) JL | 0 | 1.1 |
| HES NUMBER OF HAMLETS IN SECURE (ABC) CATEGORY | 856 | 838 |
| HES PERCENT OF POPULATION IN SECURE CATEGORY | 57 | 56.3 |
| | OCT | SEP |
| RF STRENGTH | 18,608 | 18,068 |
| PF STRENGTH | 23,359 | 23,200 |

(6) THROUGHOUT II CORPS, RICE DENIAL OPERATIONS HAD A SIGNIFICANT EFFECT ON SECURITY. IN EIGHT PROVINCES, ENEMY ACTIVITIES DECREASED SUBSTANTIALLY BECAUSE OF EFFORTS TO OBTAIN RICE - OF WHICH THEY ARE IN SHORT SUPPLY. OTHERWISE, SECURITY IMPROVED IN THE COASTAL PROVINCE OF BINH DINH AND THREE OF THE HIGHLAND PROVINCES, KON Tum, DARLAC AND TUYEN DUC. IT REMAINED SUBSTANTIALLY UNCHANGED IN THE REMAINING PROVINCES. ENEMY ACTIVITY IN PHU YEN AND KHANH HOA ACCOUNTED FOR THE BULK OF THE DECLINE IN HAMLET AND POPULATION SECURITY IN II CORPS. CONCENTRED VC CAMPAIGNS AGAINST THE RD AREAS IN THESE PROVINCES DURING SEPTEMBER AND OCTOBER WERE RESPONSIBLE FOR THE CHANGE. POTENTIAL SECURITY PROBLEMS ARE BEING CREATED

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BY THE INFILTRATION OF LARGE NUMBERS OF ENEMY MAIN FORCE TROOPS
 INTO PLEIKU PROVINCE AND THE HIGHLANDS AREA OF DARLAC.

TABLE NINE

II CORPS SECURITY RESUME

| | OCT | SEP |
|--|----------|--------|
| VC INCIDENTS | 353 | 463 |
| VC/NVA COMBAT STRENGTH | 20,545 | 31,695 |
| ASSASSINATION, ABDUCTION OF CIVILIANS | 99 | 187 |
| VC INCIDENTS AGAINST RDC | 24 | 37 |
| STATUS OF ROADS - GREEN (PCT) | 67.4 | 67.3 |
| AMBER (PCT) | 22.3 | 22.5 |
| RED (PCT) | 10.2 | 10.- |
| HES NUMBER OF HAMLETS IN SECURE (ABC) | | |
| CATEGORY | NS 1,722 | 1,751 |
| HES PERCENT OF POPULATION IN SECURE CATEGORY | 77.73 | 78.6 |
| RF STRENGTH | 36,131 | 34,670 |
| PF STRENGTH | 35,706 | 35,040 |

(7) ON BALANCE, THE SECURITY SITUATION IN III CORPS
 DECLINED SLIGHTLY DURING OCTOBER. THE DECLINE IS MEASURED PRINCIPALLY IN TERMS OF AN OVERALL INCREASE IN ENEMY HARASSMENT AND TERRORISM AND THE ATTACKS IN PHUOC LONG BY ONE NVA REGIMENT AND ON LOC NINH IN BINH LONG BY TWO VC AND ONE NVA REGIMENTS. ENEMY ACTIVITY HAS SUCCEEDED IN BRINGING THE PACIFICATION PROGRAMS IN PHUOC LONG AND BINH LONG TO A VIRTUAL STANDSTILL (THESE PROVINCES, HOWEVER, ARE NOT PRIORITY AND ARE OF MARGINAL VALUE TO THE NATIONAL PACIFICATION EFFORT). LONG AN PROVINCE ALSO SUFFERED AN INCREASE IN VC ACTIVITY, PARTICULARLY IN ATTEMPTS TO INTERDICT NATIONAL HIGHWAY FOUR. BOTH LONG AN AND GIA DINH REPORT INDICATIONS THAT VC LOCAL FORCE UNITS ARE BEING RE-EQUIPPED WITH SOVIET WEAPONS. THE ROYAL THAI ARMY VOLUNTEER REGIMENT (RTAVR) COMPLETED IN-COUNTRY TRAINING AND BEGAN OPERATIONS IN THE NHON TRACH DISTRICT OF BIEN HOA PROVINCE. THE XYOTH US INFANTRY DIVISION DISCOVERED THE LARGEST WEAPONS CACHE EVER FOUND IN III CORPS; 1100 WEAPONS, 200,000 ROUNDS OF SMALL ARMS AMMUNITION, 3200 ROUNDS OF AMMUNITION FOR CREW-SERVED WEAPONS, AND 3600 GRENADES.

TABLE TEN

III CORPS SECURITY RESUME

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| | OCT | SEP |
|--|--------|--------|
| VC INCIDENTS | 715 | 751 |
| VC, NVA COMBAT STRENGTH | 29,062 | 29,512 |
| ASSASSINATION, ABDUCTION OF CIVILIANS | 86 | 72 |
| VC INCIDENTS AGAINST ROC | 26 | 14 |
| STATUS OF ROADS - GREEN (PCT) | 73.3 | 68 |
| AMBER (PCT) | 15.7 | 21 |
| 43% (PCT) | 11 | 11 |
| STATUS OF WATERWAYS - GREEN (PCT) | | 55 |
| (SEE FOOTNOTE 1) AMBER (PCT) | 41 | 41 |
| RED (PCT) | 4 | 4 |
| HES NUMBER OF HAMLETS IN SECURE (ABRYL | | |
| CATEGORY | 1,062 | 1,074 |
| HES PERCENT OF POPULATION IN SECURE CATEGORY | 85.4 | 85.5 |
| BT | | |
| NNNN | | |

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RF STRENGTH 37,689 6,439
PF STRENGTH 25,678 24,439

(8) DURING THE LAST WEEK OF THE MONTH THERE WAS A
RISE IN VC - INITIATED INCIDENTS IN IV CORPS, DIRECTED MAINLY AGAINST
THE PACIFICATION EFFORT AND ROUTES OF COMMUNICATION. ONLY TWO
PROVINCES, BAC LIEU AND SADEC, REPORTED IMPROVED SECURITY. THE
RN
REMAINING 14 PROVINCES REPORTED NO MATERIAL CHANGE IN THE SECURITY
SITUATION. THIRTEEN OF THESE PROVINCES REPORT A GENERALLY SATIS-
FACTORY STATE OF SECURITY AND ONE - KHAU DOC - REPORTED A POOR
STATE OF SECURITY. INITIATIVES DURING OCTOBER IN CHAU DOC
WERE HIGHLIGHTED BY A SPECTACULAR ATTACK AGAINST THE PROVINC
CAPITAL ON 12 OCTOBER DURING WHICH THE CHAU PHU DISTRICT HEAD-
QUARTERS WAS CAPTURED AND HELD FOR 45 MINUTES. ON 24 OCTOBER
19 ATTACKS WERE INITIATED THROUGHOUT THE PROVINCE, 16 ALMOST SIMULTA-
NEOUSLY. OTHER VC ACTIONS IN CHAU DOC INCLUDED THE EXECUTION OF AN
RO CADRE IN BROAD DAYLIGHT. IN ALL, THERE WERE FIVE MAJOR ATTACKS ON
RO AREAS IN IV KORPS DURING THE MONTH CONTRIBUTING TO AN OVERALL
DECLINE IN HAMLET AND POPULATION SECURITY. SECURITY PROVIDED BY DIRECT
SUPPORT MILITARY UNITS IN MAINLY STATIC DEFENSE POSITIONS IMPAIRS

INFO...CJCS-8 DJS-3 SJCS-1 J3-8 J5-2 SACS-3 NMCC/DDO-1 SDEF-7

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PACIFICATION. VC PRESSURE ON RD AREAS REFLECTS GROWING ENEMY AWARENESS OF THE POTENTIAL OF PACIFICATION. IN TURN, DESPITE ADVISORS' REPORTS OF SOME PROBLEMS IN CONNECTION WITH RVNAF EMPLOYMENT IN SUPPORT OF PACIFICATION, FRIENDLY FORCES ARE BECOMING MORE RESPONSIVE TO THE CHALLENGE OF PACIFICATION AS C HARASSMENT OF THIS EFFORT INCREASES. ROPG CONTINUE TO BE INEFFECTIVE IN MOST IV CORPS PROVINCS. THIS IS PARTLY A REFLECTION OF THE NATION-WIDE PROBLEM OF ARMING THE PEOPLE'S GROUPS, AND PARTLY THE RESULT OF PROV INC CHIEFS' RELUCTANCE TO REPLY ON HAMLET PARAMILITARY FORCES FOR POST-RD SECURITY. THE GENERALLY STADY DETERIORATION OF MAJOR ROUTES OF COMMUNICATION AND THE IMPUNITY WITH WHICH THEY CAN BE INTERDICTED BY THE VC ARE MAJOR PROBLEMS. THIS DOWNWARD TREND IN ADEQUACY OF LAND COMMUNICATIONS WILL CONTINUE UNTIL THE PUBLIC WORKS EFFORT IS MADE AT LEAST MINIMALLY EFFECTIVE AND GVN REGULAR AND LOCAL FORC UNITS LEARN TO OPERATE AT NIGHT. WE ARE SHAPING OUR EFFORT ACCORDINGLY.

TABLE ELEVEN
IV CORPS SECURITY RESUME

| | OCT | SEP |
|---|--------|--------|
| C INCIDENTS | 635 | 946 |
| VC COMBAT STRENGTH | 19,535 | 19,535 |
| ASSASSINATION, ABDUCTION OF CIVILIANS | 69 | 139 |
| C INCIDENTS AGAINST RDC | 30 | 16 |
| STATUS OF ROADS-GREEN(PER) | 23.1 | 23 |
| AMBER(PER) | 76.9 | 77 |
| RED (PER) | 0 | 0 |
| PAGE 4 RUMSMA 2288M C O N F I D E N T I A L N O F O R N | | |
| STATUS OF WATERWAYS-GREEN(PER) | 30 | 30 |
| AMBER(PER) | 51 | 51 |
| RED (PER) | 10 | 10 |
| HES NUMBER OF HAMLETS IN SEKURE (ABC) | | |
| CATEGORY | 2,043 | 2,056 |
| HES PRCENT OF POPULATION IN SEKURE CATEGORY | 54.2 | 54.8 |
| RF STRENGTH | 52,810 | 52,899 |
| PF STRENGTH | 59,379 | 57,936 |
| C. EXPANDED AND SUPPLEMENT RD GROUPS EFFORTS AND ASSOCIATED | | |

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PROGRAMS:

- ONE OF THE ENCOURAGING NOTES AMONG THE PACIFICATION PROGRAMS HAS BEEN THE STEADY IMPROVMENT IN PERFORMANCE OF THE RD GROUPS. THEY CONTINUED TO IMPROVE IN OCTOBER. AT THE END OF OCTOBER, 149 AP DOI MOI HAD BEEN COMPLETED. INCLUDING FIV-MAN "STAY BEHIND" ELEMENTS, RD CADRE WERE IN A TOTAL OF 796 HAMLETS (INCLUDING TSRD HAMLET) AND 38 VILLAGES IN UNGIANG. WE STILL HOPE TO COMPLETE MOST OF THE 1967 HAMLET PROGRAM BY 31 JANUARY 1968.
- EXPANSION OF RD CADRE CONTINUED DURING OCTOBER. FROM A LOW FOR THE YEAR OF 21,440 (411 GROUPS) IN APRIL, RDC STRENGTH INCREASED TO 26,078 (516 GROUPS) ON OCTOBER 1. THE DISTRIBUTION OF THIS GAIN IS AS FOLLOWS:

TABLE TWELVE

| | RDC STRENGTH 31 OCT | RDC STRENGTH 30 SEP | RDC STRENGTH 0 APR | PRCNT INCREASE APR-OCT 67 |
|-----------|------------------------|------------------------|-----------------------|---------------------------------|
| I CORPS | 7,354 | 7,331 | 7,001 | 4.8 |
| II CORPS | 7,907 | 7,222 | 6,188 | 21.7 |
| III CORPS | 3,618 | 3,267 | 2,881 | 20.4 |
| IV CORPS | 7,199 | 6,689 | 5,370 | 25.4 |

IN ADDITION TO RD CADRE THERE WERE 110 TRUONG SON RD (TSRD) (MONTAGNARD) GROUPS AND 6,081 TS CADRE AS OF 31 OCTOBER. THERE ARE ALSO 35 CIVIL-MILITARY TEMAS, 2 OF THEM IN II CORPS.

- RD CADRE DESERTION INCREASED AGAIN IN OCTOBER FOR THE SECOND STRAIGHT MONTH. THE DESERTION RATE INCREASED FROM 12.5 PER THOUSAND IN SEPTEMBER TO 14.1 PER THOUSAND IN OCTOBER. TOTAL CADRE LOSSES ARE SHOWN IN THE FOLLOWING TABLE:

TABLE THIRTEEN
RD CADRE LOSSES

| | OCT | SEP | AUG (CORRECTED DATA) |
|-------------------------------|-----|-----|----------------------------|
| KILLED | 70 | 69 | 69 |
| CAPTURED | 18 | 11 | 7 |
| RESIGNED | 105 | 101 | 99 |
| DISCHARGED (INCLUDES RETIRED) | 148 | 224 | 142 |
| DESERTED | 370 | 308 | 298 |

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TOTAL 711 713 615

ALTHOUGH THE NUMBER OF DISCHARGES (RESIGNED, RETIRED, CASHIERED) DEKINED, DISCHARGES AND DESRTIONS CONTINUE TO FORM A SIGNIFICANT PORTION OF CADRE ATTRITION. TO DATE MANY PROVINCS HAV ESTABLISHED TRAINING PROGRAMS TO SCREEN RECRUITS BSV DW THY ARE SENT TO VUNG

TAU. THE VALUE OF THESE PROGRAMS SHOULD BECOME APPARENT DURING 1968. (GOL BY THE END OF OCTOBER THERE WERE 7,644 STUDEFTS IN TRAINING AT THE NATIONAL TRAINING CENTER IN VUNG TAU, INCLUDING RECRUIT CLASSES AND SPECIALISTS UNDERGOING LEADERSHIP, INTELLIGNC, AND MDICAL TRAINING. ON 2 OCTOBER, 2,373 RD CADRE GRADUATED FROM VUNG TAU.

(5) THE ARMING OF RECLUTIONARY DEVELOPMNT POPLES' GROUPS (RDPQ) HAS THUS FAR MISCARRIED. THE INTERMINISTERIAL

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SEC VI OF XL

DIRECTIVE ISSUED IN SEPTEMBER TO PROVIDE FOR ARMING THE RDPG HAS NOT YET TAKEN EFFECT. WE ARE CONTINUING, HOWEVER, OUR EFFORTS TO SIMPLIFY THE DIRECTIVE AND SPEED-UP THE ARMING OF RDPG.

(6) THE STATIC CENSUS GRIEVANCE CADRE PROGRAM DURING OCTOBER CONTINUED THE RELATIVELY TROUBLE-FREE PROGRESS THAT HAS MARKED IT AS PERHAPS THE MOST SUCCESSFUL OF THE RD PROGRAMS. AT THE END OF THE MONTH THERE WERE 5,365 (5,340 IN SEPTEMBER) CENSUS GRIEVANCE CADRES. THE CEILING SET FOR 1 JANUARY 1968 IS 7,917. THE NUMBER OF HOI CHANH INDUCED TO RALLY BY RD AND CG ARE:

| | OCT | SEP | YEAR TO DATE |
|------------------|-----|-----|--------------|
| RD & TSRTC | | | |
| RD & TSRTC | 43 | 49 | 855 |
| CENSUS GRIEVANCE | 86 | 106 | 1,551 |

D. ACCELERATE THE CHIEU HOI EFFORT:

(1) A ONCE ASCENDANT STAR OF THE PACIFICATION PROGRAM CONTINUES TO DECLINE. THE NUMBER OF HOI CHANH DURING THE MONTH FELL TO 1741, MARKING A NEW LOW IN THE FOURTH STRAIGHT MONTH OF

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FALLING FIGURES. THE TREND IS ILLUSTRATED IN THE FOLLOWING TABLE:

| TABLE FOURTEEN | | | | |
|----------------|------|----------------|----------------|----------------|
| | | MONTHLY AVG | MONTHLY AVG | MONTHLY AVG |
| | OCT | 1ST QTR | 2ND QTR | 3RD QTR |
| I CORPS | 170 | 251 | 204 | 181 |
| II CORPS | 322 | 1,047 | 792 | 272 |
| III CORPS | 482 | 1,101 | 733 | 567 |
| IV CORPS | 767 | 1,183 | 736 | 794 |
| TOTAL | 1741 | 3,915 | 2,466 | 1,814 |

A COMPREHENSIVE THREE-PHASED CHIEU HOI OFFENSIVE LAUNCHED IN SEPTEMBER IN HAUNG HIA AND BINH DUONG PROVINCES IN III CORPS TO STEM THE DECLINE IN NUMBERS OF HOI CHANH ENDED IN OCTOBER. ALTHOUGH RETURNEE RATES DID INCREASE, THE PROGRAM FAILED TO ACHIEVE EXPECTATIONS.

(2) IN SPITE OF THE DECLINE, CHIEU HOI RESULTS THIS YEAR STILL EXCEED THOSE OF 1966. THE FOLLOWING TABLE SHOWS WHY:

| TABLE FIFTEEN | | | |
|---------------|-----------------------------|-----------------------------|---------------------|
| | H 1 JAN - 31 OCT 1967 | S 1 JAN - 31 OCT 1966 | PERCENT INCREASE |
| I CORPS | 1,343 | 2,031 | 55 |
| II CORPS | 6,137 | 6,656 | 10 |
| III CORPS | 157 | 17 | PERCENT INCREASE |
| IV CORPS | 143 | 8,907 | 94 |
| TOTAL | 15,221 | 25,329 | 66 |

(3) THE CAPACITY OF THE CHIEU HOI CENTERS CONTINUES TO GROW. THE DISTRIBUTION OF CAPACITY AND COMPLETION OF PROGRAMMED CONSTRUCTION IS SHOWN BELOW:

| TABLE SIXTEEN | | | |
|---------------|----------|------------------|----------------------------------|
| | CAPACITY | PERCENT INCREASE | PERCENTAGES OF PROGRAM COMPLETED |
| L | | | 31 |

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| | 31 OCT 605,) | SINCE 1 JANUARY 95.2 | OCT OBER |
|-----------|------------------|-------------------------|----------|
| I CORPS | 1930 | 93 | 51.3 |
| II CORPS | 1135 | 65.6 | 54.5 |
| III CORPS | 1715 | 69.8 | 77.5 |

A TOTAL OF 53 CENTERS ARE PROGRAMMED FOR 1967, AND CONSTRUCTION IS ACTUALLY UNDERWAY OR COMPLETED IN 34 CENTERS.

(4) THE NUMBERS OF HOI CHANH IN ARMED PROPAGANDA TEAMS (APT) DECLINED SLIGHTLY, AS THE FOLLOWING TABLE REVEALS:

| | 31 OCT | 30 SEP | WEAPONS |
|-----------|--------|--------|---------|
| I CORPS | 331 | 3805 | 187 |
| II CORPS | 536 | 455 | 144 |
| III CORPS | 898 | 854 | 287 |
| IV CORPS | 850 | 1023 | 436 |
| TOTAL | 2615 | 2725 | 1044 |

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FIGURES

THE LACK OF WEAPONS FOR SELF-DEFENSE WHILE PERFORMING PROPAGANDA MISSIONS AND GUARD DUTIES AT CHIEU HOI INSTALLATIONS IS STILL A SERIOUS PROBLEM, ALTHOUGH THE NUMBER WHO WERE ARMED ROSE FROM 839 IN SEPTEMBER TO 1044 IN OCTOBER. WE ARE GIVING THIS SITUATION OUR CLOSEST ATTENTION.

(5) IN I CORPS THE NUMBER OF HOI CHANH INCREASED FROM THE ALL-TIME LOW REACHED IN SEPTEMBER. THE IMPROVED MILITARY SITUATION, INCREASED MILITARY PRESSURE (ESPECIALLY IN THE SOUTHERN PART OF THE CTZ) AND A NOTICEABLE DECLINE OF VC INCIDENTS APPEARED TO INFLUENCE THE INCREASE IN SPITE OF THE DIVERSIONS CREATED BY THE LOWER HOUSE ELECTIONS. RETURNEES CONTINUE TO ENJOY SOME ATTENTION AT PROVINCE CENTERS, E.G., RETURNEES PUNCTUALLY ARE GIVEN CLOTHES, FOOD AND POCKET MONEY AS AUTHORIZED BY GVN POLICY. ADDITIONALLY, THIRD COUNTRY NATIONAL (TCN) ADVISORS HAVE RELENTLESSLY MOTIVATED THEIR VIETNAMESE COUNTERPARTS AND RESPECTIVE STAFF TO FRATERNIZE WITH AND DEVELOP A CONCERN FOR THE RETURNEES DURING THEIR AUTHORIZED STAY AT THE CENTERS. THE "WELCOME KITS" INITIATED IN I CORPS HAVE HAD AN APPRECIABLE IMPACT. BASED ON THE FEEDBACK FROM THE PROVINCES

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CORDS/SAIGON CHIEU HOI HAS DECIDED TO IMPLEMENT THIS APPROACH ON A NATION-WIDE BASIS. SIXTY THOUSAND KITS HAVE BEEN ORDERED FOR THE 1968 CHIEU HOI PROGRAM.

(6) IN II CORPS THERE WAS A GENERAL DECLINE IN THE RETURNEE RATE, PROBABLY BECAUSE MILITARY ACTIVITY WAS RELATIVELY LIGHT AND, AS A CONSEQUENCE, THERE WAS LITTLE PENETRATION OF ENEMY-HELD POPULATED AREAS. IN BINH DINH THERE WAS A SHARP IMPROVEMENT IN SOCIAL AND LIVING CONDITIONS AT ITS CHIEU HOI CENTER FOLLOWING THE APPOINTMENT OF A NEW ENERGETIC CHIEU HOI DIRECTOR. A DRAMATIC INCREASE IN THE QUALITY OF FOOD SERVED AT THE CENTER RESULTED FROM REGULAR DONATIONS OF FIREWOOD BY MEMBERS OF THE CIVIC ACTION TEAM AT PHU CAT AIR BASE. KHANH HOA HAS STARTED A PROJECT THIS MONTH WHICH HOLDS GREAT POTENTIAL. TWELVE FAMILIES OF KNOWN VC WERE GIVEN A TOUR OF NHA TRANG, FREE LUNCH, CLOTHES, SEWING KITS, CHILDREN'S CLOTHES AND A DETAILED EXPLANATION OF THE CHIEU HOI PROGRAM.

(7) IN OCTOBER, 482 HOI CHANH RALLIED TO THE GVN IN III CORPS. IN TAY NINH, IMPROVEMENTS IN THE CHIEU HOI CENTER HAVE BEEN COMPLETED AND EFFORTS ARE BEING MADE TO CAPITALIZE ON IMPROVEMENTS THROUGH LEAFLETS, POSTERS AND OTHER MEDIA AIMED AT INDUCING

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~~MORE VC TO HIEU HOI.~~ IN PHUOC TUY, RETURNEES DROPPED 23PCT FROM
SEPTEMBER THIS LOSS WAS ATTRIBUTED PRINCIPALLY TO THE ASSASSINA-
TION OF A FEMALE HOI CANH, A DECREASE IN LARGE SCALE OPERATIONS,
AND THE MELTREATMENT OF HOI CHANH BY RVN INTERROGATION AGENCIES.
THE TATTER WAS REPORTED TO TH PROVINCE CHIEF AND CORRECTIVE ACTION
IS ANTICIPATED.

(8) THE NG, II FIELD FORCE, HA DIRECTED EACH US
DIVISION COMMANDER TO EXPAND THE KIT CARSON PROGRAM, AND HAS ES-
TABLISHED A GOAL OF 200 SCOUTS IN EACH DIVISION. WE WOULD LIKE TO
SEE THIS IN OTH DIVISIONS AND OUR GOAL IS 900 BY THE END OF
FY 1968.

(9) NX V CORPS, 767 HOI CHANH RALLIED IN OCTOBER
COMPARED TO 714 IN SEPTEMBER. IN VINH BNH ON 20 OCTOBER, AVC
STAFF OFFICER OF THE PROVINCE COMMITTEE, WITH THE RANK EQUIVALENT
OF COMPANY COMMANDER, RALLIED. THIS MAN HAD BEEN WITH THE COMMUNISTS
SINCE SHORTLY AFTER THE END OF WORLD WAR I, BUT DECIDED TO RALLY
BECAUSE OF WHAT HE CONSIDERED TREACHERY ON THE PART OF SOME OF HIS

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T 3. IMPROVE THE REFUGEE EFFO

(1) THE TOTAL NUMBER OF REFUGEE GENERATED DURING THE MONTH WAS 21,682. AT THE SAME TIME, 18,114 REFUGEES WERE REESTABLISHED, LEAVING THE DIFFERENCE OF 3,568 AS THE INCREASE IN THE NUMBER OF TEMPORARY REFUGEES REQUIRING CARE. IN OCTOBER, AS IN SEPTEMBER, THE NUMBER OF REFUGEES GENERATED WAS GREATER THAN THOSE REESTABLISHED; THE INCREASE IN TEMPORARY REFUGEES, HOWEVER, WAS CONSIDERABLY SMALLER THAN LAST MONTH'S. THE FOLLOWING GIVES COMPARATIVE FIGURES;

CHANGE IN TEMPORARY REFUGEE FROM PREVIOUS MONTH

| | | | |
|-------------|-------------|-----------|------------|
| JULY | AUGUST | SEPTEMBER | OCTOBER |
| PLUS 12,885 | PLUS 31,496 | PLUS NONE | PLUS 3,568 |

WE ARE MAKING EVERY EFFORT TO FACILITATE PROGRESS IN REFUGEE REA SETTLEMENT; WHEN RESETTLEMENT EXCEEDS GENERATION, THE REFUGEE SITUATION WILL IMPROVE.

(2) PROGRESS WAS MADE IN REFUGEE REESTABLISHMENT. THE NUMBER OF REFUGEES REESTABLISHED SINCE 1 JANUARY 1964 AND THE CHANGE FROM THE PREVIOUS MONTH ARE SHOWN BELOW;

ABLE EIGHTEEN
 REFUGEES REESTABLISHED
 1 JAN 64 - 31 OCTOBER 67

| | TOTAL REESTABLISHED | RETURNED TO VILLAGE AND INDIVIDUALLY RESETTLED | GVN SUPPORTED RESETTLEMENT |
|-------------------|-------------------------|--|----------------------------------|
| I CORPS | 165,286 | 69,698 | 95,588 |
| | 5,542 | 531 | 5,011 |
| II CORPS | 481,333 | EYNNWIP | QQT NPTY |
| | 3,688 | 483 | 3,485 |
| QAGE 4 RUMSMA229M | C O N F I D E N T I A L | O F O R N | |
| III CORP | 235,821 | 70,414 | 165,415 |
| | 1,486 | | 1,486 |
| IV CORPS | 412,091 | 132,342 | 279,79 |
| | 7,118 | -320 | 7,398 |
| TOTAL | 1,294,54 | 638,734 | 655,08 |
| | PLUS 18,114 | PLUS 734 | PLUS 17,380 |

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(3) REFUGEES NOT REESTABLISHED ARE CLASSIFIED AS TEMPORARY REFUGEES. THESE PEOPLE ARE THE OBJECT OF GVN PROGRAMS OF TEMPORARY CARE AND EVENTUAL RESETTLEMENT. THE NUMBER OF TEMPORARY REFUGEES INCREASED IN I AND II CTZ BUT DECREASED IN THE OTHER TWO CORPS.

TABLE NINETEEN
TEMPORARY REFUGEES

1 JAN 64 - 31

CT 67

(WITH CHANGES FROM 30 SEP)

| | IN CAMP | OUT OF CAMP | TOTAL |
|-----------|---------|-------------|------------|
| I CORPS | 185,076 | 21,580 | 401,656 |
| | 4,406 | | 4,406 |
| II CORPS | 72,440 | 117,698 | 191,138 |
| | 1,239 | 6,865 | 7,304 |
| III CORPS | 32,085 | 5,004 | 90,889 |
| IV | -311 | -174 | -41 |
| IV CORPS | 8,972 | 97,445 | 106,417 |
| | -8,705 | 9,790 | 1,085 |
| TOTAL | 299,573 | 490,527 | 790,100 |
| | -12,183 | PLUS 16,751 | PLUS 4,568 |

(4) 32,889,817,000 DIAL WELFARE AND REFUGEES

WAS CREATED IN THE CABINET WITH DR. NGUYEN PHUC QUE, FORMER SPECIAL COMMISSIONER FOR REFUGEES AS ITS HEAD. THE NEW ORGANIZATION PROVIDES FOR

AN ADMINISTRATIVE/FINANCE-LOGISTICS BLOCK, REFUGEE BLOCK AND SOCIAL WELFARE BLOCK IN ADDITION TO A DIRECTOR OF CABINET AND INSPECTORATE STAFF OF SPECIAL SIGNIFICANCE IS THE PROVISION FOR A SOCIAL WELFARE-REFUGEE SERVICE UNIT IN EACH OF THE DISTRICTS OF THE PROVINCES WITH A LARGE CONCENTRATION OF REFUGEES. HERETOFORE, THERE WAS ONLY REPRESENTATION DOWN TO PROVINCE LEVEL.

(5) VOCATIONAL TRAINING; BETWEEN THE 1ST AND 15TH OF OCTOBER, 16 VOCATIONAL TRAINING SCHOOLS OF THE MINISTRY OF ESCORTION COMMENCED THEIR SECOND CYCLE OF 1967 TRAINING COURSES FOR REFUGEES. ENROLLMENT IS 1200 REFUGEES, EACH OF WHOM RECEIVE A MONTHLY STIPEND OF VN\$1500 AS LIVING ALLOWANCE. DURING THE MONTH VN\$16,000,000 WAS APPROVED BY THE SPECIAL COMMISSARIT FOR REFUGEES TO FUND SPECIAL TRAINING PROJECTS IN SEVERAL PROVINCES. INCLUDED IN THIS WERE CLASSES FOR CONICAL HAT MAKING, TAILORING, BARBERING

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AND BAMBOO HANDICRAFTS. THE SPECIAL COMMISSIONER FOR REFUGEES HAS ASKED THAT PROVINCE OFFICIALS PROVIDE HIM WITH SAMPLES OF HANDICRAFT ITEMS MADE BY REFUGEES. THE COMMISSIONER INTENDS TO INVESTIGATE THE POSSIBILITY OF PURCHASING THESE ITEMS FROM THE REFUGEES AND TO MARKET THEM THROUGH LOCAL AND INTERNATIONAL OUTLETS.

(6) VOLUNTARY AGENCIES; DETAILS OF A CONTRACT AGREEMENT IN THE AMOUNT OF \$500,000 BETWEEN THE SPECIAL COMMISSIONER FOR REFUGEES AND WORLD VISION ARE UNDER CONSIDERATION. HEREBY THE LATTER GROUP WOULD ALSO PROVIDE A SIMILAR AMOUNT OF FUNDS FROM THEIR OWN RESOURCES IN SUPPORT OF A PROGRAM OF RESETTLEMENT OF REFUGEES. WORLD VISION WOULD RECRUIT SPECIALISTS IN THE FIELDS OF CONSTRUCTION, COMMUNITY DEVELOPMENT AND MEDICINE FOR WORK DIRECTLY IN RESETTLEMENT SITES INVOLVING LARGE NUMBERS OF REFUGEES. INTEREST IN THE NEEDY PEOPLE OF VIETNAM REMAINS HIGH AMONG VOLUNTARY AGENCIES AND SEVERAL NEW AGENCIES HAVE RECENTLY VISITED VIETNAM OR ARE CONTEMPLATING SUCH A MOVE TO INVESTIGATE THE AREAS WHEREBY THEY MIGHT BE OF SERVICE. THE INTERNATIONAL YMCA WILL SHORTLY COMMENCE CON-
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SECTION VIII OF XI.

STRUCTION OF A COMMUNITY CENTER AT AP BIEN HOA IN III CORPS; A REPRESENTATIVE FROM THE DALLAS, TEXAS COMMUNITY FUND AND TWO FROM HOUSTON JC'S VISITED VIETNAM TO DETERMINE HOW THEIR RESPECTIVE GROUPS MIGHT CONTRIBUTE TO RELIEF EFFORTS. THE KNIGHTS OF MALTA, A WEST GERMAN VOLUNTARY AGENCY DONATED \$4,500 FOR THE PURCHASE OF RICE FOR REFUGEES. THIS SAME AGENCY IS ACTIVE IN QUANG NAM PROVINCE PROVIDING TWO MEDICAL TEAMS, ONE OF WHICH IS A MOBILE TEAM OPERATING OUT OF THE CITY OF HOI AN.

F. EXPAND POLICE EFFORT;

(1) REORGANIZATION OF NATIONAL POLICE; THE RECENT NATIONAL POLICE REORGANIZATION INVOLVED MAINLY AN ADJUSTMENT OF THE SPAN OF CONTROL AND A REARRANGEMENT OF SEVERAL OF THE SERVICES AND BRANCHES UNDER DIFFERENT AND MORE APPROPRIATE BLOCKS. RESOURCES

INFO....CJCS-8 DJS-3 SJCS-1 J2-8 J5-2 SACS-3 NMCC/DDO-1

SECDEF-7 ASD/ISA-9 ASD/PA-1 ASD/SA-3 WH-10 STATE-1 DIA-15 CSA-1

CNO-2 CSAF-1CMC-7 FILE-1(83)FWC/HM (M-10)

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CONTROL IS NO LONGER A SEPARATE BLOCK BUT IS REDUCED TO A SERVICE AND PLACED UNDER THE POLICE BLOCK. THE MARINE POLICE FORCE, FORMERLY UNDER THE OLD RESOURCES CONTROL BLOCK, IS NOW UNDER THE ARMED SUPPORT BLOCK ALONG WITH NPFF. SOME SERVICES AND OTHER UNITS FORMERLY OPERATED ON A SEMI-INDEPENDENT BASIS. THESE HAVE NOW BEEN PLACED UNDER APPROPRIATE BLOCKS. GENERALLY, WE BELIEVE, THE REORGANIZATION SERVES TO MAKE THE SPAN OF CONTROL MORE MANAGEABLE. THE FIVE BLOCKS, EACH UNDER AN ASSISTANT DIRECTOR GENERAL, ARE MANPOWER AND TRAINING BLOCK, ADMINISTRATION BLOCK, POLICE BLOCK, SPECIAL POLICE BLOCK AND THE ARMED SUPPORT BLOCK.

(2) CURRENT STRENGTH AND IMPLEMENTATION OF NPFF; THE NPFF FORCE LEVEL CONTINUES AT JUST SLIGHTLY OVER 11,000, WITH 63 COMPANIES ACTIVE. FORTY-SEVEN OF THESE ARE SATISFACTORILY EMPLOYED. A SHORTAGE OF NPFF ADVISORS HAS IN THE PAST LIMITED OUR CAPABILITY TO PROVIDE GUIDANCE ON THE LOCAL LEVEL, BUT THIS TOO IS BEING OVERCOME WITH THE RECENT ADDITION OF SEVEN NPFF ADVISORS. WITH THE ADDITIONAL ADVISORS, A NEWLY-PUBLISHED SOP AND PDS CONTACTS WITH COUNTERPART NP PERSONNEL ON ALL LEVELS, THE RATE OF PROGRESS IN REDUCING IMPROPER EMPLOYMENT OF NPFF SHOULD ACCELERATE.

(3) PRISON REHABILITATION; LACK OF SUFFICIENT NUMBER OF DETENTION PERSONNEL IS STILL A PROBLEM WITH THE PRISON REHABILITATION PROGRAM. OVERCROWDING ADDS TO THE PROBLEM. SOME NEW DETENTION PERSONNEL HAVE BEEN EMPLOYED, BUT LOSSES MORE THAN OFFSET THE ADDITIONS. THE PRISON POPULATION HAS DECREASED FROM 36,000 TO JUST OVER 32,000. PRISONS' CAPACITY HAS BEEN INCREASED WITH THE COMPLETION OF FIVE DETENTION BUILDINGS, BUT PRESENT TOTAL CAPACITY IS STILL ONLY ABOUT 23,000. REHABILITATION OF PRISONERS THROUGH VOCATIONAL TRAINING IS PROGRESSING SINCE THE BUREAU OF VOCATIONAL AND ACADEMIC TRAINING PROVIDED FUNDS FOR PURCHASE OF ADDITIONAL EQUIPMENT AND MATERIALS. ACADEMIC TRAINING IS NOT YET ADEQUATE, AS IT IS DIFFICULT TO OBTAIN SUITABLE INSTRUCTORS WITH PRESENT FUNDING.

(4) SALARY INCREASES; THE NP MADE A SALARY-INCREASE PROPOSAL THAT RESULTED, IN OCTOBER, IN A GENERAL SALARY RAISE OF ABOUT \$VN 300. RISK ALLOWANCE WAS INCREASED FROM \$VN 200 TO \$VN 800 A MONTH. THESE RAISES WILL HAVE A SALUTORY EFFECT, BUT INSUFFICIENT IMPACT TO PERMIT ATTAINMENT OF PROJECTED FORCE LEVELS.

G. PUBLIC ADMINISTRATION, PUBLIC WORKS, VILLAGE DEVELOP-

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MENT, AGRICULTURE, SELF-HELP, PSYOPS, ETC;;

(1) PROGRESS IN VARIOUS ACTIVITIES IS REFLECTED IN
 BUDGETARY PERFORMANCE AS DEPICTED IN THE FOLLOWING TABLE;

| | TABLE TWENTY | | |
|---------------------------------|--------------|------------|----------|
| | PCT BUDGET | PCT BUDGET | |
| | BUDGETED | EXPENDED | EXPENDED |
| | \$VN | 32OCT | 30SEP |
| VILLAGE HAMLET ADMIN PERSONNEL | 31,933,000 | 39 | 38& |
| SELF-HELP HAMLET DEVELOPMENT | 243,688,000 | 72 | 66 |
| RURAL EDUCATION | 478,386,000 | 79 | 70 |
| RURAL HEALTH | 172,960,000 | 67 | 57 |
| RURAL ELECTRIFICATION | 82,031,000 | 28 | 19 |
| ROADS AND BRIDGES | 462,563,000 | 48 | 42 |
| AGRICULTURAL IRRIGATION | 51,601,000 | 67 | 71 |
| ANIMAL HUSBANDRY | 101,795,000 | 57 | 50 |
| AGRICULTURE AFFAIRS & EXTENSION | 106,111,000 | 61 | 55 |
| FISHERIES | 44,622,000 | 69 | 58 |

& CORRECTED FIGURE

(2) VILLAGE/HAMLET ADMINISTRATION; A VILLAGE AND
 LOCAL DEVELOPMENT PROGRAM EMPLOYED PREVIOUSLY WITH SUCCESS IN
 PAKISTAN, AND AIMED AT POST-ROD ADVICE AND ASSISTANCE AT THE VILLAGE
 AND HAMLET LEVEL, HAS BEEN INCLUDED IN THE 1968 AID COUNTRY ASSIST-
 ANCE PROGRAM SUBMISSION. PLANNING FOR IMPLEMENTATION IS UNDERWAY
 AND INITIAL STAFFING ACCOMPLISHED. THE PROGRAM WILL PROVIDE FUNDS,
 COMMODITY SUPPORT AND AD HOC ADVISORY EFFORT DIRECTLY TO RURAL
 VILLAGES AS A VEHICLE FOR DEVELOPMENT OF LOCAL GOVERNMENT. IT WILL
 ALSO COUNTER REGRESSION IN PACIFIED AREAS.

(3) SELF-HELP HAMLET DEVELOPMENT; COMPLETION OF FUN-
 DED AND UNFUNDED SELF-HELP PROJECTS IS SHOWN BELOW;

| | SELF-HELP PROJECTS COMPLETED | | | |
|----------|------------------------------|------------|------------|-----------|
| | JAN-OCT 66 | JAN-OCT 67 | JAN-SEP 67 | 1967 PRGM |
| FUNDED | 3032 | 2981 | 2487 | 4804 |
| UNFUNDED | 1456 | 4815 | 4105& | 5000PLUS |

& CORRECTED FIGURE

(4) RURAL EDUCATION;

| | CLASSROOM CONSTRUCTION | | |
|-------------------|------------------------|-----------------|-----------------|
| | PROGRAMMED 1967 | CONSTRUCTED OCT | CONSTRUCTED SEP |
| NO. OF CLASSROOMS | 2266 | 1266 | 11 |

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TEACHER TRAINING

| | | | |
|------------------------|---------------------------|------|------|
| | TRAINING COMPLETED | | |
| | PROGRAMMED 1967 | OCT | SEP |
| NO. OF TRAINEES | 2959 | 2962 | 2937 |

(4) RURAL HEALTH;**MATERNITY/DISPENSARY****CONSTRUCTION**

| | | | |
|-------------------------------|-----|-----|-----|
| | S | OCT | SEP |
| NO. PROGRAMMED | 325 | 327 | |
| NO. COMPLETED | | 73 | 42 |
| NO. UNDER CONSTRUCTION | 229 | 154 | |

AS STATED LAST MONTH, THIS PROGRAM GOT OFF TO A SLOW START BECAUSE OF DESIGN PROBLEMS AND SELECTION OF SITES, AND CONSTRUCTION DID NOT BEGIN UNTIL JUN 1967.

(6) ROADS AND BRIDGES: DESIGNED TO DEVELOP LINES OF COMMUNICATION IN VILLAGES AND HAMLETS AND FROM THEM TO THE SECONDARY ROADS, THIS PROGRAM IS CONCENTRATED IN AND NEAR NEW LIFE HAMLETS.

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PP RUEPJS RUEPIA RUHHQA
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TFM COMUSMACV
TO RUHHQA/CINCPAC
INFO RUEPJS/CJCS
RUPJS/DOD
RUEHC/STATE AID
RUEPIA/CIA
RUMNVF/CG I FFORCEV SA II CTZ
RUMSFF/CG II FFORCEV SA III CTZ
RUMWAA/CG III MAF SA I CTZ
RUMSMT/SA IV CTZCONFIDENTIAL NOFORN 4 15 14 FROM; MACJDR
SECTION IX OF XI.TABLE TWENTY-ONE
PROVINCIAL ROADS/BRIDGES

| | OCT | SEP |
|---|-----|-------|
| BRIDGES PROGRAMMED FOR CONSTRUCTION/RENOVATION | | |
| ABOVE 1 MILLION \$VN | 33 | 33 |
| UNDER 1 MILLION \$VN | 31 | 31 |
| UNDER CONSTRUCTION/RENOVATION COMPLETED | | |
| ABOVE 1 MILLION \$VN | 7 | 7 |
| UNDER 1 MILLION \$VN | 62 | 56 |
| ROADS PROGRAMMED FOR CONSTRUCTION/RENOVATION (KM) | | |
| REPAIRED | 566 | 566 |
| NEW CONSTRUCTION | 216 | 216 |
| COMPLETED (KM) | | |
| REPAIRED | 299 | 263 |
| NEW CONSTRUCTION | 124 | 115.6 |

INFO..CJCS-8 DJS-3 SJCS-1 J3-8 J5-2 SACSA-3 NMCC/DDO-1 S/DEF-7

ASD/ISA-9 ASD/PA-1 ASD/SA-3 DIA-15 W/H-10 CSA-1 CNO-2 CSAF-1

CMC-7 FILE-1(83)RBK/DC M-10

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(7) RURAL ELECTRIFICATION; THE PROGRAM FOR 1967 CONSISTS OF THE CONSTRUCTION OF 37 SMALL GENERATOR FACILITIES TO PROVIDE POWER TO HAMLETS AND VILLAGES. US COMMODITY SUPPORT FOR THE PROGRAM TOTALS \$575,000. AS OF END-OCTOBER, 1 PLANT HAD BEEN COMPLETED AND 15 WERE UNDER CONSTRUCTION.

(3) AGRICULTURAL IRRIGATION; THE OBJECTIVE IS TO PROVIDE FARMLAND IRRIGATION, DRAINAGE, AND FACILITIES FOR WATER SUPPLY CONTROL IN NEW LIFE HAMLETS. THESE PROJECTS ARE LOCALLY SELECTED AND INCLUDE BOTH NEW CONSTRUCTION AND REPAIR OF OLD SYSTEMS.

SMALL IRRIGATION CONSTRUCTION

| | 1967 PROGRAMMED | COMPLETED OCT |
|--|--------------------|------------------|
|--|--------------------|------------------|

NO. OF DAMS

ABOVE 1 MILLION \$VN)

19

4

UNDER 1 MILLION \$VN)

10

KM. OF CANALS

107.7

97

(9) ANIMAL HUSBANDRY; THIS PROGRAM PROVIDES GRANT DISTRIBUTION OF PIGS, POULTRY, ANIMAL FEED, ETC., AND PROVIDES TECHNICAL GUIDANCE AND TRAINING FOR FARMERS IN NEW LIFE HAMLETS;

TABLE TWENTY-TWO

| | PROGRAMMED 1967 | COMPLETED OCT | COMPLETED SEP |
|------------------|--------------------|------------------|------------------|
| PIGS DISTRIBUTED | 15,534 | 9,088 | 8,145 |
| CHICKS & DUCKS | 38,586 | 20,882 | 16,180 |
| FARMERS TRAINED | | 21,226 | 19,797 |

(10) AGRICULTURAL AFFAIRS UNDER RD BUDGET; RURAL HAMLETS ARE ASSISTED BY AGRICULTURAL CADRE AND TECHNICIANS TRAINED AND ADMINISTERED BY THE MINISTRY OF AGRICULTURE. THESE TECHNICAL PERSONNEL ASSIST RD CADRE IN TRAINING LOCAL FARMERS IN IMPROVED CROP PRODUCTION METHODS AND TECHNOLOGY. THE PAY OF THE AGRICULTURAL CADRE AND TECHNICIANS, AS WELL AS THE COST OF FERTILIZER, INSECTICIDES SPRAYERS, PUMPS AND THE TRAINING AND DEMONSTRATION COSTS ARE FUNDED FROM THE RD BUDGET AND USAID. THIS PROGRAM IS SUPERIMPOSED UPON THE REGULAR MOA PROGRAM.

TABLE TWENTY-THREE

| | 1967 PROGRAM | COMPLETED OCT | COMPLETED SEP |
|--------------------------|-----------------|------------------|------------------|
| FARMER TRAINING SESSIONS | 982 | 785 | 696 |

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| | | | |
|------------------------------------|------------|------------|------------|
| NO. OF FARMERS | | 35,864 | 32,447 |
| DEMONSTRATIONS | 928 | 863 | 834 |
| PLANTING MATERIAL DISTRIBUTED \$VN | 24,750,000 | 20,352,000 | 18,735,000 |

(11) FISHERIES; THE COUNTRY WIDE GOAL IS TO INCREASE THE TOTAL FISH CATCH IN 1967 BY 50,000 MT OVER 1966. IN NEWLY SECURED AREAS WHERE FISHING IS THE MAIN OCCUPATION, THE TRAINING OF FISHERMEN, DISTRIBUTION OF FISHING GEAR AND BOAT MOTORS, AND THE CONSTRUCTION OF FISH MARKETS AND LANDING STAGES ARE SUPPORTED WITH TECHNICAL SERVICES AND COMMODITIES FUNDED BY MORD AND USAID.

TABLE TWENTY-FOUR

| | 1967 PROGRAM | COMPLETED OCT | COMPLETED SEP Y |
|---|-----------------|------------------|-----------------------|
| MARKETS & LANDING STAGES (NO.) | 17 | | |
| FISHING EQUIPMENT AND FINGER- LINGS (\$VN) | 10,943,000 | 5,725,614 | 4,432,000 |
| BOAT MOTORS (NO.) | 365 | 202 | 168 |
| NO. OF FISHERMEN TRAINED | | 6,338 | 5,985 |

(12) IR-8 RICE; THE MOST SIGNIFICANT DEVELOPMENT IN AGRICULTURE OF THE RECENT PAST, AND ONE THAT MAY HAVE A MAJOR IMPACT ON VIETNAM'S AGRARIAN ECONOMY, IS THE INTRODUCTION OF THE IR-8 RICE STRAIN INTO THE COUNTRY. DEVELOPED ON THE PHILIPPINES, THE RICE IS HARDY AND MATURES IN FOUR MONTHS COMPARED TO SIX FOR THE COMMON VARIETIES. IN TEST PLOTS, IT HAS PRODUCED YIELDS UP TO SEVEN TIMES NORMAL. ITS INTRODUCTION IS PROCEEDING AT A CAUTIOUS PACE AS ITS RESISTANCE TO DISEASE IS MONITORED.

(13) NUI SAP ROCK QUARRY; FOLLOWING APPROVAL OF THE OFFICER IN CHARGE OF CONSTRUCTION TO PROCEED WITH THE OPENING OF THE NUI SAP ROCK QUARRY IN AN GIANG PROVINCE, A TEAM FROM RMK AND USAID/PW VISITED THE SITE TO SURVEY REQUIREMENTS. THE QUARRY IS SCHEDULED TO BECOME OPERATIONAL IN MAY 1968. THIS WILL BE THE FIRST SOURCE OF ROCK OF ANY SIZE IN THE DELTA, AND WILL HAVE SIGNIFICANT IMPACT ON MAINTENANCE OF ROADS AND IN RD CONSTRUCTION PROGRAMS.

(14) PSYOPS IMPREST FUNDS; IMPREST FUNDS AGAIN ARE AVAILABLE TO ASSISTANT PROVINCE REPRESENTATIVES FOR PSYOPS. THE MONEY IS TO COVER ADMINISTRATIVE COSTS AND TO PROVIDE "SEED" MONEY TO ASSIST VIS IN INITIATING OR GETTING MOMENTUM IN LOCAL INFORMATION PROGRAMS. THE USAID TRUST FUND IS THE SOURCE OF THE 7,650,000

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\$VN WHICH WILL BE ALLOCATED TO THE ASSISTANT DEPS CORDS/PSYOPS FOR FURTHER ALLOCATION TO THE APR/PS.

(15) LOWER HOUSE ELECTIONS; ELECTIONS FOR THE LOWER HOUSE WERE HELD ON 22 OCTOBER. ON ELECTION DAY, THERE WERE 1172 CANDIDATES FOR 137 SEATS FOR A CANDIDATE TO SEAT RATIO OF 8.6:1. SEVENTY-THREE PERCENT OF THE 5,853,251 REGISTERED VOTERS VOTED IN THE ELECTIONS. IT IS SIGNIFICANT THAT MINORITIES WERE PROTECTED THROUGH THE ALLOCATION OF 8 SEATS TO MONTAGNARDS, 2 TO CHAMS AND 6 TO CAMBODIANS.

H. BUDGET PERFORMANCE;

TABLE TWENTY-FIVE

| | 1967 BUDGET (\$VN) | PERCENT EXPENDED | PERCENT EXPENDED |
|--------------------|-----------------------|---------------------|---------------------|
| | | OCT | SEP |
| Q/N BUDGET PROGRAM | 972,000,000 | 83% | 81% |
| CHIEU HOI | | | |
| B | | | |
| NNN | | | |

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RUMSMT/SA IV CTZ

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SECTION X OF XI.

| | | | |
|------------------|---------------|----|----|
| VIS | 40,000,000 | 68 | 45 |
| REFUGEES | | | |
| TEMPORARY RELIEF | 532,900,000 | 31 | 19 |
| RESETTLEMENT | 760,000,000 | 24 | 16 |
| SPECIAL FUND | 160,000,000 | 74 | 58 |
| TOTAL | 1,452,900,000 | 32 | 19 |
| MORD | | | |
| I CORPS | 37,142,000 | 65 | 60 |
| II CORPS | 484,792,000 | 56 | 48 |
| III CORPS | 539,784,000 | 60 | 54 |
| IV CORPS | 810,614,000 | 53 | 47 |
| TOTAL | 2,172,332,000 | 58 | 51 |

OBLIGATIONS EXPENDITURE DATA IS UNRELIABLE

I. IMPROVE EFFECTIVENESS OF RVNAF UNITS IN SUPPGT OF
PACIFICATION;(1) ON 27 OCTOBER, COMUSMACV APPROVED THE MACV POSITION
ON REORGANIZATION OF RVNAF. THE FOLLOWING REORGANIZATION MEASURES
WERE RECOMMENDED;

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- (A) AT JGS LEVEL, ESTABLISHMENT OF THE POSITION OF VICE CHIEF OF THE JGS AND RF/PF COMMANDER.
- (B) AT CTZ LEVEL, ESTABLISHMENT OF THE POSITION OF DEPUTY COMMANDER FOR TERRITORIAL SECURITY/ RF/PF COMMANDER.
- (C) AT DTA LEVEL, TRANSFER OF APPROVAL AUTHORITY FOR PROVINCE RD CAMPAIGN PLANS FROM DTA COMMANDER TO CTZ COMMANDER, AND DELETION OF THE DTA COMMANDER'S RESPONSIBILITIES REGARDING RF/PF FORCES.
- (D) AT PROVINCE LEVEL, ESTABLISHMENT OF A COMBINED POSITION OF PROVINCE CHIEF/ECTOR COMMANDER WITH A MILITARY DEPUTY TO COMMAND THE RF/PF.
- THE ABOVE RECOMMENDATIONS HAVE BEEN APPROVED BY THE CHIEF, JGS, AND HIGH 7113;3) &;, ;994\$8,-589, 8S IN PROCESS.
- (2) MAJOR GENERAL NGUYEN DUC THANG TURNED OVER THE LEADERSHIP OF THE MI-STRY OF REVOLUTIONARY DEVELOPMENT TO HIS GOOD FRIEND MAJOR GENERAL NGUYEN BAO TRI ON 2 OCTOBER. THANG LEFT THE GOVERNMENT AT HIS OWN REQUEST TO BECOME VICE CHIEF OF THE JGS AND COMMANDER OF RF/PF. IN THIS CAPACITY HE WILL BE IN CHARGE OF RF/PF AND RD AND CENSUS GRIEVANCE CADRES. THE MRD WILL CONTINUE TO PROVIDE PERSONNEL, LOGISTIC AND BUDGETARY SUPPORT FOR THE R PROGRAM. THANG'S QVINMEM UNIFIES COMMAND OF MOST IVORWNT AF MOY NUMEROUS PACIFICATION RESOURCES, THE RD CADRES WHO ARE THE VANGUARD OF PACIFICATION AND THR RF/PF WHO PROVIDE INDISPENSABLE TERRITORIAL SECURITY.
- J. IMPROVE PACIFICATION PLANNING:
- (1) THE MOST SIGNIFICANT PROGRESS IN PLANNING DURING THE PERIOD IS REPRESENTED BY PUBLICATION OF AB143, THE COMBINED CAMPAIGN PLAN, WHEREIN THE KEY CIVIL-MILITARY ASPECTS OF PACIFICATION ARE INTEGRATED TO AN UNPRECEDENTED DEGREE.
- (2) SPECIFIC PLANNING FOR CIVIL-MILITARY TEAMS, NOW TERMED MILITARY ADMINISTRATIVE REVOLUTIONARY DEVELOPMENT (MARD) GROUPS, HAS BEEN COMPLETED, BUT THERE IS EVIDENCE THAT GENERAL THANG DOES NOT WHOLEHEARTEDLY SUPPORT THIS CONCEPT. MARD GROUPS ARE NONETHELESS WKED INTO CORPS PLANS TO AUGMENT RGC GROUPS IN 1968. AT PRESENT THERE ARE 32 MARD GROUPS IN II CORPS AND THREE IN IV COS.
- (3) THE PROVINCE SENIOR ADVISORS' ASSISTANCE IN

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KIND PLASTER FUND CONTINUES TO PROVE AN EXCELLENT LEVER TO MOTIVATE DEVELOPMENT EFFORTS, PARTICULARLY IN HAMLETS IN THE POST 7LA PHASE.

(4) A PLAN, FEATURING VILLAGE LEVEL FUNDING AND DEVELOPING LOCAL INITIATIVE (THE OWENS-FERGUSON "PAKISTAN" PROGRAM), HAS BEEN WRITTEN INTO THE 1968 AID COUNTRY ASSISTANCE PROGRAM SUBMISSION. THIS APPROACH, WHICH PROVED EFFECTIVE IN THE MIDDLE EAST, IS AIMED AT PROVIDING A MEDIUM FOR TRAINING VILLAGE AND HAMLET OFFICIALS IN PUBLIC ADMINISTRATION AND AT COUNTERING POSSIBLE REGRESSION IN PACIFIED AREAS.

4. (C) STATUS OF PACIFICATION RESOURCES:

TABLE TWENTY SIX

| UNITS IN DIRECT SUPPORT | OCT | SEP |
|--|--------|--------|
| ARVN BATTALIONS | 54 | 53 |
| RF COMPANIES | 218 | 219 |
| PF PLATOONS | 719 | 745 |
| GROUPS: | | |
| RD CADRE (INCLUDING 38 20-MAN TEAMS IN AN GIANG) | 516 | 505 |
| TRUONG SON | 110; | 106 |
| CIVIL/MILITARY | 5 | 32 |
| QUARTER ZONE TEAM CADRE | 2 | 2 |
| STATIC CENSUS GRIEVANCE | 5,366 | 5,340 |
| NATIONAL POLICE | 67,527 | 67,003 |

5. (C) INDICATOR TRENDS:

TABLE TWENTY SEVEN

| VI | OCT | SEP |
|---|--------------|---|
| CHIEU HOI | 1,71 | 1,448 |
| REFUGEES; | | |
| GAINS | 21,682 | 54,862 |
| NOT RESETTLED (CUMULATIVE) | 790,100 | 786,532 |
| RESETTLED (CUMULATIVE) | 1,294,542 | 1,276,428 |
| VC INCIDENTS (TOTAL) | 3,149 | 3,818 |
| TERRORISM (INCLUDING RDC) | 367 | 567 |
| CIVIL CASUALTIES (ASSASSINATIONS AND ABDUCTIONS) AS A RESULT OF TERRORISM | 479 | 1,411 |
| STATUS OF RD PLANS; | | |
| ON SCHEDULE THIS MONTH | (LAST MONTH) | BEHIND SCHEDULE THIS MONTH (LAST MONTH) |

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| | | | | |
|-----------|---|----|----|----|
| ICORPS | 1 | 7 | 4 | 4 |
| II CORPS | 5 | 4 | 7 | 8 |
| III CORPS | 1 | 2 | 10 | 9 |
| IV CORPS | 2 | 3 | 14 | 13 |
| TOTAL | 9 | 10 | 35 | 34 |

LOC STATUS;

ROADS (MILITARILY ESSENTIAL)

| | | |
|-----------|---------|----------|
| GREEN | AMBER | RED |
| 61PCT | 2PCT | 7PCT |
| (1711 KM) | 898 KM) | (196 KM) |
| 41PCT | PCT | 56PCT |
| (505 KM) | (41 KM) | (694 KM) |

RAILROADS (MILITARILY ESSENTIAL)

ESSENTIAL WATERWAYS IN NPA OF
III CORPS AND IV CORPS

| | | |
|--------|--------|-------|
| 45 PCT | 47 PCT | 8 PCT |
|--------|--------|-------|

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ZNY CCCCC
P 140415Z DEC 67
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TO RUHHHQA/CINCPAC
INFO RUEPJS/EJCS
RUEPJS/DOD
RUEHC/STATE AID
RUEPIA/CIA
RUMNVF/CG I FFORCEV SA II CTZ
URUMSFF/CG II FFORCEV SA III CTZ
RUMWAA/CG III MAF SA I CTZ
RUMSMT/SA IV CTZ
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FINAL SEC OF XI

(260 KM) (272KM) (46 KM)

6. (C) ENEMY REACTION TO THE PACIFICATION OFFENSIVE;
 A. THE NATURE AND EXTENT OF ENEMY REACTION DURING OCTOBER
 VARIED CONSIDERABLY FROM A DECIDED SLOW-DOWN IN THE NORTH TO IN-
 CREASED ACTIVITY IN THE WESTERN HIGHLANDS AND IN PARTS OF III CORPS
 AND IV CORPS. FOR THE MOST PART, THE SPECTRUM OF ACTIVITY REFLECTS
 THE ONSET OF THE NE MONSOON (AND A CONSEQUENT DECLINE IN ACTIVITY
 IN I CORPS), THE ONSET OF THE DRY SEASON IN SOUTHERN MOST VIETNAM
 (AND A CONSEQUENT RISE IN ACTIVITY THERE), AND THE BEGINNING OF THE
 FALL-WINTER RICE HARVEST, WHICH ABSORBED MUCH VC ENERGY IN THE
 COASTAL AREAS OF II CORPS.
 B. WHERE THE ENEMY INCREASED HIS ACTIVITY, IT WAS GENERALLY
 IN THE FORM OF HARASSING ATTACKS AND ACTS OF TERRORISM, ACTIVITY
 WHICH HAS A DECIDED PSYCHOLOGICAL EFFECT ON THE POPULATION AT LARGE.
 THE MOST SIGNIFICANT DEPARTURE FROM THIS PATTERN OF INCREASED LOW-
 LEVEL ACTIVITY WAS IN III CORPS, WHERE THE ENEMY ATTACK ON LOC NINH
 WAS THE FIRST KNOWN ATTEMPT IN III CTZ TO EMPLOY MULTI-REGIMENTAL
 SIZED FORCES AGAINST A SINGLE OBJECTIVE. THE RESULTS OF THE ENEMY

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MESSAGE CENTER

ATTACKS IN BINH LONG AND PHUOC LONG HAS BEEN A VIRTUAL STANDSTILL IN THE PACIFICATION PROGRAMS OF THESE TWO PROVINCES. THE APPARENT WILLINGNESS ON THE PART OF THE ENEMY TO COMMIT MAIN FORCE OR NVA UNITS WHERE HE CONSIDERS THAT THERE IS A CHANCE OF SUCCESS, AND A STEP-UP IN TERRORISM DIRECTED SPECIFICALLY AT INDIVIDUALS RATHER THAN HAMLETS, VILLAGES, OR RD GROUPS, MAY REPRESENT HIS STRATEGY IN III CORPS FOR THE WINTER-SPRING CAMPAIGN. IN IV CORPS, THE ENEMY GREATLY INCREASED HIS ACTIVITY IN THE LATTER PART OF THE MONTH, PARTICULARLY IN CHAU DOC, KIEN HOA, AND DINH TUONG. U THERE WAS A DETERMINED ATTEMPT TO INTERDICT ROUTE 4 (THE LIFE-LINE FROM SAIGON TO THE DELTA) WHICH WAS DISTURBINGLY SUCCESSFUL. WE HAVE ALREADY IMPLEMENTED COUNTERMEASURES, AND ADDITIONAL ACTIONS ARE IN TRAIN. C. THERE ARE CONTINUING AGENT AND PW REPORTS WHICH INDICATE SHORTAGES OF RICE AND MEDICINES AND A DECLINE IN MORALE. THE ENEMY'S MILITARY ACTIONS, PARTICULARLY THE FORAY INTO TUY HOA, IN SEPTEMBER, TEND TO SUBSTANTIATE REPORTS OF RICE SHORTAGES. EVIDENCE OF FALLING MORALE, HOWEVER, IS LESS CONVINCING. THE SPIRITED PERFORMANCES AT LOC NINH AND DAK TO INDICATE HIGHLY DISCIPLINED, WELL-LED ENEMY FORCES. IN ADDITION, THERE HAS BEEN A CONTINUING DECLINE IN THE NUMBER OF HOI CHANHAM THIS LATTER PHENOMENON, HOWEVER, MAY BE DUE AS MUCH TO INCREASED CONTROLS OVER VC RANK AND FILE AS IT IS TO CONTINUING ENTHUSIASM FOR PURSUING THE WAR.

FOOTNOTE 1: ROADS DEFINED AS MILITARILY ESSENTIAL INCLUDE 451KM IN I CORPS, 1413 IN II CORPS, 590 IN III CORPS, AND 351 IN IV CORPS. ESSENTIAL WATERWAYS INCLUDE 225 KM IN III CORPS AND 3;4 IN IV CRPS.

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forces in the current quarter. Enemy political presence (VCI) has shown no perceptible change over the past quarter and is down somewhat from its level of one year ago; however, VCI activity has increased notably in the current quarter and by March had exceeded the rate of one year ago.

MILITARY REGION ONE, PERCENT POPULATION AB

| <u>HES SUBMODELS</u> | <u>31 MAR 70</u> | <u>31 JAN 71</u> | <u>28 FEB 71</u> | <u>31 MAR 71</u> |
|-----------------------------|------------------|------------------|------------------|------------------|
| Enemy Military Presence | 57.01 | 61.44 | 61.48 | 57.75 |
| Enemy Military Activity | 79.58 | 85.00 | 77.43 | 73.93 |
| Impact of Military Activity | 80.02 | 87.77 | 85.48 | 83.74 |
| Enemy Political Presence | 81.86 | 84.77 | 84.26 | 85.93 |
| Enemy Political Activity | 90.78 | 95.09 | 90.64 | 86.60 |

- c. Three of five MR 1 provinces show a pattern of regression in HES AB population scores over the current quarter; one of these, Quang Nam, has now reached a point below that of its HES AB population level of one year ago.

PERCENT, HES AB POPULATION

| <u>PROVINCE</u> | <u>POPULATION</u> | <u>MAR 70</u> | <u>DEC 70</u> | <u>JAN 71</u> | <u>FEB 71</u> | <u>MAR 71</u> |
|-----------------|-------------------|---------------|---------------|---------------|---------------|---------------|
| Thua Thien | 541,961 | 67.57 | 92.25 | 90.21 | 86.60 | 84.81 |
| Quang Nam | 600,988 | 50.61 | 61.29 | 59.60 | 55.25 | 50.35 |
| Quang Tin | 405,499 | 62.92 | 75.02 | 75.67 | 69.36 | 64.86 |

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- d. While the general trend in MR 1 is gradually upward (64.05% AB population in HES, March 1970, versus 70.68% as of 31 March 1971), there has been considerable volatility among the forty-one districts constituting the Region. Twenty-three (23) districts have improved upon their AB percentage over the past year while eighteen (18) show declines. In one province, Quang Nam, seven of nine districts reflect regression trends.

| DISTRICT HES SCORE (% AB): | QUANG TRI | THUA THIEN | QUANG NAM | QUANG TIN | QUANG NGAI | MILITARY REGION 1 |
|----------------------------------|--------------|---------------|--------------|--------------|---------------|----------------------|
| Is higher than one year ago | 3 | 6 | 2 | 3 | 7 | 23 |
| Is lower than one year ago | 3 | 2 | 7 | 3 | 3 | 18 |
| Total number of districts | 6 | 10 | 9 | 6 | 10 | 41 |

- e. In the 31 March HES quarterly report, advisors responded to the HES questions relating to Community Development. The results reveal that most areas have nearly made up the loss (in percent AB population in the HES Community Development category) suffered during the period of heavy flooding (October-December 1970); however, two provinces, Quang Tin and Quang Ngai, have not only failed to regain lost ground but have actually dropped below flood period levels. Note that Quang Tri was the only MR 1 province which suffered no regression during the flooding:

PERCENT AB POPULATION, COMMUNITY DEVELOPMENT CATEGORY

| PROVINCE | POPULATION (as of 31 Mar 71) | MAR 70 (one year ago) | SEPT 70 (Pre- Flood) | JAN 71 (Post- Flood) | MAR 71 (Current) |
|------------|------------------------------------|-----------------------------|----------------------------|----------------------------|---------------------|
| Quang Tri | 368,561 | 23.49 | 27.23 | 30.42 | 36.87 |
| Thua Thien | 541,961 | 11.62 | 37.39 | 26.31 | 32.65 |
| Quang Nam | 600,988 | 24.11 | 30.87 | 27.15 | 29.54 |
| Quang Tin | 405,499 | 22.41 | 37.27 | 36.29 | 34.58 |
| Quang Ngai | 735,394 | 29.87 | 44.21 | 38.91 | 31.74 |

* Figures do not include Hue or Da Nang.

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- f. Seventeen (17) MR 1 districts (40% of total) reflect Community Development AB population levels of 10% or below as of 31 March. Every MR 1 province contains at least two such low-rated districts; six of ten Quang Ngai districts fall into this category. Nine of the seventeen districts are located in the highlands, while eight are lowland districts. Further, ten of the districts presently have no regular land (road) access to their respective province capitals. It is of note that none of the highland districts included have road access to the lowlands, a factor which seriously impairs development prospects. For example, Nam Hoa District of Thua Thien Province, which is the only MR 1 highland district with reliable road access to the lowlands, boasts a Community Development AB population rating of 48% and an Economic Activity rating of 77%; on the other hand, Huong Hoa, a highland district of Quang Tri Province without safe road access scores zero AB population in both categories.

| PROVINCE | DISTRICT | POPULATION | SETTING | 31 MAR % AB POPULATION CON.DEV. | ROAD ACCESS TO PROVINCE CAPITAL ? |
|------------|------------|------------|----------|---------------------------------------|---|
| Quang Tri | Dong Ha | 25,917 | Lowland | 0 2 | Yes |
| Quang Tri | Huong Hoa | 8,705 | Highland | 0 | No |
| Thua Thien | Phu Thu | 25,937 | Lowland | 0 | Yes |
| Thua Thien | Phu Loc | 66,176 | Lowland | 10 | Yes |
| Thua Thien | Phong Dien | 34,897 | Lowland | 10 | Yes |
| Quang Nam | Thuong Duc | 13,326 | Highland | 0 | No |
| Quang Nam | Duc Duc | 46,295 | Lowland | 0 | No |
| Quang Nam | Dai Loc | 54,869 | Lowland | 6 | Yes |
| Quang Tin | Hiep Duc | 7,729 | Highland | 0 | No |
| Quang Tin | Hau Duc | 14,826 | Highland | 0 | No |
| Quang Tin | Tien Phuoc | 30,201 | Highland | 3 | No |
| Quang Ngai | Nghia Hanh | 41,812 | Lowland | 0 | Yes |
| Quang Ngai | Duc Pho | 75,442 | Lowland | 6 | Yes |
| Quang Ngai | Son Ha | 22,357 | Highland | 0 | No |
| Quang Ngai | Ba To | 13,767 | Highland | 0 | No |
| Quang Ngai | Minh Long | 7,555 | Highland | 0 | No |
| Quang Ngai | Tra Bong | 11,240 | Highland | 0 | No |

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2. (C) Developments of Note at Province and District Levelsa. Quang Tri

- (1) BSA, Mai Linh District, observed that the ED Cadre's contribution to the Pacification Program over the past quarter has been almost all due to ED re-organization and re-deployment.
- (2) Over forty percent of Trieu Phong District's 121 hamlets have reached the "A" category in the HES effective 31 March. The remaining 71 hamlets in this district of 80,000 persons are rated "B". The BSA's two pages of notes contained only references to development projects; he remarked that he fully expected to be the "last in a long line of advisors at Trieu Phong."
- (3) The BSA announced that his counterpart, the Province Chief, has ordered the Secretary General of the P and D Council to compile monthly a listing of all HES-rated "C" and "D" hamlets in Quang Tri as well as an analysis of the causes for the classifications. These are to be distributed to all Service and District Chiefs who will, in turn, be tasked to report on plans they have underway to upgrade these hamlets. Additionally, to insure that the HES data is as accurate as possible, the Province Chief directed that all District Chiefs are to confer with their U.S. advisor counterparts on HES topics on a continuing basis.
- (4) As a possible result of the Province Chief's initiative referenced above, the District Chief of Gio Linh District participated actively in the preparation of the 31 March report, providing responses for all questions. According to US advisors, the District Chief "assisted with the choice of each answer for each village and hamlet. The March HES is thus the District Chief's HES and is perhaps the most accurate ever for the District." (Analyst Note: The District Chief's input to the HES resulted in a dramatic increase in HES Scores, with AB population in Gio Linh advancing from 49 to 76 percent of total; additionally, the HES Military model increased from 58% AB to 76% AB; the Political from 74 to 96% AB; the Community Development from zero to 100 AB).

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- (5) The December 1970 census figures were reported in the 31 March HES for Quang Tri and reflect a 23% decline in population (11,248 to 8,705) for Huong Hoa District. The DSA remarks that the loss represents the exodus of Bru Highlander tribesmen to Nam Hoa District in Thua Thien and the departure of persons seeking economic opportunity in the lowlands. (Analyst Note: Old geographical Huong Hoa District is totally abandoned; the population and administration are "in-exile" in Cam Chinh and Cam Nghia villages of Cam Lo District).
- (6) The DSA, Dong Ha District, reports that the sharp price increase which accompanied the arrival of Lam Son Operation forces was stabilized by direct intervention of the District and Province Administrative councils.
- (7) Analyst Comment: The Lam Son (Laos) Operations did not produce the notable fluctuation in Quang Tri Province HES scores anticipated in some quarters. AB population declined from 89.14% of total in January to 83.63% effective 31 March; ABC population increased slightly from 98.66% to 99.31 percent. Apparent reasons for the modest HES reaction to the Operation are: Military contact associated with the Operation occurred only in abandoned areas of Huong Hoa District; heavy troop increments took place in areas (Dong Ha; Cam Lo; the DMZ) which already contained substantial numbers of friendly forces. The regression which did occur was centered in two heavily populated lowland districts, Hai Lang and Mai Linh; these regressions are associated by advisors with the Laos Operations in the sense that the increased enemy activity (unit attacks, propaganda meetings) involved enemy attempts to probe for weak points in the friendly defence and to compensate for the unfavorable psychological impact of the Allied Operation. Hai Lang District regressed in AB population from 93.06% to 86.25% AB and also found enemy base areas moved closer to populated areas in the south-western portions of the district; Mai Linh District AB population declined 99% to 86% AB.

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b. Thua Thien

- (1) The PSA reports that the "overall security situation regressed during March . . . terrorist incidents were the highest in two years . . . rise in number of abductions and propaganda mission, stressing ARVN defeat in Laos, was noteworthy. . . performance of the PSDP, in particular, was sub-par. . . MAT survey found almost half of the village defense plans to be unacceptable . . . there was a surge of accidents related to increased volume of traffic on QL 1."
- (2) The DSA at Huong Tra District repeated his remark from the previous month that the Phung Hoang Program remains at a standstill. Coordinated province and district level advisory effort over the past six months has not been to date adequate to shake the District Chief's reluctance to energize the program.
- (3) The PSA writes that the District Chief, Major Tung, of Huong Dien District is expected to be transferred during April and succeeded by the Deputy District Chief of Phu Vang District. Major Tung "has been one of the least effective District Chiefs in the Province." (Analyst Comment: The US advisory team at Huong Dien was deactivated during February. Sixteen of the district's 21 hamlets are currently rated "B" in the HES and the 5 remaining are "A". Population is 36,000. HES reporting will be accomplished by a liaison officer assigned at neighboring Phong Dien District.)
- (4) The Vinh Loc District MAT and District Advisory Teams were phased out on 31 March. HES reporting for the District will be assumed by a liaison officer working out of Phu Loc District. The 31 March HES report reflects six "A" and twelve "B" hamlets in this District of 57,000 persons. The Phu Vang District advisory team was also deactivated during the March reporting period. HES reporting will be conducted by members of the Ruong Thy District team. All 53 hamlets of this District of 71,000 persons are presently rated "A" in the HES!

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- (5) The PSA informs us that the District Chief, Major Han, at Phu Thu District is to be replaced in April. "He has lost his interest and incentive. We are told informally that his replacement will be Major Dung, Deputy at Buong Tuy District."
- (6) The PSA at Phong Dien District pointed out in his remarks that the security situation there has reached its lowest point in twelve months. The PSA comments that "the Province Chief has asked for the relief of Major Nghi, the District Chief, since he believes he is not an effective enough leader. We expect a new District Chief in April."

c. Quang Nam

- (1) The pattern of gradual decline in AB population in MI 1 is exceeded by that in Quang Nam Province, where the decline has not only been sharper but has also carried over a longer period of time. AB population in Quang Nam has fallen from 66.46% of total province population in October 1970 to 50.35% effective 31 March 1971, a sixteen point decrease representing a loss of over 100,000 persons to the AB category over a time frame of six months; there has additionally been spillage from the ABC category, with a loss of six points from November 1970 through the current reporting month: 92.86% to 85.92% of total province population, or a loss of some 40,000 persons from the "relatively secure" (ABC) aggregation. the table below summarizes the regression patterns:

QUANG NAM PROVINCE

| | <u>Percent AB Population</u> | <u>Percent ABC Population</u> |
|----------------|----------------------------------|-----------------------------------|
| 1970 Lowpoint | 37.92% (May) | 78.54% (Aug) |
| 1970 Highpoint | 66.46 (Oct) | 92.86 (Nov) |
| November 1970 | 66.16 | 92.86 |
| December 1970 | 61.29 | 92.27 |
| January 1971 | 59.80 | 91.91 |
| February 1971 | 55.25 | 89.93 |
| March 1971 | 50.35 | 85.92 |

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- (2) A study of the HES sub-models (see table below) reveals that a dramatic increase in enemy political and military activity is almost solely responsible for the sharp decline in percent AB population in Quang Nam Province over the past quarter. The ever substantial enemy military and political force presence in Quang Nam has remained relatively constant over the past year; friendly activity has also maintained a steady level.

QUANG NAM PROVINCE, PERCENT AB POPULATION

| <u>HES SUBMODELS</u> | <u>31 MAR 70</u> | <u>31 JAN 71</u> | <u>28 FEB 71</u> | <u>31 MAR 71</u> |
|-----------------------------|------------------|------------------|------------------|------------------|
| Enemy Military Presence | 39.93% | 39.80% | 41.43% | 38.44% |
| Enemy Military Activity | 70.06 | <u>70.76</u> | <u>60.72</u> | <u>40.72</u> |
| Friendly Military Presence | 75.53 | 88.14 | 87.29 | 89.41 |
| Friendly Military Activity | 75.30 | 77.71 | 82.69 | 76.04 |
| Impact of Military Activity | 66.57 | 72.12 | 73.25 | 72.38 |
| Enemy Political Presence | 77.20 | 79.00 | 78.74 | 80.03 |
| Enemy Political Activity | 80.33 | <u>90.07</u> | <u>85.46</u> | <u>62.16</u> |

- (3) The most heavily publicized event of the enemy March highpoint in Quang Nam, the savage NVA attack against Duc Duc District, is not reflected in HES AB population regression figures in that the District had contained no "A" or "B" hamlets prior to the attack. The HES did, however, indicate a regression of twenty (20) hamlets.

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containing 38,000 persons from the "C" category;
ABC population fell from 91.4% of District total to
8.88%.

d. Quang Tin

An extensive Return-to-Village program has been underway in Thang Binh District (population 127,159) during the quarter; persons are returning from refugee centers along QL 1 to their traditional villages in the western areas of the district adjoining Route 534, which is being re-opened to its terminus in Hiep Duc District. The movement of people from areas of heavy friendly force concentrations to RTV sites (where nearby enemy presence is greater, where public facilities are few, where economic activity is yet dormant, and where friendly security forces consist mainly of RF/FF) has served to at least temporarily reduce HES scores for the district. HES AB population fell from 61.75% of total to 39.92%. (Analyst comment: US advisors in MX 1 have been concerned that the prospect of diminished HES scores, however temporary, would serve to dampen the enthusiasm of Province and District Chiefs for RTV projects. No tangible evidence of RTV program retardation due to overt concern with HES ratings has been noted to this time.)

e. Quang Ngai

- (1) The PEA in his remarks underscored previous comments concerning the deteriorating pacification status of southern Quang Ngai (Duc Pho, Nghia Binh, and Mo Duc Districts). He reports that "three Territorial Force outposts were overrun with significant losses in the southern parts of the province . . . two of these attacks were directed against OP's along QL 1 indicating that the alleged secure zone is something less than secure and Quang Ngai Province is still far from experiencing freedom of movement during darkness along the national highway." (Analyst comment: The attacks referenced occurred in Duc Pho District, population 75,442, which has reflected a significant decline in ABC population over the current quarter; the district's only AB population is found in the immediate vicinity of the district headquarters compound. See table below.)

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DUC PHO DISTRICT, QUANG NGAI

| | <u>MAR 70</u> | <u>DEC 70</u> | <u>JAN 71</u> | <u>FEB 71</u> | <u>MAR 71</u> |
|-------------------------------|---------------|---------------|---------------|---------------|---------------|
| Percent RESHAB Population | 1.97 | 7.85 | 7.85 | 0.95 | 6.27 |
| Percent RES ABC Population | 76.65 | 77.69 | 85.96 | 70.92 | 62.18 |

- (2) The DSA, Tu Nghia District, notes that small enemy units continue to be able to infiltrate at will the resettlement areas in Tu Thuan (HES: C) and Tu Thinh (HES: D) villages of western Tu Nghia to "plant mines, collect money and rice, spread leaflets, and depart." In response, the District Chief is preparing a new security plan which will include "a special, highly-trained platoon."
- (3) The DSA, Nghia Hanh District, shifted the populations of sixteen (16) VC-rated hamlets to the non-hamlet population category in his HES report for 31 March.
- (4) The PSA reports that "Major Daak, former Tre Bong DSA, will be assigned with a full team to Minh Long District this month." (Analyst comment: Minh Long, population 7,555, has been without an U.S. advisory team since 19 September 1970.)

3. (C) Specific Problem Areas Referenced by Advisersa. Quang Tri

The PSA points out that the "war veteran situation in Quang Tri presents a dismal picture." He observes, as many MR I advisors have recently, that only political pressure from private veterans' associations appears effective in prompting action from apathetic CVN agencies . . . Another problem area referenced by the PSA is the "quality of the Village Land Registrars. Of 58 VLR's, the Province Land Affairs Service Chief claims that only 10 are effective; of the 58, twenty-four have requested transfers to the National Police."

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b. Thua Thien

Three Thua Thien districts (Phu Loc, Phong Dien, and Huong Tra) have reflected a pattern of regression over the past quarter, a notable departure from the upward trend evident in other areas of the Province. While Phong Dien District showed a gain in HES scores over February, it nevertheless remains below its standing of a year ago.

PERCENT. AB POPULATION IN HES

| <u>DISTRICT</u> | <u>POPULATION</u> | <u>MAR 70</u> | <u>DEC 70</u> | <u>JAN 71</u> | <u>FEB 71</u> | <u>MAR 71</u> |
|-----------------|-------------------|---------------|---------------|---------------|---------------|---------------|
| Phu Loc | 66,176 | 50.53 | 73.12 | 65.36 | 52.39 | 39.99 |
| Phong Dien | 34,397 | 69.75 | 81.16 | 63.83 | 48.35 | 66.95 |
| Huong Tra | 67,527 | 73.07 | 98.10 | 97.91 | 95.74 | 77.07 |

c. Quang Nam

During March, three Quang Nam districts (Dien Ban, Hieu Nhon, and Duy Xuyen) regressed to levels below those of one year ago in terms of HES AB population, as reflected in the table below:

PERCENT. AB POPULATION IN HES

| <u>DISTRICT</u> | <u>POPULATION</u> | <u>MAR 70</u> | <u>DEC 70</u> | <u>JAN 71</u> | <u>FEB 71</u> | <u>MAR 71</u> |
|-----------------|-------------------|---------------|---------------|---------------|---------------|---------------|
| Dien Ban | 64,821 | 42.76 | 48.66 | 56.09 | 52.94 | 28.46 |
| Hieu Nhon | 115,941 | 61.55 | 57.04 | 57.04 | 57.04 | 50.64 |
| Duy Xuyen | 43,419 | 70.88 | 76.50 | 78.13 | 73.34 | 25.65 |

d. Quang Tin

Two Quang Tin districts (Ly Tin and Hiep Duc) currently reflect HES scores which are below those carried one year ago. Important lowland, Ly Tin District, site of the large US Chu Lai Base, has experienced substantial enemy activity and HES regression over the current quarter. Isolated, highland Hiep Duc District has shown steady deterioration and during March lost the last of its AB population and gained three additional VC-controlled hamlets.

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PERCENT, AB POPULATION IN HES

| <u>DISTRICT</u> | <u>POPULATION</u> | <u>MAR 70</u> | <u>DEC 70</u> | <u>JAN 71</u> | <u>FEB 71</u> | <u>MAR 71</u> |
|-----------------|-------------------|---------------|---------------|---------------|---------------|---------------|
| Hiep Duc | 7,729 | 15.77 | 21.16 | 4.73 | 4.73 | 0 |
| Ly Tin | 65,901 | 75.09 | 88.29 | 94.91 | 63.39 | 56.09 |

c. Quang Ngai

- (1) The DSA, Nghia Hanh District, reports that "the pacification program of this district continues at a low ebb. There is no confidence in the District Chief. He has been accused of collusion with the Nghia Chanh Village Chief in defrauding the 1970 development funds of over one million piasters. The farmers of more than one village have come to the advisors to ask for help to prevent the VC from taxing them. The District Chief has taken little or no action. The people routinely blame him for the failure of the government programs. Unless quick action is taken to replace the District Chief, the GVN incumbents will surely be defeated in the forthcoming free elections." (Analyst comment: The PSA, in his March Province Report, observed that "the Nghia Hanh District Chief continues to serve ineffectively, discrediting the GVN; his continued presence lends validity to VC propaganda and seriously undermines all GVN programs in the district" . . . District Chief is Captain Pham Luong Quy assigned 23 July 1969 . . . Current Nghia Hanh population is 41,812; its overall HES rating is "D". There has been no AB population since January 1971; ABC population has fallen from 76.38% of total to 49.54% in the year since March 1970.)
- (2) The DSA, Sen Tinh District, commented extensively on a development which is likely to have a strong negative impact on the 1971 Return to Village program in the district; as follows: "We have been unable to begin our RTV program for the 1971 P and D Plan. This is due to plans to resettle people in other areas of the district to in effect create free fire zones. This resettlement plan is occurring in the western part of the district, which for the most part has abandoned hamlets and strong VC influence. What in effect is happening is that people who have gone back into the abandoned hamlet areas to farm

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and live will be moved to secure areas. Our RTV program for 1971 was centered on returning 14,500 persons from refugee camps back to their houses in the southwest part of the district and 3,000 refugees to their homes in the East. With the advent of this other resettlement plan generated by the CG of the 2nd ARVN Div, General Toan, we are unable to even begin with RTV." FSA comment: "A plan directed by the CG, 2d ARVN Div, to 'regroup' some 10,000 GVN citizens in Western Son Tinh into protected areas will adversely affect the 1971 provincial plans." (Analyst comment: The 31 March HES lists Son Tinh with a population of 102,852 and an overall rating of "B". It is the location of My Lai (Son My Village) . . . Quang Ngai Province currently carries 13,000 population identified by advisors as VC-controlled; none of this population is in Son Tinh. However, the HES lists over 15,000 additional persons in the 'non-hamlet population category' for Quang Ngai, who live in areas termed by advisors as being 'residual population under strong VC influence'; 7,400 of these are located in Son Tinh District. Note: Quang Nam Province has no VC population in the HES but lists 23,200 population living under predominate VC influence in 'non-hamlet population' status.)

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