

Village Party Secretary

FUNCTION: Responsible for the implementation of District orders in his village. Receives reports from Village Section Chiefs and forwards a monthly report to District. In charge of all village activities; exercises final authority on use of village guerrillas and usually attends Military Affairs Section meetings. May additionally serve as Chief of the Forward Support and Reinforcement Section.

HE CONTROLS: All Village Cadres and Hamlet Party Secretaries (wherever PRP hamlet organizations are large enough to have a Hamlet Party Chapter).

HE REPORTS TO: District Party Secretary.

MODE OF OPERATING: The Village Party Secretary may have brief meetings with his Section chiefs as often as every three or four days. He normally presides over full Party Chapter meetings about once a month. Normally resides in the most "secure" hamlet in his village although he may move his office frequently. Liaison cadres normally know a day in advance where he will be. He keeps all of the village records and documents and may often carry documents in a small plastic bag. He attends District Party Committee meetings and may make frequent contacts with District cadres. He normally stays apart from his family and maintains as many as three different houses to sleep in, each of which has caches to hide in either in the house, yard, or orchard. Some Village Secretaries,

especially during the dry season, may sleep in a hammock stretched out in the woods or in an orchard. The Village Secretary often travels alone to visit various cadres in his hamlets. Quite often he meets them in their paddy fields where they are working. The Village Party Secretary is the most important man in the village and is probably known by the majority of the adult residents. If there is an NLF organization in his village, its chairman is likely to be the Party Secretary's Deputy. Village Secretary is notified in advance when VC troops come to the village to be supplied. He notifies the Military Affairs Section but often does not alert the Rear Services Section until 2000 hours of the night the troops are expected. The Finance-Economy Chief usually turns the collected tax money over to the Village Party Secretary who is supposed to forward it to District. Sometimes a Village Secretary will keep 10% of the money collected for use in the village.

INFORMATION HE SHOULD HAVE: Names and probable locations of District Party Secretary and other District Committee members. Names and locations of all Village and Hamlet Party cadres. Village defense and escape arrangements for VC cadres. Operations plans for Village and District.

Deputy Secretary (Various Levels)

FUNCTION: The Deputy Party Secretary is the number two man in the Party at each level. If there is an NLF organization at his echelon he is very likely the Chairman of that level's NLF Committee. If something should happen to the Province, District, or Village Party Secretary, the Deputy takes over. At Province level there may be more than one Deputy in which case each Deputy usually supervises a number of Staff Sections and a geographic area which includes several districts. Where problem areas are discovered, the Deputy Secretary often heads a special study team of Section Chiefs which may move to the area for a week to examine the difficulty and propose solutions.

HE CONTROLS: Section chiefs assigned to him; a geographic portion of the Province; special study groups.

HE REPORTS TO: Party Secretary at his level.

MODE OF OPERATING: Day-to-day habits are generally analogous to those described for Party Secretaries at each level.

INFORMATION HE SHOULD HAVE: Names and probable locations of all Party and Front cadres at his level; names and probable locations of Party Committee members at the next higher level; operations plans at his level.

Military Affairs Section Chief

FUNCTION: At the lowest echelons (Hamlet and Village), he serves as Commander or Political Officer of the local force unit. At Village level he controls the Village guerrillas; at District he may be the Political Officer of the District Local Force depending upon the qualifications of his Political Staff; at Province he provides direction to the Commander and Political Officer of the Province Battalion. He coordinates all military actions with the Party Secretary at his level.

HE CONTROLS: Guerrillas at his unit level. Deputy and subsection chiefs.

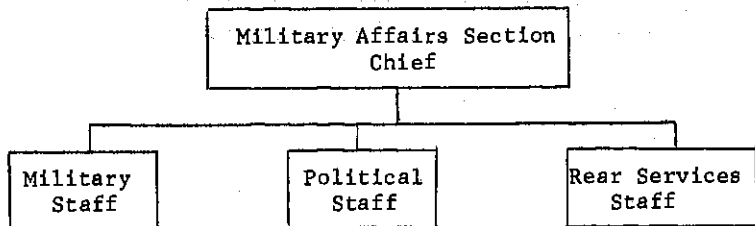
HE REPORTS TO: His Party Secretary and the Military Affairs Chief at the next higher echelon.

MODE OF OPERATION: At the Village level the Military Affairs Section Chief uses his guerrillas to provide a joint sentry and warning system. Watch is kept on the PF outpost stations. Guerrilla posts generally face canal and road accesses and RF/PF outposts. The Village Military Affairs Chief uses his men in combined actions under the leadership of an inter-village or District cadre. He uses his guerrillas to invite the people to VC meetings. He coordinates visits to the village by Regular VC troops, utilizing his Rear Services subsection. He is often the operational supervisor of the youth groups recruited to transport equipment and evacuate wounded VC troops. The District Military Affairs Chief controls the sapper platoons in his

district as well as the district local force units. He is responsible for supplying replacements and ammunition. The Province Military Affairs Chief has overall supervision of military operations in the province and has three staff subsections to accomplish the job (see attached diagram): his Military Staff, Political Staff, and Rear Services Staff. Through this staff he plans operations, develops the armed forces, trains province units, and exercises responsibility for supplying and equipping of all armed forces in the province. The Village Military Affairs Chief is often a member of the Village Front Line (Forward) Supply Council and is usually in charge of the recruiting subsection as well. He normally has his own secret cache to hide in during sweep operations and probably does not know where the Village Party Secretary's secret cache is although he does know the hiding places of all the Village guerrillas. The guerrillas may sometimes know where the Military Affairs Chief's cache is but there are Party guidelines against their having this knowledge. If a Village Military Affairs Chief rallies or is captured he is usually replaced by one of his guerrilla squad leaders. The Village, District, and Province Military Affairs Chiefs are always in close contact with their respective Party Secretaries and the Military Affairs Chief of the next higher echelon.

INFORMATION HE SHOULD HAVE: Locations of all arms and ammunition caches belonging to his Committee. Names and probable

locations of all Party Committee members at his level plus the name and possible location of the Military Affairs Chief at the next higher level. Knowledge of impending military operations. Names and locations of his guerrillas (Village level). Names of the agents working for the Military Proselyting Section in GVN military posts within his jurisdiction.

Military Affairs SectionProvince and District Level

Security Affairs Chief

FUNCTION: At the District level: sets up and guides Village Secretary Sections; investigates enemy spy action in his district; conducts investigations that cannot be handled by Village Security cadres; interrogates, prepares suspects' dossiers, gives judgments, transfers prisoners to higher levels; establishes lists and dossiers of enemy administrative and military personnel as well as reactionary persons in the District; maintains file on District residents working for GVN in other areas; in liberated areas, maintains a jail. At the Village level the Security Affairs Chief also selects a secret informer for each hamlet. In contested or GVN areas Security Chiefs direct activities of penetration agents and other underground agents.

HE CONTROLS: His section and Security Affairs Section Chiefs at the next lower echelon. At Village level he controls the secret informers placed in each hamlet and often has a direct connection with the Village guerrilla unit.

HE REPORTS TO: Security Affairs Chief at the next higher level with general coordination of the Party Committee Secretary at his own level. The Security Affairs Section Chief is the only section chief who may report directly to the Section Chief at the next higher echelon, sometimes bypassing his Party Committee Secretary.

MODE OF OPERATION: The Village Security Affairs Chief will normally have an assistant and various cadres in charge of different functions (see attached chart). Most of

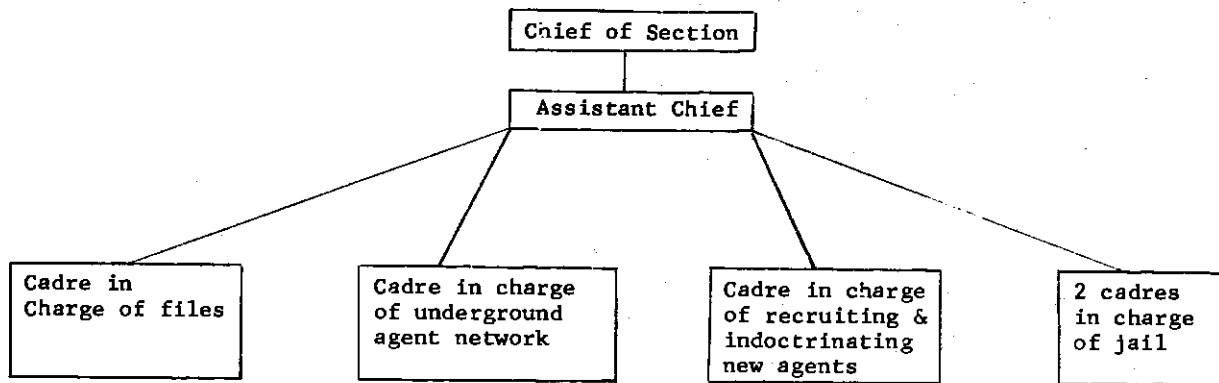
the villagers will know the Security Chief but they will not know the identity of the informers he has watching activities in each hamlet. Even the Village Party Secretary will not know who these informers are. The Security Affairs Chief will get reports on all strangers and traders. He and his cadres are responsible for maintaining order in liberated villages and will often maintain a jail in one of the homes in the village although any important prisoners are quickly transferred to District or Province. He watches particularly those people who have relatives working for the GVN and even talks to GVN officials to try to persuade them to quit the GVN. If he finds it necessary to arrest suspects, he usually is accompanied by two or three armed guerrillas. Principal punishment for GVN workers or sympathizers is a reeducation course. Security Affairs Chief normally presides over executions which have been approved by his superiors and are often carried out publicly with some show of a "trial by the people." He also handles ordinary lawbreakers by sending them to reeducation courses and trying them publicly before the people. Village Security Chief makes frequent contacts with District Security Cadres. He also assists in persuading people to pay taxes and young men to enlist. In a completely liberated village he might live with his own family; in other cases he sleeps in different places each night. He maintains his own secret hiding places and disappears at the first warning of a GVN sweep. The Security Chief might know one or two days in advance when VC troops would be coming into his village

and must be certain that his suspects do not warn the GVN officials. Province and District Security Section cadres make many visits to Village Security Sections. Province Security Cadres carry papers to verify their positions but when capture is imminent they will try to hide the papers. District and Province Security Sections are likely to maintain a house as a jail.

INFORMATION HE SHOULD HAVE: The names and probable locations of all Party members at his echelon. The names and general operating territory of Security cadres at the next higher echelon. Names and locations of his secret informers. Names and locations of his penetration and underground agents. Names and locations of Security Section Chiefs at the next lower echelon. If VC troops are in the immediate vicinity he will know about them.

Typical Security Section

District & Large Village



Forward Support and Reinforcement (Front Line Supply)Section Chief

FUNCTION: Mobilize all material resources (food supplies, weapons, ammunition) and manpower in the area of responsibility. Coerce youth to join the army and recruit "volunteer" labor (forced to work for one, three, or five months). Apportions supplies to be collected from next lower echelon. Supervises production levels and manpower levies. Reports discrepancies between requirements and actual accomplishments to next higher echelon. Regularizes the use of supplies and manpower by military units in coordination with Rear Services Section.

HE CONTROLS: His Deputy plus subsection chiefs and subordinate section chiefs.

HE REPORTS TO: His Party Committee Secretary plus the next higher echelon Section Chief.

MODE OF OPERATING: The Section Chief has daily contact with his subsection chiefs. Visits the next higher echelon Section Chief often to obtain assistance on special problems; usually travels alone. On the Village operating level many of the cadres from other sections are participants in the Village Front Line Supply Council. There must be close coordination with the Military Affairs Section, the Finance-Economy Section, and the Civilian Proselyting Section. Information on the Front Line Supply Section Chief may be obtained from these other sections--he may well be chief of a number of sections and sometimes is the Party Secretary at Village level.

INFORMATION HE SHOULD HAVE: The amount of rice, ammunition, weapons, and troops levied on his echelon level for a given operation or annual requirements. Province Section Chief will know the requirements of troops dispatched by Region to operations in his province. Knows Party Committee members at his echelon and Section cadres at the next higher level.

Propaganda and Indoctrination Section Chief

FUNCTION: On the District level he heads an organization similar to that shown in the attached diagram. The Village level organization is not likely to be so elaborate or to have as many cadres in it. Responsible for disseminating news and propaganda; indoctrination of villagers in party doctrine and procedures, entertainment, and education. At Province level the Propaganda and Indoctrination Section is responsible for providing training courses for Province, District, and Village cadres, for publishing leaflets and posters, and distributing books and magazines.

HE CONTROLS: Each Propaganda and Indoctrination Chief controls the cadres in his section and provides staff direction to next lower echelon. Propaganda and Indoctrination cadres.

HE REPORTS TO: Each P & I Chief reports to his echelon Party Secretary.

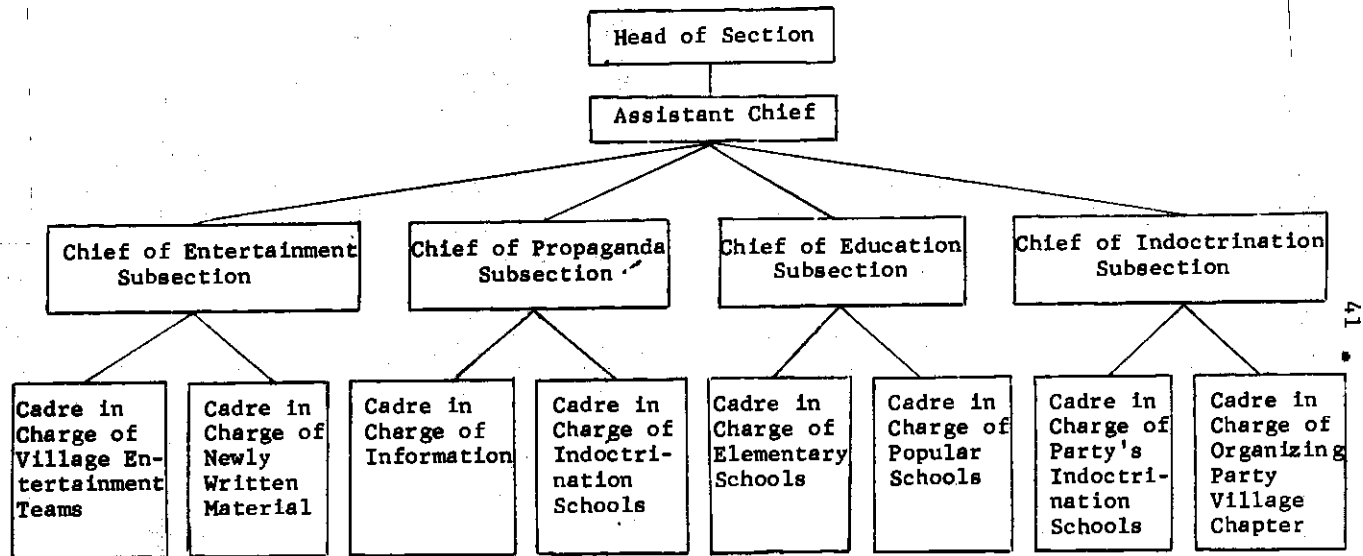
MODE OF OPERATING: Writes reports on Party members' thoughts and the development of village chapters. Writes pamphlets, draws posters, and develops printing plant (some duplicating apparatus) capability. Duplicating machinery usually maintained at the District or Province P & I Section office. Develops cadres' use of megaphones, encourages them to write slogans and sew flags. Village level section chief will very often participate in indoctrination sessions himself and will normally be an excellent speaker. He will attempt to persuade the

village youth to enlist, villagers to pay their VC taxes, and generally provide the propaganda assistance which will help the other Party sections to accomplish their missions. The Village P & I Section Chief sends a report to the District P & I Chief at the end of each campaign. He seeks appropriate teachers for elementary schools and provides VC "textbooks." An important recent mission is to persuade the people to remain in "liberated" villages.

INFORMATION HE SHOULD HAVE: Village P & I Chief - Names and probable location of Village Party Secretary and all other Village Committee members, plus the name and possible location of the District P & I Chief. The District P & I Chief - Names and probable location of District Party Secretary and all District Party Committee members, plus the names and probable locations of all Village P & I chiefs in his District. Province P & I Chief - Names and probable locations of Province Party Committee members plus the entire P & I structure throughout the Province.

Propaganda & Indoctrination Section

Typical District-Level Organization



Finance and Economy Section Chief

FUNCTION: To collect taxes and coordinate with Forward Support and Rear Services sections. Region level determines tax rate; Province levies amounts by District; District determines amount to be collected from each Village; District and Village supervise the collection. Manages bond programs, fund drives, borrowing schemes. May manage local VC businesses.

HE CONTROLS: Members of his section; exercises staff direction only for next lower echelon. At Province level, where the organization of the Finance-Economy Section is large and complex, the Section Chief directs the activities of several subsections including production, finance, resources, and subsistence.

HE REPORTS TO: His Party Committee Secretary as well as to the Finance-Economy Section Chief at the next higher echelon.

MODE OF OPERATING: The tax collection function of the Finance-Economy Section Chief at Village level makes him vulnerable to identification and capture. A typical Finance-Economy Chief in a Delta Village is likely to be a Party member and a member of the Village Party Committee. If he lives in a "liberated" village he probably stays with his own family. Most of the villagers know who he is. He is told by District through his Village Party Secretary how much tax to collect from each family. He is provided with a receipt book which usually has the names and

amount of taxes already filled in. If he personally collects the taxes he may be accompanied by one of his section cadres and if other section members do the collecting they usually operate in pairs to lessen the chance of embezzlement. A typical Finance-Economy Chief at the Village level does not hang on to large sums very long but passes the collected taxes directly to the Village Party Secretary as soon as possible. In many villages the Party Secretary passes by the home of the Finance-Economy Chief almost daily so contact is relatively easy. The Finance-Economy Chief normally has in his possession a tax receipt book and money collected but not yet turned in. He may also have tax lists, census and production data, inventory logs, income and expenditure ledgers. People often pay in installments. In the Delta villages, taxes are usually collected at harvest time, often over a two month period. Those who pay in rice turn the rice over to the rice merchants with whom the Finance-Economy Chief has made arrangements. District conducts tax policy indoctrination courses for Finance-Economy cadres once a year, usually in December. The District Section examines the classification of rice fields, production figures, etc., provided by the Liberation Farmer's Association, to determine tax rates. The tax money goes from Village to District to Province to Region to COSVN. In some cases Village Party Secretaries retain 10% of the taxes collected for use in the village. In non-liberated areas taxes are collected at night. Agents in a given village or hamlet often provide a signal

(flashlight, lighter, matches) to notify the tax collectors that it is safe to enter the village. Taxes are collected in the cities from most of the business firms. The Finance-Economy cadres are assisted by members of several other sections in the task of encouraging, persuading, or inducing the people to pay taxes.

INFORMATION HE SHOULD HAVE: Village Finance-Economy Chief knows the Village Party Secretary and how to locate him; he knows all of his section cadres; village tax statistics; other Village Party Committee members; the name and probable location of the District Finance-Economy Chief. District, Province, and Region Finance-Economy Chiefs will know names and probable locations of their Party Committee members plus the Finance-Economy Chiefs at the next lower and next higher levels. The higher the echelon of the Finance-Economy Chief, the more information he will have on the financial status of the VC organization.

Village Liberation Farmer's Association Chief

FUNCTION: Serve as example and director of production work.

Carry out the tasks of developing "combat hamlets" and "combat villages" by supervising the digging of trenches, sharpening spikes, planting mines, etc. Assist in arrangements for housing VC troops. Estimates production rates for his village.

HE CONTROLS: Members of his committee and Hamlet Farmers' Association cadres. May be the NLF Chairman and may control all the people's organizations on the Village level.

HE REPORTS TO: Village Party Committee Secretary.

MODE OF OPERATING: The Village Farmers' Association Chief is very often a Party member and a Village Party Committee member. He is the most important person in the Village Front associations. He will normally live with his own family, even in a non-liberated area, and all of the villagers know who he is. He responds to the orders of the Village Party Secretary and may engage in a variety of Front activities from persuading people to pay their VC taxes to gathering youth and women for bearer duty. His cooperation makes possible the job of food supplying to VC troops. He may well pick up additional duties like gathering up and destroying GVN leaflets.

INFORMATION HE SHOULD HAVE: Names and probable locations of Village Party Committee members. If VC troops are expected in the area that night he may have information about their numbers. Village production figures.

Military Proselyting Section Chief

FUNCTION: Motivates ARVN and Allied troops to defect.

Approaches ARVN dependents to mobilize them for troop proselyting activities. Attempts to place penetration agents in ARVN. Indoctrinates POW's and enemy defectors. Organizes "face-to-face struggles" against GVN.

HE CONTROLS: His Deputy Chief and Subsection Chiefs (Province level). At District and Village level the Section Chief controls the cadres of his own section.

HE REPORTS TO: The Party Secretary at his echelon as well as the Military Proselyting Chief at the next higher echelon.

MODE OF OPERATING: Village level proselyting sections are frequently most active in the vicinity of GVN controlled areas. A typical Military Proselyting Chief at District or Village level will train his section members to talk to ARVN families to persuade them to call their husbands and sons back home. He and his cadres make direct contacts with ARVN officers and GVN officials through family arrangements. The best arrangement he can make is to turn an ARVN soldier or GVN official into a penetration cadre who will provide information to the VC. In the rural areas, the Military Proselyting Chief often approaches the family of the commander of the RF or PF outposts to try to win him away from the GVN. He will try to set up secret proselyting cells in GVN areas among GVN officials, officers, and soldiers. He is often the organizer of face-to-face struggles, demonstrations conducted by women against GVN officials.

INFORMATION HE SHOULD HAVE: Names and probable locations of his echelon Party Committee members. Names and locations of his penetration cadres and collaborating GVN officials, officers, and soldiers. May know facts about VC POW camps.

Commo-Liaison Cadres

FUNCTION: Provide communications within and between each echelon of the Party. Select communication routes.

REPORT TO: Commo-Liaison Section Chiefs report to the Party Secretary at each echelon.

MODE OF OPERATING: Commo-liaison agents at Region, Province, and District levels operate full time and usually carry sealed messages. Village level agents often operate only part time and often carry verbal messages. Commo-liaison relay stations are established in villagers' homes and usually change about once a month. A large village may be divided into four sections, each of which has its own commo-liaison station. Material is usually exchanged at points between stations, seldom at the stations themselves. Stations often provide secret trenches large enough to hide several people plus a storage area for secret material. The commo-liaison routes rarely use roads or rice field embankments. The routes cross main roads at specific points which the messengers usually cross only at dusk and often under guerrilla protection. The District Commo-liaison Section is responsible for stations and routes within district boundaries. District and village agents may live with their own families or with other families. They often obtain the services of female undercover agents who have legal GVN papers. Routes may be changed two or three times a month. It is through the commo-liaison net that important cadres are able to make contact with each other,

e.g., a District Party Secretary seeking to report to his Province Secretary will first make contact with a Province Liaison cadre who will lead him to the Province Commo-liaison Chief who knows how to reach the Province Party Secretary. In general the Commo-liaison Chief at each echelon knows how to reach that echelon's important cadres quickly. Commo-liaison Section Chiefs coordinate transportation route requirements with Forward Supply, Finance and Economy, and Military Affairs Sections.

INFORMATION COMMO-LIAISON CADRES MAY HAVE: Commo-liaison stations and routes; schedules; security precautions employed along routes; immediate superiors and fellow workers; signs, codes, and other secret identifiers; origins and destinations of messages; types of messages (documents, letters, money, etc.); VC letter box numbers; number of infiltrators and amount of goods passed along the route; movements of VC/NVA troops; use of radios or telephones. Only the higher ranking commo-liaison agents will be able to locate the more important Party cadres.

Civilian Proselyting Section Chief

FUNCTION: To appeal to religious leaders, minority group leaders, and the general population to join the mass associations of the NLF. Surfaced openly during Tet offensive to try to organize the general uprising in the cities against the GVN officials. Essentially, the recruiting function for all VC organizations both military and political.

HE CONTROLS: Members of his section and the leaders of the mass organizations plus the Civilian Proselyting Chiefs of the next lower echelon.

HE REPORTS TO: Party Committee Secretary in his echelon and Civilian Proselyting Chief at the next higher echelon.

MODE OF OPERATING: The District and Village Civilian Proselyting Chiefs are most important in persuading the people to support the Front. The Proselyting Section Chief attempts to involve every villager in a mass organization. He recruits young men for the youth organizations and for VC military units. He may conduct training sessions for village and district leaders in a nearby base area. He is most active in contested areas where he is likely to shift sleeping quarters every night. He may listen to Saigon Radio, BBC, and Voice of America and read GVN and Allied newspapers to keep his superiors informed of exploitable events for the proselyting task. During major offensives it is the job of the Civilian Proselyting Cadres to rally the people for a general uprising against the established government. The Proselyting Chief operating

in contested areas usually maintains a secret cave or other hideout where he can last several days. He normally keeps a ten-day supply of dried food there. He is usually a good speaker, well-educated, and a highly indoctrinated Communist. In highly contested areas he may operate at night; often operates alone, especially since Tet.

INFORMATION HE SHOULD HAVE: Party policies and plans.

Identity and probable locations of his echelon's Party Committee members.