

UNITED STATES OPERATIONS MISSION TO VIETNAM

SAIGON

Date

MEMORANDUM

From: The Assistant Director for Rural Affairs

To:

*Tales to Wash*

## Functions of ~~ADIRA~~ USOM Rural Affairs

Regular  
to support  
to

Planning &

- 1) Political action w/ top levels VN  
govt - objective - <sup>to help</sup> make the VN govt. a sound  
govt <sup>effectively</sup> to protect and to further the  
work. Area covered includes  
Saigon, the 4 Corps - Divisions and  
Provinces - to be handled by  
ADIRA plus liaison assistants (Hqs &)

basis  
general w/ people.

- 2) ~~Coordination of U.S. assist. in~~  
~~Coordination of U.S. effort in~~  
support of main objective in VN  
The support of the population -  
substantive area covered ranges from  
population control, ARVN civic  
Action, to Chieu Hoi to support  
of Strat. ham. program

- (Plan, Direct and)  
3) (Coordinate USOM support of Strategic  
Hamlet program & provincial economic  
development.

- 4) Direct operations of USOM prov. reps  
and provide them with the necessary  
logistical support to carry out  
their operations

- 5) Assist in providing <sup>Adequate</sup> Press  
Coverage of VN ~~struggle~~ programs

## Programs

RP) Strategic Hamlet Establishment  
w/Bo as ~~Inspector~~ Advisor

OW Strategic Hamlet <sup>(of Prov. Govt. Concept,</sup> Constitution, Elections, ~~etc~~ Training  
etc.

Beut Strategic Hamlet & Provincial Development

BO Chieu Hoi

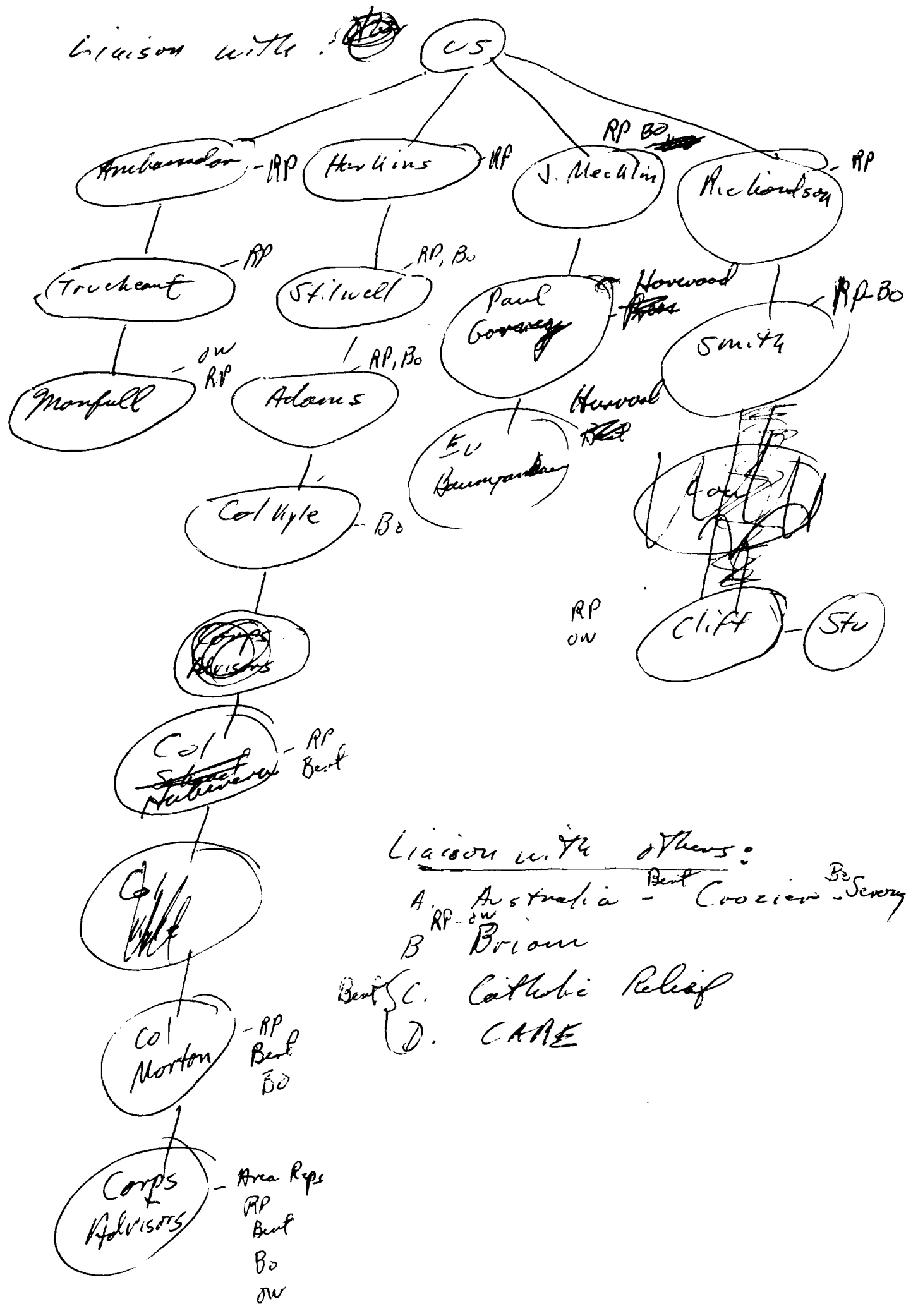
BO ARVN Civic Action  
w/ ~~Huss assistance~~  
Beut & perhaps Huss assistance)

Beut ARVN Rehab, Vets, Dependents, etc.  
w/Bo's assistance

Hamlet Information ~~Campaign~~

OW Montagnard - Special  
Elections - Local Govt  
Training  
Land Reform

Liaison with ~~US~~



Liaison with others:

- A. Australia - Bent Crozier - Sereny
- B. <sup>RP-ow</sup> Briam
- Bent { C. Catholic Relief
- D. CARE

## Operations

Participation in:

Truthheart Committ<sup>ee</sup>

RP  
or  
Bent

USOM CI  
Committee

~~Bo~~ ~~Hannuad~~  
Office? Psyops  
Committee

Resources  
Control Committee - Bo

~~Hannuad~~ Youth  
Committee

Liaison with:

GUN



~~Minister~~ Defense  
President - RP

Connector Nku - RP

Ministers Defense, Interior, <sup>RP</sup> ~~RP~~ <sup>RP or Bent</sup> Rural Affairs, Civic Action <sup>RP, Bo, ~~Huss~~</sup>

Secy Genls & DG's including <sup>Sub Sec & Sec Gen</sup> (By name) <sup>RP</sup> ~~Bent~~, Bo, ~~Huss~~

Corps Commanders - Area Reps - RP, ~~Bent~~, ~~Huss~~

Division Commanders Area Reps - RP, ~~Bent~~

Province Chiefs - Area Reps, Prov Reps, RP, Bent, Bo, ~~Huss~~

The missing element in the President  
and Mr. Wu's speeches & in  
the instructions on the Strait  
Ham program - what is the proper  
relationship between the government  
& the governed - the population.  
What must the attitude of  
government officials be towards  
the population and why. What is  
meant by <sup>winning</sup> ~~popular~~ the support  
of the population. It means obtaining  
~~gaining~~ their loyalty and  
their voluntary support by  
persuasion and by deeds which  
show them that the government  
stands for and ~~operates~~ <sup>acts</sup> in their  
best interests - that it provides  
them with protection, that it  
respects their customs, that it  
respects their basic ~~rights~~ <sup>rights</sup>  
that it ~~serves~~ <sup>advances</sup> them  
their general welfare. Most  
officials do not have ~~the~~ an  
~~correct~~ attitude which ~~will~~  
will lead to winning the  
support of the population. They  
envisage themselves <sup>essentially</sup> as  
masters over the people. They  
do not see themselves as

dependant upon the will of the people. They are not directly elected by the population so that it is difficult for them to understand that if they are to govern successfully they must do so as if they had been elected. Even though they are appointed, their appointment is made by the President who has been elected by the people so that ~~theoretically~~ they ~~are~~ <sup>should be</sup> no less dependant upon the will of the people than he. This ~~should~~ <sup>must</sup> be pointed out to them.

The key officials are the District and Province Chiefs and the Battalion and Division Commanders. ~~There are~~ <sup>It is</sup> they ~~are~~ who must understand how to approach the population, how to work with the <sup>provincial</sup> population and how to ~~to the population~~ <sup>to the population</sup> democratic leadership, based on their willing consent ~~of the population~~ <sup>by the population</sup>. ~~There is not a~~ <sup>only</sup> element of ~~demagoguery~~ <sup>demagoguery</sup> in this. Such leadership will the

willing support of the population  
for the government be won.  
And it is this willing support  
which is absolutely essential to  
~~success~~<sup>victory</sup> over the Victorians.

The *sine qua non*, the absolutely essential ingredient in successfully overcoming the Vietcong in Vietnam is the willing support of the population. The success of all the Government's operations <sup>against the Viet Cong</sup>

~~whether purely military or essentially civilian~~ <sup>whether purely military or</sup> ~~the~~ strategic hamlet program, depend upon their willing support. Without it the military cannot get the intelligence <sup>needed</sup> to find the Vietcong nor can they successfully cut off the source of Vietcong ~~logistics~~ supplies or recruits. ~~With~~ <sup>contracts imposed from without</sup> ~~substituted for national self-control with~~ <sup>contracts cannot be</sup> ~~will simply not work.~~

Also without it, the strategic hamlet program will not work for the strategic hamlet is only so viable as the spirit of ~~the people inside it~~ <sup>resistance against the</sup> Vietcong of the people inside. In this kind of war the active ~~spirit~~ resistance against the Vietcong is equal to willing support of the government. Then

is all the government needs  
or must ask of the  
people.

The problem is how to  
develop this ~~spirit~~ resistance.  
Does one first ~~tend~~ ~~reinforce~~  
an unwilling population,  
into strategic hamlets, oblige  
them to build their own  
defences then afterwards win  
their support with social  
assistance such as schools,  
etc? The answer is no that  
it cannot be done this way  
because in the act of  
forcing an unwilling population  
into hamlets, the seeds of  
the self-destruction of the  
hamlet itself have already  
been sown,