

13 Nov 65

Memorandum for Cadre Working Group

SUBJECT: Cadre Concepts of Col Chau

1. The officially recorded views of Col Chau, as stated in the briefing books he gives visiting VIP's, are reported on attachment 1. A summary of the retraining program which he gives to PAI's after graduation from Vung Tau is attachment 2.
2. On 10, 11, and 13 Nov the reporting officer had repeated discussions with Col Chau on the proposed unified Rural Reconstruction Cadre which he is expected to head, although he is less than enthusiastic about the idea. During, and between, these conversations Col Chau has developed and somewhat modified his views. Following are, in substance, the views which he now appears prepared to support, in the event he does become responsible for the program:

It would be a major mistake to rush into a hasty effort to retrain all the cadre now supposedly engaged in pacification. Each province chief who is any good has his own idea of how it should be done, and would be most reluctant to give up his ways for some, to him unproven, national grandiose scheme. Also, this would virtually stop the pacification effort, if all the cadre who could be accommodated were sent at once to Vung Tau. When we start training, we should call for a few old cadre and a few new recruits from each province, train them, and send them back to prove the value of the training to the province chief.

Before we start training cadre nationally, we must decide what the mission of the cadre will be, how they will be organized in the field, what they will do, etc. Then we must explain all of this to the province chiefs, and reassure them that we are trying to help them, without interfering with any good things they now are doing. (Of course, all the cadre, all the training, will not do any good until we have a really good concept of pacification, one that has the idea of the people organized and equipped to govern themselves and to defend themselves. They must have local self-government, and weapons.)

On basic organization, I believe that 3-man cells working together are absolutely essential -- and unless you have very highly qualified cadre I believe all three men must have the same duty-specialization. We need command groups reinforced by specialists, we need Census/Grievance teams reporting to the commander, we need teams organized to fit the local situation, with basic cells of specialists in intelligence, in political action, and in economic development. Perhaps for some situations we will need other types of cells, but those are basic. I agree that we should not try, from the national level, to organize teams specializing in civil affairs or political action, etc. Finally, for some perhaps many, areas we will need armed propaganda and defense platoons, like the PAI. Of course we will need to reinforce these elements with technical cadre, from school-teachers to administrative specialists. Moreover, we need people at district and village level who will support and guide the teams.

I want to emphasize that we cannot expect the province chiefs really to support a program like this until it proves its value to them -- and that we must not take away their effective cadre until they are convinced that the additional training will help them.

COMMENT: The above-stated positions represent certain compromises (i.e., on the composition of individual cells, and on the abandonment of specialized multicell teams) on both sides, but appear acceptable to both.

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OPERATIONAL STANDARDS TOWARDS CADRE AND SERVICEMEN
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1. Train, guide and inspect hamlet and village cadres, popular forces, regional forces and police.
2. Recruit, train and maintain a reserve of cadres.
3. Develop a system of due promotions, just rewards and punishments.
4. Give assistance and grant allowances to orphans, widows, wounded and invalid cadres and veterans.
5. Maintain and develop governmental installations and housing quarters.

OPERATIONAL STANDARDS TOWARDS THE POPULATION:

1. Conduct census operations to classify and initiate formation of peoples organizations.
2. Organize, maintain and develop peoples self-defense forces.
3. Raise living standards and develop hamlet and village economic units.
4. Give guidance to, and develop, a reserve of peoples cadre.
5. Give assistance to communist victims and implement resettlement program.
6. Realize agrarian reform, farmers association and agricultural cooperative projects.

Operational STANDARDS TOWARDS THE VIET CONG:

1. Conduct census operations to classify, undermine and destroy Viet Cong infrastructures.
2. Fair and proper interpretation of policies.
3. Establish economic and political blockades.
4. Annihilation.
5. Apply special measures towards Viet Cong: a) families
b) land and properties.

PACIFICATION OPERATIONS IN A CATCHMENT "B" VILLAGE

GRAND TACTICAL STRATEGY

CAREER IN CHARGE

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|--|----------------------------------|
| 1. Establish government offices in the village and hamlets or, if necessary, military installations. | Dist. Ch. and FF |
| 2. Conduct population census operations and establish relations with the local people. | C.G. and Police |
| 3. Organize peoples organizations and elect peoples' councils for the village and hamlets. | PAT and APA |
| 4. Carry out works and construct buildings of public interest. | Mobile Ad. and PAT |
| 5. Organize peoples self-defense forces. | PAT |
| 6. Develop self-economy. | Mobile Ad. |
| 7. Conduct land census and implement agrarian reform policies. | C.G. and Agrarian Reform Assist. |
| 8. Peoples conventions. | APA |
| 9. Implement Chieu Hoi policies. | Chieu Hoi |

* Census/Grievance

MILITARY OUTPOSTS AND WATCH TOWERS

- A. The duties of military outposts and watch-towers are as follows:
1. Maintain close relationship between local government authorities and local people (afford protection on the communication axes and installations).
 2. Assist local people in receiving government assistance, and
 3. Maintain people's hope.
- B. In those areas where government military defensive positions have been abandoned in order to save weapons and lives, the following situation exists:
1. Communications have been interrupted.
 2. The people only see the government through observation Air Force aircraft, artillery and troops during military operations.
 3. Manpower and natural resources have been seized by the Viet Cong for their use and distribution.
- C. Before the government can gradually eliminate military outposts and watch-towers, however, peoples self-defense forces, census and organization of

villages must be established and operational.

ORGANIZATION AND DUTIES OF THE PACIFICATION GROUP

Group Leader

Assistant Leader

Mobile C.G.
Teams

NPA Teams

Village Ad. Office

Mobile Ad.
Teams

PAT Teams

Pop. and res.
census.
Destroy VC
infrastructure,
install.
win peoples
sympathy.

People's Org.
Elections.
Maintain peoples
organizations.

Direct general
participation.
Ready to assume
responsibilities.

Construction.
Develop higher
living standard.
Initiate ec.
develop. projects

Protection.
C.A. opns.
Org./ train
peoples self
defense
forces.

TRAINING MATERIALS
For the
SUPPLEMENTARY TRAINING COURSE
For
ARMED PROPAGANDA TEAMS
KIEN HOA
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TRAINING PROGRAM
SUPPLEMENT COURSE FOR ARMED PROPAGANDA TEAMS

Order No.	SUBJECTS	Theory	Practice	Total	Lecturer
	I. - GENERAL KNOWLEDGE :				
1	Land Reform, Regulations for Tenant-farmers.	1h	0	1h	Land Service
2	Agricultural Credit and Cooperative Policies.	1h	0	1h	Agric. Serv.
3	How to prepare Official Letters, Applications.	0	1h	1h	Adm. Service
4	Sport (basket-ball, badminton).	0h30	1h30	2h	Youth Service
5	Organization of a Popular Literacy Course.	3h30	0	3h30	Elmt. Ed. S.
6	How to repair bridge, water supply system in Rural Area.	2h	0	2h	Public Works Service
7	How to repair houses (Masonry, Carpentry).	2h	0	2h	Reconst. Serv.
8	How to prepare reports	1h	0	1h	Armed Propag.
9	Policy on the Organization of the Armed Propaganda operations' Regulations in the future.	2h	0	2h	- " -
	II. - GENERAL POLICY :				
1	People's Constituent and Cadre's Behaviour.	2h	0	2h	Armed Propag.
2	To Organize Demonstration and Anti-demonstration.	2h	0	2h	N. Police S.
3	People's Struggle's Objective.	1h	0	1h	Armed Propag.
	III. - ORGANIZATION OF POPULAR FORCES :				
1	To Organize Popular Team Group	2h	0	2h	Youth Service
2	To Organize Popular Self-defense forces.	2h	0	2h	Armed Propag.

Course No.	S U B J E C T S	Theory	Practice	Total	Lecturer
IV. - <u>ANIMAL HUSBANDRY :</u>					
1	How to build sties.	2h	0	2h	A. H. Service
2	Method of Raising and Disease Prevention for Domestic Animal.	2h	0	2h	- " -
V. - <u>HEALTH :</u>					
1	Symptom of General Sicknesses and How to Cure.	3h	0	3h	Health Serv.
2	Public, Individual Health, and how to build compost.	1h	2h	3h	- " -
3	First Aid and Emergency Aid	1h	3l	4h	- " -
VI. - <u>AGRICULTURE :</u>					
1	Method of Using Insecticide and Crop Preservation.	2h	0	2h	Agric. Serv.
2	Fertilizing, Spraying Insecticide, and how to use Water Pump.	0	3h	3h	- " -
3	Method of Covering and Keeping Compost Manure.	1h	0	1h30	A. H. Service
VII. - <u>GENERAL LAW AND REGULATIONS :</u>					
1	Economic Police, Judiciary Police.	2h	0	2h	N. Police S.
VIII. - <u>SUPPLEMENT MILITARY STUDY :</u>					
1	Study on Weapons	4h	0	4h	RF Trg. Team
2	Study on Tactic	4h	10h30	14h30	- " -
3	Shooting Practice	0	43h30	43h30	- " -
4	Transmitting	1h	2h	3h	Prov. Transm. Team
T O T A L :		49h30	66h	115h30	

