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PROVINCE REHABILITATION PLAN

KIEN HOA PROVINCE

6 March 1964

USOM ACTIVITIES PLAN - KIEN HOA PROVINCE

The following activities plan was worked out by the Deputy Province Chief/Special Assistant to the Province Chief, MAAG Strategic Hamlets Advisor and USOM Provincial Representative. Most of the funds and some of the materials are on hand in the province and work has commenced on two self-help development projects - 6 additional classrooms in one hamlet and a large new market place for a village. Other elements of the plan will be initiated this month.

This plan calls for the strengthening and gradual expansion of areas where strategic hamlets have already been established and the concurrent, continuous "softening-up" of areas controlled by the Viet Cong.

The placement of the new hamlets will comply with the original plan to secure the important routes of communication and segmentation of the province to restrict V.C. movement.

A critical aspect of this program is the intensification of the military offensive (continuous patrols rather than one-day operations) in Viet Cong controlled areas combined with intelligence gathering and psychological "softening-up" of people living in those areas. Only by taking the initiative away from the Viet Cong and relieving the pressure on government controlled areas can plans for the extension of the strategic hamlet program be successful.

1. Survey all completed strategic hamlets and make improvements as required, in following priority order:

a. Security: The original hamlet defense concept of fortifying strategic hamlets with a moat, mud wall and barbed wire fence defended by one or two squads of a hamlet militia has not proved effective in Kien Hoa for many reasons. The hamlet defensive perimeter averages from four to five kilometers which is too large to be defended by 10 or 20 men. Without being covered by fire, the defense works present no effective barrier to Viet Cong penetration. The hamlet residents have been required to spend many days building the hamlet defense works which are easily and often destroyed by the V.C. and they are then forced to repair them.

The revised provincial hamlet defense concept envisions the adoption of guerrilla tactics to fight within the hamlet causing maximum damage to the enemy and resulting in minimum losses to the hamlet residents. Rather than fencing the hamlet perimeter, barbed wire and pickets will be used to build fences within the hamlet and for the fabrication of movable barriers. Guards will be posted every night (this duty will be shared by members of the Defense Youth - all young men in the hamlet - - not to be confused with hamlet militia) and provisions made for prompt, effective alarm in event of

attempted Viet Cong penetration. Upon hearing the alarm, all hamlet residents will perform pre-assigned tasks - - placement of movable barriers, spike traps, booby traps, etc. They will then retire to hiding places. Groups of two or three young men will slip around the hamlet to be in position to throw hand grenades at the invading Viet Cong. The nearest responsive military force should be contacted by HT-1 or flare pistol. Responding forces will engage Viet Cong if outside the hamlet or wait in ambush for Viet Cong withdrawal from the hamlet. Also artillery can be called in on withdrawing Viet Cong.

If hamlet residents are not willing to take aggressive action against the Viet Cong, they should at least be persuaded to avoid the Viet Cong - - the women and children staying in their houses and the young men hiding. Drills should be held in the hamlets to familiarize the hamlet residents with their responsibilities when attacked by the Viet Cong. Also response plans should be worked out to include notification of responsive security forces and selection of potential ambush sites on probable Viet Cong withdrawal routes.

b. Land Reform and Taxation: A thorough study of land distribution and taxation problems will be initiated at all levels in the province. Measures will be taken to solve these problems and explain the land reform and taxation programs. In the current land ownership maximum from 100 hectares to 3 hectares would release approximately 16,231 hectares for distribution. A land ownership chart appears below:

Amount of land (in hectares)	no. of land owners	total hectares
Less than 1/10	27,800	503
1/10-1/2	12,100	2,263
1/2-1	16,700	9,422
1-2	27,200	29,505
2-3	18,300	33,984
3-5	15,600	45,466
5-10	2,500	12,065
10-50	0	0
50-100	0	0
	<u>120,200</u>	<u>133,208</u>

c. Educational requirements: The educational requirements of each completed strategic hamlet should be assessed with the goal of providing educational facilities for all school age children in the immediate area.

At the present time, our best estimates indicate that 60 completed strategic hamlets have adequate educational facilities, 50 completed strategic hamlets need assistance to repair or enlarge existing schools and 108 hamlets have no schools.

A program for the construction of 200 new classrooms in 1964 has been planned. These classrooms will be built on a self-help basis with GVN (through USOM) providing 75 sacks of cement per classroom plus self-help funds and PL 480 foodstuffs.

A teacher training program will be initiated at province level.

ESTIMATED TOTAL MATERIAL REQUIREMENTS

Cement @ 75 bags x 200 classrooms = 15,000 bags = 750 M/T
 Bulgur @ 15 sacks (30 k) per classroom = 90 M/T
 Cooking oil @ 30 cans cooking oil per classroom = 6,000 cans
 cooking oil
 Time phasing: D - - until completed.
 Sheet roofing @ 40 sheets x 200 = 8,000 sheets

d. Water Supply: The scarcity of potable water during the height of the dry season (March, April, May) is one of the major problems in the coastal area of Kien Hoa province. The residents of these areas collect rain water in earthen jugs or holes in the ground during the rainy season and keep it for use during the dry season. A program for the construction of large reinforced concrete water storage containers for the storage of rain water is planned for next dry season.

Estimated resources required:

10 large water storage containers (reservoirs - 200,000 liter capacity)
 Cement: 400 sacks x 10 reservoirs = 4,000 sacks - 200 M/T
 Reinforcing rod: 5,000 kg x 10 reservoirs = 50,000 kgs - 50 M/T
 Bulgur: 60 sacks (30 kg) x 10 reservoirs = 18 M/T
 Cooking oil: 120 tins x 10 reservoirs = 1,200 gallons

50 small water storage containers (reservoirs) - 24,000 liter capacity
 Cement: 50 sacks x 50 reservoirs = 2,500 sacks - 125 M/T
 Reinforcing rod: 1 M/T x 50 reservoirs = 50 M/T
 Bulgur: 20 (30 kg) sacks x 50 reservoirs = 30 M/T
 Cooking oil: 40 tins x 50 reservoirs = 2,000 gallons

e. Health Facilities: An attempt will be made to provide adequate health facilities and a trained paid, full time health worker for each GVN controlled village. Extension of this program to the hamlet level will be considered on a case by case basis. Presently the province has adequate health facilities in 26 villages, health facilities requiring considerable improvement in 35 villages and no health facilities in 28 GVN controlled villages and 26 VC controlled villages.

Estimated Resources required:

35 health centers x 30 sacks cement = 50 M/T
 90 sheets roofing x 35 health centers = 3150 sheets

35 health centers x 10 sacks bulgur = 10 M/T
 35 health centers x 20 cans cooking oil = 700 cans cooking oil
 28 health centers x 200 sacks of cement = 280 M/T
 28 health centers x 180 sheets roofing = 6,300 sheets
 28 health centers x 100 sacks bulgur = 80 M/T
 28 health centers x 200 cans cooking oil = 5,600 cans cooking oil
 Time phasing: D - - - until completed

f. Roads: The problem of road construction and repair is critical. A request for a substantial amount of piastres will be submitted to the Ministry of Public Works. Pending approval of this request, all USOM/Rural affairs resources available will be marshalled to support the repair of damaged roads and construction of new roads in the province. These resources include PL 480 foodstuffs for compensation of rural population working on road and construction, cement and reinforcing rods for small bridges, culverts and miscellaneous construction hardware e.g. bridge bolts, empty barrells (for culverts), tools, etc.

Estimated Requirements: Initial order will be placed for:

50 M/T Cement
 10 M/T Reinforcing Rod
 100 M/T Bulgur
 6,000 cans cooking oil

g. Market places: The construction of a clean, well laid out, well situated market place is considered an important contribution to local economic development. Priority for construction of market-places on a self-help basis should be given to village canters. The rental of market stalls will provide additional income for the village budget to help pay the salaries of village health workers and school teachers. The market place will also serve as convenient night assembly area for meetings, movies, etc. Construction of market places for hamlets will be considered on a case by case basis.

Estimated requirements:

cement: 25 market places x 100 bags = 125 M/T
 Reinforcing rod: 25 market places x 800 kgs = 20 M/T
 Bulgur : 25 market places x 50 sacks = 40 M/T
 Cooking oil - 25 market places x 100 cans = 2,500 cans
 Sheet roofing: 25 market places x 125 sheets = 3,125 sheets

h. Extension of Government Services to Hamlet Residents:

The rural population must be educated to the government services available to them and these services must, in fact, be made available. For example, consolidation cadre can explain the essential features of the Agricultural Credit Program, Farmers' Associations, and Co-operatives, but the NAOO District Agent will have to visit each completed hamlet to organize and

push these efforts. Pamphlets and other printed materials on agriculture and livestock can be distributed by the consolidation cadre, and problems and requests for assistance can be forwarded to the technical services concerned. Visits of the Provincial Development Committee to canton and village level will also contribute to this goal.

Requirements: See chart on New Rural Life Service

2. Survey, action and follow up will be provided by three groups:

A. Hamlet Development Teams:

One or two hamlet development teams (2 men per team) will be assigned to each GVN controlled canton (21 administrative cantons - - 17 GVN controlled - - 30 canton teams required.) to work directly under the canton chief to:

(1) Conduct a survey of requirements in completed strategic hamlets.

(2) Initiate action for improvement.

(3) Refer problems which can't be solved locally to the Provincial Development Committee.

These teams will be responsible for from five to ten hamlets and will move from hamlet to hamlet in the canton on a continuing basis, spending one to five days in each hamlet. A SDC security force should be provided for each consolidation team as required.

B. Provincial Development Committee:

A committee led by the Province Chief or Deputy for Strategic Hamlets and composed of the Chiefs of the following provincial services - - Agriculture, Livestock, Information, Public Works, NACO, Education plus the MAAG Sector Advisor or Strategic Hamlets Advisor and USOM Representative will visit each canton on a continuing basis to discuss economic and social development projects with the district chief, canton chiefs, development cadre, village and hamlet officials and hamlet residents. This committee, in addition to evaluating proposed projects, would be in a position to suggest additional development projects.

Helicopter support will be requested for visits to outlying areas to cut down travel time and enable the committee to cover every canton at least once every two months - - a minimum of two cantons every week.

All development projects will be of a self-help nature and will be supported with self-help funds, cement, sheet roofing, P.L. 480 food-stuffs and miscellaneous commodities supplied through USOM/Rural Affairs and technical divisions of USOM.

(9) Organize hamlet dedication ceremony.

Hamlet establishment cadre will receive five days retraining before deployment to the field. If additional cadre are required, they will be recruited.

Requirements: (See budget proposal

Time Phasing:

Retraining of Hamlet Establishment Cadre: D + 15 days - D+20 days.

Completion of hamlets under construction: D 20 days - D+ 5 mos.

4. Establish new strategic hamlets as required:

This task will be assigned to hamlet establishment cadre who will operate as outlined in paragraph 3.

Requirements: Same as paragraph 3.

Time Phasing: Establish 76 new strategic hamlets: D+5 mos - D+ 12 mos.

(Note: This time phasing is contingent upon the progress of "softening up" operations and the province capability to provide security for the new hamlets.)

5. Conduct concurrent "softening up" operations coordinated with military operations in V.C. controlled areas:

ARVN Civil Guard and SD C Company Commanders will be recalled to province capitol for one day conference on "softening up" tactics. These commanders will return to their units to select one Information/Civilian Relations cadre for each platoon and one chief for Company HQ. These Information/Civilian Relations Cadre will report to Province town for 5 days training in psywar methods, support available, etc.

Information/Civilian Relations Cadre will:

(1) Distribute printed materials (Kien-Hoa magazine, Chieu-Hoi pamphlets, technical services hand outs etc).

(2) Explain the government strategic hamlet, land reform, agricultural credit, self help, and Chieu-Hoi programs.

(3) Urge people in V.C. controlled areas to visit GVN controlled areas to see the security and social and economic improvements for themselves. (This assumes that consolidation activities will be successful.)

(4) Question the people on their gripes against the government or against the V.C. These gripes will be passed back to district and province in weekly reports.

Limited amounts of miscellaneous items (notebooks, school supplies, cement, fertilizer, US medicines) will be distributed to the people living in V.C. controlled areas - coupled with the psychological pitch "This is what we are providing to those who have joined us - the Viet Cong take from you to carry on a senseless war. Your lives are constantly in danger because the Viet-Cong move among you. Your government wants to end the war so that the people of Vietnam can work in peace to better themselves. Think it over."

Requirements:

3,000 USIS notebooks
5,000 school kits
3,000 sacks of cement (150 M/T)
2,000 bottles of aspirin
2,000 bottles diarrhea medicine
10 M/T Fertilizer
2 M/T improved rice seed

Time Phasing:

Conference of Company Commanders: D+2 days
Training of information/civilian relations cadre:
"Softening-up" Operations: D+14 days - - -

7. undertake Program to improve leadership and administration at all levels:

If the strategic hamlet program is to succeed as a method to win the loyalty of the rural population, officials at all levels must fully understand their responsibilities and must be constantly reminded that a government which wins the support of the people is one which is honest, and responsive to the aspirations and needs of the people. In order to ensure that this thought is kept before all officials, the province should adopt a program to reward those officials who observe this policy and reprimand or dismiss immediately those who do not.

1. A thorough survey should be conducted (preferably by the Deputy for Administration) of leaders at the district, canton and village level and changes (reassignment, dismissal, promotion, etc.) should be recommended to the Province Chief.

2. The Provincial Complaints and Action Program set up by Lt. Col. Chou should be revitalized and refined. (See Attachment B-Provincial Complaint and Action Program).

3. Outstanding performance should be recognized and rewarded. Cash awards (1,000 ps) should be given to the three (3) outstanding civil servants in each district every month.

4. Proficiency of low level leaders and civil servants should be improved by providing additional training based on the requirements of their individual specialties; e.g. village police, village finance officers, tax collectors, etc.

8. Intensify Chieu Hoi Campaign:

a. Establish Quy Chanh Resettlement Center:

The abandoned government agrovillage at Thoi Thuan, Binh Dai District, will be turned into a resettlement area for Quy Chanh (returnees) who can't or won't return to their homes. There is adequate space for 300 plus families. Many social facilities are in place, although damaged by the Viet Cong. Each Quy Chanh will be provided with funds to build a house, 3 pigs, cement and funds for a pig sty, 50 ducklings, seeds and cuttings, bulgur wheat and cooking oil and 10 piastres a day while working on repair of the agrovillage. There is good fishing in the area which can add to their income. NACO loans will be made available to them.

b. Increase distribution of propaganda material:

Pamphlets describing the Chieu Hoi Program will be prepared, including pictures and text on Chieu Hoi Center, Resettlement Center, etc. leaflets and hand-outs describing various aspects of program will be distributed.

c. Increased personal contact with families with members in the Viet Cong:

Hamlet establishment cadre, consolidation cadre and intelligence/civilian relations cadre will visit families with members in the Viet Cong to explain the Chieu Hoi program to them and to urge them to appeal to their misguided loved ones to return.

9. Develop Provincial Development Plan:

The Provincial Development Committee will prepare a comprehensive, realistic economic development plan after six months of field visits. Technical advice and assistance will be provided by technical divisions of USOM.

10. In the event that special clear-and-hold operations are initiated in accordance with plans approved in future, priority of USOM support, subject to concurrence of province chiefs and MAAG Sector Advisor will be given these operations.

REQUIREMENTS:

Commodities

Cement: 1,730 M/T
Bulgar wheat: 368 M/T
Cooking oil: 24,000 M/T
Reinforcing Rod: 130 M/T
USIS notebooks: 3,000
School kits: 5,000
Aspirin: 2,000 bottles
Diarrhea medicine: 2,000 bottles
Fertilizer: 17 M/T
Improved rice seed: 2 M/T
Sheet roofing 20,575 sheets

Funds:

See budget proposal.

BUDGET PROPOSAL - KIEN HOA PROVINCE

1 January 64 - 30 June 64

01. Mobile Cadre Teams

Per diem - 180 men @ 1200/mo for 4 mos	864,000
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02. Hamlet Militia

Training - 3,000 men @ 15ps/day for 7 days	315,000
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03. Relocation

2,000 families @ 1700	3,400,000
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04. Training Hamlet & Village Administrators

3 men from 300 hamlets @ 18.5ps/day for 5 days	83,250	
3 men from 50 villages @ 18.5ps /day for 5 days	13,875	97,125

05. Health Workers

Salary - 80 men @ 1,000 ps/mo for 4 mos	320,000
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06. Education

To be determined

07. Provincial Development/Self-Help Projects

a. Schools - 200 classrooms @ 15,000	
b. Dispensaries/maternalities - 28 @ 50,000	
c. Reservoirs - 10 @ 15,000	
40 @ 1,500	
d. Market places - 25 @ 40,000	
e. Generator installation - 4 @ 50,000	
f. Nursery schools/playground - 9 @ 20,000	
g. Other Provincial Development/self-help projects	1,000,000

08. Propaganda and Political Action

Training: 225 men @ 15ps/day for 7 days	23,625
Magazine: 3,000 copies @ 7ps - twice a month for 4 mos	168,000
Mobile propaganda group: 30 men @ 1400/mo for 4 mos	168,000
Rewards for outstanding performance:	
3 civil servants from each district - 27 men	
@ 1000 ps each for 4 months	108,000
Hamlet militia	100,000
Death Gratuities	100,000
Contests/prizes	100,000

Kien Hoa Province

Rallies, meetings, people's activities
Posters, leaflets

100,000

50,000

917,625

09. Miscellaneous

1,000,000

NEW RURAL LIFE SERVICE

KIEN HOA PROVINCE

C.A.: Former Civic Action
Ministry Cadre

CBTS: New Rural Life Cadre (to be
paid from Release Agreement)

CHIEF OF SERVICE

DEPUTY CHIEF OF SERVICE

(Province Staff)

DISTRICT OFFICE

1. Chief - C.A.
2. Reports Clerk - CBTS
3. Supply Clerk - CBTS

9 districts: 9 C.A.
9 districts: 18 CBTS

HAMLET ESTABLISHMENT TEAMS

13 Teams x 4 C.A. Cadre: 52
13 Teams x 6 CBTS : 78
130

1. Chief - C.A.
2. Census & Identification Team Chief - C.A.
3. Census & Identification Team Cadre - CBTS
4. Census & Identification Team Cadre - CBTS
5. Hamlet Defense Team Chief - C.A.
6. Hamlet Defense Team Cadre - CBTS
7. Hamlet Defense Team Cadre - CBTS
8. Organizations & Election Team Chief - C.A.
9. Organizations & Election Team Cadre - CBTS
10. Organizations & Election Team Cadre - CBTS

HAMLET DEVELOPMENT TEAMS

2 Rural Development workers x 30 teams
60 CBTS