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THE VIET CONG INFRASTRUCTURE

MODUS OPERANDI OF SELECTED POLITICAL CADRES (U)

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## INTRODUCTION

This manual is intended as a guide to understanding and identifying important members of the political infrastructure on the region, province, district, and village levels whose operations provide the Viet Cong with controls over population segments of South Vietnam. As such it does not attempt to provide an exhaustive account of all the many subsidiary agencies affiliated with the People's Revolutionary Party and the National Liberation Front.

Section I presents a brief overview of the infrastructure organization so that the specific cadres and functions may be seen in appropriate perspective.

Section II describes some general typical operating patterns of VC political cadres and includes suggestions for exploiting those patterns to locate key members of the party. A suggested cadre priority list is included.

Section III provides more specific modus operandi data for selected political cadres; functions and typical operating procedures are detailed in such a way as to facilitate locating, identifying, and exploiting those cadres whose neutralization would seriously impair VC political controls of the populace.

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**SECTION I****Organization of the Viet Cong Political Infrastructure**

### Organization of the Viet Cong Political Infrastructure

The primary agency which directs the Viet Cong insurgency in South Vietnam is the People's Revolutionary Party (PRP) whose existence was officially acknowledged in January 1962. The PRP is the southern branch of North Vietnam's Communist Labor Party and ultimately receives direction from Hanoi through the Central Office for South Vietnam (COSVN). Branching out horizontally from the PRP are its Front organization (the National Front for the Liberation of South Vietnam) and the Liberation Army. Both the NLF and the VC military units are directed and controlled by the PRP.

Party members hold key positions in Front organizations and make all policy decisions for the Front. All VC military units contain party organizations within them which provide direction through political officers who serve as the unit party secretaries. The VC local force units are directly controlled by the District and Village Military Affairs Sections.

Figure 1 shows the hierarchical party structure from COSVN to village level; in large urban centers, city and precinct committees correspond to district and village committees.

Figure 2 depicts a typical province party structure (Quang Ngai is the example used) including the many operating and support sections. Figure 3, however, provides a selected skeleton structure which includes those cadres whose loss would seriously affect the continued operation of key party functions.

Figure 4 provides a picture of the regional division of South Vietnam using VC province boundaries. The two northernmost provinces have control apparatus that represent an exception

to the structure depicted in Figure 1. VC Quang Tri and Thua Tien Provinces comprise the Tri-Thien-Hue Military Region which is further divided into four sub-regions whose party committees replaced the previous province-level party committees. It is reasonably certain that the Tri-Thien-Hue Region Party Committee is directed by the NVA High Command in North Vietnam rather than by COSVN.

In general the party structure is paralleled at each level by similar organizations of the National Liberation Front although the only significant action agencies of the NLF are the Central Committee and its village level agencies; the Central Committee makes overtures on an international scale on behalf of the NLF; the village level front organizations attempt to mobilize the people in liberation associations. The associations most frequently found and most active are the Liberation Farmer's Association, the Liberation Women's Association, and the Liberation Youth Association. There are recent indications that the NLF is being de-emphasized by the party and that from the hamlet level on up a fresh attempt is being made to foster elected committees of mass organizations to be known as People's Liberation Committees.

As the Party cadres gain power over the villages they begin to regulate all aspects of each resident's life. Movement to and from GVN controlled areas is strictly monitored; government papers and identification cards are frequently destroyed; government administrators are neutralized or executed and replaced by a village or hamlet autonomous administrative committee; heavy taxes are levied; fortifications are constructed in order to establish "combat villages"; the Military

Affairs Section organizes local guerrilla forces; the youths are urged or forced to join the Liberation Youth Association or the People's Revolutionary Youth Association; through propaganda and indoctrination, leaders are recruited and trained to act on behalf of the Party and/or the Front; men are recruited or drafted for the Liberation Army; news media are strictly controlled so that all events are reported from the Party's point of view; security agents control visitors and prosecute "spies"; villagers are forced to house and feed VC troops as they move through the area; women are urged to participate in face-to-face struggles (demonstrations against GVN authorities); families of ARVN soldiers are constantly plagued to order their men back home; villagers are forced to provide bearer services for supplies and ammunition; and a constant barrage of propaganda vilifying "the American imperialists and their Saigon puppet government" is repeated so often even by school children that neither free thought nor free action seem possible.

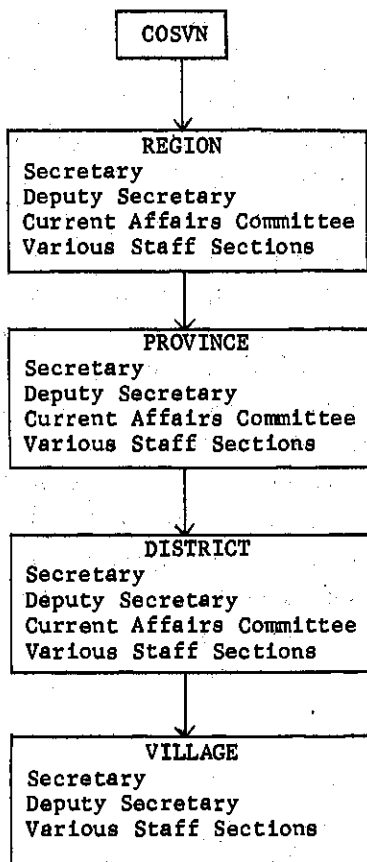


FIGURE 1 - Party Structure

QUANG NGAI PROVINCE PARTY COMMITTEE

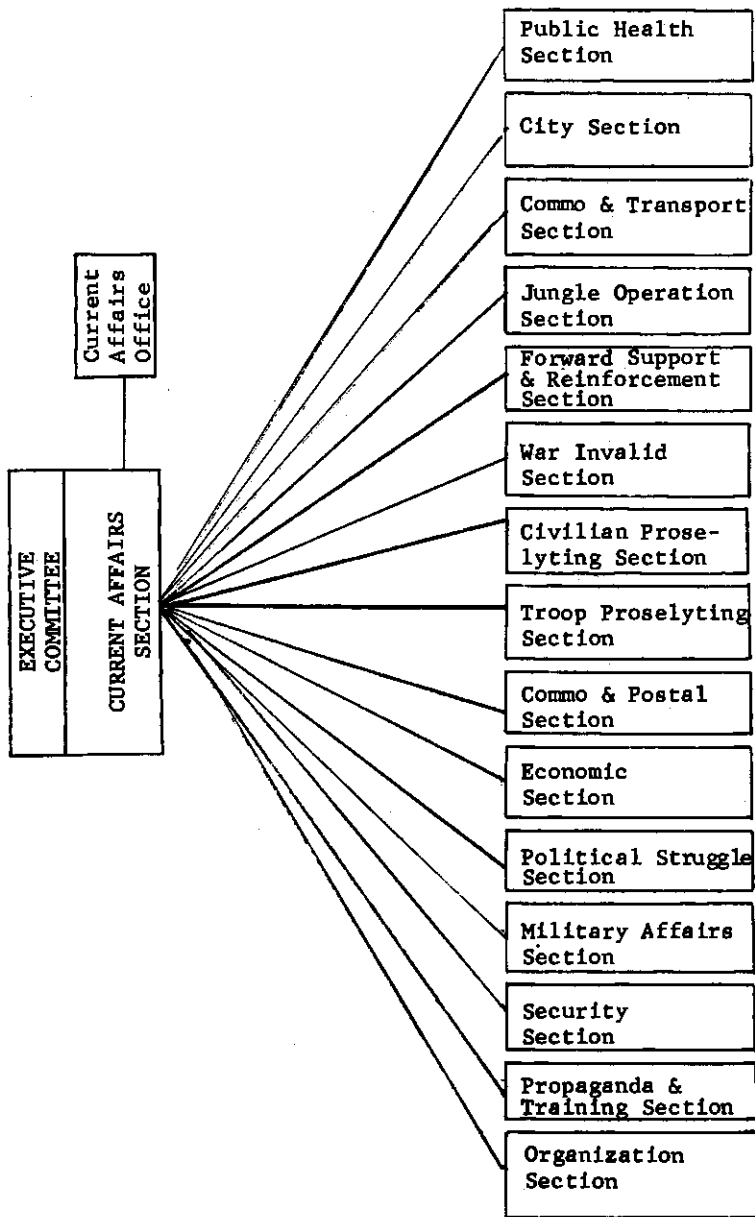


FIGURE 2



Important Cadres at Region, Province, District, and Village Level

Party Secretary Deputy Secretary(s) Current Affairs Committee
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Military Affairs Chief	Security Affairs Chief	Propa- ganda & Indoctri- nation Chief	Finance and Economy Chief	Forward Support & Rein- forcement Chief	Civilian Prose- lyting Chief	Mil. Prose- lyting Chief	People's Revol. Youth Assn. Chief
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NLF Cadres of Significance

NLF Chairman (Often the Deputy Party Secretary)	Liberation Farmer's Association Chief	Liberation Women's Association Chief	Liberation Youth's Association Chief
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NOTES:

The Current Affairs Committee = Secretary + Deputy Secretary(s)  
+ a varying number of the  
trusted Section Supervisors

The Party Committee (Executive Committee) = Secretary + Deputy  
Secretary(s) + Chiefs of each  
Section

The Party Chapter = The Party Committee plus all other party  
members.

DEMARCATION LINE

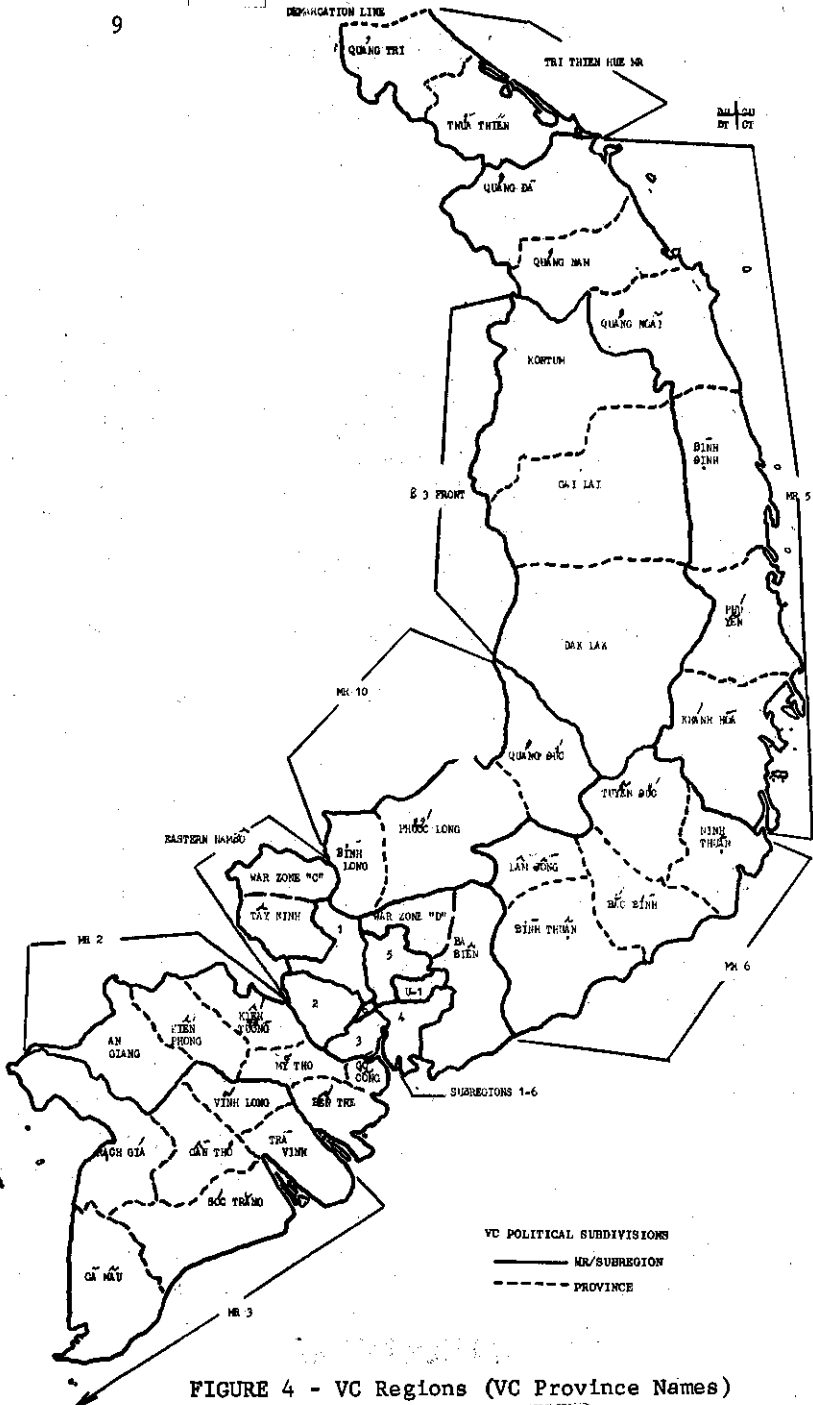


FIGURE 4 - VC Regions (VC Province Names)

**SECTION II****Some General Operating Patterns of VC Political Cadres**

## Some General Operating Patterns of VC Political Cadres

### A. General Patterns

1. Directives normally proceed from province level to district to village by established com-mo-liaison routes.
2. Village, District, and Province Party Chapters each normally will have one meeting per month. The Current Affairs Committees at each level, however, meet very frequently to carry on the day-to-day operations. In strong VC areas Village Chapter meetings may be held at a regularly scheduled time, in some areas between the 15th and 20th of the month. The Village Party Secretary's monthly report will often be forwarded to District about the 25th of the month. Com-mo-liaison cadres have information about meetings a day or two in advance.
3. Most VC cadres have caches in which they hide whenever an alarm is given. Except for unusually elaborate tunnels (more likely to be found at Province or Region level) these caches can seldom be used for more than 8 hours, especially during the rainy season. Any time a GVN force remains in a hamlet where cadres are hiding in caches, those cadres who have not been captured by the second day will almost certainly have escaped from the area.
4. Whenever a cadre is arrested or rallies the important party committee members immediately move from one

hamlet to another or one village to another within the district. They would not normally move to a contested or GVN area.

5. In many areas District cadres are assigned as roving inter-village directors for three or four villages. As a defense mechanism against attacks on the village infrastructure this inter-village cadre is ready to assume control for the VC of the villages whose party committees may be neutralized. Chiefs of less important Province Sections sometimes perform a similar function for a number of Districts. It is quite common on the village level for one cadre to concurrently hold more than one position.
6. If villages are pacified one-by-one, the District can be expected to counter with local force attacks on the GVN unit stationed in the village. When several villages in a District are pacified at the same time, the VC District apparatus is stymied for lack of adequate troops.
7. High level province and region cadres seldom leave their remote base of operation to enter hamlets or villages. If they do, their visits are usually well coordinated so that they are afforded maximum protection. Normally, the district level cadres travel to the province and region base areas to report to their section superiors or the party secretaries. Section chiefs who do leave the province base areas are usually accompanied by one bodyguard and would

not normally be gone for more than 10 days. Members of the Province Current Affairs Committee who leave the base area are accompanied by two bodyguards.

8. Warning signals employed by villagers to alert party cadres of impending GVN operations include: a woman calling her child in a special way; a woman wearing a special outfit; banging on pans in a prearranged manner.
9. The lowest level cadre who would possess information about the identities of Province Current Affairs Committee members would be the District Party Secretary or his deputy. Village Party Secretaries know the members of the District Party Committee.
10. Attacks on minor military posts are usually approved by or ordered by the Province Current Affairs Committee. Major attacks against larger targets are directed by Region level cadres.
11. Provincial Party Committee members and higher normally have a radio and a hammock made of North Vietnamese parachute cloth.

B. Patterns Which Suggest Anti-Infrastructure Actions

1. PATTERN: Day by day activities and habits of the important political cadres vary according to the amount of security in the area of operation. In strong VC areas the Village cadres may live in their own houses during the daytime but still change sleeping places every night. Province and District

level cadres as a general rule do not reside with their own families. A District Party Secretary, for example, is likely to operate from the strongest VC hamlet in the most "liberated" Village in his district. He will probably alternate sleeping in three or more different houses on successive nights. Each of these houses will have a secret cache in the floor, yard, or orchard where he can hide when necessary.

POSSIBLE ACTION: Ask questions about men or women who reside in a village but not with their own families.

2. PATTERN: In weak or contested VC areas, cadres can be expected to carry on their functions only at night and seldom for more than one hour in any given place.

POSSIBLE ACTION: Lay night ambushes.

3. PATTERN: Reports are rendered to section chiefs quite frequently (every three or four days). Each section chief normally prepares a monthly report in three copies, for example, on the village level a Village Section Chief forwards his monthly report to the Village Party Secretary; one copy is retained in the village files, one is used by the Village Party Secretary, and the third is forwarded to the District Section Chief.

POSSIBLE ACTION: Person possessing section reports could be Village Section Chief, Village Party Secretary, or District Section Chief.

4. PATTERN: Meetings involving high level cadres are held in the remotest hamlet of a strong VC village closest to a retreat base area. The hamlet and surrounding area would be riddled with underground caches. Normally a platoon or more of guerrillas forms a protective ring around the hamlet during the meeting to engage GVN forces long enough for the cadres to escape. A common warning signal is two shots when GVN forces are approaching in the distance. Guerrillas may fire and attempt to lead attacking forces away from the meeting area, using themselves as decoys.

POSSIBLE ACTION: When advance knowledge of such meetings is obtained, attacks may be planned. Large groups of attackers, even arriving by helicopter may succeed in destroying the guerrillas but the important VC cadres are sure to escape. Shelling the hamlet may kill several noncombatants and is not likely to eliminate the target cadres who will be protected in the underground shelters. One to three skilled agents might succeed in penetrating the protective force of guerrillas to attack the meeting with grenades or other explosives. Cordon and search groups should be wary of being decoyed by guerrillas in the opposite direction of the political cadres' escape route.

5. PATTERN: In several hamlets, residents have been forced to memorize precise responses to GVN search teams.



Example:

Question - "Tell us which families hide the VC cadres so you won't be implicated."

Memorized Answer - "There are only Vietnamese living and earning their living here. The VC never come here."

Question - "Do you know where \_\_\_\_\_ and \_\_\_\_\_ live?"

Memorized Answer - "I don't know and I have never heard of those names in the village."

POSSIBLE ACTION: When questioning several villagers results in identical answers like those in the example that are obviously memorized, it is very likely that there are VC cadres present in that village. Take four or five persons for immediate questioning, one by one, in privacy. Thus no one will know which person actually gives information and they will be protected against reprisals.

6. PATTERN: Tax receipts are issued by VC.

POSSIBLE ACTION: People possessing such receipts should be able to point out the tax collector who in turn must know the Finance-Economy cadres.

7. PATTERN: Important cadres (Province or District level) are likely to travel with personal bodyguards (usually two) and carry a concealed pistol. District Current Affairs Committee members and higher will be

armed with more sophisticated small arms than other District Party Committee members and lower cadres.

POSSIBLE ACTION: Individual possessing a pistol or who is observed often accompanied by men who could be serving as bodyguards (probably carrying concealed weapons) warrants investigation. The sophistication of the weapon carried may be an indication of the importance of the cadre.

8. PATTERN: In contested or GVN villages where members of the Village Party Committee were previously arrested, District cadres often visit at night with support from full time guerrillas to collect taxes, threaten and/or reeducate families of GVN soldiers.

POSSIBLE ACTION: Night ambush.

9. PATTERN: Commo-liaison cadres are seldom trusted with really important documents. Section chiefs or higher level cadres carry important documents personally.

POSSIBLE ACTION: When an individual is apprehended with important documents, be suspicious if he claims to be only a commo-liaison worker. Investigate possible higher status thoroughly.

10. PATTERN: A trend toward decentralization of party controls has been observed nationwide. Lack of trained leadership on the lowest levels has been aggravated by directives to transfer more political cadres to military units. A widespread pattern to compensate for these conditions involves the use of

District Committee Cadres to supervise inter-village sectors (clusters of 3 or 4 villages) with some authority to make decisions affecting Village Party activities. In one Delta province, even the Province cadres were forced to work directly with the villages after Tet left the District organization seriously impaired.

POSSIBLE ACTION: This pattern reinforces the wisdom of targeting most strongly against District level cadres. If the District Party Committee can be removed from its crucial operational tie between Region, Province and the Villages, the VC organization will be most dramatically impaired. The District cadres represent that juncture of the VC infrastructure which provides the optimum combination of accessibility and importance.

C. Political Cadres Whose Loss or Neutralization Would Seriously Impair Infrastructure Operations (In descending order of importance)

1. Region, Province, District, City, and Village Party Secretaries.
2. Deputy Secretaries at each level, many of whom are the NLF Chairmen at each level.
3. Military Affairs Chief
4. Security Affairs Chief
5. Propaganda and Indoctrination Chief
6. Finance and Economy Section Chief
7. People's Revolutionary Youth Association (PRYA) Chief
8. Military Proselyting Chief
9. Civilian Proselyting Chief
10. Any member of the Party Current Affairs Committee not yet mentioned.
11. Any member of the Region, Province, District Party Committee not yet mentioned.
12. Chief of Liberation Farmer's Association
13. Commo-liaison cadres
14. Chief of Liberation Women's and Youth's Associations

D. VC Political Cadres Arranged in Ascending Order of  
Difficulty in Identifying and Locating

1. Chief of Village Liberation Farmer's Association
2. Chief of Finance-Economy Section
3. District Commo-llaison cadres
4. Propaganda and Indoctrination Chief
5. NLF Chairman (often the Deputy Party Secretary)
6. People's Revolutionary Youth Association Chief;  
Military Proselyting Chief; Civilian Proselyting  
Chief
7. Military Affairs Chief
8. Village Party Secretary
9. Security Affairs Chief
10. District Cadres
11. Province Cadres
12. Region Cadres
13. COSVN

SECTION III

Modus Operandi of Selected Cadres

Province Party Secretary

FUNCTION: Responsible for directing all VC operations in his province. Receives reports from all Province Party Committee members and initiates policies as directed by Region. Formulates specific directives for implementing COSVN policies. Senior member of the Province Current Affairs Committee. Serves as a member of the Region Party Committee.

HE CONTROLS: All PRP members in his province. Directly communicates with the Deputy Secretaries, other Current Affairs officers, and all Province Section Chiefs. He exercises closest personal supervision over the Military Affairs and Security Affairs Sections.

HE REPORTS TO: Region Party Secretary and Region Current Affairs Committee.

MODE OF OPERATING: The Province Party Office is located wherever the Province Party Secretary is. He, along with his Current Affairs Committee, is normally located in the most remote base area of his province, e.g. in the mountains or jungle, and moves sporadically. His section chiefs are normally spread out but not too far away. In some provinces the most important section chiefs report orally to the Province Party Secretary every Monday while other section chiefs report during the week. If he leaves his base area (very seldom does), he will be accompanied by two armed bodyguards. No attacks on important targets in his province would be

launched without his approval or initiation. He is visited in person by the District Party Secretary or Deputy Secretary once a month. The Province Party Office area will normally be protected by large numbers of local force troops. The regular monthly meeting of the Current Affairs Committee takes place during the time of full moon when no night operations are being launched. The Province Secretary devotes much of his time to studying reports and district operating procedures. When he attends a Region meeting he may be gone as long as 15 days.

INFORMATION HE SHOULD HAVE: Names (including aliases) and probable locations of the Region Party Secretary and Current Affairs Committee plus most of the Region Party Committee. Names of the entire Province Committee with probable locations of each member. Names of all District Party Secretaries and Deputy Secretaries. Region and province operating plans. Directives from Region and COSVN.



District Party Secretary

FUNCTION: Important operating level chief who translates Party policies and directives into specific actions. Provides the indispensable link between COSVN, Region Province levels and the villages. Senior member of the District Current Affairs Committee. Personally guides the activities of District Section Chiefs and receives reports from them and his Village Party Secretaries. Coordinates all military operations in his district and may give direct orders to the District military unit.

HE CONTROLS: All District cadres and Village Party Secretaries.

HE REPORTS TO: Province Party Secretary. Normally he will travel to the Province Party Secretary's secret office in person once a month.

MODE OF OPERATING: Presides over a District Party Committee meeting once a month on a fixed day. The District office normally operates in the same village but moves infrequently to a different house or different hamlet. Office moves whenever there is a defection or capture of village or district cadres. The District Secretary is quite likely to carry a pistol and often is accompanied by an armed bodyguard. When a village is in the process of being pacified by GVN, the District Secretary briefs the Village Party Secretary on appropriate actions. When the District Secretary leaves his own village to

operate somewhere else the liaison agents are told where to forward his messages. If one of his village committees is wiped out, the District Secretary appoints a District cadre to handle that village's affairs for the VC. The remotest hamlet of a strong VC village closest to a retreat base area in the given district is the most likely place for members of the District Committee to reside. A local force company or platoon of VC regulars is likely to be stationed in that vicinity. Such a hamlet also serves as a station stop for Province or Region cadres. Meetings are held in these hamlets and they are riddled with underground caches. Members of the District Committee do not normally sleep in the same house. The Secretary normally does not sleep in the same hamlet where his family lives and he usually has three or four houses to sleep in on alternating nights. He will normally travel to Province headquarters once a month.

INFORMATION HE SHOULD HAVE: Names and probable location of Province Party Secretary and Province Party Committee members. Names and probable locations of all District cadres and all Village Party Secretaries. Operation plans for his district and the province.