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UNITED STATES MILITARY ASSISTANCE COMMAND, VIETNAM  
Rural Reconstruction Planning and Operations Branch, J3  
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MEMORANDUM FOR: See Distribution

SUBJECT: Basic Concept on Rural Reconstruction

(U) Attached for your information is Basic Concept on Rural Reconstruction undated.

1 Incl  
as

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J-5

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BASIC CONCEPT ON RURAL RECONSTRUCTION

Nr. \_\_\_\_\_/TTM/P5/KH/

Copy # \_\_\_\_\_/\_\_\_\_\_

Date :

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I. GENERAL.

The reason for the rural reconstruction plan is because of the combat situation of our nation. At present, the Government policy is designed to stabilize the situation and to restore peace, freedom and democracy for the people .

The war which the VietCong have staged against the Southern people for over ten years is an invasion plan of the Communist bloc, in general, and of the Red Chinese, in particular. Thus, the combat of the military and the people living South of the 17th parallel is to defend their national territory, restore freedom for the people and maintain the independence of the nation.

Because there is war, there is scorched earth resistance which sabotages the crops, causes famine to the people, forces them to flee to the cities for security and lands are abandoned, thus deteriorating the economy.

Moreover, the nature of the present anti-communist fight of our military and people in Free South Viet-Nam differs from any previous conventional war. Therefore, we cannot gain final victory with our military superiority.

To pacify the country, it is deemed necessary to have Security; and to insure the Security, we have to defeat the Communists. However, the main objective in the elimination of the Communist rebels is not only to annihilate the regular forces of the enemy, but also to gain the support of the people. In the national field, it requires the Government to adopt a proper plan which can satisfy the aspiration of the entire people and fill a minimum requirement of their material and spiritual life. The reconstruction is designed to re-establish a new life for the people and the main objective will still be the people in the rural areas.

Indeed, the infra structures in the rural areas play a decisive factor in the present war because villages and communes are the foundation of the political, military, economic, cultural and social organizations.

Having realized this importance, the VietCong are trying to hold on to the rural areas to be used as their supply installations and to promote their invasion in South VietNam. The (strategic objective) in the rural reconstruction plan adopted by the Government is the PEOPLE, but the main effort is centered on the PEOPLE IN RURAL AREAS.

## II. BASIC CONCEPT OF RURAL RECONSTRUCTION :

### 21. Basic plan :

The basic concept of rural reconstruction is :

211. To create a safe life for the rural areas by eliminating the infra-structures of the enemy and separating the rural people from communist control in both material and spiritual aspects.
212. Develop a new life in the rural areas to modernize their life and bring about more welfare to the people.

Thus, the main policy of rural reconstruction consists of two phases :

- Restoration of security
- Development of new life activities.

\* The rural reconstruction program is designed to convince the people and make them voluntarily join, cooperate and support the Government in the anti-communist fight and to construct an equal, just and real democratic society.

\* The rural reconstruction program is applied to all political, military, economic, cultural aspects etc... because the present war staged by the communists is an all-out war.

\* The rural reconstruction program is executed in compliance with the principles of "The Spreading drop of oil" and will start from the heavy populated and prosperous areas to the thinly populated and improsperous areas.

### 22. Classification of areas :

We can classify three different areas for the rural reconstruction project :

#### 221. Safe areas : *A 2nd*

Those are prosperous areas in which the people already have a highly anti-communist spirit, a profound religious influence and where security is incured and the economy is satisfactory. A military solution is not required in these areas and every effort will be centered on the rural construction and economic development in order to help the people realize their duties with regard to their own life and the fate of the nation.

#### 222. Disputed areas : *b 2nd*

They can be divided into two areas : Slightly disputed areas and critically disputed areas. These are the misafe areas and every military, administrative and political effort of the nation must be concentrated to restore security before constructing a new life for the

people. The rural reconstruction can only have results when the psychology of the masses in these areas leans towards the Government.

223. Secret zones : *C2me*

Those are the areas in which the VietCong have established safe installations and the heavily infested areas in which we, sorrowfully, have to resort to every strong military measure.

III. LIMITED FACTORS :

Which factors have greatly restricted the operations of our Government in the execution of the rural reconstruction policy ?

31. Military field :

311. Terrain :

Regarding terrain, forbidding mountains, heavy jungles, intertwined rivers and insufficient roads of communication have helped enemy guerilla operations. On the contrary, the Government has encountered many obstacles in rural reconstruction.

312. Situation :

3121. Enemy :

a. Tactics :

~~At present, the VietCong have launched the THU DONG Campaign. They ingeniously conduct a war of attrition and resort strictly to destructive warfare.~~

- When attacking an outpost or a new life hamlet, they use 3 against 1 to attack the outpost and to annihilate reinforcements.

- When attacking a large military base, they use 5 against 1 to cause an uproar in the East and strike in the west i.e. to apply the diversionary tactic.

- When creating political influence, the enemy does not hesitate to resort to the human sea tactic, They use 10 against 1 and they can risk two thirds of their strength in order to gain the initiative.

Looking at another aspect, we see that the war has extended to the North and the battlefield in South Viet-Nam is no longer restricted to a challenge between the RVN Armed Forces and the armed VC forces in South Viet-Nam. The US and the RVN are gaining naval and air superiority in the North, maintaining the battle-front and are capable of launching violent attacks

on enemy bases in the South. Being supported by the USSR and Red China, the Northern Government will certainly commit their existing infantry forces coordination with their armed forces in the South in order to restore superiority on the battlefields of South VietNam. It is the Nr.1 problem of the RVN Armed Forces at the present time. During the period of preparation for this battlefield, the enemy has promoted their harassment activities in our rear areas by increasing their subversive activities, terrorism, attacks on New Life Hamlets, motivation of the people etc...

Based on recent heavy fighting, we have seen that the enemy has committed their forces in the following military operations :

- (1) Regional forces (Provincial and district) were employed to attack or harass our military posts and new life hamlets with the aim of creating a critical situation and attract our reinforcements to clear the enemy pressure.
- (2) Deployed on important terrain with elaborate field fortifications and powerful regular forces from zone level to wait for our forces to be dispatched by roads or by helicopters for engagement and annihilation.
- (3) The present military plan of the enemy is to launch direct attacks on our regular forces, especially on the Marines, Airborne and Rangers.

b. Personnel strength :

At present, Communist troops in the South have probably been increased to 65,000 regular forces and approximately 100,000 guerillas. The reasons for this quick increase in their forces, are :

- (1) The enemy can use the HOCHIMINH trail to infiltrate their reinforcements, especially in I and II Corps Tactical Zones.
- (2) The enemy can dispatch their units presently stationed in upper LAOS or across the 17th parallel, to cross the border and infiltrate RVN territory, especially to the battlefields of Central VietNam.
- (3) Most of our rural areas are unsafe. They are a powerful manpower resource which the Communists did not forget to exploit it in their present aggressive war.

c. Policy on lands and ricefields : (for food supply)

Regarding provisions, at present we cannot affirm whether the enemy is encountering difficulties or not, but the most typical example is the Highlands of Central VietNam. Based on interpretations of aerial photos taken in the Highlands of Central VietNam, especially in their 5th Inter-Region, the VietCong are cultivating 31,167 MAU of rice paddy and secondary crops which can yield 14,000 tons of rice to feed 12,000 troops for a period of 6 months. In addition, VC collections and purchases of rice will also furnish them a considerable amount of food.

With a vast surface area in other Combat Zones, such as Combat Zone D, Combat zone C and Combat zone DONG THAP, the VietCong are striving to do the cultivation in order to feed their troops.

In addition, they also use communication axis in pro-Communist countries, like Cambodia, (National Highway 13), to smuggle a large amount of QM items and provisions for the Western area of South VietNam.

Moreover, the first action taken by the enemy after occupying any Commune or Hamlet is to promote "Agrarian reform".

This policy serves two purposes :

- If the war continued, the enemy will set up a firm rear area to furnish manpower and material resources to them.

- If peace is restored, the enemy will build up a real political force among the crowded people in order to eclipse the Nationalists.

3122. Friendly :

a. Tactics :

At present, most of the military operations are aimed at creating an equality of forces with the VietCong. Our military operations only serve one objective: To annihilate enemy forces and to break up their initiative. Consequently, our rural reconstruction will not be restricted. Moreover, our search & destroy operations are usually shifted from one Sensitive and strategic area to another and must not necessarily comply with the spreading drop of oil tactic. Therefore, enemy can hide in the area, which we consider as unimportant and not necessary to conduct an operation, to wait until our military operations in the sensitive areas are over to operate more actively or to harass our rear areas in order to hamper

rural reconstruction.

In addition, if pacification operations were conducted the procedures applied will also not comply with the rural reconstruction. Though these operations are to provide support for the construction of new life Hamlets, they only aim to mop and round up the enemy and not to establish a security barrier to provide support until the reconstruction is completed.

b. Organization :

We have, so far, believed that the enemy cannot defeat the RVN Armed Forces which has been modernized, equipped and supported by unlimited logistical resources of the USA.

Nobody can deny this. However, with its present organization will the RVN Armed Forces be unilaterally able to obtain success in an undeclared war in both political and military aspects ?

Regarding the organization and training, with its flexibility, with its shock capability and with its high mobility, the RVN Armed Forces or, in other words, our regular forces will be able to perform the following missions in the pacification of the country :

(1) In offensive :

- Conduct "mop-up" operations to support the "organization forces" in localities (down to District level)
- Conduct violent offensive operations on the concentration areas of the guerillas to destroy them and, if necessary, occupy the bases in the enemy secret zones in a limited period of time in order to directly provide effective support in the annihilation of regional guerilla forces, the construction of new life hamlets and the consolidation of these Hamlets in the rural areas.
- Conduct pacification operations in compliance with the plans of the corps in a limited period of time and in a designated area.

(2) - In defensive :

- Mobile defense or position defense.
- Counter attack
- Delaying action.

Due to the importance of the maintenance of security in rural areas, a number of regular forces are employed to replace the territorial security forces at strategic bases and on main communication axis.

In comparison with the organization of the territorial security forces, which include the Regional forces and the Popular forces, with the present position warfare operations of the Viet-Cong, they are not able to insure security and maintain order in the rural areas nor deal with VC subversive activities and terrorism because :

- Mobility is restricted and more attention is confined to outposts and to defense than to offensive operations.

- Personnel are great in number but they are not well organized and lack coordination.

- Training is not properly conducted, especially on the technique of guerilla warfare and counter-guerilla warfare.

Moreover, in territorial defense we are highly attached to negative security measures. The most typical evidence is the construction of our outposts all over the country. This has held a large number of our Army troops and has unintentionally made our forces passive. The station troops are heavily relief on by others, like peace, and become ideal objectives for the enemy to attack both outposts and reinforcements ...

### 32. In political field :

It can be said that our country is in a special situation.

After a period of 9 years, totalitarianism has collapsed and left behind terrible devastation. No political organization is able to lead the people. No political organization can evade division, jealousy, disputes and subversion.

Many governments succeeded each other in running the country. They usually have less power and lack prestige. This situation was not created by the people but it resulted from agreements and settlements between political groups who proclaimed themselves as national leaders. again, the situation of the war in our country is also special: we have to deal with a foreign invasion and an insurgency. Due to its complicated nature, the settlement methods are also different, thus causing discontent between each other. In the meantime, many outstanding problems are piled up for years plus other problems which increase every day due to the situation. As a result, the settlement of conflicts between various forces and political groups become more difficult. This is not to say about the subversive activities of foreigners and communists.

It is concluded that in such a confusing political situation, the Government can hardly make plans for continuous and long-term administration, even though many good plans are being shaped.

33. In administrative organization :

The preparation of a complete Government plan to gain the support of the people and bring about social welfare for all walks of life, is an important step forward for victory. This requires a fully qualified Government and Government agencies must be able to do fast work, have a flexible determination and justice to create strong influence over the people when doing good work. Administrative officials from Hamlet level to Department level must know how to reason and settle administrative and specialized problems in order to establish a just, effective and honest administration. The District, Communal, and village administrative agencies are playing an extremely important role which has a direct relation with the success or failure of the rural reconstruction program. The Provincial, DTA, and CTZ agencies are only charged with planning, coordination, support, supervision and control.

Moreover, positions of the Communal and village administrative agencies in the national community must also be defined. They cannot be a single administrative agency, but they are charged with military missions, intelligence and the most important thing is the political struggle.

When speaking about the administration, we usually think of the breach of promise with the people, of the intimidation, corruptness and ambition of personnel etc... The above acts of the Communal and village administrative councils have made the people flee (from the Government side). Once the people flee and doubt the Government, our political prestige will naturally be reduced and the people will join the enemy.

In the military field, the Communal and village administrative councils are likely incapable of dealing with enemy operations. The personnel of the Communal Administrative Councils, from the Chairmen to the Council members, have mostly relied upon the military forces stationed in the areas. At night, they bring sleeping gear to the military posts in the area for Security protection. On the other hand, the Communal and Village authorities are entirely passive or, more explicitly, incapable, before military operations of the enemy. Sometimes, an enemy Section armed with very rudimentary weapons can disturb Communal authorities day and night, that is not to say about the fight with the enemy on a military front.

In the political struggle with Communist cadres, Communal and Village authorities are highly unqualified. The Communal councils only know their administrative duties and lack completely political tendency. As we have known, one communal guerilla can also teach political theory. He is thoroughly trained and understands his duties. He also has flexibility in execution of orders. Therefore, they have obtained successful

results. In the meantime, our communal authorities do not completely understand their missions and are not thoroughly trained in politics, thus they have somewhat discredited the political prestige of the national government among the rural people.

Consequently, we noticed that the present Communal and Village administrative organization does not meet the revolutionary requirements and poses questions which will greatly restrict our rural reconstruction plan in the future.

34. In the economic and social field :

During over 20 years of war, the social and economic status of ours became more & more exhausted.

Therefore, the pacification of the country will require more considerable effort and work in order to realize a quick solution for social and economic development.

The war has not only forced us to abandon a quantity of cultivated land; a number of industrialists and handieraftmen were bankrupted and a great number of Vietnamese peasants had to resort to evacuation and are jobless. These unemployed people are the first objective of the Communists. The national economy must be able to quickly recones these people, seek employment for them and offer land to poor peasants for cultivation.

Due to the unsafe situation in the countryside, the cultivated zones must be modernized with modern production machines in order to increase output. Moreover, the farmers must have permanent markets to insure their production. The prices of the items necessary for their daily life must be maintained at a reasonable level for the people living in rural areas and in cities. Unemployment and poverty are the main manpower resources for the VietCong. A minor monopoly of the economy or an increase in the cost of living is harmful to the anti-communist fight. The first objective of the rural reconstruction program is to help the peasants settle this problem.

Theoretically, during the past years our successive governments have been exhorting the slogan " The people are the foundation " and the motivation of the people must begin from rural areas. Recently, the slogans " Toward the rural areas " and " Rural areas first", were enhanced since the communist rebels actually interfered to our rural areas.

To motivate the rural areas, agrarian reform is a typical problem and must be executed first.

This problem is very logical and suitable because it goes with the rural areas. Freedom and democracy will only be idle talk if the people do not actually enjoy the successes of their own work and do not actually

own the land on which they cultivate in order to liberate themselves from the material things first.

When talking about the agrarian reform, we must think of the problem of dearing land, improvement of the production of the old lands and the development of roads. As a result, the economic potential of the country will be stable and the Vietnamese society will be developed.

#### IV. EXECUTION PHASE :

Based on the factors mentioned above, we must apply a plan consisting of 3 main phases whose execution will be flexible according to the space and time in order to obtain successful results in the rural reconstruction program :

- Preparatory phase : Train leaders and reorganize troops, inventory the facilities and prepare for the execution.

- Security restoration phase : Conduct operations to annihilate the enemy, to round up the enemy and to eliminate the infra structures of the enemy in order to restore the security required for the construction sites of the rural reconstruction program; and actively promote the reconstruction plans.

- New Life development phase : This is the main phase of the rural reconstruction program. Success or failure will depend on the execution of this phase.

Based on space and the situation of the localities, the execution phases of the reconstruction program will vary (increase or decrease) according to each zone, the development of the situation, the degree and the viewpoint of the people at each locality.

The main thing in the execution of the plan is for localities test the initiative suitable to their future role in order to gain the consent and willingness of the people because " The people want, the people must work" and the Government is only their sponsor.

According to each phase, the following missions will be executed to complete the rural reconstruction program.

41. Preparatory phase : This phase has 6 missions that must be executed:

##### 411. Control of facilities :

First of all, it is necessary to control the organic facilities to see if the funds, cadres, regular forces, Regional Forces, Popular Forces, weapons, ammunition, quartermaster items and provisions are short, sufficient or surplus in comparison with the requirements for the rural reconstruction program, especially the total number of cadres and assigned forces. How many personnel are assigned to other missions, how many remaining), the number of

personnel for the reserve assault force and how many for reconstruction work.

In the meantime, it is also required to check :

- The specialty and the degree of education of the administrative cadres mobilized to execute the work.
- The status of civil defense, the number of armed personnel, their morale and degree of training.

On the other hand, it is also required to make a detailed study on the composition of the people at localities :

- Customs
- Political tendency (pro-Communists, anti-communists, fence sitters, etc .....
- Government influence
- Enemy influence
- Religions Sects
- And especially the economic status.

#### 412. Control of resources :

After that, control the manpower and material resources in the areas of the rural reconstruction program:

##### a. Manpower :

Take a census of the population of each commune and hamlet, and classify them according to ages :

- From 1 to 18 years of age
- From 18 to 45 years of age
- From 45 to 60 years of age
- From 60 and higher.

\* Make an inventory of the population in each area : Government controlled areas, disputed areas and enemy controlled areas.

##### b. Material resources :

\* Control the resources and the production installations available in localities (such as rice mills, handicraft installations etc ...) and the production capabilities of the land (suitable to any type of cereals and the consumers in the localities).

\* Control highway and surface communication facilities such as commercial trucks, boats, highways etc...

\* Trading and industrial capabilities; production and consumption rates.

\* The facilities available in the localities used for reconstruction.

#### 413. Control of infra structures :

##### a. Outposts :

In order to withdraw a number of personnel assigned to military outposts, to remedy their passiveness, and to reduce losses in personnel and weapons, the Government has planned to remove the isolated outposts and maintain the outposts having a strategic value located at vital positions, such as to protect the main communication axis, occupy vital installations... Therefore, it is necessary to check the number of outposts in the reconstruction areas and to classify them to see which outposts should be reinforced and which should be eliminated.

The important thing before withdrawal of an outpost is to make preparations for the relief of that outpost, such as, organization of special forces, mobile outposts, local reserve assault forces etc... Though a number of outposts will be withdrawn, we must always maintain our presence in that area through another form of guerilla operations, especially at night.

##### b. Communes and Hamlets :

Also check the present status of villages and Hamlets :

- Total number of communes pacified.
- Number of communes and Hamlets under construction
- Number of Hamlets not yet completed.
- Number of Hamlets to be abandoned.

The abandonment of a Hamlet must be based on the following factors :

- Critical security situation
- The location of the Hamlet to be constructed is not suitable to the military, economy etc ...
- The people in the Hamlet are indifferent and do not want to construct the Hamlet.
- The reinforcement capability is restricted due to difficulties in communication.
- Land is not fertile and yields low output.

414. Study of terrain and enemy situation:

Also pay special attention to the study of the terrain in the entire pilot areas of the rural reconstruction.

- Main communication axis (water and highway) and communal roads which can be used.

- Areas having a strategic value to our Government, and to the enemy.

- Areas and lands suitable or not suitable to rural reconstruction.

On enemy situation, make a study to find out the number of motorized units, regional units, guerrilla units etc ... and especially make a detailed study on:

- Organization, command and capabilities of these units.

- Infra structures of the enemy in Communes and Hamlets, such as VC chapter commissariats ... and other organizations, such as military and peoples propaganda, economic and finance activities etc...

Then, determine the division of zones in areas A, B, C based on the factors of terrain, enemy situation, politics, economy, population etc ... in order to prescribe a priority order for the reconstruction plan:

a.- Area A consisting of Communes and Hamlets:

\* Security is satisfactory, there are sporadic enemy activities, no military operations and no presence of enemy armed units.

\* The population is dense and the majority of them have an anti-communist spirit or tendency.

\* Anti-communist traditions and achievements. The areas of religions sects usually obtain anti-communist achievement (the influence of National parties is high).

\* Prosperous economy. There are industrial, commercial and production centers.

\* In the meantime, it has a strategic value suitable to the security defense of water and highway communication axis and blockading of VC communication and liaison roads.

b.- Area B is an unsafe area in which the enemy and the Government are disputing control. The enemy used to hide during the day and conduct armed operations at night.

\* The population in this area is dense, but passive. They seek peace, toward the Government as well as the enemy.

\* The economic and strategic value is similar to Area A.

c.- Area C is the area of VC bases and secret zones. The population in this area is not very dense, but enemy operations are usually noted. They are safety bases of the Viet Cong.

#### 415. Preparation of reconstruction plan

Based on the factors mentioned above, we will prepare a reconstruction plan for the entire designated area. The plan must be carefully prepared in accordance with the following instructions:

##### a.- Reconstruction program:

\*. Clearly determine the important Communes in the area where the work teams will gradually organize, starting from the Communes in Area A.

\*. Determine the priority order for the areas in the Zone to be constructed.

\*. Determine the work period for each zone and each area according to the situation and facilities. The maximum period to construct an area (the size of a new life hamlet) is usually not over 5 months.

##### b.- Organize Forces applicable to each phase:

Based on the organic strength and the long-team assignment to each zone or area, deploy and organize them into 3 elements.

(1) Territorial defense forces: To include a minimum number of forces used in the defense of the installations. in zones or areas (barracks, outposts, bridges, culverts etc ...). This force may be composed of:

- Regional forces and Popular forces.

- Police forces of the Civil Defense organization to provide support to the reconstruction forces.

- The above territorial defense forces are stationary troops. However, when security in the defensive areas is satisfactory, a number of RF or PF can be with-drawn and assigned to other areas.

There must be permanent contact between the three forces by radio or other facilities to provide mutual support.

(2) Reconstruction forces: To include a number of armed forces and a number of administrative cadres from various branches. This force will be divided into several work teams.

They can be divided into 2 main elements to directly execute the rural reconstruction plan.

\*. The military element must provide support and security to the rural reconstruction teams.

\*. The special element in charge of the reconstruction will consist of several teams according to local requirements.

(3) Reserve assault forces: To include the remainder of the Regional Forces and to be the mobile forces for the reconstruction areas or zones to provide support to the territorial defense forces and the reconstruction forces by laying ambushes; attacking communication and liaison roads and enemy liaison stations; conducting security patrols and providing assistance to the above forces.

c.- Command:

- Coordinate the military and administrative work, unify the command.

- Nominate a general commander to assume direct responsibility.

- Closely coordinate the organic forces and the detached forces.

d.- New life activity program of the reconstruction project:

- Prepare a reconstruction program by developing the new life activities in accordance with the following benefits:

- Immediate (within a period of 3 months)

- Short term (from 3 to 6 months)

- Medium term (from 6 months to 1 year)

- Long term (from 1 year to 3 or 5 years).

416.- Necessary factors:

a.- Cadre employment standards:

- (1) Natives: To be assigned to the reconstruction areas.
- (2) Leadership: To be energetic, adventurous, courageous, daring and sympathetic with regard to subordinates.
- (3) Willingness: To be willing to work and blend with the people.

(4) Elements to be recruited:

- Youths, from 20 to 40 years of age. If over 40 years of age, they must be active and have a young spirit.
- Have anti-communist spirit (Communist victims)
- Introduced by National parties or religious organizations.
- Can recruit defectors who want to make amends for their crimes and political prisoners who have been re-indoctrinated and want to serve the anti-communist activities. However, the recruiting must be carefully made to prevent the people from fabricating stories or protesting against those people.
- To include females, but not exceed 1/3 of the total number.

(5) - Degree of education: Equivalent to the Elementary School for Communal and village level. However, it should not be based on diplomas and must depend on:

- \* Knowledge of
  - )- Culture
  - (- Specialty
  - )- Politics
- and behaviours
- \* Capabilities of
  - (- Culture
  - )- Work
  - (- Treatment
- \* Experiences in
  - (- Work
  - )- Treatment
  - (- Enemy and people propaganda

b.- Make a careful study to prepare the thinking and working procedures, especially on:

(1) Mission:

- Local situation (prepare reconstruction programs)
- General concept, plan and policy
- Allocation of work to each element and each unit in various execution phases and the required technique of the rural reconstruction program and the operating procedures from the beginning to the completion.

(2)- Behaviour of cadres: Methods of blending themselves with the localities and the conditions to understand and blend with the people.

(3)- Political doctrine: To be firm and be able to eliminate the wavering, neutralist or pro-communist spirit.

42.- Security restoration phase:

There are 3 periods.

- Military mop-up operations
- Real reconstruction
- New life development.

In Area A, where security is insured and it has, so far, been controlled by the Government, a military mop-up operation is not required. It is only necessary to conduct unannounced police operations to discover sporadic enemy infiltration; consolidate necessary defensive network or construct new field fortifications.

In Area B and C, which are disputed areas or enemy controlled areas, the reconstruction program must be executed as follows.

421. Military mop-up operations:

- Conduct unannounced mop-up operations or encirclements, rounds-up, attacks, annihilations, raids or ambushes in the rural reconstruction areas to kill and repel the enemy motorized forces and key forces from the prescribed areas.

422. Real reconstruction:

When the mop-up operations are over, i.e. we have restored the balance between the Government forces and the enemy forces, search elements will extend their operational areas to other areas or establish a further security barrier to turn them over to the rural construction teams to accomplish the assigned missions

Thanks to the allocation of work and previous training, each element of the Teams will thoroughly understand their missions and can immediately be set to work upon arrival at a Commune or a Hamlet.

a.- Military elements: Immediately establish defense in the reconstruction zones or areas according to the terrain features; detail personnel to patrol and ambush in order to provide local and distant security for the work teams. The missions of these elements are to prevent the enemy from penetrating into or attacking the reconstruction areas throughout the period of operation. In addition, these elements are also charged with the organization and preliminary training of the Popular Forces or Civil Defense organizations at localities.

b.- Specialized elements: In the meantime, the specialized elements are organized into work teams and have the following missions:

*Palmer*  
(1) National and economic police teams will coordinate with the Communal Councils and the Hamlet Chiefs to:

\*. Discover and destroy the enemy infra-structures, such as Communal Commissariats, guerilla cells and supply installations in the areas.

\*. Make a complete census of the population in the reconstruction zones or areas; prepare biographical data cards, family-cards and photograph members of each family.

\*. Control the properties of each family such as rice, lands, cows, buffalos and inscribe the amounts of them.

*mt*  
(2) Detail propaganda teams to motivate the people to join the rural reconstruction work, explain the policies and plans of the Government in improving rural life and privileges of the people prescribed in the program. Exhort the CHIEU-HOI policy and appeal to the families having relations with the Viet Cong to urge their relatives to return. Organize the people into groups according to their walks of life and ages.

When the organization of the groups is completed, allocate work for them and clearly prescribe the work for each group in order to make a contribution to the rural reconstruction.

The reconstruction period will vary according to the situation and the progress at each locality. However, it is usually not over 9 months. We must personally check to see if they comply with the standards prescribed by the Central Agency, before withdrawal to continue the work in other areas. Period 2 of the real reconstruction phase will be considered as completed if the standards have been met.

423.- Preliminary new activity phase:

Upon completion of various periods of the real reconstruction phase, the specialized teams will move another pace forward to direct the people's activities, screen the ranks of the people and disseminate the new rural life policy through talks, briefings and on-the-spot experimentation.

During this period, higher Committees must urge the specialized Services to make new activity programs to improve the necessary requirements for the life of the people.

43.- New activity development phase:

The new activity development program of the rural reconstruction project consists of three different types:

431.- Self-support program: To include the work useful to each locality. Example: construction of water wells, repair of bridges, construction of schools, maternity hospitals etc ...

This program will be recommended to Communes, Districts or Provinces by the people in the pacification zones or areas for approval and execution with the funds appropriated by the Central Agency.

432.- District and Provincial economic development program:

To include the work useful to each house group or inter-District, such as repair of communication roads, bridges and culverts; coordinattion in cultivation, farming, finance etc ... This program will be executed by the Provinces.

433.- Rural economic development program:

To be worked out by the Central Agency for the benefit of the entire country such as the programs of:

RC  
Program

Self  
help

Prov.  
Dev.

Ministerial  
Programs

Ministry

- Hydraulic agriculture
- Fishery
- Farming
- Breeding
- Cooperative
- Agriculture
- Agricultural credit
- Handicraft
- Irrigation
- Raising of silk worms
- Roads and bridges
- Public Health
- Education
- Electricity
- Winnowing.