

Summary report to Assembled
Representatives on October 12/1965 on
conclusion reached by Group that
considered Pacification

10

I. General

The discussion-group on Pacification included 40 members (1 administrative assistant to the tactical zone, 35 province chiefs and 3 Provincial council chairmen) who met at the "Dien Hong" auditorium on October 11 and 12, 1965 under the chairmanship of the Sub Brig General, Commissioner for Rural Construction, to discuss on the following problems:

- a/ Pacification strategy and tactics
- b/ Policy on Rural construction cadre
- c/ Rural electrification.

II. Conclusions of the group

After debate, the group came to the following conclusions:

Pacification

a/ Pacification policy

The future pacification policy will continue to focus on the new-life hamlet because the pacification aims to win the hearts of the people, not to occupy the land.

Compared with the previous policy on strategic hamlets, the present new life hamlet policy has its own philosophical, strategic and technical particularities despite the similarity in thoughts.

(1) Philosophy: The Government really wants to bring a new life to the rural people.

- The pacification program must be realistic and suitable to the local conditions.

(2) Strategy - Results of pacification must be preserved. An area must not be pacified a second time.

- The motto "Let's work slowly but firmly" must be strictly applied.

(3) Techniques: Do not compel the people to provide for themselves; our objective is to lend them support, provide them with facilities according to their wishes, thus to enable them to realize their actual needs.

b/ "Oil spot" tactics

The "oil-spot" tactics are still logical and timely. During the past, we have failed to carry out the pacification program because we have had

many defects in the implementation.

To improve this situation, the three following points should be applied.

1/ In 1966, reserve adequate man-power for the rural areas because in 1965 substantial man-power has already been devoted to the Armed Forces.

2/ Apply the motto "Let's work slowly but firmly"

3/ The Ministry of Defense should definitely solve the problem of hamlet defense and establishment of out-posts.

c/ Criteria of pacification

An area should meet the following criteria before being considered as completely pacified:

1/ The V.C. infrastructure at the grass-root level has been destroyed.

2/ The control, classification and organization of people into groups have been completed.

3/ Our infrastructure has been established.

d/ "Home-guard"

At present the "Home-guard" forces have not yet been established throughout the country. Meanwhile no official action has been taken to dissolve the existing civil defense and para-military organizations.

In the future, it will be advisable to place the "Home-guard" forces into the framework of pacification, and these forces will be the only popular organization supporting the pacification project.

The Home-guard forces can be partially armed and their organization must be based upon the following principles:

1/ voluntary participation of the people

2/ merging of all existing popular and para-military organizations to one single organization -- "Home-guard".

3/ unique and legal statute.

e/ Use of allied forces in the pacification

Allied Forces will be entrusted with the following responsibilities:

1. Launch destroy operations; attack and hit V.C. hide-outs and in country communication-axis.

2. Establish a defense network around areas pacified or being pacified.
3. Provide assistance in the development of new life hamlets.

However, in any case, the allied forces should not be used as police forces.

f/ Responsibilities of the tactical zone.

The tactical zone should be placed in the pacification framework with the following responsibilities:

- (1) Provide direct military support to the pacification program of provinces.
- (2) Examine and follow-up the implementation of provincial pacification programs, and advise on all problems related to security matters.

g/ Administrative support

- (1) Required funds for pacification should be allocated more rapidly.
- (2) More attention should be paid to the pre-audit than to the post audit.
- (3) Inspection teams with full authority should be established to assist provinces in the use of funds and transfer of accounts if necessary.
- (4) Representatives of various zones and areas should participate in the inspections.

h/ USOM and MACV representatives at provinces

The representatives of USOM and MACV at provincial level have provided precious assistance for us in the pacification and development of new life hamlets. However, to improve this cooperation, there must be better understanding and cordiality between the above mentioned representatives and local officials.

Besides, the utilization of pacification funds must comply with the current procedures.

Conversely, the central government may deny specific expenditures despite the agreement of the representatives of USOM, MACV and the provincial administration.

Problem of cadres

i/ Classification of cadres

It is advisable to combine all existing categories of rural construction cadres (such as new life hamlet cadre, administrative mobile cadre, and rural political cadre) into one single category with a view to rendering the rural cadre system more effective.

4/ Duties of rural construction cadres

After the combination of Cadre is realized, R.C. Cadre will be entrusted with the following responsibilities:

- 1/ Destroy VC infrastructure at the grass-roots level.
- 2/ Win the people to the national cause and organize them into our own infrastructure.
- 3/ Help the people concerning administrative, educational and social matters.

One of the features of Rural construction cadre is that they are armed when performing propaganda duties, therefore these cadres must have skills to deal with people, intelligence, police and social problems.

k/ Recruitment of Cadre

The recruitment of cadre will not be based upon educational status but upon the following criteria:

1. Be able to write, read Vietnamese and show sound judgement.
2. Have firm political stand and believe in our final victory.
3. Be young, enthusiastic, and eager to perform responsibility.
4. Be well trained and justly evaluated.

l/ Classification and privileges of cadre

It would be unadvisable to classify cadre into three categories - -- supervisory, intermediary and elementary levels. On the contrary, they should be organized into one single category of cadres who differ from one another in functions only.

As for privileges, Rural construction cadres should receive a base salary commensurate to their qualifications, functions, achievement and seniority. At the same time, to avoid corruption, travelling allowances should be paid to these cadres.

Salary of Rural construction cadres must be equal to that of all other categories of cadre working in rural areas.

m/ Uniform, weapons

Rural construction cadres do not have to wear uniforms but they must dress themselves like the rural people.

- They can be armed to protect themselves.

n/ Military service deferment

All Rural construction cadres should be allowed deferment from military service.

o/ Basic organization

(1) Cadre group will be the basic unit which includes 10 persons:

- 1 Group chief
- 2 members in charge of uncovering and exterminating the enemy infra-structure.
- 6 members in charge of winning the people's support and exhorting them to build up our infra-structure.
- 1 member in charge of administration, education and social welfare.

(2) In operations, each group of Rural Construction cadre is directly supported by an unit (platoon size) of militia or regional forces. Therefore the group-chief must not only have adequate authority but also capability to command the unit of militia or regional forces stated-above.

p/ Command chain

The command system has four levels:

- (1) Central level
- (2) Provincial level
- (3) District level
- (4) Group level.

q/ Training

Two kinds of training centers will be organized:

(1) Central training center for training of advisory cadres of the provincial, district and instructors levels.

(2) Provincial training center for training of village and hamlet cadres.

Rural electrification

r/ Program

The 1966 program of rural electrification plans to electrify 30 places relatively secure and requires about VN\$ 40,000,000 and US\$ 750,000 (U.S. aid).

In these selected centers, the Power authority of V.N. will prepare the technical plans and take charge of the mechanical and electrical installations. The local administration will be delegated funds to administer and direct the civic projects (structures, engines, poles) and later the exploitation.

These centers, unable to be economically self-supporting, require a rational organization and the people should be urged to pay for their

power consumption. Attention must be paid to the equipment maintenance and personnel training. Finally, it is advisable to encourage the people to participate in the management of these centers.

These exploitation centers must be subsidized by the government for the first six months.

We should do what lies in our power in order to meet the present pressing requirements and at the same time to lay the groundwork for future development.

s/ Implementation

Carefully study the construction programs so as to complete them in time. Moreover, the organization of exploitation, maintenance and training must be also thoroughly studied in order to improve the infra-structural system.

Naturally, this electrification program must be framed into the pacification plan.

Electrical installations should be only set up at pacified centers where the security is assured.

III. Suggestions of the Groups

After debates, all members of the Pacification group unanimously proposed the following to the General, Chairman of the Central executive committee:

a) Pacification

(1) Reserve adequate rural man-power in 1966 for the development of rural infra-structure.

(2) Frame the "Home-guard" forces into the pacification program; combine all existing para-military forces into one single Home-guard organization.

(3) Place tactical areas in the framework of the pacification program.

(b) Cadres

+ (1) Combine the three existing categories of cadres into one single category in order to perform the following tasks:

(a) Destroy the VC infra-structure.

(b) Win the hearts of the people and exhort them to participate in the build-up of our infra-structural organizations.

(c) Help the people to solve administrative, educational, social problems, etc.

+ (2) Educational degree should not be used as a basis for recruitment of cadres. Their selection should be based upon past experiences, political stand, morale and progressive attitudes.

Cadres should not be divided into three categories: supervisory, intermediary and elementary. There should be only one category of cadres who differ from one another only by functions.

(3) Cadres should receive privileges commensurate to their performance, ability, function and seniority. These privileges are similar to those of different categories of rural cadres (administrative, medical, Psy-War, Police, militia, etc.)

c) Rural electrification

- Determine on a priority basis those rural areas to receive electrification.